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BUILDING EFFECTIVE PUBLIC-PRIVATE PARTNERSHIPS TO DRIVE SUSTAINABLE, ALTERNATIVE, NON-TRADITIONAL VALUE CHAINS

April 2022

SDGs:



Country:

Jamaica

Project Code:

TCP/JAM/3703

FAO Contribution:

USD 118 000

Duration:

1 April 2020 – 31 December 2021

Contact Info:

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Implementing Partner

Ministry of Agriculture and Fisheries (MoAF).

Beneficiaries

Ministry of Agriculture and Fisheries (MoAF).

Country Programming Framework (CPF) Outputs

Strategic Objective 4 (SO 4): Enable more inclusive and efficient agricultural and food systems.

Outcome 4.3: Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development; Output 4.3.1: Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains; and Output 4.3.2: Public and private sector organizations capacities strengthened to increase investments in, and design and implement financial instruments and services and risk management mechanism for efficient and inclusive agricultural food systems.

Outcome 4.4: Countries made decisions based on evidence to support agri-food systems development; and Output 4.4.2: Public sector organizations equipped to establish systems to monitor and analyse the impacts of trade, food and agriculture policies on national agriculture and food systems.

CPF (2016-2019) Output 1.5: Institutional framework and governance capacities are strengthened to support small farmers and producers (including fishers).

BACKGROUND

Despite latent domestic and international market potential for a number of Jamaican agricultural products, many agricultural value chains in the country are characterized by weak connectivity among actors, fragmented coordination, and insufficient resources and technical support to farmers. In addition, the lack of professional farmers organizations and limited capacity of many smallholder farmers to be able to deliver consistent quality and quantity of produce required by buyers has also held back the development of high-potential subsectors. These persistent issues in priority subsectors act as disincentives for private financing along key value chains. Private investments are essential to promote and drive competitive industries in a range of fresh and value added Jamaican agricultural products.

Against this background, the MoAF¹, which is at the centre of promoting the development of competitiveness in the agricultural sector, required support to strengthen the skills and hands-on experience of staff to implement systematic and market-oriented sector-development plans. Therefore, in collaboration with the MoAF, the project aimed to improve the capacity of key stakeholders to better meet current market requirements, increase delivery, and/or develop new market opportunities or products; as well as to facilitate the establishment of new public-private partnerships (PPPs) that would link lead firms with smallholder farmers, to promote agricultural development.

IMPACT

The project interventions significantly strengthened national capacity and experience in applying value chain approaches, and in engaging the private sector in efforts to drive industry development. These results are benefiting national farming communities, in line with the main Sustainable Development Goals (SDGs) targeted during the project, namely SDG 1 (No Poverty), SDG 2 (Zero Hunger) and SDG 8 (Decent Work and Economic Growth). In addition, the project provided indirect support to the expected impact of promoting improved food security and poverty reduction in farming communities.



¹ Following the reshuffling of ministries in Jamaica after the elections in 2020, the counterpart agricultural ministry, the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF), was replaced with the MoAF.

ACHIEVEMENT OF RESULTS

The project provided a new and innovative approach to improve the capacity of the MoAF and its agencies to understand and apply the value chain approach directly with the private sector, using an applied, participatory mentoring system to support beneficiaries to build soft skills and tacit knowledge required for value chain development efforts. The result of this approach has been greater understanding, contribution and ownership of the value chain action assessments, pilot work plans, and formal relationships with farmers and processors by ministry counterparts undertaken during the project. Details on key activities carried out and results achieved are outlined below.

Staff members from the Jamaica Agricultural Commodities Regulatory Authority (JACRA) and the MoAF Research and Development Division (RDD) departments participated in a mentoring programme, to strengthen their ability to run detailed market assessments for turmeric and ginger, prepare technical and financial information to engage and attract private-sector investors, and cofacilitate joint work plans with public and private partners during the project. A cross-disciplinary and cross-agency MoAF technical working group was established, which, after completing a value chain assessment of the turmeric sector, designed a PPP, and is in the process of implementing the pilot programme initiated during the project.

