

# Stakeholder mapping and engagement



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for Animal  
Health  
Founded as OIE

Organisation  
mondiale  
de la santé  
animale  
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Organización  
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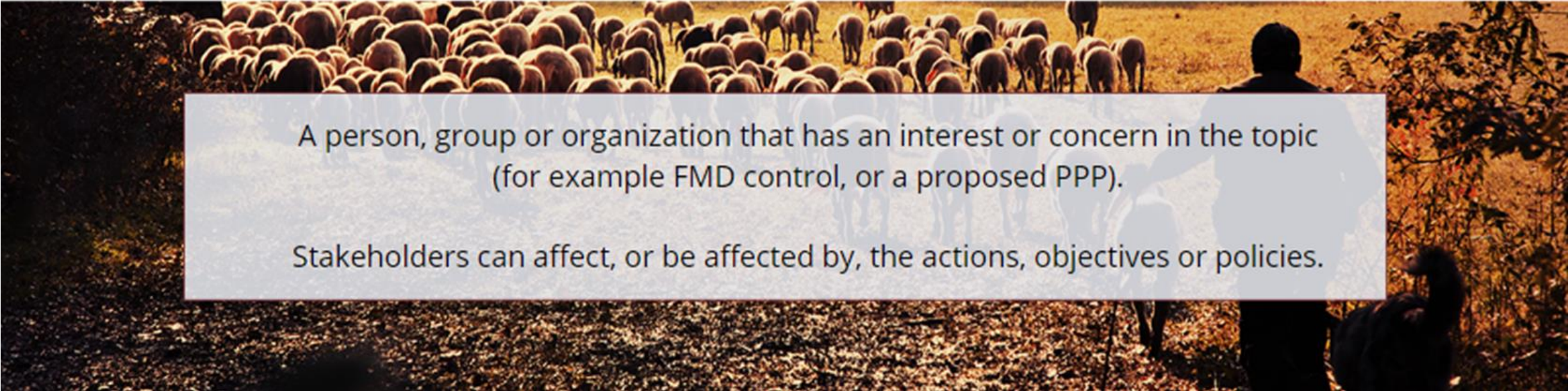
## Objective of this session



- 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.

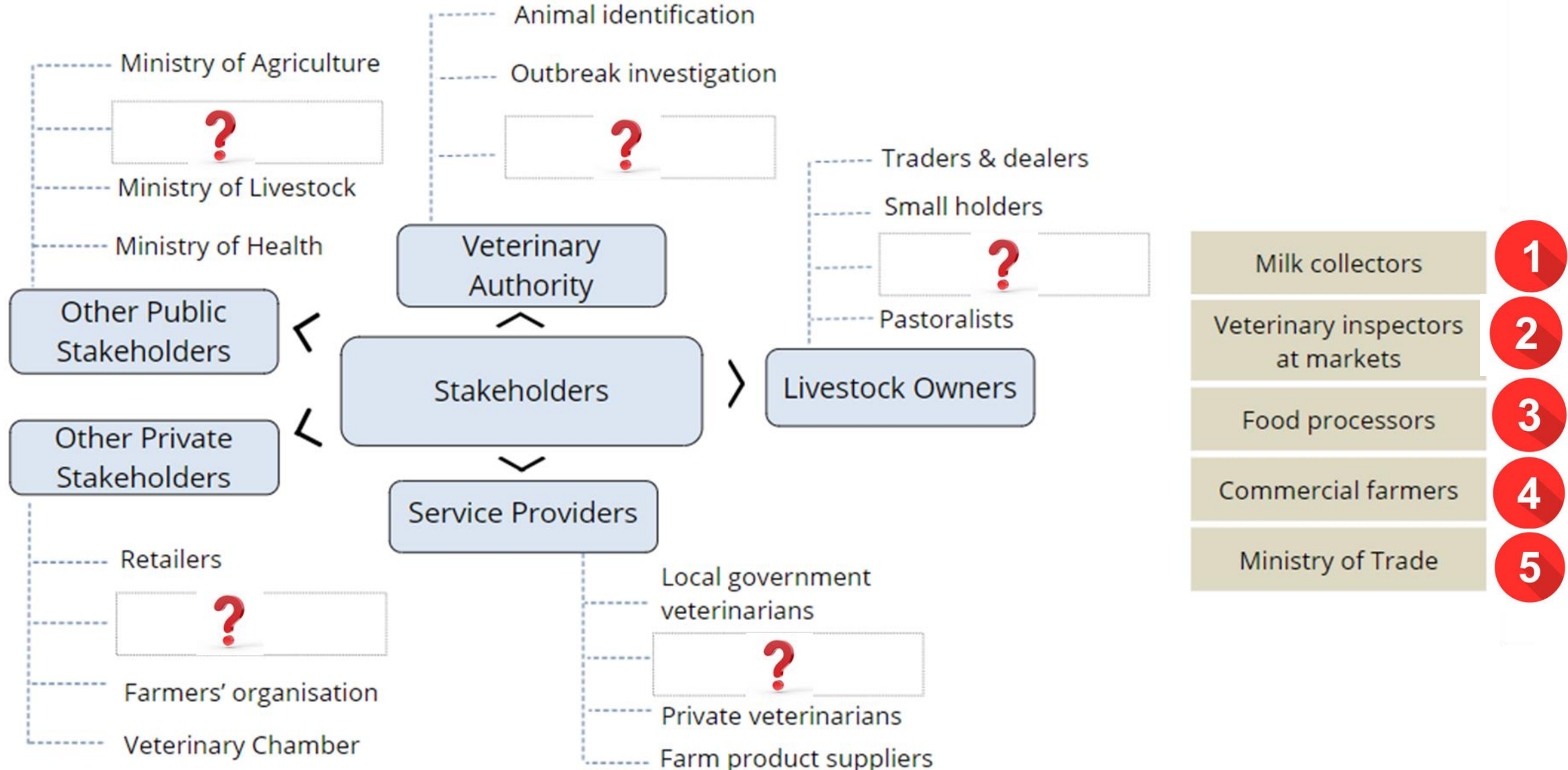
PPPs in the veterinary domain require buy-in at all levels of the livestock and veterinary sectors and therefore discussions and negotiations between all stakeholders is needed.

