



STRATEGIC PLANNING

2017 - 2019

Abbreviations

AGOA	African Growth and Opportunity Act	HE	Higher Education
AHTs	Animal Health Technicians	IVOC	International Veterinary Officers Coalition
AMR	Anti-Microbial Resistance	JPRC	Joint Public relations Committee
APAP	Agricultural Policy Action Plan	MINTEC	Ministerial Interprovincial Technical Committee
AVA	Australian Veterinary Association	NDP	National Development Plan
AWOs	Animal Welfare Associations	OIE	World Animal Health Organisation
BVF	Black Veterinary Forum	p.a	Per annum
BVMch	Bachelor Veterinary Medicine and Surgery	PAHC	Public Animal Health Care
CPD	Continued Professional Development	PPP	Private Public Partnerships
CVO	Chief Veterinary Officer	PR	Public Relations
DAFF	Department of Agriculture, Forestry and Fisheries	PVs	Private Veterinarians
DEA	Department of Environmental Affairs	Q&As	Questions and Answers
DoHE	Department of Higher Education	RCVS	Royal College of Veterinary Science
DoSW	Department of Social Welfare	SAVA	South African Veterinary Association
FAO	Food Agricultural Organisation	SAVC	South African Veterinary Council
FMD	Food-and-Mouth Disease	SVs	State Veterinarians
FSS	Food Safety and Security	TOPS	Threatened or Protected Species
FVS	Faculty of Veterinary Science, UP	VPL	Veterinary Professional Health
GIS	General Information System	WHO	World Health Organisation
GMO	Genetically Modified Organism	WVA	World Veterinary Association



Strategic Goals for the SAVC: 2017-2019

Vision: “Advancing public and animal health through quality veterinary services for all.”

Strategic Goal 1: To drive transformation of the veterinary professions to address the needs of the people of SA more effectively and inclusively			
Sub-Strategy	Challenges	Future: Change Indicator/Action	Implementation
1.A) BASIC EDUCATION	<ul style="list-style-type: none"> • Basic Education in SA poor: Departments of Basic and Higher Education must ensure learners are Maths and Science competent – important to increase pool of applicants for the veterinary professions • Poverty & under-nutrition cannot be alleviated without education & addressing the problem at school level • One health concept very important but education/extension is in silos (e.g. DAFF/DoSW) • Livestock farming not seen as a career by the youth – this must change as per the President’s Launch Speech of the Agricultural, Rural Development and Land Reform Phakisa on 24 February 2017 	<ul style="list-style-type: none"> • Access/evaluate relevant research/data in terms of state of basic education; animal health/one health understanding by children etc. - Form working group and terms of reference. • Lobby the ministers/Department of Basic and Higher Education – exposure to importance of sound scientific/maths grounding as well as school-level exposure to livestock farming; one health; the veterinary professions, animal welfare, etc. – At least one meeting p.a.; preferably two? • Source/Develop educational material for children on these topics (e.g. PAHC) – (Also Communication issue) • Liaise/lobby with Min/ Department of Social works – one health concept: education/extension services to schools/rural communities to be co-ordinated and aligned between DoSW and DAFF - At least one meeting p.a.; preferably two? 	<ul style="list-style-type: none"> • A presentation on transformation at the Annual Council Indaba is scheduled by Mr Buyani Zwane -8 June 2017 • Request to become a member of the umbrella transformation committee of the Faculty of Veterinary Science, UP- immediately. • The Joint Public Relations Committee to consider ways and means of how to bring

