GALVmed

Protecting Livestock – Saving Human Life

newsletter

September 2011

GALVmed is a not-for-profit global alliance of public, private and government partners. By making livestock vaccines, diagnostics and medicines accessible and affordable to the millions for whom livestock is a lifeline GALVmed is *protecting livestock and saving human life*. It is currently funded by the Bill & Melinda Gates Foundation, the UK Government's Department for International Development and the European Union.

Since 2006, GALVmed has focused on four priority diseases: East Coast fever (which affects cattle), Rift Valley fever (cattle, sheep, goats, camels and also people), porcine cysticercosis (pigs and also people) and Newcastle disease (poultry). A new programme on African animal trypanosomosis was announced in May 2011.

Farmers in India use traditional street theatre techniques to share animal health messages as part of GALVmed's pilot work in Orissa.

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Vaccines manufacturers urged to add products to global database – Vetvac.org

A new on-line database aims to become a unique free 'one-stop' source of information on all the livestock and poultry vaccines produced throughout the world.

Staff shares vision for the future...

Simon Rhodes, GALVmed General Manager, looks back on a successful staff retreat held in Nairobi in August 2011.

Team changes and the GALVmed team under the microscope

In this issue Gil Domingue, Project Manager: Research and Development, Rubina Sharif, Research Officer: Research and Development, Alice Ruvera, Finance Assistant and Gofaone Matshameko Office Manager: Botswana talk about their roles in the organisations and tell us a little about themselves.

Steve Sloan, GALVmed's CEO, has the **Last Word**... on changes in the senior line up, the new business plan, the staff retreat in Nairobi, the impact of GALVmed's capacity building on the vaccines supply chain and a new partnership with FAO.

Head Office: **Doherty Building, Pentlands Science Park, Bush Loan, Edinburgh EH26 0PZ, UK** Tel: **+44 (0)131 445 6264** Email: **newsletter@galvmed.org** Web: **www.galvmed.org**

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Changes at the top

Steve Sloan has advised the GALVmed board that he plans to step down from his position as chief executive in order to pursue other business opportunities.

Steve will stay in post until the search for his successor is complete and for a subsequent period of transition. After this he will continue to act as a consultant in an advisory and ambassadorial role for GALVmed.

The organisation will also see a new board chairman in place from October 2011 when Shadrack Moephuli takes over from Mike Witty.

Steve said:

"I have been chief executive of GALVmed for five years. In that time we have seen both growth of the organisation and also the beginnings of delivery of new products that will have a real impact on the lives of poor livestock keepers. This has been a joint effort with a number of people playing an important part. I have particularly enjoyed working alongside our chairman for that period, Dr Mike Witty, who coincidentally also steps down in October at the end of his permitted maximum continuous period of service on our board.

My decision reflects the fact that our organisation is about to enter into a period of consolidation based upon a strong delivery focus and, potentially, another period of funding by our key financial supporters. I would, in any circumstances, have retired in this next period of funding but, on reflection, it seemed more appropriate to allow new skills, specific to the needs in this period, to guide the organisation from the outset.

Maintaining good relationships with our key stakeholders is critical to GALVmed's mission and, for this reason, Mike and I, along with our incoming chairman, Dr Shadrack Moephuli, have agreed a plan of action that will ensure continuity. We have started the recruitment process for a new CEO and I will support that process throughout and will support their induction. It is likely that the appointment will be made early next year - this is not a process that will be rushed.

Five years guiding GALVmed, in this period of its establishment and growth, has been my privilege as well as being probably the most demanding yet rewarding period of my career. That is has been so, in an agenda that was new to me in 2006, has been in no small part down to the support and wholehearted engagement of peers and colleagues such as yourself and I want to take this opportunity to thank you for that. Hopefully, in the months to come, I will have the opportunity to say that to you personally."

Please see page 15 for a copy of the job advert for this post and also for the new post of market development and access director.

Shadrack Moephuli will take over as Chairman at the GALVmed Board meeting in October. The next newsletter will carry a full feature on the new Chair of GALVmed.

GALVmed and porcine cysticercosis

GALVmed is working with a network of partners to develop and make available the tools which could eventually help to eradicate the diseases caused by *Taenia solium*, a tapeworm which can be transmitted between pigs and people.

Taenia solium/cysticercosis infections are a serious public health and agricultural problem in many poorer countries of Africa, Asia and Latin America. Worldwide there are believed to be around five million human cases and 50,000 human deaths reported each year. Cysticercosis also causes significant economic losses to pig farmers. Encouragingly, however, the human diseases caused by *Taenia solium* – taeniasis and cysticercosis – are among a handful of diseases which are considered to be eradicable.

GALVmed and porcine cysticercosis

GALVmed's work programme for porcine cysticercosis aims to provide the tools to be used in pigs that are needed to enable eradication of this disease. This requires a vaccine that can prevent infection and a medicine that can eliminate infections in pigs, combined with increasing awareness about the risk factors and measures to address public hygiene, especially through making the use of adequate latrines more widespread.

GALVmed is supporting a multi-pronged attack on the disease:

Vaccine: It is working with the University of Melbourne, and India Immunologicals Ltd to support the development of a vaccine, TSOL 18, for use in pigs. TSOL 18 is a protein that has been identified by Professor Marshall Lightowlers from the University of Melbourne in the oncosphere of *Taenia solium* and expressed as a recombinant molecule in *E. coli*. Having selected the candidate vaccine, work is now progressing on process development, scale up and validation, transfer to large-scale production, and preparation of a dossier and regulatory submission.

Medication: GALVmed is supporting safety, efficacy and residue studies to enable suitable formulations of the anthelmintic oxfendazole (currently registered for use only in ruminants and horses) to be registered for use in pigs to treat current and prevent new infections. This work has been undertaken in partnership with Facultad de Veterinaria,Tandil, Argentina and National University of San Marcos (UNMSM), Peru and the data is now becoming available. Now the focus is to support the production of suitable formulations of oxfendazole and also on the preparation of a dosser and regulatory submission.

Coordination: GALVmed is working closely with the Cysticercosis Working Group (CWG) in Peru, the CWG in Eastern and South Africa (CWGESA), the World Health Organisation (WHO), other local organisations in Africa, and the private sector. For example, GALVmed sponsored the 5th General Assembly meeting of the CWGESA, held in Maputo, Mozambique in October 2007, as well as those in Kenya in 2009 and South Africa 2011.

An important 'next step' will involve the development of user manuals describing how to best use the tools at regional and local level.

Who pays?

A key challenge with making these tools available is that the disease primarily affects people so it will be difficult to persuade poor pig keepers to invest in the vaccine or medication to treat their animals. In most cases it is likely that these tools will be used as part of official campaigns aimed at controlling or even eliminating the disease and that funding from governments, NGOs or other development partners will be needed. However, in the absence of such campaigns, it may also be possible in some specific settings to convince farmers that use of vaccines and medicines make economic sense by preventing carcass condemnations, in addition to health benefits for the community.

