

STRUCTURING PPPs: Where's the Sweet Spot?

JIFSAN Advisory Council
2018 Annual Symposium
Harnessing Public-Private Partnerships to
Improve Food Safety & Nutrition Outcomes

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Structured Partnerships
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What the world needs now is ... more partnership.



This is not a kumbaya conversation. PPPs take effort.



- It takes effort, engagement, cost, and compromise.
- It involves individual, varied, and asymmetrical giving.
- It means contributing a piece of yourself in return for something greater.

Why Do It?

$$1 + 1 = 3$$

The total is greater than the sum of the parts.

$$\text{TOTAL} > [\text{part} + \text{part} + \text{part} + \text{part} + \text{part}]$$

This is not fake math.

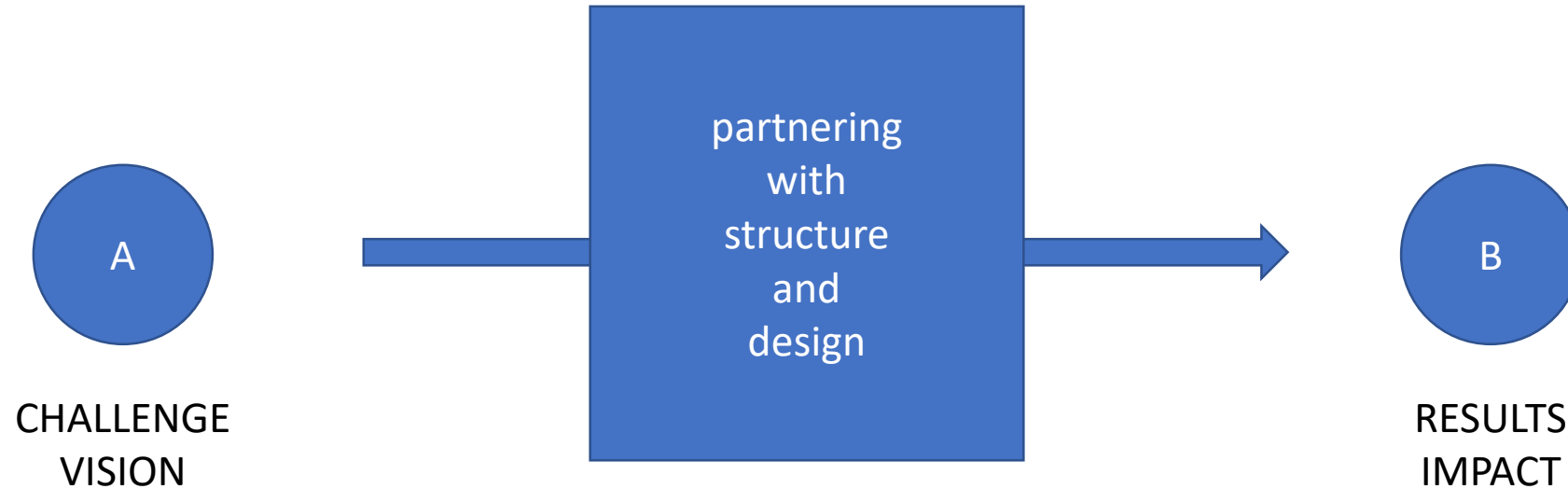
The total is greater
than the sum of
the **partners**.



TOTAL > [part + part + part + part + part]
 ner ner ner ner ner

WHEN DONE WELL, **PARTNERSHIP** IS THE MULTIPLIER EFFECT.

What is the X factor?



Lots of options – topic, participants, level of formality, duration, politics, resources, etc.