In order to build capacity in competitive market analysis, a joint market analysis was completed for ginger and turmeric, and capacity-building workshops were held on how to undertake competitive market analysis.

Two industry business models for the national ginger and turmeric sectors were completed, together with the technical working group. The technical team developed and presented joint investment profiles to over 25 private-sector actors for nursery and farming operations for both crops. These efforts resulted in attracting eight new private nursery operators into the sectors (two in turmeric, six in ginger), and approximately 30 new farmers joined the pilot partnership.

In addition, FAO provided applied mentoring to train the technical working group on how to prepare and undertake communication with private-sector actors to develop PPPs in the spices sector. The joint team approached a number of private-sector processors and were able to successfully negotiate contract farming agreements between the processor and turmeric farmers. This direct experience and exposure to the process will enable the MoAF to continue, scale up and expand PPPs in the future.

IMPLEMENTATION OF WORK PLAN AND BUDGET

Most of the project activities were completed on time. The only delays experienced during the project were related to the COVID-19 pandemic. With the restriction of travel, alternative actions were promptly put in place, including the move to virtual training and communication activities. As a result, all project activities were implemented in a timely manner. In addition, delays in the procurement process created challenges, owing to the time-sensitive nature of value chain pilots linked to the production season, and the importance of maintaining private-sector trust and confidence in the timely delivery of commitments. A no-cost extension was requested and approved in order to complete project activities.

Most activities were implemented within the planned budget, with only minor changes. As a result of the COVID-19 restrictions, changes and amendments were required in activities and associated budgets. All changes were undertaken within the budget parameters.

FOLLOW-UP FOR GOVERNMENT ATTENTION

The MoAF technical working group for turmeric and ginger established during the project is expected to continue to guide the continuation of the pilot work plan (estimated in May 2022). Discussions and strategizing on scaling up the programme of the pilot into an annual programme in both sectors have begun, led by the JACRA.

The PPP established during the project followed an anchor firm model, whereby the majority of pilot farmers signed advance agreements with the buyer for produce. In return, the processor, an established local spice company, provided farmers with inputs and planting material for their production. The anchor firm model is believed to be a mechanism to link value chain actors and stabilize the sector to allow it to grow. It will also be a platform to allow for scaling-up following successful results of the pilots. Led by the JACRA, the scale-up of the pilot is anticipated in 2022, and additional nurseries, farmers and buyers are likely to be incorporated. FAO provided preliminary support to assist in the strategic scaling-up of the work plan.



SUSTAINABILITY

1. Capacity development

The ownership of the project outcomes is strong. The value chain development approach has been informally adopted by the JACRA, and to a lesser extent by the MoAF. The JACRA has aligned its spices policy and programme based on the outcomes of this project. It is highly likely that the PPPs for both sectors will continue, led by the JACRA; the technical working group established during the project will continue to function, and the Ministry will pursue additional opportunities/initiatives to apply the value chain development approach in other sectors. The JACRA will continue to take the lead on the continuation and upscaling of activities. Its capacity has been greatly strengthened to run PPPs, and it is capable of continuing and/or expanding these initiatives.

At a higher level, the project successfully strengthened the foundations of the institutionalization of the value chain approach within the Ministry in Jamaica, and it is the leading country in the region in applying a systems approach to agriculture. This project provided a strong demonstration of the effectiveness of this type of cross-ministry collaboration, where senior managers took note, provided feedback, and indicated an interest in expanding to additional crops, which is a natural next step. The core focus of the project was to build sustained partnerships within the public sector (public-public), and then between public agencies and relevant farmers, input suppliers and processors (public-private). The technical working group successfully forged new regular and sustained linkages with a number of relevant units within the Ministry and associated agencies. These include regular as well as specific dialogue with representatives from the MoAF RDD departments, Plant Quarantine Produce Inspection, Agro-Invest Corporation, the Scientific Research Council, the University of the West Indies, and the Jamaica Promotions Corporation (JAMPRO). The dialogues and partnerships established during the project have resulted in much closer collaboration, and, importantly, the alignment of programmes and agendas to support a common vision of spices sector development. In addition, the project focused on forging partnerships with private actors, and accomplished this with nursery operators, farmers, and processors. The majority of these partnerships have been formalized in contract farming arrangements, which are likely to continue and expand.

