

# Objectives and Context of the Workshop

Rahul Srivastava  
PPP Project Manager

Regional Workshop (Middle East)  
Public-Private Partnerships in the Veterinary Domain  
11-13 July 2023, Kingdom of Bahrain



World  
Organisation  
for Animal  
Health  
Founded as OIE

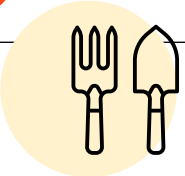
Organisation  
mondiale  
de la santé  
animale  
Fondée en tant qu'OIE

Organización  
Mundial  
de Sanidad  
Animal  
Fundada como OIE



# Key Milestones <sup>2</sup>

2017

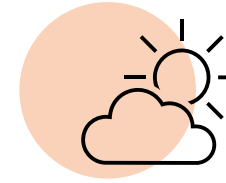


- Resolution #39  
WOAH GS
- [http://www.oie.int/fileadmin/Home/eng/About\\_us/docs/pdf/Session/2017/A\\_RESO\\_2017\\_Public.pdf](http://www.oie.int/fileadmin/Home/eng/About_us/docs/pdf/Session/2017/A_RESO_2017_Public.pdf)



- PPP Impact assessment

3 case examples: Ethiopia, Indonesia, Paraguay



- PPP brochure and Typology

Released at the 86<sup>th</sup> GD

2018-2020



- The WOAHP PPP Best Practices Handbook

Released at the 87<sup>th</sup> GS



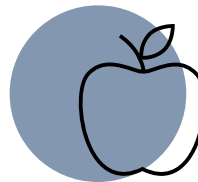
- E-learning modules
- Evaluation tool



- **4 Regional PPP workshops**

In Africa and Asia to disseminate PPP Best Practices

2021-2024



- **PPP PVS Targeted Support**

- **Regional PPP workshops**





World Organisation  
for Animal Health  
Founded as OIE



ورشة العمل للمكتب شبه الإقليمي لدول الخليج العربية للمنظمة العالمية للصحة الحيوانية (WOAH SRRAG)  
حول مفهوم الشراكة بين القطاعين العام والخاص في المجال البيطري

Middle East Regional Workshop of PPP  
In the Veterinary Domain

2023 يوليو 13-11  
July

Kingdom of Bahrain - مملكة البحرين

CROWNE PLAZA  
AN IHG HOTEL  
BAHRAIN

sponsors



شركة ديمون للدواجن  
Daimon Poultry Company

Al-Zubair For Vet. & Agri. Serv. Co.  
Vet. Medicines & Equipments  
C.A. CBAS  
Kingdom of Bahrain



وزارة الزراعة والصيد البحري والرياسة  
البيطرية  
مملكة البحرين

الرعاة





## Regional PPP Workshops in Africa 2019





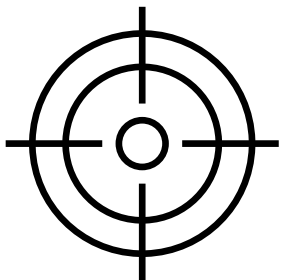
Please write down your expectation(s) about this Training Workshop on the post-its provided.




Afterward, please place them on the flip chart.



*At the conclusion of the Workshop, we will verify if we have met the requirements.*






*Group Exercise 1  
Needs Assessment,  
benefits and Impacts of  
PPPs*



*Group Exercise 2  
Stakeholder mapping  
and engagement*



*Group Exercise 5  
Evaluation of PPP Business  
case developed and  
discussed in Group Work 3  
and 4, respectively*

Introductory  
Session

Experiences in  
the region:  
PVS and PPP in  
the veterinary  
domain

Understanding  
of PPP in the  
veterinary  
domain

Stakeholder  
Mapping,  
Engagement  
and PPP  
Business Case  
Development

PPP  
Simulation  
Exercise -  
Zooland

Evaluation and  
monitoring of  
PPP cases

Workshop  
closure

Day 1

Day 2

Day 3



*Group Exercise 3  
Development of the  
PPP business case*



*Group Exercise 4  
Hypothetical case  
Zooland*





## Along the way, we expect:

- An interactive, participatory workshop
- Agree to disagree
- Experience sharing and co-learning
- To get to know you and your needs better





## What are WOAH's expectations?

1

Participants will gain an understanding of how to **identify** PPP needs, **develop** PPP business cases, and successfully **implement** and **evaluate** PPP initiatives in the veterinary domain.

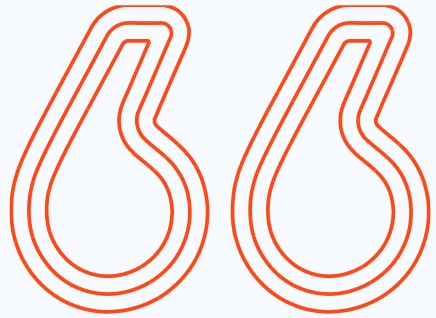
2

Delegates at the national level will gain a better understanding of the **PVS Pathway and PPP Targeted Support**, and how the PPP approach can benefit their national context.

3

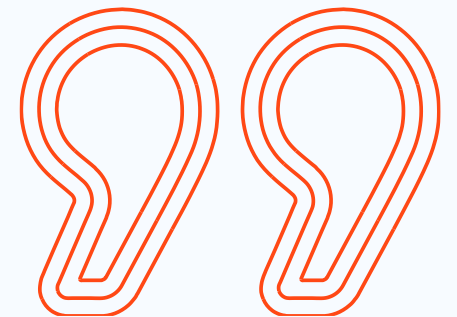
WOAH Members will be prepared to conduct PVS missions with due consideration of PPP.





*Public-private partnership is a joint approach in which the public and private sectors agree responsibilities and share resources and risks to achieve common objectives that deliver benefits in a sustainable manner.*

**World Organisation for Animal Health**





Article 3.2.6. of  
CHAPTER 3.2.  
QUALITY OF  
VETERINARY  
SERVICES

Competent Authorities should, where applicable, have the authority and capability **to develop or engage in public-private partnerships** to deliver animal health, animal welfare or veterinary public health outcomes. That is:

- to accredit, authorise or delegate to the private sector;
- to develop or participate in collaborative joint programmes with producers or other stakeholders.

WOAH has produced guidelines for both public and private sectors to help advocate for, develop and implement public-private partnerships in the veterinary domain.



## PPP Handbook



<http://www.oie.int/publicprivatepartnerships/OIEPPPHandbook>

## E-Learning Courses



Enrollments  
PPP Introductory course: 2,860  
PPP and PC-TAD: 1,334

<https://elearning-ppp.oie.int>

## Publications

**RESEARCH ARTICLE**  
**Typological analysis of public-private partnerships in the veterinary domain**  
 Margot Gallière<sup>1\*</sup>, Marisa Peyre<sup>2,3\*</sup>, Facundo Muñoz<sup>2</sup>, Marline Poupaud<sup>2</sup>, Alain Dehove<sup>1</sup>, François Roger<sup>2</sup>, Isabelle Diezuy-Labaye<sup>1\*</sup>

**Abstract**  
 Public-Private Partnerships (PPPs) in the veterinary domain are widely implemented worldwide and can help to strengthen the capacities of Veterinary Services. Few analyses have been made of these initiatives. This study is aimed at developing an evaluation tool based on participatory approaches and focusing on the quality of PPP processes in the veterinary domain. The tool was divided into ten sections relevant to PPP process organisation and activities. The 44 evaluation criteria and six quality attributes (operationality, relevance, acceptability, inclusiveness, adaptability, and stability) were identified based on literature review and case-study application. The tool was adjusted during four regional PPP training workshops bringing together stakeholders from both public and private sectors. Finally, the tool was validated through an experts' elicitation process and applied in the field in Paraguay. The tool was developed in a non-normative perspective to help the partners adapt the PPP to their specific context, to maximize the opportunities and minimize the risks of such collaborations, and to formulate adapted recommendations to strengthen and improve the PPP collaborative process and thus the outcomes. In an ex-ante perspective, this tool would also help public and private actors to engage and develop a PPP process following the best possible practices. The aim of this tool is to help decision making in terms of PPP development and implementation in the veterinary domain to ensure the added value and relevance of such a collaborative approach in different countries worldwide.

**RESEARCH ARTICLE**  
**An evaluation tool to strengthen the collaborative process of the public-private partnership in the veterinary domain**  
 Marline Poupaud<sup>1,2,3\*</sup>, Nicolas Antoine-Moussiaux<sup>2</sup>, Isabelle Diezuy-Labaye<sup>3</sup>, Marisa Peyre<sup>1</sup>

**Abstract**  
 Public-private partnerships (PPPs) in the veterinary domain are widely implemented worldwide and can help to strengthen the capacities of Veterinary Services. Few analyses have been made of these initiatives. This study is aimed at developing an evaluation tool based on participatory approaches and focusing on the quality of PPP processes in the veterinary domain. The tool was divided into ten sections relevant to PPP process organisation and activities. The 44 evaluation criteria and six quality attributes (operationality, relevance, acceptability, inclusiveness, adaptability, and stability) were identified based on literature review and case-study application. The tool was adjusted during four regional PPP training workshops bringing together stakeholders from both public and private sectors. Finally, the tool was validated through an experts' elicitation process and applied in the field in Paraguay. The tool was developed in a non-normative perspective to help the partners adapt the PPP to their specific context, to maximize the opportunities and minimize the risks of such collaborations, and to formulate adapted recommendations to strengthen and improve the PPP collaborative process and thus the outcomes. In an ex-ante perspective, this tool would also help public and private actors to engage and develop a PPP process following the best possible practices. The aim of this tool is to help decision making in terms of PPP development and implementation in the veterinary domain to ensure the added value and relevance of such a collaborative approach in different countries worldwide.

•<https://doi.org/10.1371/journal.pone.0224079>  
•<https://doi.org/10.1371/journal.pone.0252103>

## Regional Workshops in Africa and Asia



Kathmandu,  
Bangkok, Addis  
Ababa, Tunisia

200+ Participants

35 Countries





Increase quality, efficiency and sustainability of veterinary services delivered to end-users, primarily livestock producers

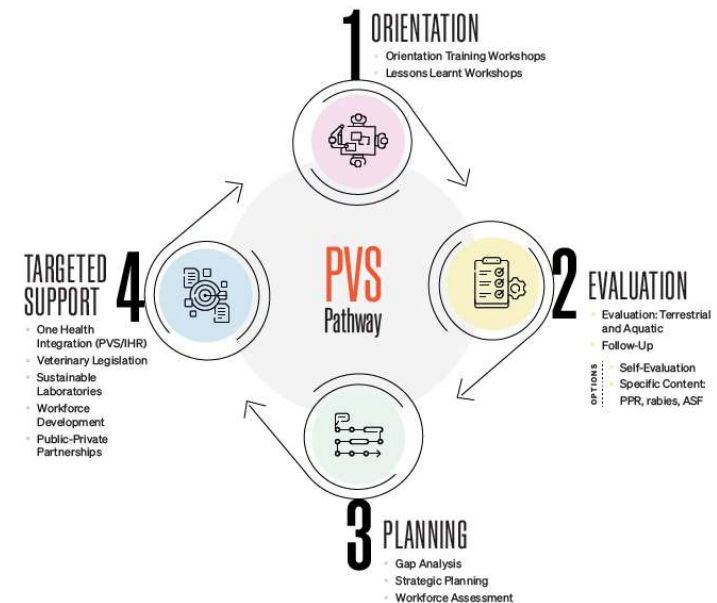
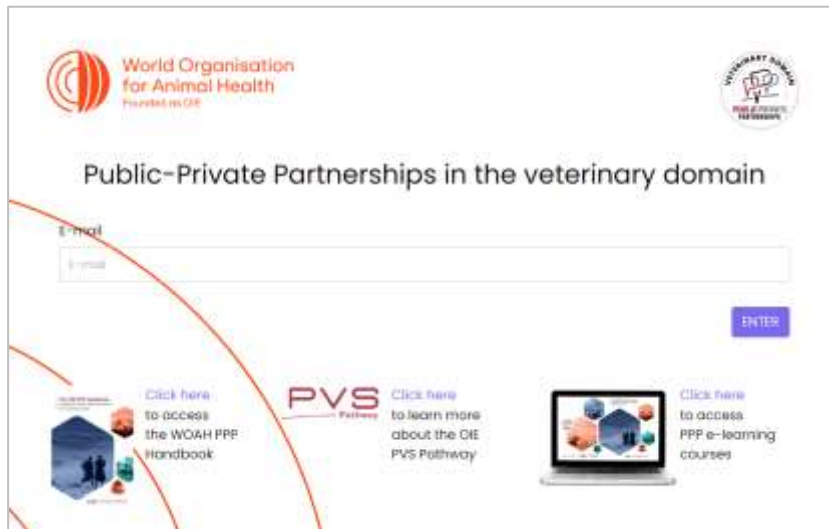


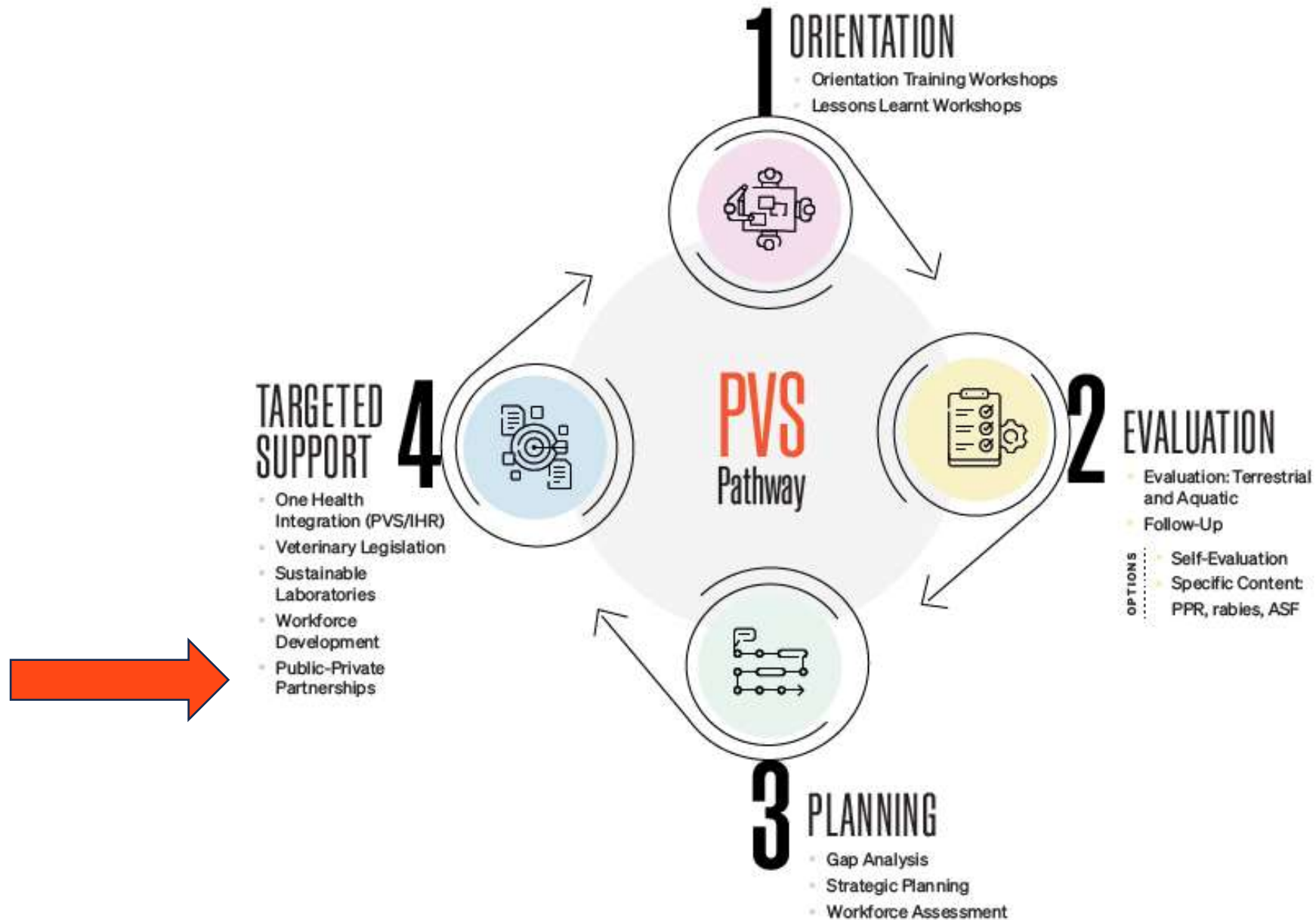
Global and regional  
Level

PPP Database and  
workshops



National Level  
PVS Pathway



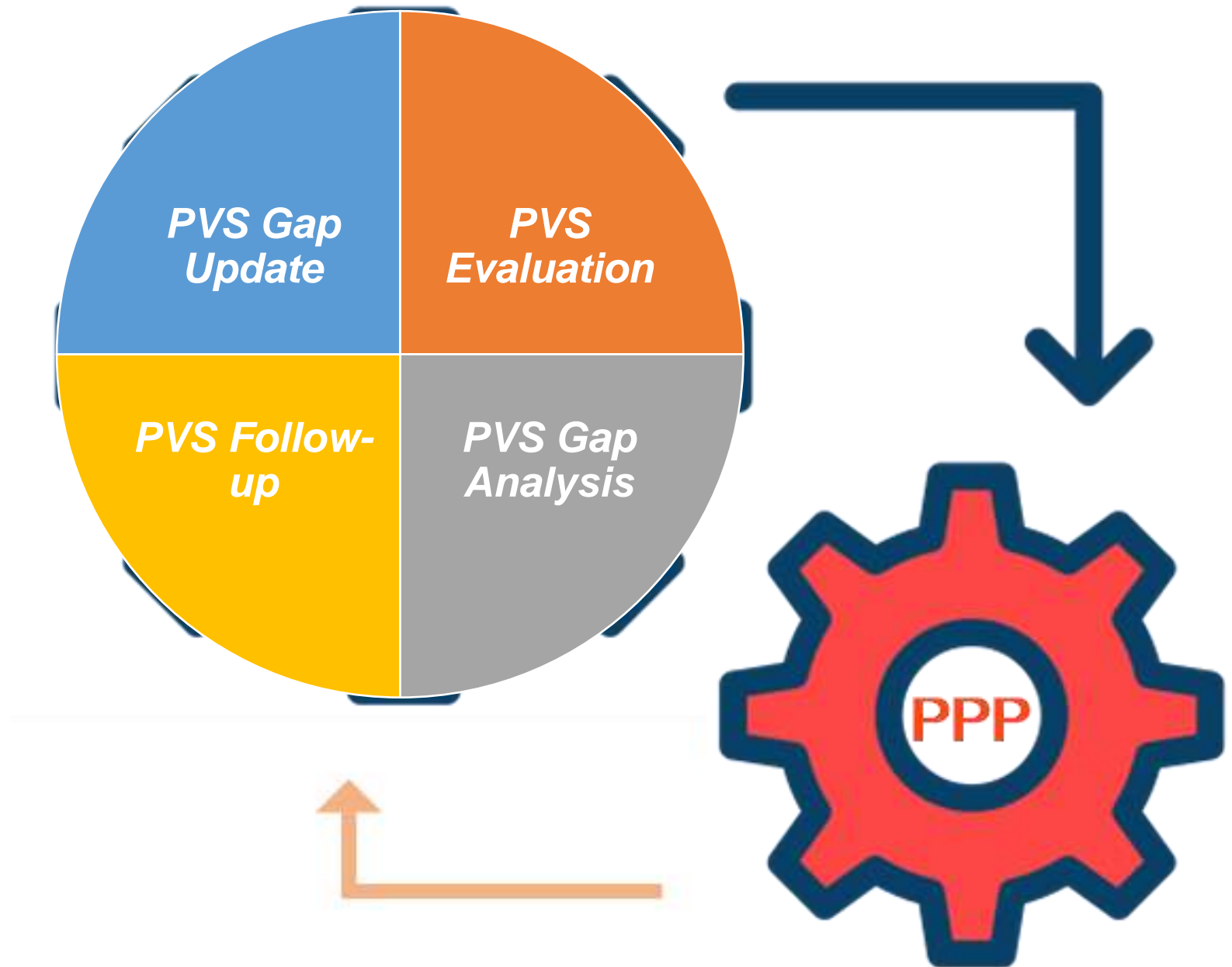


## PVS Monitoring cycle and PPP

Recommendations of the PVS Reports will be the starting points for the PPP Targeted Support.

Integration of PPP in the PVS Evaluation/Follow-Up and Gap Analysis missions is necessary.

