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PVS Gap Analysis Report

Rwanda



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PierGiuseppe Facelli
Giles Guidot
Ben Beehary

PVS Gap Analysis report



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Dr Piergiuseppe FACELLI (Team Leader)

Dr Giles GUIDOT (Technical expert)

Dr Ben BEEHARY (Technical expert)

World Organisation for Animal Health

12 rue de Prony

F-75017 Paris, FRANCE

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LIST OF ACRONYMS, ABBREVIATIONS AND SPECIAL TERMS

AH	Animal health
ASF	African swine fever
BIP	Border inspection post
CBPP	Contagious bovine pleuropneumonia
FTE	Full-time equivalent
FMD	Foot and mouth disease
GDP	Gross domestic product
HPAI	Highly pathogenic avian influenza
IDF	International Dairy Federation
LSD	Lumpy skin disease
MAAR	Ministry of Agriculture and Animal Resources
ND	Newcastle disease
OIE	World Organisation for Animal Health
PH	Public health
PPR	Peste des petits ruminants
RARDA	Rwanda Animal Resources Development Authority
RVF	Rift Valley fever
TBD	Tick-borne diseases
VLU	Veterinary livestock unit
VS	Veterinary Services

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EXECUTIVE SUMMARY

At the request of the Director General of RARDA, an OIE PVS Gap Analysis mission was conducted in Rwanda from 7 to 17 November 2010. The analysis was carried out on the basis of the PVS evaluation of the Veterinary Services in May 2008 and the information was supplemented by meetings with the staff of the VS.

National priorities

Livestock husbandry is one of the main activities on which the rural population depends, providing a source of both dietary protein and cash income. In terms of value, it represents 12% of national gross domestic product (GDP) and 30% of agriculture GDP. The country's vast agro-pastoral system opens up major opportunities for increasing animal production. However, the importance of livestock production and agriculture as a whole extends beyond the economic aspect. Indeed, there is a strong social impact since agriculture employs around 80% of the active population. Furthermore, the Government is strongly involved in the sector, as witnessed by the "One Cow per Poor Family" programme launched in 2006 with the aim of reducing poverty, reducing child malnutrition, enhancing social harmony and protecting the soil.

The national priorities, defined with the Director General of RARDA and the Head of the Veterinary Services, principally concern the development of livestock production and international trade, improvement of animal health, improvement of food safety and the strengthening and restructuring of the public Veterinary Services.

Within the livestock and trade development policy, four priorities were identified: development of dairy cattle production through the national programme "One Cow per Poor Family", strengthening of import controls to protect Rwandan livestock from the entry of transboundary diseases, improvement of the quality of hides and skins for export, and improvement of the veterinary health certification procedure for exports.

With regard to animal health, the objectives identified are to reduce the spread of existing animal diseases and to strengthen detection and rapid response systems for the diseases that are the most contagious and the most economically damaging.

Veterinary public health remains a major priority, particularly in the meat inspection sector, both to ensure food safety for consumer and for animal disease surveillance purposes. An additional objective is the improvement of the sanitary safety of the milk sector, which has special significance within the context of the Government's "One Cow per Poor Family" programme. Lastly, another priority in the public health sector is to launch a surveillance programme for the presence of residues (medicines, insecticides, heavy metals, etc.) in food of animal origin.

The support for all the foregoing objectives consists of the public Veterinary Services. The Veterinary Services will require a policy of strengthening and restructuring, which implies a strengthening of human and physical resources, improvement in the quality of training for veterinarians and veterinary para-professionals and clear and effective regulation of veterinary and para-veterinary professional practice.

The expected result in terms of levels of advancement

At the beginning of the mission, the levels of advancement observed during the PVS mission for each critical competency were reviewed with the directorate of the VS to define the new levels to be reached in line with national priorities.

For the great majority of critical competencies, the new level of advancement was fixed as the level immediately above. Priority was given to the critical competencies relating to animal health, veterinary public health and import controls. Managerial competencies also needed to

be strengthened (especially continuing education, coordination of services, human resources and physical resources).

In the case of some critical competencies the level has not been strengthened because consolidating the assessed level already required a significant effort, or because the critical competency did not appear to be strategic for Rwanda's livestock policy.

The strategic priorities of the VS strengthening plan

The mission, in consultation with the Veterinary Services, selected several national priorities that are fully within the scope of the main objectives of the policy of the Ministry of Agriculture and Animal Resources, namely to increase production and the quality of food of animal origin and to maintain social peace.

As indicated above, the strategic priorities relate principally to the development of livestock production and international trade, the improvement of animal health, the improvement of food safety and the strengthening and structuring of the public Veterinary Services.

In this context, better control of those animal diseases that are economically the most prejudicial would unquestionably help to increase the income of animal producers and therefore contribute to the fight against poverty.

Veterinary public health remains an important issue and improvements must be made in this field. Ante- and post-mortem inspection at slaughter is a fundamental requirement both to protect public health and for animal disease control purposes. Indeed, several major zoonoses (especially brucellosis and salmonellosis) need to be better controlled in the interests of public health.

All these considerations imply the strengthening of public Veterinary Services, failing which it will be impossible to fulfil international commitments, control the diseases most detrimental to animal production or implement public health policy regarding sanitary quality of food of animal origin and zoonoses.

At present, the VS of Rwanda are for various reasons not in a position to meet all their obligations and responsibilities: lack of staff and especially veterinarians, inadequate initial training (e.g. for veterinary para-professionals, who need to be upgraded from category A2 to A1) and continuing education, major weaknesses in diagnostic capabilities especially in the area of food hygiene and chemical analysis, the current lack of a legal framework governing practice of the veterinary profession, etc.

Description of the required means

In general, the VS are well-equipped in buildings in terms of their surface area, but they are currently in a poor state of repair. Plans exist to renovate at least 1140 m² and provide maintenance for around 7000 m².

As far as means of transport are concerned, the number of vehicles should be increased by 10 and the number of motorcycles by 32 to enable field staff to travel more easily and be more effective since the majority of motorcycles and cars would be used for operational tasks.

Investment is needed to equip, at the central level, a chemical analysis laboratory and to upgrade the equipment of the food hygiene laboratory.

In terms of human resources, the number of staff must be increased. In particular, the number of veterinarians should be increased from 10 to 46. Thirty veterinarians should rapidly be deployed at the level of the 30 districts to coordinate animal health and veterinary public health actions. The number of veterinary para-professionals is almost sufficient but the level of training must be strengthened (from level A2 to level A1). The central directorate must be reinforced by increasing staff numbers from 6 to 12. Staffing at the central level should in particular be strengthened with a director for the central laboratory and two

veterinarians, one in charge of coordinating border inspection posts and international certification and the other in charge of risk analysis and communication.

Presentation of the budget

The total budget for the next five years to bring the VS into line with OIE quality standards is estimated at nearly \$ 32 700 000. It consists of an annual budget, estimated at nearly \$ 6 326 000 (i.e. \$ 31 630 000 for 5 years) and an exceptional investment budget of \$ 1 071 000.

The annual budget of the VS is equivalent to 1% of livestock GDP (as opposed to 0.59% at present) and corresponds to 5% of the Ministry of Agriculture budget. This budget is consistent with the ratios observed in other countries on the continent. It should be noted, however, that the main components of the VS budget concern animal health (49%), veterinary public health (23%) and international trade (14%). Only the animal health component makes a direct contribution to livestock GDP. Yet the budget ratio VS / livestock GDP takes into account all the functions of the VS whereas only the animal health component has a direct impact on livestock GDP. It alone should therefore be taken into account. In which case, in the new budget, if one only takes into account the impact of animal health on livestock GDP, the ratio is in fact closer to 0.5% than to 1%.

The exceptional investment budget has been estimated at \$ 1 071 000. It comprises above all non-material investments (65%), such as training courses abroad for veterinarians and assistance to schools for the training of veterinary para-professionals, and material investments (35%) for the construction of border quarantine enclosures, new equipment for diagnostic laboratories, etc.

Using this document as the basis, it is up to the Veterinary Services and the Government to programme and plan the activities to implement in parallel the strengthening of the actions of the VS and the necessary increase in resources. This can be achieved by adopting all of the actions recommended in corresponding Critical Competency cards (see Appendix 1), prioritising them in accordance with the country's objectives and taking into account advances in the available human and financial resources.

METHODOLOGY OF THE PVS GAP ANALYSIS MISSION

A PVS Gap Analysis mission facilitates the definition of a country's Veterinary Services' objectives in terms of compliance with OIE quality standards, suitably adapted to national constraints and priorities. The country PVS Gap Analysis report includes an indicative annual budget and one exceptional budget (for exceptional investments), when relevant, consolidated to propose an indicative 5-year budget for the Veterinary Services. In practice, this means:

- Defining, together with the Veterinary Services, and in accordance with national priorities and constraints, the expected result (i.e. level of advancement defined in the OIE PVS Tool) at the end of the five-year period for the critical competencies of the OIE PVS Tool which are relevant to the national context;
- Determining the activities to be carried out in order to achieve the expected results for the critical competencies of the OIE PVS Tool which are relevant to the national context of the country;
- Determining, with the help of information, data or interviews, the tasks and human, physical and financial resources required to implement these activities to enable the Veterinary Services to function appropriately.

I The PVS Gap Analysis process

1.1 Background information

At the request of the Director General of RARDA, an OIE-PVS Gap Analysis mission was conducted in Rwanda from 7 to 17 November 2010.

The mission was carried out by a team of three veterinarians: Dr Piergiuseppe FACELLI, Team Leader, and Dr Giles GUIDOT and Dr Ben BEEHARY, Technical Experts. Dr Beehary was the Team Leader for the PVS mission to evaluate the Veterinary Services of Rwanda conducted in May 2008.

The Gap Analysis was carried out using the report of the 2008 PVS Evaluation on the Veterinary Services as a working basis. The information contained in the evaluation report was supplemented from other sources, in particular from working meetings with VS staff.

1.2.A Country details

The information on livestock was provided by the VS during the Gap Analysis mission.

The Veterinary Livestock Unit (VLU) is used to quantify veterinary activities for a given animal population, calculated by establishing equivalence between species using a coefficient. This coefficient was agreed upon with the VS of Rwanda based on the country's situation.

Step A - Estimation of number of Veterinary Livestock Units (VLU)

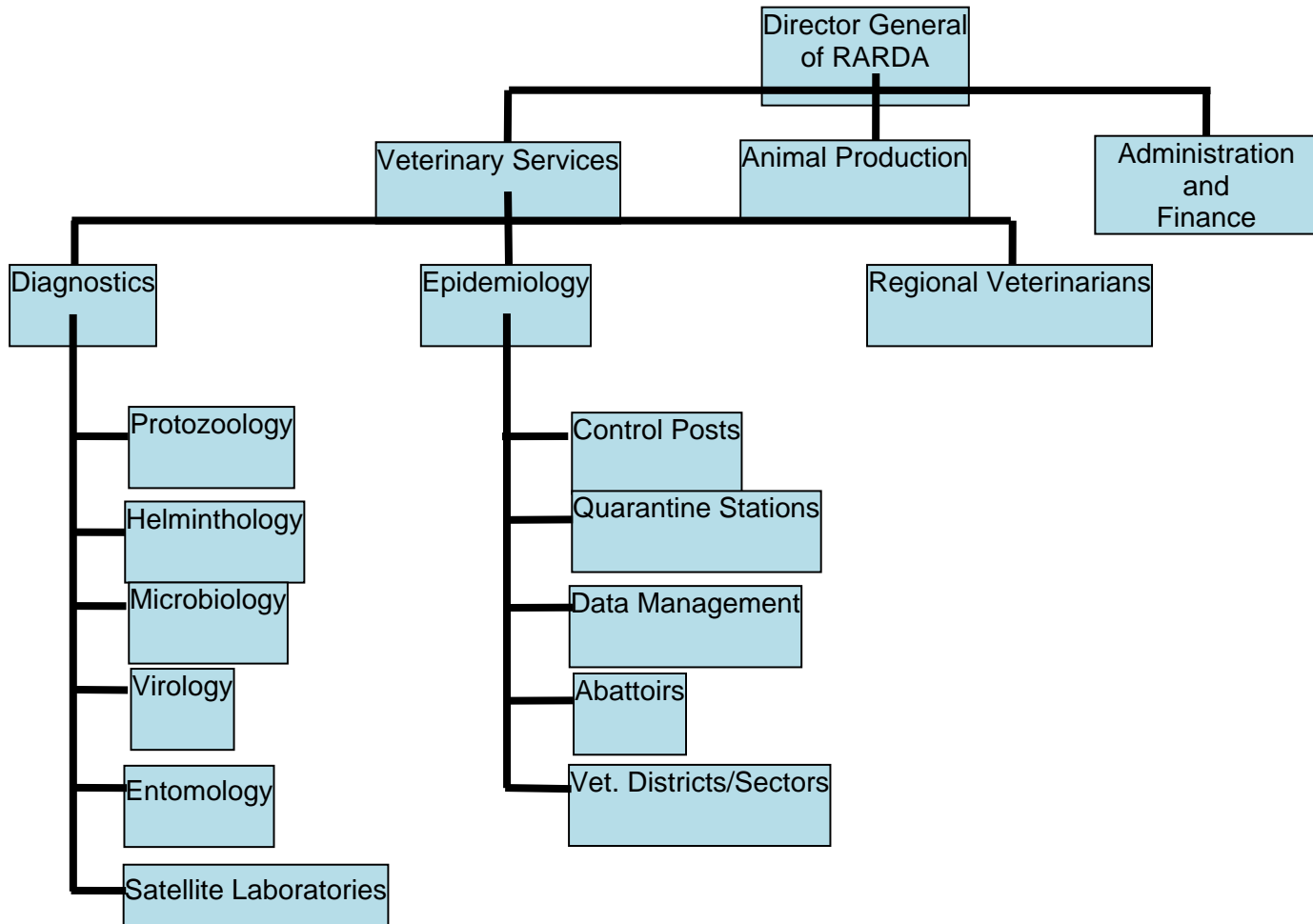
Administrative level	Number of animals						Equivalent number a = (value of VLUs * Number of Animals)
	Bovines	Small Ruminants	Pigs	Equines, Asses, Camelides	Poultry	Others	
value of VLU	1,00	0,40	0,40	0,30	0,03		
North Province	237.904	384.595	751.994		751.954	265.046	715.098
South Province	329.959	922.412	240.368		1.032.700	186.669	826.052
East Province	478.113	913.497	84.714		783.947	123.519	900.916
West Province	206.109	627.856	145.120		915.882	68.243	542.776
Kigali Province	46.870	115.841	10958		516.171	24.297	113.075
Total	1.298.955	2.964.201	1.233.154		4.000.654	667.774	3.097.917

Economic information was also provided by the VS during the Gap Analysis mission.

6- National economic indicators		
GDP		Sources
<i>National GDP</i>	5.000.000.000	Gouvernement
<i>Agriculture GDP</i>	2.000.000.000	Gouvernement
<i>Livestock GDP</i>	600.000.000	Gouvernement
<i>Value of exported animals and animal products</i>		
<i>Value of imported animals and animal products</i>		
Number of VLU		
Country budget		
<i>National Budget</i>	1.757.000.000	Gouvernement
<i>Agriculture and Livestock Budget</i>	120.000.000	Gouvernement
<i>Veterinary Services Current Budget</i>	3.560.000	Gouvernement

1.2.B Current organisation of the Veterinary Services

Animal disease surveillance and other veterinary activities are coordinated by the Department of Veterinary Services (DVS) of RARDA, a Department within the Ministry of Agriculture and Animal Resources.



1.2.C List of entities or sites related to Veterinary Services activities

Sites related to VS activities are listed in the table below.

	Terminology or names used in the country	Number of sites
GEOGRAPHICAL ZONES OF THE COUNTRY		
Climatic zones	Temperate	1
Topographical zones		
Agro-ecological zones		
ADMINISTRATIVE ORGANISATION OF THE COUNTRY		
1st administrative level	Provinces	4
2nd administrative level	Districts	30
3rd administrative level	Sectors	416
4th administrative level	Cells	
Urban entities	Villages	
VETERINARY SERVICES ORGANISATION AND STRUCTURE		
Central (Federal/National) VS	National Veterinary Service	1
Internal division of the central VS	Diagnos.; epidemiol.; regional vets	3
1st level of the VS	Provinces	4
2nd level of the VS	Districts	30
3rd level of the VS	Sectors	416
Veterinary organisations (VSB, unions...)		
FIELD ANIMAL HEALTH NETWORK		
Field level of the VS for animal health		
Private veterinary sector	Private vets	
Other sites (dip tank, crush pen....)		
VETERINARY MEDICINES & BIOLOGICALS		
Production sector		
Import and wholesale sector	Importing company - Distributors	24 - 35
Retail sector	Retailer	450
Other partners involved		
VETERINARY LABORATORIES		
National labs	National Vet analysis centre	1
Regional and local labs	Decentralised vet labs	4
Associated, accredited and other labs		
ANIMAL AND ANIMAL PRODUCTS MOVEMENT CONTROL		
Bordering countries	Uganda, Tanzania, Burundi, Dem Rep of Congo	4
Airports and ports border posts	Airport	1
Main terrestrial border posts	6 main international roads	6
Minor terrestrial border posts		
Quarantine stations for import	6, but without cattle holding ground	6
Internal check points	Zoning: East Province (FMD)	?
Live animal markets	In all districts	30
Zones, compartments, export quarantines		
PUBLIC HEALTH INSPECTION OF ANIMALS AND ANIMAL PRODUCTS		
Export slaughterhouse		
National market slaughterhouses	Capital	2
Local market slaughterhouse	Provinces and districts	12
Slaughter areas/slabs/points	Districts and sectors (weekly)	400
On farm or butcher's slaughtering sites	2 poultry slaughtering sites; 2 cutting rooms	
Processing sites (milk, meat, eggs, etc)	4 milk processing unit; 72 small milk processing units; 500 dairy farms; 200 farms producing eggs	4 / 72 / 500 / 200
Retail outlets (butchers, shops, restaurants)	Meat retailers and butchers	250
TRAINING AND RESEARCH ORGANISATIONS		
Veterinary university	University	2
Veterinary paraprofessional schools	Technical schools	12
Veterinary research organisations		
STAKEHOLDERS' ORGANISATIONS		
Agricultural Chamber / room /organisation		
National livestock farmers organisations	Milk, poultry	?
Local (livestock) farmers organisations		
Other stakeholder organisations		
Consumers organisations		

1.2 Methodology

1.2.A Organisation of the mission

The mission was conducted according to the following plan:

- Meeting with the Minister of Agriculture and Animal Resources of Rwanda, Dr Agnes Matilda Kilibata, to explain the goals of the mission and to ascertain the strategic objectives and current policies of the country.
- Review of the levels of advancement observed for each critical competency during the PVS Evaluation mission, with the Director General of RARDA and the directorate of the VS.
- Working group meetings to define a plan of activities for each critical competency, with a description of tasks for a 5-year period.
- Preparation of budgetary estimates based on data supplied by the VS. Estimates comprised annual budgets for the 5-year period and an exceptional investment budget.
- Restitution meeting to present the final conclusions, in the presence of the Minister, Dr Kilibata.
- Presentation and discussion of the action plan with the Director General of RARDA, senior officials of the VS and stakeholders.

1.2.B Estimation of resources needed

A logical approach was used to estimate the budget needed to strengthen the Veterinary Services, as described below.

The Veterinary Services should have sufficient financial resources to carry out essential tasks and duties and be able to adapt to changes in animal health status. The budget for field activities (for government staff and officially delegated private veterinarians) must allow for planned activities, but should also support a flexible approach necessary to allow immediate responses whenever required. The amount of expenditure for each activity should be adjusted according to the national constraints, human resources (number and public/private proportion), priorities and trends in animal health and changes of animal health status.

The budget is developed for specific activities so that the desired level of advancement may be achieved as determined by the objectives, situation and characteristics of the country. The necessary tasks and resources required are identified and budgeted. Priorities are set out to provide assistance with the actual allocation of funds – these will need to be finalised by the Veterinary Services during operational planning.

In some chapters, the specific additional resources required are described in more detail: this includes items such as the inspection and control of veterinary medicines, increased laboratory capacity, support for international trade access and cross-cutting communication. In other chapters, the additional resources required may appear very low: for example direct spending on ‘animal health’ may only be the purchase of vaccine for a control programme; the budget will therefore appear low for this component as other fixed costs are covered elsewhere – salaries, communication, training, etc.

The overall budget analysis (Chapter VI) synthesises the different budget lines: ongoing investment, salaries, repairs and maintenance, operations, etc. This budget demonstrates the effectiveness of the PVS Gap Analysis, its sustainability and also identifies the need to incorporate the programme into the quality control policy of the Veterinary Services.

Notes

The international currency used in this report for the estimation of costs and the budget is the US Dollar. The exchange rate with the Rwandan Franc at the time of the mission was 587.

In Rwanda, the annual renewal rate for buildings/facilities, transport and equipment has been determined as follows:

- 25 years for the amortisation of new buildings;
- 15 years for the renovation of buildings;
- 5 years for the amortisation of a 4x4 vehicle;
- 3 years for the amortisation of a motorcycle;
- 3 years of the amortisation of computer and office equipment.

