



**National Farmed Animal Health and Welfare:  
Report on the December 2013 Forum  
Governance Session**

**December 2013**



**Institute on  
Governance**

LEADING EXPERTISE

**Institut sur  
la gouvernance**

EXPERTISE DE POINTE

## **1. Context: December 3, 2014 Facilitated Governance Session**

The Institute on Governance (IOG) facilitated a half-day session for Annual Forum participants, which was designed to update them with the research and analysis conducted with respect to farmed animal health and welfare governance since the previous year's Forum, and to acquaint them with the corresponding evolution of the proposed governance model.

A brief summary and diagrammatic of the proposed governance model is attached at Annex A. This material has been prepared for the purpose of circulation to Forum participants. Briefly, the centerpiece of the model would be to establish an advisory body under a broad mandate from FPT Ministers of Agriculture (but with shared federal, provincial and non-government stakeholder funding). The advisory body would draw its membership from a network of participating stakeholders and would have permanent secretariat and technical support, preferably from existing animal health and welfare organizations. This model is complementary to, though in principle severable from, a CAHC proposal to bring together the existing organizations in a way that would rationalize and coordinate functions and funding (different degrees of integration being possible, depending on the level of support for and maturity of the initiative).

Following an overview presentation by IOG staff, participants were divided into groups and asked to deal consecutively with four questions. The process was structured such that participants interviewed one another for each of the questions; in this way everyone had an opportunity to express his or her views on each of the questions in an unchallenged context. Following the interview process, the recorded responses were displayed anonymously for discussion, and individuals were able to indicate whether they had reservations regarding or outright disagreed with a particular position. The questions and verbatim responses are attached at Annex B.

The four questions were as follows:

- i) What are the key advantages and enablers of the proposed model?
- ii) What are the key shortcomings or challenges of the proposed model?
- iii) What role should existing animal health and welfare organizations (CAHC, NFACC and NFAHWC) play in advancing the model?
- iv) What role do you envisage for existing organizations (CAHC, NFACC and NFAHWC) over the longer term?

Again, although the proposed model developed by the IOG envisaged some element of coordination among existing organizations and some evolution of their role in support of the advisory body (particularly in the case of the NFAHWC), this would not necessarily have to be precisely the integration model envisaged in the CAHC proposal. However, given the perceived compatibility of the two elements, they were presented more or less as a

package. Given more time, there may have been value in discussing the two elements separately, as they tended to give rise to somewhat different concerns.

Despite the comparative haste of the overview and the fact that participants were not uniformly familiar with the governance issue or its development to date – indeed, one or two stated that they were not aware of any problems with the status quo – the received comments indicated a quite sound grasp of the issues and clarity among participants as to their views.

## 2. Participant Feedback

*Question 1: What are the key advantages and enablers of the proposed model?*

Participants identified, with a significant degree of consistency, a number of potential benefits from the model.

In particular, there was a perceived opportunity for **greater policy impact** through engagement at a higher, political level of decision-making. There were multiple comments to the effect that a multilateral, ministerial-level mandate would entail greater influence, and some to the effect that level would be more action-oriented and support rapid action on important issues.

There were also references to the potential for **improved integration of policy** by “distilling issues” or establishing a “clearinghouse” for stakeholder views prior to approaching government. A significant number of participants mentioned the value of speaking with “one voice” to government, particularly given the One Health philosophy and the desire to integrate animal health and welfare. There was also a considerable sense that increased collaboration among stakeholders would be more efficient, helping to reduce overlap, duplication and a tendency to work in silos. Another theme was the value of an **expertise-based approach to policy formation**, including the focus on science opportunities for sharing expertise and broadening the knowledge base that supports advice.

A number of participants favored the **incremental approach** to integration, seeing the model as feasible in that it is not too big a leap, and noting that the evolutionary nature of the model draws on existing structures and could serve as a stepping-stone to deeper integration and collaboration down the road.

A number of participants also anticipated **financial benefits** from the model. This expectation, which has not been an element of the IOG’s analysis, seems to have focused at least partly on the integration of existing organizations under the CAHC proposal. However, there also appears to have been at least some anticipation that the contributions of non-government stakeholders would be more appropriately and/or efficiently determined and would better justify their participation in the policy process.

In terms of the considerations that would **enable the model**, participants mentioned factors such as leadership, funding and political will, including the need to persuade ministers of the benefits from their own perspective. A number of participants believed that the appetite for this kind of input exists within government and that the time for such a proposal is right.

*Question 2: What are the key shortcomings or challenges of the proposed model?*

As expected, many of the concerns about the model touched on the same issues as the identified advantages but from a different perspective.

