Investing in Capacity, Collaboration and Capital for enhanced prevention and control of emerging and re-emerging transboundary animal diseases

Barbara Alessandrini, Rahul Srivastava
Capacity Building Department

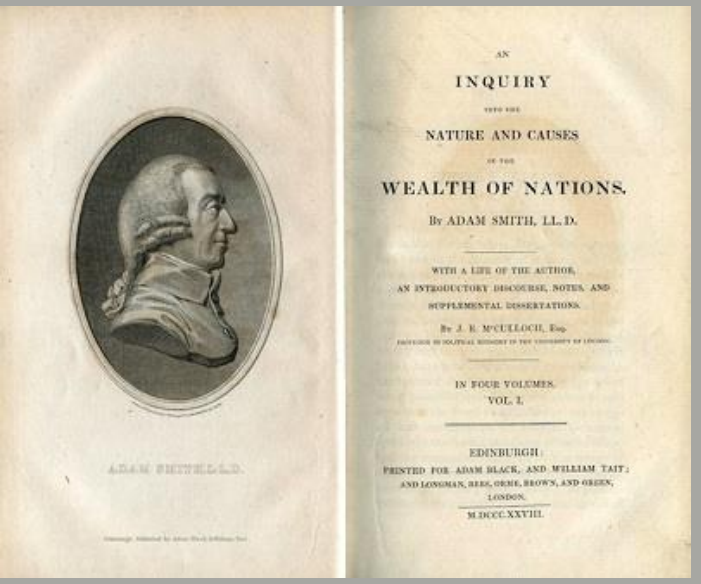
32nd Conference of the Regional Commission for Europe
Riga, Latvia, 21-25 September 2026

World Organisation for Animal Health
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Transformation of the PVS Pathway from a capacity building into a data-driven performance monitoring and improvement programme, driving investment and strategic planning.

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Investing in capacities, collaboration and capital

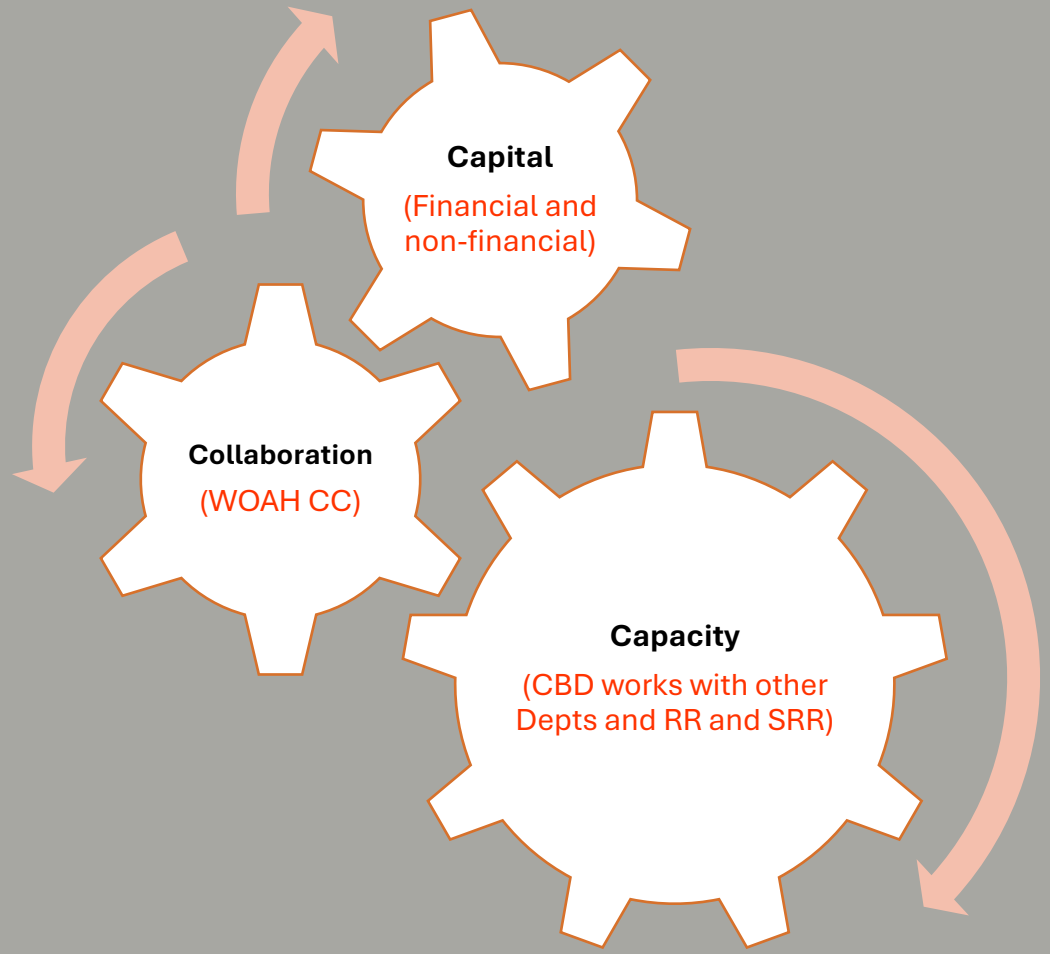


The acquisition of talents during education, study, or apprenticeship . . . is capital in a person. Those talents are part of his fortune and likewise that of society.
—Adam Smith ([1776] 1937, chapter 1)

*"**Human capital** is clearly central to economic development. It raises individual earnings and makes women's entry into the labor market more likely. It is a principal determinant of aggregate economic growth rates, and it is key to reducing poverty and inequality."*
- World Bank 2026

*"Investing in **human capital** improves employment, productivity and economic outcomes."*
- OECD 2020

A Framework for maximising impact
Sustainable institutional change requires three interconnected investments:

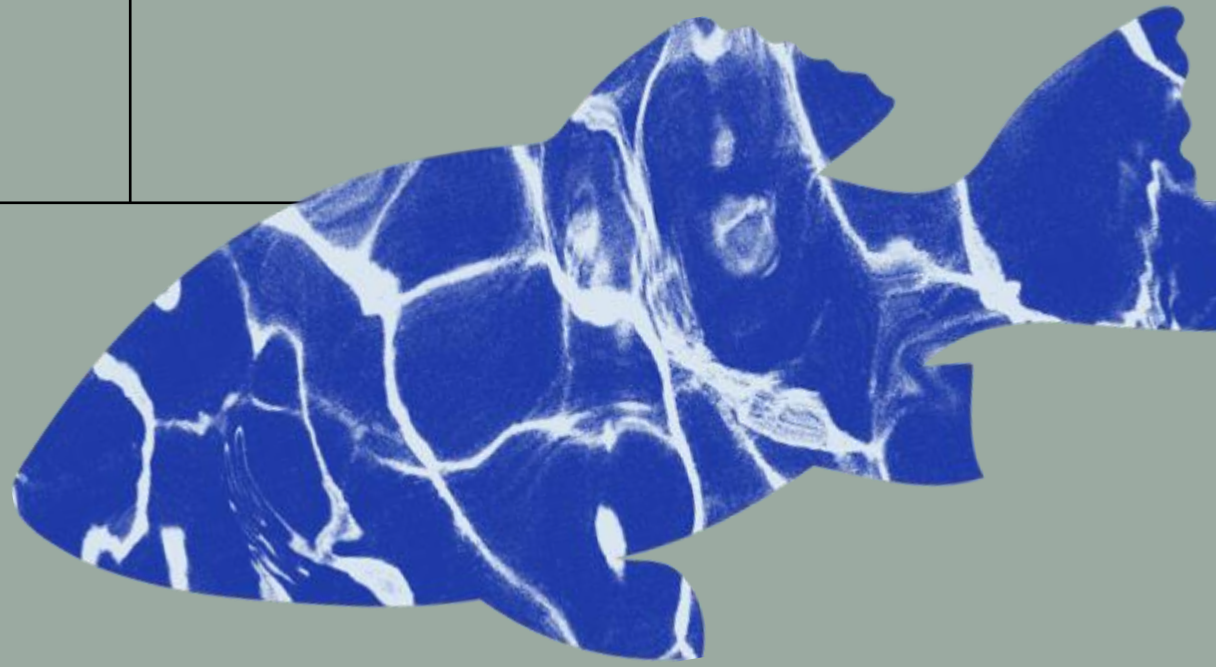


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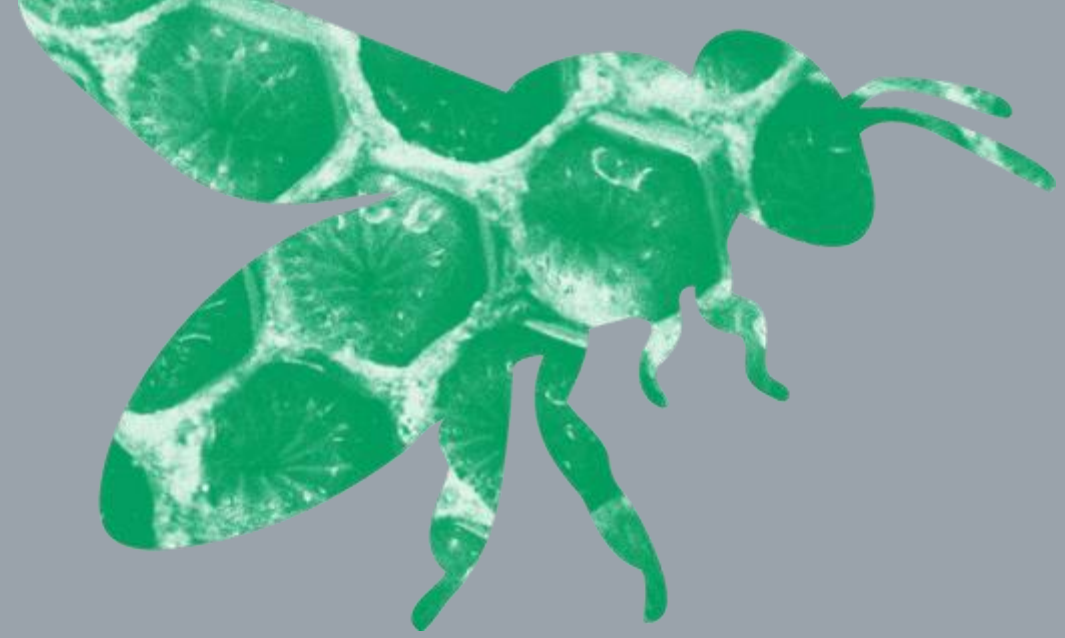
Capacity

