

Stakeholder mapping and engagement

Valentyna Sharandak

CBD

12 July 2023

Regional Workshop (Middle East)
Public-Private Partnerships in the Veterinary Domain
Kingdom of Bahrain



World
Organisation
for Animal
Health
Founded as OIE

Organisation
mondiale
de la santé
animale
Fondée en tant qu'OIE

Organización
Mundial
de Sanidad
Animal
Fundada como OIE



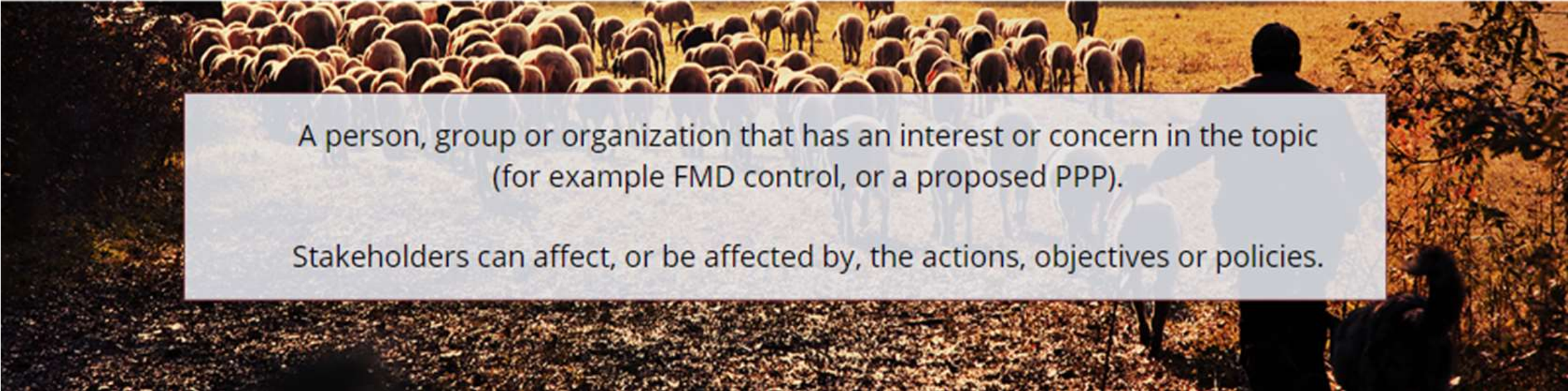
Objective of this session



- Who qualifies as a stakeholder, and what is the importance of consulting with them?
- How to map stakeholders?
- To understand how mapping stakeholders can contribute to the sustainability of a PPP project.



Who is a stakeholder ?



A person, group or organization that has an interest or concern in the topic (for example FMD control, or a proposed PPP).

Stakeholders can affect, or be affected by, the actions, objectives or policies.



Why consult with stakeholders

Each stakeholder has their own understanding, objectives, capacities and constraints that may or may not be shared with others.

Involvement of all stakeholders provides a better understanding of the problem and helps designing effective PPPs by creating a comprehensive list of “needs”.

Involvement of all stakeholders from the beginning of the process prevents possible future conflicts and ensures sustainability of PPPs.

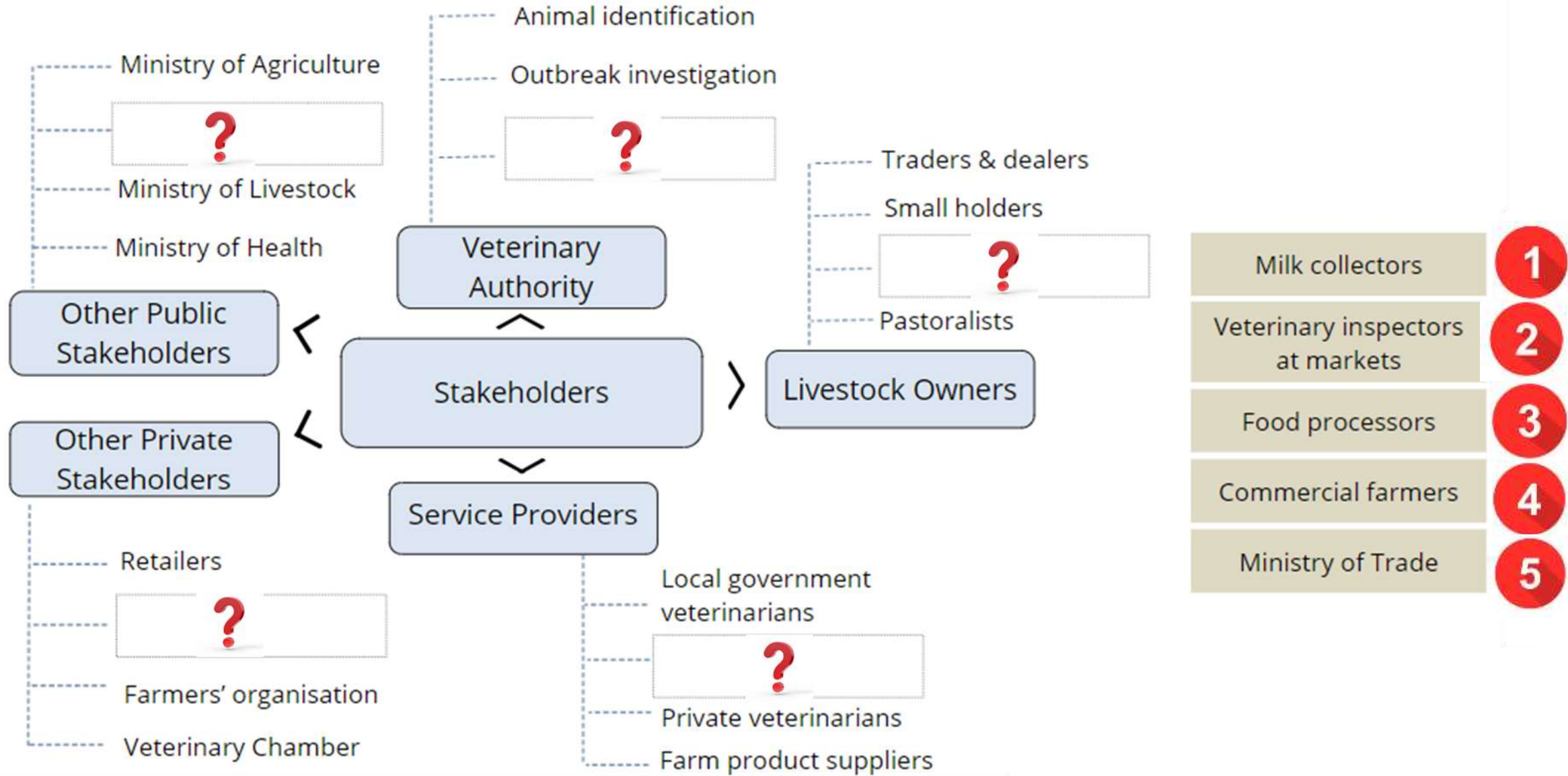
PPPs in the veterinary domain require buy-in at all levels of the livestock and veterinary sectors and therefore discussions and negotiations between all stakeholders is needed.

Stakeholder Consultation:





QUIZ!





The diversified workforce requires different stakeholders in the veterinary domain



Improved delivery of initial and continuing education for veterinarians and veterinary paraprofessionals



Sufficient Animal Health services providers: Veterinarians, Veterinary Paraprofessionals, Community Animal Health Workers



Research and development of area specific veterinary inputs and highly skilled manpower development



Reliable Supply chain: Manufacturers, Importers and Distributors of veterinary inputs (vaccine and medicines), livestock and livestock products, exporter of value-added livestock products



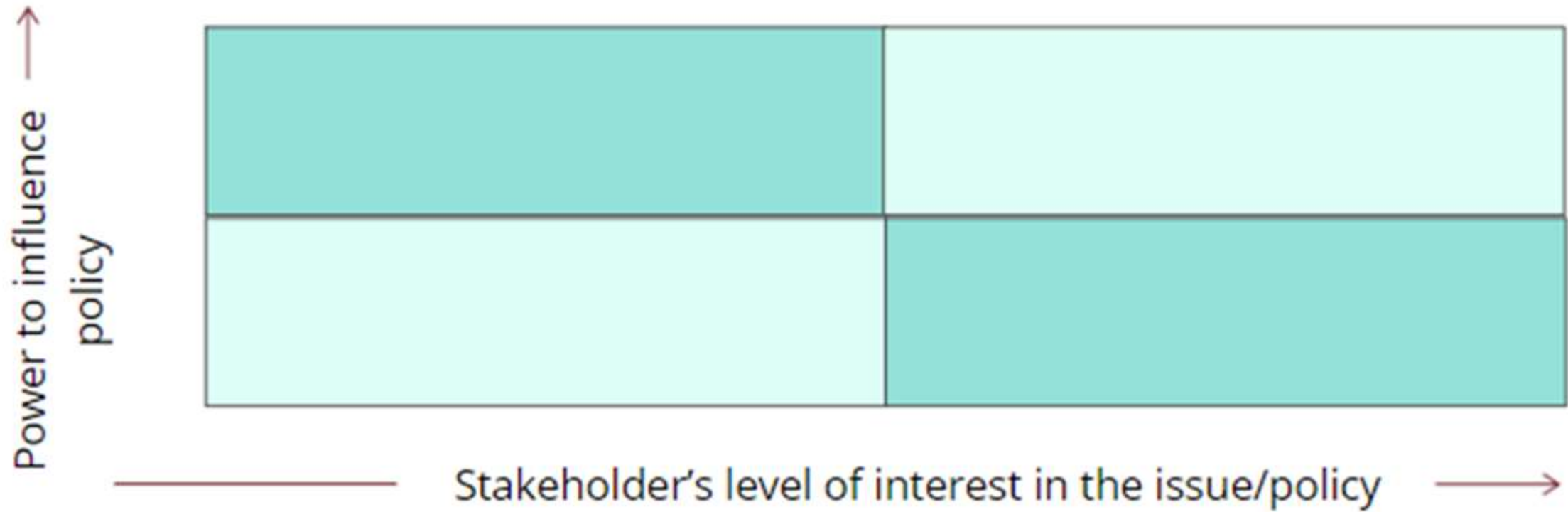
Awareness creation among Farmers, producer association, livestock entrepreneurs and industries



Robust trade infrastructure: Traders, Processors for Value added livestock products



Stakeholders interest and influence

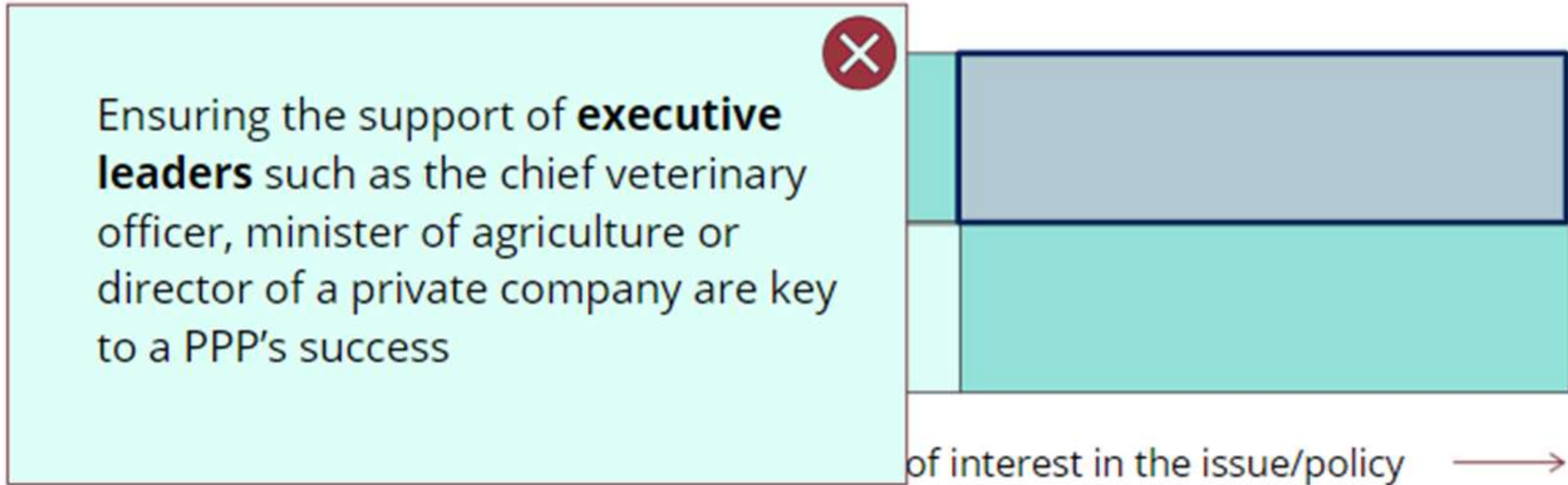


Executive leaders





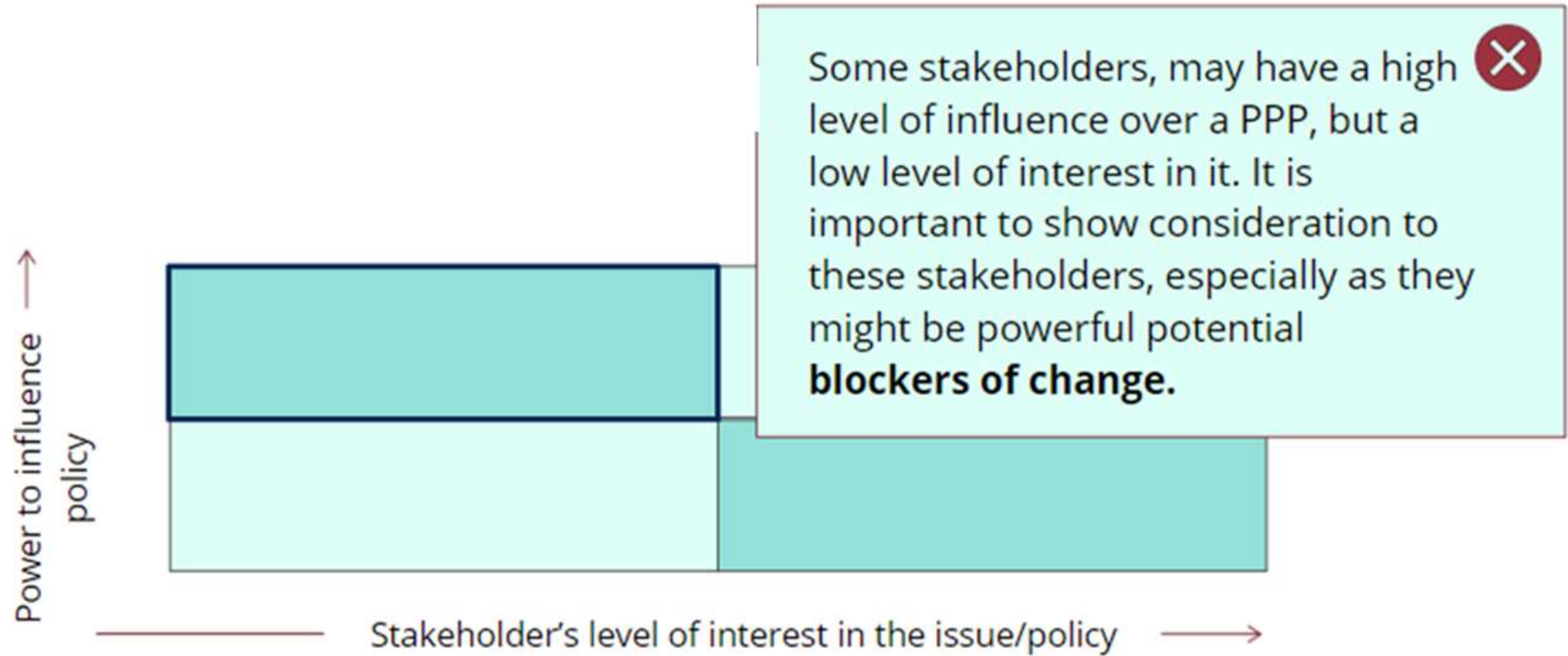
Stakeholders interest and influence







Stakeholders interest and influence

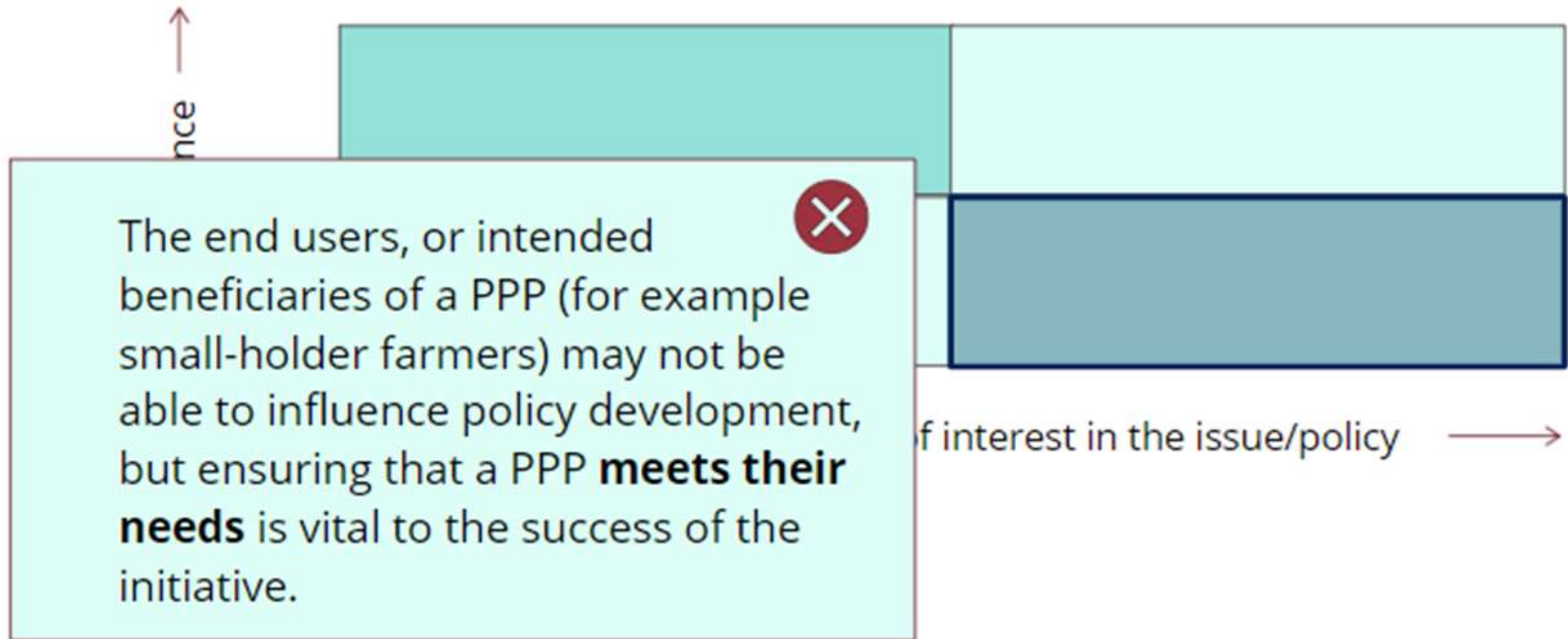


A man in a blue suit and shirt is shown from the chest up, holding a glowing, semi-transparent rectangular panel. The panel features a world map and the text 'END-USER' in large, bold, multi-colored letters. The background is a dark blue gradient with a subtle globe pattern.

