



## Progressive Control Practitioners' Network Stakeholders



**Welcome! We will begin at 11.00 CEST**

Before the webinar begins, you can check that your sound is working by selecting 'Meeting' and 'Audio Setup Wizard' and following the on-screen instructions. You don't need to set up a microphone.



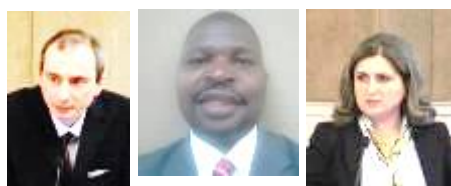
If you have any problems, please use the CHAT BOX to ask for our help. You can also say hello to your fellow participants using the same chat.





# PCPractitioners' Network

eofmd  
european commission for the  
control of foot-and-mouth disease



Month 01 – Feb 2017

What good are NSP sero-surveys for?



Month 02 – April 2017

Is outbreak investigation more than taking samples?

Month 03 – Sept 2017

How to assess the socio-economic impact of FMD?



Month 04 – Nov 2017

How to identify risk hotspots?



Month 05 – March 2018

What is a structured approach to investigating apparent vaccine failure?

Month 06 – May 2018

Stakeholders  
Who are they?  
When to consult?  
How to engage?





# What can you expect this month on Stakeholders?

During this month, we focus on three aspects to stakeholder involvement:

- Identification
- Mapping
- Engaging

Progressive FMD control requires an enabling environment

**Enabling the environment (often) requires managing change**

Managing change starts with understanding your current situation

## Webinars and presentations

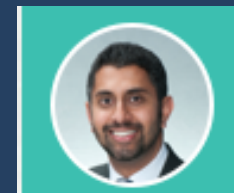
Two webinars and multiple presentations with invited experts

## Discussion forum

- Your questions on the presentations
- Your considerations on the publications and studies

## Emperical experts

- Benson Ameda
- Jim Young
- Mahesh Chander
- DCA-VET
- Isabelle Dieuzy-Labaye
- Koen Mintiens
- You?



## Resource and Knowledge Bank

- Publications
- Key definitions
- Manuals

## Examples of

Understanding livestock owners' knowledge, attitude and behaviour  
Public-private partnerships on animal disease control and surveillance

## A new tool/job-aid/

Mapping stakeholders  
Contribution and engagement of stakeholders  
Organizational change – multistakeholder process



| Date   | Mode                    | Description  | Credit points  |
|--------|-------------------------|--|----------------|
| 17 May | webinar                 | Introduction to Stakeholders<br><b>Benson Ameda</b> – President of Veterinary Para-professionals in Africa <ul style="list-style-type: none"><li>• Role of Veterinary Para-professionals in organized disease control</li></ul> <b>Jim Young</b> – Veterinary epidemiologist <ul style="list-style-type: none"><li>• Farmers' perception on biosecurity and vaccination in Southeast Asia</li></ul>  | Questions      |
| 24 May | Tools                   | Mapping and engaging stakeholders  | Do it yourself |
| 31 May | Presentations available | See for yourself<br><b>Manesh Chander</b> - Principal Scientist & Head, Division of Extension Education and Joint Director at Indian Veterinary Research Institute, Izatnagar, India<br><b>Raymond Briscoe</b> – Executive Director Dutch Committee for Afghanistan <ul style="list-style-type: none"><li>• Sanitary mandate certificate scheme: para-veterinarians contracted to provide preventive services and conduct surveillance</li></ul>   | Questions      |
| 7 June | Webinar                 | Reviewing previous assignments and presentations<br><b>Isabelle Francoise Dieuzy Labaye</b> – Senior advisor OIE – Paris <ul style="list-style-type: none"><li>• Results Public-private-partnerships (PPP) with Veterinary Services across the world</li></ul> <b>Koen Mintiens</b> – Consultant and previously chairman of the Belgium Farmers' Cooperation <ul style="list-style-type: none"><li>• Respecting roles and responsibilities in PPPs – How the Belgium livestock farmers established the BVD disease control plan?</li></ul> | Questions      |



We hope that at the end of this month you are able to:

1. Identify relevant stakeholders for progressive FMD control in your country
2. Consult with stakeholders in time to promote progressive control of FMD
3. Engage with most relevant stakeholders appropriately



The underlying aim is **to manage change**

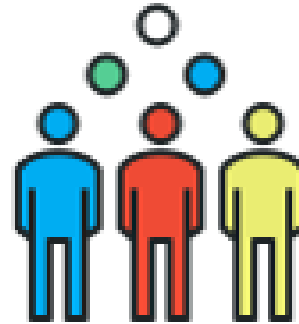




## Today's webinar

### What are stakeholders?

- Identification
- Mapping
- Engaging



### Stakeholders involvement in progressive FMD control

#### Benson Adema – President AVTA

- Role of veterinary para-professionals in Africa



#### James Young – Honorary associate

- Change management framework for improving farmer biosecurity





# Introduction







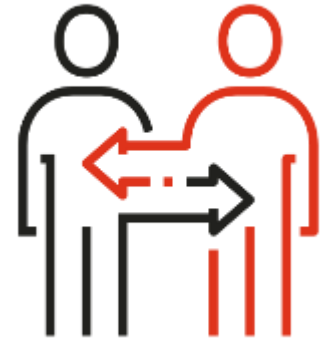
## Stakeholders definition

- 'any group or individual who can affect or is affected by the achievement of the organization's objectives' (1984: 46).

Source: Stakeholder | Definition - What is a stakeholder? <https://www.stakeholdermap.com/stakeholder-definition.html>

- 'People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization' (Eden and Ackermann 1998: 117).

