

## Animal Health

Sanitary mandate, Animal Diseases control and eradication (PPR control and eradication, FMD control, ASF control), Research and development for new product development and Manufacturing of veterinary inputs  
Frontline services for surveillance/ diagnostics/ treatments, Farmer education/ awareness, sensitisation and mobilisation

## One Health

Zoonosis preparedness, surveillance and response (include emerging infectious diseases), Zoonosis risk assessment, Rabies control, **AMR control plan**, Aquatic / water management (eco health and climate change), Wildlife health / biodiversity conservation

## Trade

Trade certification, Compartmentalisation, Coordinated border management, Assurance system to support trade, Trade Policy development, Quarantine, Trade promotion facilitation

# PPP in the Veterinary Domain



## Emergency preparedness and response management

Contingency planning for priority diseases (ASF, HPAI, rabies, FMD, PPR), Horizon scanning for emerging disease risks, Initiation of incursion response activities, Implementing responses using incident management systems

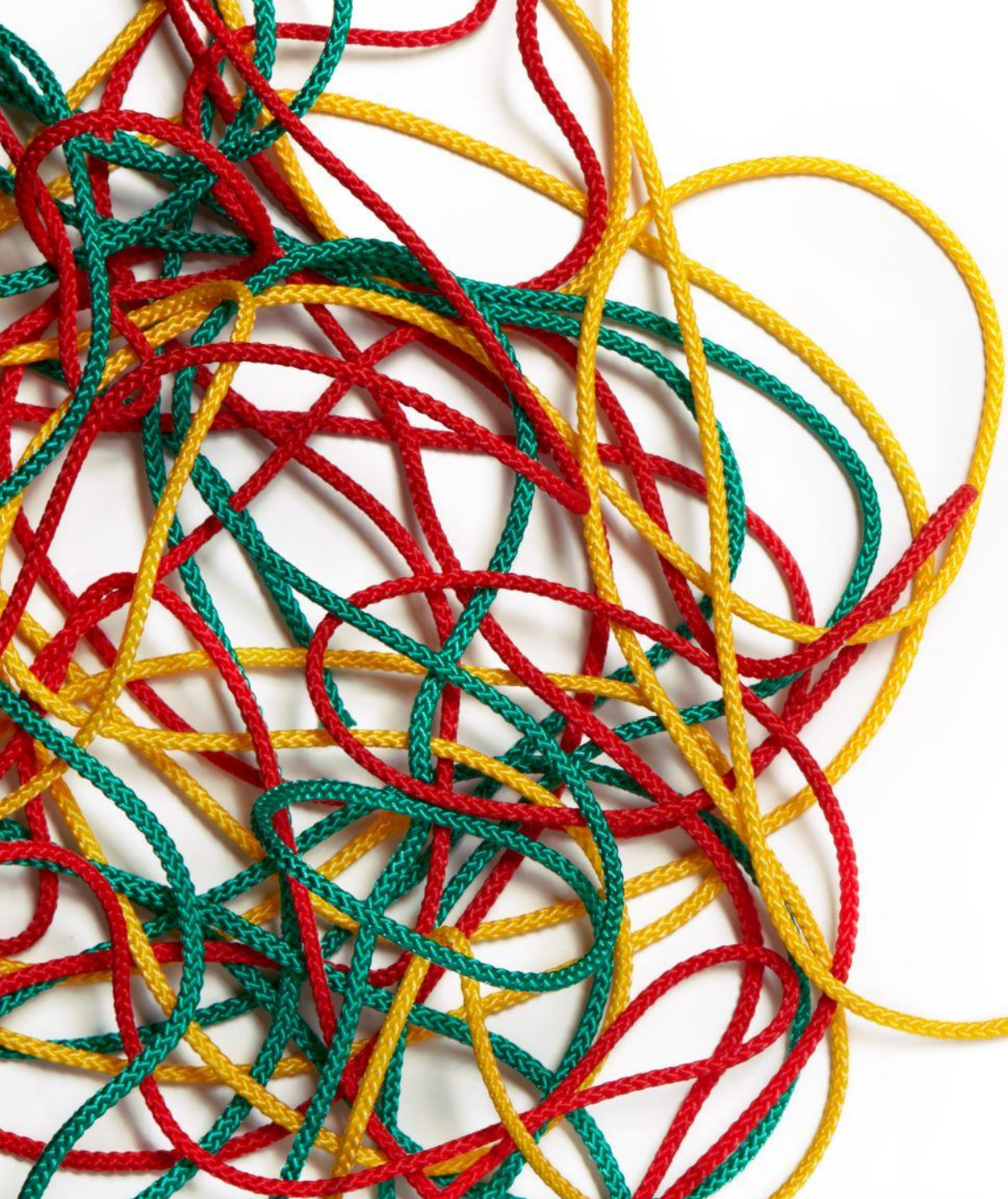
## Food safety

Services at slaughterhouses (operations and inspection), Joint inspection of food premises

