

Tunisia



Veterinary Services Strategy

**23rd Conference of the Regional Commission for Africa
Hammamet, Tunisia, February 25th- March 1st 2019**





Why Veterinary services Strategy?

- ☑ New challenges (emerging diseases, climate change...)**
- ☑ Increased volume of trade (Live, animal products)**
- ☑ Science, technology evolved substantially**
- ☑ Better use of available resources**
- ☑ “Disease strategy” TO “Integrated strategy”**



Contents

- **Context & rationale**
- **Methodology & Approach**
- **SWOT analysis**
- **Strategy**
- **Key Priority Areas**





Context & Rationale

- **Agriculture sector: 9 % GDP**
- **Livestock sector : 4 – 5 % GDP**
- **High demand for animal products**
- **Risk of TADs & zoonosis**
- **Employment: 35 % of active population rural areas**
- **Agrifood Industry: Strategic industrial sector**
 - Third job provider in manufacturing
- **Five-year Development Plan (2016-2020)**



Context & Rationale

- **Animal health:**
 - **Among the major challenges affecting:**
 - **Productivity**
 - **Growth**
 - **Sustainability**



Methodology

Strategic planning:

“Process of envisioning a desired future, and translating this vision into goals or objectives and a sequence of steps to achieve them”





Methodology

Strategic plan:

- ✓ Core values
- ✓ Missions
- ✓ SWAT analysis
- ✓ Strategy & Strategic action plan
- ✓ Key performance indicators





Methodology & Approach

- **Development of the strategy:**

- **Support of FAO**



Organisation des Nations Unies
pour l'alimentation et l'agriculture

- **Linked to Ministry of Agriculture mandate (Decree 420-2001)**

- **Linked / aligned with Five-year Development Plan (2016-2020)**

- **Linked/ Aligned with Animal Health Strategy for Africa (2018-2035) (AU-IBAR)**



Methodology & Approach

- **Process of Development of strategy:**
 - **Inclusive process** that brought together:
 - Ministries Agriculture; Trade & Health
 - National civil society
 - Private sector stakeholders
 - Development partners
 - **Approach:**
 - Participatory; Collaborative, Multisectoral & transdisciplinary





Methodology & Approach

- **Process of Development of strategy:**



Participatory approach

SWOT Analysis

Result Based Management

Strategic planning

International standards (OIE)

“One-Health”

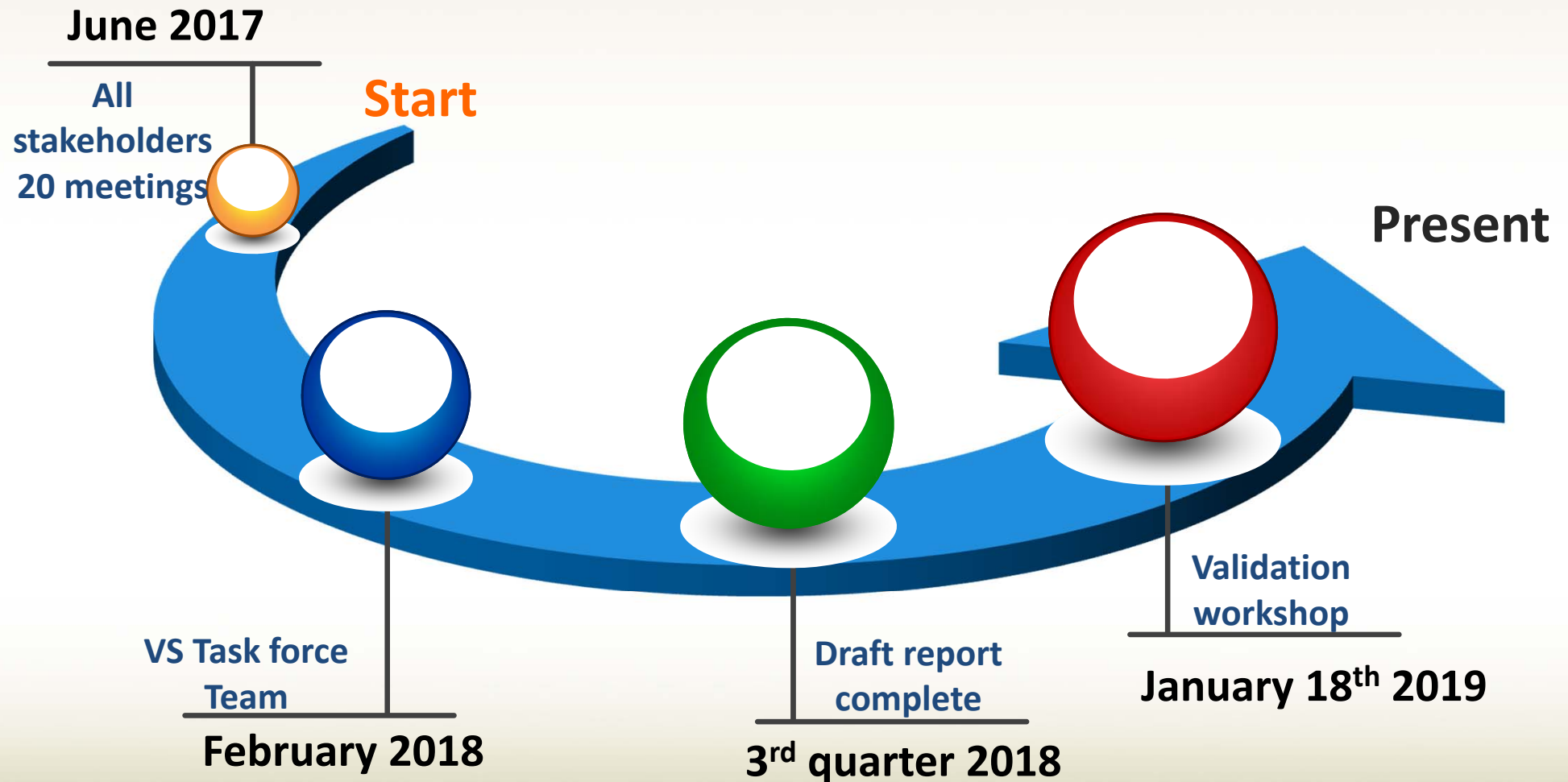
Five-year Development Plan (2016-2020)



