

Evaluation of PPPs

Rahul Srivastava
PPP Project Manager

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



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Outline

1. When should a PPP be evaluated?

2. Who should evaluate a PPP?

3. Are there different types of evaluation?



4. How can the benefits of a PPP be evaluated?

5. How can the impacts of a PPP be evaluated?

6. How can the quality of the PPP process be evaluated?



Reference

<https://doi.org/10.1371/journal.pone.0252103>

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RESEARCH ARTICLE

An evaluation tool to strengthen the collaborative process of the public-private partnership in the veterinary domain

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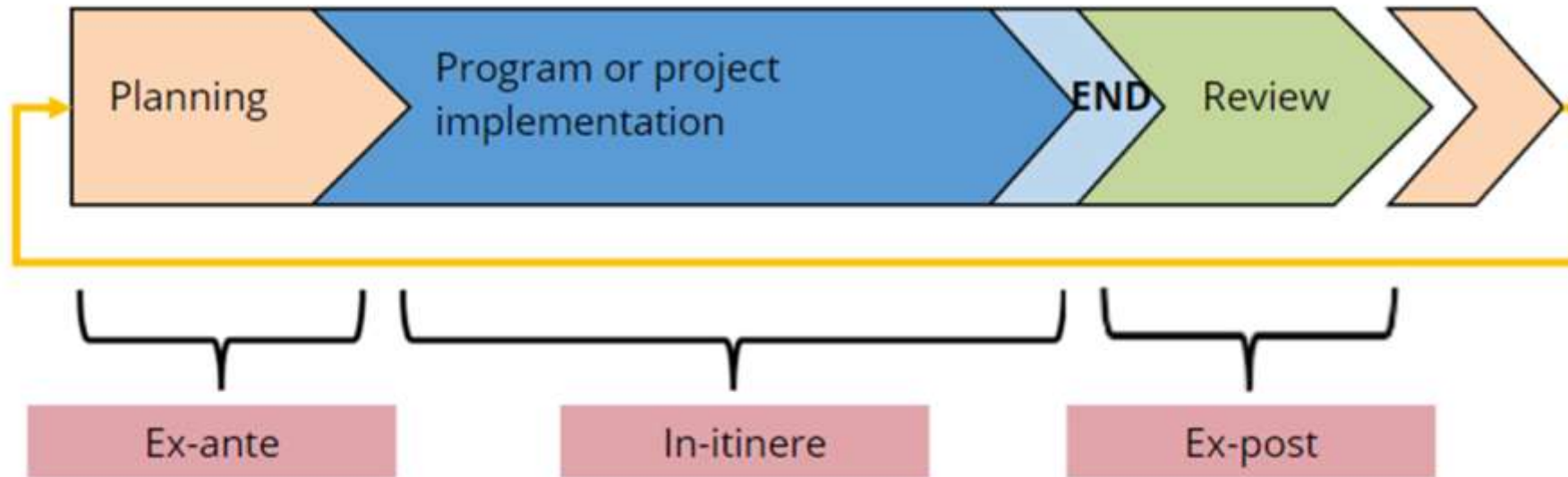
Abstract

Public-private partnerships (PPPs) in the veterinary domain are widely implemented worldwide and can help to strengthen the capacities of Veterinary Services. Few analyses have been made of these initiatives. This study is aimed at developing an evaluation tool based on participatory approaches and focusing on the quality of PPP processes in the veterinary domain. The tool was divided into ten sections relevant to PPP process organisation and activities. The 44 evaluation criteria and six quality attributes (operationality, relevance, acceptability, inclusiveness, adaptability, and stability) were identified based on literature review and case-study application. The tool was adjusted during four regional PPP training workshops bringing together stakeholders from both public and private sectors. Finally, the tool was validated through an experts' elicitation process and applied in the field in Paraguay. The tool was developed in a non-normative perspective to help the partners adapt the PPP to their specific context, to maximize the opportunities and minimize the risks of such collaborations, and to formulate adapted recommendations to strengthen and improve the



1. When should we evaluate PPP?

Evaluation should occur before, during and after a PPP initiative. Evaluation has a different purpose at each of these stages.



This is a **FORMATIVE** evaluation: it aims to improve the value of the project proposal.

This is a **CORRECTIVE** evaluation: it aims to adjust the value of the project or organisation.

This is **ASSUMPTIVE** evaluation: it aims to draw lessons from a completed action or project.



Project Close



Fixed end point

Many PPP projects will have a defined end or review point. Transactional PPPs may be set up through a procurement and contract process with time-limited contracts. Contracts will need to be periodically renewed or re-tendered through a new procurement process. Collaborative PPPs may be set up to deliver a defined outcome, such as new animal health guidelines and, once this is done will cease to exist or will need to be repurposed. The benefits and impact of these initiatives must be evaluated before establishing further PPPs, to ensure lessons learned from implementation are captured and utilized.



Ongoing

Some PPP may be ongoing, for example a transactional PPP in the form of a sanitary mandate, a collaborative PPP that supports export trade facilitation, or a transformative PPP whereby a private partner delivers an ongoing service. These PPP projects should be monitored to assure delivery of the defined services and periodically evaluated to assess value for money and whether the benefits projected are being realized. The governance arrangements should specify review periods, mechanisms for remedial action or sanctions where necessary, and the terms for adjusting or terminating a PPP where appropriate.



Who can initiate an evaluation of PPP?

Anyone can initiate an evaluation of a PPP as long as they either have the competences necessary to conduct the review themselves, or they request technical support to assist in doing so.

Whose responsibility is it to undertake PPP evaluation?

Evaluation should involve all partners in a PPP, and is not the sole responsibility of any one partner. The processes, nature and timing of evaluations should be agreed as part of the project planning.

The responsibility for a particular evaluation will often depend on the type of evaluation proposed.

Is it better to do an external rather than a self-evaluation?

Both approaches can reach the same objectives. However, only external evaluation can provide normative certification, which may be required for transactional PPPs.

In some situations the results of an external evaluation may be trusted more than a self-evaluation. If the self-evaluation is performed using validated and reference tools and/or with the support of a technical expert, this will increase trust in its results.