PPP related key questions to be asked during Evaluation/ Follow-Up and Gap analysis mission

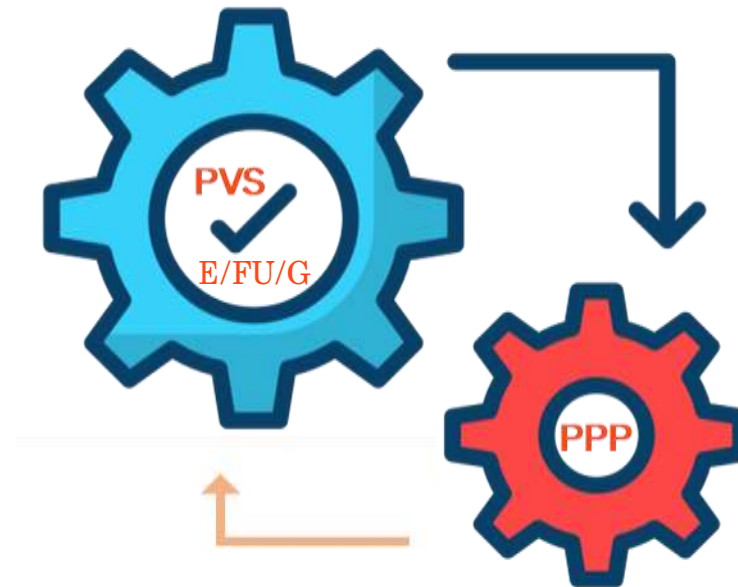






## How to get PPP Targeted Support

- Any WOAHA Member that has completed a **PVS Evaluation, Follow-up or GAP Analysis mission in the last five years** may request WOAHA for PPP Targeted Support based on the recommendations around **specific competencies** areas addressed in the report.



# Thank You

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animale

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Mundial  
de Sanidad  
Animal





# PVS Pathway overview and PVS Roadmap State of Play in the ME Region

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Valentyna Sharandak

Regional Workshop (Middle East)  
Public-Private Partnerships in the Veterinary Domain  
11-13 July 2023, Kingdom of Bahrain

Capacity-Building Department

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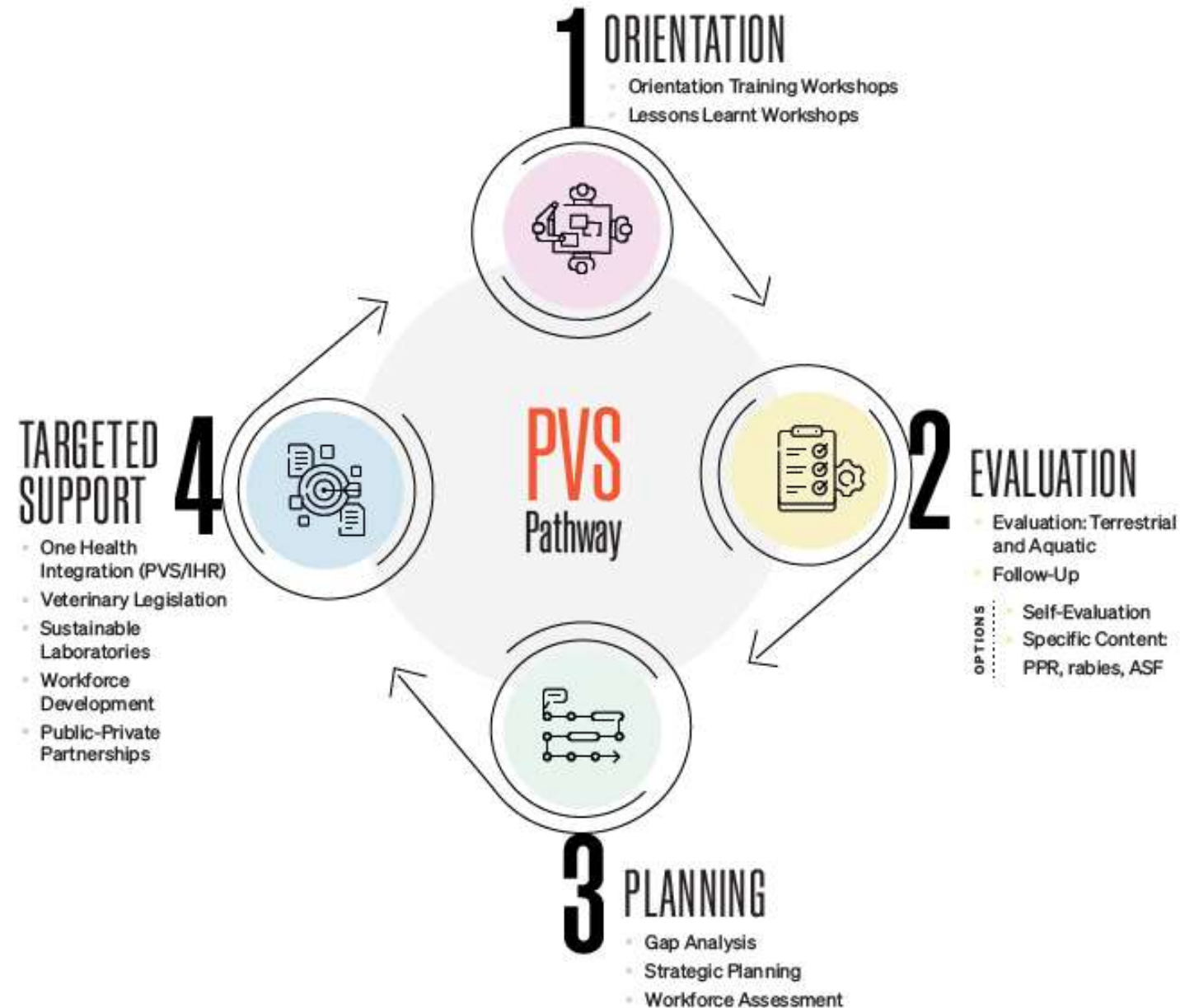
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for Animal  
Health

Organisation  
mondiale  
de la santé  
animale

Organización  
Mundial  
de Sanidad  
Animal



- **Comprehensive**, staged approach providing a series of sequential **capacity building activities** for the systematic strengthening of Veterinary Services and Aquatic Animal Health Services
- **Voluntary, country driven process**, encourages **continuous learning and improvement** within national Veterinary Services
- Supports greater **compliance with WOAH International Standards** for animal health and welfare





## PVS Pathway Engagement

Year

2006

2023



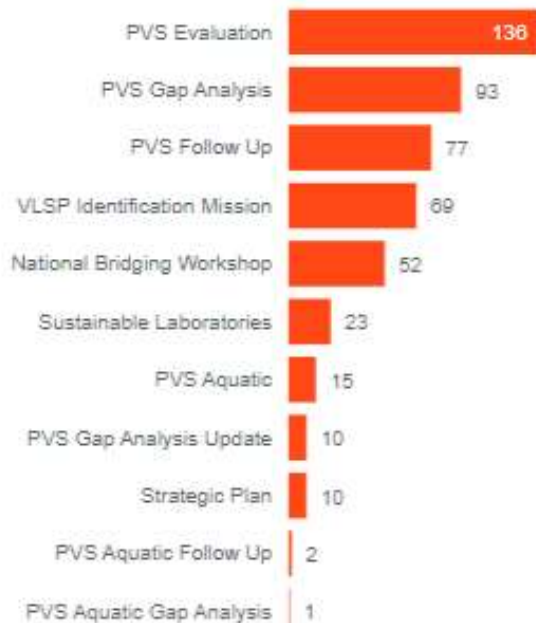
# 489

PVS Activities conducted

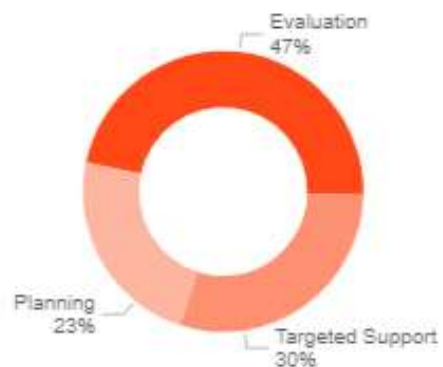
### PVS Missions conducted, by Region



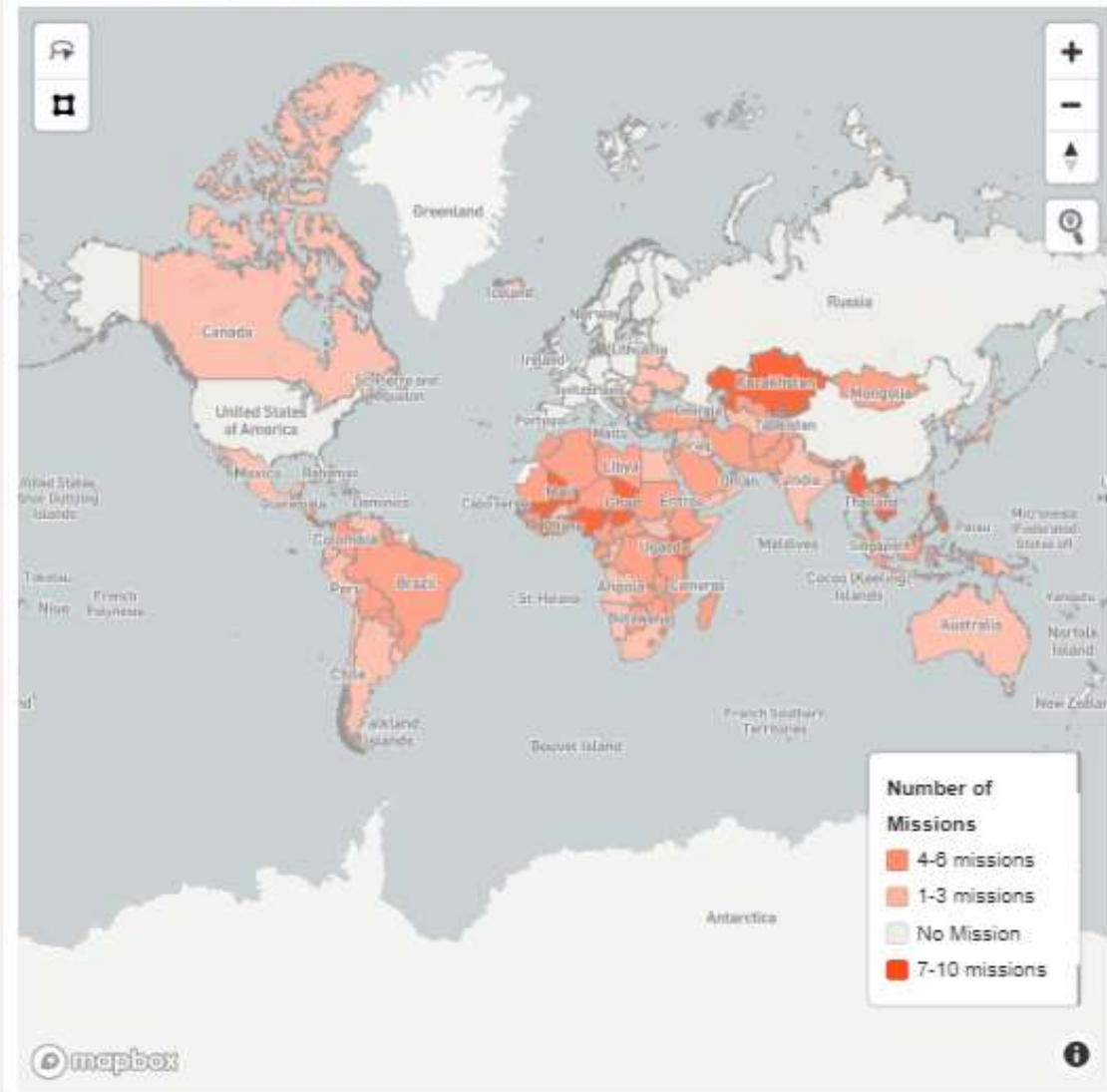
### PVS Missions conducted, by mission type



### PVS Missions conducted

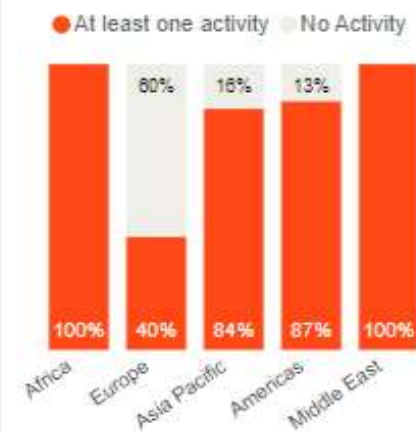


### PVS Pathway Engagement



**77%**  
Members engaged in at least one mission

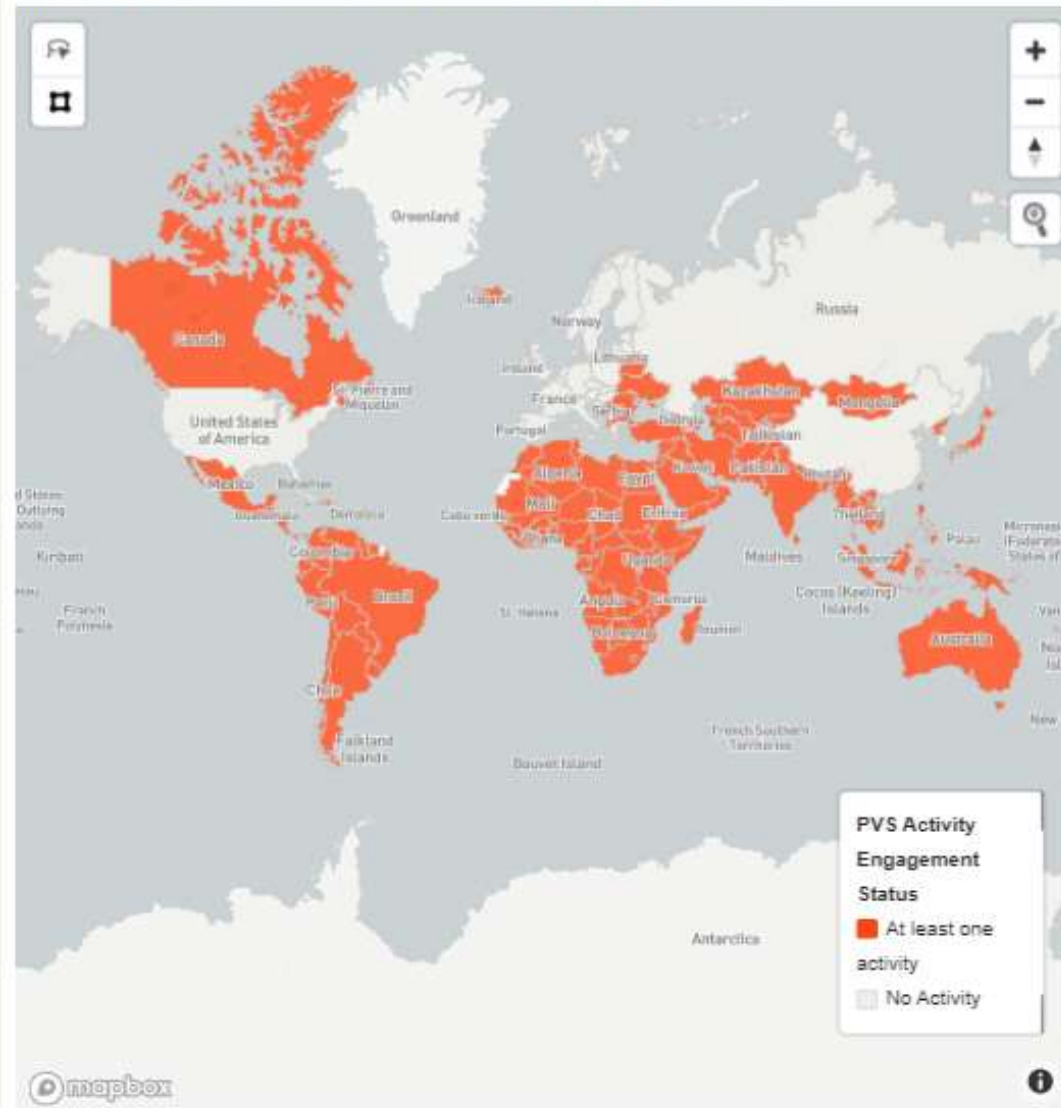
Members engaged in at least one activity to date



Member Engagement across the PVS Pathway



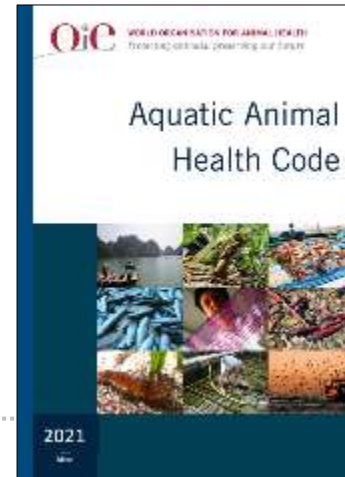
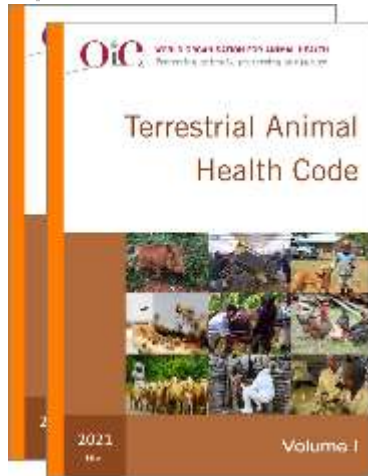
Members engaged in at least one activity in the PVS Pathway



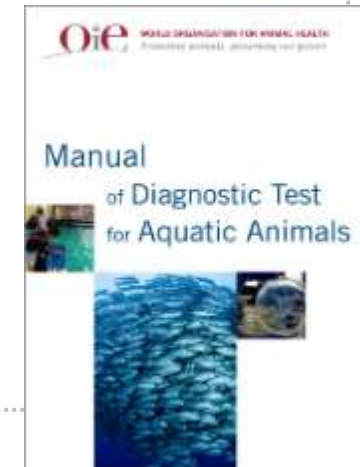


## The WOAH Standards

### CODES

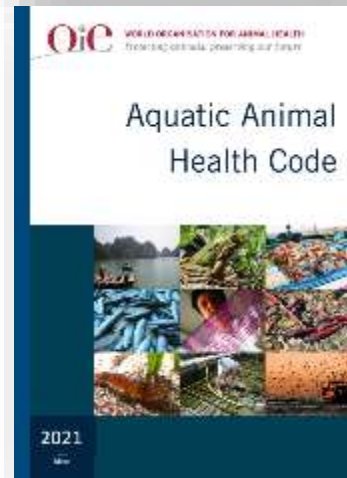
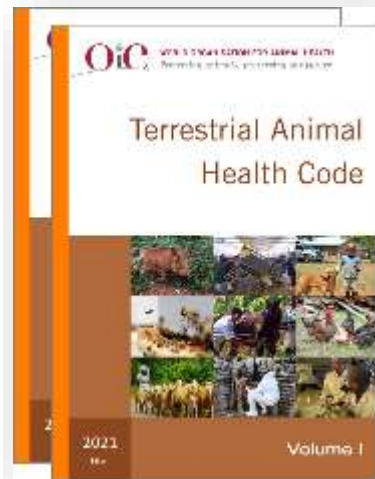


### MANUALS



**Standards to improve animal health and welfare  
and veterinary public health**

## Tools for the Good Governance of Veterinary Services / Aquatic Animal Health Services

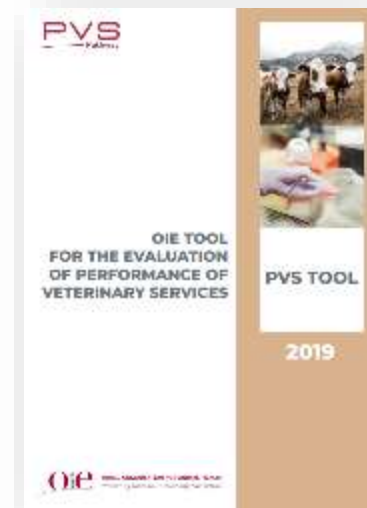


### Section 3 of Codes

Quality of Veterinary Services

/

Quality of Aquatic Animal Health Services



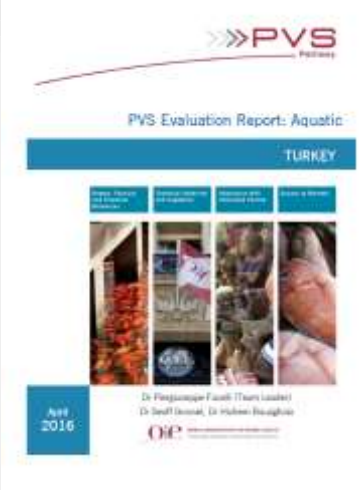
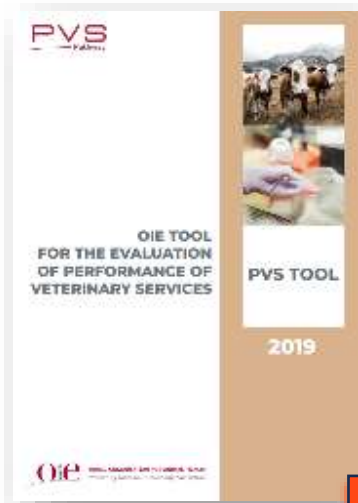
2019,  
Seventh Edition