## Animal welfare

Animal welfare during transport, Animal welfare at the time of killing, Stray dog population management, Improving animal welfare in production systems and practices

**Capacity development** Veterinary services training programme (cover both general veterinary and para-professional undergraduate education and continuing education in specific areas), Community animal health workers





# Creating an Enabling Environment for PPPs in the Veterinary Domain

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Rahul Srivastava  
PPP Programme Manager  
Capacity Building Department

Empowering Veterinary Authorities through PPP Project Management Training  
2 October 2025



World  
Organisation  
for Animal  
Health

Organisation  
mondiale  
de la santé  
animale

Organización  
Mundial  
de Sanidad  
Animal



## What is an enabling environment?

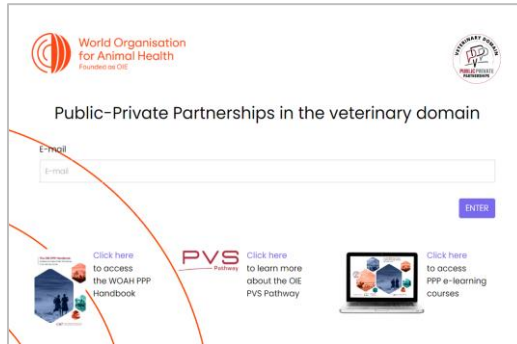
Below are some of the “ingredients” of a sustainable environment for PPP

**National legal  
framework**

**Policies of  
government  
and businesses**

**Organisational  
capabilities**

## 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**



## The enabling environment

- Do the laws of the country permit the PPP?
- Is there a supportive Government policy for PPP in the veterinary domain?
- Are the organisational capabilities of the partners, and appropriately skilled people in place, and sufficient to support the project, for example, on project management, procurement and contracts?





info@ppp.gov.ph

## PPP Center upskills LDC Execom and Secretariat members on PPP Project Review and Approval

October 1, 2025



## PUBLIC-PRIVATE PARTNERSHIP MONITOR PHILIPPINES APRIL 2025

Republic Act No. 11966



IMPLEMENTING RULES AND REGULATIONS

PROCESSING UNSOLICITED PPPs UNDER THE PPP CODE AND ITS IRR

UNSOLICITED PROPOSAL SUBMISSION PORTAL

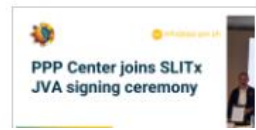
## What's New

Media Releases Publications Multimedia In the News



October 1, 2025  
[PPP Center upskills LDC Execom and Secretariat members on PPP Project Review and Approval](#)

The Public-Private Partnership (PPP) Center of the Philippines organized a capacity building activity (CBA) titled "Project Review and Approval of Local PPP Projects for Local Development Council Executive Committee (LDC Execom) and Secretariat" on September 17-18, 2025, at the PPP... [continue reading](#)



September 29, 2025  
[PPP Center joins SLITx JVA signing ceremony](#)

The Public-Private Partnership (PPP) Center of the Philippines joined the ceremonial signing of the Joint Venture...





**IMPLEMENTING RULES AND REGULATIONS OF REPUBLIC ACT NO. 11966,  
“AN ACT PROVIDING FOR THE PUBLIC-PRIVATE PARTNERSHIP (PPP) CODE OF THE  
PHILIPPINES”**

This Implementing Rules and Regulations, hereinafter referred to as the IRR, is promulgated pursuant to Section 34 of Republic Act (RA) No. 11966, otherwise known as the “Public-Private Partnership Code of the Philippines” (PPP Code or the Code), for the purpose of carrying out the provisions of said Code.