Methodology & Approach

Evolutionary Process :

✓ Consultant assigned to lead development Strategy





Methodology & Approach

phase 1:

Diagnosis and
situation
analysis

Stakeholder
consultations

phase 2:

Discussion of
objectives and
strategic choices

Stakeholder
consultation

phase 3:

Strategy
formulation

Working group
and meetings
(FAO consultant)

phase 4:

Validation of the
strategy

by stakeholders

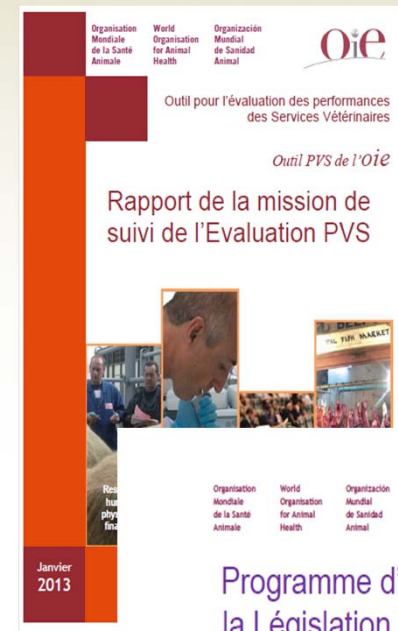
Final validation
workshop





Methodology & Approach

- **PVS Missions (2013-2014):**
 - PVS Evaluation (January 2013)
 - PVS Legislation (May 2013)
 - PVS Gap analysis (June 2013)
 - PVS Labs (April 2014)
- **SWOT analysis**



SWOT Analysis



S

strengths



W

weaknesses



O

opportunities



T

threats

SWOT Analysis

Strengths



Weaknesses



Opportunities



Threats



SWOT Analysis - Strengths

STRENGTHS

- **Institutional framework:**
 - Regulation, Institutions (CNVZ, IRVT, ENMV)
- **Resources:**
 - Human resources
 - Financial resources (self-financing)
- **International collaborations:**
 - International, continental & regional organizations



