

The Public-Private Partnership at WOAAH Successes and challenges

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Institutional Affairs &
Governance

Animal Health Canada Forum 2025
September 23, 2025



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

66 Countries

How many countries have accreditation, authorisation, or delegation activities for the private sector or NGOs?

Let's start with a few questions related to the private sector in the Veterinary Services



46 Countries

How many countries have producers and other non-government stakeholders formally participating with the VS in delivering joint programmes?

71 Countries

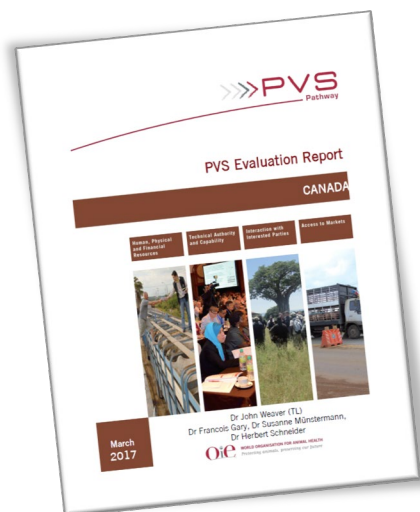
How many countries do consult effectively with non-government stakeholders on VS policies and programmes, and on developments in animal health and food safety?

Let's Start...



AnimalHealthCanada

Vision: A sustainable agriculture and agri-food sector strengthened by an inclusive **industry-governments partnership** protecting the health and welfare of farmed animals.



How are public and private stakeholders in Canadian veterinary services addressing future challenges?



Content

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WOAH and Canada

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partners: PPP
Activities, success
and challenges**

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**Building PPP Capacity
worldwide**

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Future

1.

World Organisation for Animal Health and Canada



Who we are

About us

The World Organisation for Animal Health is the global authority on animal health.

We work to ensure the health of animals and their environments across the world, recognising that animal health impacts everyone's health and that the safety of our future depends on it.

We help policy makers and governments create a future in which humans and animals benefit and support each other, for a more sustainable ecosystem balance, so that livelihoods are transformed, economies are boosted and the world is safer and healthier for everyone.

We do that by improving animal health, globally.



Who we are

Our history

We have been at the forefront of controlling animal diseases for more than 100 years. Since 1924, we have focused on monitoring and disseminating knowledge about animal diseases, as well as on how to use scientific data to limit the negative effects of animal diseases on society.





Who we are

Our mission

is to improve
animal health
globally, thereby
ensuring a better
future for all.

We focus on:



TRANSPARENCY

Management of
animal health
information



CAPACITIES

Capacity building for
animal health
professionals



STANDARDS

Development of international
standards and the monitoring of
their implementation



GLOBAL INITIATIVES

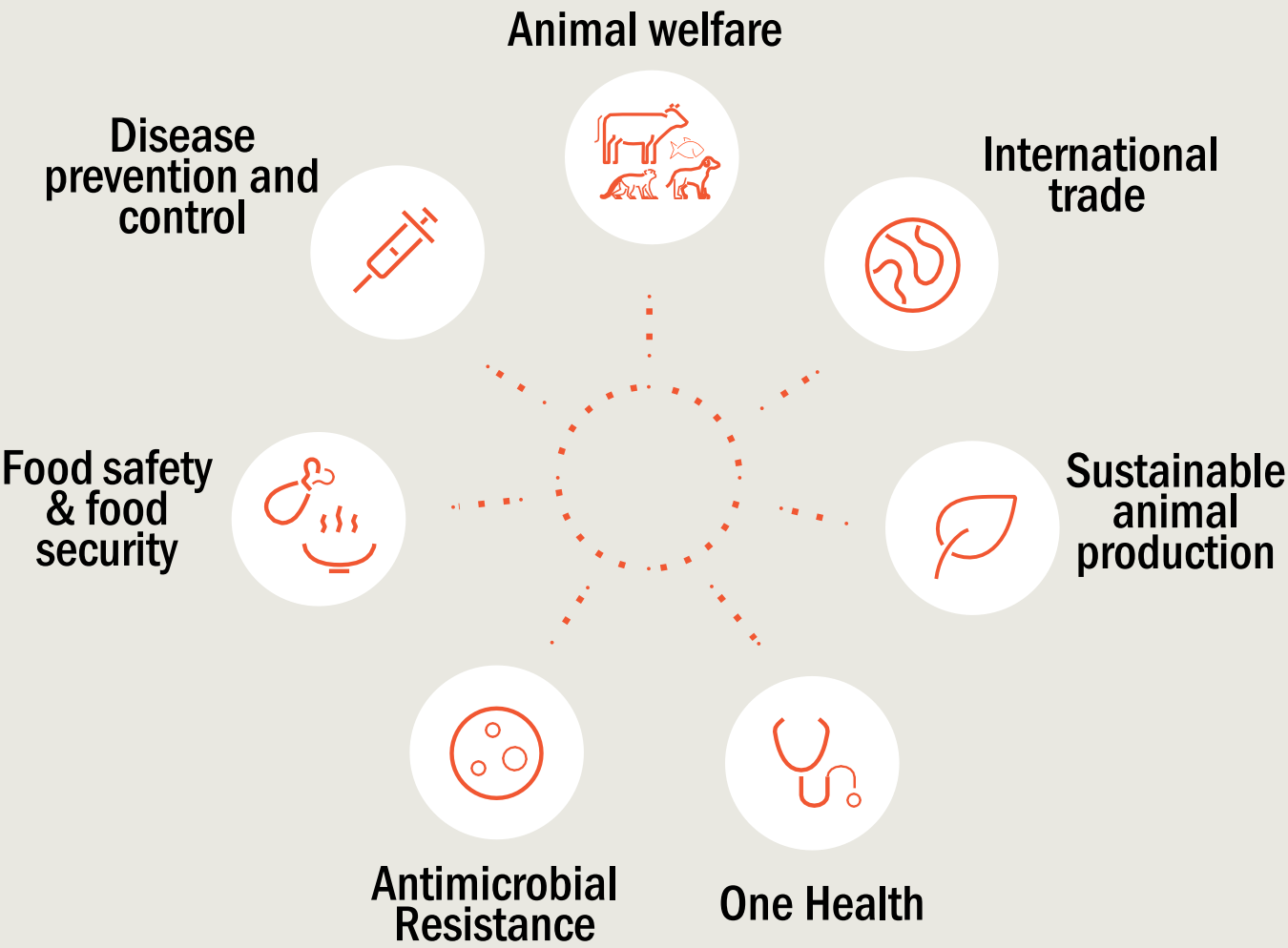
Development of global
strategies and in-country
support to roll-out

INTERNATIONAL COLLABORATION



Who we are

Our main
working areas





Who we are

We work with **183** Members, to protect the health of animals.