Source: Stakeholder | Definition - What is a stakeholder? <https://www.stakeholdermap.com/stakeholder-definition.html>







## Stakeholders relevant to FMD control

- Groups within or outside of Veterinary Services with a **vested interest** in the performance of a FMD-control programme
- People that are affected, directly or indirectly by the scope of a new FMD control strategy and/or **who can influence the success or failure** of a new approach to FMD control





## Of the following groups of people, who do you think are stakeholders to progressive FMD control in your country?

1. Livestock owners
2. Village chief/local authority
3. Live animal market managers
4. Money lenders
5. Inseminators
6. Traders and dealers
7. Ministry of Agriculture
8. Export companies
9. Dairy development board
10. Abattoir personnel
11. Private veterinarians
12. Bank directors or managers
13. International organizations like FAO, OIE, ADB, IFAD, EU, USAID
14. Retailers selling meat and dairy products
15. Your neighbours
16. All of the above, with a question mark for number 15





## Who “owns” FMD control?

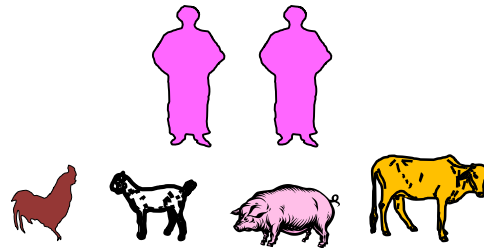
- If the Veterinary Authority has the mandate to improve FMD control progressively, does it mean the Veterinary Services is going to tell other stakeholders what they are expected to contribute?





## Traditional approach...

“We are the Veterinary Service and  
our job is to control disease”



... or other such “**commodity-focused**”  
mandates e.g. “increase productivity”;  
“promote exports” ....



## An alternative approach.....





What is it that you see?



1. A young lady
2. An old woman



Keeping in mind that there will be different interpretations



## Identification of stakeholders

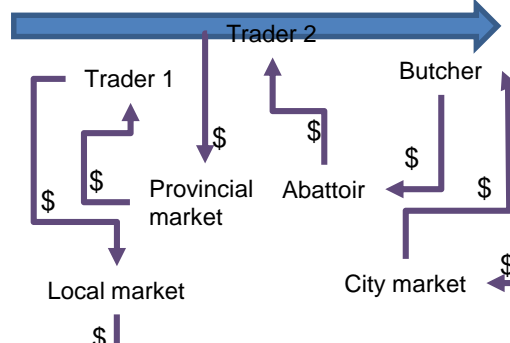
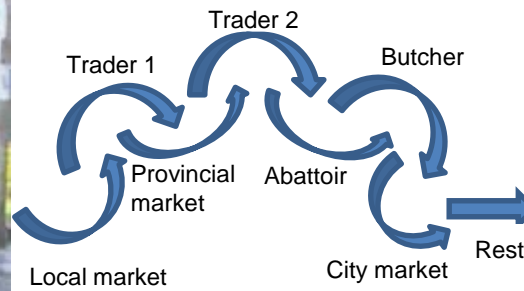