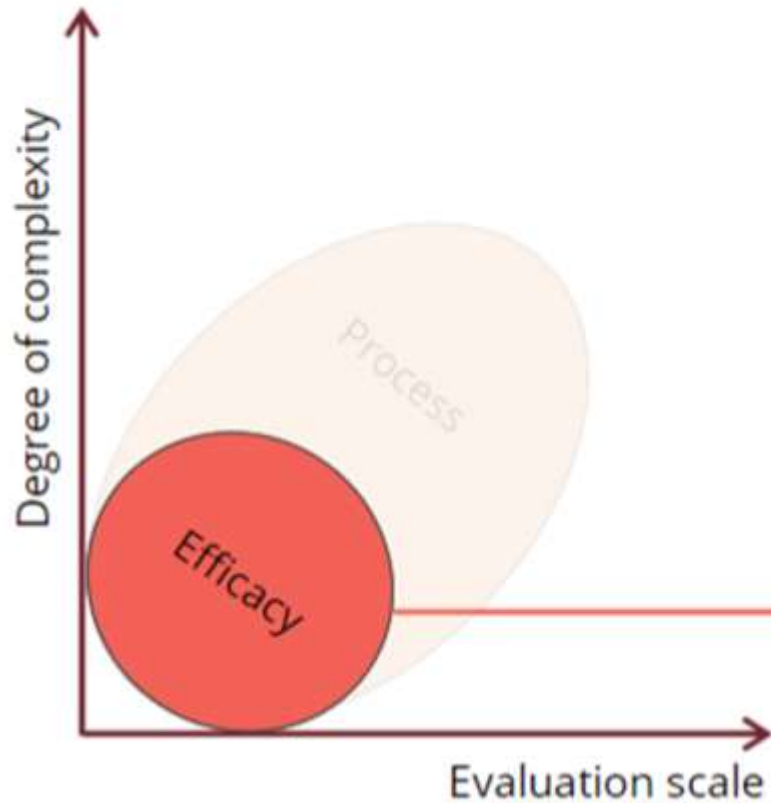
Different scale of evaluation



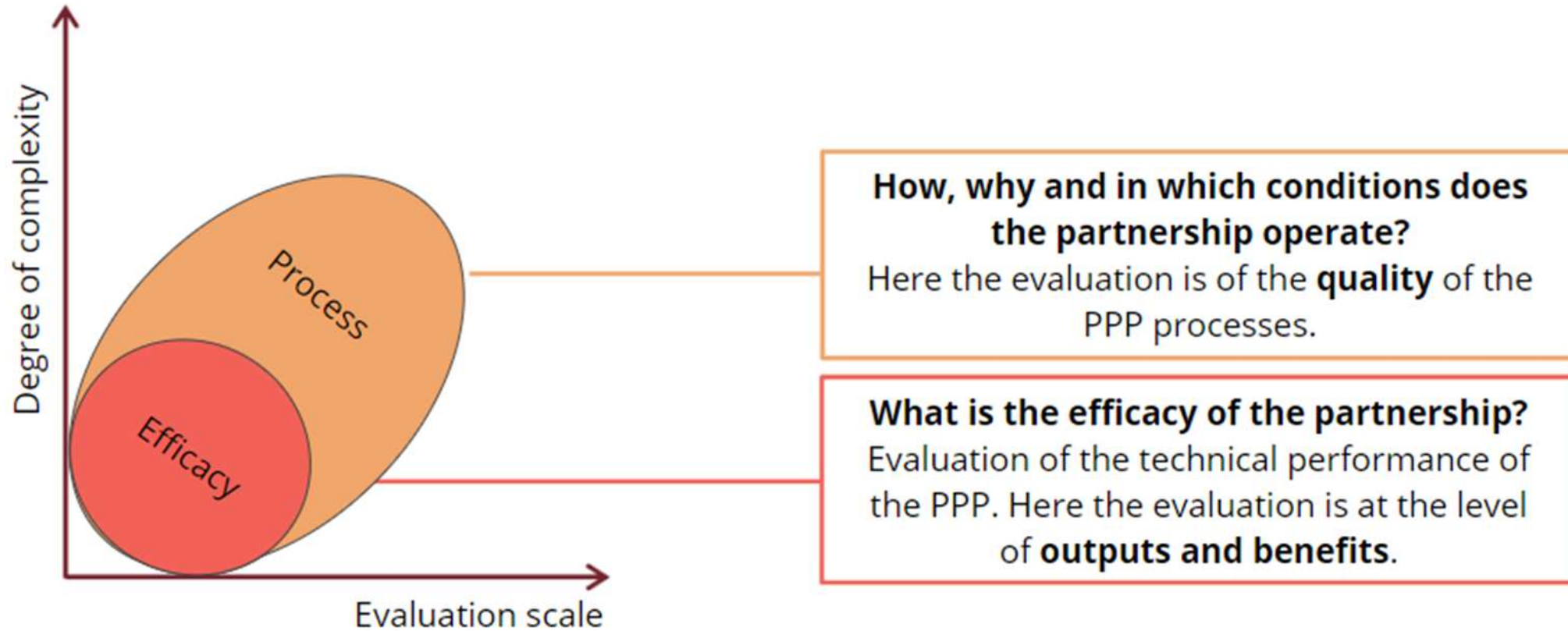
We can conduct evaluation at different scales. For example, evaluation may be at the level of:

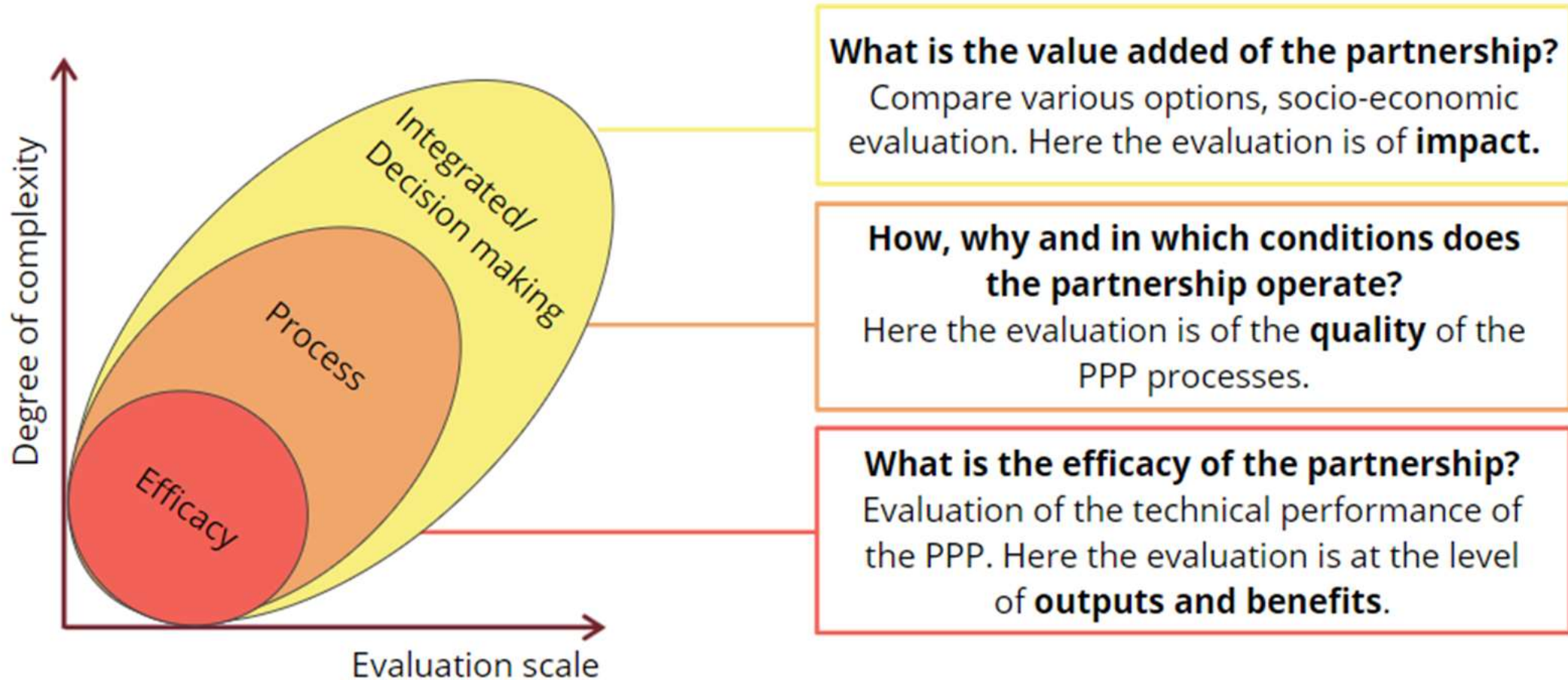
- the **benefits** of the PPP;
- the **quality** of the PPP processes;
- the **impacts** of the PPP.

Different methodologies are appropriate according to the scale of the evaluation.



What is the efficacy of the partnership?
Evaluation of the technical performance of the PPP. Here the evaluation is at the level of **outputs and benefits.**







Counterfactual evaluation

Counterfactual evaluation involves comparing the type and level of benefits generated by a PPP with a similar initiative that doesn't have a PPP in place. This can be done in three ways:

1. Using a **before/after approach**: showing the change in benefits after strengthening the partnership within the same initiative.
2. Using a **here/there approach**: showing the differences in benefits of an initiative with PPP implemented in one location versus the same initiative performed without PPP in another location.
3. Demonstrating that **without the PPP the initiative would not have been implemented**. In this case the PPP's benefits are the same as those of the initiative as a whole. **This is the most frequent scenario.**

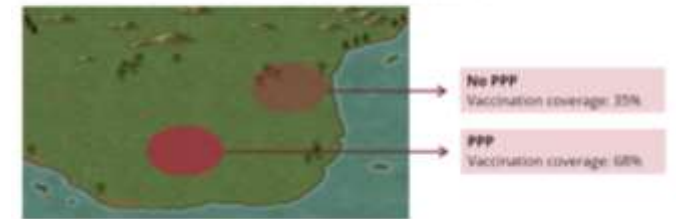
Before/after approach

In this approach, we compare the benefits before and after a PPP approach is initiated.



Here/there approach

To illustrate a here/there approach, imagine that in Zoeland, the transactional PPP in which VPPs are involved in vaccination occurs in some areas but not others:



By comparing the vaccination coverage in area with the PPP, compared to the coverage in the area without, we can demonstrate the added value of the PPP.

Without PPP, the project could not have been implemented

In many cases, it is not possible to apply either a before/after or a here/there approach to the evaluation of the benefits of a PPP. This is because without the PPP in place, the project could not have taken place at all. **This is the most common situation.**

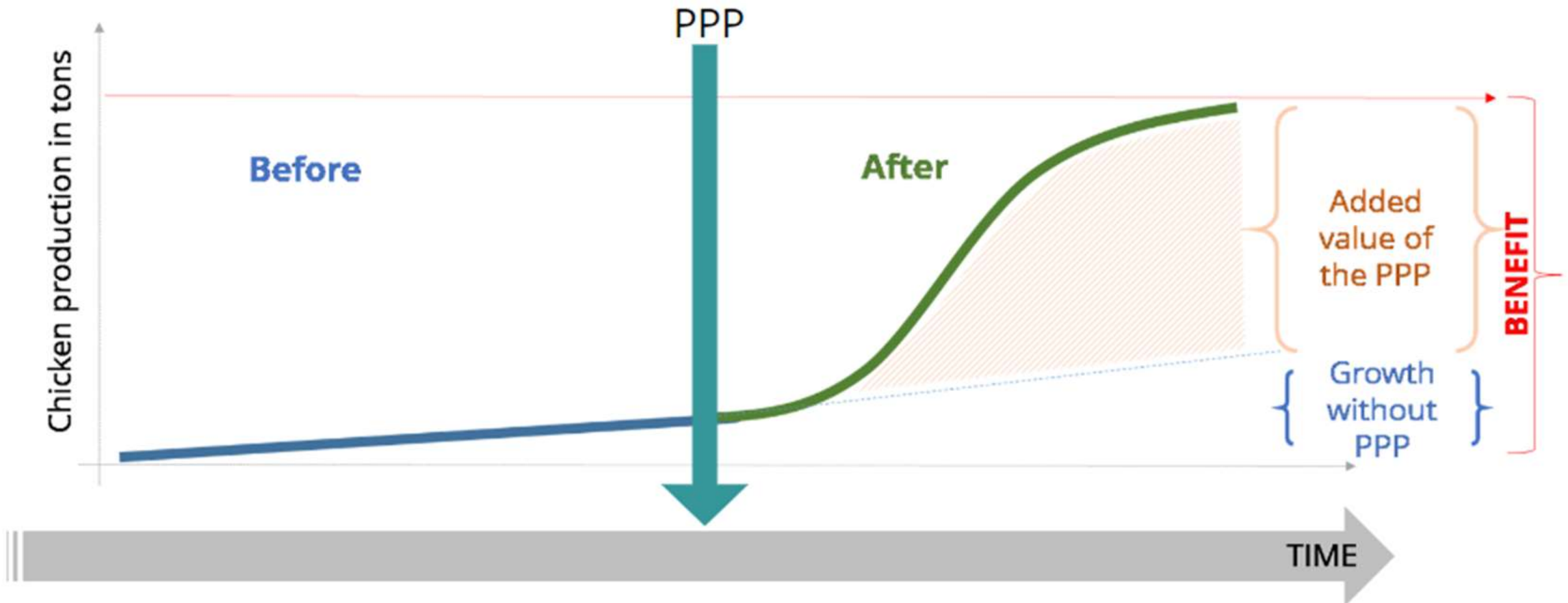
Therefore, the focus of the evaluation is on:

1. providing evidence that none of the benefits could have occurred without the PPP in place;
2. in this case, the benefits of the PPP are the same as the benefits of the project as a whole.



