



WELCOME to the
Regional Training Workshop
Public-Private Partnerships
in the Veterinary Domain
Kathmandu, Nepal, 17-18 October 2019

with the support of the
BILL & MELINDA
GATES foundation

and in collaboration with





Isabelle Dieuzy-Labaye

Senior Advisor, Public-Private Partnerships
World Organisation for Animal Health

Introduction to the OIE PPP initiative and what this workshop will achieve

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal



South Asia (English)
17 – 18 October 2019

Context

- **OIE key strategic priority:** ensuring the capacity and sustainability of Veterinary Services (ref. OIE 6th Strategic Plan – 2016-2020)
- **OIE objective:** to support Member Countries to develop, if and when relevant, **sustainable Public-Private Partnerships (PPPs)** to strengthen Veterinary Services
- **Public Private Progress:** a 3-year initiative (Nov. 2016-2019) led by the OIE and funded by the *Bill & Melinda Gates Foundation*, with the collaboration of CIRAD

Key milestones of the OIE PPP initiative

➤ 2017:

- Resolution #39 at OIE 85th General Session (http://www.oie.int/fileadmin/Home/eng/About_us/docs/pdf/Session/2017/A_RESO_2017_Public.pdf)
- On-line survey of public and private partners: 97 PPP success stories from 76 countries

➤ 2018:

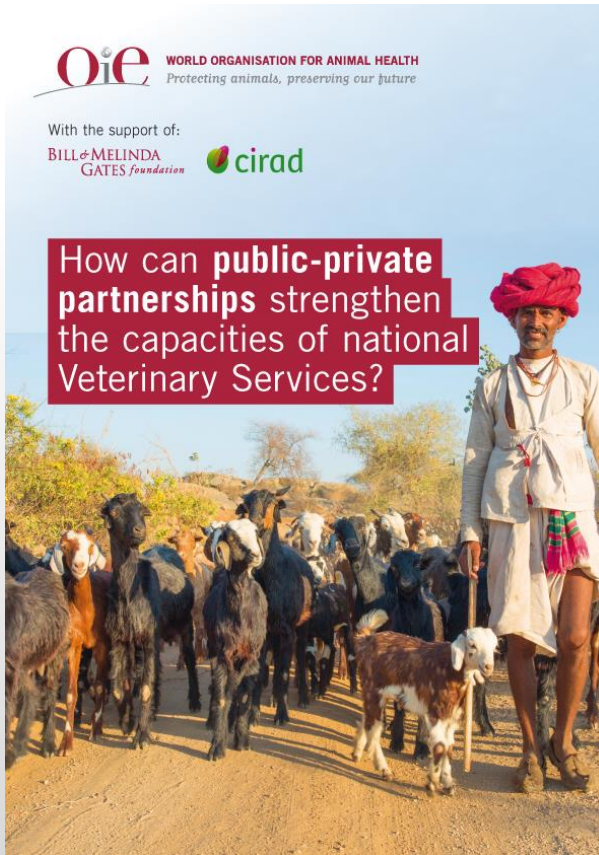
- PPP brochure and typology released at 86th GS
- Expert consultation, with 42 international public and private experts
- PPP impact assessment on 3 case examples (Ethiopia, Indonesia, Paraguay)

➤ 2019:

- The « **OIE PPP Handbook** » of guidelines for PPPs, released at the 87th GS
- E-learning modules: introductory course available at <https://elearning-ppp.oie.int/>
- 4 regional workshops in Africa and Asia to disseminate OIE guidelines
- The OIE PPP initiative is integrated into the **new PVS (Performance of Veterinary Services) Pathway** as one of the **targeted support** activities

The OIE PPP Typology

www.oie.int/publicprivatepartnerships



A global typology of public-private partnerships in support of national Veterinary Services

The Public-Private Progress initiative aims to assist OIE Member Countries in developing sustainable public-private partnerships (PPPs) to strengthen Veterinary Services. During the first step of the initiative, around 100 examples were reported and analysed to produce a typology for PPPs in animal health with three distinct clusters. These clusters will help our stakeholders determine which type of PPP best fits their countries' needs. Additionally, the OIE will develop tools to facilitate the building of partnerships in each of the clusters.

Transactional PPP: driven by the need for local Veterinary Services in the field, initiated and funded by the public sector.			
CLUSTER ONE	Private partners	Action and governance	Key obstacles → OIE next steps
	<ul style="list-style-type: none"> Private veterinarians and veterinary para-professionals (VPPs) Veterinary associations Veterinary Statutory Body 	<ul style="list-style-type: none"> Accreditation of private veterinarians and VPPs to provide in-field service delivery (vaccination, surveillance, etc.) Governed by sanitary mandate or contract 	<ul style="list-style-type: none"> Communication and trust Funding and sustainability Human resource availability and capacity
Collaborative PPP: driven by trade, exports and/or commercial interests, initiated by both the public and private sectors.			
CLUSTER TWO	Private partners	Action and governance	Key obstacles → OIE next steps
	<ul style="list-style-type: none"> Ranging from producer associations to consortia may include industry organisations and possibly private companies 	<ul style="list-style-type: none"> Eradication programmes or epidemic surveillance Joint accreditation and consultation programmes Legislation and strong governance 	<ul style="list-style-type: none"> Potential conflicts of interest Lack of proper governance Greater need for good private sector organisation, strong partner involvement, and sustained funding and well-trained personnel
Transformative PPP: driven by development objectives, initiated and funded by the private sector.			
CLUSTER THREE	Private partners	Action and governance	Key obstacles → OIE next steps
	<ul style="list-style-type: none"> Local and multinational companies 	<ul style="list-style-type: none"> Joint programmes with national Veterinary Services on disease control, product supply, improved genetics, etc. Memorandums of Understanding and contracts 	<ul style="list-style-type: none"> Lack of governance Absence of resources, in the form of sustained funding and well-trained personnel Greater need for enabling political environments

Acknowledgements: The OIE would like to extend their thanks to the OIE Delegates and private partners whose valuable contribution made this work possible.

The OIE PPP Handbook

www.oie.int/publicprivatepartnerships/OIEPPPHandbook

The OIE PPP Handbook:

Guidelines for Public-Private Partnerships
in the veterinary domain



oie WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future


In collaboration with
cirad

Supported by a grant from
BILL & MELINDA GATES foundation

oie WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future

The OIE PPP e-learning course

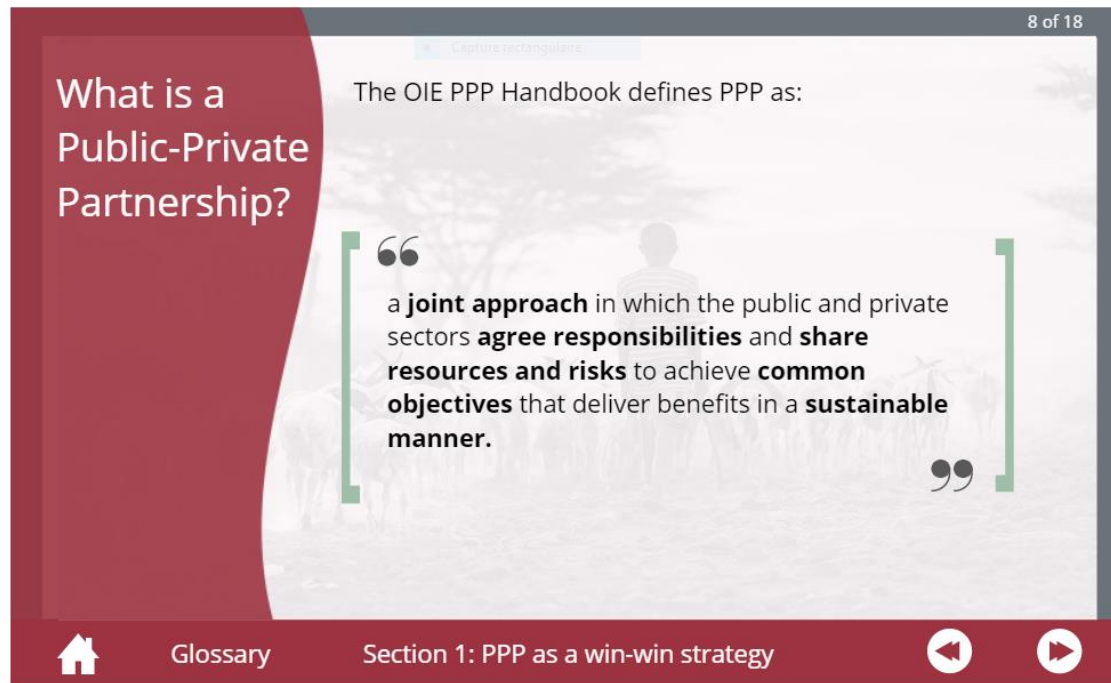
Freely available to you at <https://elearning-ppp.oie.int>

developed in collaboration with 
european commission for the
control of foot-and-mouth disease

Public-Private Partnerships in the Veterinary Domain: An Introductory Course (EN)

Home / Courses / Private-Public Partnerships / PPP Introductory Course / Course Materials / Section 1: A Win-win Strategy

Section 1: A Win-win Strategy



8 of 18

What is a Public-Private Partnership?

