



World Organisation  
for Animal Health  
Founded in 1924



# Towards a More Resilient Veterinary Workforce for Africa 2024

Continental Conference  
26 – 28 November 2024 Nairobi, Kenya

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## **DETAILED CONFERENCE RECOMMENDATIONS**

***Compiled from all conference sessions***

**28 November 2024**

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## 1.0 Legislation

### Summary:

Recommendation on **Legislation** calls for development of comprehensive National Legislative framework to address the key regulatory needs of the veterinary sector by promoting clarity, professionalism, and alignment with international standards. It also emphasises the importance of using digital tools for better management, continuous updates based on international practices, and formal recognition of essential personnel such as CAHWs

### High level recommendation:

**Ensure that national legislation provides a robust framework to govern all categories of personnel involved in animal health services, including veterinarians, veterinary paraprofessionals (VPPs), community-based animal health workers (CAHWs), and addresses their education, qualifications, prerogatives and regulation.**

### Granular Details

- 1.1 Veterinary Medicines Legislation:** Create legislation governing the use and regulation of veterinary medicines that clearly defines the roles of different veterinary personnel in prescribing treatments for animals, ensuring appropriate use of veterinary medicines and preventing misuse or overuse.
- 1.2 Digital Systems for Registration and Compliance:** Establish legal frameworks for digital systems managing the veterinary profession. These systems should handle professional registration, licensing, compliance monitoring, continuing education tracking, performance evaluations, and data-driven decision-making, ensuring efficiency, transparency, and streamlined management of veterinary sector regulations.
- 1.3 Harmonisation with International Standards:** Align national veterinary regulations with international standards. Specifically, harmonize veterinary practice regulations with the International Standard Classification of Occupations (ISCO), ensuring the profession aligns with global benchmarks and improving recognition and mobility of veterinary professionals internationally.
- 1.4 Continuous Review of WOAHS Standards:** Continuously review and update legal frameworks to align with global veterinary standards. Incorporate up-to-date revisions from the World Organisation for Animal Health (WOAH), especially in relation to Chapter 3.4, to reflect evolving practices, standards, and global veterinary needs.
- 1.5 Legal Framework for CAHWs:** Establish legal recognition and regulation for Community Animal Health Workers (CAHWs). In countries where CAHWs play a critical role, create legal frameworks that integrate them into national veterinary service systems while maintaining professional standards and defining their scope of practice.

## 2.0 Workforce Assessment, Planning, and Development

### Summary:

The recommendations on **Workforce Assessment, Planning, and Development** focus on strengthening the veterinary workforce by ensuring gender equality, professional growth, and improved service delivery. It emphasises the importance of continuous workforce assessment, integrated training programmes, and gender empowerment while enhancing disease surveillance and biosecurity measures. The approach calls for collaboration with stakeholders and the implementation of sustainable initiatives to foster long-term development in the veterinary sector, creating a diverse, inclusive, and well-supported workforce capable of addressing current and future challenges.

### High level recommendation:

**Conduct regular veterinary workforce assessments ensuring all relevant stakeholders are involved in the process, using gender-disaggregated data collection, monitoring, exploiting data from the PVS Pathway Information System and including continuing education to ensure appropriate workforce planning and development.**

### Granular Details

- 2.1 Integration of Veterinary Professionals:** Integrate all veterinary professionals (veterinarians, VPPs, CAHWs) into unified legislative, regulatory, and training frameworks and establish clear, gender-inclusive career progression pathways to support retention, professional growth, and advancement across the sector.
- 2.2 Strengthening Disease Surveillance and Biosecurity:** Enhance national and transnational disease surveillance systems, implement robust biosecurity measures, transparent vaccine distribution mechanisms, and integrate One Health approaches across sectors to improve the effectiveness of disease control.
- 2.3 Resource Mobilisation and Support:** Develop sustainable resource mobilisation strategies to support Animal Health Professionals and provide operational support, retention mechanisms, fair compensation, and inclusive career opportunities, ensuring long-term sustainability of the veterinary workforce.
- 2.4 Promoting Gender Equality and Women's Empowerment:** Establish mechanism to promote gender equality and empower women in the veterinary sector and implement targeted initiatives that support female livestock farmers, increase female representation in professional organisations, and implement leadership development programmes for women in veterinary roles.
- 2.5 Economic Empowerment through Cooperatives:** Support economic empowerment initiatives for farmers. Encourage the formation of farmer cooperatives and community-based organisations to promote sustainable livestock production and improve access to veterinary services.
- 2.6 Monitoring and Evaluation:** Implement comprehensive monitoring and evaluation systems for workforce development, track progress, identify gaps, and ensure continuous improvement in veterinary service delivery at all levels, improving the overall quality of services.
- 2.7 Establishing Working Groups for Workforce Assessments:** Members who identify gaps in the veterinary workforce but have not yet conducted workforce assessments should establish working groups that include relevant stakeholders to develop a plan for conducting a thorough veterinary workforce assessment. The plan should carefully consider the mechanisms needed to collect accurate, comprehensive data, ensuring that the assessments are meaningful and can guide future workforce planning and development.

## 3.0 Regulation

### Summary:

The recommendation of regulation highlights the importance of a strong regulatory body at both the national and regional levels to ensure ethical practice, continuous improvement, and the sustainable development of the veterinary profession. It also underscores the need for collaboration, harmonisation, and shared resources across Africa to address challenges and improve animal health services.