Updated  
PVS Tools

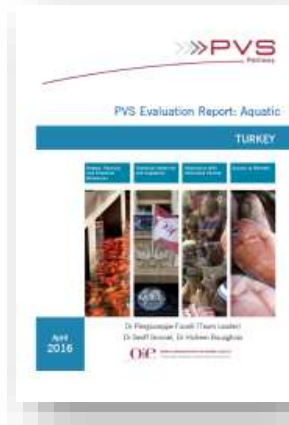
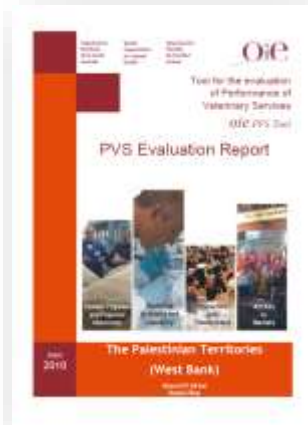


2021,  
Second Edition

# Performance of Veterinary Services (PVS) Pathway







- Afghanistan (2010)
- Bahrein (2008)
- Djibouti (2007)
- Iraq (2023) PrePhase
- Lebanon (2008)
- Kuwait (2007)
- Oman (2007)
- Syria (2008)
- Qatar (2008)
- UAE (2009)

**Official requests:**  
 KSA – Aqua, Ter  
 Somalia - Ter  
 - Other interest?

- Djibouti (2009)
- Kuwait (2009)
- Lebanon (2009)
- Oman (2011)
- UAE (2012)

**Official requests:**  
 - Afghanistan (2017)  
 - Syria (2010)

### Legislation

- Afghanistan (2010)
- Djibouti (2016)
- Kuwait (2010)
- Lebanon (2009)
- UAE (2011)

- Afghanistan (2017)
- UAE (2016)

**Official requests:**  
 - Lebanon (2015)

## Monitoring Performance of Veterinary Services and Aquatic Animal Health Services



### Monitoring Cycle Stage

- Evaluation
  - PVS Aquatic
  - PVS Aquatic Follow Up
  - PVS Evaluation
  - PVS Follow Up
- Planning
  - PVS Aquatic Gap Analysis
  - PVS Gap Analysis
  - PVS Gap Analysis Update
  - Strategic Plan

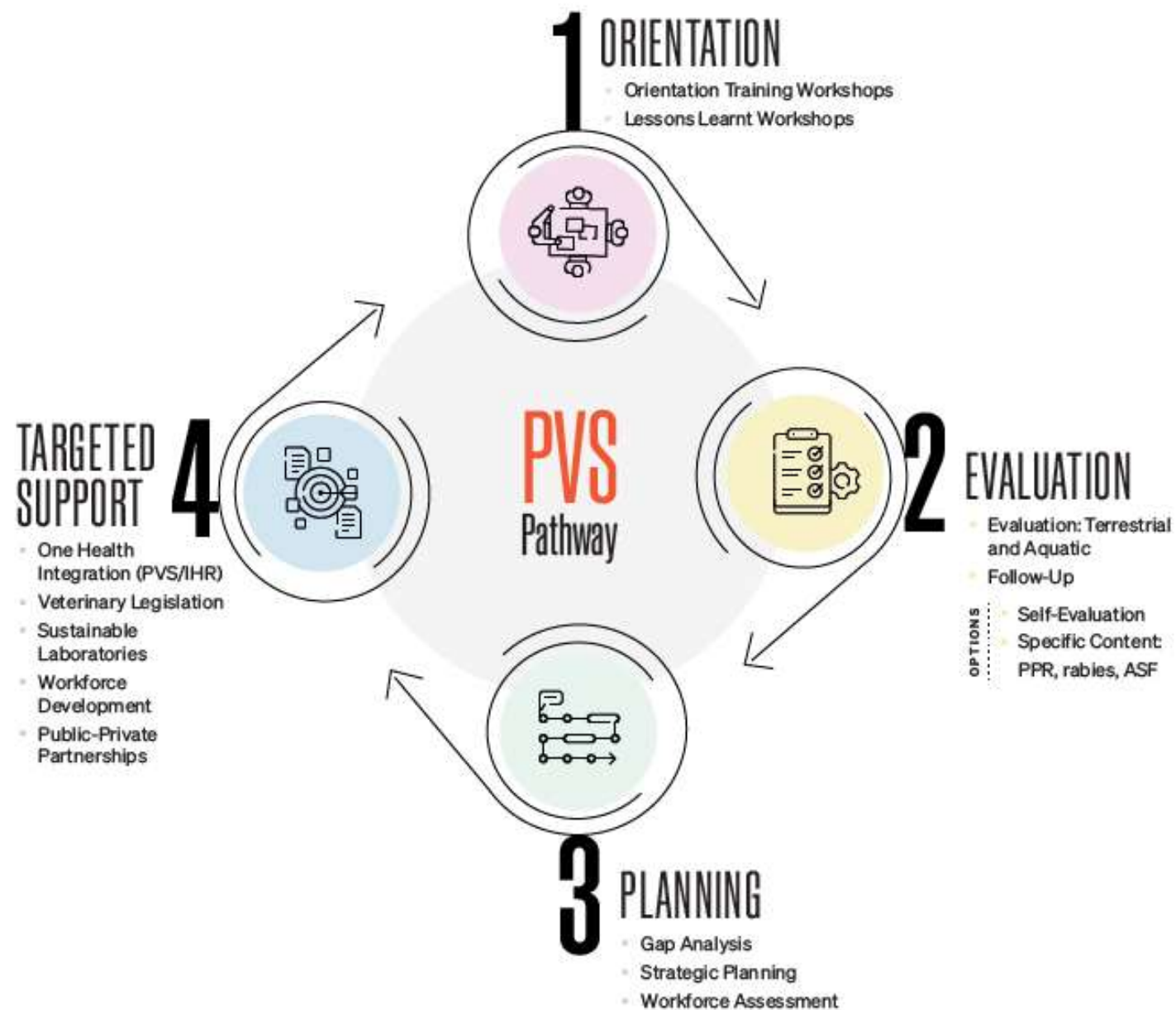
### Monitoring Cycle breakdown by WOA Region

Region	Mission requested	Missions done
Africa	99	93
Asia Pacific	52	47
Americas	49	42
Europe	37	33
Middle East	19	15
<b>All region</b>	<b>256</b>	<b>230</b>

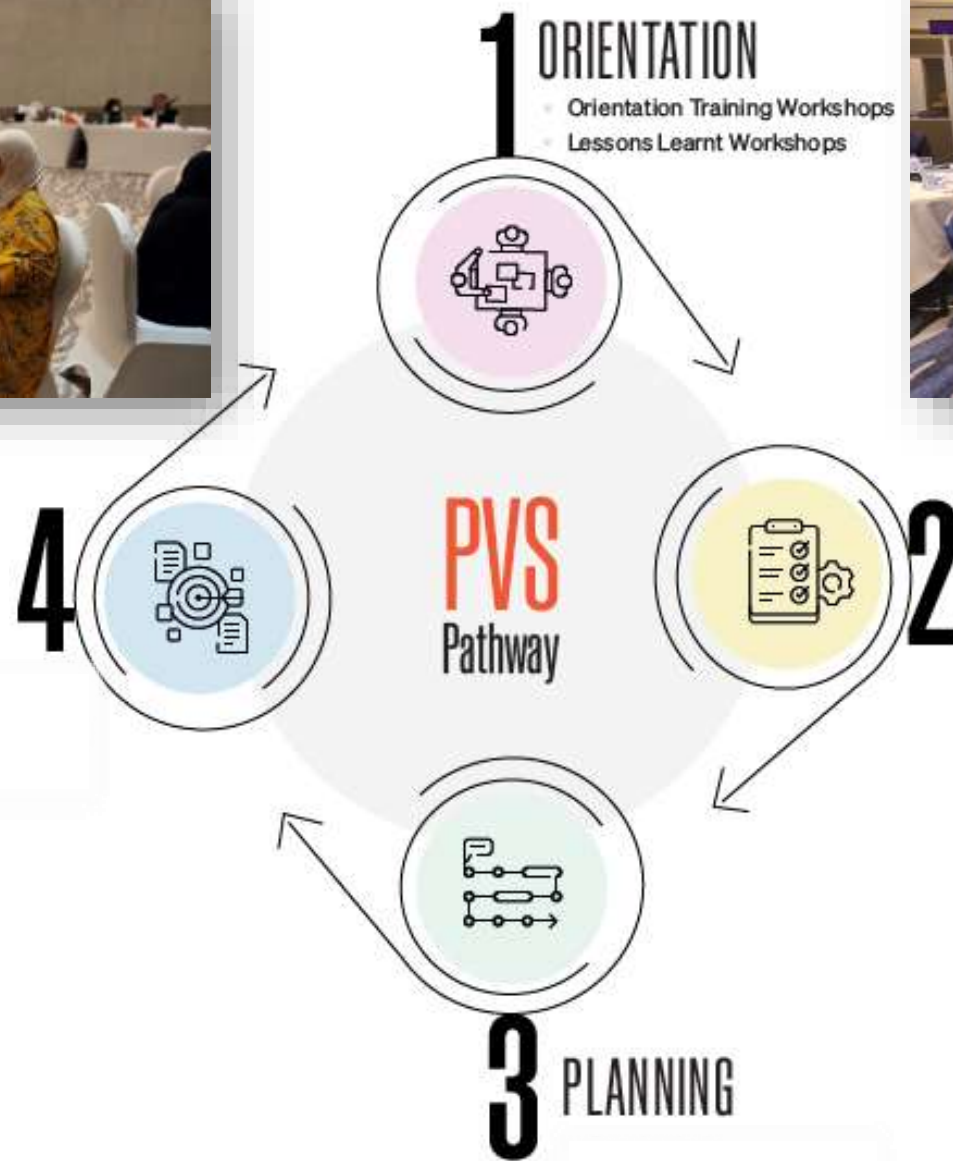
2006

2023











# Orientation Training Workshop

## Learning Objectives:

- *Members understand and are more familiar with the PVS Pathway and its benefits, as well as the PVS Tool (2019)*
- *Members describe the benefits in engaging in PVS Pathway Activities and support*
- *Members better understand WOAH and Experts' expectations for improved implementation*
- *Members share lessons learned and experiences in the PVS Pathway*
- *Members understand and use data and information contained in the PVS Pathway reports more effectively for action and advocacy*

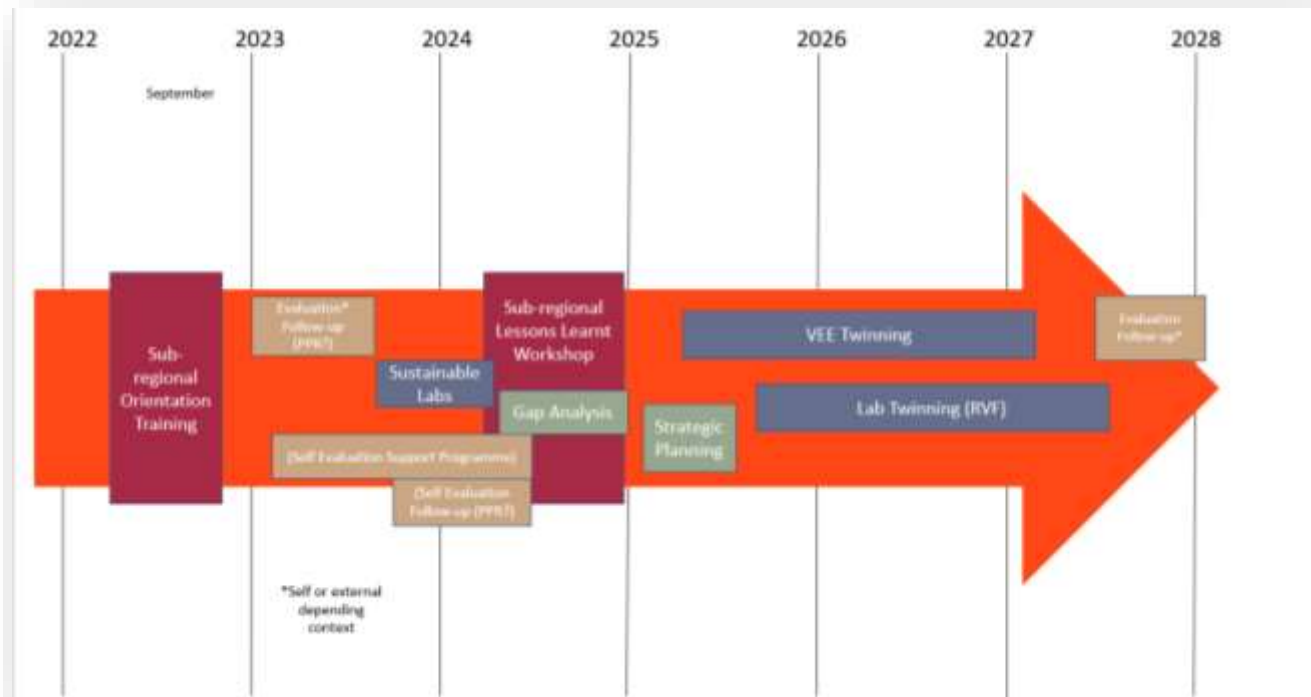
Remote delivery

- E-learning phase
- Webinar



# Experience from recent Orientation Training

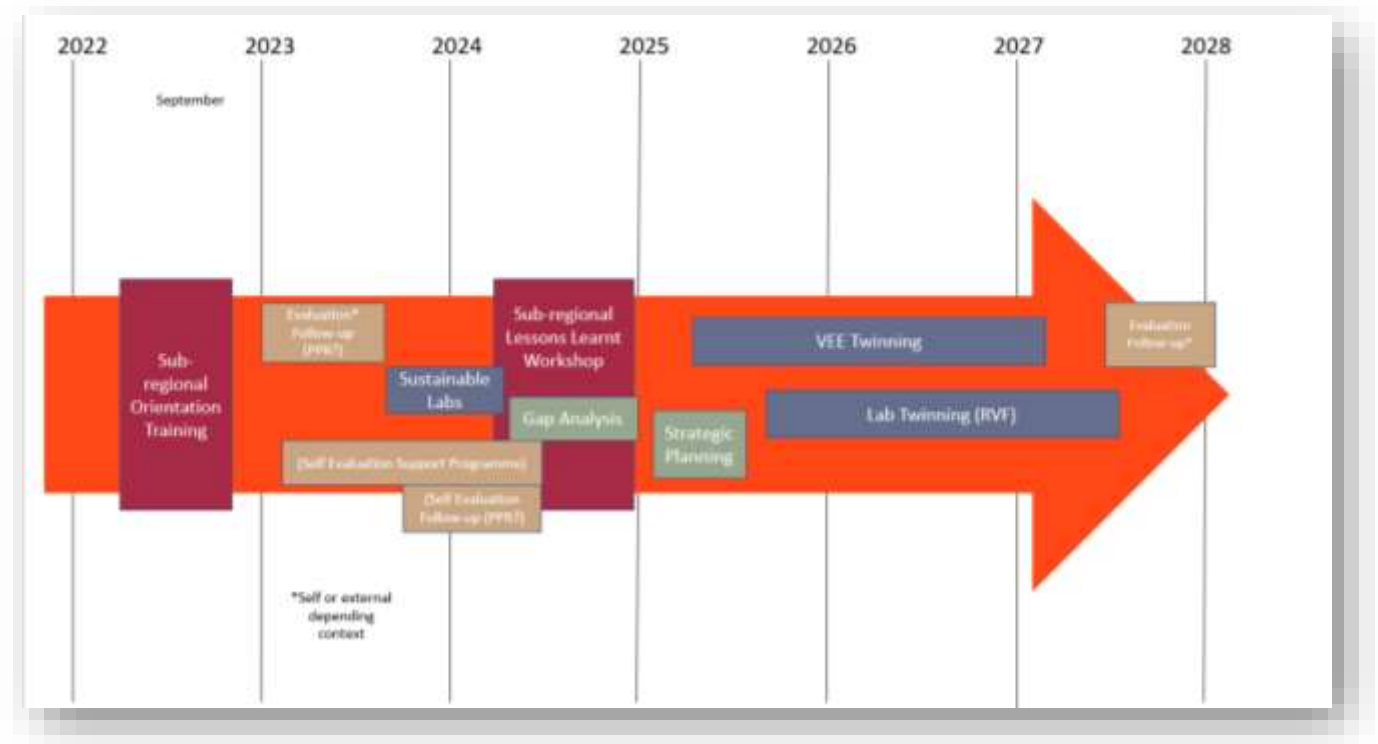
PVS Pathway Sub-Regional Orientation Training Workshop  
19-22 September 2022  
Abu Dhabi, United Arab Emirates

