



KENYA WOMEN VETERINARY ASSOCIATION

A specialized branch of the Kenya Veterinary Association

STRATEGIC PLAN **(2026-2028)**



VISION

A world where optimal animal health and welfare, human wellbeing, and environmental sustainability are assured.

MISSION

To unite and empower women veterinarians to promote animal health, welfare, human wellbeing, and environmental stewardship.

CORE VALUES

- **Accountability:-** We take full ownership of our actions, manage resources transparently, and remain answerable to our members, partners, and the communities we serve.
- **Efficiency:-** We optimize our resources, time, and talent to deliver high-impact veterinary and community interventions with minimal waste.
- **Continuous Learning:-** We encourage a culture of curiosity, innovation, and professional growth, constantly adapting our practices to meet emerging global and local challenges.
- **Inclusivity and Equity:-** We champion fair opportunities for women veterinarians, breaking barriers to leadership and ensuring diverse voices shape our profession.

PREFACE

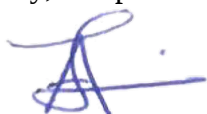
It is my great honour to present the Kenya Women Veterinary Association (KWVA) Strategic Plan for the period March 2026 to March 2028. The Strategic Plan sets out our collective vision, priorities, and strategic direction for the next two KWVA calendar years. This Plan reflects our enduring commitment to advancing animal health and welfare, gender equality, human well-being, and environmental sustainability. These priorities are closely aligned with national, regional, and global development frameworks.

Since its establishment in 1993, KWVA has grown into a dynamic and influential professional body. It provides a vital platform for women veterinarians to lead, innovate, and contribute meaningfully to society. The Association has made significant strides across several areas: mentorship programs, community outreach, animal welfare campaigns and One Health interventions. Notably, flagship initiatives such as the Turkana One Health Project demonstrate the transformative role of women in veterinary science and community development.

This Strategic Plan builds on past achievements while directly responding to emerging global and local challenges, including climate change, zoonotic diseases, evolving socio-economic conditions, and the need for inclusive leadership. The Plan is organised around four strategic objectives: Gender Equity and Institutional Strengthening; Disease Control, One Health and Food Safety; Animal Welfare and Population Management; Climate Resilience and Environmental Sustainability. Through these strategic objectives, KWVA seeks to deepen its impact and strengthen its institutional capacity.

The successful implementation of this Plan will depend on the collective efforts of our members, partners, and stakeholders. We are committed to a results-based, partnership-driven, and adaptive approach that ensures accountability, efficiency, and continuous learning.

I call upon all stakeholders including government institutions, development partners, academia, and communities to collaborate with us in realizing this vision. As we embark on this strategic journey, I am confident that KWVA will continue to serve as a catalyst for change, empowering women veterinarians while contributing to national development, food security, and public health.



Dr. Anima Sirma

Chairperson (2025-2027), Kenya Women Veterinary Association (KWVA)

ACKNOWLEDGEMENTS

The Kenya Women Veterinary Association gratefully acknowledges the valuable inputs of its members in the development of this strategic plan. The revision of the previous plan was facilitated by several key individuals, including Prof. Purity Nguhiu, Dr. Cathryn Wanjohi, Dr. Getrude Shepelo, Dr. Ann Ndeke, Dr. Veronica Akinyi, Dr. Coleta Sang, Dr. Karen Macharia, Dr. Maureen Nasimiyu, Dr. Christine Kinya, Dr. Florence Mutua and Dr. Anima Sirma.

The KWVA Branch Executive Committee Members are appreciated for providing oversight throughout the development process including approving the scheduled works.

KWVA also extends its sincere appreciation to all stakeholders who have contributed financially toward the successful implementation of our projects.

ABBREVIATIONS AND ACRONYMS

AGM	Annual General Meeting
AHSP	Animal Health Service Provider
AI	Artificial Intelligence
AMR	Antimicrobial Resistance
ASAL	Arid and Semi-Arid Lands
BEC	Branch Executive Committee
CPD	Continuous Professional Development
DVS	Directorate of Veterinary Services
FEVAN	Federation of African Women Veterinary Associations
GBV	Gender-Based Violence
ICARS	International Centre for Antimicrobial Resistance Solutions
KFS	Kenya Forest Service
KPI	Key Performance Indicator
KSPCA	Kenya Society for the Protection and Care of Animals
KVA	Kenya Veterinary Association
KWVA	Kenya Women Veterinary Association
NGO	Non-Governmental Organisation
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
SDG	Sustainable Development Goal
SO	Strategic Objective
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNR	Trap-Neuter-Return
ToT	Training of Trainers
UMN	University of Minnesota
WOAH	World Organisation for Animal Health

EXECUTIVE SUMMARY

The Kenya Women Veterinary Association (KWVA) Strategic Plan (2026–2028) provides a practical framework to guide the Association’s work over the next two years. The Plan is anchored on KWVA’s vision of a world where animal health and welfare, human well-being, and environmental sustainability are assured, and its mission to empower women veterinarians to advance these outcomes. The plan is to be reviewed after one year to formally track implementation progress.

