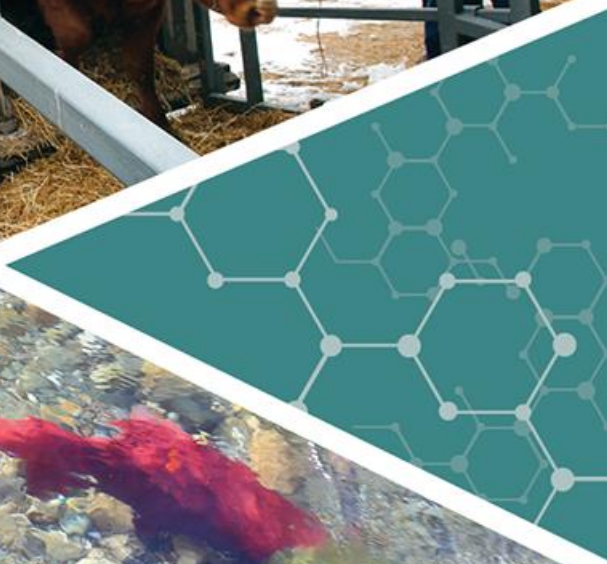




Canadian Food  
Inspection Agency

Agence canadienne  
d'inspection des aliments

# Terrestrial animal health program evaluation final report



Canada 

# Introduction

## **Evaluation objective**

The evaluation examined if:

- 1) the Terrestrial Animal Health Program (TAHP) was efficient.
- 2) the TAHP met its primary objective of mitigating the risks to Canada's animal resource base.

## **Evaluation timing**

The original period for conducting the evaluation was spring 2016 to autumn 2017. However, due to changes in evaluation priorities, the project halted for 1 year and restarted in winter 2018.

# Approach to evaluation

The evaluation focused on four priority areas within the Agency's TAHP programming\*:

- surveillance
- data management
- emergency preparedness
- compensation

The evaluation covered the time period 2011 to 2016, with some updates from 2017 to 2019.

The evaluation's methodology is outlined in Annex A, with related risks and mitigation strategies presented in Annex B.

# Description of the TAHP

The TAHP has five streams of activity that support the ultimate outcome of safe and accessible animal resource base:

1. regulatory and policy analysis and development
2. animal disease control and protecting animal welfare
3. ensuring compliance and consistency
4. certification, licensing, permitting, import and export
5. stakeholder collaboration

The logic model in Annex C outlines the results of program activities and their outputs.

# Summary of observations and recommendations

The evaluation resulted in two significant observations:

## **Observation 1**

The TAHP's proactive processes support the CFIA mandate to mitigate risks related to Canada's animal resource base, with opportunities for improvement in surveillance and data integration.

# Summary of observations and recommendations

## *Recommendation 1*

The Agency should work with all relevant stakeholders to explore options to establish a collaborative and sustainable approach to delivering the animal health surveillance program, such as cost-sharing or in-kind contributions. The Agency should clearly document the processes it will use to a) complete this exploration, and b) document the results and conclusions, and next steps (if any).

## *Recommendation 2*

The Agency should implement a Terrestrial Animal Health Program data management plan to regularly update, integrate and coordinate the systems used by the Program, including systems that share data, to the extent permitted by law, with external stakeholders.

# Summary of observations and recommendations

## Observation 2

The TAHP's reactive processes support the CFIA mandate to mitigate risks related to Canada's animal resource base.

Opportunities for improvements include:

- the description of roles and responsibilities related to new and emerging diseases.
- the management of the compensation.

# Summary of observations and recommendations

## *Recommendation 3*

The Agency should clarify, communicate and confirm a shared understanding of the roles and responsibilities for all internal and external stakeholders involved in responding to new and emerging diseases.

## *Recommendation 4*

The Agency should assess the feasibility of including biosecurity measures in the eligibility criteria for compensation under the *Health of Animals Act*. The Agency should clearly document the processes it will use to a) complete this feasibility assessment, and b) document the results and conclusions, and next steps (if any).

## *Recommendation 5*

The Agency should consult with all relevant stakeholders as it finalizes its draft compensation policy to ensure the policy is practical and appropriate. The Agency should clearly document the processes it will use to a) complete these consultations, and b) to document the results and conclusions, and next steps (if any).



