

Tool for the evaluation of Performance of Veterinary Services

OIE PVS Tool



**Human and
Financial
Resources**

**Technical
Authority and
Capability**

**Interaction
with
Stakeholders**

**Access
to
Markets**

Swaziland

Dr Ghazi Yehia
Dr Anne Mackenzie

Table of Contents

Acronyms	iv
Foreword	v
PART 1: EXECUTIVE SUMMARY	1
I.1. INTRODUCTION.....	1
I.2. OBJECTIVES, SCOPE AND CONTEXT OF THE EVALUATION	1
I.3. SUMMARIZED FINDINGS	2
I.3.A Human and financial resources.....	2
I.3.B Technical authority and capability.....	3
I.3.C Interaction with stakeholders.....	4
I.3.D Ability to access the market.....	5
I.3.E Findings Diagram.....	6
I.4. RECOMMENDED ACTION PLAN *	7
I.4.A Short term	7
I.4.B Medium term.....	10
I.4.C Long term.....	12
PART II: CONDUCT OF THE EVALUATION.....	15
II.1 INTRODUCTION ON THE USE OF PVS TOOL	15
II.2 BACKGROUND AND GENERAL INFORMATION	15
II.2.A Name of Country: KINGDOM of SWAZILAND	15
II.3 OBJECTIVES, SCOPE AND CONTEXT OF THE EVALUATION	22
II.4 ORGANIZATION OF THE EVALUATION	23
II.5 DATA REQUESTED AND PROVIDED.....	23
II.6 PROPOSED SELECTIONS OF SITES AND VISITS CONDUCTED	24
II.7 PROCESS FOR FINALIZATION OF THE REPORT, INCLUDING TIMEFRAMES FOR CONSULTATION, EDITING AND APPROVAL	25
PART III: RESULTS OF THE EVALUATION	27
III.1 Human and Financial Resources.....	27
III.1.A Findings against Critical Competencies.....	27
III.1.B Proposed Action Plan	28
III.2 TECHNICAL AUTHORITIES AND CAPABILITY	29
III.2.A Findings against Critical Competencies.....	29
III.2.B Proposed action plan	30
III.3 INTERACTION WITH STAKEHOLDERS.....	31
III.3.A Findings Against Critical Competencies	31
III.3.B Proposed action plan	32
III.4 ACCESS TO MARKET	32
III.4.A Findings Against Critical Competencies	32
III.4.B Proposed action plan	33
PART IV: CONCLUSION	35
APPENDIX	37
APPENDIX 1:LIST OF PERSONNEL INTERVIEWED AND FACILITIES/LOCATIONS VISITED	37
APPENDIX 2: SUMMARY OF PRELIMINARY FINDINGS OF THE EVALUATION	40
APPENDIX 3: DATA REQUESTED AND PROVIDED:	45

Acronyms

AU-IBAR	African Union International Bureau of Animal Resources
AVOs	Assistant Veterinary Officers
CBPP	Contagious Bovine Pleuro-Pneumonia
CE	Continuing Education
CVO	Chief Veterinary Officer
ET	Evaluation Team
EU	European Union
FAO	Food and Agricultural Organization
FMD	Foot and Mouth Disease
HACCP	Hazard Analysis and Critical Control Points System
HPAI	Highly Pathogenic Avian Influenza
IOs	International Organizations
ND	Newcastle Diseases
OIE	World Organisation for Animal Health
PPR	Peste des Petits Ruminants
SADC	Southern African Development Community
SIMPA	Swaziland Institute of Management and Public Administrations
SMI	Swaziland Meat Industry
SPS	Sanitary and Phyto-Sanitary Agreement
SVA	Swaziland Veterinary Association
USAID	United States Agency for International Development
VAs	Veterinary Assistants
VPH	Veterinary Public Health
VS	Veterinary Services
VSb	Veterinary Statutory Body
VTC	Veterinary Training Center
WAHIS	World Animal Health Information System
WTO	World Trade Organization

Foreword

In response to the request made by Doctor Robert THWALA, the Director General of the Veterinary Services in Swaziland, for an OIE evaluation mission in his country, an expert team composed of Dr Anne Mackenzie, Certified PVS Expert and Dr Ghazi Yehia, OIE regional representative for the Middle East, were chosen to conduct this task.

The three parties exchanged correspondence for the organisation of the mission; the date of September 10 was agreed to start the mission. An agenda for proposed selected sites / visits has been prepared, and main requested data has been provided (Attachments 1 2, 3, 4, 5). Other documents and information have been provided during the proceedings of the evaluation. (D1..., D46)

The evaluation mission to the Kingdom of Swaziland had as its primary objective to identify both strengths and gaps in the capability of the Veterinary Services in relation to the provisions of the World Organization for Animal Health (OIE) Terrestrial Animal Health Code, in particular chapters 1.3.3 and 1.3.4., using the OIE mechanism entitled “Performance, Vision and Strategy” (PVS).

The Evaluation Team (ET) provides in this report, observations and recommendations which may assist the Veterinary Services in understanding their performance against OIE criteria and contribute in promulgation of their action plans towards strengthening the appropriate areas of activities, filling the identified gaps, consolidating their strengths, defining and budgeting their needs and/or obtaining necessary support for their modernization

In a world where animal health has become a public good, a PVS evaluation should encourage the Veterinary Services for continuous self-evaluation and updating of their strategic plans in compliance with the OIE international standards in order to perform the required protection from zoonoses and animal diseases and safeguard national resources.

The evaluation outcomes can be used as part of an international/regional financing request. Donor agencies, notably the World Bank, have accepted the OIE criteria in the evaluation of the quality of the veterinary services. The evaluation can also support bilateral negotiations with trading partners, in establishing confidence and credibility in trade of animals and animal products

PART 1: EXECUTIVE SUMMARY

I.1. Introduction

In the era of globalization, the development and growth of many countries depend on the performance of their agricultural policies and economies.

In Swaziland, the share of livestock and livestock related production contribute significantly for the agricultural GDP. This domestic production is directly influenced by the animal health status in the country, therefore, such development and growth of Swaziland economy is directly related to the quality of its veterinary services.

The traditional mission of Veterinary Services is to protect domestic agriculture through the control of diseases that threaten primary production. The credibility of these services, in the eyes of its users (the National stakeholders) and of other countries, depends in large measure on the effectiveness of the domestic programmes, and responses of Veterinary Services to emergencies arising from outbreaks or the entry of exotic diseases.

I.2 Objectives, scope and context of the evaluation

To establish the current level of performance from a shared vision and establish priorities to carry out strategic initiative, the OIE has developed an evaluation tool called the PVS (Performance, Vision & Strategy) instrument which is composed of four fundamental components:

- Human and financial resources
- Technical authority and capability
- Interaction with stakeholders
- Ability to access the market

Each of the four fundamental components encompasses six to nine critical competencies for which qualitative levels of advancement are described. To assess the level of advancement of each critical competency, a list of specific indicators is to be used.

1.3 Summarized findings

Summarized mission's findings for the four fundamental components are as follows:

1.3.A Human and financial resources

This part of the evaluation is meant to appreciate the institutional and financial sustainability of the Veterinary Services as evidenced by the level of professional/technical and financial resources available and the capacity to mobilize these resources. It comprises eight critical competencies.

Human and Financial Resources	Level of advancement
Professional and technical competence of the personnel of the VS	A) There is a systematic approach to define job descriptions and competencies for veterinarians and other professionals 4 B) The majority of the above technical positions are occupied by personnel holding technical qualifications 3
Continuing education	The VS have access to continuing education (internal and/or external programmes) on an irregular basis but it does not take into account needs, or new information or understanding. 2
Technical independence	The technical decisions are based on the scientific evidence, but are subject to review and possible modification based on non scientific considerations. 3
Stability of policies and programmes	The organizational structure of the public sector of the VS has remained stable for periods more than 5 years. 5
Coordination capability of the sectors and institutions of the VS	There are coordination mechanisms with clear chain of command for some activities. But these are not coordinated /implemented throughout the country. 3
Funding	Funding for the VS is clearly defined and regular, and is adequate for their base operations, but there is no provision for new or expanded operations. 3
Contingency funding	Contingency funding arrangements with adequate resources have been established; but in an emergency situation, their operations must be agreed through a process on a case by case basis. 4
Capability to invest and develop	The VS occasionally develop proposals and secure funding for improvements in infrastructure and operations through extraordinary allocations. 2

1.3.B Technical authority and capability

This fundamental component of the evaluation intends to assess the authority and capability of the Veterinary Services to develop and apply sanitary measures and science-based procedures supporting those measures.

Technical Authority and Capability	Level of advancement
Laboratory disease diagnosis	In the case of new and emerging diseases in the region or in the world, the VS have access to a network of international reference laboratories and can collect and ship samples to an OIE Reference Laboratory which results in a correct diagnosis. 4
Risk analysis	The VS compile and maintain data but does not conduct systematically risk assessment. Some risk management decisions are based on scientific risk assessment. 2
Quarantine and border security	The VS can establish and apply quarantine and border security procedures which systematically address legal pathways and illegal activities. 4
Epidemiological surveillance	The VS can conduct active surveillance programs in animal populations for diseases of economic and zoonotic importance to the country and systematically reports the results. 4
Early detection and emergency response	The VS have an established procedure to make timely decisions on whether or not a sanitary emergency exists. The VS have the legal framework and financial support to respond rapidly to sanitary emergencies through a chain of command. They have national contingency plans for some exotic diseases. 4
Emerging issues	The VS monitor and review developments at national, regional and international levels relating to emerging issues 2
Technical innovation	The VS maintain a database on technical innovations through personal contacts and external sources 1
Veterinary medicines and veterinary biologicals	The VS can exercise scientific control over the import, production and distribution of veterinary medicines and biologicals. 3

1.3.C Interaction with stakeholders

This part aims at evaluating the capability of the Veterinary Services to collaborate with and involve stakeholders in the implementation of programmes and activities.

