

Components of the PPP Business Proposal

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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.

Perspectives From the Science-Policy Interface in Animal Health and Welfare

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The aim of this paper is to present scientific perspectives from the science-policy interface in animal health and welfare, with an emphasis on factors critical to scientific effectiveness. While there is broad acceptance of the value of scientific information to inform policy-making, interactions at the science-policy interface are not without difficulties. The literature highlights the need for scientists to build policy relevance to the research focus from the outset, to engage with policy-makers and other stakeholders throughout, to use platforms to facilitate science-policy dialogue, and to disseminate research findings appropriately. In the author's experience, there are a range of factors linked with effectiveness at the science-policy interface in animal health and welfare including a passion for public interest research, scientific independence, a commitment to scientific quality and openness, the opportunities afforded from partnership and collaboration, and an interest in strategic thinking and systems change. In an increasingly complex and rapidly changing world, an objective evidence base for policy decision-making is more important than ever. There is a need for particular attention to the value of collaboration between the natural and social sciences, a recognition among scientists and policy-makers that science is not value-free, the importance of effective communications, and the need to assess and communicate uncertainty. Further, there are particular challenges with science conducted in support of policy development for industry. It is hoped that this paper will stimulate and contribute to discussion and debate, both among scientists and between scientists and policy-makers, to increase scientific effectiveness at the science-policy interface in animal health and welfare.

Keywords: animal health, animal welfare, science-policy interface, decision-making, policy, science

INTRODUCTION

Animal health and welfare policies are plans of action; essentially the framework and details that underpins programs in surveillance, control, and eradication, among others. Policy-makers consider a range of factors during decision-making, including available scientific evidence but also social, economic, and political concerns (1, 2). As highlighted by Hueston (2), the policy-making process is influenced by organizational culture and existing rules and regulations, and constrained by legal authorities, political correctness and resource availability.

Many scientists work at the interface between science and policy in animal health and welfare, generating scientific information to inform policy decision-making. At this interface, scientists are seeking both to uphold the integrity of their work and to maximize

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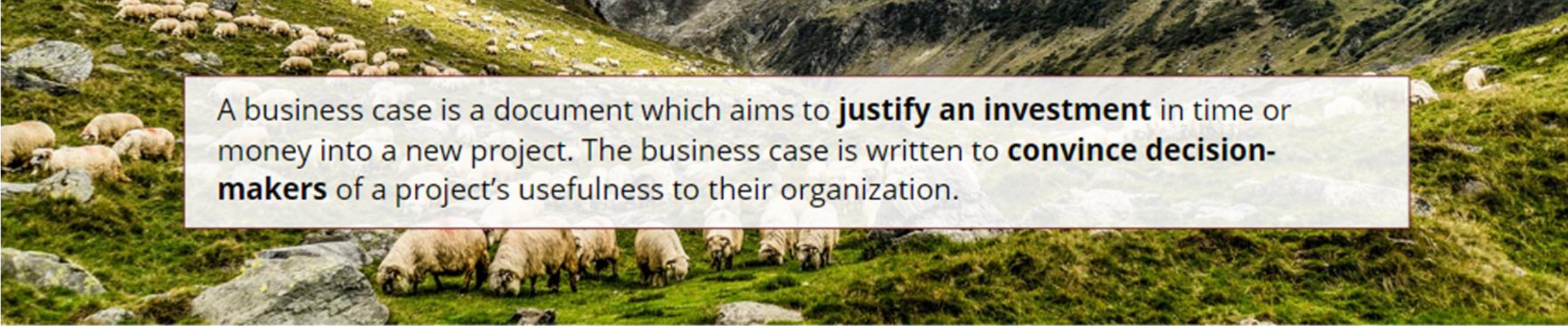
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What is a business case?



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.

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.



