Organisation of Veterinary Services*

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Summary: After a brief historical presentation, the rapporteur studies the present organisation of Veterinary Services throughout the world by analysing replies received from 52 countries to a questionnaire which was distributed to its Member Countries by the OIE. He reviews the administrative structure of Veterinary Services, their different fields of activity, staff numbers and budgets, the assessment of their effectiveness and the means for such assessment and, finally, their development prospects for the future.

In addition to this questionnaire, the author uses information supplied in two reports dealing with the organisation of Veterinary Services in Africa and in Eastern European countries, respectively.

With regard to the recommended standards for Veterinary Services, an FAO manual, an updated version of which is being prepared, contains a very useful chapter on this point.

The role of Veterinary Services in the protection of animal health is essential and their collaboration with Animal Production Services, which is often inadequate, needs to be reinforced.

The same problems do not apply in developed or developing countries, but a general problem is that of insufficient credits allocated to the Veterinary Services. This is why it is important to justify the maintenance or development of their level of activity by using more efficient business management techniques; cost-benefit analysis could help them in this task.

Finally, the creation of a Working Party would make it possible to study in greater detail the problems raised in this report for each epidemiological region.


INTRODUCTION

During the last few years a number of Delegates to the Office International des Epizooties have expressed their concern about the situation confronting many of the Veterinary Services throughout the world. Increasingly, the role of Veterinary Services has to be justified to satisfy public opinion but, more importantly, to satisfy Governments of the value of their contribution in the national economy. In the developed countries, a reduction in the support for the Veterinary Service is not unusual on the grounds that the main epizootics have been largely controlled or eradicated. In the developing countries, where the continued functioning of the Veteri-
nary Service frequently depends upon foreign aid, strong pressure may be experienced for reorganisation which may not be the only suggestion for a problem of insufficient trained personnel, insufficient vehicles, equipment and supplies and inadequate means for maintenance.

The OIE, being the Organisation of Government Veterinary Services, has decided that this subject should be discussed by drawing upon the experience of the Member Countries with the objective of seeking ways for the strengthening of Veterinary Services throughout the world.

THE HISTORY OF THE DEVELOPMENT OF VETERINARY SERVICES

In this discussion paper, the space available for history restricts reference to a brief summary. There are a number of different situations in which Veterinary Services were developed or established, all because of the prejudicial consequences of animal disease, especially those of the major plagues. For example:

a) Prior to the 20th century, armies were dependent upon the horse for transport and upon farm livestock for food with herds and flocks included, at times, in the baggage trains. The handicap of animal disease in addition to casualties in conflict led to the eventual development of army veterinary corps.

b) In the 18th and 19th centuries, rinderpest became the most serious problem affecting cattle production in Europe. The consequences of this led to the establishment of the first veterinary schools in Western Europe and the creation of the first State Veterinary Services.

c) The colonisation policies from the beginning of this century of the British, the Dutch, the French, and the Portuguese promoted the increasing introduction of European breeds of livestock into tropical countries. This led to the establishment in many parts of Africa, India and South-East Asia of Veterinary Services based upon the European model. The countries which regained their independence, or which had retained it, adapted or created Veterinary Services to meet their specific requirements.

d) In the socialist countries, the creation of their Veterinary Services, directed by the State, started in the Soviet Union immediately after the first world war. Epizootics were declared to be a political, economic and social enemy of the people. It was decided, therefore, that their control could not be left solely to the veterinarians but must include all the State organisations, public and social. The devastation of the second world war and the hardships of re-establishment in the immediate post-war years provided an additional stimulus to lessen the disease handicap to animal production in order to correct the inadequate supply of food for the human population.

Common to all these approaches are two motivations:

a) to protect and improve the health and productivity of the national flocks and herds and,

b) to gain international trade by the exportation of animals or their products acceptable to the importing countries.

