Public-private partnership experienced by PAEPARD

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PAEPARD role in strengthening multi-stakeholder partnerships

What drives public-private partnership?

Public-private partnerships (PPP) are mutually beneficial relationships that are formed between public and private sector stakeholders. According to Vervynckt and Romero, the long-term contractual arrangements, which PPP are founded on, allow states to delegate to the private sector the delivery and management of infrastructures, assets and services of public interest.

An FAO publication outlines the following factors as key to the success of a PPP: “public benefits anticipated from the partnership are clearly defined, investment contributions and risks are shared, and active roles involved in financing rural development, state-owned enterprises, such as seed companies and agro-processing facilities, and publicly funded research institutions, marketing boards and universities.

On the other hand, the private sector encompasses all for-profit businesses that are not owned or operated by the government, as well as independent non-profit organizations, such as non-governmental organizations (NGO) and charities. The private partners involved in PAEPARD consortia include farmer organizations, agro-processing enterprises, input supply companies and NGO.

Despite efforts over recent years to improve the status of agriculture in sub-Saharan Africa, little change has been noted, due partially to the fact that efforts have come from individual entities, which had short-term funding or lacked the necessary expertise to scale up research outputs. Disconnect between researchers and end-users has further hindered the success of such efforts. The Platform for Africa-Europe Partnership on Agricultural Research for Development (PAEPARD), therefore designed a multi-stakeholder partnership approach to overcome existing shortcomings in agricultural research for development (ARD). Through a variety of brokerage mechanisms, PAEPARD has supported the formation of consortia made up of multi-stakeholder partners from the public and private sectors, which are intended to address priority research issues and respond to user needs.

The public sector can be represented by government ministries, such as the Ministry of Agriculture or Ministry of Industry and Trade; regional and local level government representative offices; state banks and governments.

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Partnership business to farmers through research exemplified in the project on African indigenous vegetables in Uganda.
creation of a retailing shop in Ouagadougou for organic products, improve their incomes and livelihoods. PPP enable organizations are part of a PPP, the main drive is to increase their income. Where farmers and producer organizations can open or expand into new markets and rapidly accommodate changes in consumer preferences, bringing an essential capacity or holds a specific resource, the public sector can provide farm inputs, market access and value addition through the processing and packaging of products. Private sector partners therefore help to increase the economic performance of a PPP and enable the partnership to respond to market or farmer demands. For this reason, private sector involvement in ARD partnerships is important for long-term sustainability once the initial partnership funding has run out. Identifying and securing access to the most relevant private sector capabilities is an important element of PPP success.

Thorough NGO are independent of state control, and therefore defined as part of the private sector, they are not profit-driven, which means NGO often act as neutral mediators between public and private stakeholders and the link between farmers and researchers in a PPP. In addition, an NGO may contribute to the capacity building of farmers’ organizations, the provision of extension services, or the establishment of innovation platform (IP) to help turn ideas into viable enterprises. The involvement of farmers’ organizations, which also come under the private sector, enables a PPP to better respond to the needs of smallholders and ensures that innovations are taken up by the primary beneficiaries. Generally, the strength of public sector involvement in a PPP stems from its legal authority, the mandate that it has to act directly with other stakeholder groups, its legitimacy, and its control of resources. The public sector can help to create a supportive regulatory environment for the implementation of the partnership’s goals with appropriate incentives for private sector investment and the inclusion of smallholders. The public sector can also help to scale a PPP through provision of financial resources, as well as other services and supply systems, including the creation of an enabling environment for formal seed systems or organic product homologation.

**PAEPARD role in strengthening multi-stakeholder partnerships**

To strengthen the capacity of African ARD stakeholders to take part in agricultural innovation and participate in European development initiatives for Africa, PAEPARD designed and experimented with mechanisms for sustainable African-European multi-stakeholder partnerships. This approach has led to the formation of stable consortia, improvements in the accessibility of resources for both men and women farmers and entrepreneurs, improved uptake of new technologies and innovations, increased knowledge sharing, new job opportunities, and improved food and nutrition security. Importantly, the multi-stakeholder partnerships supported by PAEPARD have also resulted in more funding opportunities for participants.