The OIE PPP Handbook defines PPP as:

“ a **joint approach** in which the public and private sectors **agree responsibilities** and **share resources and risks** to achieve **common objectives** that deliver benefits in a **sustainable manner**. ”

Home Glossary Section 1: PPP as a win-win strategy

The OIE PPP Workshop

- **Why?** help you advocate for, develop and implement PPPs in your country

- **What?** 3 working group sessions
 - Needs, benefits and impacts of PPPs
 - Partners and stakeholders, governance of PPPs
 - Development and assessment of a PPP business case

- **Who?**
 - Around 4-7 participants from each of 6 countries, both public and private
 - Experts and representatives of regional/global public and private entities
 - Facilitators: Marisa Peyre (CIRAD), Jenny Maud (FAO), Daan Vink (RVC), Isabelle Dieuzy-Labayé (OIE)
 - Representatives of the Bill & Melinda Gates Foundation: Sam Thevasagayam, Shannon Mesenhowski
 - OIE colleagues: Hirofumi Kugita, Caitlin Holley

- **How?** Engaged, Open-minded, Innovative, Committed



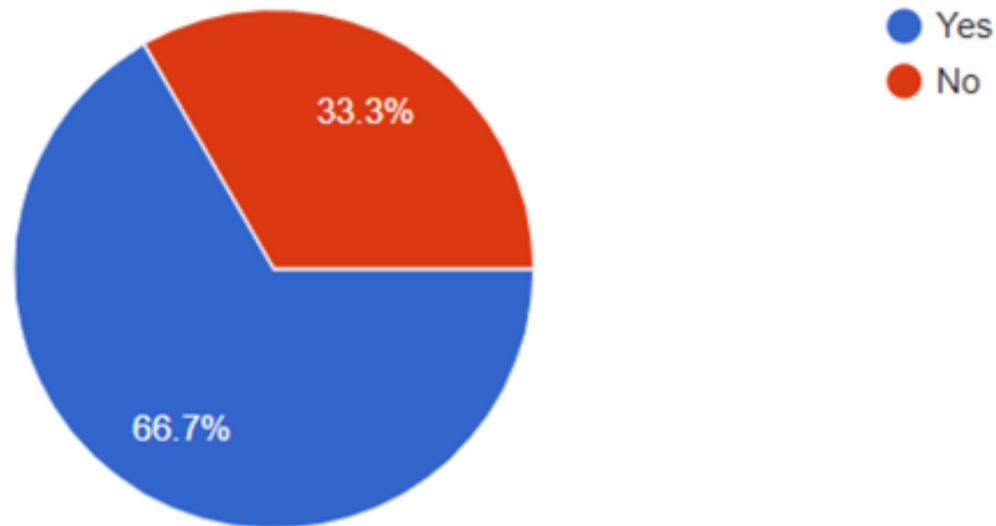
Participants' expectations

What you told us

(responses to pre-workshop survey, out of 61 participants)

2. Are you aware of (a) successful PPP(s) in the veterinary domain in your country ?

36 responses

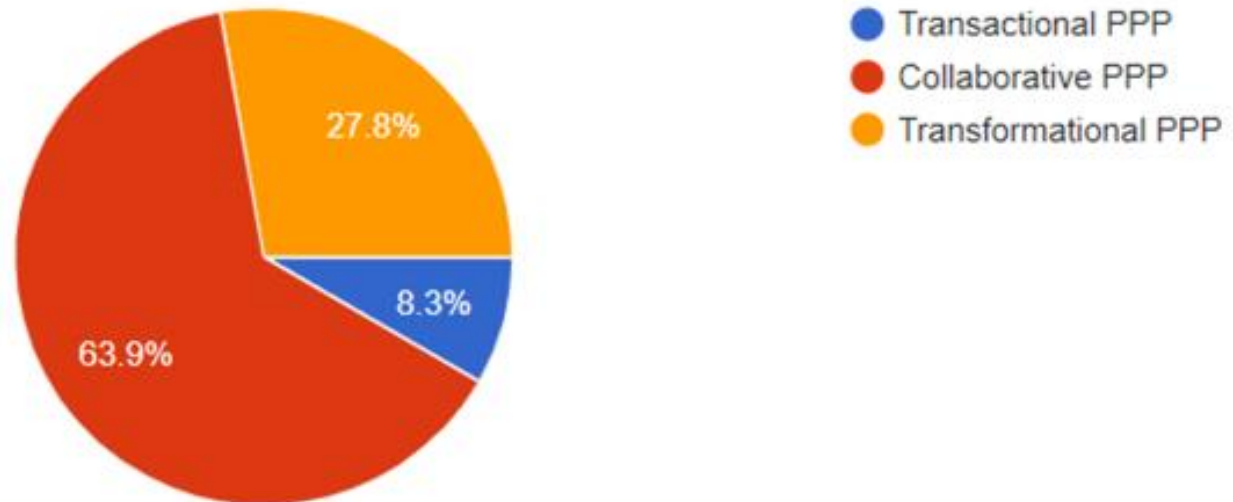


What you told us

(responses to pre-workshop survey, out of 61 participants)

4. Which type of PPP are you mostly interested in ? (only one answer)

36 responses

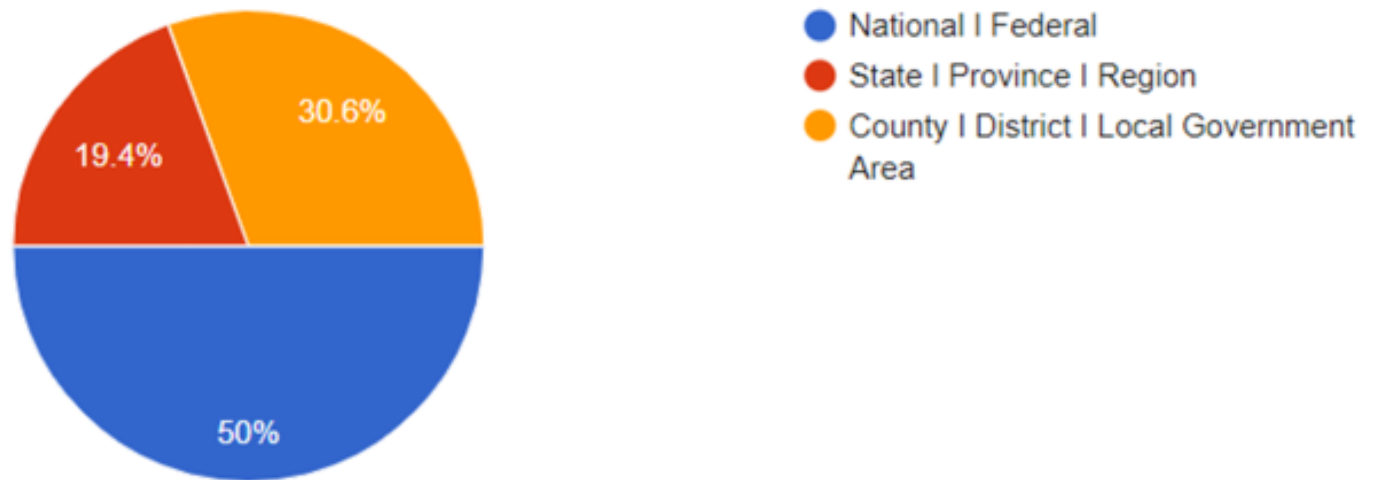


What you told us

(responses to pre-workshop survey, out of 61 participants)

5. What is (or would you like to be) the level of implementation of the PPP(s) you are mostly interested in ? (only one answer)

36 responses



Discussion

- What do you expect from this workshop?
(summarize 3 key expectations at each table)

PPP in the veterinary domain: a few examples to illustrate the practitioners' perspective



A global typology of public-private partnerships in support of national Veterinary Services

The Public-Private Progress initiative aims to assist OIE Member Countries in developing sustainable public-private partnerships (PPPs) to strengthen Veterinary Services. During the first step of the initiative, around 100 examples were reported and analysed to produce a typology for PPPs in animal health with three distinct clusters. These clusters will help our stakeholders determine which type of PPP best fits their countries' needs. Additionally, the OIE will develop tools to facilitate the building of partnerships in each of the clusters.