The objective of the participatory and mentoring approach adopted was to ensure strong sustainability of the work beyond the life of the project. By actively engaging the relevant government persons in the value chain and PPP process, the goal was to instil greater contribution and ownership of the work, as well as provide clarity on the upscaling strategy. This was successfully achieved. A clear strategy exists in the form of a value chain upgrading strategy and PPP work plan. In addition, it is anticipated that processors will gradually take over management and expansion of the contract farming arrangements, to increase acreage and the number of farmers involved.

Finally, two PPPs are now under way in the spices sector, as well as scale-up and expansion discussions. This demonstrates strong adoption of FAO's value chain development approach by both the public and private sector. These initiatives are all led by ministry agencies and are expected to continue beyond the project, indicating good sustainability.

2. Gender equality

In its design, the project did not adopt a full gender-sensitive approach across all project activities. Gender considerations were included in the introductory training sessions of the value chain approach, and gender-sensitive participation in all project activities was fulfilled. The participation of women as beneficiaries/training participants was achieved in line with the objectives set out in the project design.

3. Environmental sustainability

This cross-cutting area was not applicable to the project.

4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

This cross-cutting area was not applicable to the project.



5. Technological sustainability

The approaches, techniques and tools used during the project were adapted specifically for the Caribbean region, and are easily adapted to the specific needs of national value chains. Tools were designed for Caribbean beneficiaries to readily adapt as desired into other agricultural sectors. The technical support was designed to be hands-on, efficient and useful for beneficiaries, to maximize impact.

The project delivered best practices for applied value chain and PPP work for the region, and was successful in implementing new methodological approaches and private sector engagement and investment. Interest to replicate in other sectors and countries has already been received by both the Ministry and private investors.

Good foundations have been built, including improved experience in applying the value chain approach with a range of partners.

6. Economic sustainability

Additional funding has been mobilized. The JACRA and the MoAF have allocated an annual budget for spices as a result of the project. In addition, the initiative was able to raise over USD 200 000 of private-sector funding for nursery operators and farmers, as part of this PPP project. Additional resources are anticipated to be mobilized in the coming year, as PPPs will move towards expansion.

The value chain approach uses a market-led approach to ensure that actions are economically sustainable for all sector stakeholders, namely farmers, processors, and public support services. During the project, detailed costs of production and financial assessments were undertaken, to support feasible investment proposals for both small- and large-scale farmers, based on local conditions. The business plans and PPPs developed during the project were tailored to the specific needs of private-sector actors on the ground.



DOCUMENTS AND OUTREACH PRODUCTS

Documents

- ❑ **FAO & Jamaica Agricultural Commodities Regulatory Authority.** January 2021. Turmeric Investment Proposal (Nursery & Field Production). 3 pp.
- ❑ **FAO & Jamaica Agricultural Commodities Regulatory Authority.** January 2021. Ginger Investment Proposal (Nursery & Field Production). 3 pp.
- ❑ **Saravanakumar, D.** 2021. Guidelines for seed rhizome production. Kingston, FAO.
<https://www.fao.org/documents/card/en/c/CB3363EN/>. 40 pp.
- ❑ **Saravanakumar, D.** 2021. A guide to good agricultural practices for commercial production of ginger under field conditions in Jamaica. Kingston, FAO.
<https://www.fao.org/publications/card/en/c/CB3365EN/>. 52 pp.
- ❑ **FAO & Jamaica Agricultural Commodities Regulatory Authority.** July 2021. Rapid Turmeric Value Chain Assessment & Industry Business Model. 7 pp.
- ❑ **FAO & Jamaica Agricultural Commodities Regulatory Authority.** November 2021. Turmeric Production Information Sheets. 3 pp.