The Strategic Plan is informed by a situational analysis using SWOT and PESTLE assessments, which highlight KWVA’s strong institutional identity, active mentorship platforms and robust partnerships, while also identifying challenges such as limited resources and institutional constraints. At the same time, significant opportunities exist in digital innovation, expanded One Health programming, and an increasing demand for gender-inclusive leadership.

To respond to this dynamic environment, KWVA has structured its priorities around four strategic themes:

1. Gender Equality and Institutional Strengthening- Advancing women’s leadership and participation in veterinary and One Health sectors.
2. Disease Control, One Health, and Food Safety – Strengthening prevention and control of zoonotic and priority diseases, including rabies and antimicrobial resistance.
3. Animal Welfare and Humane Population Management – Promoting humane animal care, shelter support, and responsible pet ownership.
4. Climate Resilience and Environmental Sustainability – Enhancing sustainable livestock systems and environmental conservation.

Implementation will be guided by a partnership-based model supported by clear governance arrangements and community-based delivery. A detailed implementation matrix links activity to outputs and Key Performance Indicators (KPIs), ensuring accountability and measurable results.

Overall, this Strategic Plan positions KWVA as a leader in advancing animal health, gender equality, and One Health approaches. It serves as a bridge between science, policy, and community practice. Through effective implementation, KWVA will contribute to national development, food security, public health, and sustainable livelihoods.

Contents

VISION	2
MISSION.....	2
CORE VALUES.....	2
PREFACE	3
ACKNOWLEDGEMENTS.....	4
ABBREVIATIONS AND ACRONYMS	5
EXECUTIVE SUMMARY	6
CHAPTER 1: HISTORICAL AND INSTITUTIONAL BACKGROUND.....	1
Functions of the Kenya Women Veterinary Association	2
Governance and Management.....	3
Rationale of the Strategic Plan.....	4
CHAPTER 2: SITUATIONAL ANALYSIS	5
SWOT Analysis	5
Strengths.....	5
Weaknesses	5
Opportunities.....	5
Threats.....	6
PESTLE Analysis.....	6
Political Factors.....	6
Economic Factors.....	7
Social Factors.....	7
Technological Factors	8
Legal Factors.....	8
Environmental Factors	9
CHAPTER 3: STRATEGIC OBJECTIVES	10
Strategic Objective 1: Gender Equity and Institutional Strengthening	10
Strategic Objective 2: Disease Control, One Health and Food Safety	10
Strategic Objective 3: Animal Welfare and Population Management.....	10
Strategic Objective 4: Climate Resilience and Environmental Sustainability.....	10

CHAPTER 4: STRATEGIC PLAN IMPLEMENTATION FRAMEWORK.....	11
Strategic Plan Governance Structure and Oversight	11
Implementation Matrix	11
Strategic Objective 1: Gender Equity and Institutional Strengthening Logframe	12
Strategic Objective 2: Disease Control, One Health and Food Safety Logframe	13
Strategic Objective 3: Animal Welfare and Population Management Logframe.....	14
Strategic Objective 4: Climate Resilience and Environmental Sustainability	15
CHAPTER 5: CONCLUSION.....	16

CHAPTER 1: HISTORICAL AND INSTITUTIONAL BACKGROUND

The Kenya Women Veterinary Association (KWVA) is a specialized branch of the Kenya Veterinary Association (KVA). Established in 1993, KWVA brings together about 200 women veterinarians engaged across diverse fields such as research, academia, public service, and the private sector. The Association operates on a voluntary basis, sustained by the commitment of its members and partnerships with relevant organizations. Its primary objective has remained clear: to promote the professional development and welfare of women veterinarians while advancing animal health, human well-being, and the broader public good.

The journey of women in Kenya's veterinary profession traces back to pioneers such as Prof. Susan Mbugua and Dr. Rachael Masake. Dr. Masake graduated in 1971 becoming the first Kenyan woman to graduate as a veterinarian, nearly a decade after independence. Her career reflected both the challenges and resilience of early female veterinarians. Facing skepticism from male colleagues and farmers alike, Dr. Masake constantly had to prove her competence. Yet her determination and passion for animal health paved the way for others, demonstrating the critical role women could play in veterinary medicine. Inspired by her example, twenty women veterinarians convened in March 1993 to formally establish KWVA as a branch of KVA. Their mission was to amplify women's voices within the profession, mentor and inspire girls to pursue veterinary science, and create a support network that would enhance professional growth while contributing to animal health, livelihoods, and national food security.

