**Effective multi-stakeholder dialogue and collaboration to improve the design, implementation and impact of Public-Private Partnerships in   
Africa’s agricultural sector**

**Collection of contributions received**

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# Topic note

You are cordially invited to participate in this online consultation on agricultural Public Private Partnerships (agri-PPPs). We would appreciate your comments on the draft “[**Guidelines for the design and implementation of effective Public Private Partnerships in the agriculture sector (agri-PPPs)**](http://www.fao.org/fsnforum/sites/default/files/files/FSNForum_africa/PPP_Ghana/Africa_%20PPP_guidelines_DRAFT.docx)”. The guiding questions below provide an outline for the type of information we would like to gather.    
  
This online consultation jointly moderated by FAO and AUC, will allow a broad range of stakeholders to provide their experiences and insights on the development of agri-PPPs in Africa. The consultation will serve to enrich the PPP roundtable dialogues which will be held in selected African countries, provide additional insights for policy makers and expand the inclusiveness of the exercise.  It will also inform the finalization of the PPP guidelines.

The consultation is open from **5 – 19 June**. We look forward to receiving your comments.

**Background**

Unleashing the potential for inclusive agricultural growth and transformation in Africa requires coordinated and strategic public and private investment in the sector. Against a background of limited government resources and expertise, public-private partnerships (PPPs) are increasingly being promoted around the world as a mechanism to pool resources, reduce risk, improve productivity and drive growth in the agriculture and food sectors. In line with this trend, many African countries have recently expressed an interest in further understanding the potential for PPPs in the agriculture sector (agri-PPPs) to deliver on these transformative goals. This interest is also reflected in the Sustaining Comprehensive Africa Agriculture Development Programme (CAADP) Momentum Results Framework 2015-2025. Pillar 4 of the Malabo Declaration of 2014 aims to halve poverty by 2025 through inclusive agricultural growth and transformation and foresees a clear role for agri-PPPs to contribute towards the achievement of this objective. By 2025, African Union (AU) member states have committed to “establishing and/or strengthening inclusive public-private partnerships for at least 5 priority agriculture commodity value chains with strong linkage to smallholder agriculture”.[[1]](#footnote-1)

During 2011 – 2013, FAO initiated a series of appraisals of agricultural Public Private Partnerships (agri-PPPs) in 15 African, Asian and Latin American countries. Experiences from these appraisals formed the basis of a synthesis report, launched in 2016, with the primary objective to draw lessons that could provide guidance to FAO member countries on how to partner effectively with the private sector to mobilize resources for agribusiness development. In 2016, during the 29th FAO Africa Regional Conference, member states requested documentation of additional case studies to improve understanding of agri-PPPs on the African continent and inform their agri-PPP policies, given that the 2025 CAADP growth goals aim to establish PPPs for at least five priority agricultural commodity value chains in each country.

It is within this context that the AUC partnered with FAO to work on improving understanding about the design, implementation and impact of agri-PPPs. The work involved an analysis of 24 agri-PPP case studies from eight African countries (Ethiopia, Rwanda, Uganda, Kenya, Ghana, Cote d’Ivoire, Zambia and South Africa). The findings from these studies were validated in a workshop in May 2018 in Nairobi, Kenya.[[2]](#footnote-2)

Complementary to this, the African Union Commission (AUC) and the African Union Development Agency (AUDA-NEPAD) have fostered engagement with the private sector and agribusiness stakeholders to identify ways through which the contribution of this critical stakeholder group could be expanded and made more effective in contributing to the agricultural development agenda on the continent.  A framework for engagement of the private sector in agriculture and agribusiness, called the Country Agribusiness Partnership Framework (CAP-F) was subsequently developed which aims to stimulate private investments.

It is important that the knowledge from these exercises informs policy-makers to design and implement effective agri-PPPs in Africa.  In this regard, roundtables will be convened with identified policy makers, private sector entities and other stakeholders in selected countries – Ghana, Cote d’Ivoire, Uganda and Zambia - to discuss the country context, and opportunities for promotion of agri-PPPs. The draft guidelines for structuring effective agri-PPPs will also be discussed. The engagement with the countries will provide additional insights, which will inform the finalization of a set of guidelines for design of successful agri-PPPs in Africa. The work will complement ongoing efforts by AUC/AUDA-NEPAD and Grow Africa in rolling out the CAP-F in a number of countries in Africa (currently ongoing in Ghana, Kenya, Malawi, Nigeria, Senegal, Tanzania and Uganda).

**Guiding Questions**

1. What is your understanding of Public Private Partnership in agribusiness (agri-PPPs)?
2. How useful are agri-PPPs in the Ghanaian context? Please provide examples? From your experience, what are the factors key to the successful implementation of agri-PPPs?
3. How can we protect smallholders and share risks fairly, while at the same time ensuring that the agri-PPP is attractive to private investors?
4. Which policy changes/reforms are required to improve private investment for agribusiness in Ghana through PPPs?
5. Which institutional arrangements are required to promote agri-PPPs in Ghana for effective engagement and investment of the private sector in agribusiness in Ghana?
6. How should support for increased private investment in agribusiness through PPPs be coordinated in Ghana?
7. How should progress on agri-PPPs implementation in Ghana be documented and reported?
8. Who are the main stakeholders for effective design, implementation and reporting on agri-PPPs in Ghana?

Stephanie Gallatova, Agribusiness Officer, FAOMark Kofi Fynn, CAADP Advisor Agribusiness, African Union Commission

# Contributions received

## Emile Houngbo, National University of Agriculture (UNA), Benin

Original contribution in French

Bonjour à tous,

J'ai lu le thème de la discussion que je trouve très intéressant, parce qu'il aborde un domaine dont dépendra l'essor économique et le développement de l'Afrique : le développement de la chaîne agriculture-agroindustrie, à travers le développement du partenariat public-privé (PPP). A cet effet, il me plaît bien de répondre aux questions une à une.

 Qu'entendez-vous par partenariat public-privé dans l'agro-industrie (PPP agricole) ?

**Réponse**: Le PPP agricole est l'implication et la mobilisation des investissements privés et publics dans les activités de promotion de la chaîne agriculture-agroindustrie dans un pays.

Quelle est l'utilité des PPP agricoles dans le contexte ghanéen? Veuillez donner des exemples.

**Réponse**: L'utilité des PPP agricoles au Ghana comme dans les autres pays africains tient à la mise en synergie des forces du secteur privé avec celles du secteur public pour relever le défi du développement agricole et agroindustriel. Il s'agit de respecter les principes de chaque partie pour que la synergie soit réelle. Car, pendant que le secteur privé vise le bénéfice et la rentabilité, le secteur public doit veiller à la création de la richesse et de l'emploi, à la croissance économique d'ensemble et le développement. Il y a donc nécessité pour le secteur public de cibler les volets d'investissements propices à la rentabilité et de les confier au secteur privé, pour par la suite prélever des taxes et impôts pour soutenir l'Etat dans la satisfaction des besoins d'intérêt général (santé publique, justice, sécurité, éducation, infrastructures, ...).

D'après votre expérience, quels sont les facteurs clés pour une mise en œuvre réussie des PPP agricoles?

**Réponse**: Les facteurs clés pour une mise en oeuvre réussie des PPP agricoles seraient la rentabilité des activités pour le privé, l'équité, la qualité de la justice, la transparence et la pritection des entreprises privées contre les faillites. Il faudra donc assurer le bon fonctionnement du marché.

Comment pouvons-nous protéger les petits exploitants et partager équitablement les risques, tout en veillant à ce que le PPP agricole soit attrayant pour les investisseurs privés?

