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How Can the Public and Private Sector Work Together to Ensure More Sustainable Farming for Smallholder Farmers?

A Study of Public-Private Partnerships

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Globalization

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Summary

The future of the world's food systems is at risk, and there is an urgent need to tackle these issues before there are not enough resources to feed the world's population. In order to do so, the public and private sector need to work together, and ensure that all the players in the agricultural sector are included, especially smallholder farmers. The Sustainable Development Goals (SDGs), which were implemented in 2015, can work as a great motivation for businesses and governments in facing these issues, as they act as a handbook both to ensure that food is sustainably grown, as well as encourage cooperation. If being done properly, public-private partnerships (PPPs) can work as a great method to ensure that farmers, especially in developing countries, gain access to the knowledge, technology, and financial means they need to be more efficient in their farming practices and increase the quality of their products.

This study seeks to investigate success factors and limitations of current PPPs in the agriculture sector, which has been done through interviews of partners that were formerly, or are currently, involved in PPP, analysis of texts and documents on the experiences and potential benefits of PPPs has, as well as a SWOT analysis to gain a better understanding of the current state of PPPs as well as understanding the potential for the future. As a result of this, a best practice has been developed, which can work as a guideline for future PPP projects in the sector.

Preface and acknowledgements

This Master's thesis is based upon independent research and analysis conducted for the MSc Globalization: Transnationalism and Culture at the Norwegian University of Science and Technology (NTNU) in the spring of 2018. It has been written with the supervision of the Department of Industrial Economics and Technology Management (IØT).

The inspiration came from my internship at Orkla ASA, where my supervisor, Ellen Behrens, told me about a project they had previously been involved in, but which was unsuccessful, in terms of public-private partnerships (PPPs). She told me about the increasing interest for businesses to join such partnerships in order to improve their supply chain, and in this case, make the agricultural sector more sustainable. In relation to this, she showed me a report written by the World Economic Forum, on the future of the world's global supply chains.

As there is little knowledge regarding this topic, she encouraged me to look into this, to see if it was possible to make some sort of best practice within the field, and if there is a way where PPPs are more likely to succeed. As sustainability and the Sustainable Development Goals (SDGs) are higher on the agenda for several partners in the public and private sector than ever before, this seemed like a suitable time to study how the public and private sector can work together to achieve the improvements asked for by both consumers, governments and other global organizations such as the UN.

I would like to thank John Eilif Hermansen, Associate Professor, NTNU Department of IØT and Haley Knudson, Assistant Professor, NTNU Department of IØT for their support and guidance through this thesis. I would especially like to thank Ellen Behrens at Orkla for her interest and dedication to the topic, and for working as my discussion partner for the purpose of this study. I would also like to thank Ellen for helping me getting in touch with several of the people interviewed for this thesis. Your dedication to the field of sustainability and corporate social responsibility is nothing but inspirational.

In addition, I want to thank the people who took the time to be interviewed and provided me with the valuable information needed in order to come to a conclusion for this study. Particularly Krishan Kent, who was interviewed regarding Abba Seafoods involvement in PPPs. You showed an incredible interest and excitement for my study.

While working with this study, I also worked alongside some of the students from MSc Globalization: Transnationalism and Culture, who worked as excellent discussion partners and guidance counselors when I was in doubt.

Last, but not least, I would like to thank my family for showing me love and support throughout the past months, and for encouraging me to continue writing in times where I have wanted to give up.