In its formative years, KWVA operated with minimal resources, often relying on members' personal contributions to support activities. Members travelled to remote areas to deliver services, working alongside local organizations and building partnerships with international networks such as the World Women Veterinary Association (WWVA). These efforts provided veterinary extension, professional education, and career development opportunities. Female veterinarians proved especially valuable in rural communities, where women farmers often felt more comfortable engaging with female extension officers. This enhanced the acceptance of women in veterinary practice, strengthened family livelihoods, and reinforced the link between animal health and community development.

Over the years, KWVA evolved into a vibrant platform for mentorship, advocacy, community engagement, and innovation. The Mentorship Program became a flagship initiative, nurturing students and early-career veterinarians while amplifying female participation in the Kenya Veterinary Association. In 2024, KVA secured a leadership and excellence award from the Association of Professional Societies in East Africa (APSEA), a recognition linked to KWVA's mentorship impact.

Community-focused projects expanded KWVA's impact. The Adopt-A-Kennel and Cattery Project (2019), implemented with KSPCA, raised resources to support shelters for stray and abandoned animals. The 1st KWVA Regional Animal Welfare Conference held in 2019 convened 63 participants, including Chief Veterinary Officers and animal welfare leaders, leading to the establishment of the Eastern African Women Veterinary Association. Later, a virtual collaboration with the Female Veterinarians Association of Nigeria (FEVAN) in 2024 deepened Pan-African networks of solidarity.

Large-scale public health interventions became another hallmark of KWVA's work. The Spay Sisters Collaboration (2021–2022), conducted with Trap, Neuter and Release (TNR) Trust and Nairobi County, delivered a nine-day sterilization and vaccination campaign in Ruai, Kayole, and Kibra areas of Nairobi. Building on this, the landmark Kick Rabies and Hydatidosis out of Turkana Project (2022–2026) integrated rabies vaccination, hydatidosis awareness, spay/neuter campaigns, women's economic empowerment, menstrual hygiene, and environmental conservation. By 2025, the project had vaccinated 980 dogs and cats, conducted 257 surgeries, educated 200 children, empowered three women's groups through beading initiatives, and planted 80 trees. This holistic approach gained continental recognition when KWVA presented its model at the WOAHA Continental Conference held in Nairobi in 2024, where beaded collars produced by Turkana women were also showcased and sold.

Beyond field programs, KWVA has strengthened welfare and resilience among its members. The A Penny a Day Fund created a collective safety net, while mental health webinars addressed post-pandemic stress and resilience. During the COVID-19 pandemic, KWVA sustained member engagement through online platforms, ensuring professional continuity and solidarity. Environmental conservation also remained central, with tree-planting campaigns in Turkana, Kajiado, and Nairobi combined with biodiversity education for local communities.

Research and advocacy have become a critical pillar of KWVA's work. The 2023 Gender Equality Baseline Study revealed persistent gender barriers, with 58% of respondents reporting gender-related missed opportunities and 73% calling for greater diversity in leadership. These findings are already shaping policy advocacy to strengthen inclusivity in the veterinary profession.

From its modest beginnings in 1993, KWVA has transformed into a national and regional force that links veterinary medicine with human security, gender equality, and community resilience. By investing in mentorship, advocacy, animal welfare, and grassroots innovation, KWVA continues to shape a profession that not only supports women but also advances national food security, public health, and sustainable development. The support hasn't been possible without the steadfast support of KWVA partners including: Kenya Veterinary Association-National Executive Council, Swiss Agency for Development and Co-operation, GST-Switzerland, Novartis Animal Health, Winrock International Institute for Agricultural Development, Commonwealth Veterinary Association, Directorate of Veterinary Services, The Brooke East Africa, World Organization for Animal Health (WOAH), Ultravetis, MetroVet, Vetcare, Turkana County Government, APAD and University of Minnesota.

Functions of the Kenya Women Veterinary Association

The KWVA fulfils its mission through the following key functions and activities:

1. Capacity Building and Knowledge Sharing
 - Organizes workshops, professional meetings, and training forums to enhance members' technical and leadership skills.
 - Facilitates Continuous Professional Development (CPD) programs through partnerships.
2. Extension and Community Outreach
 - Supports women in livestock industries through field days, education programs, and dissemination of veterinary knowledge to farmers and communities.