In many countries autonomous organisations have been established, some exclusive to the private sector, principally for improvements in animal production
but also including attention to animal health care. The private sector in the developed countries has an indispensable role in industries in support of agriculture by the manufacture of machinery, equipment, pharmaceuticals, biologicals and pesticides.

THE ORGANISATION OF VETERINARY SERVICES.
THE CURRENT SITUATION

The distribution by the Director General of the questionnaire on the organisation of Veterinary Services in July 1985, resulted in their return by 52 countries by the end of the year, after which no further amendments to the discussion paper could be considered. These completed questionnaires provided good coverage of all Europe (excluding the western Soviet Socialist Republics), the United States of America, Canada, Japan, Australia and New Zealand; scanty coverage of Africa, South America, and the southern and island countries of South-East Asia; very poor coverage of the Middle East, also of much of Asia including India and its neighbouring countries and the northern countries of South-East Asia. Nevertheless, there are sufficient examples to provide a cross-section of the situation covering the good organisations and the poor organisations.

This discussion paper is restricted to an analysis of the questionnaires and to a summary of the conclusions that can be drawn from the submitted material. This is supplemented by a minimum of recommendations for discussion.

Two other studies have recently been made which increase the information about two geographical areas poorly covered by lack of response to the questionnaire. The first is on the organisation of the Veterinary Services of the African countries (predominantly those French-speaking). Information is provided about 11 countries from which questionnaires were not received (2). The second is on the organisation of Veterinary Services of the socialist countries and provides the missing coverage of the Union of Socialist Soviet Republics and of Bulgaria (5). Brief summaries of these papers are included later in this discussion paper.

The following countries returned completed questionnaires: Algeria, Argentina, Australia, Austria, Belgium, Botswana, Burkina Faso, Canada, Chile, Côte-d'Ivoire, Cyprus, Czechoslovakia, Denmark, Ethiopia, Finland, France, German Democratic Republic, Germany (Federal Republic of), Greece, Hungary, Indonesia, Ireland, Italy, Japan, Kenya, Korea, Luxemburg, Madagascar, Malawi, Malaysia, Mali, Mauritania, Netherlands, New Zealand, Norway, Oman, Poland, Romania, South Africa, Spain, Sri Lanka, Sudan, Swaziland, Sweden, Switzerland, Taiwan, United Kingdom (Great Britain and Northern Ireland), United States of America, Uruguay, Vanuatu, Yugoslavia, Zimbabwe.

AN ANALYSIS OF THE QUESTIONNAIRES
TOTAL RECEIVED, 52

Organisation

Veterinary Services are predominantly the responsibility of the Ministry of Agriculture or equivalent Ministry, e.g. Australia — Department of Primary Industry (Federal), Canada — Health of Animals Directorate (Federal), Côte-d'Ivoire and Mauritania — Rural Development. In, at least, one quarter of the Services analysed there was the involvement of a second Ministry, usually the Ministry of Health, or
of a local Authority, for the purposes of inspection of products of animal origin for
human consumption or for the control of veterinary pharmaceutical and biological
products.

One fifth of the countries which returned the questionnaire have a federal struc­
ture with the Veterinary Services possessing partial or almost complete autonomy at
state or provincial level. In a few non-federal countries a high degree of responsi­

bility is vested in the Veterinary Services, especially with regard to any threat to the
health status of their livestock.

About half of the Veterinary Services examined had some degree of involvement
with Animal Production, invariably within the Ministry of Agriculture. In only
four of these countries was the Director of Veterinary Services responsible for Ani­
mal Production. In four other countries the Director of Veterinary Services was res­
ponsible for animal breeding and AI services. In sixteen countries, the Veterinary
Services were involved in animal production either directly under the Director of
Animal Production or through a Head of Veterinary Services as a component part
of the Directorate. Information on these particular responsibilities is lacking by the
failure of a number of French-speaking countries to return the questionnaire. In
this group of countries the Veterinary Services are concerned with improving ani­
mal production (2, cited later).