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Acronyms

ADB	Asian Development Bank
AFDB	African Development Bank
ASC	Aquaculture Stewardship
BOP	Bottom of the Pyramid
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
ETI	Ethical Trading Initiative
EU	European Union
FAO	Food and Agriculture Organization
FBO	Farmer Based Organizations
GAP	Good Agriculture Practices
GASIP	The Ghana Agricultural Sector Investment Programme
GB	Great Britain
GDP	Gross Domestic Product
Ha	Hectares
IEH	Initiativ for Etisk Handel (Ethical Trading Initiative)
IFAD	International Fund for Agricultural Development
IFI	International Financial Institution
INAE	National Inspectorate of Economic Activities (Inspeção Nacional de Actividades Económicas)
INNOQ	Institute of Standard and Quality in Mozambique (Instituto Nacional de Normalizaçãoe Qualidade)
IO	IOs
KPI	Key Performance Indicator
LO	Norwegian Labor Organization
MASA	Ministry of Agriculture of Mozambique
METASIP	Medium Term Agricultural Sector Investment Plan
MSC	Marine Stewardship Council
MSE	Micro and Small Enterprise
NGOs	Non-governmental organizations
NSD	Norwegian Centre for Research Data (Norsk Senter for Forskningsdata)
NUPI	Norwegian Institute for Foreign Affairs (Norsk Utenrikspolitisk Institutt)
OECD	Organization for Economic Cooperation and Development
PPP	Public-Private Partnerships
REP	The Rural Enterprises Programme
RSPO	Roundtable on Sustainable Palm Oil
SCM	Supply Chain Management
SD	Sustainable Development
SDG	Sustainable Development Goal
SFP	Sustainable Fishing Partnership
SIDA	Swedish International Development Cooperation Agency
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN	United Nations
UNDP	UN Development Programme
UNGC	UN Global Compact
UNGP	UN Guiding Principles on Business and Human Rights
WB	World Bank
WEF	World Economic Forum
WTO	World Trade Organization
WWF	World Wildlife Fund

1. Introduction

The world's population is rapidly increasing, and so is the demand for food. As the developing countries in the global south are starting to follow the patterns of the developed countries in the global north, and more people enters the middle class, the demand for products of higher quality is also growing. To respond to this, it is important to make sure that the supply chains become more sustainable and farming more efficient. Businesses and governments need to incorporate strategies on sustainable and efficient farming into their future vision for their business and society as a response to the pressure that they and the consumers are currently putting on the world's resources.

The aim of this study is to see how the public and private sector can work together to ensure global sustainable supply chains. One of the main goals in order to do so, is to make sure that smallholder farmers get the education, tools, and financial needs necessary to improve their current agricultural practices. As of today, there is only a limited number of smallholder farmers that have access to help, which is mainly initiated by non-governmental organizations (NGOs) or other charity programs. These kinds of programs are often only temporary, and there is only a question about time before the farmers lag behind and their knowledge and technology are outdated again. Such partnerships also tend to be clustered, and only a small amount of the farmers in a country have the opportunity to participate. This study investigates whether partnerships between the public and private sector can improve the situation of smallholder farmers, and ensure more sustainable supply chains, through developing guidelines and legal frameworks that promote sustainable farming, as well as providing the farmers with the skills needed to promote long-term changes. Hopefully this will also result in economic, social, and environmental improvements, as well as strengthening the governments in developing countries. This study focuses on public-private partnerships (PPPs) and investigates what experiences other public and private organizations have had with such partnerships within this field, as it is a relatively new concept when it comes to agriculture.

1.1 Inspiration for the topic

The inspiration for this study came from the 2017 World Economic Forum (WEF) report “Shaping the Future of Global Food Systems: A Scenarios Analysis”, as well as an internship conducted at Orkla ASA during the Fall of 2017. This topic is important to study because of how the world operates today. Large international organizations (IOs) are gaining an increased amount of power and have the opportunity to influence the way the industry works more than ever before. But they cannot change the industry alone. In the end, it is a state’s responsibility to make sure that a country develops function as it should. It is also they who have the power when it comes to changing laws and policies. But as the power is slowly shifting, in favor of IOs, a partnership between the two might help solve a lot of problems, especially in third world countries. By working together, smallholder farmers might get the opportunity and financial support to develop better farming practices and gain better knowledge of how to use their land more efficiently.

1.2 Purpose

Due to little knowledge and experience with PPPs in the agricultural sector, research of previous partnerships has helped create a guideline for such partnerships. In order to use PPPs as a recommendation to educate and provide agricultural smallholder farmers with knowledge and resources to grow more sustainable, one need to understand how such relationships can be as efficient as possible.