Before / After Approach

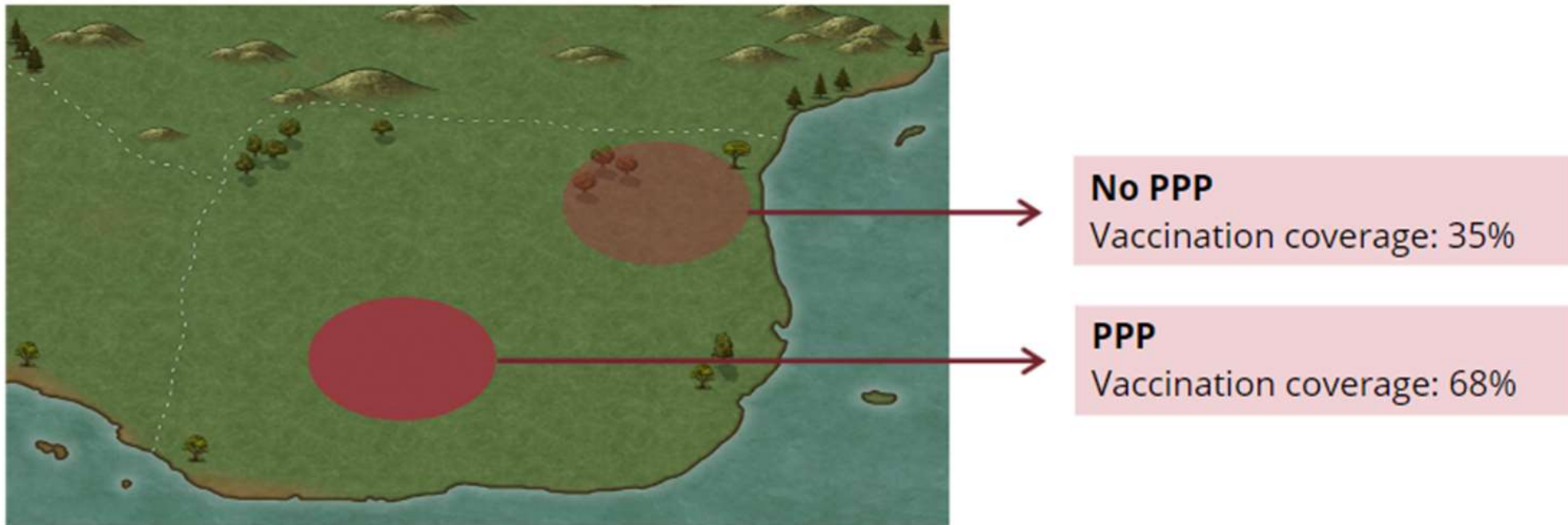
In this approach, we compare the benefits before and after a PPP approach is initiated:





Here/ There Approach

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Control of FMD in Paraguay

Both public and private sector actors involved in this program reported that it could not have been implemented without their partners.

The public sector spoke of how they lacked the human resources, especially at the local level, to vaccinate the 14 million cattle. The private sector discussed how the technical and professional support of the public sector was critical in helping with:

- control of the cold chain;
- training of technicians;
- implementation of the vaccination;
- legislative support (vaccination against FMD is compulsory).

All of the above was critical in delivering the outcomes and ensuring success of the partnership.





The PPP process evaluation tool measures quality attributes in terms of:



Operationality



Relevance



Acceptability



Inclusiveness



Adaptability



Stability



The result is a detailed output highlighting the strength and areas for improvement within the partnership's processes and how it influence the quality of the partnership

Output 1

PPP EVALUATION TOOL		
Strengths and weaknesses of the PPP		
PPP name : TEST		
PPP process sections		Results (%)
Section 1 : Common objective (s)		17%
Section 2 : Specific interests/benefits and risks/constraints		67%
Section 3 : Risks and constraints		78%
Section 4 : Analysis of the context and external factors		33%
Section 5 : Governance of the PPP		24%
Section 6 : Planning and responsibilities		94%
Section 7 : Competencies and training		78%
Section 8 : Communication and transparency		17%
Section 9 : Collaboration		89%
Section 10 : Evaluation		44%

Output 2





Evaluating impact can be more challenging than evaluating benefits, since impact occurs over the long term, often with multiple inter-related causal factors.

Impact evaluations are often based on the Theory of Change principles. Theory of Change attempts to identify all the activities and changes in practice required to reach an impact.

This method relies on participatory approaches:



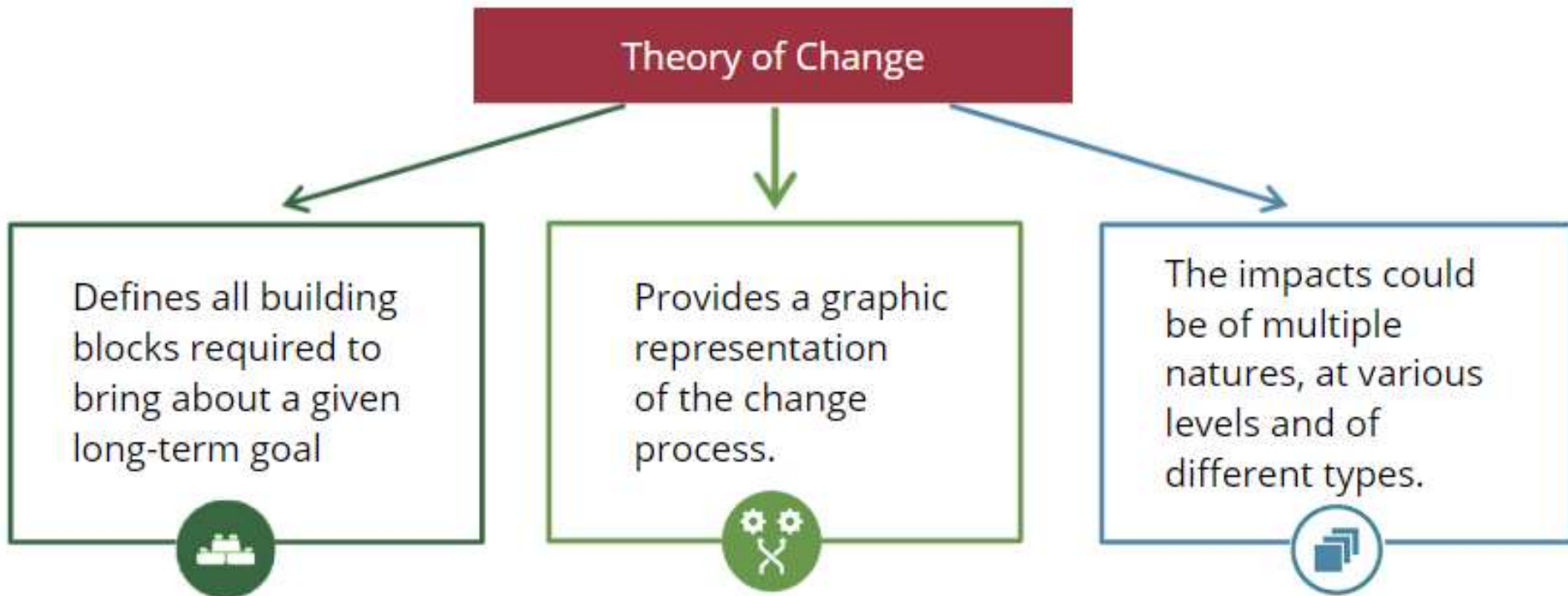
All the stakeholders involved in the initiative participate in the identification of expected impacts, activities and changes in practices required to reach them.

