

**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LIVESTOCK AND FISHERIES**



TANZANIA VETERINARY LABORATORY AGENCY



**TANZANIA VETERINARY LABORATORY AGENCY
(TVLA)**

STRATEGIC PLAN

2021/2022– 2025/2026

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ABBREVIATIONS/ACRONYMS

ADRI	Animal Disease Research Institute
AI	Avian Influenza
AIT	Agency Implementation Team
ASDP	Agriculture Sector Development Programme
BSc	Bachelor of Science
BSL2	Biosafety Level 2
BSL3	Biosafety Level 3
Cap	Chapter
CBPP	Contagious Bovine Pleuropneumonia
CCPP	Contagious Caprine Pleuropneumonia
CIDB	Centre for Infectious Diseases and Biotechnology
CM	Centres Managers
COSTECH	Commission for Science and Technology
CVL	Central Veterinary Laboratory
DBS	Director of Business Services
DDS	Director of Diagnostic Services
DRTD	Director of Research and Technology Development
DVS	Director of Veterinary Services
EANETT	East Africa Network for Tsetse and Trypanosomiasis
ECF	East Coast fever
FBOs	Faith Based Organisation
FIND	Foundation for Innovations and Diagnostics
FMD	Foot and Mouth Disease

GC	Gas Chromatography
GCLA	Government Chemistry Laboratory Agency
HISU	Head of ICT and Statistics
HIV/AIDS Syndrome	Human Immunodeficiency Virus/Acquired Immunodeficiency
HPAI	Highly Pathogenic Avian Influenza
HPLC	High Performance Liquid Chromatography
HPMU	Head of Procurement Unit
HR	Human Resource
HQAU	Head of Quality Assurance Unit
IAEA	International Atomic Energy Agency
KALRO	Kenya Agriculture and Livestock Research Organisation
LGAs	Local Government Authority
LPBE	Liquid Phase Blocking ELISA
MKUKUTA	Mkakatiwa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MLF	Ministry of Livestock and Fisheries
MSc	Master of Science
M-TVI	Manager Tanzania Vaccine Institute
N/A	Not Applicable
ND	Newcastle Disease
Net MATT	Network for Mapping African Animal Trypanosomiasis
NGOs	Non-Governmental Organisation
NSGRP	National Strategy for Growth and Reduction of Poverty
NSPE	Non-Structural Protein ELISA
OC	Other Charges

OVI	Onderstepoort Veterinary Institute
PATTEC	Pan African Tsetse and Trypanosomosis Eradication Campaign
PCR	Polymerase Chain Reaction
PhD	Doctor of Philosophy
PMS	Performance Management System
PO-PSM	President's Office –Public Sector Management
PPR	Peste des Petit Ruminants
RVF	Rift Valley fever
SADC	Southern Africa Development Community
SHFA	Self Help Fund Account
SIT	Sterile Insect Technique
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunities and Challenges
T&T	Tsetse and Trypanosomiasis
TADs	Transboundary Animal Diseases
TALIRO	Tanzania Livestock Research Organisation
TARP II	Tanzania Agriculture Research Project Phase II
TB	Tuberculosis
TFDA	Tanzania Food and Drugs Authority
TPRI	Tropical Pesticides Research Institute
TTRC	Tsetse and Trypanosomiasis Research Centre
TTRI	Tsetse and Trypanosomiasis Research Institute
TVI	Tanzania Vaccine Institute
TVLA	Tanzania Veterinary Laboratory Agency
USA	United States of America

VICs	Veterinary Investigation Centres
WHO	World Health Organisation of the United Nations
ZVC	Zonal Veterinary Centre

PREFACE

I am delighted to present to you the Tanzania Veterinary Laboratory Agency (TVLA) Strategic Plan 2021/2022–2025/2026, which outlines the strategic visions and goals we have identified to help the Agency realize its full potential. The Strategic Plan will help TVLA to better fulfil its mission to provide quality veterinary products and services for sustainable growth of livestock sector that shall contribute immensely to national GDP.

The process of formulating a new Strategic Plan at TVLA has given us the opportunities to take stock on past successes and failures, to determine our visions and future goals in the light of CCM Party Manifesto 2020 - 2025, President's speech when inaugurating the 12th Parliament, Five-year Development Plan III, 2021/2022 – 2025/26, etc. It has also enabled us to put forward strategies for our developments not only in response to changing needs but also as an active and participating agent to drive economic changes.


The strategic themes attest to our commitment to achieve excellence through our core functions of provision of quality veterinary laboratory diagnostic services, development and production of veterinary vaccines, testing quality of animal feeds, regulating the use of acaricide, provision of vector and vector-borne disease control services linked to livestock, research on animal diseases and vectors, as well as our duty to engage stakeholders and the community at large.

Our strategies for provision of animal health services aim to enrich the livestock keeping experience as well as enhance livestock keeper's awareness on the importance of laboratory diagnosis of animal diseases, vaccination and control of vectors that will make them both improve the quality of their livestock and contribute to provision of quality raw materials for livestock sector dependent industries.

The Strategic Plan represents the concerted efforts of the Agency stakeholders, whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving us so much food for thought during the process of consultation and drafting of the Strategic Plan. I would like to thank, in particular, the Ministerial Advisory Board for approving the Strategic Plan and taking up the responsibility for overseeing and monitoring its implementation.

I am sure that, with the collaboration of our talented staff, the Ministry of Livestock and Fisheries, The Office of Treasury Registrar, International Organizations like FAO, IAEA, research projects funding institutions, friends, and other supporters, the goals we aspire to accomplish will in time translate into milestones of which we can be proud. By investing in the future of TVLA, we are investing to build a better future for

Tanzania livestock sector, regional and global as well. I would like to invite you to join hands with us to help this unique Agency maintain its characteristics whilst fostering its further developments. May I thank you heartily for taking an interest in the future of TVLA and the stakeholders we serve.



Dr. Stella Bitanyi Stephen
Chief Executive Officer

EXECUTIVE SUMMARY

The Ministry of Livestock and Fisheries (MLF) maintains the established Tanzania Veterinary Laboratory Agency (TVLA) in accordance with the Executive Agency Act Cap 245 (Revised Edition; R.E 2009). The TVLA will undertake diagnosis and investigation of animal diseases and vectors; develop and produce vaccines and other biologicals; test and evaluate biologicals, ethno-veterinary and laboratory chemicals; analyse safety of animal feed stuff and animal products; validate tests and standards for animal disease and laboratory diagnosis; provide referral veterinary laboratory services and vector and vector borne diseases for Tanzania and SADC region for specified diseases; establish and maintain database on animal diseases and vectors; develop and upscale technological packages; quality assurance and regulate veterinary laboratories; validate veterinary pesticides; validate veterinary cosmetics, pharmaceuticals and devices; and providing consultancy and advisory services.

The situational analysis of TVLA has been conducted focussing on stakeholders and their needs, core functions, critical success factors and risks, boundary issues, business environment, core capacity and Chief Executive Officer's responsibilities. The analysis was followed by the development of this new strategic plan which describes the future of the Agency by developing the vision, mission and eight long term objectives that define the scope of the TVLA and the types of products and services that the agency will provide. The Vision, Mission and objectives are:

VISION

“To be a centre of excellence in provision of quality veterinary laboratory services, veterinary products and conducting research on animal diseases and vectors in Tanzania and beyond”

MISSION

“To enhance sustainable livestock productivity, food safety and contribute to the national economy through provision of cost-effective quality veterinary diagnostic and analytical services for animal feeds and acaricides, production and marketing of veterinary products and conducting research on animal diseases and vectors.”

OBJECTIVES

- A. HIV/AIDS infections reduced and supportive services improved
- B. Implementation of National Anti–Corruption Strategy enhanced and Corruption incidences reduced
- C. Animal diseases controlled
- D. ICT integrated in TVLA operations
- E. Quality and safety of animal feeds, veterinary inputs and products ensured
- F. Quality systems implemented
- G. TVLA capacity to deliver services strengthened
- H. Research on animal diseases and vectors strengthened

For each objective, the rationale for its choice has been stated as well as a set of strategies that will be employed to achieve the objectives, expected outputs and targets. The key performance indicators related to outcomes of the objectives have also been developed to enable TVLA measure her performance.

The document is composed of three chapters covering introduction, situation analysis, the narrative of the plan and result framework. In addition, the plan has two Annexes, which are the agency structure that shows different Directorates, Units, and Centres (Annex I) and the strategic plan matrix (Annex II) that contains key performance indicators which can be used for monitoring and evaluation.

CHAPTER ONE

INTRODUCTION

This chapter highlights the background, approach, purpose and the layout of the entire plan.