END-USER



Stakeholders interest and influence



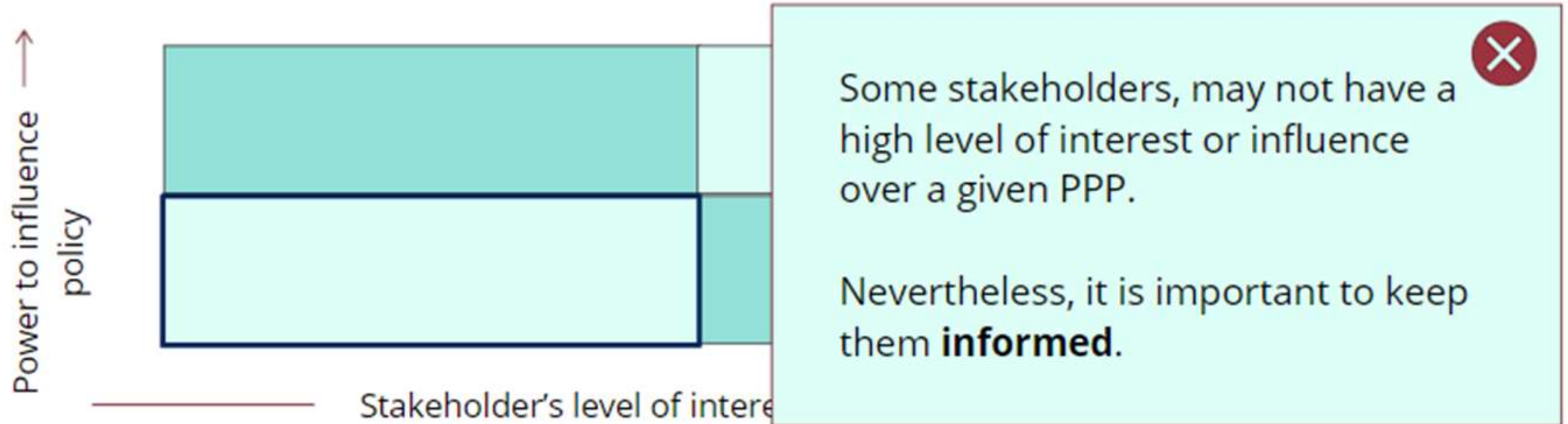


STAY INFORMED





Stakeholders interest and influence





Below are some of the “ingredients” of a sustainable environment for PPP

**enabling
environments**

National legal framework

Policies of government and businesses

Organisational capabilities



National legal framework

Policies of government and businesses

Organisational capabilities



The national legal framework may provide specifically for PPP. Alongside this, the general framework of law and business practice is also important, for example:

- taxation, foreign investment, import and export duties;
- degree of bureaucracy and ease of operating private business;
- laws governing conflicts of interest.

Note that specific provision for PPP within law is not essential: provided private engagement is not specifically prevented, PPP can be implemented with good governance and contracts. If there are legal or other significant barriers, then executive leaders will need to advocate for a policy to support PPP and ultimately secure a change to the law.



National legal framework

Policies of government and businesses

Organisational capabilities

Policies of government at national or regional level, businesses and relevant associations should be supportive of PPP. Ideally, these policies commit resources to exploration of PPPs and/or their implementation. If such policies are not currently in place, advocacy for PPP will be needed. A “National Platform for PPP” gathering key public and private stakeholders could enable advocacy for the principle of PPP.





National legal framework

Policies of government and businesses

→ Organisational capabilities



Institutional and organizational capability to engage with PPP is needed in both the public and private sectors.

This includes having personnel available with specific skills in areas such as procurement and contract and project management. It also includes ways of working and operating, such as the presence, leadership and ability of cooperative groups or associations to represent their stakeholders.

More broadly, public and private sectors both need the skills to develop an understanding of the other's culture, drivers and ways of working, in order to learn to work together well.



Determining governance

- Governance arrangements vary according to the type of PPPs

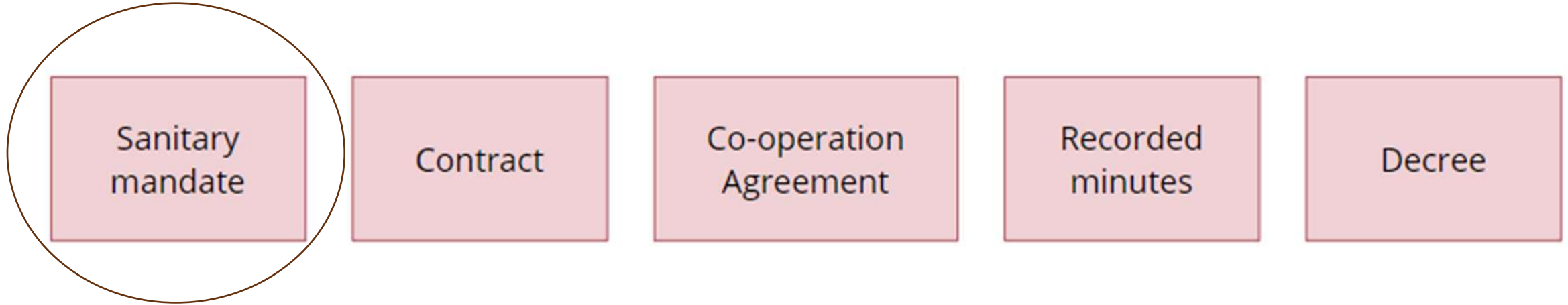
Sanitary
mandate

Contract

Co-operation
Agreement

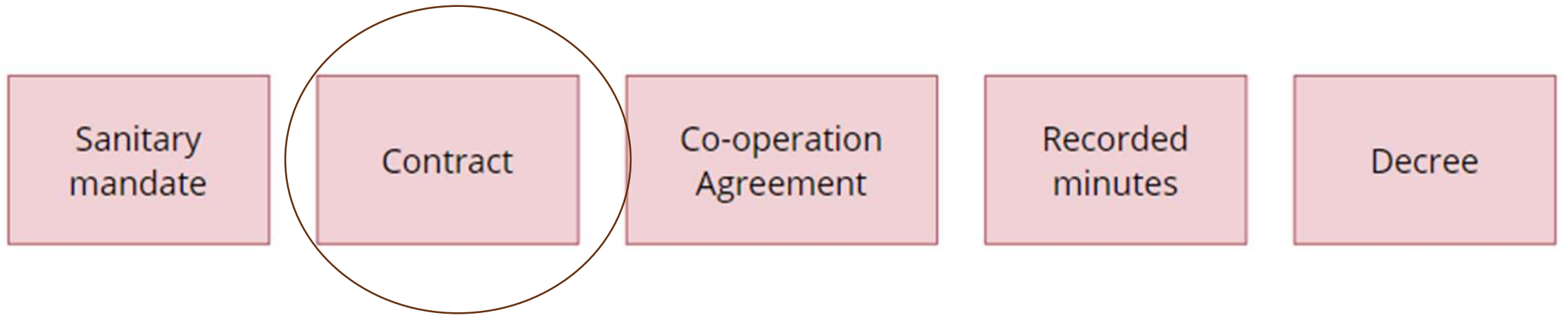
Recorded
minutes

Decree

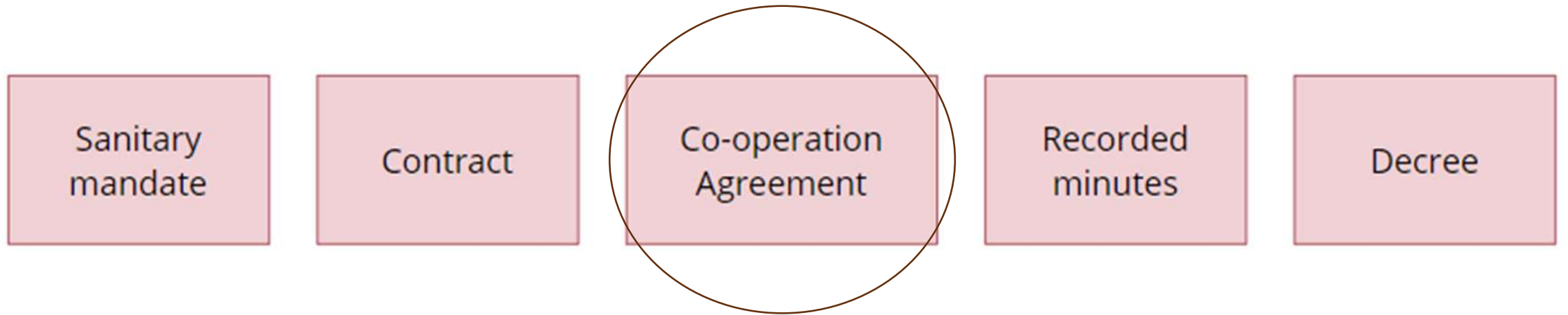


Authority given to private sector bodies or individuals to deliver specified services for a fee paid by Government. Also referred to as «accreditation/authorisation/delegation» in the OIE PVS Tool.



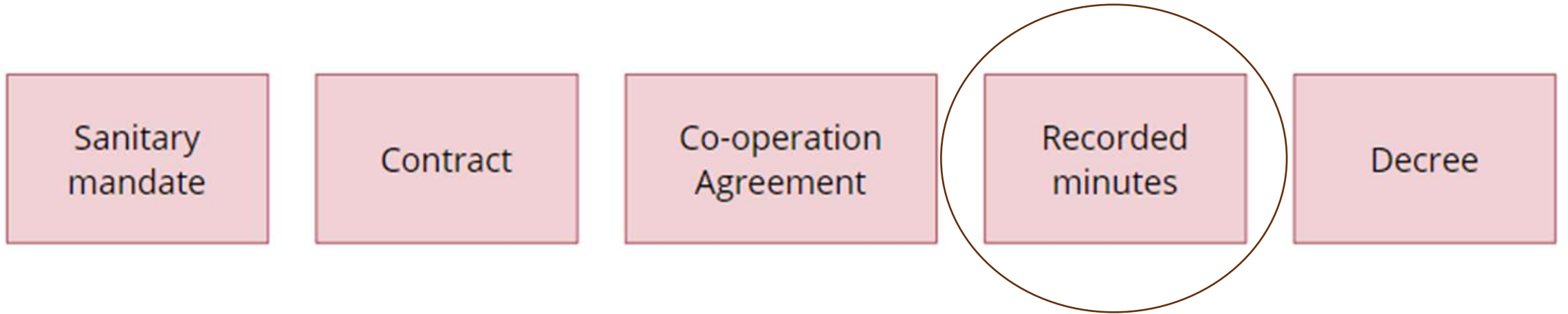


A contract is usually made between the public sector and a company or group of companies. It is a legal document which sets out mutual obligations including services to be provided, standards and payment. Where contracts are used, fair access should be ensured by a procurement process.



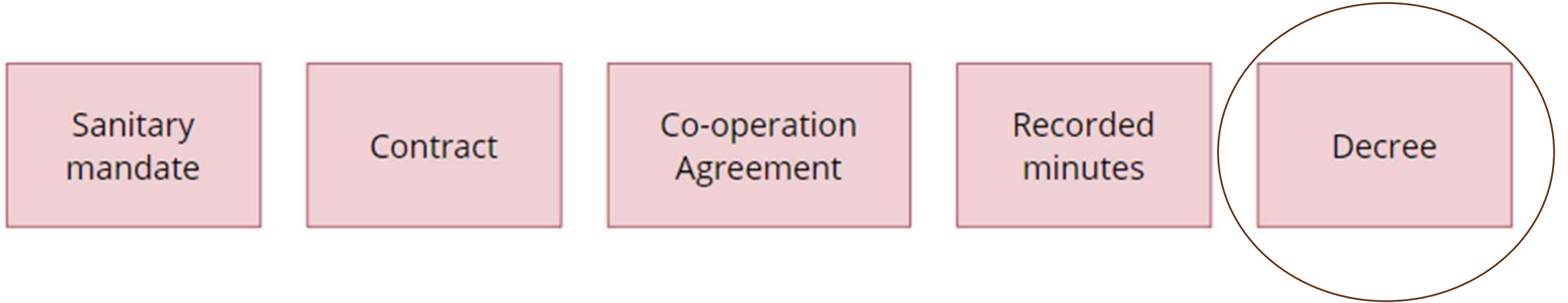
A co-operation agreement is a broad term for a contractual relationship which generally does not involve financial commitment. Co-operation agreements may take several forms including an exchange of letters and a Memorandum of Understanding (MOU).





For some types of PPP, especially collaborative PPP, the governance may be relatively “light” and take the form of recorded minutes or agreements from a regular joint committee meeting or national platform.





A decree is an official order within the national laws of the country.



Time for Group Exercise

12, rue de Prony, 75017 Paris, France
T. +33 (0)1 44 15 19 49
F. +33 (0)1 42 67 09 87

woah@woah.int
www.woah.org

[Facebook](#)
[Twitter](#)
[Instagram](#)
[LinkedIn](#)
[YouTube](#)
[Flickr](#)



**World
Organisation
for Animal
Health**
Founded as OIE

**Organisation
mondiale
de la santé
animale**
Fondée en tant qu'OIE

**Organización
Mundial
de Sanidad
Animal**
Fundada como OIE



Exercise



✓ Who are the key stakeholders?

Potential partners in a PPP in the veterinary domain

✓ Specific input from public and private players

✓ Favorable and unfavorable elements in the regulatory legislative framework

✓ Type of governance

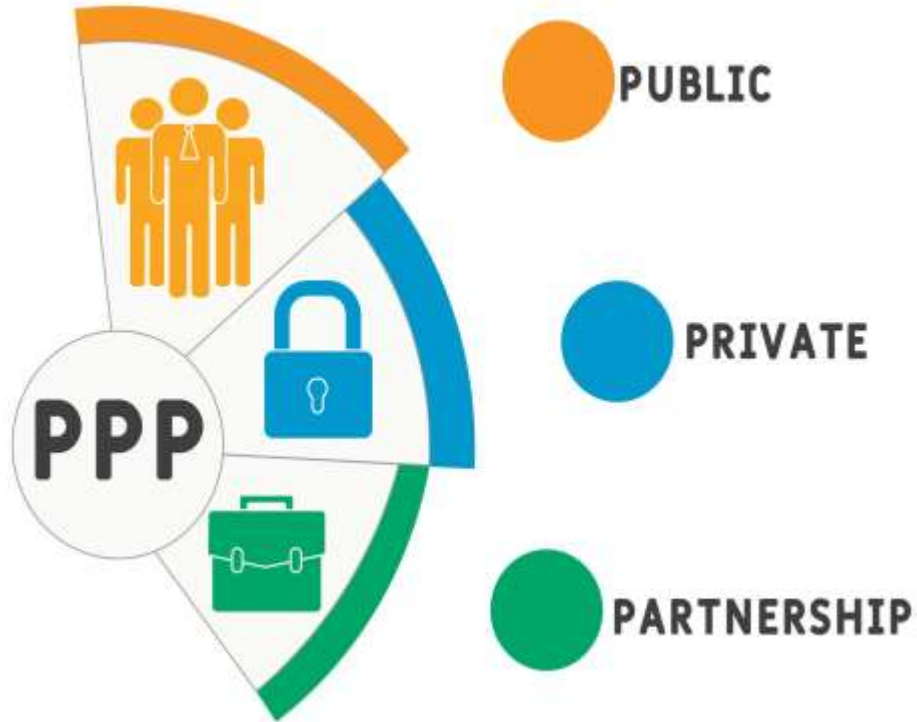


World
Organisation
for Animal
Health
Founded as OIE

Organisation
mondiale
de la santé
animale
Fondée en tant qu'OIE

Organización
Mundial
de Sanidad
Animal
Fundada como OIE

Exercise



World
Organisation
for Animal
Health
Founded as OIE

Organisation
mondiale
de la santé
animale
Fondée en tant qu'OIE

Organización
Mundial
de Sanidad
Animal
Fundada como OIE

Group Exercise 2

Group Exercise 2: Stakeholder mapping and engagement

Stakeholders	Public sector	Private sector
<p>Who are the key stakeholders with an interest in the improved provision of veterinary services?</p> <p>Underline those that could be potential partners in a PPP in the veterinary domain.</p>		
Resources	Public resources	Private resources
<p>Which specific input public and private players can bring into the PPP?</p>		
Governance		
<p>Identify favourable and unfavourable elements in the regulatory/legislative framework.</p> <p>Which type of governance would be most efficient for such PPP?</p>		



Below are some of the “ingredients” of a suitable enabling environment for PPP.

National legal framework

Policies of government
and businesses

Organizational capabilities

The national legal framework may provide specifically for PPP. Alongside this, the general framework of law and business practice is also important, for example:

- taxation, foreign investment, import and export duties;
- degree of bureaucracy and ease of operating private business;
- laws governing conflicts of interest.

Note that specific provision for PPP within law is not essential: provided private engagement is not specifically prevented, PPP can be implemented with good governance and contracts. If there are legal or other significant barriers, then executive leaders will need to advocate for a policy to support PPP and ultimately secure a change to the law.

National legal framework

Policies of government
and businesses

Organizational capabilities

Policies of government at national or regional level, businesses and relevant associations should be supportive of PPP. Ideally, these policies commit resources to exploration of PPPs and/or their implementation. If such policies are not currently in place, advocacy for PPP will be needed. A “National Platform for PPP” gathering key public and private stakeholders could enable advocacy for the principle of PPP.





National legal framework

Policies of government
and businesses

Organisational capabilities

Institutional and organizational capability to engage with PPP is needed in both the public and private sectors.

This includes having personnel available with specific skills in areas such as procurement and contract and project management. It also includes ways of working and operating, such as the presence, leadership and ability of cooperative groups or associations to represent their stakeholders.

More broadly, public and private sectors both need the skills to develop an understanding of the other's culture, drivers and ways of working, in order to learn to work together well.

Development of Business case

Rahul Srivastava
PPP Project Manager

Regional Workshop (Middle East)
Public-Private Partnerships in the Veterinary Domain
11-13 July 2023, Kingdom of Bahrain



World
Organisation
for Animal
Health
Founded as OIE

Organisation
mondiale
de la santé
animale
Fondée en tant qu'OIE

Organización
Mundial
de Sanidad
Animal
Fundada como OIE

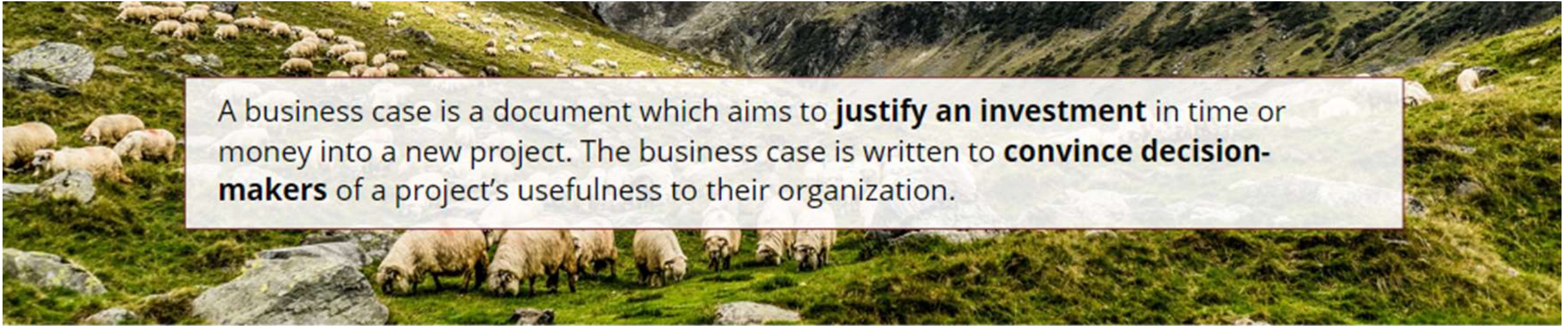


Outline

1. What is a business case?
2. Why do people need a business case, and who needs it?
3. Who creates a business case?
4. Suggestions for creating a PPP business proposal in the veterinary industry.