PAEPARD played a key role in brokering the PPP that made up consortia, in particular, the Platform helped attract private sector small and medium-sized enterprises (SME) to partner with consortia, and trained a group of facilitators to strengthen partnership formation and management. The regional farmer organizations involved in the ULP nominated their own AIF to facilitate the process and ensure the researchers and non-researchers in the consortia discussed needs and challenges as equal partners. Through this approach, PAEPARD has facilitated better interaction between farmers and researchers, as well as built capacities among farmers for partnership formation and collaboration with the private sector.

**> Promoting private sector participation**

Initially, PAEPARD experienced challenges in involving the private sector in its multi-stakeholder consortia. A major constraint to the participation of SME stems from their reluctance to engage with NGO or government-driven research activities due to their limited experience and mistrust of working with such organizations. The challenges of working with smallholders in outgrower schemes also limits the private sector’s interest in submitting proposals for multi-stakeholder partnerships, which require significant time and resource commitments (human and financial).

To mobilize private sector partners, PAEPARD sought to create better understanding of the win-win outcomes for all partners, the constraints that private sector partners operate under (e.g. time and resources), and the required incentives for private sector participation (e.g. ownership of the research product).

During its second phase, PAEPARD increased the participation of private sector partners, including farmer organizations, in its multi-stakeholder consortia, through its users-led process (ULP), competitive research fund (CRF) and incentive fund (IF) mechanisms. Each of these mechanisms were funded by PAEPARD, providing the necessary financial incentive for private sector involvement in consortia.
The role of producer organizations in PAEPARD

Through the central involvement of producer organizations – the end-users of PAEPARD consortia research outcomes, particularly those established via the ULP - the Platform has facilitated demand-driven research and acknowledged the role and contribution of local indigenous knowledge. The coming together of academic and technology researchers with end-users, such as farmers’ groups, farmers’ organizations or agri-food entrepreneurs, has resulted in improved uptake of research outcomes among the intended beneficiaries.

Nigeria cassava consortium

The high cost of poultry feed is a major constraint for farmers in Nigeria, with formulated feed accounting for 60-70% of production costs. The PAEPARD consortium in Nigeria therefore sought to explore the use of cassava as a cheaper alternative material for poultry feed. A one-week training workshop organized by the consortium in 2016 aimed to build the capacity of small-scale farmers to develop value-added cassava feed. Members of the Poultry Association of Nigeria and the Feedmillers’ Association of Nigeria were targeted since they had initially identified the challenge of high feed costs for the industry’s profitability. As a result of the workshop, two influential farmers’ groups (Unit Six Multipurpose Cooperative and Imo State Cassava Growers Association) joined the consortium to collaborate in the production and use of cassava as a raw material for poultry feed.

The participation of four farmers’ organizations in the consortium not only ensured that it addressed a pressing challenge for Nigerian poultry farmers, but also enabled the smooth transfer of knowledge on the processing of fresh or dried cassava into poultry feed and other value-added products. With this knowledge and training in health and quality regulation, the farmer members of these organizations have been able to scale up the innovation in Nigeria.

Ghana citrus consortium

The Ghana citrus consortium brought together a range of stakeholders to address the high level of fruit losses due to the presence of the angular leaf spot disease (Pseudocercospora leaf and fruit spot) and fruit flies in the regions where citrus fruits are produced. One of the key partners in this consortium is the Citrus Growers and Marketing Association of Ghana (CIGMAG), which has over 3,000 members whose income depends on citrus fruit farming. The central involvement of CIGMAG enabled the consortium to focus on research developments that address small-scale citrus farmers’ need for a more readily available and affordable alternative to synthetic fruit fly bait.