What is porcine cysticercosis?

The tapeworm *Taenia solium* is a human parasite, the intermediate host of which is the pig.

The disease occurs where pigs range freely, sanitation is poor and meat inspection is absent or inadequate, and is thus strongly associated with poverty and smallholder farming. People usually become infected by eating infested raw or undercooked pork with cysts. Eggs of the tapeworm pass out with the infected person's stool and can be ingested by free-roaming pigs if people defecate outdoors or there are no adequate latrines. Pigs develop the immature larval form of the parasite (porcine cysticercosis) with few to thousands of small cysts forming in their muscles, heart and brain, rendering the pork unfit for consumption and posing a serious constraint for marketing pigs and pork.

People can also become infected with the cystic larval form of the parasite by ingesting *T. solium* eggs either from direct contact with a human tapeworm carrier or from contaminated food or water (thus one does not need to raise pigs or consume pork to become infected with cysticercosis).

In humans the cysts often develop in the brain, resulting in a condition called neurocysticercosis, which can cause severe headaches, epileptic seizures and sometimes death. Neurocysticercosis is considered to be the most common parasitic infection of the human nervous system and the most frequent preventable cause of epilepsy in the developing world.

Although theoretically easy to control and declared eradicable, cysticercosis remains neglected in most endemic countries due to lack of information and awareness about the extent of the problem, suitable diagnostics and management capacity, and appropriate prevention and control strategies.

Did you know? The pilot episode of the popular television medical show *House* featured a patient with cysticercosis.

Trypanosomosis project: progress report

GALVmed is leading an £8 million programme, funded by the UK Government's Department for International Development (DFID), which will facilitate the development of new and improved drugs, diagnostics and perhaps even a vaccine for the control of African animal trypanosomosis.

Spread by tsetse flies as they feed on animals' blood, African animal trypanosomosis, also known as trypanosomiasis, nagana or simply tryps, has been estimated to cost Africa US$5 billion a year. So GALVmed will be in a strong position to present a convincing business case for additional investment to implement the full programme.

Progress to date:

- The first meeting of the project steering committee took place in July 2011 (see below)
- The appointment of a new programme manager will be announced shortly
- Current control options are being reviewed and promising on-going research that could lead to better tools is being identified
- Interns Anna Hallbeck, Samira Rahman and Fredrik Thorell have been working with GALVmed IP and Legal Officer Josef Geoola to undertake due-diligence for a number of promising technologies ahead of commitment to invest
- A review is being undertaken of additional financing options to move from this initial investment to the full resources needed to develop the new control tools

Tryps experts shape GALVmed project

The first meeting of the GALVmed African Animal Trypanosomosis Project Steering Committee took place in Bush House, Edinburgh on 27 & 28 July 2011. This broadly-based group with wide-ranging expertise will be instrumental in advising GALVmed on delivery of the project. Steering committee member, Peter Wells, Chairman, Moredun Scientific Ltd, commented:

"Under the experienced chairmanship of Mike Witty, this advisory group represents a resource to be drawn upon in what is a bold and extremely important initiative. From the outset we have had a healthily robust exchange of views and I am confident that GALVmed will continue to respond to the challenge and make a valuable contribution in responding to a disease which impacts very significantly on the lives of poor livestock keepers in Africa."

Back row, from left to right: ***Tim Rowan*** *(veterinary consultant working for GALVmed),* ***Philippe Buscher*** *(Department of Parasitology, Institute of Tropical Medicine Antwerp),* ***Stefan Magez*** *(Vrije Universiteit Brussel),* ***Mike Witty*** *(GALVmed chair),* ***Alasdair Swift*** *(UK Government's Department for International Development [DFID]) and* ***Christine Clayton*** *(Universitat Heidelberg).* Front row, from left to right: ***Francis Oloo*** *(tsetse expert, Nairobi),* ***Baptiste Dungu*** *(GALVmed, Edinburgh),* ***Robert Don*** *(Discovery & Preclinical Program, Drugs for Neglected Diseases Initiative, Geneva),* ***Peter Wells*** *(Moredun Scientific Limited, Edinburgh and GALVmed board) and* ***Meritxell Donadeu*** *(GALVmed, Edinburgh).* Not in the picture, attending the meeting via teleconference; ***Oumar Diall*** *(FAO, Bamako),* ***Mahamat Hassane*** *(AU-PATTEC, [Pan African Tsetse and Trypanosomiasis Eradication Campaign] Addis Ababa), and* ***Mirzet Sabirovic*** *(DFID, London) .*

GALVmed at the 31st ISCTRC Conference, Mali

Every two years the international tsetse and trypanosomosis community gathers to share ideas, review progress, celebrate successes and breakthroughs, and make plans for the future. With GALVmed now leading a major new initiative to develop improved tools for the control of this devastating disease, naturally members of the GALVmed team headed to Bamako, Mali in mid September for this year's International Scientific Council for Trypanosomiasis Research and Control (ISCTRC) conference.

Baptiste Dungu, Senior Director Research and Development and Meritxell Donadeu, Director of Operations, together with Tim Rowan, the GALVmed scientific advisor leading the pharmaceutical portfolio, will be keen to interact with leading researchers and practitioners from Africa and beyond. The ISCTRC is organised by the African Union-Interafrican Bureau for Animal Resources (AU-IBAR) under the auspices of the AU Department of Rural Economy and Agriculture.

Case studies from Orissa Newcastle disease pilot

Trusted animal health workers are central to GALVmed Newcastle disease control pilot

***Niranjan Pradhan**, 26, from Bayakumotiya village, Keonjhar District, Orissa State, India*

Seven years ago high school graduate Niranjan trained as an accountant to assist his self-help group, a role he continued to play for four years. Then PRADAN, an NGO and local partner of GALVmed, asked him to join them as a community animal health worker. He received basic training and since then has been focusing on goats and poultry in three villages. His work includes vaccinating and de-worming, training villagers on good husbandry practices and following up on their progress.

His household has five acres of farm land where they grow rice and keep 10 chickens and 14 goats. This gives him good insight into villagers' trials and tribulations. The common diseases that he encounters are Newcastle disease, fowl pox, internal and external parasites, peste des petits ruminants and goat pox.

Reviewing what he has learned over the past three years, Niranjan told GALVmed he is trusted in the community because of his previous role in the self-help group. But there is superstition amongst some farmers about modern medicines. Smiling, Niranjan added: *"Slowly, even such people have started to trust me when they see evidence of vaccinated animals being healthy, while their own unvaccinated animals fall sick."* His key lesson is that villagers are willing to pay for veterinary services for their livestock as long as they can see the results.

The main constraint, however, is that he cannot provide services and reach everyone who needs his help. The terrain is difficult and there are long distances to travel. He explained:

"If there were more community animal health workers available, then the situation would be easier to handle".