1.1 BACKGROUND

This Strategic Plan (SP) covers a five-year period from July 2021 to June 2026 and is the fourth Tanzania Veterinary Laboratory Agency (TVLA) Strategic Plan since its establishment. The Agency is charged with the responsibility of promoting animal welfare and productivity through animal disease and vector control research, investigation and animal disease diagnostic services to livestock stakeholders in order to enhance food safety, food security and the national economy.

1.2 APPROACH

The approach used to develop the plan was participatory involving the Agency Management, staff and the Ministry of Livestock and Fisheries (MLF) and other stakeholders including the President's Office - Public Service Management (PO-PSM) and the Office of Treasury Registrar. The plan has taken into account the National Development Vision 2025, the CCM Party Manifesto (2020 - 2025), President's speech when inaugurating the 12th Parliament, other national policies and planning frameworks in accordance with the Medium-Term Strategic Planning and the National Budgeting Manual.

The process of developing this plan involved situational analysis, which included performance review of the outgoing strategic plan for the period 2019/2020 – 2023/2024, stakeholders and Strengths, Weakness, Opportunities and Challenges (SWOC) analysis. The situational analysis came up with areas for improvement and critical issues that need to be addressed in the plan. The National Livestock Policy (2006) and identified critical issues were the basis for developing Vision,

Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators (KPIs).

1.3 PURPOSE

This Strategic Plan has been prepared with a view of guiding the implementation process in a strategic direction. It also aimed at creating a common understanding amongst TVLA Management and staff in order to enhance their collective contribution in attainment of core functions of the Agency. These functions play a major role in ensuring that the Agency is enabled to contribute to prevention and control of animal diseases in order to enhance food safety, food security and national economic growth.

1.4 LAYOUT OF THE PLAN

The plan contains three chapters and two annexes; Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Performance Review, Stakeholder Analysis, SWOC Analysis and Critical Issues. Finally, Chapter Three covers Vision, Mission, Core Values, Objectives and their rationale, Strategies on how to achieve the Objectives, Targets and Key Performance Indicators. The annexes consist of the Organization Structure (Annex I) and the Strategic Plan Matrix (Annex II).

CHAPTER TWO

SITUATIONAL ANALYSIS

Chapter two gives details of the background of the Agency, the Vision and Mission statements, mandates, roles and functions of the Agency. Also, there are analyses of performance review of the merged Institutions, stakeholders and the analysis of existing strength, weaknesses, opportunities and the challenges. The end result of the analysis is the list of critical issues, which need to be addressed.

2.1 HISTORICAL BACKGROUND

The delivery of Veterinary Services in Tanzania started in 1903 by the German colonial rule with the establishment of the Department of Veterinary Services in Dar es Salaam followed by research station at Mpwapwa in 1905. The mandates of the Research station were production of serum for Rinderpest immunisation, analysis of animal epizootics, carrying out trials on immunisation against East Coast fever (ECF) and on the efficacy of chemotherapy for Trypanosomiasis.

The British took over Mpwapwa station from the Germans in 1919 and expanded by establishing a Veterinary Pathology Laboratory while maintaining original mandates.

The headquarters of Department of Veterinary services and Animal husbandry moved from Dar es Salaam to Mpwapwa in 1929 two years after the appointment of the first Director of Veterinary Services in 1927.

In 1958 construction of the Central Veterinary Laboratory (CVL) started in Dar es Salaam and was completed in 1961. In 1962 Mpwapwa Research Station staff and laboratory equipment were transferred from Mpwapwa to Dar es Salaam. Furthermore, the veterinary laboratory services proved to be important for the control of CBPP in 1965. Also, CVL played an important role in research and control of ECF.

From 1962 to 1980 CVL was under different Ministries. These Ministries were Ministry of Agriculture, Natural Resources, and the Ministry of Livestock Development.

In 1971 The Tsetse and Trypanosomiasis Research Institute (TTRI) was established as a tsetse research centre founded by the Government of Tanzania and USA with a mandate to conduct research on tsetse and tsetse borne diseases that will lead to the formulation of sustainable control and eradication techniques of the vector and disease.

In 1981 Tanzania Livestock Research Organization (TALIRO) was made up of Livestock Research Institutes, TTRI and Animal Disease Research Institute (ADRI). ADRI comprised Central Veterinary Laboratory and six zonal Veterinary Investigation Centres (VICs) at Mpwapwa, Arusha, Mwanza, Tabora, Iringa and Mtwara.

TALIRO was dissolved in 1989 by the Government and research mainstreamed in the Director of Research and Training (DRT) under the Ministry of Agriculture, Livestock Development & Cooperatives under the Tanzania Agriculture Research Project (TARP II) which came to an end in 2001. In the process, animal diseases research activities by CVL and TTRI were placed under DRT while VICs were placed under the DVS.

The separation of CVL and VICs broke down the veterinary laboratory system and made it difficult for CVL to validate its developed products and undertake research on animal diseases throughout the country. Furthermore, similar laboratory systems in the country like GCLA and those outside the country such as Kabete in Kenya (under KARI), the OVI in South Africa are operated as semi-autonomous/autonomous institutions giving them international recognition and easy collaboration.

From 2006 TTRI was placed together with ADRI to form Directorate of Central Veterinary Laboratory (DCVL) in order to enhance animal diseases research. In addition, TTRC was established in 2008 with the aim of carrying out research and controlling tsetse and Trypanosomiasis in the western part of Tanzania.

Despite the structural changes outlined above, the current institutional set up has been unable to efficiently and effectively provide accessible, timely, accurate and consistent animal disease laboratory services nationwide; provide laboratory data to meet epidemiological and disease reporting needs; respond to animal disease outbreaks

and other adverse animal health events; and conduct animal disease and vector research in order to formulate technological packages for their control.

To address the above shortcomings, a meeting of research stakeholders was held at Kibaha on 20th July 2010 to discuss animal disease research and diagnostic services in the country. The meeting deliberated on the challenges and came up with a resolution to establish an effective and efficient institution comprising the CVL, TTRI, TTRC and VICs that will promote animal health and welfare services. Therefore, the Ministry of Livestock and Fisheries Development decided to establish the Tanzania Veterinary Laboratory Agency.

Soon after establishment of TVLA that was taking over the functions of Veterinary Investigation Centres (VICs), the Department of Veterinary Services established Zonal Veterinary Centres (ZVCs) which were mandated to carry out animal diseases surveillance activities, sample collection and submission to TVLA Centres laboratories for analysis.

2.2 MANDATE, ROLES AND FUNCTIONS

2.2.1 MANDATE

Tanzania Veterinary Laboratory Agency was established under the Executive Agency Act Cap 245 (Revised Edition; R.E 2009) and is mandated to undertake animal disease surveillance, diagnostic services, animal disease research, vector control research, testing of veterinary pharmaceuticals, development and production of biologicals and ensuring efficient and effective Agency. Other services include, testing for safety and quality of animal feeds and animal products, quality assurance and accreditation of veterinary laboratories, consultancy and advisory.

2.2.2 ROLES AND FUNCTIONS

The major role of TVLA is to implement the objective of establishing the Veterinary Laboratory System as outlined in the National Livestock Policy (2006). The roles and functions are to:

- undertake diagnosis and investigation of animal diseases and vectors;
- develop and produce vaccines and other biologicals;
- test and evaluate biologicals, ethno-veterinary and laboratory chemicals;
- analyse safety of animal feed stuff;
- validate tests and standards for animal disease and laboratory diagnosis;
- provide referral veterinary laboratory services and vector and vector borne diseases for Tanzania and SADC region for specified diseases;
- establish and maintain data base on animal diseases and vectors;
- develop and upscale technological packages;
- regulate veterinary laboratories;
- validate veterinary pesticides; and
- validate veterinary cosmetics, pharmaceuticals and devices.

2.3 PERFORMANCE REVIEW

Below is the performance review of the TVLA in accordance to the 2019/2020 - 2023/2024 strategic plan. The review covers achievements, constraints and the way forward under each objective:

Objective A: HIV/AIDS infections reduced and supportive services improved

Achievements

- Two staff identified and trained on HIV/AIDS awareness programme to serve as trainers for others;
- Awareness campaigns conducted and staff advised on voluntary testing to know their status; and
- Setting funds for assisting staff living with HIV/AIDS.

Constraints

- Awareness campaigns not conducted to all TVLA centres due to few trained personnel to carry out this activity; and

- Reluctance of staff to declare their HIV status.