1.2.C Organisation of the report

The desired levels of advancement for each critical competency, taking into national priorities and constraints, were identified in discussion with the Veterinary Services of Rwanda. A PVS Gap Analysis was then completed to facilitate their compliance with recognised international standards as determined by the OIE. The following chapters indicate the resources and activities necessary to strengthen the Veterinary Services. The chapters follow a logical order identifying priorities, recognising constraints and issues, assessing processes and resources necessary and providing a work plan for improvement.

Chapter II.2 of the methodology part sets out the levels of advancement to be reached as decided by the Veterinary Services in discussion with the PVS Gap Analysis mission team.

The first four chapters of the part presenting the PVS Gap Analysis set out the objectives to be achieved, identifying the needs to strengthen the technical independence and coordination of the Veterinary Services.

- Chapter I sets the standards required for international trade in animals and animal products. Establishing the levels of advancement required for exports sets the target for strengthening the Veterinary Services.
- Chapter II addresses animal health issues, the recognised core mission of any Veterinary Services
- Chapter III considers veterinary public health, specifically food safety, veterinary medicines and biologicals, and zoonoses
- Chapter IV considers the capability and capacity of veterinary laboratories, as required by the three preceding chapters.

Chapter V makes recommendations on the general management of the Veterinary Services and the related regulatory services, including both the public and private components, aiming to provide coordination and technical independence in line with OIE standards. Both the organisational structure of the national (public) Veterinary Services, including central and decentralised structures and the role of private veterinary practices are defined. This chapter is usually the major component of the budget as it includes the salaries, operations and investment for the national Veterinary Services and also for field activities. This chapter also identifies the reinforcement of cross-cutting skills (communication, legislation, education, etc.) required to run effective Veterinary Services in the country.

Chapter VI presents a global budget for strengthening the Veterinary Services and provide an analysis of this budget compared with GDP (national, agriculture and

livestock), national budget (total, agriculture, Veterinary Services), value of national livestock and of imported and exported animal products.

II National and international priorities and expected levels of advancement

II.1 National priorities

The mission sought to define the framework of national priorities, in consultation with the Director General of RARDA and the Head of the Veterinary Services, the two most senior operational managers for Veterinary Service activities at the Ministry of Agriculture and Animal Resources.

The mission was received by the Minister of Agriculture and Animal Resources to present the gap analysis and to obtain a clearer understanding of the of the Ministry's policy priorities.

The mission, in consultation with the Veterinary Services, then proceeded to identify which critical competencies should be upgraded to coincide with the priorities of the Government while complying with international commitments.

Table 1 lists the four categories of national priorities:

- policy on livestock development and trade;
- technical priorities in animal health;
- technical priorities in veterinary public health;
- policy on organisational structure and management of the Veterinary Services and organisation of the animal health system.

List of national priorities

Category of priorities	National priorities	Explanatory comments (importance for the country)
Policy on livestock development (LD) and trade	<p>LD-1: Develop dairy farming through the "One Cow per Poor Family" programme</p> <p>LD-2: Strengthen import controls to protect Rwandan livestock from the entry of transboundary diseases</p> <p>LD-3: Improve the quality of hides and skins for export</p> <p>LD-4: Improve veterinary health certification procedures for exports</p>	<p>LD-1: To give the poorest families access to a new source of income and enable children to have a diet rich in milk protein.</p> <p>LD-2: The 6 veterinary border inspection posts are not currently capable of ensuring the necessary level of protection and need strengthening in terms of both infrastructure and staffing.</p> <p>LD-3: Vaccination against lumpy skin disease is important to improve the quality of skins and hides.</p> <p>LD-4: Improved health certification (procedures, delegation, etc.) will help to increase the already considerable export flow of cattle and poultry.</p>
Technical priorities in Animal health (AH)	<p>AH-1: Reduce the spread of existing animal diseases</p> <p>AH-2: Strengthen detection and rapid response systems for the most contagious and most economically serious diseases</p>	<p>AH-1: The VS have already set up several vaccination programmes (FMD; CBPP; anthrax; lumpy skin disease; Newcastle disease), which will need to be maintained as necessary and may require adjustment depending on the epidemiological situation.</p> <p>AH-2: Strengthening of detection and rapid response will be achieved by consolidating active surveillance systems for the most important diseases (FMD; AI; PPR; ASF; CBPP; TBD) and by consolidating the epidemiological</p>

		surveillance network.
Technical priorities in veterinary public health (VPH)	<p>VPH-1: Improve food safety in the meat sector</p> <p>VPH-2: Improve food safety in the milk sector</p> <p>VPH-3: Introduce surveillance for the presence of residues (drugs, insecticides, heavy metals, etc.) in food of animal origin</p>	<p>VS-1: The quality of meat inspection remains a priority both to guarantee its safety for the consumer and to ensure surveillance for animal diseases. Inspection of carcasses should be brought into line with international standards for abattoirs at national (2) and provincial level (12)</p> <p>VS-2: For the milk sector this involves strengthening controls in milk collection and processing establishments and in the dairy farms that supply them. In dairy farms, particular attention will need to be given to the control of brucellosis and tuberculosis.</p> <p>VPH-3: Every effort must be made to set up a suitably equipped laboratory and train its staff.</p>
Policy on organisational structure and management of the Veterinary Services (VS)	<p>VS-1: Strengthen and reorganise the public VS</p> <p>VS-2: Improve the quality of training for veterinarians and veterinary para-professionals</p> <p>VS-3: Ensure effective regulation of the veterinary and para-veterinary profession</p>	<p>VS-1: The public services must complete the process of reorganisation at both central level and decentralised level. The chain of command must be clear and fully operational. Strengthening of human resources and physical resources is indispensable.</p> <p>VS-2: Evaluate whether it is cost-efficient to maintain investments in veterinary faculties to the detriment of an institute training senior technicians.</p> <p>VS-3: The law on the veterinary profession is undergoing approval. It provides for the creation of a veterinary statutory body and lays down conditions for veterinary practice. The necessary steps must be taken to ensure that it is effectively implemented as quickly as possible.</p>

II.2 Level of advancement

Advancement in the level of each critical competency is not an end in itself but a means of achieving the objectives imposed by national priorities. The choice of these stages of advancement is a matter for the Veterinary Services and an assessment of their own capacities. Some of the objectives are quite ambitious and will probably need to be revised to reflect the momentum of progress with limiting factors, such as human and financial resources. Some of the levels presuppose, and are dependent upon, the performance of activities in other critical competencies. They can only be achieved if these related critical competencies are also successfully achieved within the same planning period.

Table 2 summarises and comments on the actions recommended in the corresponding Critical Competency cards in the Appendix.

Levels of advancement

Critical competencies	Level of advancement		National priorities				Comments - Key activities
	current	expected	Organisational structure of VS	Livestock development	Animal health	Veterinary public health	
Chapter I. Human, physical and financial resources							
I.1. Professional and technical staffing of the Veterinary Services							
I.1.A. Veterinarians and other professionals	1	3	+++		+	+	Problems with restructuring the VS
I.1.B. Veterinary paraprofessionals and other technical staff	3	4	++		+	+	Upgrade from level A2 to level A1
I.2. Competencies of veterinarians and veterinary para-professionals							
I.2.A. Professional competencies of veterinarians	3	4	++		+	+	Merge the two veterinary faculties
I.2.B. Competencies of veterinary para-professionals	2	3	++		+	+	Encourage the 12 Ministry of Education schools to upgrade from training level A2 to level A1
I.3. Continuing education	2	2	++				Continuing education required
I.4. Technical independence	3	3					Consolidate existing achievements by strengthening science-based decision-making
I.5. Stability of structures and sustainability of policies	5	5					
I.6. Coordination capability of the Veterinary Services							
I.6.A. Internal coordination	3	4	+				Description of procedures in the different sectors of activity
I.6.B. External coordination		2					
I.7. Physical resources	2	3	++		+	+	Carry out the required investments
I.8. Operational funding	4	4	++				
I.9. Emergency funding	4	4	++				
I.10. Capital investment	3	3					
I.11. Management of resources and operations							
Chapter 2. Technical authority and capability							
II.1 Veterinary laboratory diagnosis	4	4	++		+	+	Set up a laboratory for residue testing and veterinary medicines
II.2 Laboratory quality assurance	1	2	+				Define a programme to upgrade the central laboratory in terms of quality assurance.
II.3 Risk analysis	2	2	++		+	+	Create a risk assessment unit
II.4 Quarantine and border security	4	4	++		+	+	Strengthening of human and material resources for border inspection posts
II.5 Epidemiological surveillance							
II.5.A. Passive epidemiological surveillance	2	3	+++	+	++		Strengthening of human and material resources. Training for field staff
II.5.B. Active epidemiological surveillance	3	5	++		+		Extension of epidemiological surveillance programmes and evaluation of compliance with OIE standards
II.6 Early detection and emergency response	2	4	++		+	+	Extend emergency plans to other, well-targeted diseases
II.7 Disease prevention, control and	3	4	++	++	++	++	Develop an eradication

eradication							programme for brucellosis and tuberculosis
II.8 Food safety							
II.8.A. Ante and post-mortem inspection	1	3	+++		+	+++	Strengthen meat inspection at abattoirs and milk inspection
II.8.B. Inspection of collection, processing and distribution		3					
II.9 Veterinary medicines and biologicals	2	3	++	+	+	++	Improve controls
II.10 Residue testing	1	3	++			++	Set up a central laboratory and a residue testing programme
II.11 Emerging issues	3	3	+		+	+	Contingency plans in the various public health sectors
II.12 Technical innovation	1	3	+		+	+	Create a database of technical innovations
II.13 Identification and traceability							
II.13.A. Animal identification and movement control	3	4	+		++	+	Identify all livestock populations
II.13.B. Identification and traceability of products of animal origin		1					
II.14 Animal welfare	n/a	1					
Chapter 3. Interaction with stakeholders							
III.1 Communication	3	4	++		+	+	Keep website up-to-date
III.2 Consultation with stakeholders	4	5	+		+	+	
III.3 Official representation	2	3	+				Strengthen participation in relevant Codex committees
III.4 Accreditation / authorisation / delegation	2	2	+		+	+	There is currently no real delegation
III.5 Veterinary Statutory Body (VSB)							
III.5.A. VSB authority	1	4	++	+	+	+	Make the VSB operational
III.5.B. VSB capacity		2					
III.6 Participation of producers and stakeholders in joint programmes	3	4	++		+	+	Increase the participation of producer and consumer groups
Chapter 4. Access to markets							
IV.1 Preparation of legislation and regulations	2	4	++		+	+	Strengthen communication and information capacities of the VS
IV.2 Implementation of legislation and regulation; and stakeholder compliance	2	4	++		+	+	Improve legislative and regulatory compliance in the poultry and pig sectors
IV.3 International harmonisation	4	4	++		+	+	Step up participation in Codex Alimentarius meetings
IV.4 International certification	2	4	++	++	+	+	Improve veterinary health certification procedure for exports.
IV.5 Equivalence and other types of sanitary agreements	5	5	+	++			
IV.6 Transparency	3	4	++		+	+	Bring the website up-to-date and keep it permanently updated on legislation
IV.7 Zoning	4	5	++		++		FMD dossier for submission to the OIE
IV.8 Compartmentalisation	1	1					Not applicable

II.3 Impact and significance

Livestock husbandry is one of the main activities on which the rural population depends, providing them with a source of both dietary protein and cash income.

- **In monetary terms, it represents 12% of total GDP** and 30% of agriculture GDP. The country's vast agro-pastoral system provides major opportunities for increasing animal production. However, the importance of livestock production and agriculture in general is not simply economic. They have a very strong social impact since agriculture employs around 80% of the active population. Indeed, the recently launched governmental programme **"One Cow per Poor Family"** has a

- very strong social component.
- The **control of certain specific animal diseases** would unquestionably help to increase the income of animal producers and thus contribute to the fight against poverty. Furthermore, some sectors, such as poultry production, have the potential for growth and can increase their level of exports.
 - **Veterinary public health** remains an important issue. Ante- and post-mortem inspection at slaughter must be a priority both to protect public health and for animal disease control purposes:
 - several major zoonoses (especially brucellosis and salmonellosis) need to be controlled in the interests of public health.
 - More effective control of the veterinary medicines market is needed in order to reduce the current level of residues and to safeguard the income of private sector veterinarians working in unfavourable areas.

All these reasons amply justify strengthening the public Veterinary Services, failing which it will not be possible to fulfil international commitments, nor will it be possible to implement public health policy (with regard to food safety and zoonoses).

This programme is not based solely upon material and financial means. It also identifies important actions relating to staff qualifications and highlights major organisational problems. Its implementation will mean reviewing the administrative organisation of the public Veterinary Services at both the central level and the decentralised level. The strengthening of public VS staff and the strengthening of their competencies through training are the basis for this.

PVS GAP ANALYSIS

I Strengthening competencies for international trade

The purpose of this section is to explain the proposed activities in the field of international trade development, for both imports and exports. This corresponds to the following Critical Competencies:

- II.4: Quarantine and border security
- II 13: Identification and traceability
- IV.4: International certification
- IV.5: Equivalence and other types of sanitary agreements
- IV.6: Transparency
- IV.7: Zoning
- IV.8: Compartmentalisation

I.1 Strategy and activities

The country imports animals and exports both animals and animal products.

With regard to imports, international rules must be complied with so that, without creating unjustified barriers, strict controls can be enforced, since the sanitary safety of the country is at stake. Animal health activities would be in vain if the health status of imported animals and the safety of imported animal products were not guaranteed. This presupposes a satisfactory level of infrastructure and implementation of the relevant procedures by qualified personnel. Rwanda's BIPs need to be equipped with the necessary physical resources and greater human resources to ensure the effectiveness and continuity of border inspections.

Four new BIPs need to be built (Resumo, Cyanika, Gisenyi and Rusizi) and two others are in need of renovation (Gatuna and Kagitumba). All six will have to be provided with a quarantine enclosure.

In terms of human resources, six veterinarians will need to be recruited. They will be in charge of the district in which the BIP is based.

At the central level, a **border inspection and international certification coordination unit**, closely linked to the risk assessment unit, will need to be set up, especially to monitor risks from trading partners.

Export certification (in particular for cattle, poultry, beef, hides and skins) is based on sanitary inspection and identification/traceability. Specific actions are needed to develop reliable, well-coordinated procedures relating to delegation of certification.

Within the framework of the animal identification programme for cattle farms considerable efforts are still needed to consolidate the current level by extending identification to all the livestock. The plan is therefore to identify 300 000 animals per year with ear tags.

Participation of the VS in international organisations, especially the Codex Alimentarius (for those sectors within the competence of the VS), whether directly or through the national committee of the Codex Alimentarius, would provide useful assistance in achieving compliance with international rules.

Transparency of the country's sanitary status must be enhanced by bringing the website up-to-date and keeping it permanently updated, especially with details of changes in legislation, new decisions relating to the prevention and control of important diseases, and the country's sanitary status and that of neighbouring countries.

Zoning is already a reality as far as FMD is concerned, as Rwanda has set up a specific zoning system.

The system, developed jointly with stakeholders, comprises two zones, one where the animals are vaccinated (East Province) and the other which is free without vaccination (remainder of the country). The head of the Veterinary Services expects to be able to halt vaccination in the coming years and be in a position to apply to the OIE for Rwanda to be recognised as a country having an FMD free zone where vaccination is not practised, and eventually, looking even further ahead, as an FMD free country.

No specific provision has been made for **compartmentalisation** insofar as this competency does not appear to be of key importance for the livestock development strategy in Rwanda.

1.2 Human resources

With regard to human resources, a major effort needs to be focused on border security and, above all, the BIPs need to be brought into line with international standards. The action plan provides for the recruitment of 6 veterinarians, who will also be in charge of the district/zone.

The plan also provides for another veterinarian to be recruited at the central level, either to coordinate international certification or to coordinate the BIPs.

To train these new members of staff (7 veterinarians), provision is made for each veterinarian to undergo a two-month training course abroad, whereas the training of veterinary para-professionals (12) will take place at the national level, with the participation of national and international experts, in years 1-3-5.

The other critical competencies relating to international trade do not require any specific new staff.

1.3 Physical resources

Although it is difficult in the case of the BIPs to estimate the precise investment budgets required and the necessary human resources, some specific figures have been identified.

In summary, in terms of capital investment, we estimate that provision should be made for:

- renovation of about 80 m² of buildings and construction of about 160 m² of buildings;
- purchase of 2 motorbikes, to be added to the 4 at present, to improve staff mobility;
- 4 units of telecommunications equipment and 4 units of office equipment to be supplied;
- construction of 6 quarantine enclosures.

An amount of \$ 1000 is included in the budget to cover the cost of informing importers of the existing rules.

For identification, substantial expenditure will be needed to purchase the necessary equipment to complete the process of cattle identification. Provision is made to identify 300 000 animals per year at an annual cost of \$ 600 000 to purchase 2 ear tags per animal and \$ 6 800 to purchase ear punches.

The remaining critical competencies do not require any specific budget, except for international missions.

I.4 Financial resources

Annual budget (see table below)

The annual budget for activities relating to trade in animals and animal products is estimated at nearly \$ 883 000 to achieve the expected level of strengthening of the VS. This includes:

- nearly \$ 217 000 for BIPs (II.4), comprising approximately \$ 132 000 in salaries and \$ 23 000 to maintain physical resources (premises, equipment, etc.);
- nearly \$ 632 000 for cattle identification;
- the other competencies require few additional resources.
-

Exceptional investment budget (see table below)

To achieve this new level, an exceptional investment budget of around \$ 203 000 will be required, to upgrade the current equipment and procedures of the VS in these areas:

- nearly \$ 122 000 for capital investments for the BIPs (new premises, quarantine enclosures, etc.);
- nearly \$ 81 000 for non material investments to cover training for the various activities in order to upgrade competencies.
-

In summary, based on a 5-year plan, provision must be made for:

- five times the annual budget of \$ 883 000, i.e. \$ 4 415 000;
- an exceptional investment budget of \$ 203 000;
- giving a total of \$ 4 618 000 for the 5 years.

However, if the plan is introduced progressively, the annual budget requirements will be lower for the first years.

Based on this budget analysis for the critical competencies relating to trade, an analysis will need to be made of any income to the VS budget in the form of fees for import or export certificates.

Sub-total for strengthening competencies for international trade

SUB-TOTAL TRADE						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	80	240				
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>	80	80	250	15	1.333	13.333
<i>Building to be built (m2)</i>		160	500	25	3.200	64.000
Transport						
<i>Number of motorbikes</i>	4	6	3.000	3	6.000	
<i>Number of cars</i>			15.000	7		
<i>Number of 4x4 vehicles</i>		1	30.000	5	6.000	
Telecommunication equipment set	2	7	500	3	1.167	
Office equipment set	2	7	1.000	3	2.333	
Other specific equipment						
<i>Other specific equipment for trade (1)</i>					9.000	45.000
<i>Other specific equipment for trade (2)</i>						
Sub-total Material investments					29.033	122.333
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>	24,0	36,0	1.800			64.800
<i>Continuing education (man-days / year)</i>	120,0	250,0	70		17.500	
National expertise (days/5 years)		14,0	200			2.800
International expertise (weeks/5 years)		2,0	5.350			10.700
Special funds (/ 5 years) for ...		4				2.400
Sub-total non material expenditure					17.500	80.700
Salaries / year						
Veterinarians	-	7,0	11.160		78.120	
Other university degree	-	-	11.160			
Veterinary para-professionals	12,0	12,0	5.400		64.800	
Support staff	-	-	4.700			
Sub-total Salaries					142.920	
Consumable resources / year						
Administration			20%		28.584	
Travel allowances						
<i>staff within the country (man-days) / year</i>	144	590	50		29.500	
<i>drivers within the country (man-days) / year</i>	-	-	25			
<i>staff abroad (man-weeks) / year</i>	-	3	2.400		7.200	
Transport fees						
<i>Km or miles Motorbikes / year</i>	32.000	48.000	0,18		8.640	
<i>Km or miles cars / year</i>	-	-	0,36			
<i>Km or miles 4x4 vehicle / year</i>	-	20.000	0,43		8.640	
<i>km or miles / year</i>	-	-				
<i>km or miles / year</i>	-	-				
Specific costs						
<i>Targeted specific communication</i>	-	2			2.000	
<i>Consultation (number of 1 day meetings)</i>	-	-				
<i>Kits / reagents / vaccines</i>	-	-				
<i>Other costs for trade (1)</i>	-	600.500			602.500	
<i>Other costs for trade (2)</i>	-	400			6.800	
Sub-total Consumable resources					693.864	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				883.317	203.033
Total in	Franc rwandais				518.507.275	119.180.567

II Strengthening competencies for animal health

The purpose of this section is to explain the activities proposed in the field of animal health, as presented in the following Critical Competency Cards:

- II.5A: Passive epidemiological surveillance
- II 5B: Active epidemiological surveillance
- II.6: Early detection and emergency response
- II.7: Disease prevention, control and eradication
- II.14: Animal welfare.