3. Advocacy and Representation
 - Serves as a collective platform to champion equal opportunities for women veterinarians in employment, leadership, and decision-making.
 - Engages with national and international stakeholders to influence gender-responsive policies in animal health and the veterinary profession.
4. Mentorship and Role Modelling
 - Provides structured mentorship for young women in veterinary medicine/science and girls in primary schools.
 - Enhances outreach and visibility through an interactive website showcasing projects and achievements.
5. Sponsorship and Scholarships
 - Provides scholarships to needy students.
 - Sponsors members to participate in veterinary forums such as the KVA annual Scientific Conference, World Rabies Day and World Veterinary Day celebrations.
6. Projects and Community Impact
 - Implements the Adopt-A-Girl Campaign to combat period poverty through sanitary pad donations and menstrual health education.
 - Implements the Kick Rabies and Hydatidosis out of Turkana County project.
 - Supports Turkana women groups to market their beadwork such as the beaded dog collars.
 - Implements the ICARS sponsored Maziwa Plus Project in Nyeri aimed at reducing mastitis incidence and improving antibiotic stewardship in Kenyan smallholder dairy systems
 - Partnership with University of Minnesota College of Animal Health and Food Safety on local recruitment for the ProgRESSVet program and delivery of CPD activities
 - Implements the Gender-Responsive Mastitis Control Project (2026-2027) in collaboration with Zoetis.

Governance and Management

The governance and management of KWVA are structured around a democratically elected Branch Executive Committee (BEC), which oversees the Association's strategic direction, operations, and compliance. The BEC is composed of honorary office bearers: Chairperson, Vice Chairperson, Secretary, Assistant Secretary, Treasurer and at least two general committee members. The BEC does perform the following functions:

a) Executive Committee (Collective Duties)

- Manages the day-to-day affairs of the Association.
- Develops, adopts, and oversees implementation of a two-year strategic plan.
- Leads resource mobilization and partnership development.
- Ensures overall operational, financial, and administrative efficiency.
- Liaises with the KVA National Executive Council on matters affecting KWVA

b) Chairperson/Vice Chairperson

- Provides strategic leadership and oversight of managerial and financial matters.
- Chairs BEC meetings, AGMs, and special meetings; may call extraordinary sessions when necessary.

- Represents KWVA in Kenya Veterinary Association (KVA) Council meetings and public engagements.
- Oversees compliance with legal and institutional requirements.
- Acts as a signatory to KWVA accounts
- Maintains order and ensures decorum during meetings.
- Communicates with external partners.

c) Secretary/ Assistant Secretary

- Serves as the administrative coordinator of the Association.
- Keeps minutes and records of BEC and general meetings.
- Prepares meeting agendas and circulates notices in consultation with the Chairperson.
- Files required documents with KVA and other authorities within statutory timelines.
- Compiles activity reports.
- Represents KWVA in KVA Council and acts as a signatory to the Association's accounts.

d) Treasurer

- Manages financial records and reporting of KWVA.
- Opens and administers bank accounts under BEC authorization, ensuring all transactions are duly approved.
- Facilitates preparation and presentation of financial statements and audited accounts to the BEC and at the Annual General Meeting.
- Ensures timely payment of expenditures and adherence to proper accounting procedures.
- Serves as a signatory to KWVA accounts and participates in KVA Council meetings.

Rationale of the Strategic Plan

The Strategic Plan will enable KWVA to:

- Define a strategic path and guide for the next two years, without limiting future opportunities;
- Enable strategic thinking in the decision-making process of KWVA at all levels;
- Enable KWVA to align strategic goals, objectives, and priorities in resource allocation and management;
- Embed principles of continual institutional renewal and improvement through collaboration and partnerships
- Ensure excellence in all activities geared towards empowering women veterinarians and advancing animal health, human health and gender equity in Kenya.

CHAPTER 2: SITUATIONAL ANALYSIS

This chapter presents the findings of KWVA's SWOT and PESTLE analysis.

SWOT Analysis

The SWOT Analysis identifies internal capabilities (Strengths and Weaknesses) and external positioning (Opportunities and Threats) affecting KWVA's ability to achieve its strategic objectives.

Strengths

These are KWVA's core institutional assets that provide a competitive and strategic advantage:

- **Strong Institutional Identity and Inclusivity:** KWVA's open registration model promotes inclusivity and unity among women veterinarians, creating a diverse and collaborative professional network that strengthens collective impact and outreach.
- **Established Mentorship and Capacity Development Platforms:** Through Continuous Professional Development (CPDs) and mentorship programs, KWVA has built a strong pipeline of skilled professionals, enhancing leadership, technical capacity, and professional growth within the veterinary sector.
- **Clear Gender Empowerment Mandate:** KWVA's core focus on women's empowerment aligns with global frameworks such as SDG 5, positioning the Association as a credible voice in gender, leadership, and professional equity within the veterinary field.
- **Growing Digital and Communication Presence:** The Association's use of digital platforms (website, social media, and professional networks) enhances visibility, knowledge dissemination, advocacy, and stakeholder engagement.
- **Strong Partnership and Collaboration Culture:** KWVA has demonstrated strong ability to collaborate with stakeholders (KVA, KSPCA, DVS, county governments and other national/international partners), enhancing resource mobilization and program reach.