Activities of the Veterinary Services

Animal production

Within the organisational structure of the Ministry of Agriculture, or its equiva­

lent, the two important components for the purposes of this discussion paper are
Animal Production and Veterinary Services. In some countries there is an accep­
tance that both are partners in obtaining the optimum productivity from the animal
industry. In other countries there is a traditional division between Animal Produc­
tion and Animal Health, probably related to the organisation of higher education.
The adequate bridging of this division is, by no means, general. A record of the
organisational involvement of a Veterinary Service in animal production is likely to
be limited to noting a management responsibility. This is without mention of the

collaboration that should exist between veterinary officers and animal production
officers. Good and continuous collaboration between those of these two disciplines
is essential considering that animal disease is one of the greatest handicaps to ani­
mal productivity. This collaboration cannot always be taken for granted.

The analysis of the returns about veterinary activities under the item “Animal
Production” in Section III of the questionnaire is as follows:

a) “Nil” ................................................................. 28 countries

b) A responsibility of the Director of Animal Production
   either directly (2 countries) or through a Head of Veteri­
nary Services (9 countries) ................................. 11 countries

c) A responsibility of the Director of Veterinary Services .... 4 countries

d) A responsibility of the Director of Veterinary Services limi­
ted to animal breeding and AI .............................. 4 countries

e) Imprecise or conflicting information to permit assignment
to a category, most likely to be a) or b) ........................ 5 countries
Epizootiological surveillance — Animal health

In countries in which a number of major diseases of animals were formerly enzootic, epizootiological surveillance was then of limited concern. Fortunately, it is now possible to accept that epizootiological surveillance and animal health are the principal activities of the Veterinary Services. The former becomes of greater importance as the overall animal health status improves.

The cooperation of livestock owners through one of their local, regional, or national organisations is becoming an increasing part of animal health programmes. A new element in some developed countries is that such cooperation may be financial. This cooperation is cited by a few countries. This is distinct from an imposed charge for certain services which is an increasing practice under present financial constraints.

Import/export

Almost without exception, the countries provided statistics either about staff or budgets related to the control of imports and exports. About half the countries specifically cited quarantine stations, frontier posts or controls at points of entry. From knowledge of the circumstances in the remainder of the countries, it can reasonably be assumed that some degree of control is enforced over the entry of live animals, or at least of animals presenting a threat to the health of farm livestock. The regulations for the importation of products of animal origin are generally based on the same criteria. The vigilance of customs officers, usually belonging to a Ministry different to that responsible for the Veterinary Services, is of great importance in preventing entrants to the country bringing in prohibited products of animal origin and in detecting goods falsely described.

Control of biological products

All but five of the fifty-two countries reported the control of biological products and in only very few instances was this control exercised by other authorities.

Control of veterinary drugs

All but five of the countries reported the control of veterinary drugs but one country was different in this five from the five referred to above. Therefore, only six countries do not control both biological and pharmaceutical products. In ten countries the control of drugs was imposed by authorities other than those responsible for the Veterinary Services.

Inspection of meat and other products for human consumption

Food inspections are carried out by various Government Departments in addition to a reliance on the Veterinary Services, predominantly for meat inspection. Without differentiating between these various authorities, food inspections in twenty-seven countries included meat, egg products, dairy products and fish, although in one of these countries, inspection was restricted to imported products. Meat was inspected in an additional twenty-five countries, egg products in an additional four countries, dairy products in an additional ten countries and fish in two additional countries. With regard to these last three commodities, meat was inspected in each case (included in the above count of twenty-five).

In all the countries that returned the questionnaire, therefore, meat inspection was general; almost three-quarters included the inspection of dairy products; almost two-thirds included egg products, and just over one half inspected fish. There would appear to be some anomalies created by incomplete reporting, for
example, no record of the inspection of fish where, in some cases, there is a large consumption of sea-food.