### High Level Recommendations

**Two High level recommendations** (one on *Independent VSBs to maintain professional standards*, the other one on *Encouraging Collaboration and Harmonisation Across Africa*)

**3.a. Ensure the establishment or strengthening of an independent *Veterinary Statutory Body* (VSB) that regulates all categories of personnel, includes their representation on the VSB Board, and ensures that ethical standards and accountability underlie veterinary practice, and that a Continuing Education framework is in place.**

- 3.a.1 Independent VSB to Maintain Professional Standards:** As far as possible, establish a strong and independent *Veterinary Statutory Body* (VSB) that sets clear guidelines for education, practice, and professional conduct, ensuring that veterinarians, veterinary paraprofessionals, and related personnel adhere to high ethical standards. This will promote professionalism, maintain high standards of competence, and uphold the integrity of the veterinary profession
- 3.a.2 Public Health and Animal Welfare:** Establish an independent regulatory body for the veterinary profession to ensure that all professionals involved in animal health—veterinarians, *veterinary paraprofessionals* (VPPs), and *community animal health workers* (CAHWs)—are adequately trained, qualified, and regulated and provide safe, effective, and scientifically sound services, preventing unsafe practices, reducing risks to public health, and ensuring consistent adherence to animal health standards, which are vital for both public health and animal welfare.
- 3.a.3 Comprehensive Regulatory Framework:** Establish an independent *Veterinary Statutory Body* (VSB) that creates a comprehensive regulatory framework for all categories of professionals in the veterinary sector, including veterinarians, veterinary technicians, paraprofessionals, and community animal health workers. This framework should clearly define and standardize each group's roles, qualifications, training, and ethical responsibilities, ensuring clarity within the profession and promoting collaboration among all stakeholders.
- 3.a.4 Accountability and Trust:** Implement monitoring and enforcement mechanisms to ensure compliance with standards, prevent malpractice, and build public trust in veterinary services,

- 3.a.5 Professional Development and Education:** Regulate continuing education programmes to keep veterinary professionals updated on best practices, new research, and techniques.
  - 3.a.6 Legal Framework for Veterinary Practice:** Establish clear legal frameworks for licensing, ethical guidelines, disciplinary procedures, and dispute resolution to protect public and animal health.
  - 3.a.7 Advocacy for the Veterinary Profession:** Ensure a strong VSB to advocate for the veterinary profession's interests in policymaking, lobbying for regulatory changes, and improving working conditions.
  - 3.a.8 Global Recognition:** Maintain high regulatory standards to enhance the global recognition of the veterinary profession, fostering international collaboration and trade.
  - 3.a.9 Support the Long-term Sustainability of the Veterinary Profession** by continuously adapting to new technologies, evolving standards, and emerging diseases, ensuring that the profession remains capable of addressing future challenges in animal health and public safety.
  - 3.a.10 Develop Unified Regulatory Systems** that integrate veterinarians and *Veterinary Para-Professionals* (VPPs), ensuring equitable representation, career pathways, and fostering interprofessional collaboration to strengthen veterinary service delivery.
  - 3.a.11 Curbing Counterfeit Drugs and Misuse:** Establish codes of practice and enforce legislative frameworks that address critical issues in the veterinary sector, such as counterfeit drugs and the misuse of antimicrobials, ensuring ethical and legal standards are upheld in veterinary practice.
- 3.b. Encourage Veterinary Statutory Bodies across Africa to foster collaboration, harmonisation of standards, and shared resources in the regulation of veterinary practice and recognition of all categories of personnel.**

## Granular Details

- 3.b.1 Foster Collaborative Efforts within the Veterinary Sector:** Establish an independent Veterinary Statutory Body (VSB) that fosters collaboration between veterinarians, paraprofessionals, and other health professionals and ensure better coordination and integration of services, creating a cohesive and efficient approach to animal healthcare, ultimately improving outcomes for both animals and humans.
- 3.b.2 Establish Common Regulatory Frameworks and standards** for veterinary practice, education, and professional ethics across the region and facilitate the mobility of veterinary professionals and the recognition of their qualifications across member states, contributing to the free movement of skilled labor.

- 3.b.3 Strengthen Collaboration among Regional Veterinary Regulatory Bodies** within the region to share best practices, research, and data on animal health, disease control, and public health. This will improve responses to regional challenges such as zoonotic diseases, transboundary animal diseases, and food safety issues.
- 3.b.4 Develop and Implement Joint Training programmes**, continuing education, and capacity-building initiatives for veterinary professionals, paraprofessionals, and regulatory bodies. This will enhance regional competencies, address skill gaps, and increase the overall quality of veterinary services across Africa.
- 3.b.5 Develop a Unified Regional Strategy for Managing Animal Diseases**, including harmonized surveillance, reporting, and control measures to improve the region's preparedness for outbreaks and enhance its ability to implement international standards set by the World Organisation for Animal Health (WOAH).
- 3.b.6 Advocate for establishment of Stronger Governance Structures** within regional bodies to influence veterinary policy development to ensure alignment with national and international objectives and support the creation of regulatory frameworks that promote effective veterinary services, research, and animal welfare.
- 3.b.7 Promote Gender Equality and Inclusivity in Veterinary Bodies**, ensure that the integration process promotes gender equality and inclusivity within veterinary regulatory bodies and the workforce and advocate for equal representation of women in leadership roles and decision-making processes at the regional level.
- 3.b.8 Advocate for Regional Veterinary Interests on International Platforms**, such as the African Union, the *World Trade Organization* (WTO), and international animal health organisations and provide a stronger regional unified voice to influence global veterinary policies and secure funding mechanisms for the sector.

