ANIMAL HEALTH PUBLIC PRIVATE PARTNERSHIPS (PPP)

MATTHEW STONE

SPADE SOLUTIONS

SPADE Solutions

STRATEGY, POLICY, ANALYSIS, DECISION-SUPPORT,ENGAGEMENT

ANIMAL HEALTH, ANIMAL WELFARE, ONE HEALTH, BIOSECURITY, TRADE

WITH REFERENCE TO…

- Good Regulatory Practices – the starting point
- WOAH PPP Handbook and Charter
- Infrastructure vs Services PPPs
- Public Sector perspectives – defining frameworks and statutes
- Private Sector perspectives – achieving mandate and resources
- Governance models
- PPP in programmes designed for SPS assurances for trade
  - WTO SPS Agreement principle – Regionalisation (Zoning and Compartmentalisation)
- Real world examples of PPPs

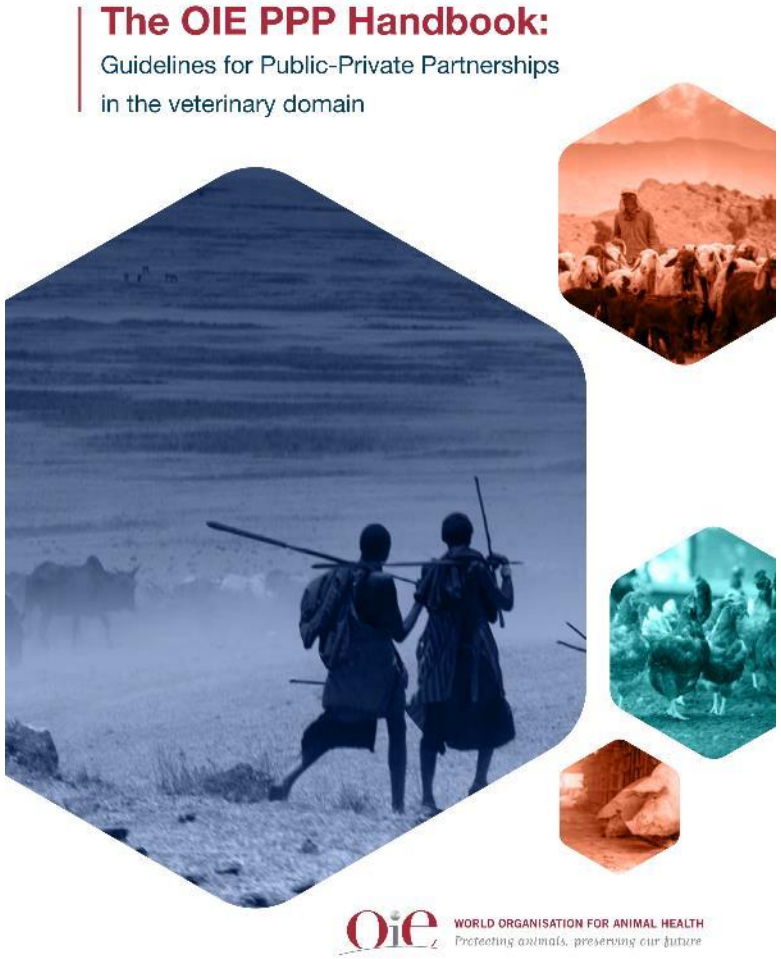
PUBLIC SECTOR EXPECTATIONS



OECD Good Regulatory Practices (2014)

- Role clarity
- Maintaining trust and preventing undue influence
- Accountability and transparency
- Engagement
- Funding
- Performance evaluation

Guidance on SPS Public Private Partnership (PPP)

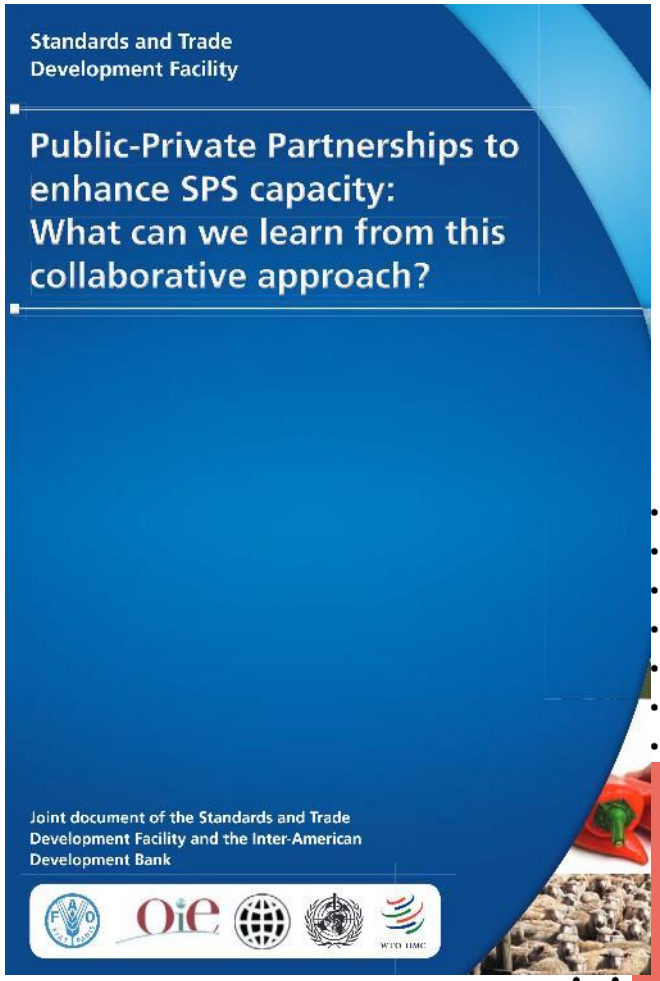


PPP CHARTER:
12 principles for Public-Private Partnership in the veterinary domain

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.

The following principles should be applied when creating Public-Private Partnerships (PPPs) to provide services to end users in the veterinary domain.

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. This must be transparent to the public partner and must not be to the detriment of the service delivered or realisation of the expected benefits/ impacts for the public sector.
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.



A win-win situation

Based on existing experience, these are the types of impacts that PPP can provide:

Stronger national ECONOMY

Greater TRUST in Government and private partners

Reduced BUSINESS risk and increased opportunities for the private sector

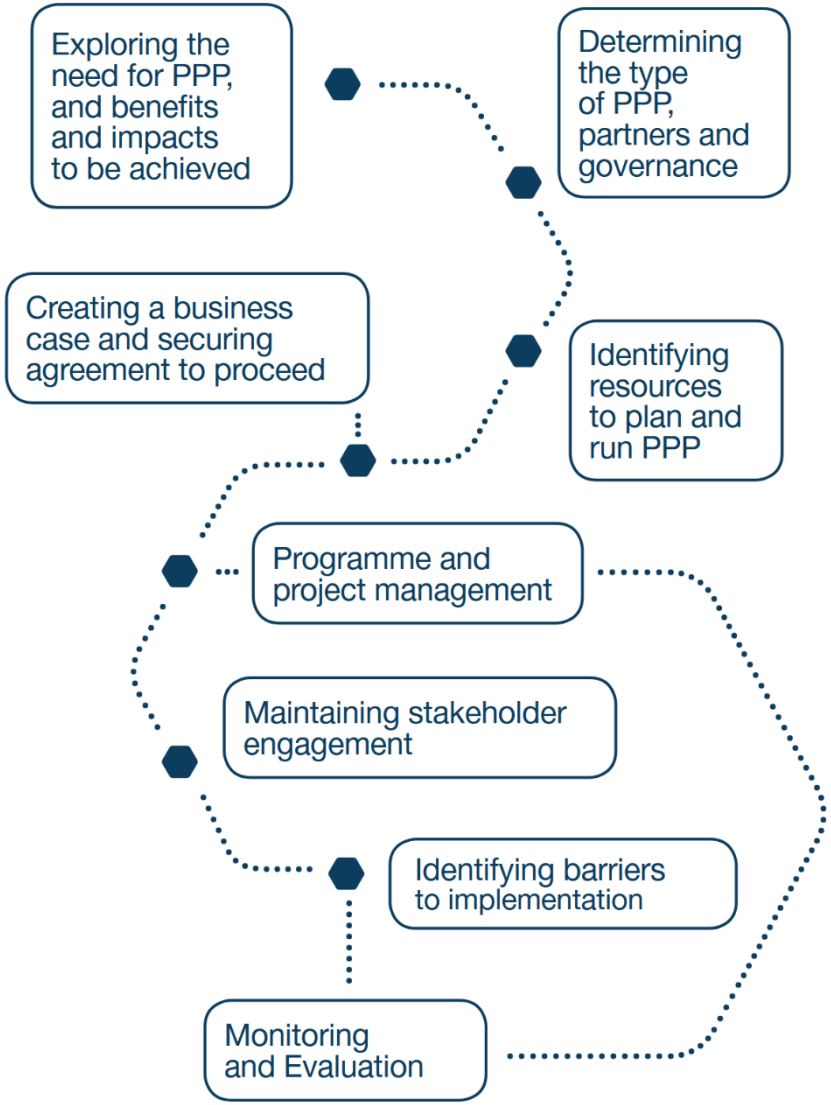
Improved public HEALTH

Solutions to SOCIETAL issues

Success factors for PPPs

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

What is the process to develop PPPs?



A global typology of public–private partnerships in support of national Veterinary Services

The Public–Private Progress initiative aims to assist OIE Member Countries in developing sustainable public–private partnerships (PPPs) to strengthen Veterinary Services. During the first step of the initiative, around 100 examples were reported and analysed to produce a typology for PPPs in animal health with three distinct clusters. These clusters will help our stakeholders determine which type of PPP best fits their countries' needs. Additionally, the OIE will develop tools to facilitate the building of partnerships in each of the clusters.

CLUSTER ONE

Transactional PPP: driven by the need for local Veterinary Services in the field, initiated and funded by the public sector.

Private partners	Action and governance	Key obstacles	OIE next steps
• Private veterinarians and veterinary para–professionals (VPPs) • Veterinary associations • Veterinary Statutory Body	• Accreditation of private veterinarians and VPPs to provide in–field service delivery (vaccination, surveillance, etc.) • Governed by sanitary mandate or contract	• Communication and trust • Funding and sustainability • Human resource availability and capacity	Encourage creation of Veterinary Statutory Bodies, training and education of veterinarians and VPPs, and legislation (including products)

CLUSTER TWO

Collaborative PPP: driven by trade, exports and/or commercial interests, initiated by both the public and private sectors.

Private partners	Action and governance	Key obstacles	OIE next steps
Ranging from producer associations to consortia (may include: industry organisations and possibly private companies)	• Eradication programmes or epidemio surveillance • Joint accreditation and consultation programmes • Legislation and strong governance	• Potential conflicts of interest • Lack of proper governance • Greater need for good private sector organisation, strong partner involvement, and sustained funding and well–trained personnel	• Develop governance guidelines for PPPs • Promote use of PPR or AMR control initiatives as a driving force in Africa, Middle East, and Asia

CLUSTER THREE

Transformative PPP: driven by development objectives, initiated and funded by the private sector.

Private partners	Action and governance	Key obstacles	OIE next steps
Local and multinational companies	• Joint programmes with national Veterinary Services on disease control, product supply, improved genetics, etc. • Memorandums of Understanding and contracts	• Lack of governance • Absence of resources, in the form of sustained funding and well–trained personnel • Greater need for enabling political environments	• Develop governance guidelines for PPPs • Help reconcile UN Sustainable Development Goals and business interests • Promote proper legislation, training of public veterinarians and VPPs

WOAH PPP Typology

Cluster 1. Transactional PPP

Veterinary Authority accredits private sector vets or other parties to perform specific services

e.g. sanitary mandate (Official Veterinarians as Authorised Persons)

Cluster 2. Collaborative PPP

Trade-driven, export-oriented or other commercial services co-designed and delivered in partnership

e.g. Compartmentalisation programmes supporting market access

Cluster 3. Transformative PPP

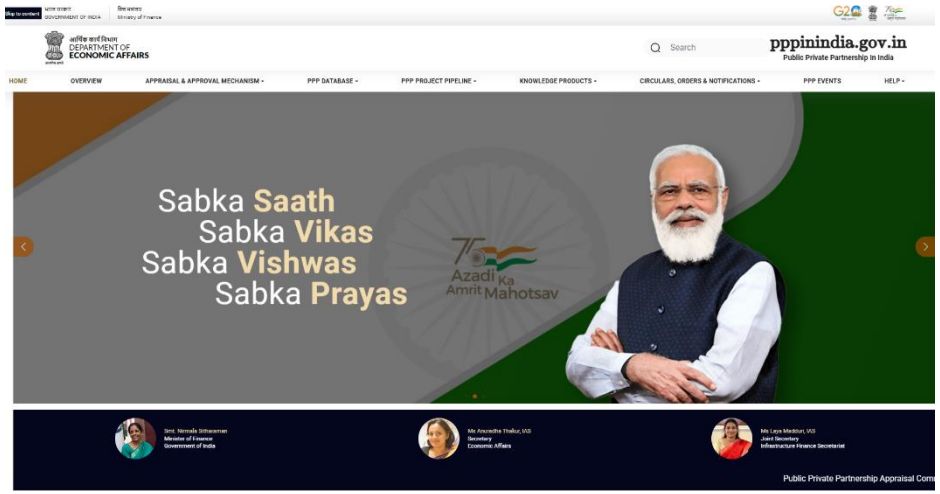
Development objectives supported by joint programmes initiated and funded by private sector

e.g. Grand Challenge vaccine development and delivery

Table 0.1. OECD principles of good regulation

i)	Serve clearly identified policy goals, and be effective in achieving those goals
ii)	Have a sound legal and empirical basis
iii)	Produce benefits that justify costs, considering the distribution of effects across society and taking economic, environmental and social effects into account
iv)	Minimise costs and market distortions
v)	Promote innovation through market incentives and goal-based approaches
vi)	Be clear, simple and practical for users
vii)	Be consistent with other regulations and policies
viii)	Be compatible as far as possible with competition, trade and investment-facilitating principles at domestic and international levels

INDIA NATIONAL STRATEGY AND GUIDANCE



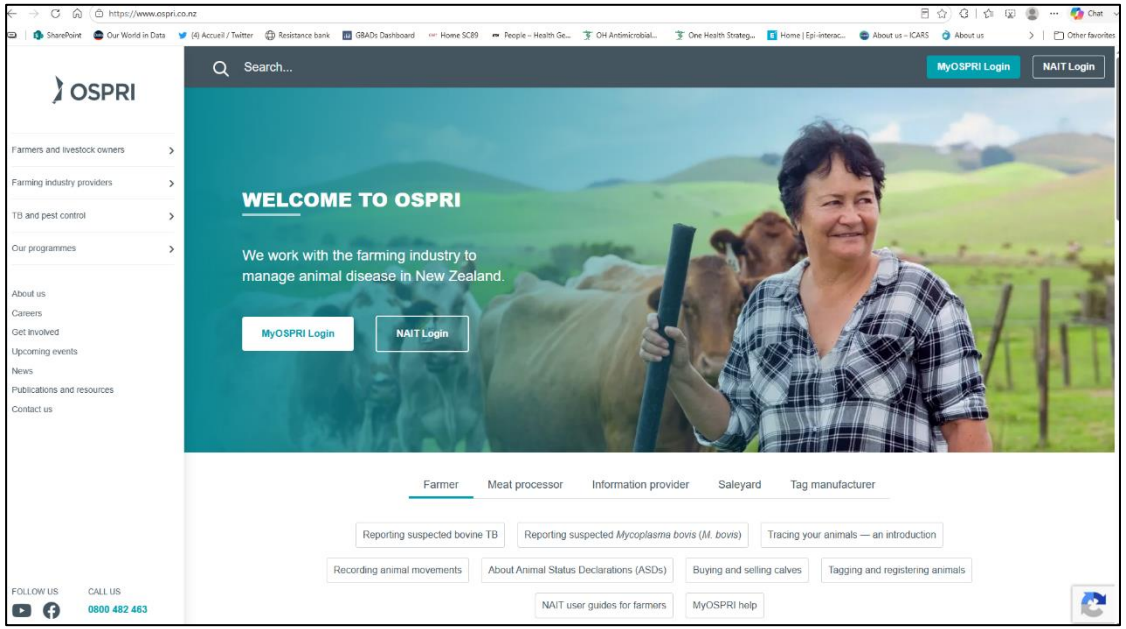
First impression – weighted towards **infrastructure projects** e.g. roads, bridges, dams