		<ul style="list-style-type: none"> • Assist/Expand/Uplift current “School Farming Projects” e.g. the DAFF or BVF projects – teach children about farming as a career and entrepreneurship principals; alleviate mal-nutrition of children in the school – Launch at least two fully efficient projects per province in next twelve months as pilot studies (one primary school/one Secondary school). Then plan/discuss with other stakeholders to copy and replicate/drive the projects. 	<p>the message of transformation to the veterinary professions. This endeavour would tie in with the Communications plan in item 2 below and should be</p>
<p>1.B) HIGHER EDUCATION (Training of Vets and Paravet professionals)</p>	<ul style="list-style-type: none"> • # Fees must fall vs quality training • Research/funding model of universities by DoHE; allocation of research funds-discriminating. • Insufficient funding for relevant research by the veterinary professions. • Decolonised curriculums - euro-centric to African? • Fourth Industrial Revolution - Blurring of lines between the physical, digital, and biological spheres. • Day one skills: Global work arena vs. relevance to local needs/region vs “new technology-driven work spheres”. • Still outstanding and dragging on of recognition of equivalency of degrees. • One health; PAHC; cross functional relationships of the VET TEAM • Develop the skills to mitigate challenges • High stress professions! Veterinary Professional Life [VPL] for all students and practicing professionals (CPD). • Young veterinarians fear Council most and clients thereafter. 	<ul style="list-style-type: none"> • Start transformation at student level – Communication & marketing issue • Use current liaison with students and develop further discussions – Quarterly meetings? • SAVC to drive/guide the process of re-curriculation: <ul style="list-style-type: none"> ○ Review the Day One Skills [curriculums] - must be relevant to SA and Africa. Find the middle ground between overload and minimum standards – Form working group and terms of reference. ○ Share the one health concept as from the first year of veterinary and para-veterinary sciences. ○ Share the roles of the veterinary team with all first year students. (PR action, who in the Veterinary team can do what) ○ Consider cross functional training [trainers can be other professionals] ○ Use case studies (clients/professionals) to foster even better Veterinary Professional Life [VPL] education ○ Increased VPL/Wellness focus ○ “Future jobs” i.t.o. the Fourth Industrial Revolution (see Communications) • Increase Council involvement on Advisory Bodies - obtain input from representatives as to how boards function. – 	<p>commissioned in part in the current financial year.</p> <ul style="list-style-type: none"> • Facilitate student complaints • Assess the needs of the public and stakeholders • All training institutions be requested to conduct a climate survey • Conduct annual surveys • Cross-functional training • Introduction of the roles of the veterinary team and the One Health Concept on all levels of study • Roles of the veterinary team members: presentation scheduled for 8 June 2017 • Equivalence in

	<ul style="list-style-type: none"> • Understand rural areas; Socio-economic and communities; Working with other professions (Social workers etc.) • Complaints of “poor work or political climate” at various universities. 	<p>Immediate communication and requests. Implement by Q2 2017?</p> <ul style="list-style-type: none"> • Harmonise training in the region. – Existing forum? Otherwise form working groups and terms of reference. • Research and publication [inform the Minister where veterinary research was and where it is now, especially in respect of the allocation of research funds [currently not sufficient and discriminating] Research must be orientated /relevant to Africa and focus on representivity – Part of annual/six monthly meetings. • Request all institutions to conduct a climate survey and submit the results to the SAVC as it would be funded by SAVC - Dr Molefe will forward the current complaint to the Registrar. Based on complaint survey will be constructed and commissioned asap. 	<p>Education: RCVS recognition approached RCVS April 2017</p> <ul style="list-style-type: none"> • Harmonisation of Training Standards in the Region • Review curricula of all veterinary professions
<p><u>1.C) THE VETERINARY PROFESSIONS AND TEAM</u></p>	<ul style="list-style-type: none"> • Majority of people have no access to our professions’ services • Goals of the NDP; APAP; Pending Phakisa • OIE report and Veterinary Strategy – however implementation very slow!? • Shortage of professionals (but there are unemployed AHTs) and absent/limited PPP’s – mistrust and blaming between SV’s and PV’s. • Laboratory Animal Technologist is scarce skill, DHET classified as Occupation in High Demand in 2015, urgent training needed 	<ul style="list-style-type: none"> • Increase liaison with Min/Deputy Min of DAFF to raise and address these issues. - At least one meeting p.a.; preferably two? Utilize the more regular meetings with DAFF representative and CVO to strongly communicate issues to the minister/s. • Increased collaboration with the AHF to increase pressure on DAFF/CVO to roll out Vet Strategy faster. – Communication issue. • Approach DAFF; Feedback to stakeholders on veterinary implementation plan; communication and timeline required. – See above (CVO). • SAVC to drive/monitor the implementation of the PPP plans of the Vet Strategy – facilitate resolution of issues between DAFF, SVs and PVs - Existing forum/s? Otherwise form working groups and terms of reference. 	