Way forward

- Facilitate 14 more TVLA staff to attend training on HIV/AIDs counselling and awareness creation;
- Provide nutritional support to staff declared to be living with HIV/AIDS; and
- Provide protective gears against HIV infections particularly condoms.

Objective B. Implementation of National Anti–Corruption Strategy enhanced and Corruption incidences reduced

Achievements

- TVLA staff in Dar es Salaam were trained on fighting corruption at work.

Constraints

- Inadequate financial resources hindering facilitation of more campaigns at each TVLA centres.

Way forward

- Allocate more funds;
- Awareness campaigns conducted zonal wise to cover all TVLA centres.

Objective C: Animal diseases controlled

Achievements

- Addition of two new veterinary vaccines for Contagious Bovine Pleuropneumonia (CBPP) and a combination of Anthrax and Blackquarter disease vaccines;
- Procurement, installation and training on the use of a Freeze Dryer machine which enabled production of CBPP vaccine and elongation of shelf life for Brucellosis vaccine;

- Improvement of Brucellosis vaccine to reduce dosage volume from 4ml to 2ml per animal coupled with increased shelf life from one (1) year to two (2) years;
- Maintaining veterinary diagnostic services at each of TVLA centre laboratory;
- Establishment of one new TVLA centre at Sumbawanga with fully functional veterinary laboratory;
- Establishment of one veterinary clinic at Meatu district for treatment and diagnosis of animal diseases.

Constraints

- Inadequate funds;
- Low number of samples received and processed;
- High rate of staff exits due to retirement age;
- High cost of diagnostic kits;
- Delayed delivery of kits and consumables due to various issues including COVID-19;
- Inadequate and yet dilapidated transport facilities;
- Inadequate and expensive laboratory consumables;
- Shortage of equipment and reagents of which most are imported;
- Low awareness of farmers on use of animal diagnostic lab; and
- Worn out infrastructure which require frequent renovation

Way forward

- Establish a TVLA centre at each region;
- Establish a veterinary clinic at each District Council;
- Increase public awareness campaigns on use of laboratory diagnostic services and products;
- Develop and implement disease investigation programmes focusing on commercial farms such as dairy, poultry, and hatcheries;

- Increase production of the already developed vaccine to meet internal demand and eventually export to other countries in need;
- Build capacity to validate imported and in-country produced vaccine;
- Establishment of mobile veterinary diagnostic services;
- Develop and produce diagnostic biological; and
- Annually equip the diagnostic laboratories.

Objective: D. ICT integrated in TVLA operations

Achievements

- Switching of internet providers from private owned to Government internet sources (eGA and TTCL);
- Re-development and maintenance of TVLA website and staff mail portal;
- Firewall software and hardware installed, Repair plus upgrade of Computer and replacement of old Ethernet cable conducted;
- Conducted Installation and training on Government Accounting System (MUSE) and plans and budget preparation (PLANREP); and
- Local Area Network (LAN) upgraded.

Constraints

- Power outages contributing to failure of accessing internet services;
- Inadequate funds hindering connecting TVLA centres with national fiber optic network;
- Low speed of internet;
- Short time for adoption and use of newly developed electronic systems;
- Few ICT staff compared to workload;

Way forward

- Allocation of more funds on ICT activities;
- Conduct more training on use and maintenance of ICT facilities;

- Procurement of standby generator for supply of power at times of failure of the national grid; and
- Create and or adopt electronic systems developed by the government.

Objective E. Quality and safety of animal feeds, veterinary inputs and products ensured

Achievements

- Agreement reached between the Ministry of Livestock and Fisheries and TPRI for TVLA to take over acaricide strength testing roles;
- Procurement, installation and training on the use of a new HPLC machine for analysis of acaricide formulations and dip-wash strength;
- Training of four (4) TVLA staff on analysis of acaricide strength using HPLC machine;
- Eleven TVLA staff appointed as animal feed inspectors;
- Conducted training of Animal Feed Inspectors on laws and regulations, roles of inspectors, ethics and good manufacturing practices and sampling procedures.
- Established human and infrastructure capacity for testing of antimicrobial resistance;
- Developed capacity for mineral analysis after procurement, installation, training and operation of a EDXRF machine; and
- Animal Science laboratory rehabilitated and retooled;

Constraints

- Low inflow of animal feed samples compared to installed capacity;
- Unwillingness of most of livestock feed millers to voluntarily send samples of each batch of animal feed produced for analysis;
- Possession of one machine for each type of analysis such that when the machine fails no test can be conducted until the machine is fixed;

- Having only one laboratory with capability of conducting animal feed analysis compared to the size of the country; and
- Negligence of Dipping Committees to collect and submit dip-wash samples.

Way forward

- Procure more machines for animal feed analysis;
- Facilitate Animal Feed Inspectors to perform their work;
- Conduct zonal training to Dipping Committees on the importance of testing for acaricide strength in dip-wash; and
- Extend animal feed analysis services to three TVLA centres.

Objective F. Quality systems implemented

Achievements

- TVLA Quality documents including Quality Manual, Quality Policy, SOPs and various quality manual forms reviewed;
- Laboratory equipment calibrated as per use and specifications;
- Six (6) tests for accreditation earmarked;
- Participated in Proficiency Testing internationally and passed by 100%;
- Developed Quality Manual draft for Tanzania Vaccine Institute as a preparation for attaining ISO 9001 certification;
- Conducted inter laboratory comparisons for TVLA laboratories to establish their testing capabilities;
- Maintained use of SILAB as a Laboratory Information Management System incorporating all upgraded functionalities by developers from time to time;

Constraints

- Inadequate funds to maintain minimum reorder values of reagents and kits.
- Exodus of trained technical staff due to retirement or seeking green pastures;

- Delay in procurement of laboratory reagents especially those which are not available within the country.

Way forward

- Seeking accreditation of six (6) initial tests at CVL and CIDB;
- Strengthening employee capacity;
- Budget allocation for maintaining accreditation once achieved;
- Building capacity to accommodate new technology advances and fully compliance to internationally agreed standards; and
- Enhance communication and collaboration with stakeholders.

Objective G. TVLA capacity to deliver services strengthened.

Achievements

- Renovated a building at Sumbawanga and established a new TVLA Centre;
- Renovated a building at Meatu District Council and established a Veterinary Clinic;
- Facilitate TVLA HQ and Centres to smoothly run their daily operations;
- Maintained a good working environment for all staff without any discrimination of gender and or any other related condition;
- Facilitated staff to attend long term and short-term trainings to improve their professionalism;
- Facilitated TVLA staff to attend livestock sector events annually;
- Conducted marketing of TVLA products and services resulting in a steady increase of revenue for each subsequent year;
- Renovated laboratory buildings and residential houses at some centres;
- Established Fixed Asset Register which is upgraded annually;
- Established Risk Register and Risk Management Plan;
- Obtained approval and operationalised TVLA Salary Scheme;
- Established and facilitated functions of the TVLA Audit Committee; and

- Convened Workers Council meetings annually.

Constraints

- Lack of proper waste management systems at some centres;
- Limited service of alternative power supply;
- Inadequate staff houses;
- Inadequate funds to implement development activities; and
- Inadequate and yet dilapidated transport facilities.

Way forward

- Solicit and allocate funds for development activities from own collections;
- Explore more avenues for increased revenue collection; and
- Reliable Internal and external markets for TVLA products secured;
- Secure Title Deeds for TVLA owned lands;
- Conduct valuation of TVLA fixed assets;
- Establishment of new TVLA centre at each region and one veterinary clinic at each District council;
- Procurement of vehicles and refrigerated vans;
- Rehabilitation of TVLA HQ and centres buildings and retooling;

Objective H. Research on animal diseases and vectors strengthened

Achievements

- Started research on development and production of three vaccines including Contagious Caprine Pleuropneumonia (CCPP), Peste des petitis ruminants (PPR) and Rabies;
- Conducted research and provided tsetse control services to areas hugely infested with tsetse flies in order to control sleeping sickness and Trypanosomiasis;

- Secured funds from research proposals which were to equip vaccine quality control laboratory, development of CCPV vaccine Master Seed, renovation of CVL, Arusha and Mwanza laboratories and building of bio-detection capability and research on tsetse repellents and attractant;
- Attended both local and international organized scientific conferences; and
- Published papers in both local and international journals.

Constraints

- Lack of sufficient local research funds hence failing to implement problem solving research projects because funds from outsiders are aimed at serving interests of donors;
- Insufficient skills among young TVLA scientists in developing fundable research proposals; and
- Exodus of scientists and technicians due to retirement and seeking of green pastures.

Way forward

- Conduct research on development and production of new veterinary vaccines and diagnostic biological;
- Train TVLA scientists on writing fundable research proposals;
- Broaden research scope to take onboard crosscutting issues; and
- Conduct research on new and improvement of vector control methods.