Niranjan was initially attracted to the role of a community animal health worker because the money was good. Now, when he sees the results of his work in his community and the faith they have in him, he feels happy and motivated. As he told us: *"They respect me, they have faith in me and that gives me great satisfaction."*

Community animal health workers

A cadre of community animal health workers is being developed to deliver services at the door step of the backyard poultry keepers. The workers are selected from within the community by the community, receive training and are equipped to provide basic extension services and healthcare to poultry and small ruminants. The training is being delivered by veterinary professionals hired by PRADAN, which is the NGO GALVmed has selected as its delivery partner for this programme.

Lessons learnt regarding the functioning and sustaining of community animal health workers indicate that a broad-based approach that includes attention to small ruminants along with poultry is required. This both ensures a sufficient income for the worker and makes the service more attractive to the target communities.

The community animal health workers will:

- Provide affordable and regular healthcare services at the doorstep of the backyard poultry keepers – including timely vaccination.
- Involve the community and self-help group leaders in the project activities through regular interaction.
- Act as the link between the backyard poultry keepers and the government veterinary department.
- Promote the benefits of preventive measures and vaccination for livestock diseases.
- Support the project staff in organising village meetings/awareness campaigns.
- Keep records of backyard poultry population, vaccination, disease outbreak, mortality etc. in their respective geographic areas.
- Report on a weekly basis on the developments and problems at the field level.
- Participate in the baseline survey.

Newcastle disease and the elephant in the room

Backyard poultry make a significant contribution to household income.

***Korleri Thakur** is from Bayakamotiya village, Mayurbhanj District, in Orissa State, India. She lives with her husband, their four children and her father-in-law*

Korleri Thakur is a farmer with a jumbo-sized problem. Although her family has four acres of land and should be able to produce enough food to support the household, the local wild elephants often destroy her crops and sometimes even knock down the hut the family lives in. This makes farmers like Korleri whose villages are located in dense forest (good elephant habitat) highly dependent on livestock and poultry for their livelihoods.

Outbreak of poultry or livestock diseases are dreaded by farmers as these can wipe out months of hard work. Last year, an outbreak of *Marudi* (Newcastle disease) affected 25 of Korleri's chickens: only five survived.

This experience with poultry disease has, however, made her wiser: her poultry were fully vaccinated during the recent GALVmed-supported community animal health worker training – part of GALVmed's Newcastle disease pilot programme.

Despite keeping chickens since she was a child, she was not previously aware that timely vaccinations would help save the birds. She is now willing to spend on vaccines and medicine for poultry because she can see it makes economic sense.

Talking about the chickens brings a smile to her face. From those five birds, she has managed to increase the flock to eight. Her poultry and goats contribute food and income to the household. The birds are of the local variety (desi) and scavenge for food all over the village. The fact that the birds do not need to be fed makes Korleri happy as it saves her a lot of effort and money.

Every once in a while a cockerel that survives and grows to maturity is sold for INR 300 (USD 6.5) – a welcome addition to the household income. The cash from her poultry sales is deposited in the *Suvakatti* (village bank) and she plans to use this to support her children's education and build another room for her family. She is also very proud when she has guests and can serve them her own chicken for a special meal.

Korleri has a twinkle in her eye when she speaks of the future and a major reason for her optimism comes for her colourful flock of poultry. She is still superstitious by nature and is wary of anyone seeing her birds thinking "someone is casting an evil eye on my poultry". More importantly, however, the community animal health worker is casting a benign eye over her livestock and has helped her to avoid Newcastle disease in her flock.

Orissa street theatre injects awareness of vaccines

Traditional street theatre is being used to raise awareness of vaccines and other animal health measures in a GALVmed-backed programme in Orissa on the east coast of India. The idea to use street theatre came from GALVmed's local delivery partner, the NGO PRADAN.

Swadheen Pattanaik, a project executive at PRADAN, explains:

'This form of street play is embedded in the tribal culture and has religious connotations which give it high acceptance and serious viewership in the target villages. During the event, villagers come to seek blessings from the singers/actors of the street play by washing their feet with water.'

GALVmed's Programme Manager for South Asia, Mamta Dhawan explains:

"Working with a delivery partner like PRADAN helps us to take cognizance of local traditions and cultural nuances. The street theatre pilot is a good example of the way we listened to farmers and our partners and tailored our approach accordingly.

Initially as we started to talk with farmers about vaccinations for Newcastle disease they responded by saying 'yes but what about our goats?' So we added in messages too about peste des petits ruminants too."

The theatre group comprising of local farmers were given clear communications objectives. They were to create awareness of the Newcastle disease in poultry and peste des petits ruminants in goats including the symptoms owners needed to look out for. They then used interactive theatre techniques to explain to their audience the potential financial benefits of vaccination, which the project partners estimate at up to US$ 250 a year for a flock of poultry and US$ 500 for a herd of goats. The players also emphasised the importance of de-worming and the need to store vaccines in refrigerators. Finally, through a series of songs interspersed with dialogue, they created awareness about the local community animal health workers who deliver vaccines and other medicines for a small fee.

Mamta concluded:

"In raising awareness amongst the livestock keepers of Orissa about the positive impact that vaccines can have, GALVmed is seeking to make a sustainable contribution to the lives of individuals, families and communities, protecting livestock and improving livelihoods."

Communications strategy for South Asia

A draft communications strategy for South Asia is currently working its way through GALVmed's review processes.

Stuart Brown, GALVmed Communications Manager explains:

"GALVmed is developing a communications strategy for South Asia as a way of helping to understand and respond to the challenges and opportunities in this extremely diverse region. From the outset, our experienced colleagues in India have emphasised the importance of working with and through partners and we are actively listening to them in developing communications plans. The community theatre in Orissa is just one example of the sort of partner-working, customisation and packaging of core messages GALVmed believes in.

Communications need to be culturally attuned and GALVmed's Regional Advisory Committee is a key resource upon which we shall draw. We also believe in the importance of hearing from backyard farmers and incorporating that learning into GALVmed activities."

If you would like to make suggestions about effective communications approaches in South Asia, please contact **Stuart.brown@galvmed.org**

The *Chicken of Change* achieves new heights

Over the past few months GALVmed has been working closely with the Kenyan communications company *Shujaaz* on a livestock advocacy initiative: the *Kenyan Dream Initiative*.

The *Kenyan Dream Initiative* is a multimedia campaign which sought to encourage opinion-leaders in an inclusive, non-hectoring way to re-think livestock and move in synch with adaptive and innovative poor livestock keepers.