Outreach material

- ❑ **FAO.** FAO Web site. 2019. Building supply on the heels of demand - Using a Participatory approach to Value Chain development in Barbados, Belize, and Jamaica: <https://www.fao.org/jamaica-bahamas-and-belize/programmes-and-projects/success-stories/building-supply-on-the-heels-of-demand/en/>.
- ❑ **FAO.** FAO Web site. 2 November 2020. Banding together to re-root the Jamaican ginger industry: <https://www.fao.org/fao-stories/article/en/c/1318751/>.
- ❑ **FAO World Food Day and FAO 75th Anniversary Celebratory Seminar.** 5 November 2020. Webinar - “Harnessing Public-Private Partnerships to drive resilient agriculture and agribusiness in the Caribbean post-COVID: Experiences, success, and lessons learnt from the Jamaican ginger sector”: <https://www.youtube.com/watch?app=desktop&v=3VBr9Csd2pg>.
- ❑ **International Symposium on Spices as Flavours, Fragrances, and Functional Foods.** 10 February 2021. Present status and future for Jamaica’s Ginger Industry. Online Webinar. Indian Spices Conference.
- ❑ **Jamaica Observer.** 25 February 2021. Jamaican turmeric destined to become one of the country prime export crops: http://www.jamaicaobserver.com/latestnews/Jamaican_turmeric_destined_to_become_one_of_the_country_prime_export_crops.
- ❑ **The Gleaner.** 1 March 2021. JACRA embarking on 20 acre pilot project to grow turmeric industry: <https://jamaica-gleaner.com/article/news/20210301/jacra-embarking-20-acre-pilot-project-grow-turmeric-industry>.
- ❑ **The Gleaner.** 3 March 2021. JACRA overseeing roll-out of turmeric plan: <https://jamaica-gleaner.com/article/business/20210303/jacra-overseeing-roll-out-turmeric-plan>.
- ❑ **IAEA Office of Public Information and Communication.** 11 May 2021. Nuclear Techniques Help to Revive Ginger Production in Jamaica: <https://www.iaea.org/newscenter/news/nuclear-techniques-help-to-revive-ginger-production-in-jamaica>



- ❑ **Forbes online.** 31 May 2021. Turmeric is the Caribbean spice of life: <https://www.forbes.com/sites/daphneewingchow/2021/05/31/turmeric-is-the-caribbeans-spice-of-life/?sh=5175dab87e6c>.
- ❑ **Forbes Magazine (Jamaicans.com).** 1 June 2021. Jamaican turmeric featured by Forbes Magazine: <https://jamaicans.com/jamaican-turmeric-featured-by-forbes-magazine/>.
- ❑ **Regional Agriculture: building Back Better.** Online Webinar. Caribbean Week of Agriculture. 4 October 2021.
- ❑ **FAO.** FAO Web site. Replicating technology as the groundwork for developing Jamaica’s Turmeric Industry: <https://www.fao.org/americas/noticias/ver/en/c/1436872/>. 26 August 2021.
- ❑ **United Nations Jamaica 76th UN Day Anniversary Magazine.** 24 October 2021. UN Jamaica Growing Jamaica’s Spice Rack using Public-Private Partnerships: <https://jamaica.un.org/en/152752-united-nations-jamaica-76th-un-day-anniversary-magazine>.
- ❑ **FAO.** 30 November 2021. Transforming the Jamaican Ginger Industry: Applying a Value Chain Approach: <https://www.youtube.com/watch?v=IRUKg9SYjL4>.
- ❑ **Jamaica Observer.** 1 December 2021. A boost for Jamaican ginger production: https://www.jamaicaobserver.com/agriculture/a-boost-for-jamaican-ginger-production_237490.



ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	Decreased rural poverty as a result of evidence-based public policies that promote market opportunities for farming communities		
Outcome	MICAF facilitates the establishment of new PPPs that link lead firms with small farmers to promote agricultural development		
	Indicator	Number of Market-led agreements between allied farmers and lead firms in place.	
	Baseline	0	
	End Target	2	
	Comments and follow-up action to be taken	This outcome was fully achieved and exceeded the End Target. The following results were achieved: <ul style="list-style-type: none">– Eight market-led agreements between newly established nurseries and allied farmers have been put in place, comprising two nurseries supplying 21 farmers in the turmeric sector, and six nurseries supplying 18 ginger farmers.– Fourteen contract farming agreements between allied farmers and lead firms in the turmeric sector have been established, and ten contract farming agreements are in progress for the ginger sector. Another five turmeric farmers have informal arrangements with exporters. The lead firms are well-known food manufacturers in Jamaica processing spice and tea products for local and export distribution. By the end of 2022, it is anticipated that the number of market agreements in place will increase to approximately 13 nurseries (eight ginger, five turmeric) supplying clean planting material to a total of 45 farmers; and at least 30 contract farming agreements will be established with individual farmers and several lead farmers across the two sectors.	
Output 1	Public-Private partnerships case study report that describes of best practice approaches for sustainable, commercially viable public-private partnerships in Jamaican agricultural sub-sector/s		
	Indicators	Target	Achieved
	Jamaican Public-Private partnerships case study report including recommendations for applicable PPP business models in the Jamaican agricultural sector, completed.	1	No
Baseline	0		
Comments	This output was not achieved, because the project team focused mostly on training and providing systematic mentorship to public and private partners, in order to achieve and sustain Outputs 2, 3 and 4. These efforts took more time than expected, and, compounded by COVID-19 pandemic-related restrictions, there was no longer the available time to design the case study, carry out interviews with key stakeholders, and systematize, produce and validate a case study.		
Activity 1.1	Identification of best practices from PPPs in the agricultural sector in Jamaica		
	Achieved	No	
	Comments	This activity was not carried out, for reasons given above.	
Activity 1.2	Present and validate assessment findings with stakeholders		
	Achieved	No	
	Comments	As above.	
Activity 1.3	Elaborate the final case study report		
	Achieved	No	
	Comments	As above.	

Output 2	Public institutions capacity to identify domestic and international market opportunities to build PPPs in the agricultural sector strengthened		
	Indicators	Target	Achieved
	High potential market opportunities identified for development.	1	Yes
Baseline	0		
Comments	This output was fully achieved and exceeded the envisaged target. Ten Ministry of Agriculture and Fisheries personnel from JACRA and MoAF RDD departments participated in an applied, year-long mentoring programme, to build and strengthen their ability to run detailed market assessments for turmeric and ginger, prepare technical and financial information to engage and attract private sector investors, and cofacilitate joint work plans with public and private partners during the project.		
Activity 2.1	Establish a core cross-disciplinary PPP team		
	Achieved	Yes	
	Comments	A cross-disciplinary and cross-agency MoAF technical working group was established in August 2020, composed of five senior officers of the JACRA, one senior officer from the Ministry RDD, one officer from the JAMPRO, and one FAO consultant. The team drew on broader technical expertise from other ministry agencies, such as the Plant Quarantine Produce Inspection, Bureau of Standards and University of the West Indies, to support the implementation of specific pilot activities, such as geographical indications, certification inspections and research and development trials. The technical working group worked together to complete a value chain assessment of the turmeric sector (August-October 2020), designed a PPP for the sector (November-December 2020), and are now implementing the pilot programme (November 2020-ongoing). The technical working group is chaired by the JACRA and continues to meet on a weekly basis to oversee the pilot implementation work plan.	
Activity 2.2	Build capacity in competitive market analysis		
	Achieved	Yes	
	Comments	A joint market analysis was completed with staff from the JACRA for two crops, ginger and turmeric. Market assessments were also completed for pimento and coffee by the JACRA/FAO, although no PPPs were established. Capacity-building workshops were held in August 2020 on how to undertake competitive market analysis with the technical working group. The training used an applied approach, whereby the technical working group assessed the market for various local and international opportunities and jointly built individual business cases for ginger and turmeric in preparation, to present to potential private-sector investors. The assessment involved various and ongoing consultations with farmers, processors and exporters, as well as market research. The applied training demonstrated to the technical working group how to identify market opportunities and buyers, and align the buyer requirements with the value chain pilot. The outputs of this applied training were the basis of the development of the industry business model for turmeric.	
Activity 2.3	Agricultural sub-sectors to be selected to establish PPPs		
	Achieved	Yes	
	Comments	FAO worked with a technical team at the JACRA in 2020, to assess the viability of the turmeric sector for value chain development. The rapid value chain assessment identified that there were strong opportunities for development based on local conditions. Moreover, new technologies and working relationships established during previous FAO projects for the ginger sector allowed opportunities for leveraging and combining work to establish PPPs in both sectors. Additionally, preliminary assessments of yam, pimento and coffee were undertaken, all identifying good potential for development.	