II.1 Strategy and activities

Animal health is central to the activities of the VS in Rwanda. This is understandable for a country with a significant livestock production sector (12% of GDP). Better control of livestock diseases means a higher income for producers and better public health safeguards. Furthermore, it is important to consider the political importance of the “One Cow per Poor Family” programme, which requires that the cows provided are healthy and, most importantly, free from risk to human health (tuberculosis, brucellosis).

The strategy to strengthen actions in this field has two main components:

- Reducing the spread of existing animal diseases

To achieve this objective it is above all essential to step up passive surveillance in the field and strengthen the presence of the VS throughout the country. The recruitment of a veterinarian for each of the 30 districts and improvement of special training for veterinary para-professionals clearly seems to be essential in this context, as does the development of the central laboratory’s diagnostic capacities.

The VS have already set up control programmes including, in the case of cattle, vaccination against FMD (350 000 cattle in one geographical zone), CBPP (450 000 cattle), anthrax (250 000 cattle) and lumpy skin disease (200 000 cattle).

Another control programme exists for poultry (vaccination of 2 000 000 poultry against Newcastle disease).

In the field of veterinary public health it is carried out a rabies vaccination programme for dogs, which provides for 10 000 vaccinations per year

With the exception of FMD, all these programmes have a limited coverage (between 20% and 30% of animals) and should be extended to cover 80% of the livestock population, a level that can be considered sufficient. With regard to vaccination against FMD, the Veterinary Services expect to be in a position to halt vaccination in the years to come, thereby enabling Rwanda to be recognised by the OIE as an FMD free country where vaccination is not practised. The mission considers this a highly ambitious objective, since it means being in a position to ensure truly effective control of imports as well as animal movements within the country.

To accompany the “One Cow per Poor Family” programme and, more generally, to protect human health, a bovine brucellosis and tuberculosis control and eradication programme must be developed. Testing already exist for brucellosis but is still voluntary.

- Strengthening detection and rapid response systems for the most contagious and most economically serious diseases

Strengthening of detection and rapid response can be achieved by consolidating the active surveillance systems for the most important diseases and by consolidating the epidemiological surveillance network. At present, the VS conduct active epidemiological surveillance for brucellosis, CBPP, FMD, avian influenza, lumpy skin disease, Newcastle disease and ASF. This action needs to be quantitatively strengthened and extended to other,

high-risk diseases (such as RVF and PPR) and to diseases with a major economic impact, such as trypanosomoses.

The active surveillance programmes foresees for priority diseases as follow:

- **FMD.** As far as this disease is concerned, Rwanda is divided into 2 zones: the Eastern province where animal are vaccinated; and the rest of the country which is free without vaccination. 5.600 serological tests are to be carried out yearly in the free zone.
- **CBPP.** 14 000 samples have to be tested every year
- **Brucellosis.** 14 000 samples have to be tested every year
- **Rift Valley Fever.** 24.000 samples have to be taken every year.
- **Peste de Petit Ruminants.** 10 000 samples have to be analysed yearly.
- **African Swine Fever.** 2.500 samples have to be analysed yearly

Strengthening the diagnostic capacities of the central laboratory and strengthening links with regional and world reference laboratories for the diagnosis of diseases requiring more advanced techniques are fundamental requirements for the development of an effective early detection and rapid response system.

A recent law makes provision for measures to be taken in emergency situations and the release of funds to implement them (including compensation for producers). In this respect, there are already contingency plans for many diseases, but some are still lacking.

The proposed plan provides for the following:

- Strengthening of passive surveillance for:
 - diseases for which total or partial vaccination is practised,
 - diseases that could emerge (avian influenza, RVF, PPR are the 3 animal diseases considered during the PVS Gap Analysis mission);
 - priority diseases of public health importance (brucellosis, tuberculosis, rabies, are the 3 animal diseases considered during the PVS Gap Analysis mission);
 - ante- and post-mortem inspections at abattoirs.
- Updating of the active surveillance plans taking into account the information acquired on RVF, PPR, CBPP, avian influenza, and the development of active surveillance for brucellosis in dairy herds.
- Increase in the response capabilities of the Veterinary Services in the event of suspected disease outbreaks (sampling, consignment of samples, diagnostic tests, implementation of restriction measures,).
- Development of the vaccination policy.

A more detailed description of the chronology of actions will be found in Appendix 1:

II.2 Human resources

To achieve the planned objectives, there must be at least 14 FTE (full-time equivalent) veterinarians, comprising 11 at district level, 2 at provincial level and 1 at central level (in charge of epidemiological surveillance, coordination of animal health and compilation of the database). To calculate the number of FTE veterinarians at district and provincial level, the working hours of district veterinarians (24) and provincial veterinarians (4) were divided, at the suggestion of the VS, as follows: 50% AH; 30% VPH and 20% veterinary administration.

At least 208 FTE veterinary para-professionals will be needed. To determine the number of FTE veterinary para-professionals at district level, their working hours were divided, at the suggestion of the VS, as follows: 50% AH, 40% VPH; 10% administration. Since the present

number of veterinary para-professionals (416) is sufficient and given that they devote 50% of their time to AH, the requirement is estimated at 208.

Training requirements are estimated to be 1800 days for all the personnel involved: 450 in Year 1 and 450 in Year 3 (one-day duration) for passive surveillance and the same for active surveillance.

The following are also included: a 1-month specialist training course abroad for each of the 4 provincial veterinarians and a 1-year sandwich course at Master's level for the veterinarian at the central level.

II.3 Physical resources

As in the case of human resources, the required physical resources in this chapter have for practical reasons been included under cost estimation card II.5A (Passive surveillance).

The current situation with regard to premises is very poor. The problem is not so much the surface area available, but rather the general state of the premises. The mission consequently estimates requirements as follows:

- renovation of nearly 760 m² of premises corresponding to 40 m² for each of the 4 provincial offices and 20 m² for each of the 30 district offices;
- maintenance of nearly 6000 m²

For the VS at field level, the standard requirement is considered to be one motorcycle per district (purchase of thirty 100-150 cc motorcycles) and one 4x4 vehicle for each province (4) plus one for the central level.

Existing telecommunication and office equipment must be strengthened, at central, provincial and district levels (35 equipment sets).

Travel allowance should take into account field travel expenses for 2 central level veterinarians and 4 provincial level veterinarians, 2 days per week (6x2x48 = 576 days). The same calculation has to be done for the drivers.

Expenses under the heading "consumables" include the costs related to serological surveillance, totalling \$ 140 000 per year, (details are given in Critical Competency card II.5B) and costs relating to vaccines, totalling \$ 921 500 per year, (details are given in Critical Competency card II.7). This cost should increase in parallel with the extension of vaccination coverage in the livestock population, which will gradually reach 80%.

In addition to these expenses are the costs relating to communication: 4x200 = 800.\$

II.4 Financial resources

Annual budget (see table below)

The annual budget for animal health activities is estimated at nearly \$ 3 129 000 to achieve the expected level of strengthening of the Veterinary Services. This includes:

- nearly \$ 258 000 in investments per year to maintain the premises, means of transport, means of communication, office equipment and technical equipment;
- nearly \$ 126 000 for staff training to maintain their level of competence;
- nearly \$ 1 279 000 for the salaries of staff of field veterinary posts;
- \$ 1 465 000 for the operational budget, including transport expenses, fuel and consumables. The budget for vaccines totals nearly \$ 921 500 and the budget for serological surveillance \$ 140 000.

Exceptional investment budget (see table below)

To achieve the new objectives a budget of nearly \$ 145 000 will be required:

- the main item, nearly \$ 126 000, is for the renovation of premises;
- the remainder, \$ 18 000, consists of non material investments, including training abroad for the veterinarian in charge of animal epidemiology and for the provincial veterinarians.

In summary, based on a 5-year plan, provision must be made for:

- five times the annual budget of \$ 3 129 000, i.e. \$ 15 788 000;
- an exceptional investment budget of \$ 145 000;
- giving a total of \$ 15 933 000 for the 5 years.

However, if the plan is introduced progressively, the annual budget requirements will be lower for the first years.

Sub-total for strengthening competencies for animal health

SUB-TOTAL ANIMAL HEALTH						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	6.760	6.760				
<i>Existing building to be maintained (m2)</i>	6.000	6.000	25	1	150.000	
<i>Existing building to be renovated (m2)</i>	760	760	250	15	12.667	126.667
<i>Building to be built (m2)</i>		-	500	25		
Transport						
<i>Number of motorbikes</i>	-	30	3.000	3	30.000	
<i>Number of cars</i>	-	-	15.000	7		
<i>Number of 4x4 vehicles</i>	2	7	30.000	5	42.000	
-	-	-				
-	-	-				
Telecommunication equipment set	34	35	500	3	5.833	
Office equipment set	34	35	1.000	3	11.667	
Other specific equipment						
<i>Other equipment for Animal Health (1)</i>					6.000	
<i>Other equipment for Animal Health (2)</i>						
Sub-total Material investments					258.167	126.667
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>	27,0	10,0	1.800			18.000
<i>Continuing education (man-days / year)</i>	1.360,0	1.800,0	70		126.000	
National expertise (days/5 years)		-	200			
International expertise (weeks/5 years)		-	5.350			
Special funds (/ 5 years) for ...		-				
Sub-total non material expenditure					126.000	18.000
Salaries / year						
Veterinarians	3,0	14,0	11.160		156.240	
Other university degree	-	-	11.160			
Veterinary para-professionals	208,0	208,0	5.400		1.123.200	
Support staff	-	-	4.700			
Sub-total Salaries					1.279.440	
Consumable resources / year						
Administration			20%		255.888	
Travel allowances						
<i>staff within the country (man-days) / year</i>	-	576	50		28.800	
<i>drivers within the country (man-days) / year</i>	-	576	25		14.400	
<i>staff abroad (man-weeks) / year</i>	-	-	2.400			
Transport fees						
<i>Km or miles Motorbikes / year</i>		240.000	0,18		43.200	
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>	40.000	140.000	0,43		60.480	
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>	-	4			800	
<i>Consultation (number of 1 day meetings)</i>	-	-				
<i>Kits / reagents / vaccines</i>					921.500	
<i>Other costs for Animal Health (1)</i>					140.000	
<i>Other costs for Animal Health (2)</i>						
Sub-total Consumable resources					1.465.068	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				3.128.675	144.667
Total in	<i>Franc rwandais</i>				1.836.532.029	84.919.333

III Strengthening competencies for veterinary public health

The purpose of this section is to explain the proposed activities in the field of veterinary public health:

- II.8A: Ante- and post-mortem inspection at abattoirs and associated premises
- II.8B: Inspection of collection, processing and distribution of products of animal origin
- II.9: Veterinary medicines and biologicals
- II.10: Residue testing

III.1 Strategy and activities

The quality of meat inspection remains a priority for the VS of Rwanda both to guarantee meat safety for consumers and to ensure surveillance for animal diseases. Carcass inspections in abattoirs at national and provincial level need to be brought into line with international standards.

At present only the 2 abattoirs at Kigali have modern equipment with a slaughter chain, cold store facilities and solid and liquid waste disposal systems. They handle respectively from 100 to 150 cattle; and from 40 to 50 cattle per day. The 12 provincial abattoirs are still a long way from complying with international standards and the mission considers that the government, which has limited means to invest in slaughter infrastructure, should consider whether it would be appropriate to open up the market to the private sector. Apart from those abattoirs, 400 slaughter slabs are censused within the country. In terms of control, meat inspection is mainly performed by veterinary para-professionals. Improvements must be introduced, with written procedures for meat inspection and the creation of a comprehensive database to record seizures and their causes.

A further priority for the government is the milk sector, where controls need to be strengthened in collection and processing establishments (72 collecting centres and 4 dairy units) and in the 500 farms that supply them. For dairy farms, VS efforts will need to focus especially on brucellosis and tuberculosis control, as already indicated above in Chapter II (§1).

Another priority in the VPH sector is to begin surveillance for the presence of residues (in particular, veterinary medicines, insecticides, heavy metals, etc.) in food of animal origin. In this respect, efforts must be made to set up a suitably equipped central laboratory and train the staff to be allocated to it.

In the field of veterinary public health consideration must also be given to the rabies vaccination programme for dogs, which provides for 10 000 vaccinations per year.

The following must therefore be done to implement the above strategy:

Engage in efforts to modernise ante- and post-mortem inspection

On the one hand, slaughter remains a key point for ensuring meat safety. On the other hand, it has an essential role in epidemiological surveillance. The main areas of work are as follows:

- Produce a tool (guide, CD-ROM) with written procedures for meat inspection; it would be very useful if this guide could include photographs of lesions to help in the diagnosis of animal diseases, including zoonoses.
- Strengthen veterinary presence at abattoirs in the capital and provinces. The aim is especially to be able to confirm the diagnosis of a suspected case detected by veterinary para-professionals. In the future, in places where there are no public service veterinarians, private veterinarians working on a fee-for-service basis could be used.

Strengthen the involvement of meat sector professionals to develop good practices and modernise the tools

The modernisation of slaughter equipment (red meat) remains a priority to bring about a change in habits and behaviour relating to hygiene. The necessary budgets to modernise abattoirs have not been estimated in the present report as the management of abattoirs does not fall within the competence of the VS, as defined by the OIE.

The strengthening of inspection in abattoirs must be accompanied by an information and communication plan aimed at professionals in the sector to raise awareness of the public health issues at stake and to bring about a change in practices.

The poultry sector is also involved, with, as a priority, the development of guides to good practice for slaughter and meat handling designed to improve the level of hygiene in the 2 slaughterhouses.

Strengthen controls in the milk sector

For the milk sector, the target for controls should be the milk collection establishments (72), milk processing establishments (4) and the approximately 500 producers supplying milk to dairies.

Zoonotic risks (brucellosis, tuberculosis, etc.), and food-borne diseases need to be taken into account. To develop a guide to good practice, the tools produced by Codex Alimentarius and IDF can serve as a useful basis.

Set up surveillance for residues in food of animal origin and inspection of the marketing and use of veterinary medicines

The situation regarding the presence of residues in food of animal origin (meat, milk, eggs, honey, etc.) is totally unknown since there is no chemical analysis laboratory. The recruitment of a veterinarian at the central level tasked with overseeing veterinary medicines and introducing a national plan for residues, including the creation of the chemical analysis laboratory, should enable the first national residue testing programme to be launched. It could focus on testing for residues of veterinary medicines and pesticides.

This plan could produce useful information both for the protection of public health and on the use of veterinary medicines in the country. In fact, although legislation exists and stipulates that the sale of veterinary products should be restricted to veterinarians or pharmacist; it is not yet properly enforced.

With regard to medicines, the mission also recommends putting in place an inspection plan to cover importers and wholesalers to obtain a more accurate view of trade flows and be in a position to detect parallel circuits.

Setting up a procedure to register establishments to be inspected

Before an inspection plan can be organised and before the necessary human resources and their distribution can be determined, a census must be made of all the establishments to be inspected (abattoirs, cutting plants, dairies, layer farms, wholesalers/importers of veterinary medicines, etc.). This procedure must be defined within a regulatory framework and registration details must be recorded in a database. So far, 12 supermarkets and around 250 butcher outlets have been identified in the distribution chain for products of animal origin. The 200 layer farms should also be inspected.

III.2 Human resources

In the veterinary public health field, the VS, through their inspections, are involved in educational actions targeted at professionals and, where necessary, repressive actions. Human resources are therefore an essential factor.

Human resource requirements have been calculated taking into account the number of establishments (abattoirs, meat processing plants, dairies, units processing or distributing fishery products, units distributing or selling food of animal origin, etc.) and after having determined the resources required for each type of establishment. Based on the estimates made in conjunction with the VS, the requirements are 10 FTE veterinarians and 180 FTE veterinary para-professionals, as well as a veterinarian at the central level to deal with veterinary medicines and the setting up of a national plan for residue testing.

Estimated training requirements are as follows:

- 9 months of training abroad during the 5 years of the plan for veterinarians at the central level, and 3 months' training (in year 3 after the chemical analysis laboratory has been built) for the veterinarian in charge of setting up residue testing programmes;
- 1.130 days of training per year: 344 (172 x 2) for veterinary para-professionals engaged in meat inspection; 352 (176 x 2) days of training for veterinary para-professionals in the inspection of establishment involved in the collection, processing and distribution of products of animal origin; 400 (400 x 1) days for the training of all public veterinary para-professionals and 34 days of training for veterinarians (30 districts and 4 provinces) in the veterinary medicines sector);
- 2 weeks of national expertise to implement those various training.

III.3 Physical resources

With regard to physical resources, the costs taken into account are those related to communication, totalling \$ 10 000, and expenses related to equipment for inspectors (boots, aprons, knives, etc.), totalling $500 \times 15 = \$ 7500$.

In addition, inspection of the 76 dairies will require the purchase of small analytical equipment for the VS, i.e. $76 \times 125 = \$ 9500$ and 400 kits of supplies for the veterinary para-professionals (\$ 4000).

To this must be added the cost of field visits by central and provincial veterinarians, including drivers, totalling 240 per diem per year.

III.4 Financial resources

Annual budget (see table below)

The annual budget for activities in the field of veterinary public health and food safety is estimated at nearly \$ 1 442 000 to achieve the expected level of strengthening of the Veterinary Services. This includes:

- Nearly \$ 79 000 for staff training to maintain and strengthen their level of competence;
- Nearly \$ 1 095 000 for the salaries of staff of field veterinary posts;
- Nearly \$ 268 000 for the operational budget, including transport expenses and consumables (equipment for the inspectors and small analytical equipment).

Exceptional investment budget (see table below)

To have any chance of achieving these new objectives, a budget of \$ 18 200 will be required to cover training abroad for the veterinarians most involved in the VPH sector and especially those involved in the veterinary medicines and residue testing sectors.

In summary, based on a 5-year plan, provision must be made for:

- five times the annual budget of \$ 1 442 000, i.e. \$ 7 210 000
- an exceptional investment budget of \$ 18 000;
- giving a total of \$ 7 228 000 for the 5 years.

Sub-total for strengthening competencies for veterinary public health

SUB-TOTAL VETERINARY PUBLIC HEALTH						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
Existing building to be maintained (m2)	-	-	25	1		
Existing building to be renovated (m2)	-	-	250	15		
Building to be built (m2)	-	-	500	25		
Transport						
Number of motorbikes	-	-	3.000	3		
Number of cars	-	-	15.000	7		
Number of 4x4 vehicles	-	-	30.000	5		
-	-	-				
-	-	-				
Telecommunication equipment set	-	-	500	3		
Office equipment set	-	-	1.000	3		
Other specific equipment						
Other equipment for Vet. Public Health (1)						
Other equipment for Vet. Public Health (2)						
Sub-total Material investments						
Non material expenditure						
Training						
Specialised training (man-months / 5 years)	-	9,0	1.800			16.200
Continuing education (man-days / year)	-	1.130,0	70		79.100	
National expertise (days/5 years)		10,0	200			2.000
International expertise (weeks/5 years)		-	5.350			
Special funds (/ 5 years) for ...		-				
Sub-total non material expenditure					79.100	18.200
Salaries / year						
Veterinarians	3,0	11,0	11.160		122.760	
Other university degree	-	-	11.160			
Veterinary para-professionals	174,0	180,0	5.400		972.000	
Support staff	-	-	4.700			
Sub-total Salaries					1.094.760	
Consumable resources / year						
Administration			20%		218.952	
Travel allowances						
staff within the country (man-days) / year	-	240	50		12.000	
drivers within the country (man-days) / year	-	240	25		6.000	
staff abroad (man-weeks) / year	-	-	2.400			
Transport fees						
Km or miles Motorbikes / year			0,18			
Km or miles cars / year			0,36			
Km or miles 4x4 vehicle / year			0,43			
km or miles / year						
km or miles / year						
Specific costs						
Targeted specific communication	-	10			10.000	
Consultation (number of 1 day meetings)	-	-				
Kits / reagents / vaccines	-	-				
Other costs for Vet. Public Health (1)					21.000	
Other costs for Vet. Public Health (2)						
Sub-total Consumable resources					267.952	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				1.441.812	18.200
Total in	Franc rwandais				846.343.644	10.683.400

IV Strengthening competencies for veterinary laboratories

The purpose of this section is to explain the proposed activities in the field of veterinary laboratories: Critical Competency Cards II.1 and II.2.

IV.1 Strategy and activities

The Rwandan VS have a central analytical laboratory which is located in the same buildings as the VS.

The State budget does not provide funding for a head of the central laboratory. The head of the VS currently fulfils this dual role.

The laboratory operates almost exclusively in the field of animal health. It is totally lacking in the equipment and qualified staff needed to carry out chemical analyses and requires strengthening in terms of analytical equipment for food hygiene. To increase its effectiveness in animal health, the presence of a virologist would appear indispensable.

There is a small laboratory in each of the 4 provinces, but, at present, their main function is to collect samples (up to 50 000 samples per year).

To provide the necessary support for the activities planned within the international trade and animal health sectors, the laboratory will have to increase its capacities in terms of diagnostic techniques and serological surveillance. However, a major effort will be needed in the VPH sector, where, starting from zero, a chemical analysis laboratory needs to be set up so that a residue control plan and a veterinary medicines control plan can commence, and where analytical capacities in the field of food hygiene must be strengthened.

In terms of quality assurance (II.2), everything remains to be done. The mission suggests starting with training by sending 4 veterinarians for training abroad, each for 12 months, and by making provision for 4 weeks of international expertise.