**TITLE I. GENERAL PROVISIONS**

**Section 1. Title.** This IRR shall be known as the IRR of the PPP Code.

**Section 2. Declaration of Policy.** The State recognizes the indispensable role of the private sector, encourages private enterprise, and provides incentives to needed investments. To this end, the State shall provide an enabling environment for the private sector to mobilize its resources to finance, design, construct, operate, and maintain infrastructure or development projects and services.

It is further declared that the State shall protect the public interest by providing affordable, accessible, and efficient public services. In order to achieve better quality of PPP Projects at lower costs, the State shall ensure equitable risk allocation in PPP Projects, and that all PPP Projects yield sufficient Value for Money (VFM), promote sustainability, and advance public welfare.

The State shall pursue a policy of financing infrastructure and other development projects and services through all means available to effectively meet the objectives of the government. These may include appropriations, official development assistance (ODA), and PPPs, as well as combinations and variations thereof. The government shall determine the appropriate financing by considering budget availability, VFM, timelines, stakeholder commitments, and market capacity.

The State recognizes the autonomy of local government units (LGUs) in entering and implementing Local PPP Projects to enable them to attain their fullest development as self-reliant communities and make them more effective partners in the attainment of national goals.

The State shall also ensure the integration of climate resilience, sustainability, and gender and development policies and programs in the planning, design, and implementation of PPP Projects.

The State shall take cognizance of partnerships that have not been submitted through the administrative process as long as they are PPPs as defined in the Code and shall therefore subject such projects under its jurisdiction and rules.

Finally, it is declared that the State and LGUs shall affirm open, fair, transparent, and competitive selection as the central tenet for securing private investment in PPP Projects. It

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The Philippines Development Plan (PDP) specifically mentions the agriculture sector in two areas:

(1) “create and facilitate the adoption of modern production technologies for the agriculture, forestry, and fisheries sector”; and

(2) “examine unique PPP transaction arrangements with the private sector, especially for the agriculture, forestry, and fisheries sector”.

Although there is no specific mention of the veterinary sector, as the Bureau of Animal Industry falls under the Department of Agriculture, it is clearly covered.



Need for **a structured approach**  
with an appropriate

**National PPP policy for the veterinary domain**  
aligned with **national legislation**  
and supporting **local implementation**



Multistakeholder  
platform/ Annual  
Forum for  
Strategic  
Communications  
(AMR + other  
topics)

Branding and  
communication  
around  
Certification of  
products (eg  
antibiotic-free  
products)

Laboratory  
Strengthening

Supporting  
existing poultry  
sector growth (e.g.  
hub/SEZ) and  
tapping future  
opportunities (eg  
byproduct  
management)





## Some observations

1. Strong networking among the public and private stakeholders
2. Enthusiasm and willingness among private stakeholders
3. Lack of incentives for the law-abiding private stakeholders
4. Struggling to explore the untapped potential of partnerships systematically
5. Understanding of sensitivities (e.g. delays due to workload in the public sector) and issues ( e.g. low engagement due to lack of incentivising the private sector)



## Collaborative PPP:

1. 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 organisations such as veterinary associations, to deliver mutually agreed policies/outcomes.
2. Collaborative PPPs may be initiated by either the public or private sectors and jointly resourced, possibly by **non-monetary commitments such as personnel**.

In the WOAHP PPP survey, examples of collaborative PPPs were often driven by trade interests; however, they can also be joint programmes, e.g. for AMR control.

Governance ranges from regulated by legislation (e.g. joint delivery programmes, strong governance) to non-official agreement (e.g. consultation on animal health policies, light-touch governance), and decision making is shared between the collaborating parties.



What is your  
opinion ?

- Do the laws of the country permit the PPP?
- Is there a supportive Government policy for PPP in the veterinary domain?
- Are the organisational capabilities of the partners, and appropriately skilled people in place, and sufficient to support the project, for example, on project management, procurement and contracts?