Interaction with Stakeholders	Level of advancement
Communications	The VS maintain official focal points for communication but it is not always up to date in providing information. 3
Consultation with stakeholders	The VS maintain a formal consultation mechanism with stakeholders. 3
Official representation	The VS participate regularly and actively in the majority of meetings 3
Accreditation / Authorisation / Delegation	The public sector of the VS has neither the authority nor the capability to accredit/authorize/delegate the private sector to carry out official tasks. 1
Veterinary Statutory Body	The VSB has the legislative framework to regulate veterinarians and veterinary para-professionals across the whole of the VS. 4
Implementation of joint programmes	The VS and stakeholders have established an education/awareness programs in regard to animal health and food safety. 3

1.3.D Ability to access the market

This part of the evaluation concerns the authority and capacity of the Veterinary Services to provide support in order to access, expand and retain regional and international markets for animals and animal products.

Access to Markets	Level of advancement
Preparation of legislation and regulations, and implementation of regulations	The VS have the authority and capability to actively participate in the preparations of the national legislation and regulations and implement resultant regulations nationally. 3
Stakeholder compliance with legislation and regulations	The VS work with stakeholders to minimize instances of non-compliance. 4
International harmonisation	The VS monitor the establishment of new and revised international standards, and periodically review national regulations, legislations and sanitary measures with the aim of harmonizing them, as appropriate with international standards. 3
International certification	The VS develop and carry out certification programs for all animals, animal products, services and processes under their mandates in compliance with international standards. 4
Equivalence and other types of sanitary agreements	The VS have implemented equivalence and other types of sanitary agreements with trading partners on selected animals, animal products and processes. 3
Traceability	The VS and their stakeholders have coordinated national procedures in place that can identify and trace animals and animal products as required for disease control. 4
Transparency	The VS regularly inform stakeholders of changes in their regulations and decisions on the control of relevant diseases and the country sanitary status, and of changes in the regulations and sanitary status of other countries. 4
Zoning	The VS have implemented biosecurity measures that enable it to establish and maintain a disease free zone for selected animals and animal products, as necessary. 3
Compartmentalisation	As necessary, the VS can identify animal subpopulation with a distinct health status suitable for compartmentalization. 2

1.3.E Findings Diagram

Level of advancement		1	2	3	4	5
Human and Financial Resources						
Professional and technical competence of the personnel of the VS (A)	4	[Blue bar from 1 to 4.5]				
Professional and technical competence of the personnel of the VS (B)	3	[Red bar from 1 to 3.5]				
Continuing education	2	[Yellow bar from 1 to 2.5]				
Technical independence	3	[Red bar from 1 to 3.5]				
Stability of policies and programs	5	[Purple bar from 1 to 5]				
Coordination capability of the sectors and institutions of the VS	3	[Red bar from 1 to 3.5]				
Funding	3	[Red bar from 1 to 3.5]				
Contingency Funding	4	[Blue bar from 1 to 4.5]				
Capability to invest and develop	2	[Yellow bar from 1 to 2.5]				
Technical Authority and Capability						
Laboratory disease diagnosis	4	[Blue bar from 1 to 4.5]				
Risk analysis	2	[Yellow bar from 1 to 2.5]				
Quarantine and border security	4	[Blue bar from 1 to 4.5]				
Epidemiological surveillance	4	[Blue bar from 1 to 4.5]				
Early detection and emergency response	4	[Blue bar from 1 to 4.5]				
Emerging issues	2	[Yellow bar from 1 to 2.5]				
Technical innovation	1	[Green bar from 1 to 1.5]				
Veterinary medicines and veterinary biologicals	3	[Red bar from 1 to 3.5]				
Interaction with Stakeholders						
Communications	3	[Red bar from 1 to 3.5]				
Consultation with stakeholders	3	[Red bar from 1 to 3.5]				
Official representation	3	[Red bar from 1 to 3.5]				
Accreditation/Authorization/Delegation	1	[Green bar from 1 to 1.5]				
Veterinary Statutory Body	4	[Blue bar from 1 to 4.5]				
Implementation of joint programs	3	[Red bar from 1 to 3.5]				
Access to Markets						
Preparation of legislation and regulations, and implementation of regulations	3	[Red bar from 1 to 3.5]				
Stakeholder compliance with legislation and regulations	4	[Blue bar from 1 to 4.5]				
International harmonization	3	[Red bar from 1 to 3.5]				
International certification	4	[Blue bar from 1 to 4.5]				
Equivalence and other types of sanitary agreements	3	[Red bar from 1 to 3.5]				
Traceability	4	[Blue bar from 1 to 4.5]				
Transparency	4	[Blue bar from 1 to 4.5]				
Zoning	3	[Red bar from 1 to 3.5]				
Compartmentalization	2	[Yellow bar from 1 to 2.5]				

1.4 Recommended action plan *

The objective of the report is to give the evaluated VS an understanding of performance according to OIE international standards using the PVS to conduct the evaluation. Where the report identifies **gaps** in the level of advancement, it is appropriate to provide recommendations to address identified needs. The **action plan** is to clearly identify the priorities to improve capabilities and gives some indication of the timing, feasibility, required resources and any potential problems associated with the proposed action plan. The assessor took care to ensure that the report sets out the objectives, scope and context of the evaluation and how these objectives were met through the proper use of the PVS tool.

- According to the ET findings as illustrated in the above diagram, it is evident that the VS of Swaziland is practicing good governance in regards to their activities.
- The VS policies and programs are well defined and stable One of their important strength is the disease control system;
- The VS of Swaziland are actually implementing a unique program for preserving the national animal resources; through this program the VS achieved eradication of major animal diseases in the country (i.e FMD).Also by this system, the VS managed to have a real protected shield against the introduction of other exotic diseases that could occur in the neighboring countries.
- Nevertheless more concentration should be addressed to some important issues identified in this report such as Continuing Education, Risk Analysis, Preparedness for Emerging diseases, intersectoral collaboration with PH, which are essentials and necessary for the VS to achieve and maintain a better level of protection;
- Technical Innovation is also important but we are confident that it will come automatically with the country's access to modern technology.

On the basis of its findings, the mission formulated a number of recommendations and priority actions that could lead to significant improvements of the capacity and credibility of the Swaziland Veterinary Services in the short, medium and long terms.

** Consult also recommendations in part III for each component respectively page 32, 35, 37 and 40, and appendix 2 page 44 for preliminary findings.*

1.4.A Short term

1. The Veterinary Services should establish a PVS Evaluation Response Team to analyse and prioritize actions which can be undertaken in the near future.

Considering the fundamental principles of the VS to provide a quality level based on professional judgment, impartiality, integrity and independence, the PVS Evaluation–Response Team (ERT) should also undertake a periodic self evaluation and assess their achievements against job descriptions and objectives required.

The Evaluation Response Team should analyse priorities and prepare an Action Plan in response to the report. The emphasis should be placed on human research development, laboratory capacity, a stable to table approach to Food Safety, emerging zoonotic diseases, border strategy and Information Technology (IT) requirements.

It is further recommended that performance measurements be built into the action plan such that a follow-up self evaluation could be conducted by the Swaziland VS in a reasonable period of time. As well the detailed recommendations contained in this report should all be given due consideration.

The OIE/ PVS tool can provide guidance to the Response Team. In this regard, the organization of national training courses on evaluation using the PVS tool and the participation in regional meetings on this aspect is highly encouraged.

2. The VS should establish a procedure for filling gaps and vacancies in the VS infrastructure and creating new positions taking in consideration new needs in the move for modernization based on job descriptions, references and expertise and complying with the world animal health advancements to perform risk assessment, technical innovation, rapid data collecting and communications improvement with stakeholders.

3. Emergency Planning

Considering the unique and well controlled disease prevention system, for FMD and other TADs implemented by the VS in Swaziland, it is essential to complement this by developing a national disease preparedness plan based on risk assessment that will assist them to ensure a rapid and effective response to new epidemic events. Such a plan should include contingency funding to be secured by the national budget or presented to international / regional agencies and donors for assistance and support. Training courses, nationally or regionally should be organized to inform and train specific members of the VS on Risk Analysis methodologies and emergency management. International Agencies can provide expertise for assistance.

4. Veterinary Public Health:

Risk based approaches, based on the best available scientific information, are means of enhancing the ability of food safety risk management to meet the primary goal of protecting Public Health as well as insuring access to an adequate food supply and safeguarding trade.

A HACCP system has been successfully introduced in the export abattoir, however, there is markedly less uptake in small / less developed business (SLDBs); whom provide an important source of food and contribute to national economy and livelihood.

It is critical that the food safety management system continue to involve such

business. Risk based approaches will be able to ensure that SLDBs are provided with the necessary direction and additional guidance.

Training courses on VPH and HACCP management should be organized nationally, with solid interaction between Veterinary Services and Public Health. The support of international expertise can be provided.

5. The mission is of the opinion that, in spite of minor changes in the veterinary organizational structure, there is an urgent need to review and reinforce the veterinary policies and programs as a basis for a thorough reorganization of the VS allowing for better fulfillment of its responsibilities.

6. According to their mandates, the VS should have a leading role in the preparation and formulation of national legislation and regulations and should be granted the authority to implement them once promulgated. Such participation should include the consultation and participation of stakeholders to meet national needs and their support in the implementation of regulations in order to meet international trade needs.

7. Laboratory Capabilities:

Reinforcement of the authority and capability of the VS to identify and record pathogenic agents, including those relevant to public health that can affect animals and animal products through policy development and relevant information of the decision makers. Special attention should be given to the diagnosis of the zoonotic diseases and Rabies in particular.