Improve long-term performance and resilience



Building knowledge, skills, competencies, systems, and institutional strength to perform effectively and sustainably.

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Collaboration



Fostering partnerships, networks, and coordinated efforts among individuals, organizations, sectors, or communities. Leverage collective strengths, reduce duplication, and create greater impact than isolated efforts

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Ensure that sufficient and appropriate resources are available to support long-term success

Capital



Mobilizing and allocating resources to support sustainable growth and impact

- **Financial : grants, loans, equity, philanthropy**
- **Social : relationships and trust**
- **Human : talent and expertise**
- **Physical : assets and infrastructure**

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8th Strategic Plan

Our Vision:

A world with strong animal health systems,

recognised as critical to tackling global challenges and ensuring a better future for all.

Our Mission: To improve animal health and welfare by developing global standards, strengthening animal health systems and positioning animal health as central to tackling global challenges – through agile and inclusive leadership guided by scientific excellence, good governance & transparency, innovation, solidarity & collaboration.

Strategic Orientation 1

Develop global standards, adaptable and applicable to all Members.

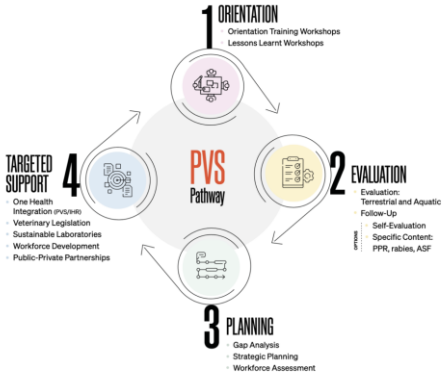
Strategic Orientation 2

Empower Members to build robust animal health and welfare systems and strengthen veterinary public health.

Strategic Orientation 3

Position animal health as central to tackling global challenges.

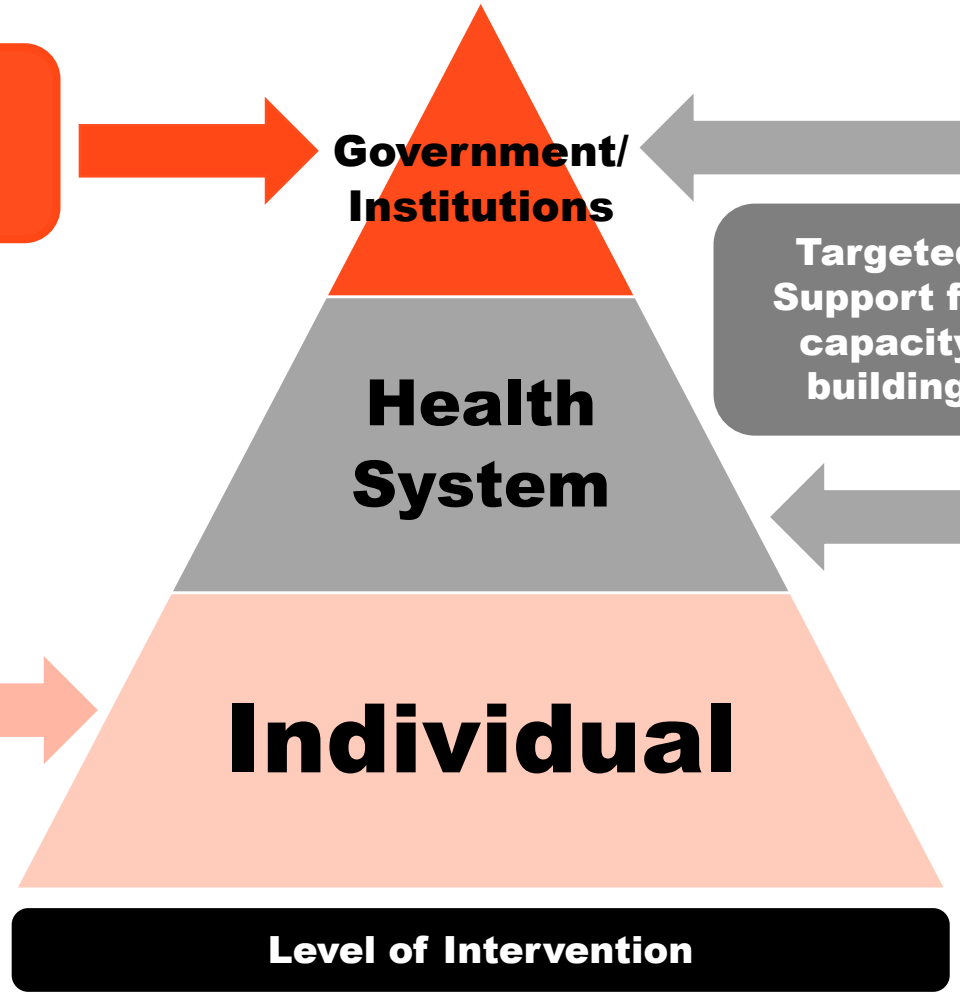
Empowering Veterinary Services: WOAH's Capacity Building Framework



PVS Monitoring Cycle: Evaluation and Planning

The Training System: Learner-centred approach





Targeted Support for capacity building

- Legislation
- Public-Private Partnerships
- Workforce Development
- Sustainable Laboratories
- One Health Integration

WOAH training links Standards, institutional performance and individual competencies

WOAH standards

Codes/ Manuals/ Guidelines

→

PVS Pathway

Section 3 of the Code/ 45 CC)

→

Competency Based Training Framework (CBTF)

Knowledge/ skills/ Competencies









Why competencies matter

Standards create the reference point
Competence turns them into consistent action

Standards

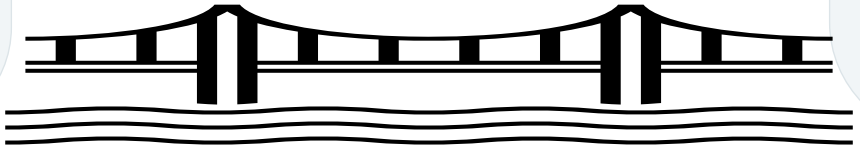
WOAH Codes, Manuals and Guidelines define what good practice looks like.

Workforce

Professionals need the knowledge, skills and competencies to apply those standards.

Veterinary Services

Competent people strengthen disease prevention, preparedness, trade and public health.



Training is the bridge between the system we expect and the performance we achieve

PVS Pathway Engagement: Europe



What are the benefits of engaging in the PVS Pathway ?

A credible roadmap to stronger, more resilient Veterinary Services

01

DIAGNOSE

Independent view of strengths & weaknesses from deployment of standardized methodology

02

PRIORITISE

Focus resources on what matters most, based on evidence-based recommendations

03

INVEST

Build the case for investment from public and private partners

04

PREPARE

Stronger surveillance, prevention & response, animal health, & livelihoods

05

CONNECT

Support safe trade, One Health & health security

06

MEASURE

Track progress & demonstrate impact, insights based on documentation, observation and evidence

PVS turns assessment into action: IDENTIFY → PRIORITISE → INVEST → STRENGTHEN → MEASURE

Building Capacity through the PVS Pathway – Benefits for Members

The PVS Evaluation

CULTURE OF QUALITY

CONTINUOUS IMPROVEMENT

GOOD GOVERNANCE



TURNING EVALUATION INTO ACTION

A SHARED UNDERSTANDING

Creates a common picture of strengths, gaps and the capacity needed to strengthen Veterinary Services.

EVIDENCE FOR INVESTMENT

Provides a credible basis for prioritising resources, technical support and capacity-building needs.

SUSTAINABLE IMPROVEMENT

Supports better governance, continuous improvement and stronger national Veterinary Services.

PVS evaluation → shared evidence → targeted capacity building → stronger Veterinary Services

What benefits can the PVS Pathway bring to WOAH Members?

FROM ASSESSMENT TO IMPACT

01

PVS EVALUATION

Where do we need to focus our energy and resources?

What can we do to achieve our goals?