When developing a best practice for PPPs, it is necessary to consider current success factors and limitations, and how each part benefits from such a partnership. It was therefore helpful to look at previous partnerships to see what others have learned when it came to success factors and what can be improved.

1.3 Structure and research questions

In order to encourage the public and private sector to join PPPs in the agriculture sector, this study seeks to answer the following research questions:

1. Why are PPPs important?
2. What are success factors and difficulties others have experienced through PPPs?
3. What is the best practice when it comes to PPPs?

As there are no guidelines or set theories for how PPPs should work, especially when it comes to PPPs within the agriculture sector, the aim of this study has been to see whether or not PPPs can help encourage long-term changes for smallholder farmers, as well as promote development in the surrounding areas, and in that case come up with a best practice of such partnerships. Chapter two describes the methods used for this study. In chapter three, relevant theories are presented as well as critique on these theories, which amongst others include supply chain theory, sustainability, corporate social responsibility and shared value. This is followed by chapter four where relevant documents and articles used for the study is presented, as well as the information gathered from the interviews. Chapter five proceeds to analyze and combine the interviews, theories and concepts presented, which is divided into subchapters where sustainability is analyzed, followed by CSR and CSV, then an analysis of the different PPPs is done, before a SWOT analysis of the current status of PPPs in the agricultural sector is conducted. Based upon these findings, chapter six presents the results from the study, as well as suggesting a best practice for future PPPs, where important factors to consider and remember are described. Chapter seven provides a discussion of the study, as well as presenting some critical discussion points that are relevant for the study. The chapter also presents limitations for the study. In chapter eight the conclusion is presented.

1.4 Background

To understand the topic of public-private partnerships, it is important to understand where the necessity for such partnerships stems from. The following concepts help explain why it is important that the public and private sphere help each other, and in most cases, they do so across borders. This chapter also clarifies what a PPP is, and why the different partners should be motivated to join, and some requirements for what a PPP should include and work towards.

1.4.1 The Future of Global Food Systems

A growing number of the world's countries are developing, and with that follows a growing middle class, which means a demand for more resources and products of higher quality. This can cause a lot of challenges and stress on the world's resources, but it can also bring opportunities. In January 2017 the World Economic Forum (WEF) released their report "Shaping the future of Future Food Systems: A Scenarios Analysis", describing four possible outcomes for the future of food security and agriculture.

As shown in figure 1, the outcome depends on the connectivity between countries and how efficient the worlds resources are being used (WEF, 2017). The purpose of this study which will be further explained in chapter 4, is to make people more aware of the choices they make in order to avoid food scarcity on a global level in the future (WEF, 2017). WEF presents four core aspirations for how the world’s food systems need to be, which are: inclusive, sustainable, efficient, nutritious and healthy (WEF, 2017).