Weaknesses

These are structural or operational constraints that may hinder effectiveness:

- **Limited Institutional Autonomy:** As a subsidiary of KVA, KWVA may face constraints in decision-making and independent strategic positioning.
- **Restricted Membership Base:** Limiting membership primarily to veterinarians reduces opportunities for interdisciplinary engagement (e.g., public health, environmental experts, social scientists), which are critical for One Health approaches.
- **Resource and Funding Constraints:** Dependence on voluntary contributions and donor funding limits scalability, sustainability, and long-term program implementation.
- **Limited Organizational Capacity:** Operational reliance on volunteer structures may constrain efficiency, continuity, and institutional memory.

Opportunities

These are actionable opportunities KWVA can directly exploit:

- **Expansion into Digital Veterinary Extension and Innovation:** Emerging technologies (mobile platforms, AI, e-extension) provide an opportunity for KWVA to scale outreach, training, and service delivery particularly in underserved and ASAL regions.

- **Increasing Demand for Gender-Inclusive Leadership:** Growing recognition of gender equality in professional sectors creates space for KWVA to influence leadership, policy, and institutional reforms.
- **Strategic Positioning in One Health and Public Health Agendas:** KWVA can leverage its expertise to play a stronger role in zoonotic disease control, AMR, and food safety, aligning with national and global priorities.
- **Regional and International Networking Platforms:** Partnerships with regional and global bodies (e.g., FEVAN, WOAHA platforms) provide opportunities for knowledge exchange, funding, and influence.
- **Institutional Growth and Formalization Pathways:** Opportunities exist to establish affiliated entities or program arms (e.g., social enterprise models) to enhance financial sustainability and operational independence.

Threats

These are direct strategic threats to KWVA operations and mission:

- **Competing Interests between Welfare and Commercialization:** Increasing prioritization of profit in livestock and wildlife sectors may conflict with animal welfare advocacy, creating resistance to KWVA interventions.
- **Illegal Wildlife Trade and Poaching Networks:** Entrenched economic interests in illegal animal trade pose operational and advocacy risks, especially in conservation-linked initiatives.
- **Institutional and Policy Misalignment:** Conflicting mandates, weak enforcement of animal welfare laws, and slow policy reforms may limit KWVA's influence and effectiveness.
- **Competition for Funding and Visibility:** Increased number of NGOs and professional bodies competing for limited funding may constrain KWVA's resource mobilization efforts.
- **Member Retention and Engagement Risks:** Changing professional demands, migration, or burnout may reduce active participation and weaken institutional continuity.

PESTLE Analysis

PESTLE analysis examines the external macro-environmental factors that influence KWVA's ability to achieve its strategic objectives. These factors present both opportunities and risks, requiring adaptive, forward-looking strategies.

Political Factors

Political dynamics in Kenya significantly shape the operational space for KWVA, particularly in relation to governance, policy direction, and institutional support.

Key Issues and Implications:

- **Corruption and Governance Gaps:** Persistent corruption undermines service delivery and development, particularly in rural and ASAL areas, potentially limiting the effectiveness of KWVA's community-based programs.
- **Political Stability and Electoral Cycles:** Periodic instability during elections may disrupt field activities and partnerships. However, political transitions also present policy windows for advocacy and agenda-setting.

- **Government Policy and Regulatory Environment:** Evolving policies in animal health, public health, and environmental management can either enable or constrain KWVA initiatives. Alignment with national frameworks (e.g., Animal Health Bill, One Health strategies) is critical.
- **Politicization of Animal Welfare:** Livestock and wildlife issues are often politically sensitive, potentially hindering evidence-based interventions.
- **Border Controls and Regional Dynamics:** While border restrictions may limit regional collaboration, they also support disease control and biosecurity.

Strategic Implication for KWVA:

KWVA should adopt a policy-engagement and advocacy strategy, positioning itself as a technical partner to the government while leveraging political cycles for influence.

Economic Factors

Economic conditions directly affect resource availability, member welfare, and sustainability of KWVA programs.