## 4.0 Education

### Summary:

The **recommendation on Education** advocates for a comprehensive framework to enhance veterinary education and professional development across Africa. This framework prioritizes improving educational standards, promoting inclusivity, and addressing emerging challenges in veterinary practice. It ensures alignment with international standards, fosters lifelong learning, and incorporates key areas such as animal welfare, One Health, and antimicrobial resistance. Furthermore, it emphasises continuous professional development through transparent admissions, capacity-building programmes, and mental health support, ensuring the creation of a skilled, resilient, and well-equipped veterinary workforce.

### High level Recommendation

**Develop competency-based frameworks for veterinary and veterinary paraprofessional education and continuing education, aligned with national requirements, WOAHA competency and curricula guidelines and competency-based Training Frameworks, with attention to lifelong learning and transferable skills for women and men, aspiring towards continental quality assurance and regional harmonisation.**

### Granular Details

- 4.1 Create Animal Welfare Education Frameworks** and integrate animal welfare principles into *Veterinary Para-Professional (VPP)* training programmes at universities and institutes, ensuring that all veterinary professionals are equipped with the knowledge and skills to prioritize animal welfare in their practice.
- 4.2 Develop Targeted Professional Development Courses on Animal Welfare** that align with international standards for stakeholders such as transporters, handlers, and practitioners and promote the practical application of welfare principles across the livestock value chain, fostering continuous improvement in animal care.
- 4.3 Establish a Harmonised Regional Framework for Continuing Professional Development (CPD)** ensuring mutual recognition across members, standardized point allocation, and sustainable opportunities for professional growth and mobility within the veterinary sector.
- 4.4 Design and Implement Learner-Centered Training Programmes** that incorporate flexible e-learning platforms, accessible tools, appropriate language considerations, and comprehensive learner support systems to enhance educational effectiveness for a diverse audience.
- 4.5 Create Accessible and Affordable Veterinary Education Pathways** promoting inclusive participation from diverse communities, particularly those from rural backgrounds, to ensure equal opportunities in veterinary education.
- 4.6 Facilitate a Regional Platform for Research and Knowledge Sharing**, case studies, and technical data related to veterinary health, improving coordination and informed responses to regional veterinary challenges.
- 4.7 Modernise Veterinary Curricula to Address Emerging Challenges** by integrating cross-sector collaboration skills, specialized competencies in One Health, antimicrobial resistance (AMR), business management, and community needs, preparing graduates to address future challenges in veterinary medicine.
- 4.8 Develop and Implement Comprehensive Training Guidelines for VPPs and CAHWs** that align with international standards, include practical skills development, and ensure continuous professional development.

- 4.9 Align Veterinary Education Establishment (VEE) Admission Policies with National Workforce Needs** through structured engagement with public and private sector employers, statutory bodies, and producer groups, ensuring relevant workforce development.
- 4.10 Strengthen Admission Protocols in African VEEs** and implement transparent, merit-based selection processes in African VEEs that eliminate political interference, maintain rigorous academic standards, reduce student attrition rates, and ensure fair access to veterinary education.
- 4.11 Implement Veterinary-Specific Accreditation for VEEs Across Africa**, ensuring that standards are met for training processes and that workforce needs are effectively addressed.
- 4.12 Create Comprehensive Capacity-Building Programmes for VPPs**, covering veterinary practices, business management, entrepreneurial skills, and customer service excellence in both public and private sectors.
- 4.13 Develop and implement Flexible Lifelong Learning Pathways** for veterinary professionals that support mental health and well-being while maintaining quality standards through accessible continuing education opportunities.
- 4.14 Foster Partnerships for Training Programme Development** including national veterinary services, statutory bodies, educational establishments, and professional associations to develop and update training programmes that enhance competencies across all levels of veterinary practice.
- 4.15 Comprehensive framework for collaboration among veterinary education** institutions through structured partnerships, knowledge-sharing platforms, joint research initiatives, and regular academic exchanges.
- 4.16 Integrate Practical Scope of work and clear Role Definitions** for different veterinary professionals within curricula, promoting interprofessional collaboration and understanding.
- 4.17 Establish Public Awareness and Education Programmes on Animal Welfare** and the vital role of veterinary professionals in maintaining animal and public health.
- 4.18 Develop Standardised Continental Quality Assurance Mechanisms for Veterinary Education**, including competency-based criteria, monitoring protocols, and accreditation standards, ensuring consistent educational quality across African institutions.
- 4.19 Establish Harmonised Reference Standards for Veterinary Curricula**, research, and community service that align with international best practices while considering local contexts.
- 4.20 Create Mechanisms for Sharing Innovations Among Veterinary Institutions:**  
It is recommended to establish systematic mechanisms for sharing innovations and best practices among veterinary institutions through digital platforms, conferences, publications, and collaborative networks.
- 4.21 Implement Capacity-Building Programmes for Educators in Veterinary Education:**  
It is recommended to implement capacity-building programmes for educators in veterinary education, including professional development, pedagogical training, research mentorship, and international exchange opportunities.
- 4.22 Establish Minimum Standards for Infrastructure in Veterinary Education Institutions:**  
It is recommended to establish minimum standards for the physical and technological infrastructure of veterinary education institutions across Africa, supported by sustainable funding mechanisms and strategic partnerships to ensure long-term viability and effectiveness.
- 4.23 Adopt and incorporate One Health Approach in Veterinary Training** facilities to help students understand its significance in addressing future pandemics and emerging diseases.