	<ul style="list-style-type: none"> • CCS still very new concept – PAHC vs clinical work vs “threat to private vets”. • Fragmented professions <ul style="list-style-type: none"> ○ Not united ○ Race/gender/age imbalances ○ Non-recognition of equivalency (see above) ○ Working in silo’s ○ Para vet professions underutilized & unsure of clear demarcations into job descriptions – not allowed to work for own account • Vet professions not driving/leading One Health • Economic downturn/AGOA/Brexit/Trump – certain sectors under severe stress with knock-on effect to the veterinary professions (e.g. poultry industry) • Lay persons infringing on work of vet professionals – however also AWO’s on terrain of PV’s. • Technological advancements – changing future “jobs” of veterinary team/access of laypersons to these technologies: <ul style="list-style-type: none"> ○ Biotechnology/GMO etc. 	<ul style="list-style-type: none"> • Educate the profession: change how the profession thinks; change prejudices; create and facilitate a forum where these matters can be discussed. - Communication issue. • Workshops: Continue with this means of liaison and where resources permit add/create new workshops. • Resolve the issue on recognition of equivalency (BVMCh degree) – SAVC to drive and resolve with BVF; RCVS; FVS. - Existing forum/s? Otherwise form working groups and terms of reference. Send a delegation to RCVS? • Market services to the veterinary profession. Role in Primary Animal Health Care [PAHC] and disease surveillance - Communication issue. • Educate the public. Limit lay persons’ employment in Animal Welfare industry; Wholesale, feedlots - Communication issue. • Develop business plans to alleviate unemployment of e.g. AHT’s - Existing forum/s? Otherwise form working groups and terms of reference. Develop relevant business models and plans. “Franchise model”?? • Monitor/Evaluate/Adjust/Expand role & success of new inspectorate vs. lay persons. Internal SAVC process. Huge communication issue – lateral to professions but also downstream to public! Case studies of “poor service” vs benefits of vet professions. • Support/monitor development of newly established AW Forum. Resolve issues around AWO infringement on PV arena. Meetings and workshops. Existing forum/s? Otherwise form working groups and terms of reference. Also communication issue. 	
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	<ul style="list-style-type: none"> ○ Smartphone/device diagnostics (patient-side etc.) ○ Bio-tech treatment devices (energy frequency manipulation etc.) ○ Telemedicine ○ Drones/Robotics ○ GIS ○ etc. 	<ul style="list-style-type: none"> ● SAVC to Monitor/Evaluate the development of technological advances and their influence on the veterinary professions, relevant legislation, ability of laypersons to “practice” more effectively etc. and pro-actively lobby/amend/inform/communicate. E.g. ability of professionals to deliver drugs via drone technology (ethical!?!?) etc. Existing forum/s? Otherwise form working groups and terms of reference. Also communication issue. ● Non-Governmental and Intergovernmental organisations e.g. FAO, WHO ● Strengthen the regulation of the veterinary profession, e.g. Animal Welfare Organisations, administering of medicines, i.e. antibiotics, etc. 	
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Strategic Goal 2: To drive an effective communications plan with all the stakeholders so as to position the veterinary professions as the preferred “go to” source to address the animal health and welfare needs of the people of SA