## 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



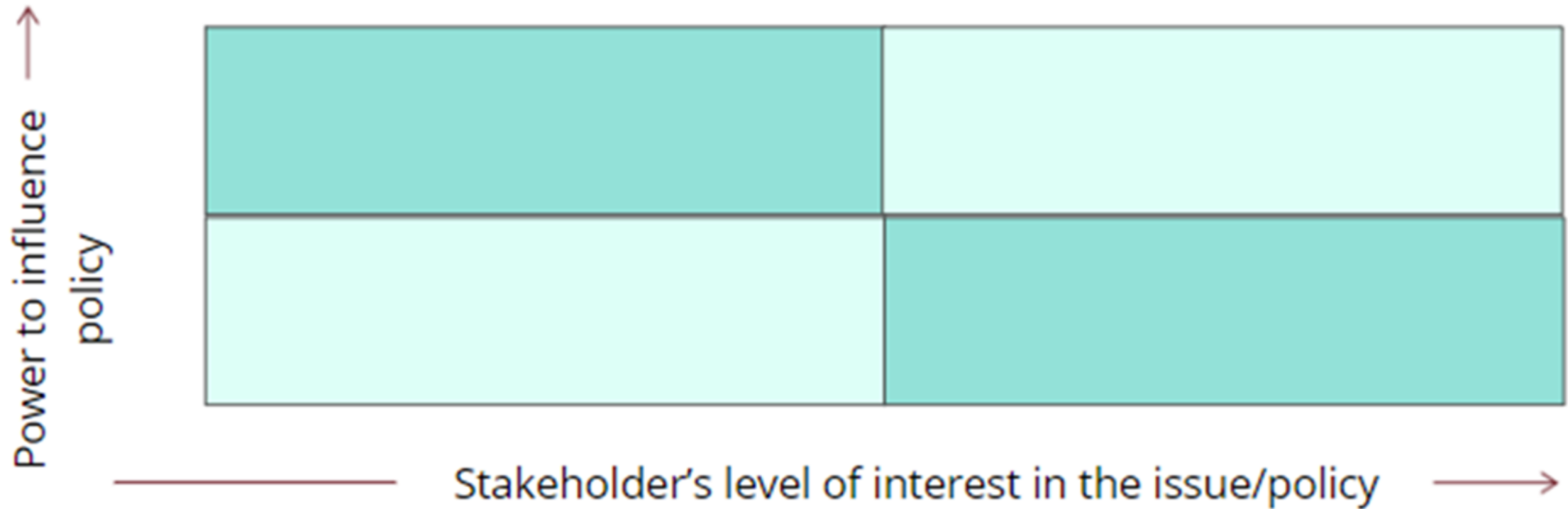
Awareness creation among Farmers, producer association, livestock entrepreneurs and industries



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



## Stakeholders interest and influence



Executive leaders



SHIP

LEADERSHIP

LEAD

320

340

0

20

40

60

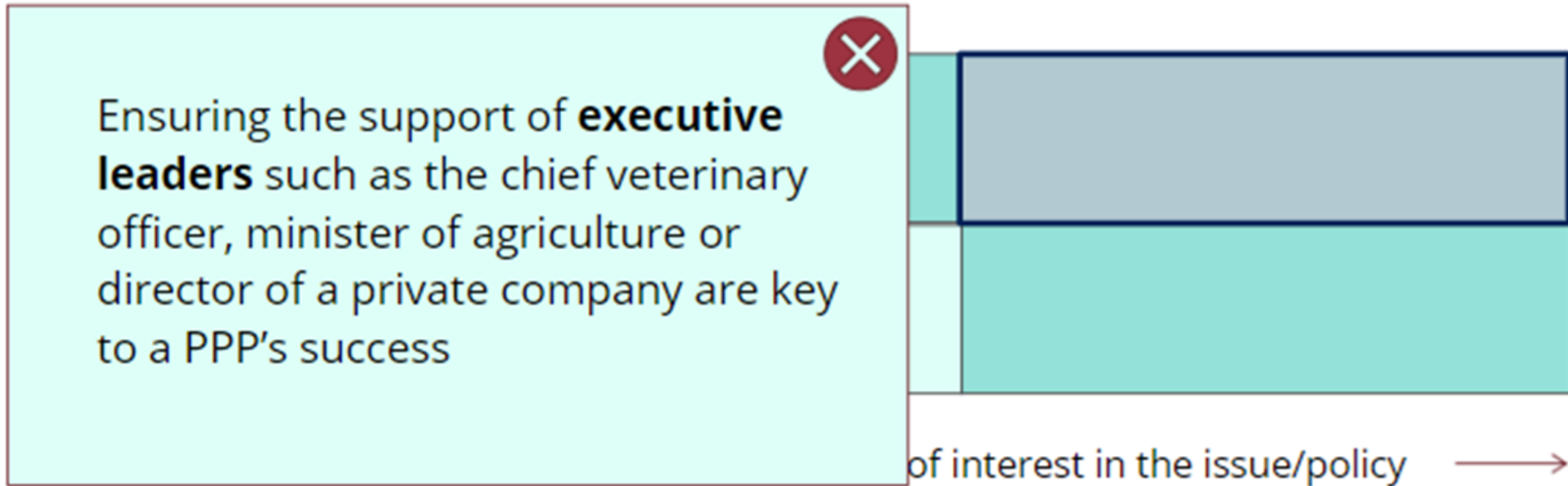
NW

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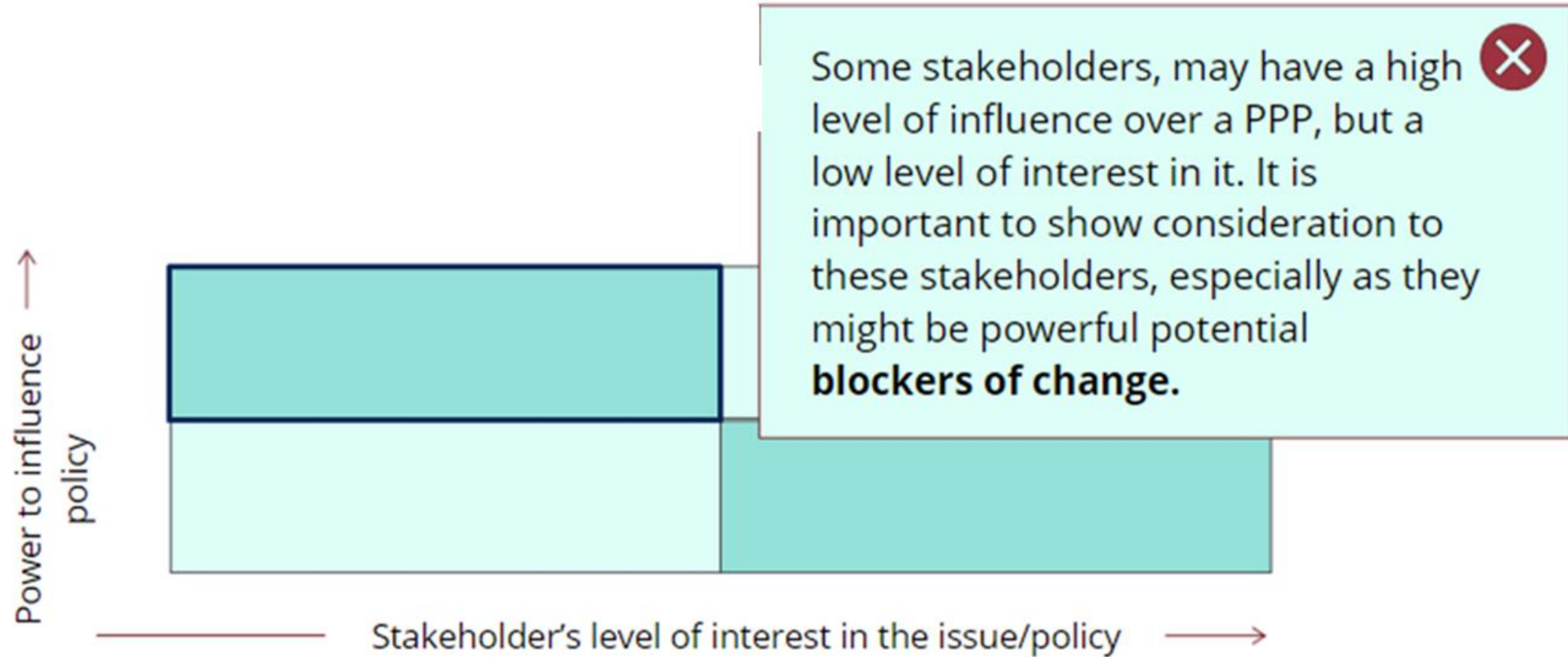
## Stakeholders interest and influence