Our global presence

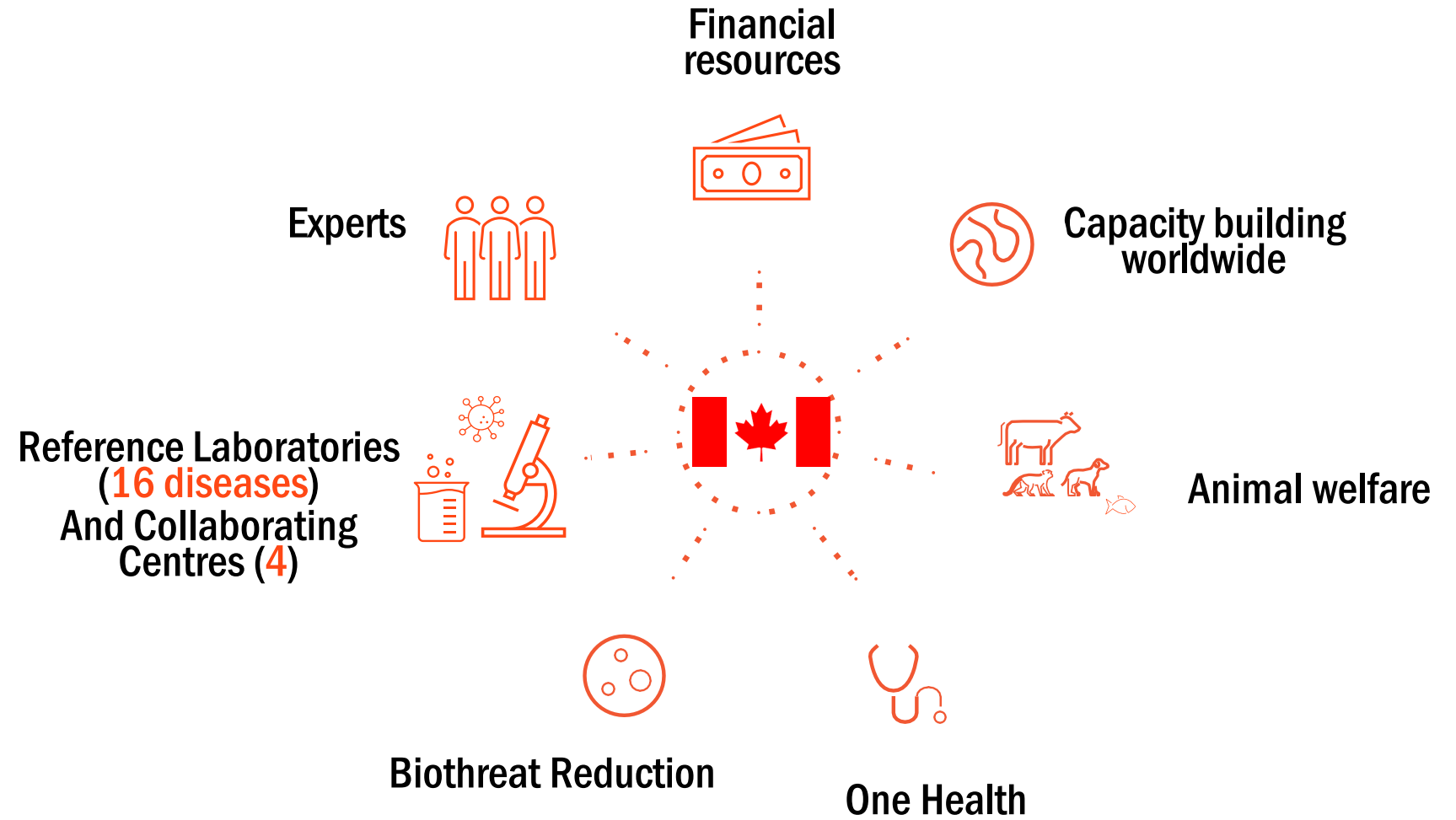


33
Members
in the
Americas

... Regional and subregional representations

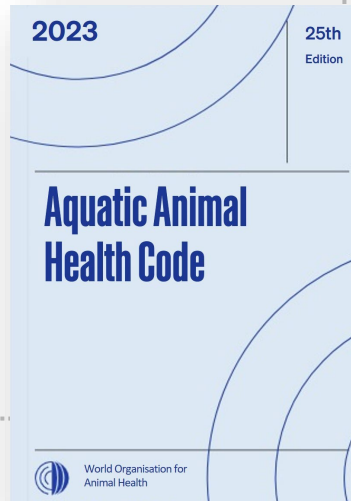
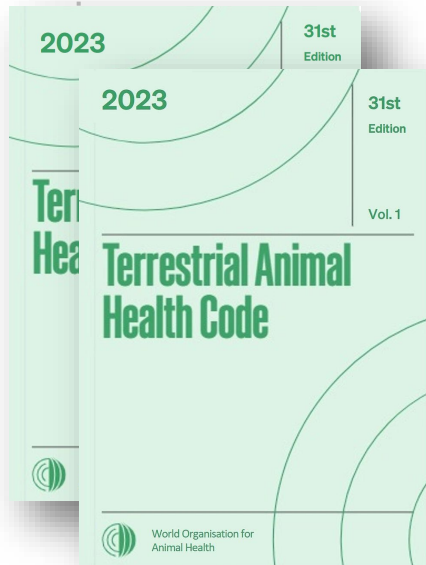


Canada: A Key Member in Global Animal Health and Welfare

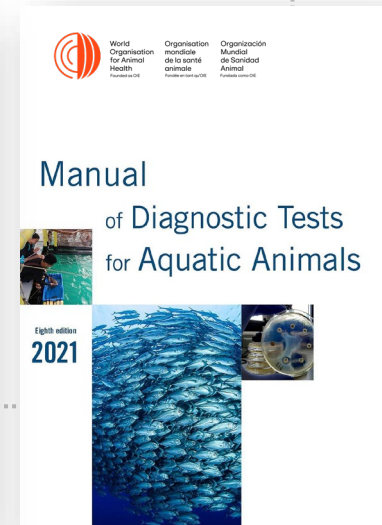
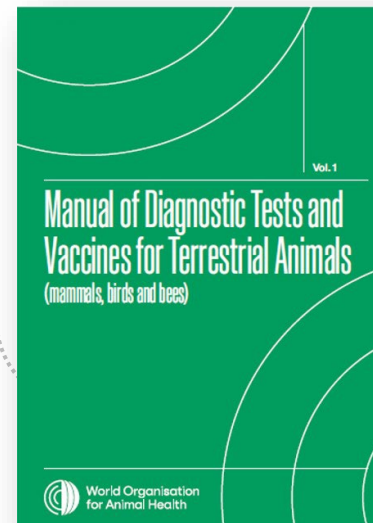


WOAH Standards

CODES



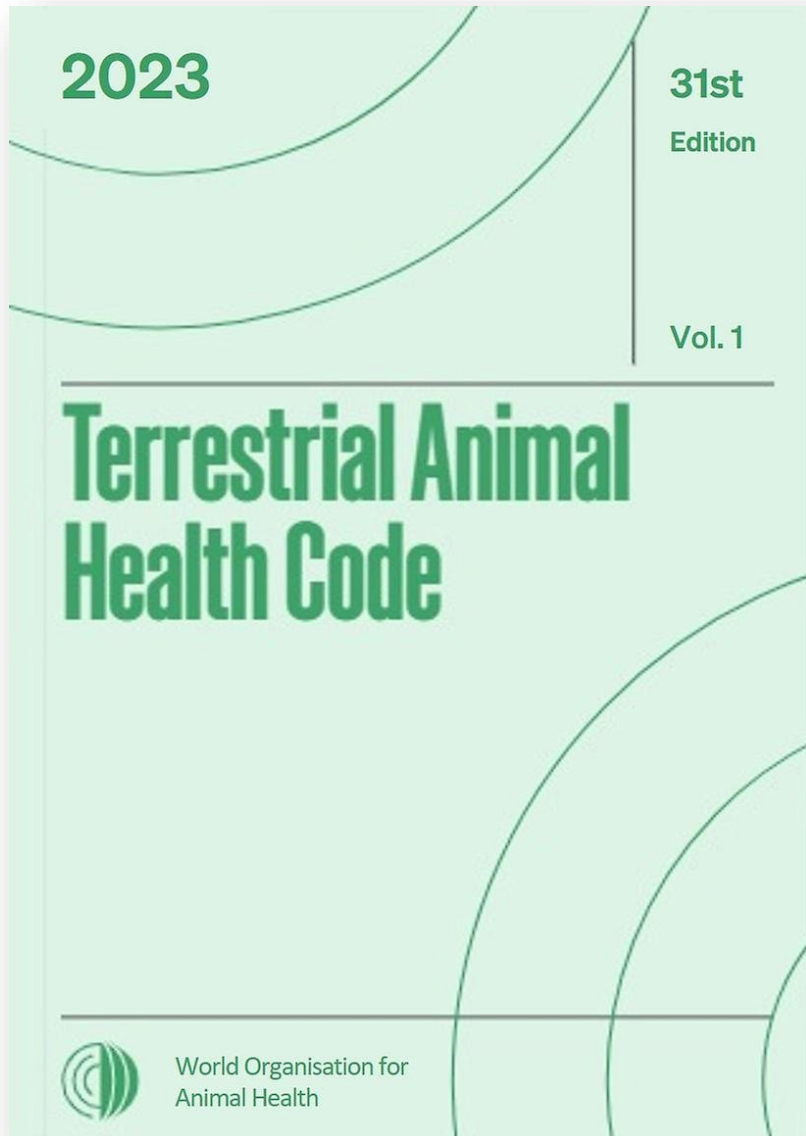
MANUALS



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

2.

**W0AH and its partners:
PPP Activities, success
and challenges**



Article 3.2.6.

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 *values* and *encourages* the participation of **public and private stakeholders** in its activities, including **standard setting** and **implementation**, sharing best practices and **guidelines** development, **training**, emergency **preparedness**, response guidance, and improving Veterinary Services.