For example, a number of concerns were raised about **whether FPT ministers constituted the best level of engagement**. Some participants were concerned that ministers might not want the input and that a ministerial champion might be correspondingly hard to find. In noting the **need for buy-in**, it was observed that industry take-up will be a prerequisite to government take-up. Others participants questioned whether the political level will be able to absorb the significant technical element of policy in this area, or whether the particular ministerial focus (presumably meaning the focus on agriculture ministers) is too narrow in the context of One Health and animal welfare. At the same time, a few participants voiced concerns as to whether senior level stakeholder participation would limit the capacity of the advisory body to address technical issues.

Another area of concern was whether the proposed advisory body would effectively add **another layer of “bureaucracy”** to an already messy status quo, with a risk of adding to effort and cost. A few participants also wondered whether a single group could represent such a range of issues and interests (“a lot of work for a single group to manage”; “too many players involved with competing agendas and a lot of noise”). In contrast to participants who saw the evolutionary character of the model as an advantage that made it more achievable, a number of participants felt that the proposed model is **too close to the status quo**. In this connection, some participants did not feel an advisory role was adequate, preferring to work directly towards increased collaborative operational capacity.

A key area of concern was **uncertainty regarding the future of existing organizations** under increased integration. In this connection, some comments focused on the need for clarity around roles, responsibilities and reporting structures, while others focused on the more fundamental challenge of whether there is sufficient commonality of interests and priorities among organizations and the sectors they represent. Uncertainty about the future of their own organizations seems to have been a significant source of reservations among some participants.

In contrast to participants who anticipated efficiencies from the model, others were concerned that it would lead to **increased costs** for both industry and government and wondered how long-term funding would be set.

*Question 3: What role should existing animal health and welfare organizations (CAHC, NFACC and NFAHWC) play in advancing the model?*

A significant number of comments pertained to the need to be **action oriented**, to get behind the model as an achievable outcome, set aside issues of turf and promote buy-in including within government.

With respect to **leadership in advancing the model**, the most widely held (though not universal) view was that **NFAHWC should spearhead its promotion**, particularly within government, with NFACC and CAHC playing supporting roles. However, some participants favored **more differentiated leadership** – for example, NFAHWC promoting the model to government stakeholders and CAHC leading with industry stakeholders, or to assign tasks along more functional lines. The broad expectation was that each organization would have to work to develop **buy-in among its own membership** and contacts (though not everyone agreed that current organizations are well connected to their respective support bases).

A significant number of comments pertained to the need to develop **joint messaging** and speak with a common voice, and to consult and collaborate among themselves as to how they could collectively lead (although the latter point engendered some disagreement). Not everyone agreed that all existing organizations had to participate in the proposed model, though it was not clear what aspects of the model were being referred to.

A few comments favored combining existing bodies into a Animal Health and Welfare Council that would serve as “an advisory board to an advisory board”, although this comment seemed to pertain more to the longer-term vision for the organizations than their near-term strategic role in advancing the model.

*Question 4: What role do you envisage for existing organizations (CAHC, NFACC and NFAHWC) over the longer term?*

The broad thrust of comments in this area was that the **three organizations would (and should) integrate**; the extent of expected or desired integration (e.g., umbrella group versus complete consolidation) varied across comments but leaned towards a single organization model. In general this was seen as both more efficient (e.g., sharing of resources, managing overlap) and more conducive to policy impact (“one voice”).

Within the broad theme of integration, specific variations emerged, which participants themselves classified under **two options** – one essentially entailed **merger** (whether complete or under an umbrella organization), the other anticipating a range of more precise **restructurings** of roles across organizations. In cases where particular roles were specified, they tended to align with existing mandates. However, a number of comments essentially supported a kind of hierarchy – for example, with NFAHWC evolving into the advisory body (or “network”) and CAHC and NFACC in supporting policy and or secretariat roles, or with CAHC ceasing to exist independently.

Notwithstanding the apparently broad support for, or at least acceptance of, an integrated model for the existing organizations, there were clearly significant concerns about “winners and losers” under such a vision, and this emerges as a key issue to be managed going forward.