## Stakeholders interest and influence

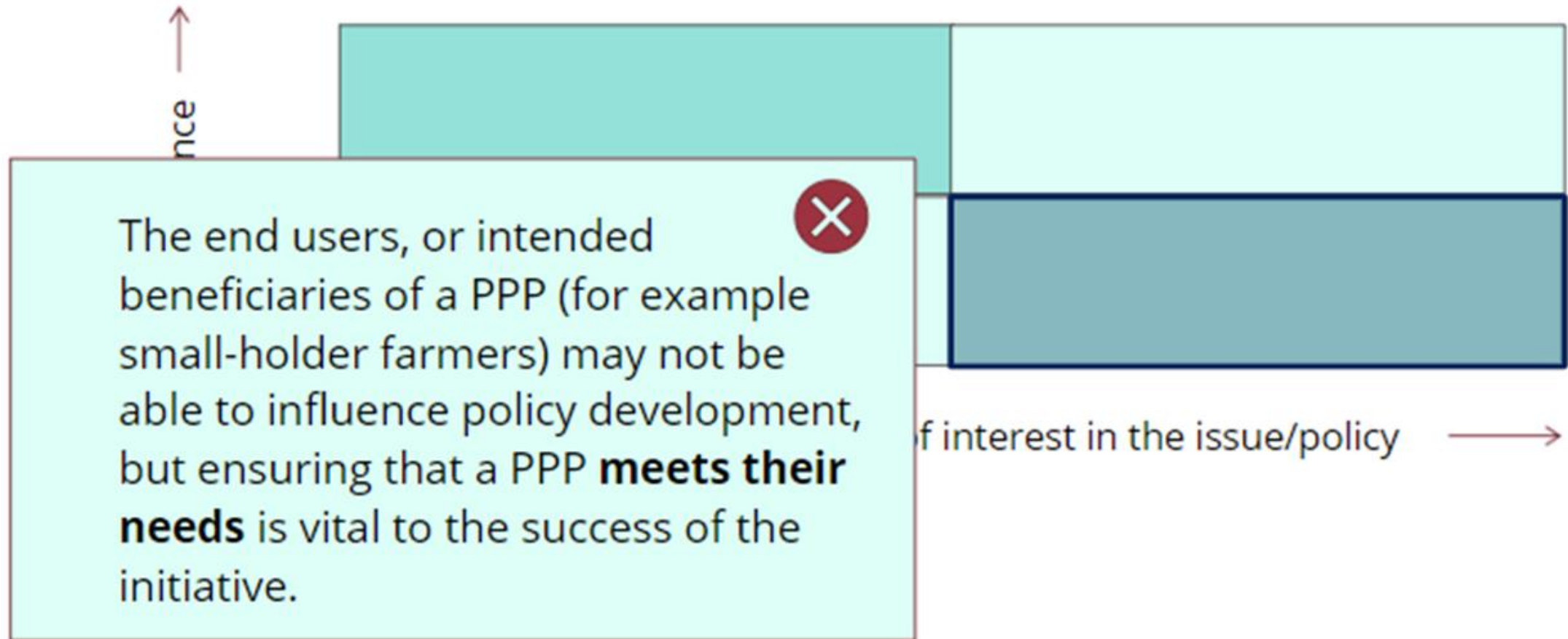


A man in a blue suit and shirt is shown from the chest up, holding a glowing, semi-transparent rectangular panel. The panel features a world map and the text 'END-USER' in large, bold, multi-colored letters. The background is a dark blue gradient with a subtle globe pattern.

**END-USER**



## Stakeholders interest and influence



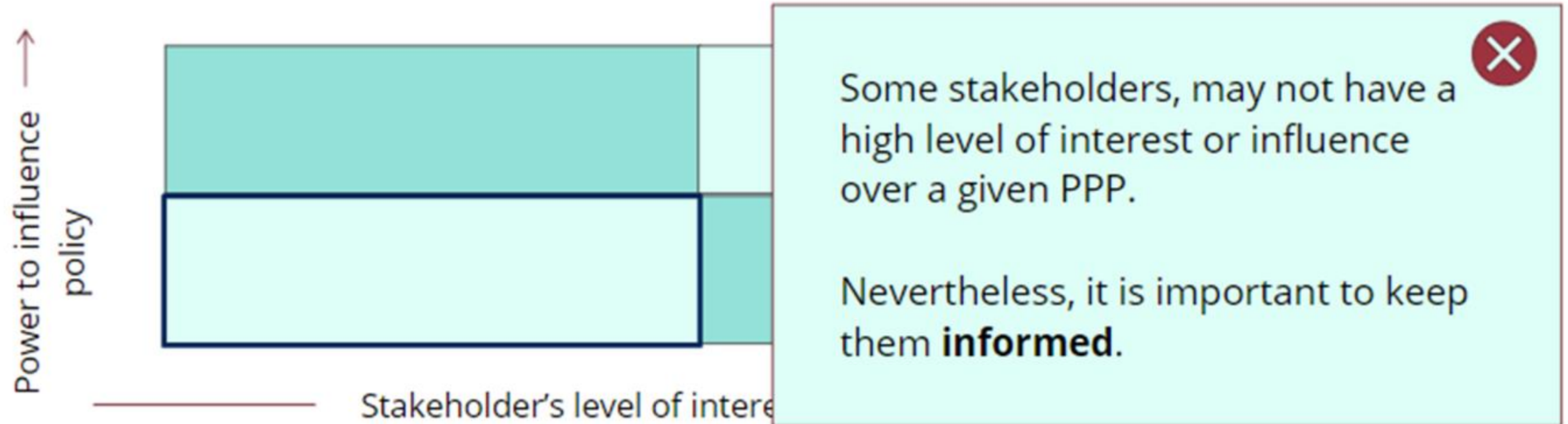


**STAY INFORMED**





## Stakeholders interest and influence



# Time for Group Exercise

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# Development of Business case

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PPP Project Manager

17 July 2024



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Influenza Virus Monitoring in Animal (IVM) Network is a network of laboratory-based Avian Influenza surveillance utilising <https://ivmonline.org/>, a **web-based digital platform (IVM Online)** that collects and manages isolates, antigenic and genetic data of the circulating Avian Influenza viruses (AIV) in Indonesia.