WOAH institutional partners

Global (50 Partners)	1. World Veterinary Association (WVA) 2. International Association for Biologicals (IABs) 3. World Association of Veterinary Laboratory Diagnosticians (WAVLD) 4. World Society for the Protection of Animals (WSPA) (Renamed as World Animal Protection) 5. International Council for Laboratory Animal Science (ICLAS) 6. International Air Transport Association (IATA) 7. World small animal veterinary association (WSAVA) 8. International Federation of Horseracing Authorities (IFHA) 9. International Veterinary Students' Association (IVSA) 10. Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC INTERNATIONAL) 11. International Society for Animal Hygiene (ISAH) 12. Global Alliance for Rabies Control (GARC) 13. International Coalition for Animal Welfare (ICFAW) 14. International Society for Applied Ethology (ISAE)- Exchange of letters 15. Vétérinaires Sans Frontières International (VSF International)	1. Fédération Équestre Internationale (FEI) 2. International Dairy Federation (IDF) 3. International Meat Secretariat (IMS) 4. International Egg Commission (IEC) 5. International Poultry Council (IPC) 6. global food safety initiative (GFSI) 7. World Farmers' Organisation (WFO) 8. International Feed Industry Federation (IFIF) 9. Health for Animals 10. World Alliance of Pet Food Associations (GAPFA) 11. International Wool Textile Organisation (IWTO) 12. World Renderers Organization (WRO) 13. Safe Supply of Affordable Food Everywhere initiative (SSAFE)	1. FAO 2. WHO 3. PAHO/WHO 4. WTO 5. World Bank 6. CABI 7. International Livestock Research Institute (ILRI) 8. International Committee of Military Medicine (ICMM) 9. International Council for the Exploration of the Sea (ICES) 10. World Customs Organization 11. World Meteorological Organization 12. World Intellectual Property Organization 13. International Council for Game and Wildlife Conservation (CIC) 14. United Nations Office for Disarmament Affairs (UNODA) 15. International Union for Conservation of Nature and Natural Resources (IUCN) 16. Secretariat of the Convention on Biological Diversity (SCBD) 17. Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES Secretariat) 18. Organisation for Economic-Co-operation and Development (OECD) 19. The United Nations Interregional Crime and Justice Research Institute (UNICRI) 20. Interpol 21. United Nations Environment Programme (UNEP) 22. International Standards Organisation (ISO)
Regional (25 Partners)	1. Commonwealth Veterinary Association (CVA) 2. Pan American Association of Veterinary Science (PANVET)		1. European Commission (EC) -Exchange of letters 2. Inter-American Institute for Cooperation on Agriculture (IICA) 3. General Secretariat of the Andean Community (GS-AC) 4. Organismo Internacional Regional de Sanidad Agropecuaria (OIRSA) 5. South Asian Association for Regional Cooperation 6. Secretariat of the Pacific Community (SPC) 7. Organization of African Unity – Interafrican Bureau for Animal Resources (OUA-IBAR) 8. Southern African Development Community (SADC) 9. Economic Commission on Cattle, Meat and Fish Resources in CEMAC (CEBEVIRHA) 10. Permanent Veterinary Committee of the Southern Cone (PVC) 11. Southeast Asian Fisheries Development Center (SEAFDEC) 12. Arab organisation for agriculture development (AOAD) 13. Economic Community of west African states (ECOWAS) 14. Association of Southeast Asian Nations (ASEAN) 15. Interamerican Development Bank (IDB) 16. West African Economic and Monetary Union (WAEMU) 17. Arab Maghreb Union (UMA) 18. Caribbean Community (CARICOM) 19. Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) 20. Eurasian Economic Commission (EEC) 21. Inter-Governmental Authority on Development (IGAD) 22. Indian Oceanic Commission (IOC) 23. East African Community (EAC)
	Professional association	Industry- Focused	Intergovernmental Organizations

Private organisations

Public organisations



1. Fédération Équestre Internationale (FEI)
2. International Dairy Federation (IDF)
3. International Meat Secretariat (IMS)
4. International Egg Commission (IEC)
5. International Poultry Council (IPC)
6. global food safety initiative (GFSI)
7. World Farmers' Organisation (WFO)
8. International Feed Industry Federation (IFIF)
9. Health for Animals
10. World Alliance of Pet Food Associations (GAPFA)
11. International Wool Textile Organisation (IWTO)
12. World Renderers Organization (WRO)
13. Safe Supply of Affordable Food Everywhere initiative (SSAFE)



Panel discussion on the significance of PPP in the veterinary domain during the PPP Side event at the WOAH General Session 2024

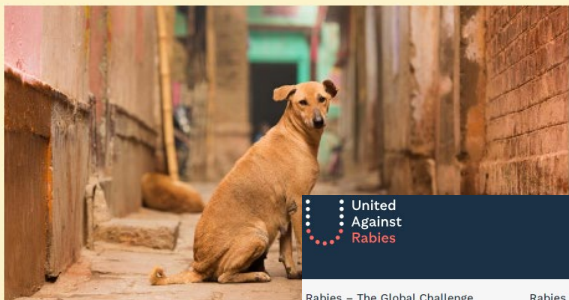
Maria Sanchez Mainar, Science and Standards Manager, International Dairy Federation;

1. *Phil Hadley, Secretary General, International Meat Secretariat;*
2. *Shannon Mesenhowski, Senior Program Officer, Bill and Melinda Gates Foundation;*
3. *Masika Sophie, Global Health Policy Manager, World Federation for Animals (representing International Coalition for Animal Welfare, ICAFW)*
4. *Jean-Luc Troch, President, Diagnostics For Animals (D4A)*

WOAH rabies vaccine bank

A vital resource for our Members

The World Organisation for Animal Health (WOAH) is dedicated to ensuring the safety and well-being of both humans and animals by providing affordable and high-quality rabies vaccines.



United Against Rabies

Search Site

Contact Get Involved

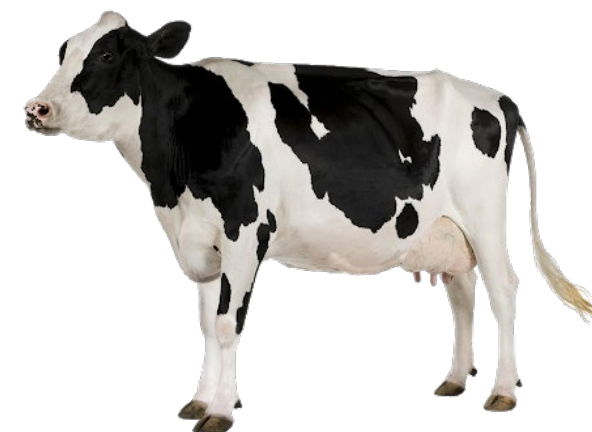
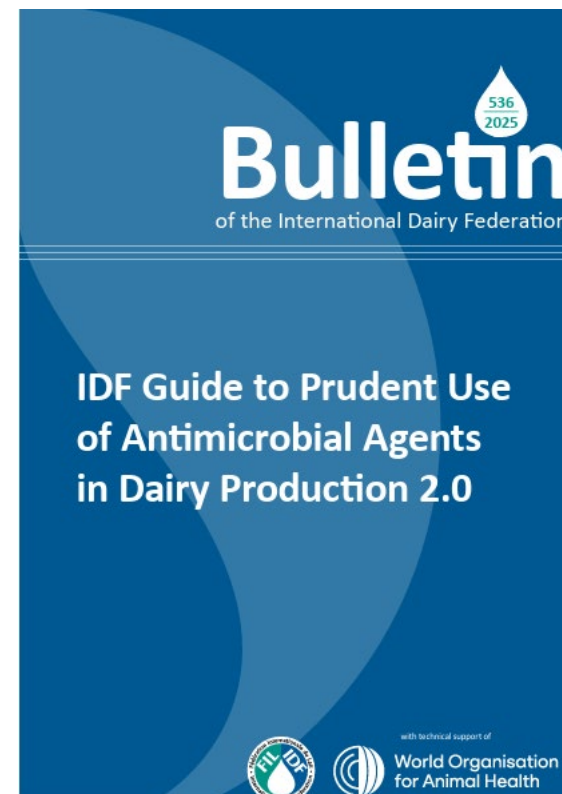
Rabies – The Global Challenge Rabies Roadmap and Resources Events and Courses News and Case Studies About

Who We Are

The United Against Rabies Forum

The United Against Rabies Forum is an inclusive network of public and private sector organisations, experts, development partners and civil society, committed to working together to end human deaths from dog-mediated rabies.

The Forum was launched in 2020 by FAO, WOAH and WHO (the Tripartite) with the aim of accelerating and implementing a One Health approach as agreed in [Zero by 30: the global strategic plan to end human deaths from dog-mediated rabies by 2030](#).