**Réponse**: Je crois qu'il ne s'agit pas de protéger les petits exploitants. Il faudrait plutôt les organiser de manière à leur permettre de rentrer dans la dynamique des grandes productions pour soutenir l'agroindustrie.

Quels changements/réformes politiques faut-il appliquer pour améliorer l'investissement privé dans l'agro-industrie au Ghana dans le cadre des PPP?

**Réponse**: Améliorer le climat des affaires (Doing business) par des textes réglementaires et légaux motivants pour le secteur privé.

Quels arrangements institutionnels sont nécessaires pour promouvoir les PPP agricoles au Ghana pour assurer un engagement et un investissement efficaces du secteur privé dans l'agro-industrie au Ghana?

**Réponse**: Améliorer le climat des affaires, par des services administratifs de qualité et rapides, afin de garantir l'efficacité et la rentabilité des activités.

Comment coordonner le soutien à un accroissement des investissements privés dans l'agro-industrie par le biais des PPP?

**Réponse**: Maintenir toujours un bon climat des affaires et garantir la sécurité, la promptitude de la justice et la qualité des services bancaires.

Comment les progrès dans la mise en œuvre des PPP agricoles au Ghana devraient-ils être documentés et notifiés?

**Réponse**: Le développement des PPP agricoles devrait être inséré dans un processus de recherche, de suivi-évaluation et de renforcement des capacités des acteurs. Cela permettra de suivre la dynamique de l'évolution du secteur agricole et d'opérer à temps les ajustements nécessaires en termes de recherche, de formation et de publication scientifique.

English translation

Hello everyone,

I have read the theme of the discussion, which I find very interesting because it addresses an area on which Africa's economic growth and development will depend,  that is the development of the agriculture-agro-industry chain, through the promotion of public-private partnerships (PPP). To this end, I would like to answer the questions one by one.

What is your understanding of Public Private Partnership in agribusiness (agri-PPPs)?

**Answer**: Agri-PPPs involve and mobilize private and public investments in activities aimed at promoting the agriculture-agro-industry chain in a country.

How useful are agri-PPPs in the Ghanaian context?  Please provide examples.

**Answer**: The value of agricultural PPPs in Ghana, as in other African countries, lies in the synergy of private and public sector forces to address the challenge of agricultural and agro-industrial development. This means respecting the principles of each party so that the synergy is real. Indeed, while the private sector seeks profit and profitability, the public sector must ensure the creation of wealth and employment, overall economic growth and development. Therefore, it is necessary for the public sector to target the investment components conducive to profitability and to entrust them to the private sector, in order to subsequently levy taxes to support the State in meeting the needs of general interest (public health, justice, security, education, infrastructures, etc.).

From your experience, what are the factors key to the successful implementation of agri-PPPs?

**Answer**: Key factors for the successful implementation of agricultural PPPs would be the profitability of activities for the private sector, equity, quality of justice, transparency and protection of private companies against bankruptcy. It will thus be necessary to ensure the correct functioning of the market.

How can we protect smallholders and share risks fairly, while at the same time ensuring that the agri-PPP is attractive to private investors?

**Answer**: I don't think it is a case of protecting small farmers. They should rather be organized so as to enable them to enter into the dynamics of large-scale production to support the agro-industry.

Which policy changes/reforms are required to improve private investment for agribusiness in Ghana through PPPs?

**Answer**: Improving the business climate (Doing business) through regulatory and legal instruments which motivate the private sector.

Which institutional arrangements are required to promote agri-PPPs in Ghana for effective engagement and investment of the private sector in agribusiness in Ghana?

**Answer**: Improving the business climate, through quality and timely administrative services, to ensure the efficiency and profitability of operations.

How should support for increased private investment in agribusiness through PPPs be coordinated?

**Answer**: Maintaining a good business climate and guaranteeing security, prompt justice and quality banking services.

How should progress on agri-PPPs implementation in Ghana be documented and reported?

**Answer**: The development of agricultural PPPs should be part of a process of research, monitoring and evaluation and capacity building of stakeholders.. This will facilitate the monitoring of the dynamics of agricultural development and the timely adjustment of research, training and scientific publication.

## Olabisi Omodara, Obafemi Awolowo University, Ile-Ife, Nigeria

PPP is a contractual agreement between the government and other stakeholders in the private sector for the general good of developing a nation. In the establishment of PPP in agriculture, it is highly imperative that partners' roles are clearly defined for both the public and private partners involved. Failure to define partners' roles could jeopardize the partnership. For instance, consider a case of Nigerian farm inputs distribution system - fertilizer. Nigerian government has successfully established a well-defined roles for the private and public partners in the ewallet fertilizer policy.  As an architect for enabling environment, government has been able to achieve "crowd-in effect" for the private partners in the fertilizer industry, thereby, increasing access and use of fertilizers among small holder farming population.

## Getaneh Gobezie, Consultant, Ethiopia

Thank you colleagues for managing this discussion on PPP. It is quite timely. ... PPP has potential for Leveraging Finance? YES. But for this to be reliased, I think there is a need for mutual understanding on access to finance, especially to the poor. I strongly believe that this is a highly misunderstood sector. For example microfinance institutions (MFIs) have expanded their operations in many African countries, now penetrating virtually every village, and reaching the very poor. They are playing a great role in supporting the poor access alternative financial services than the exploitative individual money lenders, pawn shops, etc. The beneficiaries (rather customers, clients) are appreciative of their existence, and regularly using the service. ... Unfortunately, so far, these financial service providers have been going alone, not integrtated with other service providers (e.g agric, health, value chains, etc), -- services which also target SAME poor!! This greatly limits their potential positive impact on their customers. ... Why no integration? Two answers: 1) The financial service providers do not bother much about to integrate with other service providers (or the potential positive impact on the poor). 2) The other service providers also do NOT bother about such integration, regardless of the potential impact. And, perhaps 3rd, the other service providers consider the financial service providers are just there to MAXIMIZE profit (as the Individual money lenders, which they said they are replacing!). Most important, there is no agreement, or consensus on the INTEREST RATE the financial service providers are charging. And there has not been any forum which gives attention to such issues.... Can this forum be the one to highlight on this very important issue... I look forward to hear from you all... Regards, Getaneh.

Attachment:

<http://www.fao.org/fsnforum/sites/default/files/discussions/contributions/Gobezie%20AEMFI%20Sustainable%20Ruralfinance_Paper.pdf>

## Jessica Bridgers, National Council for Animal Protection Inc, United States of America

**1- What is your understanding of Public Private Partnership in agribusiness (agri-PPPs)?**

FAO has considerable experience of PPPs in agriculture. For example, see [here](http://www.fao.org/3/a-i5699e.pdf).

PPPs can involve public entities, financial institutions, non-governmental organizations (NGOs), agricultural companies (preferably small and medium agro-enterprises (SMAEs)), farmer organizations (FOs) and individual farmers.

Ideally, PPPs should seek to ensure that the projects they work on meet local development needs, and sustainability criteria (not involving detrimental social and environmental impacts).

Any PPPs should have clear Memorandums of Understanding, including criteria for engagement. Terms should be open and transparent, and clearly indicate public good criteria.

**2- How useful are agri-PPPs in the Ghanaian context? Please provide examples? From your experience, what are the factors key to the successful implementation of agri-PPPs?**

PPPs could be useful in the Ghanaian context, if they are well motivated, organized and respectful of local culture and development needs. Again, we stress the need for PPPs to ensure that the projects they work on meet local development needs, and sustainability criteria (not involving detrimental social, environmental and animal welfare impacts).