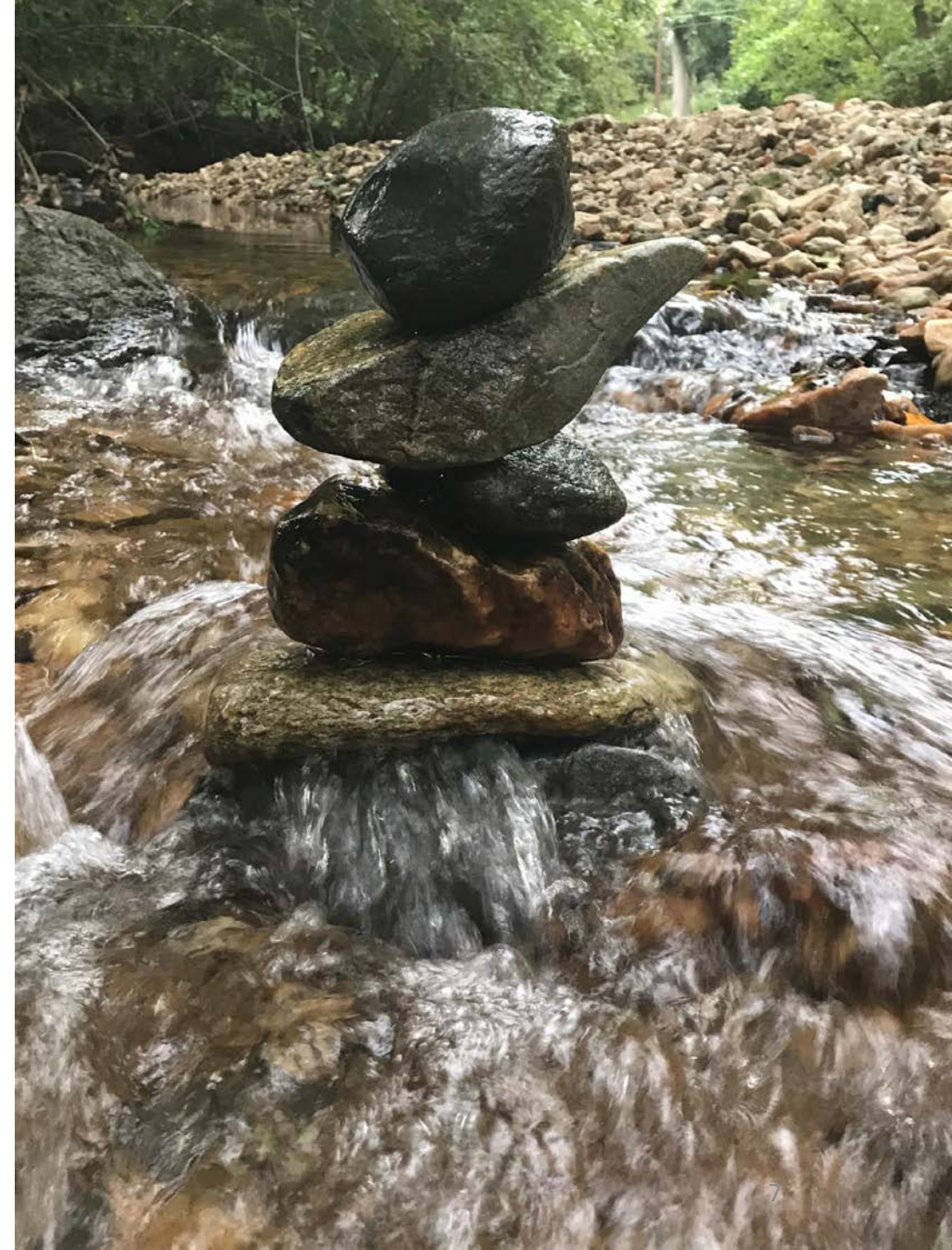
Lots of business decisions – informed views, clear vision, agreed terms, etc.

Lots of room for good choices or poor choices and missed opportunities

There's no one answer – it's all contextual.

- organic
- deliberate
- iterative

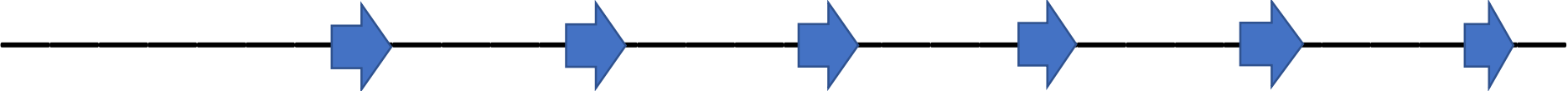
like rock, like water



Partnership Life Cycles

deliberate direction (rock) / iterative dialectic (water)

CONTENT pilot | results | review | revise | results | repeat | scale-up | etc. | exit
evidence-based, ground-truthed, and reality-checked



STRUCTURE creation | establishment | ops | reporting | review | adjustments | ops | etc. | exit



PARTNERSHIP LIFE CYCLE

creation | establishment | operations | reporting | review | adjustments | operations | etc. | exit

THE GREAT FEEDBACK LOOP



THREE THINGS:

1. ORGANIC: Have the **whole life cycle** in view as you create.
2. ROCK: Articulate terms to ensure **common foundation**.
3. WATER: Leave **room for change**, and make it easy.