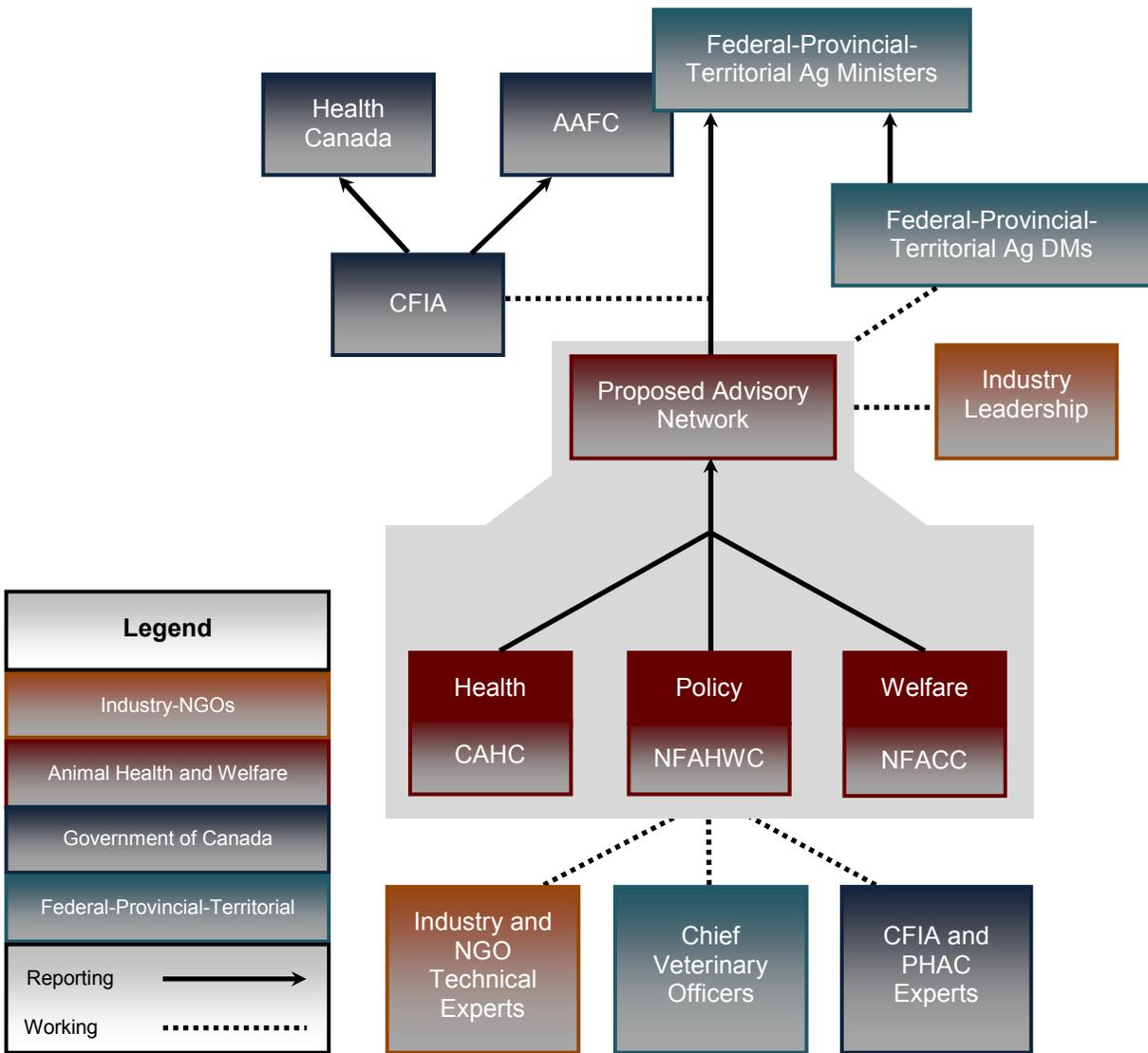
### **3. Next Steps**

While there is certainly scope for continued refinement and more detailed articulation of the governance model, a critical need at this stage is to generate buy-in for the initiative among senior decision makers within stakeholder groups. This process should include the identification of individuals within the Council and other existing organizations who are prepared to champion the model both within government and among non-government stakeholders. The optimal sequencing of these efforts is a matter of judgment, but in the IOG’s view government and non-government stakeholders should be approached in tandem.

Also in the IOG’s view, continued work on the substance of the initiative should not delay the outreach process but rather support it as needed. In this connection, it will be helpful to have accessible explanatory materials – for example, a brief description of the model along the lines of the one attached at Annex A, a presentation deck and possibly draft terms of reference for the advisory group.

We would recommend that a formal “action plan” be developed to sustain momentum and ensure that the process of promoting the initiative be as systematic as possible. In particular, stock should be taken of the key decision makers to be approached, of the individuals who will lead in approaching them and of the time frame for such outreach. We would anticipate that members of the Council lead in this matter but there is no reason why it need be limited to them. Subsequent to this outreach, an assessment of the feedback and estimated level of support should be the subject of a strategic planning session to discuss any needed adaptations to the model and agenda and to develop a roadmap for moving forward.

## Annex A - Proposed Governance Model



### Description of Model

The Institute on Governance worked closely with the National Farmed Animal Health and Welfare Council in developing the Canadian Animal Health and Welfare Network advisory model that was presented to the Forum for consideration. The model incorporates elements of a CAHC proposal for increased integration among existing animal health and welfare organizations. The Network model's key stakeholder and organizational relationships, as they were presented to the Forum, have been illustrated in the diagram

above, although it should be noted that elements of the model, such as the relationships among the existing organizations, are subject to adaptation.

The centerpiece of the model is the establishment of an advisory body under a mandate from the FPT Ministers of Agriculture. This mandate would involve advising comprehensively on all policy and operational matters pertaining to farmed animal health and welfare in Canada. As part of the mandate to Ministers, the body would have an ongoing working relationship with Deputy Ministers and other senior officials.