Transactional PPP: driven by the need for local Veterinary Services in the field, initiated and funded by the public sector.			
CLUSTER ONE	Private partners	Action and governance	Key obstacles → OIE next steps
	<ul style="list-style-type: none"> Private veterinarians and veterinary para-professionals (VPPs) Veterinary associations Veterinary Statutory Body 	<ul style="list-style-type: none"> Accreditation of private veterinarians and VPPs to provide in-field service delivery (vaccination, surveillance, etc.) Governed by sanitary mandate or contract 	<ul style="list-style-type: none"> Communication and trust Funding and sustainability Human resource availability and capacity <p>Encourage creation of Veterinary Statutory Bodies, training and education of veterinarians and VPPs, and legislation (including products)</p>
Collaborative PPP: driven by trade, exports and/or commercial interests, initiated by both the public and private sectors.			
CLUSTER TWO	Private partners	Action and governance	Key obstacles → OIE next steps
	<ul style="list-style-type: none"> Ranging from producer associations to consortia (may include industry organisations and possibly private companies) 	<ul style="list-style-type: none"> Eradication programmes or epidemic surveillance Joint accreditation and consultation programmes Legislation and strong governance 	<ul style="list-style-type: none"> Potential conflicts of interest Lack of proper governance Greater need for good private sector organisation, strong partner involvement, and sustained funding and well-trained personnel <p>Develop governance guidelines for PPPs Promote use of PPR or AMR control initiatives as a driving force in Africa, Middle East, and Asia</p>
Transformative PPP: driven by development objectives, initiated and funded by the private sector.			
CLUSTER THREE	Private partners	Action and governance	Key obstacles → OIE next steps
	<ul style="list-style-type: none"> Local and multinational companies 	<ul style="list-style-type: none"> Joint programmes with national Veterinary Services on disease control, product supply, improved genetics, etc. Memorandums of understanding and contracts 	<ul style="list-style-type: none"> Lack of governance Absence of resources, in the form of sustained funding and well-trained personnel Greater need for enabling political environments <p>Develop governance guidelines for PPPs Help reconcile UN Sustainable Development Goals and business interests Promote proper legislation, training of public veterinarians and VPPs</p>

Acknowledgements: The OIE would like to extend their thanks to the OIE Delegates and private partners whose valuable contribution made this work possible.



Dr Raymond Briscoe
Executive Director
Dutch Committee for Afghanistan

Cluster 1 : Transactional PPPs (Afghanistan)

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal

South Asia (English)
17 – 18 October 2019



Definition

Transactional PPP

“

A transactional PPP is government procurement of specific animal health or sanitary services from private **veterinary service providers.**

”



TRANSACTIONAL PPP

Background

- OIE/FAO PPR Global Strategy
- Small Ruminant Focus
- National Veterinary Services
- Veterinary Field Units
- Veterinary Paraprofessionals
- Sanitary Mandate Contracting Scheme



The Public-Private Partnership for PPR



Afghanistan Veterinary Field Unit (VFU) Network



Ministry of Agriculture, Irrigation & Livestock (MAIL)



TRANSACTIONAL PPP

Target Beneficiaries

Kuchi Pastoralists



TRANSACTIONAL PPP

Partnership Elements

Public Sector

Funds from the Gov of Japan

FAO facilitation

Regulatory

Training

Technical Expertise: Data collection,
joint monitoring

Private Sector

Use of premises and facilities

Technical expertise and personnel –
385 VPPs contracted

Use of equipment and provision of
materials and supplies



Public Private Partnership

Public Sector Results

Private Sector Results

OUTPUT

PPR Vaccination
Extension
Partnership Success

12.5 million vaccinated
Health and production
information generated

OUTCOME

Reach/Accessibility
Partnership benefits

Collaboration improved
Linkages with all
stakeholders

IMPACT

Economic
Trust

Business
Trust



Challenges/Lessons Learnt

- Sustainable Funding
- Cost Effective/Quality Delivery/Added Value
- Reach/Access to Pastoralists (Kuchi)
- Joint Monitoring
- Cold Chain
- Vaccine : quality, storage and delivery
- Evaluation System



Opportunities- Model Transfer

PPPs and Veterinary Services

- Role of VPPs
- Role of NGOs
- Sustainability
- Resource – extension/disease control
- Strengthening of National Veterinary Services
- Economic benefits





**Thank you for listening!
Questions Welcome.**



Isabelle Dieuzy-Labaye
Senior Advisor, OIE

Cluster 2 : Collaborative PPPs (Namibia)

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal



South Asia (English)
17 – 18 October 2019

Definition

Collaborative PPP

“

A collaborative PPP is a joint commitment between the public sector and end-beneficiaries to deliver mutually agreed policies and outcomes.

”



COLLABORATIVE PPP

COLLABORATIVE PUBLIC PRIVATE PARTNERSHIPS

- Often driven by trade interests;
- Can be governed by legislation or sometimes non-official agreements;
- Decision-making is shared



Meat Board of Namibia



COLLABORATIVE PPP

Case Example: Emergency Animal Health Fund Namibia

- Meat Board of Namibia established through the Meat Industry Act (Act 12 of 1981) with the objectives to promote the interests of the Industry within Namibia and elsewhere;
- Livestock and Meat Industry of Namibia is export oriented;
- Emergency Animal Health Fund was established 01 April 1994. Funded by producers of livestock;
- Official recognition of FMD free zone without vaccination by OIE in 1997.



Meat Board of Namibia



COLLABORATIVE PPP

Elements of the PPP

FMD outbreak in FMD Protection Zone in 2015

- Meat Board of Namibia: State owned enterprise funded by producers of Namibia (Private Partner);
- Public Partner: Directorate of Veterinary Services (DVS) (Competent Authority)
- Private input:
 - Finances to the amount of NAD 7,000,000 mobilised;
 - Personnel assistance
 - Calling of Animal Health Consultative Forum to establish case situation, needs and to coordinate and mobilise assistance
- Public input:
 - Technical expertise / Contingency plan
 - Personnel and appointment of temporary staff
 - Emergency disease control measures



Meat Board of Namibia



COLLABORATIVE PPP

Elements of PPP continue

FMD outbreak in FMD Protection Zone in 2015

- Resources:
 - Funds from Emergency Animal Health Fund (private);
 - Personnel from both public and private partner;
 - Disease control expertise and coordination from public partner
- Governance:
 - Meat Board of Namibia mandated to promote the interest of the livestock and meat industry of Namibia (Act 12 of 1981);
 - Un-official agreement with DVS through Animal Health Consultative Forum



Meat Board of Namibia



COLLABORATIVE PPP

Results of PPP

FMD outbreak in FMD Protection Zone in 2015

- Output:
 - Public Sector: Support of Producers and immediate availability of funds to implement emergency disease control measures;
 - Private Sector: Fast action and containment of the outbreak and maintenance of livestock and meat export markets.
- Outcome:
 - Public Sector: Disease Control and buy-in and support of livestock and meat industry for implementation of disease control measures
 - Private Sector: Profit / revenue. Interest of livestock and meat industry sustained.



Meat Board of Namibia



COLLABORATIVE PPP

Results of PPP (continued)

FMD outbreak in FMD Protection Zone in 2015

■ Impact:

- Public Sector:
 - National Economy: the livestock sector contributes 3% to GDP. 70% of the population dependent on livestock. Maintenance of trade.
 - Trust: Meat Board can inform but also assist DVS with implementation and compliance to market requirements.
- Private Sector:
 - Business: maintenance of existing and entering new lucrative high value livestock and meat markets. Better business opportunities through better synergy with Government objectives. Meat Board provides direction to the Industry through projections and observing.



Meat Board of Namibia



COLLABORATIVE PPP

Key Challenges and Lessons learnt

FMD outbreak in FMD Protection Zone in 2015

- Strong governance and defining role of each partner is important
- Accountability
- Transparency in decision-making and practical implication of disease control measures



Meat Board of Namibia



COLLABORATIVE PPP

How other countries can benefit

- Establishment of an emergency forum and fund by Industry (private sector) which can be mobilized in times of emergency to protect the interests of the Industry through supporting the Competent Authority and in so doing creating a win-win situation for both partners.



Meat Board of Namibia



COLLABORATIVE PPP

With thanks to:

Anja BOSHOFF

Manager Meat Standards

Meat Board of Namibia

30, David Hosea Meroro Avenue

P.o. box 38

9000 Windhoek

NAMIBIA

meatstandards@nammic.com.na

anja.boshoff@yahoo.com

264 61 275 841 ; 264 811 472 774



Meat Board of Namibia



Rajiv Gandhi

CEO

Hester Biosciences Ltd

Cluster 3 : Transformative PPPs (India)

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal

South Asia (English)
17 – 18 October 2019



Definition

Transformative PPP

“

A transformative PPP implies the establishment of sustainable capability to deliver otherwise unattainable major programmes.

”



TRANSFORMATIVE PPP

Facilitating mass access of veterinary vaccines & products to scale-up backyard and smallholders farming in India

- Hester Biosciences Limited and GALVmed collaborated with Jharkhand State Livelihood Promotions Society (JSLPS)
- To create a sustainable supply chain of appropriate and affordable veterinary vaccines (thermo-tolerant ND vaccine-100 dose pack, PPR vaccine-25, 50 and 100 dose pack)
- Non-financial tripartite MoU (Jan 2016- June 2017)
- Currently Hester Biosciences Ltd is partnering independently with JSLPS to serve more areas of Jharkhand. Similar PPP started in Bihar.



Public – Private Partnership

Governance Mechanism: Hybrid approach (commercial and development)

Public Input

- Manpower- Field staff and local women service providers.
- Infrastructure in the field.
- Community mobilisation by the field team.



Private Input

- Capacity building programs and training material to the staff and service providers.
- Provision of cool boxes, refrigerators to maintain the cold chain for the vaccines.
- Appropriate products and support to the distribution channel partners.
- Consultancy visits.



TRANSFORMATIVE PPP

Output

Results for Public Sector

- Training of 751 women service providers in Jharkhand.
- Availability of appropriate veterinary vaccines, health and nutritional products in un-served areas.
- Increased awareness about prophylactic measures among backyard poultry and goat farmers.



Results for Private Sector

- Supply chain establishment of veterinary vaccines, health and nutrition products.
- Sales of ND and PPR vaccines.
- Sales of anthelmintic products.