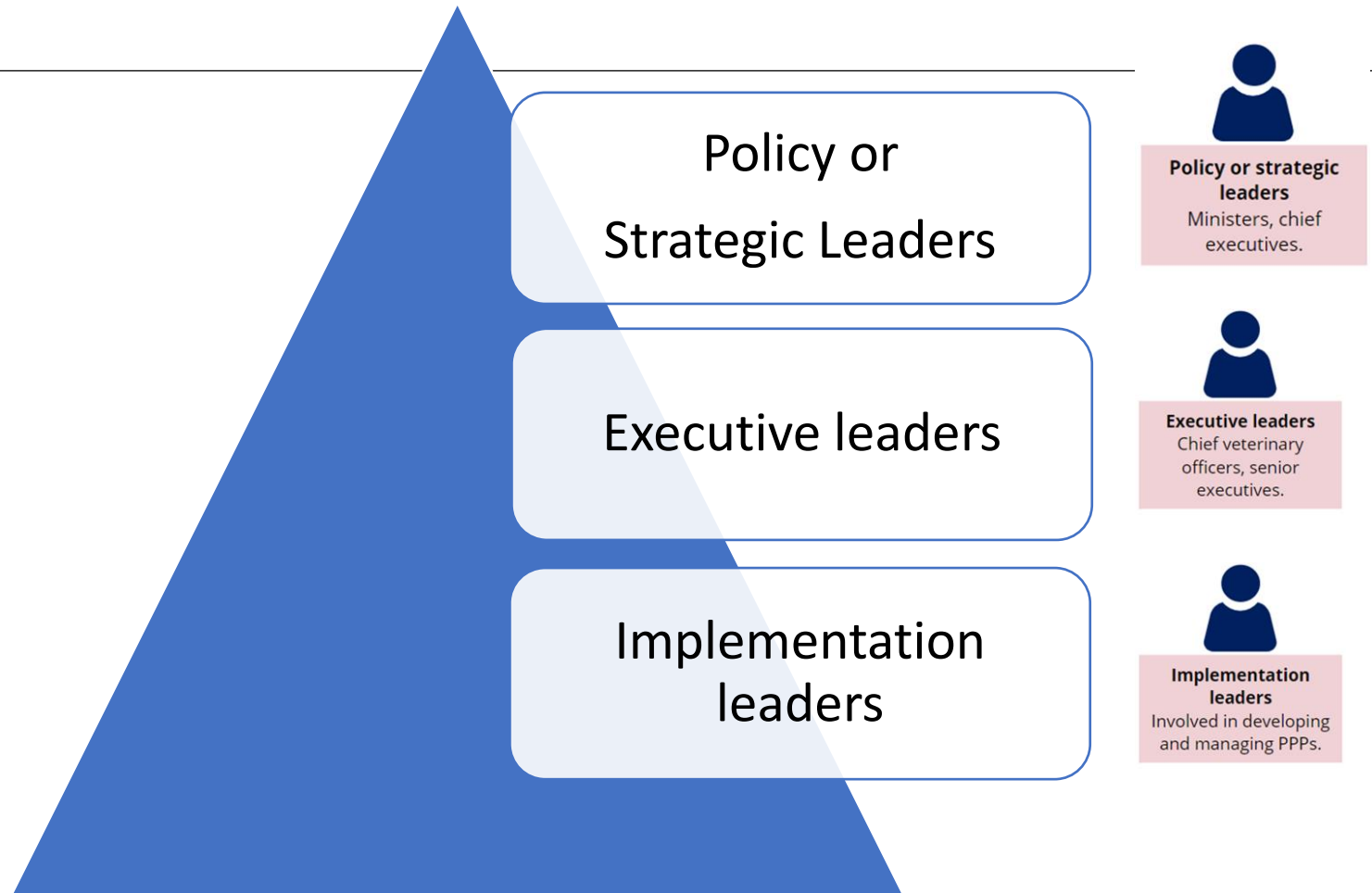
The business case should ensure that the likelihood of successful implementation, the **risks** to the project and how they are to be mitigated, have been considered before a decision to proceed with an initiative is made.



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.