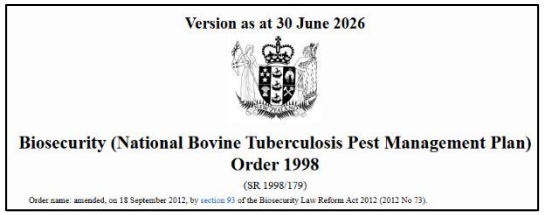
- Clearly defined plan, build, operate objectives and phases
- MOU and contracting rely on design and technical specification defined by national statutes or codes

Animal Health PPPs are more typically **sector strategy and service based**

- Strategic objectives and approaches need to be defined
- May be ongoing with no single end point
- Collaborative mechanisms to develop strategies, specify services and performance (Service Level Agreements), and establish or appoint delivery agents (depending on what already exists)
- Policy and funding analysis to define beneficiaries and exacerbators
- May be multiple stakeholder groups with active engagement

New Zealand Animal Health PPPs

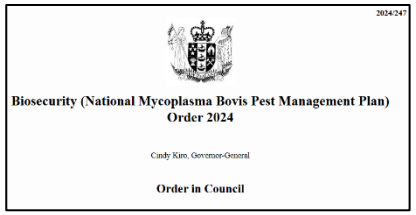



Version as at 30 June 2026

Biosecurity (National Bovine Tuberculosis Pest Management Plan) Order 1998

(SR 1998/179)

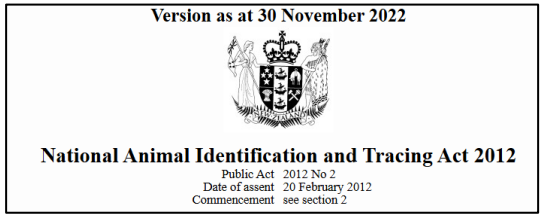
Order name: amended, on 18 September 2012, by section 93 of the Biosecurity Law Reform Act 2012 (2012 No 73).


2024/247

Biosecurity (National Mycoplasma Bovis Pest Management Plan) Order 2024

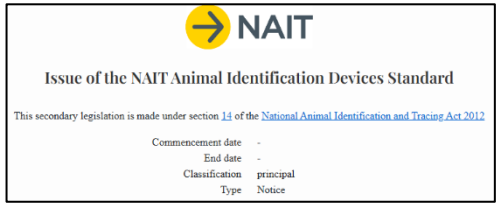
Cindy Kiro, Governor-General

Order in Council


Version as at 30 November 2022

National Animal Identification and Tracing Act 2012

Public Act 2012 No 2
Date of assent 20 February 2012
Commencement see section 2


NAIT

Issue of the NAIT Animal Identification Devices Standard

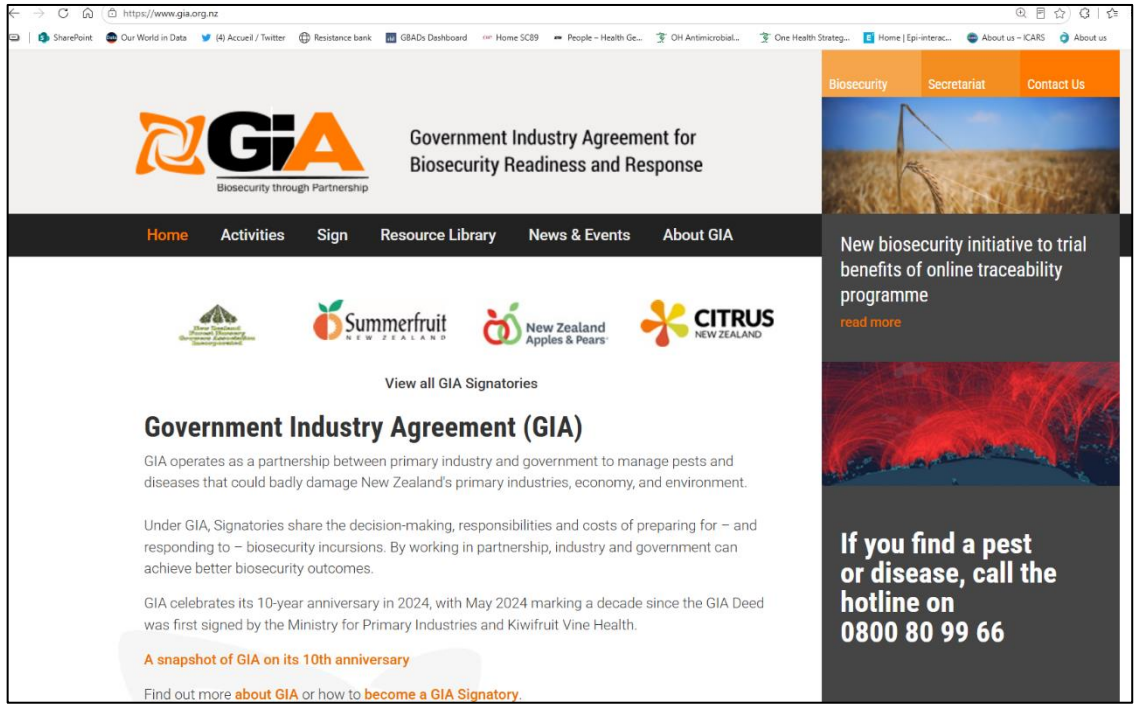
This secondary legislation is made under section 14 of the National Animal Identification and Tracing Act 2012

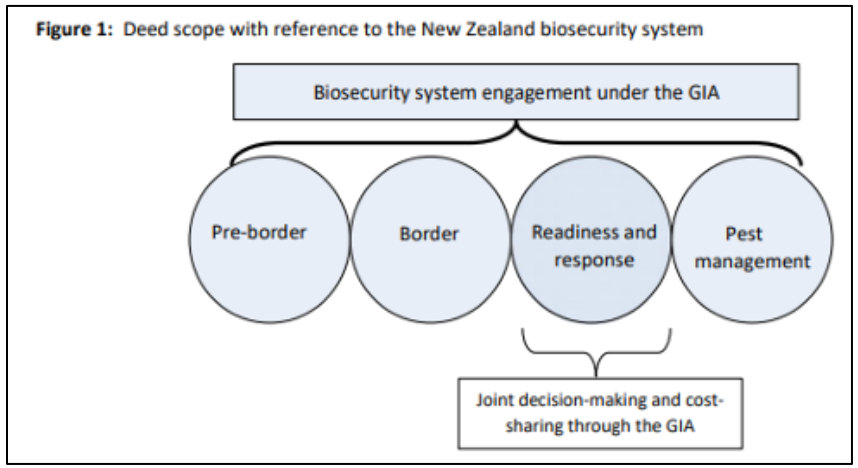
Commencement date -
End date -
Classification principal
Type Notice

OSPRI

- Incorporated in 2013 as an umbrella Not-For-Profit company operating programme-based subsidiaries
- Developed from the Animal Health Board, an incorporated society governed by a Board of Directors appointed by Member organisations (PPP)
- Programme responsibility – accumulating …
  - TbFree (Biosecurity Act Pest Management Strategy)
  - National Animal Identification and Traceability (NAIT Act)
  - Mycoplasma bovis eradication (Biosecurity Act Pest Management Strategy)