The advisory body would be supported by an integrated network that would pull together existing animal health and welfare organizations to obtain policy expertise and secretariat support. Various options for this function are possible (eg. the use of ad hoc or permanent working groups).

The recommended approach is that members of the Advisory body be appointed by ministers (eg the Minister of AAFC in consultation with his/her colleagues). However, various options exist for the role of non-government stakeholders in identifying and/or nominating possible candidates. Whatever the matter of selection, advisory body members would serve in a personal, expert capacity and not in a representational one.

The proposed funding model for the Network would mirror the current system for the NFAHWC of 1/3 industry, 1/3 provincial-territorial governments, and 1/3 federal government. If the Network incrementally integrated into a single animal health and welfare organization, it could provide a single point of investment for these groups.

## **Annex B – Verbatim Feedback From Forum Participants**

Note that the bullet points below that are in bold/italics are the notes made by groups on the flipcharts at the Forum meeting, while the non-bold/non-italicized bullets are the notes made by individual group members on the stickies. While the bullet points are verbatim feedback from participants, it should be noted that efforts have been made by the IOG to organize and label these two classes of bullet points.

### **Group/Question #1 – What are the key advantages and enablers of the proposed model?**

#### ***POLICY IMPACT***

- ***Higher level of engagement with political level/Access to decision makers***
- ***Requires political will and leadership – is an enabler as well – government is ready now***

#### Details

- Would bring broad policy advice to FPT ministers
- Collate input for Ministers/DMs
- Drive things further
- Will raise level and improve quality of policy discussion
- Report to higher level
- Allows succinct industry impact
- Access to technical and decision-making personnel
- Signals a shift away from traditional CFIA role – suggests horizontal management
- Allow direct input to insiders
- Include high level decision-makers of all parties
- The model is high level, which would make it a priority in policy frameworks and also ensure long-term sustainability and stakeholder buy in
- Raise animal health and welfare to a high political level
- Direct access to ministers/DMs on a regular basis
- Find all the best ideas and refine them to present to high levels of government
- Advantage- you will have the ear of Ministers/DM
- High level relationship between stakeholder and the ministers
- Decision-making structure is high enough level to be very action-oriented.
- Very complex file – this model may help distill issues down and transmit those issues to key decision makers so sound policy can be made
- Higher level of engagement
- Advice to minister level is important and does not now happen
- Enables political will
- Improve reporting to higher level of GVT – FPT Reg ADM not listening
- Progressive – CVO – FPT – DM

- Shooting at a higher level – better able to influence
- Playing with the “Big Boys”
- Higher chance of making a difference
- Doable with political will
  - Need broad support to get political will
- Access to government decision maker in government
- Will have clear mandate
- Enablers – leadership
- Allows quick action on important issues
- Decision makers are looking for this sort of input now – there is an appetite
- Clearinghouse of ideas before lobbying senior government officials
- Have to/get to see what is in it for them (ie benefits)

### **COLLABORATION/INTEGRATION**

- ***Inclusive of all existing organizations – increase collaboration and communication***
- ***Cohesive voice (One Health)***
- ***Feasible to implement***
- ***Scientific based advice***
- ***Broad access to technical advice***
- ***Enabler: early signs of success***

#### Details

- Cohesive voice on concerns related to animal health
- Buy-in from all stakeholders
- Facilitated by being able to leverage FPT collaborative efforts
- NFAHWC Network – Appetite is there and it seems this model could be the quickest way feasible to move forward
- Plus point – Network model as opposed to full partnership is good integration of resources
- Opportunity to coordinate health/welfare programs nationally
- Streamline organization that has access to key decision makers
- May be a way to consolidate
- One voice representing the whole of animal health and welfare in Canada
- Funnel advice through one voice to government
- Will facilitate the process in order to make it clearer
- Coordinated response and advice
- Collaboration/networking- federally, provincially, industry
- Identify and prioritize issues
- More communication, more collaboration, industry input on policy, better relationships
- Cover mandate of council with dedicated support of organizations
- Collaborative – inclusive of existing organizations
- Formalize the process and all the organizations collaborate
- Advance collaborative model

- Pulling together a cross-section to speak with one voice.
- Build consensus, use to solve problems of concern to bulk of membership
- Better coordination of implementation effort for “one health”.
- Eliminate overlap
- More united voice
- Means less work in ‘silos’
- Collaborative
- Inclusive
- Builds on existing organizations that lend themselves to this model (NFAHW, NFACC)
- Is the best way to integrate health and welfare
- Creates 1 kingpin of Animal H&W
- Better mix of input from industry, public, government
- Collaborating is a key enabler. Key people who are willing to listen to all sides, all people
- More streamlined
- Increased focus and clarity
- Less Duplication – Flexible
- Provinces will have one consistent voice
- Diverse stakeholders working together gains buy-in
- Collaboration promotes implementation
- Must have level playing field, not leave anyone out (especially the have-nots)
- Partnership allows coordinated mechanism to found issues

### ***SCIENCE-BASED ADVICE***

#### Details

- Able to source expertise from a variety of sources, broadening knowledge base.
- More skills based than representative
- Model gives opportunity to share expertise across organizations
- Gives practically applicable advice good model for success
- Advantage – expertise-based advice from Cream of the crop.