What is a business case?



The business case is a **tactical document**, focused on a short-term opportunity, in comparison with a business plan, which is more global, strategic and longer term.

The business case is meant to be a concrete, precise and concise document, focused on the relevant information to drive a **go/no go** decision.



Why



Developing a formal business case will ensure that the proposed PPP is well described and **costed**, with **benefits** and **impacts** defined.



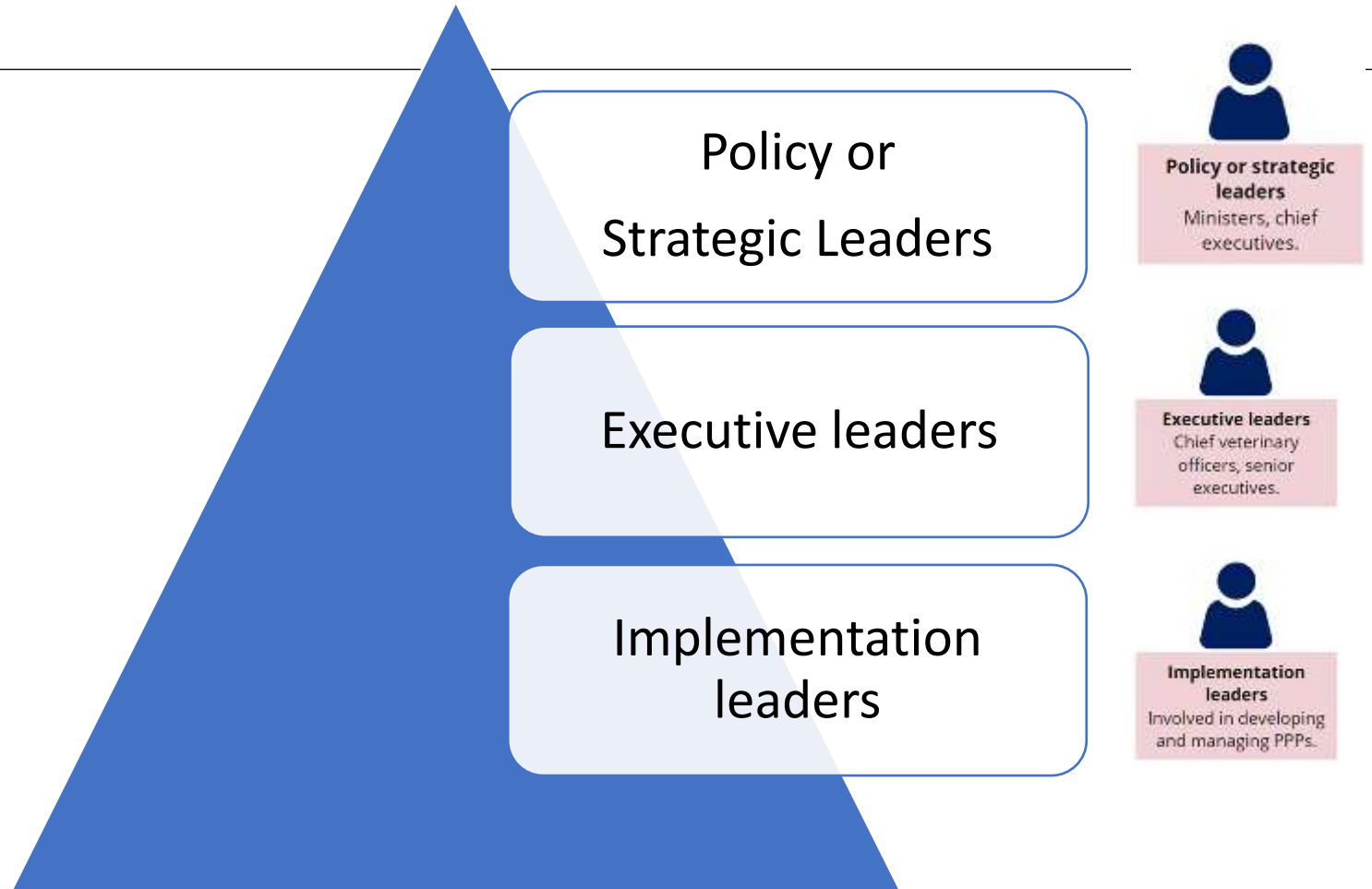
The business case should ensure that the likelihood of successful implementation, the **risks** to the project and how they are to be mitigated, have been considered before a decision to proceed with an initiative is made.



A business case is an important record and a **communication tool**. A change of personnel, particularly in leadership roles, during the implementation phase of a PPP, can affect the smooth running of the project. A clear business case can assist new members joining the team to understand the rationale and planning for the project, helping to avoid such deviations.



Who is involved in developing a business case?



Generally, policy or executive leaders will be the “target” of the business case (the decision maker). Implementation leaders will be involved in researching and drafting the business case.

Alignment of thought and strong communication between these levels of leadership is important for effective business case development. A good PPP may be compromised if there is misalignment between the policy and implementation leadership levels, for example.



Who is involved in developing a business case?

Sometimes, one partner may take the lead in developing a business case and seek approval from the rest of the team before further collaboration can proceed, especially in transactional PPPs that involve a tender process.

In other types of PPPs, colleagues from the public and private sectors collaborate to develop the business case collaboratively.



Role of stakeholders



Private sector



Public sector



Each partner brings particular skills to this collaboration; for example the private sector partners may bring innovative ideas, while the public sector brings an understanding of the policy environment and needs of the end users. Business case development needs to be inclusive and promote collaboration between different working environments and practices.



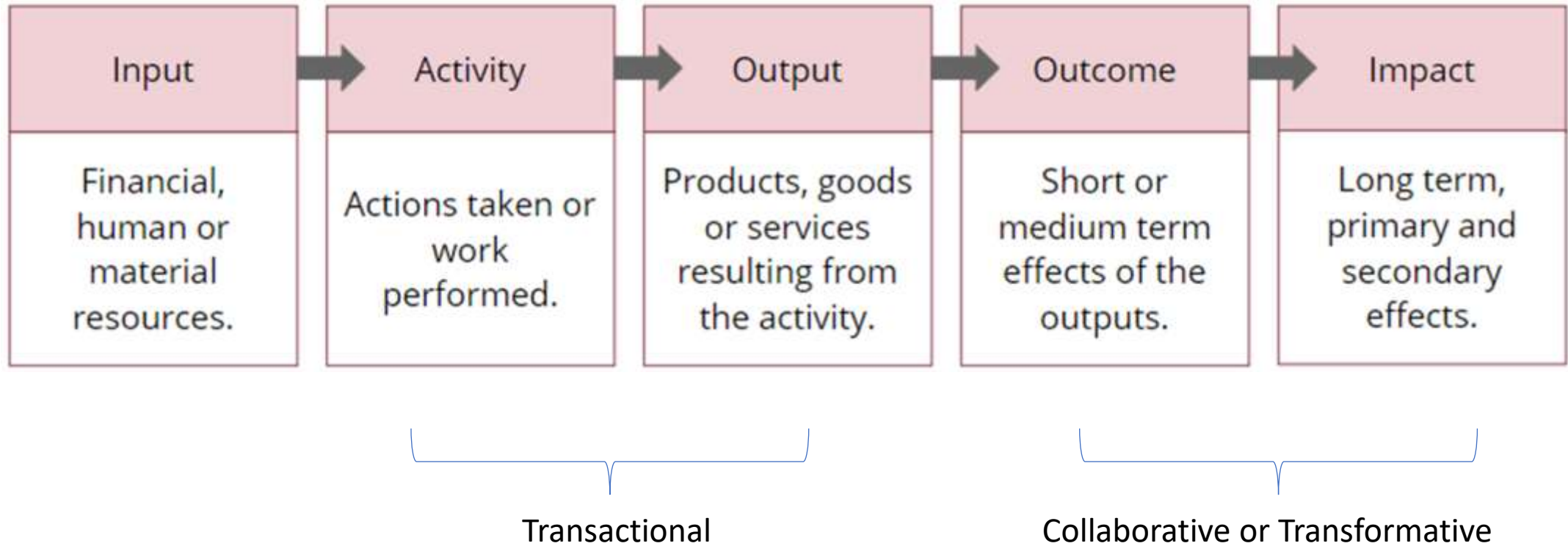
Other stakeholders



The needs of other stakeholders, particularly end-users should be thoroughly understood, through stakeholder consultation processes. Depending on the type of PPP, this may also involve studies into beneficiaries' willingness to pay.



Start thinking about
business case as a
Logic Model









Essential component of a business case





1

The case for
developing
the PPP

This introductory section focuses on the strategic imperatives and elements of the environment which converge towards the need to develop a PPP.



2

What is the problem?

This section sets out which specific services in the veterinary domain the PPP would deliver and how this would improve on the current situation.

For example, animal health services that are currently not provided at the necessary level and the opportunities from change for the department, company or relevant overarching structure.



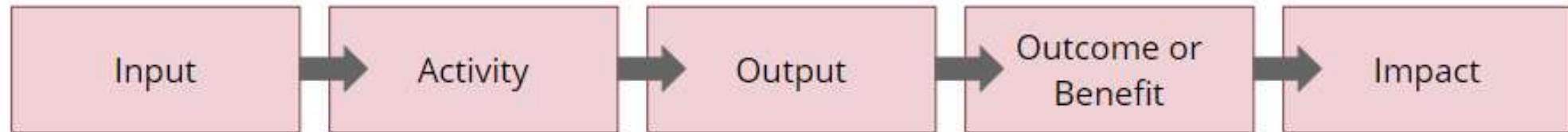
3

What do we
want to
achieve?

This section puts forward the relevant benefits and long-term impacts (economic, societal, public health, etc) to be gained from the PPP and provides a few measurable outcomes to be expected.

What do we want to achieve?

In this section, the expected benefits and impacts of the PPP are outlined, using the framework introduced earlier in the module. While a detailed log frame for the project is not needed at this stage, it is important that the outcomes included are **measurable**.



In Ethiopia, 60% smallholder farmers are engaged in poultry keeping (85% of whom are women), but these farmers lack access to improved genetics, balanced feed, vaccines and training. Ethiochicken produces quality chicks, affordable feed, and provides robust farm management training for rural farmers, thereby driving gains in productivity, empowering women and youth, and creating a more stable and diverse supply of protein at household level. Ethiochicken agents reach smallholder farmers by partnering with government extension workers.





What do we want to achieve?

Private sector		Public sector
<input type="text"/>	Output	<input type="text"/>
<input type="text"/>	Outcome or Benefit	<input type="text"/>
<input type="text"/>	Impact	<input type="text"/>



What do we want to achieve?

Here is our suggested answer:

Private sector		Public sector
Quality animal health products made available in Ethiopia.	Output	Farmers trained on poultry health and production.
Private jobs are created.	Outcome or Benefit	Increased productivity of chicken production in Ethiopia.
Ethiochicken private revenue increased.	Impact	Increased trust between farmers and veterinary service.



Here you explain the choice that was made regarding which partner from the other sector (public or private) you have elected to engage with, and preliminary reactions if already obtained.

4

Why partner with the partner(s) identified in the PPP?



Why has a particular partner been chosen?

The collaboration between the Veterinary Services of Paraguay (SENACSA) and cattle producers through the Foundation of Animal Health Services (FUNDASSA) was initiated in 2003 to strengthen vaccination, certification and registration within the national program for eradication of FMD and control, prevention and eradication of brucellosis.

FUNDASSA coordinates, co-develops and implements those strategies with the official authorization of SENACSA.

This PPP has allowed Paraguay to reach FMD-free status with vaccination and opened export markets.

Today, livestock contributes 12% GDP and employs 17% of the active population. The export of meat, offal and meat by-products has earned over \$1.2 billion.

Please provide three justifications for selecting cattle producers and dairy cooperatives as the partner



Why has a particular partner been chosen?

Some reasons for choosing the dairy co-operative as the partner in this PPP could include:

- The dairy co-operative is well established with a large membership of dairy farmers.
- The dairy co-operative has the financial and human resources available to complete the activities proposed in the partnership.
- Consultation with dairy farmers has indicated a high level of trust in the co-operative system. This suggests that delivery of biosecurity training and vaccination by the co-operatives is likely to be effective.
- The dairy co-operative management has worked together with the DVS representatives to develop the proposal for PPP and are constructive partners.



This section succinctly describes the key elements of the PPP: which services/activities are targeted in the veterinary domain, what input from both parties (in-kind and financial), cost-benefit analysis, which governance mechanism, risk mitigation, expected results, etc.

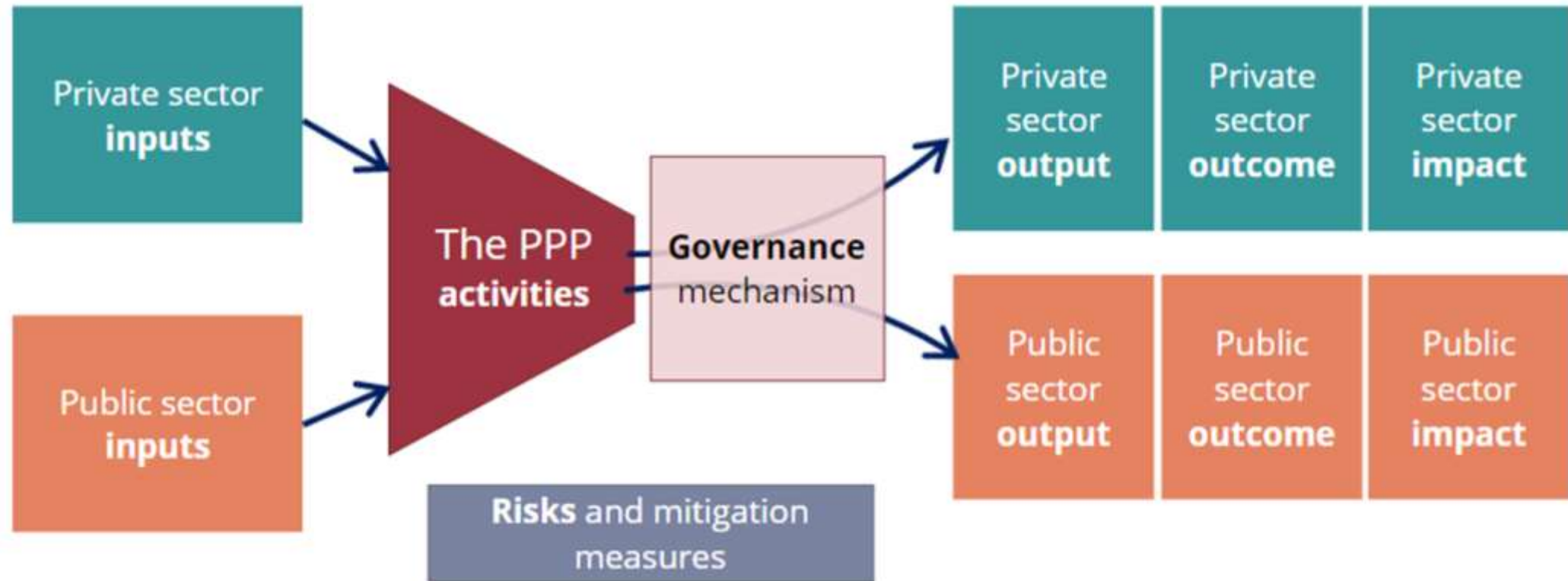
5

The solution: the proposed PPP mechanism



The solution: the proposed mechanism

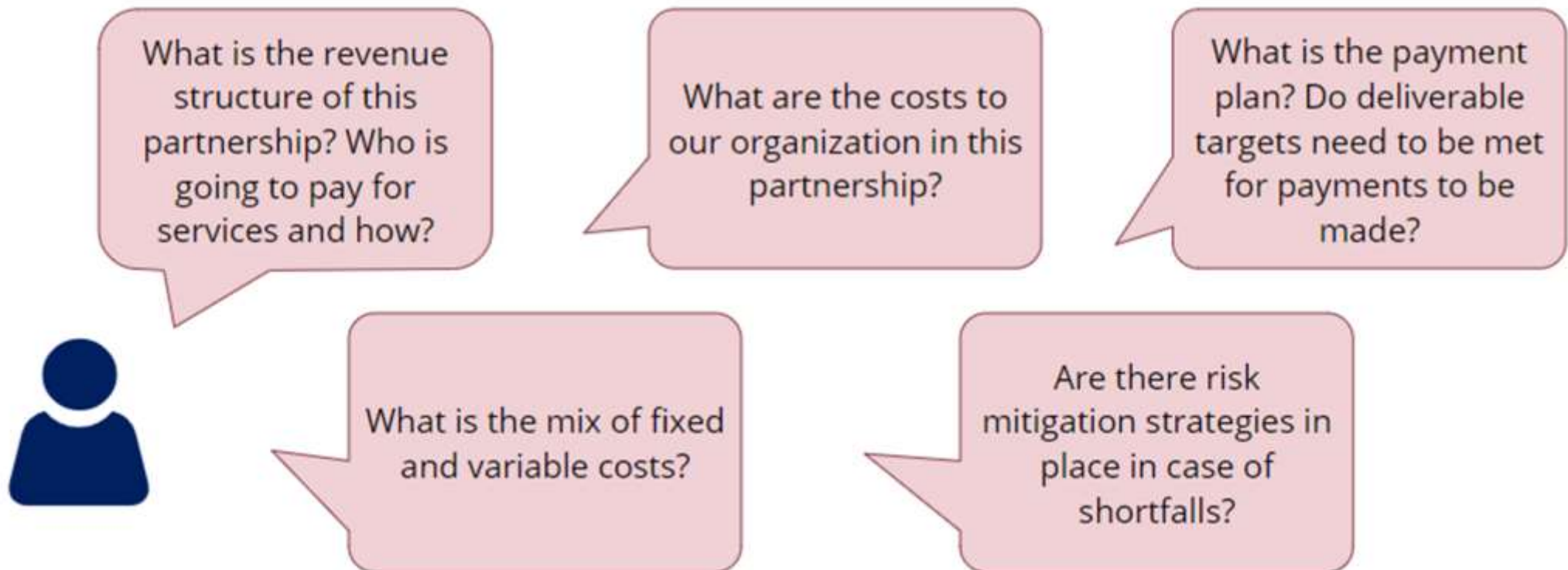
This section therefore gives an overview of how the PPP will function, and should include all of the following elements:





Revenue structure and financial resources

The revenue structure and financial resources which will be required are a key part of the business case. If possible, a **cost-benefit analysis** should be conducted to demonstrate the feasibility of the proposal. Here are some typical questions that a decision-maker may ask:





This chapter concludes with the request (the “ask”) to the decision-maker targeted by the business case. It focuses on the desired actions and necessary human and financial resources to invest in support to the PPP development.

6

How can you help?