The consortium trialed the use of leaf water extract from an indigenous plant, Pimenta dioica, which contains high amounts of natural methyl eugenol, to repel some species of fruit flies, particularly Bactrocera dorsalis. The farmers who were given the extract in the pilot recommended that CIGMAG make it available for use in the following citrus season. The consortium in 2016 aimed to build the capacity of small-scale farmers to develop value-added cassava feed. Members of the Poultry Association of Nigeria and the Feedmillers’ Association of Nigeria were targeted since they had initially identified the challenge of high feed costs for the industry’s profitability. As a result of the workshop, two influential farmers’ groups (Unit Six Multipurpose Cooperative and Imo State Cassava Growers Association) joined the consortium to collaborate in the production and use of cassava as a raw material for poultry feed.

Burkina Faso Trichoderma consortium

To address the accelerating degradation of soil in Burkina Faso, PAEPARD supported the establishment of a consortium focused on promoting the use of a natural soil fungus (Trichoderma sp.) in the production of bio-compost for vegetable farming. Beyond improved yields – duly recorded in tomato, Irish potato and onion – the use of Trichoderma sp. reduced the incidence of vegetable crop diseases. The Téga Wéndé women’s group, which produces and sells compost, was brought into the consortium to provide the necessary composting for field schools to demonstrate the benefits of Trichoderma sp. enriched compost to local farmers.

With Téga Wéndé on board, the consortium activities have seen a significant expansion in the production and use of organic matter by local farmers. In fact, the Téga Wéndé group has almost doubled its compost production from 45 tons in 2014 to nearly 75 tons in the first half of 2017. The revenue generated by the sale of the compost has increased four-fold over this period to €2,763 in the first half of 2017. In addition, the study tours of Téga Wéndé have made it possible to replicate the processing structure used by the group to establish 12 new rural composting units in Burkina Faso. The involvement of the women’s producer group has been integral in enabling the consortium to upscale traditional composting methods for improved agricultural productivity and food security.

East Africa livestock feed consortium

With the support of PAEPARD since 2012, the Eastern Africa Farmers Federation (EAAF) has engaged with national and international researchers on the development of quality livestock feed for increased productivity1. A key priority of the consortium has been limiting the aflatoxin contamination of livestock feed through information and knowledge management at the regional level. With German funds, EAAF established the Kenyan Aflatoxin Innovation Platform (KAIP). KAIP provided further support to elaborate and present several project proposals to create awareness among farmers of aflatoxin control mechanisms, in response to international research calls (from Germany, USAID etc.). The main activities of the consortium entailed field trials and building the capacity of farmers in the adoption of tested on-farm technologies for the reduction of aflatoxin contamination in food and feed.

EAAF has been responsible for the logistics of the entire programme in regards to organizing the field exchanges, seminars and conferences that have taken place in Kenya. For instance, the Federation coordinated the initial learning visit to Kenya for the conception of the AFLANET and AFLAñ programmes. FBS Scientific – a private sector supplier of testing and analysis technologies - government institutions, research institutions from Germany and Kenya, and farmers (particularly those in the aflatoxin hotspots in Kenya, e.g. Machakos) were all involved in the learning visit. EAAF also championed a roundtable on the theme of ‘Building a multi-stakeholder approach to mitigate aflatoxin contamination of food and feed’ in Brussels in January 2016. EAAF leadership has consequently been integral to the cooperation of the different stakeholders in the East African livestock feed consortium and in raising awareness of the aflatoxin challenge.

Malawi and Zambia groundnut consortium

Groundnuts form the basis of food and nutrition security for the majority of smallholder farmers in Malawi and Zambia, and make up a large part of agricultural exports, but they are often prone to aflatoxin contamination. The PAEPARD-facilitated groundnut consortium aims to reduce pre- and post-harvest waste in the groundnut value chain by promoting sustainable aflatoxin control mechanisms.
Smallholder farmers, drawn from the National Smallholder Farmers’ Association of Malawi (NASFAM) and Eastern Province Farmers’ Cooperatives membership base, are at the heart of the project. Farmers participated at two levels, either as lead farmers who took part in the participatory research, or farmers who received targeted extension services for improved aflatoxin mitigation practices through publications, radio broadcasts and face-to-face demonstrations.