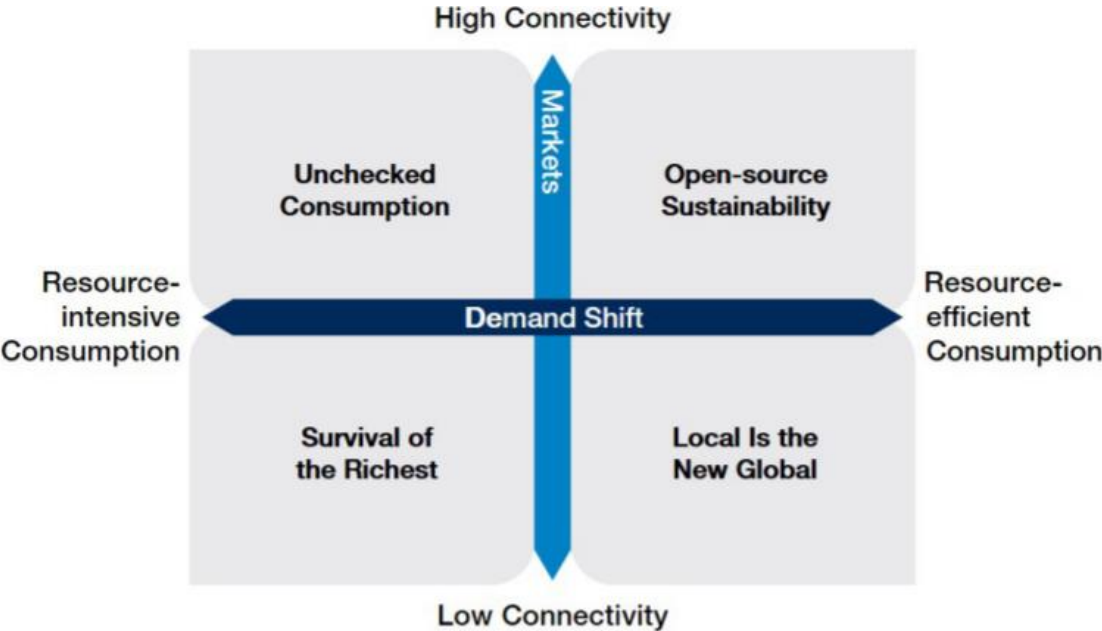


Figure 1: Connectivity and efficiency of resources (WEF, 2017).

1.4.2 Smallholder farmers

Recently, there has been an increasing interest in investing in the agriculture sector as it can be an effective strategy to reduce poverty, inequality, and hunger (Lowder et al., 2016). Many scholars within this area emphasize the importance of smallholder farmers, especially due to the claims that they are responsible for a large share of the world’s food production, which is especially true for the portion of the food that is consumed in Asia and Africa (Lowder et al., 2016). It is estimated that about 500 million smallholder farms produce over 80% of the food consumed in the developing world (WEF, 2016). As many of these are located in developing countries, where both resources and knowledge about how to use these resources in the most sustainable way is limited, it is important to educate them and make sure that they are able to produce and deliver goods in a sustainable manner. Smallholders are defined as small-scale farmers, or sometimes forest keepers and fishermen, who operate on land varying from less than one hectare to 10 hectares (Ha) (FAO, 2012). Labor mainly consist of family members,

and parts of the production is used for the family's own consumption (FAO, 2012). Figure 2 shows the shares of farms worldwide, by land size class.

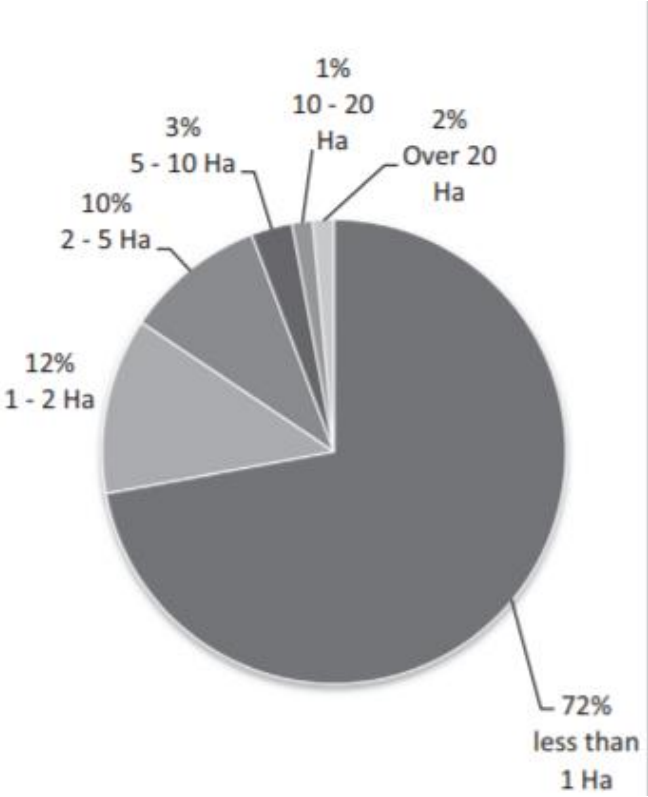


Figure 2: Share of world wide farms based upon land size class (Lowder et al., 2016)

Figure 2 is based upon a sample of 111 countries and a total of nearly 460 million farms (Lowder et al., 2016). It shows that 72 percent of these farms are smaller than 1 Ha in size; that 12 percent are 1-2 Ha in size; 10 percent are between 5 ha; and that only 6 percent of the world's farmers are larger than 6 Ha (Lowder et al., 2016). These numbers are explained in figure 3 based upon size classes and income level.