UNDERSTAND

02

PVS GAP ANALYSIS

Why should government invest in VS/AAHS?

Where do we want to go?

What do we need to get there?

How much will it cost?

PRIORITISE

03

PVS FOLLOW-UP

What worked?
What needs improvement?

What actions resulted in change?

IMPROVE

THE VALUE TO MEMBERS

Better evidence • Stronger investment cases • Continuous improvement • Greater transparency

If weak/outdated legislation is identified during a PVS mission, what could WOAH offer to help strengthen the legal framework?

If weaknesses in laboratory systems are identified during a PVS mission, what could WOAH offer to strengthen reliable, sustainable and responsive diagnostic capacity?



If gaps in private-sector engagement are identified during a PVS mission, what could WOAH offer to help unlock and structure private-sector capacity?

If gaps in cross-sector collaboration are identified during a PVS mission, what could WOAH offer to strengthen coordination across animal, human and environmental health?

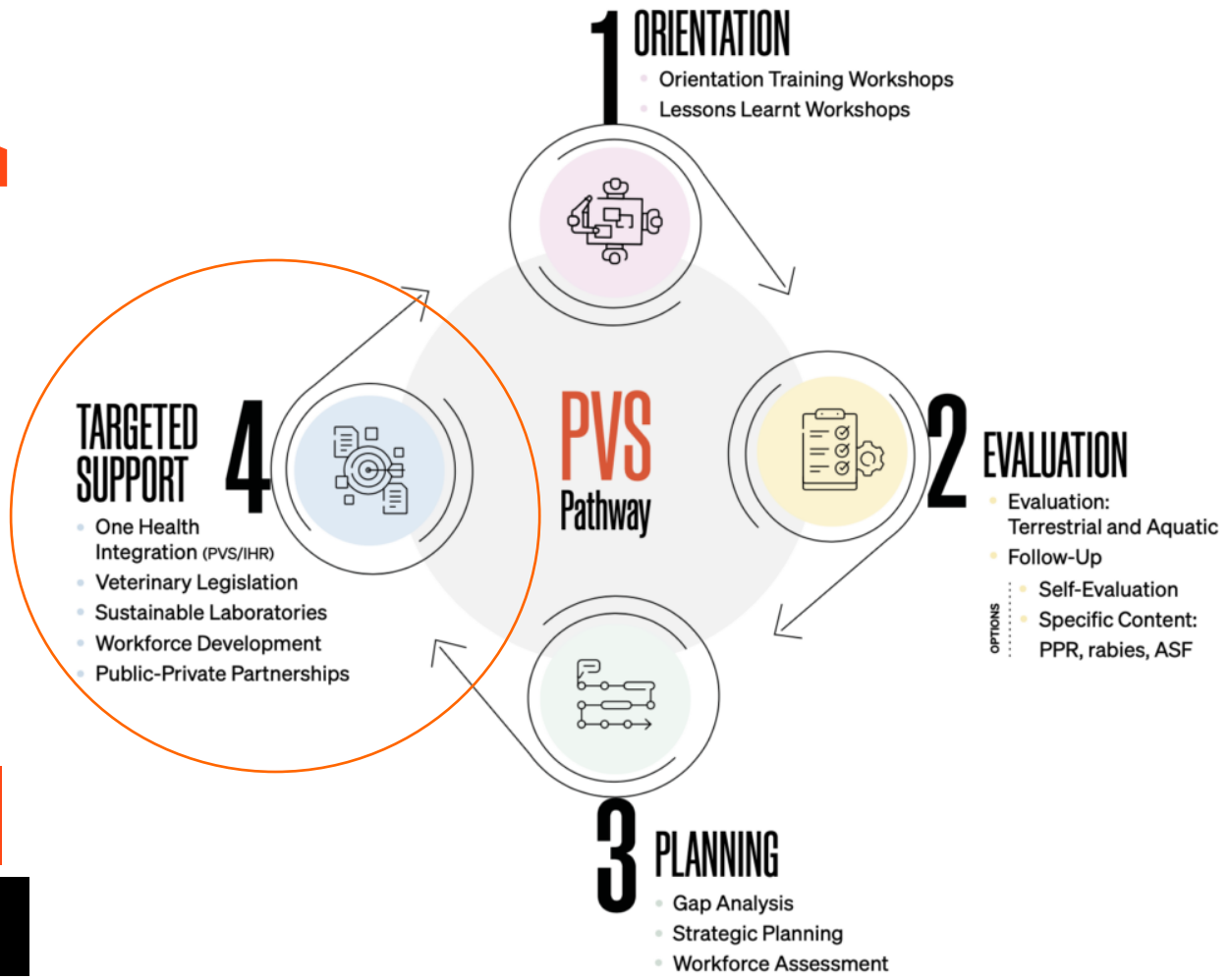
If workforce gaps are identified during a PVS mission, what could WOAH offer to strengthen the people, skills and capacities needed to deliver veterinary services?

Let's learn about what WOAH offers to address these gaps through PVS Targeted Support

Official Use Only

PVS Targeted Support





Veterinary Legislation Support Programme (VLSP)



In Europe:

- **5** Members engaged in the VLSP

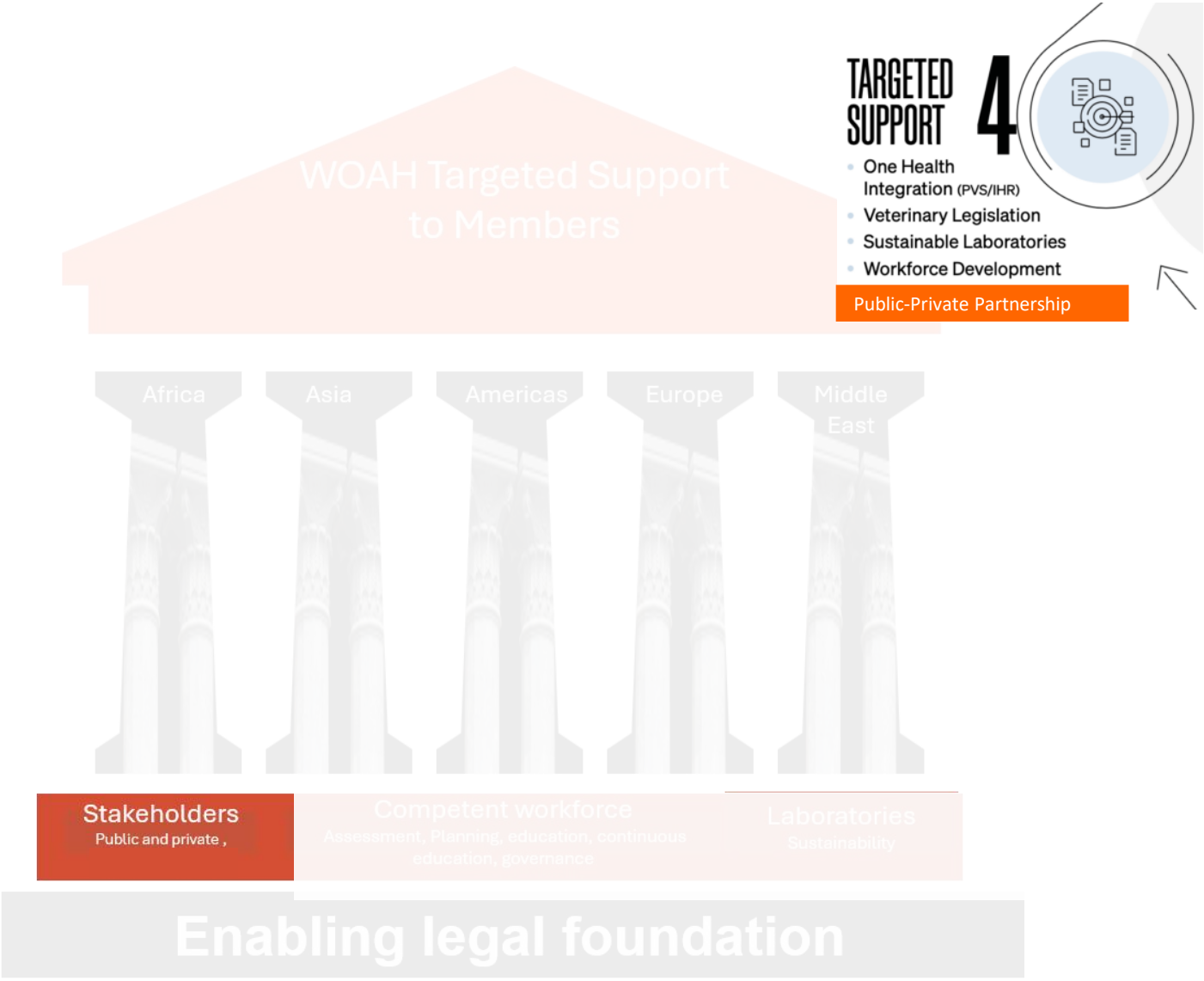
  12 VLSP activities

- **Incl. the 1st Member in the world** where links between the VLSP and a prospective programme supporting Veterinary Statutory Bodies (VSB) were first explored (2021)
  SUCCESSFUL – Decree to establish a VSB