IV.2 Human resources

To develop the capacities of the central laboratory, it is above all essential to invest in the personnel by recruiting a veterinarian virologist and a chemist. For the veterinarians and personnel already employed investment in training will be needed. Furthermore, the mission considers it necessary to recruit and train a person to be in charge of the laboratory.

The mission also recommends 6 months training abroad for 3 members of staff (1 chemist, 1 virologist, 1 food hygiene specialist).

In addition, continuous training for the veterinary para-professionals and veterinarians is indispensable. This will mean training 17 persons (12 veterinary para-veterinarians and 5 veterinarians) for 2 days in year 2 and in year 4, i.e. 68 days. Since the table calculates this on an annual basis, the 68 days have been allocated evenly throughout the 5 years (i.e. 14 days per year).

In connection with setting up the chemical analysis laboratory, provision has been made for international experts to be brought in on three separate occasions, each lasting 2 weeks.

IV.3 Physical resources

The cost estimation card provides for maintenance of 800 m² and renovation of 200 m² of laboratory premises. The chemical analysis laboratory will have to be installed in the existing premises, which will need to be renovated and suitably equipped.

Under the heading 'physical resources', provision must also be made to purchase equipment for chemical analysis (\$ 105 450) and food safety (\$ 52 450) and to upgrade the serology

laboratory (\$ 58 600). The purchase of three 4x4 vehicles and the cost of consumables must also be taken into account.

IV.4 Financial resources

Annual budget (see table below)

The annual budget for the veterinary laboratory is nearly \$ 507 000, which includes:

- nearly \$ 66 000 for physical investments and their amortisation;
- nearly \$ 168 000 in salaries;
- nearly \$ 272 000 for consumables, including approximately \$ 200 000 for diagnostic kits.

Exceptional investment budget (see table below)

A large part of the \$ 235 000 of this budget (nearly \$ 140 000) is to cover the equipment requirements for the laboratory. The remainder is for staff training and renovation of premises.

In summary, based on a 5-year plan, provision must be made for:

- five times the annual budget of \$ 507 000, i.e. \$ 2 535 000;
- an exceptional investment budget of \$ 235 000;
- giving a total of \$ 2 770 000 for the 5 years.

Sub-total for strengthening competencies for veterinary laboratories

VETERINARY LABORATORIES - 1 / CC: II.1. Veterinary laboratory diagnosis						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	1.000	1.000				
Existing building to be maintained (m2)	800	800	25	1	20.000	
Existing building to be renovated (m2)	200	200	250	15	3.333	33.333
Building to be built (m2)			500	25		
Transport						
Number of motorbikes			3.000	3		
Number of cars			15.000	7		
Number of 4x4 vehicles	1	4	30.000	5	24.000	
Telecommunication equipment set		6	500	3	1.000	
Office equipment set		6	1.000	3	2.000	
Other specific equipment						
Equipment for chemical diagnosis		1	105.450	10	10.545	52.725
Equipment for food safety laboratory		1	52.450	10	5.245	26.225
Sub-total Material investments					66.123	112.283
Non material expenditure						
Training						
Specialised training (man-months / 5 years)	18,0	18,0	1.800			32.400
Continuing education (man-days / year)		14,0	70		980	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)		6,0	5.350			32.100
Equipment of serology lab		1	58.600			58.600
Sub-total non material expenditure					980	123.100
Salaries / year						
Veterinarians	4,0	5,0	11.160		55.800	
Other university degree	2,0	3,0	11.160		33.480	
Veterinary para-professionals	9,0	12,0	5.400		64.800	
Support staff	2,0	3,0	4.700		14.100	
Sub-total Salaries					168.180	
Consumable resources / year						
Administration			20%		33.636	
Travel allowances						
staff within the country (man-days) / year		72	50		3.600	
drivers within the country (man-days) / year			25			
staff abroad (man-weeks) / year			2.400			
Transport fees						
Km or miles Motorbikes / year			0,18			
Km or miles cars / year			0,36			
Km or miles 4x4 vehicle / year	20.000	80.000	0,43		34.560	
km or miles / year						
km or miles / year						
Specific costs						
Targeted specific communication Consultation (number of 1 day meetings)		1	199.750		199.750	
Kits / reagents / vaccines						
Sub-total Consumable resources					271.546	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				506.829	235.383
Total in	Franc rwandais				297.508.819	138.170.017

V Strengthening competencies for general management and regulatory services

In this section, reference should be made to the following Critical Competency cards
Organisation of the VS

- I.2A: Professional competencies of veterinarians
- I.2B: Competencies of veterinary para-professionals
- I.3: Continuing education
- I.4: Technical independence
- I.5: Stability of structures and sustainability of policies
- I.6A: Internal coordination
- I.6B: External coordination
- I.11: Management of resources and operations
-

Cross-cutting competencies

- II.3: Risk analysis
- II.11: Emerging issues
- II.12: Technical innovation
- III.1: Communications
- III.2: Consultation with stakeholders
- III.3: Official representation
- III.4: Accreditation/authorisation/delegation
- III.5A: Authority of the Veterinary Statutory Body
- III.5B: Capacity of the Veterinary Statutory Body
- III.6: Participation of producers and other stakeholders in joint programmes
- IV.1: Preparation of legislation and regulations
- IV.2: Implementation of legislation and regulations and stakeholder compliance
- IV.3: International harmonisation

V.1 **General organisation of the Veterinary Services**

V.1.A *Technical independence*

Technical independence is a key factor in ensuring the effectiveness of the VS. Given the importance of the health issues at stake, their decisions must be science-based and not be subjected to any outside pressure.

The analysis of activities (development of foot and mouth disease status, policy on brucellosis eradication etc.) highlighted the need for better prioritisation of public sector policies on animal health. Prioritisation can only be achieved through risk analysis supported by objective data. A risk assessment unit must therefore be set up at the central level with a veterinarian responsible for data collection and analysis of the database.

V.1.B *Chain of command and coordination*

The public services of Rwanda must complete the process of reorganisation at both the central and decentralised level. There must be a clear and fully operational chain of command. Strengthening of both human resources and physical resources is absolutely essential.

Respect for the principle of a single chain of command, from the head of the Veterinary Services down to field staff, is a fundamental requirement. Indeed, the field covered by the Veterinary Services includes an enforcement role, which may

necessitate reallocation of resources or rapid decision-making (e.g. in the case of a disease epizootic or other serious disease event). This explains why the chain of command is given such prominence in the international standards.

Strengthen management resources at national level

The central directorate must be strengthened by the addition of a head of the central laboratory and two veterinarians, one in charge of coordination of border inspection posts and international certification and the other in charge of risk analysis and communication.

Optimise capacities for internal coordination with decentralised services

Since the PVS Evaluation, reforms have partially corrected the situation regarding the deficit of veterinarians in decentralised services. Four veterinarians have now been allocated to the 4 provinces and 30 veterinarians should rapidly be deployed in the 30 districts.

To optimise capacities for coordination, the mission suggests that an internal meeting of all management staff should be held every month. A description should also be made of the procedures in the various sectors of activity, especially those relating to animal health and veterinary medicines.

Rwanda's strategy is to deploy, by 31 December 2010, 420 A1-level technicians who will replace within the various sectors the 420 A2-level technicians. These technicians, who will be working at villages level in the various sectors, will need regular and effective supervision.

Strengthen capacities for coordination with other institutions

Coordination with the other ministries must also be strengthened so as to improve the effectiveness of controls, and especially with:

- customs services, for more effective border controls and for faster exchange of information on any illegal activities detected by the customs;
- the Ministry of Health with regard to zoonoses and the results of controls carried out by the hygiene services at markets and in restaurants and catering establishments.

V.1.C Veterinary practice: organisation and policy

Among the national priorities there is a recognised need for more effective regulation of the veterinary and veterinary para-professionals professions. A law relating to the organisation of the veterinary profession (as defined by the OIE) has already been passed. It provides for the setting up of a Veterinary Statutory Body (VSB) and the conditions governing practice of the veterinary profession. During the mission, the ministerial order creating the VSB was finalised and submitted, but was not yet adopted. The necessary steps must therefore be taken to ensure that it comes into effect as soon as possible and that the VSB's various organs are established.

The new VSB will have a number of urgent topics to deal with, such as defining the conditions under which veterinary para-professionals are authorised to participate in veterinary medical procedures.

Veterinary acts should be carried out under the supervision of a veterinarian registered with the VSB, which raises the question of their definition. In other words, what can a veterinary para-professional do; and what should be done under the strict supervision of a veterinarian?

With regard to delegation, the mission noted that there is no real delegation and that the State does not envisage its introduction.

V.2 **Cross-cutting competencies of the VS**

V.2.A *Initial training*

For the training of veterinarians, the government must evaluate in terms of the quality/cost ratio whether it is appropriate to continue to invest in two veterinary faculties. The mission considers that one faculty would be amply sufficient to meet the country's needs for veterinarians. It is of the view that the two existing faculties should amalgamate. The Musanze faculty should nevertheless retain a level of flexibility in offering degree courses for veterinarians and agronomists.

To improve the quality of training of veterinary para-professionals the 12 Ministry of Education schools should be allowed to upgrade from training level A2 to level A1. For this purpose, provision is made for a one-time investment of \$ 25 000 for each of the 12 schools.

V.2.B *Continuing education*

Continuing education requirements have been identified for each of the chapters. The financial resources have been considerably increased to meet the very substantial requirements:

- nearly \$ 81 000 for the various activities needed to upgrade competencies in the field of international trade (imports and exports);
- nearly \$ 18 000 for training abroad, for the person in charge of animal epidemiology and for provincial veterinarians in the field of animal health;
- nearly \$ 79 000 for training to maintain and strengthen the competencies of staff in the field of veterinary public health.
-

V.2.C *Communication*

The communication function must be strengthened. The strategy consists of strengthening the existing website: www.rarda.gov.rw

Epidemiological data are not entered regularly, there are no statistics on laboratory results nor is there information on emerging diseases; data on veterinary medicines are incomplete (sale points, etc.). A database needs to be created to make all this information available.

V.2.E *Consultation with stakeholders*

It is important to increase the number of meetings with stakeholders and to ensure that consumers are invited and that they attend.

V.2.F *Official representation*

In addition to participation in OIE General Session and Regional Conferences, participation in international meetings should be increased and in particular steps should be taken to ensure participation in Codex Alimentarius meetings.

V.3 **Human resources**

Human resources are a key factor for the success of the VS. Rwanda is currently faced with a deficit of human resources which needs to be remedied.

Taking into account that the work time of district veterinarians (30) and provincial veterinarians (4) is divided between AH (50%), VPH (30%) and veterinary administration (20%), the number of full-time veterinarians for coordination in the decentralised services is 7 (20% of 34). In addition, at the central administration level, 1 FTE veterinarian is required for coordination and 1 veterinarian in charge of the database and risk analysis.

Taking into account the division of technicians' work time, (50% AH; 40% VPH; 10% administration), the number of FTE technicians employed in coordination is 27 and will remain stable, as will the number of support staff (4).

The cost estimation card takes into account 6 months' specialist training abroad for 2 veterinarians to study the impact of diseases and for specialisation in risk evaluation.

Provision is made for a monthly internal meeting for all management staff. The cost is \$ 300 per meeting (room rental, coffee breaks). In particular, it will involve the description of procedures in the various areas of activity, and especially those relating to AH and veterinary medicines.

The human resources required for operational tasks identified in the other pillars must also be included.

V.4 Physical resources

Once the human requirements had been defined the physical resource requirements could be determined. In terms of premises, at the central directorate level, the cost estimation card provides for maintenance of 200 m² and renovation of 100 m².

For means of transport, telecommunication sets and office equipment sets, requirements are estimated to be one 4x4 vehicle, 2 telecommunication sets and 2 office equipment sets.

V.5 Financial resources

Annual budget (see Table 7)

The annual budget for the general coordination of the VS and the cross-cutting competencies totals nearly \$ 366 000. This includes:

- nearly \$ 13 700 in investments to maintain equipment and purchase vehicles (nearly \$ 6000);
- nearly \$ 265 000 in staff expenses for personnel involved in coordination at central or decentralised level and in charge of cross-cutting functions;
- nearly \$ 87 000 in operating expenses.

Exceptional investment budget (see Table 7)

The budget of \$ 362 000 includes:

- nearly \$ 17 000 for renovation of premises at the central level;
- nearly \$ 34 000 in non material investments (principally training abroad);
- \$ 300 000 in equal tranches of \$ 25 000 for each of the 12 technical schools.

In summary, based on a 5-year plan, provision must be made for five times the annual budget of nearly \$ 366 000, i.e. a total of \$ 1 830 000, and an exceptional investment budget of \$ 362 000, giving a grand total of \$ 2 192 000 for the 5 years.

Sub-Total for strengthening general management and regulatory services

Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	300	300				
<i>Existing building to be maintained (m2)</i>	200	200	25	1	5.000	
<i>Existing building to be renovated (m2)</i>	100	100	250	15	1.667	16.667
<i>Building to be built (m2)</i>		-	500	25		
Transport						
<i>Number of motorbikes</i>	-	-	3.000	3		
<i>Number of cars</i>	-	-	15.000	7		
<i>Number of 4x4 vehicles</i>	-	1	30.000	5	6.000	
-	-	-				
-	-	-				
Telecommunication equipment set	-	2	500	3	333	
Office equipment set	-	2	1.000	3	667	
Other specific equipment						
<i>Other equipment for management of VS (1)</i>						
<i>Other equipment for management of VS (2)</i>						
Sub-total Material investments					13.667	16.667
Non material expenditure						
Training						
<i>Initial training</i>						
<i>Specialised training (man-months / 5 years)</i>	-	19,0	1.800			34.200
<i>Continuing education (man-days / year)</i>	-	-	70			
National expertise (days/5 years)		-	200			
International expertise (weeks/5 years)		2,0	5.350			10.700
Special funds (/ 5 years) for ...						300.000
Sub-total non material expenditure						344.900
Salaries / year						
Veterinarians	-	9,0	11.160		100.440	
Other university degree	-	-	11.160			
Veterinary para-professionals	27,0	27,0	5.400		145.800	
Support staff	4,0	4,0	4.700		18.800	
Sub-total Salaries					265.040	
Consumable resources / year						
Administration			20%		53.008	
Travel allowances						
<i>staff within the country (man-days) / year</i>	-	100	50		5.000	
<i>drivers within the country (man-days) / year</i>	-	100	25		2.500	
<i>staff abroad (man-weeks) / year</i>	-	6	2.400		14.400	
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>		20.000	0,43		8.640	
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>	-	-				
<i>Consultation (number of 1 day meetings)</i>	-	12			3.600	
<i>Kits / reagents / vaccines</i>	-	-				
<i>Other costs for VS management (1)</i>						
<i>Other costs for VS management (2)</i>						
Sub-total Consumable resources					87.148	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				365.855	361.567
Total in	<i>Franc rwandais</i>				214.756.689	212.239.633

VI Global budget analysis

The total budget for the 5 years of the program to bring the VS into line with OIE quality standards is estimated at nearly \$ 32 703 000 (see Table 8).

The annual budget is estimated at nearly \$ 6 326 000 and the exceptional investment budget at \$ 1 071 000.

VI.1 Operational funding

The operational budget is estimated at \$ 5 736 000 per year and represents nearly 95% of the budget.

It includes salaries (47%), consumables (44%) and continuing education (4%).

The main consumables are vaccines (18%) and diagnostic expenses (12%).

The table below indicates the total staffing requirements.

Total estimation of the staffing required for the Veterinary Services							
	Trade	Animal health	Veterinary Public Health	Veterinary laboratories	Delegated activities	General management	Total
Veterinarians	7	14	11	5		9	46
Other university degree				3			3
Veterinary para-professionals	12	208	180	12		27	439
Support staff				3		4	7

VI.2 Capital investment

Investment in equipment is estimated at \$ 2 213 000 for the 5 years. It includes an annual budget of nearly \$ 367 000 and an exceptional investment budget of nearly \$ 378 000 for 5 years.

The following table gives an inventory of the physical resources required:

Total estimation of physical resources required for the Veterinary Services						
	Trade	Animal health	Veterinary Public Health	Veterinary laboratories	General management	Total
Buildings (m2)	240	6.760		1.000	300	8.300
Existing building to be maintained (m2)	-	6.000		800	200	7.000
Existing building to be renovated (m2)	80	760		200	100	1.140
Building to be built (m2)	160					160
Transport						
Number of motorbikes	6	30				36
Number of cars	-					
Number of 4x4 vehicles	1	7		4	1	13
	-					
Telecommunication equipment set	7	35		6	2	50
Office equipment set	7	35		6	2	50
Other specific equipment in ref. currency	9.000	6.000		15.790		30.790

Investment in equipment (\$ 378 000) represents 35% of the exceptional budget for the 5 years. It includes:

- \$ 254 000 for the construction of new premises and the renovation of existing premises.
- \$ 45 000 for quarantine enclosures for the BIPs.
- Around \$ 79 000 to equip the new chemical analysis laboratory and improve the food safety laboratory.

The exceptional investment budget notably includes non material investments totalling more than \$ 692 000 (approximately 65%).

Global budget

TOTAL BUDGET									
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget	Total budget for 5 years	% annual budget	% total budget for 5 years
Material investments									
Buildings (m2)	8.140	8.300							
Existing building to be maintained (m2)	7.000	7.000	25	1	175.000		875.000	3%	
Existing building to be renovated (m2)	1.140	1.140	250	15	19.000	190.000	285.000	0%	18%
Building to be built (m2)		160	500	25	3.200	64.000	80.000	0%	6%
Transport									
Number of motorbikes	4	36	3.000	3	36.000		180.000	1%	
Number of cars	-	-	15.000	7					
Number of 4x4 vehicles	3	13	30.000	5	78.000		390.000	1%	
	-	-							
	-	-							
Telecommunication equipment set	36	50	500	3	8.333		41.667	0%	
Office equipment set	36	50	1.000	3	16.667		83.333	0%	
Other specific equipment									
Other equipment					25.545	97.725	225.450	0%	9%
Other equipment					5.245	26.225	52.450	0%	2%
Sub-total Material investments					366.990	377.950	2.212.900	6%	35%
Non material expenditure									
Training									
Initial training									
Specialised training (man-months / 5 years)	69,0	140,0	1.800			252.000	252.000		24%
Continuing education (man-days / year)	1.480,0	3.194,0	70		223.580		1.117.900	4%	
National expertise (days/5 years)		24,0	200			4.800	4.800		0%
International expertise (weeks/5 years)		14,0	5.350			74.900	74.900		7%
Special funds						361.000	361.000		34%
Sub-total non material expenditure					223.580	692.700	1.810.600	4%	65%
Salaries / year									
Veterinarians	10,0	46,0	11.160		513.360		2.566.800	8%	
Other university degree	2,0	3,0	11.160		33.480		167.400	1%	
Veterinary para-professionals	430,0	439,0	5.400		2.370.600		11.853.000	37%	
Support staff	6,0	7,0	4.700		32.900		164.500	1%	
Sub-total Salaries					2.950.340		14.751.700	47%	
Consumable resources / year									
Administration			20%		590.068		2.950.340	9%	
Travel allowances									
staff within the country (man-days) / year	144	1.506	50		78.900		394.500	1%	
drivers within the country (man-days) / year	-	916	25		22.900		114.500	0%	
staff abroad (man-weeks) / year	-	9	2.400		21.600		108.000	0%	
Transport fees									
Km or miles Motorbikes / year	32.000	288.000	0,18		51.840		259.200	1%	
Km or miles cars / year			0,36						
Km or miles 4x4 vehicle / year	60.000	260.000	0,43		112.320		561.600	2%	
km or miles / year									
km or miles / year									
Specific costs									
Targeted specific communication	-	16			12.800		64.000	0%	
Consultation (number of 1 day meetings)	-	12			3.600		18.000	0%	
Kits / reagents / vaccines	-	1			1.121.250		5.606.250	18%	
Other costs					763.500		3.817.500	12%	
Other costs					6.800		34.000	0%	
Sub-total Consumable resources					2.785.578		13.927.890	44%	
Delegated activities / year									
Specific delegated activities									
Other activities or global estimation									
Sub-total Delegated activities									
Total in	USD				6.326.488	1.070.650	32.703.090	100%	100%
Total in	Franc rwandais				3.713.648.456	628.471.550			

VI. 3 Profitability and sustainability

VI.4.A Analysis related to national economy and budget

The annual budget represents:

- 1% of livestock GDP compared to the current 0.59%.
- 5% of the Ministry of Agriculture budget.

This budget is consistent with the national economy of Rwanda and is in line with the ratios observed in other countries of the continent.

It should be noted however that the main components of the VS budget concern animal health (49%), veterinary public health (23%) and international trade (14%). Only the animal health component makes a direct contribution to livestock GDP. Yet the budget ratio VS/ livestock GDP takes into account all the functions of the VS whereas only the animal health component has a direct impact on livestock GDP. It alone should therefore be taken into account. If one only takes into account the impact of animal health on livestock GDP, the ratio is in fact closer to 0.5% than to 1%.