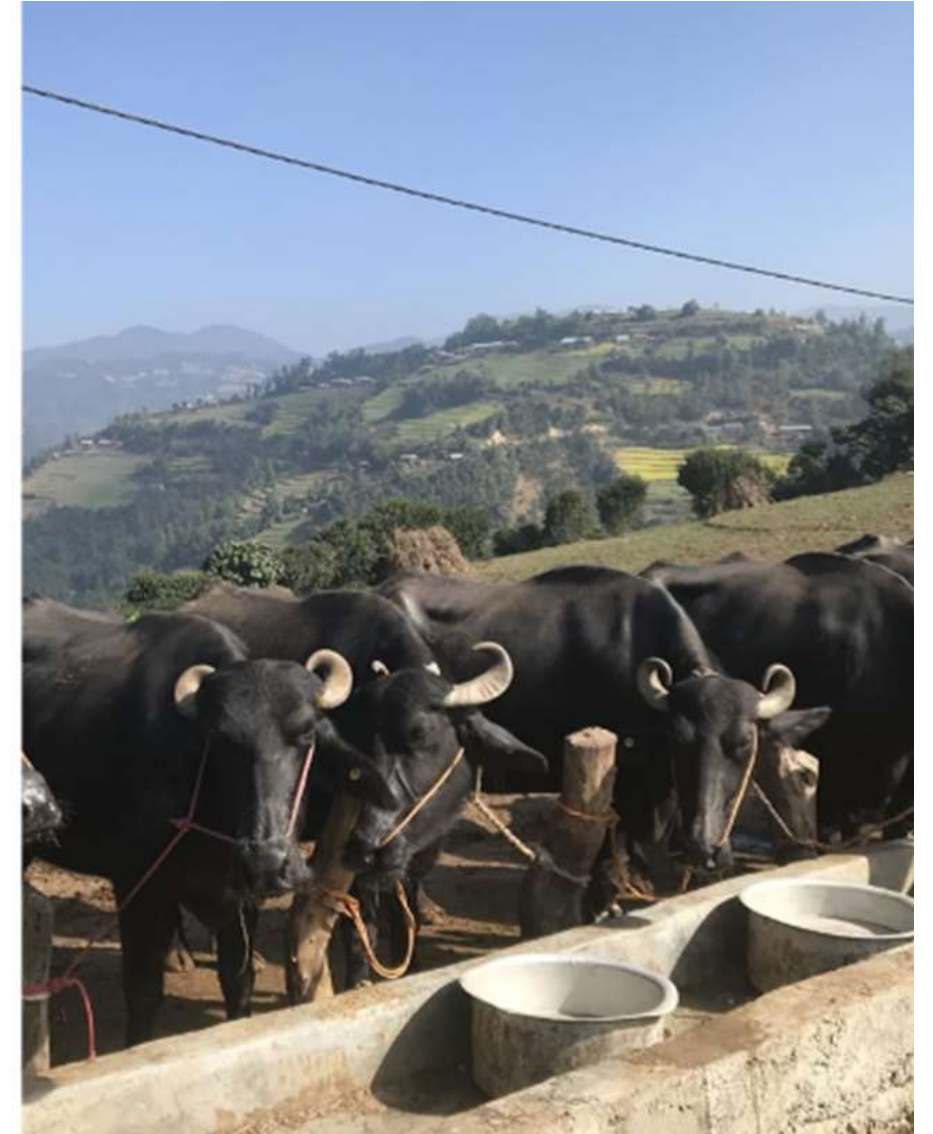


How can you help?

This final chapter should clearly and succinctly lay out the decision that the person who is the target of the business case is being asked to make.

Usually, this will involve the decision maker deciding whether to commit some or all of the following:

- human resources (type, how many people, duration);
- financial resources (amount, when, duration);
- time commitment to develop or advocate for the PPP.





Executive summary

Executive summary

The executive summary provides an overview of the document. It will be the first thing the reader sees. It should provide a clear and concise formulation of the recommendations and decision to be taken. It should be understood by decision makers with limited time.



Key messages

The key messages you from this module are:

1

A business case is a document which aims to justify an investment in time or money into a new project. The business case is written to convince decision-makers of a project's usefulness to their organization.

2

The business case should be a concise document focused on the key information required for a go/no go decision. This includes:

- the case for a PPP approach and a description of the problem that the PPP addresses;
- the expected outcomes and impacts of the PPP;
- the partners involved and why they have been chosen;
- proposed PPP mechanism, governance and finance;
- the assistance required from the decision maker.

Time for Group Exercise

12, rue de Prony, 75017 Paris, France
 T. +33 (0)1 44 15 19 49
 F. +33 (0)1 42 67 09 87

woah@woah.int
 www.woah.org

[Facebook](#)
[Twitter](#)
[Instagram](#)
[LinkedIn](#)
[YouTube](#)
[Flickr](#)



World
 Organisation
 for Animal
 Health
 Founded as OIE

Organisation
 mondiale
 de la santé
 animale
 Fondée en tant qu'OIE

Organización
 Mundial
 de Sanidad
 Animal
 Fundada como OIE

Group Exercise 3: Development of PPP Business case

Brief Description of project activities

Public Input		Private Input	
Governance Mechanism (Legislation/regulation; Sanitary mandate, Memorandum of understanding (MoU)/ Contract, Agreement/convention, Others (none/not specific/not clear))			
Results for Public Sector			Results for Private sector
		Output	
		Outcome	
		Impact	



Group Activity

1. Please take 15 minutes to discuss with your group and record your thoughts on flipcharts.
2. Afterward, take 5 minutes to fill out the form in your Workshop notebook for your country.
3. Finally, choose one representative from your group to share your discussion points.

PPP Simulation Exercise



World
Organisation
for Animal
Health
Founded as OIE

Organisation
mondiale
de la santé
animale
Fondée en tant qu'OIE

Organización
Mundial
de Sanidad
Animal
Fundada como OIE



Overview

1. A fictional nation
2. The present situation
3. Inquiries and conversations

Objective of this session

1. To comprehensively comprehend the various PPP solutions for enhancing veterinary services in a country.
2. To effectively implement the insights gained from the previous three group activities.

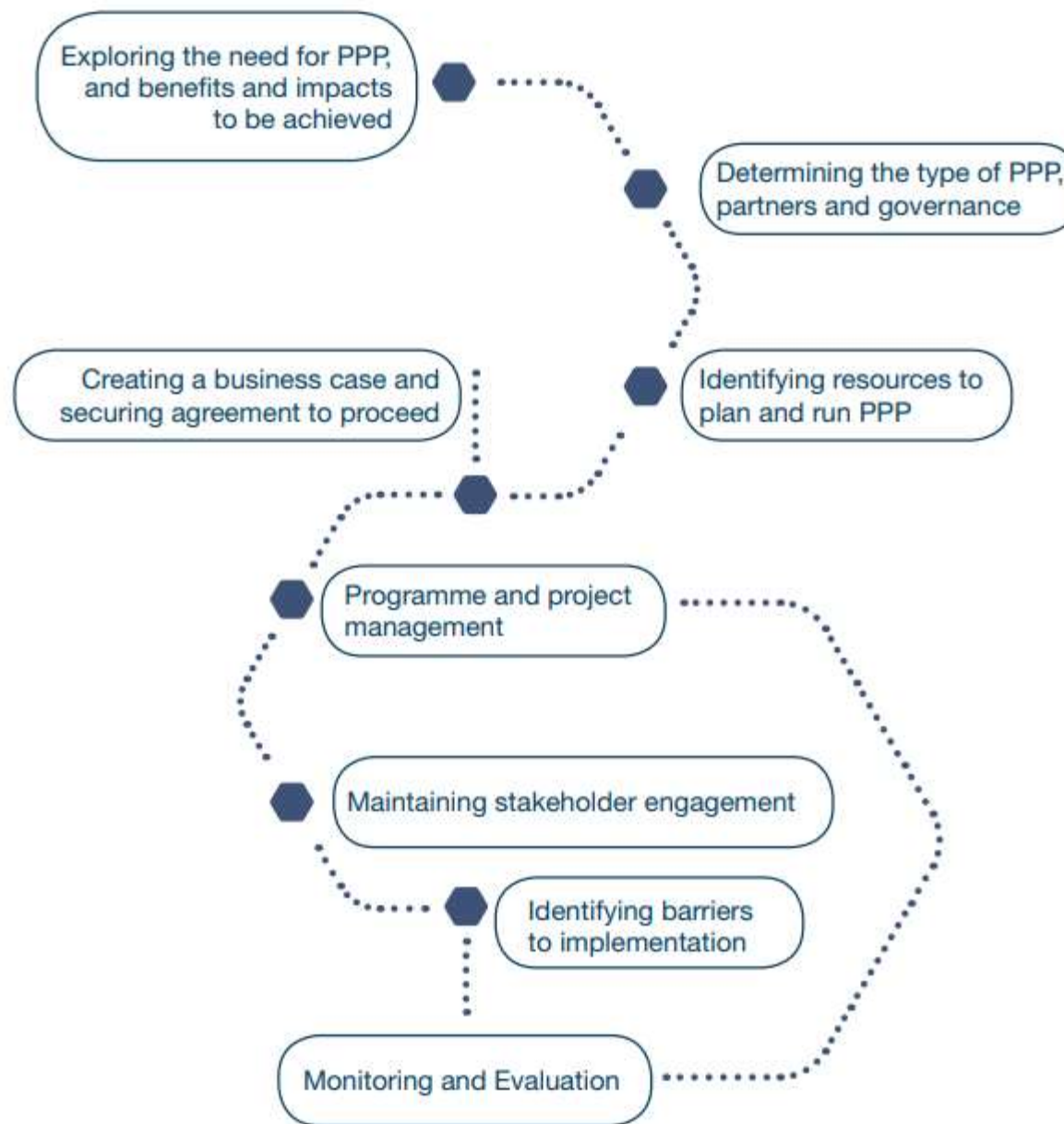


Activity

1. You will be divided into four groups.
2. Following an overview of Zooland, questions will be displayed on the screen. You must discuss them within your group and arrive at a conclusion within five minutes.
3. The answer to each question will be displayed, and facilitators will encourage further discussion if there is no consensus and offer explanations.
4. The questions cover all group exercises from Day 1 and Day 2.



In this group exercise, we will follow this roadmap



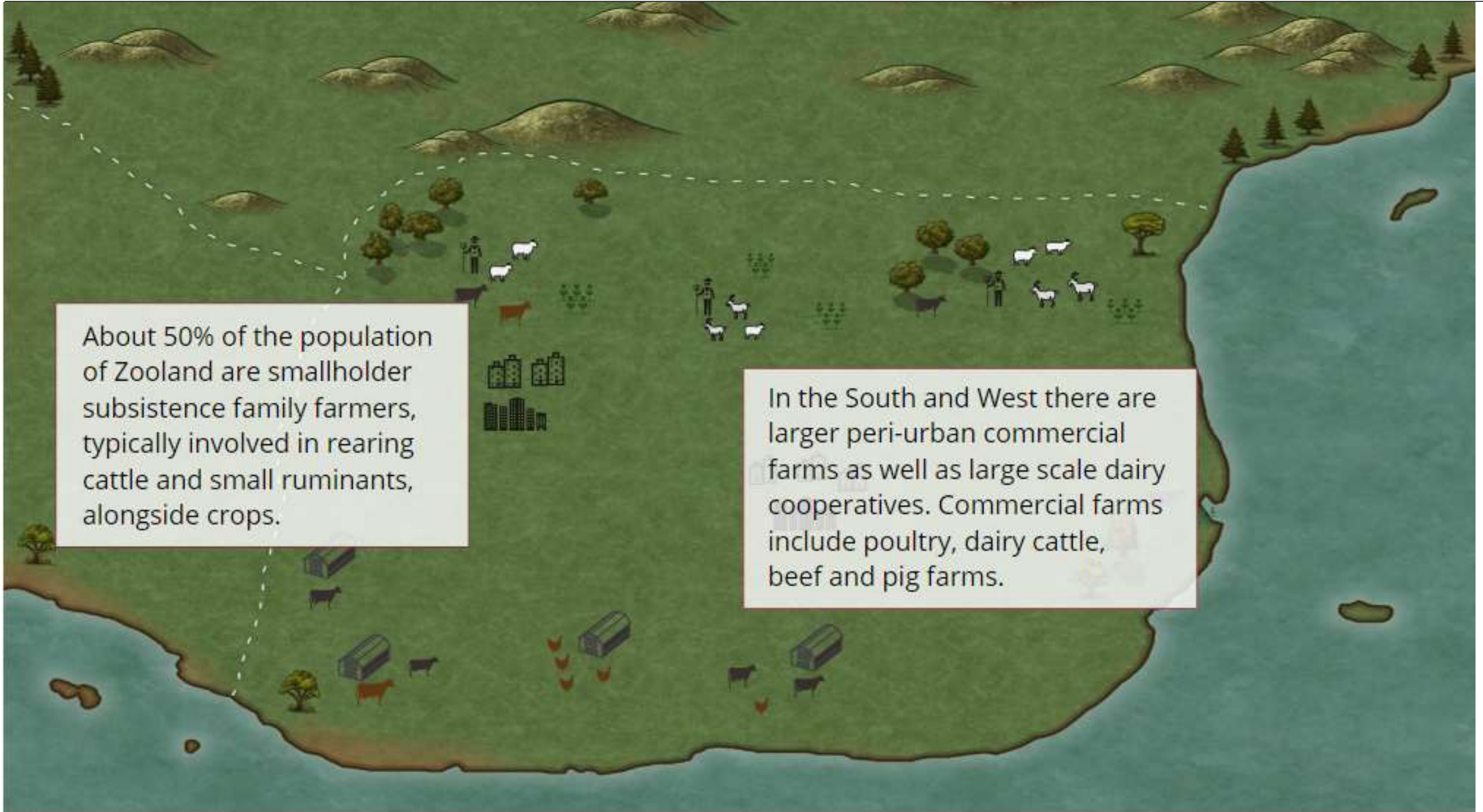




Zooland is a developing country, with a capacity to move from a traditional primary economy to an economy in transition, favorable to improved livestock industry.

In the last 15 years, there has been demographic growth and rapid urbanization with resultant increased demand for animal products including meat and milk.

Approximately 30% of Zooland's population live in towns or cities, while 70% live in rural areas.



About 50% of the population of Zooland are smallholder subsistence family farmers, typically involved in rearing cattle and small ruminants, alongside crops.

In the South and West there are larger peri-urban commercial farms as well as large scale dairy cooperatives. Commercial farms include poultry, dairy cattle, beef and pig farms.



Zooland's livestock population comprises of:

-  7 million dairy cattle
-  9 million beef cattle
-  30 million sheep
-  25 million goats
-  2 million pigs
-  50 million poultry
-  2 million camels



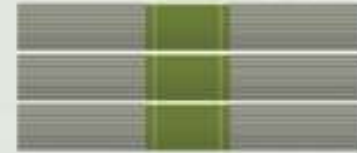


Economy

The economy of Zooland is a transition economy and has a large public sector. The government is privatising some businesses and moving toward a market economy.

Gross domestic product (GDP)

\$1430 per capita.



Agriculture accounts for:



40% of GDP



48 % of exports



55% of the labour force



Zooland's livestock sector contributes to 25% of total GDP. An increasing urban population will demand more and higher-quality food including meat, eggs and milk.

Cattle are the most important contributor to the GDP by producing close to:



4 billion

liters of milk

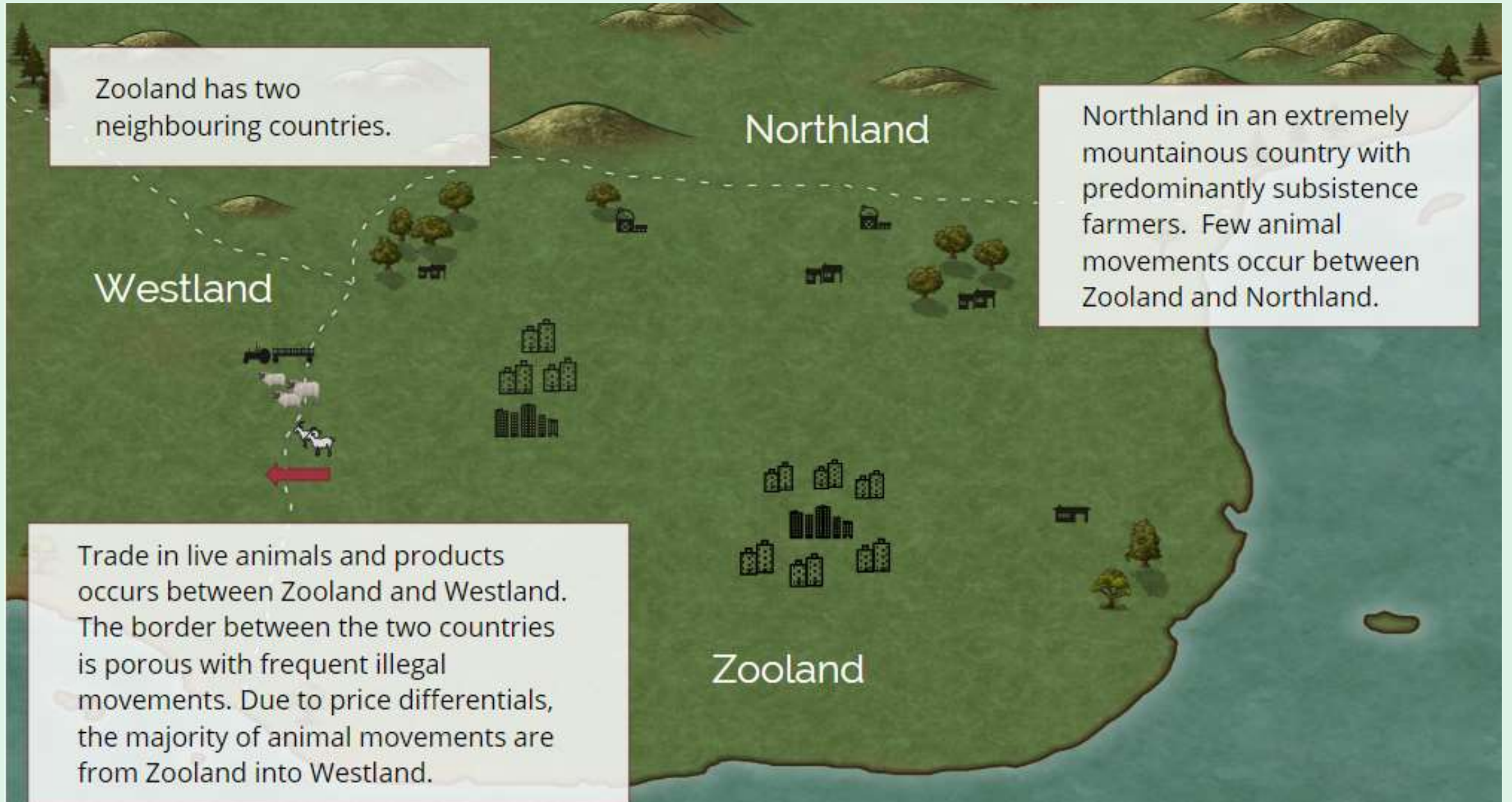


1.5 billion

tonnes of beef

The **dairy sector** is well developed and consists of four main production systems: commercial, the urban/peri-urban, the mixed crop-livestock, and the pastoral/agro-pastoral systems.


There is no specialized **beef** production system in Zooland, but **fattening of cattle and small ruminants** is an important and profitable enterprise. There are commercial feedlots as well as backyard smallholder systems.





There are two veterinary schools in Zooland, educating 150 veterinary graduates per year.





There are two veterinary schools in Zooland, educating 150 veterinary graduates per year.

The map shows a green island with a dashed white line. Three callout boxes are connected to the map by dashed lines. The top-left box is connected to a school icon. The bottom-left box is connected to a government building icon and a group of people icon. The right box is connected to a school icon. The map also features rolling hills, trees, and a body of water.

Approximately 800 veterinarians are employed by the Department of Veterinary Services (DVS) of the Government of Zooland. Other veterinarians work in research or as private practitioners.

In addition, there are a range of veterinary paraprofessionals (VPPs) working in Zooland. VPPs receive training of between two months and two years duration. Some VPPs are employed by the DVS, but the majority work privately. They provide clinical services to livestock owners. Currently over 10,000 VPPs are members of Zooland's Association of Veterinary Paraprofessionals.