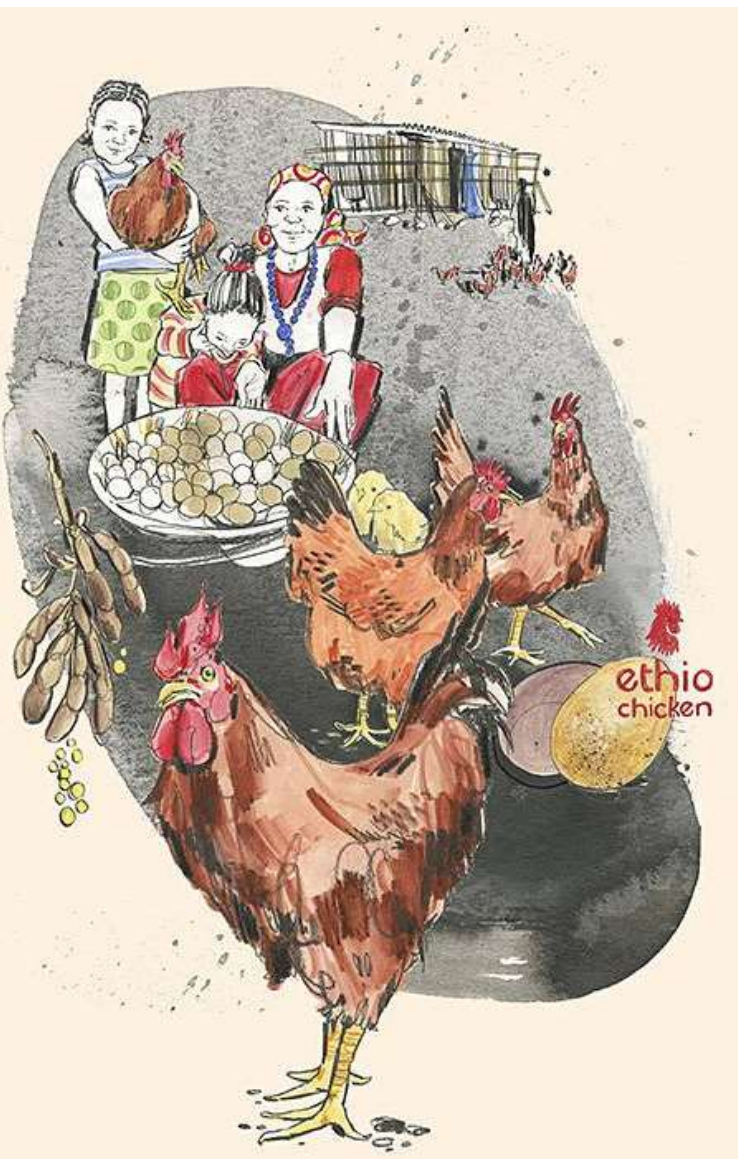




How to evaluate PPP impacts?

Theory of Change starts by defining long term goals, and works backwards to identify the causal linkages in terms of inputs, outputs and outcomes.

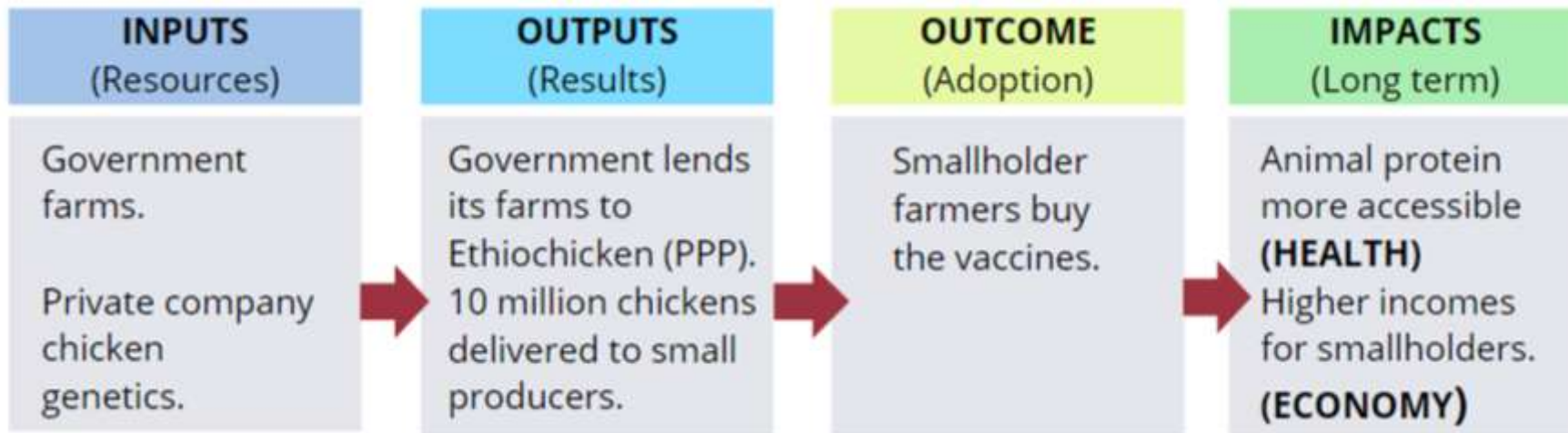




Poultry production in Ethiopia

Brief description

Smallholder poultry production creates wealth, empowers women and youth, and improves family nutrition. 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.





Conclusion

1

Evaluation is a systematic determination of PPP's merit, worth and significance, using criteria governed by a set of standards.

2

Evaluation is important at all stages of the PPP process, including during planning, implementation and review after the PPP is completed.

3

There are a variety of different types of evaluation. These may be differentiated by the timing of the evaluation, the person or organization conducting the evaluation and the scale of the evaluation (of benefits, impacts or the PPP process itself).

4

Tools and methodologies exist to conduct these different types of evaluation. When evaluating the benefits or impacts of a PPP, it is important to remember that we are evaluating the value added by the PPP. A specific tool is being developed to evaluate the quality of the PPP process.

Time for Group Exercise

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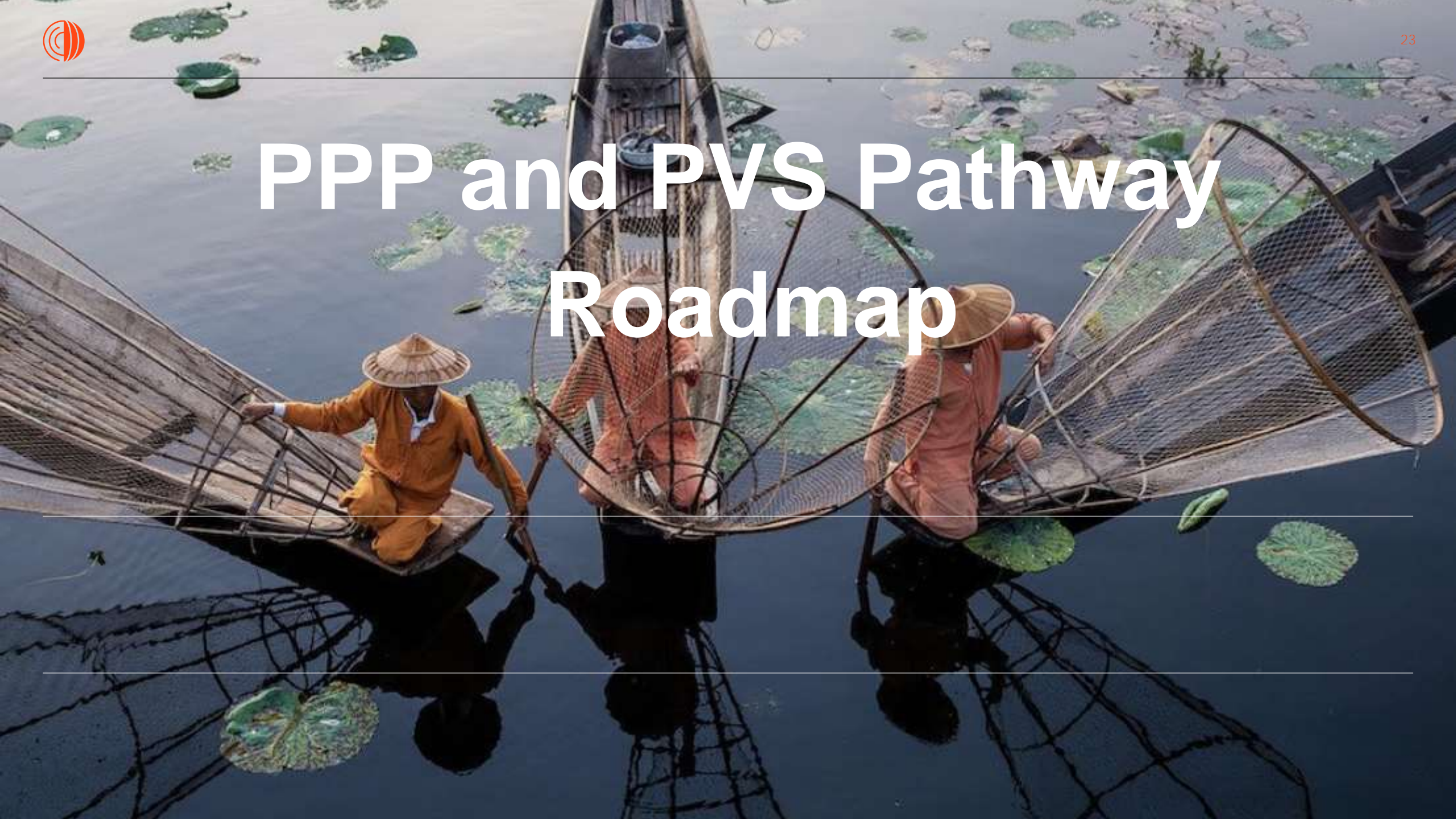
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PPP and PVS Pathway Roadmap