<p><u>2.A) GENERAL COMMUNICATION STRATEGY</u></p>	<ul style="list-style-type: none"> ● SAVC current stakeholder map has gaps ● The Fourth Industrial Revolution <ul style="list-style-type: none"> ○ Explosive digital/cyber information flow 	<ul style="list-style-type: none"> ● Include the stakeholders not currently involved: <ul style="list-style-type: none"> ○ Animal Health Forum [AHF] ○ Industry: pharmaceutical etc. ○ Animal owners; organised agriculture; WRSA; hunters etc. ○ Consumer organisations ○ Scientists ○ Social welfare [extension services – include/combine with Primary Animal Health Care [PAHC] ○ Animal welfare organisations ○ Ministries of Education/HE/Social welfare ● Develop an urgent communication plan – Appoint professional marketing company; commission plan development. 	<ul style="list-style-type: none"> ● Commission a company jointly between Council and the SAVA to provide a Communication plan which will include the marketing of the veterinary professions in the current financial year. Provision was made for this expense in the budget 2017.2018. ● Improve on Council’s communication with members which is an ongoing endeavour.
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	<ul style="list-style-type: none"> ○ Blurring of lines between the physical, digital, and biological spheres. ○ Social media – easy access to FAST information. ○ Public cannot easily verify credentials and standard of advice giver and his/her advice. ○ Most vet professionals not very au fait or active in this ○ SAVC/SAVA/BVF/FVS/DAFF etc. (organisations) might be involved but not at the very huge and high-paced levels required. ● End-client/Consumer input or knowledge of veterinary team’s role lacking. 	<ul style="list-style-type: none"> ○ Communication platforms upscaled (as per Comm’s plan) e.g. Website/Facebook/Twitter etc.... ○ Communications support structures upscaled – Large pools of “experts” established to advise/do Q&A’s/comment on issues; network must be able to provide FAST and CONTINUED support. ○ Pro-active media and communications (per plan) regularly rolled out – disease trends & reports/videos by experts/how to do’s/webinars/press releases/ position statements/corrections of wrong info on the web/ etc. ● Structure communications at three levels: <ul style="list-style-type: none"> ○ UPSTREAM: Politicians and government ○ LATERAL: Members of the veterinary professions and stakeholders at their level (Associations/Faculties etc.) ○ DOWNSTREAM: Users of the services of the vet team and stakeholders at their level (Public/Consumers/Producers/ Welfare etc.) 	<ul style="list-style-type: none"> ● Improve the SAVC’s website immediately. A Councillor was appointed to assist the developer. ○ Website needs to be more user-friendly and mobile friendly ○ Use video clips – even via SMS ○ Build relationship with media: Publish policy statements on SAVC’s website ● Issue two printed newsletters as requested by the veterinary professions during the 2017. 2018 financial year. ● Draft short Ministerial briefings on veterinary matters to apprise the Minister of Agriculture, Forestry and Fisheries, Minister Senzeni Zokwana- as soon as possible and on an ongoing basis. ● Increase communication in
<p><u>2.B) UPSTREAM COMMUNICATION STRATEGY</u> Legislative framework; politicians</p>	<ul style="list-style-type: none"> ● No accountability: Politicians and policy makers don’t follow their own rules; hold them accountable for animal health and welfare; one health; hold relevant Ministers accountable; including DEA and cascade down. ● Misalliance and/or poor interaction between various legislations/registrars influencing the work of the veterinary professions. (SAVC not consulted/acknowledged as important/influential for legislative reviews to these related acts): <ul style="list-style-type: none"> ○ Act 36 & 101 ○ Waste management Act 	<ul style="list-style-type: none"> ● Pro-active communication with the government is required <ul style="list-style-type: none"> ○ Meet more regularly with the Minister. ○ Provide the Ministerial representative on Council with: <ul style="list-style-type: none"> ○ a schedule in advance and request that the representative facilitates a meeting between the Minister and Council [and main stakeholders] at least once a year; and ○ agenda items for consideration by the Minister with a view that more regular meetings are facilitated between the Minister and the Executive Committee of Council. ○ place the above matters on the agenda for meetings held with the Chief Veterinary Officer [CVO] of SA 	<ul style="list-style-type: none"> ● Increase communication in