## 5.0 Economic Sustainability of Veterinary Services

### Summary:

The recommendation on **Economic Sustainability of Veterinary Services** outlines strategies to ensure the long-term financial viability of veterinary services, with a focus on public-private partnerships, business skills integration, and supportive economic conditions. This multifaceted approach includes enhancing training programmes to integrate business skills, improving access to veterinary drugs and vaccines, promoting social enterprises, and advocating for decent work conditions. By fostering collaboration between the public and private sectors and emphasizing professional development, these strategies aim to create a sustainable veterinary workforce that delivers high-quality services and generates positive outcomes for both animals and communities.

### High level Recommendation

**Foster economic sustainability of veterinary service delivery, including through leveraging public - private partnerships (PPP), creating the enabling environment, providing economic incentives, advocating for investments in adequate staffing, and fostering business and advocacy skills in the private sector.**

### Granular Details

**5.1 Enhance Economic Sustainability of VPP Services** by developing specialized training programmes focused on meat inspection and laboratory technology, align the curriculum with industry demands and market-driven competencies, creating additional revenue streams and employment opportunities for VPPs, particularly in food safety and diagnostics.

**5.2 Improve Access to Quality Vaccines and Drugs** by ensuring VPPs have reliable access to high-quality veterinary drugs and strengthen supply chains and reduce the prevalence of counterfeit veterinary products, improving the effectiveness of veterinary care and animal health outcomes.

**5.3 Establish a sustainable social enterprise model** in veterinary services that prioritizes **client-centric service delivery**, recognizing farmers, Community Animal Health Workers (CAHWs), and private vaccine companies as valued clients rather than mere beneficiaries. This model should include the following:

- 5.3.1 Development of Tailored Service Packages** customized to meet the specific needs and capabilities of each client.
- 5.3.2 Affordable Pricing Models:** Implement pricing strategies that make veterinary services more accessible.
- 5.3.3 Responsive Feedback Mechanisms:** Establish systems to gather and act on client feedback to continuously improve services.
- 5.3.4 Quality Assurance Systems:** Set up robust systems to ensure the consistent delivery of high-quality services.
- 5.3.5 Inclusive Financial Solutions:** Offer financial solutions that are accessible to a wide range of clients, including smallholder farmers.
- 5.3.6 Technology Integration:** Leverage technology to enhance service delivery and streamline operations.
- 5.3.7 Building Strong Client Relationships:** Foster long-term relationships through loyalty programmes and customer care initiatives.
- 5.3.8 Measuring Social Impact:** Regularly assess and measure the social impact of the services provided alongside financial sustainability.

- 5.4 Integrate Business Skills into veterinary and VPP training programmes** to improve the business competencies of in-service veterinarians and VPPs through continuing professional development, ensuring they are well-equipped to manage private practices and business operations.
- 5.5 Develop Sustainable National and Regional Initiatives** to support the professional integration of veterinarians and VPPs in the private veterinary workforce and encourage collaboration between public and private sectors to ensure that both veterinarians and VPPs are integrated into sustainable and profitable employment opportunities.
- 5.6 Integrate the eight indicators of decent work** into socio-professional integration efforts within the veterinary sector, through advocacy by professional associations and proactive measures taken by *Veterinary Statutory Bodies* (VSBs), alongside the development and implementation of supportive national legislative frameworks.

The eight indicators of decent work include fair salaries, safe and healthy working conditions, social protection, freedom of association, reasonable work schedules, non-discrimination and equal opportunities, job security, and training and skills development.

## 6.0 Gender Inclusion

### Summary:

The recommendation on **Gender Inclusion** focuses on promoting gender equality and mainstreaming gender considerations within the veterinary profession, emphasizing actions to ensure equal access to opportunities, create safe working environments, and support leadership development for women. The recommendations call for action to address critical issues like gender-based violence and discrimination, while fostering systemic changes in education, professional development, and pay equity. It also highlights the importance of mentorship programmes, cultural change, and sustainable gender mainstreaming practices to create a more inclusive and equitable veterinary workforce that values women's leadership and contributions, ensuring a diverse and supportive profession for all.

### Two High Level Recommendations

**6.a. Promote gender equality and gender mainstreaming of the veterinary professions by ensuring equal access to education, continuing education, employment, and decision-making within the workforce, adopting gender-disaggregated data collection, analysis, and reporting and ensure service delivery tailored to meet the needs of both women and men livestock keepers.**

**6.b. Advocate for policies addressing gender-based violence, harassment, and discrimination to ensure that everyone in the workforce feels safe.**

### Granular Details

- 6.1 Strengthen Institutional Frameworks for Gender Inclusion** by appointing gender focal points in veterinary organisations, create gender-responsive competency frameworks for Veterinary Services personnel and developing policies to combat gender-based violence and ensuring safe, inclusive work environments for all professionals.
- 6.2 Transform Veterinary Education and Training** through integrating gender perspectives into veterinary education and training curricula, adopt gender-responsive pedagogical approaches, ensure equitable access to internship and fieldwork opportunities, provide inclusive infrastructure, facilities, and implement gender-sensitive teaching methodologies.
- 6.3 Create targeted Leadership Development Programmes** featuring mentoring opportunities for women professionals, communities of practice for knowledge sharing, gender-balanced training facilitation, and networking platforms for women veterinarians.
- 6.4 Implement Quota Systems and ensure Gender- Balanced** participation in training programmes, equitability of leadership positions, and decision-making bodies and guarantee equal opportunities for career advancement and the fair allocation of resources and opportunities.
- 6.5 Ensure Equal Pay for women and men** personnel within the veterinary sector, promoting gender equity and fairness in compensation.
- 6.6 Promote Cultural and Paradigm Shifts** by involving all genders in policy reforms, ensuring that men understand and support women's concerns, and fostering an environment of mutual respect and support.