Research/diagnostic laboratories

Every country in the series of fifty-two produced evidence of a veterinary laboratory in its organisation. In the great majority of cases, details were provided of staff numbers and categories. In one case the only clue was a reference in the assessment of their Veterinary Service of sending samples to the laboratory. The scale of the research and diagnostic service ranged from the small diagnostic laboratory to the internationally renowned national institute with a chain of veterinary investigation centres or regional diagnostic laboratories. Three-quarters of the countries had regional laboratories in addition to a central institute except that in two countries the laboratory service was based solely on regional laboratories in veterinary schools and similar institutions.

Five countries specifically stated that no assistance was required from any national or international authority. Six other countries did not answer the question. Therefore, the great majority of the countries (four-fifths) sought the assistance of other agencies from time to time.

Other activities

Less than half (21) of the countries listed a responsibility for activities other than those mentioned above. The activities cited covered a diverse field. The most frequently mentioned was animal welfare (11); secondly, a monitoring activity for such as agricultural chemicals, chemical residues, feed additives, and radioactivity (9); and thirdly, 1 to 3 mentions of pasture/water supply improvement, protection of the environment, carcass destruction, control of pig waste pollution, fish diseases, control of international boundary fences, and conservation of species.

Staff numbers and budgets

Staff numbers

Only four countries failed to provide information on staff numbers but in a quarter of the countries the information was incomplete and difficult to interpret. Two-thirds of the completed questionnaires provided the information requested but some of those from countries with a federal structure were of limited value. In two cases, however, as much detail was provided for most of their states or provinces as for the federal Headquarters.

These statistics require a good knowledge of a country with regard to the structure and management systems of the livestock industry, the population, the size, the climate, its political and economic structure and its economic status. Otherwise, no conclusions can be drawn about the adequacy of the strength of the Veterinary Service. One striking difference exists between official Veterinary Services of the socialist and the other countries. In the socialist countries there are no private veterinary practices and the State services are very fully staffed. Czechoslovakia, for example, has some 3,000 veterinarians and other graduates at Headquarters and some 6,000 in the field. Similar numbers apply to Hungary and Poland rising to some 8,500 and 10,500 respectively.
Budgets

Half of the countries gave a reasonable breakdown of their budgets although, of these, only about half with a federal structure included the state or provincial budgets. Half of the remaining countries gave only the total budget with no breakdown and the other half gave no information. About half of the countries cited the percentage of the national budget represented by the animal health Services or by the Veterinary Services in the widest sense. These percentages varied considerably for that and for other reasons, for example, nine were between 0.00014% and 0.08%, eight between 0.1% and 0.8% and seven between 1% and 4%. An analysis of the breakdowns of the budgets that were provided showed that salaries represented between 13% and 99% but with two-thirds between 40% and 75%. This wide scatter was without discernable relationship to any of the usual categorisation of countries. One explanation could be that the countries at the extremes had not checked their statistics.

Assessment of Veterinary Services

The effectiveness of a Veterinary Service is dependent upon the financial support which it receives, its organisation and management, and upon the general conditions in the country especially with regard to the means of communication, the structure of the livestock industry, and the availability of trained manpower.

One of the most important items in the questionnaire is the “Assessment of Veterinary Services”. An analysis of the answers received shows that thirty-eight countries considered that, in general terms, their Veterinary Service was satisfactory, three countries did not comment but knowledge of their situation justifies adding them to this class, making the total forty-one. Eleven judged their service to be unsatisfactory in some aspect or another. It is the assessment of the causes of ineffectiveness that best indicates where and how Veterinary Services can be improved and strengthened. The general picture that emerges is of:

- Insufficient vehicles and inadequate maintenance.
- Poor means of communication.
- Inadequate and late reporting of outbreaks of disease.
- Insufficient samples submitted for diagnosis.
- Insufficient trained manpower at both professional and support level.
- A basic problem of under-development and inadequate funds.