**3- How can we protect smallholders and share risks fairly, while at the same time ensuring that the agri-PPP is attractive to private investors?**

Here it should be remembered that there is a widening pool of investment opportunities, not just for commercial companies and lenders seeking to maximise profits. There are also charitable foundations and trusts, individual philanthropists, crowdfunding, seed funding, NGO funding (especially for replicable pilot projects), international development funding etc... The primary aim of development projects should be established first – using sound development and sustainability criteria – and then funding should be sought from appropriate sources. Funding sources should not be allowed to dictate the nature of projects – as often this leads to benefits for private investors/corporations, but costs for the country and local producers – for example, unfair competition, loss of local employment and livelihoods, resource use and environmental degradation (not factored into prices, externalised and paid for by countries and taxpayers).

**4- Which policy changes/reforms are required to improve private investment for agribusiness in Ghana through PPPs?**

Firstly, the range of investors need to be considered, and not just in terms of corporations and investment banks. Then a clear and sustainable policy environment needs to be put in place. Terms of investment need to explicitly take into account environmental, social and animal welfare safeguards, and bring clear benefits to the country and local communities.

**5- Which institutional arrangements are required to promote agri-PPPs in Ghana for effective engagement and investment of the private sector in agribusiness in Ghana?**

This would be best achieved around specific projects, with clear objectives and action plans. Potential investors do not want to sign blank cheques. They need to know what they are signing up for. Similarly, governments can only ensure that projects are in the country’s development interests if given the full details of individual projects.

**6- How should support for increased private investment in agribusiness through PPPs be coordinated in Ghana?**

There needs to be an overarching policy framework, which protects both investors and the development and sustainability needs of the country.

**7- How should progress on agri-PPPs implementation in Ghana be documented and reported?**

Clear objectives and indicators are needed. These should be aligned to the SDGs and other international standards and environmental, social and animal welfare safeguards.

For example, if we take an issue such as animal welfare, then all the internationally-agreed [OIE animal welfare standards](http://www.oie.int/en/animal-welfare/an-international-network-of-expertise/) should be included, as well as other internationally or regionally-agreed animal welfare criteria such as:

[- International Finance Corporation Good Practice Note for Animal Welfare](https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_gpn_animalwelfare_2014),

[- EU Animal Welfare Regulations](https://ec.europa.eu/food/animals/welfare/practice_en)

- World Bank – Animal Welfare Good Practice in Agricultural Development for the Successful Implementation of the 2030 Agenda (currently being developed under the Wageningen process).

Environmental, social and animal welfare impact assessment should be included. Analysis to protect against any unsustainable projects as well – including:

* SDG 1 Poverty – especially protect local jobs and livelihoods.
* SDG 2 Hunger – especially contributing to sustainable local food security/sovereignty.
* SDG 3 Health and Well-Being – especially healthy food systems, without use of chemical inputs and antibiotics, and avoiding close-confinement systems which spread disease.
* SDG 4 Education – especially local research, training and capacity building.
* SDG 5 Gender Equality – especially inclusion of support for female farmers/producers.
* SDG 6 Clean Water and Sanitation – especially avoiding excessive water usage and pollution of waterways and oceans.
* SDG 7 Affordable and Clean Energy – especially ensuring energy efficiency and use of renewables.
* SDG 8 Work and Growth – especially protecting local jobs, livelihoods and flourishing local economies.
* SDG 12 Responsible Consumption and Production – especially ensuring that projects produce healthy and nutritious food in ways that minimise resource use and are sustainable and environmentally friendly.
* SDG 13 Climate Action – especially ensuring that productions systems and products do not exacerbate climate change, but build in positive contributions to lowering climate impacts (for example, agro-forestry, silvo-pastoral systems etc.).
* SDG 14 Life below Water – especially protecting marine life, water quality, preventing agricultural run-offs, dead zones in the oceans, polluted waterways etc.
* SDG 15 Life on Land – especially preventing biodiversity and habitat loss.
* SDG 17 Partnership for the Goals – especially ensuring that PPPs support the achievement of the SDGs across all areas.

**8- Who are the main stakeholders for effective design, implementation and reporting on agri-PPPs in Ghana?**

Government, financial institutions, international development organisations, non-governmental organizations.

## Yves Stephane Ngaleu, ENJEAL NYS AGRO, Cameroon

Hello, due to my busy schedule I will first send what I have started.

1. What is your understanding of public private partnership in agribusiness ?

In the International Review of Management and Marketing vol 6. Issue 4, 2016, Public Private Partnership (PPP) is defined as an institutional and organisational alliance between government and business in order to implement national and international, large scale and local, but always socially significant projects and programs in a wide range of areas of activity.

In 2013, FAO in the Agribusiness public private partnership (PPP) UGANDA country report defined PPP in agribusiness as a relation with ministries of agriculture and private sector in order to increase competitiveness, value addition, and employment. In 2016, in the Public Private Partnership for agribusiness development in the review for international experience, FAO defined Agribusines Public Private Partnership as a formalized partnership between public institutions and private partners designed to address sustainable agricultural development objectives, where the public benefits anticipated from the partnership are clearly defined, investment contribution and risks are shared and active roles exist for all partners at various stages throughout the PPP project life cycle.

2. How useful are agri PPPs in the Ghanaian context, please provide example from your experience, what are the factors key to successful implementation of agri PPPs ?

In 2013, FAO in the Agribusiness PPPs Ghana country report presented the impact of PPPs in the Ghana context. The PPPs were initiated to improve some agribusiness domain, these had a significant impact on extension services, research and innovation development and for agriculture mechanization. The implementation of the PPPs in Ghana contributed to meeting both business and government interests. Farmers’ employment has increased significantly as well as their production.

Example the Ghana Rubber Project : it is a project between the Ghana Government represented by the Agricultural Development Bank of Ghana and Agence Francaise de Développement (AFD) of France which leaded to 6000 farmers gaining employment through the out grower scheme. About 80 percent of the income from the tree farming was estimated to remain in the project areas.

The key factors to successful implementation of agri PPPs are : the mobilisation of people at the primary end of the value chain is crucial for the success of the PPP and risk mitigation, it comes with the investment in the organization of people and infrastructural facilities. (FAO, 2013, agribusiness public private partnerships a country report of Ghana). There is also monitoring and evaluation (ME) which permit to create a solid evidence base that will provide guidance on the effective design and implementation of agri PPPs and measures their impacts over the long term. (Agribusiness and value chains, FAO, 2018). Collective action is an essential feature of all agri PPPs as it helps to reduce transaction costs and to promote inclusion (Agribusiness and value chains, FAO, 2018)

3. How can we protect smallholders and share risks fairly, while at the same time ensuring that the agri PPP is attractive to private investors

FAO in the Agribusiness and Value Chains in 2018 published that agri PPPs should aim to share risks fairly among partners and include risk management mechanisms to protect the most vulnerable. These mechanisms include agricultural insurance schemes, guarantees, and subsidised loans for small scale farmers and firms secure purchasing contracts, business management training for farmer organisations, and risk sharing stipulations in case of force majeure. Policy maker promoting agri PPPs for poverty reduction objectives should consider that a certain level of skills and assets are required to be a suitable candidate for participation in these partnerships. This will likely exclude the poorest unless heavy investment is made in long term capacity development.

## Tozie Zokufa, Coalition of African Animal Welfare Organisations, South Africa

**What is your understanding of Public-Private Partnership in agribusiness (agri-PPPs)?**

Agri-PPPs brings together both the private sector and the public sector to share responsibilities in a particular field and reaping benefits that are shared by the communities they serve.  Successful agri-PPPs increase the capability and capacity of the agri-sector and therefore improve livelihoods.