This guide explicitly references and builds upon **WOAH's Terrestrial Animal Health Code** (particularly Chapter 7.11 on animal welfare in dairy cattle production systems), reflecting IDF's collaboration with WOAH to align welfare practices in dairy farming with recognised international standards.



Animal welfare



**Report of the WOAAH
6th Animal Welfare Global Forum:
“Exploring how WOAAH Collaborating
Centres can support Members
to improve animal welfare”**

Original: English

28 – 29 October 2024
Merida, Mexico



Research & Development



Global **Strategic Alliances** for the Coordination
of **Research** on the Major **Infectious Diseases**
of **Animals and Zoonoses**



31 Partner
organisations
21 Countries
55 Associated
countries
+\$2.5B Research
investment

Since 2013, WOAH and the International Horse Sports Confederation (IHSC) have facilitated the international movement of competition horses globally.

Science-Based International Standard development

Public-private partnership supporting scientific research to contribute to the OIE standard-setting process



Sampling horses in South Africa. © John Grewar

KEYWORDS

[#International Equestrian Federation \(FEI\)](#)
[#International Federation of Horseracing Authorities \(IFHA\)](#)
[#public-private partnership](#)
[#research](#)
[#World Organisation for Animal Health \(WOAH\)](#)

AUTHORS

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Ann Cullinane⁶, Cristóbal Zapata⁷

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SUMMARY

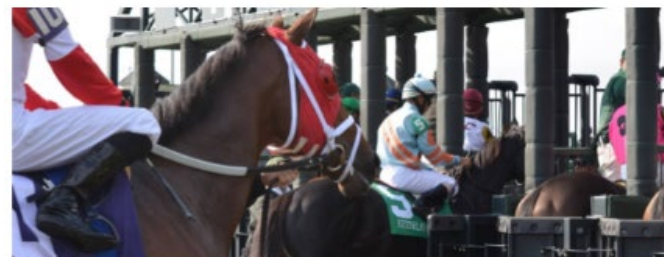
The OIE-IHSC Public-Private Partnership supports scientific studies for the development or improvement of diagnostic assays or vaccines for priority equine diseases. These studies have provided new evidence to support the science-based revision of the relevant OIE standards.

OIE standards are based on science. Scientific studies can provide the necessary evidence to support the creation, revision or updating of OIE standards for the benefit of the global community. In consultation with the [FEI](#) and the [IFHA](#), the

Capacity building of stakeholders

Fostering public-private partnerships at the national and regional levels

A key step in building capacity for safe temporary importations of competition horses



KEYWORDS

[#capacity building](#)
[#competition horse](#)
[#International Equestrian Federation \(FEI\)](#)
[#International Federation of Horseracing Authorities \(IFHA\)](#)
[#International Horse Sports Confederation \(IHSC\)](#)
[#public-private partnership](#)
[#World Organisation for Animal Health \(WOAH\)](#)

AUTHORS

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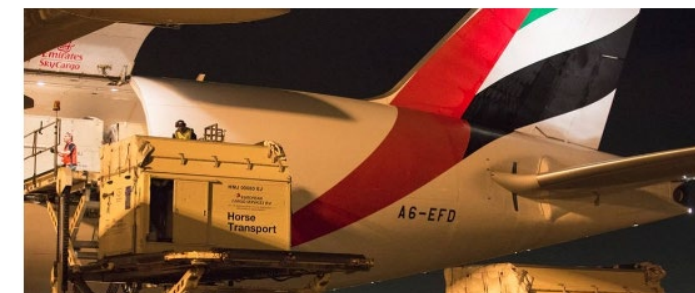
The World Organisation for Animal Health (OIE) and the International Horse Sports Confederation (IHSC) support sub-regional workshops to facilitate temporary importations of competition horses at the regional level. These workshops target countries engaged in international equestrian sports and racing, and bring together representatives of Veterinary Authorities, National Equestrian Federations, National Horseracing Authorities and Customs Administrations.

Workshops are a key opportunity for these stakeholders to discuss and agree upon priority actions in

Sustainable partnerships for the implementation of standards

OIE-IHSC Public-Private Partnership

Oversight and key achievements



© FEI

KEYWORDS

[#capacity building](#)
[#competition horse](#)
[#International Equestrian Federation \(FEI\)](#)
[#International Federation of Horseracing Authorities \(IFHA\)](#)
[#International Horse Sports Confederation \(IHSC\)](#)
[#public-private partnership](#)
[#World Organisation for Animal Health \(WOAH\)](#)

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SUMMARY

The OIE and IHSC have formed a joint Technical Committee to oversee their public-private partnership. This has been pivotal in building trust and mutual understanding, aligning objectives and priorities, and defining the actions required, as well as the respective roles and responsibilities for their joint and successful implementation.

In 2017, the World Organisation for Animal Health (OIE) and the International



Major Successes of Public-Private Partnerships

Efficient disease control
and eradication

**Rinderpest Eradication
Campaign**

Science based
international standards
development and it's
implementation

WOAH-IHSC

Brought Expertise and
resource mobilisation
Vaccine Bank

United Against Rabies

Enhanced Veterinary
Services Delivery

**Animal Welfare Global
Forum**

Implementation of
international Standards for
Animal Welfare

WOAH -IDF

Sharing information,
Improved dialogue and
development of a
trustworthy system

WOAH - HealthforAnimals



Foundations of successful PPPs

1. **a mutual appreciation** of respective benefits and goals;
2. **a common understanding** of the outcome to be delivered by the partnership;
3. **respective roles** of the parties defined and understood;
4. **committed resource** and capability to apply **good project management practice** with effective coordination, good communication and joint monitoring; and
5. **strong** and lasting **leadership commitment** to making the partnership work and be sustainable.

**Less trustworthy system
leads to low trust and lack
of mutual understanding**

**An inefficient legal and
regulatory environment for
private sector engagement
in the veterinary services**

**Right stakeholder
engagement**

**Long-term Commitment
from both sides**

**Monitoring and evaluation
of PPP initiatives**

**Sustainability
compromises if
dependency on external
funding**

1. Public-Private Partnerships may be **initiated by either** the public or the private sector.
2. The public partner(s) must ensure that the service(s) to be delivered fall **within their statutory or political mandate** and meet the intention of that mandate.
3. The **public partner must ensure that the PPP is lawful** and that any legal obligations or constraints are understood and properly implemented by all parties.
4. All parties must ensure that any Public-Private Partnership is developed with appropriate **transparency to all stakeholders** and that relevant private actors have equal opportunities for engagement, for example, by proposing new initiatives or competing in a tender process initiated by the public sector.
5. All parties must **agree on the definition of the service(s) to be delivered**, how they are to be delivered, and how that delivery is monitored, assured and evaluated.
6. The service(s) delivered by the PPP may have **differing impacts and benefits** to the public and private sectors.



7. The **benefits and impacts** of the service(s) delivered must be **defined, understood and respected** by both parties.
8. The **duration** of the partnership must be **pre-defined** by both partners, with the possibility to extend the period if deemed appropriate following joint evaluation and review.
9. All parties must **commit the necessary resources** to ensure strong joint governance of the PPP.
10. The private sector partner(s) must have the **opportunity to capitalise on the benefits and impacts** that accrue through the partnership **in a transparent manner**.
11. The **terms of the partnership** must be set out clearly, either in a formal contract or in an alternative form appropriate to the PPP and agreeable to all parties in the PPP.
12. The PPP must have an **agreed stakeholder engagement and communication strategy** which includes an appropriate approval process.



3.