The VS should ensure that their national laboratory reassesses its methods and reagents to ensure that the diagnostic tests are appropriate for detection of the current endemic diseases and should design sero-monitoring programs post vaccinations.

OIE reference laboratories may be utilized for training personnel in regards to laboratory capabilities.

8. Official Quarantine:

The official veterinary quarantine services should be rehabilitated through the development of adequate procedures for quarantines and the improvement of infrastructure with a view to meet acceptable international standards so as to be useful to importers. It is important that the government quarantine service not be sub-standard when compared with private quarantine services.

9. Continuing Education and training:

The VS should maintain a progressive approach to meeting the needs and challenges of the changing domestic and international role of the VS. The

national administration should have in place an organized program which provides appropriate training across a range of subjects for relevant staffs. (Article 1-3-4-10-4-d)

The use of electronic procedures and modern technologies in data collection and transfer should be a priority element in training programs so to facilitate service delivery of the VS.

While the training center program is excellent from a conceptual basis, it is essential that it be re-evaluated and subjected to a critical review to ensure that the center is well managed and effective.

1.4.B Medium term

It is recommended that 3-5 years strategic plan be prepared. This is considered an essential step in the laying out of the road map to the modernization of the VS.

Also the strategic plan, in defining specific goals and objectives would complement business cases that will be necessary to secure appropriate funding for the services.

The strategic plan should include consideration of the following:

1. Reinforcement of the authority and capability of the VS to identify and record pathogenic agents, including those relevant to public health that can affect animals and animal products through policy development and relevant information of the decision makers. Special attention should be given to the diagnosis of the zoonotic diseases and Rabies in particular.

2. The definition and implementation of a continuing education plan adapted to the evolution of the sector should be based on a thorough assessment of the technical capabilities needed, it self deriving from a clear definition of the missions, procedures and regular supervision of the technical staff according to their defined responsibilities and technical capability.

CE plans should be reviewed and updated annually and made accessible to all relevant personnel in the public and private sectors.

3. As evidenced by the existing financial resources made available, the veterinary services are presently not in a position to accomplish their optimal missions according to the standards for veterinary services as defined by the OIE. The financial resources made available to the Veterinary Services are far too low and too irregular to allow for accomplishing their missions according to OIE requirements.

Special veterinary Contingency funds should be created to which Veterinary

Services have access in case of emergency.

The VS should have the capacity to routinely secure adequate funding for the necessary improvement in infrastructure, equipment and operations.

4. The VS should plan to implement quality assurance strategy in their diagnostic systems and routinely edit their procedures in compliance with International standards (the OIE Manual of diagnostic tests and vaccines)

5. Developing a National epidemiosurveillance network and an early warning system involving all stakeholders on the basis of a clear legislative framework and established procedures;

- Assess the risks associated with emerging issues, implement appropriate prevention or control actions and reinforce coordination with neighboring countries and trading partners.

- Creating a surveillance database.

Early detection and rapid response to any sanitary emergency such as significant disease outbreaks is a fundamental part of VS responsibilities. Their efficiency in this regard should be highly dependant on :

The existence of a legal framework

Adequate financial support to respond rapidly in a coordinated manner to sanitary emergencies;

Coordinated actions with all stakeholders through a clear chain of command.

7. It is recommended to create in the veterinary Administration, an official focal point for communications in order to provide up-to-date information accessible via appropriate channels on activities and programmes and to develop a communication plan in order to actively and regularly circulate information to stakeholders.

The creation of a website proper to the VS is required

8. The VS should develop and maintain appropriate consultation mechanisms with stakeholders through :

- Regular organization of workshops and meetings with stakeholders; and
- Consultation with and solicitation of stakeholders for feedback regarding current activities and programmes, etc.

9. The authority and capability of the VS to ensure that stakeholders are in compliance with animal health and food safety regulations under their

mandate is indeed essential and require that :

Authority of the VS over all the inspection of all food of animal origin be reestablished;

The VS progressively impose appropriate penalties in case of non compliance; and that the VS work in full transparency with the stakeholders to minimize cases of non compliance.

10. There is an urgent need to review, complement and harmonize the existing veterinary legislation, in consultation with relevant representatives of stakeholders and in accordance with international regulations. The VS should not only take into account relevant international standards, but they should periodically review national legislation, regulations and sanitary measures with the aim of harmonizing them.

11. It is very important that:

The VS' authority over all activities under their mandate, including inspection and certification of all animal products, be improved, in compliance with international standards and national regulations.

The VS develop and carry out certification programs for animals, animal products, services and processes and carry out audits of such programs, in order to maintain national and international confidence in their system.

12. It is recommended that the VS should develop adequate procedures for the traceability of the animals and animal products according to their mandates. It also involves the improvement of surveillance programs for better reporting and traceability.

It is desirable to complement the strategic plan with a process that allows the organization for a performance assessment against its objectives. (Continuous auditing)

1.4.C Long term

1. In order to make sure that sanitary decisions are based on acceptable scientific standards, it appears necessary that the VS:

- Maintain a database of technical innovations and international standards;
- Develop active programs to identify relevant technical innovations and incorporate them into selected policies.

2. The Veterinary Statutory Body (VSB) has to develop an appropriate legislative framework to regulate veterinarians and paraprofessional across the whole of the veterinary services. It should also be subject to proper

evaluation procedures in respect to its autonomy, functional capacity and membership representation.

3. The VS should develop joint programs with public and private stakeholders (including education/awareness programs) and keep them up-to-date and participate to their complete implementation.

4. As the establishment of disease free zones and compartments would present little interest in the short term, the VS should implement biosecurity measures in collaboration with stakeholders, particularly around trade routes and markets

5. Disease transmission and control models

It is recognized that modeling has an important role to play in identifying cost effective disease prevention and control strategies and therefore, it is recommended that models specific to Swaziland be developed.

The models can then be coupled with calculations on the cost of various interventions to reduce the hazards associated with risks to both human and animal health.

The Swaziland VS deserves appreciation, encouragement and assistance in strengthening and maintaining the ongoing protection measures so to provide a high level of performance; and should strive to match developed technology in the world.

The ET is confident that the VS of Swaziland will spare no efforts to go along with the international technical innovation by filling all gaps affecting their activities, especially in risk analysis procedures and veterinary services delivery, in order to realize the best of Performance, Vision and Strategy

PART II: CONDUCT OF THE EVALUATION

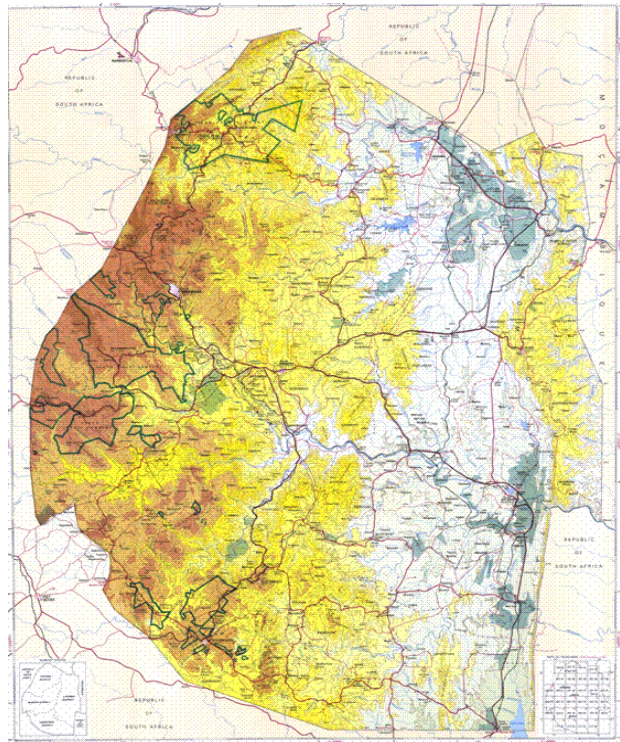
II.1 Introduction on the use of PVS tool

In the era of globalization, the Veterinary Services have been qualified as international public goods. Their important roles include veterinary public health, including food-borne diseases, and regional and international market access for animals and animal products. To meet these new opportunities and challenges, VS will need to operate on scientifically-based principles and be technically independent from political pressures from all sources. Efforts to strengthen VS and to support them to comply with OIE international standards on quality, and evaluation of VS require the active participation and investment on the part of both the public and the private sectors. To assist in this effort, the World Organization for Animal Health (OIE) and the International Institute for Cooperation in Agriculture (IICA) have joined forces to develop the Performance, Vision and Strategy (PVS) tool meant to provide a common method and procedures for the evaluation of VS.

II.2 Background and General information

II.2.A Name of Country: *KINGDOM of SWAZILAND*

General map



General Information

The kingdom of Swaziland, situated in Southern Africa, is a small (17,364 km sq) land locked country with an estimated population of 1,104,710 in 2004. Approximately 75% of the border periphery of the country is shared with South Africa (Kwazulu Natal province in the south and Mpumalanga province in the north and west) and the remaining quarter with Mozambique in the East. Administratively, Swaziland is divided into four regions; Hhohho, Manzini, Lubombo and Shiselweni, with Manzini having the highest population of 340,251 people. There are 55 sub-regional administrative levels (constituencies) known as Tinkhundla. About 76% of the population lives in the rural areas in scattered homesteads.

Swaziland is further divided into four geophysical zones namely Highveld, Meiddleveld, Lowveld and Lubombo plateau. The altitude in the lowveld is 200m, middleveld 700m and the highveld 1200 m. Temperatures and rainfall tends to vary according to these four geophysical zones. The Highveld is the most humid and coolest of all the zones and the Lowveld is the driest and hottest. The climate in the Middleveld and the Lubombo plateau fall between that of the Highveld and the Lowveld.