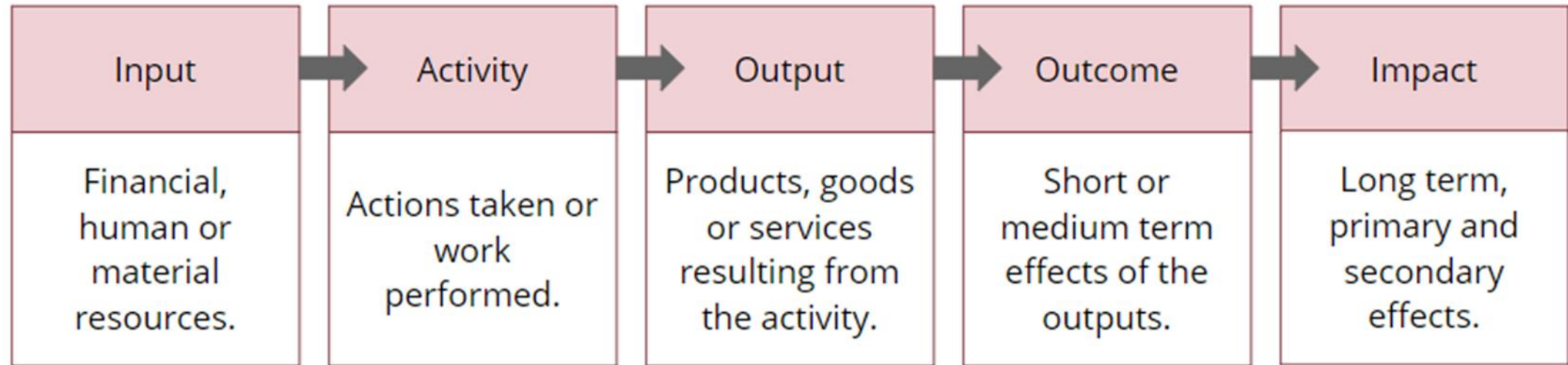
Other stakeholders



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.

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?



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.

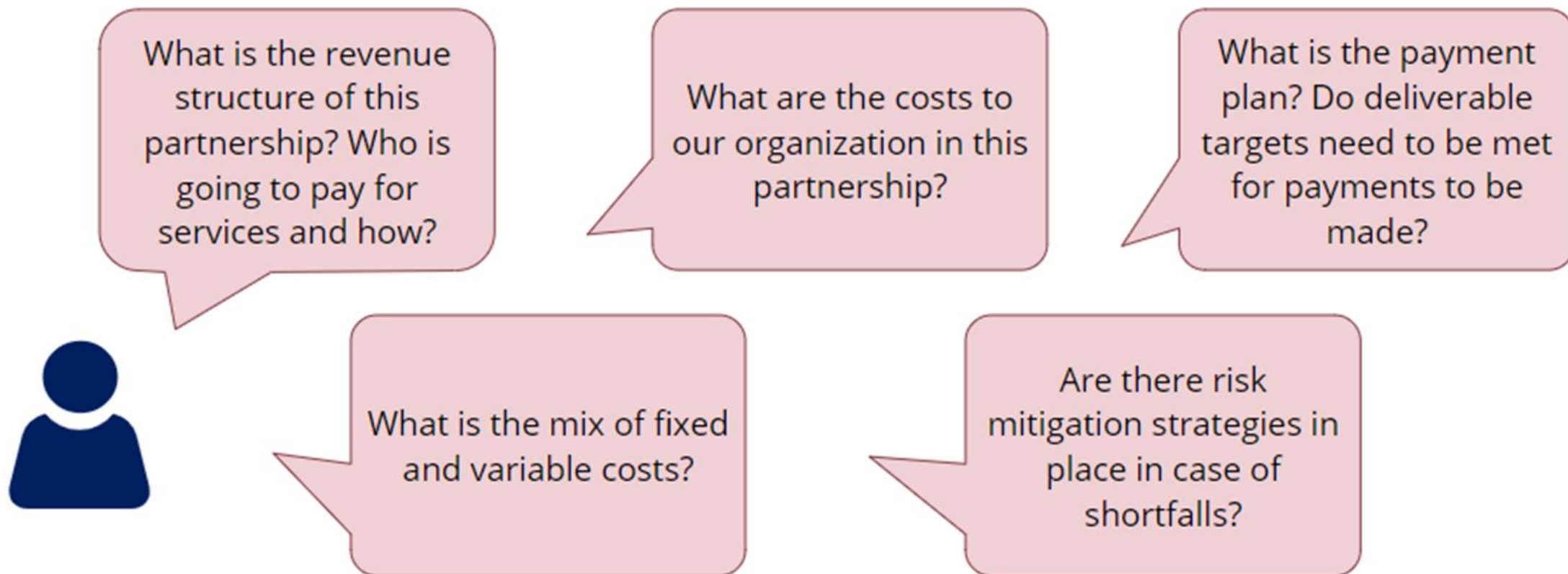
5

The
solution: the
proposed
PPP
mechanism



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.