Building PPP Capacity worldwide

**Adopted by the
World Assembly of
Delegates of the
WOAH on 25 May
2017**

RESOLUTION No. 39

Public-Private Partnerships: expectations of private sector partners for international animal health and livestock sector development programmes and the implications for the OIE

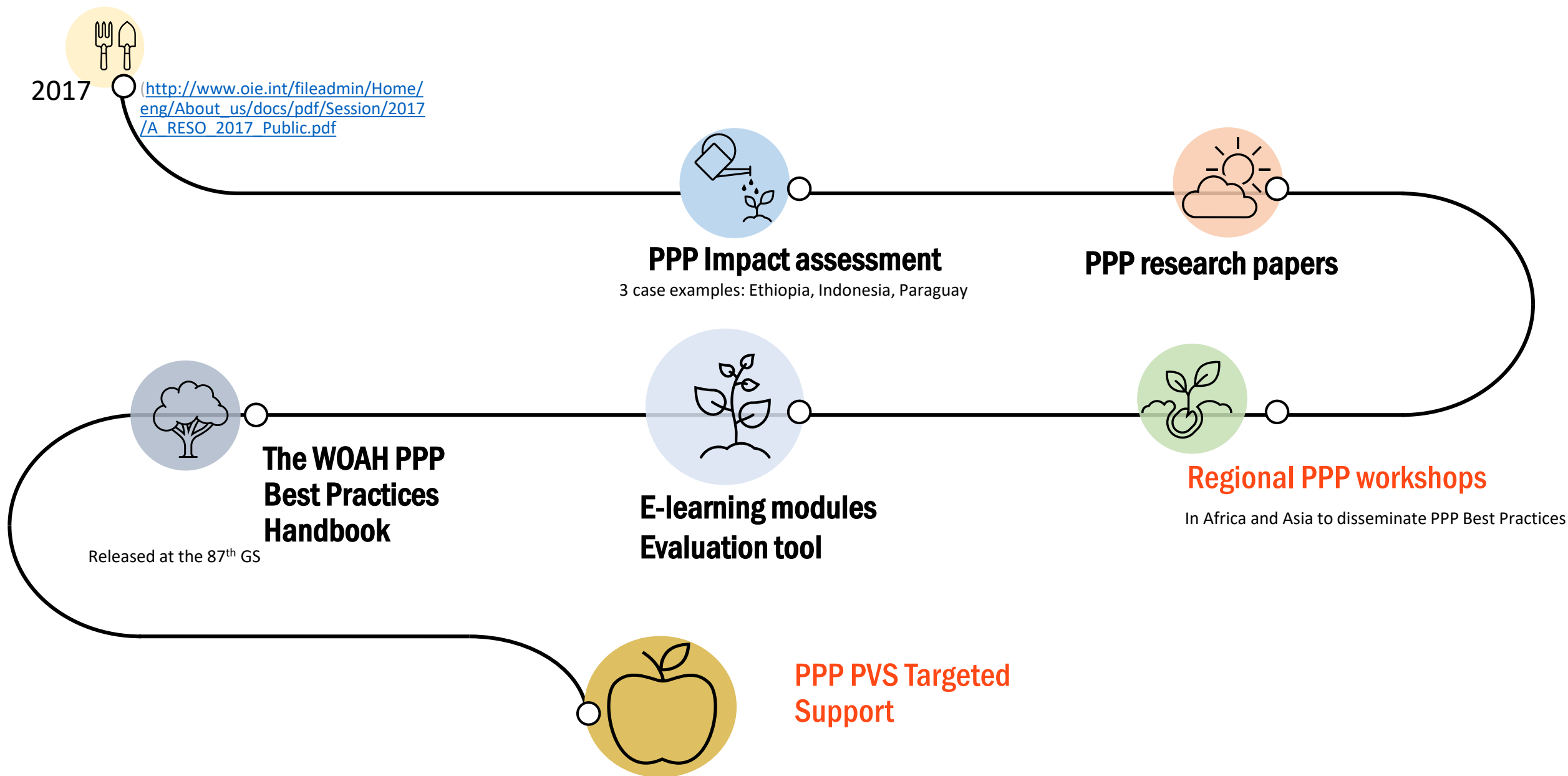
CONSIDERING

1. The critical role the animal health and livestock sectors play in contributing to the achievement of the United Nations Sustainable Development Goals (SDGs),
2. That the engagement of private sector entities, including corporations, small and medium enterprises (SMEs), private foundations and philanthropists, can accelerate progress towards the accomplishment of the SDGs,
3. That Public-Private Partnerships (PPPs) provide an optimal mix of the unique strengths of both the public and private sectors and can often accomplish much more than the most determined effort by any one operating alone,



The PPP journey so far ...

28





Public- Private Partnerships in the Veterinary Domain

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*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.*

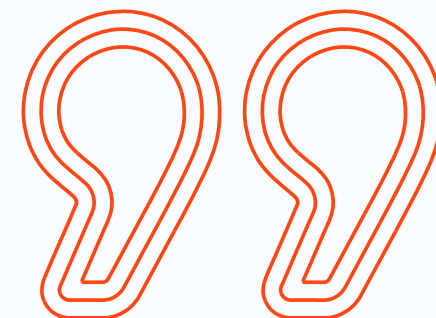
Public-Private Partnerships Handbook

Guidelines for PPPs in the veterinary domain

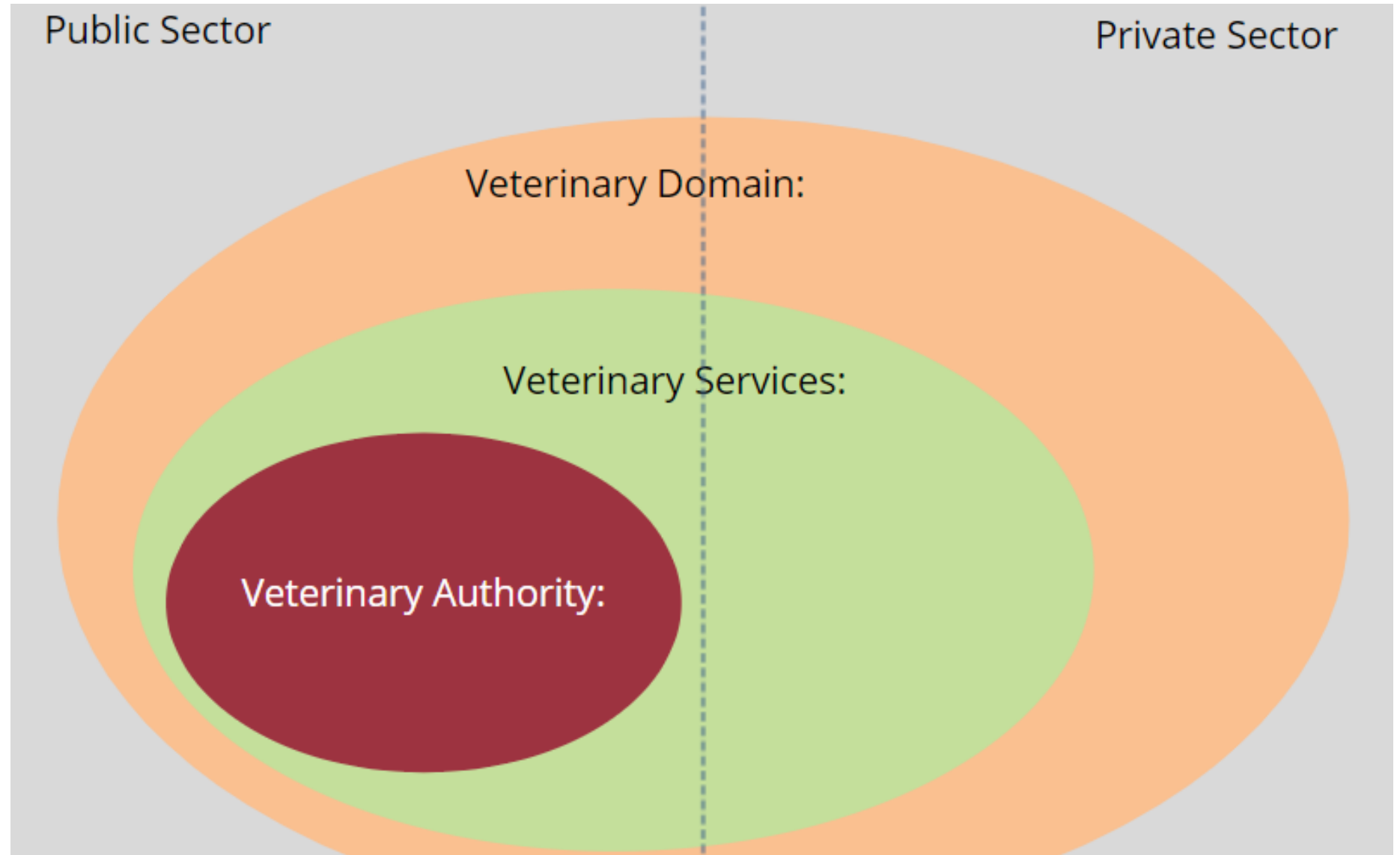


World Organisation
for Animal Health
Founded as OIE

PVS Pathway



Veterinary Domain and Stakeholders



PUBLIC SECTOR

the part of an economy that is under the administrative control of the State Government.

PRIVATE SECTOR

the part of the national economy that is not under direct state control.