## Workshop 1:

# Mapping the National Landscape for Private Sector engagement in the veterinary domain

**Checklist** (*Word file*)



# Strategic Insights: Tackling Challenges and Designing Solutions for PPP Frameworks in the Philippines

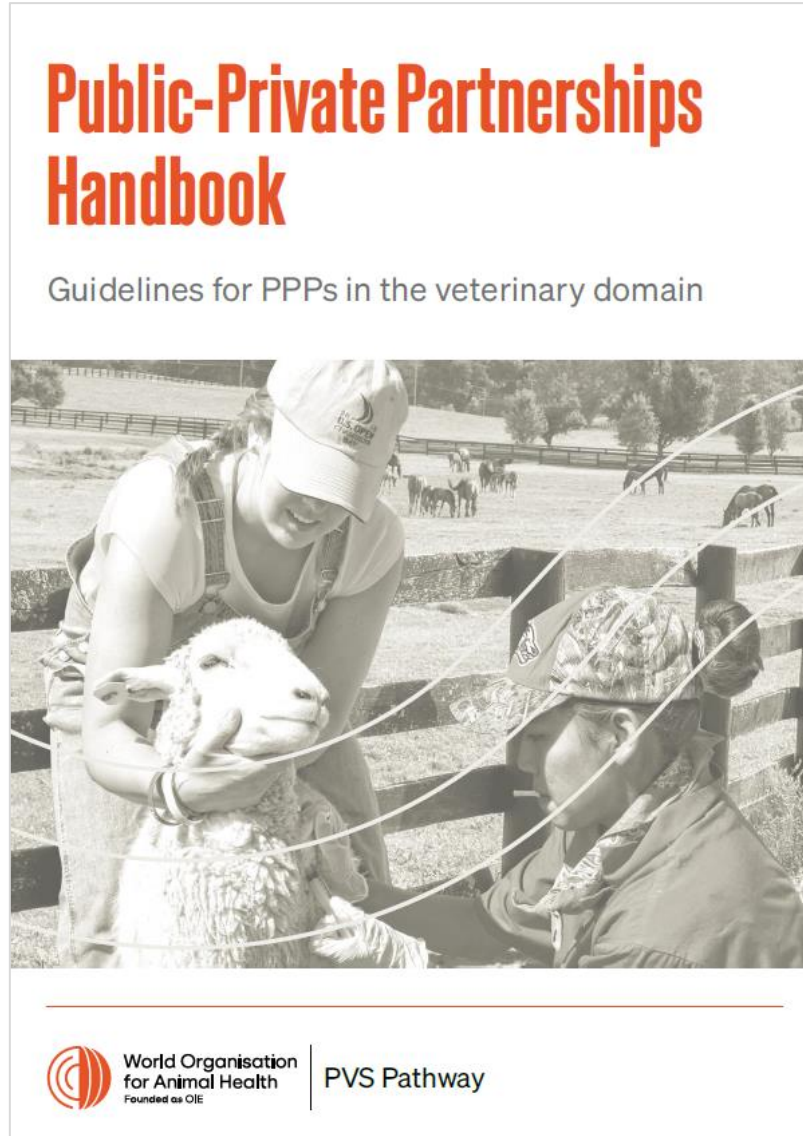
**Strategic  
planning**

**Data-driven  
executive  
decisions**

**Implementation  
of activities**



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



Policy / Strategic leaders



Executive Leaders



Implementation Leaders





### Policy / Strategic leaders

#### Profile:

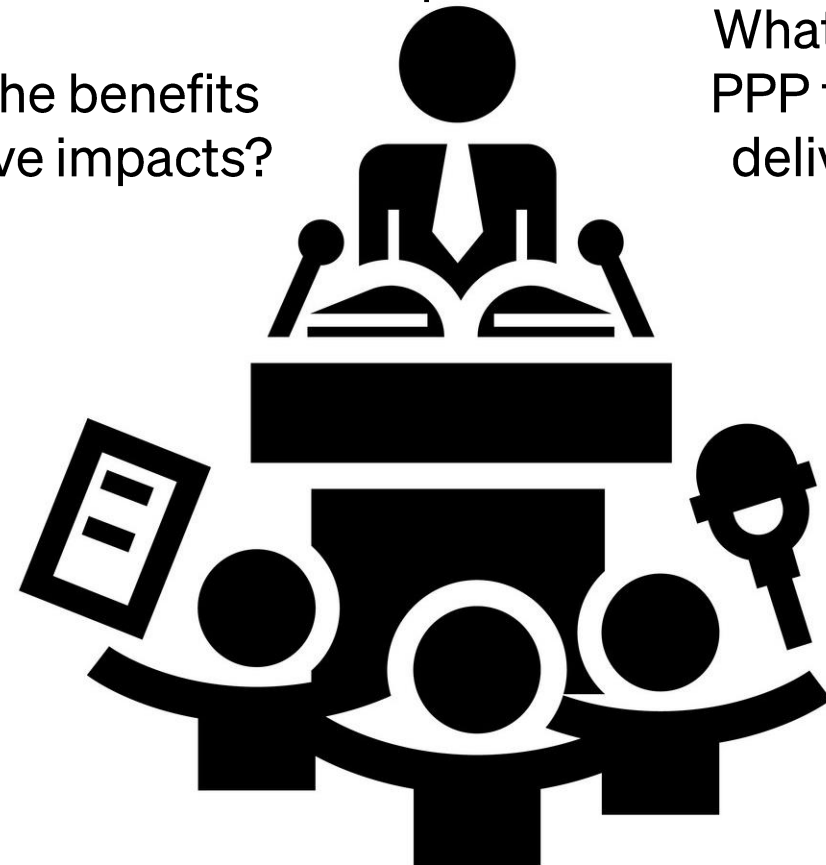
Ministers, Chief Executives and their financial and veterinary advisers

