Good governance of Veterinary Services and the PVS Pathway

OIE regional seminar for National Focal Point on Communication
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OIE Sub-regional Representative in Brussels
Context - Evolution of animal diseases

Current acceleration of emergence/re-emergence of unexpected epidemiological events:

- A new disease / year
- Most emerging disease have an animal origin
- Most of them have a zoonotic potential
- Emerging zoonoses have an unprecedented extent, importance and impact

60% of human pathogens are zoonotic
75% of emerging diseases are zoonotic
80% of agents with potential bioterrorist use are zoonotic pathogens
Context - Evolution of animal diseases

Increasing opportunities for emerging diseases and vulnerability to them

• Globalisation
• Climate change
• Demography / Urbanisation
• Rising demand for food
• Resistance to drugs
• Synthetic biology
• Political instability
• Weak animal health care systems
Context - Evolution of animal diseases

- **Demand for food** - demand for animal proteins (milk and eggs), will increase by 50%, especially in developing countries (projections towards 2030 → Livestock Revolution)

- Shift from poverty to middle-class (+1 billion people expected)
- Increase in the number of daily meals
- **More milk, eggs and meat in meals**

=> Intensification of animal production
Impact of animal diseases

• Public health (zoonoses; food safety)
• National and households economies
• Environmental cost/benefit (gas emission vs traction, ploughing, fertilisation, natural pastoral resources)
• Food security
• Poverty
• Political and social stability
The emergence and re-emergence of animal diseases have potentially serious impacts in terms of public health, food security and poverty.

We need to reconsider our animal and public health policies and preparedness.

The public and private components of Veterinary Services are in the front line regarding these matters in all countries of the world.
Which concepts to promote in order to protect countries and regions from emerging and re-emerging diseases?

- The Global Public Good concept
- The « One health » concept
- The Good Governance of Veterinary Services
The Good Governance

Requirements for all countries

Capacity of national animal health systems to provide for:

- Appropriate surveillance, early detection, transparency
- Rapid response to animal disease outbreaks
- Biosecurity measures
- Compensation
- Vaccination when appropriate
The Good Governance

Key elements

• Appropriate legislation and its effective implementation
• Adequate financial, physical and human resources
• Building and maintaining efficient epidemiological surveillance networks throughout the entire national territory
• Alliances between public and private sectors
• Veterinary education and research
• National chain of command

A responsibility of all governments
OIE International Standards

OIE international standards, guidelines and recommendations for animal health (including zoonoses) and for laboratories.

→ Including standards on quality of Veterinary Services and/or Aquatic Animal Health Services
Section 3: Quality of Veterinary Services

- Chapter 3.1. Veterinary Services
- Chapter 3.2. Evaluation of Veterinary Services
- Chapter 3.3. Communication
- Chapter 3.4 Legislation

Terrestrial Animal Health Code
mammals, birds and bees
http://www.oie.int/eng/normes/mcode/en_sommaire.htm
OIE International Standards

- Chapters on the evaluation of Veterinary Services and guidelines for the evaluation of Veterinary Services developed late 1990s and refined since

- Section 3 (quality of Veterinary Services) added in the 17th edition (2008)

- Current edition (2012):
  - Veterinary Services: Chapters 3.1 (quality) and 3.2 (evaluation)
  - AAHS: Chapter 3.1 (quality)

- Applicable to Veterinary Services in all regions

- OIE definition of Veterinary Services comprises public and private sector veterinarians and vet para-professionals
OIE International Standards

> **Veterinary Services**

Means the governmental and non-governmental organisations that implement animal health and welfare measures and other standards and recommendations in the Terrestrial Code and the OIE Aquatic Animal Health Code in the territory. The *Veterinary Services* are under the overall control and direction of the *Veterinary Authority*. Private sector organisations, *veterinarians, veterinary para-professionals* or aquatic *animal* health professionals are normally accredited or *approved* by the *Veterinary Authority* to deliver the delegated functions.
Quality of Veterinary Services depends on set of factors, including fundamental principles of an ethical, organisational and technical nature.