The lead farmers allocated a portion of their land for instituting the consortium’s research protocols and their plots were used for on-farm demonstrations and field extension days. By 2017, a total of 5,708 farmers (over 50% of whom were women) had been reached through the tiered targeting system.

Prior to 2014, researchers, policy advocates and farmer organizations were not working closely together to tackle aflatoxins in the groundnut value chain on the basis of clearly defined mutual objectives and a shared understanding of farmers’ needs. The active participation of farmers in the consortium activities was vital to ensure the dissemination and uptake of the project’s aflatoxin control mechanisms. The consortium is now moving from short-term, informal relationships between the different stakeholders to more durable and pervasive relationships, where public partners (e.g. the Food, Agriculture and Natural Resources Policy Analysis Network [FANRPAN], Lilongwe University of Agriculture and Natural Resources) and private partners (e.g. NASFAM, Eastern Province Farmers’ Cooperatives Limited) are not only concerned with sharing information, but also engaging in joint planning and shared commitments to common goals.

Burundi potato consortium

Over time, small-scale potato farmers in Burundi have developed intercropping systems in response to acute land scarcity, pests and diseases, and unreliable food markets. To increase the crop performance and resilience of these potato farmers, the consortium led by the Confédération des Associations des Producteurs Agricoles pour le Développement, focused on improving farmers’ access to quality potato seed. In total, 50.1 tons of seed were certified in 2017, resulting in yield increases of up to 80% across the 580 on-farm plots. To achieve this, the consortium placed farmers at the center of activities, building strong relationships with producer cooperatives for the rapid dissemination and adoption of the locally adapted seeds.

The Burundi potato consortium aimed to co-innovate improved and sustainable technologies for the production of high quality soybean products. The main beneficiaries of the project are female processors living in six rural soybean production areas who have been trained in new processing techniques and hygiene practices. In total, 97 soybean entrepreneurs have been trained to process stabilized soy milk, which has an increased shelf life (from one day to six months), and 12 women cooperatives have received training in other processing technologies to relay to their 1,500 members. The soybean processors have reported that, with the advent of the new processing technologies, they tripled their production in just three months.

The consortium established an inventory credit system to allow women processors and wholesalers to buy soybean from the Union Communale des Producteurs de Zogbodomey when market prices rise, without impacting producers’ incomes. The consortium established this system and the training in new processing techniques has increased women’s participation in soybean processing agribusinesses. More women are also joining the wholesale and retailing industry to strengthen the whole soybean value chain.

Engagement with the women processors in the consortium has enabled researchers to demystify and simplify scientific information so that it is user friendly and meets the women’s needs. In 2016, the consortium also partnered with the African Agribusiness Incubation Network to set up a private sector organization, the Benin Agribusiness Incubation Hub (BAIH), to help turn research outputs into viable agribusinesses. Its first activity was to secure the quantity and quality of seed supply, which has been done in partnership with researchers and European donors.

Ghana citrus consortium

Two private sector fruit processing companies were involved in the Ghana citrus consortium, which aimed to address citrus fruit damage as a result of pests and diseases. Pinora Ltd and Fruitland Ghana Ltd, which source citrus fruit from Ghanaian farmers for processing into juice, have supported the training of farmers in the use of the pest and disease control solutions developed by the consortium. The CEO of Fruitland Ghana even participated in a three-day workshop organized by the consortium in Markram, in August 2014, to raise awareness of the devastating nature of angular leaf diseases on Ghana’s citrus fruit industry.