#### Responsibility:

Determining whether to support the development of PPPs

#### A Strategic Rationale

What is the Rationale?  
What are the benefits and positive impacts?  
Who are the partners?  
What is needed for PPP to work well to deliver services ?





## Executive Leaders

### Profile:

Public: Chief Veterinary Officers and other senior public executives, technical advisers of politicians

Private: Executive Committee members in private entities, and Heads of Department.

### Responsibility

for final decisions on engaging in and securing the benefits of PPP  
to decide how best to exploit PPP to deliver services in the veterinary domain efficiently, effectively and sustainably.

## A Strategic Rationale and An Executive Briefing

- How are benefits best defined and secured?
- How to establish PPP initiatives
  1. The enabling environment
  2. Exploring the opportunity for PPP, and benefits and positive impacts to be achieved
  3. Determining the type of PPP, partners and governance
  4. Identifying resources to plan and run PPP
  5. Creating a business case and securing agreement to proceed
  6. Programme and project management
  7. Stakeholder engagement
  8. Barriers to implementation
  9. Monitoring and Evaluation
- Review of PPP initiative



### Implementation Leaders

#### Profile:

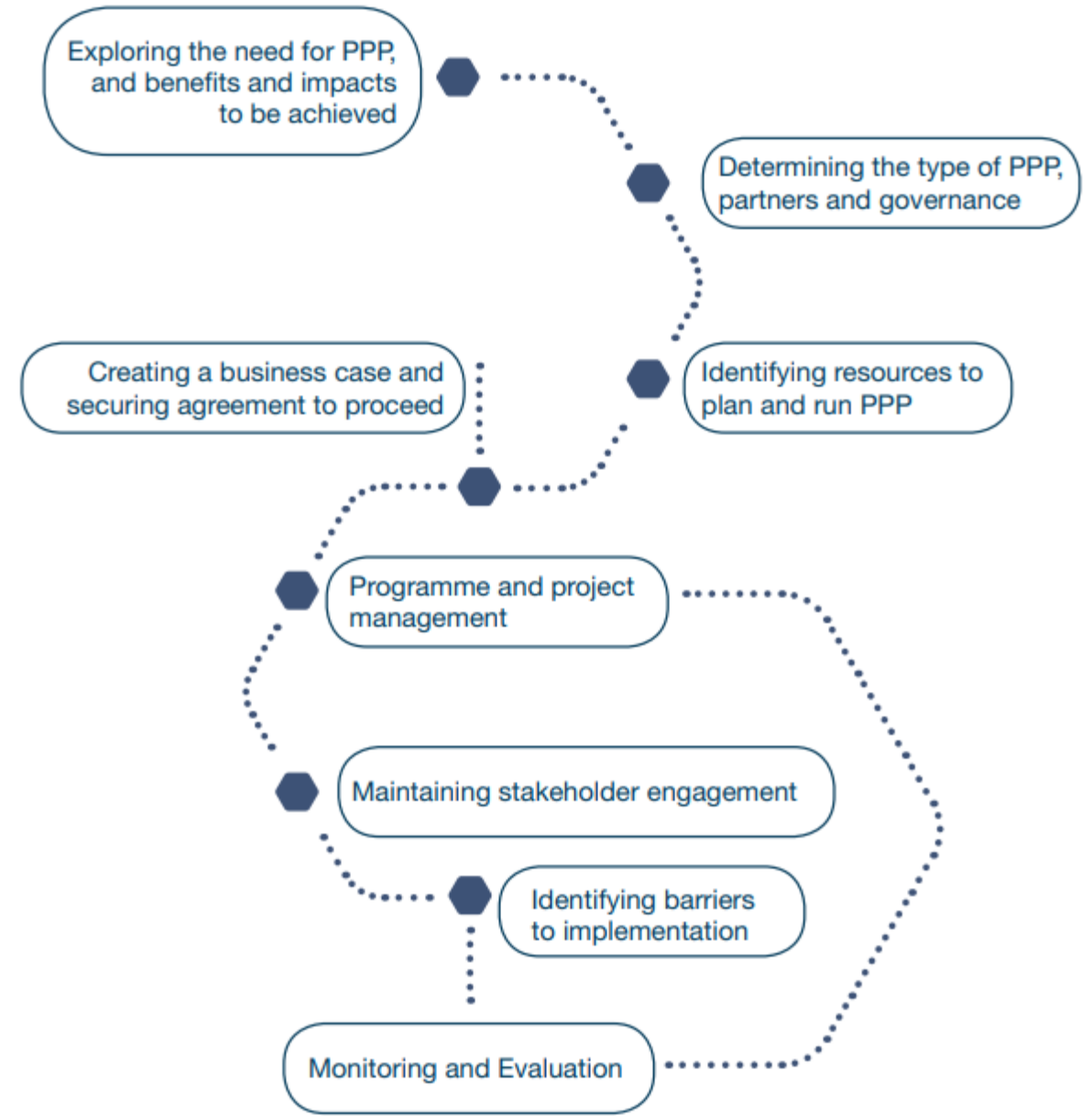
Public and private-  
who are charged with creating  
successful PPPs