2.4 RESULTS OF SERVICE DELIVERY SURVEYS

TVLA conducted customer satisfaction survey for the first time in 2016. The few respondents who filled our questionnaire form (TVLA/QS/023) and submit back, were very or fairly satisfied with our services. However, some respondents were dissatisfied with the services provided by Chemistry Department. The results of this survey need to be treated with caution due to the very small number of respondents. Nevertheless,

generally the survey provided good news, indicating that customers are satisfied with TVLA's performance and services they receive. In addition, effectiveness of our vaccines in the field is monitored post vaccination. The survey conducted in 2019/2020 revealed that the vaccines were enabling animals to develop protective antibodies. However, some customers reported few cases of abscesses formation at the injection site following CBPP vaccination which was attributed to improper vaccination. Education on proper vaccination was made an important agenda at every seminar conducted by TVLA centres.

2.5 STAKEHOLDERS ANALYSIS

There are number stakeholders that affect the operations of the Agency directly or indirectly. Table 1 illustrates the results of analysis of major stakeholders and their expectations:

Table 1: Major Stakeholders of TVLA

S/N	Stakeholder	Stakeholders' Expectations
1	Ministry of Livestock and Fisheries	<ul style="list-style-type: none"> • Timely and accurate plans/report/ • Prompt testing and diagnostic services • Affordable, quality and prompt supply of biological and technological packages • Accountability • Increased performance
2	Treasury Registrar	<ul style="list-style-type: none"> • Timely submission of accurate plans, budget and reports • Transparency and accountability • Adherence to guidelines and regulations on financial matters
3	Livestock keepers	<ul style="list-style-type: none"> • Prompt and accurate testing and diagnostic services • affordable, quality and constant supply of biological and technological packages

S/N	Stakeholder	Stakeholders' Expectations
		<ul style="list-style-type: none"> • Clear guidelines and information of technological packages • Timely and accurate report/advisory services
4	Ranches and dairy farms	<ul style="list-style-type: none"> • Prompt and accurate testing and diagnostic services • Timely provision of certificate • Affordable, quality and constant supply of biological and technological packages • Timely and reliable report/advisory services
5	Slaughter facilities	<ul style="list-style-type: none"> • Prompt, accurate and proper diagnostic services • Timely and reliable report/advisory services
6	Veterinary pharmaceuticals, biological, equipment, reagents, chemicals and other inputs dealers	<ul style="list-style-type: none"> • Affordable, quality and prompt supply of biologicals and user/environmentally friendly technological packages • Prompt and accurate results • Timely, quality and reliable report/advisory services
7	Animal feed processors/producers	<ul style="list-style-type: none"> • Prompt and accurate testing results • user/environmentally friendly technological packages
8	Public and private veterinary laboratories	<ul style="list-style-type: none"> • Proper specification of equipment and reagents • Fair and adherence to specified guidelines during inspection • Good relationship
9	Animal and animal product traders	<ul style="list-style-type: none"> • Prompt and accurate testing and diagnostic services • Timely provision of certificate • Timely and accurate report/advisory services

S/N	Stakeholder	Stakeholders' Expectations
10	Animal holding grounds, livestock markets and quarantine station	<ul style="list-style-type: none"> • Timely provision of certificate • Timely and accurate report/advisory services
11	Poultry hatcheries and breeder farms	<ul style="list-style-type: none"> • Timely provision of certificate • Timely and accurate report/advisory services • Affordable, quality and prompt supply of biologicals • Prompt and accurate testing and diagnostic services
12	Regulatory bodies	<ul style="list-style-type: none"> • Clear guidelines and standards • Adherence to Professional ethics • Timely and accurate report/advisory services
13	Regional economic communities	<ul style="list-style-type: none"> • Sustainable collaboration and networking • Timely and accurate report/advisory services • Prompt and accurate testing and diagnostic services • Transparency and accountability
14	COSTECH	<ul style="list-style-type: none"> • Timely and reliable information • Research developed and publication • Sustainable collaboration and networking • New innovation
15	International organizations	<ul style="list-style-type: none"> • Timely and accurate plans/reports • Quality publication / reports • Sustainable collaboration and networking • Transparency and accountability
16	Research institutions	<ul style="list-style-type: none"> • Sustainable collaboration and networking • Appropriate and affordable training programs • Quality publication / report

S/N	Stakeholder	Stakeholders' Expectations
17	Development partners	<ul style="list-style-type: none"> • Timely and accurate plans/reports • Quality publication / reports
18	Training institutions	<ul style="list-style-type: none"> • Sustainable collaboration and networking • Timely and accurate reports • Appropriate and affordable training programs
19	Department of Wildlife	<ul style="list-style-type: none"> • Timely and accurate plans/reports • Sustainable collaboration and networking
20	LGAs	<ul style="list-style-type: none"> • Timely and accurate plans/reports • Sustainable collaboration and networking • Research priorities • Affordable, quality and prompt supply of biological
21	Government Boards	<ul style="list-style-type: none"> • Timely and accurate plans/report
22	Professional and Paraprofessional Associations	<ul style="list-style-type: none"> • Clear guidelines and standards • Adherence to Professional ethics
23	Politicians	<ul style="list-style-type: none"> • Timely and accurate plans/implementation/reports
24	Local NGOs, CBOs, FBOs	<ul style="list-style-type: none"> • Sustainable collaboration and networking • Timely and accurate report/advisory services
25	International NGOs and Agencies	<ul style="list-style-type: none"> • Sustainable collaboration and networking • Timely and accurate report/advisory services • user/environmentally friendly technological packages
26	Associations of Producers, traders and Processors	<ul style="list-style-type: none"> • Prompt, accurate and proper diagnostic services • Timely and accurate report/advisory services

S/N	Stakeholder	Stakeholders' Expectations
27	Agency staff	<ul style="list-style-type: none"> • Timely and fair promotion procedures • Timely payment of salaries • Regular review and Updated scheme of service • Well elaborated institutional set up • Result oriented leadership
28	Service providers	<ul style="list-style-type: none"> • Fair, accurate guidelines and standards • Fair tender evaluation procedure • Timely payment
29	Ministry of Health, Community Development, Gender, Elderly and Children	<ul style="list-style-type: none"> • Timely and accurate report • Prompt, accurate and proper diagnostic services • Sustainable collaboration and networking
30	Other Government Ministries/ Departments/ Agencies	<ul style="list-style-type: none"> • Timely and accurate report/advisory services • User/environmentally friendly technological packages • Accurate and proper diagnostic services
31	Media	<ul style="list-style-type: none"> • Accurate report/information • Timely payment • Transparency
32	General Public	<ul style="list-style-type: none"> • Accurate report/information • Range of products/services available
33	Consultants	<ul style="list-style-type: none"> • Accurate report/information • Timely payment • Timely delivery of services • Fair tender evaluation procedure
34	Financial Institutions	<ul style="list-style-type: none"> • Timely and Accurate information • Transparency and accountability

2.7 STRENGTH, WEAKNESSES, OPPORTUNITIES AND CHALLENGES ANALYSIS

The Table 2. Analysis of Strength, Weaknesses, Opportunities and Challenges of the Agency:

Issue	Strengths	Weaknesses	Opportunities	Challenges
Number of domesticated animals in the country	Presence of 30.5 million heads of cattle, 16.7 million goats, 5 million sheep, 37.4 million local chicken, 34.5 million commercial chicken and 1.8 million pigs and 0.6 million donkeys	Absence of animal diseases control roadmap	<ul style="list-style-type: none"> • Presence of livestock diseases and vectors for disease transmission • Emerging and re-emerging diseases 	<ul style="list-style-type: none"> • Funds for developing and producing vaccines for prevention of animal diseases • Funds for conducting research on animal diseases and vectors
Political	Good relationship with political leaders	None	<ul style="list-style-type: none"> • Strong Political will Existence of political stability 	Political influence on management
Human Resource	Available trained human resource in various diagnostic and research techniques	<ul style="list-style-type: none"> • Inadequate human resources. • Poor implementation of staff development program • Low motivation of staff • Poor retention 	<ul style="list-style-type: none"> • Availability of higher learning Institutions within and outside the country • Availability of HR in the market • Availability of funding for higher studies • Existence of Employment and Public Service Policy 	<ul style="list-style-type: none"> • Retention of trained human resource • Long bureaucratic recruitment procedures