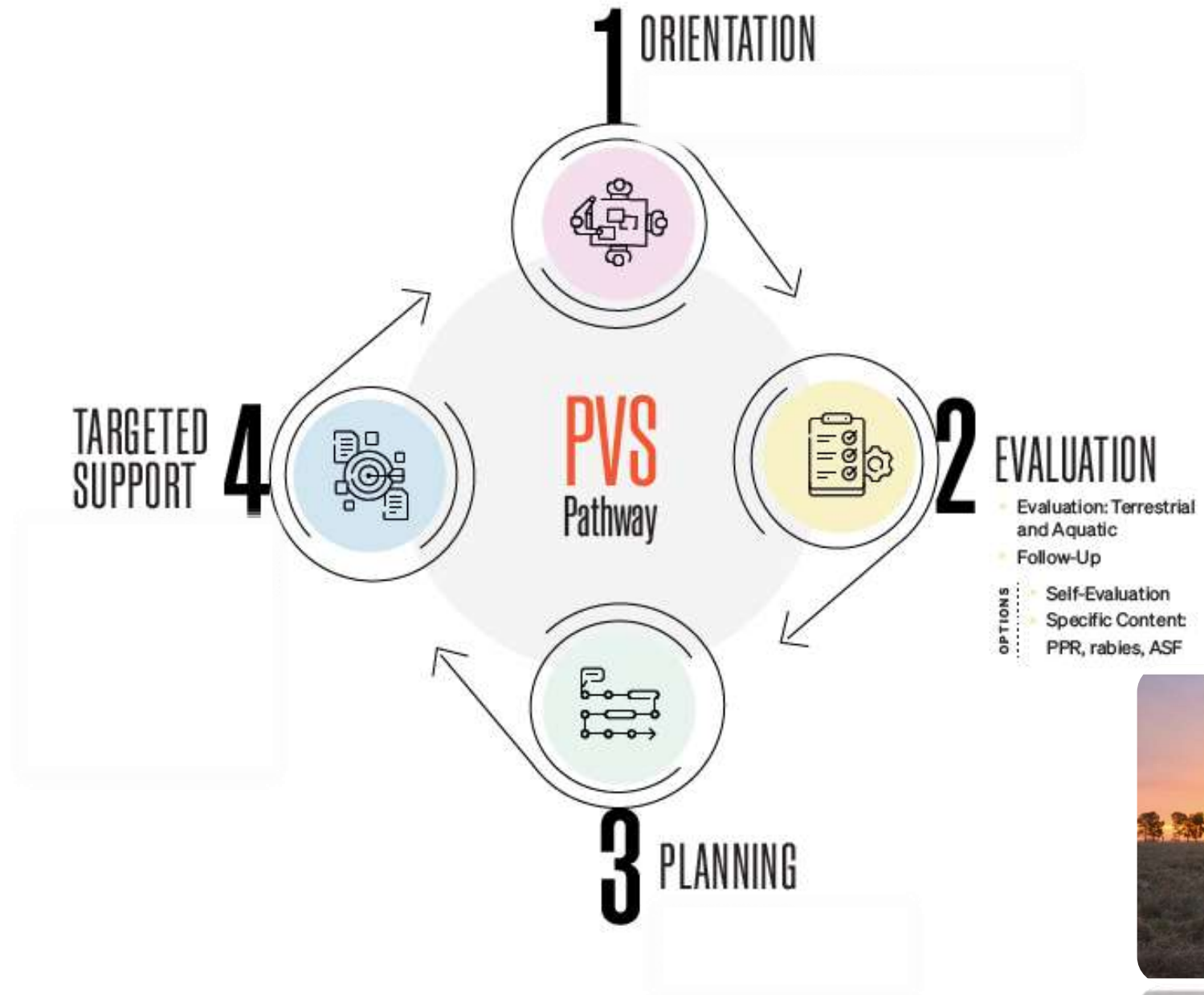






## PVS Pathway Regional Orientation Training Workshop for Middle East 06-09 February 2023, Amman, Jordan



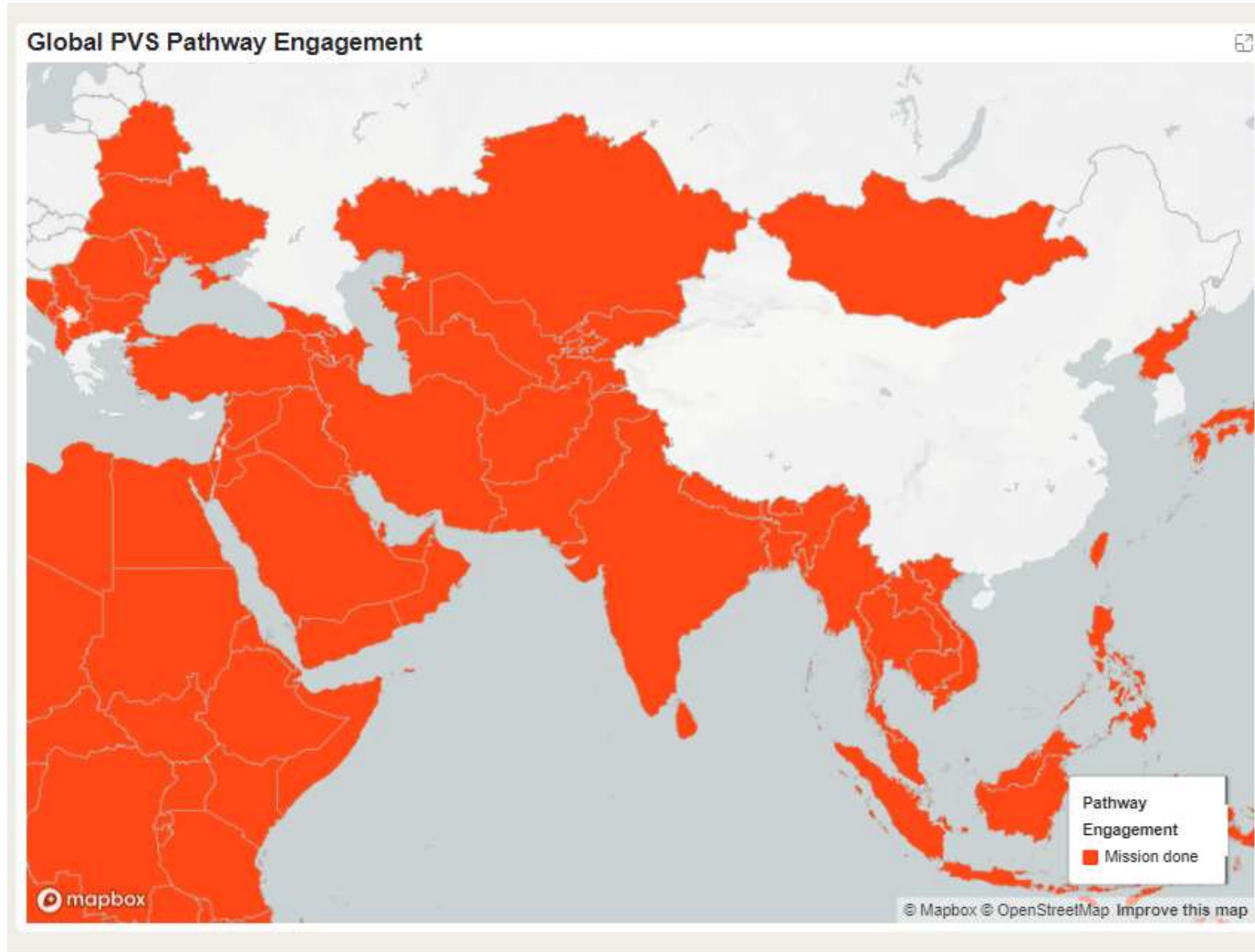




- *Uses PVS Tool (2019) and (2021) against WOAHA International Standards*
- *2-3 weeks long, 2-4 Experts in Team, central & field visits*
- *When available, WOAHA funds Experts, Country funds domestic travel and support*
- *Peer-reviewed & country-approved report*
- *PVS Follow-Up mission = M&E framework*

- Hybrid format
- PVS Specific content
- Self-evaluation SP





### PVS Pathway Phase & Type

- Evaluation
  - PVS Aquatic
  - PVS Aquatic Follow Up
  - PVS Evaluation
  - PVS Follow Up
- Planning
  - PVS Aquatic Gap Analysis
  - PVS Gap Analysis
  - PVS Gap Analysis Update
  - Strategic Plan
- Targeted Support
  - National Bridging Workshop
  - Sustainable Laboratories
  - VLSP Identification Mission

### WOAH PVS mission summary

Region	Mission request	Mission done
Africa	99	93
Asia Pacific	52	47
Americas	49	42
Europe	37	33
Middle East	19	15
<b>Total</b>	<b>256</b>	<b>230</b>

Year

2006

2023



# Available Specific Content for PVS Evaluations



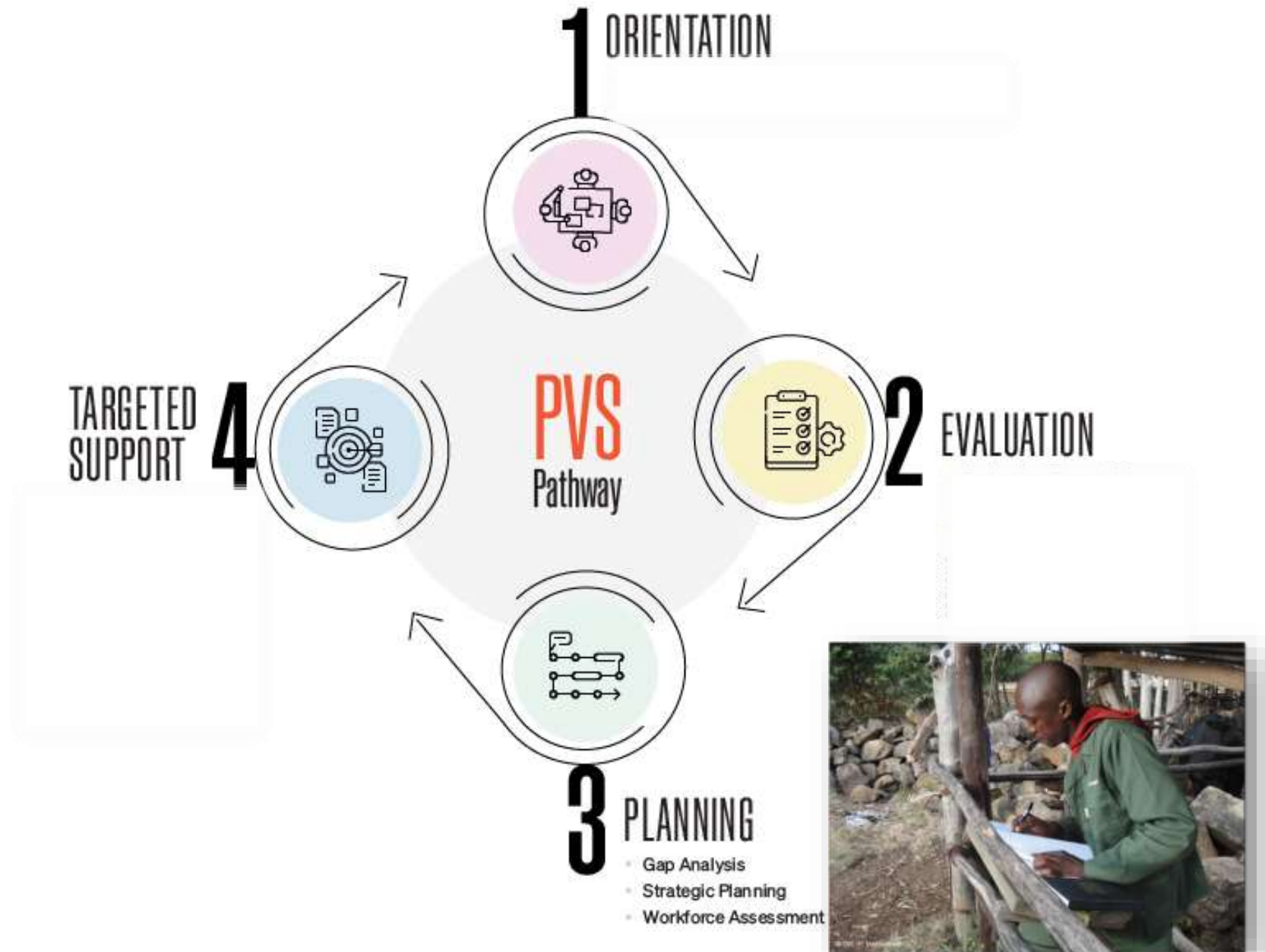


# Coordination with PVS Experts

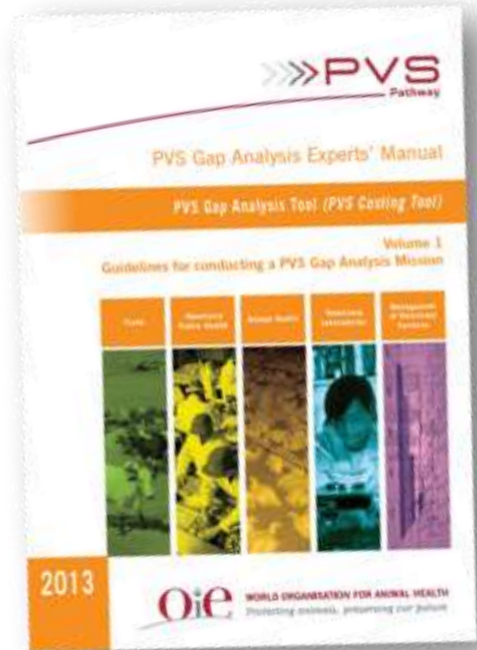
- *Before the missions (e-mails, Toolbox, guidance)*
- *Include PPP experts (when needed)*
- *TL guidance*
- *Involvement in Targeted Support (TL, experts)*







## Objectives of the PVS Gap Analysis (PVS Costing Tool)

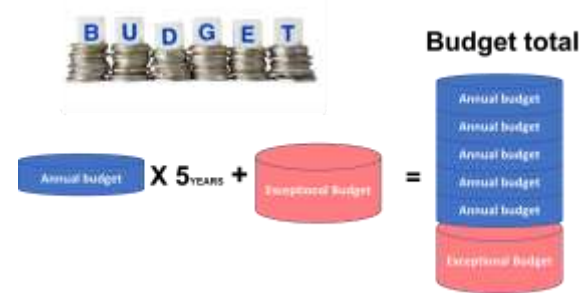


*To determine and confirm country's VS priorities*

*To determine activities to be carried out to achieve expected results*

*To develop an indicative costing of the human and physical resources required for the effective and efficient implementation of the activities defined*

*To support the preparation of national investment programmes*

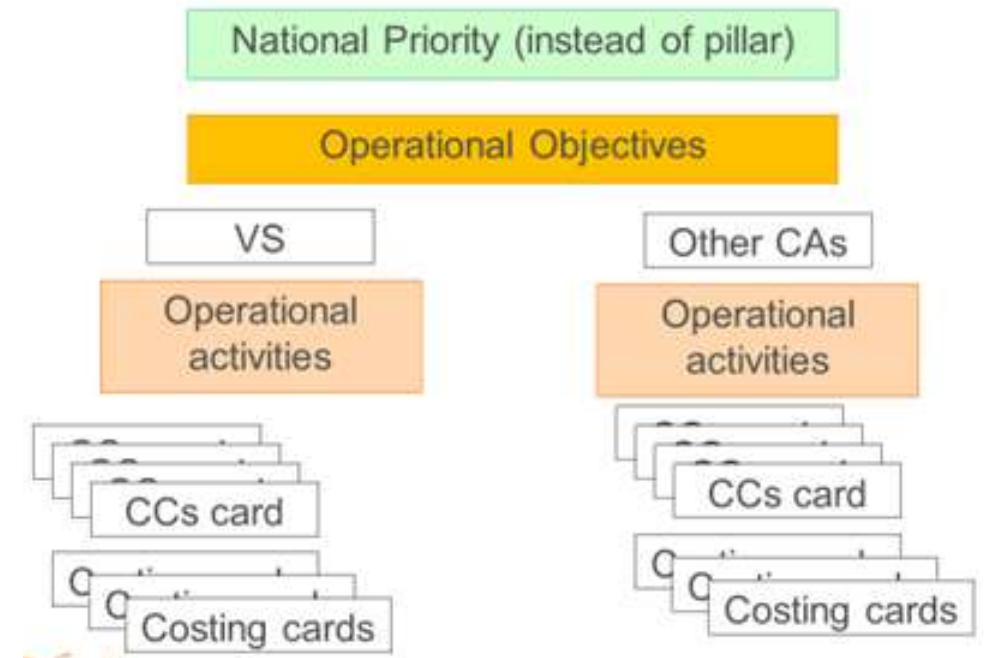


## Points being considered in new methodology:

- Greater focus on **national priorities**
- More inclusive in terms of **stakeholders** involved
- More **active role** of the country
- More **user-friendly costing tools**
- Revised link with **Strategic Planning**
- Strengthened involvement of WOHAR RR/SRR offices



- ✓ 1<sup>st</sup> fully remote Pilot mission successfully conducted in Kazakhstan, **Aug-Sep 2021**,
- ✓ 2<sup>nd</sup> Face-to-face mission in Kenya **Apr-May 2022**
- ✓ 3<sup>rd</sup> Face-to face missions in Cabo Verde planned in **2023**





## 4-day Workshop

25-35 participants recommended

Subsequent to a PVS Evaluation  
[Follow-up] or a Gap Analysis

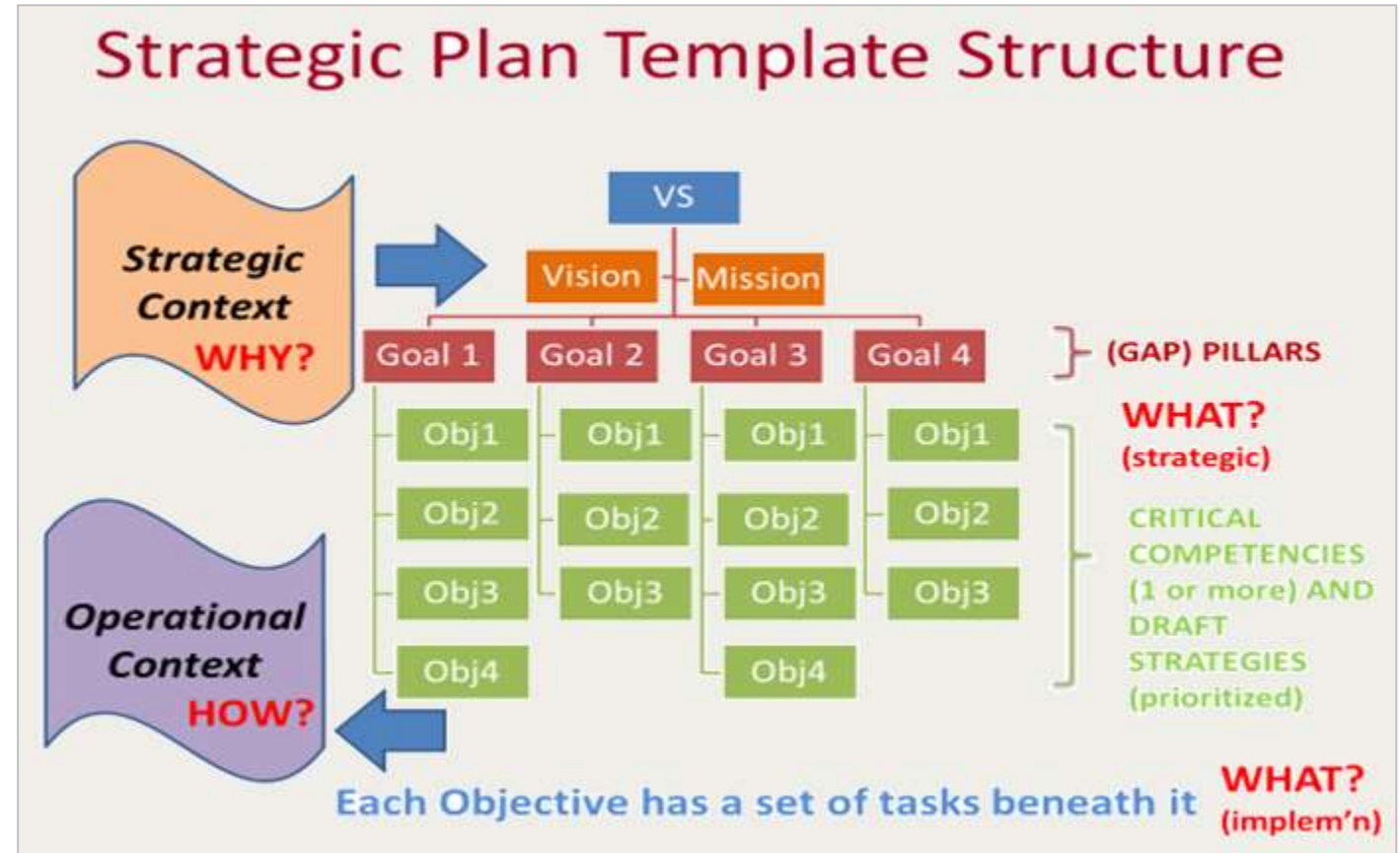
## The Template Approach:

Part 1: Strategic Context – WHY? Includes aspects such as the *Importance of Veterinary Services, Scope and Introduction* and the *Current Status*.

Part 2: Strategy – WHAT? High-level directions. It includes *vision and mission, goals and objectives*.

Part 3: Implementation Plan – WHAT? Includes activities at detailed operational level, including Tasks (by objective) and resourcing (where applicable).

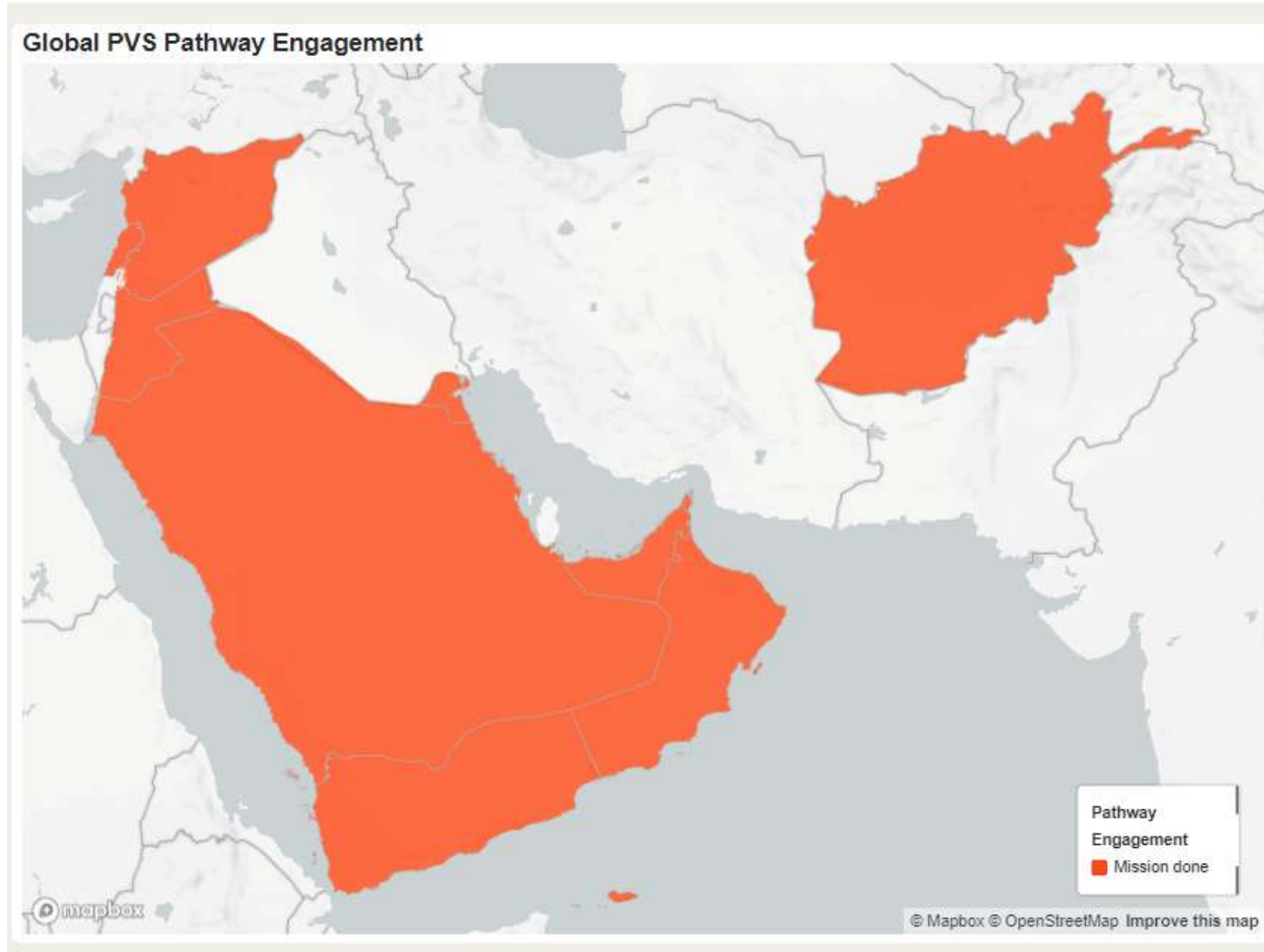
Part 4: Operational Context – HOW? Includes *Governance and Oversight, Monitoring and Evaluation, Risk Management and Stakeholder Management*.