People

The majority of the population is ethnic Swazi, mixed with a small number of Zulus and non Africans. Traditionally Swazis have been subsistence farmers and herders, but some now work in the growing urban formal economy and in government. Some Swazis work in the mines in South Africa.

The country official languages are Siswati and English. Government and commercial business are conducted mainly in English.

Economy

GDP (2004):\$2.8 billion

GDP real growth rate (2005):1.8%

Per capita income (2004):\$1,553

Natural resources: Coal, diamonds, quarry stone, timber, talc.

Agriculture (15, 7%of GDP): Products-sugarcane, corn, citrus fruits, livestock, wood, pineapple, tobacco, rice, peanuts.

Also 70% of Swazis live in rural areas. Nearly every homestead has a wage earner. The past few years have seen wavering economic growth. Overgrazing, soil depletion, drought, and floods are persistent problems.

Human and demographic data

Human demographics by administrative region			
	Male	Female	Total Number
Hhohho	129567	140259	269826
Manzini	140813	151287	292100
Shiselweni	103580	113520	217100
Lubombo	99560	102136	201696
Total Country	473520	507202	980722

Livestock population

Livestock numbers by species as of July 2007

Region	Cattle	Goats	Sheep
Hhohho	123 987	74 626	3 424
Lubombo	144 175	111 147	2 751
Manzini	189 340	126 095	4 893
Shiselweni	160 840	114 568	6 793
Total	618 342	426 436	17 861

Livestock numbers by administrative level

Region	Sub-region	Cattle	Goats	Sheep
HHOHHO	Mbabane	43 028	21 764	1 884
	Mayiwane	29 237	17 916	143
	Piggs Peak	15 524	10 675	112
	Lobamba	9 585	4 975	254
	Malandzela	13 042	9 898	641
	Ntfonjeni	13 571	9 398	390
LUBOMBO	Siteki I	25 890	14 185	134
	Siteki II	10 679	4 534	826
	Lomahasha	12 983	8 003	45
	Lubuli	24 659	18 816	823
	Siphofaneni	11 974	14 778	93
	Sithobela	23 569	26 641	397
	Tikhuba	10 051	4 926	2 237
	Malindza	24 370	19 264	196
MANZINI	Manzini	26 446	17 480	1 077
	Ngculwini	25 686	24 715	349
	Sidvokodvo	20 088	13 769	385
	Mliba	47 215	28 523	945

	Mankayane	69 905	41 608	2 137
SHISELWENI	Gege	14 989	7 150	1 049
	Hlatikulu	21 930	17 141	721
	Hluti	42 960	34 523	1 701
	Lavumisa	17 117	14 618	130
	Mbulungwane	16 442	12 334	380
	McIntyre	14 473	13 745	306
	Nhlangano	32 929	15 057	2 506

Livestock numbers 2003 census (by species, by production system and administrative levels)

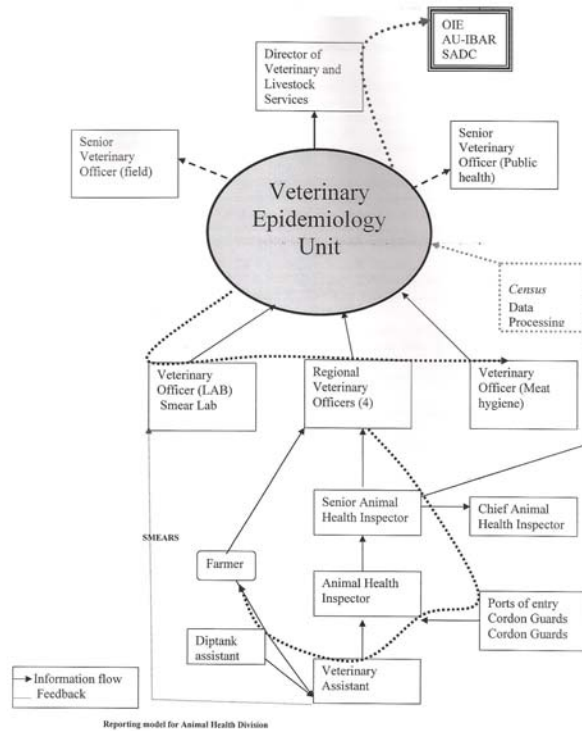
Species	Tenure	REGION			
		Hhohho	Manzini	Shiselweni	Lubombo
CATTLE	Total	114 787	169 660	152 320	163 485
	SNL	107 284	140 225	136 228	133 212
	TDL+GR	7 503	29 435	16 092	30 273
SHEEP	Total	3 442	4 661	5 902	2 820
	SNL	2 661	3 875	4 919	2 149
	TDL+GR	781	786	983	671
GOATS	Total	66 897	101 347	84 408	95 165
	SNL	65 028	97 669	79 709	91 412
	TDL+GR	1 869	3 678	4 699	3 753
PIGS	Total	7 242	5 829	8 407	7 958
	SNL	6 744	4 744	7 768	3 458
	TDL+GR	498	1 085	639	4 500
POULTRY	Total	312 382	1 001 899	243 856	209 194
	SNL	296 281	423 085	221 264	195 598
	TDL+GR	16 101	578 814	22 592	13 596
EQUINES	Total	3 032	2 153	3 318	3 174
	SNL	2 807	1 994	3 201	3 130
	TDL+GR	225	159	117	44

Human resources and policies (Organizational chart, in document A5)

It was evidenced that that the organizational structure of Swaziland comprises appropriate administrative levels from the directorate to divisions to sections ending by the regular staff and cordon guards.

It was evident that the VS are practicing good governance on its structure and activities.

It was shown to the ET that the personnel occupying the different positions in the VS body (table in A1, page 8) is capable to efficiently carry out their policies and programs.



The management of the veterinary Epidemiology unit expresses well the capability and capacity of the VS to carry out efficiently the tasks required and the delivery of appropriate services.

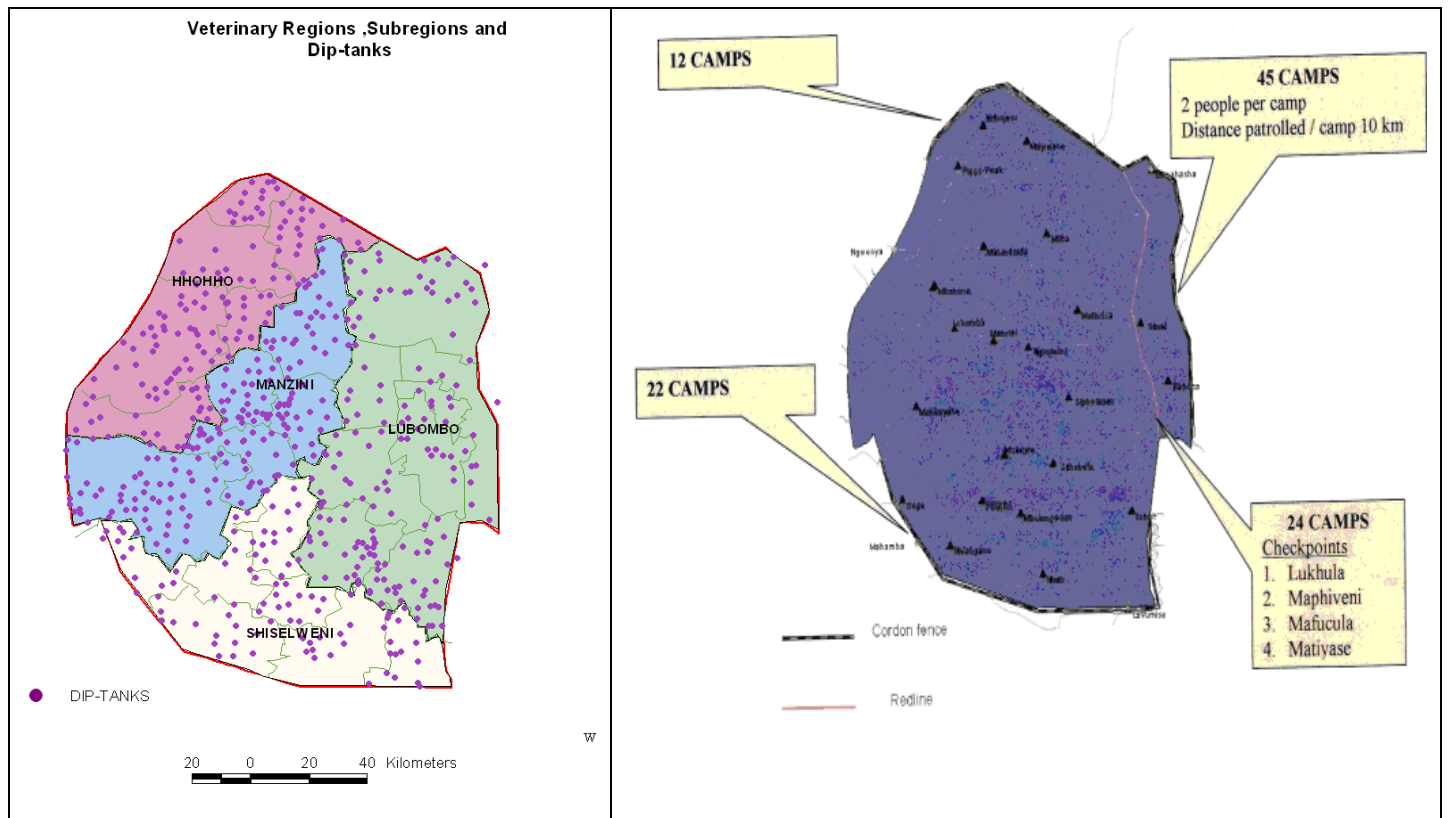
It comprises among others:

- Supervision of all disease reporting activities in the country
- Setting all standards of reporting, including report format, reporting frequency, data structures, and implementation of data quality checks throughout the country
- Frequent and regular reporting on the national livestock health situation to the Director of Veterinary and Livestock Services
- Production of regular disease report for stakeholders
- Maintenance of the national livestock disease database
- Maintenance of a national veterinary geographic information system (GIS)
- Regular analysis of spatial and temporal trends in livestock disease
- Early warning of disease incursions or disease status changes to enable early reaction
- Assistance with preparation and maintenance of national contingency plans for livestock diseases

- Provision of decision-making support to veterinary services management in terms of disease control
- Assistance with preparation and implementation of Risk Analysis

Animal Movement control and border posts

One of the important strengths Of the VS of Swaziland is the diseases control system which describes the animal movement control within the country by the organization of the dip tanks system.