TRANSFORMATIVE PPP



Outcome

Results for Public Sector

- **Improved service quality:** Development of efficient veterinary service providers in rural and tribal areas.
- **Disease control:** Reduction in disease incidences of PPR and ND; low mortality of birds and goats that encouraged farmers to think seriously on prophylactic and management aspects.
- **Competences:** Increased number of veterinary service providers for proper training and skill development.

Results for Private Sector

- **Market access:** Continuous demand of products and services from large unorganized sector.
- **Improved service quality:** Encourage us to serve more with customized need-based products.
- **Disease control:** Vaccination of 995,700 birds against Newcastle disease and 76,000 goats against PPR disease.

Impact

Public Sector

- **National ECONOMY:** A rise in the interest of smallholder farmers to increase the numbers of animals and birds lead to socioeconomic development.
- **Public HEALTH - Food security:** More birds and goats within the households led to increased consumption of protein.
- **SOCIETAL - Poverty reduction:** Increased poultry and goat population that improved financial status of the poor livestock farmers
- **Women empowerment:** 751 women service providers trained.

Private Sector

- **ECONOMY:** Optimal use of resources – Efficient utilisation of resources and inputs for sustainable livestock products.
- **BUSINESS:** Transformation of the unorganised livestock sector to organised livestock sector.





Julie Pecqueur
Export Manager
Ceva Animal Health

Cluster 3 : Transformative PPPs (Bangladesh)

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal

South Asia (English)
17 – 18 October 2019



Poultry Medicine Post Graduate Training Course

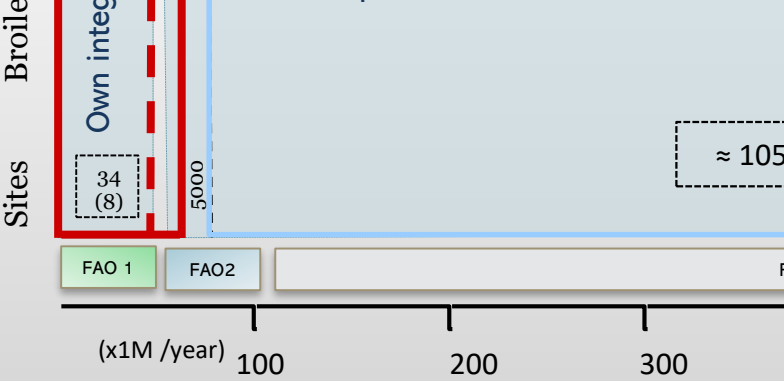


TRANSFORMATIVE PPP

BACKGROUND: BANGLADESH POULTRY INDUSTRY- 2019



No. farms
(no. companies)

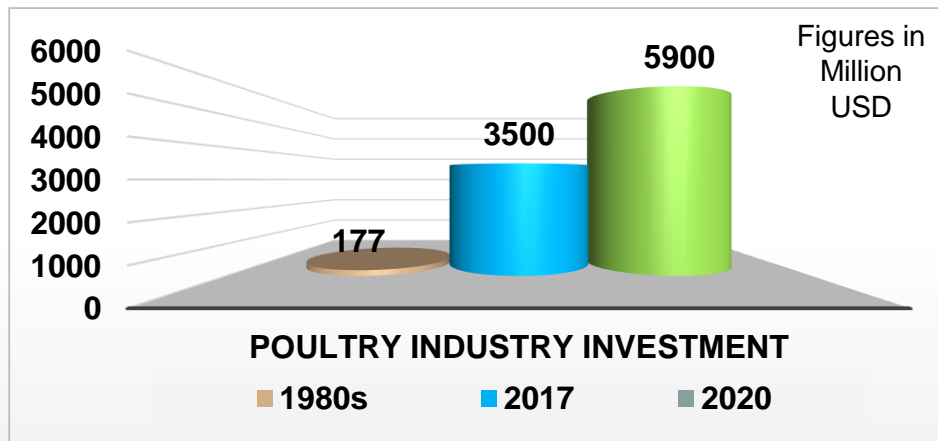


Source: Ceva Data

Scattered/ small scale holders downstream: very less access to veterinary competences

ORIGIN OF AVIAN PATHOLOGY POST GRADUATE TRAINING

#Poultry sector: 2% contribution in GDP



2 speed development:

- Downstream: lack of competencies in avian pathology, sanitary management
- Upstream: Important investment growth

Ceva training program aims at strengthening the **autonomy** of Bangladeshis **graduated veterinarians**, and develop their **operational capacity** in field expertise in **avian diseases and sanitary management**.

Bangladesh poultry industry needs specific competencies in avian management and avian diseases in order to optimize performances in meat and egg production



TRANSFORMATIVE PPP

CONCEPT OF AVIAN PATHOLOGY POST GRADUATE TRAINING

- 🎓 4 weeks training course, mentoring program
- 🎓 3 years program+ exit strategy
- 🎓 Limited & selected participants
- 🎓 Balance between public and private sector participants
- 🎓 Good understanding of English
- 🎓 100% financed
- 🎓 Integration of local practices

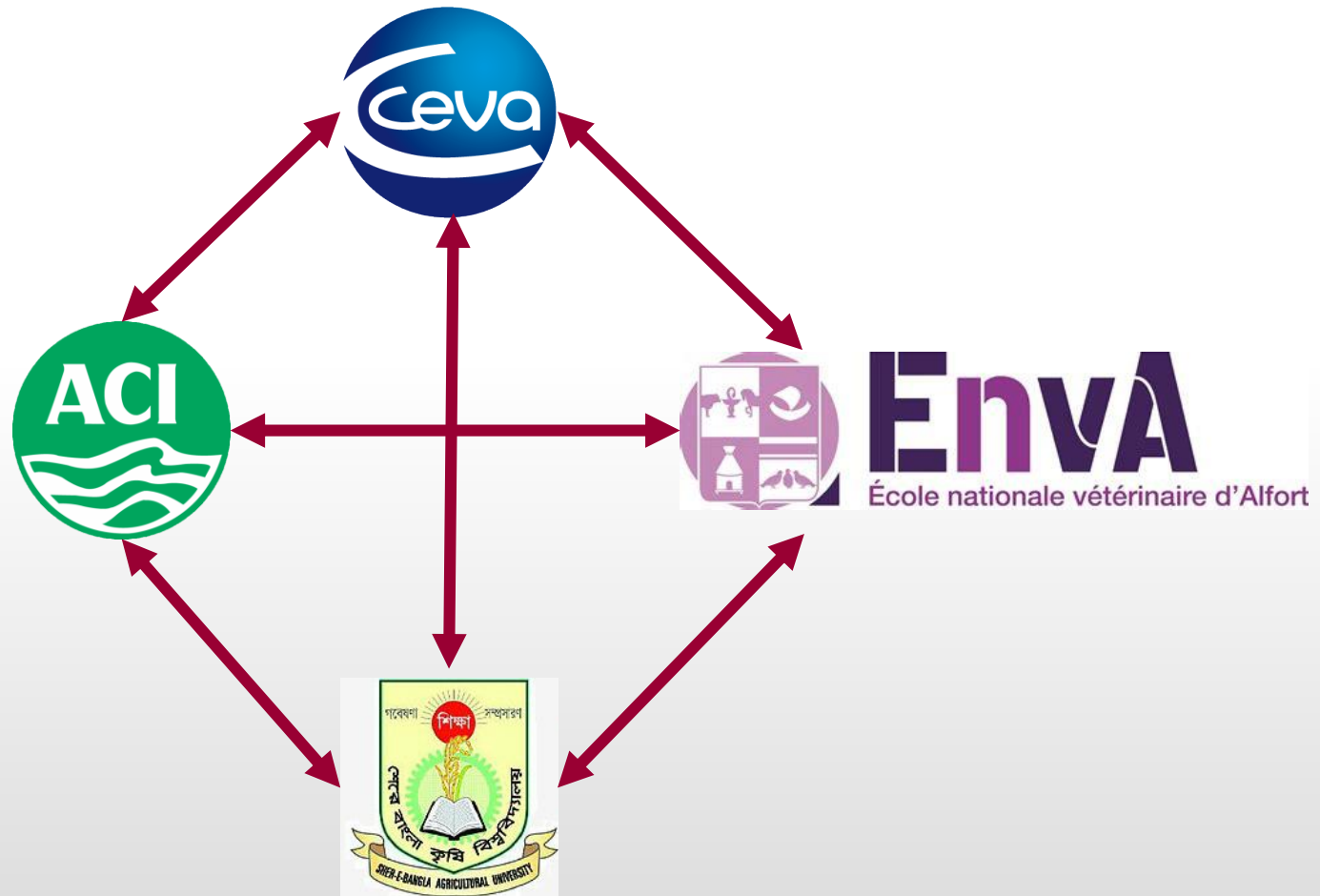


Field oriented courses for selected post graduate vets



TRANSFORMATIVE PPP

STAKEHOLDERS: PUBLIC-PRIVATE PARTNERSHIPS



Double PPP: Enhanced synergies between public competences and private competences



TRANSFORMATIVE PPP

INPUTS/OUTCOMES

PUBLIC SECTOR

- Technical expertise
- Personnel
- Structure

INPUTS

PRIVATE SECTOR

- Technical expertise
- Personnel
- Funding: material & HR

- Training of 45 post graduate public vets
- Increased skills and general knowledge on avian pathologies

OUTPUT

- Training of 45 post graduate private vets
- Strengthen Public-Private relationships

- **Disease control:** increased field diagnoses, field visits
- **Sanitary management:** reduce use of antibiotics, appropriate use of vaccination

OUTCOME

- **Production:** better farm management and disease diagnoses lead to higher productivity
- **Increase of trained people:** top-down approach

*The more trained people on field, the better farm management and disease control.
This directly impacts productivity,*

KEY CHALLENGES AND LESSONS LEARNT

Time management/ coordination between 4 Parties

Maintain long term successful program: exit strategy

Impact quantification

Having a communication plan as clear as possible is the key to avoid any misunderstanding/ delays in such program implementation



THANK YOU!