IVM Network comprised

1. Veterinary **Laboratory** Network under the Directorate General of Livestock and Animal Health Services, Ministry of Agriculture (DGLAHS-MoA),
2. Veterinary **Education** Establishment-based Veterinary Laboratories
3. Private Veterinary Vaccine **Manufacture** Company Laboratories.



Registered members of the IVM Network, including **three major private veterinary vaccine manufacturing companies**, are responsible for uploading data (isolates, antigenic and genetic characters of AIV) into IVM Online.

IVM also recommends private vaccine manufacturers on the most updated and **appropriate vaccine master seeds**.



**India:** The Wildlife Trust of India collaborates with corporates like Tata Steel to fund wildlife rescue and rehabilitation programs. **(Funding and Resource Allocation)**

**South Africa:** The South African government partners with private wildlife conservation organisations to build and maintain wildlife rehabilitation centers and sanctuaries, such as the Kruger National Park initiatives. **(Infrastructure Development)**

**United States:** The ASPCA collaborates with local governments and businesses to create community programs that encourage responsible pet ownership and provide resources for low-income pet owners. **(Infrastructure Development)**

**United Kingdom:** The “*Farm Animal Welfare Education*” program is a collaboration between the government, universities, and private agricultural companies to educate farmers and the public about humane farming practices. **(Education and Awareness Campaigns)**



Title and Brief Description of PPP Project Activities

.....  
.....  
.....

Public Input	Private Input
<p><b>Governance Mechanism</b></p> <p>(Legislation/regulation; Sanitary mandate, Memorandum of understanding (MoU)/ Contract, Agreement/convention, Others (none/not specific/not clear))</p>	
<p><b>Key activities</b></p> <p>1. ....</p> <p>2. ....</p> <p>3. ....</p> <p>4. ....</p> <p>5. ....</p>	

Results for Public Sector		Results for Private sector
	<b>Output</b>	
	<b>Outcome</b>	
	<b>Impact</b>	



## 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.



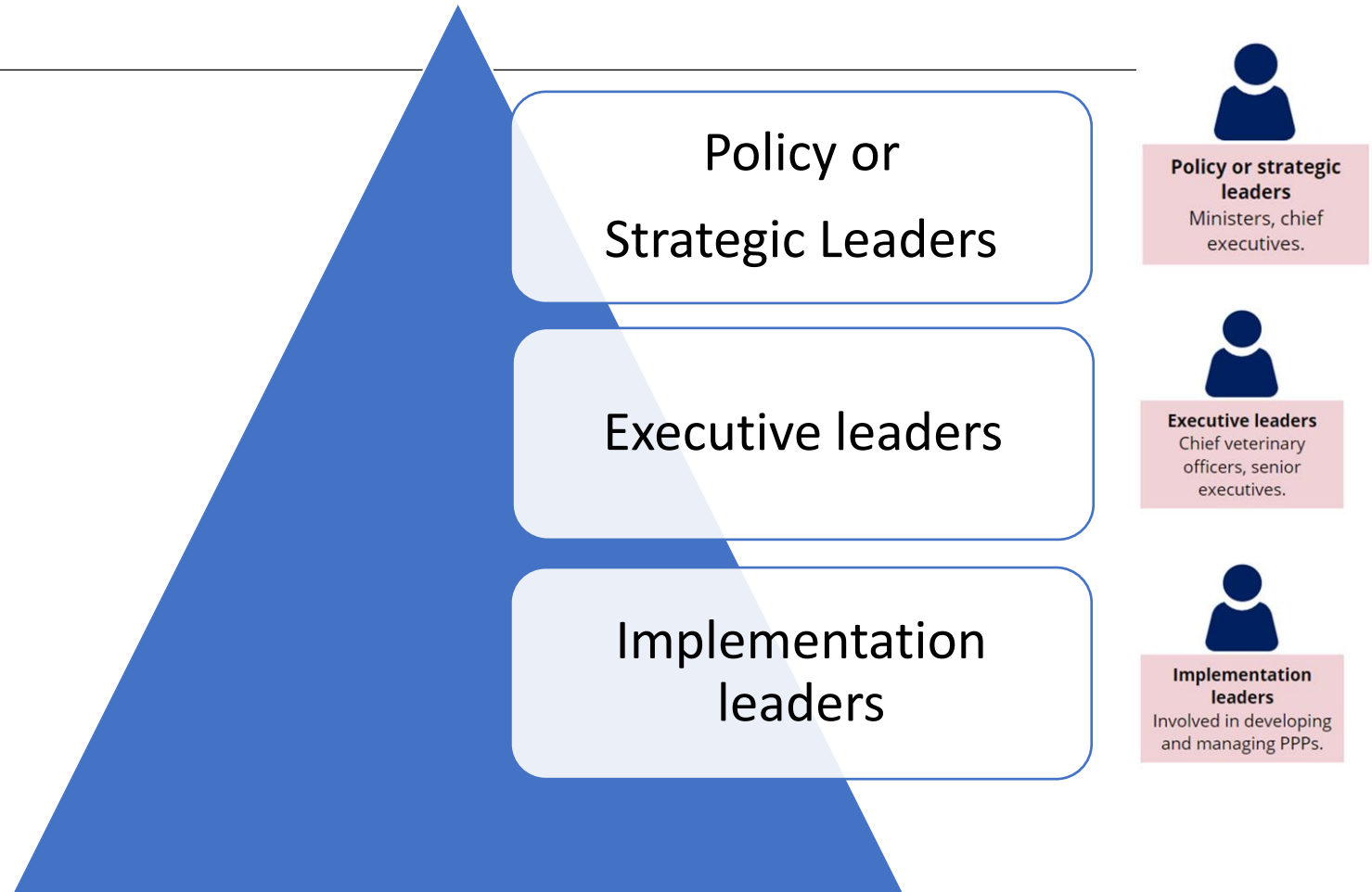
The business case should ensure that the likelihood of successful implementation, the **risks** to the project and how they are to be mitigated, have been considered before a decision to proceed with an initiative is made.



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.