**Ethical Nature**
- Professional judgment
- Independence
- Impartiality
- Integrity
- Objectivity

**Organizational/technical Nature**
- General organisation
- Quality policy
- Procedures and standards
- Information, complaints and appeals
- Documentation
- Self-evaluation
- Communication
- Human / financial resources
OIE International Standards

- Veterinary Services should conform to these principles
  - Regardless of political, economic or social situation.

- Conformance important to credibility
  - For health status claim
  - For international health certification

- Quality of VS can be measured through an evaluation
CAPACITY BUILDING FOR NATIONAL VETERINARY SERVICES

**Objective:** Strengthen the capacity of Members’ Veterinary Services to achieve the improvement of animal health, veterinary public health and animal welfare, while improving their ability to participate in the development of international standards and guidelines on these matters; and strengthen their ability to apply these standards and guidelines.

=> strengthening the good governance of VS
The OIE PVS Pathway

is a continuous process aiming to sustainably improve compliance of Veterinary Services with international standards and their sustainable efficiency.
The OIE collaborates with governments, donors and other stakeholders.
The OIE PVS evaluation

"Diagnosis"
- PVS Evaluation
- PVS Gap Analysis
- including Veterinary Services’ Strategic Priorities

"Prescription"
- Public / Private Partnerships
- Veterinary Education
- Laboratories

"Treatment"
- Capacity Building,
  Specific Activities,
  Projects and Programs
- Veterinary Legislation

"Treatment"
- PVS Pathway Follow-Up Missions

The OIE collaborates with governments, donors and other stakeholders
The OIE PVS evaluation

- **Code Article 3.1**
  - Quality of Veterinary Services can be measured through an evaluation
  - Evaluation should be conducted in accordance with Code Chapter 3.2.
    - In applying Chapter 3.2 in an evaluation, the OIE PVS tool should be used for guidance.
    - (self-evaluation and external evaluation)
The OIE PVS evaluation

Code Article 3.2

The evaluation should demonstrate that the ‘Veterinary Services have the capability for effective control of the sanitary and zoosanitary status of animals and animal products’.

Key elements to be covered:

- Adequacy of resources
- Management capability
- Legislative and administrative infrastructures
- Independence in the exercise of official functions
- History of performance, including disease reporting
Purpose of evaluation: To assist

- A national authority in the decision-making process regarding priorities to be given to its own Veterinary Services (self-evaluation)

- The process of risk analysis in international trade in animals and animal-derived products to which official sanitary and/or zoosanitary controls apply

(Every Member Country should recognise the right of another to undertake, or request it to undertake, an evaluation of its Veterinary Services)
The OIE PVS evaluation

A tool for the Good Governance of Veterinary Services

Chapter 3.1. – Veterinary Services

Chapter 3.2. – Evaluation of Veterinary Services
The OIE PVS evaluation

4 fundamental components

- Human, Physical, Financial Resources
  - CC I.1
  - CC I.11
- Technical Capability and Authority
  - CC II.1
  - CC II.2
  - CC II.13
- Interaction with
  - Communication
    - Consultation with interested parties
  - CC III.2
  - CC III.6
- Market Access
  - CC IV.1
  - CC IV.8

47 Critical competencies

- A definition
- 5 Levels of advancement (1 → 5)
- Indicators
- References to the Code
Levels of Advancement

- Progressive and complementary information related to the compliance with OIE standards.
- 5 levels of advancement (qualitative) for each critical competency
- A higher level assumes compliance with all preceding levels

**Level of advancement 1**
No compliance

**Level of advancement 2**

**Level of advancement 3**

**Level of advancement 4**

**Level of advancement 5** - Full compliance with OIE Standards
The OIE PVS evaluation

1. Human, physical and financial resources

Institutional and financial sustainability as evidenced by the level of professional / technical, physical and financial resources available

- CC I.1: Professional and technical staffing of the Veterinary Services
- CC I.2: Competencies of veterinarians and veterinary para-professionals
- CC I.3: Continuing education
- CC I.4: Technical independence
- CC I.5: Stability of structures and sustainability of policies
- CC I.6: Coordination capability of the Veterinary Services
- CC I.7: Physical resources
- CC I.8: Operational funding
- CC I.9: Emergency funding
- CC I.10: Capital investment
- CC 1.11: Management of resources and operations
2. Technical authority and capability