New Zealand Animal Health PPPs



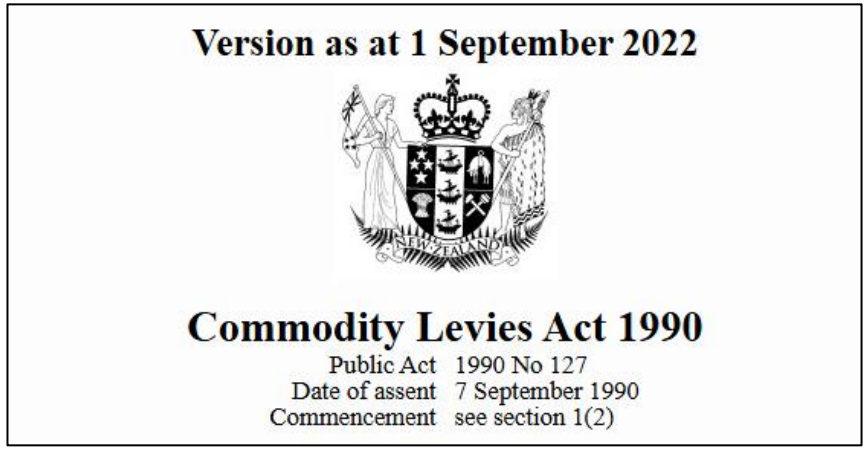


GIA (Government Industry Agreement)

- Modelled on Australia Emergency Animal Disease Response Agreement (EADRA)
- Partnership framework defined by the GIA Deed
- Independent Secretariat hosted within Government Department
- Voluntary membership through meeting sector mandate criteria and signing the GIA Deed
- Engagement mechanism with scope across full biosecurity system scope
- Joint decision-making and cost-sharing for biosecurity readiness and response
- Sector and/or disease specific Operational Agreements
  - E.g. FMD Operational Agreement
- Private sector partners supported to implement statutory levy to meet cost

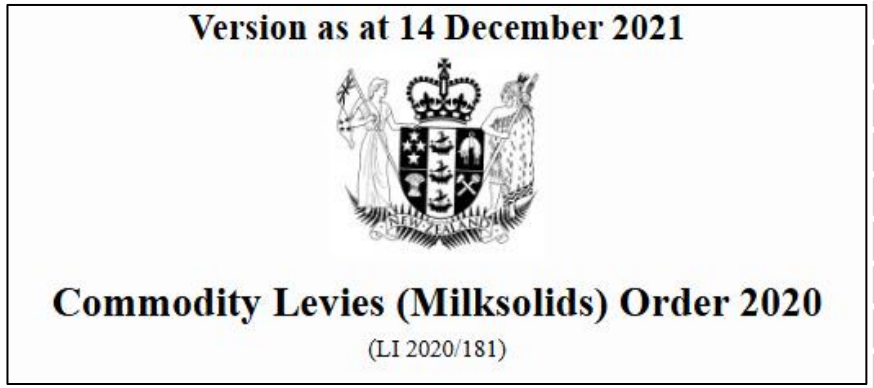
Private Sector Perspectives

- If PPP is the desired strategic direction, Private Sector organisations require Government support to achieve mandate and resources
- Typically start as voluntary membership organisations representing producers and/or processors on a sector basis
- Building a sustainable funding model relies on statutory levies
- Diary NZ – funded through Commodity Levies (Milksolids) Order 2010
- Beef + Lamb NZ funded through the Commodity Levies (Meat) Order 2021
- NZPork funded through levies under the Pork Industry Board Act 1997
- Legislation typically defines sector scope, representation processes to achieve and fulfil mandate, levy raising powers, governance administration


Version as at 1 September 2022

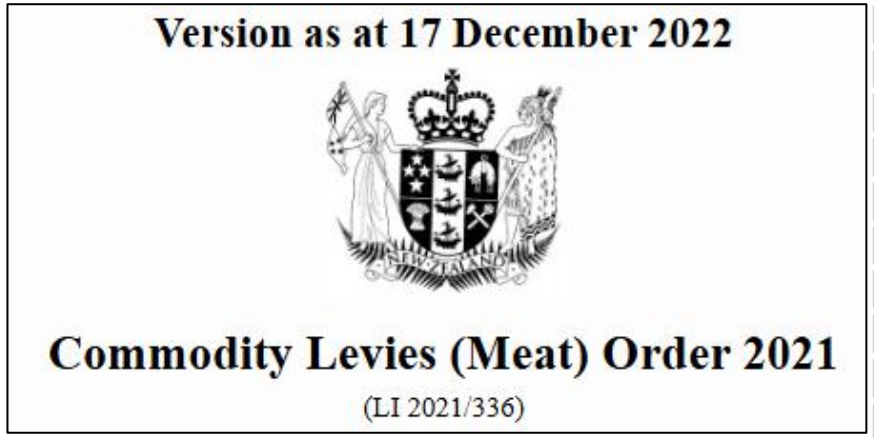
Commodity Levies Act 1990

Public Act 1990 No 127
Date of assent 7 September 1990
Commencement see section 1(2)


Version as at 14 December 2021

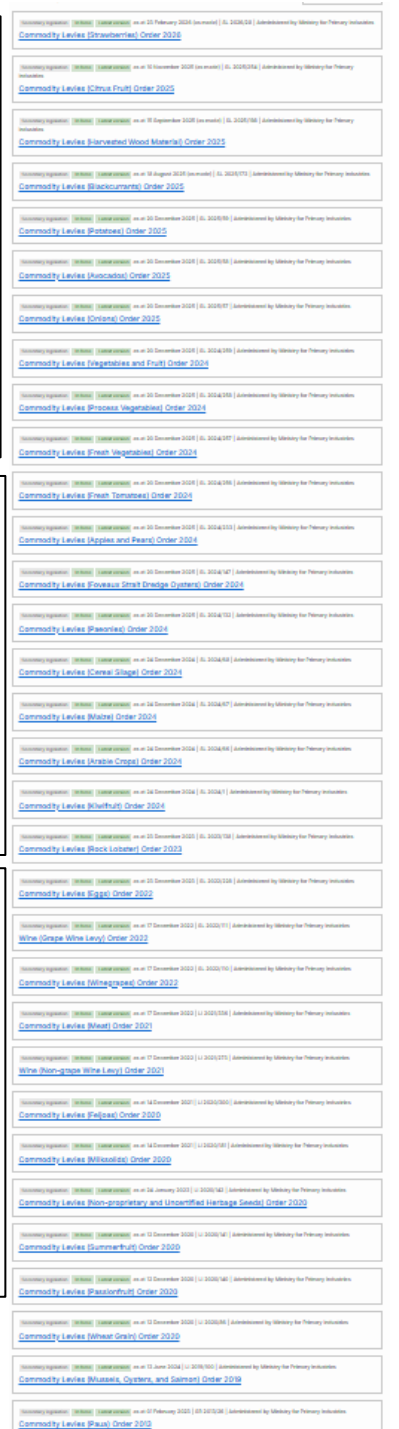
Commodity Levies (Milksolids) Order 2020