Based on the findings of focus groups and interviews in rural, urban and peri-urban situations, the campaign works at two levels. On one level it reminds young people that livestock can support their livelihoods and that the income from livestock can bring wider lifestyle and career choices within reach. Or, as the campaign puts it, to fund their dreams. Here the key communication channels were livestock-based story lines in the monthly *Shujaaz* comic, linked local radio programmes and various social media. Simultaneously a range of key contacts in Kenyan ministries and other policy makers have been sent a livestock advocacy pack – including a desk-top version of the *Chicken of Change*. To drive home the points, GALVmed also secured a roadside advertising hoarding situated less than 200 metres from the parliament building and near the offices of the Ministry of Livestock.

Clockwise: *The Chicken of Change logo; main picture, the roadside advertising hoarding situated near the parliament building and the offices of the Ministry of Livestock; and packs being prepared for distribution to policy makers and opinion formers.*

We have heard a rumour that a *Chicken of Change* has been spotted on the desk of the Minister for Development of Northern Kenya and other Arid Lands and another has been seen on the desk of one of Nairobi's captains of industry. Please let us know if you see the *Chicken of Change* roosting anywhere interesting by contacting **newsletter@galvmed.org** or better still send us a photo.

GALVmed: 'doing the business' as a not-for-profit

In the July 2011 issue of the GALVmed newsletter we explained how the East Coast fever (ECF) vaccine was being distributed in Malawi. This raised an interesting question – how can a not-for-profit charity such as GALVmed apparently be involved in an operation that is selling vaccines for profit?

The East Coast fever example offers an excellent opportunity to explain GALVmed's approach to ensuring sustainable delivery of animal products. First, some background.

In 1997, before GALVmed became involved in the ECF vaccine, the International Livestock Research Institute (ILRI), Nairobi had taken on the arduous responsibility of producing the vaccine. As its name suggests, ILRI is a publicly-funded research organisation: its mandate certainly does not include manufacturing vaccines. But ILRI had responded to a request from the Food and Agriculture Organisation of the United Nations (FAO) to produce the ECF vaccine as no other public or private organisation was willing and able to do so at that time. Clearly, however, this was not a long-term solution and only a mechanism put in place until a more permanent producer could be established on the continent.

East Coast fever was one of the 13 diseases prioritised by GALVmed; in 2006 it was selected as one of the four diseases that formed the focus of its first 3-year business plan.

GALVmed's main objectives for ECF were to commercialise the manufacture and distribution of the vaccine. In late 2008, an open call was made for expressions of interests to either manufacture or distribute the vaccine. Following this, and after due diligence had been carried out, the Lilongwe-based Centre for Ticks and Tick-Borne Diseases (CTTBD) was chosen to manufacture the vaccine for the entire region. Different distribution options were selected for different countries – including both non-governmental organisations and animal health businesses.

In Malawi, one distribution route selected was via a local livestock business called GSJ Animal Health & Livestock Production Company Limited – GSJ for short. So, for example, a Malawian smallholder dairy farmer can purchase ECF vaccine through her dairy cooperative – usually this entails the cost being deducted from her monthly payment for the milk she has delivered. GSJ arrange to vaccinate cattle on a number of neighbouring farms to make the exercise cost-effective for them and to prevent wasting vaccine – the vaccine is packed in straws stored in liquid nitrogen (similar to artificial insemination) with 40 doses per straw. GSJ vets then vaccinate the cattle and simultaneously administer the oxytetracycline that forms the second part of the immunisation regimen.

Currently, CTTBD are selling vaccine from a batch manufactured by ILRI and shipped to Malawi. GSJ and other distributors and customers buy the vaccine for around US$ 2.25 per dose; this price covers all costs and includes a profit element for CTTBD. GSJ then sell the vaccine to farmers for approximately US$ 3 per dose, which includes the service element of administering the vaccine. This mark-up is within the normal range for similar animal health products and the selling price is acceptable to Malawian cattle keepers. Soon, however, CTTBD will be selling vaccine that they have manufactured in Lilongwe.

GALVmed are not directly involved in the vaccine supply chain – **no proceeds from the sale of the vaccine revert to GALVmed**. Rather, the income from the sales is deposited in a ring fenced account operated by CTTBD and the moneys used to procure more vaccine from ILRI. Considering the highly specialised nature of the ECF vaccination technique, GALVmed is also supporting the training of vaccinators in Malawi through a grant given to CTTBD. This is aimed at widening the distribution chain so that future distributors can make use of the trained cadre and at the same time ensures quality delivery of the vaccine for maximum impact.

GALVmed's role has been:

- to develop strategies for the sustainable manufacture and distribution of the vaccine
- select the most appropriate commercial partners (and in some cases non commercial partners, e.g. NGOs) through a transparent and fair process
- ensure that the incentives in place are sufficient to motivate the commercial partners and allow them to operate profitable and sustainable businesses
- ensure the vaccines are affordable and accessible to livestock keepers, including the poor
- provide support, including capacity building and material assistance as may be needed and justified to kick-start the system and ensure the highest standards of quality are maintained throughout the manufacturing and distribution process
- eventually to withdraw to enable the commercial partners to continue manufacturing and distributing high-quality vaccine and making this available and affordable to all livestock keepers, including the poor, on a sustainable basis.

In doing so GALVmed's overall aim is to fulfil its charitable purpose, as articulated in its mission statement: *"GALVmed seeks to protect livestock and save human lives by:*

- *Developing, registering and launching several vaccines, pharmaceutical and diagnostic products over the next 10 years*
- *Partnering with organisations in developing countries to ensure sustainable research, production and delivery of new products to poor livestock keepers*
- *Educating stakeholders on the links between livestock and poverty and the role of livestock health in achieving the Millennium Development Goal of eradicating extreme poverty and hunger*
- *Facilitating dialogue and collaboration in research efforts for new livestock vaccines, medicines and diagnostic systems."*

In this case, where the vaccine already existed, the first two bullet points have been most relevant: GALVmed has facilitated the process of getting the ECF vaccine registered in Malawi (and other countries), and partnered with CTTBD and GSJ *"to ensure sustainable ... production and delivery ... to poor livestock keepers."*

GALVmed has received grants from amongst others the Bill & Melinda Gates Foundation and the UK Government's Department for International Development to enable them to carry out these roles and responsibilities.

Tapping into veterinary pharmaceutical industry acumen

GALVmed's objectives to 2015 include developing vaccines for six animal diseases and creating sustainable value chains to ensure they are available and accessible to end users. To achieve these objectives partnerships with veterinary pharmaceutical companies will be critical.

As Steve Sloan, GALVmed CEO, puts it: "You will never see GALVmed branded trucks driving around Africa or Asia delivering GALVmed branded vaccines."

GALVmed has already partnered with a local company, GSJ, as one of the ways of distributing ECF vaccine in Malawi (see page 9). But GALVmed benefits from the expertise and insights of people from veterinary pharmaceutical companies right across the organisation – ranging from small local companies in Africa and Asia, to some of the world's largest multinational animal health businesses.