Importance of the budget in the national economy and livestock economy

	Current budget of the VS (in USD)	Annual budget of the Gap analysis in USD)
Annual amount	3.560.000	6.326.488
Budget of VS / Livestock GDP Budget of VS / VLU	0.59%	1%
Budget of VS / Ministry of Agriculture (current)	2.97%	5%
Budget of VS / National budget (current)	0.20%	0%

Livestock GDP / National GDP	12%
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VI.4.B Analysis of distribution by pillar

The data in Table 9 show that the budget for the 5 years of the program is distributed as follows:

- a. Half (49%) is allocated to animal health;
- b. 23% to veterinary public health;
- c. 14% to international trade and 8% to diagnostic activities.

Distribution of the budget by pillar of the PVS Gap Analysis

ANNUAL BUDGET PER PILLAR						
Resources and Budget lines	Trade	Animal health	Veterinary Public Health	Veterinary laboratories	General management	Total
Material investments						
Sub-total Material investments	29.033	258.167		66123	13.667	366.990
%	8%	70%		18%	4%	100%
Non material expenditure						
Sub-total non material expenditure	17.500	126.000	79.100	980		223.580
%	8%	56%	35%	0%		100%
Salaries / year						
Sub-total Salaries	142.920	1.279.440	1.094.760	168180	265.040	2.950.340
%	5%	43%	37%	6%	9%	100%
Consumable resources / year						
Sub-total Consumable resources	693.864	1.465.068	267.952	271546	87.148	2.785.578
%	25%	53%	10%	10%	3%	100%
Delegated activities / year						
Sub-total Delegated activities						
%						
Total in USD	883.317	3.128.675	1.441.812	506.829	365.855	6.326.488
%	14%	49%	23%	8%	6%	100%
Total in Franc rwandais	518.507.275	1.836.532.029	846.343.644	297.508.819	214.756.689	3.713.648.456

CONCLUSION

The mission, in consultation with the Veterinary Services, selected several national priorities entirely within the scope of the main objective of the policy of the Ministry of Agriculture and Animal Resources, namely to increase the production and quality of food of animal origin and maintain social peace. The main priorities to be implemented include the following:

- Strengthening of the public Veterinary Services
- Strengthening of veterinary public health actions, especially in the field of meat inspection
- Reduction in the spread of existing animal diseases
- Improvement of import controls
- Development of the dairy cattle sector.

Since human resources are a critical element in ensuring the proper functioning of the VS, Rwanda should endeavour to remedy its shortage of veterinarians. The infrastructure, especially the BIPs and abattoirs, are a long way from meeting the requirements of international standards and need to be upgraded.

Basic training and continuing education of staff are another key factor for success as are the appropriate physical resources.

The strengthening plan lists the financial and human resources needed to achieve the priorities defined by the government. In terms of human resources, the number of veterinarians needs to be increased from 10 to 46. The number of veterinary para-professionals is sufficient but their level of training needs to be upgraded. The surface area of buildings allocated to the Veterinary Services is generally sufficient, but the premises are currently in poor condition.

With regard to means of transport, the number of vehicles needs to be increased by 10 and the number of motorcycles by 32 to give staff greater mobility. Investment is also needed to equip a chemical analysis laboratory at the central level and upgrade the equipment of the food hygiene laboratory.

The annual budget of the strengthening plan, corresponding to the funding needed to reach and maintain the new level of performance of the VS (operation, salaries, investments), totals \$ 6 326 000; this represents an increase of nearly 80% compared to the existing budget. In comparison with livestock GDP, estimated at \$ 600 000 000, the present budget of the VS represents 0.59% whereas the recommended annual budget would increase the budget to 1% of livestock GDP.

In addition to the proposed annual budget, an exceptional investment budget provides for essential upgrading and covers certain activities (e.g specialised training) that will enable a gradual increase in the annual budget. The exceptional budget totals nearly \$ 1 071 000.

In conclusion, a considerable economic, financial and professional effort is needed to achieve the planned objectives, but substantial benefits stand to be gained in terms of improvements in production of animal protein, safety of food of animal origin and border protection from outside threats.

Using this document as the basis, it is up to the Veterinary Services and the Government to programme and plan the activities to implement in parallel the strengthening of the actions of the VS and the necessary increase in means. This can be achieved by adopting all of the actions recommended in the corresponding Critical Competency cards (see Appendix 1), prioritising them in accordance with the country's objectives and taking into account advances in the available human and financial resources.

Even if the plan is introduced gradually, its success depends on proper coordination in the programming of activities, since the success of each step in the process is a precondition for the success of subsequent steps. It will be important to take this factor into account in discussions with donors. It would therefore be advisable to arrange a meeting with the various donors so that each of them can agree on a coordinated action plan.

APPENDICES

Appendix 1: Critical Competency Cards and corresponding Cost Estimation Cards

I.1. Professional and technical staffing of the Veterinary Services.

I.1.A. Veterinary and other professionals (university qualifications)

1. Specific objective (Critical Competency)	
<i>The appropriate staffing of the VS to allow for veterinary and technical functions to be undertaken efficiently and effectively.</i>	
2. Result (Expected level of advancement)	
1. The majority of veterinary and other professional positions are not occupied by appropriately qualified personnel.	
2. The majority of veterinary and other professional positions are occupied by appropriately qualified personnel at central and state / provincial levels.	
3. The majority of veterinary and other professional positions are occupied by appropriately qualified personnel at local (field) level.	
4. There is a systematic approach to defining job descriptions and formal appointment procedures for veterinarians and other professionals.	
5. There are effective management procedures for performance assessment of veterinarians and other professionals.	
3. Description of the activity	
Strategy	Since the PVS mission, there have been reforms that have partially improved the situation, with 27 veterinarians at the Ministry of Agriculture instead of 23, 21 at RARDA and 4 at the Provincial level; At present, the level is at 2. At field level 30 veterinarians are about to be posted in the 30 districts which will help to attain level 3.
Description of the tasks (chronological)	Recruitment and posting of Vets in the 30 districts.
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

I.1. Professional and technical staffing of the Veterinary Services.

I.1.B. Veterinary para-professionals and other technical personnel

1. Specific objective (Critical Competency)	
<i>The appropriate staffing of the VS to allow for veterinary and technical functions to be undertaken efficiently and effectively.</i>	
2. Result (Expected level of advancement)	
1. The majority of technical positions are not occupied by personnel holding technical qualifications.	
2. The majority of technical positions at central and state / provincial levels are occupied by personnel holding technical qualifications.	
3. The majority of technical positions at local (field) level are occupied by personnel holding technical qualifications.	
4. The majority of technical positions are effectively supervised on a regular basis.	
5. There are effective management procedures for formal appointment and performance assessment of veterinary para-professionals.	
3. Description of the activity	
Strategy	The strategy of Rwanda is to post by December 2010, 420 technical staff of A1 grade in replacement of the 420 technical staff of grade 2 (technical level after Bac) actually at posts in the sectors. These technicians will work in units at village level and will be subject to regular and real supervision.
Description of the tasks (chronological)	Recruitment of 420 technicians of A1 grade Establish a real system of supervision.
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MVS 1 – I.2. Competencies of veterinarians and veterinary para-professionals

I.2.A. Professional competencies of veterinarians

1. Specific objective (Critical Competency)	
<i>The capability of the VS to efficiently carry out their veterinary and technical functions; measured by the qualifications of their personnel in veterinary and technical positions.</i>	
2. Result (Expected level of advancement)	
1. The veterinarians' practices, knowledge and attitudes are of a variable standard that usually allow for elementary clinical and administrative activities of the VS.	
2. The veterinarians' practices, knowledge and attitudes are of a uniform standard that usually allow for accurate and appropriate clinical and administrative activities of the VS.	
3. The veterinarians' practices, knowledge and attitudes usually allow undertaking all professional/technical activities of the VS (e.g. epidemiological surveillance, early warning, public health, etc.).	
4. The veterinarians' practices, knowledge and attitudes usually allow undertaking specialized activities as may be needed by the VS.	
5. The veterinarians' practices, knowledge and attitudes are subject to regular updating, or international harmonisation, or evaluation.	
3. Description of the activity	
Strategy	Amalgamate the two veterinary faculties in order to have one faculty fully engaged in veterinary education. The Musanze faculty should nevertheless keep providing degree courses.
Description of the tasks (chronological)	Put in place the specialised training as well as training by the international expert
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MANAGEMENT OF VETERINARY SERVICES - 1 / I.2.A. Professional competencies of veterinarians						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Initial training (nb of students / year)</i>			52 000			
<i>Specialised training (man-months / 5 years)</i>		7,0	1 800			12 600
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)		2,0	5 350			10 700
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						23 300
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources						
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD					23 300
Total in	Franc rwanda's					13 677 100

MVS 2 - I.2. Competencies of veterinarians and veterinary para-professionals

I.2.B. Competencies of veterinary para-professionals

1. Specific objective (Critical Competency)	
<i>The capability of VS to efficiently carry out their veterinary and technical functions; measured by the qualifications of their personnel in veterinary and technical positions.</i>	
2. Result (Expected level of advancement)	
1. The majority of veterinary para-professionals have no formal entry-level training.	
2. The training of veterinary para-professionals is of a very variable standard and allows the development of only limited animal health competencies.	
3. The training of veterinary para-professionals is of a uniform standard that allows the development of only basic animal health competencies.	
4. The training of veterinary para-professionals is of a uniform standard that allows the development of some specialist animal health competencies (e.g. meat inspection).	
5. The training of veterinary para-professionals is of a uniform standard and is subject to regular evaluation and/or updating.	
3. Description of the activity	
Strategy	To facilitate the 12 schools of The Ministry of Education to upgrade from the level of producing A2 grade technician to that of producing A1 grade of technicians (25 000 Dollars per school)
Description of the tasks (chronological)	Make provisions for necessary funding of the process of evolution of the 12 schools (shifting from level A2 to level A1)
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MANAGEMENT OF VETERINARY SERVICES - 2 /						
I.2.B. Competencies of veterinary para-professionals						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Initial training (nb of students / year)</i>			9 000			
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...		12	25 000			300 000
Sub-total non material expenditure						300 000
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources						
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD					300 000
Total in	Franc rwanda's					176 100 000

MVS 3 - I.3. Continuing education

1. Specific objective (Critical Competency)	
<i>The capability of the VS to maintain and improve the competence of their personnel in terms of relevant information and understanding; measured in terms of the implementation of a relevant training programme.</i>	
2. Result (Expected level of advancement)	
1. The VS have no access to continuing veterinary, professional or technical continuing education.	
2. 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.	
3. The VS have access to continuing education that is reviewed annually and updated as necessary, but it is implemented only for some categories of the relevant personnel.	
4. The VS have access to continuing education that is reviewed annually and updated as necessary, and it is implemented for all categories of the relevant personnel.	
5. The VS have up-to-date continuing education that is implemented for all relevant personnel and is submitted to periodic evaluation of effectiveness.	
3. Description of the activity	
Strategy	
Description of the tasks (chronological)	The needs in term of continuing education are reported in the specific critical competency cards
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

The budget for this Critical Competency is presented in each pillar.

MVS 4 - I.4. Technical independence

1. Specific objective (Critical Competency)	
<i>The capability of the VS to carry out their duties with autonomy and free from commercial, financial, hierarchical and political influences that may affect technical decisions in a manner contrary to the provisions of the OIE (and of the WTO SPS Agreement where applicable).</i>	
2. Result (Expected level of advancement)	
1. The technical decisions made by the VS are generally not based on scientific considerations.	
2. The technical decisions take into account the scientific evidence, but are routinely modified to conform to non-scientific considerations.	
3. The technical decisions are based on scientific evidence but are subject to review and possible modification based on non-scientific considerations.	
4. The technical decisions are based only on scientific evidence and are not changed to meet non-scientific considerations.	
5. The technical decisions are made and implemented in full accordance with the country's OIE obligations (and with the country's WTO SPS Agreement obligations where applicable).	
3. Description of the activity	
Strategy	A risk assessment unit must be set up at the central level with a veterinarian responsible for the collection of samples and analysis of the database
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

The budget for the related activities are presented in the Critical Competency Card II.3 (Risk analysis)

MVS 5 - I.5. Stability of structures and sustainability of policies

1. Specific objective (Critical Competency)	
<i>The capability of the VS structure and/or leadership to implement and sustain policies over time.</i>	
2. Result (Expected level of advancement)	
1. Substantial changes to the organisational structure and/or leadership of the public sector of the VS frequently occur (e.g. annually) resulting in lack of sustainability of policies.	
2. The organisational structure and/or leadership of the public sector of the VS is substantially changed each time there is a change in the political leadership and this has negative effects on sustainability of policies.	
3. Significant changes to the organisational structure and/or leadership of the public sector of the VS occur rarely, but this stability does not have a positive impact on the sustainability of policies.	
4. Some changes occur in the organisational structure and/or leadership of the public sector of the VS following a change in the political leadership, but these have little or no negative effect on sustainability of policies.	
5. The organisational structure and leadership of the public sector of the VS are generally stable. Modifications are based on an evaluation process, with positive effect on the sustainability of policies.	
3. Description of the activity	
Strategy	To consolidate level 5
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 6 - I.6. Coordination capability of the Veterinary Services

I.6.A. Internal coordination (chain of command)

1. Specific objective (Critical Competency)	
<i>The capability of the VS to coordinate its resources and activities (public and private sectors) with a clear chain of command, from the central level (the Chief Veterinary Officer) to the field level of the VS in order to implement all national activities relevant for OIE Codes (i.e. surveillance, disease control and eradication, food safety and early detection and rapid response programmes).</i>	
2. Result (Expected level of advancement)	
1. There is no formal internal coordination and the chain of command is not clear.	
2. There are internal coordination mechanisms for some activities but the chain of command is not clear.	
3. There are internal coordination mechanisms and a clear and effective chain of command for some activities.	
4. There are internal coordination mechanisms and a clear and effective chain of command at the national level for most activities.	
5. There are internal coordination mechanisms and a clear and effective chain of command for all activities and these are periodically reviewed / audited and updated.	
3. Description of the activity	
Strategy	In order to improve coordination within the VS from central level to the field, additional human resources needs to be recruited and monthly meeting should be organised. Considering the work-time (distribution) of 30 district and 4 provincial veterinarians devoted for each activities (50 per cent for AH; 30 per cent for VPH and 20 per cent in veterinary administration), the number of full time equivalent veterinarians required for coordination in the decentralised services would be 7. 1 ETP veterinarian should be added in central administration; Considering the work-time of technicians devoted for each activities (50 per cent for AH; 40 per cent VPH; and 10 per cent for administration), the equivalent number of full time technicians would be 27 at district level; 60 for laboratory; 12 at border posts level; and 180 for veterinary inspection 180. It is considered that staff employed on a full-time basis in the coordination sector is 4 and would remain stable.
Description of the tasks (chronological)	Description of procedures in different fields of activities, in particular those of AH and veterinary drugs. Monthly coordination meetings of all technical staff. This meeting will focus on the description of various procedures in different fields of activities, in particular in those of AH and of veterinary drugs. specialised training for a veterinarian abroad to evaluate the impact of diseases
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MANAGEMENT OF VETERINARY SERVICES - 6 /I-6.A. Coordination capability of the Veterinary Services: Internal coordination (chain of command)						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	300	300				
<i>Existing building to be maintained (m2)</i>	200	200	25	1	5 000	
<i>Existing building to be renovated (m2)</i>	100	100	250	15	1 667	16 667
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>		1	30 000	5	6 000	
Telecommunication equipment set		1	500	3	167	
Office equipment set		1	1 000	3	333	
Other specific equipment						
Sub-total Material investments					13 167	16 667
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		6,0	1 800			10 800
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						10 800
Salaries / year						
Veterinarians		8,0	11 160		89 280	
Other university degree			11 160			
Veterinary para-professionals	27,0	27,0	5 400		145 800	
Support staff	4,0	4,0	4 700		18 800	
Sub-total Salaries					253 880	
Consumable resources / year						
Administration			20%		50 776	
Travel allowances						
<i>staff within the country (man-days) / year</i>		100	50		5 000	
<i>drivers within the country (man-days) / year</i>		100	25		2 500	
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>		20 000	0,43		8 640	
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>		12	300		3 600	
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources					70 516	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				337 563	27 467
Total in	<small>Franc rwanda's</small>				198 149 285	16 122 933

MVS 7 - I.6. Coordination capability of the Veterinary Services

I.6.B. External coordination

1. Specific objective (Critical Competency)	
<p><i>The capability of the VS to coordinate its resources and activities (public and private sectors) at all levels with other relevant authorities as appropriate, in order to implement all national activities relevant for OIE Codes (i.e. surveillance, disease control and eradication, food safety and early detection and rapid response programmes).</i></p> <p><i>Relevant authorities include other ministries and competent authorities, national agencies and decentralised institutions.</i></p>	
2. Result (Expected level of advancement)	
1. There is no external coordination.	
2. There are informal external coordination mechanisms for some activities, but the procedures are not clear and/or external coordination occurs irregularly.	
3. There are formal external coordination mechanisms with clearly described procedures or agreements for some activities and/or sectors	
4. There are formal external coordination mechanisms with clearly described procedures or agreements at the national level for most activities, and these are uniformly implemented throughout the country.	
5. There are national external coordination mechanisms for all activities and these are periodically reviewed and updated.	
3. Description of the activity	
Strategy	Coordination should be improved with the customs services and the Ministry of Health
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budgeted for this Critical competency

I.7. Physical resources

1. Specific objective (Critical Competency)	
<i>The access of the VS to relevant physical resources including buildings, transport telecommunications, cold chain, and other relevant equipment (e.g. computers).</i>	
2. Result (Expected level of advancement)	
1. The VS have no or unsuitable physical resources at almost all levels and maintenance of existing infrastructure is poor or non-existent.	
2. The VS have suitable physical resources at national (central) level and at some regional levels, and maintenance and replacement of obsolete items occurs only occasionally.	
3. The VS have suitable physical resources at national, regional and some local levels and maintenance and replacement of obsolete items occurs only occasionally.	
4. The VS have suitable physical resources at all levels and these are regularly maintained.	
5. The VS have suitable physical resources at all levels (national, sub-national and local levels) and these are regularly maintained and updated as more advanced and sophisticated items become available.	
3. Description of the activity	
Strategy	Progress is warranted at all levels.
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

I.8. Operational funding

1. Specific objective (Critical Competency)	
<i>The ability of the VS to access financial resources adequate for their continued operations, independent of political pressure.</i>	
2. Result (Expected level of advancement)	
1. Funding for the VS is neither stable nor clearly defined but depends on resources allocated irregularly.	
2. Funding for the VS is clearly defined and regular, but is inadequate for their required base operations (i.e. disease surveillance, early detection and rapid response and veterinary public health)	
3. 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.	
4. Funding for new or expanded operations is on a case-by-case basis, not always based on risk analysis and/or cost benefit analysis.	
5. Funding for all aspects of VS activities is adequate; all funding is provided under full transparency and allows for full technical independence, based on risk analysis and/or cost benefit analysis.	
3. Description of the activity	
Strategy	To consolidate level 4.
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

I.9. Emergency funding

1. Specific objective (Critical Competency)	
<i>The capability of the VS to access extraordinary financial resources in order to respond to emergency situations or emerging issues; measured by the ease of which contingency and compensatory funding (i.e. arrangements for compensation of producers in emergency situations) can be made available when required.</i>	
2. Result (Expected level of advancement)	
1. No contingency and compensatory funding arrangements exist and there is no provision for emergency financial resources.	
2. Contingency and compensatory funding arrangements with limited resources have been established, but these are inadequate for expected emergency situations (including emerging issues).	
3. Contingency and compensatory funding arrangements with limited resources have been established; additional resources for emergencies may be approved but approval is through a political process.	
4. Contingency and compensatory funding arrangements with adequate resources have been established, but in an emergency situation, their operation must be agreed through a non-political process on a case-by-case basis.	
5. Contingency and compensatory funding arrangements with adequate resources have been established and their rules of operation documented and agreed with stakeholders.	
3. Description of the activity	
Strategy	To consolidate level 4. Put in place procedures that would allow utilisation of these funds in targets other than FMD
Description of the tasks (chronological)	Put in place practical methods to utilise this fund for targets other than FMD.
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

I.10. Capital investment

1. Specific objective (Critical Competency)	
<i>The capability of the VS to access funding for basic and additional investments (material and non material) that lead to a sustained improvement in the VS operational infrastructure.</i>	
2. Result (Expected level of advancement)	
1. There is no capability to establish, maintain or improve the operational infrastructure of the VS.	
2. The VS occasionally develops proposals and secures funding for the establishment, maintenance or improvement of operational infrastructure but this is normally through extraordinary allocations.	
3. The VS regularly secures funding for maintenance and improvements of operational infrastructure, through allocations from the national budget or from other sources, but there are constraints on the use of these allocations.	
4. The VS routinely secures adequate funding for the necessary maintenance and improvement in operational infrastructure.	
5. The VS systematically secures adequate funding for the necessary improvements in operational infrastructure, including with participation from stakeholders as required.	
3. Description of the activity	
Strategy	Consolidation of level 3.
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MVS 8 - I.11. Management of resources and operations