# Principle of value chain



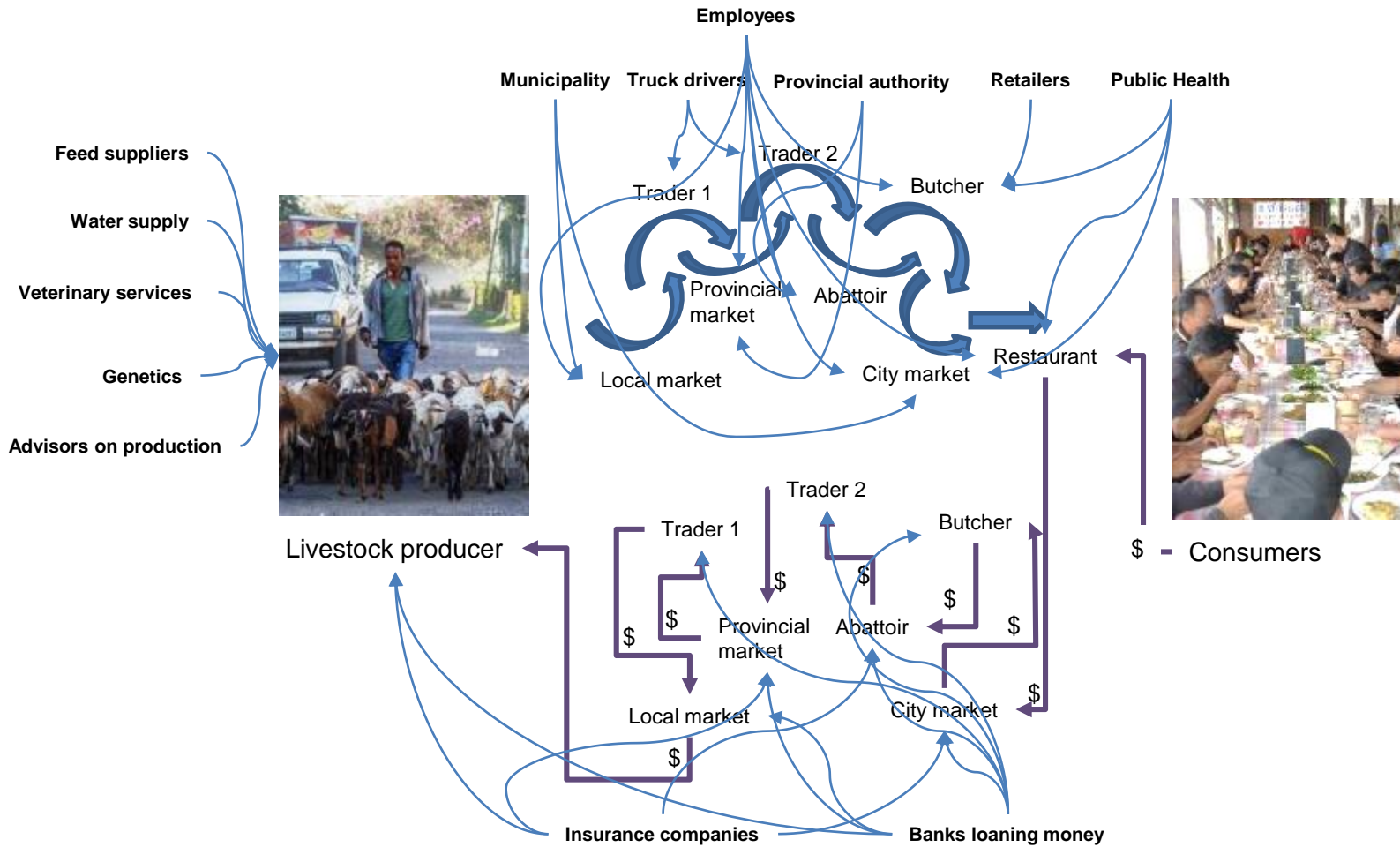
Livestock producer



Consumers

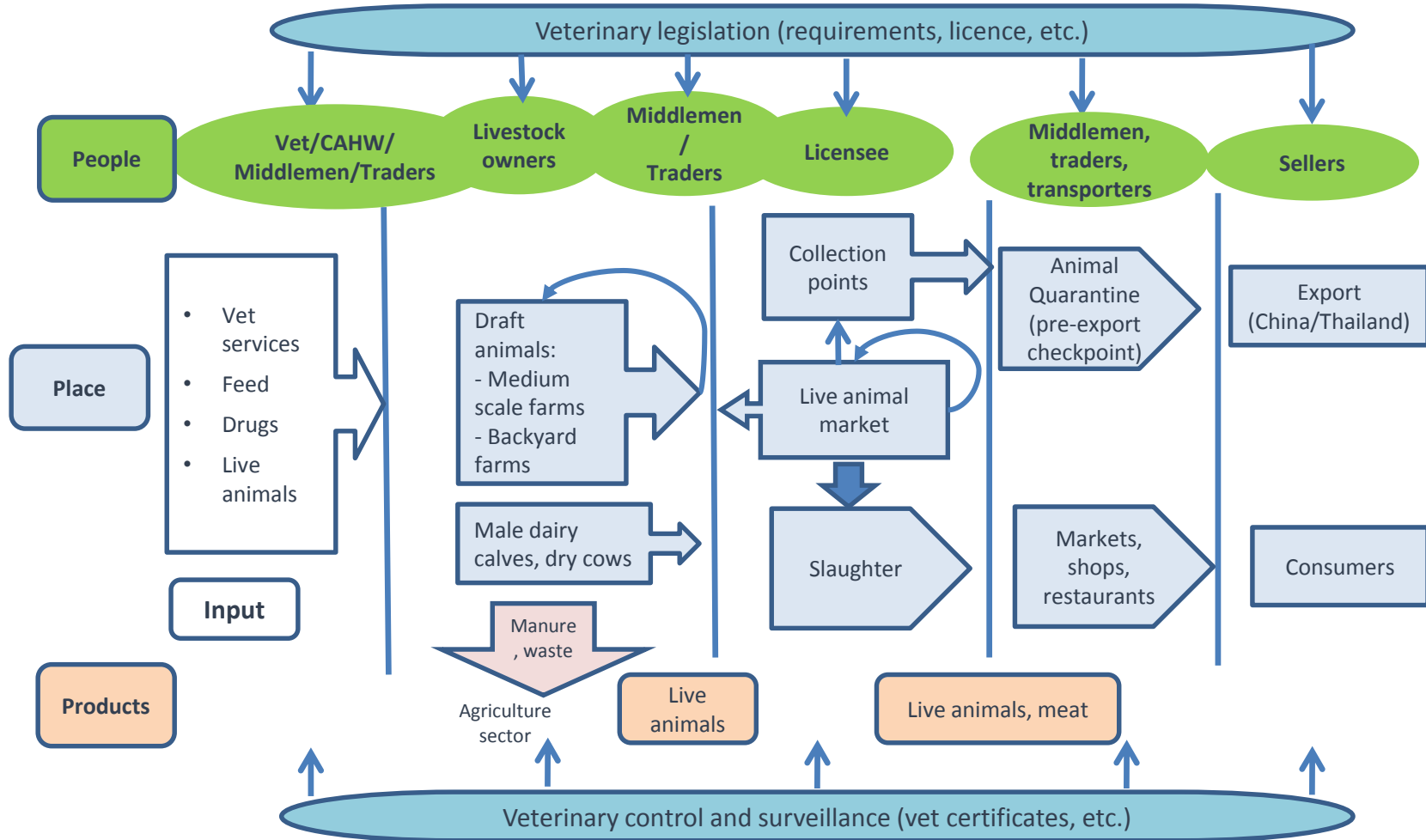


# Supporting services



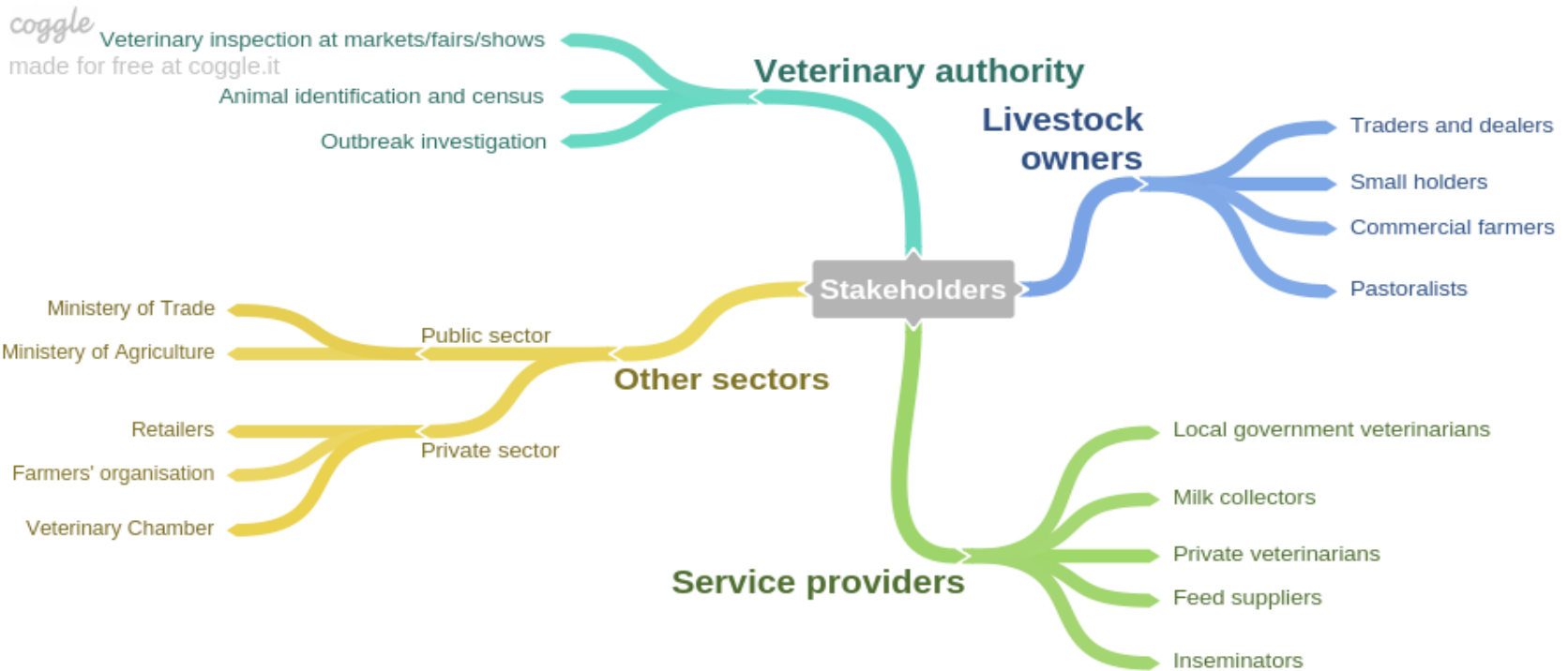


## Beef/draft cattle value chain map





# Example