MY TEN TRIED AND TRUE TIPS

1. Be clear.
2. Be clean.
3. Be modular.
4. Be flexible.
5. Be comprehensive.
6. Be balanced.
7. Be contextual.
8. Be ready.
9. Be (a)ware.
10. Keep it simple.

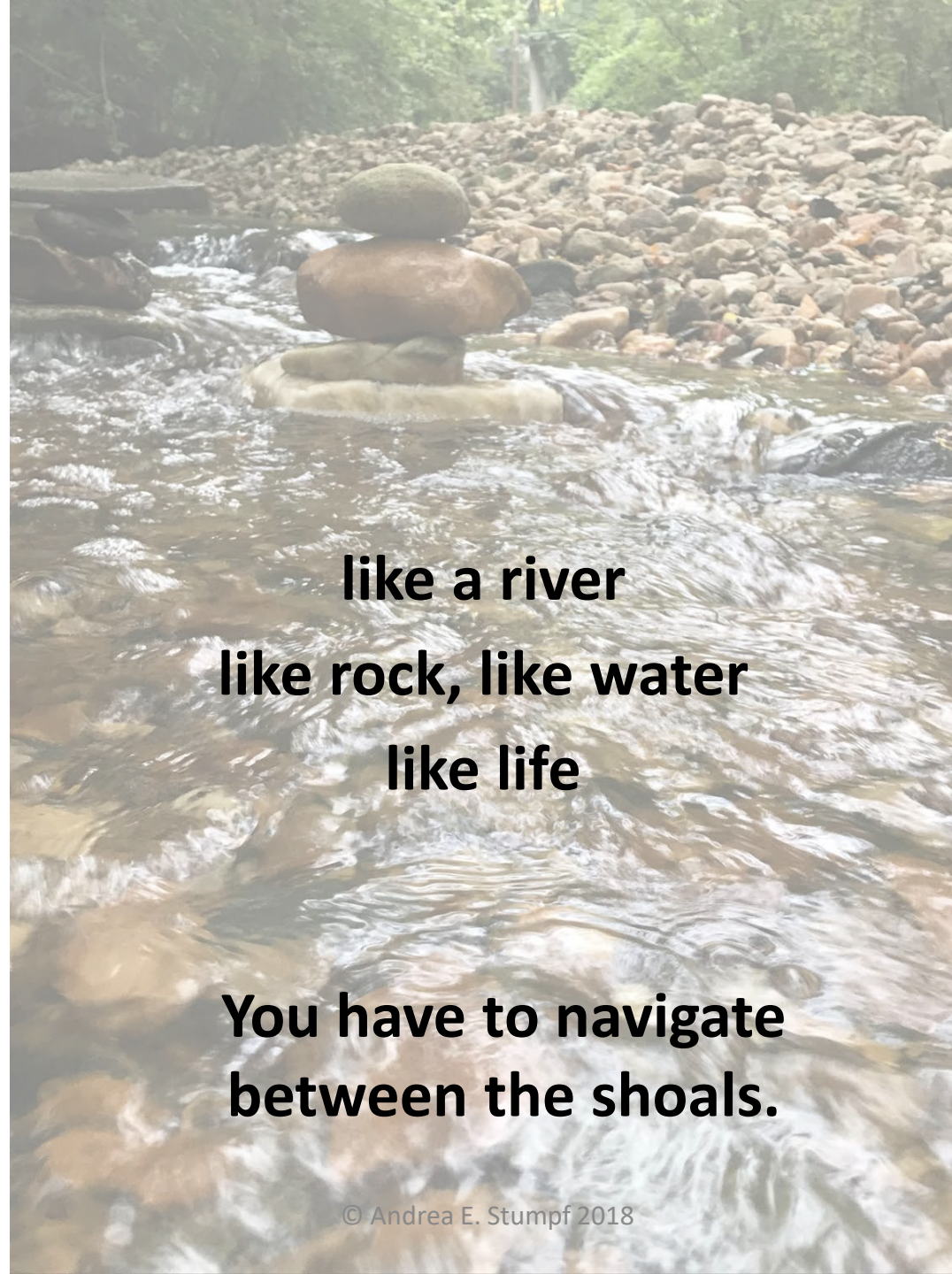
Details in my
forthcoming
book. 👍



Scylla

too much rock

- Too formal – like a straight jacket
- Too asymmetrical – like a leaning tower
- Too high level – like pie in the sky



like a river

like rock, like water

like life

**You have to navigate
between the shoals.**



Charybdis

too much water

- Too diffuse – not enough center
- Too undefined – lots of definitions
- Too unsynergistic – unmet potential

LOOK FOR THE SWEET SPOT

symbiosis and synergies = from the Greek, living / working together



aligned and balanced
mutualism, mutually beneficial, mutually reinforcing

The Skein:
Find the Lead



The Huddle:
Get Together



The Combo:
Divvy It Up



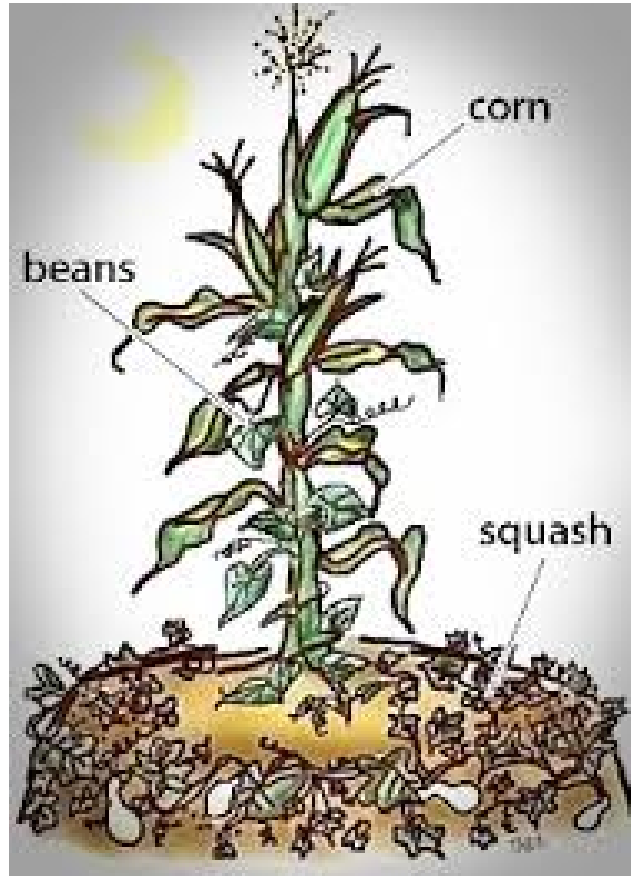
Structure the Symbiosis to Max the Synergies

Have a vision
Convene your partners
Structure the engagement

1. PARTNER INTELLIGENCE

Corn is the upstream input
Beans are the support glue
Squash is the downstream output

2. COMPARATIVE ADVANTAGE



**KNOW YOUR
GOALS**

**KNOW YOUR
ROLES**

Partnerships are voluntary.

motivations



incentives



benefits

see the benefits

sustain the participation

validate the engagement

drivers
skill sets

combined effort

shared goals
shared results

- Everyone has their own motivations.
- Partnership is where incentives and benefits converge.
- It has to work for everyone. It shouldn't hurt.
- Benefits belong to the whole partnership.

Let's Take FSMA

“At its core, FSMA makes it clear that the food industry has the primary responsibility for food safety.”

Government agencies should make sure that the benefits of their regulations outweigh the costs.