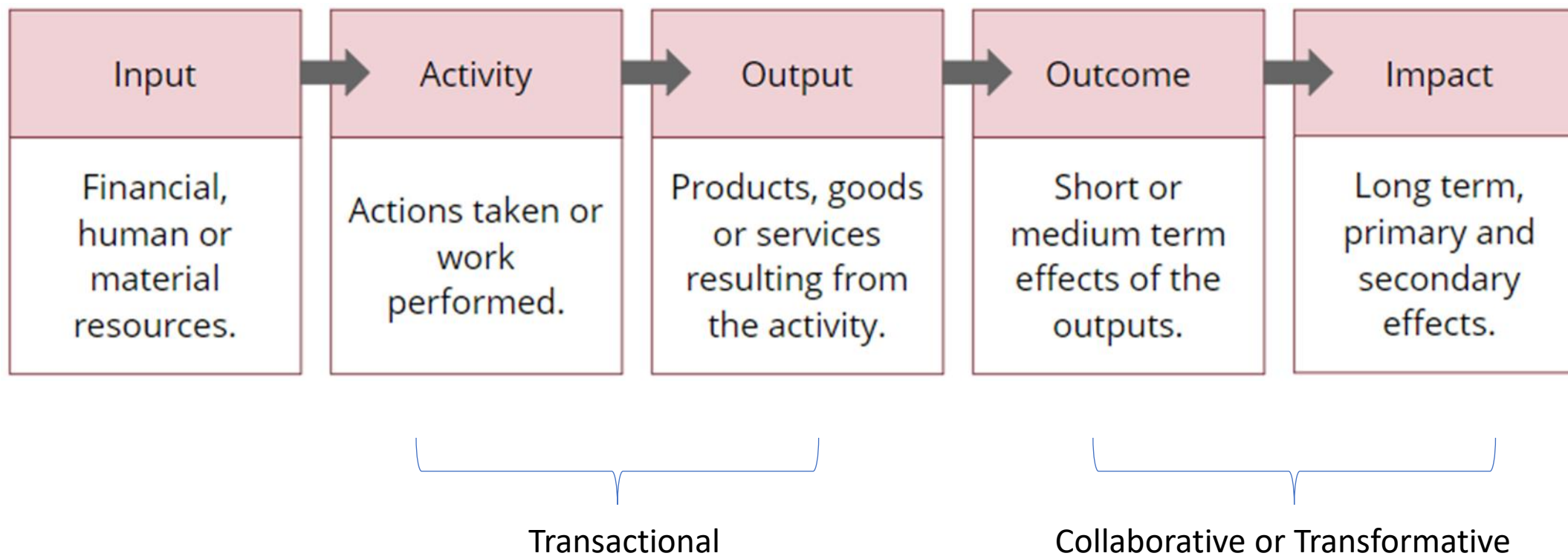
**Other stakeholders**

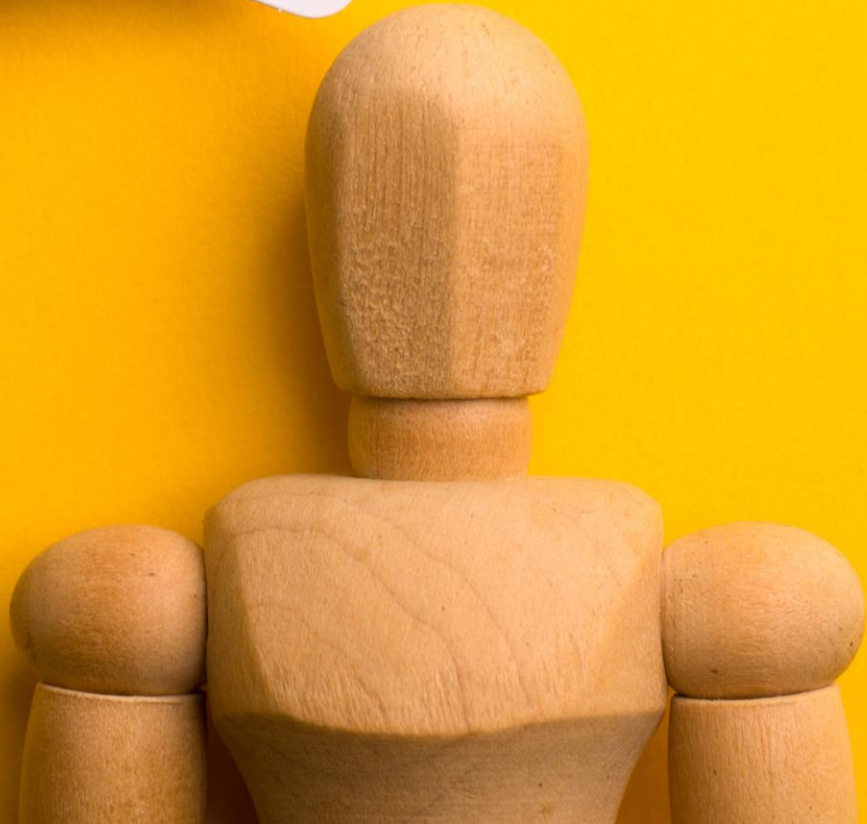


The needs of other stakeholders, particularly end-users should be thoroughly understood, through stakeholder consultation processes. Depending on the type of PPP, this may also involve studies into beneficiaries' willingness to pay.