It is common knowledge that some countries, which have judged their Veterinary Service to be satisfactory, suffer from the same defects especially those relating to transport and collection of samples. Although the number of vehicles may be reasonably adequate, the mobility of the service is severely handicapped by inadequate funds for running costs and maintenance. Similarly, inadequate funds restrict the supplies required for the collection of samples, their transport to the laboratory and for their examination.

The means by which Veterinary Services may be assessed

Sixteen countries made no mention of this subject.

Twenty-nine countries based their assessment on the traditional and well-tried indicators such as the favourable development of the health status of the livestock, an increase in specific disease control programmes, an increased demand for their
services in new activities, and, in some cases, by an increase in funds. One very significant point was that note was made quite frequently that, regrettably, there was no assessment based on any method of economic analysis.

Seven countries described the use of some form of formal assessment with a concomitant search for more effective management.

The attention of countries is drawn to this approach which is becoming increasingly necessary for the survival of effective Veterinary Services when so many Governments have to face severe financial constraints. Survival, under these circumstances, has to be based on greater productivity in the face of diminishing financial resources. Paradoxically, the strength of the forces bringing about this situation tends to make its first impact in well-developed countries.

In planning programmes of animal disease control, an essential tool for good management and decision making is a cost/benefit analysis. Although economists have studied the relationship between costs and benefits in the field of public works and utility services, it is only during the last two decades that this type of analysis has begun to be applied in assessing the justification for funding programmes for the control of animal disease.

There are a number of different approaches towards attaining greater efficiency in management but many of the principles are the same. The responses submitted on the subject can be summarised, in general, as follows:

To achieve a structure for efficient operation with effective management, planning, and budgeting, coupled to easy evaluation and assessment.

The key components can be set out thus:

**Management**
- Planning
- Budgeting
- Implementation
- Reporting
- Evaluation

Priorities
- Projects and programmes — Flexibility
- New circumstances
- Progress demanding:
  - completion
  - deletion
- Changes in responsibilities
- Changes in legislation (home and abroad)
- Emergencies:
  - disease
  - floods
  - drought
  - financial
  - and others

**Communications and information**

The above outline of management and operations, for success, is dependent upon good communications and information storage and retrieval. The more
important demand is information storage and retrieval which requires computerization. Communications are also important and the systems exist to provide this but the first financial expenditure should probably be on computerization of data.

**Evaluation**

It is essential that this is done within the Veterinary Service and within the Ministry to which it is responsible. There is a growing tendency to go higher up the Government structure by having audits by succeeding higher levels of authority. Unless there are exceptional circumstances, this is liable to be unproductive by too great a demand on staff time.

**The essential requirement**

The first essential requirement in any service is for the management to know who is doing what, where, why, and at what cost.

**Development prospects for Veterinary Services**

A distinction has to be made between the development of the Veterinary Services in the developed countries and in the developing countries. As this is a dynamic situation, the transitional stages have to be taken into account. The development through these intermediate stages is well described by Polak and Borkovec (5). This report is with regard to the various stages in the evolution of the Veterinary Services in the socialist countries from the traditional pattern associated with animal disease to the more recent scene associated with animal health and the responsibilities of veterinary public health.

The first stage, which has been achieved in the majority of the developed countries, is the elimination of the greatest handicaps to animal production by the eradication of the major diseases.

Once the achievement of the first stage has been consolidated, attention can be turned towards eliminating sources of infection and in exploiting wastes and by-products as supplementary sources of animal feed, all under veterinary supervision. This applies to rejected carcasses, abattoir wastes and by-products not always utilised.

The third stage is participation in the intensification of animal production, free from the constraints of enzootic and epizootic disease. This requires a change in the attitude of the veterinarian towards greater recognition of the importance of a multifactorial approach within the context of good management and husbandry.

Against this background, the fourth stage becomes more easily attainable. This is the improvement of the quality of products of animal origin, of better meeting consumer demand, and of ensuring that the agreed thresholds for the presence of toxic or potentially toxic residues are not exceeded.