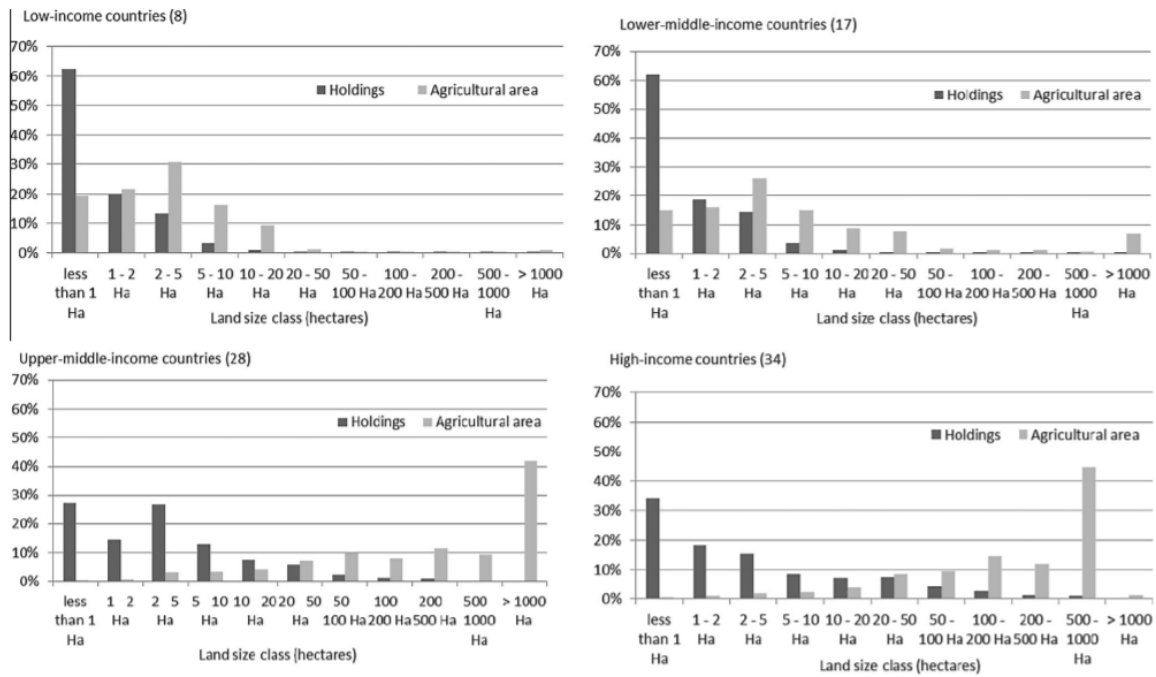


Figure 3: Share of world wide farms based upon size classes and income level (Lowder et al., 2016)

In figure 3, one can see that the share of smallholder farms is larger in low-income countries than in countries with higher average income. The figure shows that farms with greater than 5 Ha only counts for about 27 percent in low-income countries; while 43 percent in low-middle income countries; 96 percent in upper-middle income countries; and 97 percent in high income countries (Lowder et al., 2016).

1.4.3 Public-Private Partnerships

Even though there are several cases where PPPs have been previously used, in sectors such as health, education, and infrastructure, there is no clear theory behind it. In addition, the use of PPPs in agriculture is more recent, but one can see a clear growth of such relationships (Rankin, et al., 2016). In a report written for the Food and Agriculture Organization (FAO), Rankin et al. (2016) describe how PPPs are now being promoted as potentially helpful in modernizing the agricultural sector and to promote sustainable development in the agricultural business, while at the same time including the smallholder farmers. The Asian Development Bank (ADB) (2008) defines PPPs as “a framework that – while engaging the private sector – acknowledge and structure the role for government in ensuring that social obligations are met, and successful sector reforms and public investments achieved” (1).