PVS Pathway Sub-Regional Orientation Training Workshop

**19-22 September 2022, Abu Dhabi,
United Arab Emirates**

**PVS Pathway Regional Orientation
Training Workshop for Middle East
06-09 February 2023, Amman, Jordan**




Objectives

Goal: To monitor progress and support capacity building of VS to improve its resources and capacity in line with WOAHI International Standards and play its role in national, regional, and global sanitary governance

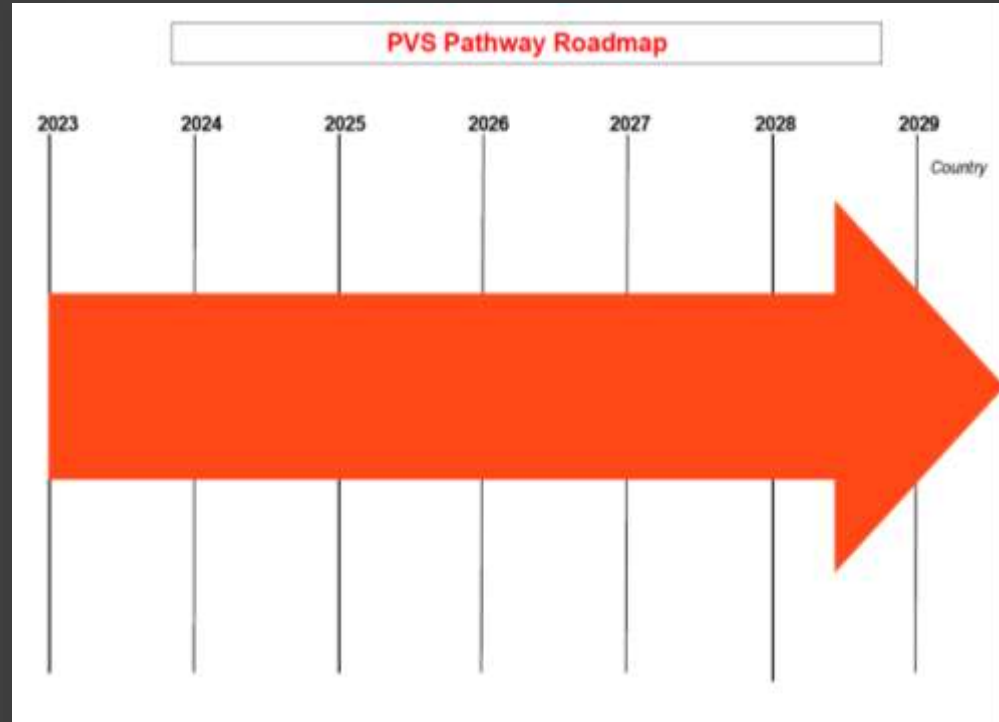
- To align PVS Activities to Members' needs and priorities over the coming 5 years
- To facilitate coordination, cooperation, and networking among the Members of the region
- To support Members' sustainable engagement in the PVS Pathway
- To allow WOAHI to better support Members by delivering PVS Activities more effectively

What is a National PVS Roadmap?

PVS Activities projected over the next 5 years, according to the priorities defined by Members, taking into account:

- Annual budgeting and planning cycle
 - National strategic planning exercises
 - National VS priorities and activities
 - Budget considerations and resources
 - Workload for VS
- 

Country Roadmap



To Members:

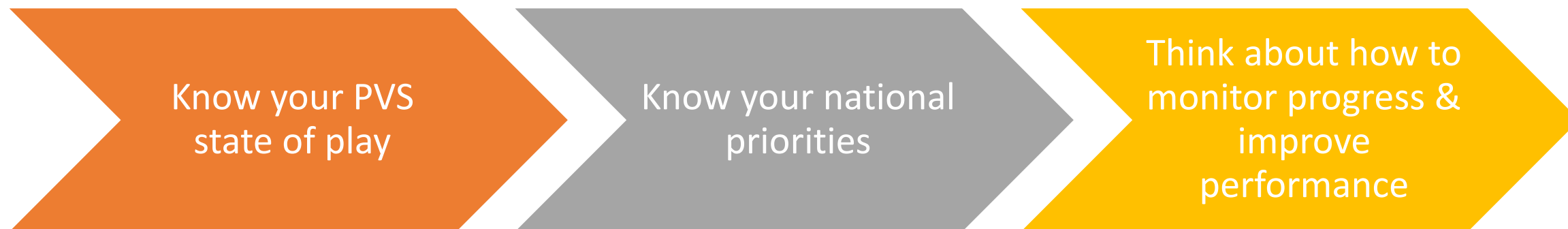
Participants share the provisional PVS Roadmap – as developed at the Orientation Training – with, and get the approval from, their relevant Authorities, including the WOAAH Delegate.

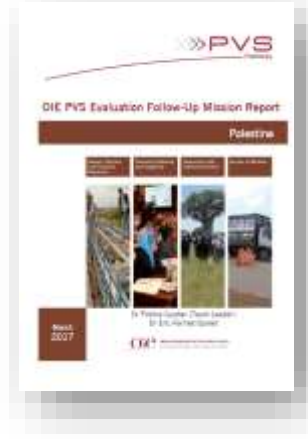
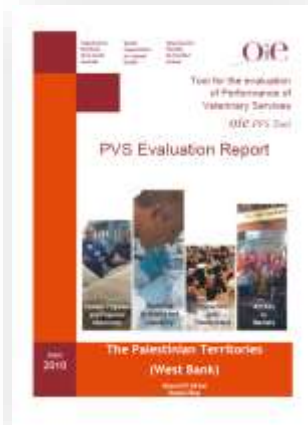
The validation of the national PVS Roadmap implies the necessary political support, and that human and financial resources are available for its implementation over 5 years.

All PVS activities are voluntary → decided and requested by the WOAAH Delegate.

Sub-regional PVS Roadmap – overview







- Afghanistan (2010)
- Bahrein (2008)
- Djibouti (2007)
- Iraq (2023) PrePhase
- Lebanon (2008)
- Kuwait (2007)
- Oman (2007)
- Syria (2008)
- Qatar (2008)
- UAE (2009)

Official requests:
 KSA – Aqua, Ter
 Somalia - Ter
 - Other interest?

- Djibouti (2009)
- Kuwait (2009)
- Lebanon (2009)
- Oman (2011)
- UAE (2012)

Official requests:
 - Afghanistan (2017)
 - Syria (2010)

Legislation

- Afghanistan (2010)
- Djibouti (2016)
- Kuwait (2010)
- Lebanon (2009)
- UAE (2011)

- Afghanistan (2017)
- UAE (2016)

Official requests:
 - Lebanon (2015)

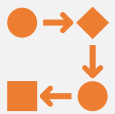


Second Step: Veterinary Services Priorities





Third step: Establishing your PVS Monitoring Cycle



PVS Evaluations to follow a 5-year cycle between baseline measurement and follow-up



A PVS Evaluation is the first step before any other type of PVS Activity can be implemented

This allows the VS to be aware of all strengths, weaknesses, and recommendations for informed and evidence-based decision making