Details are described in Document A1, Page 15

The dip tanks and the cordon systems represent the main actions of VS in the surveillance and control of animal diseases ended with a total success in the eradication of some major animal diseases especially FMD.

The VS of Swaziland have applied to obtain the official status of FMD free country.

Despite the different animal health status prevailing in neighboring countries, the VS of Swaziland made huge efforts for such an achievement.

Import control and certification (Document A1, Page 20)

There are 3 designated border posts for the imports of live animals and animal products. These ports of entry are manned by veterinary officials who do the checking of consignments, particularly the accompanying documents.

Animal Diseases Status (Document 6 and 7)

Attached documents identify the animal health status in Swaziland and the list of notifiable or reportable animal diseases in Swaziland (Document A1, page 13)

The VS also provided the ET with the monthly and annual reports of the activity of each region including control of animal diseases. It is worthy to conclude that major animal diseases while reportable or notifiable are absent in Swaziland especially FMD, Rinderpest, BSE...

Some reportable diseases present in the country are listed in Document A1, page 14, notably Contagious abortion, Cattle Heartwater and Rabies.

Methods of transport:

1. Road Transport and Entry points

Swaziland's transport system is mainly road transportation. The country is well connected to the major cities in neighboring South Africa and Mozambique. This includes roads to South Africa through about five major exit points, Ngwenya, Mahamba, Lavumisa, Matsamo / Mananga, and Lomahasha as well as Mhlumeni border gates.

However, there are three official border gates for entry and exit of livestock as well as agricultural products between South Africa and Swaziland. These are Ngwenya, Mahamba and Lavumisa border gates. Veterinary controlled products that come from Mozambique include handicrafts only made from grass and wood and that are sprayed with FMD virus destroying agents on entry into Swaziland.

Road transportation is one of the major transport systems for importation and exportation of goods into and out of the country. The majority of Swaziland's imports come from South Africa and also through South Africa. South African ports and cities of significance in terms of imports and exports to Swaziland are the port of Durban and the cities of Johannesburg and Durban due to the industries that are next to these big cities. The largest volume of trucks going into and out of Swaziland use the Ngwenya gate to Gauteng and Mpumalanga and even Cape Town and the Lavumisa gate to Durban and Pietemartizburg and the rest of KwaZulu Na

2. Rail transport

The rail network is mostly used for cargo with limited passenger use between Mpaka and Maputo in Mozambique.

3. Air transport

There is only one international gateway to Swaziland by air that is the Matsapha International Airport which is about 9 km from Manzini city.

Communications

1. Telephone and telephone related services

Swaziland has a telephone network in almost all the built up areas i.e. cities and towns. The network is also found in the so called rural areas where there are homesteads and in rural schools. The network of landline phones still have areas where it has not reached.

2. Cellular phones

Cellular phones were introduced into Swaziland in 1998 with the Mobile Phone Network (MTN) Company being the only cellular network provider operating in the country from that time to present. The industry will be opened for more cellular network providers from 2008.

II.3 Objectives, scope and context of the evaluation

The PVS tool is designed to assist VS to establish their current level of performance, to identify gaps and weaknesses regarding their ability to comply with OIE international standards, guidelines and recommendations, and the SPS agreement of the WTO, to form a shared vision with stakeholders (including the private sector) and to establish priorities and carry out strategic initiatives.

In light of the growing international requirements and opportunities facing ~~the~~ each country, the VS have to adopt a broader mandate and vision, and provide new services to complement the portfolio of existing services. This will entail stronger alliances and closer cooperation with stakeholders, trading partners and other countries, national VS counterparts and relevant intergovernmental organizations (Codex Alimentarius, OIE, WTO, etc..).

The evaluation was conducted by a team of three OIE experts (a team leader and a technical expert) at the request of the Director of Veterinary Services (Chief Veterinary Officer). It was funded by the International Fund for Animal Health and Welfare managed by the OIE.

II.4 Organization of the evaluation

The OIE has implemented procedures for the evaluation of Veterinary Services of Member Countries, at their request. The International Committee of the OIE endorses the recommendations of the Director General of the OIE in regard to the experts authorized by the OIE to conduct or to facilitate the conduct of an evaluation. The Director General may recommend one or more experts from the list for these purposes. The expert(s) perform(s) the evaluation of the VS of the Member Country in accordance with the provisions of Chapter 1.3.4. of the OIE *Terrestrial Animal Health Code*, using the OIE Performance, Vision and Strategy (PVS) tool as a guide. The expert(s) write(s) a report after consultation with the officials responsible for the evaluated VS. The report is presented to the Director General and it may be published by the OIE only with the consent of the Member Country concerned.

Organization of the evaluation was set up in the course of an opening meeting which took place on arrival of the mission, on September 10, 2007. The evaluation team drew up a broad definition of the scope and key activities of the VS and summarized the principles that would guide the team in carrying out the evaluation. The selection of sites to be visited were discussed and a work programs set up including meetings and field visits as well as logistic arrangements. The closing meeting was scheduled to take place on September 23, 2007.

As a whole, the programs proposed by the mission was approved during the opening meeting and carried out as scheduled.

The mission visited the Swaziland all 4provinces of the country's diversity in terms of environmental features, animal population and density and Veterinary Services implantation, both public and private.

II.5 Data requested and provided

Given the rapid organization of the mission, a list of documents required had been provided before the mission's arrival. This documentation needed by the mission was discussed at length during the opening meeting and most other documents provided during the course of the mission. In addition, a number of reports and useful documents were handed over to the mission on the occasion of site visits or meetings for their own usage.

Data requested and provided (Attached, appendix 3):

The evaluation team has also noted that the VS of Swaziland upon request of the evaluation team have collected most of the needed information; included them into the document entitled "pre-evaluation document" in a way fully complying with the PVS mission procedure.

Consequently, the VS of Swaziland conducted indirectly a self evaluation procedure. The clear image of the status of the VS and their activities included in document A1 and other

documents facilitates enormously the proceedings of our mission.

We highly appreciate this preparation process proving that the VS are aware of their level of advancement and able to find out their gaps and strengths and accordingly elaborate the action programs aiming at improving the VS performance for better service delivery needed for the safeguard of public health, animal health, the food security and other benefits.

II.6 Proposed Selections of sites and visits conducted

The mission was given the possibility to freely visit all facilities that it requested and to discuss with all public service or private persons that they found useful for the purpose of the evaluation.

Considering the context of the evaluation and based on the provided pre-evaluation documents which contain major elements requested, the ET draw up a list of sites and visits to be conducted and in which the ET considers necessary to consolidate the information provided and also to cover main issues related to the VS activities.

The agenda has been discussed and amended with the VS in the opening meeting taking in consideration additional information, time frame and logistic arrangements.

The aim of the selection is to cover possible information on the organization and structure of the VS with details and description of their service delivery which include mainly animal health status, control of animal diseases and zoonoses veterinary salutatory body, laboratories, field activities, veterinary education and training, financial management, veterinary legislative support, quarantine measures and border control, animal movement, import-export procedures ...

The following table was adopted

Program	Activities
Day 1	Arrival and welcome
Day 2	VS Headquarters (Hhohho)
Day 3	Manzini Regional VS, Central veterinary laboratory, epidemiological unit
Day 4	Manzini Dip tank, meat industry, veterinary drug section, poultry processing factory, feed producing company
Day 5	Lobombo regional field services, border post, red line, cordon, dip tank
Day 6	Hhohho regional field services, municipal abattoir, VSB, border post
Day 7	Trip to pigg's peak
Day 8	Trip to shiselweni region, border post
Day 9	Feedlot, Mpisi veterinary training center, Mpisi quarantine station
Day 10	SMI export abattoir
Day 11	Shiselweni regional veterinary office, dairy farm
Day 12	Briefing at Manzini epidemiological unit
Day 13-16	Report preparation

II.7 Process for finalization of the report, including timeframes for consultation, editing and approval

The conditions under which the report was to be written, reviewed and finalized were explained during the closing meeting.