of a mindmap





## Example of a brainstorm





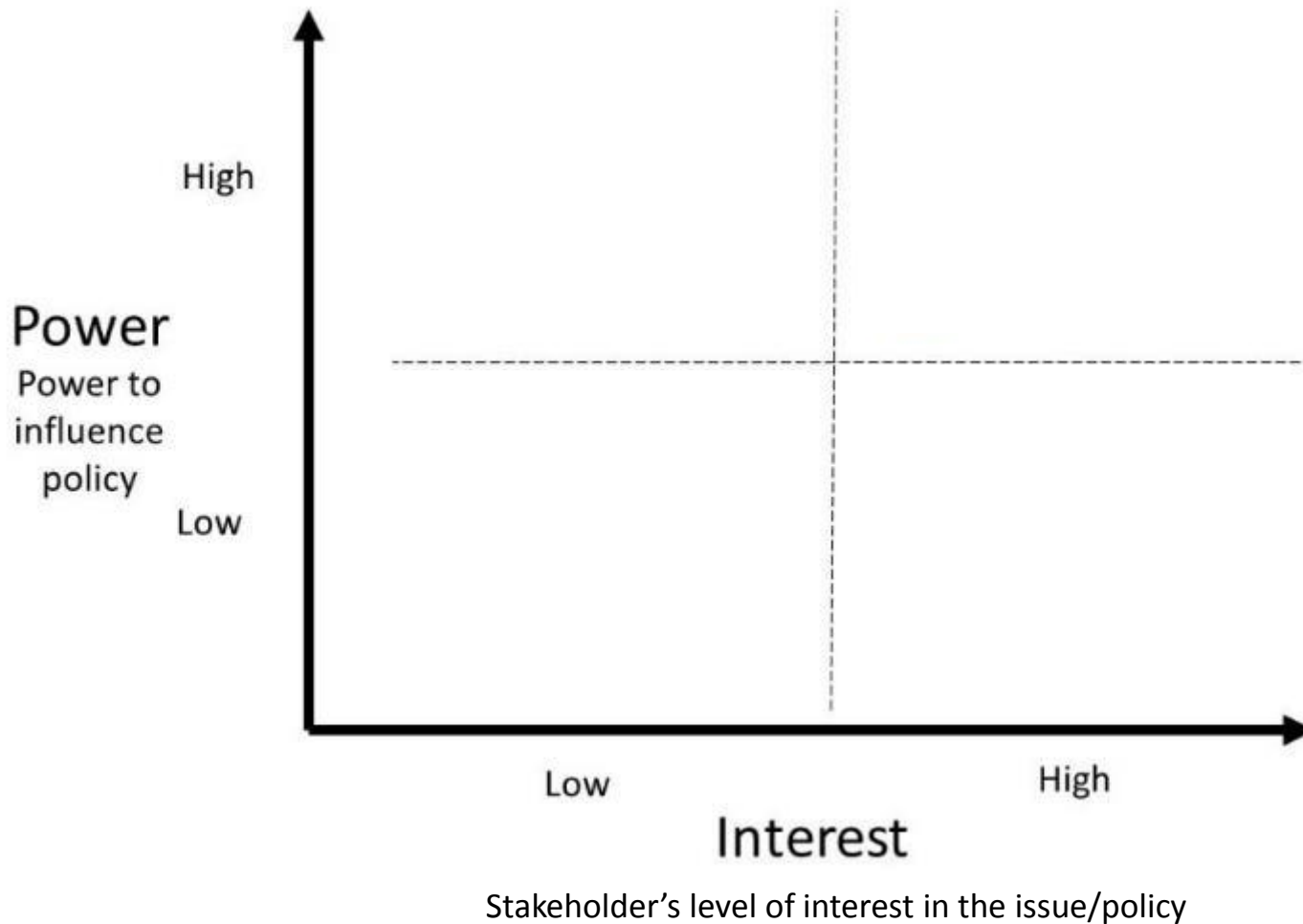
## Mapping stakeholders





## Mapping of stakeholders

Can you map the stakeholders you identified and analysed earlier on, according to their perceived interest and power?