In Zooland, FMD is an endemic disease occurring throughout the country, with the highest incidence being reported in the central part.

The main losses are related to:



Milk



Mortality



Draught
power loss

Highest
FMD incidence



FMD and other TADs impose great losses to the Zooland's economy. Direct and indirect losses of the livestock sector due to endemic FMD is estimated to be \$300 million per year.

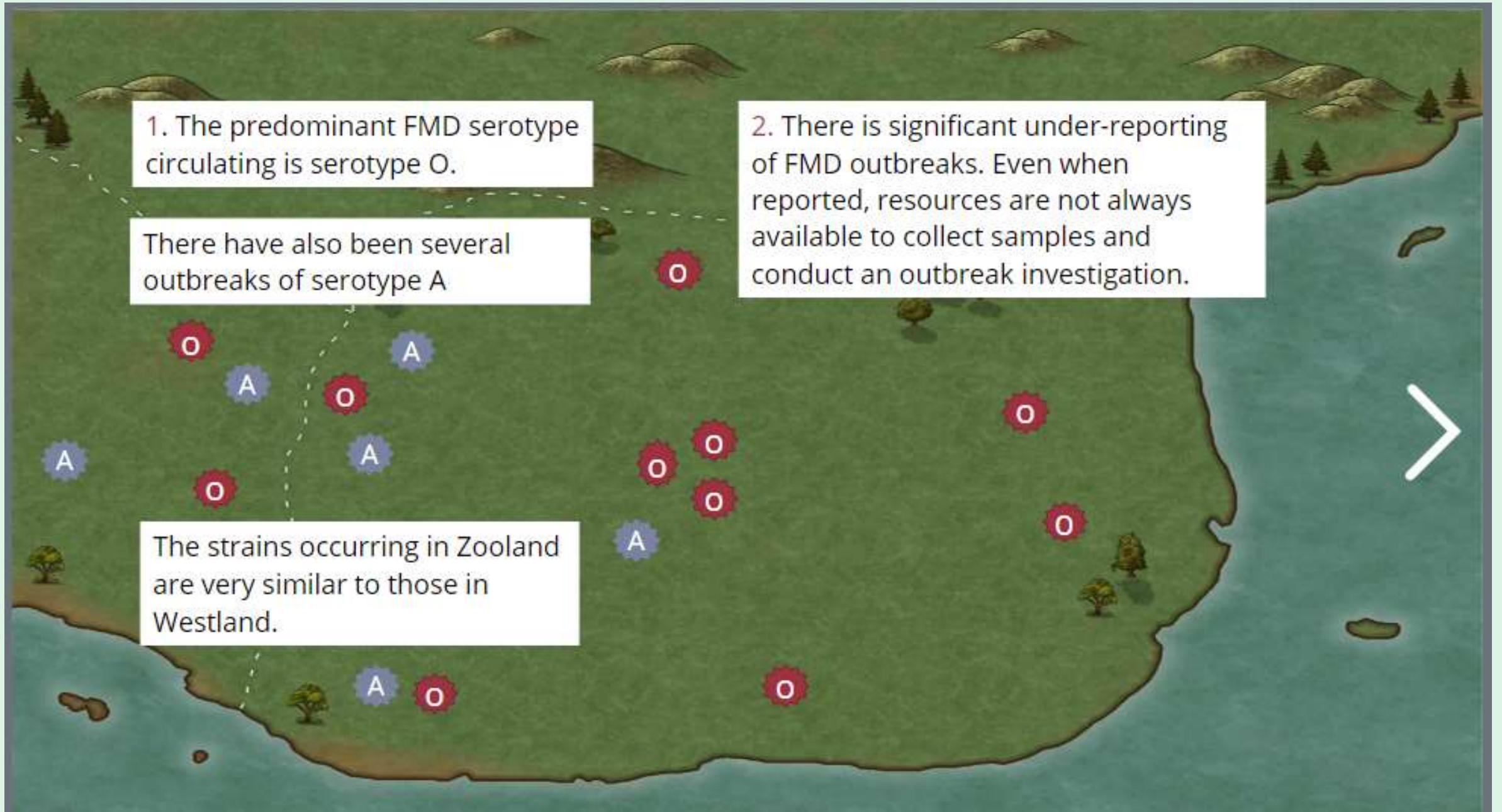
\$300
million
per year





1. The predominant FMD serotype circulating is serotype O.



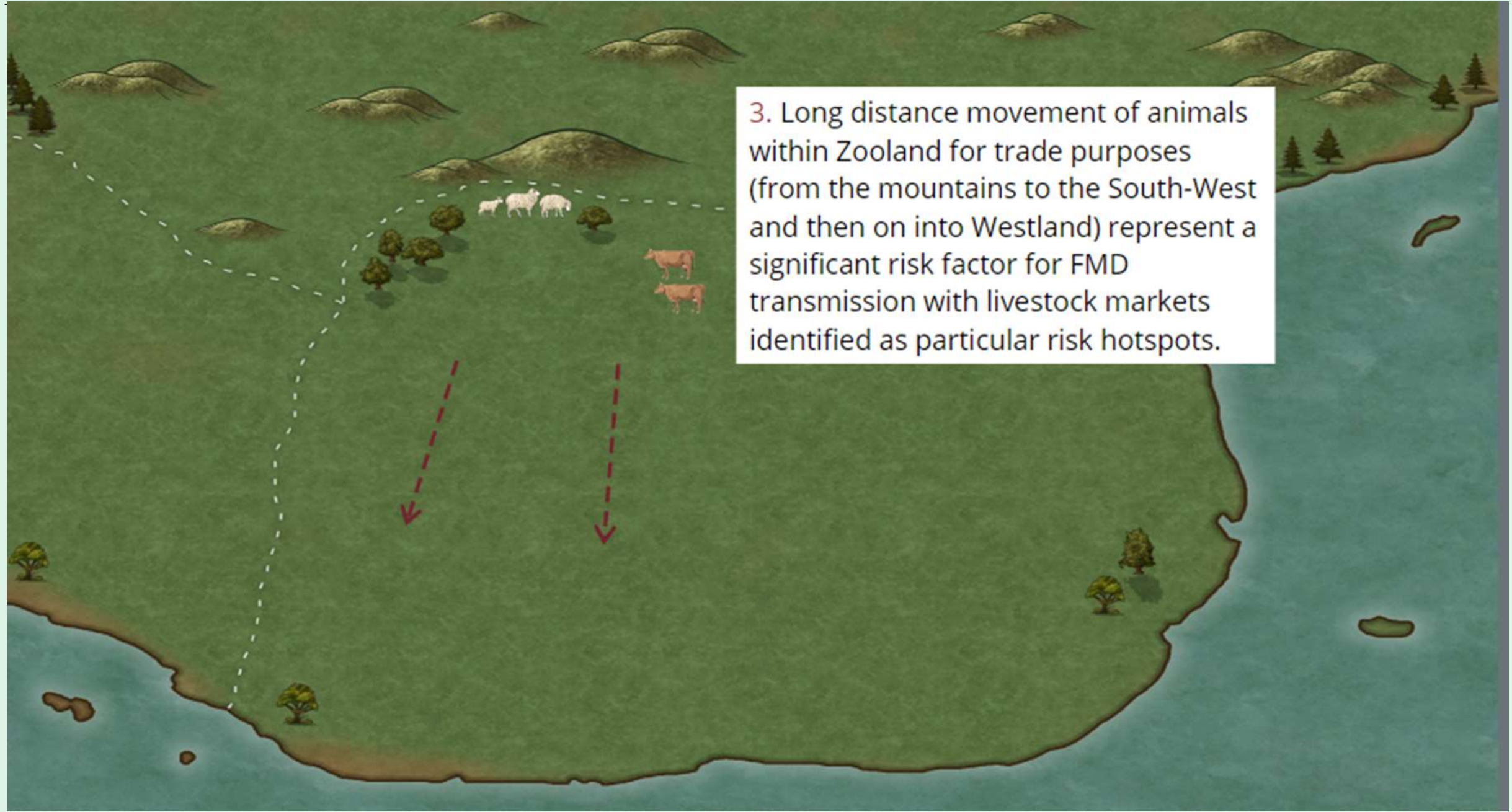


1. The predominant FMD serotype circulating is serotype O.

There have also been several outbreaks of serotype A

2. There is significant under-reporting of FMD outbreaks. Even when reported, resources are not always available to collect samples and conduct an outbreak investigation.

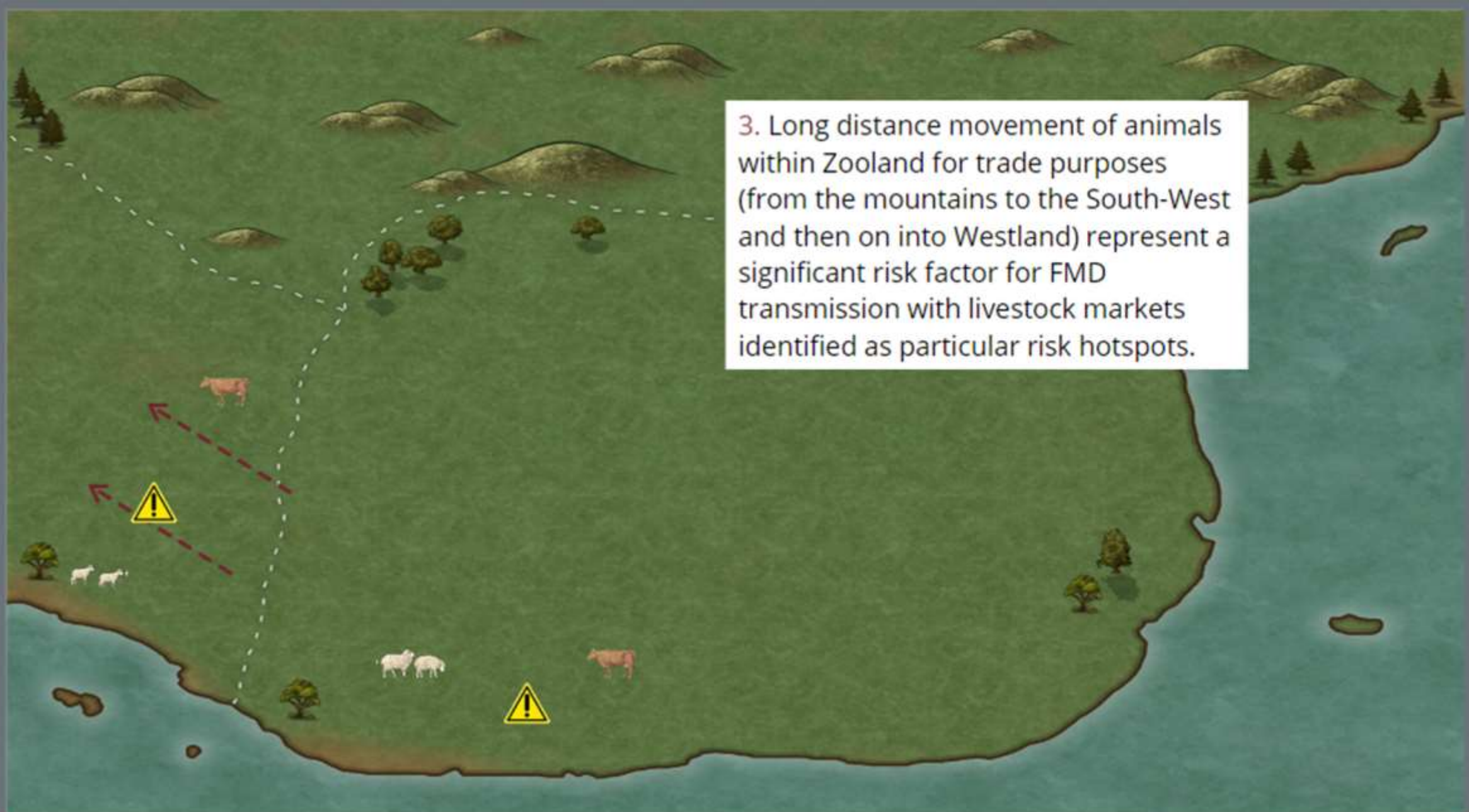
The strains occurring in Zooland are very similar to those in Westland.



3. Long distance movement of animals within Zooland for trade purposes (from the mountains to the South-West and then on into Westland) represent a significant risk factor for FMD transmission with livestock markets identified as particular risk hotspots.



3. Long distance movement of animals within Zooland for trade purposes (from the mountains to the South-West and then on into Westland) represent a significant risk factor for FMD transmission with livestock markets identified as particular risk hotspots.





4. Local biosecurity measures on farms and by animal health workers are insufficient and represent a significant risk factor for local FMD transmission.

6. Systems for distribution and administration of FMD vaccine are insufficient and not monitored or evaluated.

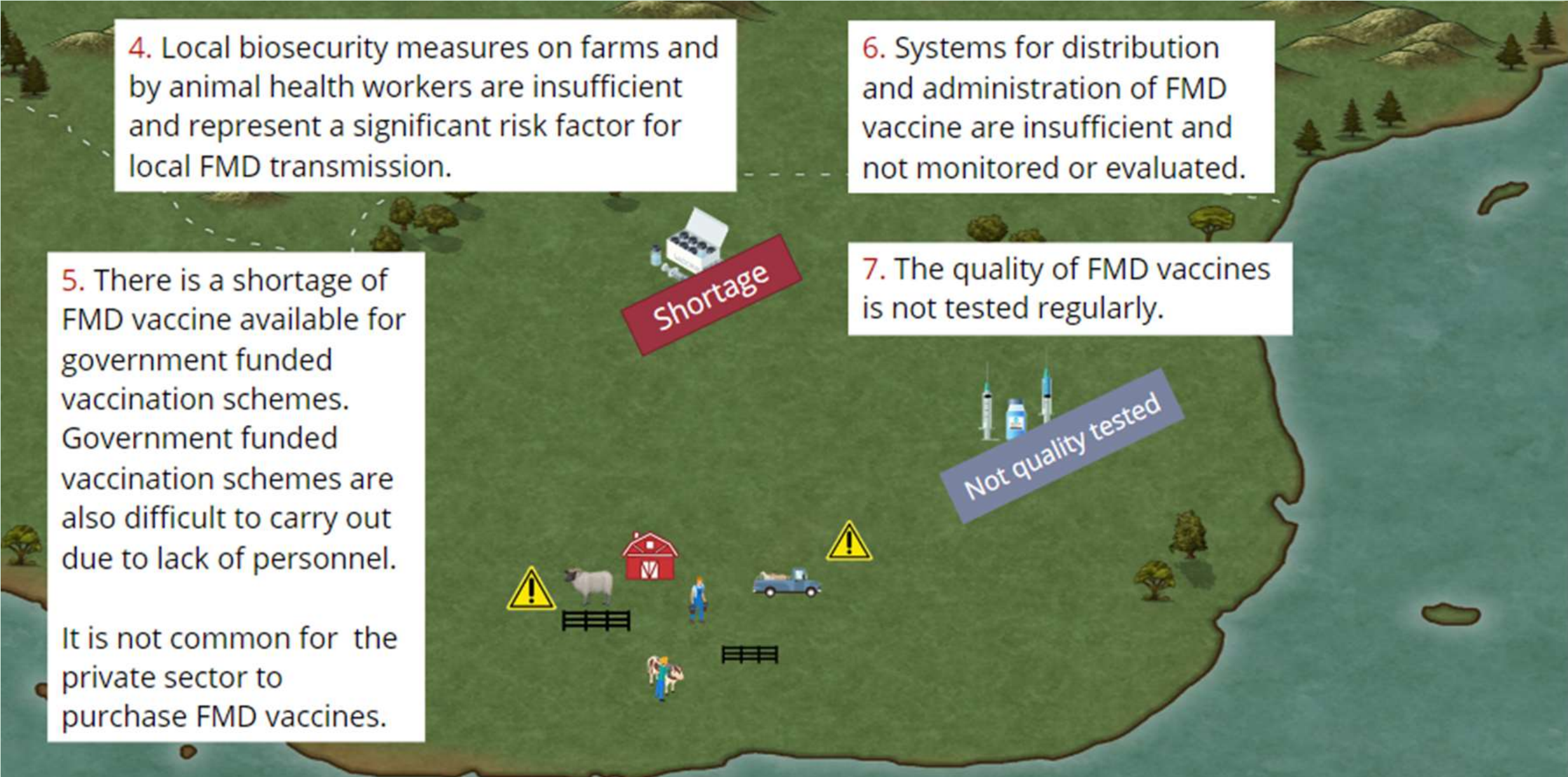
5. There is a shortage of FMD vaccine available for government funded vaccination schemes. Government funded vaccination schemes are also difficult to carry out due to lack of personnel.

It is not common for the private sector to purchase FMD vaccines.

7. The quality of FMD vaccines is not tested regularly.

Shortage

Not quality tested

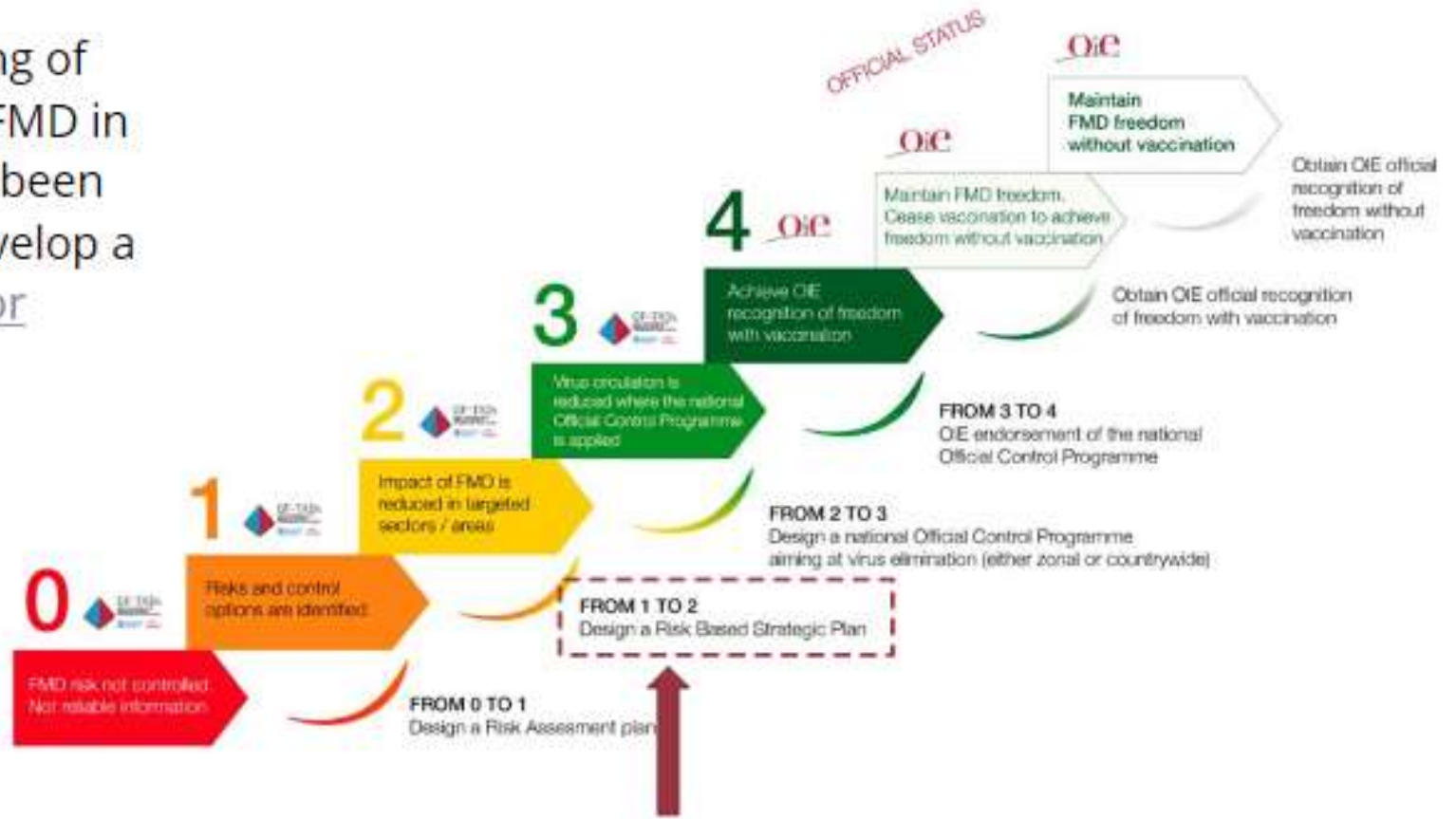


Zooland's PCP-FMD status

At the last regional roadmap meeting, Zooland was assessed to be in **Stage One** of the PCP-FMD.