PART III: RESULTS OF THE EVALUATION

III.1 Human and Financial Resources

III.1.A Findings against Critical Competencies

Critical Competencies	Level of advancement	Comments
Professional and technical competence of the personnel of the VS	A). There is a systematic approach to define job descriptions and competencies for veterinarians and other professionals 4 B) The majority of the above technical positions are occupied by personnel holding technical qualifications. 3	It is to mention that despite that the majority of veterinary and other professional positions are occupied by appropriately qualified personnel at central, provincial and field levels, it is still need more qualified personnel to achieve potential complimentary tasks required from the VS (epidemiology, risk analyses...) Privatization of some jobs will be the case (wild life parks...)
Continuing education	The VS have access to continuing education (internal and/or external programmes) on an irregular basis but it does not take into account needs, or new information or understanding 2	The Swaziland VS have access to continuing education but on a voluntary basis.
Technical independence	The technical decisions are based on the scientific evidence, but are subject to review and possible modification based on non scientific considerations. 3	The VS are capable to carry out technical decisions based on the scientific evidence enforced by legal legislations and acts, Technical independence is vital to preserve the efficiency of technical decisions. These should therefore always be based on scientific considerations and supported by adequate regulations to which they can refer.
Stability of policies and programmes	The organizational structure of the public sector of the VS has remained stable for periods more than 5 years. 5	Although the organization itself has remained stable for a number of years which has enhanced the ability to maintain stable programs but needs continuous auditing and modernization

Coordination capability of the sectors and institutions of the VS	There are coordination mechanisms with clear chain of command for some activities. But these are not coordinated /implemented throughout the country 3	The VS are capable of coordinating national activities, including disease control and eradication programs, food safety programs and response to emergency situations A bill concerning VPH is expected to be enacted. Coordination between all stakeholders is an important factor for the efficiency of veterinary activities and disease control programs, therefore it is necessary that coordination mechanisms be properly defined and described in the regulations.
Funding	Funding for the VS is clearly defined and regular, and is adequate for their base operations, but there is no provision for new or expanded operations. 3	The VS have the ability to access financial resources clearly defined and regular. The ministry of Agriculture and cooperatives govern the expenditure of the budget.
Contingency funding	Contingency funding arrangements with adequate resources have been established; but in an emergency situation, their operations must be agreed through a process on a case by case basis. 4	Government has established a revolving fund for emergency response purposes.
Capability to invest and develop	The VS occasionally develop proposals and secure funding for improvements in infrastructure and operations through extraordinary allocations. 2	The Main source of funding appears to be allocated from central government as contained in the annual budget of the VS The VS could enforce securing additional investments on a regular basis for sustainable improvement.

III.1.B Proposed Action Plan

The ET has selected the following recommendations for chapter 1 in order to highlight on the important issues to be considered by the VS when performing their national action plan.

- 1) Programs for training in priority fields: surveillance, zoonoses, food safety, and risk assessment should be urgently enhanced.
- 2) In order to assure the success of the newly introduced 3 year-program at the VTC, a critical review of the center should be undertaken.

The evaluation team considers this as a priority item.

- 3) Assignment to continuing education opportunities should be enhanced and a documented training plan should be linked to the overall objectives of the VS.
- 4) The lack of documentation in regards to the conclusions reached when making risk based decisions is in urgent need of consideration.
- 5) As the VS move to modernization, there will be a need for an expenditure review to determine any additional funding potentially required
- 6) More specialized training both in VPH, Risk Assessment methodologies and general management would contribute to skill sets required in the move to the modernization of the VS. More personnel are needed for some key positions (pathologist, risk assessors, regional vet officers.)
- 7) The VS should argue their needs to secure investment for sustainable development of their activities either from their national budget or other sources including the private sector

III.2 Technical Authorities and Capability

III.2.A Findings against Critical Competencies

Critical Competencies	Level of advancement	Comments
Laboratory disease diagnosis	In the case of new and emerging diseases in the region or in the world, the VS have access to a network of international reference laboratories and can collect and ship samples to an OIE Reference Laboratory which results in a correct diagnosis. 4	The VS are capable to identify and record pathogenic agents of diseases of zoonotic or economic importance not present in the country but known to exist in the neighbourhood (i.e FMD)
Risk analysis	The VS compile and maintain data but does not conduct systematically risk assessment. Some risk management decisions are based on scientific risk assessment. 2	While the VS exercise risk management for some diseases (i.e FMD, AI), still need to extend to other potential risk sources (border park, national parks...) According to the present situation, it is recommended to progressively develop the assessment of risks associated with emerging issues, the implementation of appropriate prevention or control actions and the reinforcement of coordination with neighboring countries.
Quarantine and border security	The VS can establish and apply quarantine and border security procedures which systematically address legal pathways and illegal activities. 4	The “frontier cordon” and “redline double fences in the east and north” have been extremely effective; the rest of the country’s frontier is single fenced, Private quarantine facility meets all VS specifications and demonstrates effective control measures for export. The VS are capable to improve surveillance of animals held in the official quarantines as it is the case in the very well controlled border quarantine posts.
Epidemiological surveillance	The VS can conduct active surveillance programs in animal populations for	Knowledge of OIE standards and country obligations regarding surveillance and reporting (WAHIS) are

	diseases of economic and zoonotic importance to the country and systematically reports the results. 4	respected and conducted
Early detection and emergency response	The VS have an established procedure to make timely decisions on whether or not a sanitary emergency exists. The VS have the legal framework and financial support to respond rapidly to sanitary emergencies through a chain of command. They have national contingency plans for some exotic diseases. 4	The VS act to maintain the country animal health status as free from major animal diseases (i.e FMD, Rinderpest, AI ...) and document national contingency plan for exotic diseases (i.e AI)
Emerging issues	The VS monitor and review developments at national, regional and international levels relating to emerging issues 2	Although development of emerging issues is informally monitored.
Technical innovation	The VS maintain a database on technical innovations through personal contacts and external sources 1	The VS maintain a database on technical innovations through membership in regional and international organizations (OIE, WHO, WTO, FAO, AU-IBAR, SADC..)
Veterinary medicines and veterinary biologicals	The VS can exercise scientific control over the import, production and distribution of veterinary medicines and biologicals. 3	Regulations on scientific procedures and control of veterinary medicines and biologicals is documented and updated As it is the responsibility of the VS to regulate veterinary medicines and veterinary biologicals, there is an obvious need to develop their capability to expand and exercise control on the usage, including import and production of these products. The VS should be provided with the necessary equipment and tools needed to perform this work.

III.2.B Proposed action plan

1) Considering the increase of rabies prevalence in spite of veterinary control measures carried out, the VS should further investigate potential reasons for the increase in prevalence and impose more restricted control measures on domestic dogs' identification and regular vaccination and surveillance of wildlife susceptible species.

2) Considering the satisfactory animal health status in Swaziland which is different from that of neighboring countries which represent a risk of transmission of exotic diseases, it is strongly recommended that the VS establish a special Unit to perform risk analysis and assessment of animal diseases occurrence in the neighboring countries and thus be more prepared to prevent any disease emergency. This Unit could benefit from international support to provide modern technical innovation and tools which could serve as a first line of defense in emergency conditions and for the maintenance of specific animal disease free status in Swaziland.

- 3) A review of the border control fencing patrol system with some performance measurement indicators built in could contribute to the risk management of disease control.
- 4) Special attention to be paid to potential border leakage at informal border crossing points
- 5) it is necessary that the VS:
- a- Be given the authority and capability to take appropriate action in response to emerging issues including preparation of appropriate national preparedness plans;
 - b- Implement in coordination with stakeholders, prevention or control actions due to an adverse emerging issue or beneficial action from a positive emerging issue

III.3 Interaction with Stakeholders

III.3.A Findings Against Critical Competencies

Critical Competencies	Level of advancement	Comments
Communications	The VS maintain official focal points for communication but it is not always up to date in providing information. 3	The VS maintain official channels for communication with stakeholders on VS activities but it is not always up to date in providing information. 3
Consultation with stakeholders	The VS maintain a formal consultation mechanism with stakeholders. 3	periodical meetings with stakeholders and media on awareness and consultation are frequent in the agenda of the veterinary services.
Official representation	The VS participate regularly and actively in the majority of meetings 3	The VS participate regularly and actively in regional and international organizations meetings including OIE, FAO/ Codex Alimentarius, WTO/SPS, SADC, AU-IBAR...
Accreditation/ Authorisation/ Delegation	The public sector of the VS has neither the authority nor the the capability to accredit/authorize/delegate the private sector to carry out official tasks. 1	Official tasks are all carried out by the VS and in their opinion, there is no need for private sector accreditation, authorization and delegation
Veterinary Statutory Body	The VSB has the legislative framework to regulate veterinarians and veterinary para-professionals across the whole of the VS. 4	Audits or evaluation should be performed and documented
Implementation of joint programmes	The VS and stakeholders have established an education/awareness programs with regard to animal health	The VS and stakeholders have established an education/awareness programs especially with regard to

and food safety.

3

animal health and food safety

III.3.B Proposed action plan

- 1) With the progress of technical innovation in the country the VS should provide up to date information within a well documented plan and accessible via the internet and other appropriate channels on activities and programs.
- 2) There is a need to develop well documented joint programs with stakeholders in advance followed by evaluation procedures for the efficiency of these programs.
- 3) Accreditation/Delegation of private vets to carry out official tests should be implemented especially in emergency situations and wild-life parks.

The requirements for a private veterinary practitioner to be accredited as an official government veterinarian should be documented.