Start thinking about  
business case as a  
Logic Model

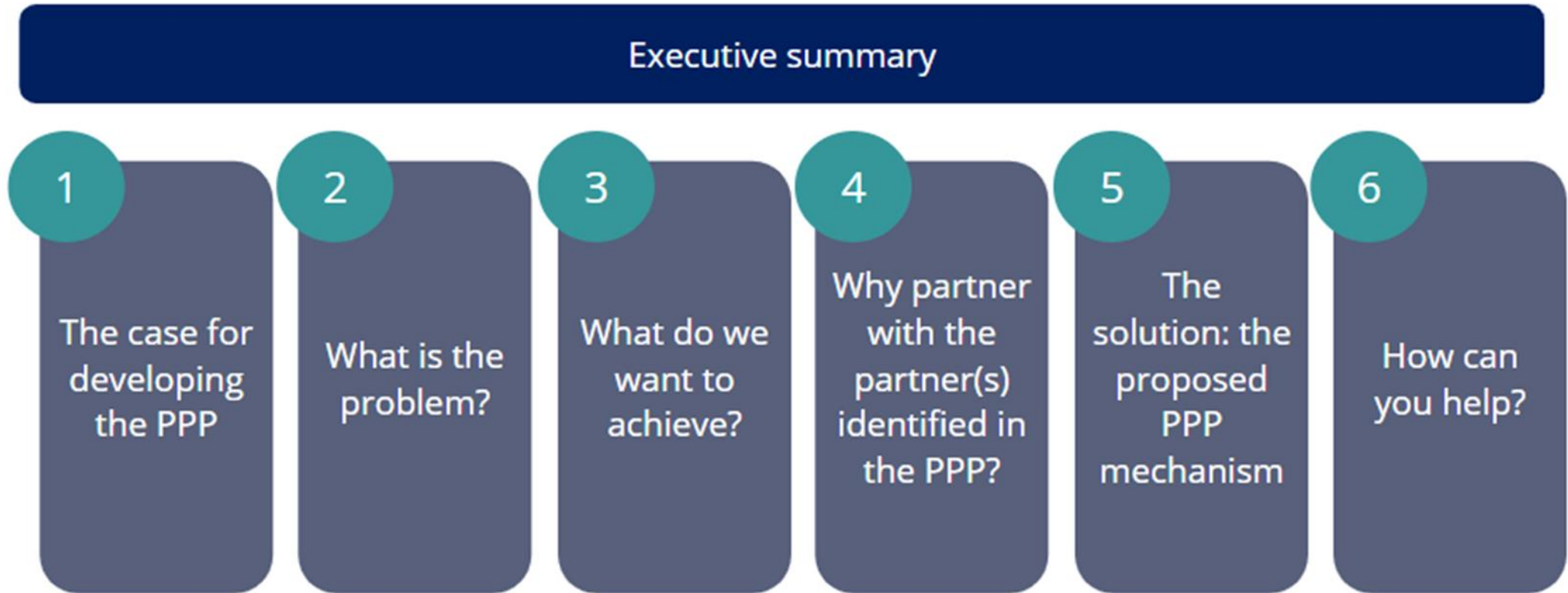








## Essential component of a business case





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

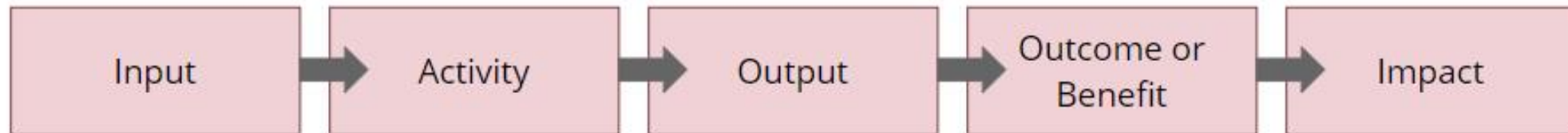
What do we  
want to  
achieve?

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.	<b>Output</b>	Farmers trained on poultry health and production.
Private jobs are created.	<b>Outcome or Benefit</b>	Increased productivity of chicken production in Ethiopia.
Ethiochicken private revenue increased.	<b>Impact</b>	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

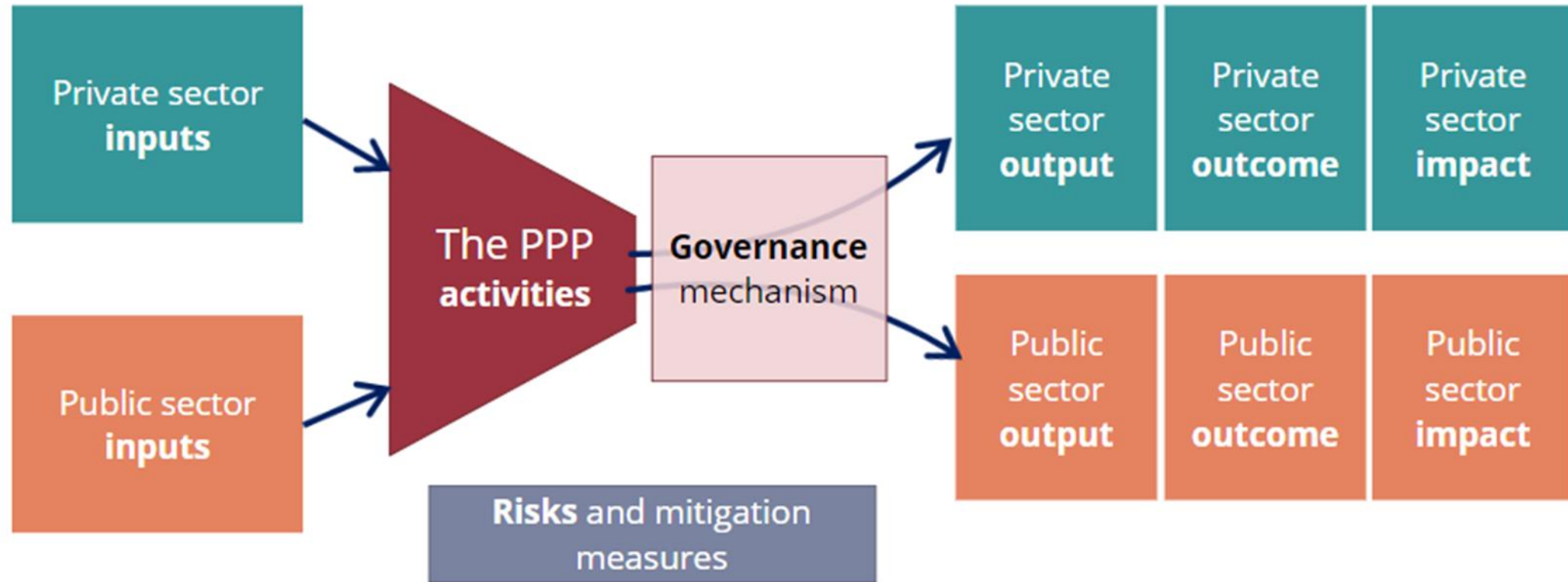
The solution: the proposed PPP mechanism





## The solution: the proposed mechanism

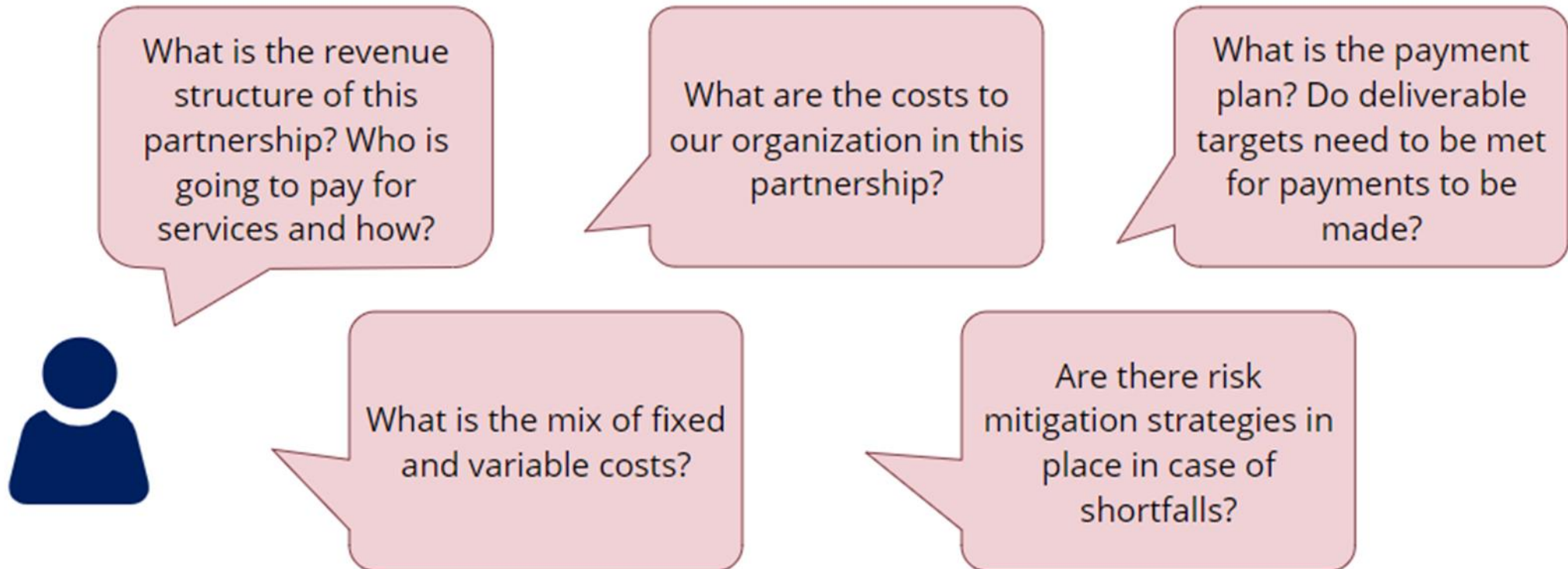
This section therefore gives an overview of how the PPP will function, and should include all of the following elements:





## 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

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## Group Exercise 3: Development of PPP Business case

Brief Description of project activities .....