Key Issues and Implications:

- **Inflation and Cost of Operations:** Rising costs reduce purchasing power, limit donor funding, and increase operational expenses.
- **Economic Growth and Public Investment:** Economic expansion can increase funding opportunities for animal health and welfare initiatives, while fiscal constraints may reduce government support.
- **Member Economic Well-being:** Taxation policies (e.g., Social Health Authority), unemployment, and income instability affect member participation and contributions.
- **Global Economic Trends:** Exchange rate fluctuations impact procurement of veterinary inputs and equipment.
- **Livestock Commercialization:** While commercialization drives economic value, it may conflict with animal welfare objectives.
- **Pastoral Economy Risks (e.g., cattle rustling):** Undermines livestock productivity and community stability.

Strategic Implication for KWVA:

Diversify funding streams, strengthen income-generating initiatives, and integrate livelihood-sensitive programming in interventions.

Social Factors

Social dynamics shape community acceptance, participation, and effectiveness of KWVA programs.

Key Issues and Implications:

- **Cultural Practices and Beliefs:** Diverse cultural attitudes toward animals influence adoption of animal welfare practices.
- **Gender Dynamics:** Women face systemic barriers in access to resources, technology, and leadership opportunities.
- **Education and Awareness:** Increasing literacy levels enhance receptivity to veterinary extension and public health messaging.

- Public Health Awareness: Growing recognition of zoonotic diseases supports One Health approaches.
- Emerging Livelihood Trends: Opportunities such as camel milk value chains present new engagement areas.

Strategic Implication for KWVA:

Adopt gender-responsive and culturally adaptive approaches, leveraging women as key agents of change in livestock systems.

Technological Factors

Technological advancement offers transformative opportunities for veterinary services, communication, and research.

Key Issues and Implications:

- Digital Transformation: Mobile platforms and digital tools enhance outreach, training, and service delivery.
- Gender Digital Divide: Rural women often have limited access to technology, restricting inclusivity.
- Research and Innovation: Advances in biotechnology (vaccines, diagnostics, and delivery systems) improve disease control.
- Data and Evidence Systems: Growing emphasis on data-driven decision-making supports policy influence.
- Partnership Opportunities: Collaboration with research institutions (e.g., ICARS, UMN, ZOETIS) strengthens innovation.

Strategic Implication for KWVA:

Invest in digital veterinary extension, AI-driven solutions, and position KWVA as a bridge between research, policy, and practice.

Legal Factors

The legal environment defines compliance obligations and advocacy opportunities for KWVA.

Key Issues and Implications:

- Regulatory Framework: Compliance with veterinary, public health, and organizational laws (e.g., KVA constitution, Animal Health Bill) is essential.
- Advocacy Space: Increasing public and institutional focus on animal rights and gender equality creates opportunities for influence.
- Weak Enforcement: Inconsistent enforcement of animal health and welfare laws undermines impact.
- Gender and Inclusion Policies: Opportunities exist to influence gender-responsive legislation within the profession.

Strategic Implication for KWVA:

Strengthen legal literacy, policy advocacy, and compliance frameworks, particularly from a gender and One Health perspective.

Environmental Factors

Environmental changes are among the most significant threats to animal health and livelihoods.

Key Issues and Implications:

- **Climate Change:** Drives droughts, disease emergence, and reduced livestock productivity, especially in ASAL regions.
- **Land Scarcity and Degradation:** Increased competition for land leads to habitat loss and animal welfare challenges.
- **Biodiversity Loss:** Threatens ecosystem balance and livestock systems.
- **Livestock and Emissions Debate:** Growing scrutiny on environmental impact of livestock production.
- **Reforestation and Conservation Opportunities:** Align with KWVA's environmental initiatives (e.g., tree planting).

Strategic Implication for KWVA:

Integrate climate-smart livestock systems, environmental conservation, and One Health approaches into programming.

CHAPTER 3: STRATEGIC OBJECTIVES

KWVA's Strategic Plan is anchored on the guiding principles of One Health, gender equity, animal welfare, and sustainable development, aligning with national priorities and global frameworks. The strategic objectives include:

Strategic Objective 1: Gender Equity and Institutional Strengthening

Enhance member capacity, welfare, and institutional sustainability of KWVA.

Specific: Execute targeted welfare webinars, provide conference sponsorships, maintain a functional member database, host member engagement events, expand academic mentorship paths, co-opt interns into leadership, and run professional visibility campaigns.

Strategic Objective 2: Disease Control, One Health and Food Safety

Contribute to strengthening prevention and control of zoonotic and priority animal diseases through a One Health approach.

Specific: Implement two distinct field projects: the Zoetis-funded Dairy Shield Project and the ICARS-funded project on Reducing Mastitis Incidence and Antibiotic Use in Nyeri County, while participating in annual global health campaigns (World Rabies Day and AMR Awareness Week).

Strategic Objective 3: Animal Welfare and Population Management

Enhance animal welfare and promote humane dog and cat population management.