Previously we have featured the excellent support that GALVmed has received from Pfizer Global Health Fellows. These are Pfizer employees, at all levels and from all around the world, who are seconded to health NGOs from 3 to 6 months to provide expertise and capacity building that is carefully tailored to meet the host organisation's needs. They have played – and continue to play – an especially important role in strengthening the capacity of African vaccine manufacturing labs, complementing the VACNADA programme and helping the Centre for Ticks and Tick-Borne Diseases, based in Lilongwe, Malawi, to become a sustainable source of high-quality ECF vaccine for the region. And recently Ceva Santé Animale hosted representatives from a number of the African vaccine labs to its vaccine manufacturing facility in Hungary where it conducted training on vaccine pricing.

To GALVmed management taps into a rich seam of advisors through its board and also through a series of advisory committees.

The veterinary pharmaceutical industry is well represented on the board:

- **Mike Witty**, the outgoing board chair, talked about the experience he brought to GALVmed in his article in the July issue of this newsletter (available at www.galvmed.org)
- **Peter Jefferies** worked for many years for Merial in both Africa and the US
- **Pierre-Marie Borne**, Public Affairs Director for Ceva, joined the board in November 2009 and takes over as chair of the GALVmed Global Access Advisory Committee in September 2011
- **Peter Wells** joined the board in March 2011, bringing with him 30 years experience from veterinary pharmaceutical and biotechnology industries
- and representatives of Intervet and the International Federation of Animal Health sit on the Board of Observers

"One of the key things that distinguishes GALVmed from most other animal health research and development NGOs and not-for-profits is the strength of our partnerships with veterinary pharmaceutical companies" explains Steve Sloan. *"In addition to strong representation on the board, senior personnel of animal health companies – ranging from small, local businesses to the largest companies in the world – sit on all our advisory committees. And many of our senior staff members have also been recruited from the industry. This ensures that everything that we do in GALVmed is rooted in commercial reality – helping to ensure sustainability and impact. Critically, however, the expertise of the industry is tempered by our NGO partners – so, in our quest for sustainability, we never lose sight of the poor livestock keepers we're here to serve."*

Other examples of pharmaceutical company expertise on which GALVmed draws includes:

- **Baptiste (Baty) Dungu**, GALVmed Senior Director, Research and Development, previously Chief Scientific Officer of the Onderstepoort Biological Products (OBP), South Africa, the largest veterinary vaccine developer and manufacturer on the African continent
- **Charlotte Nkuna**, GALVmed Assistant Director, Global Access, previously worked for leading animal health companies in the UK and South Africa
- **Simon Rhodes**, GALVmed General Manager, has more than 30 years' experience working for major pharmaceutical and animal health companies
- **S N Singh**, serves on the GALVmed Regional Advisory Committee (South Asia) and is managing director of Biovet Pvt. Limited, an India vaccine manufacturing company
- **Charles Waiswa** serves on the GALVmed Global Access Advisory Committee and is proprietor of High Heights, a Ugandan animal health business

Mike Witty neatly summed up the role that he and other industry colleagues play within GALVmed: *"[We bring] a delivery-focused, business-like approach. You can do the best scientific R&D and be the partner of choice but if it doesn't put product into the hands of the customer then it counts for nothing."*

GALVmed's global partnerships at a glance

Vaccines manufacturers urged to add products to global database

A new on-line database is on track to become a unique free 'one-stop' source of information on all the livestock and poultry vaccines produced throughout the world.

Vetvac.org, which will be launched in October, is a free to access and easy to use searchable database which will provide detailed information about livestock and poultry vaccines. The information will largely be taken from vaccine datasheets and links will be provided to the manufacturers' websites.

The database developers, Inocul8 and GALVmed, envisage that Vetvac.org which already has two thousand searchable records, will be especially useful to vaccinemanufacturers and developers, and animal health professionals and livestock keepers.

GALVmed Intellectual Property and Legal Officer Josef Geoola, one of Vetvac's developers, said: *"Although there are a number of on-line databases and websites that focus on livestock vaccines, none provide the global coverage that Vetvac.org aims to achieve – our product will be unique."*

Through Vetvac.org, vaccine manufacturers will be able to bring their products to the attention of potential new users and identify new business opportunities. Developers will be able to review what vaccines already exist before committing resources to developing new products.

The Vetvac.org database is continually being updated and added to. Its developers are keen to engage with all vaccine manufacturers, large and small, so that they can review and add further details to the entries that cover their vaccines, and to add new vaccines to the database. From the manufacturers' side this entails making all their vaccine datasheets available, ideally in electronic formats, and ensuring that all new products are added to the database.

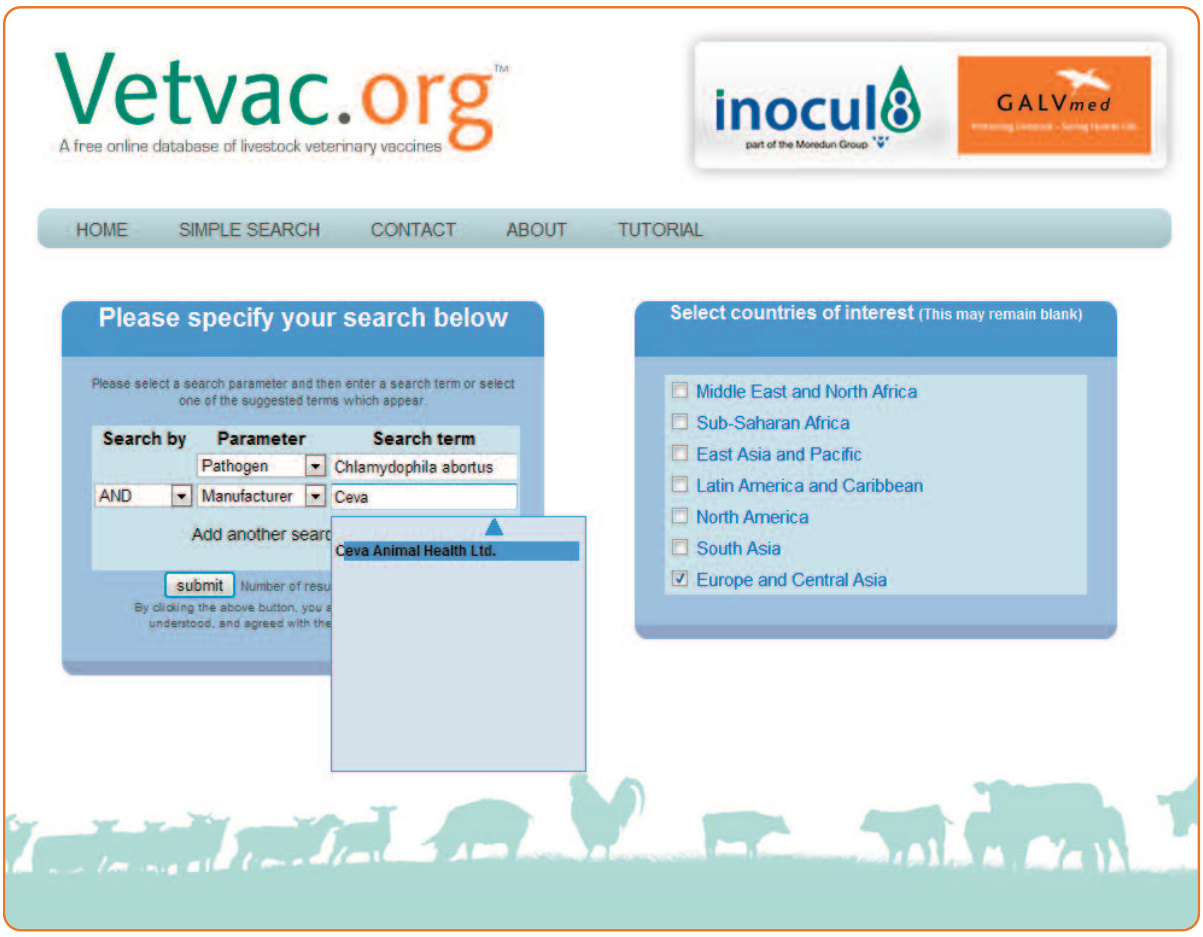
Many of the largest vaccine manufacturers are already working with the Vetvac.org developers to ensure their vaccine ranges are included in the database.