**How useful are agri-PPPs in the Ghanaian context? Please provide examples? From your experience, what are the factors key to the successful implementation of agri-PPPs?**

Agri-PPPs are not only useful in the Ghanaian context but the African context benefits such as improved health of the people, animals and the planet and addressing societal issues and growing the economy are not only beneficial to Ghana but also its neighbours.  The approach of agri-PPPs should also seek to partner with Regional Economic Communities to foster the development of the region as a whole.

The private sector benefits from PPPs as they increase profitability and also getting exposure.  However, successful PPPs need to be a win-win strategy for all parties involved.  An example is a partnership between the Government of Ghana, World Bank, Ministry of Finance & Economic Planning -  [http://projects.worldbank.org/P125595/ghana-ppp-project?lang=en](http://projects.worldbank.org/P125595/ghana-ppp-project?lang=en%C2%A0)  
  
**How can we protect smallholders and share risks fairly, while at the same time ensuring that the agri-PPP is attractive to private investors?**

To protect smallholders, the partnership should be set on mutual appreciation benefits and goals, a common understanding of the deliverables and strong leadership and resource availability.  The Terms of Reference of the PPPs must be set out clearly, the duration predefined and the benefits understood by all participants.  PPPs should be within the merits of the law and must be applicable to the relevant Government policies.

**Which policy changes/reforms are required to improve private investment for agribusiness in Ghana through PPPs?**

In this era of environmental degradation, tools such as Environmental Impact Assessment   & Socio-Economic Impact Assessment should guide policymakers on a way forward in order to benefit the people, animals and the planet.  An example is the recently formulated Africa Animal Welfare Strategy by the AU (IBAR) that seeks to balance the wellbeing of animals with that of people and the environment.  A multi-stakeholder forum between government, government agencies, private investors and groups including civil society need to all have a seat at the roundtable.

**Which institutional arrangements are required to promote agri-PPPs in Ghana for effective engagement and investment of the private sector in agribusiness in Ghana?**

Well, this depends on the form of the PPPs, e.g. is it a **transactional PPP**, i.e. government procurement of specific services from the private sector, or is it a **collaborative PPP,** i.e joint commitment between the public and private sector and end-beneficiaries, may be a consortium of associations, etc. or is it a **transformative PPP**where there is a forming of capacity building to deliver otherwise complex major programmes.  Whichever form though, the interest of all parties should be satisfied and the governance structures should be in place

**How should support for increased private investment in agribusiness through PPPs be coordinated in Ghana?**

Something like an 'Agricultural Developmental Plan/Strategy' should be in place, looking at the next 10 - 30 years which involves all stakeholders in the agri-sector.  An implementation agency organised and tool to monitor and evaluate the objectives/goals.

**How should progress on agri-PPPs implementation in Ghana be documented and reported?**

Transparency is crucial, all ministries involved, e.g. finance, agriculture, development, etc. and investors and communities should be kept abreast of the outcomes.  The Monitoring and Evaluation group/team should report on a quarterly basis to a 'select' coordinating committee comprised of representatives of all stakeholders involved.

**Who are the main stakeholders for effective design, implementation and reporting on agri-PPPs in Ghana?**

Relevant government departments (finance, agriculture, development, etc), academic institutions, civil society, banks and other agricultural finance houses and developmental organisations (national and international)

## Mark Kofi Fynn, African Union Commission, Ethiopia

Thank you for the interesting and insightful comments so far.

@ **Emile**: Thank you for highlighting the importance of improving the investment climate in a country as one of the key reforms necessary to promote agri-PPPs. On the point about protecting smallholders and sharing risks fairly, you indicate that the focus should be on getting farmers organized. Beyond strenghening farmers organizations/groups, are there other measures that could protect the interest of smallholders as partners in agri-PPPs?

@**Olabisi**:Thank you for underscoring the importance of having clearly defined roles and responbilities for the different partners in an agri-PPP. Perhaps, you could share a bit more about the Nigerian e-wallet fertilizer programme that you referred to.

@**Getaneh**: I think you bring an intesrting dimension of agri-PPPs as an instrument for financial inclusion/enhanced access to finance by the rural poor. Would you have specifc examples on this to share?

@**Jessica**: Great insights - having clear criteria of engagement; respecting local culture and development needs; tailoring institutional arrangements for specifc projects; having clear objectives and indicators, etc - all very pertinent considerations for effective design and implementation of agri-PPPs. On the point about considering a wide range of investors, as part of the policy reforms that may be needed, could you elaborate a bit more?

@**Yves**: Mobilization/organization of producers; collective action, long-term capacity development, etc, are indeed key considerations to be made in the design and implementation of effective agri-PPPs. Thank you

@**Tozie**: I like the regional dimension of agri-PPPs that you bring into the discussion. The gains from economies of scale, especially in the context of the African Continental Free Trade Area (AfCFTA), are quite obvious. Would you have an example on such regional agri-PPPs to share?

Let's have more insights on the topic as we conclude this consultations on 19th June!

## Noel Templer, NutriProduce East Africa, Kenya

Great that both FAO and AUC re-looking at this. My few cents...

**Which policy changes/reforms are required to improve private investment for agribusiness in Ghana through PPPs?**

Agricultural transformation plans will require a re-look with an investor mindset. The strategic planning components to ensure effective PPPs will include:

1. Identify public investments that complement likely private sector investments

2. Identify public investments with an inentional design to catalyze additional private sector engagements i.e. cost shares, risk guarantees, subsidies or innovation

3. Anticipate changes in the enabling environment that will be necessary to support increasing private sector engagement

That said, both private and public sector should identify/prioritize goals in a limited number of crop and livestock value chains, with cross cutting agricultural sector enablers like lower transportation costs or access to irrigation being drivers to high growth

## Mark Kofi Fynn, African Union Commission, Ethiopia

@**Noel:** Thank you. Prioritizing key value chains and addressing cross-cutting infrastructural issues are indeed critical, and are emphasized in the 2014 Malabo Declaration as well.

## John Ede, Ohaha Family Foundation, Nigeria

Firstly in parts of Nigeria where the bulk of the food is being produced, there is an upsurge in farmers/herders, clashes, some areas are seeing banditry and insurgency which will lead to hunger and malnutrition.

 We are building a public-private partnership in Agriculture by working with local private business owners to mobilize material support and support of local traditional and religious leaders to open up the communities to external services.

Because the majority of the farmers are afraid to travel a long distance to the farms, we are engaging with security agencies and vigilante groups for security surveillance as a proactive measure to ensure to forestall breakdown of law and order in the farming communities.

Private business owners and non-state funded research groups are the main players in the agricultural business in Nigeria, including the supply of fertilizer and other hybrids products.

There is a need for greater participation and collaboration between local actors and farmers to increase PPP in Agrio-business

## Joy Muller, CERAH – Geneva Centre for Education and Research in Humanitarian Action, Switzerland

From a background of public administration, I could comment from a generalist points of view based on my experience working in humanitarian, development (nexus) and academic fields.

For PPP to function, it needs to be based on a common ground.  It means, with common understanding across sector -- the public sector, agriculture sector, and the private sector -- on the basic, also on the outcome to be achieved through PPP.

It may sound easy, but very often a diversity of understanding exist and it could hinder the result of partnership and reduce the its impact.

For instance, strengthening the 'resilience' and being 'accountable towards populations' are an increasingly shared agenda.  Yet, these terms hide a variety of definitions, understanding, use, and interpretations.  As a case in point, no less than 63 different definitions of 'resilience' have been identified across the humanitarian sector according to a research conducted by the Geneva Centre for Education and Research in Humanitarian Action.  At the operational level, this can create confusion and miscommunication. From a policy-making and implementation perspectives, using the same word to refer to different concepts and realities, practitioners send blurred messages to decision makers.