Specific: Legally register the KWVA Animal Welfare Society to champion humane population management activities, establish its governance committee, and host a specialized Continuing Professional Development (CPD) training on Animal Disaster Risk Management.

Strategic Objective 4: Climate Resilience and Environmental Sustainability

Promote climate-resilient livestock systems and environmental conservation for improved livelihoods.

Specific: Implement community-based tree growing initiatives (prioritizing women's groups and schools) and deliver localized community education on climate-smart livestock practices through partnerships with environmental organizations like Kenya Forest Service and the Green Belt Movement.

CHAPTER 4: STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

KWVA recognizes that achieving its strategic objectives requires strong multi-sectoral collaboration. The Association will adopt a partnership-driven implementation model, leveraging synergies with:

- Government institutions
- Professional bodies
- Development partners and NGOs
- Academic and research institutions.
- Regional and global networks

Through these partnerships, KWVA will enhance resource mobilization, technical expertise, and program reach, while strengthening its role as a bridge between science, policy, and community practice.

Strategic Plan Governance Structure and Oversight

The KWVA Branch Executive Committee will have implementation responsibilities as shown below:

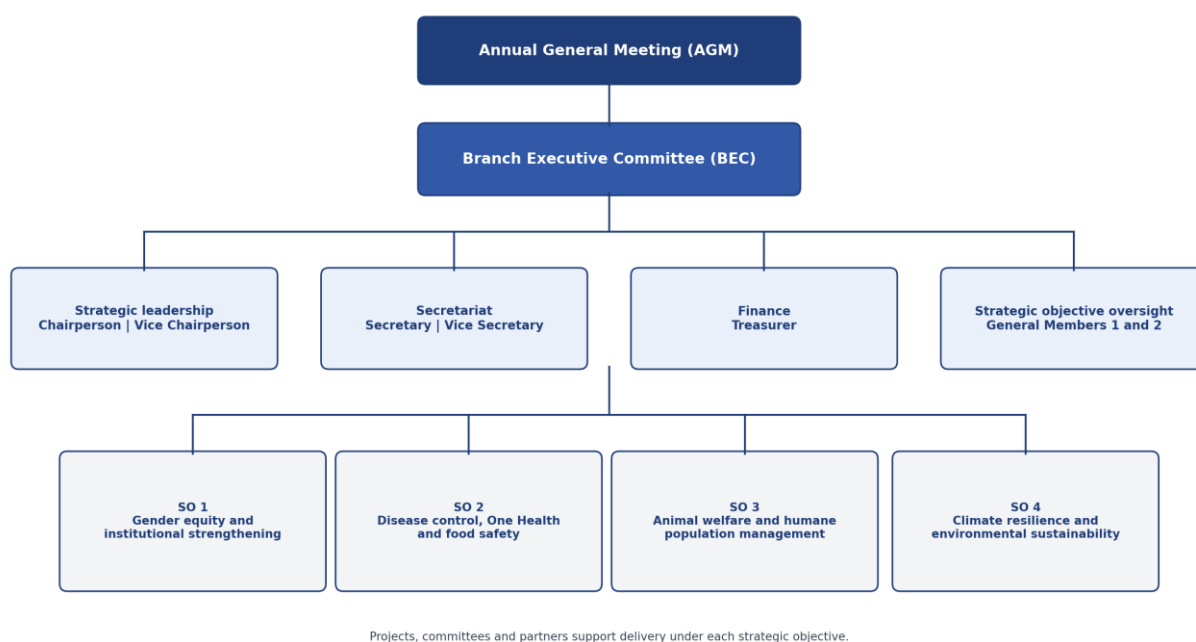


Figure 1: KWVA strategic plan governance and implementation structure

Implementation Matrix

The implementation matrix translates KWVA's strategic objectives into actionable activities, measurable outputs, and performance indicators, ensuring effective tracking of progress and accountability.

Strategic Objective 1: Gender Equity and Institutional Strengthening Logframe

Focus Area / Activity	Measurable Target	Key Performance Indicator (KPI)	Timeline	Primary Responsibility
Member Welfare	1 Webinar Annually	Number of welfare webinars conducted (focused on mental health, GBV, cancer awareness, or financial literacy).	Annually (International Women's Day)	Member Welfare Committee Member
Professional Support	2 Sponsorships Annually	Number of KWVA members with accepted abstracts supported to attend conferences.	Annually	Executive Committee (BEC)
Data Management	1 Functional Database	Up-to-date, operational membership database maintained for networking and visibility.	Every December	Treasurer
Network Engagement	≥ 1 Event Annually	Number of team-building luncheons, sports days, or retreats executed to build collaboration.	Annually	Secretary
Academic Mentorship	1 Primary & 2 Universities	Number of mentorship programs conducted and total number of students/mentees reached.	Annually	Mentorship Committee Member
Leadership Pipeline	3 Co-opted Interns	Number of young professionals successfully co-opted into the BEC branch leadership.	During plan period	Chairperson
Professional Profiling	5–6 Digital Posts	Number of profiling features, website updates, and social media visibility campaign posts published.	During plan period	Communications Committee Member