With regard to consumer demands, there is an increasing concern in many developed countries for the welfare of animals throughout all stages of production, not only about production systems of the intensive type but also about the conditions for animals during transport, in markets, prior to slaughter and in abattoirs. These are subjects of growing importance for the Veterinary Services.
The present situation within the European Economic Community is well summarised by one of the Member Countries:

Economic forces designed to reduce the level of subsidy to agriculture will encourage a search for even greater efficiency in those enterprises that are to survive. Similarly, greater public concern over animal welfare and environmental issues will affect the industry. The increased interest by the consumer in health aspects of food may result in a change of diet away from animal products and a need for greater surveillance for harmful residues in meat and dairy products. All these factors will serve to change the orientation of the Veterinary Service in the coming years and will increase the need for careful management of its resources.

The situation in the developing countries is, in the great majority of cases, a need to increase food production, whether it be of plant or animal origin. In the case of animal production, two principal problems have to be overcome. One is to provide the environment for the animals, namely grazing, supplementary sources of feed, water, handling facilities, etc. The other is to lessen the burden of animal disease, parasitism, mineral deficiency, and poor environment.

The response of countries to this subject of development prospects was that there were no replies from twelve, twenty-one responded but to a rather limited extent and nineteen gave the subject considerable consideration.

The eleven countries which judged their Veterinary Service to be unsatisfactory responded and twenty-nine others recorded that improvements could be made or that future needs would require a different approach.

Recognising that the fundamental issue is the necessity to increase the budget of the Veterinary Services, the following items were the most frequently cited as being necessary for a more effective service in the future.

1. Better diagnostic services by having more laboratories.
3. More trained manpower with a separate emphasis on two components, i.e.
   a) Training programmes for existing staff.
   b) More staff, duly trained.
4. Reorganisation of the Veterinary Services better to meet present and future needs.
5. Bearing in mind the need to present the best case in favour of the Veterinary Services, the following points are relevant:
   a) A cost/benefit appraisal of the effectiveness of the Veterinary Service.
   b) The need for improved legislation for greater effectiveness.
   c) An important part of the cost/benefit appraisal is the absolute necessity of preventing the entry of diseases exotic to the country.
   d) An equally important part of the cost/benefit appraisal is to cite the socio-political-economic significance of veterinary activities and the efficiency of the Services responsible.
6. Specific priorities which are applicable to certain countries:
   a) Where there is an increasing number of large animal production units under intensive systems — an increasing awareness and practice of preventive medicine.
b) Where the major epizootics have been controlled, a greater involvement of the Veterinary Services in the general epizootiology of infectious diseases of animals.

c) An increasing emphasis on the need to become competent in dealing with diseases of fish in view of the increase and importance of fish farming.

RECOMMENDED STANDARDS FOR VETERINARY SERVICES

In 1975, FAO published a “Manual on Standards of Veterinary Services Meat Hygiene and Meat Inspection Post-mortem Judgement of Slaughtered Animals and Establishment of Disease-Free Zones”. The view had been repeatedly expressed in various meetings that FAO, in collaboration with WHO, OIE and other concerned organisations should prepare a unified code of standard principles governing animal health and meat hygiene for the guidance of developing countries especially to gain wider access to international trade. This manual, in the chapter on Standards of Veterinary Services, provides a comprehensive catalogue of the duties, responsibilities, powers and resources required for the proper functioning of a Veterinary Service. A revised manual is in course of preparation noting present and future needs by taking into account changes in social, economic, sanitary, ecological and technological conditions. Other relevant documents are the “OIE International Zoo-Sanitary Code” and the “WHO document on Veterinary Public Health Programmes”. These publications provide valuable criteria against which the organisation of Veterinary Services can be assessed. It is important to recognise that there is no single solution and that the varying conditions in each country must be taken into account.