#### Responsibility:

Implementing PPPs in the field  
to deliver services in the veterinary  
domain, and so secure the benefits  
agreed by their organisations.

A Strategic Rationale, Executive  
Briefing and Implementation plan

## Success factors for implementing individual PPPs





# Your opinion about PPPs in the veterinary domain

**Strategic  
planning**

**Data-driven  
executive  
decisions**

**Implementation  
of activities**





## Workshop 2:

**Addressing the identified barriers and opportunities in the previous group work, with new insights**



1. Veterinary authorities rightly believe that they are the qualified experts in animal health, and so they may worry that private partners may not maintain the same professional standards.
2. Similarly, because livestock health is a public good and a government responsibility, there may be concerns that outsourcing it to the private sector may suggest that the veterinary services is abandoning its core mandate.
3. Another concern is that if private partners handle most service delivery, the veterinary services department may become marginalised. Meaning: farmers will go directly to private providers, reducing the influence, relevance, and importance of the veterinary services department.
4. A related argument is that when things go wrong, farmers and the public will blame the veterinary services, but the veterinary services may believe it will have less control and ability to fix any issues. As just one example, during partner transitions, contract disputes, or when private providers exit the market, veterinary services officials may fear harmful service interruptions.



1. The concerns may be more basic, stemming from the fear of loss of jobs and career prospects. The fear is that PPPs could lead to staff reductions, transfers, or changes in job responsibilities for veterinary services staff, negatively impacting their careers.
2. A similar argument turns on the fear of loss of mandate. That is, veterinary officials may believe that if the government partners with private providers, politicians may use this as justification to cut the veterinary services budget further, leaving them worse off than before.
3. Veterinary services leadership may also argue that PPP contract awards and monitoring create opportunities for corruption that could damage the department's reputation and expose staff to legal risks.



1. Veterinary services may fear that they will be unable to ensure that private partners maintain proper drug storage, follow treatment protocols, or use certified vaccines.
2. Similarly, they may argue that private providers may not follow government guidelines on drug withdrawal periods, disease reporting, or biosecurity measures, and this could compromise food safety and disease surveillance systems.
3. Another potential objection is that private partners may recommend unnecessary treatments to increase profits, or conversely, may cut corners on expensive treatments to maximize margins. Either of these could harm animal welfare and farmer trust.
4. A related argument is that private partners may not share complete information about their activities, clients, or findings, hampering the veterinary services' disease surveillance and policy planning capabilities.