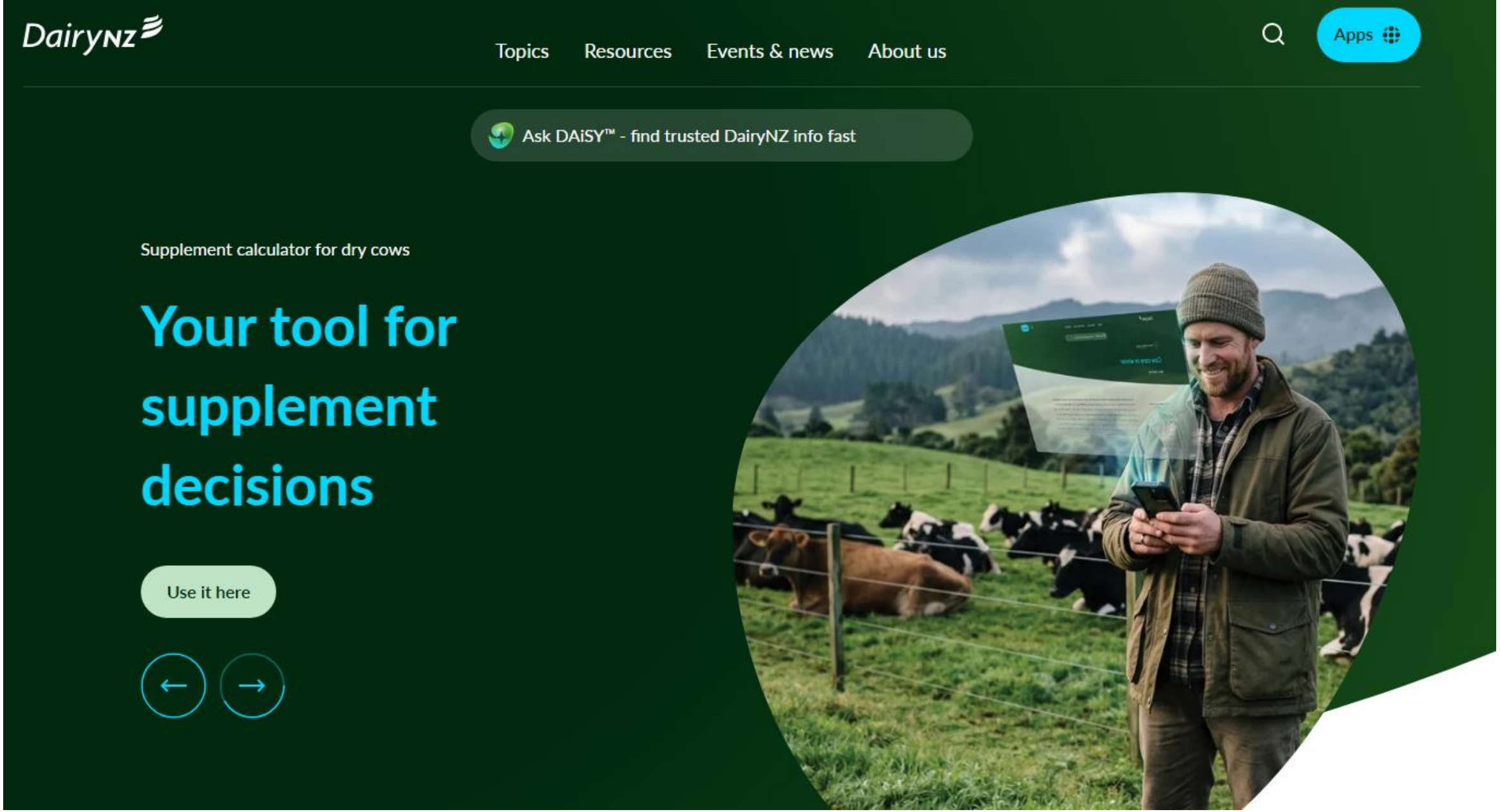
(LI 2020/181)


Version as at 17 December 2022

Commodity Levies (Meat) Order 2021

(LI 2021/336)





[Delivering a positive future for New Zealand dairy farming | DairyNZ]

Welcome to

Beef + Lamb New Zealand

Beef + Lamb New Zealand Ltd is the farmer-funded industry organisation representing New Zealand's sheep and beef farmers.

More about us →



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Search

Top searches flood resources | Bella | On-farm Inflation inflation report | Employment Hub

Home | Beef + Lamb New Zealand



High health status

New Zealand's commercial pig farming industry is internationally recognised for its high-health status.

[NZPork Biosecurity]

PPPs and International Trade under WTO SPS Agreement

Observatory thematic study

Use, challenges and impact of zoning and compartmentalisation

Government roles

- G2G SPS Negotiations: Requirements of Veterinary Certification are negotiated Government to Government (G2G)
- SPS Certification: Veterinary Certificates certified by an Official Veterinarian of the exporting country Veterinary Authority
- SPS Verification Systems: Verification of certification requirements involves systems of physical inspections, periodic audits, and written assurances

Private sector roles

- Involvement in market access strategic planning and prioritisation
- Private sector veterinarians working under government approval and direction (Sanitary Mandate; Official Veterinarians)
- Accreditation to other assurance programmes (e.g. GAP) or private standards (e.g. ISO17020, ISO22000) add to system transparency and confidence
- Company systems e.g. internal control and records (e.g. ISO9001), systems audits

PPP Common Objectives

- Demonstrate robust credible animal health assurance and certification systems
- Have national systems recognised as equivalent to international standards
- Clear roles and responsibilities, while respecting G2G principles