The DVS has built an understanding of the epidemiology and impacts of FMD in Zooland and a working group has been formed to use this evidence to develop a Risk Based Strategic Plan (RBSP) for FMD Control.

The RBSP is close to being finalised and implemented, at which point, Zooland hopes to move into **PCP Stage Two**.

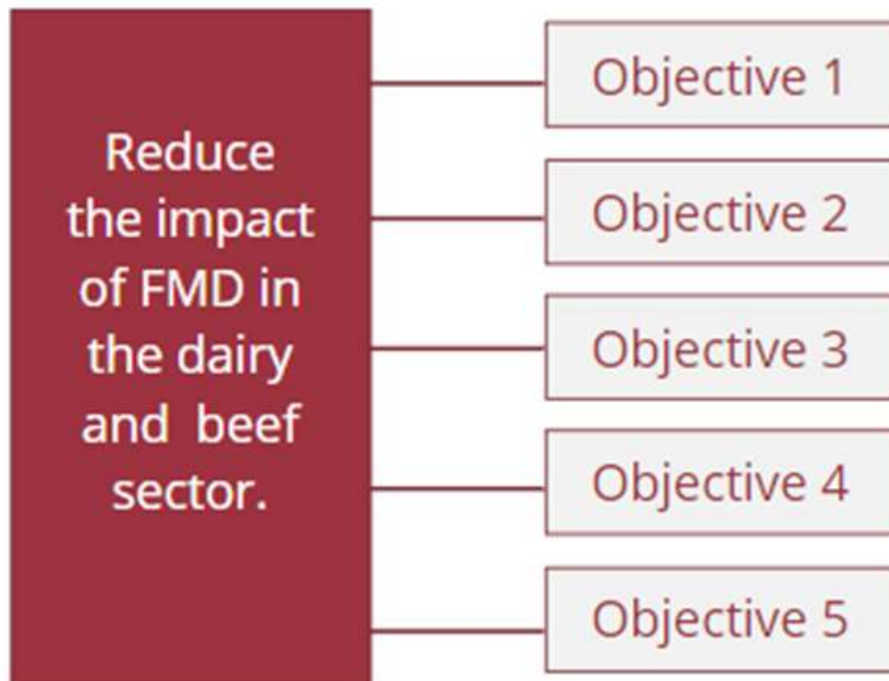


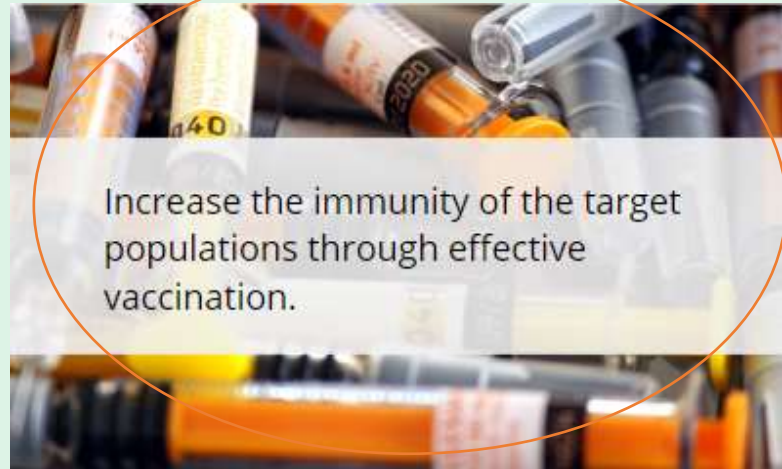
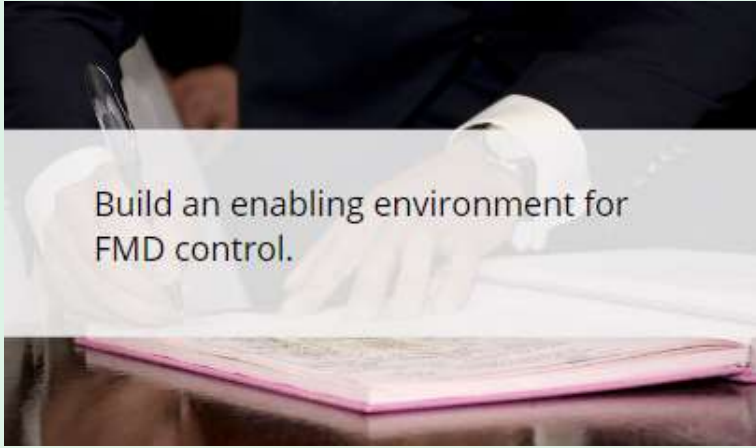
Risk Based Strategic Plan (RBSP) for FMD Control



Questions related to objective

To reduce the impact of FMD in the dairy and beef sector, what will be the objectives?







1. What are the current roles of the public and private sectors in Zooland?

4. Who are the stakeholders?
What are their opinions and interests?



2. Are there gaps in the current public sector provision?

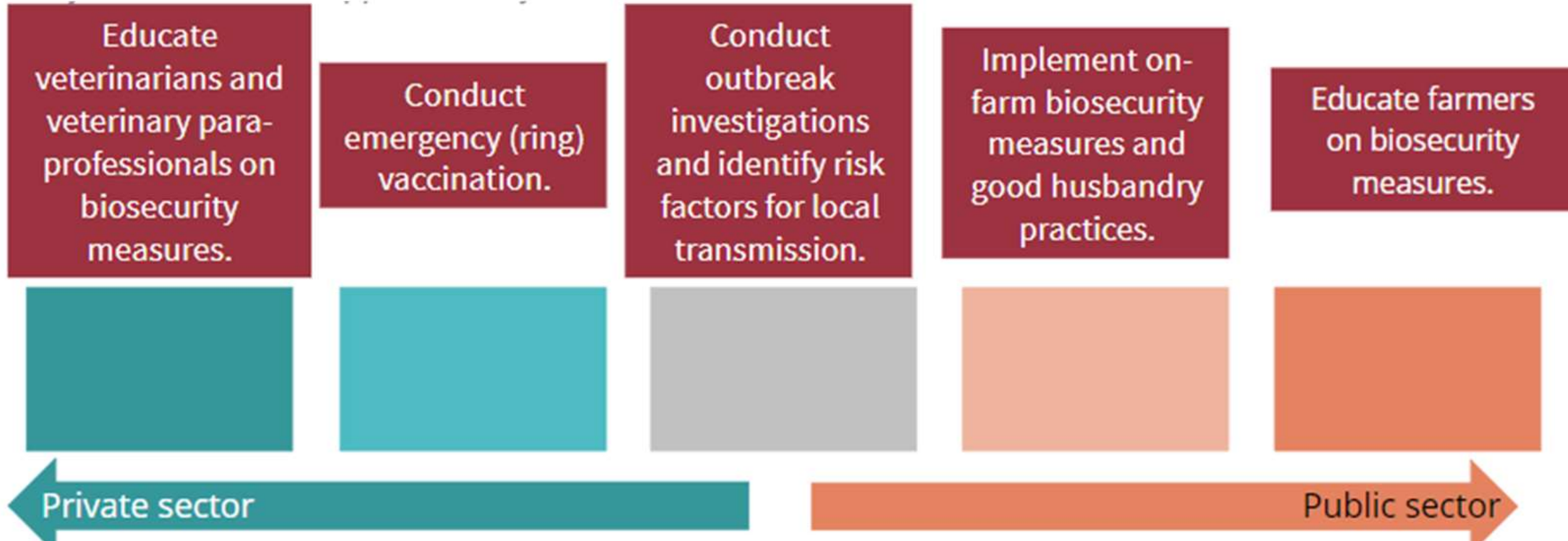
3. Is there an “enabling environment” for PPP? Do national laws permit PPP? Does policy promote PPP?



Question 1

In your opinion, are the activities under this objective the responsibility of the public sector, private sector or both?

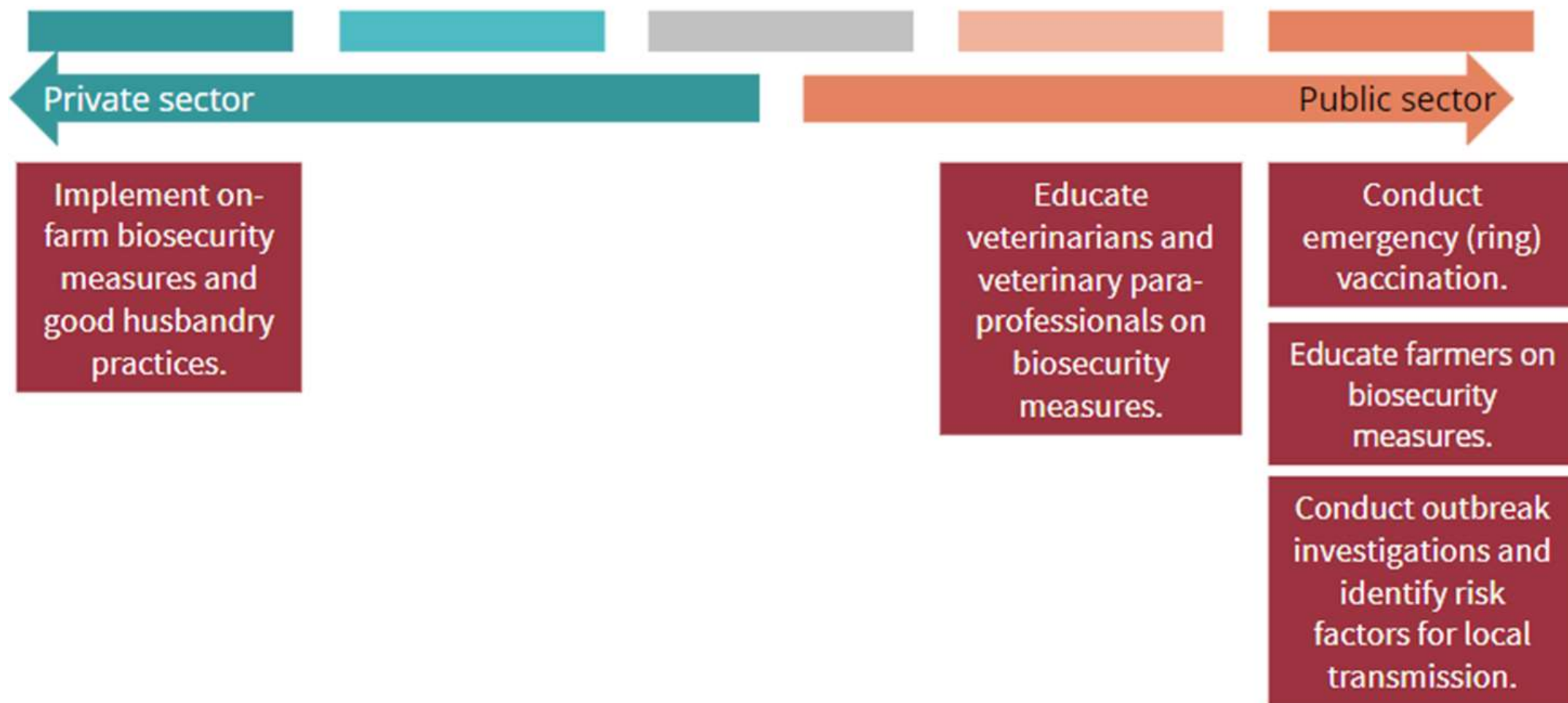
Think for Zooland.





Feedback

There are no correct answers to this question! Here is the current situation in Zooland:





Question 2

In your opinion, are the activities under this objective the responsibility of the public sector, private sector or both?

Think for Zooland.

another:

Educate traders regarding biosecurity measures.

Establish system of certification prior to movement.

Conduct research on FMD risks along the livestock value chain.

Improve veterinary inspection at livestock markets.

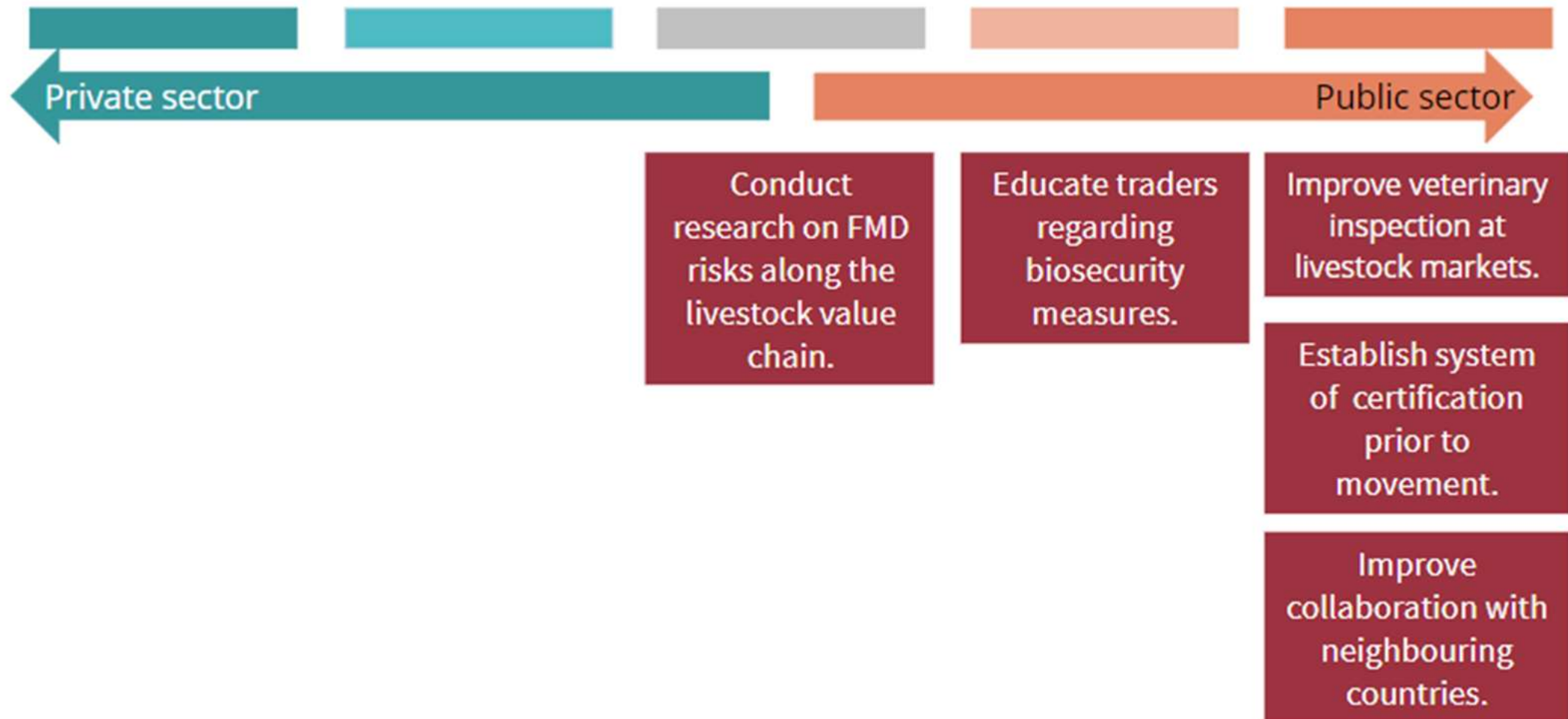
Improve collaboration with neighbouring countries.

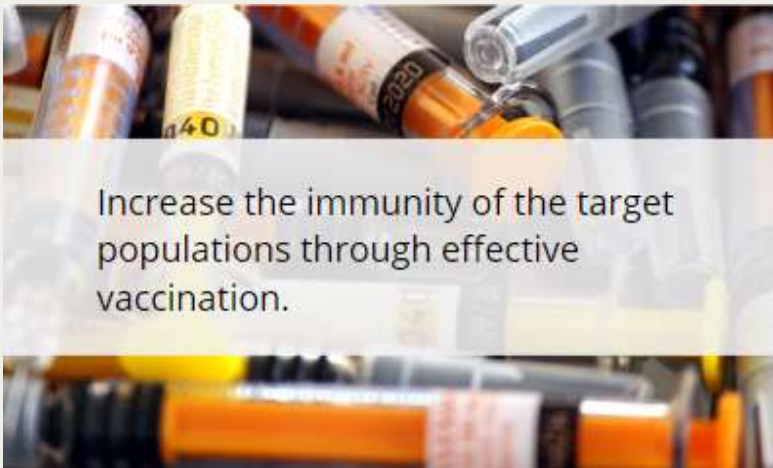




Feedback

There are no correct answers to this question! Here is the current situation in Zooland:

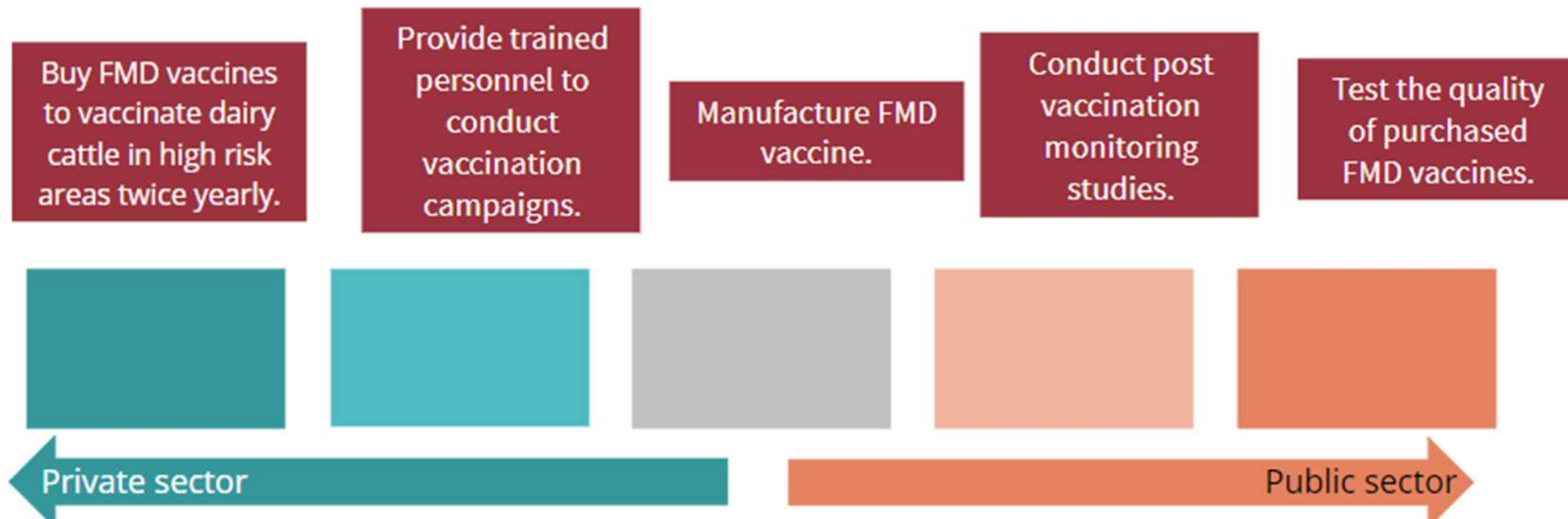




Question 3

In your opinion, the activities under this objective the responsibility of the public sector, private sector or both?