In the past, there were many misunderstandings between the two, buyers and farmers because they did not have a forum for discussion. However, since the consortium established its IP, all issues have been discussed in the IP before coming to a joint agreement on questions, such as which type of fruit the farmers should harvest. Negotiations on fruit price have also been facilitated by the IP.

In addition to the processing companies, private sector agro-input importers and dealers have supplied the consortium’s trained ‘spraying gangs’ with inputs to manage angular leaf spot disease and fruit flies. With the support of these private sector players over 3,000 citrus farmers in Ghana have adopted the GAP

Burkina Faso Trichoderma consortium

GIE BIOPROTECT, a (joint venture) private sector company based in Burkina Faso that specializes in the supply of organic farm inputs, as well as training and advice on organic farming and good agricultural practices, is a leading partner in the Burkina Faso consortium focused on promoting the use of Trichoderma enriched compost. Since participating in the consortium, GIE BIOPROTECT has invested in the training of skilled human resources (in project management, microbiology and sales), in development and transfer activities in coordination with the NGO partners, Association for Research and training in Agroecology (ARFA), and farmer groups (Tiêga Wende), and in the acquisition of equipment to improve the availability of indigenous Trichoderma strains.

In parallel to the field trials, the company has led the coordination of the consortium and started to commercialize the production and distribution of bio- protectants and bio-fertilizers from Trichoderma sp. Due to its vested interest in the promotion of Trichoderma enriched compost, GIE BIOPROTECT has taken on a leading role in the coordination of the partnership.

Malawi aquaculture consortium

The AfrIt-funded consortium focused on identifying optimum feeding strategies and enhancing tilapia production in Malawi, and was initially supported by Malawi’s leading aquaculture company, MALDECO. MALDECO was strategic in organizing the consortium to bring in aquaculture feeding and marketing lessons from the point of view of the private sector to help commercialize small-scale tilapia production in Malawi.

The company not only participated in the consortium to share its own experiences, but also to utilize research findings related to optimum feeding strategies for enhanced fish production. MALDECO contributed to the success of the initial project, Combining Post-Harvest Fish Value Chain and Social Change Interventions in Zambia and Malawi, supported by the Cultivate
Africa’s Future fund10. However, the company left the PAEPARD network in 2015 and stopped sharing information with the consortium.

Togo pepper consortium

In 1998 a women’s group established a private sector company called AGROCOMPLEX to develop the pepper value chain in Togo, which provides a livelihood for almost 75,000 smallholder pepper farmers. Since then, the company has supported producers to secure supplies of raw materials, in particular, highly prized chilli pepper seeds. In response to the PAEPARD call for research proposals in 2011, AGROCOMPLEX led a consortium to help identify key challenges in the pepper value chain that research innovations could help to address.

With input from AGROCOMPLEX the consortium decided to focus research on improving smallholders’ access to seeds and their capacity to breed improved pepper seeds. The company was responsible for managing the logistics and marketing of pepper seed production (e.g. collecting, sorting, packaging and distributing labelled seeds) and its participation in the consortium helped to develop an efficient business environment among consortium partners.

Despite the limited availability of European stakeholders a few private sector European partners participated in PAEPARD consortia with the intention to develop business opportunities with African stakeholders.

West Africa mango waste consortium

The Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP) is a civil society organization whose main purpose is to support the development of a sustainable and competitive agriculture sector and create an enabling environment for agribusinesses. Its role as a partner of PAEPARD is to lead the West Africa mango consortium, which focuses on adding value to mango waste by developing alternative (non-food) products. Consultations within the COLEACP network of producers, exporters, processors and importers, confirmed that the consortium’s theme should focus on mango waste. Three areas for the development of non-food value added waste products were identified: animal feed, cosmetics and energy-compost11. COLEACP has supported stakeholders in each of the three research areas to develop full proposals from research questions, following the multi-stakeholder ULP approach12. However, the absence of strong leaders to implement action plans led to the development of a new strategy based on investment from the private sector in order to progress the consortium’s research.

When a farmers’ organization makes business, there will be low aflatoxin contaminated groundnuts in Malawi.

