

Financing the strengthening of Veterinary Services: Leadership to convince decision-makers

LEADERSHIP in VETERINARY SERVICES Training Course
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The AIUla projet

A major project that contributes to the transformation of the Kingdom

At the center of the Vision 2030 plan initiated by the Saudi government to modernize the country and diversify its economy, AIUla is part of a series of extraordinary projects (Neom, Al-Qiddiya, Red Sea Project, etc.) that aim to develop the kingdom's cultural and tourist offer.



A Vibrant Society



A Thriving Economy



An Ambitious Nation

The AIUla project provides for the creation of an archaeological, cultural and tourist complex, with the appearance of a living open-air museum. A major investment that aims to make AIUla the cultural capital of the kingdom.





The AlUla project

Sustainable development as a keystone

Thanks to the most advanced knowledge and techniques, AlUla aspires to become a **reference project in terms of sustainable development**.

- **Restoration, preservation and valorization of the natural heritage** (landscapes, oasis, vegetation, fauna) by limiting urban sprawl and the impact of human activities on living organisms and geological elements.
- **Restoration, protection and enhancement of cultural heritage** through reasoned management plans.
- **Sustainable management of resources and infrastructures** (water, energy, waste, mobility).
- **Inclusion of the local population** through the establishment of a training system and in the socio-economic development of the territory.



THE PROJECT

SUPPORTS THE KINGDOM OF SAUDI ARABIA IN THE TRANSFORMATION OF THE ALULA REGION INTO A WORLDWIDE CULTURAL AND TOURISTIC DESTINATION.

AlUla Core area

- 123.2 km² of area
- 55,074 inhabitants
- 12,417 household units
- 13 settlements

(AlUla City, Al Atheeb, Moghairaa, Abo Zaraeb, Al Hijr, Therba, Qaraqur, Shala, Al Shera'eba, Qaa Alhaaj, Al Melsen, Om Tolaiha, Al Manqaa)

- 1 international airport

AlUla County

- 22,700 km² of area
- 64,300 inhabitants
- 51 settlements



What are we
trying to
overcome ?

Despite great efforts to highlight the importance of livestock and animal health worldwide...

- 40% of the World agricultural GDP
- World Production and Consumption of meat and milk will double between 2000 and 2050;
- 18% of the World Population depends on livestock to make a living;
- 800 million undernourished could benefit from proteins and micronutrients from food of animal origin;
- 60% of all human infectious diseases are zoonotic, and 75% jump species (FAO website)
- AMR could cut from 2 to 4% of the global annual GDP by 2050...



The financing of the VS services remains one of the forgotten child (outside of sanitary crisis)

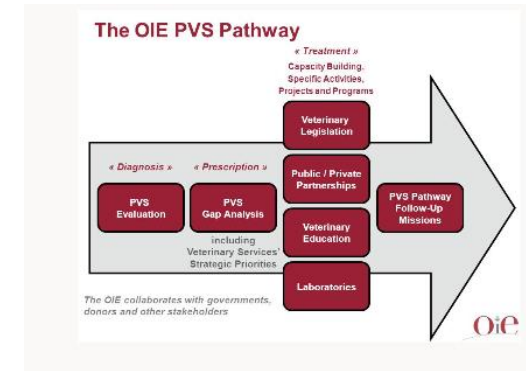


And yet, a lot has been done !

Conferences

Publications

Tools



Studies & Research

Communication

Skills strengthening

Position paper: Improving governance for effective Veterinary Services in developing countries – a priority for donor funding

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Lack of Leadership skills ?

But... What is leadership ?

??

- It is not...
- It is not...
- It is not...
(seniority, position, hierarchy, titles, management...)



Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal (Kevin Kruse for Forbes)

And leadership for who ?

Your **own team** within the Veterinary Services (Quarantine, Import/Export, Animal Health Division, Epidemiology and Diseases surveillance, Laboratory, etc.)

Peer teams (animal production division, crops division, environment and pollution, water management, budget and planning, communication)

Decision-makers...

Your boss(es) – Manager, Director, Chief...

The Ministry of Economics and Finance

Other Ministries (Env., Water, Planning)

Donors and Financing Institutions

“Vietnam Food Safety Risks Management: Challenges and Opportunities”, *World Bank 2017*

Knowledge and “Know-how” are the foundations of credibility in front of other backgrounds (economists, planners, Managers...)