The authority and capability of the Veterinary Services to develop and apply sanitary measures and science-based procedures supporting those measures

- CC II.1: Veterinary laboratory diagnosis
- CC II.2: Laboratory quality assurance
- CC II.3: Risk analysis
- CC II.4: Quarantine and border security
- CC II.5: Epidemiological surveillance and early detection
- CC II.6: Emergency response
- CC II.7: Disease prevention, control and eradication
- CC II.8: Food safety
- CC II.9: Veterinary medicines and biologicals
- CC II.10: Residue testing
- CC II.11: Animal feed safety
- CC II.12: Identification and traceability
- CC II.13: Animal welfare;
3. Interaction with stakeholders

The capability of the Veterinary Services to collaborate with and involve stakeholders in the implementation of programmes and activities

- CC III.1: Communications
- CC III.2: Consultation with interested parties
- CC III.3: Official representation
- CC III.4: Accreditation / authorisation / delegation
- CC III.5: Veterinary Statutory Body
- CC III.6: Participation of producers and other interested parties in joint programmes
4. Access to markets

The authority and capability of the Veterinary Services to provide support in order to access, expand and retain regional and international markets for animals and animal products

- CC IV.1: Preparation of legislation and regulations
- CC IV.2: Implementation of legislation and regulations and compliance thereof
- CC IV.3: International harmonisation
- CC IV.4: International certification
- CC IV.5: Equivalence and other types of sanitary agreements
- CC IV.6: Transparency
- CC IV.7: Zoning
- CC IV.8: Compartmentalisation
**Example of CCs and Levels of Advancement**

<table>
<thead>
<tr>
<th><strong>III-1 Communication</strong></th>
<th><strong>Level of Advancement</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The capability of the VS to keep interested parties informed, in a transparent, effective and timely manner, of VS activities and programmes, and of developments in animal health and food safety.</td>
<td>1. The VS have <strong>no mechanism</strong> in place to inform interested parties of VS activities and programmes.</td>
</tr>
<tr>
<td></td>
<td>2. The VS have <strong>informal</strong> communication mechanisms.</td>
</tr>
<tr>
<td></td>
<td>3. The VS maintain an official contact point for communication but it is <strong>not always up-to-date</strong> in providing information.</td>
</tr>
<tr>
<td></td>
<td>4. The VS contact point for communication provides <strong>up-to-date information</strong>, accessible via the Internet and other appropriate channels, on activities and programmes.</td>
</tr>
<tr>
<td></td>
<td>5. The VS have a well-developed communication plan, and actively and regularly circulate information to interested parties.</td>
</tr>
</tbody>
</table>
The OIE PVS evaluation

- OIE PVS Tool (now 2013 (6th) Edition)


All above documents are given to OIE PVS Assessors

→ Process
A similar tool is available for the evaluation of Aquatic Animal Health Services.
# OIE PVS Evaluation Missions

## State of play (up to May 2014)

<table>
<thead>
<tr>
<th>OIE Members</th>
<th>PVS Evaluation requests received</th>
<th>PVS Evaluation missions implemented</th>
<th>Reports available for (restricted) distribution to Donors and Partners</th>
<th>Publication on the OIE website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>52</td>
<td>53</td>
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<tr>
<td>Americas</td>
<td>29</td>
<td>25</td>
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<td>18</td>
</tr>
<tr>
<td>Asia, the Far East and Oceania</td>
<td>32</td>
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<tr>
<td>Europe</td>
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<tr>
<td>Middle East</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>178</strong></td>
<td><strong>128</strong></td>
<td><strong>117</strong></td>
<td><strong>85</strong></td>
</tr>
</tbody>
</table>
Overview of PVS Evaluation missions
up to May 2014

Mission requested  Mission completed  Report Available  Specific approach
The OIE collaborates with governments, donors and other stakeholders.
A PVS Gap Analysis mission facilitates the definition of a country’s Veterinary Services’ priorities and strategic actions for the next five years in terms of its compliance with OIE standards, suitably adapted to overarching national goals.
PVS Gap Analysis (PVS Costing Tool)

1. Determine and confirm **country priorities**
2. Define the **expected results** (for the priorities)
3. Determine the **activities** to achieve the results
4. Determine the human, physical and financial **resources**

**VS Annual budget** for the next 5 years (including exceptional investments)

↔ **Cost of compliance**
**B. External coordination**

The capability of the VS to coordinate its resources and activities (public and private sectors) at all levels with other relevant authorities as appropriate, in order to implement all national activities relevant for OIE Codes (i.e. surveillance, disease control and eradication, food safety and early detection and rapid response programmes).