Burkina Faso Trichoderma consortium

BIOPHYTECH13, a French company focused on biotechnological and industrial research, is a key partner in the Burkina Faso Trichoderma consortium focused on supporting the use of Trichoderma sp. as an agent for biological control. In a joint venture with GIE BIOPROTECT, the company has ensured the scientific coordination of the project, specifically the transfer of technology for the production, formulation and manufacture of locally adapted Trichoderma strains. Before the end of the CRF mechanism, BIOPHYTECH invested in Côte d’Ivoire and Senegal to develop two more joint ventures. The company used the same approach of partnering with national research and development entities to transfer technology to local processors (SMES) to promote the local production of indigenous Trichoderma strains. BIOPHYTECH invested capital, knowledge and, most importantly, helped to build the capacity of young scientists to convert them into innovative entrepreneurs.

Burkina Faso soybean consortium

SOJAGNON is an NGO that works with farmers’ and processors’ associations in Benin. It promotes innovation along the agricultural food chain in general, and specifically focuses on the soybean value chain through partnership with the public and private sector. The PAEPARD-funded CRF mechanism organized the consortium’s platform for participatory discussions and surveys, trained its members on farming and processing techniques and facilitated the marketing of soybean products. Soybean processors were identified and mobilized by SOJAGNON to assess the challenges linked to the use of traditional processing technology. The women processors expressed their constraints and were linked-up with researchers to develop appropriate and improved processing technologies and products. The NGO then helped the women to commercialize these research outputs with the creation of an incubation hub, BAIIH.

SOJAGNON also developed a communication strategy for the consortium through the dissemination of informative material (flyers on soybean derived products, illustrated technical sheets on production of soybean ‘cheese’) and organization of promotional tools and events (local and national exhibitions and fairs, radio and TV interviews, social media). The NGO has increased the consortium’s national and international exposure and recognition by facilitating relations with public authorities in Benin, the Ministries of Education and Agriculture, as well as with the European Union and various European embassies.

The role of NGO in PAEPARD

Many NGO were associated with PAEPARD consortia, with various status and roles depending on the organizations and the consortium that they partnered with. Although each NGO represented the civil society, some were clearly focused on the promotion of entrepreneurship (SOJAGNON in Benin), while others were more focused on training and capacity building (ARFA in Burkina Faso), or extension and technology transfer (Chantàganda and Caritas in Uganda).

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Burkina Faso pepper consortium

The Centre d’Action pour la Sécurité Alimentaire le Développement Durable et la Valorisation des Ressources (CASADD-VR) is an NGO, which focuses on implementing research outputs for development in three main areas: sustainable agriculture, environment management, and micro-entrepreneurship and fair trade. In the Togo pepper consortium, it plays a critical role in the transfer of technology and knowledge between research entities and farmer groups, in order to create value from the research results for farmers and entrepreneurs. As leader of the consortium,
The role of PPP in consortium sustainability

a) Selecting the right partners and building trust

One of the first lessons learned from PAEPARD is that successful multi-stakeholder partnerships are based on mutual trust between partners, which takes significant time to establish. The creation of a sustainable PPP therefore, must allow sufficient time for these partnerships to establish and strengthen the collaborative relationship among all stakeholders. The most sustainable consortia supported by PAEPARD were those initiated and built by stakeholders with a clear vision and shared goal to achieve sustainable impact. Having a clear vision on how the involved partners can reach a profit level is a requirement for a PPP to be successful. However, PPPs are not only about research, but also need sound management, financial and communication skills to excel in their field and deliver on their aims. The financial revenue model of a PPP should be carefully designed to ensure the creation of a sustainable and scalable business model. Private sector organizations are experienced in thinking strategically about revenue streams and business models, which makes their participation in a PPP highly valuable for the sustainability of the partnership’s activities.