Diversity of Private Partners



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



Private
Veterinary
Education and
training
institutes



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



PPP Targeted Support :Potential area for PPP in the Veterinary Domain

32

Animal health and Welfare

Vaccination, identification/ census, national animal husbandry program, zoning and compartmentalization)

Animal Disease diagnosis, surveillance and notification (Epidemio-surveillance, diagnostic facilities or aids or laboratory activities)

Animal Welfare production, transport, disease control, slaughter, (wild animal welfare)

One Health

Reduction in use of antibiotics (AMU/AMR, residue control program

Zoonosis preparedness, surveillance and response / Wildlife / biodiversity with community

Ensuring veterinary public health (out-sourced abattoirs, HACCP

Trade

Trade, Import/export, Veterinary certification (authorization/certification/registration)

Quarantine, Trade certification, Compartmentalization

Trade Policy development Trade promotion facilitation

R&D, manufacturing and supply chain of Veterinary inputs

R&D: New/improved technologies for Inputs (Veterinary medicine, Vaccine, feed and feed supplement, biosecurity, diagnostics)

Manufacturing: quality and quantity of above inputs Licensing-domestic /regional and international

Input distribution including import/ export with reliable supply chain (with proper cold chain) for all kind of livestock farmers

Emergency Preparedness and response

Stakeholder consultations for Horizon scanning for emerging disease risks

Ensuring rapid responses in case of emergency Quick development of product with Scalability of production

Education and training

For development of competent veterinary professional, paraprofessionals and community animal health workers

Farmer education/ awareness, sensitization and mobilization



Global Level

WOAH PPP Database: Open-access and collaborative



www.woah-ppp-database.com



Regional Level

Regional workshops: Sharing best practices and capacity building on PPP project development and efficient management



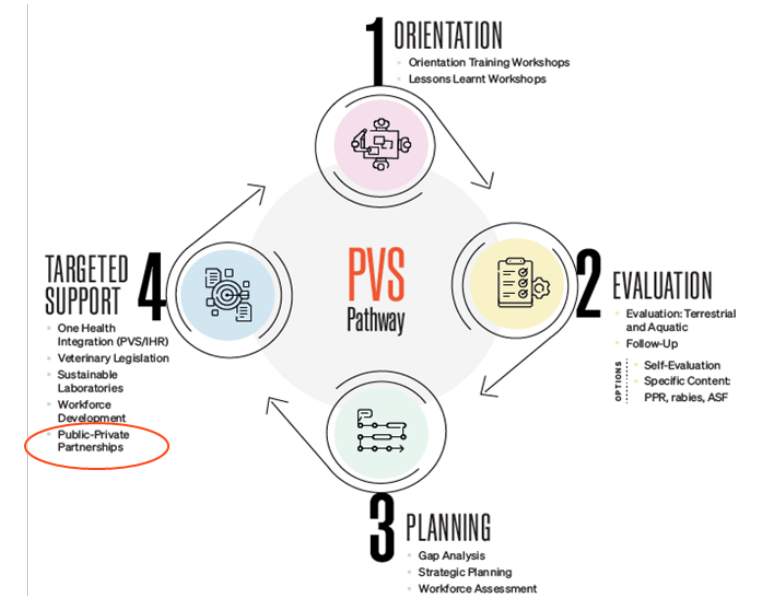
Bangkok, Thailand (South-East Asia)



Kathmandu, Nepal (South Asia)

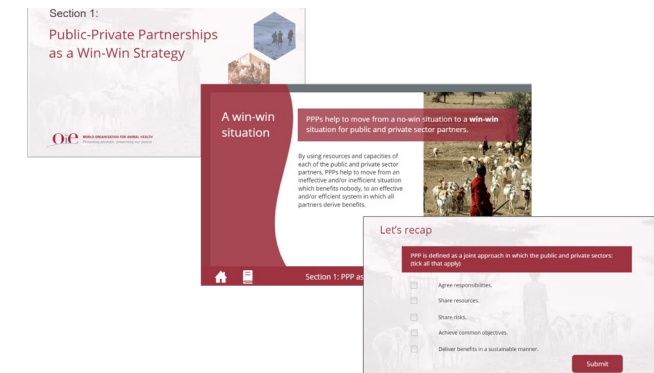
National Level

PPP Targeted Support in the PVS Pathway



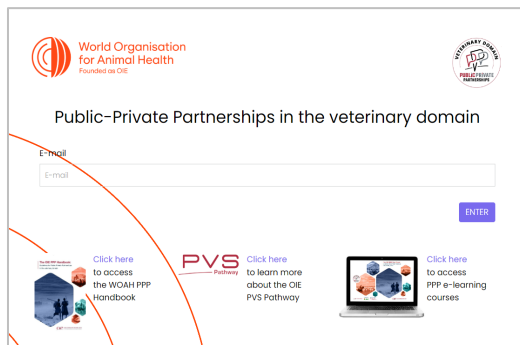
Individual Level

Learner centric eLearning courses on WOAH Training Platform





WOAH PPP Database



Open-access Collaborative



**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



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



**Improve food safety and
security**
17 countries



AMR Control
10 countries



**Improve Market
Access**
10 countries



Regional PPP Workshops

35



Bangkok, Thailand (South-East Asia)



Kathmandu, Nepal (South Asia)