Enabling legal foundation

- **Stage 1:** Identification missions = **to identify weaknesses** in national veterinary legislation
- **Stage 2:** Agreements = to assist Members in **revising existing legislation or developing new legislation** (Phase 1: preparation; Phase 2: implementation)
  - ✓ Awareness-raising on the importance of quality legislation
  - ✓ Skills transfer for legal drafting
  - ✓ Collaboration between veterinarians / legal drafters
- Experts: Veterinarians and Lawyers/Jurists
- Optional Tailored Contents:
  - Biological Threat Reduction
  - Antimicrobial Resistance (AMR)
  - Pilot: Wildlife Disease Control
  - Upcoming: Animal Welfare

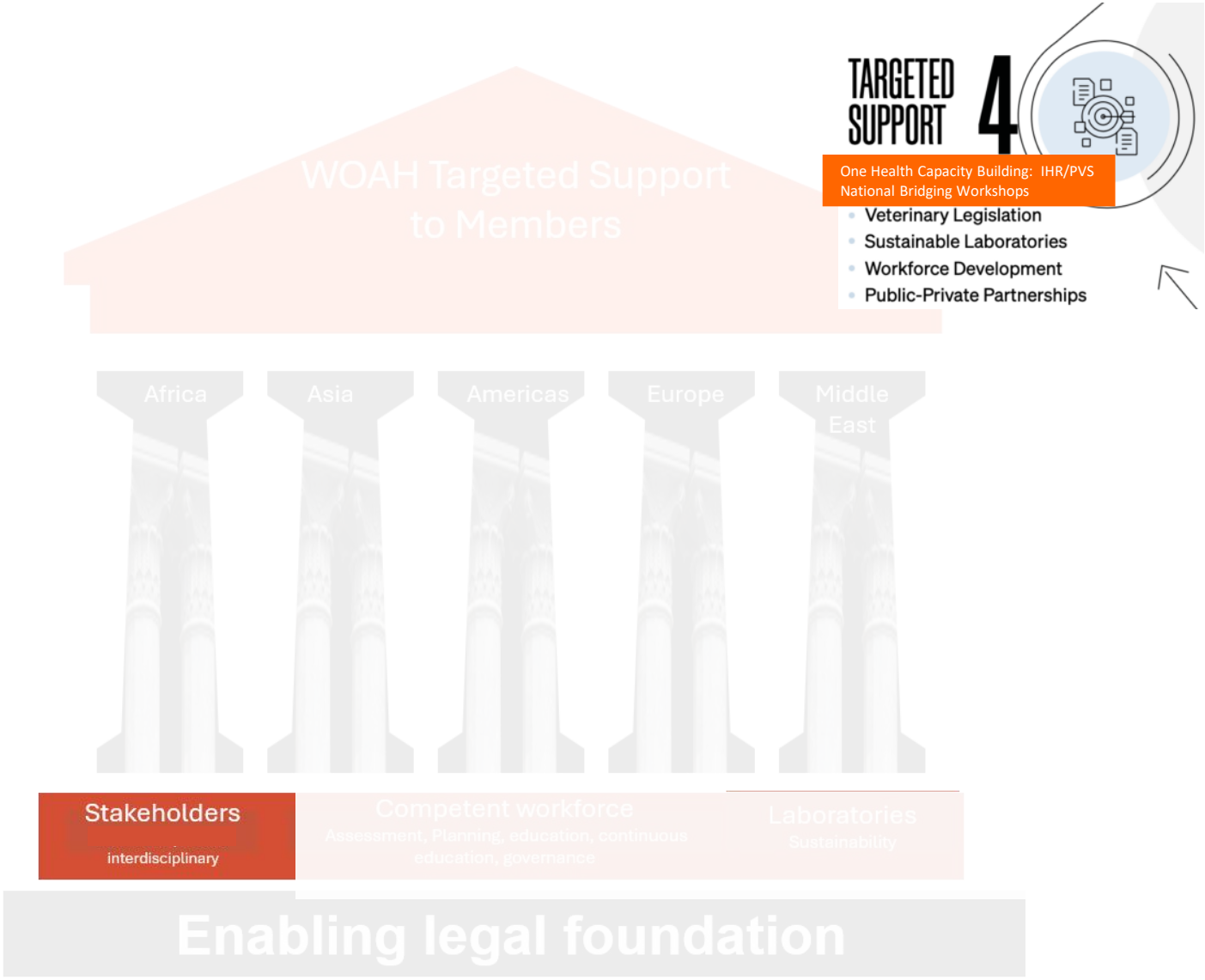
Public-Private Partnership Targeted Support



PPP Targeted Support to strengthen Veterinary Services through effective and efficient private sector engagement

- Flexible methodology to address the Members' needs
  - Terrestrial and aquatic Animal Health
  - Animal Welfare
  - Trade and many more area…
- Three-phase interventions – preparatory phase of 2 months followed by a PPP workshop and report submissions with recommendations
- Supported by various tools (institutional and individual capacity building) and guiding documents
  - PVS IS enabled with WOAH PPP Database
  - WOAH PPP Handbook
  - eLearning modules

One Health Capacity Building: IHR/PVS National Bridging Workshops

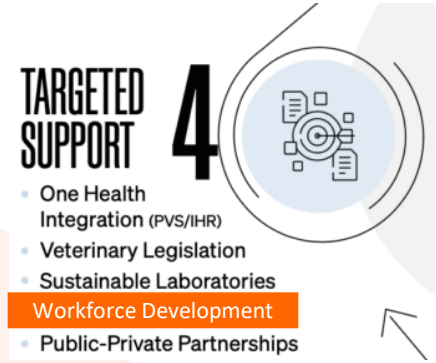


In partnership, WOAH, FAO and WHO conduct interactive IHR-PVS National Bridging Workshops (NBWs) targeting a truly operational One Health approach at the national level.

It brings together national stakeholders and decision makers from the animal health and the human health services from national, regional and local levels, as well as representatives of other relevant sectors (environment, wildlife, media, police, etc.).

Their aim is **to analyse and improve the collaboration between sectors** so that they can better tackle major health security risks at the animal−human-environment interface.

Workforce Development



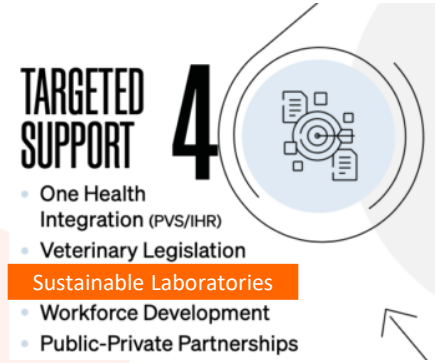
In Europe:

- Veterinary Education Twinning
  - Ukraine and France
  - Uzbekistan and USA
  - Kazakhstan and France
- VPP Curriculum support: Georgia
- National and subregional workforce development workshop
  - Armenia
  - Kazakhstan
  - Romania

WOAH supports its Members in assessing their workforce needs and in establishing appropriate regulatory, educational and training frameworks to prepare and deploy veterinary personnel across public and private sectors.

- Workforce planning and assessment (Regional and sub-regional workshops, National workshops, Veterinary workforce assessment tool (2026)
- Education and continuous education (Competency and curriculum guidelines for Vets, VPPs and CAHWs, VEE Twinning Programme, VPP competency and curriculum assessment and alignment programme)
- Governance (VSB Twinning Programme, VSB support (2026)

Sustainable Laboratories



<u>In Europe:</u>

- Armenia
- Kazakhstan
- Kyrgyzstan
- Uzbekistan

To develop the case for investment in sustainable national veterinary laboratory networks and build Members' ability to advocate for sufficient resources

Objectives

- to evaluate overarching requirements for sustainability
- to maintain operations at a targeted level and achieve business continuity
- to propose strategic recommendations based on current and future demand for laboratory services
- to ensure that the laboratory service needs can be met

Targeted Support to Members

Informed by PVS Evaluation and Gap Analysis, WOAH provides TARGETED SUPPORT to Members in transforming the identified gaps into strategic, high-impact investments

Can you enforce disease control, biosecurity, and safe trade with outdated laws?
The Veterinary Legislation Support Programme legal frameworks for alignment with **international standards** and effective **enforcement**, while addressing **current and future challenges.**



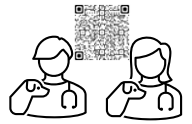
Are you fully leveraging private sector capacity, or leaving value untapped?
Public Private Partnership Targeted support enables structured PPPs to **unlock financing, innovation, and service delivery at scale**.



Are animal, human, and environmental health systems truly working together—or operating in silos?
IHR-PVS National Bridging Workshops align sectors to **prevent pandemics at the source** and strengthen cross-sector governance.



Do you have the right people, skills, and incentives to deliver national animal health goals?
Veterinary Workforce development programmes help countries build **fit-for-purpose human capital across public and private sectors.**



How reliable is your disease detection system when it matters most?
Sustainable Laboratory missions assess and guide investment in **diagnostic capacity, surveillance, and system sustainability**.



The CBTF: a map for lifelong learning

A structured way to organise learning around the competencies needed by Veterinary Services

Competency Package Terms of Reference: what are they for?

