

PPPs in SPS implementation: a why-to, and how-to guide.

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The Guide: aims

- A 'knowledge product' on the role of PPPs in SPS implementation
 - Build on and add to the sets of case studies of PPPs which already exist.
- Also, draw lessons from these which can encourage practical action
 - Not just a repository of information, but also a practical guide
- Key questions for the Guide to address:
 - How to develop PPPs to strengthen SPS capacity
 - How to promote a stronger involvement of private sector partners to scale certain innovations?
- Need to reflect that PPPs can take many forms
 - From broad and high level, to highly-structured
 - There may be many successful PPPs which are never reviewed because they were not written up
- Address the issue of rationale
 - What is the 'business case' for different actors?

Who am I?

- Link through Morag Webb
 - Worked with COLEAD on a study of 'spillover' effects from SPS programming in export horticulture in Kenya
- Lots of experience in agricultural supply chains, for example:
 - Advisory board member for Nestle's \$1.3bn Income Accelerator Programme
 - Which is itself a PPP working with Cd'I-Ghana Coffee Programme/ IDH/ KIT
 - Working with JTI on income diversification in Malawi and Zambia
- Also on PPPs, and link between public and private sectors:
 - Advisory Board member of Global Partnership for Development Cooperation
 - IFC/ Shell on Simandou project in Guinea
 - TL on IFC study on PPPs in economic development
- Wider questions of economic development
 - Post-Ebola recovery strategy for Sierra Leone
 - Vietnam private sector development strategy for the Asian Development Bank

The Guide: methodology

Data collection

- Key informant interviews (KIIs), including some Practitioner Group members and external stakeholders
- Review existing case studies of SPS-related PPPs
- Also includes additional ones which have emerged through the research process.

Writing and review

- First draft reviewed by project team and edits/ alterations made
- Findings shared on-line earlier this month, and again today
- Further draft to be circulated to wider group
- Final version for publication

PPPs: Why?

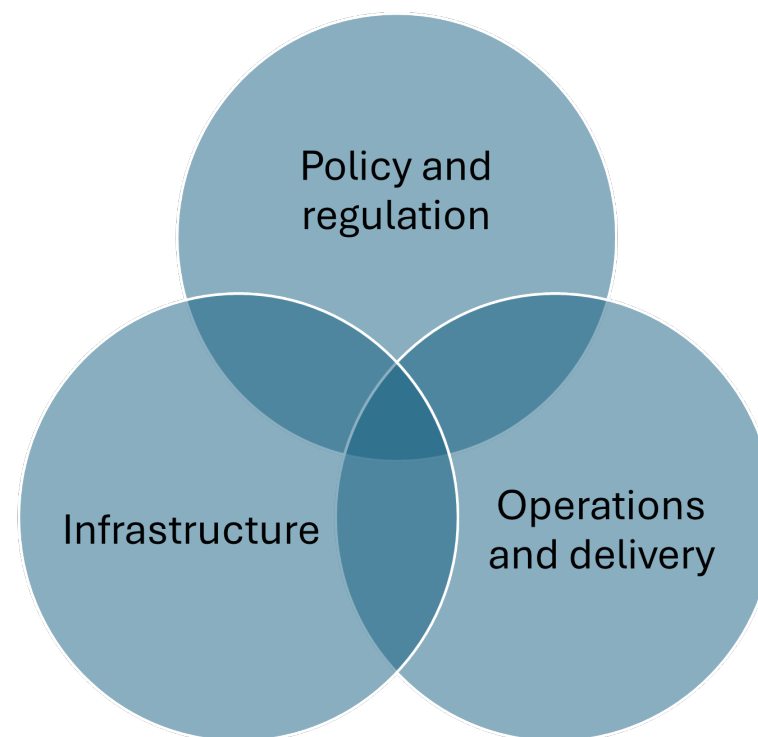
- **PPPs do things that other arrangements are not able to, because they leverage the different skills and capabilities of both public and private sectors.**
- STDF's global partnership aims to create "increased and sustainable SPS capacity in developing countries."
 - This is complex
 - Not something that one sector or organization can do on its own
- Public and private sectors have different capabilities and roles
 - Success lies in drawing on these different characteristics
- Some observations
 - "We can achieve more by working with government agencies than we can working on our own"
 - "The more I talk to the private sector, the better I am able to frame workable legislation"

PPPs: What?