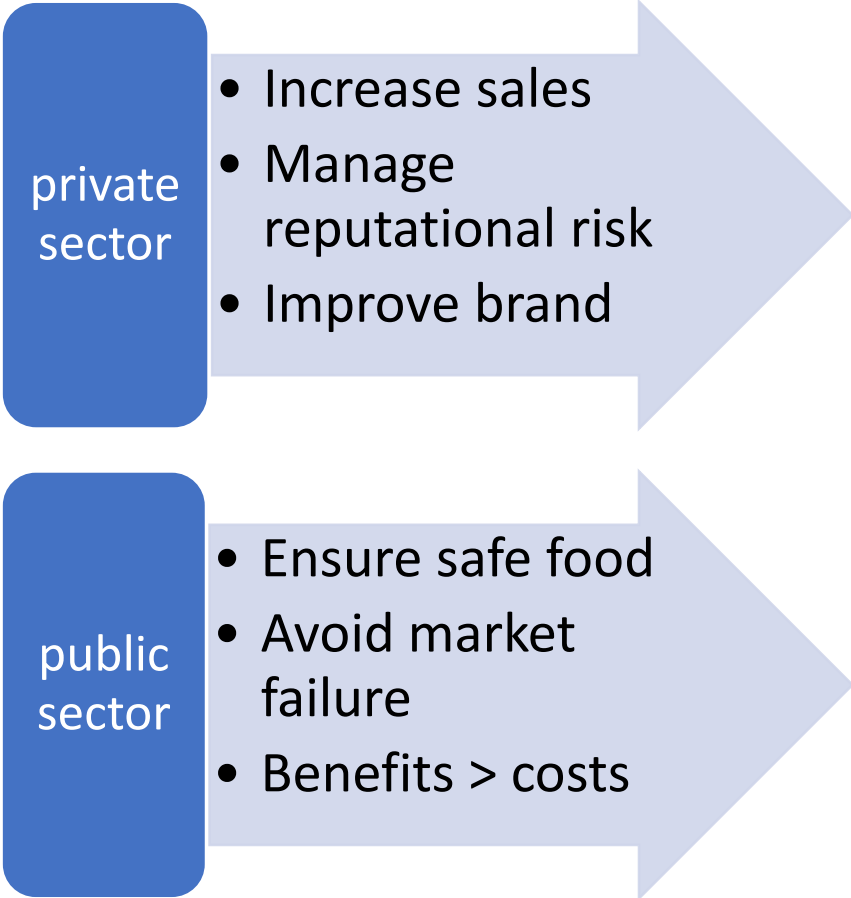
Compliance-cost calculus: Y'all have to work together.

Costs will be high if regs are too unclear and unwieldy.

Compliance will be low if regs are too unclear and costly.