- Organises learning into Competency Packages
- Connects learning outcomes to WOAH standards and real work
- Supports coherent learning pathways instead of isolated courses
- Helps training providers, institutions and learners plan together



Competency Package Terms of Reference

Topic 1 International Trade Regulatory Framework	Describes the importance of safe trade in animals and animal products, the international legal framework for trade (including the role of WOAH standards), and the legal rights and obligations of trading countries, e.g. they are obliged to participate in WTO processes for the resolution of differences between trading partners.
Topic 2 Animal Health Status, Zoning and Compartmentalisation	Explains the relationship between policies and programmes for the prevention and control of animal diseases and international trade. This topic focuses on the importance for safe trade of disease surveillance, management, reporting (to WOAH) and transparency. It explains the significance of transboundary animal diseases (TADs) for international trade; how to obtain accurate information on animal health status; systems for disease surveillance and reporting to WOAH; the concept of distinct animal health status; and WOAH tools to enhance transparency in relation to animal health status. This Topic does not aim to address animal disease surveillance comprehensively, as this is addressed in a dedicated CP on animal health management.
Topic 3 Import and Export Measures and Controls	Presents the actions of VS / AAHS in relation to the practical implementation of trade policy, from both the import and export perspective. It covers the inspection and control of the movement of animals; WOAH recommendations on the operation of border inspection posts; actions to support compliance with veterinary certification, including harmonisation of national policies and programmes with international standards; and the negotiation of export market access from both the export and import perspective.
Topic 4 Veterinary Certification	Covers WOAH model veterinary certificates and recommendations on the implementation of veterinary certification; interpretation of common certificate conditions; assessment of the capability of VS / AAHS to issue veterinary certificates; the principles supporting effective certification; and the challenges and benefits of implementing electronic sanitary certification.
Topic 5 National Trade Framework	Discusses the national requirements that countries must meet to support safe international trade and considers the role of the veterinary Competent Authority in supporting safe trade. It also covers the development of national official assurance systems and the development of national priorities to inform a strategic trade agenda, which involves consulting with stakeholders in the public and private domain.
Topic 6 Management of Trade Non-Compliance	Identifies types of non-compliance and approaches to prevention and control, as well as administrative and criminal sanctions for non-compliance. Note: WTO mechanisms for resolving trade differences, including the raising of Specific Trade Concerns in the SPS Committee and the dispute settlement process are addressed in Topic 1.

Modules		Learning Outcomes
TOPIC 2. ANIMAL HEALTH STATUS, ZONING AND COMPARTMENTALISATION		
DAY 1		
Principles of animal health status, zoning and compartmentalisation	K	• Explain the implications of TADs and zoonoses for trade. • Describe disease • Explain concepts statuses. • Identify WOAH to status).
	S	• Locate and asses
DAY 2		
Definition and demonstration of disease freedom (country, zone, compartment)	K	• Explain how the V support the nego
	S	• Explain to stakeh the animal health safe trade. • Prepare documer zone or compartn
EXPERT		
No e-Learning modules. These competencies would be gained via work experience or blended training programmes/ workshops	C	• Obtain a distinct • Plan and impleme the animal health • Lead the process lead the problem- maintaining that
TOPIC 3. IMPORT AND EXPORT MEASUR		
DAY 1		
An introduction to import and export measures and controls	K	• Describe the over products. • Identify WOAH ar posts and the insp • Outline the proce international stan • Identify the risk fa of animals and th vaccination, and
Foundations of import risk analysis in international trade	K	• Define the role of • Describe hazard i the context of inte • Identify WOAH re defensible risk an

Modules		Learning Outcomes
TOPIC 1. INTERNATIONAL TRADE REGULATORY FRAMEWORK		
DAY 1		
Introduction to international trade in animals and animal products	K	• Understand the importance of safe trade of animals and animal products in accordance with the international regulatory framework. • Understand and define the overall process for engaging in international trade of live animals and animal products, i.e., before, during and after import or export of animals and animal products.
	S	• Understand the roles and responsibilities of the importing country and describe the activities to be conducted before, during and after importation of animals and animal products. • Understand the roles and responsibilities of the exporting country and describe the activities to be conducted before, during and after exporting animals and animal products. • Identify the enabling factors to build trust between importing and exporting countries throughout the whole trade process.
DAY 2 **Pre-requisite: WTO eModules on the WTO Agreements**		
Application of the international trade regulatory framework	K	• Explain the role of WOAH international standards in the context of the SPS Agreement, including the key principles of risk assessment, harmonisation, regionalisation (zoning, compartmentalisation), equivalence and transparency. • Describe the rights and obligations of importing and exporting countries in the context of the WTO SPS Agreement and WOAH standards.
	S	• Explain the International Trade Regulatory Framework, with a focus on the WTO SPS Agreement and WOAH standards. • Name the key principles in the WTO SPS Agreement that are relevant to the role of the VS / AAHS in the development and implementation of sanitary measures for international trade in animals and animal products.
EXPERT **Pre-requisite: WTO training on the dispute settlement framework**		
No e-Learning modules. These competencies would be gained via work experience or blended training programmes/ workshops	C	• Represent the national VS in the WOAH standard-setting process. • Provide technical expertise to other government agencies to support the resolution of trade differences through the WTO SPS Committee (Specific Trade Concerns) and the formal dispute settlement process.

The learning outcomes include knowledge (K), skills (S) and competencies (C)

What are WOAH eModules?

Online modules designed to make standards practical, accessible and scalable.

Self-paced

Use independently, at a time and pace that fits the learner.

Blended

Combine online learning with workshops, coaching or field practice.

National plans

Integrate modules into institutional or national Veterinary Services training.

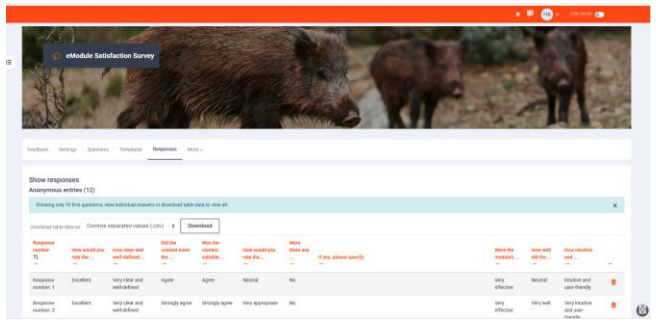
Interactive and Engaging

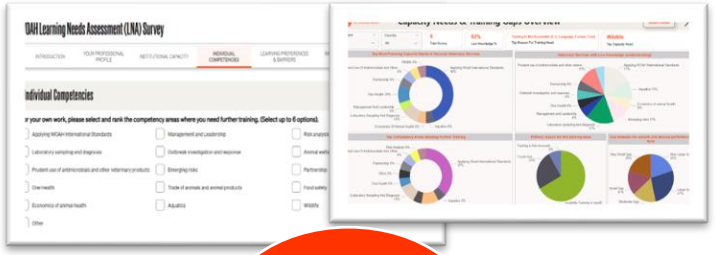
- Videos
- Podcasts
- Case studies
- Quizzes
- Final assessment

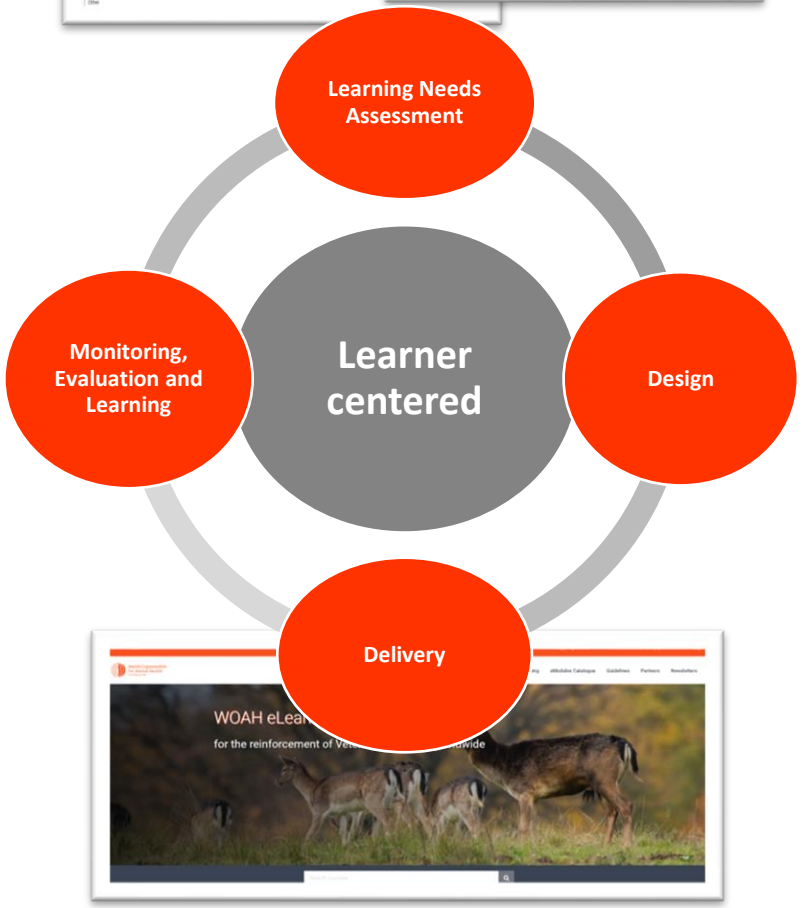
The format is flexible; the purpose is application.