## Jean Marius D’Alexandris, Lyseconcept, France

*Que pensez-vous du partenariat public-privé dans l'agro-industrie (agro-PPP)?*

Rien puisque ce sont deux entités diamétralement opposées. Une est d'ordre privative, l'autre est administrative et aucune des deux ne peut interférer sur l'autre.

*Dans quelle mesure les PPP agricoles sont-ils utiles dans le contexte ghanéen? S'il vous plaît fournir des exemples? D'après votre expérience, quels sont les facteurs clés de la mise en œuvre réussie des PPP agricoles?*

L'exploitant privé demande simplement qu'on le laisse travailler correctement

*Comment protéger les petits exploitants et partager équitablement les risques, tout en veillant à ce que l'agri-PPP soit attrayant pour les investisseurs privés?*

Les PPT favorisent les grands exploitants en tuant les petits exploitants. Un grand exploitant présentera plus de garanties financières mais produira plus de produit sans gout et chimique. le petit exploitant produira avec du gout et sans produit chimpique.

Là est toute la question

*Quels changements/réformes politiques sont nécessaires pour améliorer l'investissement privé pour l'agro-industrie au Ghana par le biais de PPP?*

la recherche systèmatique non pas d'une surproduction chimique, mais de multiples productions biologiques

*Quels arrangements institutionnels sont nécessaires pour promouvoir les PPP agri-au Ghana pour un engagement et un investissement efficaces du secteur privé dans l'agro-industrie au Ghana?*

Interdire l'engrais chimique par un texte de loi qui définit que tout exploitant doit garantir une performance de production basée sur la quantité biologique et non plus sur la quantité contenant du chimique. il en va de la santé publqiue et de la salubrité publique

Comment coordonner au Ghana le soutien à l'augmentation des investissements privés dans l'agro-industrie par le biais des PPP?

Les investisseurs privés sont là au porte du Ghana mais il faut définir la qualtié de la production.

*Comment les progrès réalisés dans la mise en œuvre des PPP agri au Ghana devraient-ils être documentés et signalés?*

les post ci dessus répondent à celui-ci

*Qui sont les principales parties prenantes pour une conception, une mise en œuvre et des rapports efficaces sur les PPP agri-gouvernementaux au Ghana?*

les post ci dessus répondent à celui-ci

## Leon Comin, IFDC, Burundi

I see there are various types of PPPs, however the core of any possible PPP is business, otherwise the private sector would not get involved. Hence in most cases the very poor cannot be targeted directly by a PPP program, otherwise the program will fail.

So, how can the poor and the vulnerable take advantage from a PPP initiative ?

I think the very poor can actually get big advantages from PPP programs, although indirectly.

For instance : let’s imagine that in a certain place a PPP program creates an export trade channel for local agricultural produce. Of course that PPP program must follow the international trading rules, otherwise it is doomed to fail, but once the trading channel is there, the humanitarian projects - separately and independently from the PPP scheme - can organize the poorest smallholders in order to make them able to confer to the trade scheme some produce of suitable quality and at the right time. Furthermore, we can also reasonably imagine that after an export trade channel is open, more money circulates in the concerned area, so eventually a local bank decides to open several mobile tellers within the area. Of course the bank must follow the normal banking rules, otherwise it is doomed to fail, however also the rural poor and the humanitarian projects can take advantage of proximity banking services for financial inclusion and saving & credit schemes.

More in general, also the poor benefits from economic development, although he cannot participate immediately and directly in it.

Coming back to PPPs, I think what is really key is the decision-making process and the procedural rules. It is therefore important that a proper legislation exists in the concerned countries concerning PPPs, also by setting a specific Authority in charge of arbitrating, negotiating and controlling all the rules and procedures.

## Mark Kofi Fynn, African Union Commission, Ethiopia

**@John**: Thank you for raising the important issue of involvement of local community actors for successful implementation of agri-PPPs

**@Joy**: A shared understanding among partners in agri-PPPs - of objectives, roles and outcomes - is indeed key

**@Jean**: Yes, a key objective of agri-PPPs could be to incentivise and/or create the environment for private actors to invest, make profit and contribute to development outcomes.

**@Leon**: Yes, the importantce of having the right policy, regulatory, and institutional environment for effective implementation of agri-PPPs cannot be overemphasized. I also share the view that even if the very poor are not targeted by agri-PPPs, there are indirect benefits they could accrue to them.

## Félix Tékpon Gblotchaou, Plateforme des Alliances Contre la Faim et la Malnutrition de l'Afrique de l'Ouest (PAAO), Benin

Réponses aux questions

Commentaire introductif :

Un débat sur le PPP agricole en Afrique n’est pas inutile. Cela peut permettre de voir les forces et les faiblesses des expériences passées et en cours sur les autres continents (Amérique, Europe, Asie, Océanie). Tirer leçons de leurs approches sera utile.

Ma première remarque est que les études de cas évoquées dans les documents de FAO et de l’Union africaine pour nourrir le débat sur ce forum ne nous éclairent pas sur les expériences concrètes des continents qui sont passés maîtres en matière de PPP. Combien de PPP agricoles réussis en Europe, en Amériques… ?

Aussi voudrais-je faire remarquer que les deux fonctionnaires qui animent ce débat sur le PPP agricole en Afrique sont malheureusement tous des spécialistes de l’agro-industrie. Ce sont donc des champions et des carrés de l’agro-industrie. C’est dire que ceux-ci auront assez de difficultés à prendre en compte des arguments allant dans le sens d’une autre forme d’agriculture en Afrique.

De même, les questions guide du débat sont pour la plupart tournées vers le Ghana. Là-dessus, je voudrais faire remarquer que les questions liées au Ghana sont certainement posées aux ghanéens ou aux fonctionnaires de FAO travaillant au siège Afrique. Beaucoup de personnes comme moi se sentiront exclus des ces questions. En tout cas moi je le suis.

De toutes les façons, ces points de remarques peuvent biaiser le débat et la compréhension et même affaiblir l’engouement pour le débat.

Question N°1 : Qu'entendez-vous par partenariat public-privé dans l'agro-industrie (PPP agricole) ?

Réponse 1 : Le PPP est un instrument utilisé par la puissance publique pour assurer et rendre des services publics à ses citoyens. Il y a plusieurs types de PPP. Les plus courants sont les contrats de partenariat et la délégation de services publics.

Le PPP fait intervenir deux parties : l’Etat et/ou ses collectivités décentralisées, puis le secteur privé.

Le PPP fait recours à des montages qui amènent les acteurs en partenariat à définir les risques du projet et à identifier la personne à même de les supporter.

Qui dit agriculture dit d’abord produits destinés à l’alimentation puis produits de rente. Dans le texte liminaire soumis à notre attention pour appuyer cette discussion, tantôt il question de « croissance dans le secteur agricole et alimentaire », tantôt c’est « l’agro-industrie » qui est à l’honneur. Or le droit à l’alimentation est l’un des droits fondamentaux de l’homme. De ce fait, quand on aborde l’agriculture pour l’alimentation, on se sent dans un domaine sensible assimilable à un service public que l’Etat doit rendre. C’est-à-dire fournir ou faciliter la fourniture et l’accès de l’aliment à tous.

De tout ce qui précède, je comprends le PPP agricole sous deux angles.