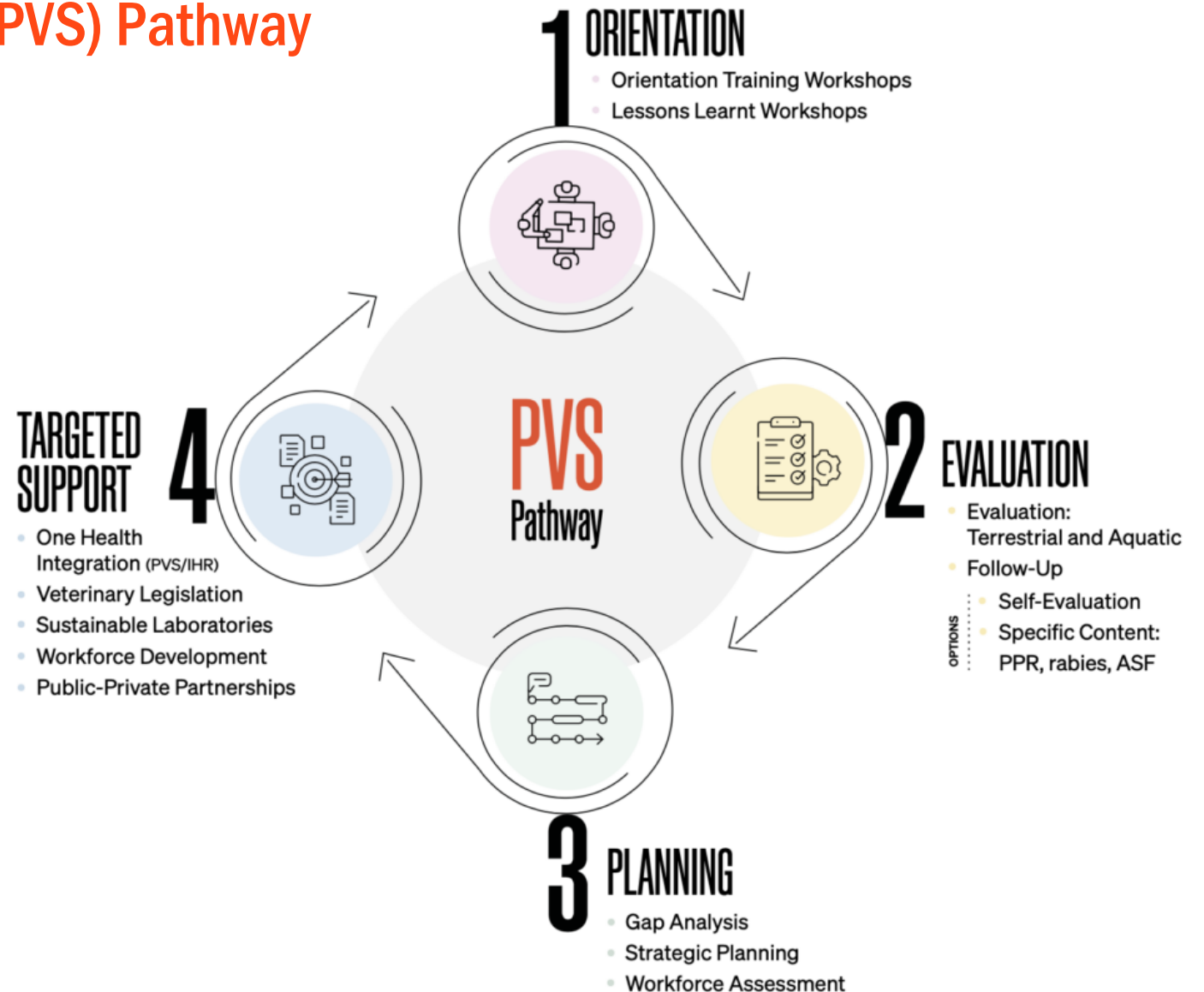


Africa PPP Forum: WOAH and AU-IBAR join initiative

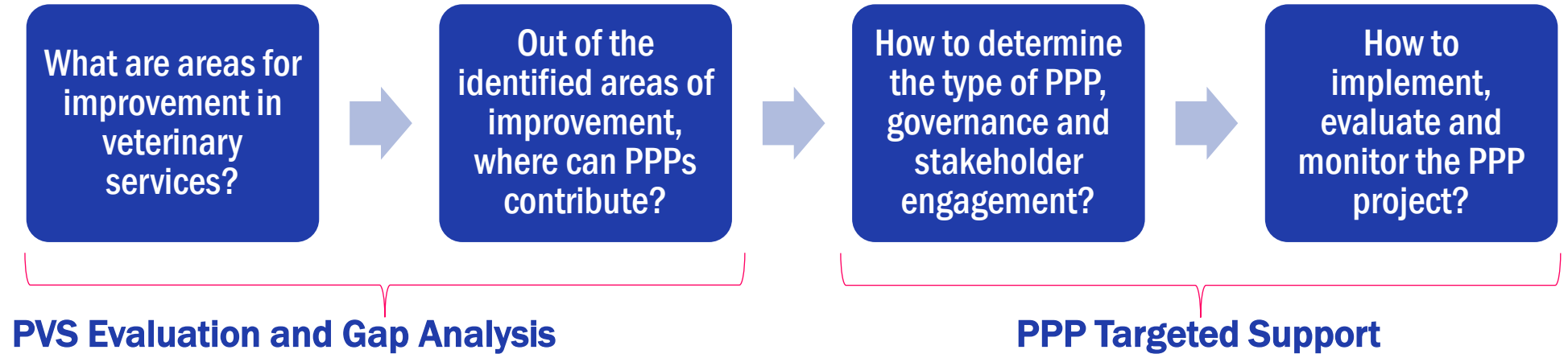


Performance of Veterinary Services (PVS) Pathway

- Comprehensive, multi-staged process for **sustainable planning** and **improvement** of Veterinary Services' (VS) capacities
- Supports greater **compliance** with WOAHI International **Standards for** animal health and welfare
- Each step corresponds to specific **capacity-building** activities
- **Voluntary, country driven** process targeting internal systems and resources for sustainability
- **Strong uptake** – 143 countries, more than 500 reports



Integration of PPP in the PVS Pathway



How to get PPP Targeted Support

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

Completed PPP Targeted Support

Sri Lanka



Tanzania



Ethiopia



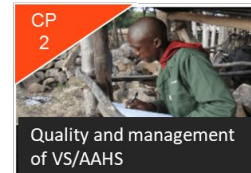
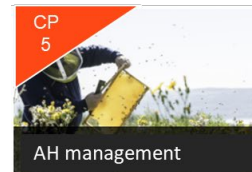
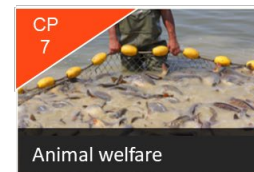
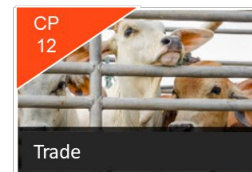
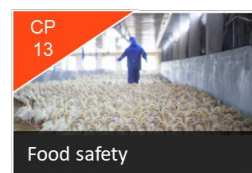
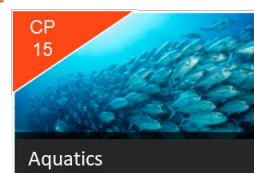
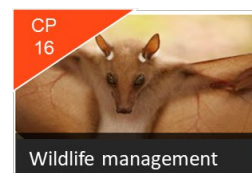
India





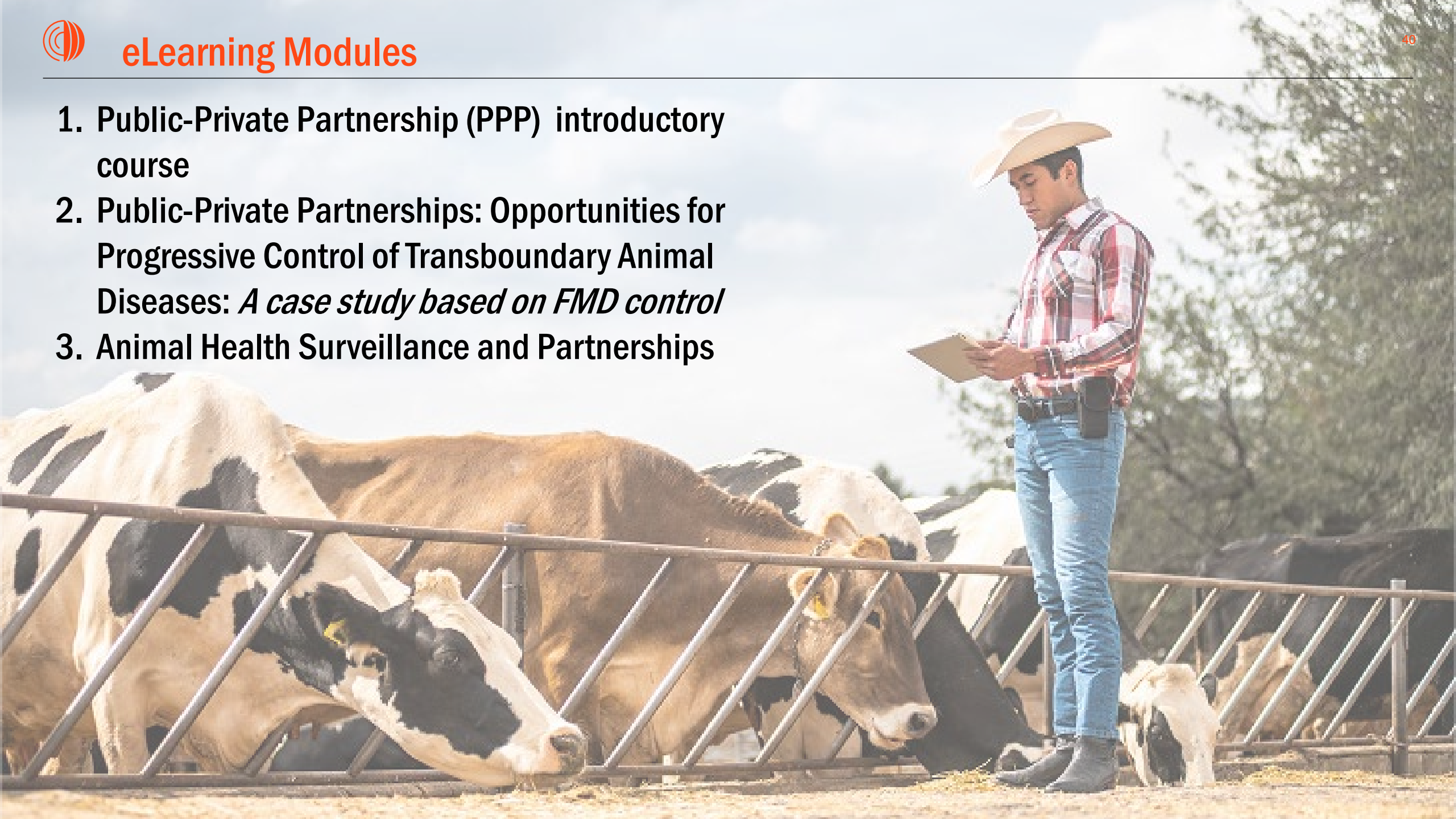
WOAH eLearning Platform

for the reinforcement of Veterinary Services

CP 1
WOAH and its PartnersCP 2
Quality and management
of VS/AAHSCP 3
Risk analysisCP 4
Laboratory servicesCP 5
AH managementCP 6
Emergency managementCP 7
Animal welfareCP 8
Veterinary productsCP 9
Emerging risksCP 10
PartnershipCP 11
One HealthCP 12
TradeCP 13
Food safetyCP 14
Economics of AHCP 15
AquaticsCP 16
Wildlife management



1. Public-Private Partnership (PPP) introductory course
2. Public-Private Partnerships: Opportunities for Progressive Control of Transboundary Animal Diseases: *A case study based on FMD control*
3. Animal Health Surveillance and Partnerships





4.