1. Veterinary services may fear becoming too dependent on private partners. If those private partners withdraw or fail, the worry is that veterinary services might no longer have the capacity to resume services, which creates dangerous vulnerabilities.
2. Another concern turns on capacity to implement PPPs administratively. Because veterinary staff may lack specific experience in contract management, performance monitoring, and partnership coordination, they may need extensive training to implement PPPs – and it is unclear where funding for such training would come from. Equally, managing multiple partners across different regions may be more complex than the typical centralized system. The fear is that veterinary services may not be able to ensure accountability when managing multiple private implementers in remote locales.
3. Another argument is that using multiple private providers may create inconsistent service approaches, confusing farmers and making it difficult to implement coordinated programmes (like national vaccination campaigns). It is well understood that especially during disease emergencies or natural disasters, the veterinary services need direct command and control over resources. The fear is that private partners may not respond as quickly or effectively to emergency directives.





1. Veterinary services may argue that while PPPs may appear cheaper initially, ultimately the costs of oversight, contract management, dispute resolution, and service gaps may make them more expensive than direct government provision.
2. An argument can also be made that private partners will extract profits that would otherwise have been reinvested in service improvement.
3. Similarly, an argument can be made that the government veterinary services' centralized procurement procedures and service delivery achieve cost efficiencies that may be lost if implementation takes place using multiple smaller private providers.



1. The argument here is that private partners will cherry-pick profitable areas and clients (e.g., in urban areas), leaving the government veterinary services to serve the most difficult, remote, rural, and unprofitable cases with even fewer resources.
2. Equally, private providers may charge fees that poor farmers cannot afford, contradicting the veterinary services' mission to provide equitable access to veterinary services for all livestock keepers.



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Any other Challenge



# Key Consideratio ns for Operationalis ing a



## Animal Health Australia is **collaborative**

Animal Health Australia is the trusted and independent national animal health body in Australia, bringing together government and industry to deliver animal health and biosecurity.

Together with our members, we're working for a national biosecurity system that provides every opportunity for Australian agriculture to succeed at home and overseas.

Learn more



Watch video





# Advancing Animal Health & Welfare in Canada

Animal Health Canada (AHC) is the only national organization that brings together industry, federal, provincial and territorial partners to provide collaborative guidance on a cohesive, functional and responsive farmed animal health and welfare system in Canada. AHC is a not-for-profit corporation jointly funded by members which include federal, provincial, and territorial governments, industry organizations, and other partners working in animal health and welfare in Canada.





## About

Animal Health Ireland provides benefits to livestock producers and processors by providing the knowledge, education and coordination required to establish effective control programmes for non-regulated diseases of livestock.



## Public-private partnership



## AHI Stakeholders

### FARMERS' ORGANISATIONS

Irish Cattle and Sheep Farmers' Association\*  
 Irish Co-Operative Organisation Society\*  
 Irish Creamery Milk Suppliers' Association\*  
 Irish Farmers' Association\*  
 Irish Holstein-Friesian Association\*  
 Milk Quality Ireland  
 Macra na Feirme\*  
 Pedigree Cattle Breeders' Council of Ireland\*

### DAIRY AND BEEF PROCESSORS

Arrabawn Co-Operative Society Ltd\*  
 Aurivo Co-Operative Society Ltd\*  
 Carbery Group\*  
 Centenary Thurles Co-Operative Society Ltd\*  
 Dairygold Co-Operative Society Ltd\*  
 Glanbia Ireland\*  
 Kerry Agribusiness\*  
 Lakeland Dairies\*  
 Meat Industry Ireland\*  
 Mullinahone Co-Operative Society Ltd\*  
 North Cork Co-Operative Society Ltd\*  
 Strathroy\*  
 Tipperary Co-Operative Society Ltd\*

### GOVERNMENT & STATE AGENCIES

Bord Bia\*  
 Department of Agriculture, Food and the Marine (DAFM)\*  
 Irish Livestock Exporters Association  
 Teagasc\*

### AI COMPANIES

Dovea Genetics\*  
 Eurogene AI Services\*  
 Munster Bovine\*  
 Progressive Genetics\*

### PROFESSIONAL | ADVISORY | SUPPORT SERVICES

DAFM-Veterinary Laboratory Services\*  
 ICBF\*  
 Ornua  
 UCD\*  
 Veterinary Ireland\*