### ***INCREMENTAL APPROACH TO INTEGRATION***

#### Details

- Better charting of roles of organizations
- Model with potential that is incremental and uses existing committees and groups
- Better alignment of principles and definition of objectives
- Issues may be resolved faster
- Feasible. Not too big a change, but enough of an improvement to be worth the effort.
- It’s the next step to the process
- Is evolutionary, not revolutionary leading to improvement
- Likely to buy in to the process
- We currently have no model, this would give us a starting point

- Show early evidence of success
- #1 network model is fluid, enables networking with other networks

## **FINANCIAL**

- *Facilitates leveraging funding*
- *Cost savings with the 3 groups combined*
- *Better funding - better participation, better outcomes*

### Details

- Need financial support from industry and government
- Encourage contribution sharing between government and industry. If industry participates financially, it can expect to get more results. This will be more representative of reality
- Facilitates leveraging funding
- There might be a cost saving if the three existing groups could be combined
- Will have funding
- Funding is an enabler to make it work, enabling everyone to speak (including the North)
- Better allocation of resources (money and people)
- Potential to access more

## **MISCELLANEOUS**

### Details

- Portrays Canada is in Sync with rest of developed world
- Individually each government or industry are enablers
- Public opinion is trending towards increased interest in animal health/animal welfare with respect to their food supply
- Advantages of long-term stability
- Broad based industry perspective
- Advantage - Clarity - easier for stakeholders to understand

## **Group/Question #2- What are the key shortcomings or challenges of the proposed model?**

## **POLITICS AND SENIOR LEADERSHIP**

- *DMs/Ministers must demand the information*
- *Concern that DM/Ministers might not be right level due to technical side of network*
- *Including government opinion in the mix*
- *Need senior champions to make it work*

### Details

- Hard to coordinate and lead
- The proposed political level of the connection is non-technical. How you balance input of technical issues to a non-technical level?

- Ministers and DMs have very limited time. Getting their focus
- At Minister/DM level, focus is very big picture – difficult to address details
- Need a minister champion (difficult to find)
- Advice to one minister misses whole point of “one health”
- Current partners must commit long-term support
- CEOs and DMs function like revolving doors – lack of continuity and knowledge of issues
- Level of interest – competing priorities of ministers or DMs
- Too government heavy
- Will require senior level champion to make it happen
- To recognize the market access (international) and the policies that exist at the FPT
- Challenge: perceived conflict of interest (industry advises DMs)
- Different provinces have different legislation
- Maintaining the attention of the minister
- How to get buy-in and the level of engagement needed
- Challenge finding the right people
- Government won’t take up without industry first
- Not enough focus on animal welfare
- Need to develop the value proposition
- Challenge to get senior people from industry involved
- No certainty that authorities will move to action
- High level may be disconnected from ground-level issues and expertise
- Individuals would not be representatives but should be
- Some entities will lose power and authority if pursue model

## **INTEGRATION AND STRUCTURE**

- ***Need TOR and strong mandate***
- ***Small commodity groups need voice***
- ***Reflect health and welfare***
- ***Government is entitled to an opinion too***
- ***Representation of three bodies – elected from each of one that is non-representational***

### Details

- How can this model integrate existing structures/models
- Will require fed/provs to sync policy
- Equal participation of each sector
- Competing priorities of the 3 organizations for resources (NFAHWC, CAHC, NFACC)
- Acceptance by other existing structures
- Too many players involved with competing agendas and a lot of noise
- Blurred roles and responsibilities between federal and provincial gov’ts – hard to write roles and responsibilities