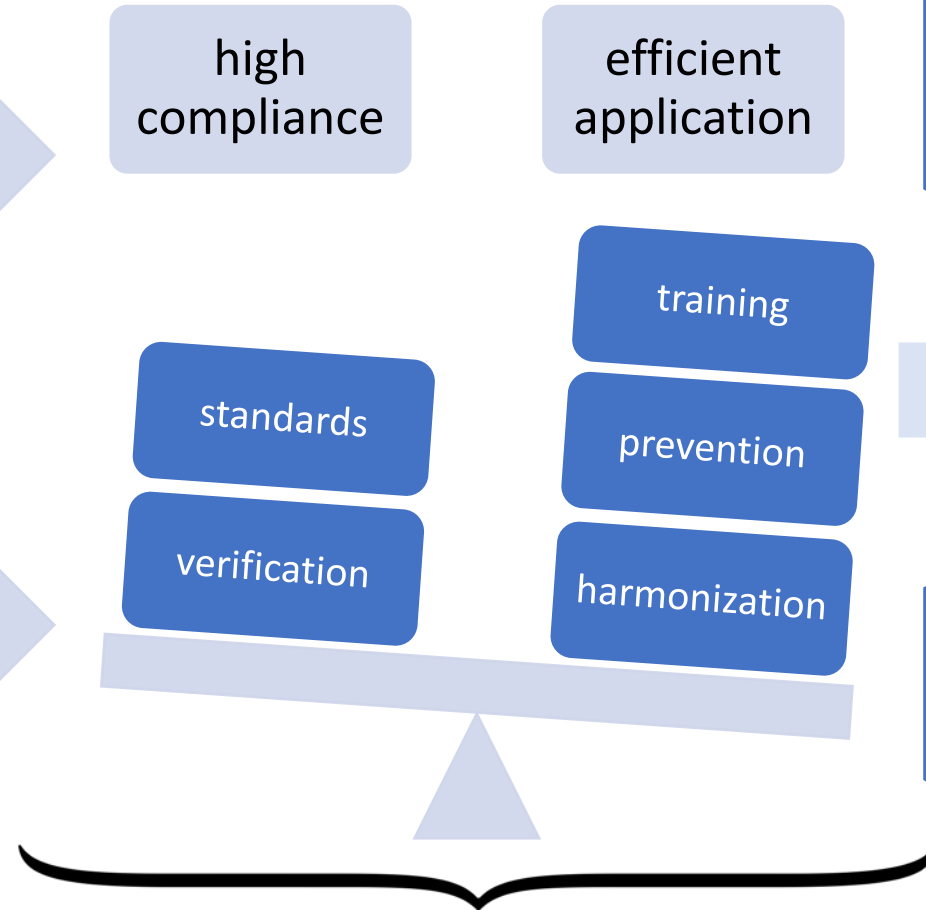
Motivations

Specific Interests



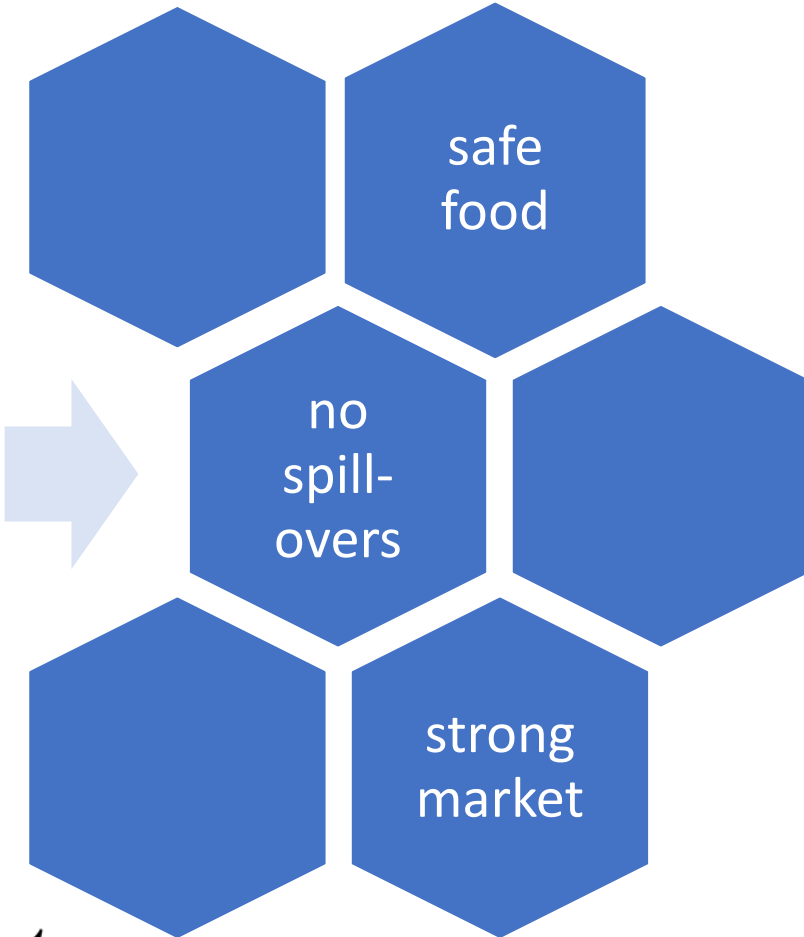
Incentives

Shared Interests



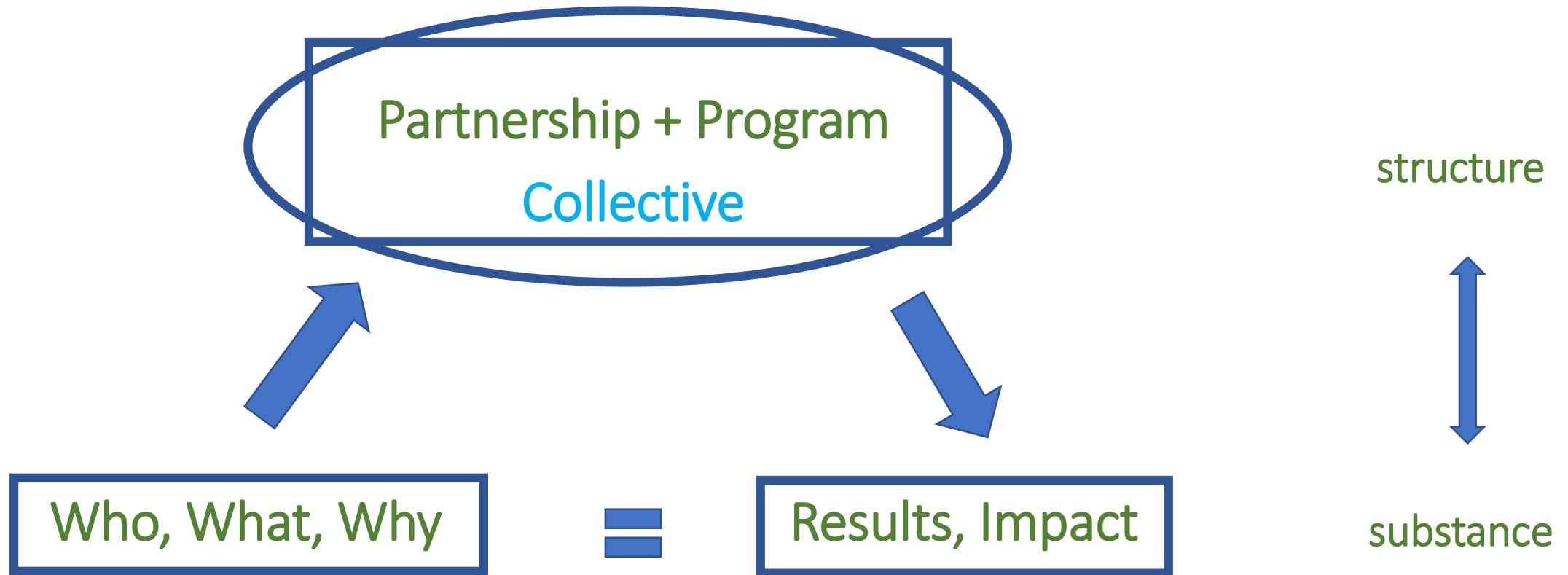
Benefits

Realized Interests



Find the sweet spot as partners.





Collecting gets you from content to impact.

Collectivizing

Partnerships are collectives.

They can “collect” around various things:

- ✓ **Decision making:** governing body, working groups
- ✓ **Admin support:** secretariat, legal entity, program head
- ✓ **Knowledge / info:** website, knowledge platform
- ✓ **Activities:** work plan, results framework
- ✓ **Lessons learned:** symposium, papers
- ✓ **Funding:** pooled funds, trust funds
- ✓ **Reputation:** brand, perception, reality