1. Specific objective (Critical Competency)	
<i>The capability of the VS to document and manage their resources and operations in order to analyze, plan and improve both efficiency and effectiveness.</i>	
2. Result (Expected level of advancement)	
1. The VS have some records or documented procedures, but these do not provide for adequate management of resources and operations.	
2. The VS routinely use records and/or documented procedures in the management of resources and some operations, but these do not provide for adequate management, analysis, control or planning.	
3. The VS have comprehensive records, documentation, and management systems and they regularly use records and documented procedures in the management of resources and operations, providing for the control of effectiveness and the conduct of analysis and planning.	
4. The VS have adequate management skills, including the capacity to analyse and improve efficiency and effectiveness.	
5. The VS have fully effective management systems, which are regularly audited and permit a proactive continuous improvement of efficiency and effectiveness.	
3. Description of the activity	
Strategy	
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

LAB 1 - II.1. Veterinary laboratory diagnosis

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to identify and record pathogenic agents, including those relevant for public health, that can adversely affect animals and animal products.</i>	
2. Result (Expected level of advancement)	
1. Disease diagnosis is almost always conducted by clinical means only, with laboratory diagnostic capability being generally unavailable.	
2. For major zoonoses and diseases of national economic importance, the VS have access to and use a laboratory to obtain a correct diagnosis.	
3. For other zoonoses and diseases present in the country, the VS have access to and use a laboratory to obtain a correct diagnosis.	
4. For diseases of zoonotic or economic importance not present in the country, but known to exist in the region and/or that could enter the country, the VS have access to and use a laboratory to obtain a correct diagnosis.	
5. In the case of new and emerging diseases in the region or world, the VS have access to and use a network of national or international reference laboratories (e.g. an OIE Reference Laboratory) to obtain a correct diagnosis.	
3. Description of the activity	
Strategy	The laboratory network (central laboratory and 4 provincial laboratories) has to be provided with the necessary human, financial and physical resources for the activities planned in the trade, animal health and VPH sectors. A special attention should be given to improve the virology and food hygiene capacities of the central laboratory; and to build a laboratory specialised in residue testing
Description of the tasks (chronological)	Recruitment of personnel, in particular the Head of the Central Laboratory 6 months specialised training for 3 veterinarians on chemistry, virology and food hygiene. Continued training for 12 veterinary para-professionals and 5 veterinarians (2 days in Year 2 and 4) Maintenance of Premises Renovation of the buildings and premises International expertise for setting up the Food Hygiene and the Chemistry laboratory (3x2-week duration each for identifying the required equipment in the food hygiene section and training the staff the first year; and for following-up the implementation in year 2 and 4)
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

VETERINARY LABORATORIES - 1 /						
CC: II.1. Veterinary laboratory diagnosis						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	1 000	1 000				
<i>Existing building to be maintained (m2)</i>	800	800	25	1	20 000	
<i>Existing building to be renovated (m2)</i>	200	200	250	15	3 333	33 333
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>	1	4	30 000	5	24 000	
Telecommunication equipment set		6	500	3	1 000	
Office equipment set		6	1 000	3	2 000	
Other specific equipment						
<i>Equipment for chemical diagnosis</i>		1	105 450	10	10 545	52 725
<i>Equipment for food safety laboratory</i>		1	52 450	10	5 245	26 225
Sub-total Material investments					66 123	112 283
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>	18,0	18,0	1 800			32 400
<i>Continuing education (man-days / year)</i>		14,0	70		980	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)		6,0	5 350			32 100
Equipment of serology lab		1	58 600			58 600
Sub-total non material expenditure					980	123 100
Salaries / year						
Veterinarians	4,0	5,0	11 160		55 800	
Other university degree	2,0	3,0	11 160		33 480	
Veterinary para-professionals	9,0	12,0	5 400		64 800	
Support staff	2,0	3,0	4 700		14 100	
Sub-total Salaries					168 180	
Consumable resources / year						
Administration			20%		33 636	
Travel allowances						
<i>staff within the country (man-days) / year</i>		72	50		3 600	
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>	20 000	80 000	0,43		34 560	
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>		1	199 750		199 750	
Sub-total Consumable resources					271 546	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				506 829	235 383
Total in	Franc rwanda's				297 508 819	138 170 017

LAB 2 - II.2. Laboratory quality assurance

1. Specific objective (Critical Competency)

The quality of laboratories (that conduct diagnosis testing and analysis for chemical residues, antimicrobial residues, toxins, or tests for biological efficacy, etc.) as measured by the use of formal QA systems and participation in relevant proficiency testing programmes.

2. Result (Expected level of advancement)

1. No laboratories used by the public sector VS are using formal quality assurance systems.

2. Some laboratories used by the public sector VS are using formal quality assurance systems.

3. All laboratories used by the public sector VS are using formal quality assurance systems.

4. All the laboratories used by the public sector VS and most or all private laboratories are using formal quality assurance systems.

5. All the laboratories used by the public sector VS and most or all private laboratories are using formal quality assurance programmes that meet OIE, ISO 17025, or equivalent QA standard guidelines.

3. Description of the activity

Strategy	To improve in quality assurance, there is a need to invest in training, and to forecast the availability of an international expert.
Description of the tasks (chronological)	Training of 4 veterinarians for 1 year advanced studies abroad (years 1 to 4). International expertise (2 weeks in years 2 to 5).
Objectively verifiable indicators	

4. Possible link with cross-cutting competencies

Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

VETERINARY LABORATORIES - 2 / CC: II.2. Laboratory quality assurance						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
Existing building to be maintained (m2)			25	1		
Existing building to be renovated (m2)			250	15		
Building to be built (m2)			500	25		
Transport						
Number of motorbikes			3 000	3		
Number of cars			15 000	7		
Number of 4x4 vehicles			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
Specialised training (man-months / 5 years)		48,0	1 800			86 400
Continuing education (man-days / year)			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)		4,0	5 350			21 400
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						107 800
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
staff within the country (man-days) / year			50			
drivers within the country (man-days) / year			25			
staff abroad (man-weeks) / year			2 400			
Transport fees						
Km or miles Motorbikes / year			0,18			
Km or miles cars / year			0,36			
Km or miles 4x4 vehicle / year			0,43			
km or miles / year						
km or miles / year						
Specific costs						
Targeted specific communication						
Consultation (number of 1 day meetings)						
Kits / reagents / vaccines						
Sub-total Consumable resources						
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD					107 800
Total in	Franc rwanda's					63 278 600

MVS 9 - II.3. Risk analysis

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to base its risk management decisions on a scientific assessment of the risks.</i>	
2. Result (Expected level of advancement)	
1. Risk management decisions are not usually supported by scientific risk assessment.	
2. The VS compile and maintain data but do not have the capability to systematically assess risks. Some risk management decisions are based on scientific risk assessment.	
3. The VS can systematically compile and maintain relevant data and carry out risk assessment. Scientific principles and evidence, including risk assessment, generally provide the basis for risk management decisions.	
4. The VS systematically conduct risk assessments in compliance with relevant OIE standards, and base their risk management decisions on the outcomes of these risk assessments.	
5. The VS are consistent in basing sanitary decisions on risk analysis, and in communicating their procedures and outcomes internationally, meeting all their OIE obligations (including WTO SPS Agreement obligations where applicable).	
3. Description of the activity	
Strategy	Creation of a 'risk assessment unit' at central level, with a veterinarian responsible for collection of data and analysis of all data base ,and also responsible for communication;
Description of the tasks (chronological)	Training abroad on data management and risk analysis Establishing the risk evaluation unit Collection and data analysis. Communication.
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MANAGEMENT OF VETERINARY SERVICES - 9 /						
II-3. Risk analysis						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set		1	500	3	167	
Office equipment set		1	1 000	3	333	
Other specific equipment						
Sub-total Material investments					500	
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		6,0	1 800			10 800
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						10 800
Salaries / year						
Veterinarians		1,0	11 160		11 160	
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries					11 160	
Consumable resources / year						
Administration			20%		2 232	
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources					2 232	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				13 892	10 800
Total in	<small>Franc rwanda's</small>				8 154 604	6 339 600

Trade 1 - II.4. Quarantine and border security

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to prevent the entry and spread of diseases and other hazards of animals and animal products.</i>	
2. Result (Expected level of advancement)	
1. The VS cannot apply any type of quarantine or border security procedures for animals or animal products with their neighbouring countries or trading partners.	
2. The VS can establish and apply quarantine and border security procedures; however, these are generally based neither on international standards nor on a risk analysis.	
3. The VS can establish and apply quarantine and border security procedures based on international standards, but the procedures do not systematically address illegal activities ¹ relating to the import of animals and animal products.	
4. The VS can establish and apply quarantine and border security procedures which systematically address legal pathways and illegal activities.	
5. The VS work with their neighbouring countries and trading partners to establish, apply and audit quarantine and border security procedures which systematically address all risks identified.	
3. Description of the activity	
Strategy	To strengthen the control on importation with the strengthening of material and human resources.
Description of the tasks (chronological)	<p>Year 1</p> <ul style="list-style-type: none"> • Recruitment of 6 veterinarians, who will also be responsible at the district level. • 2 months training abroad for 3 veterinarians, • First training for 12 veterinary para-professionals, • Construction of 4 BIP in Rusumo, Cyanika, Gisenyi and Rusizi (160m²); and renovation of 2 BIP in Gatuna and Kagitumba (80 m²) premises, • Construction of 6 quarantine pens , • Purchase of 2 additional motorcycles, • Purchase of 4 office equipment sets <p>Year 2:</p> <ul style="list-style-type: none"> • 2 months training abroad for the remaining 3 veterinarians, • Dissemination of information to importers (\$ 1 000 has been budgeted), • 2 weeks international expertise <p>Year 3:</p> <ul style="list-style-type: none"> • Second training for 12 veterinary para-professionals, • National expertise <p>Year 4: National expertise</p> <p>Year 5: Third training for the veterinary para-professionals</p>
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

¹ Illegal activities include attempts to gain entry for animals or animal products other than through legal entry points and/or using certification and/or other procedures not meeting the country's requirements.

TRADE - 1 / CC: II.4. Quarantine and border security						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	80	240				
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>	80	80	250	15	1 333	13 333
<i>Building to be built (m2)</i>		160	500	25	3 200	64 000
Transport						
<i>Number of motorbikes</i>	4	6	3 000	3	6 000	
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set	2	6	500	3	1 000	
Office equipment set	2	6	1 000	3	2 000	
Other specific equipment						
<i>Cattle holding ground</i>		6	15 000	10	9 000	45 000
Sub-total Material investments					22 533	122 333
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>	24,0	36,0	1 800			64 800
<i>Continuing education (man-days / year)</i>	120,0	180,0	70		12 600	
National expertise (days/5 years)		10,0	200			2 000
International expertise (weeks/5 years)		2,0	5 350			10 700
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					12 600	77 500
Salaries / year						
Veterinarians		6,0	11 160		66 960	
Other university degree			11 160			
Veterinary para-professionals	12,0	12,0	5 400		64 800	
Support staff			4 700			
Sub-total Salaries					131 760	
Consumable resources / year						
Administration			20%		26 352	
Travel allowances						
<i>staff within the country (man-days) / year</i>	144	144	50		7 200	
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>		3	2 400		7 200	
Transport fees						
<i>Km or miles Motorbikes / year</i>	32 000	48 000	0,18		8 640	
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>		1	1 000		1 000	
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources					50 392	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				217 285	199 833
Total in	Franc rwandais				127 546 491	117 302 167

AH 1 - II.5. Epidemiological surveillance

II.5.A. Passive epidemiological surveillance

1. Specific objective (Critical Competency)

The authority and capability of the VS to determine, verify and report on the sanitary status of the animal populations under their mandate.

2. Result (Expected level of advancement)

1. The VS have no passive surveillance programme.

2. The VS conduct passive surveillance for some relevant diseases and have the capacity to produce national reports on some diseases.

3. The VS conduct passive surveillance in compliance with OIE standards for some relevant diseases at the national level through appropriate networks in the field, whereby samples from suspect cases are collected and sent for laboratory diagnosis with evidence of correct results obtained. The VS have a basic national disease reporting system.

4. The VS conduct passive surveillance and report at the national level in compliance with OIE standards for most relevant diseases. Appropriate field networks are established for the collection of samples and submission for laboratory diagnosis of suspect cases with evidence of correct results obtained. Stakeholders are aware of and comply with their obligation to report the suspicion and occurrence of notifiable diseases to the VS.

5. The VS regularly report to stakeholders and the international community (where applicable) on the findings of passive surveillance programmes.

3. Description of the activity

Strategy	Passive surveillance should be implemented for possible emerging diseases (HPAI, RVF, PPR) and for disease of public health importance (brucellosis, tuberculosis and rabies). Passive surveillance programme should be conducted by a sufficient number of qualified, experienced field veterinarians directly involved in farm visits.
Description of the tasks (chronological)	<p>Year 1:</p> <ul style="list-style-type: none"> • Recruitment of veterinarian at central level in charge of Epidemiology and purchase of his office equipment • 1 day training for 450 persons • Renovation of buildings at provincial (4x40m²) and district (30x20m²) levels • Maintenance of a part of the 6000 m² of buildings • Purchase of 5 vehicles 4x4 and 30 motorcycles of 100 to 150cc <p>Year 2:</p> <ul style="list-style-type: none"> • Training of veterinarians in the foreign country • Maintenance of a part of buildings <p>Year 3:</p> <ul style="list-style-type: none"> • Maintenance of parts of buildings • 1 day training for 450 persons <p>Year 4 and 5: Maintenance of parts of buildings</p>
Objectively verifiable indicators	Number of samples sent to the laboratory; Number of requests from beneficiaries and level of satisfaction

4. Possible link with cross-cutting competencies

Continuing Education (I.3)	Continuing education (one day for the 450 staff in years 1 and 3) on animal health programmes
Legislation (IV.1, 2, 3)	
Communication (III.1)	Radio communication announcing the starting of vaccination campaigns.
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

ANIMAL HEALTH - 1 / CC: II.5.A. Passive epidemiological surveillance						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)	6 760	6 760				
<i>Existing building to be maintained (m2)</i>	6 000	6 000	25	1	150 000	
<i>Existing building to be renovated (m2)</i>	760	760	250	15	12 667	126 667
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>	-	30	3 000	3	30 000	
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>	2	7	30 000	5	42 000	
Telecommunication equipment set	34	35	500	3	5 833	
Office equipment set	34	35	1 000	3	11 667	
Other specific equipment						
<i>GPS, digital pens etc.</i>		6	5 000	5	6 000	
Sub-total Material investments					258 167	126 667
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		6,0	1 800			10 800
<i>Continuing education (man-days / year)</i>	700,0	900,0	70		63 000	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					63 000	10 800
Salaries / year						
Veterinarians	3,0	14,0	11 160		156 240	
Other university degree			11 160			
Veterinary para-professionals	208,0	208,0	5 400		1 123 200	
Support staff			4 700			
Sub-total Salaries					1 279 440	
Consumable resources / year						
Administration			20%		255 888	
Travel allowances						
<i>staff within the country (man-days) / year</i>		576	50		28 800	
<i>drivers within the country (man-days) / year</i>		576	25		14 400	
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>		240 000	0,18		43 200	
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>	40 000	140 000	0,43		60 480	
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>		4	200		800	
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources					403 568	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				2 004 175	137 467
Total in	<small>Franc rwanda's</small>				1 176 450 529	80 692 933

AH 2 - II.5. Epidemiological surveillance

II.5.B. Active epidemiological surveillance

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to determine, verify and report on the sanitary status of the animal populations under their mandate.</i>	
2. Result (Expected level of advancement)	
1. The VS have no active surveillance programme.	
2. The VS conduct active surveillance for some relevant diseases (of economic and zoonotic importance) but apply it only in a part of susceptible populations and/or do not update it regularly.	
3. The VS conduct active surveillance in compliance with scientific principles and OIE standards for some relevant diseases and apply it to all susceptible populations but do not update it regularly.	
4. The VS conduct active surveillance in compliance with scientific principles and OIE standards for some relevant diseases, apply it to all susceptible populations, update it regularly and report the results systematically.	
5. The VS conduct active surveillance for most or all relevant diseases and apply it to all susceptible populations. The surveillance programmes are evaluated and meet the country's OIE obligations.	
3. Description of the activity	
Strategy	At present, active epidemiosurveillance programmes are implemented for brucellosis, CBPP, FMD, AI, LSD, NCD, ASF. In future this action will be extended to Rift Valley Fever and Peste des Petits Ruminant. The financial cost curve takes into account the total sum to carry out 106 000 analysis of the new program which amounts to 140 000 \$
Description of the tasks (chronological)	Year 1: <ul style="list-style-type: none"> • Extension of Epidemiological surveillance programme as defined in the strategy • Continuous training for 450 persons 2 days per year Year 2 - 5: <ul style="list-style-type: none"> • Actualisation of epidemiosurveillance programme • Continuous training of 450 persons per year
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	2 days training for 450 persons. This training will include all aspects relating to early detection and rapid response in situations of emergencies
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

Several costs have already been considered in passive surveillance Card
Analysis of samples have been accounted for on Laboratory cost cards

ANIMAL HEALTH - 2 / CC: II.5.B. Active epidemiological surveillance						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>	27,0		1 800			
<i>Continuing education (man-days / year)</i>	660,0	900,0	70		63 000	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					63 000	
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
<i>Diagnosis surveillance costs</i>		140 000	1		140 000	
Sub-total Consumable resources					140 000	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				203 000	
Total in	Franc rwanda's				119 161 000	

AH 3 - II.6. Early detection and emergency response

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to detect and respond rapidly to a sanitary emergency (such as a significant disease outbreak or food safety emergency).</i>	
2. Result (Expected level of advancement)	
1. The VS have no field network or established procedure to determine whether a sanitary emergency exists or the authority to declare such an emergency and respond appropriately.	
2. The VS have a field network and an established procedure to determine whether or not a sanitary emergency exists, but lack the necessary legal and financial support to respond appropriately.	
3. The VS have the legal framework and financial support to respond rapidly to sanitary emergencies, but the response is not coordinated through a chain of command.	
4. 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.	
5. The VS have national contingency plans for all diseases of concern through coordinated actions with all stakeholders through a chain of command.	
3. Description of the activity	
Strategy	A research regulation lays down measures to be taken in emergency situations and release of farms for its realisation (in particular for compensation to farmers) There already exists emergency plans for several diseases but it remains to be extended to other diseases. The chain of command should be clear and operational
Description of the tasks (chronological)	Year 1: <ul style="list-style-type: none"> • Training in foreign country for one month for each of the 4 provincial vets. • Revision of existing emergency plans and production of emergency plans that do not exist yet by the provincial veterinarians and the veterinarian in charge of epidemiosurveillance at central level Year 2 - 5: Actualisation of emergency plans and continuous training of personnel's (cf card 11-5B)
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	Specialised training of 1 month for the 4 provincial veterinarians
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

ANIMAL HEALTH - 3 / CC: II.6. Early detection and emergency response						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		4,0	1 800			7 200
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						7 200
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources						
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD					7 200
Total in	Franc rwandais					4 226 400

AH 4 - II.7. Disease prevention, control and eradication

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to actively perform actions to prevent, control or eradicate OIE listed diseases and/or to demonstrate that the country or a zone are free of relevant diseases.</i>	
2. Result (Expected level of advancement)	
1. The VS have no authority or capability to prevent, control or eradicate animal diseases.	
2. The VS implement prevention, control and eradication programmes for some diseases and/or in some areas with little or no scientific evaluation of their efficacy and efficiency.	
3. The VS implement prevention, control and eradication programmes for some diseases and/or in some areas with scientific evaluation of their efficacy and efficiency.	
4. The VS implement prevention, control and eradication programmes for all relevant diseases but with scientific evaluation of their efficacy and efficiency of some programmes.	
5. The VS implement prevention, control and eradication programmes for all relevant diseases with scientific evaluation of their efficacy and efficiency consistent with relevant OIE international standards.	
3. Description of the activity	
Strategy	<p>The VS have control programmes in particular for cattle vaccination against FMD(350 000 heads in a specific geographical zone), CBPP (450 000 heads), black quarter(250 000 heads), Lumpy skin Disease(200 000 heads), Rabies (10 000 vaccination annually) and Newcastle Disease (2 000 000 birds). Except for FMD, the coverage of those vaccination programmes has to be extended from 20-30% to 80% of the herds.</p> <p>Regarding vaccination against FMD, the veterinary services are of the opinion that vaccination may not be necessary in some years to come</p> <p>There is a need to add to this list control and eradication programmes for brucellosis and tuberculosis in cattle</p>
Description of the tasks (chronological)	<p>Year 1 :</p> <ul style="list-style-type: none"> • Realisation of vaccination programs as indicated in the strategy • Scientific evaluation of vaccination programs considered more important • Establish a control and eradication program, in particular against bovine brucellosis and Tuberculosis <p>year 2:</p> <ul style="list-style-type: none"> • Actualise the vaccination program according to results of scientific evaluation of the vaccinations carried out the previous year • To start program of control and eradication of brucellosis and tuberculosis <p>Year 3 - 5:</p> <ul style="list-style-type: none"> • Actualise the vaccination program according to results of scientific evaluation of the vaccinations carried out the previous year • Continue the program of control and eradication of brucellosis and tuberculosis
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