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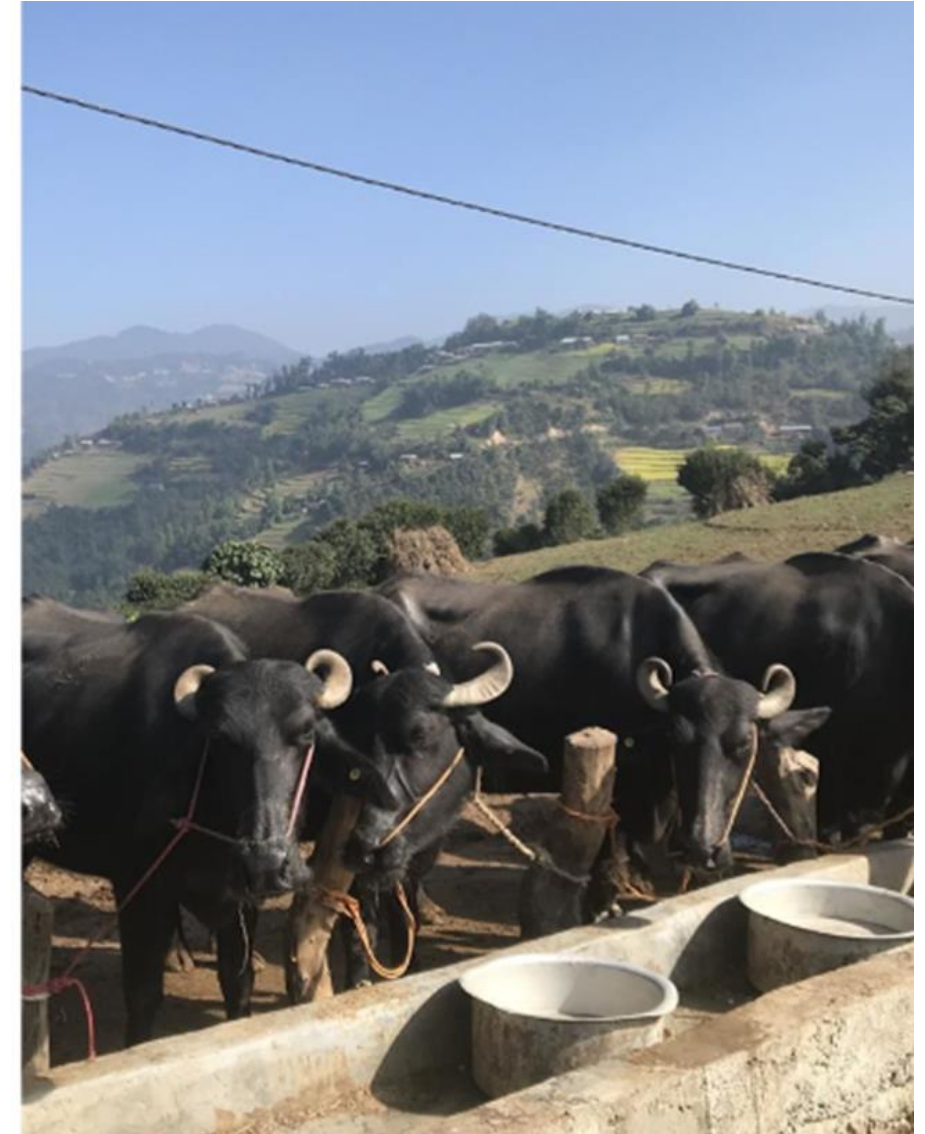
How can
you help?

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.

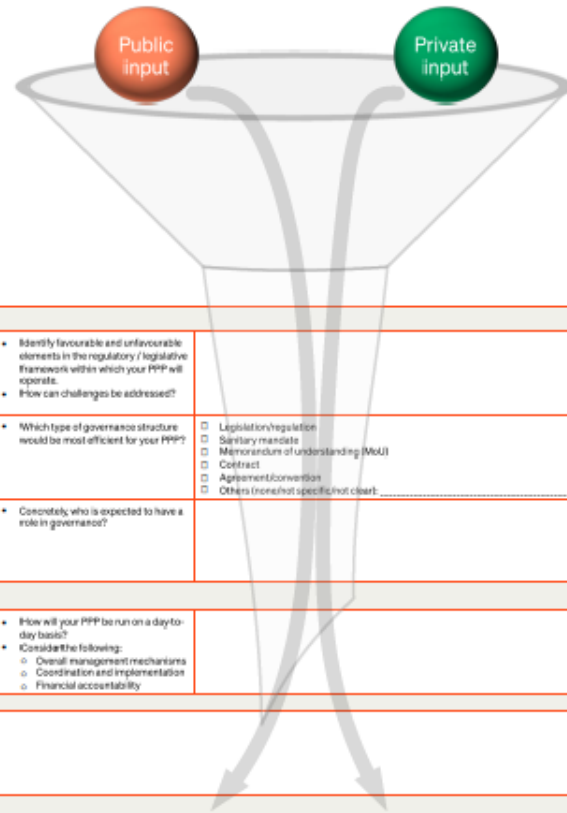
Group Discussion 3: Roles and Responsibilities

Group Discussion 4: Initiation and Establishing the PPP

Resources

- Which specific inputs will the public and private sector partners bring to the PPP?
- How will those be mobilised? What specific actions need to be carried out for such resource mobilisation?