Public Input		Private Input	
<b>Governance Mechanism</b> (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
		<b>Output</b>	
		<b>Outcome</b>	
		<b>Impact</b>	



## 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.



# Initiation and establishment Enabling environment and Governance



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**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

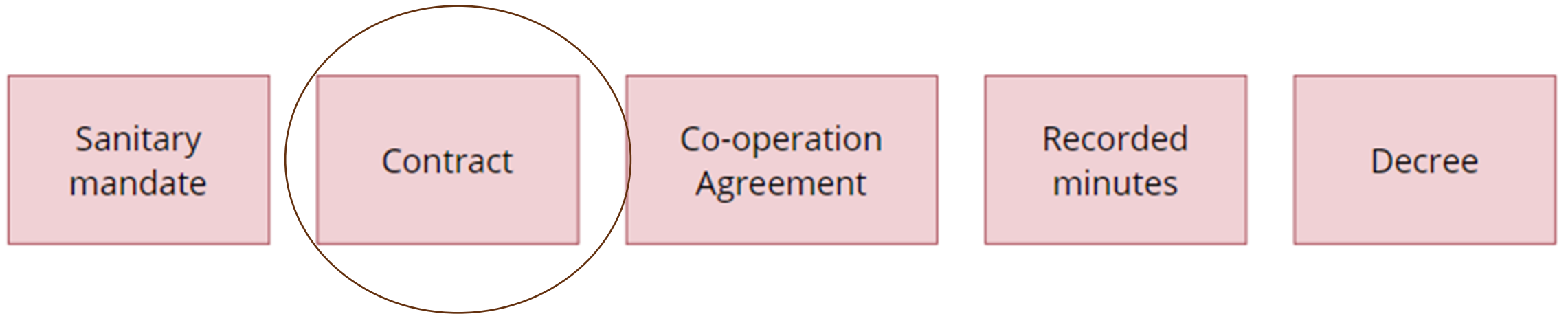
Recorded  
minutes

Decree



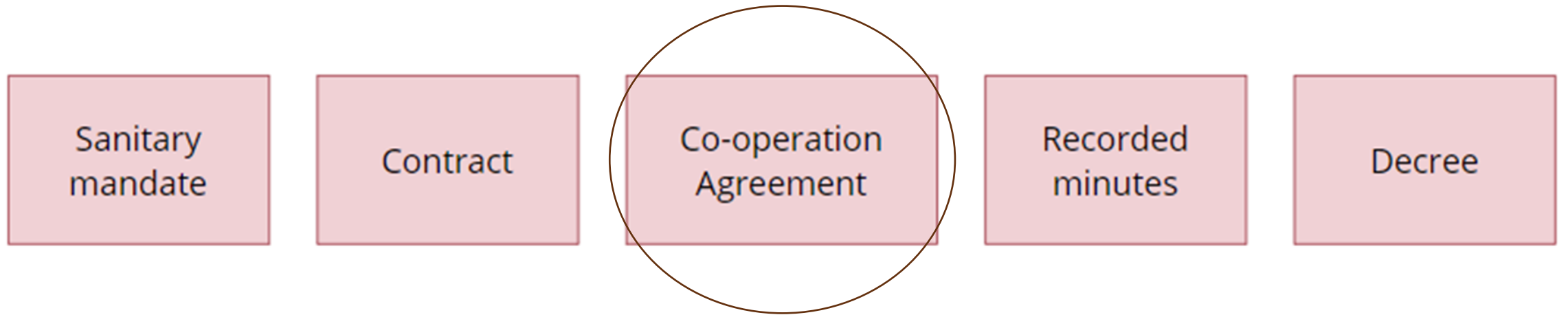
Authority given to private sector bodies or individuals to deliver specified services for a fee paid by Government. Also referred to as «accreditation/authorisation/delegation» in the OIE PVS Tool.





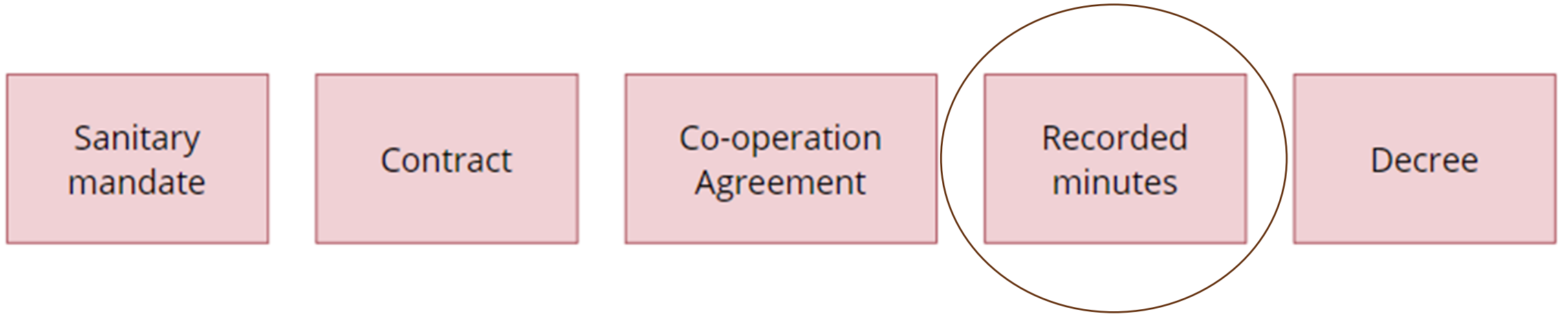
A contract is usually made between the public sector and a company or group of companies. It is a legal document which sets out mutual obligations including services to be provided, standards and payment. Where contracts are used, fair access should be ensured by a procurement process.





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

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# Risk Management, Monitoring and Evaluation

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Risk identification and  
management

1. What *barriers to implementation* could stop the PPP from being implemented?
2. Once established, what **current risks** may affect the functioning of the PPP?
3. Which **emerging risks** need to be considered?



1. For each identified risk, think about **the likelihood (L)** it will occur and **the impact (I)** on the PPP if it does occur.
2. **Calculate** the *severity* (S) and then **rank the risks (R)** in order of importance

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



Risk	L	I	S	R

Rare,  
Low,  
Possible,  
Likely,  
Most certain

Insignificant  
Low  
Moderate  
High  
Extreme

**Calculate severity**  
  
Low (1-6)  
Moderate (8-12)  
Significant (15-25)

**Rank the risk**





## Risk Mitigation and Contingent Plan

1. What can be done to reduce the risks from occurring? (*mitigating* actions)
2. What can be done to reduce the impacts if the risks do occur? (*contingent* actions)
3. Who in the PPP manages these risks, and how are they identified /reviewed?