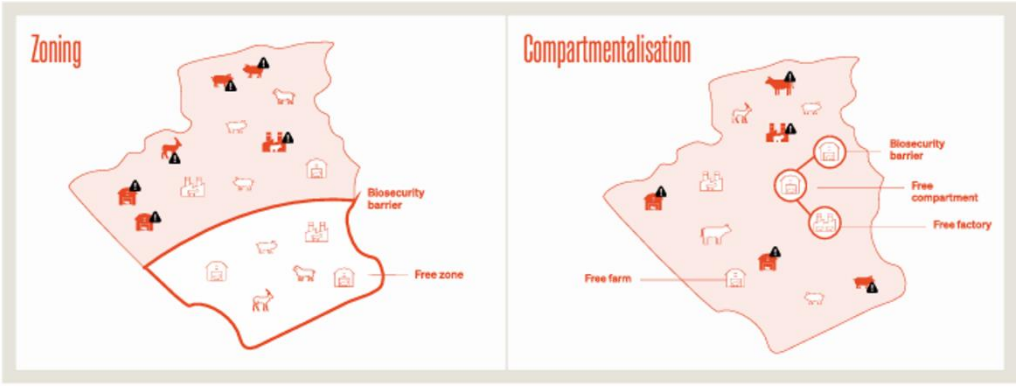


Figure 1. Visual representation of zoning and compartmentalisation

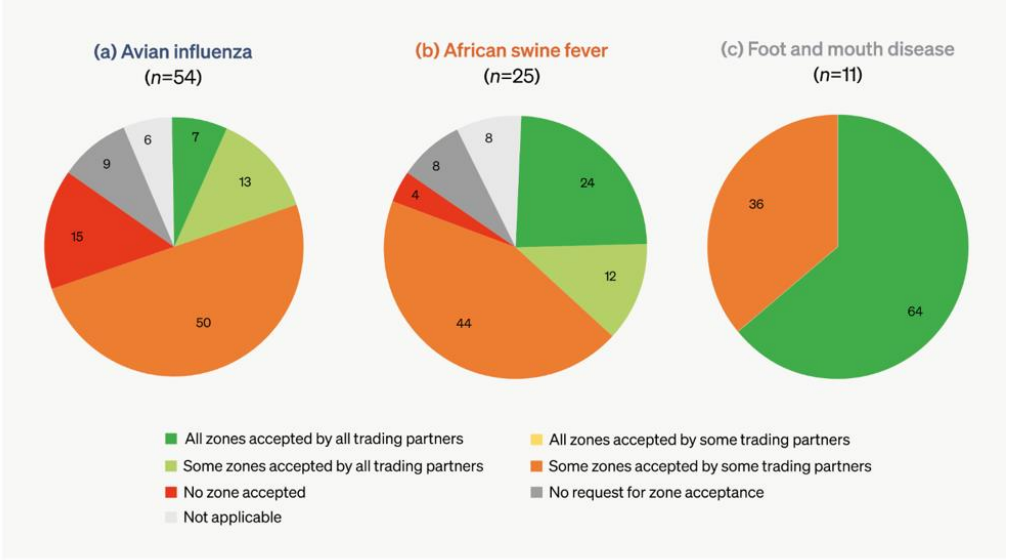
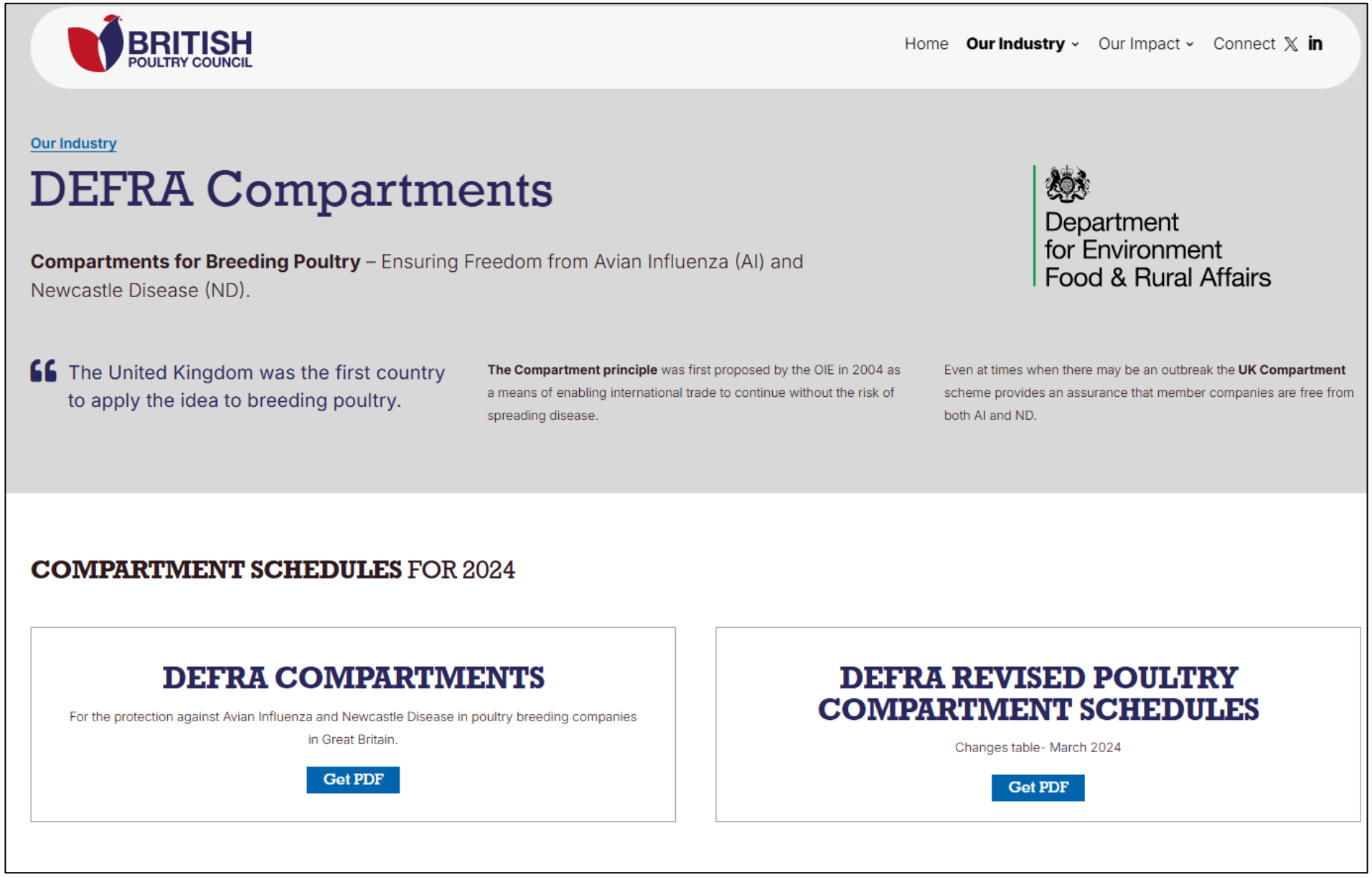


Figure 24. Percentage distribution of Members showing whether their zones were accepted by trading partners for avian influenza (a), African swine fever (b), and foot and mouth disease (c)
Percentages were calculated based on the total number of Members who reported using zones, for each of the three diseases. These figures were derived from a question to which only one answer could be given

Department
for Environment
Food & Rural Affairs

Compartments
for the protection against
Avian Influenza and
Newcastle Disease
in poultry breeding companies in Great Britain

Date: April 2024



APPENDIX 15 – CASE STUDY

New Zealand's recognition of UK compartmentalisation

For avian influenza and Newcastle disease to support imports of poultry genetics

Import Health Standard

Ministry for Primary Industries
Manatū Ahu Matua

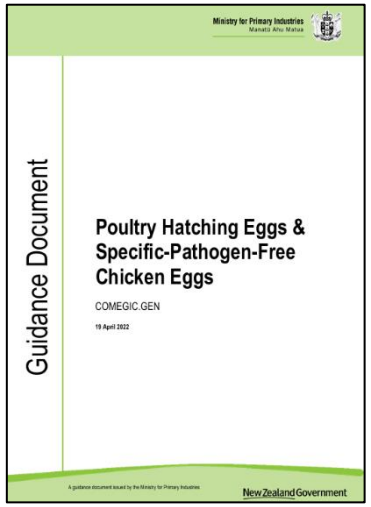
Poultry Hatching Eggs & Specific-Pathogen-Free Chicken Eggs

COMEGIC.GEN

4 October 2018

Issued under the Biosecurity Act 1993

New Zealand Government



Ministry for Primary Industries
Manatū Ahu Matua

Guidance Document

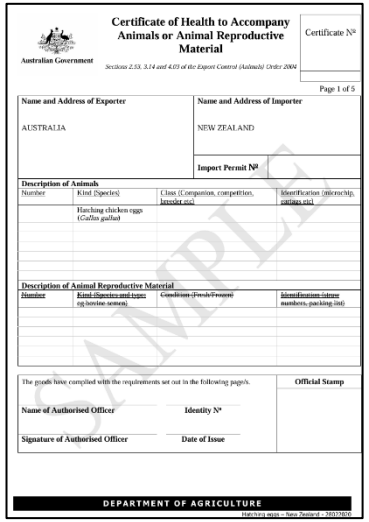
Poultry Hatching Eggs & Specific-Pathogen-Free Chicken Eggs

COMEGIC.GEN

19 April 2022

A guidance document issued by the Ministry for Primary Industries

New Zealand Government



Australian Government

Certificate of Health to Accompany Animals or Animal Reproductive Material

Sections 2.53, 3.14 and 4.03 of the Export Control (Animals) Order 2004

Certificate Nº

Page 1 of 5

Name and Address of Exporter	Name and Address of Importer
AUSTRALIA	NEW ZEALAND
	Import Permit Nº

Description of Animals

Number	Kind (Species)	Class (Companion, competition, breeder etc)	Identification (microchip, tattoo etc)
	Hatching chicken eggs (*Gallus gallus*)		

Description of Animal Reproductive Material

~~Number~~	~~Kind (Species and type) eg bovine semen~~	~~Condition (Fresh/Frozen)~~	~~Identification (straw numbers, packing slip)~~

The goods have complied with the requirements set out in the following page/s.

Official Stamp

Name of Authorised Officer

Identity Nº

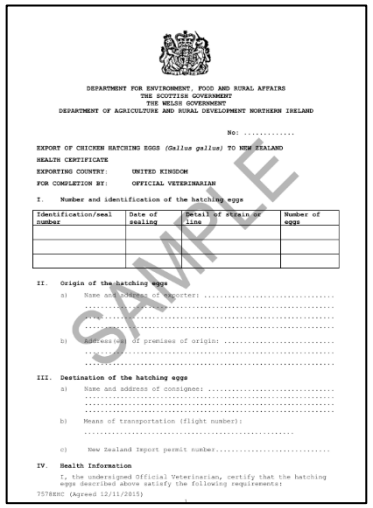
Signature of Authorised Officer

Date of Issue

DEPARTMENT OF AGRICULTURE

Hatchery eggs – New Zealand – 26037820

SAMPLE



DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
THE SCOTTISH GOVERNMENT
THE WELSH GOVERNMENT
DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT NORTHERN IRELAND

No: .....

EXPORT OF CHICKEN HATCHING EGGS (*Gallus gallus*) TO NEW ZEALAND
HEALTH CERTIFICATE
EXPORTING COUNTRY: UNITED KINGDOM
FOR COMPLETION BY: OFFICIAL VETERINARIAN

I. Number and identification of the hatching eggs

Identification/seal number	Date of sealing	Detail of strain or line	Number of eggs

II. Origin of the hatching eggs

a) Name and address of exporter: .....

b) Address(es) of premises of origin: .....