- 6.7 Combat Gender Stereotypes and Biases** by engaging men as champions for gender equality, challenge harmful gender norms and practices, promote women's achievements in the sector, address systemic barriers, and support work-life balance initiatives.
- 6.8 Ensure Sustainable Gender Mainstreaming** through regular monitoring and evaluation, capacity building for gender expertise, stakeholder engagement, and the documentation of best practices for continuous improvement of gender initiatives.
- 6.9 Integrate Integrated Mentorship Programmes** within veterinary education systems, fostering strategic partnerships and stakeholder engagement to ensure sustainable professional development outcomes for women and underrepresented groups.
- 6.10 Enhance Accessibility to Veterinary Services** by designing animal health services based on user needs, adopting accessible digital technologies, providing gender-sensitive training, and running targeted awareness campaigns and gender-disaggregated data collection systems should be established for improved service delivery monitoring.
- 6.11 Conduct Targeted Awareness Campaigns** in collaboration with extension services, NGOs, and community radio platforms to raise awareness about gender equality, women's roles in the sector, and the importance of inclusive veterinary services.
- 6.12 Advocate for legislation that requires Sex-Disaggregated Farmer Registration** and mandates Agricultural and Health Service Providers (AHSPs) to document interactions with women farmers, ensuring better data collection and targeted support for female livestock keepers.
- 6.13 Create Supportive Professional Environments** within the veterinary sector through structured mentoring programmes, equal opportunity policies, and resource allocation for career advancement, while fostering an inclusive cultural transformation and promoting women's leadership.
- 6.14 Strengthen Veterinary Associations** by implementing gender quotas in governance where appropriate, establishing comprehensive leadership development programmes, and creating incentive systems that encourage inclusion and professional growth for women and underrepresented groups.
- 6.15 Promote Inclusive Digital Technologies for Learning** by raising awareness of digital tools and offering gender-sensitive training for veterinarians and veterinary paraprofessionals (VPPs), ensuring equal access to learning and professional development opportunities.
- 6.16 Promote Inclusive Professional Cultures** within the veterinary sector through gender-sensitive reforms, male partnership programmes, and women-led mentorship initiatives that contribute to the sustainable development of the sector and enhance women's representation in leadership roles.

## 7.0 Well-being and Mental Health

### Summary:

The recommendation on **Well-being and Mental Health** highlights the importance of creating a supportive and healthy work environment for the veterinary workforce. It calls for improving mental health and psychosocial resilience by offering flexible work arrangements, stress management resources, professional counselling, and peer support networks. Emphasizing work-life balance, family-friendly policies to foster resilience, motivation, and a healthier work environment, ensuring the workforce remains supported and capable of handling the challenges of veterinary practice.

### High Level Recommendation

**Promote the psychosocial resilience of the veterinary workforce by ensuring comprehensive workforce planning, targeted training, adequate staffing, and improved working conditions as well as fostering a supportive infrastructure, an inclusive decision-making environment and integrating mental health support mechanisms.**

### Granular Details

- 7.1 Create work environments** that promote mental health and well-being and ensure appropriate staffing levels, work schedules, adequate resources, and support systems to minimize stress and improve job satisfaction.
- 7.2 Establish Comprehensive Work-Life Balance and Mental Health Support Systems** in veterinary workplaces and address gender-specific challenges and promote mental well-being through the following:
  - 7.2.1 Family-Friendly Policies:** Implement policies that support employees with families, including parental leave and caregiving flexibility.
  - 7.2.2 Flexible Working Arrangements:** Create opportunities for flexible hours or remote work to accommodate personal needs.
  - 7.2.3 Mental Health Support Programmes:** Develop programmes that offer resources and coping strategies for mental health.
  - 7.2.4 Stress Management Resources:** Provide tools and techniques to manage work-related stress.
  - 7.2.5 Equitable Workload Distribution:** Ensure that workloads are fairly distributed to avoid burnout.
  - 7.2.6 Parental Support Mechanisms:** Implement support systems for new parents, such as parental leave and childcare assistance.
  - 7.2.7 Professional Counselling Services:** Offer access to confidential counselling services for emotional support.
  - 7.2.8 Regular Workplace Well-being Assessments:** Conduct regular assessments to monitor the well-being of the workforce and identify areas for improvement.
- 7.3 Provide Professional and Peer Support Mechanisms** that enhance the welfare and emotional resilience of veterinary and animal health professionals and help professionals manage stress, prevent burnout, and ensure mental well-being within the workforce.
- 7.4 Implement Structured Professional and Peer Support Networks** that include formal mentorship programmes, professional coaching opportunities, and peer support groups and forums to foster emotional resilience, promote continuous professional growth, and strengthen the overall support system for veterinary professionals.