	<ul style="list-style-type: none"> ○ DEA/TOPS ○ New Border Management Agency (FMD!) ○ New Animal Welfare Act (AWA) ○ etc. ● Professions “very silent” on national issues (e.g. drought management/welfare issues/ AGOA/etc. (Re-active iso pro-active). ● Very poor communication and interaction with politicians and other stakeholders. 	<ul style="list-style-type: none"> ○ Request that SAVC be considered /included as a representative when sub committees are established on the Ministerial Advisory panels as well as on the Ministerial Interprovincial Technical Committee [MINTEC]. ● Registrars /managers of Acts to pro-actively discuss contentious/misaligned issues between the various acts <ul style="list-style-type: none"> ○ Meet at least once a year; and/or ○ When issues arise ○ Ongoing actions of Director FSS ● Communicate the importance of specific issues (e.g. one health) and the role of the veterinary team in these issues to government/politicians <ul style="list-style-type: none"> ○ Regular PR to the Portfolio Committee on Agriculture ○ Pro-active position statements/guidance to government/politicians on issues such as drought management of animals/one health/AMR etc. ● Actively lobby for the faster roll-out of Veterinary Strategy <ul style="list-style-type: none"> ○ Work closely with/through AHF ○ Facilitate the urgent finalization of the PPP’s 	<p>forums: Parliamentary Portfolio Committees; Ministerial Technical Committee [obtain special representation]; Minister’s Advisory meetings; frequent meetings with Registrars of various Acts.</p> <ul style="list-style-type: none"> ● Conduct Annual surveys to source the needs of the professions. ● Continue workshops: Animal welfare workshop scheduled for September 2017.
<p><u>2.C) LATERAL COMMUNICATION STRATEGY</u> Professionals; Associations and training institutions [faculties]</p>	<ul style="list-style-type: none"> ● General apathy of members of the veterinary professions to interact with council – respond only when concerns are voiced. ● SAVC seen as “Big brother” – poor image ● Still very high levels of stress, depression and suicides in the veterinary professions. ● Too little regional and International [AVA; WVA; IVOC;] cooperation. ● Blurring of lines between SAVC/SAVA/BVF/Other Associations ito “marketing of the veterinary professions” 	<ul style="list-style-type: none"> ● Disseminate Information on a constant basis to all the members [all professions] <ul style="list-style-type: none"> ○ Newsletters; electronic means; general meetings [mini congress-not CPD]. ○ Specific workshops organised. ○ Share experiences-needs, ideas, good stories. Acknowledge differences. ○ Conduct mini-surveys: Bi-annually assess relationship with Council or assess perceptions on other issues. ● Foster the importance of VPL and personal wellness and needs 	

	<p>– however not all professionals belong to the Associations. Latter also not all have the necessary capacities and resources.</p>	<ul style="list-style-type: none"> ○ Create a forum/channel for acknowledgement and verbalization of problems ○ Create a platform for immediate/first line access to professional intervention for serious problems (see SAVA stress hotline/psychiatrist access) ○ Either dedicated directorship or position or outsourced function ○ Budget and terms of reference ● Rejuvenate and clarify the terms of reference and action-plan of the Joint PR Committee (SAVC/SAVA/FVS/Other faculties/etc.) – Facilitate finalization of terms of reference and budget contributions; drive roll-out of tasks of JPRC; assist in beginning to ensure PR/communication momentum building. ○ Permanent PR/Social media person appointed (SAVC or JPRC?) – Budget/Job description/Appointment (It might be difficult for the JPRC to appoint a person because of “loose” structure – thus maybe SAVC to appoint and managed/funded jointly?) ○ Communication platforms upscaled (as per Comm’s plan) e.g. Websites/Facebook/Twitter etc.... – Create member-specific platforms but do not make information flow "exclusive". Use this platform to cross-pollinate and market the “vet team” approach. ○ Communications support structures upscaled – Access to mentorship/advice/Q&A’s/comment on issues; network must be able to provide FAST and CONTINUED support. ○ Pro-active communications (per plan) regularly rolled out – disease trends & reports/videos by experts/how to do’s/webinars/press releases/ position statements/ 	
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		<p>outcomes of issues lobbied/successes of the inspectorate vs laypersons/ etc.</p> <ul style="list-style-type: none"> ○ Generate continuous loyalty by members to stay “locked in”; i.e. to be passionate members of the “Vet Team Tribe” – Regular campaigns/competitions/photo submissions/ success story publications etc. ● Foster good relations with Animal Health Forum [AHF]: more frequent channel of communication with government/politicians. Existing forum/s? Otherwise form working groups and terms of reference. ● Build relationships with the Media: Make policy statements available on website – as per terms of reference of permanent PR person. ● Create an Animal Welfare Forum; taking legislation under Agriculture into consideration ● Co-operate with regional & international bodies through representation, congresses, workshops and meetings. Be visible. – Foster and scale up communications with all relevant councils; associations and organizations. “...” number of international/regional “outreaches” per year. Budget. 	
<p><u>2.D) DOWN-STREAM COMMUNICATION STRATEGY</u></p>		<ul style="list-style-type: none"> ● Build relationships with end-users of our services, consumers and related downstream organisations – The clients and end-users of our services must feel the information access points of the veterinary professions are the ONLY “GO-TO” places for valid information on their animal health/welfare etc. issues. ● Rejuvenate and clarify the terms of reference and action-plan of the Joint PR Committee (SAVC/SAVA/FVS/Other faculties/etc.) – Facilitate finalization of terms of reference and budget contributions; drive roll-out of tasks of JPRC; 	