Premièrement, il y a le PPP qui promeut au profit des agriculteurs familiaux l’accès aux ressources diverses. C’est-à-dire que l’Etat signe des conventions de PPP avec des privés pour le financement d’infrastructures ou de matériels au profit des petites exploitations agricoles et garantit ces financements rien que pour assurer la sécurité et la démocratie alimentaire. Ici, les agro-industriels ne sont pas concernés, car eux, ils ont les surfaces financières et les garanties nécessaires pour capter des financements par eux-mêmes. Si le PPP est à la fois pour eux et pour les petites exploitations, il y a de bonnes raisons que les petites exploitations n’en tirent aucuns profits. Là l’Etat aura pris une convention de PPP au profit des agro-industriels. Je ne dis pas que les agro-industriels n’ont pas besoin du soutien de l’Etat. Mais un autre cadre pour leur appui doit être défini.

Deuxièmement, il y a le PPP pour drainer le financement pour les produits de rente. Là aussi, les secteurs concernés doivent être organisés en chaine définissant le rôle de chaque acteur dans la filière. De ce fait l’Etat comprendra le segment de la chaine à appuyer pour faciliter la ruée du financement privé.

Autrement, toute convention de PPP qui ne prend pas en compte cela est un PPP pour nourrir les grands groupes agro-industriels et appauvrir les plus faibles.

Question N°2 : Quelle est l'utilité des PPP agricoles dans le contexte ghanéen? Veuillez donner des exemples. D'après votre expérience, quels sont les facteurs clés pour une mise en œuvre réussie des PPP agricoles ?

Réponse 2 : Je me garde de répondre aux questions liées au Ghana car quoique j’ai lu des documents sur le pays, il est risqué d’opiner si je ne touche pas du doigt la réalité de terrain.

Question N°3 : Comment pouvons-nous protéger les petits exploitants et partager équitablement les risques, tout en veillant à ce que le PPP agricole soit attrayant pour les investisseurs privés ?

Réponse 3 : Il y a lieu de scruter parmi les formes de PPP surtout dans sa version délégation de service public (DSP) l’outil qui peut être à même d’assurer l’attrait des privés dans le financement des petits exploitants. Il faut alors cartographier ces exploitants et analyser leur capacité et leur solvabilité. Les résultats de ce travail permettront aux décideurs étatiques de proposer l’outil adapté à chaque catégorie. Par exemple nous rencontrons des infrastructures réalisées en PPP mais qui sont à péage virtuel qui au finish remboursé par l’Etat. Aucun risque en matière de PPP ne peut véritablement être équitablement partagés par les partenaires privés et publics. Il est analysé celui d’entre les deux qui peut supporter le plus gros risque. Aucun privé d’ailleurs ne peut supporter des risques dans un PPP s’il n’a pas son compte à tirer.

Question N°4 : Quels changements/réformes politiques faut-il appliquer pour améliorer l'investissement privé dans l'agro-industrie au Ghana dans le cadre des PPP ?

Réponse N°4 : Je ne suis pas au courant de toutes les politiques agricoles au Ghana pour pouvoir émettre de commentaires encore moins de propositions relatifs aux changements et réformes à induire.

Question N°5 : Quels arrangements institutionnels sont nécessaires pour promouvoir les PPP agricoles au Ghana pour assurer un engagement et un investissement efficaces du secteur privé dans l'agro-industrie au Ghana ?

Réponse N°5 : Je n’ai aucune information sérieuse à ma disposition pour aborder cette question.

Question N°6 : Comment coordonner le soutien à un accroissement des investissements privés dans l'agro-industrie par le biais des PPP ?

Réponse N°6 : L’Etat peut garantir ces agro-industriels auprès des banques de développement après avoir étudié leurs dossiers sur la base de critères et de textes de lois préalablement définis

Question N°7 : Comment les progrès dans la mise en œuvre des PPP agricoles au Ghana devraient-ils être documentés et notifiés?

Réponse N°7 : Il faut procéder en début de tous les projets à la mise en place d’unité de capitalisation. Ces unités de capitalisation devront assurer un suivi documenté des projets de PPP dans le domaine. Cette capitalisation permettra de lire le parcours de chaque projet et d’en tirer des leçons.

Question N°8 : Qui sont les principales parties prenantes pour concevoir, mettre en œuvre et rendre compte efficacement des PPP agricoles au Ghana ?

Réponse N°8 : Quoique je me suis déclaré très incompétent pour parler du Ghana, sur la présente question, je peux faire quelques propositions. Il y a lieu donc de prendre des textes de lois qui vont définir les acteurs et le rôle de chacun. Pour ma petite expérience en tant que spécialiste de la commande publique et particulièrement du PPP, il faut d’abord l’Etat à travers une structure d’expression des besoins en PPP agricole, puis une autre pour les évaluations préalables des projets en PPP agricole et une autre chargée de choisir le type de PPP à appliquer. Une structure de recherche de partenaires fiables et capable sera installée. Après la conclusion du contrat, une autre structure de suivi doit être prévue. Mais pour assurer le contrôle citoyen de des conventions, il faudra prévoir la place de la société civile spécialisée, à toutes les étapes du PPP.

## Divine Buo, IFDC, Ghana

1) What is your understanding of Public Private Partnership in agribusiness (agri-PPPs)?

According to USAID, a PPP involves agreement between multiple actors “to work together to achieve a common objective” and involves shared contribution of resources.

PPPs should “achieve a common good” of value to both public and private actors; include contributions by the private sector partner go “beyond the private sector partner's immediate commercial interests”; and utilize resources from the private sector actor that would not otherwise be contributed and leverage financial, human, or in-kind resources from the public sector actor. Agri-PPPs in Ghana are mostly developed between a market or business driver of a particular commodity chain with various partners and actors coming together to form a partnership where the objectives of the partnership are clearly spelt out within a particular time frame. A partnership agreement is then developed to set out the framework of objectives, measurable indicators, budgets, timelines and partnership governance mechanisms.

2) How useful are agri-PPPs in the Ghanaian context? Please provide examples? From your experience, what are the factors key to the successful implementation of agri-PPPs?

In Ghana agricultural projects are usually formulated around partnership arrangements as an approach to mobilise strategic actors. The partnerships (public private partnerships (PPPs) and innovation platforms (IPs)) are used as a means for achieving broader developmental goals of poverty reduction, inequalities and food security. There is evidence of the value of partnerships in creating networks, and mobilising resources for effective collective action. But, there is limited knowledge on how interventions or services delivered by partnerships empower different categories of smallholders, and with what outcomes for inclusive development. Inclusive development implies building the capacities of the historically marginalised group (women, youth, resource-poor smallholders), to expand their assets and capabilities to benefit from partnership development activities in such a way that their livelihoods are impacted positively. E

Some clear and successful examples of public-private partnerships implemented in the past with varying degrees of success includes the Citrus Innovation platforms, Solidaridad sponsored partnerships in the cocoa sector, the IFDC-2SCALE project Agri-business partnerships implemented in about 8 commodity chains in Ghana which I personally facilitated and includes partnerships in Citrus, Pineapple and Mango, Rice, Soybeans, Mushrooms to mention a few. In all, these partnerships were built around a local champion or a business or market driver who could also be a processing facility sourcing for produce from smallholder producers.

According to a research conducted by the Wageningen University, CSIR-Science and Technology Policy Research Institute and University of Ghana to understand the promotion of inclusiveness by partnerships, thus, ‘Partnership Arrangements as Strategic Action for Inclusive Development: Practice and Outcome’ in four different project-based partnership arrangements within the cocoa, cassava and soybeans value chains. It was realized that, in the formal structured cocoa value chain, the partnerships provided technological innovations and improved service and input delivery to improve smallholder cocoa productivity. The food (soybean and cassava) value chains were rather local and informal. Here the partnerships not only focused on improved agricultural practices but simultaneously worked on the organization of local value chain actors, with special attention to farmer organization Apart from training in agricultural production, they supported farmer organization to enable them establish the desired credit, processing and marketing arrangements.