Issue	Strengths	Weaknesses	Opportunities	Challenges
		plan		
Infrastructure	Availability of laboratories and office space	Dilapidated buildings and obsolete equipment	Government and Development Partners support to build, renovate/rehabilitate labs, offices and equipment	Availability of funds to rehabilitate and construct new labs and offices
Technology	Existence of technologies	<ul style="list-style-type: none"> • Some technologies are old and obsolete • Inadequate working facilities and funds • Low dissemination of new technologies 	<ul style="list-style-type: none"> • Availability of Donors/partners • Existence of modern technologies within and outside the country 	<ul style="list-style-type: none"> • cost of lab equipment • adoption rate of new technology by end-users • Emerging and re-emerging diseases
Leadership	<ul style="list-style-type: none"> • Existence of committed personnel with technical livestock and vector background 	<ul style="list-style-type: none"> • Inadequate managerial skills to most leaders 	<ul style="list-style-type: none"> • Support from parent Ministry • Availability of management training institutes 	<ul style="list-style-type: none"> • Political influence in decision making • Retention of qualified leaders
Geographical location	<ul style="list-style-type: none"> • Existence of Institutions strategically located in all zones 	<ul style="list-style-type: none"> • inadequate resources 	<ul style="list-style-type: none"> • Accessibility of service by customers • High demand of services 	<ul style="list-style-type: none"> • supervision and coordination costs

Issue	Strengths	Weaknesses	Opportunities	Challenges
Legal	<ul style="list-style-type: none"> • Existence of legal documents for establishing TVLA 	<ul style="list-style-type: none"> • Some staff not aware of legal aspects • Lack of legal officer 	<ul style="list-style-type: none"> • Existence of Regulatory bodies • Existence of Legal Framework at MALF 	<ul style="list-style-type: none"> • Implementation of legal and regulatory framework
Social	<ul style="list-style-type: none"> • Existence of client service charter • Existence of teamwork 	<ul style="list-style-type: none"> • Inadequate provision of animal health services • Inadequate business culture 	<ul style="list-style-type: none"> • Availability of customers 	<ul style="list-style-type: none"> • Harmony between Agency and surrounding communities • Adoption of technology hindered by illiteracy • Emerging and re-emerging diseases
Financial Resource	<ul style="list-style-type: none"> • Availability of financial sources 	<ul style="list-style-type: none"> • Inadequate funds for investment 	<ul style="list-style-type: none"> • Support from development partners/donors • Increased demand of products and services 	<ul style="list-style-type: none"> • Funds for Research and Development

2.8 RECENT INITIATIVES

- Establishment of a new TVLA centre at Sumbawanga in South Western Highland Zone;
- Establishment of the first Veterinary Clinic at Meatu District Council;
- Development and completed field trial for CCPP vaccine;
- Initial stages for development of Rabies Vaccine Master Seed;
- Rehabilitation of microbiology laboratories at CVL, Arusha and Mwanza TVLA centres for antimicrobial resistance detection (AMR);
- Adoption of Fluorescence Polarization Assay (FPA) technique for diagnosis of Brucellosis in cattle;
- Built capacity for analysis of antimicrobial resistance;
- Undertaken procedures for accreditation of six (6) laboratory tests;
- Convening of research meetings for research finding presentations and refining of developed research proposals;
- Adopted use of GePG in revenue collection; and
- Trained staff in use of other electronic systems including MUSE for all payment issues, TANEPS for procurement process, GARI-ITS for management of audit queries, PlanRep for preparation of plans and budget and OTRMIS for management of the Office of Treasury Registrar information.

2.9 CRITICAL ISSUES

- Increasing awareness on and protection of staff against HIV/AIDS and other non-communicable diseases;
- Strengthening efforts on fighting against corruption;
- Development and dissemination of technological packages (vaccines, diagnostic reagents and vector control tools);
- Ensuring high quality of products and services;
- Marketing of Agency products and services;

- Up-scaling provision of quality animal diseases investigation, diagnostic and analytical services all over the country;
- ICT integration in TVLA operations;
- Maintaining smooth operations at TVLA HQ and centres; and
- Strengthening research activities.

CHAPTER THREE

THE PLAN

This chapter comprises Vision, Mission and Core Values. Also, illustrates the objectives and their rationale, strategies, targets and the Key Performance Indicators.

3.1 VISION

To be a centre of excellence in provision of quality veterinary laboratory services, veterinary products and conducting research on animal diseases and vectors in Tanzania and beyond.

3.2 MISSION

To enhance sustainable livestock productivity, food safety and contribute to the national economy through provision of cost-effective quality veterinary diagnostic and analytical services, production and marketing of veterinary products and conducting research on animal diseases and vectors.

3.3 CORE VALUES

- **Transparency**
Openness in executing Agency functions
- **Impartiality**
Serving customers without discrimination.
- **Accountability**
Perform duties as per set up rules and regulations.
- **Customer focused**
Dedicated and committed to serve and meet customers' expectations.
- **Result oriented performance**
Providing high quality laboratory based veterinary products and services.
- **Professionalism**

Professionalism to prevail in the provision of services.

- **Ethical considerations**

Provide quality services while abiding to ethics.

3.4 OBJECTIVES

3.4.1 OBJECTIVE A: HIV/AIDS and non-communicable diseases morbidity and mortality reduced.

Rationale

HIV/AIDS and chronic Non-Communicable Diseases (NCDs) which includes cardiovascular diseases, cancer, diabetes, chronic respiratory disease, oral health, mental health and substance abuse, accidents and injuries are pandemic that affect the availability and efficiency of human resource and future operations of the Nation due to morbidity and mortality. While the rapid increase in prevalence of NCDs is attributed to the demographic change, lifestyle specifically concerning diet, level of physical activity, alcohol and tobacco usage which are common risk factors shared by several NCDs; increase in prevalence of HIV/AIDS is due to behavioural change.

The major effects of the HIV/AIDS and NCDs are reduction of human resource through deaths, low productivity associated with unhealthy staff, loss of funds spent to support infected employees to maintain their health in terms of treatment, medication and diet. Besides these economic costs; HIV/AIDS and NCDs can lead to social costs at both individual and employers level due to individual loss of position in the family, stigma, misconceptions and necessary lifestyle changes. In recognition of these problems, the Government issued directives to all public service institutions to develop and implement work place interventions on HIV/ AIDS and NCDs. The main purpose of these directives were to promote an evidence based approach ensuring that interventions are of high standard as well as cost effective, reduce the disease burden from HIV/AIDS and NCDs by taking an integrated action as to have employees with good health.

In fulfilment of this directive, in the year 2012/13 TVLA introduced HIV/AIDS work place intervention which focuses mainly on prevention as well as provision of care and support services such as medicine and financial support to staff who are living with HIV/AIDS. This Strategic Plan pays attention to the risk factors that are common causes of HIV/AIDS such as having many sexual partners, blood transfusion as well as to the risk factors that are common causative agents for the development of NCD

namely: malnutrition over and under nutrition, lack of physical activity, alcohol and tobacco use. In order to address these problems, the following strategy will be implemented: -

Strategies

- Prepare and implement preventive and supportive programs
- Encourage sports and recreational activities

Targets

- HIV/AIDS awareness to TVLA staff at all Centres created
- Sports and recreation activities supported

Key Performance Indicators

- Awareness Programme in place
- Number of TVLA Staff voluntarily tested
- Number of staff living with HIV/AIDS and NCDs being supported
- Number of sports events

3.4.2 OBJECTIVE B: Implementation of National Anti–Corruption Strategy enhanced and Corruption incidences reduced

Rationale

Corruption is a national outcry which has been prevailing in both private and public sectors. In order to address the above challenge, the Government of Tanzania has undertaken various initiatives; among them is the introduction of National Anti-Corruption Strategy and Action Plan (NACSAP) with the aim of combating corruption and enhancing good governance in the country. TVLA has adopted this generic objective to adhere with Government directive to implement NACSAP to check and counter internal corruption for effective operations.