SWOT Analysis - Weaknesses



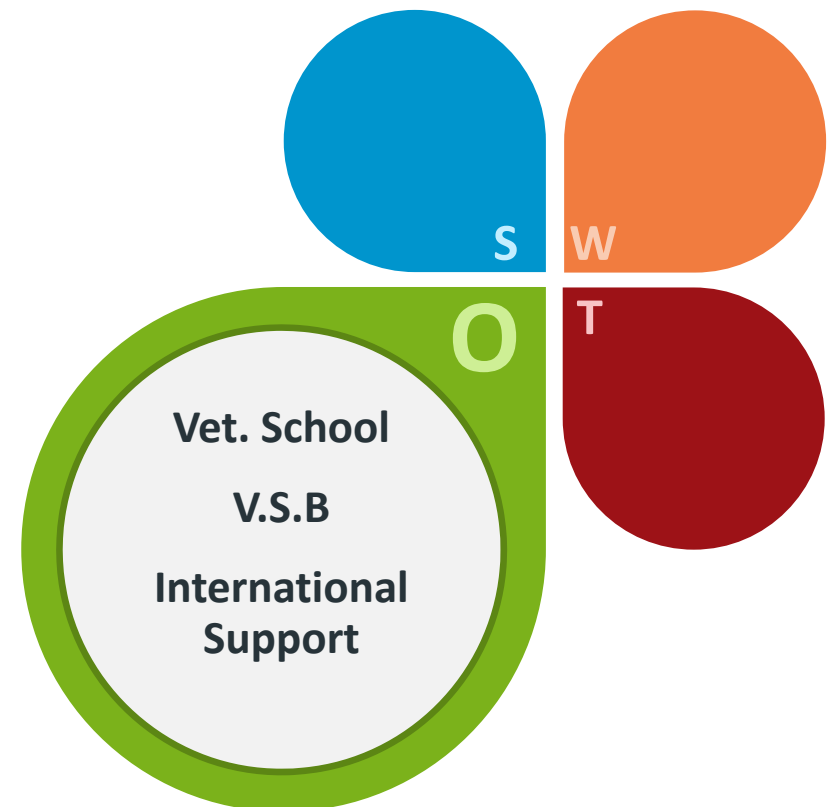
WEAKNESSES

- **Inappropriate legal framework**
- **Human & Financial resources**
 - **Inspection Border inspection**
 - **Continuing Education Program**
- **Animal identification**
- **Management**
- **Strategic plan**
- **Weak crisis management capabilities**
- **Monitoring & Evaluation/ Quality assurance**

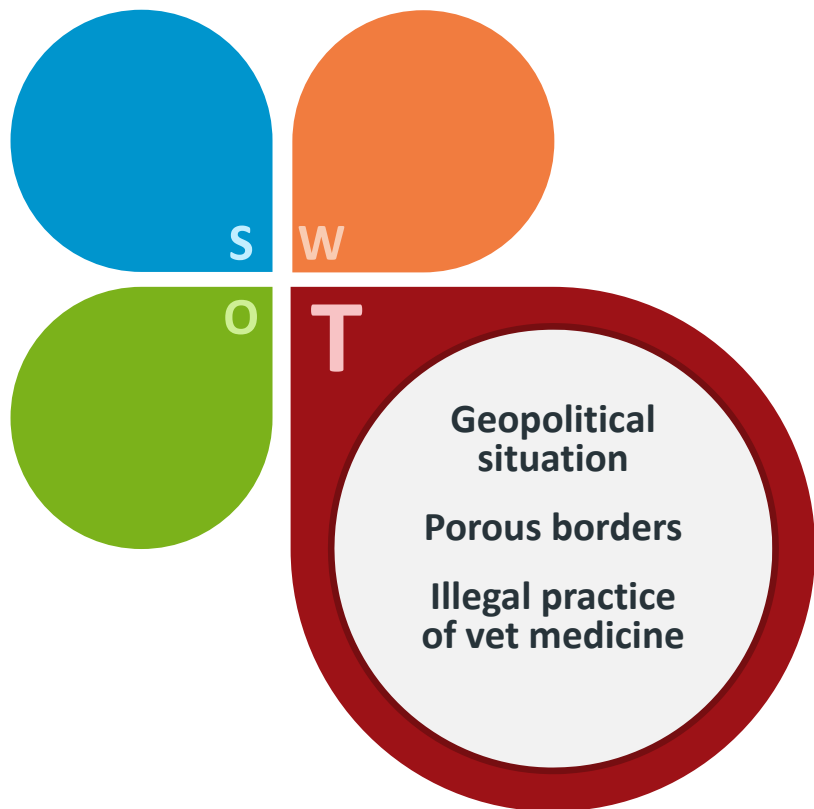
SWOT Analysis - Opportunities

OPPORTUNITIES

- **Veterinary School**
- **Veterinary Statutory Body**
- **Vet. Associations**
- **International Support (FAO, OIE, IBAR, EU, ...)**



SWOT Analysis - Threats



THREATS

- **Geopolitical situation**
- **Porous borders**
- **Illegal practice of vet. medicine**



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➤ Context & rationale

➤ Methodology & Approach

➤ SWOT analysis

➤ **Strategy**

1. **Vision**
2. **Strategic Objective**
3. **Missions**
4. **Core Values**
5. **Strategic axis**
6. **Strategic chain**
7. **Key performance indicators**

➤ Key Priority Areas





Strategy



Performing veterinary services for better food security in Tunisia



For a better contribution of veterinary services to the food security and sustainable development of the Country



Decree n°420-2001 (Animal Health, Veterinary public health, Border control)