III. Destination of the hatching eggs

a) Name and address of consignee: .....

b) Means of transportation (flight number): .....

c) New Zealand import permit number.....

IV. Health Information

I, the undersigned Official Veterinarian, certify that the hatching eggs described above satisfy the following requirements:

7578ENC (Agreed 12/11/2015)

SAMPLE

Animal Products Notice

Ministry for Primary Industries
Manatū Ahu Matua

Poultry Compartments for Export

DAERCS19

Effective from 16 October 2024

Issued under the Animal Products Act 1999

Te Kāwanatanga o Aotearoa
New Zealand Government

ISVEE17
11-15 November 2024 • Sydney, Australia
International Convention Centre Sydney
17th International Symposium on Veterinary Epidemiology and Economics 2024
Veterinary epidemiology and economics down under in leaps and bounds

IFC International Finance Corporation
WORLD BANK GROUP

In partnership with:

Compartmentalisation: challenges during design and operationalisation of public private partnerships providing disease freedom assurances in endemic LMICs to support export strategies

Matthew Stone, SPADE Solutions Ltd, New Zealand (corresponding author: m.stone@spadesolutions.nz)
Van Hoang Pham, IFC – International Finance Corporation, World Bank Group, Vietnam
Jigjidmaa Dugeree, IFC – International Finance Corporation, World Bank Group, Mongolia

Introduction

Compartmentalisation is described in **international standards** and involves **public private partnership**. The ultimate objective is **epidemiologically robust risk management** underpinned by **credible official assurances**. Implementation in LMICs where disease is endemic encounters numerous challenges.

Methods

Two development projects in Asia provide compartmentalisation design and implementation experience with associated competency development in public and private sectors. Both are supported by IFC, World Bank.

Outcome	Ruminant livestock sector of Mongolia overcomes animal health constraints to production, marketing and profitability through public private partnership			
	1	2	3	4
Objectives	Biosecurity protocols implemented for livestock sector Companies achieving premises freedom from target diseases	Compartments Regulatory System aligned to international standards and recognised by key trading partners	Ruminant Livestock Sector organises to enter Public-Private Partnerships on disease control and SPS market assurances with government	Leverage experience gained in Public Private Partnerships for better national disease control, marketing, and environmental outcomes
Outputs	Biosecurity Manuals implementing risk management aligned to target disease epidemiology and enterprise supply chains	Mongolia Ruminant Sector Compartments System developed and implemented as scaleable prototype	Public Private Partnership Governance for Ruminant Livestock Sector Compartments System implemented between GAVS and industry	Government and Industry collectively develop, approve and implement disease control, marketing and sustainability strategies
Activity Areas	Decision on target diseases for the Mongolia Ruminant Sector Compartments: FMD, PPR	Animal Health Law amended to enable Compartments	Working Group formed between GAVS and Ruminant Livestock Industry to guide system design and implementation	National strategies for FMD, PPR and other priority diseases developed and implemented
	Operation Plan and Biosecurity Manual Template developed as generic guidance for Companies and Partnerships	Regulation developed for Compartments, with clarity on key supplier roles (Verifiers, Laboratories)	Consider existing national industry bodies and models for coordination as Private Sector Partner to Government	WOAH recognition of Official Control Programmes for FMD and PPR, including pathways towards freedom
	Companies and Partnerships suitable for Compartment development are identified and supported	Administrative Manuals with Application and Approvals processes, forms and official registers	National collaboration with biosecurity and health focus formed for Ruminant Livestock Sector of Mongolia	Market Access Council formed between government and industry to drive international marketing strategy, including on SPS matters
	Compartment Biosecurity Manuals integrated into Company procedures prior to applications for approval	Verification, audit, certification and reporting processes defined and implemented to demonstrate system performance	Sustainable mechanisms for governance, management and administration of Ruminant Livestock Sector Compartments System established	Environmental sustainability initiatives and strategies are supported through improved engagement mechanisms between public and private sectors
	Transparent internal control programmes with supervision and health status monitoring on all premises	Self-declaration of Compartment System to the WOAH facilitates SPS Market Access negotiations with key markets		

ISVEE17
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Results (Progress)

Vietnam Pig Sector Compartmentalisation Programme:

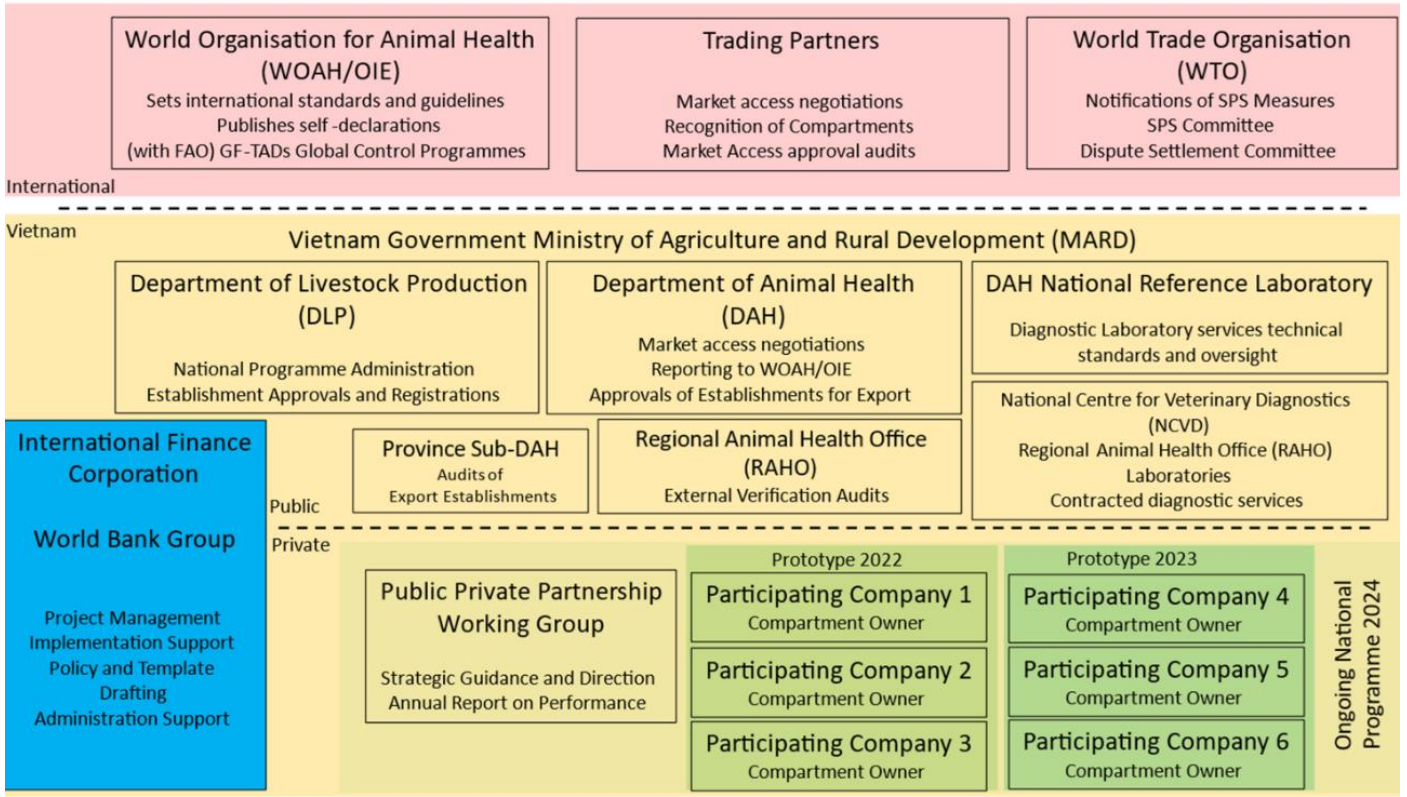
- Regulatory design, technical specification, company profiling and selection, and training of auditors.
- Eight companies are currently developing Biosecurity Manuals and undertaking first round disease freedom surveys.