Training Cycle



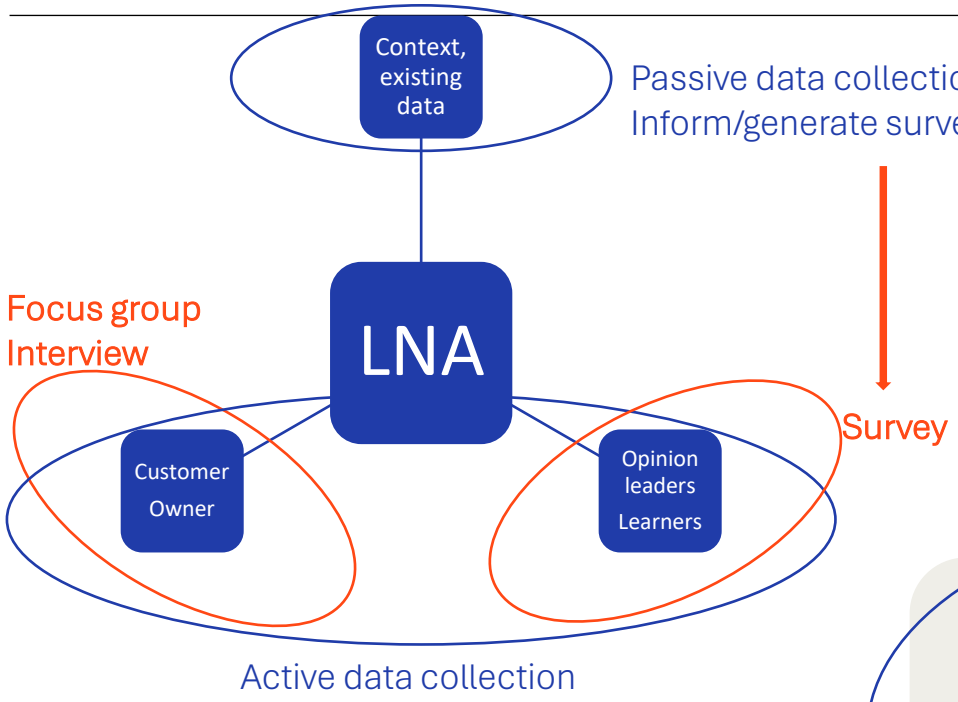




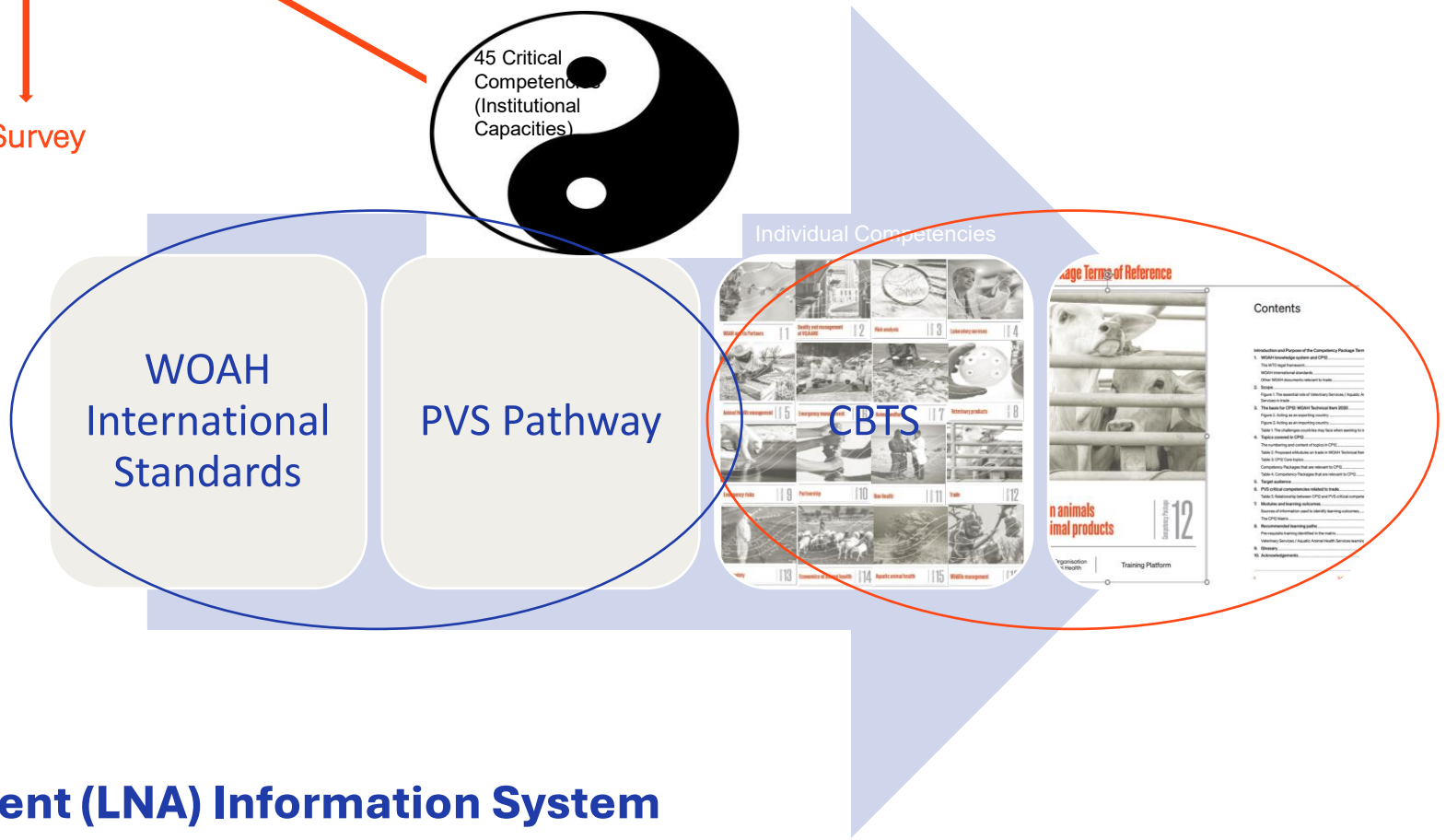


The measure of success is not completion alone — it is better practice and stronger Veterinary Services

LNA methodology and leveraging the PVSIS



WHAT WE CAN FIND IN PVS IS AND LLM

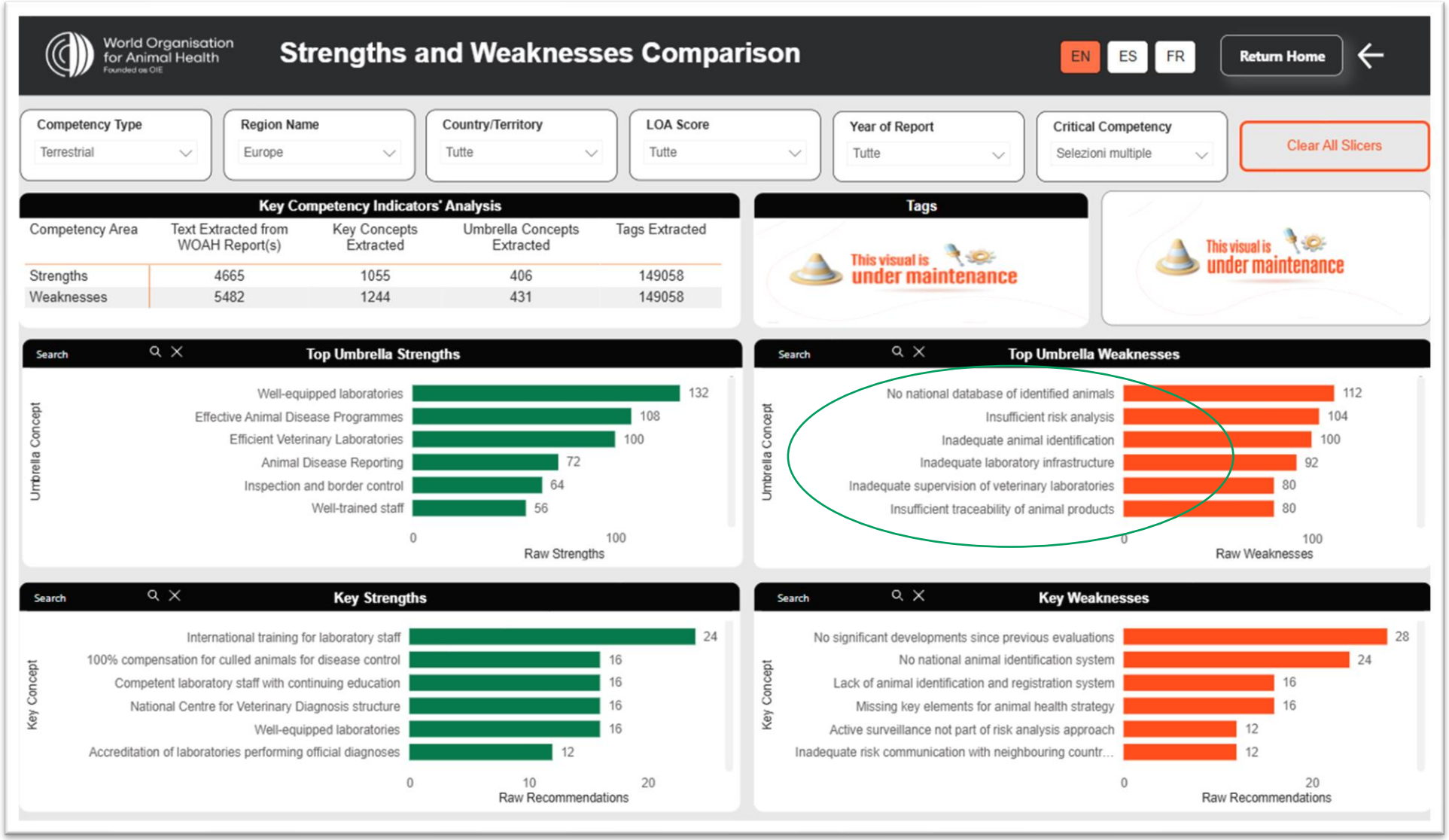


WOAH Learning Needs Assessment (LNA) Information System

A context analysis

What we can understand from PVS IS on CCs impacting on disease prevention and control capacities, mainly Fundamental Component 2 – Technical Authority and Capability.