Public sector resources	Private sector resources



Governance and management

Governance

- Identify favourable and unfavourable elements in the regulatory / legislative framework within which your PPP will operate.
- How can challenges be addressed?
- Which type of governance structure would be most efficient for your PPP?
 - ☐ Legislation/regulation
 - ☐ Statutory mandate
 - ☐ Memorandum of understanding (MoU)
 - ☐ Contract
 - ☐ Agreement/convention
 - ☐ Others (insert not specific/not clear)
- Concretely, who is expected to have a role in governance?

Management

- How will your PPP be run on a day-to-day basis?
- Consider the following:
 - Overall management mechanisms
 - Coordination and implementation
 - Financial accountability

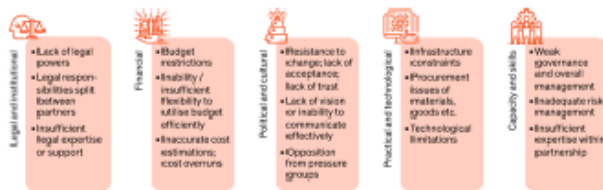
Expected benefits

Benefits of the PPP

Public sector		Private sector
	Outputs	
	Outcomes	
	Impacts	

1. Risk identification

Here are some common constraints affecting the implementation of partnerships.



These barriers represent **risks** to the effective implementation of PPPs.

- A critical element of partnership working is therefore the **timely identification, assessment and mitigation** of such risks.
- The profile of such risks changes over the course of the partnership. Risk management is **dynamic and ongoing** over the duration of the partnership.

Risks need to be **shared** by all partners.

Which risks can you identify for your PPP?

	Current risks	Emerging risks
External risks		
Internal risks		

2. Risk severity and ranking

Risk severity = **likelihood** of its occurrence x **impact** on the PPP if it does occur

By expressing likelihood and impact on a 5-scale score, the **risk severity** can be expressed. This is helpful to assess the relative importance of these risks.

For each identified risk, use the risk severity matrix to estimate its severity. Then, rank the risks from most important to least important.

Obviously, degree in which you should be concerned about these risks is directly informed by this ranking!

Rank the identified risks in order of importance:

Risk	Likelihood	Impact	Severity	Risk ranking

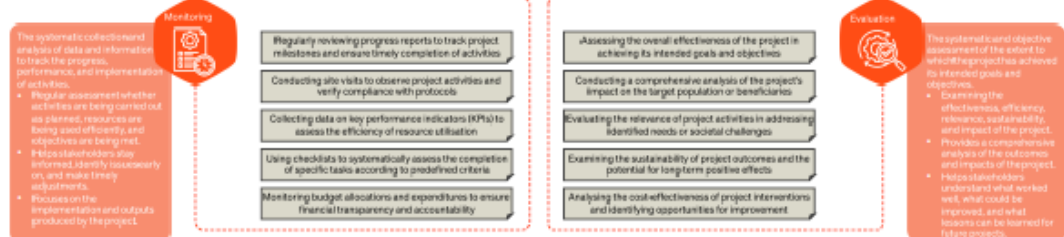
		Impact					
		Major	Low	Medium	High	Extreme	
Likelihood	Rare	1	2	3	4	5	Severity
	Low	2	4	6	8	10	
	Possible	3	6	9	12	15	
	Likely	4	8	12	16	20	
	Almost certain	5	10	15	20	25	
							1-5 LOW: Proactive mitigation. Continue monitoring. Periodic review.
							6-12 MODERATE: Reactive and proactive mitigation. Regular review.
							15-25 SIGNIFICANT: Immediate mitigation. Frequent review.