- Challenge overcoming differences between jurisdictions (legislation, industries, etc.)
- Ensure collaboration between private and public sectors at a national level
- Getting agreement with so many representatives
- All sectors have to be equal
- Introducing perceived other layer of increasing confusion
- Distinction of each organizational role
- Be sure to have a good representation of each province
- Define each role of each organization and of each person in the committee
- Integrate, integrate, integrate (with existing organizations)
- Get everyone at the table
- Challenges to get buy-in
- Difficult to get a large group to focus on such a large file
- Each organization has it's own mandate
- How will the groups maintain cohesion and consensus
- To establish mandate and TOR
- Challenge to make it clear
- TOR does not describe role of NFAHWC and others
- How will mandate of the existing organizations change?
  - move to advisory role from leadership role
- Buy in from NGO's @ CEO level? Participation? Champions?
  - Without true partnership
  - Buy in may be difficult
- Network – tepid, may not bring down the “noise”
- Need full partnership
- Lots of players/groups (advantages/disadvantages)
- Stepping stone – doesn't accomplish all that is needed
- Concern that may stop before get there
- Every commodity has different goals
- Communications will be difficult
- Reporting structure needs to be clearly defined
- Each group of stakeholder needs to abide by their role to avoid duplication
- Difficult to see how same mechanism can address both animal health and animal welfare issues
- A commodities concern may get “watered-down”
- Commodity groups may have to work outside the model to get specific attention
- Challenge – can stakeholders speak with one voice?
- Potential to fracture current organization
- Balanced representation, fed/gov/industry/public welfare – how will this occur
- Difficulty in achieving consensus
- Three organizations very different (CAHC, NFACC, NFAHWC), need to maintain different structures while working collaboratively

- Potential to have a lot of commodities within the network and therefore it could take longer to see changes
- Where will this feed into government – should be not too high at the start
- Risk of compartmentalizing issues with three consistent organization (CAHC, NFAHWC, NFACC)

### **EFFECTIVENESS AND EFFICIENCY**

- *Risk duplicating effort and cost*
- *Confusion of other body/other layer*
- *Too similar to status quo*
- *Identity right issues to work on*
- *Work in silos*
- *Anyone willing to give up power*
- *Risk of not getting senior people for industry to participate*
- *Risk of confusion of role – representing the original organization*

#### Details

- Balance between time and expertise at higher level
- Emphasize business interest/market access more
- Shortcoming – adds another layer of bureaucracy
- Presupposes that ministers and DMs will listen
- Another organization/layer
  - New funding needed and more lobbying?
- Risk of increasing needless bureaucracy
- Lack of efficiency
- Managing redundancies and inefficiencies
- How do you reserve efficiency?
- Need clearer understanding of the long-term goal – make sure meet the end game
- Too much overlap currently, be sure new structure is efficient
- Shortcoming...no guarantee of effectiveness
- Challenges broad issues to cover: lot of work for a single group to manage (will need working groups)
- Ensuring a receptive audience
- Success = devil is in the details
- Ensuring proper authorities are in place
- The network could just add another layer to the structure
- Identification of right players
- Resistance of another organization = 1 more step in process
- How will individuals maintain their authority and credibility in their organization
- Ability to tackle right issues
- Challenge to ensure clarity and purpose to membership?
- Challenge to communicate roles of network and why it is better approach
- Reluctance to change

- Groups may be too technical
- Shortcoming – model is too similar to the status quo
- Advisory functions alone will not be sufficient to make a difference
  - Need national operational capacity located outside of federal/government
- Hard to sell uneven confidence in reaching achievable outcomes
- Ensuring that we reduce duplication
- Overlap, too many different voices
- Too many interested groups
- High risk of creating duplication

### **FINANCIAL**

- *Funding*
- *Duplication – high cost*
- *Another Body*
- *Time Frames – This could slow things down*
- *Duplication of Effort*

#### Details

- Financial challenge – who will fund long term
- Funding
- Funding will be a challenge to industry and government
- Challenges – who pays; compensation to producers
- High cost and number of resources needed
- Major funding required from fed government

### **OTHER/OUTLIER**

- Not clear what diseases are included. All? Endemic?
- Zoonoses and wildlife?
- Critic decisions (public
- How to empower the process ensuring that right issues are being addressed?

## **Group/Question #3 – What role should existing organizations – CAHC, NFACC and NFAHWC – play in advancing the model?**

### **ORGANIZATIONAL LEADERSHIP**

- *NFAHW leads and NFACC + CAHC Supports*
- *CAHC moves it forward and supports*

#### Details

- NFAHWC should be the main lead and take responsibility
- Confusion over the role of CAHC in a streamlined organization
- NFAHWC to play lead role (ie like middle manager) in taking key message/issue to DM/Minister, with NFACC and CAHC Supporting and implementing

- NFAHWC – push info up to government – need to figure out how to work with government to get things done
- Supportive, CAHC and Council – part of new network responsible for health and welfare – refine and present to ADM
- NFACC – focus on welfare – communicate upwards on animal welfare issues, CAHC/NFAHWC – more focused on animal health
- Collaborative amongst themselves
- Support – make sure industry approves, approval from CAHC and NFACC then approval from ADM
- NFACC and CAHC must act as a conduit to vet the model to their own organization with a broader diversity of members for input and tweaking
- Uncertain these groups are right to advance the model. They each have hats they wear. Some won't/don't agree with the model. (some disagreement from group)
- NFACC and others (Ag food exchange would be consulted and involved as needed (some disagreement from group)
- Assess the role of each three in order to avoid overlaps (communication, tasks, research, funding) (some disagreement from group)
- CAHC – promote the model to industry stakeholders, NFAHWC – promote the model to government stakeholders – update the Reg ADMs on progress, NFACC – no role on this (some disagreement from group)
- NFAHWC. Lead with other project/program areas drawing on needed expertise (some disagreement from group)
- Focus on specific area – NFAHWC (welfare), CAHC (operations), NFACC (Policy, emerging issues) – (some disagreement from group)
- NFACC - Focus on the codes and assessment model, advocate with Minister's regarding the importance of animal welfare (Some reservations from group)
- CAHC would become redundant (Some reservations from group)
- CAHC should be absorbed into the council (Some reservations from group)
- CAHC becomes duplicate and is not a comprehensive organization (Some reservations from group)