Data relate to the European Region. Extracted in September 2026



GF-TAD's Recommendations : PVS Pathway Mapping

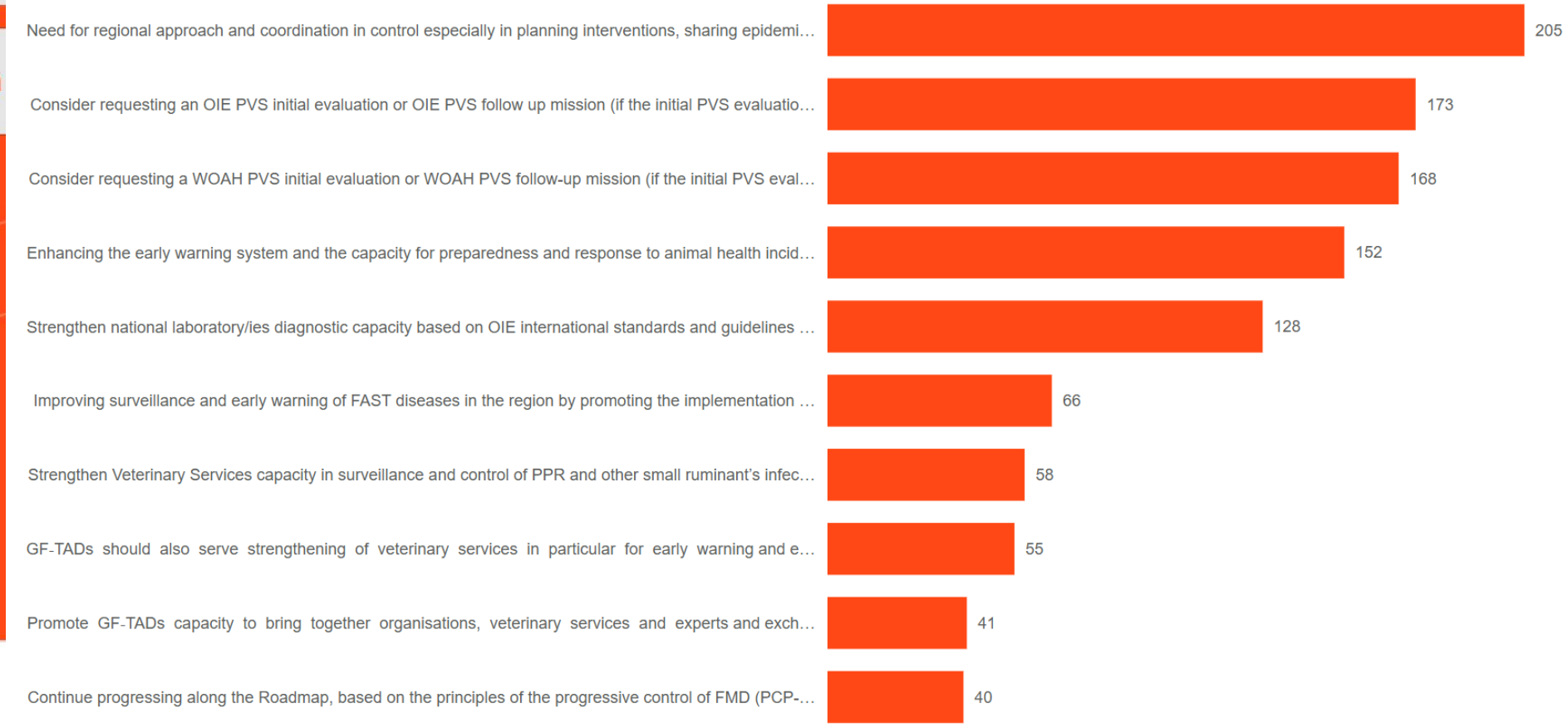
GF TAD Overview

Detailed Breakdown

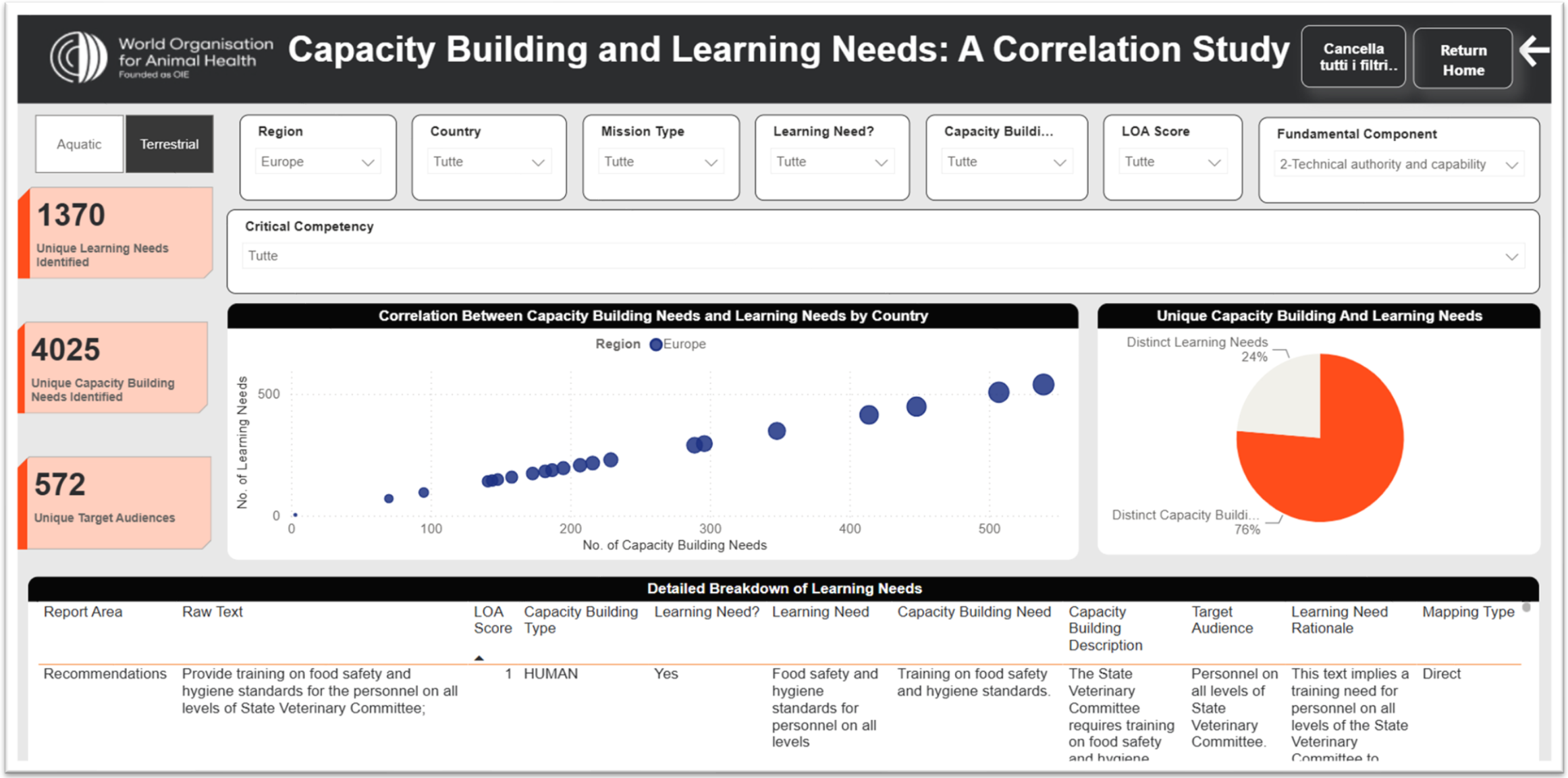
Overview

This dashboard showcases how 28,900+ PVS recommendations align with GF-TAD's recommendations. Connecting regional disease priorities to veterinary services capacity building across all regions.