ANIMAL HEALTH - 4 / CC: II.7. Disease prevention, control and eradication						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>		921 500	1		921 500	
Sub-total Consumable resources					921 500	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				921 500	
Total in	Franc rwandais				540 920 500	

VPH 1 - II.8. Food safety

II.8.A. Ante and post mortem inspection at abattoirs and associated premises (e.g. meat boning / cutting establishments and rendering plants)

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to implement and manage the inspection of animals destined for slaughter at abattoirs and associated premises, including for assuring meat hygiene and for the collection of information relevant to livestock diseases and zoonoses. This competency also covers coordination with other authorities where there is shared responsibility for the functions.</i>	
2. Result (Expected level of advancement)	
1. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are generally not undertaken in conformity with international standards.	
2. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards only at export premises.	
3. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards for export premises and for major abattoirs producing meat for distribution throughout the national market.	
4. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards for export premises and for all abattoirs producing meat for distribution in the national and local markets.	
5. Ante- and post mortem inspection and collection of disease information (and coordination, as required) are undertaken in conformity with international standards at all premises (including family and on farm slaughtering) and are subject to periodic audit of effectiveness.	
3. Description of the activity	
Strategy	Ante and post mortem inspection should be modernised in order to ensure food safety for consumers, in particular in the national and provincial level abattoirs. The modernisation of slaughter equipment (red meat) remains also a priority that could be achieved by strengthening the involvement of the private sector.
Description of the tasks (chronological)	A 6 months training abroad for the benefits of 1 veterinarian at central level and 344 days of training each year for veterinary para-professionals on meat inspection Investment in other inspection accessories (boots, overalls, knives etc) amount to 500 x 15 = 7500 USD
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	Produce and disseminate a tool presenting procedures for meat inspection. The cost related to communication amount to 4000 USD
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

VETERINARY PUBLIC HEALTH - 1 / CC: II.8. Food safety:						
A. Ante and post mortem inspection at abattoirs and associated premises						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		6,0	1 800			10 800
<i>Continuing education (man-days / year)</i>		344,0	70		24 080	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					24 080	10 800
Salaries / year						
Veterinarians	2,0	9,0	11 160		100 440	
Other university degree			11 160			
Veterinary para-professionals	86,0	86,0	5 400		464 400	
Support staff			4 700			
Sub-total Salaries					564 840	
Consumable resources / year						
Administration			20%		112 968	
Travel allowances						
<i>staff within the country (man-days) / year</i>		120	50		6 000	
<i>drivers within the country (man-days) / year</i>		120	25		3 000	
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>		4	1 000		4 000	
<i>Kits / reagents / vaccines</i>						
<i>Meat inspection equipment</i>		15	500		7 500	
Sub-total Consumable resources					133 468	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				722 388	10 800
Total in	<small>Franc rwanda's</small>				424 041 756	6 339 600

VPH 2 - II.8. Food safety

II.8.B. Inspection of collection, processing and distribution of products of animal origin

1. Specific objective (Critical Competency)	
<p><i>The authority and capability of the VS to implement manage and coordinate food safety measures on collection, processing and distribution of products of animals, including programmes for the prevention of specific food-borne zoonoses and general food safety programmes. This competency also covers coordination with other authorities where there is shared responsibility for the functions.</i></p>	
2. Result (Expected level of advancement)	
1. Implementation, management and coordination (as appropriate) are generally not undertaken in conformity with international standards.	
2. Implementation, management and coordination (as appropriate) are generally undertaken in conformity with international standards only for export purposes.	
3. Implementation, management and coordination (as appropriate) are generally undertaken in conformity with international standards only for export purposes and for products that are distributed throughout the national market.	
4. Implementation, management and coordination (as appropriate) are generally undertaken in conformity with international standards only for export purposes and for products that are distributed throughout the national and local markets.	
5. Implementation, management and coordination (as appropriate) are undertaken in full conformity with international standards for products at all levels of distribution (including on farm processing and farm gate sale)	
3. Description of the activity	
Strategy	The VS should be able to inspect the main facilities of interest regarding their national priorities (cutting plants, dairies, layer farms). This can be achieved through a proper registration of all the establishments dealing with products of animal origin.
Description of the tasks (chronological)	Prepare procedures, defined within a regulatory framework, for proper registration, including the setting-up of a database. Cense all the establishments to be inspected. Train the 88 veterinary para-professionals involved during 2 days, twice within the next 5 years, in the inspection procedures regarding each type of establishment
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	Procedures for registration

VETERINARY PUBLIC HEALTH - 2 / CC: II.8. Food safety:						
B. Inspection of collection, processing						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>		352,0	70		24 640	
National expertise (days/5 years)		10,0	200			2 000
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					24 640	2 000
Salaries / year						
Veterinarians	1,0	1,0	11 160		11 160	
Other university degree			11 160			
Veterinary para-professionals	88,0	88,0	5 400		475 200	
Support staff			4 700			
Sub-total Salaries					486 360	
Consumable resources / year						
Administration			20%		97 272	
Travel allowances						
<i>staff within the country (man-days) / year</i>		120	50		6 000	
<i>drivers within the country (man-days) / year</i>		120	25		3 000	
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>		4	1 000		4 000	
<i>Kits / reagents / vaccines</i>		76	125		9 500	
Sub-total Consumable resources					119 772	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				630 772	2 000
Total in	Franc rwanda's				370 263 164	1 174 000

VPH 3 - II.9. Veterinary medicines and biologicals

1. Specific objective (Critical Competency)

The authority and capability of the VS to regulate veterinary medicines and veterinary biologicals, i.e. the authorisation, registration, import, production, labelling, distribution, sale and use of these products.

2. Result (Expected level of advancement)

1. The VS cannot regulate veterinary medicines and veterinary biologicals.
2. The VS have some capability to exercise administrative control over veterinary medicines and veterinary biologicals.
3. The VS exercise effective administrative control and implement quality standards for most aspects of the regulation of veterinary medicines and veterinary biologicals.
4. The VS exercise comprehensive and effective regulatory control of veterinary medicines and veterinary biologicals.
5. In addition to complete regulatory control, the VS systematically monitor for adverse reaction (pharmacovigilance) and take appropriate corrective steps. The control systems are subjected to periodic audit of effectiveness.

3. Description of the activity

Strategy	All the importers and wholesalers should be registered based on the already existing but not yet enforced legislation.
Description of the tasks (chronological)	Cense the veterinary medicine/ drugs available and register all professionals involved in the distribution chain (from importation to sale) Send samples of veterinary drugs to the Senegalese laboratory to ensure there conformity Training of veterinary para-professionals (1 day x 400) Purchase of minor kits and accessories for the 400 veterinary para-professionals
Objectively verifiable indicators	

4. Possible link with cross-cutting competencies

Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	communication amounting to 2000 USD (1000 x 2)
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

VETERINARY PUBLIC HEALTH - 3 / CC: II.9. Veterinary medicines and biologicals						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>		400,0	70		28 000	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					28 000	
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals		6,0	5 400		32 400	
Support staff			4 700			
Sub-total Salaries					32 400	
Consumable resources / year						
Administration			20%		6 480	
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>		2	1 000		2 000	
<i>Kits / reagents / vaccines</i>						
<i>Stationary</i>		400	10		4 000	
Sub-total Consumable resources					12 480	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				72 880	
Total in	Franc rwandais				42 780 560	

VPH 4 - II.10. Residue testing

1. Specific objective (Critical Competency)	
<i>The capability of the VS to undertake residue testing programmes for veterinary medicines (e.g. antimicrobials and hormones), chemicals, pesticides, radionuclides, metals, etc.</i>	
2. Result (Expected level of advancement)	
1. No residue testing programme for animal products exists in the country.	
2. Some residue testing programme is performed but only for selected animal products for export.	
3. A comprehensive residue testing programme is performed for all animal products for export and some for domestic use.	
4. A comprehensive residue testing programme is performed for all animal products for export and/or internal consumption.	
5. The residue testing programme is subject to routine quality assurance and regular evaluation.	
3. Description of the activity	
Strategy of the activity	Recruit one veterinarian at central level, to manage the issue of veterinary drugs and establish a national plan for residue detection.
Description of the tasks (chronological)	Training abroad in year 3, after the construction of the lab,(which will be used also for biological studies) , so as to acquire necessary expertise to establish plans for residue testing 1 day continuing training of the 34 veterinarians in the field every year on issues related to residue testing
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

VETERINARY PUBLIC HEALTH - 4 / CC: II.10. Residue testing						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>		3,0	1 800			5 400
<i>Continuing education (man-days / year)</i>		34,0	70		2 380	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					2 380	5 400
Salaries / year						
Veterinarians		1,0	11 160		11 160	
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries					11 160	
Consumable resources / year						
Administration			20%		2 232	
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources					2 232	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				15 772	5 400
Total in	<small>Franc rwanda's</small>				9 258 164	3 169 800

MVS 10 - II.11. Emerging issues

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to identify in advance, and take appropriate action in response to likely emerging issues under their mandate relating to the sanitary status of the country, public health, the environment, or trade in animals and animal products.</i>	
2. Result (Expected level of advancement)	
1. The VS do not have procedures to identify in advance likely emerging issues.	
2. The VS monitor and review developments at national and international levels relating to emerging issues.	
3. The VS assess the risks, costs and/or opportunities of the identified emerging issues, including preparation of appropriate national preparedness plans. The VS have some collaboration with other agencies (e.g. human health, wildlife, and environment) and with stakeholders on emerging issues.	
4. The VS implement, in coordination with stakeholders, prevention or control actions due to an adverse emerging issue, or beneficial actions from a positive emerging issue. The VS have well-developed formal collaboration with other agencies (e.g. human health, wildlife and environment) and with stakeholders on emerging issues.	
5. The VS coordinate actions with neighbouring countries and trading partners to respond to emerging issues, including audits of each other's ability to detect and address emerging issues in their early stages.	
3. Description of the activity	
Strategy	A global approach of emerging problems must be established as regards emergency situations. A close and regular follow-up in the evolution worldwide must be undertaken so as to be able to intervene rapidly, should the need arise.
Description of the tasks (chronological)	Emergency plans Scientific journals
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 11 - II.12. Technical innovation

1. Specific objective (Critical Competency)	
<i>The capability of the VS to keep up-to-date with the latest scientific advances and to comply with the standards of the OIE (and Codex Alimentarius Commission where applicable).</i>	
2. Result (Expected level of advancement)	
1. The VS have only informal access to technical innovations, through personal contacts and external sources.	
2. The VS maintain a database of technical innovations and international standards, through subscriptions to scientific journals and electronic media.	
3. The VS have a specific programme to actively identify relevant technical innovations and international standards.	
4. The VS incorporate technical innovations and international standards into selected policies and procedures, in collaboration with stakeholders.	
5. The VS systematically implement relevant technical innovations and international standards.	
3. Description of the activity	
Strategy	Establish a specific programme including the implementation of a data-base information on technical innovation and subscription to one or two specialised journals (financial involvement not specified)
Description of the tasks (chronological)	Establish a specific programme; Create a data-base information Subscription to journals
Objectively verifiable indicators	Existence of a specific operational programme. Existence of a database Subscription to journals
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

Trade 2 - II.13. Identification and traceability

II.13.A. Animal identification and movement control

1. Specific objective (Critical Competency)	
<p><i>The authority and capability of the VS, normally in coordination with stakeholders, to identify animals under their mandate and trace their history, location and distribution for the purpose of animals disease control, food safety, or trade or any other legal requirements under the VS/OIE mandate.</i></p>	
2. Result (Expected level of advancement)	
1. The VS do not have the authority or the capability to identify animals or control their movements.	
2. The VS can identify some animals and control some movements, using traditional methods and/or actions designed and implemented to deal with a specific problem (e.g. to prevent robbery).	
3. The VS implement procedures for animal identification and movement control for specific animal subpopulations as required for disease control, in accordance with relevant international standards.	
4. The VS implement all relevant animal identification and movement control procedures, in accordance with relevant international standards.	
5. The VS carry out periodic audits of the effectiveness of their identification and movement control system.	
3. Description of the activity	
Strategy	A policy on animal identification should be implemented, starting by the identification of the 1.3 million heads of cattle raised in 440000 farms. The identification should be done by ear tagging, along with the creation of a computerised database.
Description of the tasks (chronological)	<p>Year 1:</p> <ul style="list-style-type: none"> • Identification of 300 000 heads of cattle (400 ear tag applicators and 600 000 ear tags for each ear should be purchased), • 2 training session for twice a year for the 30 district veterinarians (15 persons in each training session) on the implementation of an identification system • One month training abroad for the responsible for animal identification system so that he learns how to use the database <p>Years 2-5: Identification of 300 000 heads of cattle</p>
Objectively verifiable indicators	Purchase of ear tags and ear tag applicators Database
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	Records on animal identification and slaughtering of identified animals

TRADE - 2 / CC: II.13. Identification and traceability						
A. Animal identification and movement control						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>		30,0	70		2 100	
National expertise (days/5 years)		4,0	200			800
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure					2 100	800
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>		446	50		22 300	
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication Consultation (number of 1 day meetings)</i>		1	1 000		1 000	
<i>Kits / reagents / vaccines</i>						
<i>Ear tags</i>		600 000	1		600 000	
<i>Ear tags applicators</i>		400	17		6 800	
Sub-total Consumable resources					630 100	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				632 200	800
Total in	<small>Franc rwanda's</small>				371 101 400	469 600

Trade 3 - II.13. Identification and traceability

II.13.B. Identification and traceability of products of animal origin

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS, normally in coordination with stakeholders, to identify and trace products of animal origin for the purpose of food safety, animal health or trade.</i>	
2. Result (Expected level of advancement)	
1. The VS do not have the authority or the capability to identify or trace products of animal origin.	
2. The VS can identify and trace some products of animal origin to deal with a specific problem (e.g. products originating from farms affected by a disease outbreak).	
3. The VS have implemented procedures to identify and trace some products of animal origin for food safety, animal health or trade purposes, in accordance with relevant international standards.	
4. The VS have implemented national programmes enabling them the identification and tracing of all products of animal origin, in accordance with relevant international standards.	
5. The VS periodically audit the effectiveness of their identification and traceability procedures.	
3. Description of the activity	
Strategy	
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

AH 5 - II.14. Animal welfare

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to implement the animal welfare standards of the OIE as published in the Terrestrial Code.</i>	
2. Result (Expected level of advancement)	
1. OIE standards are generally not implemented.	
2. Some of OIE standards are implemented, e.g. primarily for the export sector.	
3. All of OIE standards are implemented but this is primarily for the export sector.	
4. All of OIE standards are implemented for the export and the domestic sector.	
5. OIE standards are implemented and implementation is periodically subject to independent external evaluation.	
3. Description of the activity	
Strategy	
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 12 - III.1. Communications

1. Specific objective (Critical Competency)	
<i>The capability of the VS to keep stakeholders informed, in a transparent, effective and timely manner, of VS activities and programmes, and of developments in animal health and food safety.</i>	
2. Result (Expected level of advancement)	
1. The VS have no mechanism in place to inform stakeholders of VS activities and programmes.	
2. The VS have informal communication mechanisms.	
3. The VS maintain an official contact point for communications but it is not always up-to-date in providing information.	
4. The VS contact point for communications provides up-to-date information, accessible via the Internet and other appropriate channels, on activities and programmes.	
5. The VS have a well developed communication plan, and actively and regularly circulate information to stakeholders.	
3. Description of the activity	
Strategy	Reinforce the web site already in place by adding information and data on disease status, including laboratory results and information on emerging diseases, and veterinary medicines available (points of sale, etc.)
Description of the tasks (chronological)	Creation of data base. Disseminate information on the web site on a regular basis.
Objectively verifiable indicators	Information in data base. Consultation of web site.
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 13 - III.2. Consultation with stakeholders

1. Specific objective (Critical Competency)	
<i>The capability of the VS to consult effectively with stakeholders on VS activities and programmes, and on developments in animal health and food safety.</i>	
2. Result (Expected level of advancement)	
1. The VS have no mechanisms for consultation with stakeholders.	
2. The VS maintain informal channels of consultation with stakeholders.	
3. The VS maintain a formal consultation mechanism with stakeholders.	
4. The VS regularly hold workshops and meetings with stakeholders.	
5. The VS actively consult with and solicit feedback from stakeholders regarding proposed and current activities and programmes, developments in animal health and food safety, interventions at the OIE (Codex Alimentarius Commission and WTO SPS Committee where applicable), and ways to improve their activities.	
3. Description of the activity	
Strategy	Initiate consultation with stakeholders, including consumers.
Description of the tasks (chronological)	Organise meetings with stakeholders
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MVS 14 - III.3. Official representation

1. Specific objective (Critical Competency)	
<i>The capability of the VS to regularly and actively participate in, coordinate and provide follow up on relevant meetings of regional and international organisations including the OIE (and Codex Alimentarius Commission and WTO SPS Committee where applicable).</i>	
2. Result (Expected level of advancement)	
1. The VS do not participate in or follow up on relevant meetings of regional or international organisations.	
2. The VS sporadically participate in relevant meetings and/or make limited contribution.	
3. The VS actively participate in the majority of relevant meetings.	
4. The VS consult with stakeholders and take into consideration their opinions in providing papers and making interventions in relevant meetings.	
5. The VS consult with stakeholders to ensure that strategic issues are identified, to provide leadership and to ensure coordination among national delegations as part of their participation in relevant meetings.	
3. Description of the activity	
Strategy	Increase the frequency of participation in international meetings (OIE General Session for 2 persons: 2 weeks; Participation in OIE Regional meetings for 2 persons: 2 weeks; participation in CODEX meetings for 2 persons annually: 2 weeks). Comments should be provided to the various organizers of those meetings
Description of the tasks (chronological)	Participation in international meetings each year.
Objectively verifiable indicators	Reports of missions and documents supplied during international meetings.
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

MANAGEMENT OF VETERINARY SERVICES - 14 /						
III-3. Official representation						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>			30 000	5		
Telecommunication equipment set			500	3		
Office equipment set			1 000	3		
Other specific equipment						
Sub-total Material investments						
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>			70			
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special funds (/ 5 years) for ...						
Sub-total non material expenditure						
Salaries / year						
Veterinarians			11 160			
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries						
Consumable resources / year						
Administration			20%			
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>		6	2 400		14 400	
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>			0,43			
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
Sub-total Consumable resources					14 400	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				14 400	
Total in	Franc rwanda's				8 452 800	

MVS 15 - III.4. Accreditation / authorisation / delegation

1. Specific objective (Critical Competency)	
<i>The authority and capability of the public sector of the VS to accredit / authorise / delegate the private sector (e.g. private veterinarians and laboratories), to carry out official tasks on its behalf.</i>	
2. Result (Expected level of advancement)	
1. The public sector of the VS has neither the authority nor the capability to accredit / authorise / delegate the private sector to carry out official tasks.	
2. The public sector of the VS has the authority and capability to accredit / authorise / delegate to the private sector, but there are no current accreditation / authorisation / delegation activities.	
3. The public sector of the VS develops accreditation / authorisation / delegation programmes for certain tasks, but these are not routinely reviewed.	
4. The public sector of the VS develops and implements accreditation / authorisation / delegation programmes, and these are routinely reviewed.	
5. The public sector of the VS carries out audits of its accreditation / authorisation / delegation programmes, in order to maintain the trust of their trading partners and stakeholders.	
3. Description of the activity	
Strategy	Delegation /accreditation of official tasks to private sector is inexistent, and Government, so far, has not considered such activity
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 16 - III.5. Veterinary Statutory Body (VSB)

III.5.A. VSB authority

1. Specific objective (Critical Competency)	
<i>The VSB is an autonomous authority responsible for the regulation of the veterinarians and veterinary para-professionals. Its role is defined in the Terrestrial Code.</i>	
2. Result (Expected level of advancement)	
1. There is no legislation establishing a Veterinary Statutory Body.	
2. The VSB regulates veterinarians only within certain sectors of the veterinary profession and/or does not systematically apply disciplinary measures.	
3. The VSB regulates veterinarians in all relevant sectors of the veterinary profession and applies disciplinary measures.	
4. The VSB regulates functions and competencies of veterinarians in all relevant sectors and veterinary para-professionals according to needs	
5. The VSB regulates and applies disciplinary measures to veterinarians and veterinary para-professionals in all sectors throughout the country.	
3. Description of the activity	
Strategy	A regulation on the organisation of the veterinary profession already exists but still has to be implemented. The regulation for the creation of a Veterinary Council has been adopted since 5th September 2010 but this Council needs to be put in place (president, secretary, veterinarians, etc).
Description of the tasks (chronological)	Put into practice all components of the Veterinary Council.
Objectively verifiable indicators	Promulgation of Law. Legislation prescribing creation of the Council. Documents leading to the creation of this activity;
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 17 - III.5. Veterinary Statutory Body (VSB)

