

Legal and policy frameworks supporting PPPs

Dr Ekhlail Hailat
International Consultant
ekhailat@gmail.com
ekhailat@yahoo.com

Regional Capacity Building Workshop for the Middle East:
*Empowering Public–Private Partnerships to Strengthen
Private Sector Engagement in PPR Eradication*
9-11 December 2025, Amman, Jordan



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Overarching recommendations that apply to both FMD and PPR activities: Riyadh, April FMD& PPR meeting

- A) **To foster an enabling environment** for FMD control, and PPR eradication, and emergency management:
 1. **Advocate for increased investment** in FMD prevention and control and PPR eradication,
 2. **Increase the awareness** of stakeholders along the value chain (including livestock owners, transporters, traders, private sector and consumers) about FMD and PPR, and their control
 3. Continuously **improve capacity** in technical expertise (surveillance, laboratory, epidemiology, economic analysis, emergency management and vaccination)
 4. **Harmonize systems across neighbouring and epidemiologically linked countries** including health certification systems (cross-border movements and trade), laboratory



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

What is an enabling environment?

Below are some of the “ingredients” of a sustainable environment for PPP

**enabling
environments**

National legal framework

Policies of government and businesses

Organisational capabilities



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



National legal framework

➔ **National legal framework**

Policies of government and businesses

Organisational capabilities

The national legal framework may provide specifically for PPP. Alongside this, the general framework of law and business practice is also important, for example:

- taxation, foreign investment, import and export duties;
- degree of bureaucracy and ease of operating private business;
- laws governing conflicts of interest.

Note that specific provision for PPP within law is not essential: provided private engagement is not specifically prevented, PPP can be implemented with good governance and contracts. If there are legal or other significant barriers, then executive leaders will need to advocate for a policy to support PPP and ultimately secure a change to the law.



Policies of government and businesses

National legal framework

Policies of government and businesses

Organisational capabilities

Policies of government at national or regional level, businesses and relevant associations should be supportive of PPP. Ideally, these policies commit resources to exploration of PPPs and/or their implementation. If such policies are not currently in place, advocacy for PPP will be needed. A “National Platform for PPP” gathering key public and private stakeholders could enable advocacy for the principle of PPP.



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Organisational capabilities

National legal framework

Policies of government and businesses

Organisational capabilities

Institutional and organizational capability to engage with PPP is needed in both the public and private sectors.

This includes having personnel available with specific skills in areas such as procurement and contract and project management. It also includes ways of working and operating, such as the presence, leadership and ability of cooperative groups or associations to represent their stakeholders.

More broadly, public and private sectors both need the skills to develop an understanding of the other's culture, drivers and ways of working, in order to learn to work together well.



Health animale Animal

Determining governance

Governance arrangements vary according to the type of PPPs

Sanitary
mandate

Contract

Co-operation
Agreement

Recorded
minutes

Decree

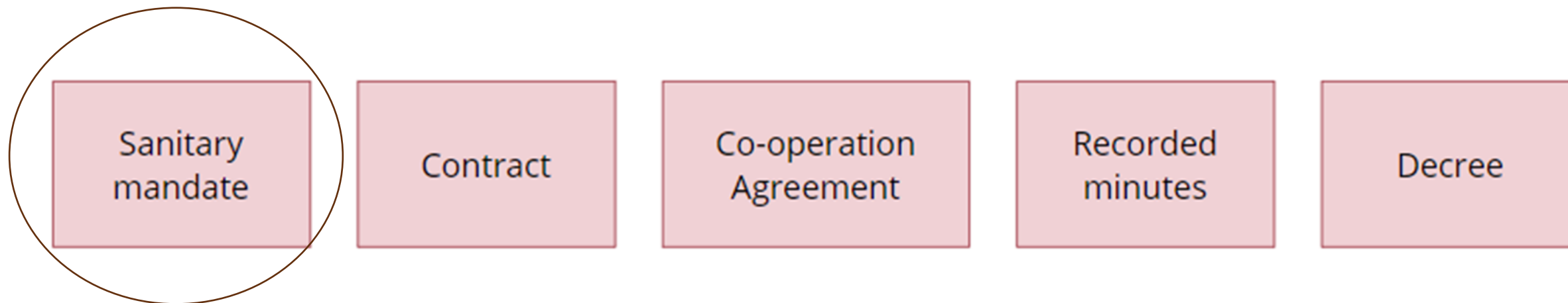


World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Sanitary Mandate



Authority given to private sector bodies or individuals to deliver specified services for a fee paid by Government. Also referred to as «accreditation/authorisation/delegation» in the OIE PVS Tool.