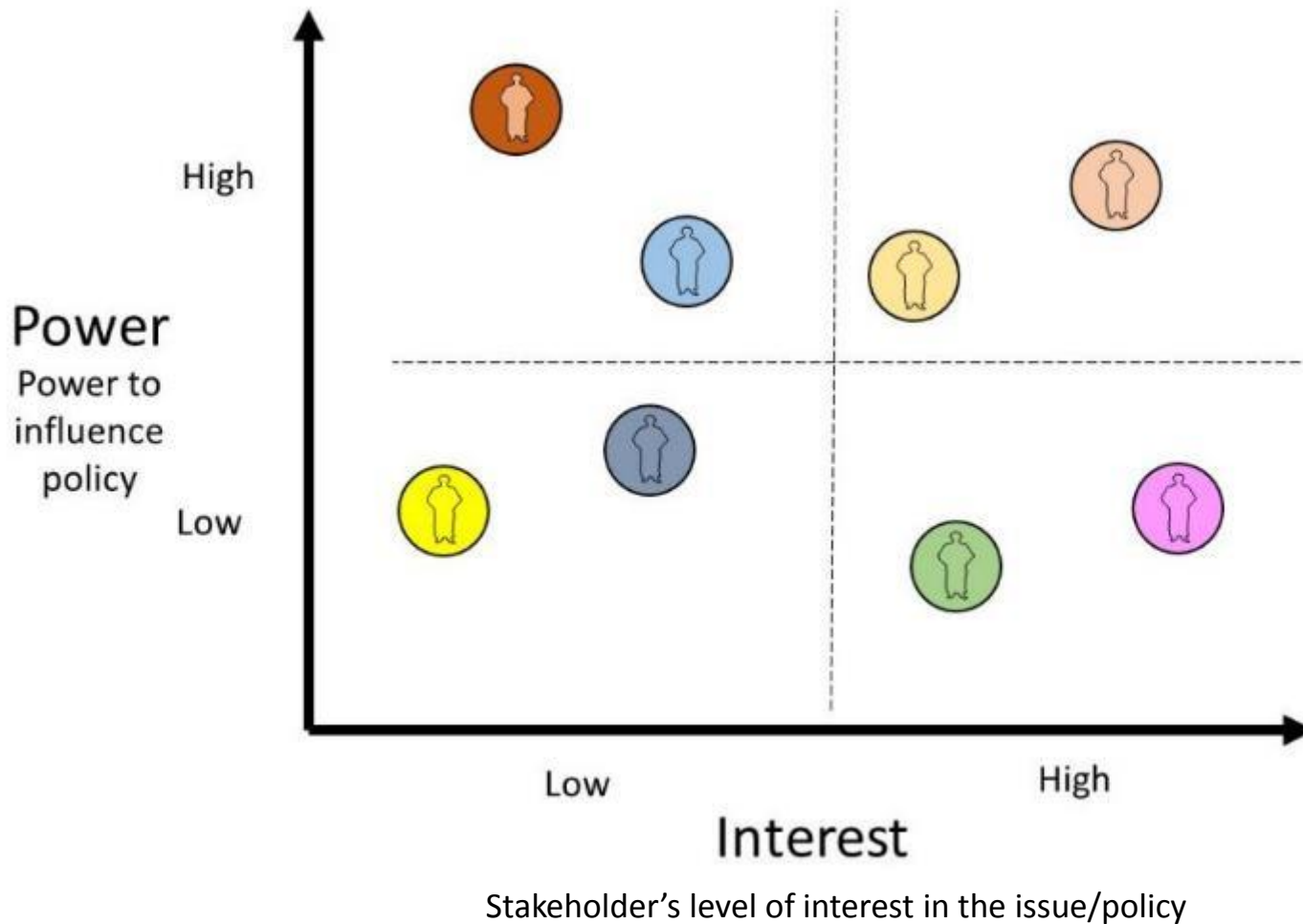






## Mapping of stakeholders

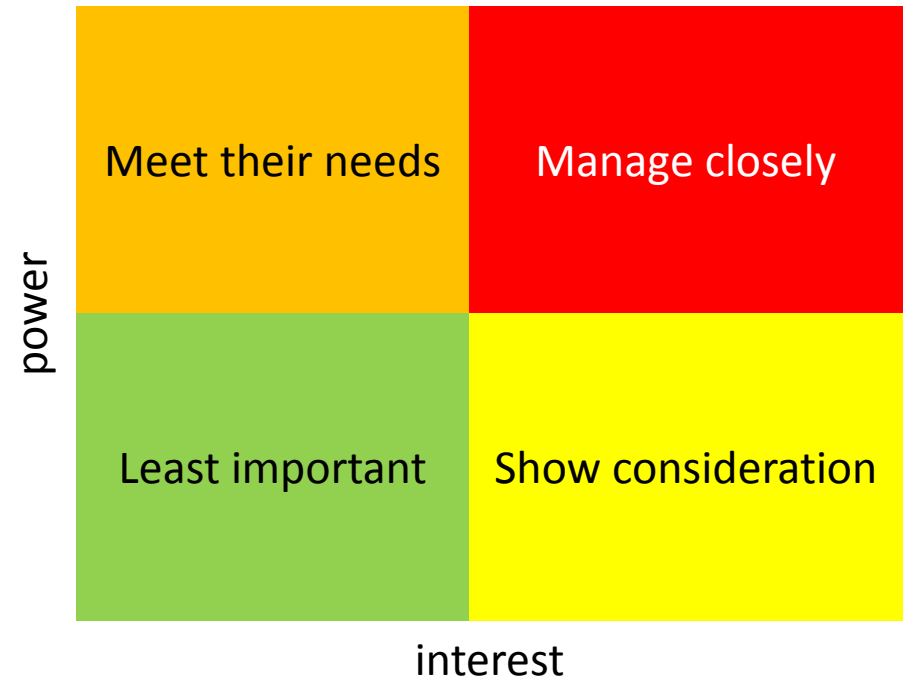
Can you map the stakeholders you identified and analysed earlier on, according to their perceived interest and power?





# Stakeholder map

- Stakeholders with a high level of power and interest in FMD control, need to be managed closely
- Other stakeholders may need to be kept satisfied, such as through regular updates on RBSP development, and the ability to respond to their issues/concerns as they arise
- Stakeholders with little power or interest do not require much time/effort to be spent on them





# Engagement with stakeholders








## Stakeholder engagement

- A broader, more inclusive, and continuous process between a *company* and *those potentially impacted* that encompasses a range of activities and approaches, and spans the entire life of *a project*  
(International Finance Corporation, 2007)
- Engagement is not an end in itself, but a means to help build better relationships with the societies in which we operate, ultimately resulting in improved *business* planning and performance  
(Altria Corporate Services, Inc., 2004).
- Source: Engaging Stakeholders - A strategy for Stakeholder Engagement <https://www.stakeholdermap.com/stakeholder-engagement.html#ment>



# Stakeholder expectations, support, engagement

| <b>STAKEHOLDER</b>       | <b>STAKE IN FMD CONTROL</b>   | <b>HOW CAN THEY HELP TO MAKE FMD CONTROL WORK</b>                                   | <b>HOW SHOULD THEY BE ENGAGED</b>   |
|--------------------------|---|---|---|
| Name & brief description | What is of interest to them, what do they want to see happen, how are they affected, how motivated are they etc.? | What skills, attributes do they have to bring to the project?                       | What level of engagement do you need to consider (stakeholder map- see overleaf), and what processes of engagement would suit? Are there conflicts amongst some stakeholders? |
|                          |                                 |  |   |