Ceva Santé Animale's Director of Public Affairs, Pierre-Marie Borne, who is also a voluntary member of GALVmed's board said: *"Vetvac.org is a very valuable resource, addressing a significant gap which current online tools are missing. By providing a highly searchable, user-friendly portal for vaccine information, Vetvac.org has the potential to help Ceva reach a greater range of target users."*

Any vaccine manufacturers who would like to have their products included in the database can contact the Vetvac.org team at **admin@vetvac.org**. More information can be found at **www.vetvac.org** where an animated guided tour of the database will soon be available.

Inocul8 works alongside the Moredun Research Institute in Scotland to facilitate commercial development of a number of emerging technologies.

This initiative is funded by the European Regional Development Fund.



Staff shares vision for the future...

Simons Rhodes, GALVmed General Manager, looks back on a successful staff retreat held in Nairobi in August 2011.

"Investing in staff meeting for an international organisation requires a big commitment of resources and time. During the planning stage we agreed that we should come away from the workshop with a realistic number of actions and decisions, not a long wish list that we would never tackle. We also wanted everyone to recognise the investment of time and money and set some personal objectives for the meeting.

Seeing the work on the ground is a powerful reminder about what the organisation is achieving on a daily basis. Nairobi was selected as it offered the opportunity of visiting different points on the value chain to see how GALVmed is making an impact. This was so much more effective than a theoretical session. So about half the agenda was based on "go see" sessions. The learning from these visits really informed all the discussions over the 3 days. The visits we made were great, eventful, eye-opening and also gladdening to see how GALVmed can make a difference.

The workshop included time for the staff to review the future business strategy and funding requirements to see our aspirations realised. The project managers gave outlines of each of the GALVmed work programmes. These were really informative and were a stimulus for discussions amongst the staff – giving cross discipline and international feedback and perspectives.

We also took the opportunity to think about rights and responsibilities of being a GALVmed employee. So we picked up on a report undertaken last year into working conditions and stress management coupled with some insight into effective working and self-management in a busy working environment. Other sessions were more about team building. We also had a photography competition to encourage everyone to think about how we represent the organisation visually. You can see below that we have some very talented photographers on staff and we need to ensure we use these talents to better record what we do.

Simon Rhodes addesses the Nairobi staff workshop

There was some straight talking in the session too. We asked for ideas about how things could be improved and as part of the Directors Group, I was keen to hear what staff needed. It is sometimes uncomfortable to hear feedback, but building trust and engagement does mean asking tough questions and addressing the issues that come up. Top of the list was better internal communication. We're taking steps in that regard already.

My aspiration for the workshop was to help build engagement in the organisation: engagement is the term given to the strength of your relationship and sense of belonging to an organisation, and reflects many things for example colleague relationships, identification with the organisation's mission, relationship with your manager. People who feel highly engaged are more productive, happier, and more loyal to an organisation; they also work better together.

GALVmed is a growing, geographically spread organisation. To date we have been working in start-up mode. Many aspects of our culture, ways of working, policies and approaches are still evolving. This is a normal feature for an organisation like GALVmed. The workshop was our opportunity to help push the development along – I think we did this and from the comments from my colleagues below, it seems they felt the same."

Deputy Managing Director of KEVEVAPI, Dr Jane Wachira shows Sharmila Dutta, Office Manager: South Asia, around the vaccine manufacturing facility

Sharmila Dutta, Office Manager: South Asia, who joined GALVmed in November 2010, shares her thoughts on the event:

"The Nairobi staff workshop was an extremely good opportunity for all GALVmed staff to get to know each other on all fronts – personal, work wise, office situations, any other issues. I have picked out one very vital learning area – the various aspects of communications. It is now truly and surely on the team to inculcate the findings in our respective jobs within GALVmed.

One session gave an excellent opportunity for us to communicate with our colleagues and give them a clearer perspective about our country/office situations, circumstances and business procedures. An open discussion and group working on communication brought all of us to a point where we got actively and openly involved in talking about the loopholes, corrections and errors in detail. While we also got together for a common positive motive, there is no doubt that the negative points highlighted finally gave each of us a direction to make GALVmed a better place to work with bigger outputs.

The 'elevator pitch' was an eye-opener for improvising our day-to-day communication skills. We explored the idea of encapsulating the organisation in the duration of an elevator's journey. This highlighted the skill of using simple language, brevity and being passionate, and it gave us all a wider perspective of our communication skills. It reminded us how vital it is when we are speaking for GALVmed to partners/donors and especially to the poor farmers to stress the difference we plan to make in their lives.

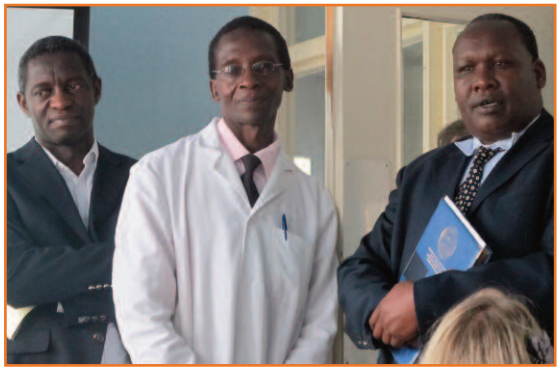
My job as an office manager at the South Asia India office is mainly a coordination job and the tips on communication from the workshop will act as an alarm for me every time I take a step forward. The workshop gave me an insight on my scope of improvements in my interaction with our project partners and also the consultants working with us in the region.