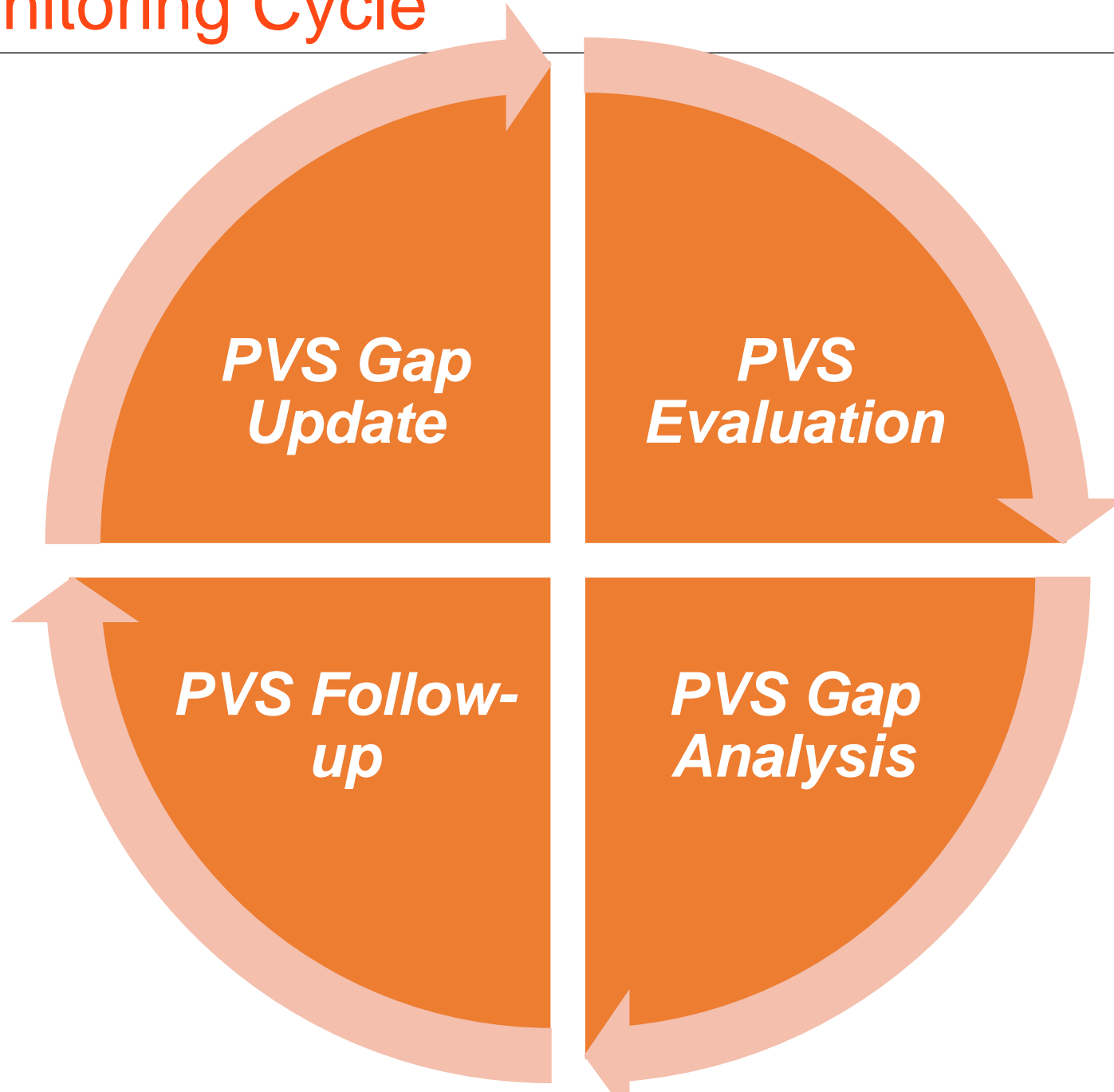


A PVS Gap Analysis is the next step following a PVS Evaluation to assist in defining priorities, establishing targets for the next 5-year period, determining activities needed to meet targets, and costing activities

Within one year is advised

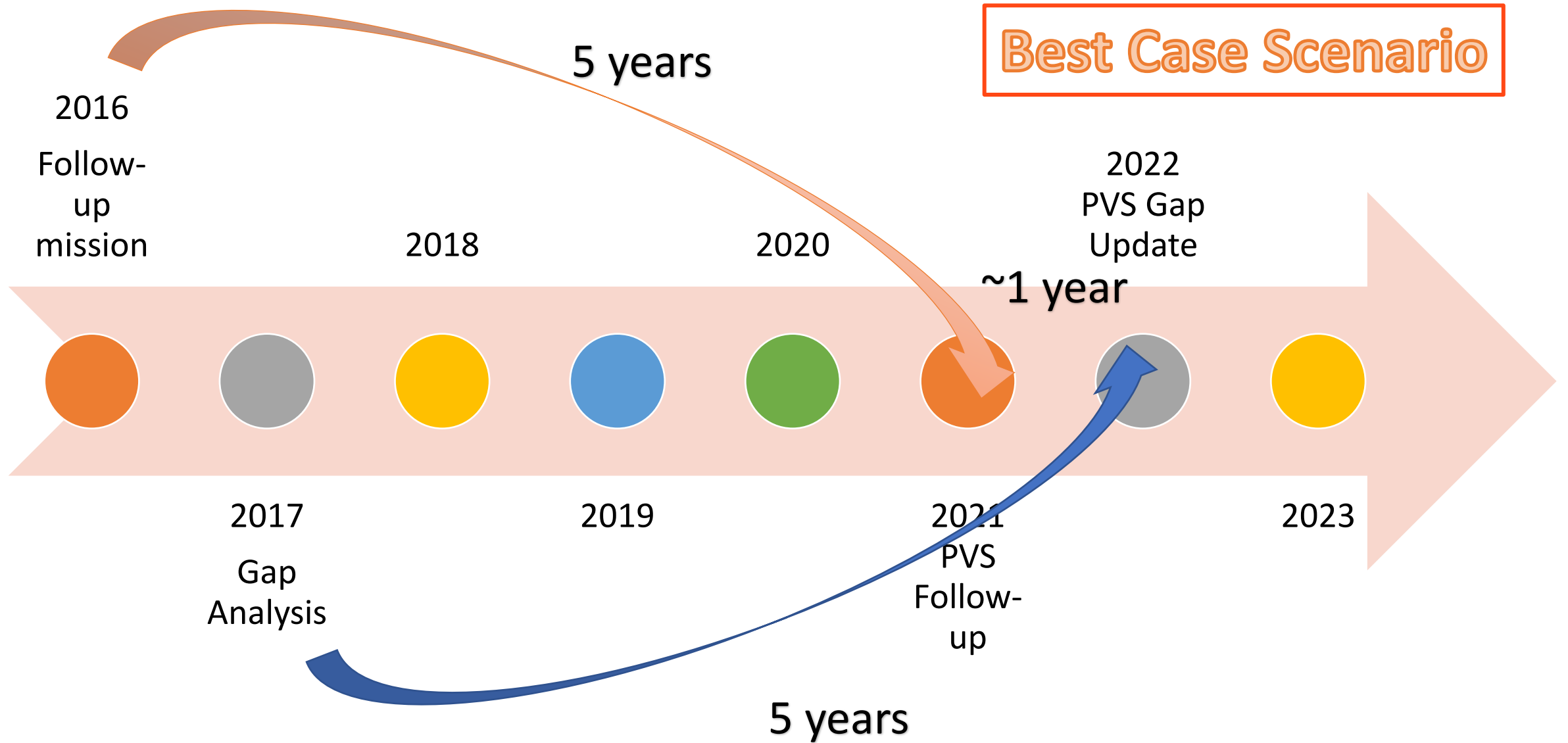


PVS Monitoring Cycle



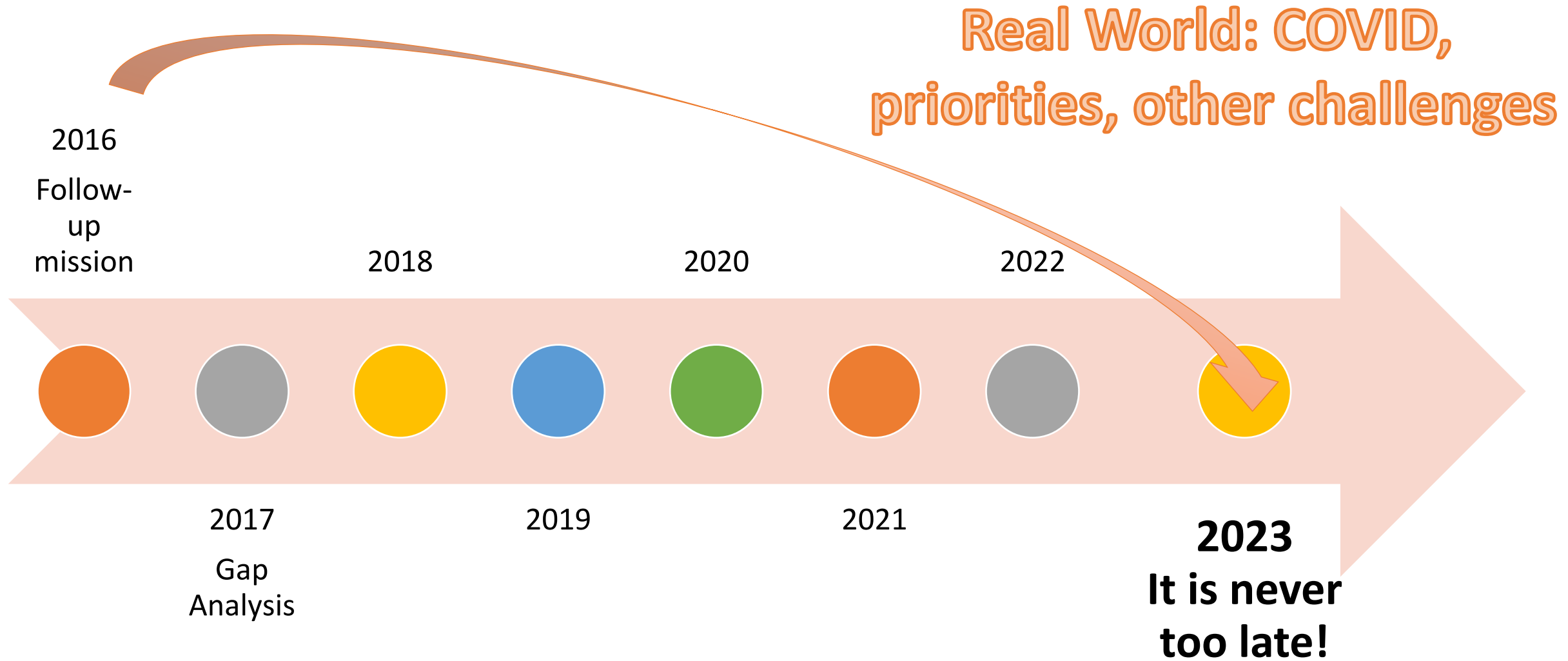


Establishing your PVS Monitoring Cycle





Next: Establishing your PVS Monitoring Cycle





PVS activities proposed to Members include:

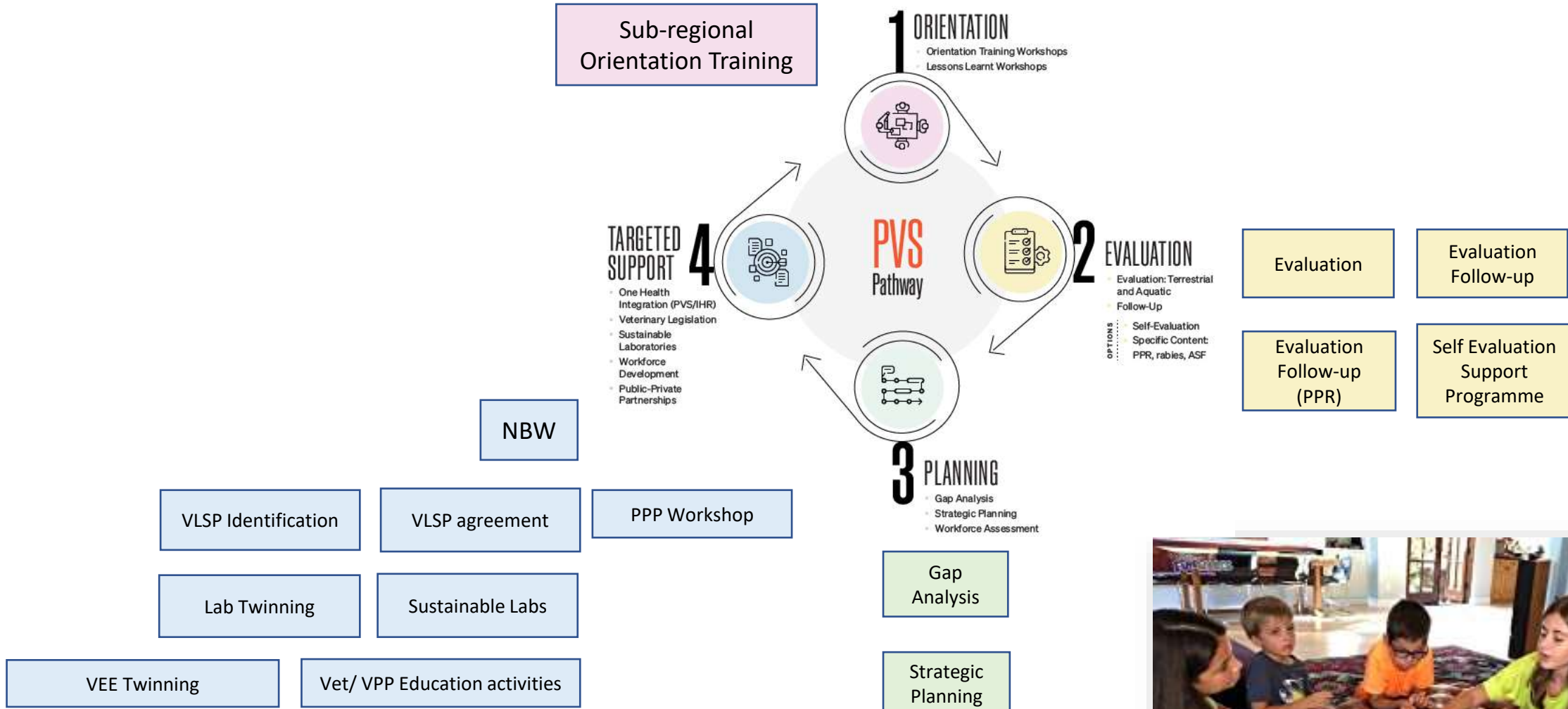
<p>Stage 1</p>	<p>At the end of Stage 1, Members have improved understanding of the PVS Pathway, and how to streamline PVS activities' outcomes into their national VS strategy.</p>	<ul style="list-style-type: none"> • <i>Sub-regional Orientation training</i> • Sub-regional Lessons Learnt Workshop (once all/most PVS Evaluations have been conducted)
<p>Stage 2</p>	<p>At the end of Stage 2, Members have improved understanding of and an evaluation of their VS strengths and weaknesses.</p>	<ul style="list-style-type: none"> • PVS Evaluation (external) • PVS Self-Evaluation (Support Programme) • PVS Evaluation Follow-up • PVS Evaluation with Specific Content (PPR, rabies, etc.) • PVS Evaluation for Aquatic Animal Health Services (AAHS)
<p>Stage 3</p>	<p>At the end of Stage 3, Members have a 5-year costed Action Plan aligned with national priorities to reinforce their VS capacity, and incorporated it into strategic planning for political and resources support</p>	<ul style="list-style-type: none"> • PVS Gap Analysis • PVS Strategic Planning Support
<p>Stage 4</p>	<p>At the end of Stage 4, Members have implemented their Action Plan and enhanced their VS capacity, benefitting from WOHAI PVS Pathway Targeted Support activities in particular areas identified</p>	<ul style="list-style-type: none"> • Veterinary Legislation Support Program • Sustainable Laboratories / Laboratory Twinning Programme • Veterinary and VPP Education Twinning Programme • VS Workforce Assessment • VPP Curricula Assessment • Veterinary Statutory Body Twinning Programme • PPP Targeted Support • PVS/IHR National Bridging Workshop



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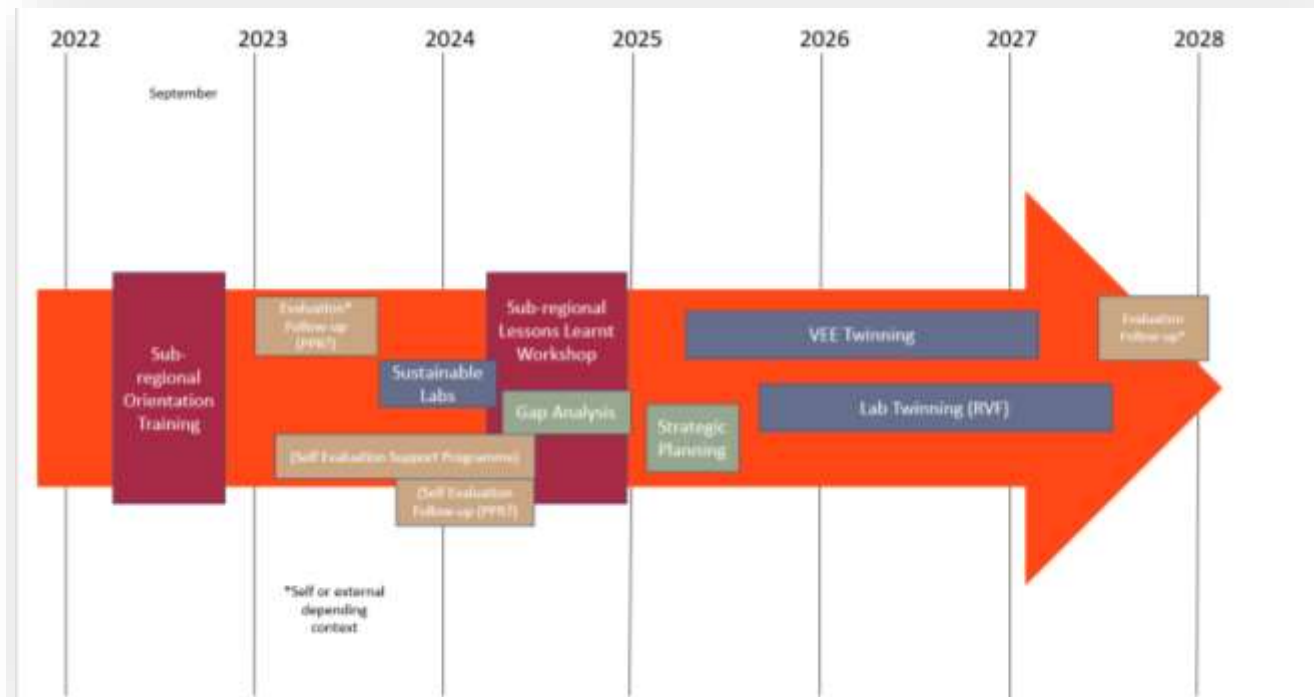
PVS Pathway Roadmap





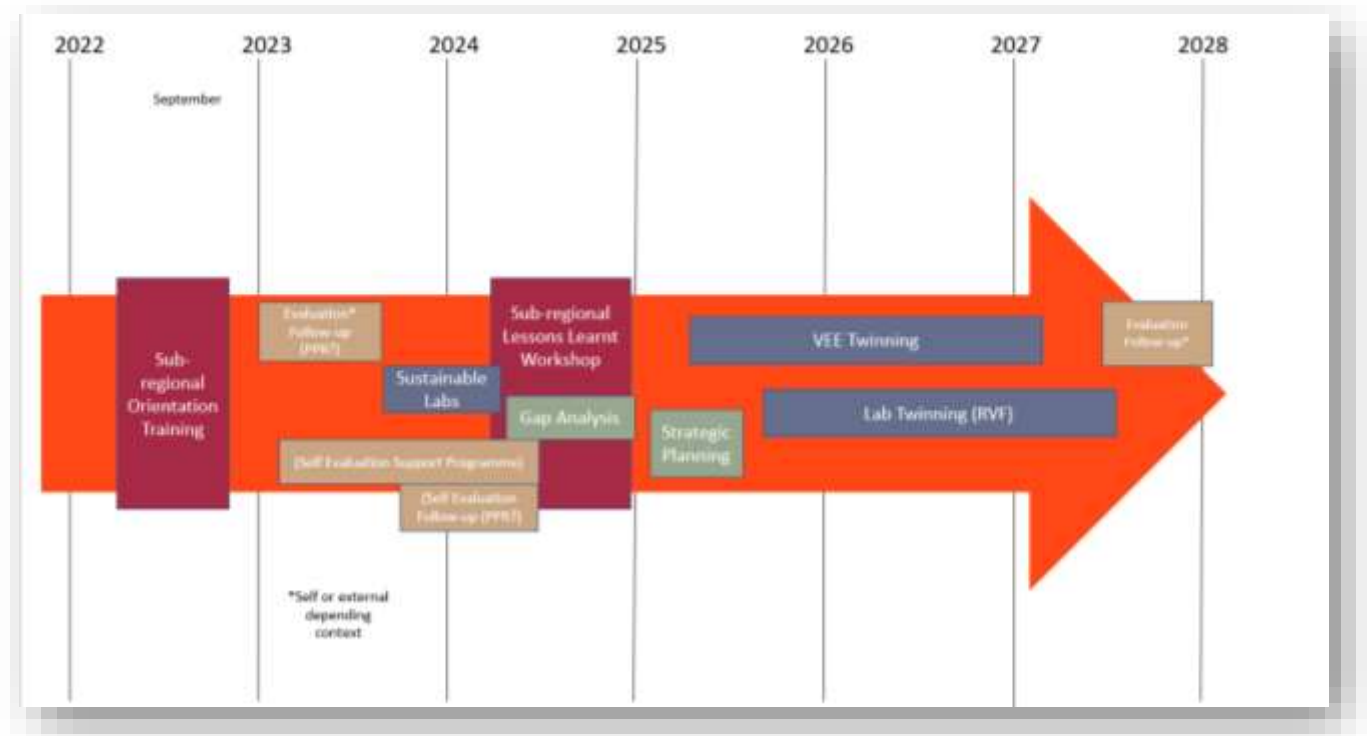
Experience from recent Orientation Training