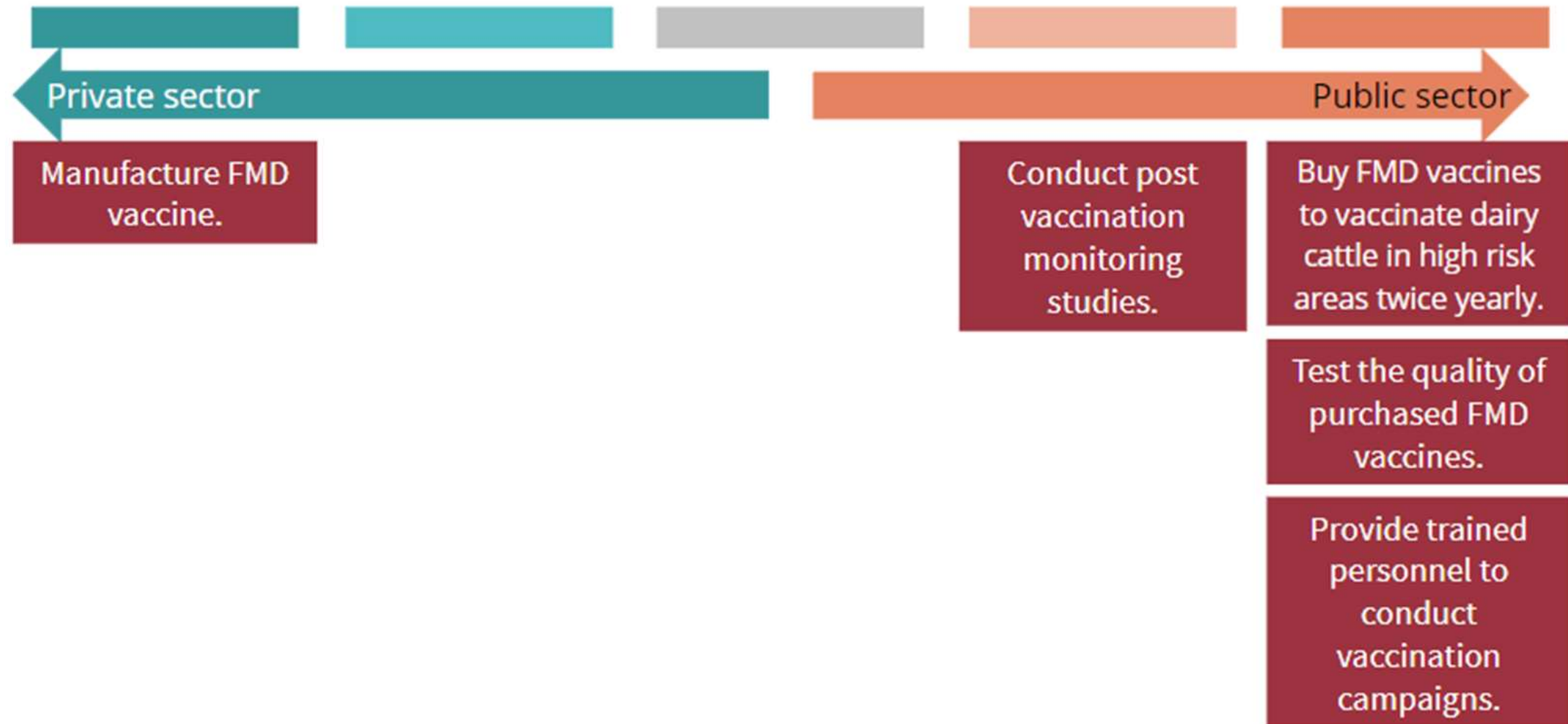
Think for Zooland.





Feedback

There are no correct answers to this question! Here is the current situation in Zooland:





Opportunities for PPP in Zooland

Question 4

As we have just seen, many activities are traditionally a role of the public sector. Given your information about Zooland, for which of the activities below do you think there is a scope to increase the involvement of the private sector?

Market inspection, quarantine services

Paying for the cost of vaccine purchase

Paying for the cost of vaccinating animals

Training veterinary para-professionals

Reporting outbreaks to the DVS

Animal identification and information system

Outbreak investigation

Training of farmers on biosecurity measures

Improving the number of outbreaks which are reported to the DVS

Vaccine production

Co-ordination with neighbouring countries



Feedback

Market inspection, quarantine services



Paying for the cost of vaccine purchase



Paying for the cost of vaccinating animals



Training veterinary para-professionals



Reporting outbreaks to the DVS



Animal identification and information system



Outbreak investigation



Training of farmers on biosecurity measures



Improving the number of outbreaks which are reported to the DVS



Vaccine production



Co-ordination with neighbouring countries





1. What are the current roles of the public and private sectors in Zooland?

4. Who are the stakeholders? What are their opinions and interests?



2. Are there gaps in the current public sector provision?

3. Is there an “enabling environment” for PPP? Do national laws permit PPP? Does policy promote PPP?



Question 5

Is there any enabling environment for PPP?

Is there an enabling environment for PPP in Zooland?

Let's return to Zooland and explore whether the current environment is suitable for the establishment of PPP:

National legal framework



Policies of government
and businesses



Organisational capabilities





Feedback

Let's return to Zooland and explore whether the current environment is suitable for the establishment of PPP:

National legal framework



There are no laws specifically preventing PPP in Zooland. The legal environment is favorable for private business.

Policies of government and businesses



There are currently no public or private sector policies specifically promoting PPP. Nor are there significant existing PPPs in the veterinary domain. PPP does occur in projects for transport and human health.

Organisational capabilities



Private sector organizational capacity is growing.

To assist in exploring opportunities for PPP, the DVS decides to establish a **national platform for PPP in support of FMD control**, bringing together public and private stakeholders to discuss potential collaboration. The first step is to map who should be included.



1. What are the current roles of the public and private sectors in Zooland?



2. Are there gaps in the current public sector provision?

3. Is there an “enabling environment” for PPP? Do national laws permit PPP? Does policy promote PPP?

4. Who are the stakeholders? What are their opinions and interests?

Consulting with stakeholders

Below are some of the stakeholders in FMD control in Zooland.



Smallholder farmer



Dairy farmer



Government Minister



Private VPP



Head of Epidemiology



Local government
veterinarian



Private vaccine
manufacturer



DVS logistics

Smallholder farmer



I remember we have had outbreaks of FMD several times in this village, and for a time the co-operative was lacking in milk to sell because so many farms were affected. We reported it to our local government vets, but the office is a long way away and they didn't come. I don't think it is worth reporting the disease next time as they won't do anything even if I do. But for now, the most urgent problems are related to infertility- three of my cattle are affected, and another has had mastitis many times. Can you give me any advice how to prevent this?

Leader, society of dairy farmers



A few years ago my herd was very badly affected by FMD. 20 calves and three cows died. We lost a lot of milk production and it took months for my high producing cows to recover.

I have learned my lesson and tried to vaccinate my cattle regularly, encouraging others to do the same. I cannot always find FMD vaccines. The government sometimes organizes vaccination campaigns but these do not seem to be very regular. I hear stories that the vaccine is low quality and doesn't always work.

Government Minister



Our government puts high importance in supporting our valuable livestock sector, and ensuring we do all we can to support our population in rural areas.

Our new FMD control strategy is very promising, but as a government we face budget cuts which mean we cannot fund the government Veterinary Services as we would like to do.

Private Veterinary Paraprofessional (VPP)



My main sources of income are treating animals when they are ill, through sales of medicines such as antibiotics. I am also involved in artificial insemination. It is difficult to make a good amount of money from my business and I am worried about how I will afford school fees for my children.

Head of Veterinary epidemiology department



Resources are needed for on time outbreak investigation as well as enhancing sampling and diagnosis procedures. Currently not all outbreaks are reported to us and we haven't enough funding to investigate them all fully. Outbreak investigations are very important to improving our understand of how to control FMD in Zooland.

Local government veterinarian



I believe there are two things that could be very effective in my area - a well-run preventative vaccination campaign and extension activities to raise farmers' awareness of biosecurity measures.

Unfortunately, we are lacking the human resources to do this currently.

Private vaccine manufacturer



We believe there is a good market for our products in Zooland, particularly in the growing commercial farming sector. However, currently we don't see a high level of demand from the private sector in Zooland to buy vaccines. Distributing vaccines is a challenge; the cold chain is not reliable. The government procures vaccines from us for their vaccination campaigns, but we often receive tenders at the last minute and cannot plan in advance to produce the large batches of vaccines needed for widespread campaigns.

DVS logistics coordinator



Distributing FMD vaccines is a key challenge for FMD control; we do not have a reliable cold chain, particularly in the remote areas. Our government veterinary staff are also very limited; we just don't have the resources to organize large scale vaccination campaigns.

We don't have any FMD vaccine producers in Zooland. We follow a tender process to buy vaccines for the government vaccination programs every year, but often we can't buy sufficient quantity and the delivery is delayed.

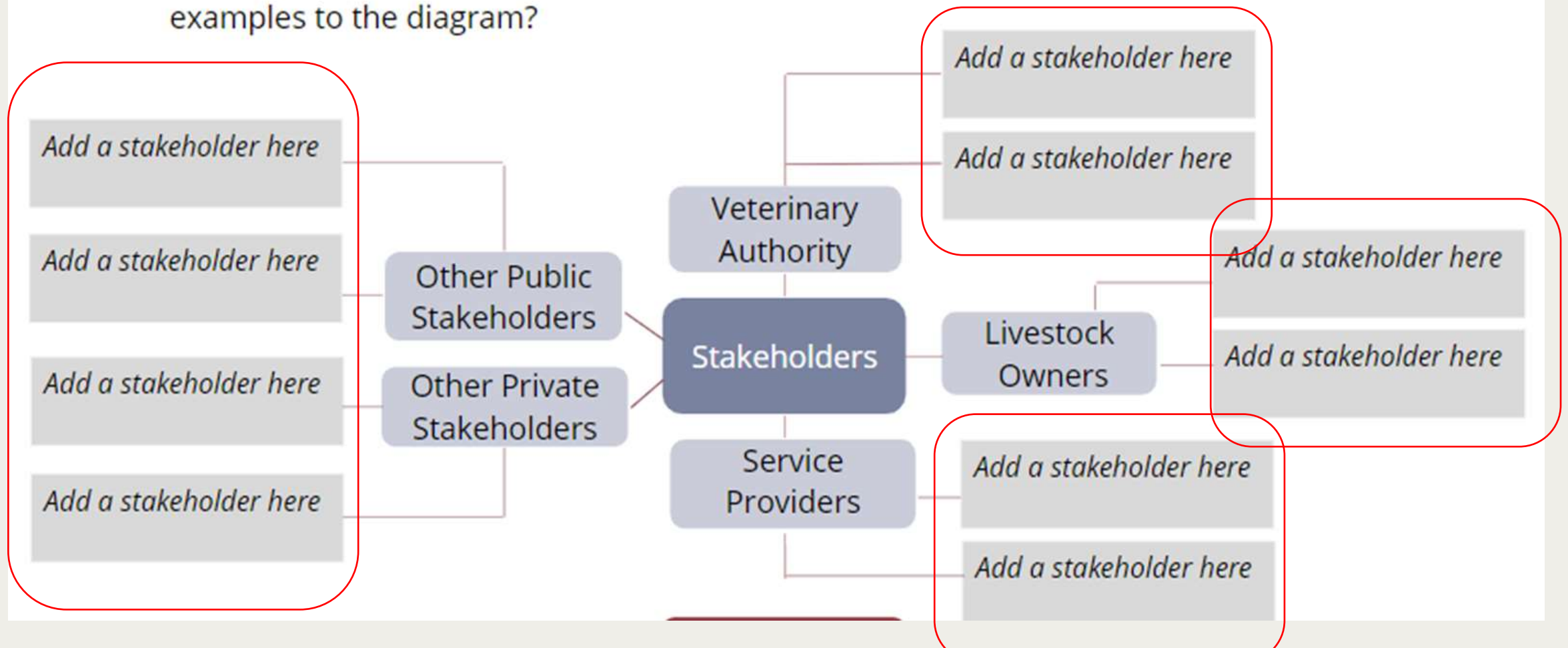


Question 6



Activity: Mapping stakeholders in Zooland

The first step is to map the stakeholders with an interest in FMD control. Can you add some examples to the diagram?

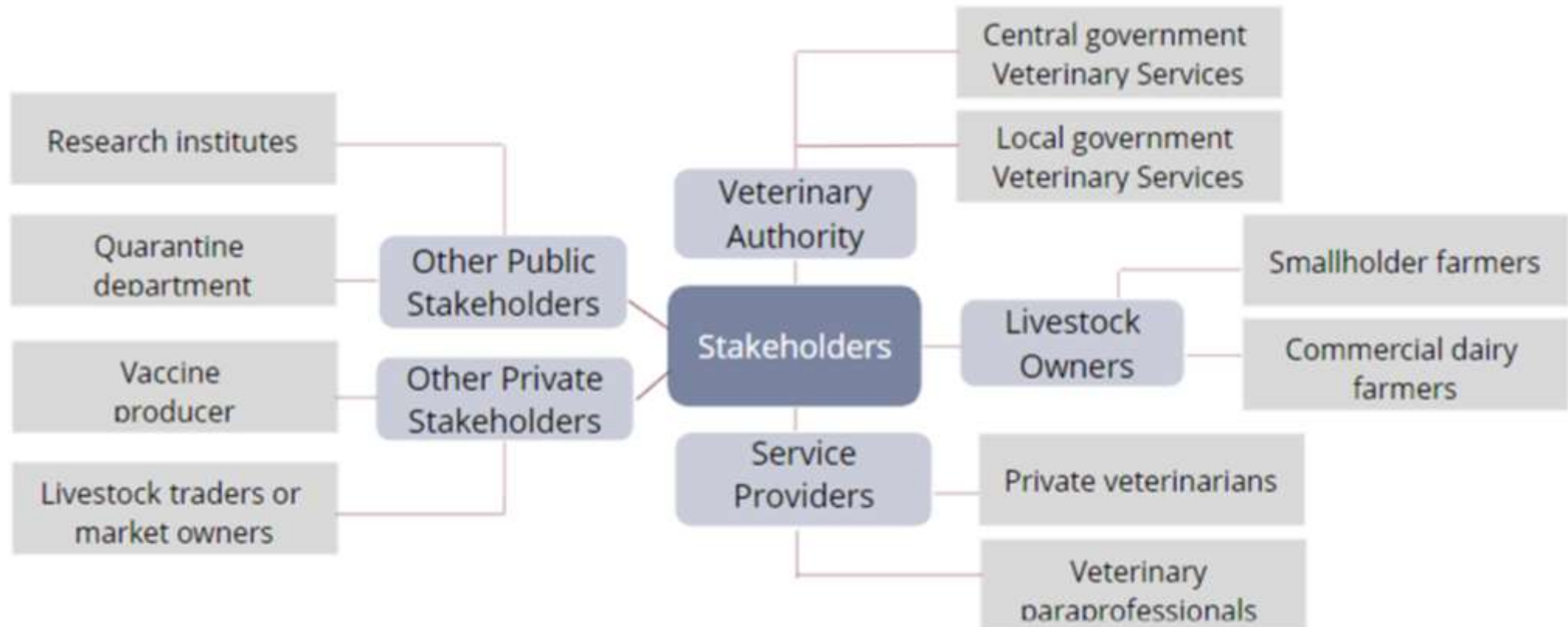


Feedback



Activity: Mapping stakeholders in Zooland

Here are our examples. Of course, in reality there are more than two stakeholders in each category, and it would be important to ensure all relevant stakeholders are identified.





Question 7



Activity: Consulting with stakeholders

As you can see from the stakeholders' responses, there are many challenges that Zooland faces in the control of FMD. In the box below, write down some of the challenges and / or possible opportunities in relation to PPP that you have identified.

Private sector

Public sector

Type your answer here.



Here are some of the challenges and potential opportunities we noted. Did you note any others?

Private sector

- Perceived ineffectiveness of government, lack of government response to reported outbreaks.
- Unable to source FMD vaccine for privately funded vaccination.
- Commercial dairy farmers are willing to fund vaccination.
- Smallholder farmers not motivated to report outbreaks.
- Government tender process for vaccines is last-minute and unreliable.

Public sector

- Insufficient funding.
- Lack of human resources.
- Shortage of vaccines.
- Concerns of under-reporting of outbreaks, limited outbreak investigation.
- Problems with vaccine distribution and cold chain.



Question 8

What are your ideas for PPPs in Zooland?

From what you've learned so far, can you suggest any ideas for PPPs that might help meet the needs and objectives that we identified in the RBSP?

To help you get started, we've added one idea below. We'll be asking you to contribute your ideas on the following slide.

	Public Sector Partner(s)	Private Sector Partner	Describe your idea
Idea one:	Department of Livestock Services	Private VPPs	Private VPPs are contracted to vaccinate animals as part of government vaccination campaigns. VPPs are also involved in promoting surveillance and outbreak reporting by farmers through contracted training and extension activities.

What are your ideas for PPPs in Zooland?