TRANSFORMATIVE PPP



Introduction of participants during break time 😊



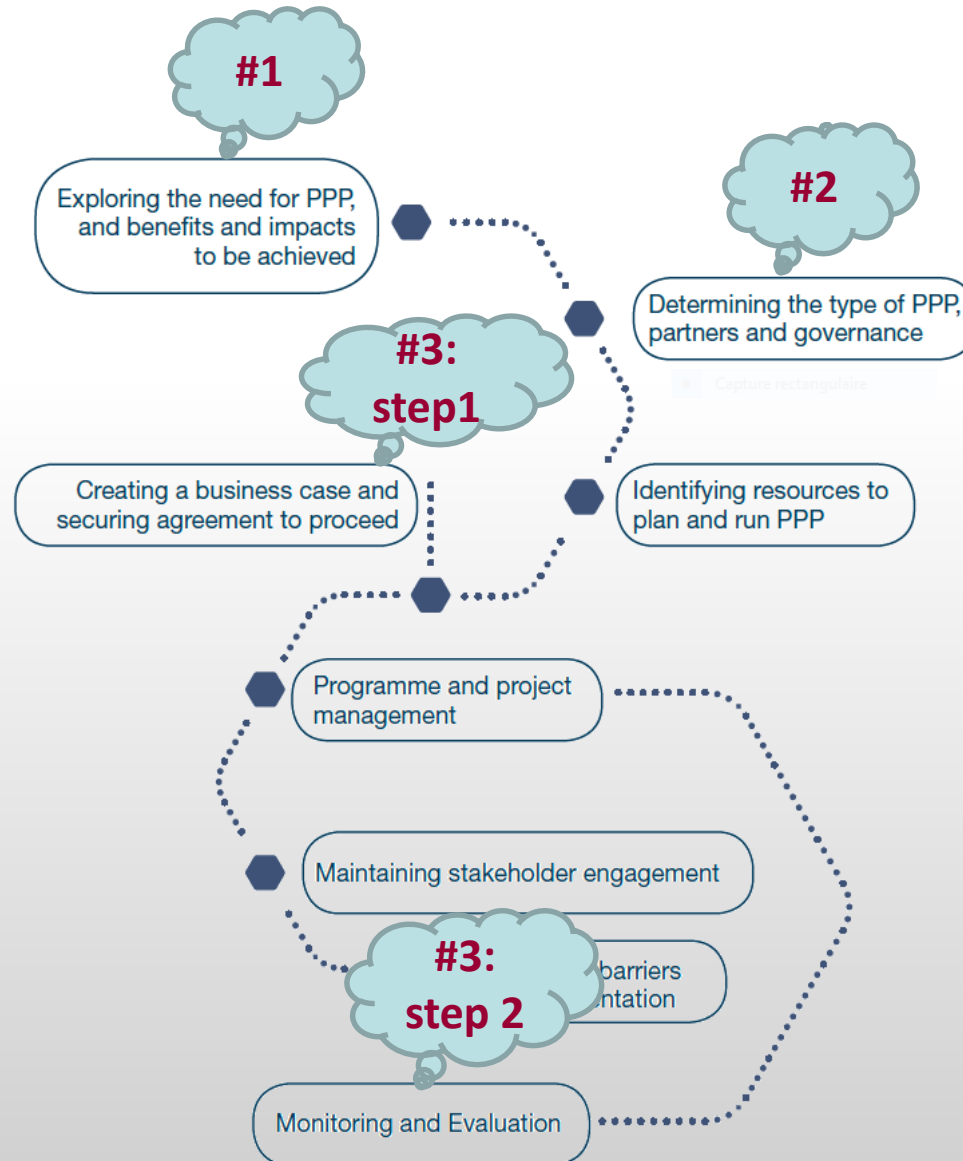
Introduction to working group session 1: Needs assessment, benefits and impacts of PPPs

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal



South Asia
(English)
17- 18 October 2019

What will we achieve during the 2 days?



Progressing towards the choice of a PPP situation

Working session #1: general approach (2 countries)



Working session #2: narrowing down to a specific PPP situation for each country

Working session #3: developing a business case for your own PPP situation (1 country) and then evaluating the PPP (2 countries)

Group work 1: Needs assessment, benefits and impacts

GROUP WORK #1

<p>CONTEXT:</p> <ul style="list-style-type: none"> - Are there/ have there been PPPs in the veterinary domain in the past? - Which ones? - Is the country environment favourable or not? Why? 	
<p>NEEDS:</p> <ul style="list-style-type: none"> - Are there any services in the veterinary domain that would be strengthened by PPP? 	
<p>BENEFITS and IMPACTS:</p> <ul style="list-style-type: none"> - List potential benefits and impacts for the public and the private sector separately. Which are different? Which are similar? 	<p>For the public sector:</p>
	<p>For the private sector:</p>
<p>Main findings and difficulties during group work #1 (for feedback session)</p>	

(ref. p.8-9, p.22, Annex 1 of the OIE PPP Handbook)

Reporting back group work 1 & 2

Share main findings and outline difficulties during groupwork and in the process of developing PPP in the veterinary domain

Briefly present preliminary choice for PPP business case tomorrow – **keep it real**

4 groups: where do you go?

1. Sri-Lanka ⁽⁴⁾ and ½ India ⁽³⁾ (+ *Sam, Peetambar*)

Om Prakash Chaudhary, Rajiv Gandhi, Arun Sirkeck

2. ½ Nepal ⁽⁵⁾ and Bhutan ⁽⁵⁾ (+ *Rahul, Shannon*)

Banshi Sharma, Barun Kumar Sharma, Guna Chandra Bista, Kishan Lal Bhatta, Kiran Pandey

3. Bangladesh ⁽⁵⁾ and ½ Nepal ⁽⁵⁾ (+ *Daan, Julie*)

Raj Gera, Bimal Kumar Nirmal, Samjhana Kumari Kafle, Damyanti Shrestha, Narayan Prasad Ghimire

4. ½ India ⁽³⁾ and Pakistan ⁽⁵⁾

Basudev Sunani, Jayant Khadse, Chirantan Kadian

(+ Jenny, Khadak Singh Bisht - FAO)

Floating : Marisa, Isabelle, Hirofumi, Caitlin



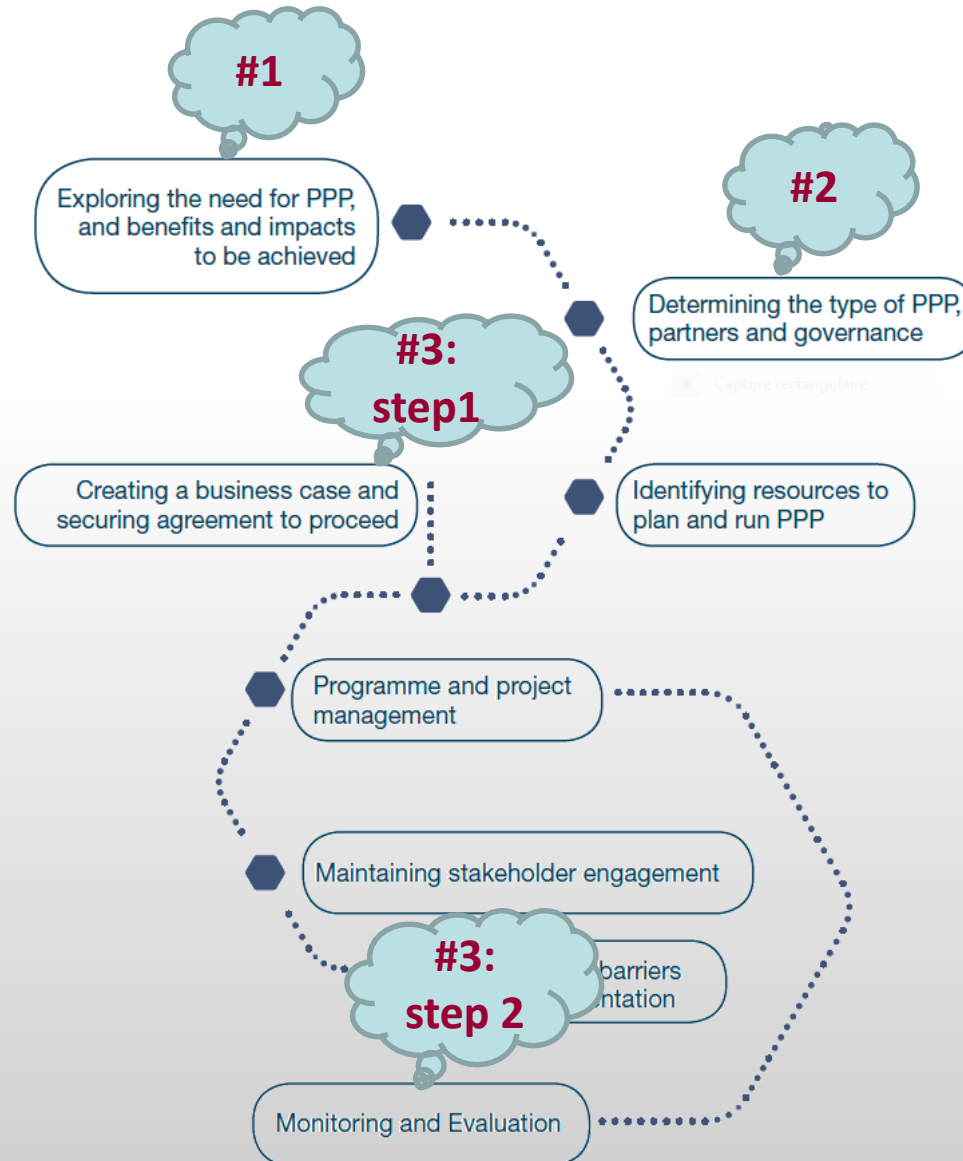
Introduction to working group session 2: Partners and stakeholders, governance, resources