It was also found that in all cases, partnerships’ prime intention was to improve the agricultural production and market structure, benefiting smallholder farmers. In the cocoa sector, arrangements were created to better serve cocoa production needs of the smallholders. In the cocoa PPP, service provision was formulated in a top-down manner, while the cocoa IP included farmer representatives in the deliberation and learning. In the food value chains both partnership arrangements explicitly worked on farmer empowerment. In all cases, smallholders made use of the provided services and training, but in some cases the marginalized did not participate fully as they could not deliver the required product quality; could not make large investments without additional leniency and support, or preferred investment in related processing and trade activities. For example, women tend to benefit more through their involvement in processing and petty trade than in agricultural production

3) How can we protect smallholders and share risks fairly, while at the same time ensuring that the agri-PPP is attractive to private investors?

In order to be able to protect small holders and deepen inclusiveness in the partnership, the partnership objectives must be clearly spelt out from the beginning through a consultative process in what we call a diagnostic and design section (D&D workshop) This session identifies the current situation and where partners seek to be in few years as well as strategic actions required to get them there.

Also during the partnership agreement design phase, a strong partnership governance system must be put in place and their role spelt out in the agreement. The partnership governance structure should police the partnership from start to end and meet regularly to identify bottlenecks as well as conduct annual evaluations and recommend strategic direction of the partnership

Also important is resource contributions and commitment of each partner in the arrangement must be clearly identified and documented in the partnership agreement. This could either be an in-kind or cash contribution in successful implementation of the partnership.

Lastly a strong and measurable M&E system must be put in place by identifying the impact pathway of the partnership or theory of change(ToC) with simple non-complex indicators.

To ensure gender inclusiveness, gender mapping must be carried out for each partnership to identify all actors involved and how to build their capacity.

4) Which policy changes/reforms are required to improve private investment for agribusiness in Ghana through PPPs?

For each agribusiness commodity chain in Ghana, there are some investments which are beyond the budget limitations of parties in the various partnerships. These require specific and targeted interventions from central government to remove those challenges or bottlenecks. Examples could be research into some new varieties, innovations, critical infrastructure such as motorable roads require interventions beyond the scope and budget of most PPPs in Ghana. Government must therefore identify such bottlenecks and develop policy interventions to remove those bottlenecks.

Again, financial policy initiatives such as interest rates which affect inclusive access to finance which otherwise is a critical requirement of successful PPPs could serve as disincentive to private sector investment in Agri-PPPs

5) Which institutional arrangements are required to promote agri-PPPs in Ghana for effective engagement and investment of the private sector in agribusiness in Ghana?

Apart from the key partners in a particular Agri-PPPs the partnership agreement must be able to identify other Key stakeholders and intermediaries whose buy-In and support is required to ensure successful implementation. These institutions could include, input dealers, financial Institutions, Transport service providers, Training and extension institutions, Research and other government or donor agencies whose goals and objectives identify with the objectives of the partnership. Apart from harnessing their support and pooling resources together, it prevents duplication of initiatives and interventions

6) How should support for increased private investment in agribusiness through PPPs be coordinated in Ghana?

As I have indicated above, stakeholder mapping must be carried out during the partnership development and design stage to identify other Key actors in the chain as well as their added value or value proposition. Through this, an MOU can be developed to spelt out the contributions and roles of each other to avoid duplications and ensure resources are channeled to other critical initiatives or interventions.

7) How should progress on agri-PPPs implementation in Ghana be documented and reported?

For each PPP, a partnership agreement must be developed and signed by parties to the partnership. Also for each PPP, Measurable indicators must be spelt out in the agreement from each year of the partnership so that Review and capitalization sessions are held each year to document achievements, challenges and success stories.

A clear Impact pathway must be developed for each PPP. Some examples are attached here even though partner names have been omitted for confidentiality purposes.

8) Who are the main stakeholders for effective design, implementation and reporting on agri- PPPs in Ghana?

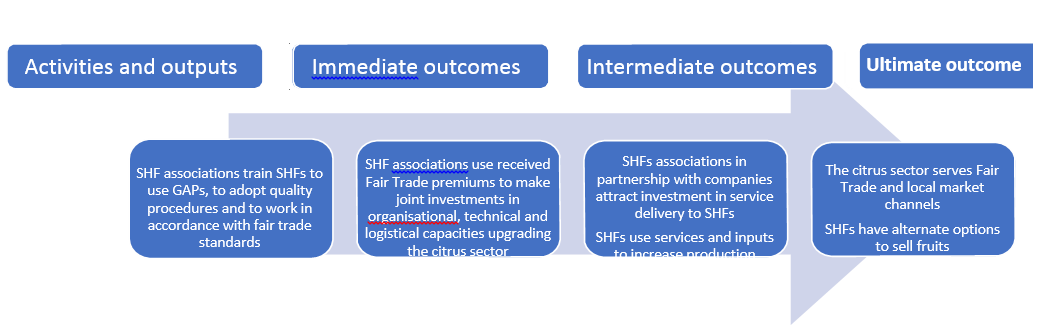
As indicated above, a stakeholder mapping will identify the various stakeholders for a particular Agri-PPP, but generally, these Include Agri-processors or Companies, Major Exporters, Input Dealers, Local Aggregators, Finacial Institutions, Research Institutions, MOFA, Producers, Irrigation authorities, Transporters, Local women processors etc

**Impact pathways Ghana, Citrus (GHA\_citrus)**

Overall inclusive development impact of partnership: Improved livelihoods (quality nutrition, food security, improved household assets, better care and welfare for the family) of smallholder farmers

**Key Impact Pathway A: Upgrading of fruit sector enhances capacities of SHFs to supply alternate markets**

The partnership enables Fair Trade certification of SHFs, which enables SHF associations to invest the received Fair Trade premiums in processes of upgrading, which enhances production capacities in the citrus sector and eventually supports endeavors to enter alternate market channels decreasing the dependency of SFHs on European buyers.



**Key Impact Pathway B: Fair contracts and transparent payment modalities**

SHF associations negotiate fair contracts and transparent payment modalities tempering tensions and reconfiguring the terms of inclusion in the supply of raw materials

**Theory of changes narrative**

Type of partnership: CITRUS, VC-PPP

Actors of partnership: Country: Ghana

**The “inclusive development” problem**

Unviable livelihoods (in terms of quality nutrition, food security, improved equipment for household, better care and welfare for the family) for smallholder citrus farmers

**The “inclusive business” problem**

XX has high demand of juice from YY and ZZ to Europe. However it can deliver a quantity of conventional juice, it finds difficult to satisfy the Fairtrade juice demand. Then, the company and its partners agree to work closely with SHFs in order to improve the quality and volume of citrus production and supply a maximum of fair trade standards required and conventional juice to the export and local markets.

**The “inclusive development” problem**

Weak institutional environment of SHFs, low investment in maintenance of citrus plantations, lack of good agricultural practices (GAP), lack of knowledge on juice quality standards and low adoption of its procedures.

**Intended changes constitute a process of inclusive development**

The partnership intends to enable XX to deliver good quality juices (Fairtrade and conventional) and SHF associations to be able to deliver consistent and sustainable quantities of quality citrus by supporting them to build a strong institutional structure based on Fairtrade values.