For the purpose of this study, PPPs are defined as partnerships between one or more public and private actors, who work together to improve the conditions in the global supply chains. Such partnerships are characterized by doing sustainability projects in developing countries.

1.4.4 Why join PPPs?

The motivation for joining a PPP lies in the failed delivery of public goods such as food security, environmental protection, and the viability of rural areas (FAO, 2016). Cooperation between the private and public sector can help encourage more sustainable supply chains, by combining financial means and knowledge. The private sector cannot do it alone, as they might have limited access to the different actors and markets in the operational country. The public sector needs help with developing the skills, as well as not being able to cover the cost of such improvements by themselves. By joining such partnerships, the partners are also able to share risks, and tackle activities that otherwise would have been considered less valuable for some the partners compared to the risks that might be involved (FAO, 2016). Following are some examples of incentives for the public and private sector, as well as IOs for why they should join PPPs.

1.4.5 Incentives for the Private Sector

For the purpose of this study, the private sector mainly consists of private businesses with ties to the agriculture sector. There needs to be incentives and motivations for them to join such projects, especially as they usually contribute with financial means and are often the drivers behind the projects, as they are time consuming.

There are several factors that might motivate the private sector to become involved in such partnerships. Through a PPP the company gets the opportunity to *reduce risk*, which is probably the main driver for them to join. Businesses are usually not motivated to join a PPP purely to improve their sustainability and the conditions of the farmers. Instead, such partnerships have become more relevant as the commercial risk for businesses has increased. By doing so they are able to handle these risks, as well as contributing to achieve the SDGs. By joining PPPs, the business can also ensure *long-term access to resources* as well as giving them the opportunity to, in a larger extent, control the prices of their products as well as their reputation. Businesses are increasingly asked to give back to society in some way. It is now, more than ever, an emphasis of the fact that firms can no longer do business as usual, instead they have to think about the effect their actions have on the world, both in terms of social and environmental

impacts. Through involvement in PPPs they can assure their consumers that they do value *social responsibility*. This will also contribute to *ensure stakeholders' and shareholders' trust*, as customers are asking for more transparency and tractability in what is going on in the supply chain. As a part of their work towards becoming more transparent, businesses also have a larger responsibility in understanding what is going on in each part of the supply chain. As the most recent issues has been regarding the working conditions for the farmers; how products are being produced; and that they need to become more sustainable – by joining such PPPs, businesses can contribute to improve the standards of such in their supply chains. By being a part of a PPP, the business also contribute that *the future of their farmers is ensured* as they provide them with knowledge on how to conduct more sustainable farming as well as help them gain greater market access. With the help of the private sector, farmers will be able to produce goods more efficiently and of higher quality. This will reduce food waste, and the farmers are able to sell their products at a higher rate, which can generate greater income. This is also good for businesses as it could result in *creating higher yield*, since they can sell their products at a higher rate. Customers are more willing to pay a higher price when they know that their products are of high quality; where their products come from; and that the conditions of the farmers are good. By taking these actions, the business can also create a *stronger brand*, as the business gets a better reputation, especially amongst their stakeholders (i.e. the consumers).

1.4.6 Incentives for the Public sector

There must be incentives for the public sector as well. The public sector often consists of the government, which means that they have to see the benefits in order to be a part of such a project and have an understanding on how this can help their country. The public sector can be divided into two categories, the governments in the developing countries receiving donations, and the governments in the donating countries. The incentives for these two countries will naturally be very different, but in this case, there is a focus on the incentives of the governments in the developing countries, as the current incentive for PPPs of the donating countries lies in their participation being a part of their foreign aid agenda.