Another determining factor for the sustainability of research consortia is ensuring uptake of the research outcomes, which relies on the input of end-users (in this case producers or processors). By design, producer organizations are a vehicle through which farmer involvement in research and policy is strengthened and guaranteed. As institutions go beyond the project life cycle to establishing sustainable farmer-owned and managed institutions. The PAEPARD consortia capitalized on this rich institutional structure to further produce involvement in research activities and promote uptake of technologies and innovations, which will last beyond the consortium’s life.

b) Opening new funding windows and opportunities

The PAEPARD multi-stakeholder approach offered stakeholders an opportunity to meet with other willing partners for the extension of existing projects and birth of new projects. Four consortia have been able to use the seed money from the PAEPARD CRF mechanism to search for more investment to expand their activities.

The Benin soybean consortium, for example, won funding for four projects focusing on different value chains with PROSES (soya seeds), Icowpea (cowpea), DOYIWE (Kersting’s groundnut) and DAPPS (pineapple). One of the partners in the Malawi and Zambia groundnut consortium, FANRPAN, received supplementary funding from FAO under a project on supporting smallholder farmers in Southern Africa to better manage climate-related risks to crop production and post-harvest handling. The AIV in Kenya and Tanzania consortium, helping to stimulate the pineapple and processing industries, provided the French company, BIOPHYTECH, with the CRF money to secure additional funding from the Agence Française de Développement (AFD) to support biological labelling in vegetable production.

The pepper consortium in Togo also secured additional funding from the French company, BIOPHYTECH, and support by the French company, BIOPHYTECH, to engage in fruit value chains with PROCES, a program for the support of smallholder farmers in Southern Africa to better manage climate-related risks to crop production and post-harvest handling. The AIV in Kenya and Tanzania consortium, helping to stimulate the pineapple and processing industries, provided the French company, BIOPHYTECH, with the CRF money to secure additional funding from the Agence Française de Développement (AFD) to support biological labelling in vegetable production.

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The PPP approach seems to have given PAEPARD-supported consortia momentum to continue working together, as illustrated by GIE BIOPROTECT and BIOPHYTECH in the Tanchardora consortium, which both developed expansion strategies based on the evidence of two to three years of field trials. However, upscaling consortia activities was often only possible with official public policy support, which was consolidated by positive research results.

d) Solidifying existing partnerships and generating new ones

During the course of the PAEPARD project, consortia partnerships shifted considerably. Some partnerships were strengthened, while others came to an end and new partnerships were generated as an idea for a side project, or as the pilot began to be scaled up. The Benin soybean consortium explored a wide variety of partnerships with Dutch partners funded by NWO-WOTRO, and spread its research outputs to 17 new municipalities with support from the German development agency, GIZ. The groundnut consortium in Malawi and Zambia has gained the experience and influence to join the Malawi Programme for Aflatoxin Control, which seeks to create a regional dialogue on aflatoxin control.

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The two research institutes evaluated the suitability of Brazilian pepper varieties for cultivation in Togo and disseminated the varieties best adapted to local conditions among Togolese farmers.

The use of local resources and knowledge (such as indigenous *Trichoderma* strains in Burkina Faso or *Solanaceae* species in Uganda) contributed to the establishment of smooth legal and business partnerships in the *Trichoderma* consortium and AV consortium.

It was only in the case of the Ghana citrus consortium that a biological solution patented by a private company prevented the University of South Africa from sharing the solution with the University of Ghana to test whether it could help control angular leaf spot disease. Further problems related to intellectual property rights may appear later with the scaling of each pilot project (e.g. ‘dadonu’ in Benin), as market demand for the research innovations begins to grow and fierce competition emerges; hence the importance that consortia are built on strong foundations of trust.