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal



South Asia
(English)
17- 18 October 2019

What will we achieve during the 2 days?



Group work 2: Partners and stakeholders, governance, resources

GROUP WORK #2

<p>STAKEHOLDERS:</p> <ul style="list-style-type: none"> - Who are the key stakeholders with an interest in the improved provision of veterinary services? - Underline those that could be potential partners in a PPP in the veterinary domain. 	<p>Public sector:</p>	<p>Private sector:</p>
<p>RESOURCES:</p> <ul style="list-style-type: none"> - Which specific input can the public and private partner bring into the PPP 	<p>Public resources:</p>	<p>Private resources:</p>
<p>GOVERNANCE:</p> <ul style="list-style-type: none"> - Identify favourable and unfavourable elements in the regulatory/legislative framework - Which type of governance would be most efficient for such PPP 		
<p>Main findings and difficulties during group work #2 (for feedback session)</p>		

(ref. p.14, p.17 and p.22 of the OIE PPP Handbook)

Reporting back group work 1 & 2

Share main findings and outline difficulties during groupwork and in the process of developing PPP in the veterinary domain

Briefly present preliminary choice for PPP business case tomorrow – **keep it real**

Reporting back group work 1 & 2

Share main findings and outline difficulties during groupwork and in the process of developing PPP in the veterinary domain

Briefly present preliminary choice for PPP business case tomorrow – **keep it real**

E-learning for *Public Private Partnerships*



Jenny Maud

European Commission for the Control of Foot-and-Mouth Disease

Introductory course: Public Private Partnerships

Section 1:

Public-Private Partnerships
as a Win-Win Strategy

 WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future

Available as an open access
course: [https://elearning-
ppp.oie.int/](https://elearning-ppp.oie.int/)

A win-win
situation

PPPs help to move from a no-win situation to a **win-win** situation for public and private sector partners.

By using resources and capacities of each of the public and private sector partners, PPPs help to move from an ineffective and/or inefficient situation which benefits nobody, to an effective and/or efficient system in which all partners derive benefits.



Let's recap

PPP is defined as a joint approach in which the public and private sectors:
(tick all that apply)

- Agree responsibilities.
- Share resources.
- Share risks.
- Achieve common objectives.
- Deliver benefits in a sustainable manner.

Submit

Section 1: PPP as a win-win strategy

Developed in partnership OIE
- EuFMD and released May
2019

Public Private Partnerships: opportunities for progressive control of transboundary animal diseases

A case study based on FMD control

Moving from “**what** might PPP offer” to “**how** could I implement PPP?”



3 hour open access course available on the OIE e-learning platform

Supplemented by discussion fora, webinars and assignments to form a **tutored in-depth course** on EuFMD platform



Target audience

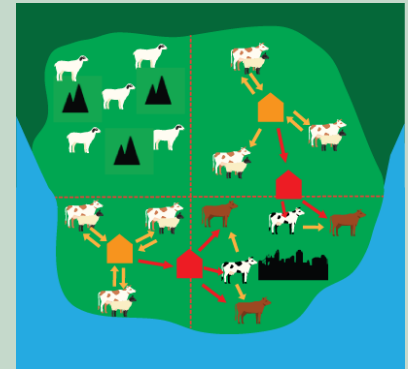
- Countries not free of FMD (PCP-FMD 0-3)
- Executive and implementer levels
- Public and private sectors

Public Private Partnerships: opportunities for progressive control of transboundary animal diseases

Section One: Exploring Opportunities

- Identifying opportunities for PPP
- Stakeholder consultation
- Procedures needed to establish PPP
- Linked to Global Strategy for FMD, PCP-FMD and OIE PVS

Be motivated to further explore the use of PPP in own country context



Scenario based; hypothetical country “Zooland” and real-life examples from our colleagues around the world

Section Two: Safeguarding Sustainability

- Ensuring PPPs function effectively and durably
- Monitoring and evaluation of PPPs

Section Three: Building a Successful Business Case

- Step by step practical guidance in developing a business case

We are interested to hear your feedback and ideas

?

Your feedback on the introductory e-learning course

?

Your feedback on our proposals for the second in-depth course

?

Examples of PPP or ideas to contribute to the development of the course

?

Ideas for additional training in future?

We are available to demonstrate the e-learning courses in more detail and to discuss your ideas

Thank You

jenny.maud@fao.org

eufmd@fao.org

<http://www.fao.org/eufmd>

<https://eufmdlearning.works/>

Feedback on progress vs. expectations

Housekeeping end of Day 1



Debrief Day 1

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal

South Asia
(English)

17- 18 October 2019





Introduction to working group session 3:

1st step: Development of a PPP business case (before morning coffee break)

2nd step: Assessment of the PPP business case (between coffee break and lunch)

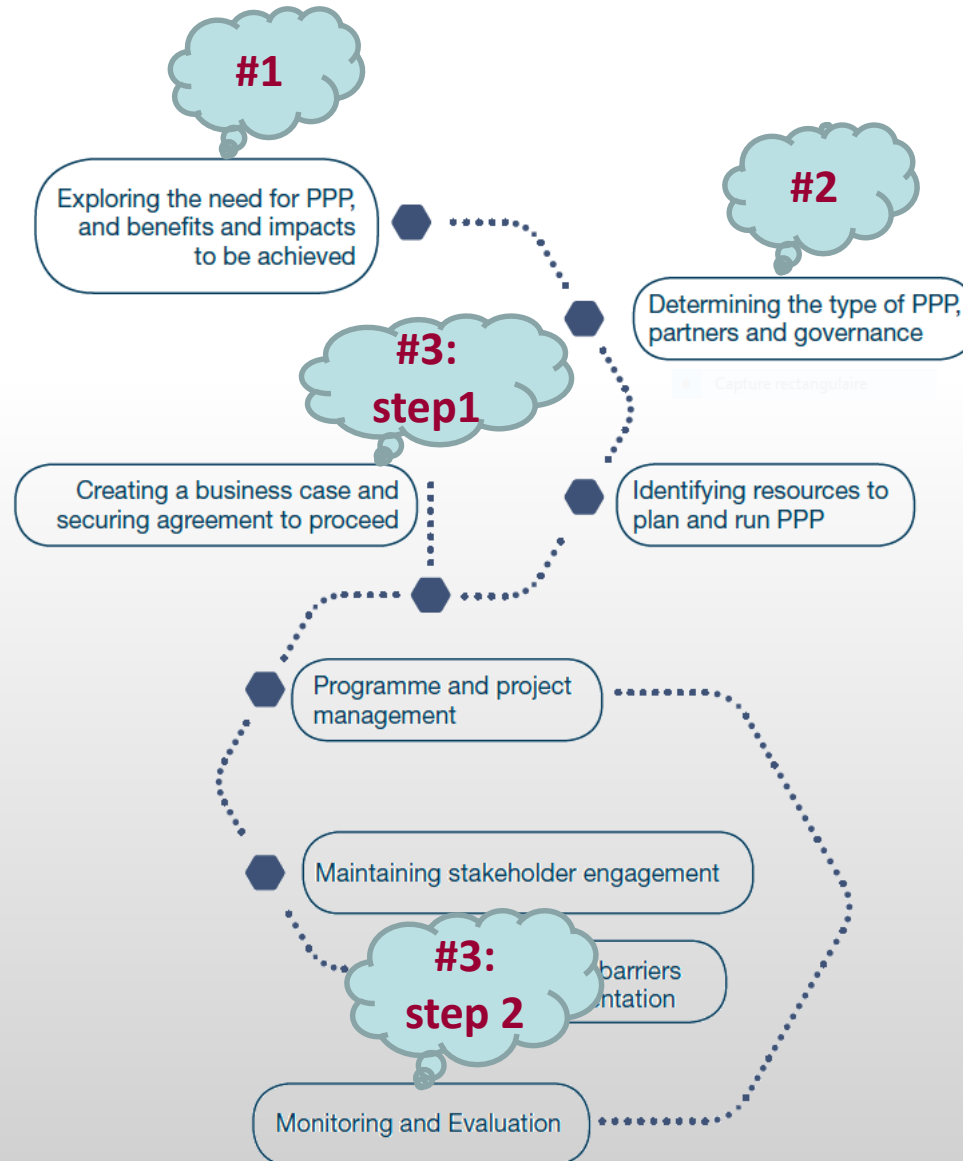
**Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal**



**South Asia
(English)**

17- 18 October 2019

What will we achieve during the 2 days?