Based upon research for this study, the motivations and incentives for the public sector to be a part of PPPs could be that they are able to *strengthening the government*. Through the help of the private sector and in some cases other interest organizations (IOs), the government can develop a stronger legal framework, as well as routines on how to conduct more sustainable farming. It can also help them develop a set of standards on quality, water usage, land use etc.

when it comes to farming. When joining PPPs, the public sector also gains *greater access to financial aid*. In many cases, especially in developing countries, financial means are limited, and they cannot afford to develop better infrastructure and improve farming practices. With the help of the private sector and other organizations, the governments have a greater chance of getting access to the financial means needed to do the improvement work required for the agricultural sector. With the help of the private sector to gain greater knowledge on how to become more sustainable and use the resources provided more efficiently, the outcome could result in improvement when it comes to the environment, as well as the lives of the people living in the country, which again can lead to *social and environmental improvements*. This can also *make their countries more attractive*. By promoting PPPs and the changes these might bring with them, developing countries might be able to achieve structural changes that make their countries more attractive for international businesses.

1.4.7 Incentives for Interest Organizations

In order for the public and private sector to obtain more information and knowledge about how to do such partnerships and important factors to consider, it can often be helpful to include IOs in PPPs. These can also help implement the changes needed, as they often have experience and contacts on the ground. However, there also have to be incentives for the organization as well to contribute in such partnerships. By being involved in PPPs, IOs can gain *better monetary access*. As most IOs are NGOs or other types of help organization, they dependent on monetary donations to survive. By providing the public and private sector with skills and knowledge needed to do such projects, they gain access to money, other than aid money, that they usually would not have received. However, this entails that the private and public sector are interested in contacting the IOs and collaborate on projects the IOs are currently working on or planning to work on. But recent patterns show that, especially the private sector, is interested in doing so. By cooperating with the public and private sector, they can also get *increased credibility and trust* amongst the farmers and the surrounding society. The IOs will also have the *ability to contribute to changes in the supply chain*, and as the IOs' main goal is to promote the rights of the most vulnerable groups (i.e. the smallholder farmers), joining a PPP is a perfect opportunity to help contribute to changes in the supply chain, as they will be working directly with the government and the business itself. They can contribute to setting up measuring methods, as well as provide them with information on how to promote the rights of the farmers. Figure 4 provides a summary of incentives for the different partners to join PPPs.