Relevant authorities include other ministries and Competent Authorities, national agencies and decentralised institutions.

<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>1. There is no external coordination.</td>
</tr>
<tr>
<td>2. There are informal external coordination mechanisms for some activities, but the procedures are not clear and/or external coordination occurs irregularly.</td>
</tr>
<tr>
<td>3. There are formal external coordination mechanisms with clearly described procedures or agreements for some activities and/or sectors.</td>
</tr>
<tr>
<td>4. There are formal external coordination mechanisms with clearly described procedures or agreements at the national level for most activities, and these are uniformly implemented throughout the country.</td>
</tr>
<tr>
<td>5. There are national external coordination mechanisms for all activities and these are periodically reviewed and updated.</td>
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</table>

What does it imply in terms of:
- **Activities**
- **Human, physical and financial Resources**
Example of CCs and Levels of Advancement

III-1 Communication

The capability of the VS to keep interested parties informed, in a transparent, effective and timely manner, of VS activities and programmes, and of developments in animal health and food safety.

This competency includes collaboration with relevant authorities, including other ministries and Competent Authorities, national agencies and decentralised institutions that share authority or have mutual interest in relevant areas.

What does it imply in terms of:
• Activities
• Human, physical and financial Resources

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The PVS Gap Analysis Tool

PVS_GAP Analysis - Budget

Trade
(8 cards)

Animal Health
(5 cards)

Veterinary Public Health
(4 cards)

Veterinary Laboratories
(2 cards)

Management and Regulatory Services
(21 cards)

Cost Estimation Cards

Inputs
Unit Costs

Outputs
Total Budget
Analysis of the Budget
Use of the PVS Gap Analysis Report

- **In country discussions** with the relevant Minister, other Ministries, Ministry of Finance, Prime Minister, Head of State, National Parliament, depending on the context of the country.

- **Round tables**, in the country, with Donor Agencies and International Organisations, incl. FAO.

- **Preparation of national or international investments**.
# PVS Gap Analysis Missions

**State of play (up to May 2014)**

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<tr>
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<td>32</td>
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<td>Europe</td>
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<td>Middle East</td>
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<td><strong>93</strong></td>
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The OIE PVS Pathway

"Diagnosis"
- PVS Evaluation
- PVS Gap Analysis

"Prescription"
- Public / Private Partnerships
- Veterinary Education
- Laboratories

"Treatment"
- Capacity Building, Specific Activities, Projects and Programs
- Veterinary Legislation

"Treatment" includes Veterinary Services’ Strategic Priorities

"Diagnosis" and "Prescription" lead to "Treatment".

The OIE collaborates with governments, donors and other stakeholders.
The OIE PVS Pathway

"Diagnosis"

- PVS Evaluation
- PVS Gap Analysis
- including Veterinary Services’ Strategic Priorities

"Prescription"

- Public / Private Partnerships
- Veterinary Education
- Laboratories

"Treatment"

- Capacity Building,
- Specific Activities,
- Projects and Programs

The OIE collaborates with governments, donors and other stakeholders
In numerous countries, veterinary legislation is outdated and inadequate.

Any Member that has undertaken an OIE PVS Evaluation may request a mission dedicated to the supply of advice and assistance in modernising the national veterinary legislation.