Data Confidentiality



Increasing capturing of capacity building needs



Report Area	Raw Text	LOA Score	Capacity Building Type	Learning Need?	Learning Need	Capacity Building Need	Capacity Building Description	Target Audience	Learning Need Rationale	Mapping Type
Recommendations	Provide training on food safety and hygiene standards for the personnel on all levels of State Veterinary Committee;	1	HUMAN	Yes	Food safety and hygiene standards for personnel on all levels	Training on food safety and hygiene standards.	The State Veterinary Committee requires training on food safety and hygiene	Personnel on all levels of State Veterinary Committee.	This text implies a training need for personnel on all levels of the State Veterinary Committee to	Direct

World Organisation for Animal Health
Founded as OIE

Learning Needs Explorer

Cancella tutti i filt...

Return Home

Aquatic | Terrestrial

Region: Europe

Country: Tutte

Mission Type: Tutte

Year: Tutte

Report Area: Tutte

Learning Need?: Tutte

Mapping Type: Tutte

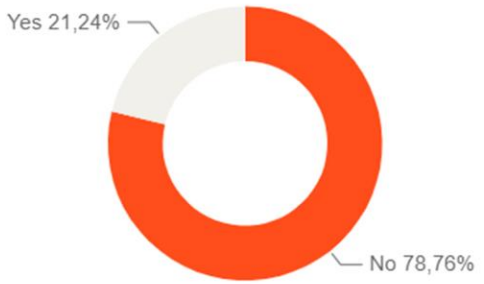
Critical Competency: Tutte

11327
Total Records Analysed

2406
Total Records containing a Learning Need

21%
% of data that has a Learning need mentioned

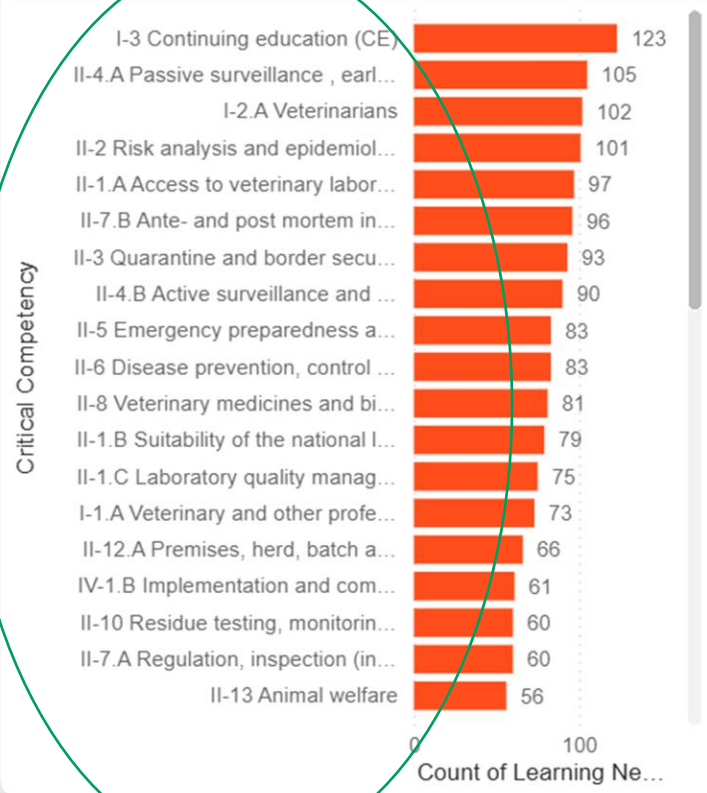
Classification of Learning Need Distribution



Distinct Learning Needs by LOA Score



Critical Competencies that have the most Learning Needs



Detailed Breakdown of Learning Needs

report_area	Raw Text	Learning Need	Learning Need Description	Target Audience	Rationale	Mapping Type
Weaknesses	WTO membership of Tajikistan is having a positive impact on Tajikistan's trade and its VS with the introduction of a One Window system and IBM strategy at the borders. The	Yes	Computerization and use of IT in veterinary services	Veterinarians, Lab Technicians, Inspectors, Managers	The text implies that there is a need for training on computerization and use of IT in veterinary services. This is a critical gap as it can significantly improve the efficiency and effectiveness of veterinary services.	Indirect

Aquatic | Terrestrial

14 Critical Competencies

4 Mapped Competency Packages

18 Mapped E-Learning Modules

PVS Critical Competency	Mapped Competency Package	Mapped E-Learning Module
☑ II-1.A Veterinary laboratory diagnosis - Access to veterinary labor…	Competency Packages	E-Learning Module
☑ II-1.B Veterinary laboratory diagnosis - Suitability of the national l…	Animal health management	Animal health surveillance and partnership
☑ II-1.C Veterinary laboratory diagnosis - Laboratory quality manag…	Emergency management	Definition and demonstration of disease freedom
☐ II-10 Residue testing, monitoring and management	Quality and management of Veterinary Services	Emergency and Disaster Planning
☑ II-11 Animal feed safety	Trades of animal and animal products	Emergency and Disaster Response
☑ II-12.A Identification, traceability and movement control - Premise..		International trade regulatory framework
☑ II-12.B Identification, traceability and movement control - Product..		Introduction to emergency and disaster management
☐ II-13 Animal welfare		Killing of Reptiles for Skins, Meat, and Other Products
☑ II-2 Risk analysis and epidemiology		Leadership in Veterinary Services: advanced level module
☑ II-3 Quarantine and border security		Outbreak investigation and management (for veterinarians at central government)
☑ II-4.A Surveillance and early detection - Passive surveillance, earl..		Outbreak investigation and response management (for field veterinarians)
☑ II-4.B Surveillance and early detection - Active surveillance and …		Outbreak investigation and response management (for veterinary paraprofessionals)
☑ II-5 Emergency preparedness and response		Prevention and control of diseases of aquatic animals
☑ II-6 Disease prevention, control and eradication		Principles of animal health status and regionalisation
☑ II-7.A Animal production food safety - Regulation, inspection, auth…		Selection and implementation of sanitary measures at export and import
☑ II-7.B Animal production food safety - Ante- and post mortem insp…		Stewardship on AMR in aquatic animals
☐ II-8 Veterinary medicines and biologicals		Stewardship on AMR in terrestrial animals
		Wildlife health along the wildlife trade value chain

Let’s practice

SIMULATION OF LEARNING NEED ASSESSMENT SURVEY FOCUSED ON PREVENTION AND CONTROL

WOAH CAPACITY BUILDING SYSTEM



Embedded in 8° Strategic Plan



Connects institutions and individuals, contributes to generate trust and engage stakeholders



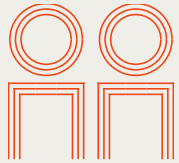
Focused on customised solutions for Members' needs



Provide data in support of global frameworks, strategies, programmes

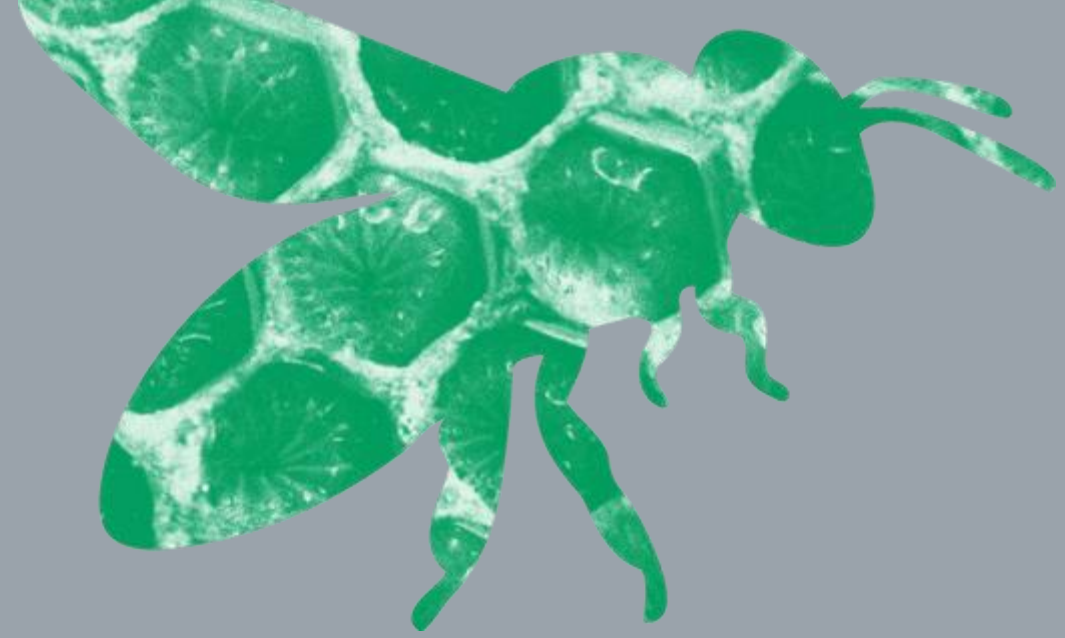


Data and evidence based, works as MEL framework and offers targeted support to strengthen competencies and performance



Develops indicators that generate essential data and information for strategic planning and resource mobilisation

PVS evaluation → shared evidence → targeted capacity building → stronger Veterinary Services





Thank you for your attention. Ask more at

pvs@woah.org and training@woah.org

World Organisation for Animal Health
Organisation mondiale de la santé animale
Organización Mundial de Sanidad Animal