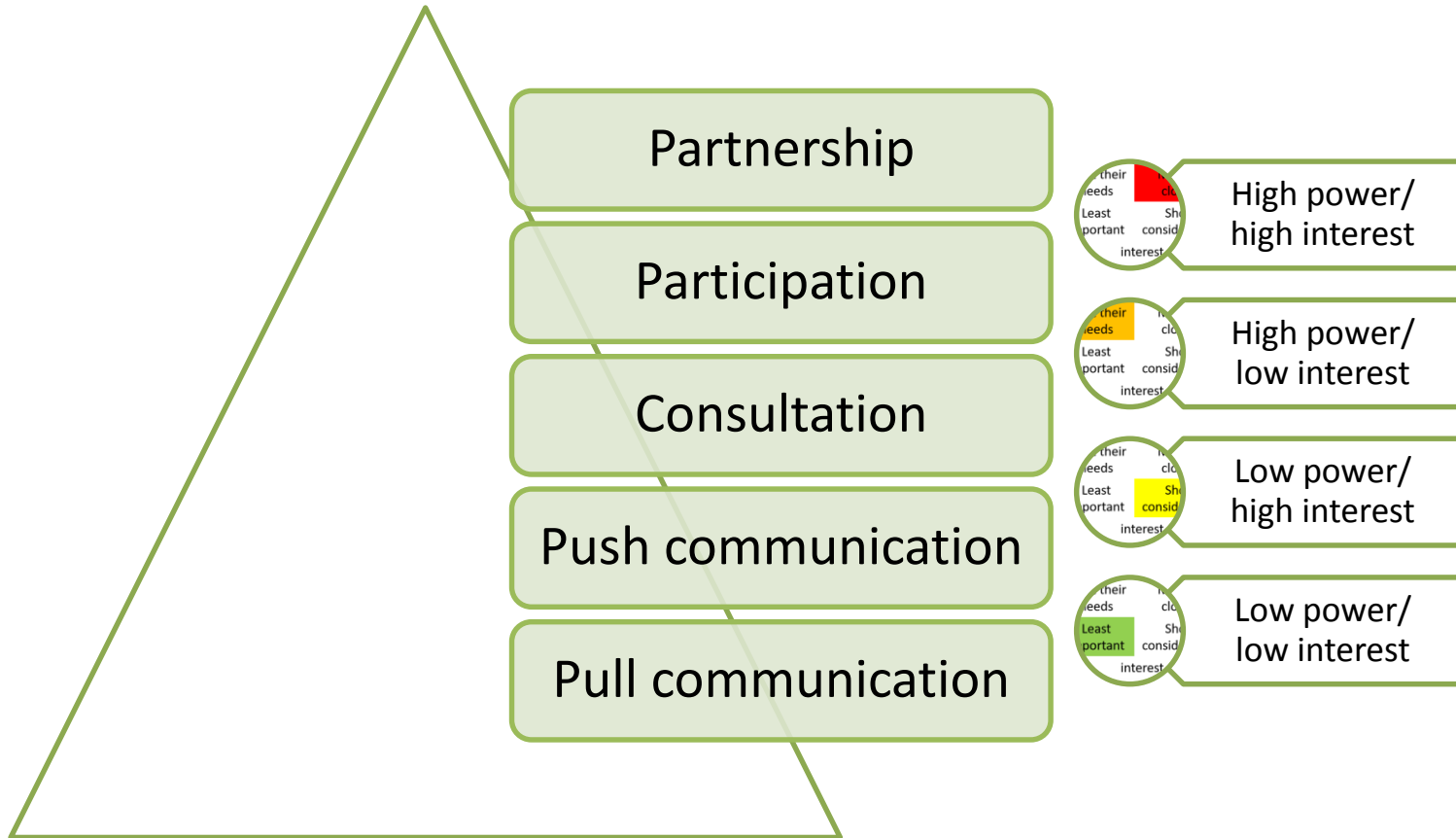
In this table, you can start Stakeholder analysis by defining for each stakeholder,

1. their stake in FMD control
2. How they can help to make FMD control work
3. How best they should be engaged

| STAKEHOLDER                      | STAKE IN FMD CONTROL   | HOW CAN THEY HELP TO MAKE FMD CONTROL WORK   | HOW SHOULD THEY BE ENGAGED   |
|----------------------------------|--|--|--|
| Name & brief description         | What is of interest to them, what do they want to see happen, how are they affected, how motivated are they etc.?  | What skills, attributes do they have to bring to the project?  | What level of engagement do you need to consider (stakeholder map- see overleaf), and what processes of engagement would suit? Are there conflicts amongst some stakeholders?  |
| Small holders:                   | <ul style="list-style-type: none"> <li>• When affected by FMD, income may reduce significantly (20-50% on annual basis).</li> <li>• Probability of their livestock becoming affected is low, even when not vaccinating regularly (controversial), thus often there is not a great incentive to allocate money on regular vaccination.</li> <li>• <b>Their interest lies in maintaining healthy livestock, irrespective of disease being FMD, HS, mastitis or other.</b></li> <li>• In addition, there is <b>reluctance</b> to report diseased livestock as 1) it may involve social and 2) the reaction of the veterinary services may not be clear or maybe unpredictable.</li> </ul> | <ul style="list-style-type: none"> <li>• As livestock keepers, <b>they are the first to recognize diseased livestock.</b></li> <li>• Next, you want them to contact the local veterinarian/community animal health worker</li> <li>• That will help to early detect an outbreak and to put in place relevant measures to mitigate the impact of an FMD outbreak</li> </ul> | <ul style="list-style-type: none"> <li>• Direct engagement needed through <b>raising awareness</b> about FMD, impact and routes of transmission to underscore importance of reporting, applying biosecurity and preventive vaccination.</li> </ul>                             |
| Commercial farmers (dairy, beef) | <ul style="list-style-type: none"> <li>• Commercial farmers often have a better understanding about need for preventive medicine (biosecurity, vaccination).</li> <li>• Their interest is to be clear about where <b>to get good quality vaccine.</b></li> </ul>   | <ul style="list-style-type: none"> <li>• As for small holders, they are the first to see FMD and so, you want them to report when they suspect FMD</li> <li>• <b>They may act as examples</b> for small holders on what to do about prevention of FMD (given that many workers may be small holders)</li> </ul>  | <ul style="list-style-type: none"> <li>• Direct engagement through <b>defining clear preventive management practices</b> (on-farm biosecurity and vaccination schedules (booster, repeat vaccination)</li> <li>• Role of leading example for other livestock owners</li> </ul> |