Chapter 3.4 (since 2012) of the OIE Terrestrial Animal Health Code provides the essential elements on veterinary legislation.
OIE and the country sign a one-year agreement

3 Month Preparatory Phase

OIE Designates an Expert to work with the country to prepare the framework of the agreement

The designated expert advise OIE about the feasibility

Agreement

OIE and the country sign a one-year agreement

Country request long term support

OIE propose to enter an Agreement

Request for Legislation Support

OIE Conducts a Veterinary Legislation Identification Mission

Veterinary Legislation Support Programme
## Veterinary Legislation Missions

**State of play (up to May 2014)**

<table>
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<tr>
<th>Region</th>
<th>OIE Members</th>
<th>Vet. Legislation mission requests received</th>
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Overview of Veterinary legislation missions (May 2014)
The OIE PVS Pathway

"Diagnosis"
- PVS Evaluation

"Prescription"
- PVS Gap Analysis
- Public / Private Partnerships
- Veterinary Education
- PVS Pathway Follow-Up Missions

"Treatment"
- Capacity Building, Specific Activities, Projects and Programs
- Veterinary Legislation

including Veterinary Services’ Strategic Priorities

Laboratories

The OIE collaborates with governments, donors and other stakeholders
A PVS Laboratory Mission helps national Veterinary Services allocate appropriate resources to the National Animal Health Laboratory system and to make strategic decisions to support accurate and timely diagnosis of animal diseases.
1. Analyse the current & prospective demand

2. Analyse the existing supply

3. Present a range of sustainable management, organisational, budgetary and financial solutions
OIE Reference Laboratories
The OIE PVS Pathway
‘Treatment’ phase – Laboratory

OIE Laboratory Twinning programme

Extending the network of Reference Centers in Developing and In Transition countries:
- Better global geographical coverage of expertise
- Access for more countries to high quality diagnostics and expertise essential for early detection and rapid response
- Improved global disease surveillance
- Build and strengthen veterinary scientific communities
Each Twinning Project is:

- A link between an OIE Reference Laboratory or Collaborating Centre (Parent) and a National Laboratory (Candidate)
- Reference: OIE International Standards
- Benefits should be there long after the project has been completed
- Develop mutually beneficial and collaborative research opportunities
- Ultimate aim to become an OIE Reference Laboratory or an OIE Collaborating Centre
EUROPE

Completed (2):
- Russia (AI / ND)
- Turkey (Bruc)

On-Going (3):
- Russia (ASF)
- Turkey (Rabies)
- Turkey (WNF)
- Kazakhstan (Bruc)
The OIE collaborates with governments, donors and other stakeholders.
Need for:

- minimum requirements
- harmonisation of curriculum
- quality control and recognition procedures
- more involvement of Veterinary statutory body
The OIE PVS Pathway
‘Treatment’ phase – Veterinary Education

- World Conferences of Deans (October 2009 / May 2011 → Recommendations)
- OIE day-1 competences (2012)
- Model of core curriculum (2013)
- Post-graduate and continuing education for graduate veterinarians (under development)
The OIE PVS Pathway
‘Treatment’ phase – Veterinary Education

Twinning programme for VEE: (Under development)

- On the model of lab twinning Parent / candidate VEE
- Reference: Day-1 competencies / core curriculum model
- Twinning Guide available
The OIE PVS Pathway

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  - including Veterinary Services’ Strategic Priorities
  - Veterinary Education
  - Laboratories

"Treatment"
- Capacity Building, Specific Activities, Projects and Programs
- Veterinary Legislation
- PVS Pathway Follow-Up Missions

The OIE collaborates with governments, donors and other stakeholders
Twinning programme for VSB (Under development)

- On the model of lab twinning Parent / candidate VSB
- Reference: Article 3.2.12 of the TAHC (evaluation of VSB)
- Twinning Guide available
The OIE PVS Pathway

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PVS Pathway Follow-Up Missions

The OIE collaborates with governments, donors and other stakeholders
PVS Pathway Follow-up Evaluations

- **Initial country PVS evaluation = baseline.**

- **Regular country PVS Evaluation** missions are useful to assess, **monitor and accompany progress** made (change in legislation, structure, impact of national and international investments, technical capacities improved, etc.).

- Every [2 to 5] years.

- **Self-Evaluations** are also **possible.**
more information
www.oie.int
More information

Provides a conceptual framework to analyse the governance of national Veterinary Services and shows how reforms that promote good governance can help enhance the quality of national animal health systems and assist countries to achieve compliance with OIE international standards.
Thank you for your attention!