## Workforce Development Programme

*To provide Members with knowledge of the commitments and responsibilities Veterinarians*



### PVS Pathway Phase & Type

- Evaluation
  - PVS Aquatic
  - PVS Aquatic Follow Up
  - PVS Evaluation
  - PVS Follow Up
- Planning
  - PVS Aquatic Gap Analysis
  - PVS Gap Analysis
  - PVS Gap Analysis Update
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  - Sustainable Laboratories
  - VLSP Identification Mission

### WOAH PVS mission summary

Region	Mission request	Mission done
Africa	65	58
Asia Pacific	25	21
Europe	21	16
Americas	20	13
Middle East	10	6
<b>Total</b>	<b>141</b>	<b>114</b>

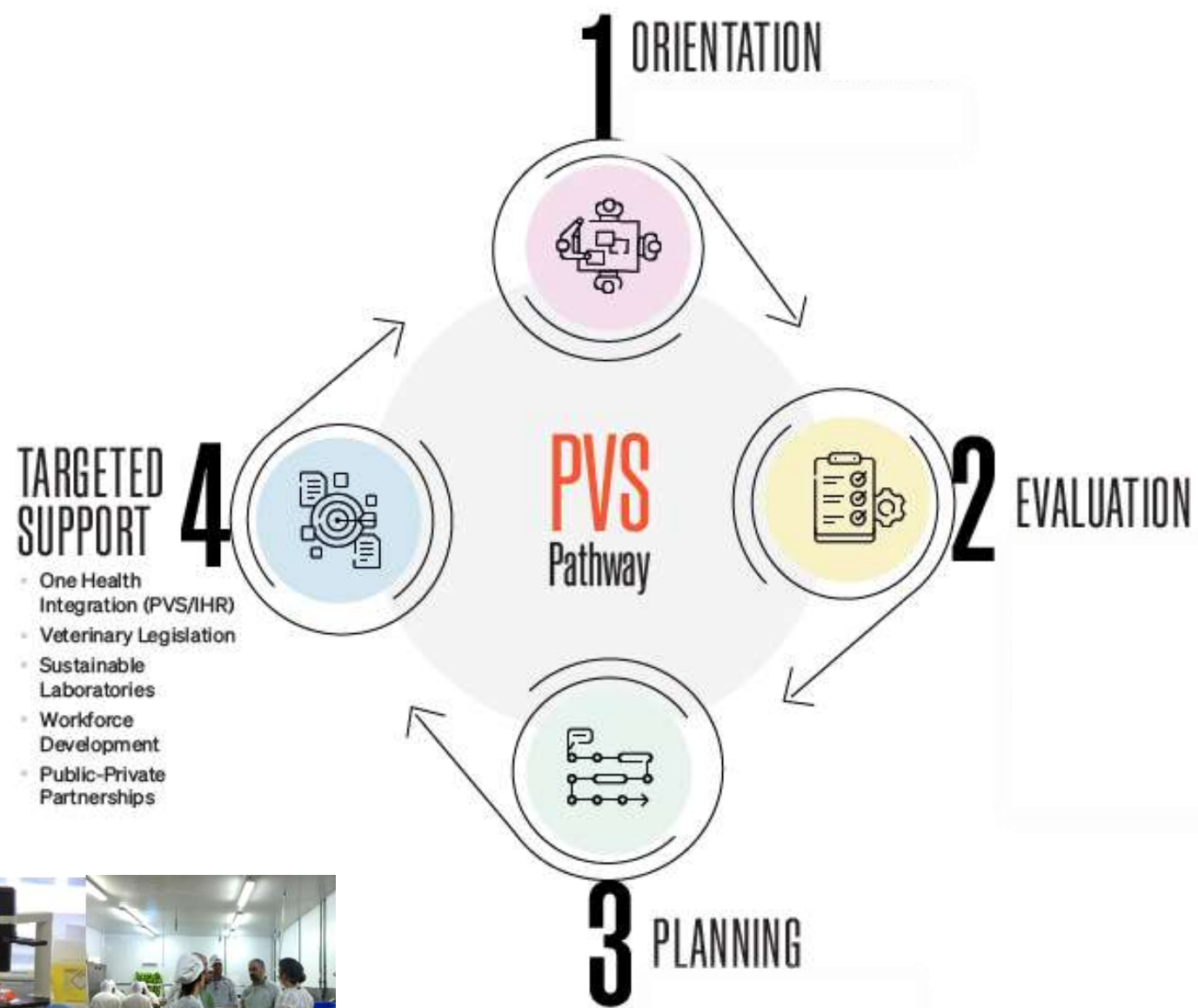
Year

2006

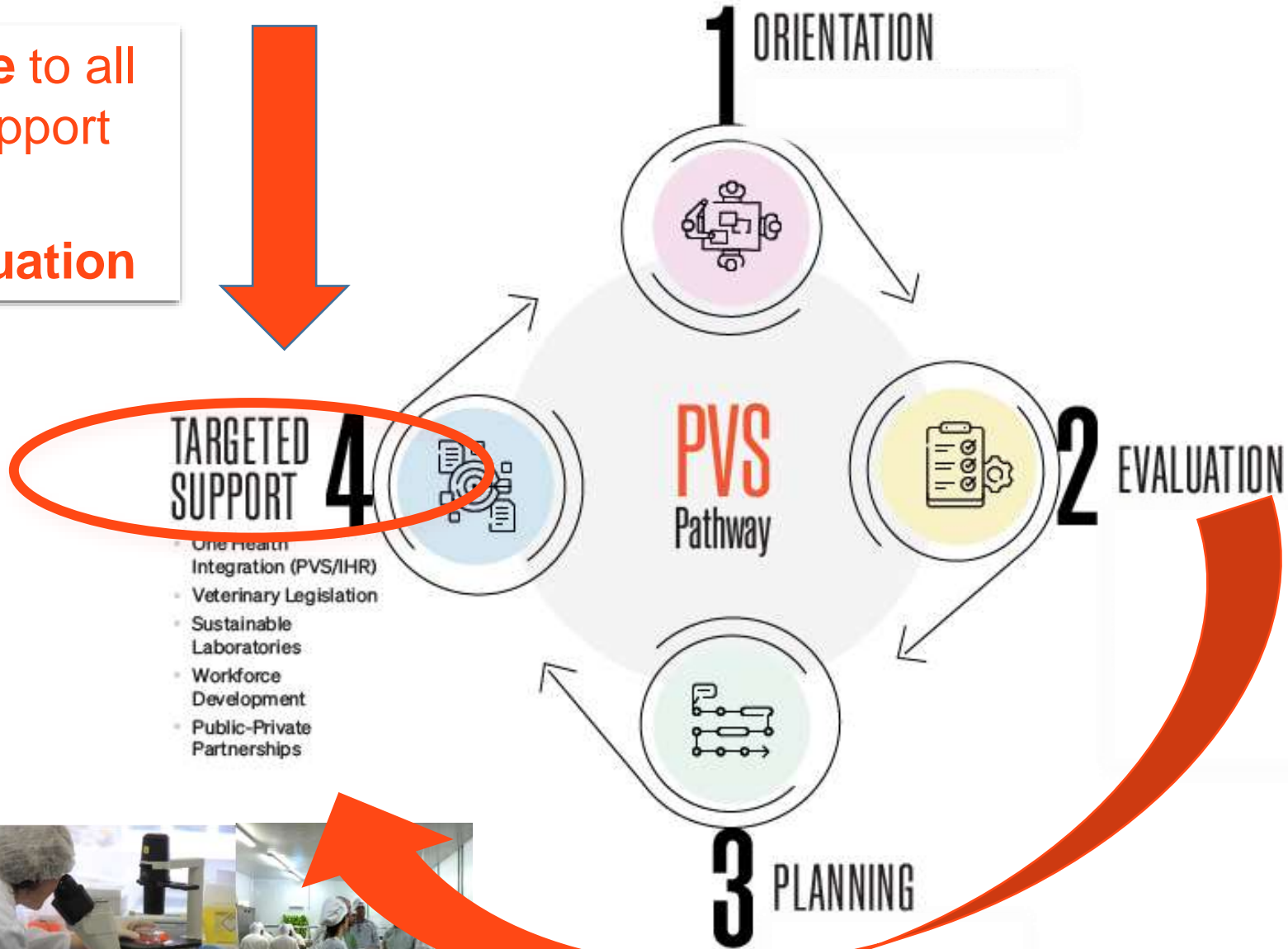
2023







**Prerequisite to all Targeted Support Activities:  
a PVS Evaluation**





## Global PVS Pathway Engagement



## PVS Pathway Phases

- Evaluation
  - PVS Aquatic
  - PVS Aquatic Follow Up
  - PVS Evaluation
  - PVS Follow Up
- Planning
  - PVS Aquatic Gap Analysis
  - PVS Gap Analysis
  - PVS Gap Analysis
  - Strategic Plan
- Targeted Support
  - National Bridging
  - Sustainable Lab
  - VLSP Identification

## WOAH PVS mission requests

Region	Mission requests
Africa	82
Asia Pacific	35
Europe	18
Americas	16
Middle East	9
<b>Total</b>	<b>160</b>

Year

2006 2023





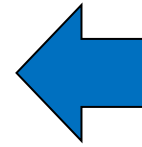
### One Health Integration (WHO IHR – WOAAH PVS National Bridging Workshops)

*To analyse and improve collaboration between public health and animal health sectors in the animal-human interface*





Global  
Health  
Security



WOAH Code  
PVS Pathway  
PVS Evaluation  
PVS Gap

WHO IHR  
IHR MEF  
JEE (with PVS expert)  
NAPHS





### **PVS Pathway Veterinary Legislation Support Programme (VLSP)**

*To provide countries with the opportunity to have their legislation in the veterinary domain reviewed and modernised. Identification & Agreement stages*

## VLSP Stages

### 1. Identification missions

- **Assess compliance** of the national veterinary legislation with Chapter 3.4. of the WOAH *Terrestrial Code*
- Provide **recommendations** for legal modernisation

1 week on field

*Or 2 ½ months remotely*

### 2. Agreements

- **Support in modernising** veterinary legislation
- **Strengthen** the Member's **capacity in legal drafting**

6-month Preparatory Phase,  
1-year Agreement (extendable)

*Remote work  
Optional field missions*

## Optional: VLSP specific focuses

**BIOTHREAT REDUCTION**

**ANTIMICROBIAL RESISTANCE (AMR)**

- Soon in 2023: a **Quadripartite (FAO-UNEP-WHO-WOAH)**  
***One Health AMR Legal Assessment Tool***

Future perspectives: **Wildlife**





### **PVS Sustainable Laboratories Support**

*To identify the resources required for a sustainable, efficient and viable national veterinary laboratory network*



- **To support sustainability by identifying challenges and making recommendations to assist countries to meet strategic goals**
  - ✓ Assess Veterinary Services' need for laboratory services
  - ✓ Evaluate the availability and cost of these services
- **To provide information needed by Veterinary Services for strategic decision-making:**
  - ✓ Resources needed by national veterinary laboratory network
  - ✓ Sustainability of laboratory network in national context



## 4. TARGETED SUPPORT (cont.)

### Veterinary and Veterinary Paraprofessional Education

*To support the quality of veterinary education and help ensure that Day 1 veterinary graduates have the necessary competencies*

### Veterinary Statutory Body (VSB)/Veterinary Educational Establishment (VEE) support

*To develop a VSB or strengthen an existing for the regulation of the training, qualifications and performance of veterinarians and veterinary paraprofessionals*



Under  
Development

## Veterinary Paraprofessional Curriculum Support

# WOAH Competency (2018) and Curricula (2019) Guidelines for VPPs can help ensure training is tailored on needs

- Promote curriculum review by VPP training institutions and strengthening of existing curricula
- Promote competency-based training of VPP based on curricula linked to required competencies







### **Public-Private Partnerships**

*To support Members to develop sustainable Public-Private Partnerships (PPPs) to strengthen Veterinary Services (in pilot phases)*

## Public-Private Partnership (PPP) in the Veterinary Domain

### PPP Handbook



### PPP e-learning courses



### PPP Database

The World Organisation for Animal Health launches a database on public-private partnerships in the veterinary domain



100+ PPP Success Stories in Veterinary Services

(Online Open-access OIE PPP Database)



**Animal disease control and eradication**

31 countries



**Livestock productivity**

27 countries



**Improve competencies of veterinary professionals and paraprofessionals**

21 Countries



**Improved livelihood and employment (Vaccination)**

51 countries



**Improve food safety and security**

17 countries



**Improve quality of veterinary services**

42 Countries



**AMR Control**

10 countries



**Market access**

10 countries



The image shows a screenshot of the World Organisation for Animal Health (WOAH) website. The header is yellow and contains the WOAH logo and name on the left, and navigation links for 'Codes and Manuals', 'Publications', 'Documentary Portal', 'Platform', 'Bookshop', and language options 'EN FR ES' on the right. Below the header is a dark grey navigation bar with 'Animal Diseases', 'Monkeypox', 'COVID-19', and a search bar. A blue arrow labeled '1' points to the 'WHAT WE OFFER' dropdown menu. The main content area is dark grey and features the heading 'What we offer' with a blue arrow labeled '2' pointing to it. Below the heading is a paragraph of text. To the right of the text is a vertical list of service areas: 'Improving Veterinary Services', 'Expertise Network', 'Safe Trade and Movement of Animals', 'Self-declared Disease Status', 'Veterinary products', and 'Emergency and Resilience'.

Codes and Manuals | Publications | Documentary Portal | Platform | Bookshop | EN FR ES

World Organisation for Animal Health  
Founded as OIE

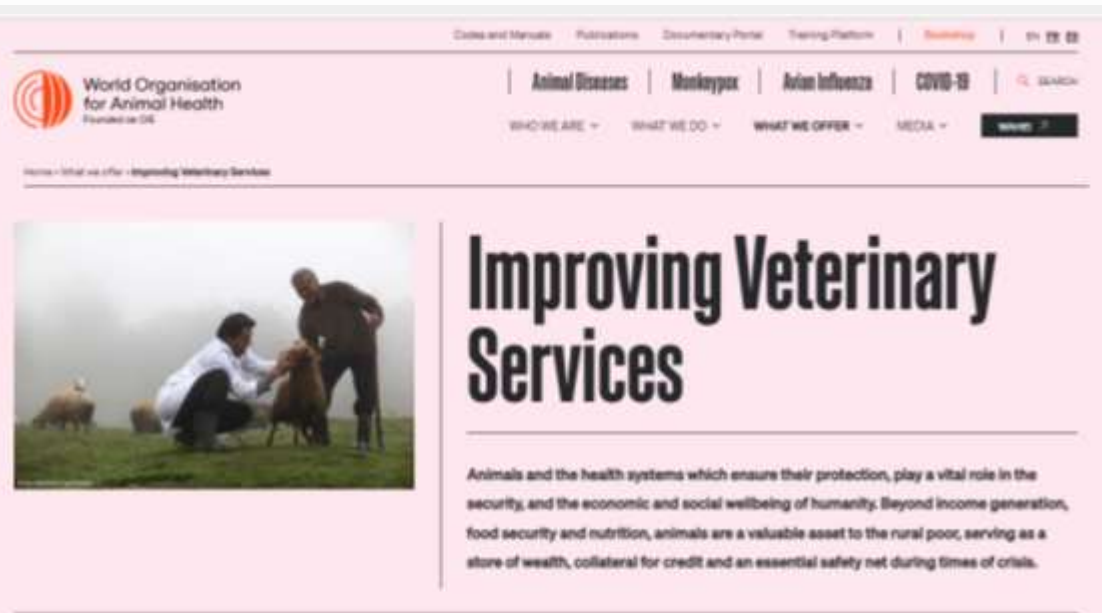
Animal Diseases | Monkeypox | COVID-19 | SEARCH

WHO WE ARE ▾ | WHAT WE DO ▾ | WHAT WE OFFER ▾ | MEDIA ▾ | WAHIS ↗

# What we offer

We oversee various programmes, both cross-sectoral ones and those focused on specific needs, to improve the capacities of Veterinary Services and Aquatic Animal Health Services. These programmes are designed to empower and guide countries in the development and implementation of sustainable national plans which go well beyond purely veterinary matters.

- Improving Veterinary Services
- Expertise Network
- Safe Trade and Movement of Animals
- Self-declared Disease Status
- Veterinary products
- Emergency and Resilience

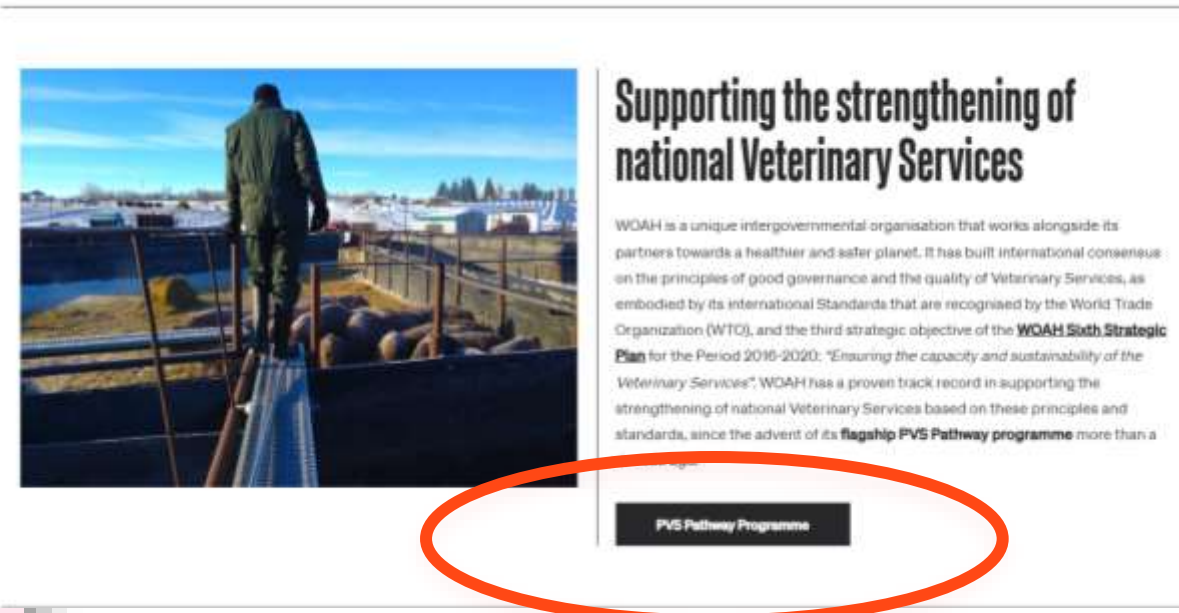


World Organisation for Animal Health  
Founded in 1967

Animal Diseases | Monkeypox | Avian Influenza | COVID-19

# Improving Veterinary Services

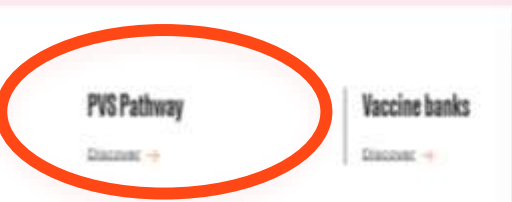
Animals and the health systems which ensure their protection, play a vital role in the security, and the economic and social wellbeing of humanity. Beyond income generation, food security and nutrition, animals are a valuable asset to the rural poor, serving as a store of wealth, collateral for credit and an essential safety net during times of crisis.