Output 3	Improved ability of public institutions to develop and apply technical or methodological instruments to promote development of commercially oriented PPPs in priority sub-sectors		
	Indicators	Target	Achieved
	Business models for specific market opportunities developed to support PPPs.	2	Yes
Baseline	0		
Comments	<p>Two industry business models for the national ginger and turmeric sectors were completed, together with the technical working group. FAO used an applied training approach to develop business models with the technical working group, providing them with sufficient capacity to adjust and replicate the models after the project closed.</p> <p>The technical team developed and presented joint investment profiles to over 25 private-sector actors for nursery and farming operations for both crops. These efforts resulted in attracting eight new private nursery operators into the sectors (two in turmeric, six in ginger), and approximately 30 new farmers joined the pilot partnership. As a result of this output, total private-sector investment was estimated to be over USD 200 000 over an 18-month period. Various instruments, such as the cost of production, financial planning, and investment promotion templates were developed to assist this project, and are expected to be used by the technical team beyond the project.</p>		
Activity 3.1	Conduct business modelling training		
	Achieved	Yes	
	Comments	<p>Several capacity-building workshops were conducted with the technical working committee on how to build specific and tailored business models for identified market opportunities in turmeric and ginger. The workshops focused on how to build a feasible business model tailored to the spices sector, and how to present the business case to the private sector.</p> <p>The training comprised a number of useful tools, including financial modelling, profitability analysis, supply chain capacity assessments and business plans. The technical team now has templates and experience in undertaking this work for future use. The output of this activity was the engagement of approximately 30 private-sector actors – nursery operators, farmers and processors – in the pilot programme under a PPP arrangement. The technical team approached the JAMPRO and financial service providers with the business plans, to assist in accessing more support for private-sector partners under the pilot. More work could be done to improve the links to financial service providers.</p> <p>Overall, this approach assisted the MoAF in better understanding the perspective and requirements of the private sector as major investors in the agricultural sector, and allowed for a more refined approach to attract private-sector financing into value chains.</p>	
Activity 3.2	Provide support to PPP team to refine and finalise PPP models		
	Achieved	Yes	
	Comments	<p>Strategic work plans were developed to oversee the close implementation of the public-private partnerships with nursery operators, farmers and processors.</p> <p>The technical working group led pilot implementation from November 2020, with nursery operators and farmers on the ground. FAO provided regular distance and in-person mentoring support throughout the process, including backstopping of interactions with the private sector. In addition, FAO supplied the MoAF with a range of tools to assist in the monitoring and evaluation of the pilot, including the cost of production surveys, production checklists, and reporting templates.</p>	