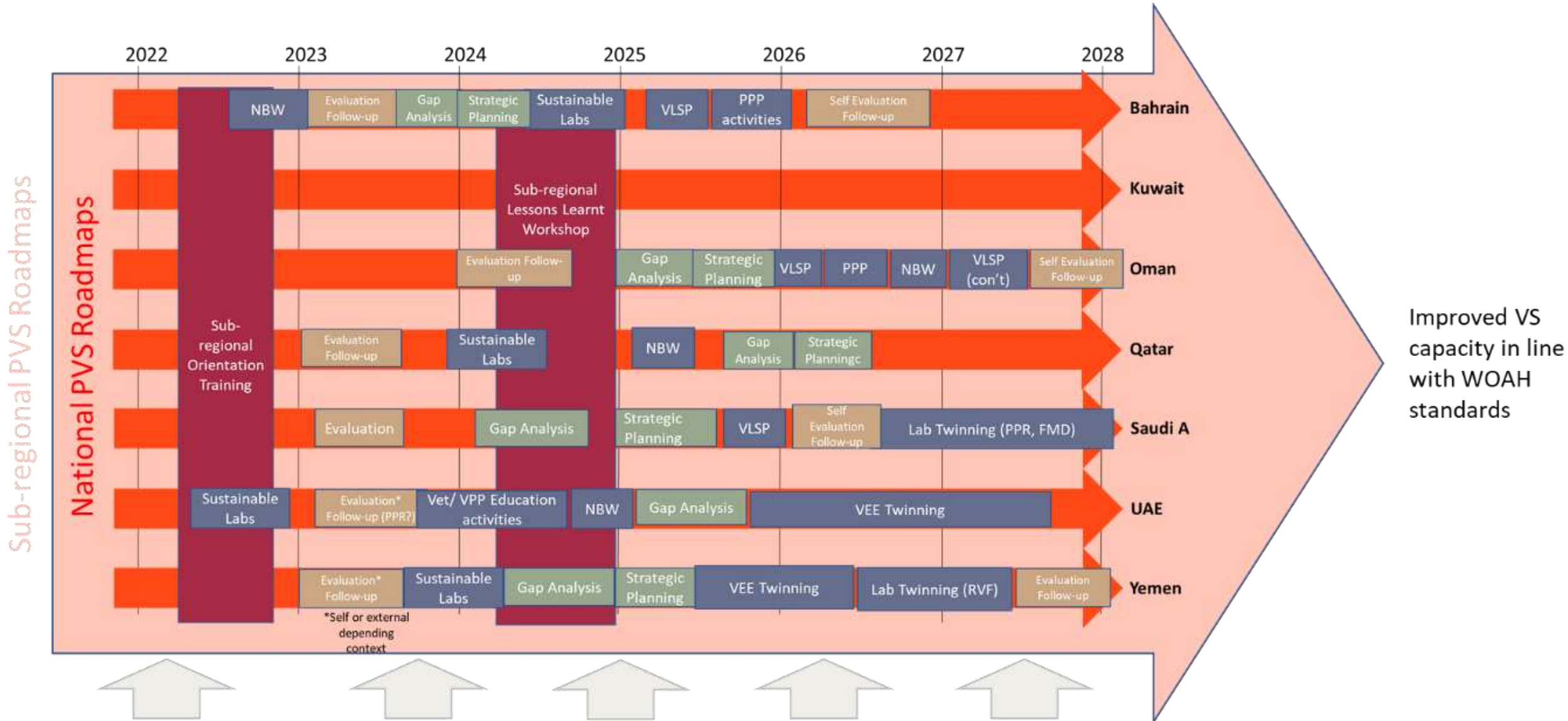
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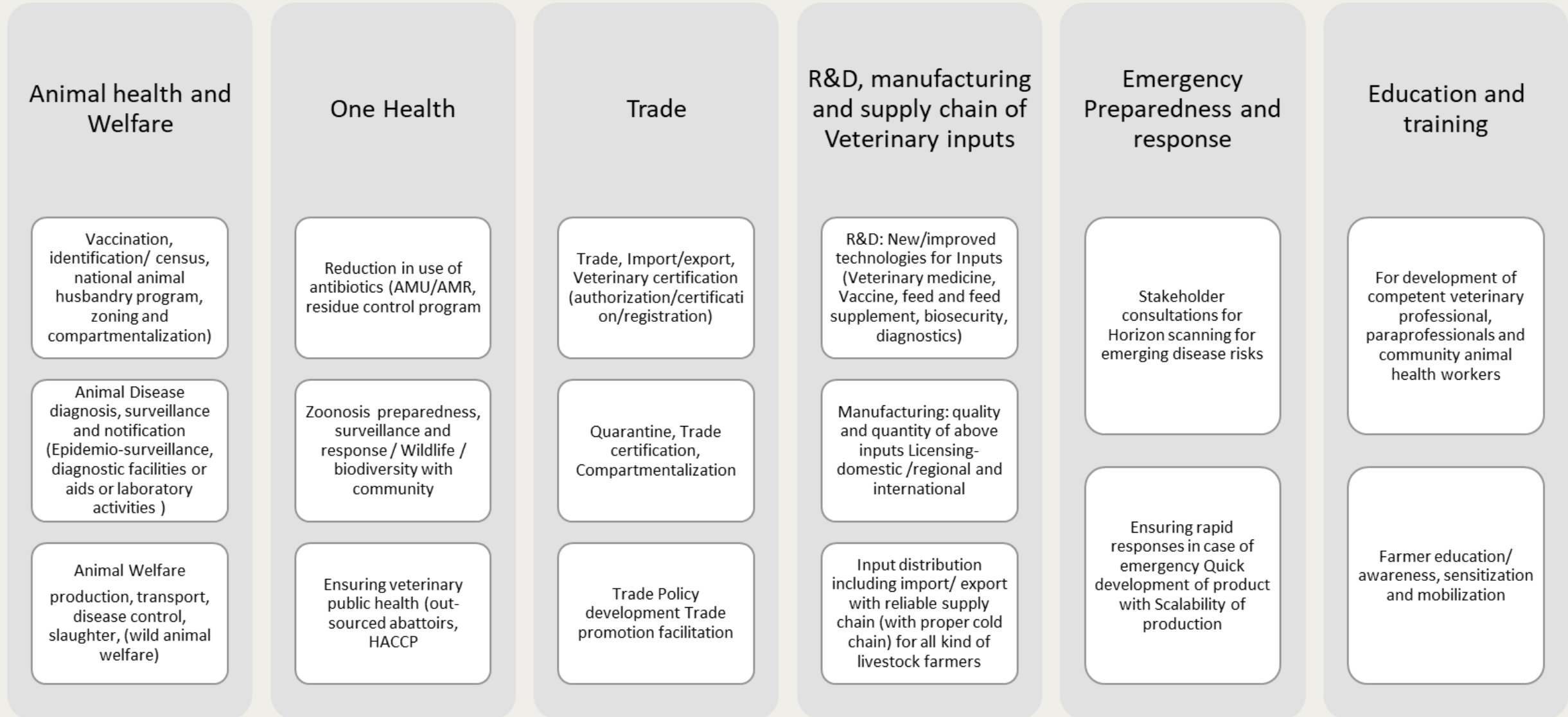




AH, AW and VPH activities at regional / sub-regional level that can contribute to the improvement of VS capacity (GF-TADs activities for instance)









OPPORTUNITY

PPP Targeted Support

- **PVS Evaluation/Follow-Up missions**
- *(PPP Trainee Experts, Observers)*
- **PPP Workshops** *(PPP Trainee Experts, Observers)*



Thank you

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Objectives & Expectations

Better Understanding

الوعي

Regulation

Trust

Cooperation

Problems

Roles & Responsibilities

Knowledge Exchange

Role of PPPs in specific areas (export-import / vet service management / Professional training)

Objectives always





Regional Workshop on PPPs in the Veterinary Domain, Middle East Region, Bahrain 11-13 July
Anyone can respond, Anonymous

What did you like best about this workshop?



Thank you



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