There are, however, additional matters of policy and management that require to be discussed. For example:

a) The authority of the Veterinary Service and the seniority status of its Director.

b) Relevant to a), centralisation or decentralisation? Especially important is the situation in a Federal/State system of Government.

c) Separation from or unity with the Animal Production Services?

d) The extension of the responsibilities of the Veterinary Services into:

Activities from which it is excluded in some countries, e.g., meat inspection and inspection of other foods of animal origin, including not only pathology but hygiene, residues, and contaminants.

New activities as referred to above with a corresponding reinforcement of financial support.

SUPPLEMENTS TO THE QUESTIONNAIRE

The organisation of Veterinary Services in Africa

Cheneau (2) in his Report on the organisation of Veterinary Services in Africa, prepared for the 54th General Session of OIE, includes a number of countries which did not complete the OIE questionnaire. Interesting and encouraging data are cited from Anteneh (1) on the increase in staff numbers in six out of seven West African countries between 1970 and 1979. In these six countries there was an overall increase of 44% in all categories of staff and a 68.5% overall increase solely in vete-
rinarrians and other graduates (Chad, Mali, Niger, Benin, Togo and the Central African Republic). Information is available for shorter periods during the 1970's and similar increases in staff are recorded in Senegal, Côte-d'Ivoire and Cameroon.

Cheneau identifies a number of constraints in his analysis of the pressures upon the Veterinary Services in Africa which include the following:

a) **Budgetary restrictions** — the most important constraint. In countries with limited resources the allocation of funds becomes unbalanced by the payment of salaries having a higher priority than operational costs.

b) **Economic and political constraints** — Government policies tend to be in favour of the consumer rather than the producer with the latter having a low standard of living and little political influence.

c) **Physical and geographical constraints** — a current trend towards climatic regression affecting the rural environment.

d) **Livestock production constraints** — especially those of the nomads and the transhumants.

e) **Technology constraints** — especially the provision and maintenance of a cold chain for biological products.

The organisation of Veterinary Services in the Soviet Union and in the countries of Eastern Europe

The information available from the OIE questionnaire has been supplemented by a Report to the OIE by Polak and Borkovec (5). Reference to sections of this Report has already been made in this discussion paper. A summary of the Report is as follows:

The Veterinary Services in the socialist countries date from 1919 in the USSR. Initially, there was the creation of small administrations, veterinary inspectorates and similar offices connected with the Ministry of Agriculture and the Ministry of Health. Following the second world war the emphasis was on the control of the principal epizootic diseases so as to increase animal production in the face of the famine suffered by the human population. This was backed by very strong political pressure. This and subsequent policies embracing control of pharmaceutical and biological products, the utilisation of by-products of animal origin, animal nutrition, metabolic disorders, etc. contributed to the strengthening of the Veterinary Services.

Examples are included of the organisation of the Veterinary Services in the USSR and other socialist countries. These follow the general plan found in most countries but with much larger numbers of veterinarians. Four phases of development are described concomitant with the evolution of the socialist State. The final section discusses the adaptation of the present service so as better to meet future needs by making use of recent scientific and technological advances.

**CONCLUSIONS AND RECOMMENDATIONS**

Conclusions

In general, the status of the world's Veterinary Services can be divided into two categories:

a) The long-established Veterinary Services, mainly of the developed countries, the efficacy of which has largely removed the disease handicaps to animal produc-
tion with the consequences that there is increased difficulty in maintaining their past levels of funding. This is not only due to these past successes but also to declining financial strength.

b) The Veterinary Services of many of the developing countries some of which have relatively recently gained independence with, so far, insufficient resources to establish an adequate programme of animal disease control. This, in turn, reduces the efficiency of their animal production industry and restricts their access to international trade both through shortages of exportable surpluses and by the risk of the transmission of disease in products of animal origin.