Lessons and recommendations

The PAEPARD consortia’s experience of working as part of a public-private partnership has guided the following lessons and recommendations:

- **Collaboration with stakeholders from different sectors enables consortia to address cross-cutting issues and pool their resources and expertise to increase the chance of success. Using a PPP approach increases the chances of achieving tangible impact, as the public sector will create an enabling environment for disseminating the duly tested innovation, and the private sector will drive the project to respond to market demand and begin generating profit.**
- **The differing ideologies of public and private stakeholders must be taken into account when setting out the partnership’s aims. All partners need to have some shared interests in order to motivate them to deliver on the project objectives.**
- **The establishment of clear communication channels between partners is essential for strengthening a PPP and ensuring efficient transfer of knowledge and lessons. This includes face-to-face meetings, as well as virtual interactions (e.g. via social media).**
- **PPP enable information exchange and the establishment of new professional relationships, aimed at developing new businesses, structures or policies. Developing strong relationships with local stakeholders (processors, retailers, developers or bankers), which are maintained after the project funding has come to an end, will ensure the sustainability of project activities.**
- **The organization of workshops to validate research outputs with processors enables researchers to refine their innovations in order to meet the beneficiaries’ needs.**
- **The inclusion of producers and producer organizations is essential to ensure that the consortia respond to end-users’ needs and the research outcomes are adopted by the intended beneficiaries.**
- **Participation in a PPP develops stakeholders’ negotiation and facilitation skills. Promoting PPP formation, therefore, helps to strengthen capacities as well as widen funding opportunities.**
- **The opportunity to develop new skills and gain experience in PPP as well as financial incentives, helped to motivate private sector participation in PAEPARD consortia. Private sector European stakeholders are more interested in joining a PPP when they can see opportunities to develop new business in Africa. However, a major constraint to European stakeholders’ engagement was and remains the lack of funding.**
- **When a PPP finds a way to commercialize its activities, stakeholders will be able to recover costs incurred during the inception and implementation period, and support further innovation investments.**

Conclusion

The PPP approach designed and experimented by PAEPARD offered great value for the improvement of ARD in multiple ways. One of the main benefits of forming multi-stakeholder partnerships proved to be the ability to pool resources together and achieve more impactful results. The participation of both public and private sector partners also helped to increase the PPP approach’s success. The multi-disciplinary teams led to a better understanding of the challenges and opportunities across the field and hence facilitated stakeholders’ commitment to future projects.

Working alongside grassroots farmer organizations, SMEs and NGOs has allowed PAEPARD to gather in-depth experience of what stakeholders need, and to provide crucial evidence for policy makers. PAEPARD thus provides evidence that PPPs are critical for successful agricultural interventions and that such partnerships enable agricultural development projects to achieve sustainable success more frequently than when individual entities work alone. However, a program to bring multi-stakeholder research consortia to scale, beyond the pilot phase, still needs to be experienced after PAEPARD.
The Platform for Africa-Europe Partnership in Agricultural Research for Development (PAEPARD) is a an eight-year project sponsored by the European Commission (80%) and partners’ own contributions (20%). It has been coordinated by the Forum for Agricultural Research in Africa (FARA) since December 2009, and was extended until end of 2018.

It aims at building joint African-European multi-stakeholder partnerships in agricultural research for development (ARD) contributing to achieving the Sustainable Development Goals. On the European side, the partners are AGRINATURA (The European Alliance on Agriculture Knowledge for Development, coordinating the European partners), COLEACP (representing the private sector), CSA (representing the NGOs), ICRA, specialized in capacity building in ARD, and CTA (the Technical Centre for Agricultural and Rural Cooperation). On the African side and in addition to FARA, the partners are the Pan-African Farmers Organization (PAFO), the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), and the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN). PAFO involves its members which are the Eastern Africa Farmers Federation (EAAF) based in Nairobi, the Réseaux des Organisations Paysannes et des Producteurs d’Afrique de l’Ouest (ROPPA) based in Ouagadougou, and the Plate-forme Régionale des Organisations Paysannes d’Afrique Centrale (PROPAC) based in Yaoundé. The Southern African Confederation of Agricultural Unions (SACAU) is an associate partner of PAEPARD.

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