## 8.0 Collaboration

### Summary:

The **recommendations on Collaboration** are anchored on the need for stronger partnerships among veterinary professionals, associations, and sectors to enhance the effectiveness of veterinary services. They stress the integration of **One Health approaches**, facilitating knowledge exchange, and promoting shared ethical standards across the profession. By fostering collaboration within the veterinary sector and with other public health and environmental efforts, the quality of veterinary services can be improved, leading to better outcomes for both animals and humans.

### High Level Recommendations

**8.a. Enable collaboration between veterinarians, veterinary paraprofessionals (VPPs), community-based animal health workers (CAHWs), their associations, and other professionals in the veterinary domain, actively including the public and private sectors.**

**8.b. Promote understanding of Veterinary Services scope and impact beyond the veterinary domain, including in One Health approaches.**

### Granular Details

**8.1 Promote broader Understanding of the Scope and Impact of Veterinary Services** beyond the veterinary domain, particularly by integrating One Health approaches and highlight the interconnectedness of animal health, human health, and environmental health, enhancing the role of veterinary services in public health.

**8.2 Highlight the role of veterinary services** in addressing issues that extend beyond the veterinary field, such as zoonotic diseases, environmental health, and public health.

**8.3 Foster stronger collaboration** between VPPs and veterinary associations to promote shared knowledge, best practices, and ethical standards, enhance the credibility of VPPs and provide a platform for continuous learning and professional development within the veterinary sector.

## 9.0 Inclusion and Youth

### Summary:

The recommendations on **Inclusion and Youth** call for integrating youth perspectives into workforce planning, ensuring access to veterinary education, and fostering opportunities for both youth and women in the animal health sector, emphasizing the importance of youth and women actively participating in shaping the future of the veterinary profession. By integrating their views into decision-making, encouraging innovation, and providing necessary resources and mentorship, the sector can achieve long-term growth and sustainability. The focus on intergenerational learning and inclusive policies ensures that future generations are well-prepared to contribute to the development of the industry.

### High Level Recommendation

**Identify and incorporate youth perspectives in workforce planning and decision-making and ensure affordable access to veterinary education and continuing education, fair compensation and inclusivity in veterinary careers.**

### Granular Details

- 9.1 **Establish a Support Ecosystem for Youth and Women-led Enterprises** in the animal health sector, including targeted interventions such as accessible financing mechanisms, technical capacity building, business development services, market linkages, and mentorship programmes to ensure their success and sustainability in the sector.
- 9.2 **Promote Pairing of Local and International Veterinary Education Establishments (VEEs)** that offer veterinary and VPP qualifications, encourage cultural veterinary storytelling and innovation, allowing for diverse perspectives and approaches to be embraced in veterinary education.
- 9.3 **Include Youth** in the review and design of their own veterinary curricula and ensure that educational programmes reflect the needs, aspirations, and perspectives of the younger generation, preparing them effectively for the veterinary profession.
- 9.4 **Promote Intergenerational Learning and future Oriented Policies** within the veterinary sector, ensure policies are designed to be fair to future generations, support knowledge sharing between experienced professionals and younger generations, ensuring the continuity and growth of the sector.
- 9.5 **Ensure Regular Monitoring and Evaluation of Youth and Women-led Enterprises** to guarantee the long-term sustainability and growth of youth and women-led enterprises. This should be supported by policy frameworks that address barriers to entry and create enabling environments for their success in the livestock value chain.

## 10.0 Digitalisation

### Summary:

The recommendations on **Digitalisation** emphasise the integration of digital technologies within veterinary education and service delivery to improve efficiency, collaboration, and accessibility. It calls for using innovative tools, such as telehealth and artificial intelligence, to enhance professional development, gender inclusion, and the regulatory framework for digital tools. The aim is to ensure that these technologies are accessible, equitable, and inclusive. Through strategic interventions and a human-centered approach, the veterinary sector can leverage digital solutions to foster professional collaboration and improve health outcomes for both animals and humans.

### High Level Recommendation

**Integrate, as appropriate, inclusive digital technologies, across competency-based education frameworks and veterinary service delivery systems, to enhance professional collaboration, strengthen preventive care, regulation and surveillance capabilities, and improve service efficiency.**

### Granular Details

- 10.1 Establish Comprehensive Engagement Strategies** that maintain consistent learner participation and retention through interactive content delivery, personalized learning pathways, and regular feedback mechanisms, supported by robust monitoring and evaluation systems.
- 10.2 Integrate Digital Tools and technologies Across Veterinary Service Delivery Systems** to enhance professional collaboration, strengthen preventive care capabilities, and improve overall service efficiency through standardized digital platforms and protocols.
- 10.3 Establish Regulatory Frameworks for Digital Tool Utilisation** in veterinary education and practice including proper oversight mechanisms for e-learning platforms, telehealth services, and digital certifications through Veterinary Statutory Bodies and Educational Establishments.
- 10.4 Leverage digital technologies to promote gender inclusion** in veterinary services by providing targeted e-learning opportunities, gender-responsive digital tools, and specific support mechanisms that address gender-based barriers to participation.
- 10.5 Implement Learner-Centered Digital Platforms** that ensure flexibility, accessibility, and effective support systems through multilingual capabilities, adaptive learning tools, and responsive technical assistance, while maintaining pragmatic approaches to meet diverse learner needs.
- 10.6 Retain human intelligence** at the core of any artificial intelligence-based technology development or use, ensuring that these technologies are based on values of inclusivity, accessibility, and empowerment.