# Engagement approach in relation to influence and interest







## Engagement approach in relation to influence and interest

| Partnership<br>(Webinar 7 June)  | Participation   | Consultation   | Push<br>communication   | Pull<br>communication   |
|--|---|--|---|---|
| <ul style="list-style-type: none"><li>• Public-private partnerships (Isabelle Dieuzy-Labayé)</li><li>• Accreditation</li><li>• Contracts</li><li>• Sanitary mandates</li></ul> | <ul style="list-style-type: none"><li>• Training</li><li>• Capacity building</li><li>• Steering committee</li></ul> | <ul style="list-style-type: none"><li>• Advisory group</li><li>• Interview</li><li>• Questionnaire</li><li>• Survey</li><li>• Build rapport</li><li>• Gather information</li></ul> | <ul style="list-style-type: none"><li>• Send information (brochures, email)</li><li>• Radio and television</li><li>• Showcase success stories</li></ul> | <ul style="list-style-type: none"><li>• Make information available: websites, radio, television</li></ul> |



Identification  
Mapping  
Engagement



# THE ROLE OF VETERINARY PARAPROFESSIONALS IN FOOT AND MOUTH DISEASE CONTROL



**Benson Ameda**  
**AVTA-president**

Africa Veterinary  
Technicians Association

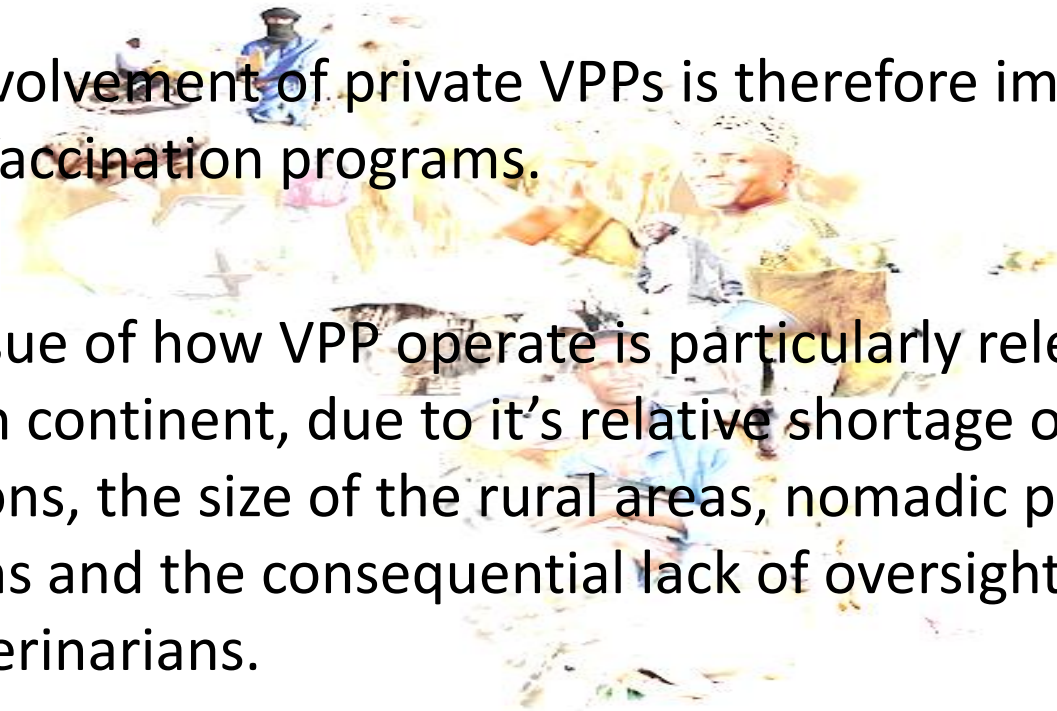
Strengthening Veterinary Governance in Africa





## INTRODUCTION

- ❖ Low Vaccination coverage is always blamed on FMD disease outbreak.
- ❖ The involvement of private VPPs is therefore important in FMD Vaccination programs.
- ❖ The issue of how VPP operate is particularly relevant to the African continent, due to it's relative shortage of Veterinary Surgeons, the size of the rural areas, nomadic production systems and the consequential lack of oversight or supervision by veterinarians.





## DEFINITION OF VPPs

### Veterinary para-professional (OIE definition)

- ❖ Means a person who, for the purposes for the terrestrial code, is authorized by the veterinary statutory body to carry out certain designated task (dependent upon the category of veterinary Para-professional) in a territory, and delegated to them under the responsibility and direction of a veterinarian.



## CATEGORIES OF VPPS

- ❖ Animal Health Technicians
- ❖ Animal Health Assistant
- ❖ Veterinary Nurses
- ❖ Laboratory Technologists
- ❖ Meat Inspectors
- ❖ Artificial Inseminators
- ❖ CBAHW



# KEY COMPONENTS OF AN EFFECTIVE DISEASE CONTROL SYSTEM

## ❖ Surveillance and disease search.

- ✓ Support National and decentralised units.
- ✓ Collection of Data.
- ✓ Disease detection and reporting.

## ❖ Preparedness and response.

- ✓ Participation in Rapid response teams.
- ✓ Provide links to the local communities.

## ❖ Veterinary Laboratory system.

- ✓ Collection and testing of samples.
- ✓ Maintenance of the cold chain





# KEY COMPONENTS OF AN EFFECTIVE DISEASE CONTROL SYSTEM CONT.....

## ❖ Veterinary Public Health.

- ✓ Meat inspection
- ✓ Collection of data
- ✓ Public education.

## ❖ Disease management.

- ✓ Managing FMD involve managing risk. Hence reducing the likelihood of an outbreak , prompt detection if it should occur and further reducing the impact are very critical.