## **STAKEHOLDERS RELATIONS**

- *Feedback and awareness of Member Relations/Interests*
- *Clear understanding of roles*

### Details

- All organizations will have to consult their members to get buy-in. Each will have to give a little.
- NFAHWC should be able to leverage their contacts eg CVOs to advance the model
- Ensure industry buy-in to the model
- Define industry role in advocating
- Ensuring industry buy-in to the model
- CAHC/NFACC – members on board; make info flow to members
- Clarity of purpose of their own membership

- Build awareness within their members and people on the ground
- Channel feedback to the members of the network
- NFACC gather and gain support from members for it's value
- By sharing the information with its members/public about this new governance model (some disagreement from group)
- Current organization well connected to base support (Some reservations from group)
- Need to promote model back to supporters (Some reservations from group)

## **COOPERATION**

- *Clearinghouse*
- *"One Song Sheet", consensus building*
- *All organizations represent conscience of network, fairness*

### Details

- CAHC-NFACC to work together to communicate the value of their work
- Joint communiqué of support and buy-in
- Lend and visibly give support
- Build consensus and speak in unified way
- Develop joint messaging and deliver to government and industry
- Producers have a single organization to finance
- All need to be on side
- One voice to have common goals
- Align recommendations
- Sing from the same songsheet
- Coordinate effort
- All need to be part of new governance model (some disagreement from group)
- Be the conscience of the network, ensure ethical, fair processing and decisions
- Consult among themselves how they can collectively lead. (some disagreement from group)
- Collaborative amongst themselves (some disagreement from group)
- Work towards common goal (Some reservations from group)
- Working under the management of an umbrella group (Some reservations from group)
- It simplifies the voice/influence when interacting with governmental authority (Some reservations from group)

## **ACTION ORIENTED**

- *Role is not to fund, but to leverage contacts and bring together information*
- *Paralysis by analysis (don't need too much consultation)*

### Details

- Realize doing nothing is bad. Advance this as a positive achievable option.
- All organizations need to agree with the proposed model and actively move to support it.
- Bring the idea/model forward to government(s)

- All are behind model
- Endorse model in spite of changing role for them
- Support buy-in
- Each organization needs to have a clear understanding of their role under the new governance model. To be able to promote it accordingly. (some disagreement from group)
- Each organization needs to clear its “turf protectionism” to truly assess its role with the model (expertise) (some disagreement from group)

### ***PROVIDE ADVICE***

- Provide guidance for consultation, source for representative, source for funding, structure, work plan/agenda forward
- Provide the technical advice
- Define industry role in advocating
- Some reservations - Could combine into one animal health and welfare council – made up of lower level industry people that feed into the network – like advisory board to an advisory board

### ***MISCELLANEOUS***

- Perception internationally of having one voice for animal health and welfare
- Could combine into one Animal Health and Welfare Council – made up of lower level industry people that feed into the network – like advisory board to an advisory board
- Results from above go into the network government (NFAHWC, CAHC, NFACC)
- NFAHWC – Fed and Prov members need to ensure that whatever is created is “sellable” at the FPT government levels.
- Ensure understanding of the concept of “public interests, and that it incorporates public health as governed by FPT government and market access as should be governed by industry – industry needs to be empowered to (some disagreement from group)
- Demonstrate where they have contributed (Some reservations from group)
- Communicate results (Some reservations from group)
- Instrumental in starting the new network. Something new needs to be generated. It can’t simply be a merger. (Some reservations from group)
- Check mandate – look for overlap (Some reservations from group)
- Don’t lose anything (Some reservations from group)

## **Group/Question #4 - What role do you envisage for existing organizations - CAHC, NFACC and NFAHWC - over the longer term?**

### ***CONSOLIDATION***

- In the long-term you can not be limited to the mandate of your own organization
- It is very difficult, because presently everyone has different responsibilities