# Proactive processes – evidence 1

## Animal disease preparedness regime

The CFIA animal disease preparedness regime undertakes many coordinated animal disease mitigation activities including:

- inspection
- surveillance
- permitting
- working with stakeholders
- creation and sharing of guidance

This is important because a comprehensive animal disease preparedness regime is the foundation for the mitigation of risks related to Canada's animal resource base.

# Proactive processes – evidence 2

## Surveillance sustainability

Factors contributing to an increase in new and emerging diseases are: climate change, globalization, modern farming practices and inappropriate use of antimicrobials.

Some government-industry collaboration related to surveillance exist, but surveillance for reportable diseases is funded primarily by the CFIA.

Improved collaboration for surveillance is required to maintain the capacity to conduct surveillance for increasingly frequent threats of new and emerging diseases.

# Proactive processes – evidence 3

## **Coordination and integration of data systems**

The TAHP uses many data systems for inspection, enforcement, emergency management, imports, exports, laboratory testing and reporting.

Some of the data systems are in need of updates and some are using different platforms that don't talk to each other.

Uncoordinated and un-integrated data collection is causing data quality challenges that affect the ability to access data easily and in a timely manner.

# Reactive processes – evidence 1

## **Emergency preparedness and response**

A 2018 Internal Audit of the CFIA's Mandated Emergency Management found that the Incident Command System (ICS) Manual and supporting documents described roles and responsibilities for CFIA, provincial and industry stakeholders. However, the documents weren't updated consistently. This lack of clarity could hinder a timely emergency response.

The CFIA is working to clarify the roles and responsibilities related to new and emerging diseases.

# Reactive processes – evidence 2

## **Emergency preparedness and response (continued)**

The CFIA's emergency preparedness and response plans are comprehensive and well aligned with the federal *Emergency Management Act* and related guidelines.

The CFIA's finance office confirmed an annual reserve of \$5.8 million, which was only exceeded once between 2011 and 2016.

The CFIA is working with stakeholder groups to develop national standards, procedures and practices to help make sure awareness and information-sharing related to emergency response.

# Reactive processes – evidence 3

## Compensation

Producers generally report diseases, however, no CFIA policy on compensation exists and there is insufficient guidance for valuating compensation levels.

A policy is required to provide consistent program information, direction and guidance to CFIA staff, federal and provincial governments, and industry.

This lack of clarity could hinder a timely emergency response.

# Reactive processes – evidence 4

## **Compensation**

Biosecurity standards are required to ensure consistency in the protection against the spread of disease. When linked to compensation payments, such standards can show the public-private benefit they represent.

Compensation isn't linked to biosecurity standards for any industry sectors.

# Conclusion

The evaluation found the TAHP's processes support the CFIA's mandate to mitigate risks related to Canada's animal resource base.

Opportunities for improvement in the areas of surveillance, data management, roles and responsibilities for new and emerging diseases and the eligibility criteria for compensation exist.



# Annex A: evaluation methodology

The evaluation examined the effectiveness and efficiency of the TAHP by:

- reviewing documentation and data from relevant information systems
- preparing working papers and summary reports on such topics as compensation; federal, provincial, territorial roles and responsibilities; other country animal health programming; and CFIA data systems
- conducting interviews with 55 program officials and 23 stakeholders from other federal organizations, provincial governments and industry

## Annex B: Evaluation Risks and Mitigation Strategies

Risks	Mitigation Strategies
Evaluation delay can limit timeliness of findings	The scope of the evaluation was reduced to a few key areas of the Terrestrial Animal Health Program, and Program officials were provided draft findings for verification of continued relevance of findings and conclusions.
Agency Transformation	The CFIA's Transformation Agenda was considered throughout the evaluation, with greater emphasis placed on those areas that were expected to remain the same, and any lessons learned that could be identified for those areas being transformed. Lessons learned were shared with program managers throughout the evaluation process.
Interviewee Representativeness	The evaluation design used a purposive sample, ie, interviewees were not randomly selected, rather the selection was based on their expertise. Furthermore, industry representatives were from associations, thus representing entire sectors, not companies or individual producers.

# ANNEX C: Animal Health and Zoonotics Program logic model (includes Terrestrial Animal Health Program plus Feed)