Output 4	Enhanced ability of public institutions to establish and facilitate PPPs and implement integrated work plans to support commercial agricultural development		
	Indicators	Target	Achieved
	Public-private partnership platform established and implementation underway.	2	Yes
Baseline	0		
Comments	Ten officers from the MoAF and the JACRA participated in a detailed and applied year-long mentoring programme on how to identify, design and implement PPPs in high-potential agricultural sectors. Ministry officers actively participated in all stages and led, or co-led multiple stages, adopting many of the tools and approaches implemented during the project. The JACRA now has an institutionalized value chain team composed of senior officers with experience in applying the value chain approach throughout a full production cycle. The JACRA adopted various templates and methodologies provided, including integrated value chain work plans, and continue to use these tools as they scale up and expand their PPP work.		
Activity 4.1	Provide training on communication and negotiation skills		
	Achieved	Yes	
	Comments	FAO provided applied mentoring to train the technical working group on how to prepare and undertake communication with private-sector actors, to develop PPPs in the spices sector. Training focused on building a variety of soft skills required for communication of business proposals and financial information, as well as facilitation and negotiation of sales agreements. Ongoing backstopping was provided to the technical team on how to work with private partners in the implementation of the joint work plans with various stakeholders. The joint team approached a number of private-sector processors and were able to successfully negotiate contract farming agreements between the processors and turmeric farmers.	
Activity 4.2	Guide the PPP team in undertaking preliminary meetings with private sector to establish interest		
	Achieved	Yes	
	Comments	FAO helped to train and mentor the technical working group on how to develop the technical and financial investment promotion materials needed to approach the private sector. FAO assisted the technical working group to prepare a private-sector engagement strategy and conduct preliminary meetings with potential private sector investors for the specific market opportunities identified. These meetings proved highly successful, exceeding project expectations. Thirty partners were identified, and a waiting list of interested nursery operators, farmers and processors for pilot expansion.	
Activity 4.3	Support the PPP team in the establishment of a public-private dialogue platform with private sector and relevant public agencies to implement PPP		
	Achieved	Yes	
	Comments	FAO supported the establishment of a technical working group platform that met on a weekly basis, virtually, for 14 months. The platform was primarily composed of public-sector members in charge of overseeing the pilot work plan. The private-sector partners were invited to join this meeting at certain periods to discuss relevant activities. In all other cases, MoAF extension officers liaised directly with nursery operators and farmers on a regular basis in the field, and reported back to the technical working group on a weekly basis. Contact with buyer partners was done bilaterally. This platform proved to be an effective and efficient mechanism to oversee the highly detailed PPP work plan, and to ensure that all elements and partners were accountable. Additional public sector partners were invited to contribute to the partnership and to participate in weekly meetings on relevant activities.	

Activity 4.4	Provide capacity building mentoring to MICAF to facilitate PPPs and provide necessary equipment and aligned technical support to participating pilot members	
	Achieved	Yes
	Comments	In agreement with the technical working group, FAO provided the PPP with a range of technical support, primarily in the form of capacity building, to support the development of a successful pilot. An FAO international expert in turmeric production developed a production manual, trained farmers and extension officers from the MoAF and the JACRA, developed a certification framework, and provided technical backstopping to private-sector questions and concerns prior to, and during production stages. FAO technical assistance for commercial production (good agricultural practices [GAP], integrated pest management [IPM]), and rapid multiplication technologies was brought in to strengthen the industry and provide production systems that were more financially viable for the sector. Additional equipment, such as water filters and portrays, were also supplied to pilot partners to assist them to deliver on the quality, quantity and timeliness of production.
Activity 4.5	Train MICAF on exit strategies to shift facilitation role to the private sector	
	Achieved	Yes
	Comments	The applied approach used by FAO was developed with the objective of increasing the sustainability of the initiative beyond the project. The members of the technical working group worked closely with FAO to design, develop and implement all stages of the PPP. Where possible, FAO trained relevant staff in relevant tools, templates and strategies to promote knowledge transfers. The MoAF took over leadership of pilot implementation in June 2021 and was the focal point for all pilot members.

Partnerships and Outreach

For more information, please contact: Reporting@fao.org

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