- 10.7 Establish structured Collaborative Learning Frameworks** that foster inclusive participation, enhance learner motivation, and create sustainable peer-to-peer learning environments through well-designed group activities, facilitated discussions, and interactive knowledge-sharing mechanisms.
- 10.8 Eliminate Technological and Language Barriers:** Develop and implement strategic interventions to eliminate technological and language barriers in digital learning environments, ensuring equitable access through infrastructure support, language localisation, and targeted assistance programmes for underserved communities.
- 10.9 Implement Telehealth Systems for Disease Reporting and Surveillance** that integrate all levels of veterinary service providers, ensuring real-time data collection, analysis, and response capabilities while maintaining data quality and accessibility.
- 10.10 Implement Diverse Assessment Methodologies** that effectively measure training outcomes through digital evaluations, practical skill demonstrations, and real-world application metrics, ensuring continuous improvement of training programmes based on measurable results.
- 10.11 Investigate and Incorporate Emerging Technologies,** including Metaverse applications, to enhance veterinary education and service delivery through immersive learning experiences, virtual simulations, and innovative solutions for challenging operational environments.

## 11.0 Recommendations in respect of the Africa PPP Forum in the Veterinary Domain

### Summary:

The **Africa PPP Forum in the Veterinary Domain** aims to strengthen veterinary services across Africa by promoting collaboration and *public-private partnerships* (PPPs). The recommendations emphasise key strategies such as stakeholder engagement, the creation of operational frameworks, and capacity-building to enhance veterinary service delivery and ensure sustainability. By focusing on transparency, innovation, and the integration of digital platforms and robust regulatory frameworks, this approach ensures that the PPP model is sustainable, inclusive, and adaptable to the evolving needs of the livestock sector. This framework fosters collaboration, addresses sector-specific challenges, and contributes to the long-term growth and effectiveness of veterinary services in Africa.

### Granular Details

- 11.1 Develop a Comprehensive Stakeholder Engagement Strategy** for the Africa PPP Forum, including templates and guidelines for effective collaboration, advocacy efforts, and creating an enabling environment for partnership and progress.
- 11.2 Facilitate Open Dialogue and encourage Active Participation** from all stakeholders to better identify and address the specific needs and challenges within the veterinary sector across African regions.
- 11.3 Enhance Trust and Transparency** by promoting the co-creation of solutions that align with international standards, which will contribute to a more resilient and thriving livestock sector in Africa.
- 11.4 Establish Operational Frameworks for the African PPP Forum**, including developing comprehensive Terms of Reference, structured membership protocols, and thematic working groups. Strategic awareness campaigns should also be implemented to ensure effective stakeholder participation and ensure the forum's sustainability.
- 11.5 Establish Institutional and Legal Frameworks for public-private partnerships (PPPs)** in the veterinary domain, which include clear policies, dedicated budgets, and robust technical units to support the effective implementation of veterinary service targets at both continental and national levels.
- 11.6 Develop a comprehensive stakeholder engagement strategy** that includes templates and guidelines for effective engagement between partners, advocacy efforts, and the creation of an enabling environment to ensure successful collaboration and progress within the veterinary sector.
- 11.7 Create a centralized digital platform** for the African PPP Forum that serves as a comprehensive resource center, featuring training modules, learning resources, guidelines, and experience-sharing mechanisms, while providing dedicated help desk support to facilitate knowledge exchange and capacity building in veterinary PPPs, and

for WOA and AU-PANVAC to develop guidelines for the audit and certification of vaccine manufacturers to ensure the production of high-quality vaccines.

- 11.8 Establish Support Mechanisms for the development and implementation of **regionally appropriate legislation**** that strengthens PPPs in the veterinary domain, ensuring the legal frameworks are conducive to growth and cooperation.
- 11.9 Create a Conducive Environment for PPP Development** through structured capacity-building programmes, transparent policy frameworks, and sustainable funding mechanisms, while recognizing private sector actors as credible partners in achieving veterinary sector objectives.
- 11.10 Engage in the Forum's Thematic Working Groups** for targeted discussions and actionable outcomes, ensuring diverse perspectives are considered in developing solutions and sharing feedback for continuous improvement based on participant insights.
- 11.11 Establish Working Groups for Veterinary Workforce Assessments:** Members who identify gaps in the veterinary workforce but have not yet conducted workforce assessments should establish working groups with appropriate stakeholder representation to develop a plan for conducting a veterinary workforce assessment, ensuring that mechanisms for collecting the necessary data are in place for meaningful and accurate assessments.
- 11.12 Develop and implement a Comprehensive Stakeholder Engagement Strategy for **veterinary PPPs****, including standardized templates, partnership guidelines, and advocacy frameworks to ensure effective collaboration between public and private sector partners across Africa.
- 11.13 Monitor Vaccine Performance:** Establish an integrated PPP feedback system for monitoring vaccine performance in the field, utilizing standardized data collection protocols, real-time reporting mechanisms, and collaborative analysis frameworks to ensure continuous improvement in vaccine efficacy and delivery in animal health management.
- 11.14 Foster Competitive Veterinary Product Markets** by ensuring balanced public-private participation, open market access, fair competition, and sustainable sector growth while maintaining quality standards and service delivery.

## 12.0 Recommendations in respect of WOA and Partners

### Summary:

WOAH and partners' recommendations focus on enhancing global veterinary systems through capacity building, workforce development, and sustainable financing. Key actions include standardized frameworks for VPPs and CAHWs, leadership training for women, and fostering youth engagement. WOA advocates for multisectoral collaborations to address antimicrobial resistance using the One Health Approach, while promoting gender inclusivity, scalable service models, and sustainable practices. By supporting workforce assessments, regulatory modernisation, and integration of veterinarians into underserved areas, WOA aims to build a resilient, inclusive, and effective veterinary workforce globally.