For all countries there is the threat of the appearance of "new" diseases or the risk of hitherto relatively benign pathogens gaining a new virulence and becoming more widely distributed. Another important factor is the continued existence of the major animal diseases in too many countries especially where political instability is combined with inadequate resources for the maintenance of a fully effective Veterinary Service. These facts provide a strong argument for maintaining the present level of support for animal health care in the countries relatively free of disease. These countries should also seek ways of assisting in the improvement of the animal health status of the developing countries.

For a number of reasons, the effectiveness of the Veterinary Services in all countries is threatened by lack of adequate financial support. It is becoming increasingly recognised that as financial constraints become more severe the competition intensifies in the allocation of public funds at all levels. Each sector of the public service, therefore, is forced to increase its efficiency of management as judged by greater output with, in many cases, a reduction in administrative staff. The justification for the service must be strongly presented. In the case of the Veterinary Service the advantages of control, eradication and prevention of entry of animal disease is most significantly presented in cash/benefit terms. These techniques of business management must be learned and applied by the services on which a strong animal production industry depends.

There are many differences of detail from country to country in the basic organisational structure of the Veterinary Services. The overall situation, however, is generally satisfactory and this aspect would not appear to require special attention. Nevertheless, one specific point can be questioned, namely, the effectiveness of the organisation when there is a State, Provincial, or Regional near-autonomy within a federal system. There is evidence that, because of varying standards of effectiveness between the component parts of the whole, adequate disease control may not always be achieved.

Recommendations

a) That OIE should appoint a Working Party to study in greater detail the points presented in this discussion paper, the objective being to identify any course of action that could be taken to maintain adequate levels of support for well-established Veterinary Services and to obtain assistance, national or international, for the weaker Veterinary Services.

b) That in view of the magnitude of this task, consideration be given to sub-dividing the world problem into zones or regions not based on political boundaries but based on regional epizootiological boundaries. (This approach, for example, contributed much towards progress in South America with regard to the control of foot and mouth disease.)
c) That the Working Party should report to OIE in time for this subject to be discussed at the 55th General Session in 1987.

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Appendix

54th GENERAL SESSION OF THE OIE

RESOLUTION No. XIII

ORGANISATION OF VETERINARY SERVICES

Having reviewed reports on the organisation of Veterinary Services presented during the 54th General Session;

Considering the need to improve world food production and the health status of livestock throughout the world for the benefit of national and international economies;

Acknowledging the requirement to maximise disease surveillance and control systems using technological advances to enhance efficiency of Veterinary Services;

Recognising the increasingly important responsibilities of Veterinary Services in promoting the animal industries, ensuring safety of food of animal origin and in facilitating international trade;

Aware of the economic constraints which impede the work of Veterinary Services in the development of animal production,

THE COMMITTEE

RESOLVES

A. To recommend that Governments of Member Countries:

1. Organise Veterinary Services by ensuring that these Services:

   a) are adapted in conformity with national priorities;
   b) operate at optimum efficiency, allowing for evaluation;
   c) provide protection to animal and public health for the benefit of the community.

2. For the purposes of implementation of the above principles, ensure that:

   a) depending on national priorities, the association between animal production, processing of products of animal origin and health activities, as well as activities relating to the protection of the environment is strengthened;

   b) the application and coordination of various veterinary measures are facilitated and the best possible use is made of human and technical resources at all levels, enhanced, when necessary, by adequate training;

   c) an improved information system exists to enable the countries to provide back-up for the management of veterinary activities and meet their international obligations with regard to the protection of animal health and public health.
B. To invite the Director General of the OIE to:

1. Note the assistance offered by the World Bank to assist with the organisation of seminars on the "Organisation of Veterinary Services".

2. Seek, particularly in cooperation with other International Organisations and financial institutions, means of developing improved management systems for Veterinary Services.

3. Prepare a report, with assistance of a Working Group, following action taken in line with sub-paragraph 2 above, to be presented at the next General Session of the Committee.

(Adopted by the International Committee of the OIE on 30 May 1986.)

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REFERENCES