3. Risk mitigation and contingency analysis

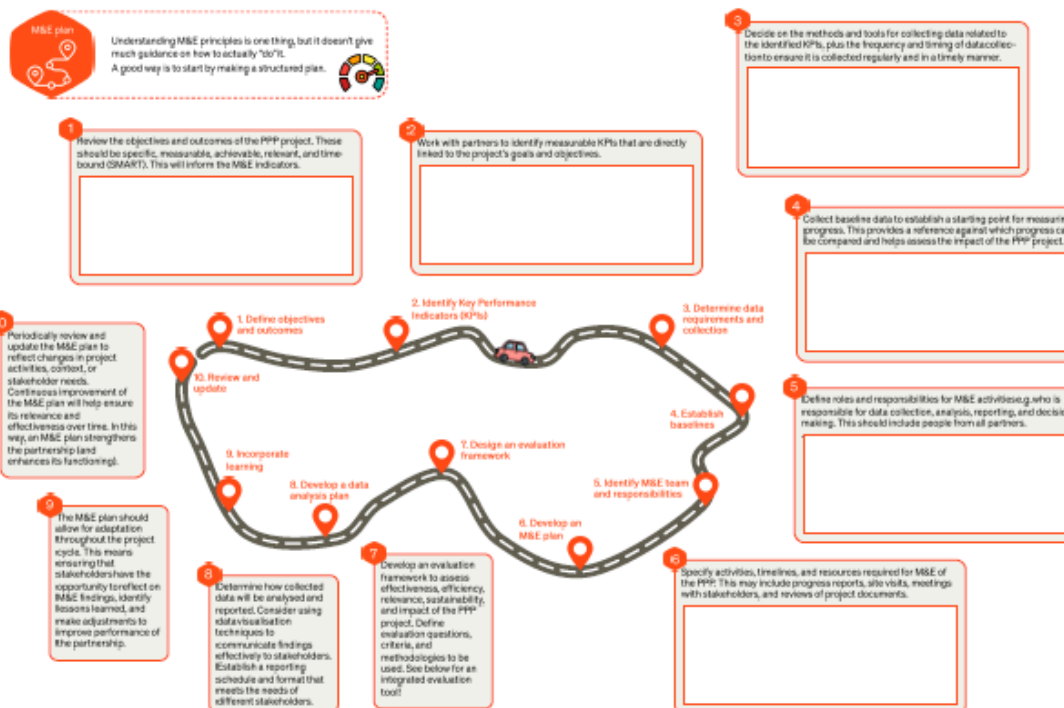
For the top four risks, consider mitigating and contingency actions:

Risk	What can be done to reduce the risk likelihood?	How can impact be reduced if the risk does occur?	Who in the PPP owns / manages / monitors the risk?

1. What are monitoring and evaluation?



2. Developing an M&E plan



3. Integrated evaluation

Evaluation needs to be structured and carried out periodically. CIRAD, in collaboration with WOAH, developed an evaluation tool focusing on the quality of PPP processes in the veterinary domain.

- The tool evaluates ten operational and process-oriented, and synthesizes the evaluation criteria into site quality attributes (operationality, relevance, acceptability, inclusiveness, adaptability, and stability).
- The tool can be applied both for in-depth evaluation as well as during the planning stages of PPPs.

A spreadsheet-based version can be provided as part of the resources provided in this workshop.



Time for Group Exercise

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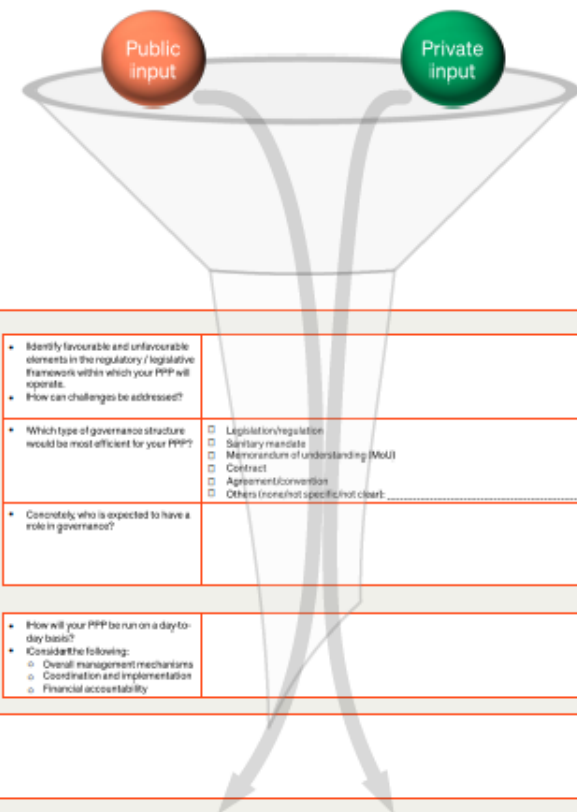
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