Professionalism

Good
governance

Commitment



Strategic axis



Eradication Animal Diseases



Protection Veterinary Public Health



Promote Trade in Animal & Animal products



Hierarchy //

Strategic chain

**Strategic
Axis**



Effects



Products



Activities





Axis / Effects

Strategic Axis 1

1.1. Priority animal diseases controlled

1.2. Capacity to respond to sanitary crises strengthened

Strategic Axis 2

2.1. Sanitary risks (Animals & Animal products) controlled

2.2. Sanitary risks (zoonosis) controlled

Strategic Axis 3

3.1. Sanitary risks (Trade) controlled

3.2. Animal value chains strengthened



Example:

Effect 1.1. Priority animal diseases controlled: Products



1.1.1. Epidemiosurveillance plans strengthened

1.1.2. Priority disease control and prevention plans implemented

1.1.3. Laboratories capacities strengthened

1.1.4. Animal identification and movement control improved

1.1.5 The promotion of animal welfare strengthened

1.1.6. Prudent use of veterinary drugs



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➤ Strategy

1. Vision
2. Strategic Objective
3. Missions
4. Core Values
5. Strategic axis
6. Strategic chain
7. **Key performance indicators**

- Key Priority Areas





Key Performance Indicators

- Quantifiable, outcome-based statements
- Used to measure if you're on track to meet your goals or objectives.
 - **A Measure** – have a measure.
 - **A Target** – numeric value seeking to achieve.
 - **A Data Source** – clearly defined data source



Key Performance Indicators

Lutte contre les maladies animales

- Number notifications
- Délai de détection des maladies réglementées
- Taux moyen de couverture vaccinale
- Nombre de méthodes d'analyses accrédités en matière de SA
- Délai d'intervention d'urgence

Protection SPV

- Nombre d'agréments /enregistrements
- Temps moyen de déclenchement et maîtrise de l'alerte
- Taux de non-conformité
- Number Food borne diseases

Promotion EC des animaux / POA

- Nombre de contrôles réalisés selon les normes
- Délai moyen de traitement des dossiers
- Nombre de certifications émises
- Nombre d'accords sanitaires réalisés.
- *Temps moyen pour effectuer une analyse (contrôle aux frontières)*



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➤ **Key Priority Areas**

Key priority areas

Fundable projects



**PPR & SMALL
RUMINANTS DISEASES**



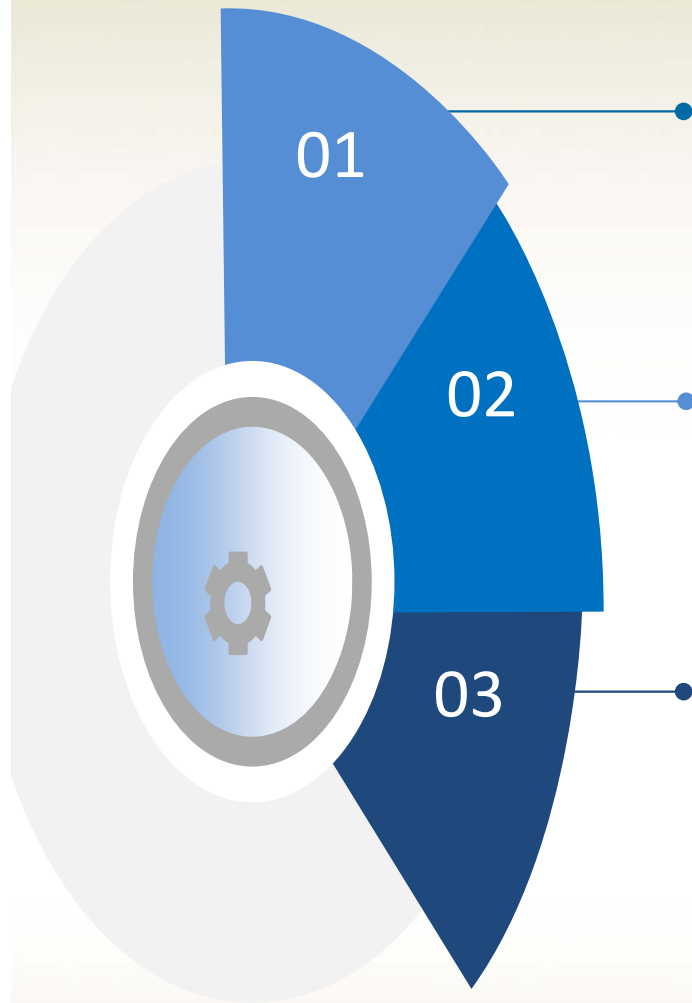
RABIES



**BORDER VET
CONTROL**



Next steps



Advocacy with decision makers

Resource mobilization

Organizational diagnostic and restructuring

THANK **Y**OU!

V.S. strategy