Strategic Objective 2: Disease Control, One Health and Food Safety Logframe

Project / Focus Area	Measurable Target	Key Performance Indicator (KPI)	Timeline	Primary Responsibility
Dairy SHield	30 AHSPs & 6,000 Farmers	Number of female animal health providers and dairy farmers trained on mastitis control.	July 2026–April 2027	Project Steering Committee
Maziwa Plus Project: Mapping	1 Mapping Report	Report on recruited AHSPs mapped out by geographical representation in Nyeri County.	2026–2028	Project Steering Committee
Maziwa Plus Project: Tools	2 Practical Tools	Udder health training manual developed for AHSPs, Assessment tool for treatment guideline adherence & Pre/Post implementation questionnaires developed.	2026–2028	Project Steering Committee
Maziwa Plus Project: Field Setup	1 Demo Farm Network	Mapping report of selected demo farms for practical field training sessions.	2026–2028	Project Steering Committee
Maziwa Plus Project: Training	1 ToT Guide	Completed Training of Trainers (ToT) guide on mastitis management.	2026–2028	Project Steering Committee
Maziwa Plus Project: Reporting	3 Distinct Reports	Semi-annual challenge report, 1-year follow-up report, and final implementation report completed.	2026–2028	Project Steering Committee
Maziwa Plus Project: Review	1 Feedback Workshop	Stakeholder feedback workshop conducted and official report produced.	2026–2028	Project Steering Committee
Global Campaigns	≥ 1 Rabies Item Annually	Number of conference presentations, panel discussions, or field day activations for World Rabies Day.	Annual (Sept)	Lead Committee Member
Global Campaigns	≥ 1 AMR Item Annually	Number of conference presentations, panel discussions, or field day activations for AMR Awareness Week.	Annual (Nov)	Lead Committee Member

Strategic Objective 3: Animal Welfare and Population Management Logframe

Focus Area	Measurable Target	Key Performance Indicator (KPI)	Timeline	Primary Responsibility
Society Registration	1 Legal Entity Registered	Animal Welfare Society legally registered and governance structure established.	During plan period	Lead Committee Member
Operationalization	1 Approved Work Plan	Constitution, operational guidelines, and annual work plan developed and implemented.	During plan period	Lead Committee Member
Alliances	≥ 3 Strategic Partnerships	Strategic partnerships established with animal welfare organizations.	During plan period	Lead Committee Member
Disaster Preparedness	1 CPD Training Session	CPD training successfully conducted and training materials developed/disseminated.	During plan period	Ad Hoc Committee & Lead Committee Member
Capacity Building	≥ 10 Professionals Trained	Veterinary professionals and stakeholders trained with improved awareness for animal disasters.	During plan period	Lead Committee Member
Quality Assurance	≥ 80% Participant Satisfaction	Training report produced confirming a participant satisfaction rate of 80% or higher.	During plan period	Lead Committee Member

Strategic Objective 4: Climate Resilience and Environmental Sustainability

Focus Area	Measurable Target	Key Performance Indicator (KPI)	Timeline	Primary Responsibility
Partnerships	≥ 3 Strategic Partnerships	Strategic partnerships formally established with organizations like KFS and Green Belt Movement.	During plan period	Lead Committee Member
Targeting	Group Identification	Women groups and school cohorts identified and mapped across three target regions.	Year 1	Lead Committee Member
Afforestation	≥ 200 Trees Planted	Number of trees growing successfully in communities and schools.	Annual - Mazingira Day link	Lead Committee Member
Economic Forestry	≥ 50% Economic Trees	Proportion of planted trees consisting of economic varieties (e.g., fruit trees, timber trees).	Annual	Lead Committee Member
Climate Education	50 Farmers Trained	Number of livestock farmers successfully trained on climate-smart agricultural practices.	During plan period	Lead Committee Member

CHAPTER 5: CONCLUSION

The KWVA Strategic Plan (2026–2028) provides a clear roadmap for advancing the Association’s mandate in animal health, gender equality, and community development. Through a results-based and partnership-driven approach, KWVA is positioned to deliver measurable results. The Plan remains a working framework, responsive to emerging challenges and opportunities. Continuous monitoring, learning, and stakeholder engagement will guide implementation. A comprehensive review will be conducted at the end of the strategic period to inform future direction.



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