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Contract



A contract is usually made between the public sector and a company or group of companies. It is a legal document which sets out mutual obligations including services to be provided, standards and payment. Where contracts are used, fair access should be ensured by a procurement process.



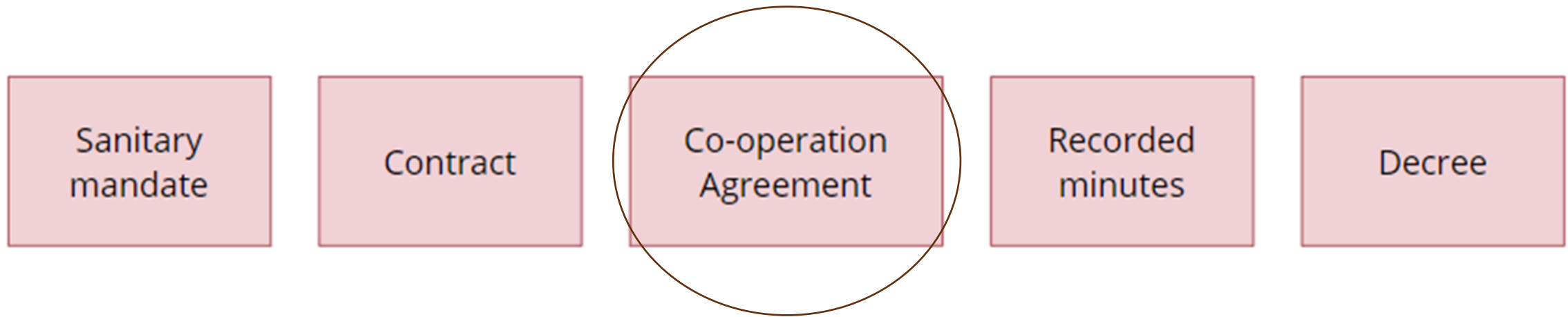
World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Co-operation Agreement / MoU



A co-operation agreement is a broad term for a contractual relationship which generally does not involve financial commitment. Co-operation agreements may take several forms including an exchange of letters and a Memorandum of Understanding (MOU).



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Recorded minutes



For some types of PPP, especially collaborative PPP, the governance may be relatively “light” and take the form of recorded minutes or agreements from a regular joint committee meeting or national platform.



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Decree



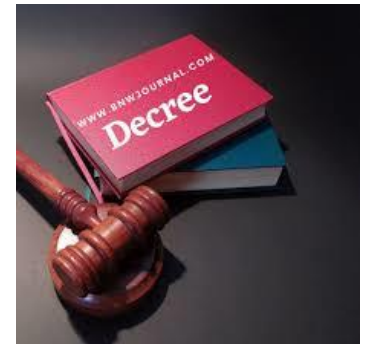
A decree is an official order within the national laws of the country.



World
Organisation
for Animal
Health

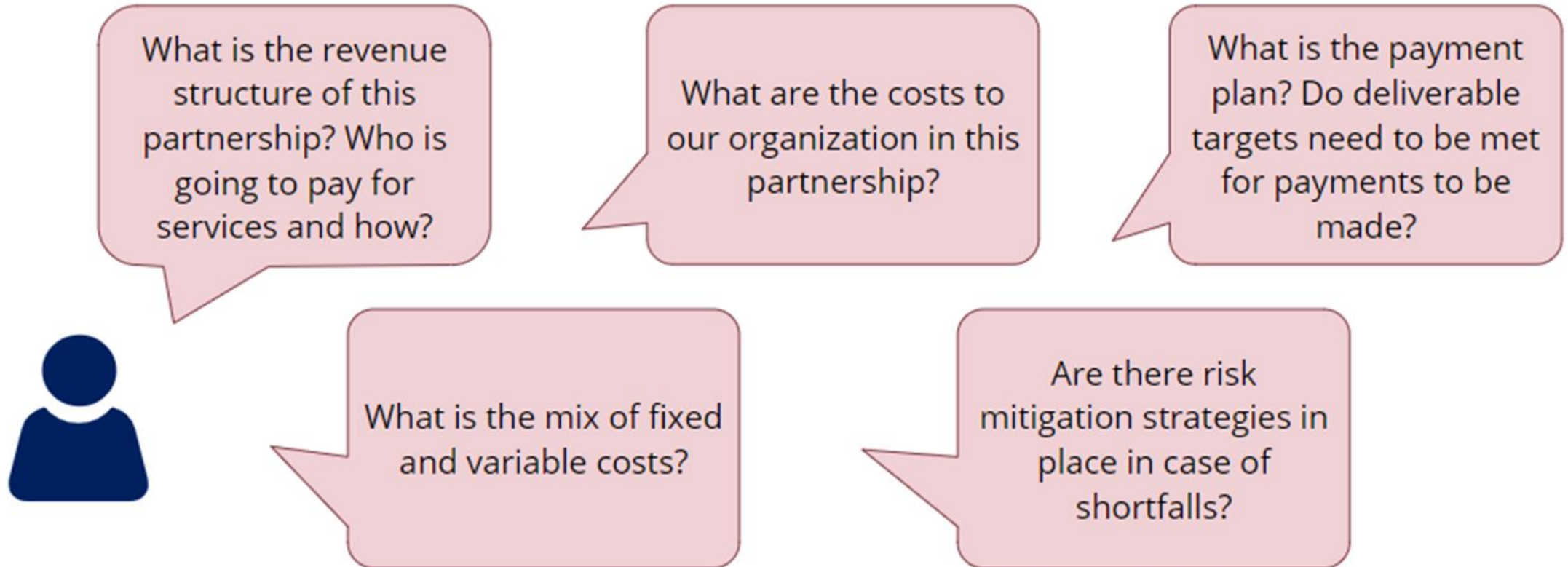
Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal



Revenue structure and financial resources

The revenue structure and financial resources which will be required are a key part of the business case. If possible, a **cost-benefit analysis** should be conducted to demonstrate the feasibility of the proposal. Here are some typical questions that a decision-maker may ask:



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Checklist/Questionnaire

- To evaluate the national policy, legislative, and institutional framework for PPPs in the veterinary domain, government officials should use a structured approach.

The following checklist/questionnaire is designed to help determine if the existing framework is adequate, and if not, what steps are needed.

The goal is to support national officials seeking to assess their policy, legislative, and institutional framework to encourage and support PPPs for veterinary services



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Government officials should ask the following questions:

■ Part I – THRESHOLD QUESTIONS ON THE VETERINARY DOMAIN

- 1- Is there a need for PPPs in the veterinary domain in the country? Yes/ No
- 2- Does the national legislation state that veterinary services can delegate to the private sector? Yes/No
- 3- Do national laws, policies, or animal health strategies explicitly allow for PPPs in the veterinary sector? Yes/No
- 4- Even if the existing laws, policies, or strategies do not explicitly allow for PPPs or delegation in the veterinary sector, is there anything in the laws, policies, or strategies that **prohibits it? Yes/ No**
- 5- Is there a national veterinary or livestock policy that supports or encourages PPPs? Yes/ No



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Part II – QUESTIONS ON THE OVERALL PPP ENVIRONMENT

- 6- Are there clear processes, procedures, and templates for project selection, appraisal, and procurement for PPPs that might be developed for the veterinary sector? Yes/ No
- 7- Are there existing incentives for private sector investment in veterinary service delivery? Yes/ No
- 8- Is revenue sharing with the private sector allowed by law in the country? Yes/ No
- 9- Does existing legislation mandate that private partners adhere to the same veterinary standards (e.g., WOAHA standards for certification, disease reporting, veterinary professions, biosecurity, traceability, animal welfare) as the public sector? Yes/ No



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Part III – SPECIFIC QUESTIONS ON IMPLEMENTING PPPs IN THE COUNTRY

- 10- Does the competent authority have the capacity to enter into a contract with a private entity to implement a PPP for the veterinary sector? Yes/ No
- 11- Are there legislative or procedural provisions for regular monitoring and evaluation (M&E) of PPPs' performance against agreed-upon indicators? Yes/ No
- 12- Are there mechanisms for reviewing and adjusting activities being implemented in a PPP, in line with M&E results? Yes/ No



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Part IV – QUESTIONS ON STAKEHOLDERS IN THE COUNTRY

- 13- Are there existing mechanisms for consultation with and participation of stakeholders in PPPs for the veterinary sector? Yes/ No
- 14- Have potential conflicts of interest and risks of corrupt behaviour or fraud been considered and mitigated, in planning for PPPs in the veterinary sector? Yes/ No
- 15- Is there a plan for initial and ongoing communication, internally to the partners and externally to stakeholders including strategic leaders, once PPPs for the veterinary sector are launched? Yes/ No



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

Thank You

12, rue de Prony, 75017 Paris, France
T. +33 (0)1 44 15 19 49
F. +33 (0)1 42 67 09 87

woah@woah.org
www.woah.org

[Facebook](#)
[Twitter](#)
[Instagram](#)
[LinkedIn](#)
[YouTube](#)
[Flickr](#)



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