I sincerely feel that this workshop was truly symbolic as a medium of communication as it gave me a platform to know my colleagues better and it has given me a clearer perspective on their contribution and role in the organisation. And for those I liaise with the most I now know so much more about them which will help me to coordinate with them better in future."

Charlotte Nkuna, Assistant Director: Global Access, writes:

"GALVmed has offices in three continents and the way we work means that I am often drawing on expertise from other offices and disciplines. This is so much easier when you know people. So I was really pleased that we got nearly all of the GALVmed family together and we started to bond as a team.

As each team started to explain what they were working on, we all started to understand how the pieces all fitted together. It's easy for organisations like GALVmed to work on a series of projects – but we could see how to align our work. It is this broader understanding that will help us to work better to achieve our goals of supporting poor livestock keepers. The synergies are possible because all the staff can now see the complete picture of what GALVmed is and more importantly what it will be. So I came back to my office really energised from the workshop."



Photographs taken by GALVmed staff as part of their "go see" visits to explore the livestock value chain. Left to right: ***Meritxell Donadeu*** *inspecting cattle in the rain; a photo of a photo of the visit to Kenya Veterinary Vaccines Production Institute (KEVEVAPI); and* ***Baptiste Dungu****, Senior Director: Research and Development with the KEVEVAPI Production Manager at Kabete Unit Nashon K. Kinyaka and Chief Executive Dr Geofrey Mutai*

Team changes

The Pfizer Global Health Fellows Nancy Ng and Seamus Pender have completed their six month placements. GALVmed would like to thank them for all their hard work. We will be reviewing what they have been up to in the next issue of the newsletter.

The GALVmed team under the microscope

Here members of the GALVmed team talk about their role in the organization and also tell us a little about themselves. This may help break the ice when first meeting them. A set of the team's biographies is also available at www.galvmed.org

Gil Domingue

Job title: Project Manager: Research and Development

Role in GALVmed: Gil has responsibilities in various projects including those with a veterinary trials component. These include Newcastle disease (poultry), porcine cysticercosis (pigs) and Rift Valley fever (small ruminants).

Joined GALVmed in: June 2007 working part-time then switched to full-time in June 2008.

Nationality: British, Canadian

Relevant career highlights: A state-registered microbiologist he gained experience in trials and in accreditation systems firstly in human health then he worked with vets throughout the food chain. Gil led R&D and analytical activities in various labs. Prior to his GALVmed post, he ran a consultancy (project management, quality standards, HACCP and advised on legislative issues in an ISO 17025 contract research and analytical lab. Previously he worked in the private sector with Aviagen Ltd, and within the Public Health Laboratory Service network. He also held academic appointments in Canada and sat on the Advisory Committee for the Safety of Animal Feeds, ACAF (a Food Standards Agency body). Gil joined GALVmed to help poor people by improving the health of their livestock.

Education: PhD.

Key publications: Publications derived from the trials data are being prepared for submission to quality journals.

Interests: Gil has researched various pathogens in the food chain from on-farm diseases of livestock through food processing to the safety of food in the domestic situation. He takes a great interest in various local food-related activities in Edinburgh and the Lothians, where he lives.

Rubina Sharif

Job title: Research Officer: Research and Development

Role in GALVmed: Responsible for the control of document information management: research of scientific literature and maintenance of research library catalogue systems/databases, in particular the monitoring of the GALVmed/Inocul8 livestock vaccine database. She also assist with research activities.

Joined GALVmed: March 2008

Nationality: British

Relevant career highlights: Rubina has gained experience working within the UK Veterinary Research Institutes including the Institute of Animal Health on 'a potential recombinant vaccine for foot-and-mouth disease' and on the 'diagnosis of animal brucellosis' at the Central Veterinary Agency. She views joining GALVmed as an invaluable and exciting opportunity to be part of a dedicated team, and to help GALVmed gain access/knowledge of research.

Education: PhD, MSc, BSc (Hons) Rubina has a scientific academic background having initially graduated in Biological Sciences, followed by a masters degree in biochemical and molecular parasitology in England and more recently a PhD in veterinary molecular immunology at Moredun Research Institute/Stirling University, Scotland.

Key publications: PhD thesis: Examining biological source of MAF (Macrophage Activation Factor) in rainbow trout (*O.mykiss*) – biological activity and molecular source (2003).

Interests: Rubina loves travel and has moved within the UK with her academic studies. Visiting overseas, through work and personal trips, has enabled her to observe a variety of fascinating cultures and traditions. As a result of her roots in the sub-continent, she's passionate about cricket from county through to international level (supporting Pakistan as well as the West Indies & Scotland teams). Also, having lived in Edinburgh, she enjoyed the opportunity to watch musicals, theatre productions and films; in particular art house, old classics & international. Rubina now resides on a working livestock farm (cattle & sheep) in Dumfriesshire with her husband and baby daughter. She's partial to sweet foods/deserts and enjoys trying most foods with the exception of pork on religious grounds.

Alice Ruvera

Job title: Finance Assistant

Role in Galvmed: Reporting to the Finance Manager as well as carrying out book keeping duties.

Nationality: Zimbabwean

Joined Galvmed: December 2010

Interests: Alice loves music, she sometimes sings in the Edinburgh Origin Choir. She is a volunteer working with charity based in her neighbourhood, to help reduce loneliness amongst house bound because of illness or old age. She also loves photography, which brings out her creative side.

Gofaone Matshameko

Job title: Office Manager: Botswana Office

Role in GALVmed: Gofaone's role is to offer support to the officers in the Botswana office and see to the overall management of the office.

Joined GALVmed: September 2010

Nationality: Motswana

Relevant career highlights: Gofaone joined Standard Chartered Bank in Botswana fresh out of university and has worked there for five years. Her role in the bank involved sales and marketing.

Education: Graduated from university of Botswana with a BA in humanities majoring in Environmental Science and French.

Interests: Owing to her experiences in the bank she has developed an interest in finance and hopes to pursue an MBA in the not so distant future. She loves travelling, music, reading a good book, meeting and networking with people.

Situations vacant

Global Alliance for Livestock Veterinary Medicines (GALVmed)

Chief Executive Officer
Market Development and Access Director

GALVmed
Protecting Livestock – Saving Human Life

Established in 2005, GALVmed is a not-for-profit global alliance of public, private and government partners. Around 700 million of the world's poorest individuals depend on their livestock for survival and as a means to escape from poverty. GALVmed is protecting livestock and saving human lives and livelihoods, by making livestock vaccines, diagnostics and medicines accessible and affordable to the millions in developing countries for whom livestock is a lifeline

GALVmed is currently funded by the Bill & Melinda Gates Foundation, the UK Government's Department for International Development (DFID) and the European Commission. Through its extensive collaborations (120 partners across 43 countries), GALVmed is developing a pipeline of potential livestock products. Its goal is to now ensure that the pipeline is expanded and delivered in high quality and sustainably to poor livestock keepers worldwide.