Complete the table below with two of your ideas for PPP in Zooland:

	Public Sector Partner(s)	Private Sector Partner(s)	Describe your idea
Idea two:	<i>Type your idea here.</i>	<i>Type your idea here.</i>	<i>Type your idea here.</i>
Idea three:	<i>Type your idea here.</i>	<i>Type your idea here.</i>	<i>Type your idea here.</i>



Feedback

	Public Sector Partner(s)	Private Sector Partner	Describe your idea
Idea One	Department of Livestock Services	Dairy Co-operatives	Dairy co-operatives subsidize regular FMD vaccination and biosecurity initiatives in their area to protect themselves by ensuring that all susceptible dairy herds in the area are vaccinated. Producers contribute to the costs and vaccination is required in order to sell milk through the co-operative. The DLS assures the availability of good quality vaccine for this purpose.
Idea Two			
Idea Three			



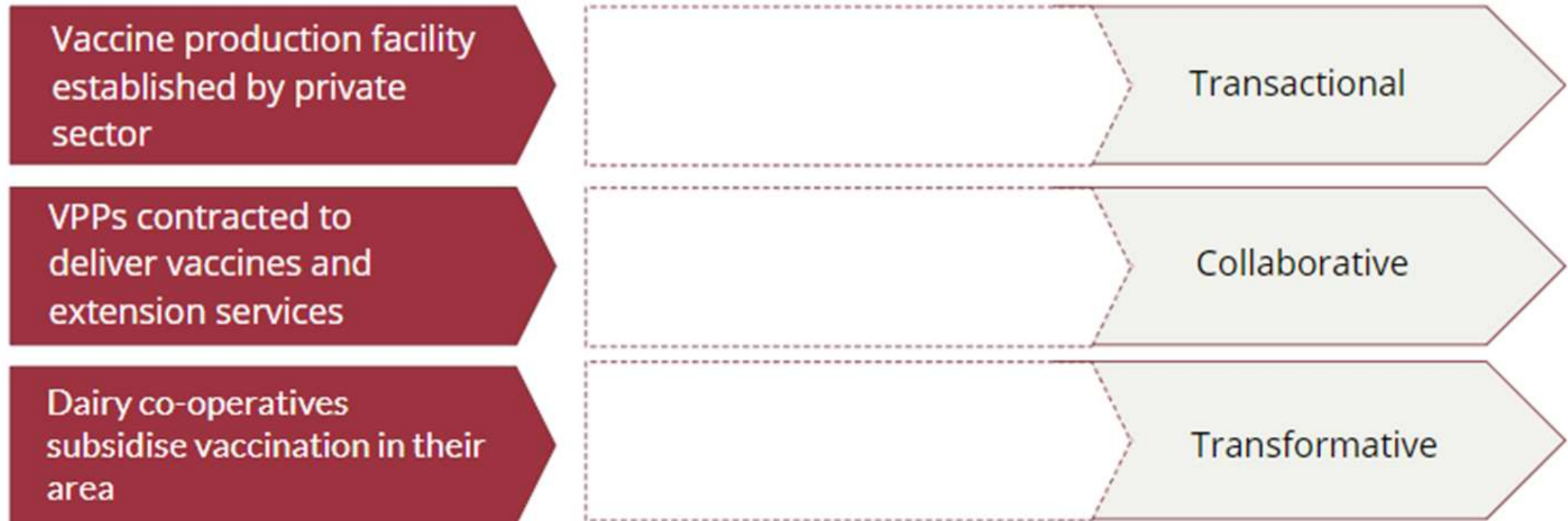
Feedback

	Public Sector Partner(s)	Private Sector Partner	Describe your idea
Idea One	Department of Livestock Services	Established international vaccine manufacturer	Establish an FMD vaccine production facility in Zooland which produces FMD vaccine at a commercial scale for the region.
Idea Two			DLS commits to a long term contract for vaccine purchase from the facility, provided government stipulated quality standards are met.
Idea Three			



Question 9

Which of the categories of PPP do our ideas fit into the appropriate cluster of PPPs





Question 10



Expected benefits of a PPP approach

Think about the example for a **transactional approach**: “VPPs contracted to deliver vaccines and extension services.” What are the main benefits you expect in this case?
Write your answer in the boxes below:

Two key benefits for the public sector partner (DVS)

- .

Two key benefits for the private sector partner (VPPs)

- .

Two key benefits for the private sector end-user (farmers)

- .

Feedback



Expected benefits of a PPP approach

Here are our answers. Did you identify similar benefits?

Two key benefits for the public sector partner (DVS)

- Efficient delivery of vaccination which could not be done by public sector alone due to lack of human resources.
- Improved reputation and trust of the government by farmers and VPPs.

Two key benefits for the private sector partner (VPPs)

- Reliable income.
- Improved relationship and trust of clients (farmers) which may lead to additional business opportunities in future.

Two key benefits for the private sector end-user (farmers)

- Access to FMD vaccines and extension activities more reliably than through government alone.
- Potentially leading to increased productivity and reduced risk of disease.



Question 11



Expected benefits of a PPP approach

Are the benefits the same for a different type of PPP?. Think about the example for a transformative PPP: *“Establish vaccine production facility with government committing to long term purchase provided quality standards are met.”* What are the main benefits you expect in this case? Write your answer in the boxes below:

Two benefits for the public sector partner (DVS)

Two benefits for private sector partner (vaccine producer)

Two benefits for the private sector end-user (farmers)

Feedback



Expected benefits of a PPP approach

Here are our answers. Some of these benefits are short term, others are considered longer term impacts. We will explore this further in module five, which investigates evaluation of PPPs.

Two benefits for the public sector partner (DVS)

- Consistent supply of sufficient FMD vaccine which meets quality standards.
- Improved reputation and trust.

Two benefits for private sector partner (vaccine producer)

- Reliable long term market for product (reduced risk).
- Trust established and business model built which may be extended to other products in future.

Two benefits for the end user (farmers)

- Access to quality FMD vaccines more reliably.
- Improved prophylactic vaccination for FMD leading to reduced disease incidence, reduced losses, greater profitability.



Question 12

As we have seen, a potential PPP could be the involvement of VPPs in the vaccination of animals as part of the government vaccination campaign. VPPs would also be involved in promoting disease reporting by farmers. Which type (s) of governance would be appropriate in this case?

Decree

Steering committee

Memorandum of understanding

Sanitary mandate



Feedback

- Decree
- Steering committee
- Memorandum of understanding
- Sanitary mandate



Question 13



Determining governance

Another of our suggested PPPs for Zooland is a collaborative PPP in which dairy co-operatives subsidise regular vaccination and biosecurity initiatives in their area. Which type(s) of governance would be appropriate in this case?

Sanitary mandate

Decree

Memorandum of understanding

Steering committee

Contract



Feedback



Determining governance

Another of our suggested PPPs for Zooland is a collaborative PPP in which dairy co-operatives subsidise regular vaccination and biosecurity initiatives in their area. Which type(s) of governance would be appropriate in this case?

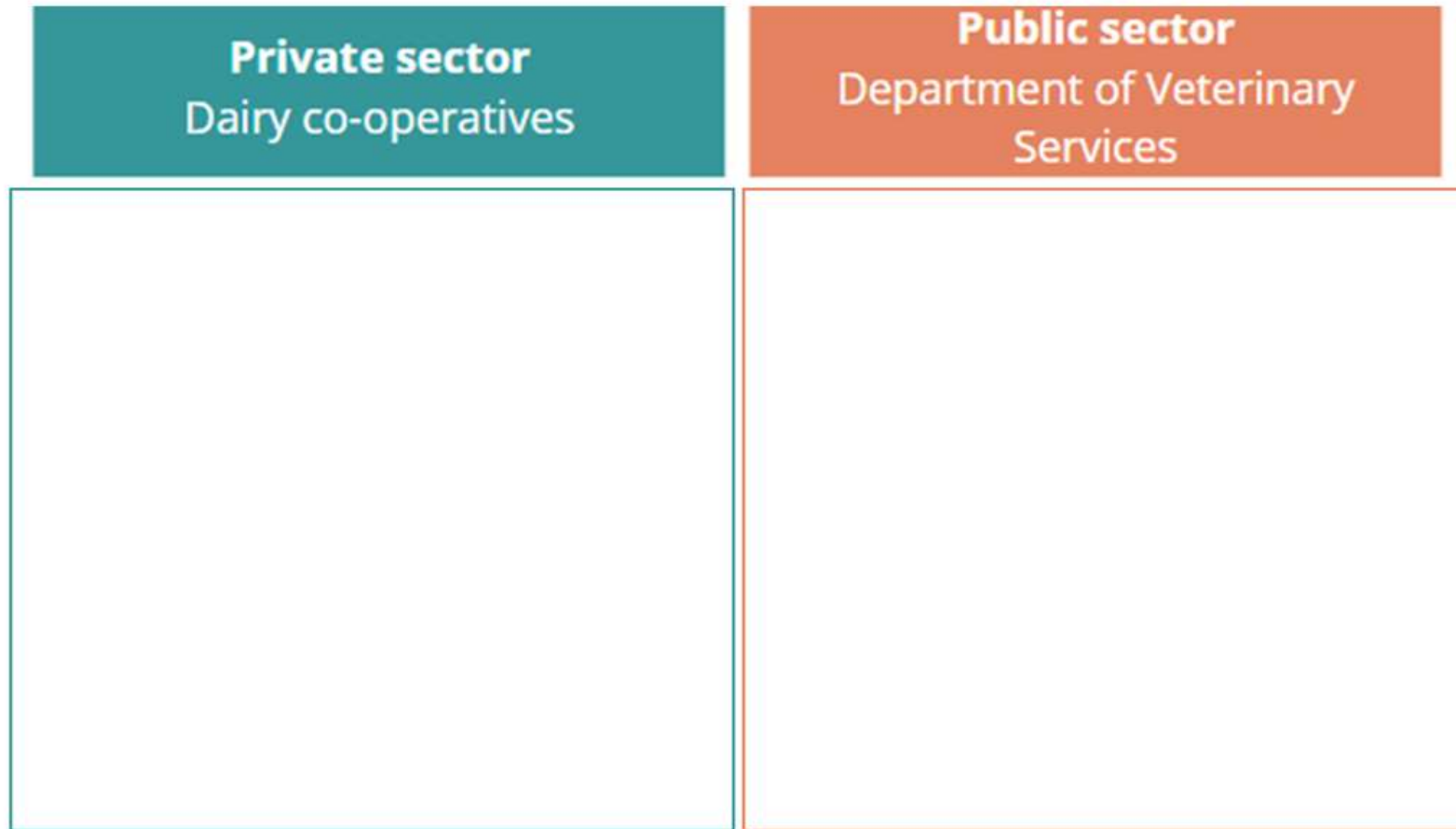
Tick all those which apply:

- Sanitary mandate
- Decree
- Memorandum of understanding
- Steering committee
- Contract



Question 14

Identifying resources





Feedback

Here is our answer. The provision of resources by each of the partners should be discussed carefully and based on consultation with stakeholders, ideally based upon consideration of cost-benefit and willingness to pay.

Private sector Dairy co-operatives	Public sector Department of Veterinary Services
Costs of purchasing the FMD vaccine.	Expertise to train trainers on biosecurity practice.
Human resources to deliver biosecurity training to farmers.	Expertise to advise on procurement of vaccine.
Costs of vaccinating animals (staff, materials, transport).	Cold chain monitoring system.
Monthly payment to the co-operative FMD scheme.	Quality assurance of FMD vaccine.



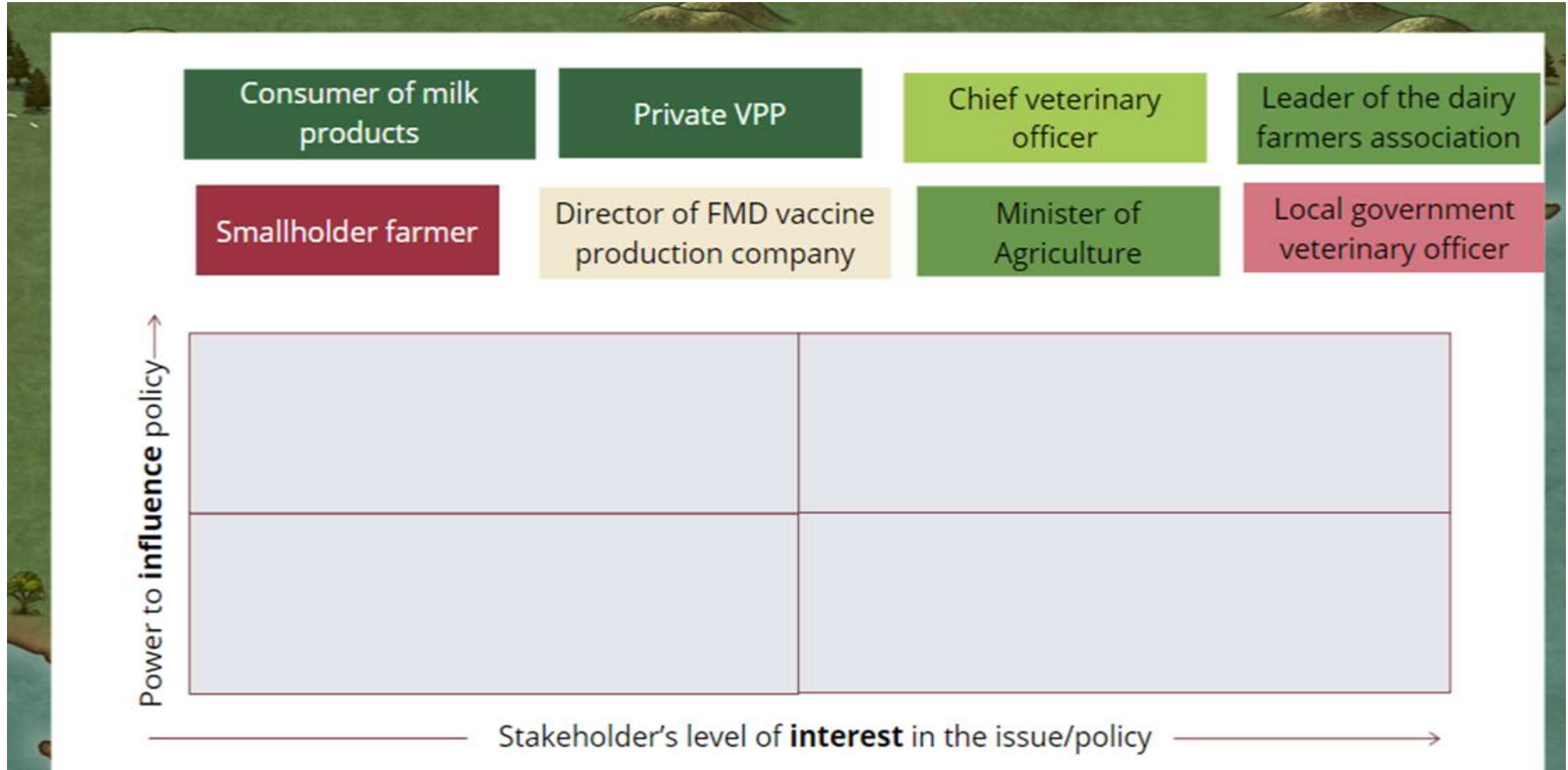
Maintaining stakeholder engagement: Stakeholders' interest and Influence

To demonstrate this, we will use the idea for a transformative PPP in Zooland:

Establish an FMD vaccine production facility in Zooland which produces FMD vaccine at a commercial scale for the region. DLS commits to a long term contract to purchase vaccine from the facility, providing quality standards are met.



Question 15

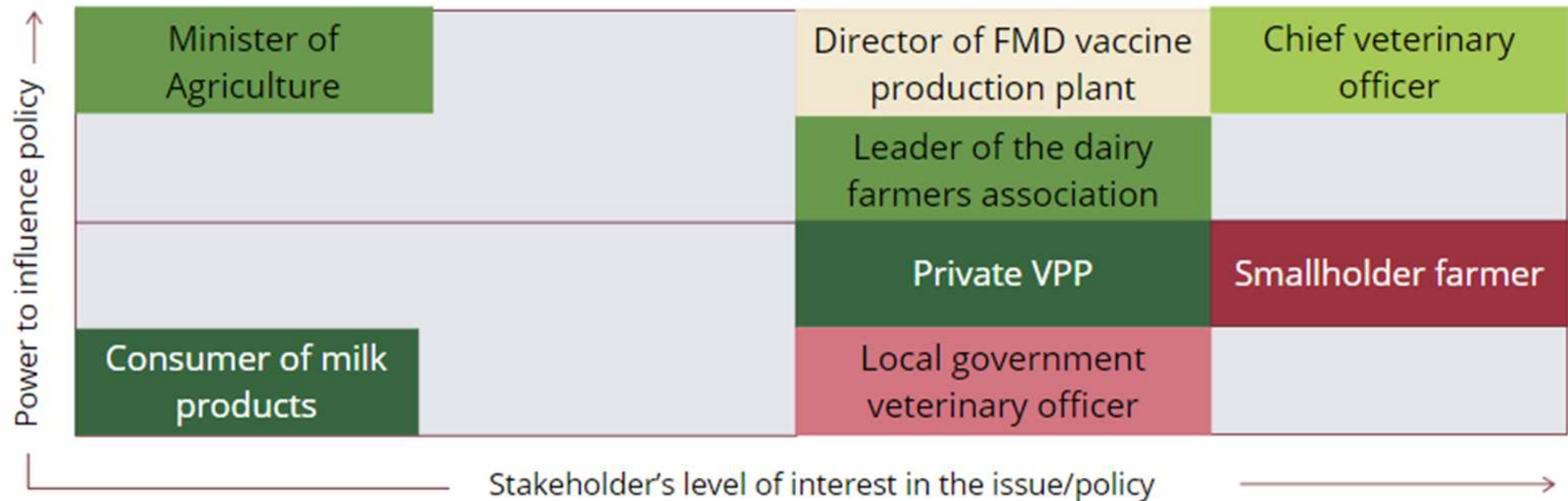


Feedback



Feedback: Stakeholders interest and influence

Here is where we placed the stakeholders on the diagram. Do you agree?

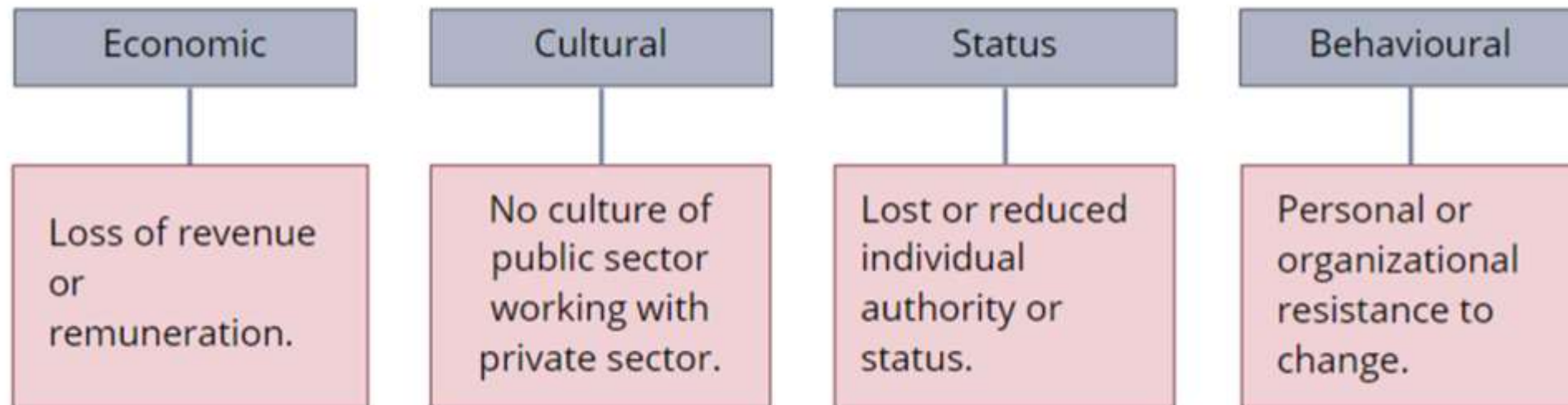




Identifying barriers to implementation

Barriers or unintended consequences of a PPP may not be obvious to the senior leaders or project managers of a PPP, especially during the initiation phase. Systematic and ongoing identification of risks and threats to the projects is essential, and stakeholder consultation is an important part of this process.

Some reasons why individuals may have a negative response to a PPP include:



Identifying unintended consequences

Alongside individual's negative reactions to a PPP, another risk to successful implementation is unintended consequences (negative outcomes or effects of the PPP). The potential for negative outcomes should be identified, and mitigated, during the planning phase.

Examples of unintended consequences include:

Loss of critical mass from public sector leaves it unable to meet other responsibilities.

Negative reaction from trading partners.

Corrupt behaviour or fraud.



Building an understanding of risks and barriers to implementation early in the PPP process allows us to design suitable mitigating measures. For example, by giving field staff who might otherwise lose status a role within a PPP initiative.

Thank You

Tomorrow we will understand the

Monitoring and Evaluation of PPP

12, rue de Prony, 75017 Paris, France

T. +33 (0)1 44 15 19 49

F. +33 (0)1 42 67 09 87

woah@woah.org

www.woah.org

[Facebook](#)

[Twitter](#)

[Instagram](#)

[LinkedIn](#)

[YouTube](#)

[Flickr](#)



World
Organisation
for Animal
Health

Organisation
mondiale
de la santé
animale

Organización
Mundial
de Sanidad
Animal