### Granular Details

- 12.1 Monitoring and Evaluation Indicators:** Develop indicators for monitoring, evaluation, and learning of veterinary service performance through the PVS Information System, enabling effective tracking of progress in workforce development and performance.
- 12.2 Access to Workforce Development Opportunities:** Encourage members to access workforce development opportunities offered by the PVS Pathway. Acknowledge and address language and technological barriers to ensure inclusive participation.
- 12.3 Sustainable Financing and Public-Private Partnerships:** Advocate for sustainable financing and public-private partnerships in veterinary services. Secure funding for long-term investments in veterinary infrastructure and workforce development.
- 12.4 Updating Methodologies for Workforce Competency Education:** Continue updating and developing methodologies and tools for competency-based education in veterinary services. Ensure curricula and continuing education frameworks are aligned with global standards and evolving needs in the workforce.
- 12.5 Visibility and Inclusivity in Veterinary Services:** Advocate for visibility and inclusivity in veterinary services, particularly in the recruitment, retention, and promotion of women in the workforce. Address gender disparities and ensure that veterinary services meet the needs of both women and men livestock keepers.
- 12.6 Gender-Disaggregated Data Collection:** Encourage the collection and analysis of gender-disaggregated data on the veterinary workforce to improve understanding of gender dynamics and ensure policies address the unique needs of both male and female workers.
- 12.7 Monitoring Members' Progress:** Monitor and evaluate members' progress in implementing recommendations through data collected from the PVS Pathway Information System and ensure that progress is tracked and that necessary adjustments are made to meet workforce development goals.
- 12.8 Assessing Education and Continuing Education Needs:** Continue to support the Organisation and its Members in the assessment of education and continuing

education needs, development of quality standards for education and continuing education, and delivery of training services, in line with their mandate and through the WOAHP Platform for the Training of the Veterinary Services.

- 12.9 Supporting Workforce Development:** Provide support through the PVS Pathway to assist in workforce assessments and development. Help members organize workforce assessments that lead to better planning and development.
- 12.10 Establish a Standardised Global Emergency Response Training Framework:** WOAHP to develop a global emergency response training framework to ensure consistent delivery of training content and methodologies across all member countries. This framework should include harmonized facilitation protocols, standardized messaging, quality assurance mechanisms, and readily accessible ad-hoc training opportunities. Leveraging WOAHP's expertise, to build uniform emergency response capabilities while maintaining equitable access to capacity development resources for all member countries
- 12.11 Facilitate Multisectoral Collaborations for Antimicrobial Use Regulations and One Health Approach:** WOAHP to collaborate with other organisations and stakeholders to establish and support regulations for antimicrobial use in animals, humans, and the environment. Additionally, WOAHP should assist countries in implementing the One Health Approach to address *antimicrobial resistance* (AMR) interventions effectively
- 12.12 Leadership Training for Women:** Offer leadership training and communities of practice for emerging veterinary leaders, particularly women and Empower women in veterinary leadership roles through targeted training and mentorship.
- 12.13 Support for Workforce Development:** Provide resources and support for workforce development, including organizing veterinary workforce assessments, VPP curricula analysis, and VSB missions and facilitate the creation of policies and plans to improve the veterinary workforce.
- 12.14 Translating Workforce Assessments into Policy:** Assist members in developing policies and plans based on workforce assessments. Ensure that workforce assessments lead to actionable plans for improving the veterinary workforce.
- 12.15 Fundraising for Workforce Development:** Advocate for funding to support the PVS Pathway, including missions focused on workforce development and ensure that sufficient resources are allocated to strengthen veterinary services and workforce development initiatives.
- 12.16 Promoting Student and Youth Engagement:** Promote youth engagement in veterinary workforce planning and development and involve students and young professionals in shaping the future of veterinary services.

- 12.17 Investment in Veterinary Service Delivery Companies:** Promote investment in new veterinary service delivery companies and encourage scalable businesses that respond to the needs of local communities and improve access to veterinary care.
- 12.18 Public Awareness on Veterinary Services:** Improve communication about the role of veterinary services in food security, public health, and biodiversity while raising awareness of the contributions veterinary services make to the broader economy and society.
- 12.19 Advocating for Sustainable Veterinary Practices:** Raise awareness and advocate for the role of natural ecosystems in supporting wildlife health, animal health, and community health and promote environmentally sustainable and socially responsible veterinary practices.
- 12.20 Supporting Professional Integration in the Private Sector:** Develop initiatives to support the professional integration of veterinarians and VPPs in the private veterinary workforce and create pathways for professionals to thrive in private sector roles, especially in underserved regions.
- 12.21 Financial Support for Veterinary Integration:** Encourage financial support for integrating veterinarians and VPPs in the private sector and Provide resources to develop veterinary service infrastructure, particularly in regions with limited access.
- 12.22 Supporting Legal Framework Modernisation:** Monitor and support the modernisation of legal frameworks for the regulation of veterinary professionals and ensure that legal frameworks for veterinary services, including VPPs, are updated to reflect modern practices and regulations.

**These detailed recommendations are available for download at :**

<https://rr-africa.woah.org/app/uploads/2025/04/WOAH-Refined-DETAILED-Recommendations-14.01.2025.pdf>