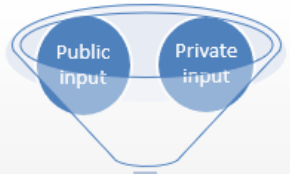
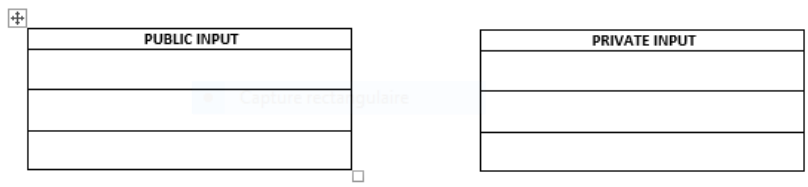


Group work 3 (step 1): Developing a PPP business case

Public-Private Partnership in the veterinary domain

Country:

Brief description:



Public-Private Partnership

Governance mechanism: _____



	OUTPUT	
	OUTCOME	
	IMPACT	

Key challenges:

Reporting back group work 3

1. Provide a brief description of the PPP for consideration
2. How to improve the PPP based on assessment results?
3. How can the self evaluation tool be improved?



Working session #3 (Step 1): by country



Marisa Peyre

Researcher in animal health socio-economics and
Deputy Director of the ASTRE unit (Animal, Health, Territory,
Risks and Ecosystems) of CIRAD, Montpellier, France

Developing an assessment tool for PPP in the veterinary domain

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal

South Asia
(English)

17- 18 October 2019

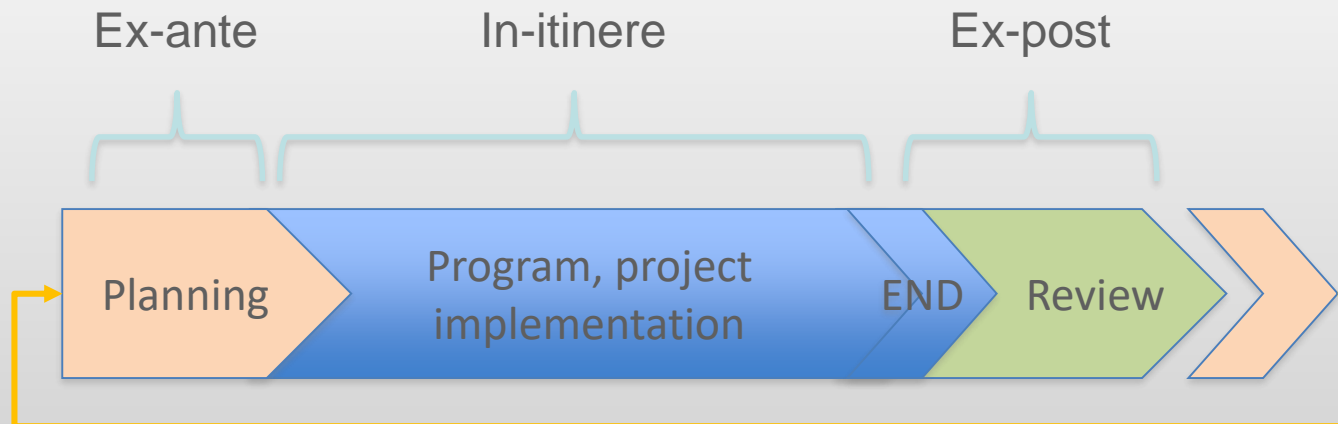


Why do we need to evaluate?

- To plan , to re-design
- To ensure reaching the objectives
- To take **the right** corrective actions
- To make **changes**
- To demonstrate quality of the data generated
- To ensure effectiveness of the actions
- To **advocate** for funds
- To ensure **trust**
- To **optimise** resources

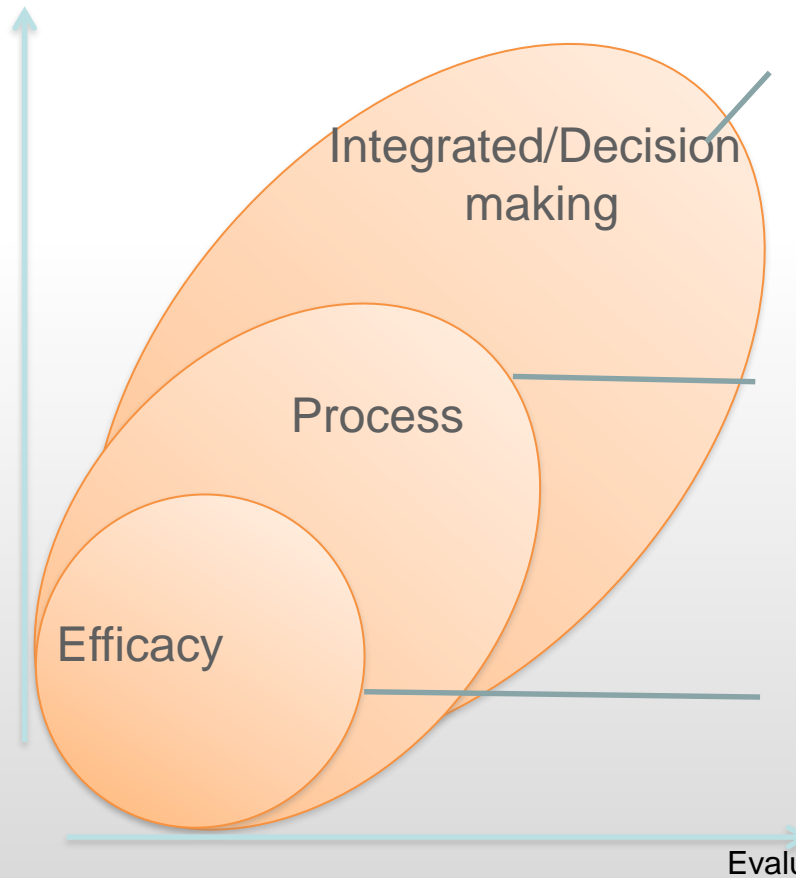
When to evaluate?

- Ex-ante } Formative= to improve the value of the proposal, project, organisation
- In-itinere } Corrective= to adjust the value of the proposal, project, organisation
- Ex-post } Assumptive= drawing lessons from completed action, project...



The different evaluation scales

Degrees of complexity



What is the value added of the partnership?

Compare various options, socio-economic evaluation, IMPACT

How, why and in which conditions does the partnership operate?

Process evaluation: quality criteria

What is the efficacy of the partnership?

Evaluation of the technical performances of the PPP (benefits)

How to evaluate PPPs?

■ Benefits

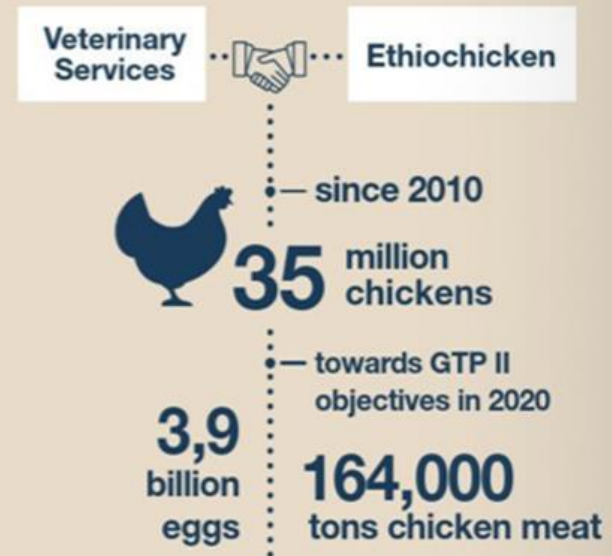


Case example #3 (detailed in annex 4): Ethiopia

<http://www.oie.int/publicprivatepartnerships>



The private companies AGP Poultry, Mekelle Farms and Andasa Poultry making up Ethiochicken collaborate with the Veterinary Services of Ethiopia to improve poultry production and benefit smallholder farmers. Since 2010, Ethiochicken has distributed over 35 million chickens to rural households in collaboration with the public extension system, thereby contributing to the Ethiopian Second Growth and Transformation Plan (GTP II) to reach 164,000 tons chicken meat production and 3.9 billion eggs by the year 2020 through smallholder farmers from improved breeds.



How to evaluate PPPs?