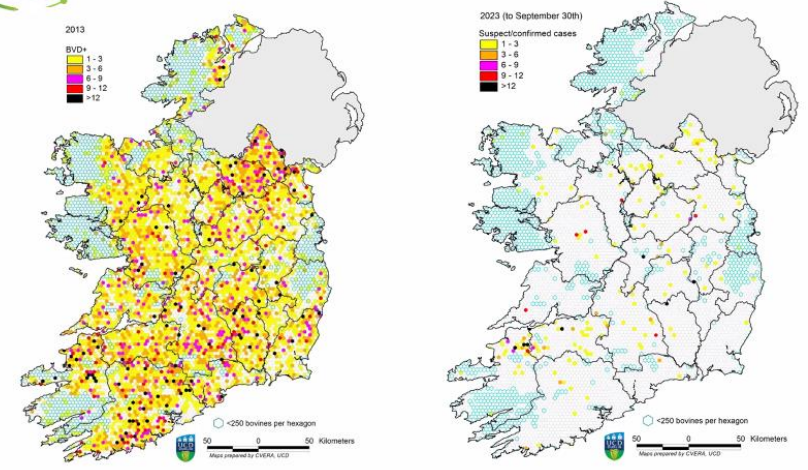




An Roinn Talmhaíochta,  
Bia agus Mara  
Department of Agriculture,  
Food and the Marine



BVD+ prevalence 2013, 2023




[www.AnimalHealthIreland.ie](http://www.AnimalHealthIreland.ie)

Source: Presentation Dr David Graham, CEO AHI

RESEARCH

Open Access

# Stakeholder perceptions of non-regulatory bovine health issues in Ireland: past and future perspectives

Natascha V. Meunier<sup>1\*</sup> , Kenneth McKenzie<sup>2</sup>, David A. Graham<sup>1</sup> and Simon J. More<sup>3</sup>



## Abstract

**Background:** In recent years, there have been multiple (political, environmental, cultural) drivers of change in Irish agriculture, including the establishment of Animal Health Ireland (AHI) in 2009, to provide leadership of non-regulatory livestock health issues (diseases and conditions of livestock that are endemic in Ireland but which are not currently subject to international legislation). In this study, we describe the opinion of stakeholders (farmers, veterinary practitioners and agricultural industry professional service providers), elicited by means of a survey, on their perceptions of changes in selected non-regulatory bovine health issues over the last 10 years and priority issues relevant to non-regulatory bovine health to be tackled over the next 10 years.

**Results:** A total of 673 individuals participated in the online questionnaire. For the majority of the non-regulatory bovine health issues, most participants felt there had been improvements over the last 10 years. However, professional service providers were generally more conservative in their response to improvements on-farm compared to farmers. Several issues, particularly BVD and udder health/milk quality, were viewed more positively by all relevant respondents. There was reasonable agreement between responses from different respondent types and sectors regarding the top three priorities relevant to non-regulatory bovine animal health for the next 10 years in Ireland, which included antimicrobial resistance (highlighting measures to reduce both on-farm usage and resistance), anthelmintic resistance, greenhouse emissions and calf welfare.

**Conclusions:** The results are encouraging, demonstrating a perception of improvement in a number of non-regulatory bovine health issues in Ireland over the last ten years. With respect to the next 10 years, stakeholders prioritised antimicrobial and anthelmintic resistance, greenhouse gas emissions and calf welfare, which aligns closely with broader societal concerns. This information is useful to AHI, particularly with respect to future priorities. However, these concerns are broad in scope and will require further considerations, including collaborations, between AHI and partnering organisations. Given that there were differences between farmers and professional service providers in responses, it is useful to consider how the aims and the benefits of future AHI programmes are framed and communicated to all stakeholders.

**Keywords:** Non-regulatory bovine health issues, Cattle, Prioritisation, Ireland

*The results are encouraging, demonstrating a perception of improvement in a number of nonregulatory bovine health issues in Ireland over the last ten years. With respect to the next 10 years, stakeholders prioritised antimicrobial and anthelmintic resistance, greenhouse gas emissions and calf welfare, which aligns closely with broader societal concerns.*





Your opinion about the National  
PPP Framework for VS in the  
Philippines







# Workshop 3: Designing the Operational Blueprint for a National

Draft model policy