## ROLE OF PRIVATE VPP IN FMD CONTROL

- Under contract terms and with authority of the Director of Veterinary Services, private Para veterinary practitioners through their Professional Association under the supervision of veterinary surgeons organize and execute Foot and Mouth Disease vaccination programs.
- Surveillance and disease search (disease detection and reporting)
- Sample collection and submission to regional investigation laboratories
- FMD awareness campaign and data collection



## SERVICES OFFERED BY VPPs

- ❖ Veterinary disease control and surveillance (treatment and vaccination)
- ❖ Vector control
- ❖ Veterinary laboratory services (data collection and analysis)
- ❖ Extension services
  
- ❖ Disease reporting
- ❖ Protection of animal welfare
- ❖ Research institutions
  
- ❖ Veterinary public health –meat inspection
- ❖ Training institutions-lecturers
- ❖ Artificial insemination



## EFFECTS OF STRUCTURAL ADJUSTMENT PROGRAMES IN AFRICA

- ❖ Structural Adjustment Programs during the late 1980s.
- ❖ The governments freezing direct employment of Animal Health Technicians into the public service.
- ❖ This resulted in expansion of the private sector and reduction of the public sector service providers.



## CHALLENGES

- ❖ Inadequate legal and policy framework.
- ❖ Lack of incentive associated with disease reporting.
- ❖ Lack of Compensation policy in most African countries.



# RESPONSE FOLLOWING AVIAN FLU OUTBREAK IN UGANDA

## Over 15,000 vets join hands to fight avian flu

### KISUMU

Practitioners drawn from region respond after outbreak of the disease in Uganda

By **ANTONY GITONGA**

A veterinary association has embarked on mobilising more than 15,000 private practitioners to help contain the Avian flu outbreak in Uganda.

The Africa Veterinary Technical Association (AVTA) in conjunction with the Kenya Veterinary Paraprofessional Association (KVPA), will target the East Africa region as one way of dealing with the flu that kills both human and livestock.

Tests done on tens of dead birds found in Lutembe beach in Lake Victoria and near Entebbe have turned positive for the Highly Pathogenic Avian Influenza (HPAI).

### ABOUT AVIAN FLU (BIRD FLU)

- Avian influenza refers to disease caused by infection with avian (bird) influenza (flu) type A viruses
- These viruses occur naturally among wild aquatic birds worldwide and can
- Infect domestic poultry and other bird and animal species
- Sporadic human infections with avian flu viruses have occurred

Early in the week, the Kenya Veterinary Association (KVA) called for the banning of poultry trade between Kenya and Uganda until the flu is contained.

Addressing the press in Naivasha, AVTA chairman Benson Ameda termed the outbreak "worrying", noting that the country did not have enough personnel to deal with it.

He called on the Government to effect home-slaughter ban of chick-

ens as one way of dealing with the outbreak.

"We have started mobilising 8,000 private vets in Kenya, 4,000 from Uganda, 3,000 from Tanzania and 300 from Rwanda as one country cannot be able to contain the flu," he said.

### POROUS BORDER

Ameda expressed his concern over the porous borders between the East African countries, adding that the disease could spread further if the necessary measures were not taken urgently.

KVPA national chairman John Ngige identified human capacity and equipment as the major challenges that the exercise would face.

Meanwhile, an acute shortage of eggs has hit Western Kenya domestic market after the Government banned importation of chicken and poultry products due to the outbreak of avian flu.

More than 60 per cent of eggs that are consumed in Kisumu, Siaya, Migori, Homa Bay, Kakamega, Busia and Vihiga counties are mainly imports from Uganda.

With the ban in force, it means the egg traders will have to cut back sup-

plies from Uganda in the m boost the public's bio sec the vets said, should ne promised.

Kisumu County dire nary services Dr Evans O the flu flu is an infectio fluenza that spreads q birds.

At the same time, ty Health executive Be urged residents to av birds or chicken in lig avian flu outbreak in

He urged supplie meat thoroughly be residents.

"We have a pro ty because most of are obtained from It is hard to deter were dead or alive he said.

He said the c put up a disease monitor the situ

— Addition Thiong'o and



# THANK YOU MERCI










# James Young – Change management



FAO FMD Young V2\_email.pptx

## A Change Management Framework for Improving Farmer Biosecurity

Progressive Control of FMD in the Greater Mekong Subregion



Dr. James Young BVSc MVPH Mgt MANZCVS PhD  
Honorary Associate, The University of Sydney  
Mekong Livestock Research

Progressive Control Practitioners' Network Jim Young

Australian Government  
Australian Centre for  
International Agricultural Research

000006

Video (1)

## Transboundary and Emerging Diseases

Transboundary and Emerging Diseases

### REVIEW ARTICLE

## Improving Smallholder Farmer Biosecurity in the Mekong Region Through Change Management

J. R. Young<sup>1</sup>, S. Evans-Kocinski<sup>2</sup>, R. D. Bush<sup>1</sup> and P. A. Windsor<sup>1</sup>

<sup>1</sup> Faculty of Veterinary Science, University of Sydney, Camden, NSW, Australia

<sup>2</sup> Behavioural Insights Pty. Ltd., Main Beach, Qld, Australia

### Keywords:

livestock; cattle; uptake and adoption; intervention; socioeconomic

### Correspondence:

J. R. Young, Faculty of Veterinary Science, University of Sydney, Camden, NSW, Australia. Tel.: +65 8201 7316; E-mail: jyou1412@uni.sydney.edu.au

Received for publication September 19, 2013

doi:10.1111/tbed.12181

### Summary

Transboundary animal diseases including foot-and-mouth disease and haemorrhagic septicaemia remain a major constraint for improving smallholder large ruminant productivity in the Mekong region, producing negative impacts on rural livelihoods and compromising efforts to reduce poverty and food insecurity. The traditional husbandry practices of smallholders largely exclude preventive health measures, increasing risks of disease transmission. Although significant efforts have been made to understand the social aspects of change development in agricultural production, attention to improving the adoption of biosecurity has been limited. This study reviews smallholder biosecurity risk factors identified in the peer-reviewed literature and from field research observations conducted in Cambodia and Laos during 2006–2013, considering these in the context of a





## Your questions?





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# Thank you for your attention!