Leaders must cultivate and deepen it (continuous training)

Bringing our network of experts to back us up

Always be in a “learning mode” – lessons from real **experience are compelling and inspiring for others with a different background – concrete examples of successes and failures – why it worked and why it did not**

Technical Background must remain the backbone of Veterinary Professionals’ leadership skills...



But do we speak
the same
language ?

“Regional Disease Surveillance Systems Enhancement (REDISSE) Project” - *World Bank*

- Needed to convince WB Economists, WB Human Health Experts, Ministers of Finance, Ministers of Health, etc.
- Financing Veterinary Services comes as a competition to other priorities...
- **Capacity to put yourself in others' shoes... What do counterparts think ? what are their priorities ? What are their interests (including their... vested interests !)**

Examples: (i) PVS Pathway – did not necessarily speak to decision-makers and project managers; (ii) wandering/feral dogs and rabies (touristic island)

- **Exit your comfort zone... Take opportunities to work outside of pure vet services and understand others' perspectives**

“Inspire People... And get inspired”

Convincing non-veterinary professionals about investing in strengthening VS: responding to WHY question

- Answering the financial and economic question: conducting analytical work that demonstrate at the national and local level the medium and long-term return on investments;
- Demonstrating that livestock diseases, food safety, AMR affect more strongly the most vulnerable – so inclusiveness of an approach that strengthen veterinary services and systems (political argument)
- Linking the strengthening of VS with other key cross-cutting issues: environment and Climate Change, equity (including gender), food security and affordability, etc.





And are we
always willing to
fully collaborate ?

“Regional Sahel Pastoralism Support Project (PRAPS) and Regional Pastoral Livelihoods Resilience Project (RPLRP)” -
World Bank

- **Empower others: they must be as convinced as you are - common analysis of the situation: joint field missions: as veterinary professionals, we know the on-the-ground situation, but do others ?**

Personal experience: field mission in Mongolia with Directors and Managers.

- **Vet professionals understand connections (droughts / resilience of pastoralists / livestock diseases / transboundary dimensions of contagious diseases) but what about other professionals ?**

“Share Vision”

“Regional Sahel Pastoralism Support Project (PRAPS) and Regional Pastoral Livelihoods Resilience Project (RPLRP)” - *World Bank*

And are we always willing to fully collaborate ?

- Partnerships (CILSS / IGAD – Governments - WB/EU/IFAD – FAO/CIRAD/ILRI – *Non-Governmental Organizations*)
- Involve and integrate others’ inputs (they might enrich your vision and actions, and again – they might have their own agenda: compromise – consensus – choose your battles)
- Share info – consult

“Empower people”



Convincing non-veterinary professionals about investing in strengthening VS : responding to HOW question

- Use of Standards, guidelines and tools (One Health toolkit, PVS Pathway) ;
- Balancing “Quick wins”(or “must-wins” – decision-makers must see and communicate on concrete results) e.g. vaccination campaigns or infra (laboratories) and longer-term actions (training & capacity building – Surveillance systems)
- Training and capacity building: on-farm biosecurity,
- Investing in R&D to continue strengthening the knowledge and evidence-base towards VS, animal health, One Health, Food Safety, AMR, etc.: data collection, analysis and management; sustainable livestock agri-food systems
- Working on communication with experts – Risk assessment and what message to deliver ? (inc. reputational risk for the politicians: ex. In a touristic island: risk of rabies introduction vs beaches infested with parasites ?)
- Strengthening the VS should not only be about “technical” strengthening (epidemiology, surveillance, laboratories, etc.), but also strengthening capacity of Institutions in charge of providing veterinary services, in projects’ implementation and management (administrative staff on financial management, procurement, legal, etc.) – (important point added after the excellent discussion with participants)



As veterinary professionals, is communication in our skills and DNA ?

Leadership and communication



Multiple audience (within our team, between peer teams, with Management, broad public, decision-makers) and even more channels (direct interactions, social networks, meetings and conferences, media, publications)

WB and countries experience during H5N1 Influenza program (2004 to 2009)

Thanks very
much