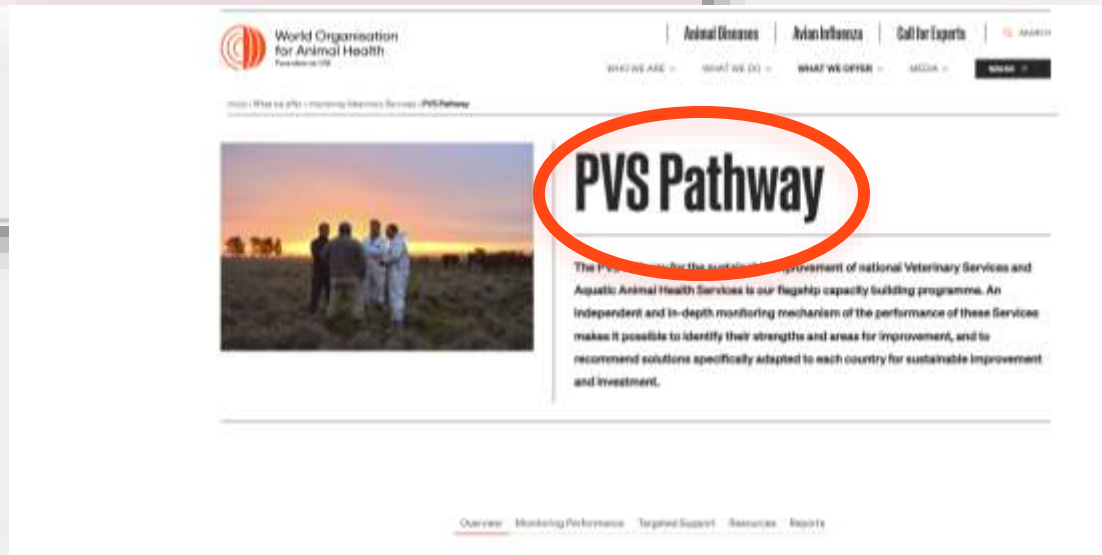
## Supporting the strengthening of national Veterinary Services

WOAH is a unique intergovernmental organisation that works alongside its partners towards a healthier and safer planet. It has built international consensus on the principles of good governance and the quality of Veterinary Services, as embodied by its international Standards that are recognised by the World Trade Organization (WTO), and the third strategic objective of the **WOAH Sixth Strategic Plan** for the Period 2016-2020: "Ensuring the capacity and sustainability of the Veterinary Services". WOAH has a proven track record in supporting the strengthening of national Veterinary Services based on these principles and standards, since the advent of its **flagship PVS Pathway programme** more than a

[PVS Pathway Programme](#)



[PVS Pathway](#)



## PVS Pathway

The PVS Pathway is the cornerstone for the sustainable improvement of national Veterinary Services and Aquatic Animal Health Services in our flagship capacity building programme. An independent and in-depth monitoring mechanism of the performance of these Services makes it possible to identify their strengths and areas for improvement, and to recommend solutions specifically adapted to each country for sustainable improvement and investment.

[Overview](#) | [Monitoring Performance](#) | [Targeted Support](#) | [Resources](#) | [Reports](#)





### Public-Private Partnerships



*Why we are all here today!*

# Thank you

---

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animale

Organización  
Mundial  
de Sanidad  
Animal





# Types of PPPs

---

Rahul Srivastava  
PPP Project Manager

Regional Workshop (Middle East)  
Public-Private Partnerships in the Veterinary Domain  
11-13 July 2023, Kingdom of Bahrain

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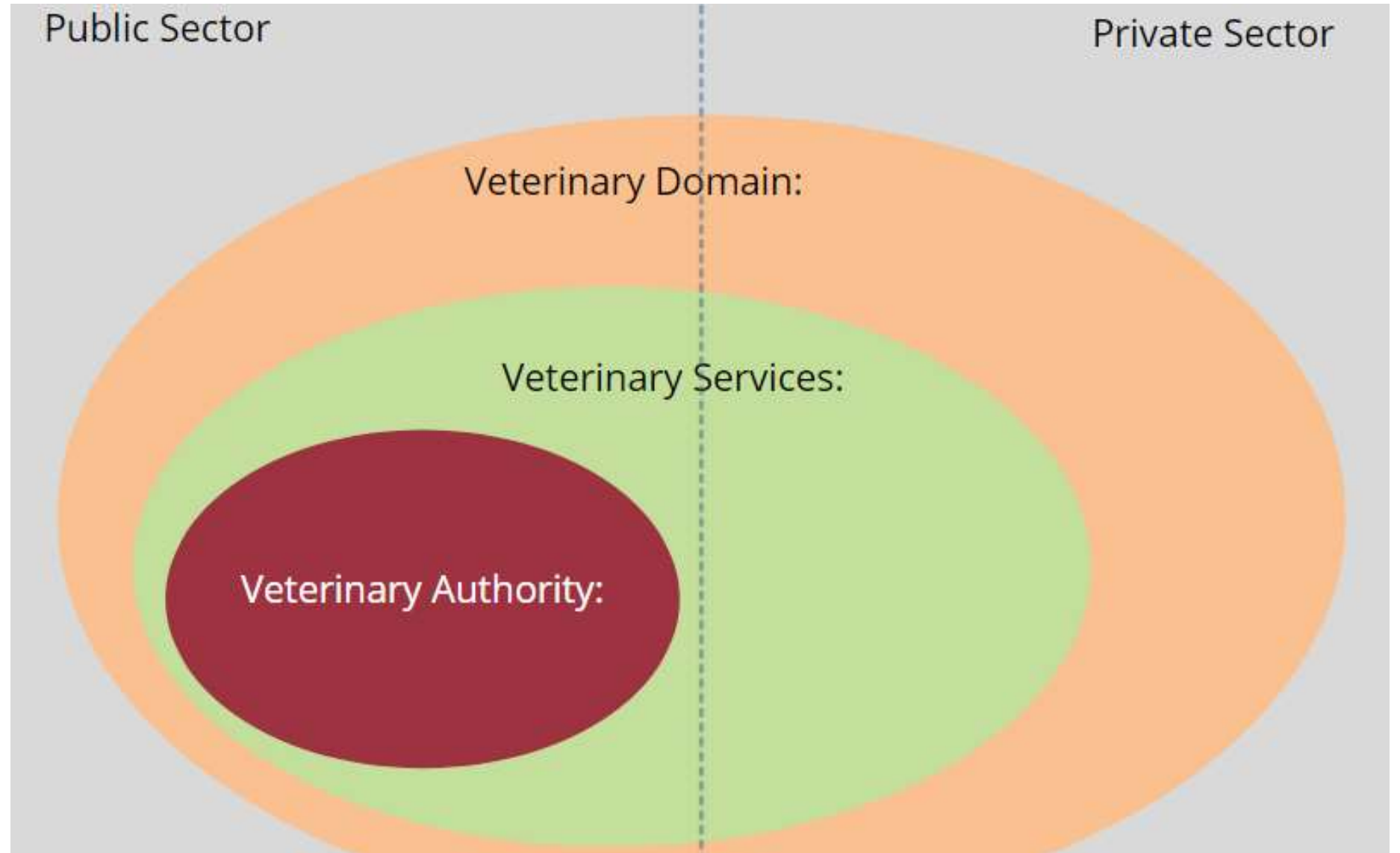
Objective of this  
discussion

1. To gain knowledge about the various types of PPPs within the veterinary domain.
2. To comprehend the process of learning from others' experiences and sharing our own stories through the WOAH PPP Database.



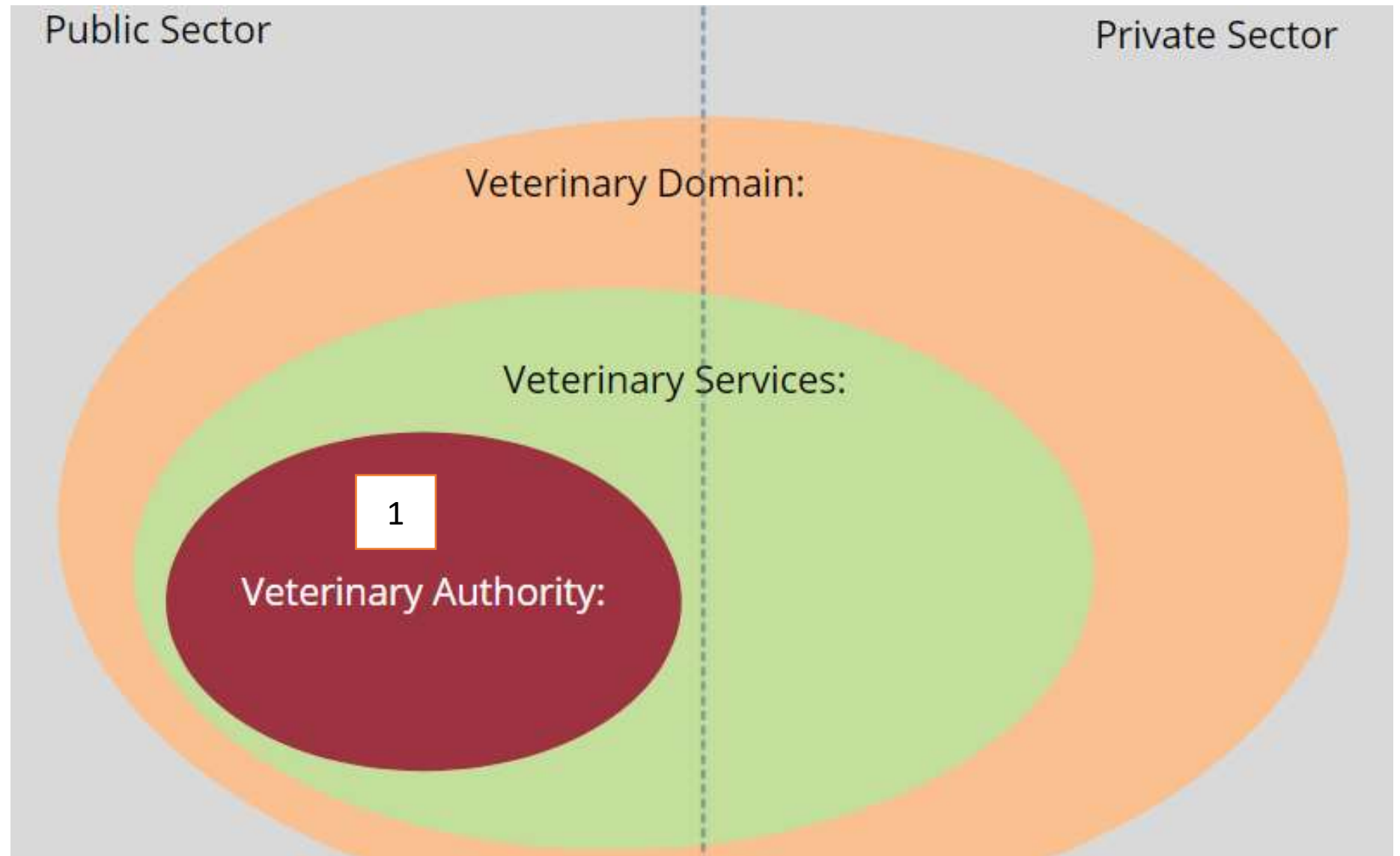


## Veterinary Domain and Stakeholders



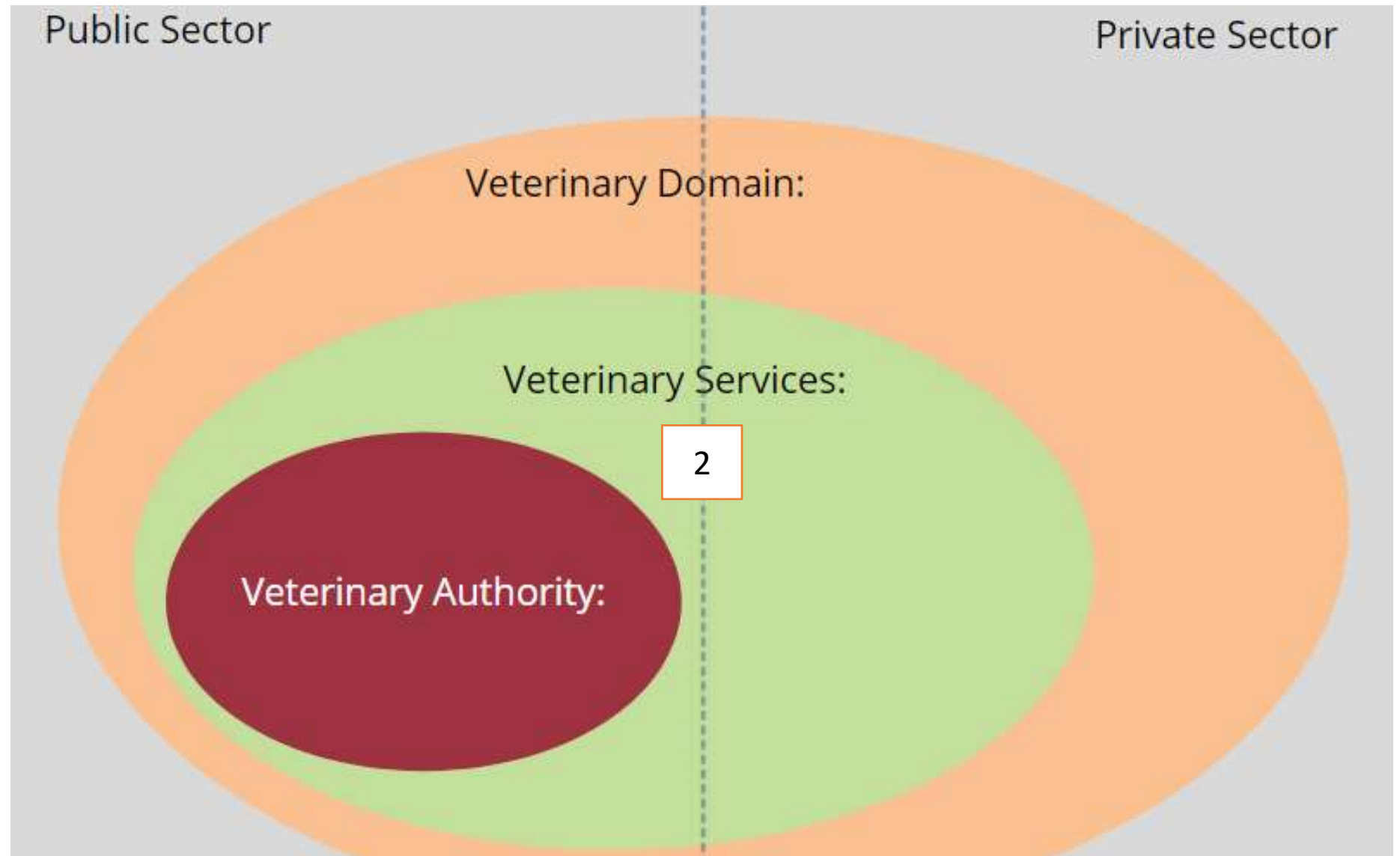
## VETERINARY AUTHORITY

The **Governmental Authority** of a Member Country, comprising veterinarians, other professionals and paraprofessionals, having the responsibility and competence for ensuring or supervising the *implementation of animal health and welfare measures, international veterinary certification and other standards and recommendations in the Terrestrial Code in the whole territory*



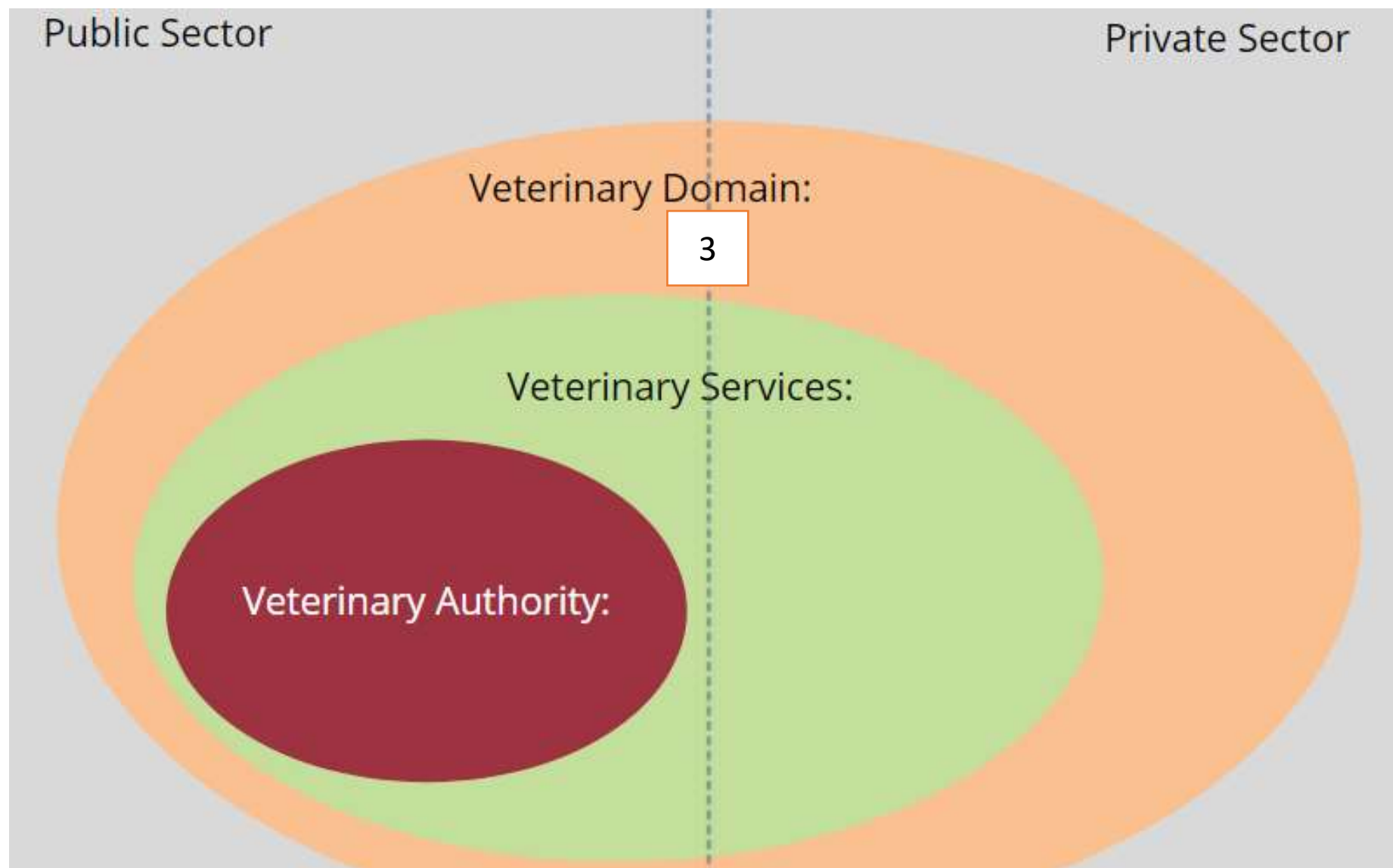
## VETERINARY SERVICES

The **governmental and non-governmental organisations** that implement **animal health and welfare measures** and other standards and recommendations in the WOAH Terrestrial Animal Health Code and the WOAH Aquatic Animal Health Code in the territory



## VETERINARY DOMAIN

*All activities* that are *directly* or *indirectly* related to terrestrial and aquatic animals, *their products and by-products*, which help to protect, maintain and improve the health and wellbeing of *people*, including by means of the protection of *animal health and animal welfare, and food safety*