III.4 Access to Market**III.4.A Findings Against Critical Competencies**

Critical Competencies	Level of advancement	Comments
Preparation of legislation and regulations, and implementation of regulations	The VS have the authority and capability to actively participate in the preparations of the national legislation and regulations and implement resultant regulations nationally. 3	Acts and regulations reviewed reflect on very well thought control system for animal health in the country but delays in promulgations should be avoided
Stakeholder compliance with legislation and regulations	The VS work with stakeholders to minimize instances of non-compliance. 4	The VS work with stakeholders to minimize instances of non-compliance with animal health and food safety regulations under the VS mandate. Animal health acts should be updated and upgraded
International harmonisation	The VS monitor the establishment of new and revised international standards, and periodically review national regulations, legislations and sanitary measures with the aim of harmonizing them, as appropriate with international standards. 3	The VS of Swaziland is an active member of the regional organizations
International certification	The VS develop and carry out certification programs for all animals, animal products, services and processes under their mandates in compliance with international standards. 4	Meticulous attention is paid to certification of importing countries by the VS, both regards to animals and animal products; certification is to OIE requirements or beyond. The Swaziland Meat industry (SMI) export abattoir is under very competent veterinary control which

		includes monitoring of the HACCP program and preparation of all required certificates Although the present certification system is responding to trading partners' requirements, it would be beneficial to harmonize the system so as to be in compliance with international standards and in conformity with regional outcomes.
Equivalence and other types of sanitary agreements	The VS have implemented equivalence and other types of sanitary agreements with trading partners on selected animals, animal products and processes. 3	Agreements on procedures and certifications are conducted mainly with EU and SA
Traceability	The VS and their stakeholders have coordinated national procedures in place that can identify and trace animals and animal products as required for disease control. 4	Branding with legislation, ear tagging are used for long period of time, the current system is moving for modernization, the SMI has implemented a traceability system for their boxed beef where by the meat can be trace back to the holding origin.
Transparency	The VS regularly inform stakeholders of changes in their regulations and decisions on the control of relevant diseases and the country sanitary status, and of changes in the regulations and sanitary status of other countries especially through periodic reports to OIE, Au-IBAR and SADC 4	The VS should improve their knowledge of the relevant obligations associated with their membership of the OIE; and Regularly inform stakeholders of changes in their regulations and decisions on the control of relevant disease status through periodic publications and meetings (i.e.; the dip tanks system)
Zoning	The VS have implemented biosecurity measures that enable it to establish and maintain a disease free zone for selected animals and animal products, as necessary. 3	The country of Swaziland is surrounded by a perimeter, patrolled fenced and in this regard would be considered to be zoned from neighbouring countries
Compartmentalisation	As necessary, the VS can identify animal subpopulation with a distinct health status suitable for compartmentalization. 2	

III.4.B Proposed action plan

1) Enhance the VS role in food safety control by accelerating the implementation of the proposed VPH bill, and strengthen intersectoral collaboration with public health authorities in order to deliver food hygiene guarantee to consumers.

The involvement of the VS in the supervision of small abattoirs and fisheries

should be a priority.

2) The VS in cooperation with stakeholders should carry out audits of their traceability and identification procedures so to update and upgrade the existing system in conformity with OIE guidelines.

3) Reviewing, updating and auditing national existing acts and regulations should be conducted in compliance with the actual tasks and objectives of the VS so to ensure delivery of good governance

4) Swaziland is a small country and obviously the need of compartmentalization is not a priority, nevertheless, since it is surrounded by disease risks compartmentalization can be established in appropriate area where risks of diseases introduction is possible, (i.e northern parks).

The procedures conducted in the feedlot private quarantine and its well controlled collaboration with the meat industries export abattoir could serve as the basis for a potential compartmentalization for export needs.

PART IV: CONCLUSION

The OIE Evaluation Team (ET) would like to extend sincere thanks to the Veterinary Services of Swaziland for their hospitality and for the pleasant stay in their beautiful country during the days of the OIE/PVS mission.

The OIE/ET is very grateful to Doctor Robert Thwala, Director of the Veterinary Services, and all his staff for freely providing their time to address the issues of the mission in a transparent, objective and pleasant way.

Special thanks are extended to Dr. Roland X. Dlamini, Deputy Director, and his collaborators for the extraordinary organization and daily follow-up on the arrangements the patient manner in which they approached our daily changing requests to visit new locations and the quick response to all requests of the evaluation team was greatly appreciated.

The OIE/ET was very impressed by the unique procedures of diseases control called the “dipping tanks” and the measures enforced to comply with OIE International Standards applied for the continued status of country’s FMD free status without vaccination. This gives clear evidence of the effectiveness of their control programs and preventative measures.

This final report will be submitted to the Veterinary Services of Swaziland for approval and will become its own property and will not be published by the OIE without written consent.

APPENDIX

Appendix 1: List of Personnel interviewed and facilities/locations visited

Day 1: Sunday September 9

Upon arrival at the Manzini airport on the 9th of September and transfer to the proposed hotel, a review of the agenda was undertaken. The mission started officially on the 10th with a visit to the veterinary services headquarters in Mbabane.

Day 2: Monday September 10

Veterinary services Headquarters:

a) Personnel visited: Dr Robert Thwala, Dr Roland Dlamini, Dr Ronnie S. Nxumalo and senior staff of VS.

b) Issues discussed: Objectives and scope of the PVS evaluation, review of the agenda, general information on the veterinary services, organizational chart, Legislation and policy, guidelines of the VS, Funds and financial resources, contingency funding, offices, transport, Integrity and staff discipline, internal audit and results,

c) documentation: A4, D1, D2, D3, D4, D30, D42, D43, D44, D45

Day 3: Tuesday September 11

Visit to Manzini region:

a) Manzini regional veterinary services, central veterinary laboratory, epidemiology unit.

b) Issues discussed: Regional activities, laboratory capabilities and resources, diagnostic methodologies, collaboration with other regional labs, surveillance system, notification and reporting, compliance with OIE standards, WAHIS report, eradication programs for specific diseases, emerging diseases...

c) Documentation: D5, D6, D7, D8, D11, D12, D13, D14, D15, D16, D17, D18, D19, D20

Day 4: Wednesday September 12

a) Visit to a Manzini region dip tank, Manzini VS field office, veterinary medicines and drug section, Swaziland meat industries facility (SMI), Feed producing company, Poultry processing factory, veterinary drugs establishment.

b) Issues discussed: Dip tanks diseases control proceedings, Veterinary field activities, import and export issues, documentation, slaughter volume, VPH programs, control of zoonoses, residue national monitoring programs, HACCP, GMP, veterinary medicines,

drugs and biological registration and handling,

c) Documentation: D22, D23, D 24, D25, D26, D27

Day 5: Thursday September 13

a) Lubombo region field services: Visit to a 818 dip tank (branded animals), FMD check points (red fence), Molumeni border post, the “cordon”, Lamahasha border post, Hlane royal park, Lubombo field veterinary office.

b) Issues discussed: Diseases control programs, cordon and red fences integrity, Cross border stock incursions, history surveillance for FMD, fence maintenance and guarding, confiscations and prosecutions, branding and traceability,

c) Documentation: D10

Day 6: Friday September 14

a) Hhohho region field services: Meeting with Dr R.Thwala at airport, Veterinary regional office, and meeting with veterinary assistant’s weekly forum, Mbabane municipal abattoir veterinary council registrar (VSB), Ngwenya border post.

b) Issues discussed: with the DG: strategic and operational plans, veterinary association and council, veterinary statutory body, para- professionals education and training, Veterinarians discipline, stakeholders compliance, VPH meat inspection, import inspections, region veterinary activities, intersectoral collaboration with Public Health,

c) Documentation: D9, D28, D29

Day 7: Saturday September 15

Trip to Pigg’s Peak and Maguga dam.

Day 8: Sunday September 16

Trip to Shiselweni region, Mahamba border post, Mahamba gorge, reed dance festival.

Day 9: Monday September 17

a) Feedlot visit, Mpisi training center, Mpisi Quarantine station, Manzini region office.

b) Issues discussed: Curriculum, training programs, feedlot quarantine measures, official quarantine management,

c) Documentation: D31, D32, D33, D34, D35, D36, D36, D37, D38, D39, D40, D41

Day 10: Tuesday September 18

a) Swaziland Meat industries, Export abattoir.

b) Issues discussed: Slaughter procedures, meat hygiene, export supervising

c) Documentation: D21

Day 11: Wednesday September 19

a) Shiselweni Regional Veterinary Office, Dairy Farm

b) Issues discussed: Regional Activities, Dairy breeding and processing

Day 12: Thursday September 20

Preliminary report briefing .Deputy Director General and main VS officials

Appendix 2: Summary of preliminary findings of the evaluation

1- Human and financial resources

Critical competencies	Strengths	Gaps
I-1 Professional and technical competence of the personnel of the VS A. Veterinary and other professionals (university qualification)	Chain of command respected Competent personnel at main levels: all veterinarians in the VS have qualified at BVSc Level with several having obtained further university education to the MSc level in specialized fields (i.e., Epidemiology) Regular meetings and workshops organized The veterinary and livestock farmers training center (VTC) is well conceived and offers great potential in its plan to more closely affiliate with the University of Swaziland.	There is no documentation detailing either at the VTC planning or operation. No curriculum descriptions are available for distribution to interested parties (potential students and farmers)
B. Veterinary para-professionals and other technical personnel	Offering newly designed 3 years program will result in well trained Veterinary assistant being capable of providing advanced levels of technical support to the VS	
I-2 Continuing education (CE)	VS officers have referred to the opportunity to attend occasional courses and seminars	Assignment to continuing education opportunities appears to be a top down exercise. It appears to be no documented training plan which would be linked to the overall objectives of the VS
I-3 Technical independence	Compliance with OIE and WTO/SPS agreement. The evaluation team (ET) was frequently provided with verbal assurance as to the scientific integrity of the animal disease control decisions taken by the VS; this was consistent across all levels in the organization.	Lack of evidence of review and feedback mechanisms documentation.
I-4 Stability of policies and programmes	Organizational chart of the public sector has remained stable over 10 years and did not change with political changes. Dip tanks system serves as the corner stone of animal health disease control in the country. This system has evolved over a 100 year period to encompass not only disease control but also as an important location for communication socializing trading and public awareness.	Although the organization itself has remained stable for a number of years and this has enhanced the ability to maintain stable programs, reviews as to efficiencies are not evident.
I-5 Coordination capability of the sectors and institutions of the VS (public and private)	Good coordination at control level. Swaziland is practically free from major animal diseases. FMD, Rinderpest, PPR, HPAI...	Food safety is under Public Health. Inter-sectoral collaboration on VPH is not well defined yet. A Bill concerning VPH is expected to be enacted soon.