- Everyone must understand that they are there for a common goal
- Communicate functions to stakeholder remains with coalition
- Eliminate duplication/overlap
- Roles will be of higher level of trust over the long term, improving Canada's position vis-à-vis trade and be a leader in the world
- Three organizations are catalysts – need to become the network organizations
- Work toward a 'one voice' approach among the CAHC, NFACC, and NFAHW
- One voice
- Need to have consolidation of purpose
- Coalesce roles per group into more streamline solution
- Overall voice – animal health role
- Develop one stream policy
- Single organization that is the cohesive voice and provides leadership and advice

### **OPTION 1 – MERGE OR UMBRELLA**

- ***Meld all three organizations, overlapping spheres of responsibilities***
- ***Overlap***
- ***Potential for conflict?***
- ***Messy***

#### Details

- Functions may remain basically the same although they may become more focused they may be used as a source of expertise and funding
- Proposed group coordinates information and is the same voice to gov't
- To have just one organization
- Fund only one organization
- Combine NFACC, CAHC, NFAHWC under one umbrella (parent ) organization
- All need to change to consolidate into single organization
- Long term sharing of resources
- Long-term – one voice but not at the expense of organizations with unique goals/mandates
- Three groups will need to provide improved integrated approach to issues over the long term
- Important role for all three, especially for technical advice and expertise
- Should move towards “partnership” model”
  - Government-Industry – equal pay, equal say
- The groups have to be maintained in their form within the new structure, however need one stream.
- Groups should eliminate blurred lines and improve efficiency
- (Members of the Group Disagreed) – The three organizations will effectively dissolve and become advisory committees to the new organization
  - They'll have to adjust their membership accordingly

## **OPTION 2 - RESTRUCTURING**

- **Hierarchy**
  - **NFAHWC = network**
  - **NFACC and CAHC are sub groups that feed advice to NFAHWC (working, advisory)**
- **Distinct mandates**
- **Not a large leap, step-wise**
- **Creates winners/losers?**
- **Potential gaps in representation?**

### **Details**

- NFAHW Council becomes Network
- It was NFAHWC reporting to gov't, now it would be the network
- NFAWHC – advises political level
- NFAHWC – more stable administratively; promoting effectiveness
- NFACC – more towards policy development
- NFACC – same but for animal welfare issues
- NFACC needs to be there for codes and welfare
- (Members of the group disagreed) – NFACC to continue concrete work on A.W., Keep NFACC distinct from NFAWC, NFACC acts as delivery agent.
- NFACC – enforcement /legislative role
- Proposed model becomes only group others could function as working group
- Roles
  - CAHC – industry/representation driven
  - NFACC – develop codes of practice
  - NFAHWC – coordination of national strategy based on discussion of all stakeholders – technical home (expertise)
- To create sub-committee under one main organization
- NFAHWC to continue with policy
- CAHC, NFACC, NFAHWC follow structure suggested in session
- Some functions used by CAHC – NFACC can be contained and reduced administrative loads. Function under the guidance of NFAHW Council
- Council focus on overall system
- Consolidate into single organization with three distinct functions
- CAHC – Disease control/surveillance
- CAHC – triages/prepares issues on animal health feed to network (council)
- CAHC to provide administrative support
- NFACC and CAHC continue to work with NFAHWC in order to maintain status, build on experiences and knowledge base

## **OPTION 3 – ALTERNATIVES TO THE TWO OPTIONS**

- **Some organizations remain the same**
- **Some organization eliminated, merged or replaced**

## Details

- Don't necessarily see role for CAHC in the future
- A new structure could replace CAHC and Council – policy focus – policy could include AW!
- Two organizations with contributing expertise (NFACC/CAHC)
- NFACC has distinct functions, operationally which should not change
- The new entity would become the “council” replacing the NFAHW?
- Disagree - No true role for the CAHC.
- A change or evaluation may be need among the three organizations – not clear yet
- CAHC/NFACC are the direct link to industry
- CAHC NFACC combine and report to NFAHWC
- NFACC continues to do code work and welfare standards. CAHC dissolves or becomes the secretariat. NFAHWC also advisory committee to the network (Disagree)

## MISCELLANEOUS

### Details

- Committee of broader association will report to government
- Where each branch is accountable to implement the one health strategy
- In doing so this will require cleaning overlapping
- Collaborate within existing structures each with narrowly defined focus
- Need to clarify overlap and streamline process, eg audit process for producers
- Three groups should still support network via providing input
- Organizations can't be melded
- Evolution is key
- They will bring operational expertise to the process
- Intelligence gathering and feedback
- Become major contributor to development of policy
- Will continue to function on practical items
- Transparent/objective
- Organization could participate as advisors to appoint people to communicate with government.
- Important that industry has representation
- Facilitate agreed upon direction with industry and government
- Partnership among the three groups and further collaboration
- Role in demonstrating success of model through early projects and communicating the value to decision-makers
- Engagement of front-line personnel who can identify emerging issues early and raise them to decision-makers
- Not sure about NFAHWC
- Questions? - Reach out to partner groups in Canada to collate important issues and “filter the noise”