Strategies

- Strengthening integrity committee and Internal Affairs Unit

- Conducting awareness campaigns on fighting corruption

Target

- TVLA Anti-corruption plan developed and implemented

Key Performance Indicators

- Anticorruption plan in place
- Number of Awareness campaigns conducted

3.4.3 OBJECTIVE C: Animal diseases controlled

Rationale

Animal disease investigation, diagnostic services and vaccination are the cornerstone in disease prevention and control. A number of initiatives at country and Agency level has been and continue to be implemented to prevent and control diseases. However, the initiatives are constrained by inadequate and high cost of laboratory supplies, vastness of the country, transportation and weak epidemio-surveillance system. For the Agency to effectively and efficiently undertake investigation and diagnostic services, production and distribution of veterinary vaccines the above outlined constrains have to be addressed. The issues to be achieved include:

Strategies

- Improve access to quality diagnostic services and veterinary inputs
- Develop capacity for early disease detection
- Develop, evaluate and adopt new diagnostic techniques
- Produce enough doses of vaccines

Targets

- Laboratory animal disease sample analysis increased by 10% annually
- Production of seven vaccines increased from 30-70%
- Diagnostic capacity strengthened

Key Performance Indicators

- Number of vaccine doses produced;
- Number of lab tests established;
- Number of samples received and tested;
- Types of acaricide strength tests verified

3.4.4 OBJECTIVE D: ICT integrated in TVLA operations

Rationale

A global culture centered on information access emerged in the past few decades. Information and communication technologies (ICT) are increasingly available to advance the ease and efficiency in many areas of life. ICT holds particular promise in areas of governance and public participation. It is proposed that government in the digital age can use information to reduce corruption and increase government transparency, accountability, efficiency and citizen participation. TVLA ICT use is still in infancy stages and the Agency intends to integrate ICT in all its operations. The strategies to be followed include:

Strategies

- Develop and install electronic data management systems
- Promote use of ICT in the Agency
- Maintain network and security of TVLA servers and computers

Targets

- Three (3) electronic data management systems developed
- ICT use increased from 50 - 90% of intended TVLA staff
- TVLA computer networks strengthened

Key Performance Indicators

- Number of data management systems developed
- Percentage of staff with basic ICT skills
- Percentage connectivity of TVLA computers

3.4.5 OBJECTIVE E: Quality assurance systems implemented

Rationale

The Agency performance largely depends on implementation of quality standards in all Agency activities. Currently, there are challenges in areas of quality assurance standards and performance management systems that include documentation and database are not adequately articulated in the set up making TVLA labs unable to be accredited. In addition, increased demand for livestock products, measures need to be put in place to ensure quality of the products offered to the public. Furthermore, to produce quality animal products demands the use of quality inputs like animal feeds, acaricides used to control ectoparasites, vaccines for immunisation of animals and other drugs used for treatment require strict quality control measures.

Therefore, the Agency needs to institutionalise the appropriate quality assurance systems through the following strategies:

Strategies

- Strengthen Quality Management Systems (QMS)
- Adhere to quality assurance standards

Targets

- Antimicrobial resistance Surveillance of five (5) bacterial genera against five (5) groups of antibiotics conducted
- External Quality Assurance of veterinary vaccines produced in the country and imported conducted annually
- Aflatoxin testing capacity established and maintained
- Quality of 25,000 samples of animal feeds analysed

- Six (6) methods earmarked for accreditation Validated/verified
- Six (6) test methods Validated/verified
- TVI Kibaha GMP certified
- TVI Kibaha ISO 9001 certified
- 50 animal feed inspectors trained
- Five TVI vaccines ISO 9001 certified
- Accreditation of Six Test Methods at CVL and CIDB obtained and maintained
- Quality and safety of veterinary feeds, inputs and products ensured
- Chemistry Laboratory capacity strengthened to conduct 5 types of tests
- Laboratory Quality Management Systems (QMS) established and implemented in six TVLA centres

Key Performance Indicators

- Number of test methods validated
- Number of lab tests accredited
- Accreditation certificate
- Certification certificate
- Number of laboratories implementing QMS
- Number of animal feeds samples tested
- Number of acaricide formulations/dip wash samples tested
- Number of Bacterial genera tested for antimicrobial resistance
- Number of vaccine batches tested for quality assurance
- Number and types of acaricide strength tests verified

3.4.6 OBJECTIVE F: TVLA capacity to deliver services strengthened

Rationale

TVLA capacity to deliver services depends on proper infrastructure, financial and human resources which are important aspects to facilitate implementation of Agency plans and programs. The main source of finance has been from the Government, Own collections and Development partners. On the other hand, human resource is another important element as it manipulates other resources to achieve Agency's objectives.

While financial resource has been limited and erratically disbursed, human resource is inadequate and some lack essential skills. Therefore, the Agency needs to adopt the following strategies to address the above challenges. The strategies include:

Strategy

- Constructing and rehabilitating infrastructure
- Retooling of the Agency
- Develop and execute Human resource programmes
- Develop and implement financial management systems
- Strengthen income generating sources
- Strengthen and implement procurement and supplies rules, regulation and procedures
- Strengthen and implement fixed assets management rules and procedures
- Strengthen internal control systems

Targets

- TVLA operational activities facilitated annually
- TVLA human resource base/domain improved
- TVLA Staff trained to improve their professionalism
- TVLA owned assets legalized and protected

- Gender issues mainstreamed in TVLA programmes
- Market share of TVLA products and services increased by 50%
- Skills on preparation of TVLA Plans, budgets and reports imparted to 25% of staff
- Corporate social responsibility to communities implemented annually
- Five (5) Annual Procurement Plans Prepared and implemented
- 20 Tender Board meetings facilitated
- TVLA Assets Identified and Maintained
- Twenty (20) Internal Audit Sessions conducted
- Mitigation of TVLA identified risks increased from 40 -75%
- Government operated ICT infrastructure establishment increased from 61 - 100% of all TVLA centres
- TVLA infrastructure improved
- Five new TVLA centres established

Key Performance Indicators

- Number of Ministerial Advisory Board meetings conducted
- Number of Workers Council meetings
- Human resource development plan in place
- Number of Tender Board Meetings conducted
- Number of contracts awarded
- Updated assets register
- Number of TVLA centre rehabilitated and retooled
- Number of new TVLA centre constructed and equipped
- Percentage increase in annual revenue collection

- Number of staff trained on budget and plans
- Number of staff attended trainings
- Gender desk in place
- Number of gender awareness campaigns conducted
- Number of Audit sessions conducted
- Number of centres connected to Government ICT Infrastructure
- Percentage mitigation of identified risks
- Number of title deeds
- Number of events and type of assistance provided

3.4.7 OBJECTIVE G: Research activities strengthened

Rationale

Research and development are an integral part for survival of any organization. The main purposes of research are to inform action, gather evidence for theories, and contribute to developing knowledge in a field of study. It builds knowledge, facilitates learning, to understand issues and increase Public awareness. Inadequate innovative technology, inappropriate dissemination methodology and low adoption rate by the end users are amongst the prohibiting factors.

In view of this, the Agency in collaboration with other stakeholders aims to increase the rate of developing fundable research projects which can lead to developing technological packages and biological that are needed in control of livestock diseases, improve marketing and dissemination to end users and other cross cutting issues.

In order to address the above shortfalls, the Agency will adopt the following strategies:

Strategy

- Undertake research in development and production of veterinary vaccines and diagnostic reagents
- Undertake research in animal diseases and vectors
- Seek to obtain intellectual property rights
- Increase access to information, education and networking
- Register produced biological
- Undertake research on cross cutting issues

Targets

- Five (5) new veterinary vaccines developed
- Five (5) TVLA produced vaccines registered
- Research activities on animal diseases conducted
- Eight(8) biological reagents developed
- TVLA's Vaccines, diagnostic biological and other products intellectual property rights obtained
- Five (5) market surveys for TVLA products and services conducted

Key Performance Indicators

- Number of products with intellectual property rights
- Number of vaccines registered
- Number and types of new vaccines developed
- Number of biological developed
- Number of publications in Indexed Peer Reviewed Journal

CHAPTER FOUR

MONITORING, REVIEW AND EVALUATION

This chapter highlights how the implementation of the plan will be monitored, reviewed and evaluated in the period of its implementation

4.1 INTRODUCTION

Monitoring and Evaluation (M&E) process encompasses key activities which aims at improving institutional ability to conform to the Strategic Plan, MTEF framework, operational plans and budget, as well as established performance indicators/ targets consequently ensuring successful implementation of the Strategic plan. It is designed to ensure effective and efficient implementation of the plan and to measure its impact.