## Evaluation

1. Evaluation: Who carries it out?
2. With what frequency?
3. What is done in response?

## Reference

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

 OPEN ACCESS

**Citation:** Poupaud M, Antoine-Moussiaux N, Dieuzy-Labaye I, Peyre M (2021) An evaluation tool to strengthen the collaborative process of the public-private partnership in the veterinary domain. *PLoS ONE* 16(5): e0252103. <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



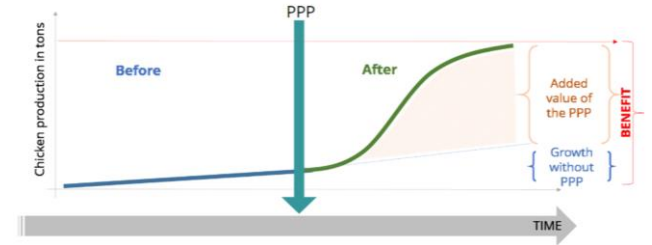
## Counterfactual evaluation

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 Zooland, 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.**

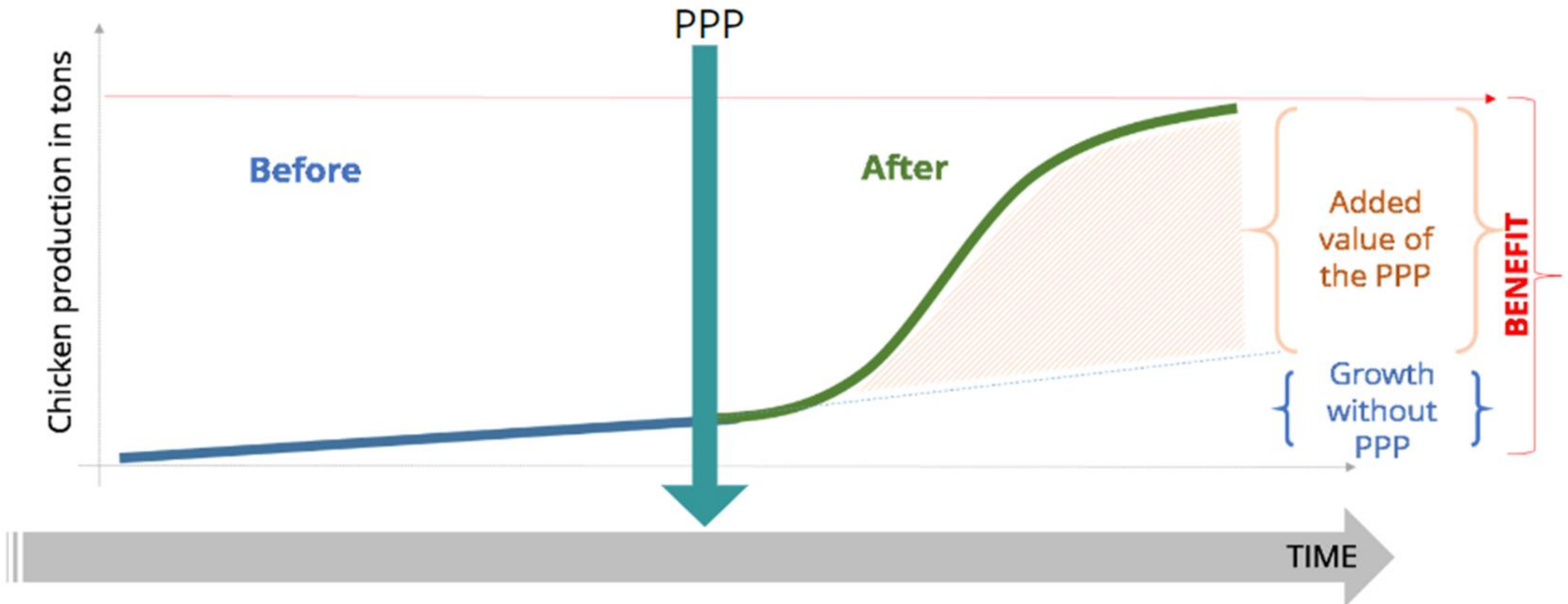
Therefore, the focus of the evaluation is on:

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

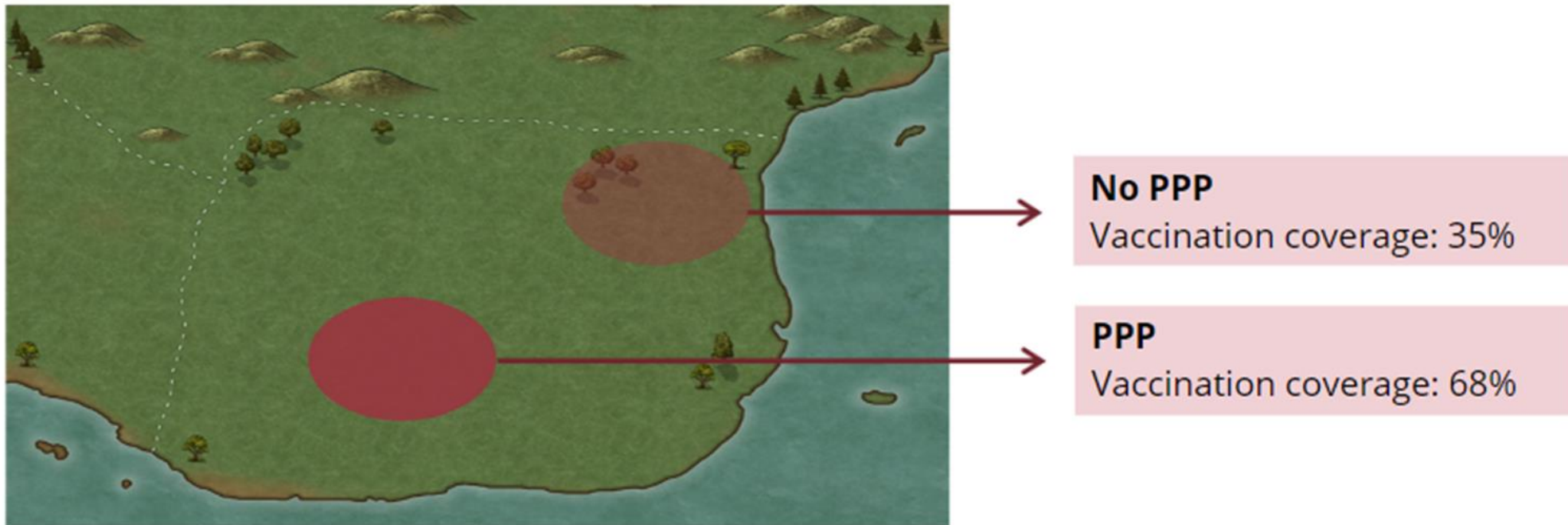
In this approach, we compare the benefits before and after a PPP approach is initiated:





## Here/ There Approach

To illustrate a here/there approach, imagine that in Zooland, 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.

# Time for Group Exercise

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