■ IMPACTS

- Stronger national ECONOMY
- Greater TRUST
- Reduced BUSINESS risk and increased opportunities
- Improved public HEALTH
- Addressing SOCIETAL issues



a. Stronger national ECONOMY: Through the positive impact of improved animal health and other activities in the veterinary domain on livestock productivity, rural livelihoods, and domestic and export competitiveness of the sector.



b. Greater TRUST in Government and private partners: High quality services and other activities delivered through PPP improve the reputation and trust of the service providers (both public and/or private) by end-users. Stakeholders, including end users of improved services, are supportive of the Government's policies and approach, including the use of PPP. Joint development of animal health and welfare policies, such as disease control programmes or enabling exports, lead to wider stakeholder support.



c. Reduced BUSINESS risk and increased opportunities (or the enabling environment) for innovative approaches and sustainable solutions **for the private sector:** Positive working relationships with the public sector at national and local levels. Influence and insight from the Government policy process, leading to policies more supportive of the private sector and the ability to align business strategies to work with Government priorities. Access for private partners to Government contracts and additional income.



d. Improved public HEALTH: Better veterinary services will reduce zoonotic disease risks and increase food security by providing access to affordable proteins for the poorest communities.



e. Addressing SOCIETAL issues: Livestock is a major asset, important to the livelihood of economically vulnerable communities and often under responsibility of women and youngsters; additional revenues provided by improved animal health will directly contribute to reducing gender inequality and improving the lives and access to education of the poorest.

How to evaluate PPPs?

■ Analysis of the quality of the partnership process

- Questionnaire
- 7 parts (77 questions)
 1. Needs/benefits
 2. Type/Partners/Governance
 3. Resources
 4. Management/Responsibilities
 5. Engagements
 6. Context/Obstacles
 7. Evaluation

PPP-Self-Evaluation-Questionnaire ¶


¶ PART-I-Exploring the need for PPP, and benefits and impacts to be achieved ¶

Common objective(s) (1.1) ¶	
What is the common objective(s) to be achieved with this PPP? ¶	¶
Relevance of common objective regarding the context (1.3) ¶	
Is the epidemiological context known? ¶	Yes / No ¶
Is the common objective adapted? ¶	Yes / No ¶
Is the political context known? ¶	Yes / No ¶
Is the common objective adapted? ¶	Yes / No ¶
Is the social context known? ¶	Yes / No ¶
Is the common objective adapted? ¶	Yes / No ¶
Position of the actors regarding this common objective (1.4) ¶	
Do each actor is aware about the common objective? ¶	Yes / No ¶
Are all the actor satisfied with this common objective regarding their own value? ¶	Yes / No ¶
Added value of the partnership (1.5) ¶	
Does the common objective can be reach with only one type of actors (only public or only private)? ¶	Yes / No ¶
What is the added value of this partnership to reach the objective? ¶	¶

The specific interest (expected benefits) of the different partners (2.1) ¶	
Do the specific interests (expected benefits) of each actor have been identified? ¶	Yes / No ¶
Achievement of goals of the Veterinary Services (2.4) ¶	
Do the PPP help to reach one of the goal previously defined by the Veterinary Services? ¶	Yes / No ¶










How to evaluate PPPs?

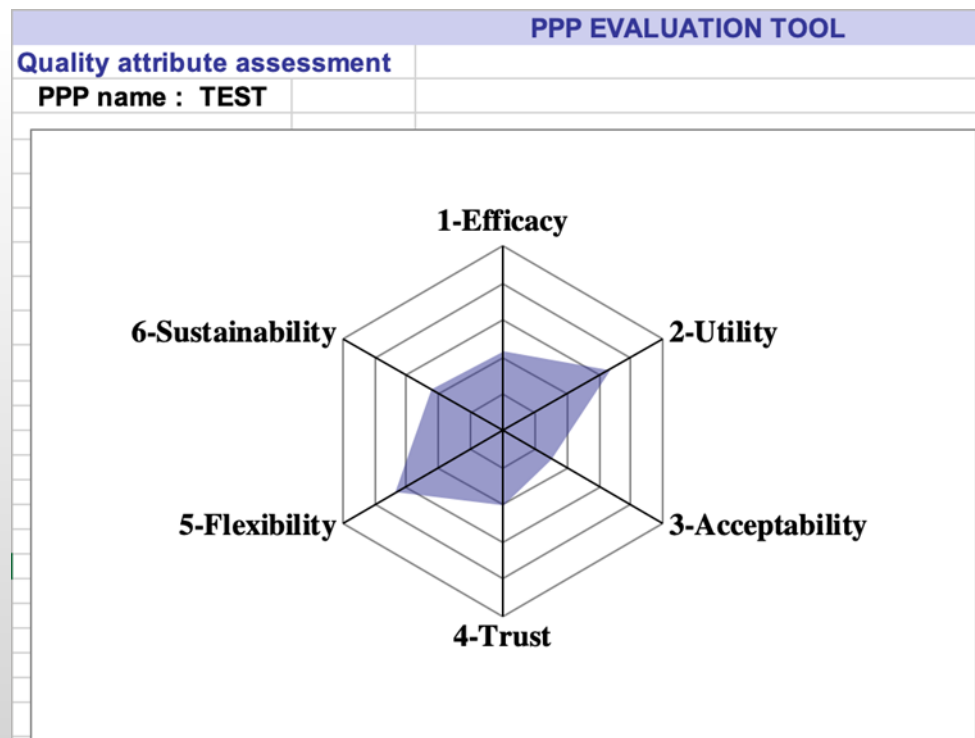
- Analysis of the quality of the partnership process
 - Analysis tool: notation of quality criteria

PPP Evaluation tool Scoring grid PPP name : TEST		
Sections & questions (43 criteria)	Scoring (0 à 3)	Comments
Section 1 : Common objective (s)		
1.1 Common objective(s)	2	<p><i>Put the mouse</i></p> <p>All parties (public and private actors) must agree on the definition of the overall objective(s) to be achieved, on the service to be delivered</p> <p>Score 0 : The parties do not give definition of the common objective(s) to be achieved neither on the services to be delivered</p> <p>Score 1 : Only one party give a definition of the common objective(s) to be achieved neither on the services to be delivered</p> <p>Score 2 : Both parties give a different definition of the common objective(s) to be achieved neither on the services to be delivered</p> <p>Score 3 : Both parties give the identical definition of the common objective(s) to be achieved and of the services to be delivered</p>
1.2 Formalization of the common objective	0	
1.3 Relevance of common objective and of the strategy regarding the context	2	
1.4 Position of the actors regarding this common objective	2	
1.5 Added value of the partnership	2	
Total	8	
On	15	
Comments / main recommendations		

How to evaluate PPPs?

- Analysis of the quality of the partnership process
 - Analysis tool: results

PPP EVALUATION TOOL		
Strenght and weakness of the PPP		
PPP name : TEST		
Critical process elements	level of satisfaction (%)	
Section 1 : Goals and objectives		53%
Section 2 : Specific interest / benefits & risks/constraints		50%
Section 3 : Governance and legal framework		33%
Section 4 : Management and responsibilities		24%
Section 5 : External factors & externalities		42%
Section 6 : Competencies / Training		27%
Section 7 : Communication / Transparency		17%
Section 8 : Collaboration		56%
Section 9 : Evaluation		0%





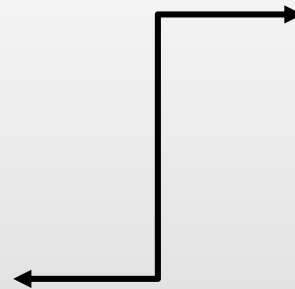
Working session #3 (Step 2): Evaluation of PPPs one after the other

Use of the analysis tool in the working groups

- **1h: Cross evaluation between countries of each group** – use the questionnaire and engage into constructive discussions



- **Country 1** evaluates **Country 2** (30mn)



- **Country 2** evaluates **Country 1** (30mn)

Use of the analysis tool in the working groups

- **Last 30mn: Work by country on the same table:**
 - Discuss strengths and weaknesses identified with the questionnaire
 - Revisit the PPP business case accordingly

Reporting back group work 3

1. Provide a brief description of the PPP for consideration
2. How to improve the PPP based on assessment results?
3. How can the self evaluation tool be improved?



Lunch

Reporting back group work 3

1. Provide a brief description of the PPP for consideration
2. How to improve the PPP based on assessment results?
3. How can the self evaluation tool be improved?



Break time ☺

Future needs to fully exploit PPPs in the veterinary domain

- What the OIE could do
- What public partners could do
- What private entities could do

Feedback on workshop

- What to keep
- What to change
- « Take home messages »

What comes next?

- ✓ OIE PPP workshops in Thailand in November 2019 (12 South Eastern Asian countries)
- ✓ Follow-up with you in 6 months to help evaluate the impact of the workshop and the potential progress on the PPP business cases
- ✓ New e-learning courses linking PPP with specific topics, e.g. FMD control (in partnership with EuFMD)

Plus specific regional or national initiatives: e.g. HEARD project in Ethiopia, Animal Health Canada in Canada, etc.

And beyond...

... further training activities, linking with other priority topics (aquaculture, emergency preparedness, AMR, PPR or ASF control, etc.), creating a PPP community of practice...



Closing remarks

Regional Training Workshop on Public-Private Partnerships in the
Veterinary Domain
Kathmandu, Nepal

South Asia
(English)

17- 18 October 2019