		<p>assist in beginning to ensure PR/communication momentum building.</p> <ul style="list-style-type: none"> ○ Permanent PR/Social media person appointed (SAVC or JPRC?) – Budget/Job description/Appointment (It might be difficult for the JPRC to appoint a person because of “loose” structure – thus maybe SAVC to appoint and managed/funded jointly?) ○ Communication platforms upscaled (as per Comm’s plan) e.g. Websites/Facebook/Twitter etc.... ○ Communications support structures upscaled – Large pools of “experts” established to advise/do Q&A’s/comment on issues; network must be able to provide FAST and CONTINUED support. ○ Pro-active media and communications (per plan) regularly rolled out – disease trends & reports/videos by experts/how to do’s/webinars/press releases/ position statements/corrections of wrong info on the web/ etc. ○ Generate continuous loyalty by the public/downstream beneficiaries to stay “locked in”; i.e. to be passionate followers of the “Vet Team Tribe” – Regular campaigns/competitions/photo submissions/ success story publications etc. ● Build relationships with the Media (as per terms of reference of permanent PR person): Make policy statements available on website; do press releases; publish success stories; drive participation in and reporting of regional “vet team related” functions (e.g. rabies day etc.) ● Support/monitor development of newly established AW Forum. Resolve issues around AWO infringement on PV arena. Meetings and workshops. Existing forum/s? 	
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		Otherwise form working groups and terms of reference. (Also see Transformation).	
Strategic Goal 3: To restructure the SAVC so as to be more inclusive of all the members and professions and better serve the needs of the members			
<u>3) RESTRUCTURE THE SAVC</u>	<ul style="list-style-type: none"> • Council is elected on an all-in-all-out basis every three years: [no continuity] • Not all new “veterinary team” professions are represented on council e.g. animal physiotherapists; farriers etc. • The President of council has a nearly “fulltime” job iro the important “lobbying” role of SAVC etc. In future this might create difficulty for a “fulltime” employed person to accept this important appointment. • SAVC could be operating outside the mandate of council – is marketing of the professions council’s job!? • Council must transform: lead whole profession to a better place; more accessible for the people. Needs driven service. 	<ul style="list-style-type: none"> • Restructure council but maintain institutional knowledge and expertise [whether Admin or Council] <ul style="list-style-type: none"> ○ Maintain high standards of the staff complement. ○ Investigate the possibility of a “rotational” replacement of council members instead of the all in and all out system [thus create more continuity within the structure] ○ Investigate the possibility of either: <ul style="list-style-type: none"> ▪ A “fulltime” appointed and remunerated President per term ▪ A professional (vet team) permanent appointed staff member with integral knowledge of the professions as director/manager of the political/lobbying roles SAVC needs to play. • Align SAVC structure with current needs of the members: <ul style="list-style-type: none"> ○ Ensure finalization of the internal Succession plan ○ Revise the mandate of Council ○ Proportional representation to be Investigated-Council to expand <p>FOR ALL THE ABOVE:</p> <ul style="list-style-type: none"> ○ Legal department to review the Act [Executive Manager vs permanent President; rotational vs all-in-all-out replacement of councillors] – what is possible? 	<ul style="list-style-type: none"> • An Ad hoc constitution committee was established Drs Adam and Molefe, Ms Mogale, Ms Stoltz and Mr Kutu. • The committee will develop broad principles within the legal framework regarding the constitution of Council. • A workshop will follow and the broad principles will form part of the discussions at the workshop. • The first meeting is scheduled for 5 May 2017. The aim is to finalise the process within a year. • Restructure but maintain some expertise [maintain institutional knowledge] in Council

		<ul style="list-style-type: none"> ○ Review the Mandate of the council ○ Review Representation on Council - Analyse demographics of the professions <ul style="list-style-type: none"> ▪ Develop a Transformation Policy -explain why we want the information. ○ Budget/ generate income for the process ○ Draft Amendments to the Act ○ Lobby support of the Minister ○ List stakeholders for consultation ○ Hold workshops with all stakeholders ○ Draft and submit final Amendment to the Act 	<p>[whether Admin or Council]</p> <ul style="list-style-type: none"> • Legal to review the Act [Executive Manager vs permanent President]
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