I-6 Funding	VS have what required in their annual budget affliction Budget allocations are clearly defined by reporting sector and appeared to be adequate for base operations.	Source and details of associated expenditure constrains are not well documented
I-7 Contingency funding	Government has established a revolving fund for emergency response purposes. This can be drawn upon in the case of A.I or VPH emergency	Information on the costs of prior sanitary emergencies and records of consultations and agreement are lacking.
I-8 Capability to invest and develop	The main source of funding appears to be allocations from central government as contained in the annual budget of the VS. This is relatively stable and has been within the range of E 32-48 Million over a 4 year period	There is no evidence of long term budget forecasting which will become essential as part of the modernization exercise. It is not evident if sources of outside funding are readily available or utilized, although US-AID and Japan have been mentioned as donors.

2- Technical authority and capability

Critical competencies	Strengths	Gaps
II-1 Laboratory disease diagnosis	National laboratory staff, despite their limited numbers are very competent and obviously well trained and can use the services of Onderstepoort (South Africa) Institute for training and diagnostics. Regular monthly and annual reporting, well described procedure of sampling to final reporting.	Rabies prevalence is increasing without specific reasons, needs to be more investigated. Related budget should be allocated accordingly not to inhibit the scope of these investigations. Wild life parks with unknown disease status, with no veterinary control.
II-2 Risk analysis	Exercising risk management for FMD (Cordon, red fence, dip tanks), Contingency plan for HPAI)	Capacity for conducting formal risk assessments is very limited.
II-3 Quarantine and border security	The double fenced frontier cordon fences with Mozambique (east) and South Africa (north) and the internal cordon fences (redline) which are respectively separated by a 100 m and a 10 m diameter strip in-between were established in the late 1960s and have been extremely effective. The rest of the country's frontiers are single fenced Privately owned quarantine facility is very well maintained, meets all V S specifications and demonstrated effective control measures are in place both for animal identification and transportation.	Government owned quarantine facility gives the impression of being mismanaged and found to be in a neglected state. Ongoing surveillance of animals held in quarantine is nigh or impossible due to overgrowth of grazing camps, grazing land with high bushes which is associated with poor funding for bush control.

		Quarantine capacity appears to greatly exceed demand.
II-4 Epidemiological surveillance	VS have HPAI contingency plan. Well educated competent epidemiologists working on reporting and auditing veterinary field activities.	Need a reliable electronic data gathering system supported by IT technicians, No regular Sero-surveillance Need GIS mapping Systems Need the enhanced capability to conduct risk assessment(i.e. Threats from trans-frontier parks) There is negligible control at the country's abattoirs chain
II-5 Early detection and emergency response	Have national contingency plans for some major diseases (HPAI, FMD, Tick borne diseases, Rabies, Brucellosis.)	As in II. 4
II-6 Emerging issues	nothing to mention	Database of relevant development at national and international levels
II-7 Technical innovation	Swaziland is an active member in OIE Regional Commission for Africa, AU-IBAR and SADC	Documented programs to actively identify relevant technical innovations and international standards
II-8 Veterinary medicines and veterinary biological	Regulations for veterinary drugs/biological control draft to be gazetted in Nov 07 Import permits are always required and controlled.	Lack of computerized system for registration and permit control.

3- Interaction with stakeholders

Critical competencies	Strengths	Gaps
III-1 Communications	Weekly news covering agriculture. In the" Observer "and the" Times" the VS always featured with an informational or educational piece. Regular radio coverage Vaccination notices appear in "Swaziland Today" from director i.e. black quarter, malignant oedema Tetanus and anthrax	The VS do not appear to have a well documented communication plan
III-2 Consultation with stakeholders	The dip tanks are considered as a place for informational meetings and consultation. Export abattoir and feed-lot maintain good coordination with the VS.	lack of records and reports on management of feed back arising from workshops and meetings
III-3 Official representation	Swaziland is an active member in the above mentioned IOs	No documentation of existence of specific committees that include the participation by stakeholders
III-4 Accreditation / Authorisation / Delegation	There is a bilateral agreement with South Africa in regard to the provision of specified laboratory services	There is no accredited veterinarian program. To have one could be useful in the event of an emergency animal health

		situation.
III-5 Veterinary Statutory Body	VSB operates under a well recognized legislative frame work which allow for the appointment of the governing council chaired always by the CVO. The SVA operate independently of the council but appoints 4 members out of six to it The proceedings of the council are well minuted and include decisions on veterinarian's action that have been presented for resolution.	A regular audit/evaluation as part of the business cycle of the council
III-6 Implementation of joint programmes	Each dip tank has committee that serves as the interactions point with the VS	Documentation of program lacking

4- Access to market

Critical competencies	Strengths	Gaps
IV-1 Preparation of legislation and regulations, and implementation of regulations	Acts and regulations reviewed reflect on very well thought out control system for animal health in the country.	The process of promulgating regulations is very cumbersome, therefore lengthy delays are encountered in being able to implement much needed legislation i.e. VPH regulations. The majority of the acts are very old and need updating.
IV-2 Stakeholder compliance with legislation and regulations	Animal Health Acts (need to be updated) Organized consultation with stakeholders.	Documented procedures for audit and updating in consultation with stakeholders.
IV-3 International harmonisation	The Swaziland VS are an active member of the regional and international organizations and support related resolutions	Legislative framework giving VS required authority for harmonizing activities need to be enforced
IV-4 International certification	Meticulous attention is paid to certification requirements of importing countries by the VS, both regards to animals and animal products; certification is to OIE requirements or beyond. The Swaziland Meat Industries (SMI) export abattoir is under very competent veterinary control which includes monitoring of the HACCP program and preparation of all required certificates.	
IV-5 equivalence and other types of sanitary agreements	Agreement on procedures and certifications with EU and South Africa	While the VS are complying with the requirements of some trading partners, they need to be involved in promoting their products more widely.

IV-6 Traceability	Current system has worked over 100 years and moving to modernization Have branding legislation, ear-tags used on imported cattle and feedlots of animals. The SMI has implemented a traceability system for their boxed beef whereby the meat can be traced back to the holding origin	Individual animal identification just starting VS not yet involved in small holder's food safety inspection (abattoir, meat butcheries...)
IV-7 Transparency	Permit imports and exports are well controlled. Well performed database of the country sanitary status and that of other countries, especially neighboring ones.	Lack of documented outcomes of audits and actions taken in case of non compliance
IV-8 Zoning	The country of Swaziland is surrounded by a perimeter fence which is patrolled fenced and in this regard would be considered to be zoned from its neighboring countries, Mozambique and South Africa. Within the country, a separate zone was established to assist eradication of rinderpest in 1956 and east coast fever in 1960. This zone would separate Swaziland from Mozambique has been maintained, it lies within Swaziland, it is double fenced and patrolled and was utilized in the control of FMD. One of the greatest strength is to design and maintain a zone surveillance system.	Nothing to be mentioned
IV-9 Compartmentalisation	Due to the structure of the beef industry in Swaziland, and the solid cooperation between the private quarantine feedlot and the official export abattoir, there clearly exist the potential to develop a disease free compartment.	Compartmentalization has not yet been taken into account as a risk management tool by the VS

Appendix 3: Data requested and provided:

- A1: Swaziland pre-mission document: general information and data requested. (On CD)
- A2: Guidelines on the national veterinary services
- A3: General maps
- A4: Livestock Development Policy
- A5: Veterinary services Organogram
- A6: Avian Influenza Contingency Plan (on CD)

During evaluation:

- 1- Animal disease Act
- 2- Livestock identification act
- 3- The Veterinary Surgeons Act
- 4- Animal health reporting manual
- 5- Animal health 2006 annual report
- 6- WAHIS 2007 annual report
- 7- Animal health monthly report July 2007
- 8- Senior animal health inspector monthly report July 2007. Manzini
- 9- Regional veterinary monthly report August 2007. Hhohho
- 10- Regional veterinary monthly report July 2007. Lubombo
- 11- Manzini veterinary field services annual report 2006.
- 12- Monthly report on disease status January 07 to AU/IBAR
- 13- Monthly evaluation report July 2007.
- 14- Dipping operations
- 15- Control Programs
- 16- Central Veterinary Laboratory annual report 2006.
- 17- Rabies Specimen submission form
- 18- Post-mortem request form
- 19- Haematology, haemostasis request/report
- 20- Brucellosis form
- 21- Regional Veterinary Monthly Report, Shiselweni
- 22- Veterinary Public Health Bill 2007.
- 23- Regulatory programme for control of residues in fresh meat
- 24- List of VPH meat hygiene staff for 2007.
- 25- Swaziland Meat Industries Traceability summary
- 26- SMI HACCP manual
- 27- SMI GMP manual
- 28- City council of Mbabane meat condemnation/detention certificate
- 29- Mbabane Abattoir brochure
- 30- Summary report on FMD situation 2001.

- 31- Baggage declaration form at border post
 - 32- Veterinary import permit for pharmaceutical products/vaccines/sera
 - 33- Press release on availability of hay bales
 - 34- Audit inspections of VS
 - 35- Regulations for veterinary drugs and medical substances control
 - 36- Supplement to the Swaziland Government Gazette on use of anabolics
 - 37- Veterinary certificates for the export of Hides/Skins
 - 38- Veterinary certificate for the export of horses
 - 39- Travel veterinary health certificate (standard)
 - 40- Rabies vaccination and movement permit for dogs and cats
 - 41- Advanced certificate in animal production semester one timetable
 - 42- Application for an FMD free status without vaccination 1999
 - 43- List of personnel and posts in the veterinary services organogram
- There is no mention in the text of the number of staff in the various categories and the number of vacancies compared to the establishment.
- 44- Recurrent animal health budget
 - 45- List of meetings and training attended