Chief Executive Officer (11347)

Following the decision of our current CEO to step down, GALVmed seeks an inspirational leader with an impeccable reputation for strategic vision, intellectual breadth and operational excellence, to carry this work forward.

Reporting to the chairman and board of directors, s/he will:

- build on existing achievements, providing intellectual leadership and fostering an environment of innovation and collaboration
- work closely with the board and its new chairman in setting strategies for new product development, further fundraising and for ensuring good governance
- be responsible for delivering on strategy, through leadership of the GALVmed executive team and up to 40 local or regionally based staff (in UK (Edinburgh), Botswana, South Asia, Kenya and Malawi)
- manage expenditure (£10.5m in 2011)
- directly engage and network effectively with financiers, governments, product development organisations and other partners

We welcome interest from established leaders in new product development (animal or human health), with international experience in dealing with multiple stakeholders, gained in either the not-for-profit, scientific/academic, public or private sectors. Previous experience in fundraising and understanding of the processes affecting product development and commercialisation is required. Comprehension of issues affecting livestock product supply chains in disease endemic areas is desirable.

Market Development and Access Director (11348)

In this newly created, senior management position, the Market Development and Access Director will provide "thought leadership" in all aspects of market development – in order to promote mechanisms and supply chains enabling poor livestock keepers to access high quality animal health products (vaccines, diagnostics and medicines).

Supported by a team of 4 staff, s/he will:

- lead the delivery of existing animal health tools to farmers in regions of Africa, South Asia and South America
- develop mechanisms for distribution of and access to animal health products
- establish supply chains from conventional distribution networks
- identify potential commercial partners and drive partnerships, especially in new areas
- lead the development and implementation of market development and access strategies

We welcome applications from candidates with a track record of developing programs and access initiatives and who can demonstrate a broad and creative marketing development plan. A higher education qualification in life sciences is essential, with an additional post graduate qualification in marketing desirable. S/he will have regional animal health industry/value chain experience in respect of Sub-Saharan Africa or South Asia coupled with in-depth knowledge of the commercialisation of animal health products.

The CEO and Market Development and Access Director will both be based primarily in the UK at GALVmed's corporate HQ at the Moredun Research Institute site near Edinburgh. Travel to regions of project interest and overseas offices will be an integral part of both roles.

To discuss your interest, please contact either Dr Kevin Young (CEO) 11347@thersagroup.com or Darren Spevick (Market Development and Access Director), 11348@thersagroup.com

Closing date: **30 September 2011**

Last word

GALVmed CEO Steve Sloan writes:

In May I attended the 12th Annual Inter-Agency Donor Group When in 2006 I started to work on a new business plan with the GALVmed chair, Dr Mike Witty, and Dr Sam Thevasagayam (the then R&D director) I knew that our plan was audacious. GALVmed was setting out to facilitate a global alliance across public, private, academic and voluntary sectors. At this time we had a handful of staff and very limited resources.

Fast forward to March 2011: the board, still guided by Mike Witty, signed off the second five-year business plan. The plan commits GALVmed to securing over £90m to ensure that we are delivery livestock vaccines, diagnostics and medicines to the millions of poor famers for whom livestock is a lifeline.

As we embark on this new business plan I wanted to bring the entire staff together. So we met up in Nairobi in August. As I stood up to address the 31 staff we now employ I was struck by the diversity of our team. However you look at diversity GALVmed has it – in terms of background, ethnicity, gender and experience at all levels of team. This includes staff, board, advisors and the contract staff we work with and it this diversity which is one of the sources of our strength.

For me one of the highlights of the meeting was the presentation by Fred Musisi and his team on the VACNADA project which has been capacity building African vaccine labs. Fred has been an exceptional leader of this project. He is a natural diplomat with a gentle style but great wisdom. This form of leadership builds long-term productive relationships which will be essential to GALVmed's future. We currently have 128 partnerships and 82 legal agreements in place with 45 pending agreements and more coming on-stream all the time. This is perhaps the true measure of our growth.

Whilst the GALVmed team were in Nairobi we went to see the Kenya Veterinary Vaccines Production Institute (KEVEVAPI). It was good to meet the new CEO, Dr Geofrey Mutai. This was also the first time I had seen their Deputy Managing Director, Dr Jane Wachira, in around three years. As she explained the impact that around half a million Euros of investment will make to the lab, I got a sense of great optimism for the future and all the staff I spoke with felt the same. Hearing that the old freeze drier could process around 4.5 million vaccines a year and the new equipment could process one million a week helped explain their optimism. And seeing Seamus Pender, the Pfizer Global Health Fellow, working at KEVEVAPI reminded me how we had also brokered a skills sharing programme to augment the capital investment. This is a good example of how we can add real value – brokering different support programmes to help ensure that the key strategic infrastructure is in place.

The next day some of the GALVmed team visited a private sector vet who also ran a faith-based not-for-profit organisation. He told me it is one thing to persuade poor farmers of the merits of Newcastle disease vaccination. However, if he can't guarantee to supply vaccines when they are needed, all this education work is wasted.

So, within 24 hours, I could see the difference that capacity building KEVEVAPI will have on poor poultry keeper through better security of supply. As the GALVmed team discussed what we had learned in Kenya it was fantastic to also have a South Asian perspective on Newcastle disease. I could clearly see how these exchanges between South Asia and Africa are going to be very fruitful in the future.

I met with another qualified vet recently too – Dr Modibo Traoré who is the FAO Assistant Director-General charged with the Agriculture and Consumer Protection Department. Prior to this he had headed the African Union's Inter-African Bureau for Animal Resources and Mali's Livestock and Veterinary Services and had served as a government minister in Mali. We were discussing a new memorandum of understanding between our two organisations. The more we talked the clearer it became how closely aligned our values and aspirations are. Whilst many MOUs are ceremonial I am particularly excited by this one because I think we can work on both policy and practice and delivery some really exciting joint work.

I started this *Last Word* by mentioning GALVmed chair Mike Witty. When we set up the governance of the organisation we were clear that 6 years was as long as any chair should serve. Keeping a fresh perspective over a number of years can be a problem. This, however, is not true of Mike. We were fortunate indeed that Mike was there to guide us. He has great scientific authority and gave us a huge commitment in terms of time: he is quite simple the best chair I have worked with in my career to date. With his guidance GALVmed has been reengineered to meet the challenges of supporting poor livestock keepers. Our debt to him is huge.

So the October board meeting would be a very sad affair were it not for our exceptional chair-elect. Dr Shadrack Moephuli will bring a wealth of knowledge, experience and gravitas. It is right at this stage that the position of chair has been passed to one of the foremost leaders of the agricultural sector in Africa.

If you would like further information, or you wish to make any comments, please contact us by email on newsletter@galvmed.org

Commissioning editor: **Stuart Brown, GALVmed**
Researched and written by **Keith Sones Associates, London and Nairobi**
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