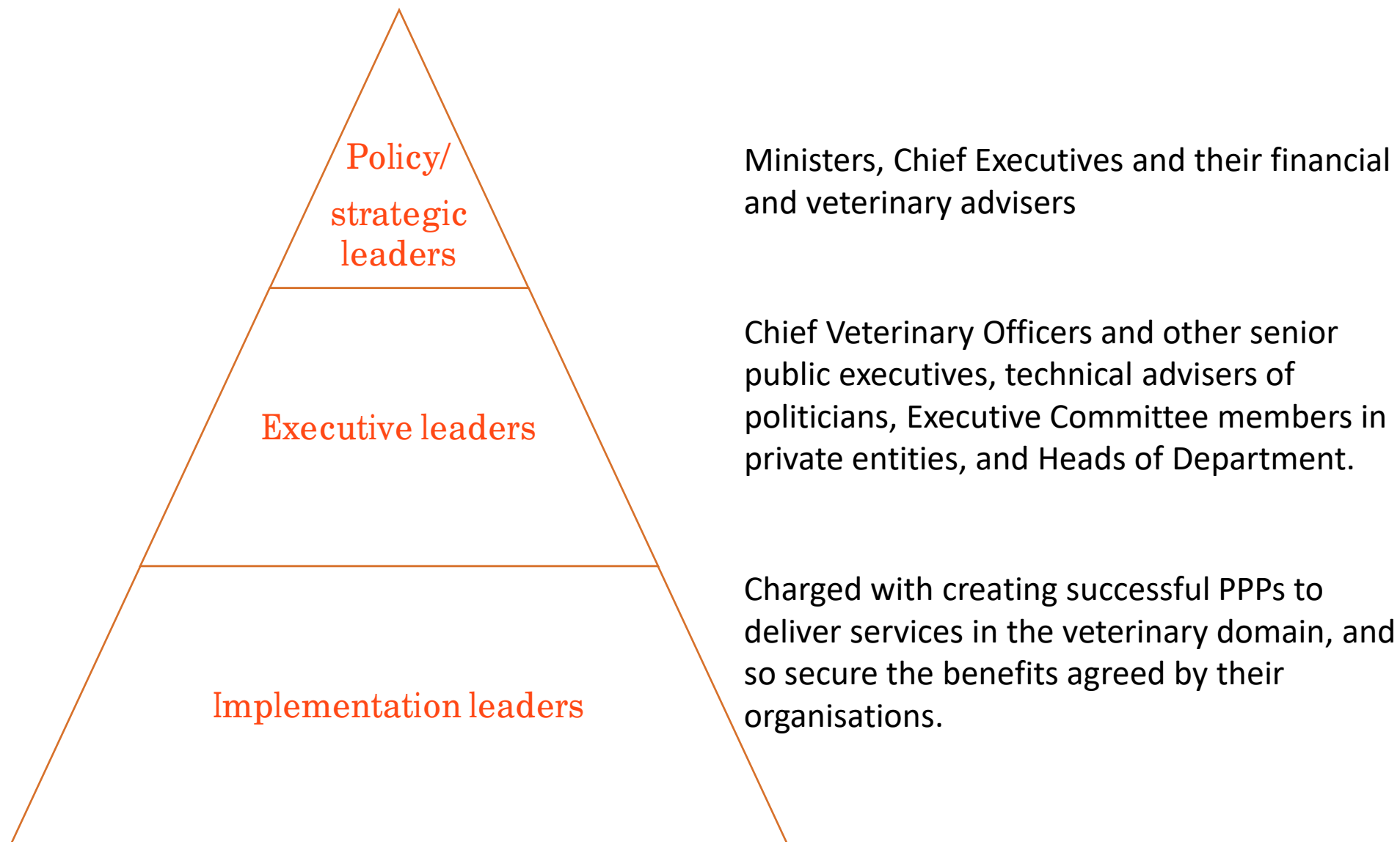


To support Members to develop, if and when relevant,  
sustainable Public-Private Partnerships (PPPs)  
to strengthen Veterinary Services



Objective of The World Organization for  
Animal Health on Partnerships

## Decision and implementation





## Private Partners



Private veterinary practitioners, veterinary paraprofessionals or community animal health workers



Producers and/or producer associations, livestock production industries



National or international companies with an interest in the veterinary domain





## Types of PPPs in the veterinary domain

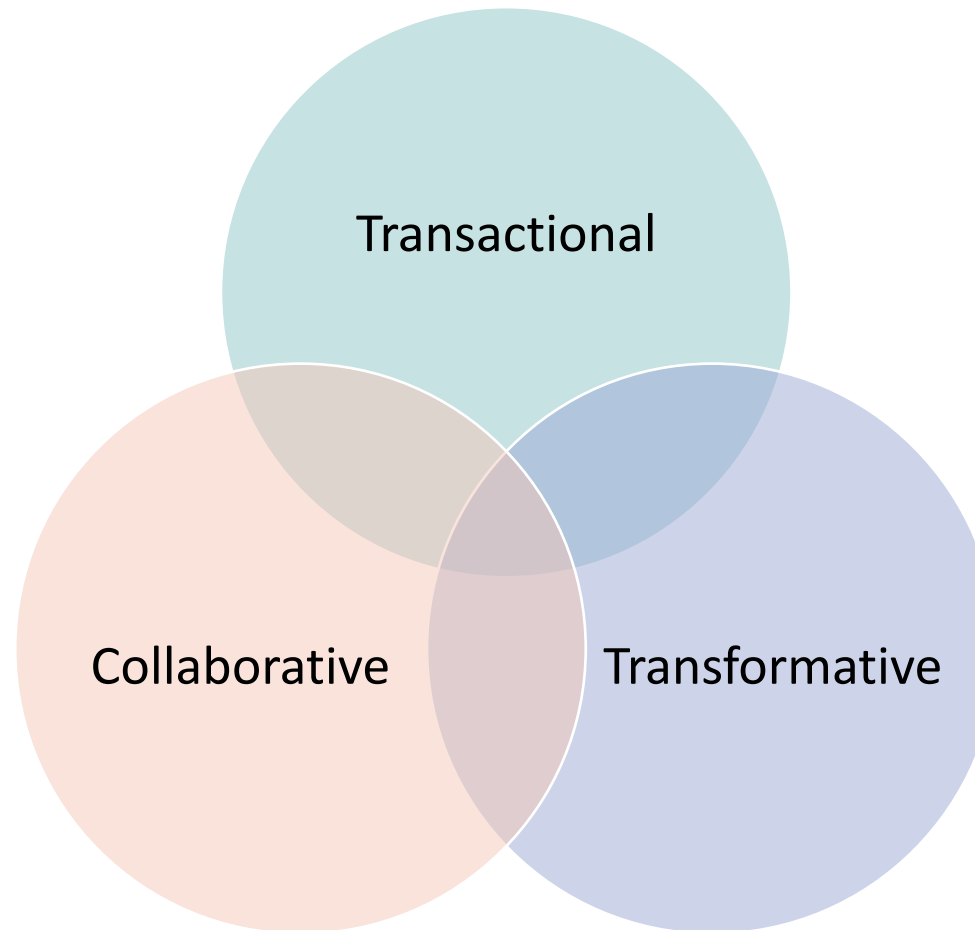






## Types of PPPs

1. Not exclusive
2. A degree of overlap and some successful PPPs may have elements from more than one of these categories.



RESEARCH ARTICLE

### Typological analysis of public-private partnerships in the veterinary domain

Margot Gallère<sup>1†</sup>, Marisa Peyre<sup>2†\*</sup>, Facundo Muñoz<sup>2</sup>, Marlène Poupaud<sup>2</sup>, Alain Dehove<sup>1</sup>, François Roger<sup>2</sup>, Isabelle Dieuzy-Labayle<sup>1\*</sup>

**1** World Organisation for Animal Health (OIE), Paris, France, **2** CIRAD, UMR ASTRE, Montpellier, France, ASTRE, CIRAD, INRA, Univ Montpellier, Montpellier, France

† These authors contributed equally to this work.  
\* marisa.peyre@cirad.fr (MP); isabelle.dieuzy-labayle@oie.int (IDL)



#### Abstract

Public-Private Partnerships (PPPs) are defined as a collaborative approach in which the public and private sector share resources, responsibilities and risks to achieve common objectives and mutual benefits in a sustainable manner. PPPs are identified as a key solution to reinforce Veterinary Services. However only limited information is available on the scope, added value and enabling factors of PPPs in this sector. The aims of this study were to develop a typology of PPPs in the veterinary field and to identify key success factors and obstacles to their implementation. A structured questionnaire was sent to all 181 World Organisation for Animal Health (OIE) Member Countries and to 47 private contacts. 36 different variables characterizing PPP initiatives were collected. 97 examples of PPPs were retrieved from 76 countries. Dimensionality reduction techniques were combined with clustering and discrimination methods to establish a typology of PPPs and to derive a set of simple rules to classify new instances of PPPs. Three clusters were identified, separated according to two main variables: the type of private partners and the type of interaction. Cluster 1, transactional PPPs, represented the traditional understanding of PPPs by Veterinary Services, initiated and funded by the public sector, giving service delivery accreditation to mostly private veterinarians; cluster 2, collaborative PPPs, included partnerships between producer associations and public Veterinary Services, driven by trade interests; cluster 3, transformational PPPs, represented joint programs initiated and funded by private companies and initially driven by business development objectives. Specific success factors and key obstacles affecting the performances and sustainability of these initiatives were identified for each cluster. This study represents the first practical attempt to develop a meaningful typology of PPPs in the field of animal health and to identify fundamental obstacles currently inhibiting the development of PPPs, and suggests ways to support national Veterinary Services in overcoming these obstacles.

#### OPEN ACCESS

**Citation:** Gallère M, Peyre M, Muñoz F, Poupaud M, Dehove A, Roger F, et al. (2019) Typological analysis of public-private partnerships in the veterinary domain. PLOS ONE 14(10): e0224079. <https://doi.org/10.1371/journal.pone.0224079>

**Editor:** Simon Russell Clegg, University of Lincoln, UNITED KINGDOM

**Received:** April 10, 2019

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**Data Availability Statement:** All relevant data are within the manuscript and its Supporting Information files.

**Funding:** This work has been supported by the Bill & Melinda Gates Foundation under the grant number: OPP1159705.

**Competing interests:** The authors have declared that no competing interests exist.

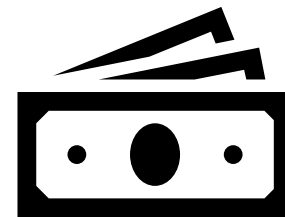
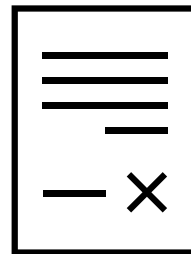
#### Introduction

Public-Private Partnerships (or PPPs) are broadly defined as mutually beneficial collaborations between the public sector and a number of potential private collaborators [1]. Often



## Typology of PPPs

1. Type of partners
2. Initiation
3. Funding
4. Typical governance





## Transactional



## Collaborative



## Transformative

Definition	Government procurement of specific animal health/ sanitary services from private veterinary service providers		Joint commitment between the public sector and end-beneficiaries to deliver mutually agreed policies/ outcomes		Establishment of sustainable capability to deliver otherwise unattainable major programmes	
Private stakeholders	Private veterinarians, veterinary para-professionals, community-based animal health workers		End-beneficiaries, often producer associations		National/ multinational private sector companies (e.g. pharmaceutical or food industry, etc.)	
Main initiating sector	Public ✓	Private	Public ✓	Private ✓	Public	Private ✓



## Transactional PPP

A transactional PPP is **government procurement** of specific animal health or sanitary services **from private veterinary service providers** such as private veterinarians or veterinary paraprofessionals (VPPs). The PPP is **usually initiated and funded by the public sector**. In some cases, there may be further payment from the producer who benefits from the service. The private provider is **contracted** or given a **sanitary mandate**.











## Transformative PPP

Transformative PPP involves the establishment of sustainable capacity to deliver **otherwise unattainable major programs**. This type of PPP is **often initiated by the private sector**. These PPPs are funded by national or multinational private sector companies and may initially be enabled by international development assistance, charitable or philanthropic sectors.











## Collaborative PPP

Collaborative PPP is a **joint commitment** between the public sector and end-beneficiaries, often producer associations, sometimes a consortium of producer associations and a range of other interested private organizations such as veterinary associations, to deliver **mutually agreed policies/outcomes**.

Collaborative PPPs may be **initiated by either the public or private sectors** and **jointly resourced**, possibly by non-monetary commitments such as personnel.



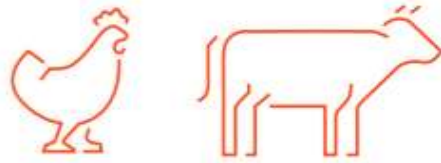




## WOAH PPP Database



**Animal Disease control  
and eradication**  
31 countries



**Livestock productivity**  
27 countries



**Improve competencies of  
veterinary professionals and  
paraprofessionals**  
21 countries



**Improved livelihood  
and employment**  
51 countries

**Open-access  
Collaborative**



**Improve the quality of  
veterinary services**  
42 countries



**Improve food safety and  
security**  
17 countries



**AMR Control**  
10 countries



**Improve Market  
Access**  
10 countries



# How to access WOAHPPP Database



World  
Organisation  
for Animal  
Health

Organisation  
mondiale  
de la santé  
animale

Organización  
Mundial  
de Sanidad  
Animal



## Success stories: PPPs and Workforce development

### Transactional PPP

#### **Afghanistan**

A robust veterinary workforce for efficient disease prevention and Control

#### **Tunisia**

Sanitary mandate:  
Vaccination against notifiable diseases

### Transformative PPP

#### **India**

A sustainable supply chain of appropriate and affordable veterinary vaccines and medicines for veterinary workforce

#### **Uganda, Kenya and Nigeria**

Private companies supporting Diagnostics, vaccination and awareness creation

### Collaborative PPP

#### **Australia**

Emergency Preparedness; strengthen on-farm and supply chain biosecurity practices

#### **Namibia**

Emergency Animal Health Fund Meat Board of Namibia and DVS



# Thank You

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# Needs Assessment, benefits and Impacts of PPPs

Name of speaker

Ahmed El Idrissi

WOAH Regional Workshop on Public-Private Partnerships  
in the veterinary domain – Middle East Region

Kingdom of Bahrain, 11-13 July, 2023



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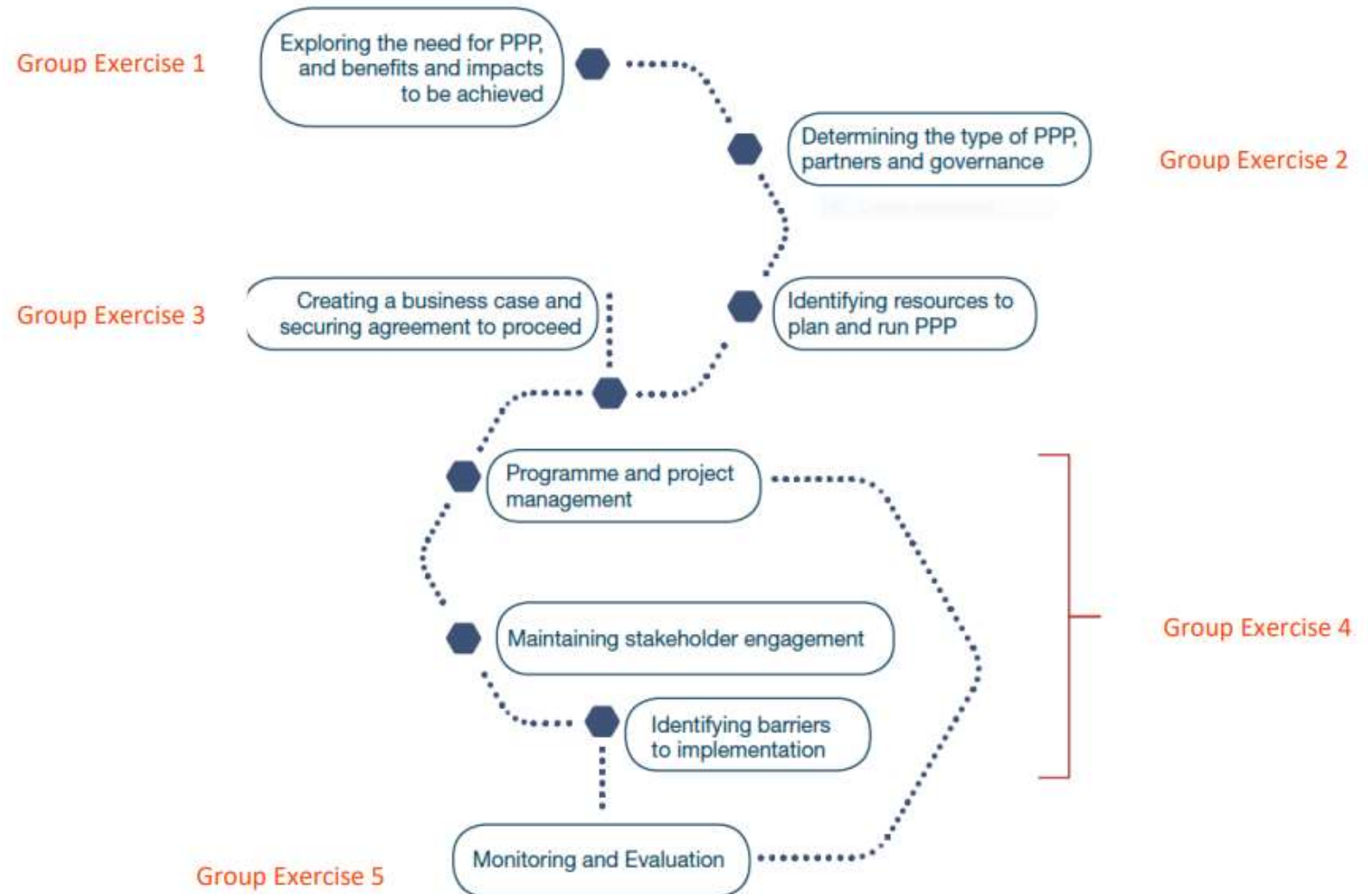


## Content

1. Strategic rationale of PPP
2. Activities, benefits and impact
3. Examples of PPP activities, outputs and outcomes from PVS evaluations
4. Requirements for successful PPPs
5. Two scenarios for PPP
  - How can PPP help in disease control and eradication?
  - How can PPP help in combating AMR?
6. Group work



## First step in the PPP Cycle







## Assess the need for PPP activity

1. Is a PPP needed?
2. What will be delivered through a PPP?
3. Who are the partners/stakeholders?
4. Is the PPP activity supported by legal provision and align with Government policy (Enabling environment)?
5. Are the resources to implement PPP activity identified?
6. What is the PPP model that would fit both the public and private sectors (PPP governance)?
7. What would be the outcomes, benefits and impact of a PPP ?
8. Does the PPP activity benefit the end-users?
9. Is PPP sustainable?
10. Do both sectors have the capacity to implement and evaluate the PPP activity?



## To keep in mind!

- Not all interactions between the private and the public sector is PPP
- PPP does not relieve the Govt VS of their essential/legal responsibilities
- Responsibility and ownership of PPP remain with Govt VS
- Nature of services identified by mutual agreement
- Risk and rewards shared between public sector and private party
- PPP focus on outputs rather than proposing inputs



# A win-win situation

PPPs can generate **benefits** and **long-term impacts** that would otherwise be unattainable by actors in either sector working in isolation.