Mongolian Livestock Sector Compartmentalisation Programme:

- Regulatory design and technical specification
- One company progressing towards implementation.

In both projects, understanding supply chains and adapting requirements and verification to suit has been critical.

Roles and responsibilities in the Vietnam Pig Sector Compartmentalisation Programme



ISVEE17
11-15 November 2024 • Sydney, Australia
International Convention Centre Sydney
17th International Symposium on Veterinary Epidemiology and Economics 2024
Veterinary epidemiology and economics down under in leaps and bounds

IFC International Finance Corporation WORLD BANK GROUP

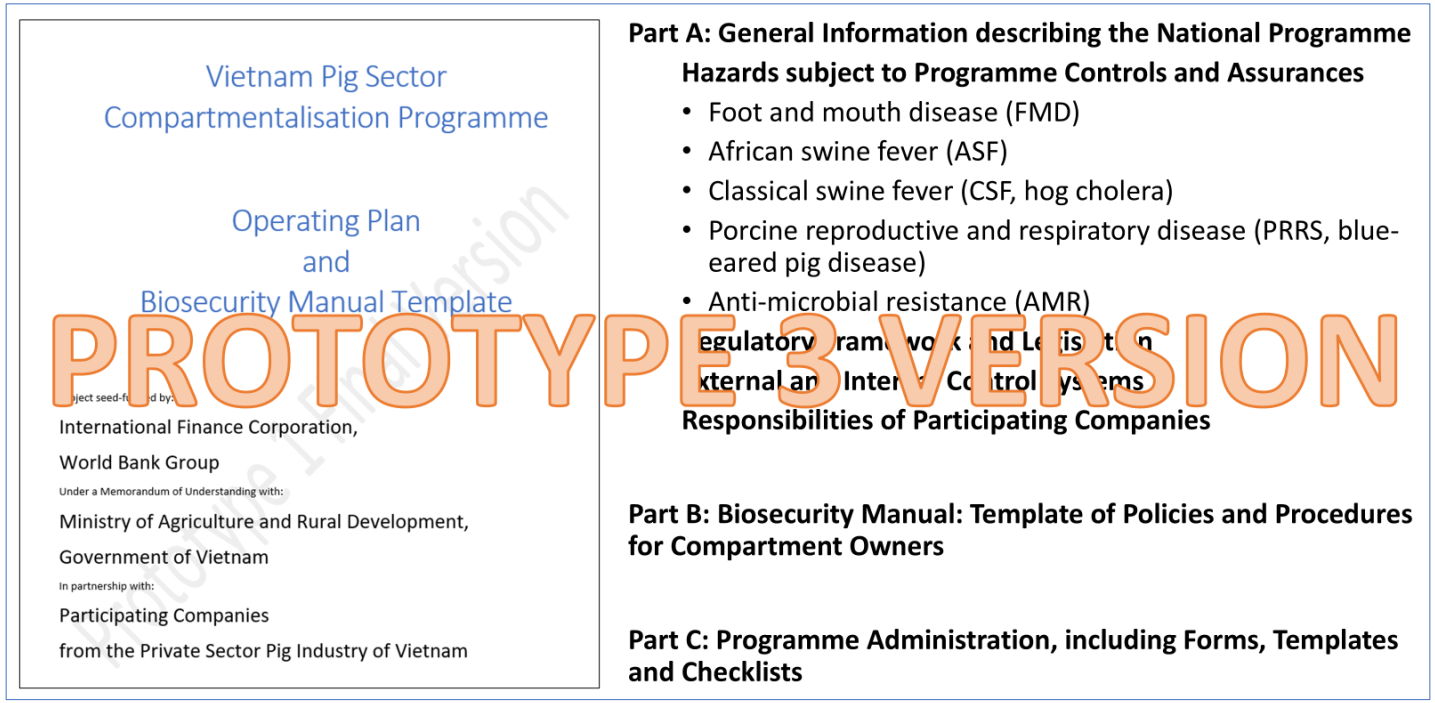
In partnership with:

Compartmentalisation: challenges during design and operationalisation of public private partnerships providing disease freedom assurances in endemic LMICs to support export strategies

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Van Hoang Pham, IFC – International Finance Corporation, World Bank Group, Vietnam
Jigjidmaa Dugeree, IFC – International Finance Corporation, World Bank Group, Mongolia

Conclusion

- Epidemiological, regulatory and SPS-market access **competencies** in support of compartmentalisation must continue to be developed.
- Countries where FMD and other transboundary diseases are **entrenched in complex value chains** may have little near-term prospect of eradication.
- Exclusion from high-biosecurity commercial settings may be more **scientifically realistic, economically feasible and operationally achievable**.



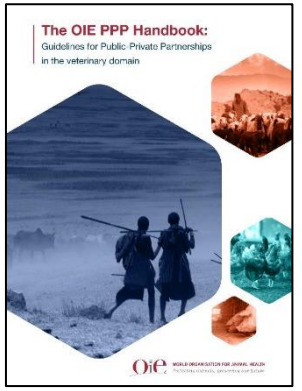
PROTOTYPE 3 VERSION

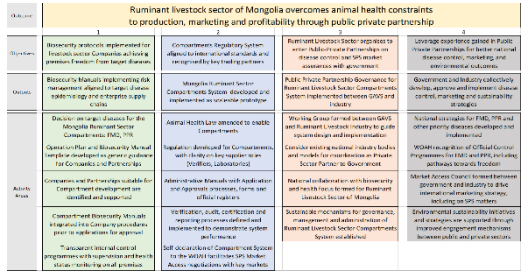
https://www.onehealth.org.vn/

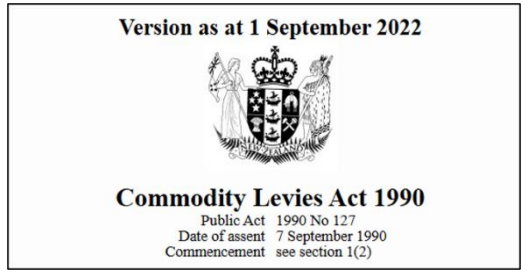
Summary

- PPPs offer a **flexible** means to exercise regulatory governance and efficient delivery of animal health programmes
- Being a good partner from the public sector side requires trust and confidence from exercising **Good Regulatory Practices,** as well as technical competence
- In Collaborative PPPs the Public sector must commit to **share control and decisions**
- Private sector organisations will likely need government support to achieve mandate and funding involving **statutory infrastructure**
- Establish **co-governance mechanisms** e.g. Boards, Committees with mandate to define strategy and decide direction
- Explore options for structural design and legal status of **PPP delivery agencies**
- Specific **Animal Health Programmes** each require objectives, strategy, funding, operational plans and performance monitoring
  - Disease control or eradication for domestic production and profitability benefits
  - Export market access N.B. political & strategic complexity, G2G and B2B relationships, international treaties (GATT, SPS, TBT)
- **Export market success** has multiple dependencies and all partners should understand their contribution, the risks to successful outcomes, and the likely time frames.
  - Demonstrate programme performance by verifying objectives are being reliably met
  - Milestones: strategy, policy, implement, verify, negotiate equivalence









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STRATEGY, POLICY, ANALYSIS,
DECISION-SUPPORT,ENGAGEMENT

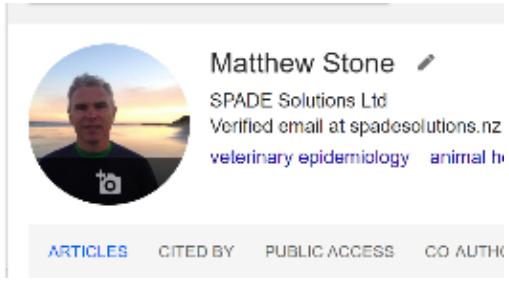
ANIMAL HEALTH, ANIMAL WELFARE, ONE HEALTH,
BIOSECURITY, TRADE

THANK YOU

Let's connect if we haven't already ….



Matthew Stone



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