**The intervention strategies of the partnership contributing to a process of inclusive development**

The partnership decides to support the SHFs and XX by implementing some key strategic interventions: 1) Strengthening the capacity of SHF associations to negotiate contracts respecting fair trade values (Respect, transparency, and dialogue); 2) Training SHFs on and facilitating adoption of GAP; 3) Encouraging adoption of quality procedures in accordance with fair trade standards; 4) Upgrading of XX facilities

|  |  |  |
| --- | --- | --- |
|  | **IP A** | **IP B** |
| Provide technical assistance to citrus POs to increase farm productivity | x |  |
| Empower farmers to access markets (including alternate options to XX) | x |  |
| Strengthen linkages among value chain actors and supporters | x | x |
| Upgrade XX factory and provide technical assistance | x |  |
| Support the creation of two citrus farmer apex organizations and their Fairtrade certification | x | x |
| Continue the provision of intensive capacity building for farmers (incl. women), both on technical aspects and organizational aspects. Liaise up the capacity building program with the farmer service centre |  | x |
| Assist farmer associations in accessing required inputs and small equipment, including through value chain financing arrangements |  | x |
| Strengthen the logistics from the farms to the factory | x |  |
| Intensify the communication for end consumers on the benefits of  **F**airtrade for citrus farmers in Ghana | x | x |

**What are the assumptions made in the impact pathways**

Partnership can achieve goal if,

* SHF associations ensure XX and partners to invest in processes of upgrading which are necessary to respect fair trade standards in production
* Partners (buyers) organize contract negotiation with SHF groups in respect of fair trade values

**What is the sphere of influence of the partnership facilitator in the intervention strategies**

Impact pathway A: Partnership facilitator supports SHF associations in training SHFs to use GAPs, to adopt quality procedures and to work in accordance with fair trade standards Impact pathway B: Partnership facilitator organizes the capacity strengthening of SHF associations in negotiation contracts based on Fairtrade values: respect, transparency, and dialogue.

**What are the tensions internal and/or external for the partnership**

* Tensions inside this partnership may come from:
* Suspension of XX export because of low quality of the juice;
* Delayed payments of fruits to SHFs by XX may lead to mistrust in the value chain;
* SHFs practice side selling, which causes mistrust between leaders and company (default of loan reimbursement);
* Competition from other others (buyers of same sector and other sectors (e.g. gold mining));
* XX is not open to share challenges within the partnership

**What are the risks, internal and/or external to the partnership, which can undermine the process of inclusive development?**

* Climate change/environmental conditions
* Breakdown of machinery
* Continuous power outages
* Seasonality of orange production
* Lead firm might become monopolist, with SHFs becoming price takers
* Competition from neighbouring countries

*Reference*

*Charity Osei-Amponsah, Senior Research Scientist-CSIR\_STEPRI-Ghana (Research findings 2: Partnership Arrangements for food crop value chains- Cassava and Soybeans)*

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*The writer was the Agribusiness Cluster Advisor and Public-Private Partnership facilitor for 8 Commodity Value Chains on the 2SCALE project implemented by IFDC*

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## Joromana Phiri, Natural Resources Management, Zambia

My name is Joromana Phiri, I am a female Zambian and an Agroforester working in the public sector.

1. My understanding on Public Private Partnership in agribusiness is that these are long-term collaborative agreements where the public and private sector actors sign memorandums of understanding in order to provide value addition to effective and efficient service delivery.

PPPs are a tool that is being used to gather scarce resources in one basket to reduce risks, improve productivity and drive sustainable growth in the agriculture/food sector. With so many challenges and constraints facing the public sector, resources are limited so PPPs avail these resources in order for agribusiness advancement and other crosscutting issues of gender, health and environmental sustainability to be achieved.

PPPs also endeavor to enhance better operations and benefits along the agribusiness marketing chain.

2. Agri-PPPs in the Ghanaian context enhance productivity and revenues thereby fostering improved socioeconomic conditions for smallholder farmers.

- they enhance soil fertility and rehabilitate degraded lands

- contribute to infrastructure development especially for provision of accessible road networks for input and market delivery.

- they help in sound policy decision making for the benefit of the agriculture sector creating an enabling environment for all parties involved.

- agri-PPPs facilitate the reduction on imports for raw materials hence decrease production costs for agro-processing industries as they begin to buy more materials locally

- farmer employment is enhanced as well as youth and women participation in agricultural ventures

- they also enhance supply chains for countries like Ghana.

Examples are some of the experiences from past and present projects in Ghana such as:

A. Buabin Oil Palm Out grower Project (BOPOP)

B. Cadbury Cocoa Partnership (CCP)

C. The Rubber Project (Agricultural Development

Bank of Ghana & AFD of France)

D. Sorghum Value Chain Development Project

(source: FAO. 2013. Agribusiness public-private partnerships – A country report of Ghana.)

3. Smallholder farmers can be protected and agri-PPP still be attractive to private investors through conducive working environments. The providers of services and the beneficiaries alike must operate in an atmosphere of enhanced collaboration as well as that of good governance and political will.

Capacity building in sustainable agricultural production by incorporating Agroforestry activities in production systems is ideal. Climate smart mitigation and adaptation is necessary to reduce Climate change impacts and counter risks of crop failure or loss of profits.

Development of a knowledge based economy will call for stimulated community participation of small & medium enterprises (SMEs) who in the long run are more proactive to make informed decisions thereby improving their entrepreneurial activities.

In order to fully protect smallholder farmers it is also important that there is a concrete action based exit mechanism in place for government participation. Abrupt stoppage of programs should by all means be discouraged (OECD, 2004).

5. A multi-sectoral approach would be more effective for private sector engagement and investment in agribusiness in Ghana. Commitments must be kept in the dual process of PPPs. Transparency and accountability should be the norm at all stages.

A broader analysis should be promoted in the context of the organizational and socioeconomic benefits for all involved in the innovation system inclusive of indigenous smallholder especially women and youth.

Limiting urbanization by improving social amenities and youth opportunities in the rural areas. Youth agriculture should be promoted and incentives provided for innovative systems thinking. Risk and uncertainty assessments must be done well in advance of project implementation and strategies for coping well tabulated (Akullo et al, 2018).

6. Coordination of investments in agribusiness through PPP should involve assessment of the knowledge base of farmers in order to ascertain capacity building gaps and needs.

- issues of Land ownership should be addressed in order to secure land tenure rights of beneficiaries.

- Bureaucracy in the public sector must be curtailed in order to secure investment. Incentives must be provided to workers in the civil service to enhance service delivery.

- Internal and external meetings/workshops should integrate case studies on good practices in PPP around the world for better project implementation.

- enhanced collaboration between actors to foster job satisfaction

- tailoring subsidiaries to attract private investment.

7. Progress on agri-PPPs implementation in Ghana should be documented and reported by involving all stakeholders in publication reviews especially at the stages of data collection and analysis.

- Reputable media and organisations should be involved in ICT development

- enhancing research and development

- creation of platforms and networks for mass advocacy as well as effective upscaling and out scaling of agribusiness activities. Community radio groups similar to those used by PANOS could be formed.

- Providing reflexible but reliable mechanisms for monitoring, reporting and verification for effective documentation.

8. In order to come up with stakeholders list a major stakeholder analysis can be done. These could include National Planning departments of the Ministry of Finance and Agriculture and other line departments dealing in agricultural related activities.

- Indigenous people's ( local rural chiefs/authority)

- media institutions both public and private

- universities both public and private

- research institutions both public and private

- NGOs

- Agribusiness industries/ Agro-dealers

- Youth groups

1. <https://au.int/sites/default/files/documents/31250-doc-the_caadp_results_framework_2015-2025_english_edited_1-1.pdf> [↑](#footnote-ref-1)
2. This workshop was supported by AUC, FAO and GIZ. [↑](#footnote-ref-2)