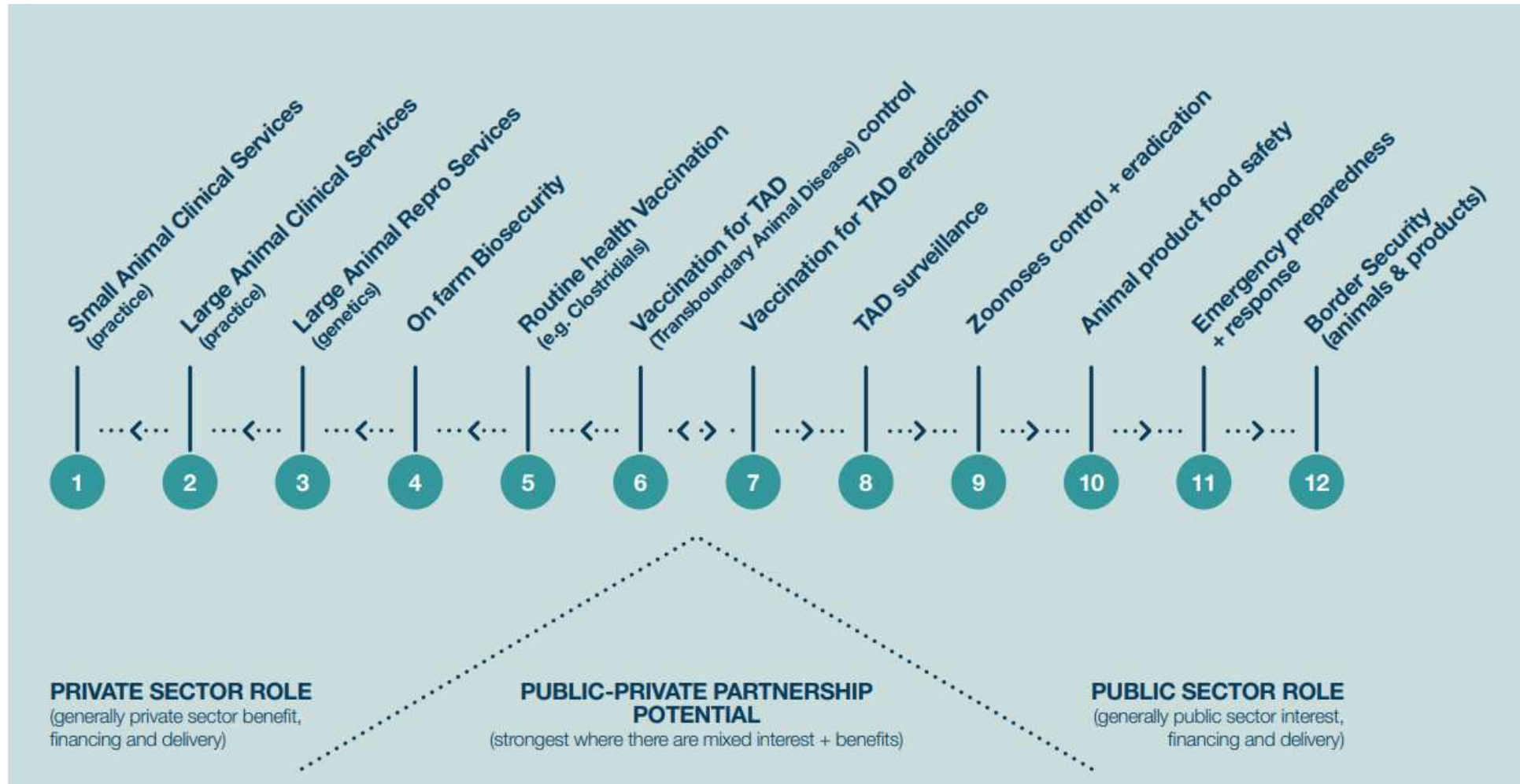
Effective PPPs bring actors in both sectors together to work in synergy, each understanding their role and responsibilities and generating benefits.

This mitigates the risk of unregulated and potentially damaging private sector provision in areas of public sector responsibility, or conversely, of the public sector providing services outside their responsibilities that would better be done by the private sector.





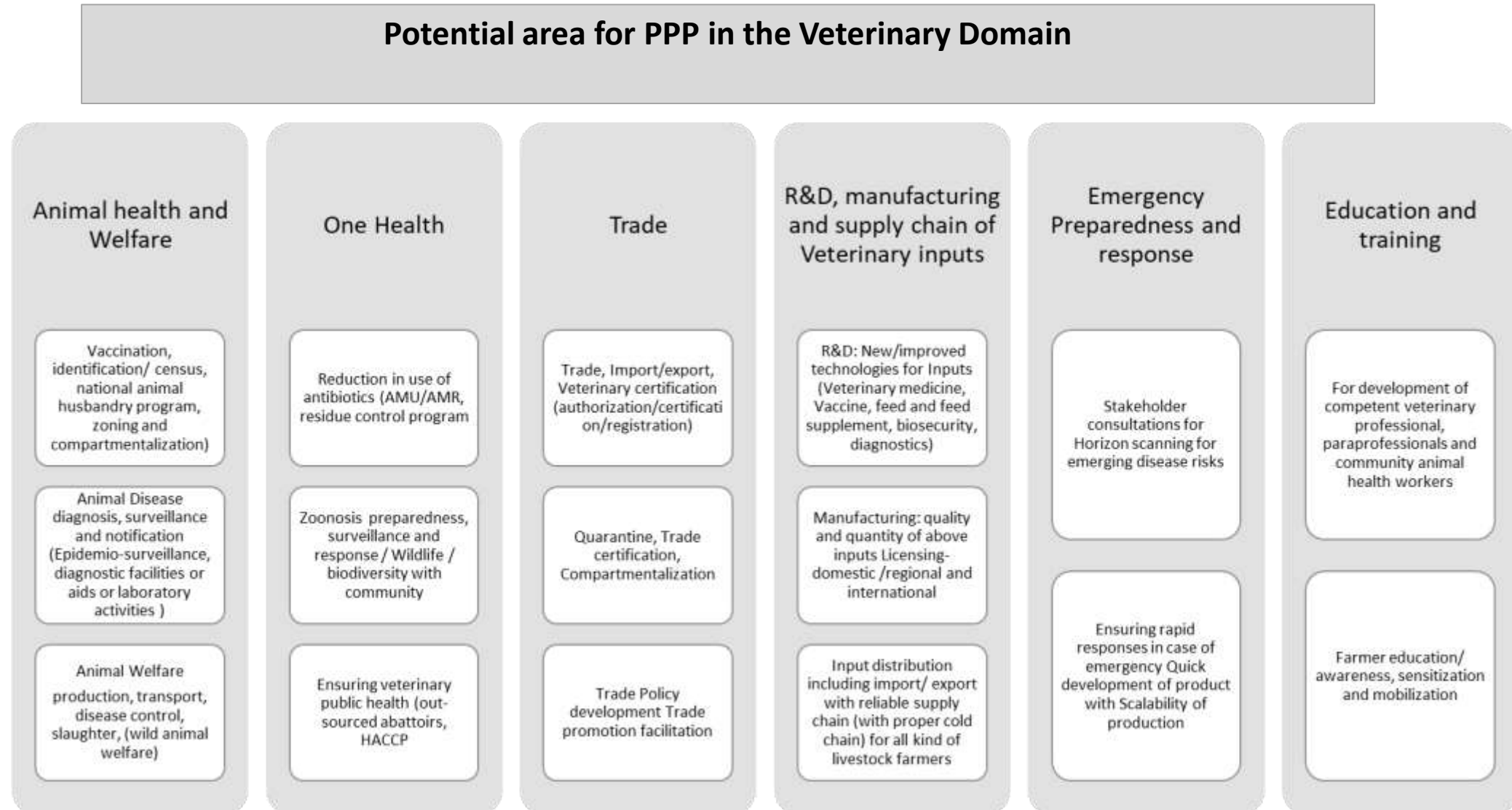
## Possible continuum of Public and Private sector roles in veterinary services



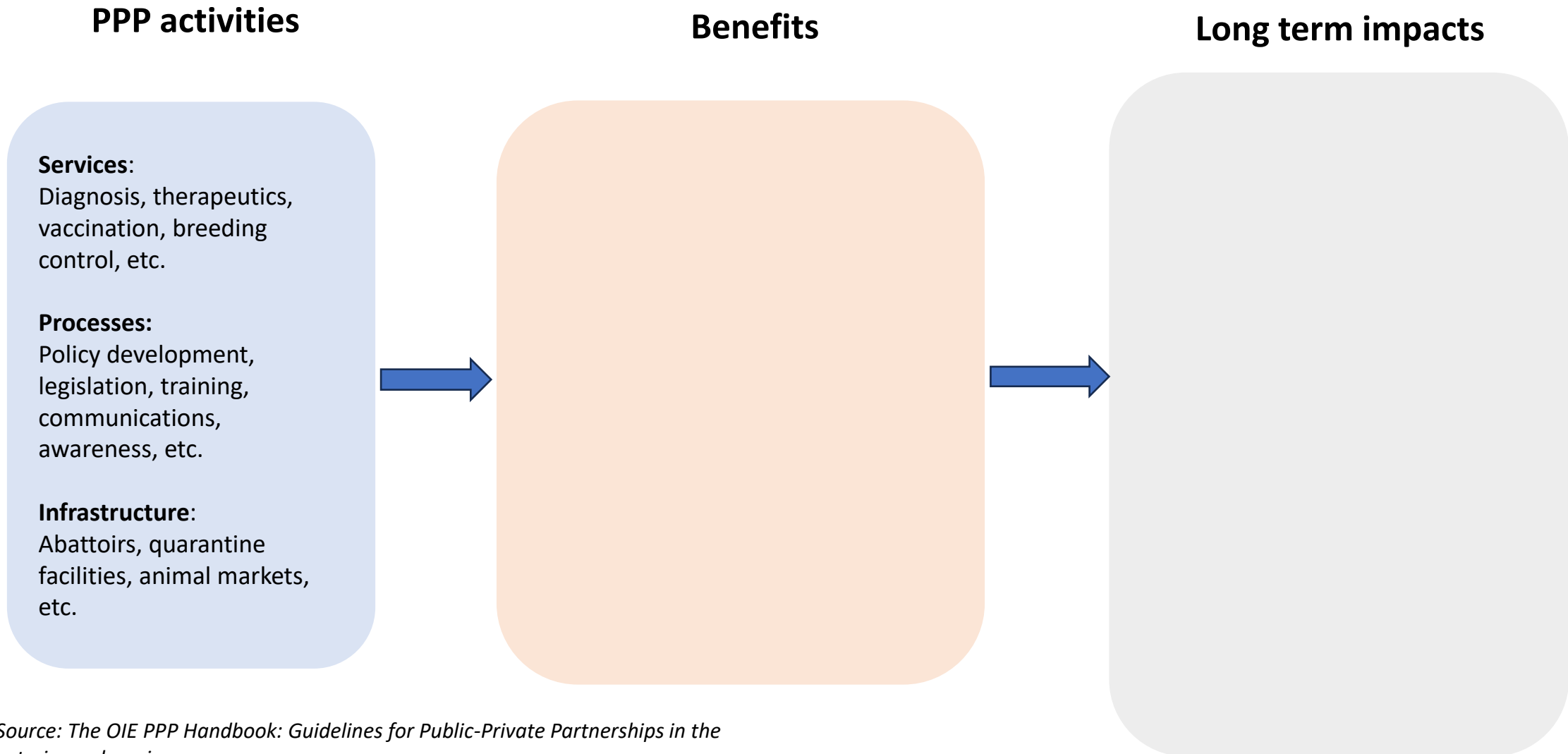




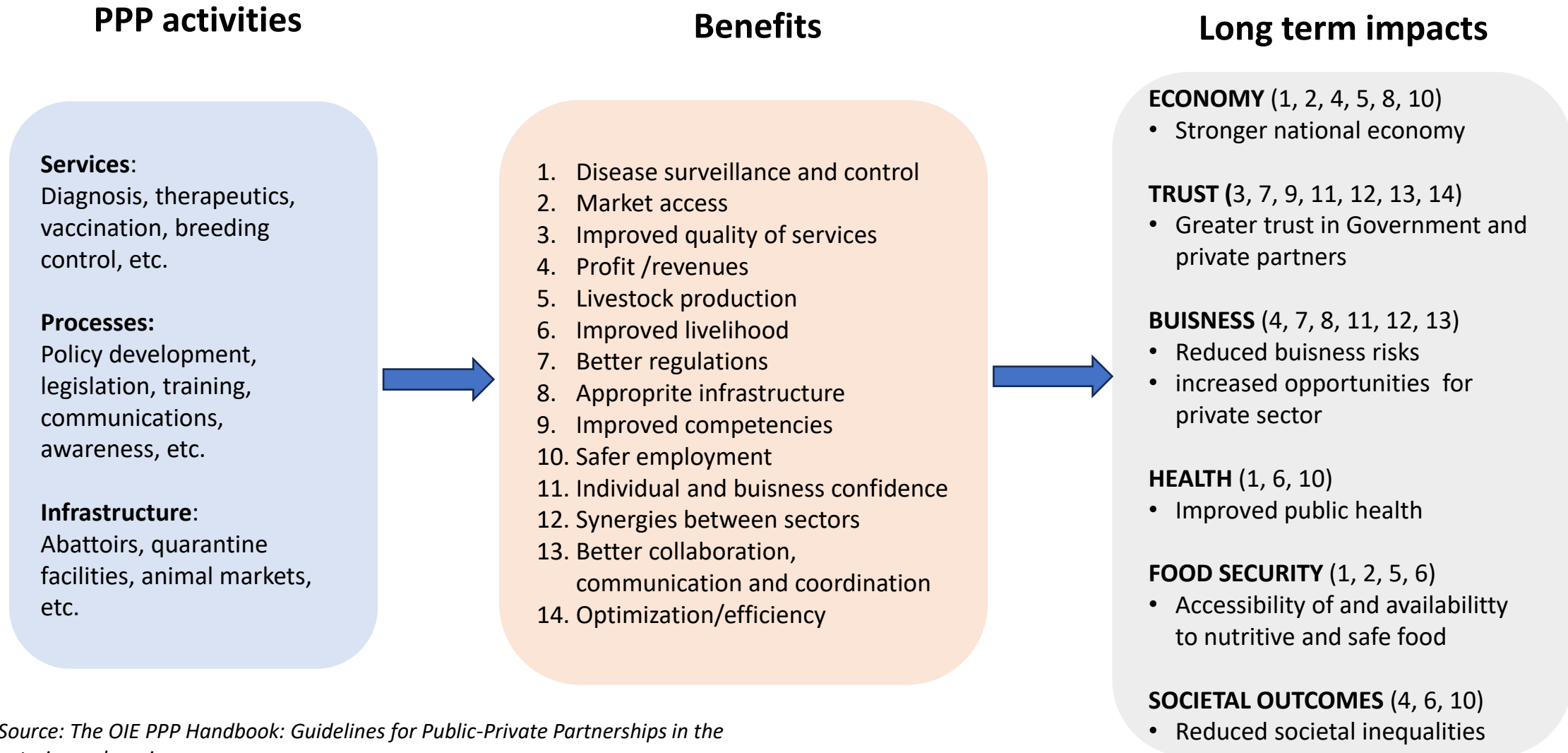
## Potential areas for PPP in the Veterinary Domain



## Activities, benefits and impacts of PPP in the veterinary domain



## Activities, benefits and impacts of PPP in the veterinary domain



## Diversity of Private Partners



Veterinary  
Education and  
training  
institutes



Policy Makers,  
Animal Health  
services providers  
Veterinary  
Professional,  
Paraprofessional,  
community animal  
health workers



Farmers, Communities  
producer association,  
livestock entrepreneurs  
and industries, civil  
society



Livestock Traders,  
slaughterhouses,  
Processors for Value  
added livestock  
products



Manufacturers,  
Importers and  
Distributors of  
veterinary inputs,  
livestock and  
livestock products,  
exporter of value-  
added livestock  
products



Research on area  
specific veterinary  
inputs,  
socioeconomic  
research for  
sustainable  
livestock  
production , Donor/  
international  
development

## Potential value addition by PPPs

1. Development of the **private veterinary sector**

2. **Training and education** to veterinary professionals, paraprofessionals and community animal Health workers and their efficient **regulation**

3. **Infrastructure** development e.g. diagnostic laboratories, slaughter-houses

4. Technology adoption and good health practices by **Awareness** creation through community, producers' association ( health certification) and Livestock entrepreneurs/progressive farmers

5. **Mass access** of good quality and cost-efficient veterinary **inputs** (medicines, vaccines, biosecurity products etc)

6. **Access to markets** for live sheep and goats and products from sheep and goats through **sanitized trade**





# PPP initiatives in country 1

PPP Activity	Initiator	Private party	Roles and responsibilities	Output (Goods or services produced by the PPP)	Outcome (Effect of the PPP on the community)
Vaccination campaigns (Sanitary mandate) (CCII-6, CCIII-4)	VS	Private vets	VS: Enabling environment and regulatory services Vets: vaccination services Producers: pay full cost	Increased vaccination coverage	Decreased mortality from animal diseases
Laboratory services (CCIII-4, CCII-1, CCII-7)	VS	Private labs	VS : Certification and financial support Exporters: financial support	Timely certification of animal products for export	Increased trade of livestock and fishery products
Active disease Surveillance (CCI-6, CCII-4, CCIII-6)	VS	Private vets Producers, Academia	VS: Technical expertise, Enabling environment and regulatory services and financial support	Surveillance plans in place for specific diseases (e.g.PPR)	Reduced risk of PPR outbreaks
Management of disease outbreaks (avian influenza) (CCI-9, CCII-5, CCIII-6)	VS	Poultry Interprofession	VS : Technical expertise , enabling environment and regulatory services and financial support Interprofession: Financial support	Fund for Compensation of poultry producers	Elimination of avian influenza outbreaks



## PPP initiatives in country 2

PPP Activity	Initiator	Private party	Roles and responsibilities	Output (Goods or services produced by the PPP)	Outcome (Effect of the PPP on the community)
Vaccination campaigns (Sanitary mandate) (CCII-6, CCIII-4)	VS	Private vets	VS: Enabling environment and regulatory services PRAPS: financial support	Increased vaccination coverage	Decreased mortality from animal diseases
Awareness campaigns in pastoral communities CCIII-2, CCIII-6	VS	Pastoral associations	VS: technical expertise PRAPS: financial support	Increased number of vaccinated animals (CBPP, PPR)	Reduced prevalence of animal diseases
Reporting of illegal animal slaughtering CCIII-2, CCIII-6	VS	Butcher associations	Collaboration	Increased reporting of illegal slaughters	Improved meat inspection at slaughterhouses
Camel health caravan CCIII-2, CCIII-6, CCII-6	NFB	NFB	NFB: Financial support VS: technical expertise	Increased number of camels treated	Reduced prevalence of camel mange



## Success factors for PPPs

- **Mutual appreciation** of respective benefits and goals;
- **Common understanding** of the outcome to be delivered by the partnership;
- **Respective roles** of the parties defined and understood;
- **Committed resource** and capability to apply **good project management practice** with effective coordination, good communication and joint monitoring; and
- **Strong and lasting leadership commitment** to making the partnership work and be sustainable.



# Let's think on two important areas

- How can PPP help in disease control and eradication?
- How can PPP help in combating AMR?





## How can PPP strengthen the capacity of veterinary services for disease surveillance and control

- 1. Availability of veterinary inputs**  
Can PPP ensure **timely availability** of vaccine, diagnostics and other veterinary inputs by creating robust supply chain of retailers, distributors and manufacturers?
- 2. Capacity building:**  
Can PPP assist **training** of veterinary professionals, para-professional and community animal health workers for efficient veterinary service delivery?
- 3. Awareness:**  
Can PPP **improve awareness** among small ruminant farming communities/ pastoralists for effective adoption of animal health and welfare practices?
- 4. Surveillance and control**  
Can PPP **improve the surveillance and control** of TADs in the targeted high risk areas through the strengthening of public-private platforms along with private and community?
- 5. Production**  
Can PPP **empower livestock entrepreneurs** to produce and market quality livestock products for the domestic and export?
- 6. Market access**  
Can PPP support **access to markets** for live sheep and goats and products from sheep and goats through **sanitized trade**?



## How can the public and private actors contribute to combat Antimicrobial Resistance?

can improve awareness and understanding of antimicrobial resistance through **effective communication, education and training.**

Promoting Public **awareness** by all stakeholders

can strengthen the knowledge and evidence base through **surveillance and research**

Private sector should share the **antimicrobial use data** and support veterinary authority in strengthening **laboratory capacity** for efficient surveillance.

can reduce the incidence of infection through **effective sanitation, hygiene and infection prevention measures**

Strengthens **animal health practices** through implementation of the standards published in the **WOAH Terrestrial and Aquatic Animal Health Codes** to Minimize and Contain Antimicrobial Resistance.

can optimize the use of antimicrobial medicines in terrestrial and aquatic animal health

The research community in both the public and private sectors, including the pharmaceutical industry, should invest in the **development of effective and low-cost tools** for diagnosis of infectious diseases and **antimicrobial susceptibility testing** for use in human and animal health at points of care and dispensing (pharmacies).\*

can collaborate to develop **new medicines, diagnostic tools, vaccines and other interventions**

Strengthening **existing and creating new public-private partnerships** for encouraging research and development of new antimicrobial agents and diagnostics; piloting of innovative ideas for financing research and development and for the adoption of new market models to encourage investment and ensure access to new antimicrobial products.\*



# Let's do a group exercise

## Group Exercise I: Needs Assessment, benefits and Impacts of PPPs in the veterinary domain

<b>Context</b> <ul style="list-style-type: none"><li>• Are there/ have there been PPPs in the veterinary domain in the past?</li><li>• Which ones?</li><li>• Is the country's environment favourable or not? Why?</li></ul>	
<b>Needs</b> <ul style="list-style-type: none"><li>• Are there any services in the veterinary domain that would be strengthened by PPP?</li></ul>	
<b>Benefits and impacts</b> <ul style="list-style-type: none"><li>• List potential benefits and impacts of the public and the private sector separately. Which are different? Which are similar?</li></ul>	<b>For the public sector</b>
	<b>For the private sector</b>