4.2 MONITORING AND EVALUATION PLAN

The Monitoring and Evaluation (M&E) of the activities of the plan will be guided by the M&E system, as well as the Monitoring Plan and Results Framework as developed by this plan. This periodic monitoring, evaluation and supervision will be administered by the Planning Unit. This will be done continuously in order to ensure that the objectives are executed according to plan and any deviations from the plan are identified and mitigated. The evaluation of the strategic plan activities will be conducted annually, mid-term, end of plan and at any other time as may be determined by the Agency. The results framework will show how the development objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achieving intermediate objectives and outcomes. The detailed Monitoring and Evaluation Plan is presented in Annex III

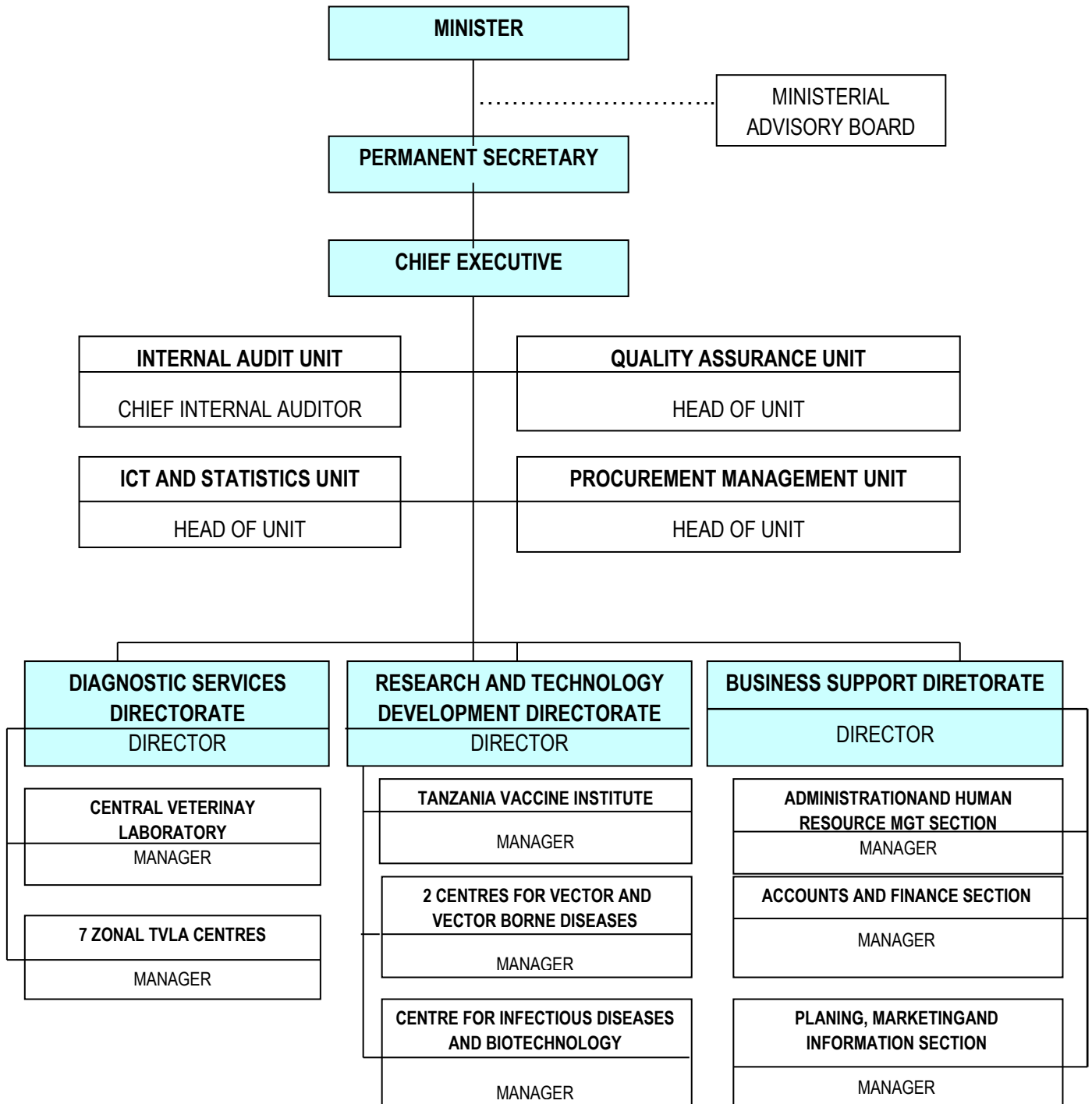
4.3 REVIEW

The reviews will mainly focus on tracking progress on the implementation of the objectives. A total of two (2) reviews will be conducted during the entire Corporate Strategic Plan implementation cycle as indicated in Table 3. The reviews will be tracking progress on implementation of the objectives and achievements of targets after three years i.e. whether they are on-track or off-track. The focus will be at identifying issues, challenges and lessons learnt over the year and the extent to which the outputs delivered are contributing towards achievement of the objectives. Table 3. Shows the review schedules for the Strategic Plan.

Table 3: Review Schedules for the TVLA Strategic Plan

Time for Review	Type of Reviews
Year 3 (2023/24) – December 2024	Mid-plan review/evaluation of the plan
Year 5(2025/26) – June 2026	End of the Plan evaluation

ANNEX I: ORGANIZATION CHART



ANNEX II: STRATEGIC PLAN MATRIX

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
A	HIV/AIDS and non-communicable diseases morbidity and mortality reduced.	<ul style="list-style-type: none"> Prepare and implement preventive and supportive program Encourage sports and recreational activities 	HIV/AIDS awareness to TVLA staff at all Centres created by June 2026	DBS	<ul style="list-style-type: none"> Awareness Programme in place Number of TVLA Staff voluntarily tested Number of staff living with HIV/AIDS and NCDs being supported
			Sports and recreation activities supported by June 2026	DBS	<ul style="list-style-type: none"> Number of sport events Number of recreational activities
B	Implementation of National Anti-Corruption Strategy enhanced and Corruption incidences reduced	<ul style="list-style-type: none"> Strengthening Integrity Committee and Internal Audit Unit Conducting awareness campaigns on fighting corruption 	TVLA Anti-corruption plan developed by June 2026	DBS	<ul style="list-style-type: none"> Anticorruption plan in place Number of Awareness campaigns conducted

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
C	Animal diseases controlled	<ul style="list-style-type: none"> Improve access to quality diagnostic services and veterinary inputs Develop capacity for early disease detection Develop, evaluate and adopt new diagnostic techniques Produce enough doses of vaccines 	Laboratory animal disease sample analysis increased by 10% annually by June 2026	DDS	Number of samples received and tested
			Production of seven vaccines increased from 30-70% by June 2026	DRTD	Percentage increase in number of vaccine doses produced
			Diagnostic capacity strengthened by June 2026	DRTD	Number of laboratory tests established
D	ICT integrated in TVLA operations	<ul style="list-style-type: none"> Develop and install electronic data management systems Promote use of ICT in the Agency Maintain network and security of TVLA servers and computers 	Three (3) electronic data management systems developed by June 2026	ISU	Number of data management systems developed
			ICT use increased from 50 - 90% of intended TVLA staff by June 2026	ISU	Percentage of staff with basic ICT skills
			TVLA computer networks strengthened by June 2026	ISU	Percentage connectivity of TVLA computers

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
E	Quality assurance systems implemented	<ul style="list-style-type: none"> Strengthen Quality Management Systems (QMS) Adhere to quality assurance standards 	Antimicrobial resistance Surveillance of five (5) bacterial genera against five (5) groups of antibiotics conducted by June 2026	DDS	Number of Bacterial genera tested for antimicrobial resistance
			External Quality Assurance of veterinary vaccines produced in the country and imported conducted annually by June 2026	DDS	Number of vaccines batches tested for quality assurance
			Aflatoxin testing capacity established and maintained by June 2026	DDS	Number of samples tested for aflatoxin contamination
			Quality of 25,000 samples of animal feeds analysed by June 2026	DDS	Number of animal feed samples received and tested
			Six (6) methods earmarked for accreditation Validated/verified by June 2026	DDS	Number of tests methods verified
			Six (6) test methods Validated/verified by June 2026	DRTD	Number of tests methods verified
			TVI Kibaha GMP certified by June 2026	DRTD	GMP certificate in place
			TVI Kibaha ISO 9001 certified	DRTD/QMU	ISO 9001 certificate in place

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
			by June 2026		
			Accreditation of Six Test Methods at CVL and CIDB obtained and maintained by June 2026	QMU	Number of test methods accredited
			Quality and safety of veterinary feeds, inputs and products ensured by June 2026	DDS	Number of acaricides formulations/dip wash samples tested
			Chemistry Laboratory capacity strengthened to conduct 5 types of tests by June 2026	DDS	Number and types of acaricide strength tests verified
			Laboratory Quality Management Systems (QMS) established and implemented in six TVLA centres by June 2026	QMU	Number of laboratories implementing QMS
F	TVLA capacity to deliver services strengthened	<ul style="list-style-type: none"> Constructing and rehabilitating infrastructure Retooling of the Agency Develop and execute Human 	TVLA operational activities facilitated annually by June 2026	DBS/DDS/DRTD	<ul style="list-style-type: none"> Number of Ministerial Advisory Board meetings conducted Number of Workers Council meetings
			TVLA human resource base/domain improved by June 2026	DBS	Human resource development plan in place
			TVLA Staff trained to improve	DBS/DDS/DRTD	Number of staff attended trainings