Future



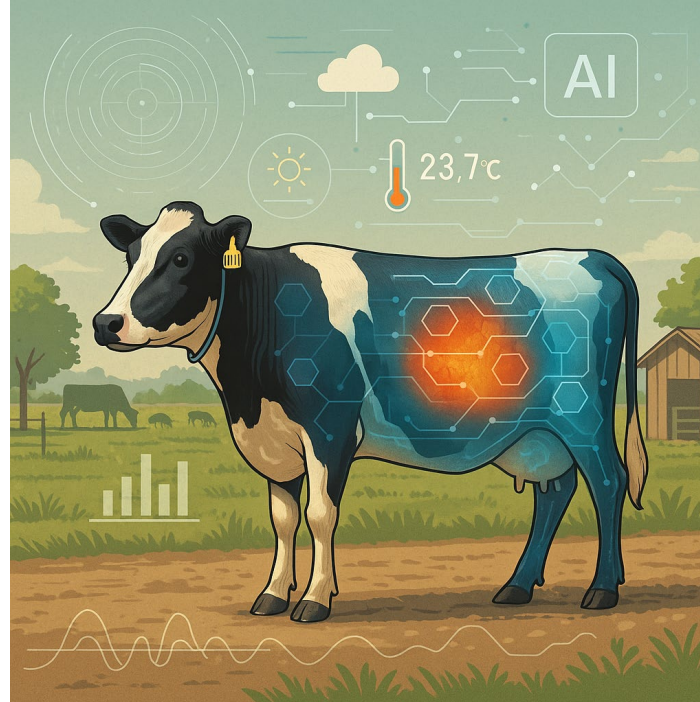
What are the
next
challenges?

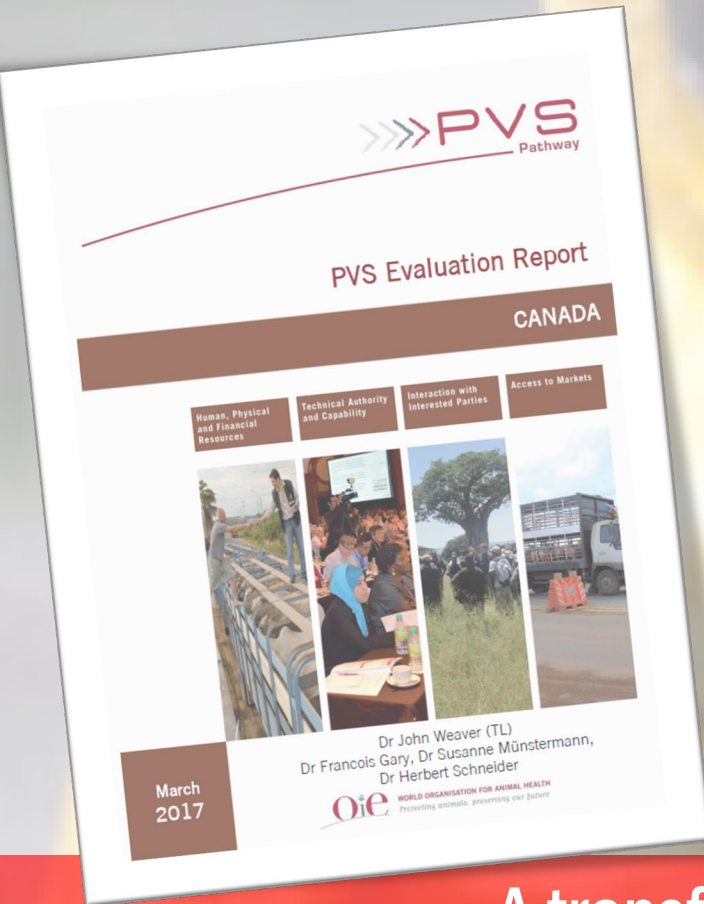


THE STATE OF THE WORLD'S ANIMAL HEALTH REPORT 2025

The threat of infectious animal diseases is growing

Climate change, international trade, and evolving pathogen dynamics have influenced disease distribution and severity, according to the State of the World's Animal Health report.





A transformed world is facing new and greater challenges.
How are Canadian stakeholders, both public and private, prepared to navigate uncertain futures?

April 2024

An Overview of the Futures Literacy Laboratory on

The Futures of Collaboration, Partnership and Multilateralism 2050



Hosted by the World Organisation for Animal Health (WOAH), with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Organisation for Economic Co-operation and Development (OECD), on 17 October 2022.

Phase 1 A & 1B PROBABLE AND PREFERABLE FUTURES



Comfortable

Phase 2 REFRAME: UNFAMILIAR FUTURES



Uncomfortable

Phase 3 NEW QUESTIONS



Did we learn anything
new from Phases 1 and 2?

ASK

Participants begin to reassess
their perceptions of the
present, depictions of the
past and aspirations for the
future. New questions surface

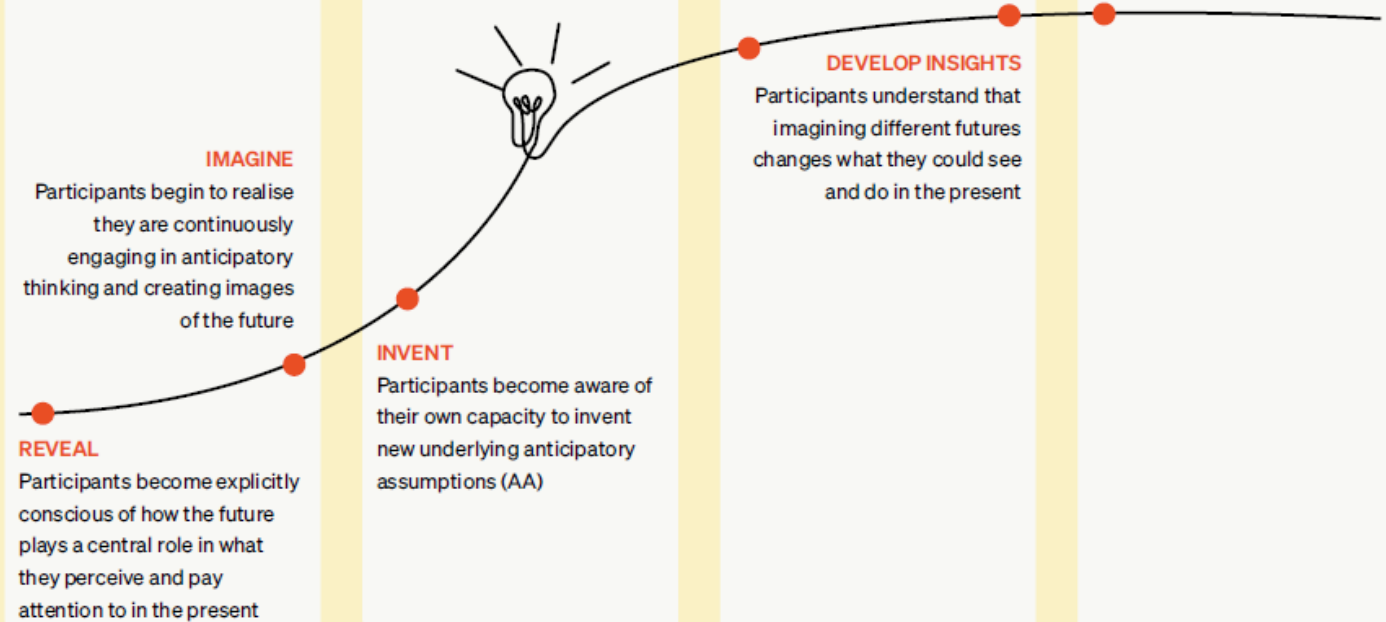
Phase 4 NEXT STEPS



Use what you learned

ACQUIRE & ACT

Participants begin to acquire
the ability to become
futures literate and consider
potential learning actions for
the future





Allow yourself to be transported into that alternative reality, and consider:



- 1. What are the steps we need to take to continue to engage with countries, partners or collaborators?**
- 2. What does our Organisation need to do to adapt and transform itself?**
- 3. What should it start or stop doing?**
- 4. What does it mean in terms of PPP?**



WOAH is committed to helping governments make informed decisions about improving access and quality of veterinary services, including, *where appropriate, using PPP as one delivery option.*



Thank you !

Share your PPP experiences in the veterinary domain
Contact us ppp@woah.org

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