➤ **more or less collectivized**

➤ **more or less structured**

➤ **more or less synergized**

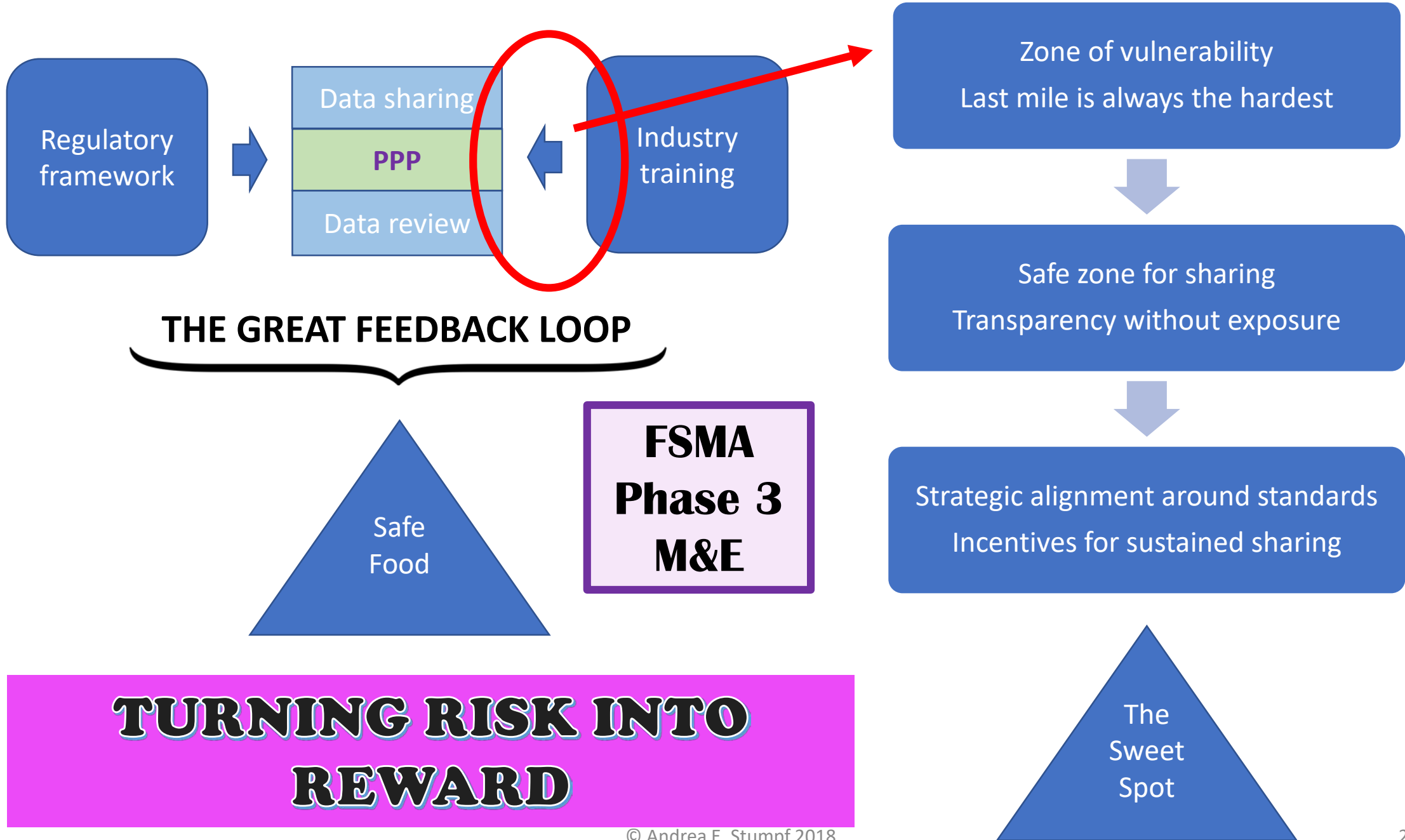
**CONTEXTUALIZE
YOUR
COLLECTIVIZING.**



**KEEP
CALM
AND
COLLABORATE,
CONTEXTUALIZE
AND COLLECTIVIZE**

FSMA is a **market-driven regulatory** framework – the public-private dialectic is already built in.

- Food safety is not optional; either the market steps up or regs get stepped up.
- Food safety is not a competitive issue; everyone is interested in a preventive approach – fewer lives lost.
- Sharing is essential for effective training, environmental monitoring, managing false positives, compliance and best practices.
- Agencies have standards, companies have data – how can they be leveraged for the common good without creating selective bads?
- Can we say: **Mandatory rules correct market failures, but voluntary tools create market advantages?**



Consider the

Regrets or resolve?

(Campfire or conflagration?)



Now consider

- Regulators can interact
- Industry can interact
- Compliance goes up,
- Consumers get safe f
- The SDGs are met.
- Happy world.
- For us all.
- Amen.



KNOW YOUR GOALS
KNOW YOUR ROLES
FIND THE SWEET SPOT
CONTEXTUALIZE
THANK YOU!



STRUCTURED
PARTNERSHIPS