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
		resource programmes	their professionalism by June 2026		
		• Develop and implement financial management systems	TVLA owned assets legalized and protected by June 2026	PMU	Number of Title Deeds
		• Strengthen income generating sources	Gender issues mainstreamed in TVLA programmes by June 2026	DBS	<ul style="list-style-type: none"> • Gender desk in place • Number of gender awareness campaigns conducted
		• Strengthen and implement procurement and supplies rules, regulation and procedures	Market share of TVLA products and services increased by 50%	DBS/DDS/DRTD	Percentage increase in annual revenue collection
		• Strengthen and implement fixed assets management rules and procedures	Skills on preparation of TVLA Plans, budgets and reports imparted to 25% of staff by June 2026	DBS	Number of staff trained on budget and plans
		• Strengthen internal control systems	Corporate social responsibility to communities implemented annually by	DBS/DDS/DRTD	Number of events and type of assistance provided
			Five (5) Annual Procurement Plans Prepared and implemented by June 2026	PMU	Annual procurement plan in place
			20 Tender Board meetings facilitated by June 2026	PMU	Number of Tender Board meetings facilitated
			TVLA Assets Identified and	PMU	Updated Fixed Asset Register in

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
			Maintained by June 2026		place
			Twenty (20) Internal Audit Sessions conducted by June 2026	IAU	Number of internal audit sessions conducted
			Mitigation of TVLA identified risks increased from 40 -75% by June 2026	IAU	Percentage mitigation of identified risks
			Government operated ICT infrastructure establishment increased from 61 - 100% of all TVLA centres by June 2026	ISU	Number of TVLA centres connected to Government ICT infrastructure
			TVLA infrastructure improved by June 2026	DBS/DDS/DRTD	Number of TVLA centre rehabilitated and retooled
			Five new TVLA centres established by June 2026	DBS/DDS	Number of new TVLA centre constructed and equipped
G	Research activities strengthened	<ul style="list-style-type: none"> Undertake research in development and production of veterinary vaccines and diagnostic 	Five (5) new veterinary vaccines developed by June 2026	DRTD	Number and types of new vaccines developed
			Five (5) TVLA produced vaccines registered by June 2026	DRTD	Number of vaccines registered

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGIES	TARGETS	RESPONSIBLE DIRECTORATE	KEY PERFORMANCE INDICATORS
		reagents	Research activities on animal diseases and vectors conducted by June 2026	DRTD/DDS	Number of publications in Indexed Peer Reviewed Journal
		<ul style="list-style-type: none"> Undertake research in animal diseases and vectors 	Eight(8) biological reagents developed by June 2026	DDS/DRTD	Number of biological developed
		<ul style="list-style-type: none"> Seek to obtain intellectual property rights Increase access to information, education and networking 	TVLA's Vaccines, diagnostic biological and other products intellectual property rights obtained by June 2026	DRTD/DDS	Number of products with intellectual property right
		<ul style="list-style-type: none"> Register produced biological Undertake research on cross cutting issues 	Five (5) market surveys for TVLA products and services conducted	DBS	Number of surveys

ANNEX III: MONITORING AND EVALUATION PLAN

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
OBJECTIVE A: HIV/AIDS INFECTIONS REDUCED AND SUPPORTIVE SERVICES IMPROVED														
1.	Awareness Programme in place	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
2.	Number of TVLA Staff voluntarily tested	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
3.	Number of staff living with HIV/AIDS and NCDs being supported	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
4.	Number of sport events	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
5.	Number of recreational activities	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
OBJECTIVE B: IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY ENHANCED AND CORRUPTION INCIDENCES REDUCED														
1.	Anticorruption plan in place	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
2.	Number of Awareness campaigns conducted	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
OBJECTIVE C: ANIMAL DISEASES CONTROLLED														
1.	Number of samples received and tested	2021							Laboratory	SILAB System	Quarterly	Reports	Quarterly	DDS/CM
2.	Percentage increase in number of vaccine doses produced	2021							Laboratory	SILAB System	Quarterly	Reports	Quarterly	DRTS/CM
3.	Number of laboratory tests established	2021							Laboratory	SILAB System	Quarterly	Reports	Quarterly	DRTS/CM
OBJECTIVE D: ICT INTEGRATED IN TVLA OPERATIONS														
1.	Number of data management systems developed	2021							ICT Unit	Reports	Quarterly	Quarterly	Quarterly	HISU
2.	Percentage of staff with basic ICT skills	2021							ICT Unit	Reports	Quarterly	Quarterly	Quarterly	HISU
3.	Percentage connectivity of TVLA computers	2021							ICT Unit	Reports	Quarterly	Quarterly	Quarterly	HISU
OBJECTIVE E: QUALITY AND SAFETY OF ANIMAL FEEDS, VETERINARY INPUTS AND PRODUCTS ENSURED														
1.	Number of Bacterial genera tested for antimicrobial resistance	2021											Quarterly	DDS

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
2.	Number of vaccines batches tested for quality assurance	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DDS
3.	Number of samples tested for aflatoxin contamination	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DDS
4.	Number of animal feed samples received and tested	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DDS
5.	Number of tests methods verified	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DRTS
6.	GMP certificate in place	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DRTD
7.	ISO 9001 certificate in place	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DRTD/ HQAU
8.	Number of test methods accredited	2021									Quarterly		Quarterly	HQAU

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
10.	Number of acaricides formulations/dip wash samples tested	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DDS
11.	Number and types of acaricide strength tests verified	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	DDS
12	Number of laboratories implementing QMS	2021							Laboratory	Reports	Quarterly	Reports	Quarterly	HQAU
OBJECTIVE: TVLA CAPACITY TO DELIVER SERVICES STRENGTHENED														
1.	Number of Ministerial Advisory Board meetings conducted	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
2.	Number of Workers Council meetings	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
3.	Human resource development plan in place	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
4.	Number of staff attended trainings	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
5.	Number of Title Deeds	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
6.	Gender desk in place	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/DDS/DRTD
7.	Number of gender awareness campaigns conducted	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/HRM
8.	Percentage increase in annual revenue collection	2021							Accounts Unit	Reports	Quarterly	Reports	Quarterly	DBS/DDS/DRTD
9.	Number of staff trained on budget and plans	2021							Planning Unit	Reports	Quarterly	Reports	Quarterly	PMI
10.	Number of events and type of assistance provided	2021							Planning Unit	Reports	Quarterly	Reports	Quarterly	PMI
11.	Annual procurement plan	2021							Procurement Unit	Reports	Quarterly	Reports	Quarterly	PMU

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	in place													
12.	Number of Tender Board meetings facilitated	2021							Procurement Unit	Reports	Quarterly	Reports	Quarterly	HPMU
13.	Updated Fixed Asset Register in place	2021							Procurement Unit	Reports	Quarterly	Reports	Quarterly	HPMU
14.	Number of internal audit sessions conducted	2021							Audit Unit	Reports	Quarterly	Reports	Quarterly	IA
15.	Percentage mitigation of identified risks	2021							Audit Unit	Reports	Quarterly	Reports	Quarterly	DBS/DDS/DRTD/PMI
16.	Number of TVLA centres connected to Government ICT infrastructure	2021							ICTU	Reports	Quarterly	Reports	Quarterly	HIS
17.	Number of TVLA centre rehabilitated and retooled	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	DBS/DDS/DRTD/HRM

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
18.	Number of new TVLA centre constructed and equipped	2021							HRM Office	Reports	Quarterly	Reports	Quarterly	CE/ DBS/DDS/DRTD
OBJECTIVE G: RESEARCH ACTIVITIES STRENGTHENED														
1.	Number and types of new vaccines developed	2021							TVI	Reports	Quarterly	Reports	Quarterly	DRTD/MTVI
2.	Number of vaccines registered	2021							TVI	Reports	Quarterly	Reports	Quarterly	DRTD/MTVI
3.	Number of publications in Indexed Peer Reviewed Journal	2021							DRTD	Reports	Quarterly	Reports	Quarterly	DRTD/DDS
4.	Number of biological developed	2021							TVI	Reports	Quarterly	Reports	Quarterly	DRTD/MTVI
5.	Number of products with intellectual property right	2021							TVI	Reports	Quarterly	Reports	Quarterly	DRTD/DDS

SN	Indicator and Indicator Description	Baseline		Projections					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Dates	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
6.	Number of surveys	2021							PMI	Reports	Quarterly	Reports	Quarterly	DBS/PMI