- Categorisation proves very complicated. On what basis does one categorise?
 - Structure?
 - Function?
- We opted for the latter
- Even so, great debate what when where
 - Many can go in more than one category
 - Focus on main function

The how? Interrelated functions

- 3 categories
 - Policy/ regulation
 - High-level governance processes to underpin a strong industry
 - Infrastructure
 - On-the-ground facilities and structures to support a strong SPS capability
 - Operations/ delivery
 - Collaborative arrangements, Skills and networks for delivery of SPS functions and services



The Arab Task Force on Consumer Protection

- Partners including the League of Arab States, the Arab Organisation for Agricultural Development, the Arab Federation of Food Industries and various chambers of commerce.
- Aim to enhance compliance with sanitary and SPS requirements through dialogue among stakeholders in 18 countries.

National Horticulture Taskforce, Kenya

- Goal to assure Kenya's horticultural produce complies with market requirements and sustains its reputation as a leading grower and exporter of horticultural produce. The taskforce has been
- Platform for sensible discussion between the public and private sectors on issues such as pesticide residue, interceptions due to pests, early warning systems, pesticide residue monitoring plan, food miles, and marketing standards.

Meat Board of Namibia

- An emergency animal health fund initiated during a foot-and-mouth outbreak in 2015.
- To mobilise funds to set up disease control measures.
- Also established awareness campaigns country-wide; the appointment of expert consultants in disease control and diagnosis; appointing and coordinating veterinarians to conduct post vaccination checks
- This structure remains in place for use in any future emergency.

Cinnamon Training Academy, Sri Lanka

- The TCA is now established as not-for-profit educational organization to deliver hands-on training to small-scale operators and processors on issues such as good manufacturing practices, hazard analysis and control, and occupational standard schemes for cinnamon processing.
- The vocational training programme set up was accredited by Sri Lanka's Tertiary and Vocational Educational Commission

Operations and delivery

Sanitary mandate, Mali

- Private vets are allowed to conduct activities delegated by the Veterinary Services, such as vaccinations against common serious diseases.
- 544 professionals worked alongside 362 public veterinarians, therefore improving vaccination coverage of its livestock population, resulting in better animal health and food security.

Horticulture, South Africa

- Partnership between South African industry groups and the government aims to strengthen the capacity of producers to control fruit flies to facilitate safe trade.
- Growers pay a user's fee for services including setting, servicing and monitoring traps using sterile insect technique releases and aerial baiting programmes for fruit fly control.

PPPs: How?

- Key success factors:
 - Context
 - Regulatory and enabling environment
 - Structure
 - Clear rationale and aims
 - Leadership
 - Governance
 - Appropriate and stable funding
 - Appropriate use of ICT
 - People
 - Trust
 - Co-creation
 - Inclusivity
- Need to stress again that the specifics will vary hugely depending on size, complexity and duration of a PPP arrangement

The 'magic dust'

- Previous slide makes PPP formation and management sound easy
 - Actually, it is tough, you're dealing with human beings
 - “Flying is easy, just throw yourself at the ground and miss”
- Appreciating and understanding differences
 - Others are different, and that is a good thing
 - Understanding the pressures/ incentives to which 'the other' operates
 - Finding common ground
 - Shared objectives even if for different motivations
 - Do not judge others' motivations.
- The 'magic dust'...
 - ...is trust

Trust building: the people

- The right people in the room
 - Both decision-makers and those prepared to work with others
- The role of a neutral third party
 - Trusted by all sides when those sides do not yet necessarily trust each other.
- Language
 - Native vs non-native language speaker

Trust building: the process

- Regular meetings, over time
 - Fosters familiarity and understanding
- Face to face
 - So much gets lost on-line
- Resourcing
 - Can people come to meetings?
- Early wins
 - Demonstrates the value of collaboration.
- Leveraging a value chain perspective
 - “Make sure everyone can see their own self-interest in what is going on.”

Next steps

- Draft paper circulated to core team, and comments given
- Further draft being developed at the moment
 - Can still include more case examples
- Any comments from today's meeting can be reflected in the paper
- Paper to be finalized and published

THANK YOU