III.5.B. VSB capacity

1. Specific objective (Critical Competency)	
<i>The capacity of the VSB to implement its functions and objectives in conformity with OIE standards.</i>	
2. Result (Expected level of advancement)	
1. The VSB has no capacity to implement its functions and objectives.	
2. The VSB has the functional capacity to implement its main objectives.	
3. The VSB is an independent representative organisation with the functional capacity to implement all of its objectives.	
4. The VSB has a transparent process of decision making and conforms to OIE standards.	
5. The financial and institutional management of the VSB is submitted to external auditing.	
3. Description of the activity	
Strategy	Reach level 2 by ensuring the implementation of activities presented in the CC Cards II.5.A
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 18 - III.6. Participation of producers and other stakeholders in joint programmes

1. Specific objective (Critical Competency)	
<i>The capability of the VS and stakeholders to formulate and implement joint programmes in regard to animal health and food safety.</i>	
2. Result (Expected level of advancement)	
1. Producers and other stakeholders only comply and do not actively participate in programmes.	
2. Producers and other stakeholders are informed of programmes and assist the VS to deliver the programmes in the field.	
3. Producers and other stakeholders are trained to participate in programmes and advise of needed improvements, and participate in early detection of diseases.	
4. Representatives of producers and other stakeholders negotiate with the VS on the organisation and delivery of programmes.	
5. Producers and other stakeholders are formally organised to participate in developing programmes in close collaboration with the VS.	
3. Description of the activity	
Strategy	Strengthen the participation of stakeholders in joint programs, in particular those in pig production which are still not well organised.
Description of the tasks (chronological)	Involvement of producers in joint programmes.
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 19 - IV.1. Preparation of legislation and regulations

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to actively participate in the preparation of national legislation and regulations in domains that are under their mandate, in order to warranty its quality with respect to principles of legal drafting and legal issues (internal quality) and its accessibility, acceptability, and technical, social and economical applicability (external quality)</i>	
2. Result (Expected level of advancement)	
1. The VS have neither the authority nor the capability to participate in the preparation of national legislation and regulations, which result in legislation that is lacking or is outdated or of poor quality in most fields of VS activity.	
2. The VS have the authority and the capability to participate in the preparation of national legislation and regulations, and can largely ensure their internal quality, but the legislation and regulations are often lacking in external quality.	
3. The VS have the authority and the capability to participate in the preparation of national legislation and regulations with adequate internal and external quality in some fields of activity, but lack formal methodology to develop adequate national legislation and regulations regularly in all domains.	
4. The VS have the authority and the capability to participate in the preparation of national legislation and regulations with a relevant formal methodology to ensure adequate internal and external quality, involving stakeholder participation in most fields of activity.	
5. The VS regularly evaluate and update their legislation and regulations to maintain relevance to evolving national and international contexts.	
3. Description of the activity	
Strategy	Strengthen the capacity of VS, in the fields of communication and information (refer to comments on related competencies described earlier)
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 20 - IV.2. Implementation of legislation and regulations and stakeholder compliance

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to ensure that stakeholders are in compliance with legislation and regulations under the VS mandate.</i>	
2. Result (Expected level of advancement)	
1. The VS have no or very limited programmes or activities to ensure stakeholder compliance with relevant legislation and regulations.	
2. The VS implement a programme or activities comprising inspection and verification of compliance with legislation and regulations and recording instances of non-compliance, but generally cannot or do not take further action in most relevant fields of activity.	
3. Veterinary legislation is generally implemented. As required, the VS have a power to take legal action / initiate prosecution in instance of non-compliance in most relevant fields of activity.	
4. Veterinary legislation is implemented in all domains of veterinary competence and the VS work with stakeholders to minimise instances of non-compliance.	
5. The compliance programme is regularly subjected to audit by the VS or external agencies.	
3. Description of the activity	
Strategy	A specific emphasis should be put on the poultry and pig production chains and on veterinary public health (meat inspection): consultation and joint programmes should be implemented with stakeholders; non-conformities should be registered; penalties should be applied in case of non-conformities with national regulations
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

MVS 21 - IV.3. International harmonisation

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to be active in the international harmonisation of regulations and sanitary measures and to ensure that the national legislation and regulations under their mandate take account of relevant international standards, as appropriate.</i>	
2. Result (Expected level of advancement)	
1. National legislation, regulations and sanitary measures under the mandate of the VS do not take account of international standards.	
2. The VS are aware of gaps, inconsistencies or non-conformities in national legislation, regulations and sanitary measures as compared to international standards, but do not have the capability or authority to rectify the problems.	
3. The VS monitor the establishment of new and revised international standards, and periodically review national legislation, regulations and sanitary measures with the aim of harmonising them, as appropriate, with international standards, but do not actively comment on the draft standards of relevant intergovernmental organisations.	
4. The VS are active in reviewing and commenting on the draft standards of relevant intergovernmental organisations.	
5. The VS actively and regularly participate at the international level in the formulation, negotiation and adoption of international standards ² , and use the standards to harmonise national legislation, regulations and sanitary measures.	
3. Description of the activity	
Strategy	Participation in meetings of coordination of the African Continent.
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

² A country could be active in international standard setting without actively pursuing national changes. The importance of this element is to promote national change.

Trade 4 - IV.4. International certification³

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to certify animals, animal products, services and processes under their mandate, in accordance with the national legislation and regulations, and international standards.</i>	
2. Result (Expected level of advancement)	
1. The VS have neither the authority nor the capability to certify animals, animal products, services or processes.	
2. The VS have the authority to certify certain animals, animal products, services and processes, but are not always in compliance with the national legislation and regulations and international standards.	
3. The VS develop and carry out certification programmes for certain animals, animal products, services and processes under their mandate in compliance with international standards.	
4. The VS develop and carry out all relevant certification programmes for any animals, animal products, services and processes under their mandate in compliance with international standards.	
5. The VS carry out audits of their certification programmes, in order to maintain national and international confidence in their system.	
3. Description of the activity	
Strategy	Export certification should be based on reliable and well-coordinated procedures, in particular when it comes to delegation of certification.
Description of the tasks (chronological)	Recruitment of a veterinarian at central level and purchase of his office equipment set and of one 4x4 vehicle to facilitate supervision. He will be responsible for harmonisation of procedures of certification and coordination of import-export activities. Continuing education of agents to whom certain powers /mandates have been delegated (40 days in total) 4 workshops to be held at provincial level (1 per province) with stakeholders / beneficiaries
Objectively verifiable indicators	Holdings of workshops Distribution of leaflets Certification process formalised
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	Production of information leaflets to be distributed in all districts
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

³ Certification procedures should be based on relevant OIE and Codex Alimentarius standards.

TRADE - 4 / CC: IV.4. International certification						
Resources and Budget lines	Current Number	Required Number	Unit Cost	Nb of years for amortisation	Annual Budget	Exceptional Budget
Material investments						
Buildings (m2)						
<i>Existing building to be maintained (m2)</i>			25	1		
<i>Existing building to be renovated (m2)</i>			250	15		
<i>Building to be built (m2)</i>			500	25		
Transport						
<i>Number of motorbikes</i>			3 000	3		
<i>Number of cars</i>			15 000	7		
<i>Number of 4x4 vehicles</i>		1	30 000	5	6 000	
Telecommunication equipment set		1	500	3	167	
Office equipment set		1	1 000	3	333	
Other specific equipment						
Sub-total Material investments					6 500	
Non material expenditure						
Training						
<i>Specialised training (man-months / 5 years)</i>			1 800			
<i>Continuing education (man-days / year)</i>		40,0	70		2 800	
National expertise (days/5 years)			200			
International expertise (weeks/5 years)			5 350			
Special fund for stakeholders		4	600			2 400
Sub-total non material expenditure					2 800	2 400
Salaries / year						
Veterinarians		1,0	11 160		11 160	
Other university degree			11 160			
Veterinary para-professionals			5 400			
Support staff			4 700			
Sub-total Salaries					11 160	
Consumable resources / year						
Administration			20%		2 232	
Travel allowances						
<i>staff within the country (man-days) / year</i>			50			
<i>drivers within the country (man-days) / year</i>			25			
<i>staff abroad (man-weeks) / year</i>			2 400			
Transport fees						
<i>Km or miles Motorbikes / year</i>			0,18			
<i>Km or miles cars / year</i>			0,36			
<i>Km or miles 4x4 vehicle / year</i>		20 000	0,43		8 640	
<i>km or miles / year</i>						
<i>km or miles / year</i>						
Specific costs						
<i>Targeted specific communication</i>						
<i>Consultation (number of 1 day meetings)</i>						
<i>Kits / reagents / vaccines</i>						
<i>Booklets</i>		500	5		2 500	
Sub-total Consumable resources					13 372	
Delegated activities / year						
Sub-total Delegated activities						
Total in	USD				33 832	2 400
Total in	Franc rwanda's				19 859 384	1 408 800

Trade 5 - IV.5. Equivalence and other types of sanitary agreements

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to negotiate, implement and maintain equivalence and other types of sanitary agreements with trading partners.</i>	
2. Result (Expected level of advancement)	
1. The VS have neither the authority nor the capability to negotiate or approve equivalence or other types of sanitary agreements with other countries.	
2. The VS have the authority to negotiate and approve equivalence and other types of sanitary agreements with trading partners, but no such agreements have been implemented.	
3. The VS have implemented equivalence and other types of sanitary agreements with trading partners on selected animals, animal products and processes.	
4. The VS actively pursue the development, implementation and maintenance of equivalence and other types of sanitary agreements with trading partners on all matters relevant to animals, animal products and processes under their mandate.	
5. The VS actively work with stakeholders and take account of developments in international standards, in pursuing equivalence and other types of sanitary agreements with trading partners.	
3. Description of the activity	
Strategy	Not applicable at present.
Description of the tasks (chronological)	
Objectively verifiable indicators	
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

Trade 6 - IV.6. Transparency

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to notify the OIE of their sanitary status and other relevant matters (and to notify the WTO SPS Committee where applicable), in accordance with established procedures.</i>	
2. Result (Expected level of advancement)	
1. The VS do not notify.	
2. The VS occasionally notify.	
3. The VS notify in compliance with the procedures established by these organisations.	
4. The VS regularly inform stakeholders of changes in their regulations and decisions on the control of relevant diseases and of the country's sanitary status, and of changes in the regulations and sanitary status of other countries.	
5. The VS, in cooperation with their stakeholders, carry out audits of their transparency procedures.	
3. Description of the activity	
Strategy	Update on a permanent basis the website regarding changes in legislation, new decision relating to prophylaxis of important diseases, of health status of the country and neighbouring countries. No provision has been made to finance this activity as the site already exist and one of the new veterinarians posted at central level will be responsible for its permanent updating.
Description of the tasks (chronological)	Consolidate and update the VS website on the above mentioned subjects
Objectively verifiable indicators	Information on the pertinent internet site regularly updated
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

Trade 7 - IV.7. Zoning

1. Specific objective (Critical Competency)	
<i>The authority and capability of the VS to establish and maintain disease free zones, as necessary and in accordance with the criteria established by the OIE (and by the WTO SPS Agreement where applicable).</i>	
2. Result (Expected level of advancement)	
1. The VS cannot establish disease free zones.	
2. As necessary, the VS can identify animal sub-populations with distinct health status suitable for zoning.	
3. The VS have implemented biosecurity measures that enable it to establish and maintain disease free zones for selected animals and animal products, as necessary.	
4. The VS collaborate with their stakeholders to define responsibilities and execute actions that enable it to establish and maintain disease free zones for selected animals and animal products, as necessary.	
5. The VS can demonstrate the scientific basis for any disease free zones and can gain recognition by trading partners that they meet the criteria established by the OIE (and by the WTO SPS Agreement where applicable).	
3. Description of the activity	
Strategy	Rwanda has put in place a zoning for Foot and Mouth disease. The setup, jointly elaborated with the beneficiaries consist of two zones, one where animals are vaccinated (eastern province) and the other without vaccination (rest of the country). The head of the VS is of the opinion to stop this vaccination in some years to come. To reach level 5, Rwanda must be recognised by OIE as a country with a zone free from FMD in the absence of vaccination and eventually in future as a country free from the disease.
Description of the tasks (chronological)	Preparation of documents relating to freedom from disease
Objectively verifiable indicators	Documents of recognition of freedom Acceptance by OIE
4. Possible link with cross-cutting competencies	
Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

No specific budget for this Critical Competency

Trade 8 - IV.8. Compartmentalisation

1. Specific objective (Critical Competency)

The authority and capability of the VS to establish and maintain disease free compartments as necessary and in accordance with the criteria established by the OIE (and by the WTO SPS Agreement where applicable).

2. Result (Expected level of advancement)

1. The VS cannot establish disease free compartments.
2. As necessary, the VS can identify animal sub-populations with a distinct health status suitable for compartmentalisation.
3. The VS have implemented biosecurity measures that enable it to establish and maintain disease free compartments for selected animals and animal products, as necessary.
4. The VS collaborate with their stakeholders to define responsibilities and execute actions that enable it to establish and maintain disease free compartments for selected animals and animal products, as necessary.
5. The VS can demonstrate the scientific basis for any disease free compartments and can gain recognition by other countries that they meet the criteria established by the OIE (and by the WTO SPS Agreement where applicable).

3. Description of the activity

Strategy	This competence is not applicable according to actual strategy of Rwanda.
Description of the tasks (chronological)	
Objectively verifiable indicators	

4. Possible link with cross-cutting competencies

Continuing Education (I.3)	
Legislation (IV.1, 2, 3)	
Communication (III.1)	
Consultation (III.2)	
Official representation (III.3)	
Management of resources and operations (I.11)	

Appendix 2: List of persons met

1. Dr. Agnes Matilda Kalibata, Ministre de l'Agriculture et des ressources animales.
2. Mr. Raphael Rurangwa, Director General of Strategic Planning and Programs Coordination.
3. Dr Theogene Rutagwenda, Director General, Rwanda Animal Resources Development Authority (RARDA)
4. Dr. Isidore Gafarasi, Head, Veterinary Services Unit/RARDA
5. Dr. Elyse Amahoro, Animal Production Division RARDA
6. Dr. Juvenal Nshimiyimana, Dean of Faculty of Agriculture and Rural Development
7. Dr. Kagarama Juvenal, Dean, Umutara Polytechnic Faculty of Veterinary Medecine.

LIST OF PARTICIPANTS IN MEETINGS


	NAMES	POSITION
1	Dr Isidore GAFARASI MAPENDO	Head of Veterinary Services
2	Dr KANYANDEKWE Christine	Professional in charge of Epidemiology
3	Dr KIIZA David	Professional in charge of Infectious Disease & Microbiology / Serology
4	Dr NTEGEYIBIZAZA Samson	Professional in charge of Helminthology
5	Dr ZIMULINDA Justin	Professional in charge of Eastern province
6	Dr Jean Claude RUKUNDO	Professional in charge of Northern Province
7	Dr Jean Claude MWENEDATA	Internship Student in Veterinary service/RARDA
8	Dr HABIMANA Sylvan	Professional in charge of Southern Province
9	MUSANAYIRE Vestine	Bacteriology and Quality control of animal products
10	MUKANDAYISABA Esperance	Technician in charge of inspection of animal products
11	INGABIRE Angelique	In charge of Virology Laboratory
12	UMURINGA Jean d'Arc	Laboratory Technologist for Avian In
13	MUDAHERANWA Francisca	Helminthology
14	UMURERWA Lydia	Technician in Serology Lab
15	KAMANZI George	Technician in Protozoology Lab
16	MUNYAGISHARI Erineste	Technician in Entomology
17	KIMANUKA Charles	Control post Rusumo
18	KANAMUGIRE Richard	Control Post Gatuna
19	MUKAMISHA Peace	Abattoir SABANS NYABUGOGO
20	NKURUNZIZA Emmanuel	Lab satilite Gisenyi
21	Dr RUKUNDO Roger	SG ARMV/ Caritas Rwanda
22	Dr NSHIMIYIMANA Alphonse	Head of Animal Production Unit (RARDA)
23	Mr NYIRISHEMA Feix	Professional in charge of Cattle Development (MINAGRI)
24	INGABIRE Marie Carie	RARDA
25	MBAZAMIHIGO LEONARD	Veterinarians without borders of belgium
26	NTIVUGURUZWA J.Bosco	ISAE. BUSOGO
27	Dr NAMAHUNGU Evariste	CONSULTANT
28	Dr RUSANGANWA Francis	Chairman ARMV
29	MBARUBUKEYE Sylvan	Ambulant vet. Centre
30	Dr NGARAMBE MICHEAL	RARDA

Appendix 3: Closing meeting

**PVS Gap Analysis
Rwanda
Final meeting**

Mission from 08 to 17 november 2010

Expert Dr Piergiuseppe Facelli
Expert Dr Giles Guidot
Expert Dr Ben Beehary

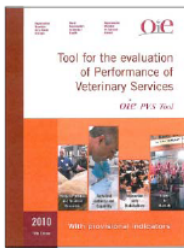


An international approach

- International standards on the quality of Veterinary Services (VS)
 - OIE standards
- The initial evaluation: OIE-PVS tool
 - PVS evaluation mission carried out in May 2008 in Rwanda
- A quantitative assessment of needs: PVS Gap Analysis




The OIE PVS Tool




Evaluation of the Performance of Veterinary Services

a tool for Good Governance of Veterinary Services



Approach for PVS Gap Analysis

- Define goals for the PVS Gap Analysis
 - National priorities
 - Levels of advancement / international standards
- Define the organisation of the Country Veterinary Services
 - Main leading organisation
 - Decentralised coordination organisation
 - Field operational organisation




Approach for PVS Gap Analysis

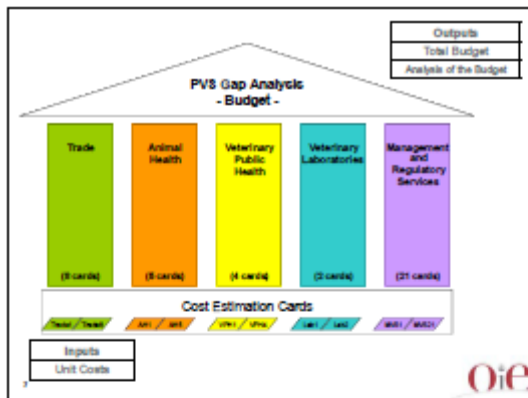
- Define the means and budgets of the Country Veterinary Services
 - Basic budget to lead and coordinate
 - Budget for operational actions
 - Investment plan for upgrading



Means and Resources

- Sufficient and qualified Human resources
- Adapted material and financial means
- An efficient functional organisation
- A sustainable structural organisation
- A rational legislation
- An efficient information system





Strategic priority actions (Livestock development and trade)

- Development of dairy farming in bovine livestock sector through the programme « One cow for a poor family ».
- Strengthen the control of imports to protect the national herd of Rwanda against the introduction of trans-boundary diseases
- Improvement in the quality of skin and hide for export.
- Improvement of the process of veterinary certification for export.

OIE

Strategic priority actions (Technical priorities in animal health)

Reduce the spread of existing diseases (existing plan of vaccination against FMD,CBPP,BQ,LS,ND to be pursued)

- Strengthen the system of rapid detection and alert for highly contagious diseases having negative effects on economy. (consolidate active epidemiological surveillance and network on the field)

OIE

Strategic priority actions (Technical priorities in veterinary public health)

- Strengthening of Veterinary Public Health of the meat chain.
- Strengthening public health of the milk and dairy chain.
- To create surveillance on the presence of residues (medicine / drugs, insecticides, heavy metals, etc.) in food of animal origin.

OIE

Strategic priority actions (Organisational structure and management of VS)

- Strengthening of the structure of public (government) veterinary services.
- Improving the level of teaching for veterinarians and para-veterinarians
- To put into practice legislation concerning the practice of the veterinary profession and para-veterinarians.

OIE

Constraints

- Institutional framework
 - chain of command not always ensured
- Legal framework
 - Main laws need to be approved (e.g. veterinary profession)
- Physical resources
 - the upgrading of useful equipment and facilities

OIE

Global budget

- Annual budget for 5 years: 5.637.000 \$
 - 70% of growth compared to the present budget (3.560.000)
 - 1% of GDP Livestock (now 0,59%)
- Investment plan for upgrading
 - 1.070.000 \$ for 5 years (exceptional budget)



Budget for the upgrading plan

- Identification of amounts for the main investments:
 - Training and integration of new technicians and executives: 327.000 \$/5 years (specialised training)
 - Infrastructure upgrading: 254.000 \$/5 years (buildings)
 - Reinforcement of operational means: 185.000\$/5 years (equipment chemical, food safety, serosurveillance labs)
 - Educational systems: 300.000 \$/5 years (aid to technical schools for A1 formation)



Capacity building /human resources

- Strengthening of human resources
 - Per category of agents :
 - Veterinarians: from 10 to 48
 - Technicians: from 430 roughly A2 to 439 A1
 - Per level :
 - National Direction: from 8 to 12
 - Decentralised level: stable 4
 - Operational level: from « 0 » to 30



The key factors for success

- Strengthening laboratory facilities
- To upgrade veterinary services capacities by improving specialised training and continuing education of human resources
- Retain policy to promote the career in vet services through creation of promotional grades
- To finalise the implementation of vet professional law (Vet Council)



Conclusion

- Rwanda has good quality in the veterinary services of RARDA
- There is (it appears) political will to implement the plan we are proposing
- Depending of available resources, the plan may be implemented progressively
- Following submission of our final report, several donors may be contacted (WB, UE etc.) as livestock development is Rwanda development



Thanks for your attention