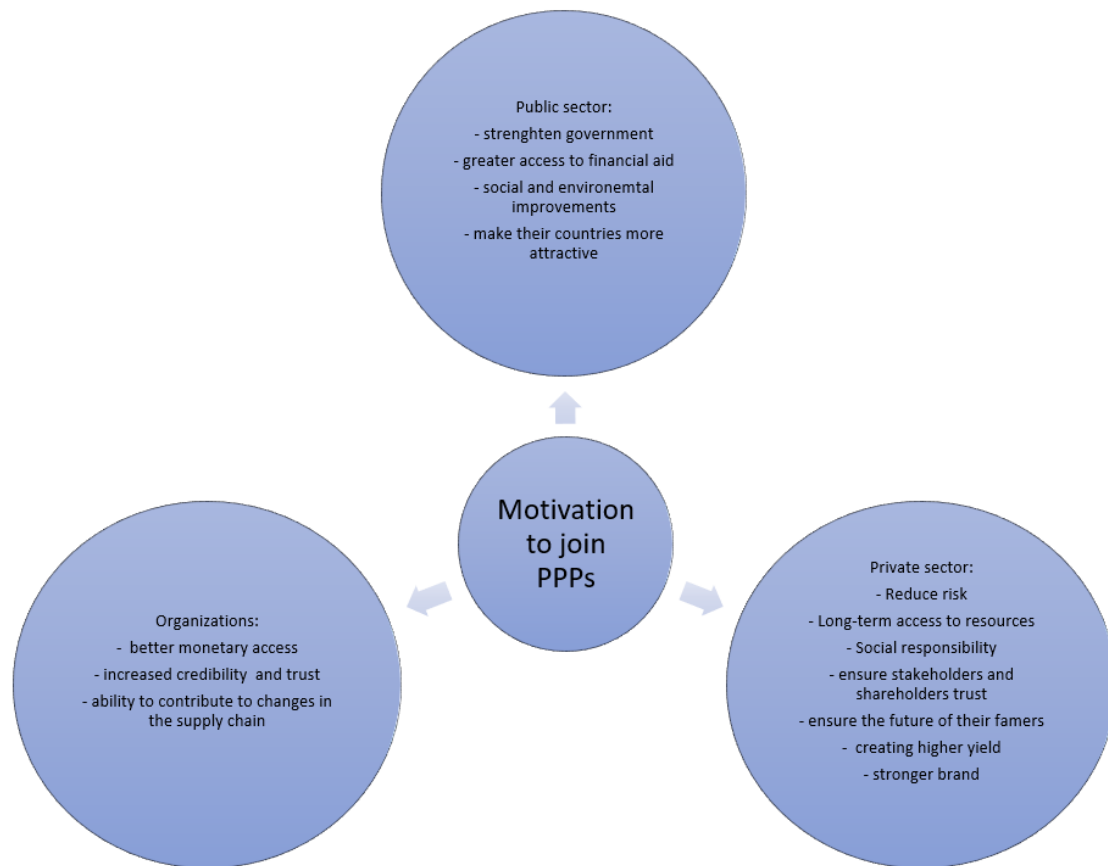


Figure 4: Motivations to join PPPs

1.4.8 Criteria for the Partnerships

In the lack of guidelines and criteria for PPPs in the agriculture sector, some have been developed for the purpose of this study. These will be helpful in the process of analyzing previous partnerships to see how they measure compared to the criteria, for the SWOT analysis and to identify the current state of PPPs. The ones created for the study are:

- *Transparent project design:* For a partnership to be successful, all partners should have a clear understanding of the aim and goals of the project. Important here, is that the government provides the other partners with correct information about the current status for the smallholder and the state of the farming practices. All partners depend on the farmers being honest when it comes to what kind of pesticides they use; how much pesticides they use; water usage; state of the soil and so on.

- *Written agreement*: The agreement should state the responsibility and role of each partner, as well as the purpose of the project. This is important as issues might arise along the way, and to ensure the rights of each partner – especially the rights of smallholder farmers.

- *Well-defined legal and regulatory framework*: Such frameworks ensure that all partners are held accountable for their actions and that their work is following ethical standards.

In countries where there might be few rules and policies in force, it can be helpful to create a regulatory framework for the project, that might be adopted to the country's legal framework at a later point.

- *Smallholder farmers' interest are being heard and considered*: The smallholder farmers are the most vulnerable group in such projects, and their concerns and opinions also needs to be heard. Ensuring this, will help the public and private sector gain more trust and willingness to improve from the farmer, as they are also the ones most emotionally invested in these types of projects.

- *Work towards reducing risks*: as there are many risks involved in PPPs, there needs to be a clear motivation to reduce these and have an understanding on how risk should be shared amongst the partners.

- *Should encourage long-term changes*: as other development projects often are clustered and only available for a limited number of farmers, PPPs should focus more on the larger picture and ensure sustainable long-term changes. As previously mentioned, other types of aid projects are only able to reach a small number of farmers, and with current knowledge, this can result in them lagging behind when new information and technology is developed.

- *Partnerships should contribute to upgrading market structure and strengthen bonds between business and smallholder farmers*: by working with smallholder farmers, especially the private sector, are able to help the farmers gain market access as well as strengthening the bonds with smallholders, rather than choosing to work with large-scale farmers, which already has a great market access. The advantage of working with smallholder farmers, is that it gives the business the flexibility to change the products to their needs. In addition, it gives them a closer relationship to the farmer. When working with large-scale farmers, the farmers will usually present a product they have produced, and there will be little, or no, willingness to change the quality or characteristics (i.e. taste, size) of the product. The advantages for the smallholder farmers in such arrangements is that there is more predictability for them to be able to sell their product, and that they are guaranteed money when they harvest their products.

- *Clear and defined roles throughout the different levels of the partnership:* This is helpful as it ensures that the partnership is as efficient as possible, as well as providing the partners with a clear understanding of who does what.
 - *The partners need to share common goals that benefits all partners:* this is important as it is what keeps the project going. If there are no common goals and interest in the project, it will not be effective. It might also result in one of the partners losing interest in the partnership.
- Figure 5 provides an overview of the criteria that will be further analyzed in chapter 5.

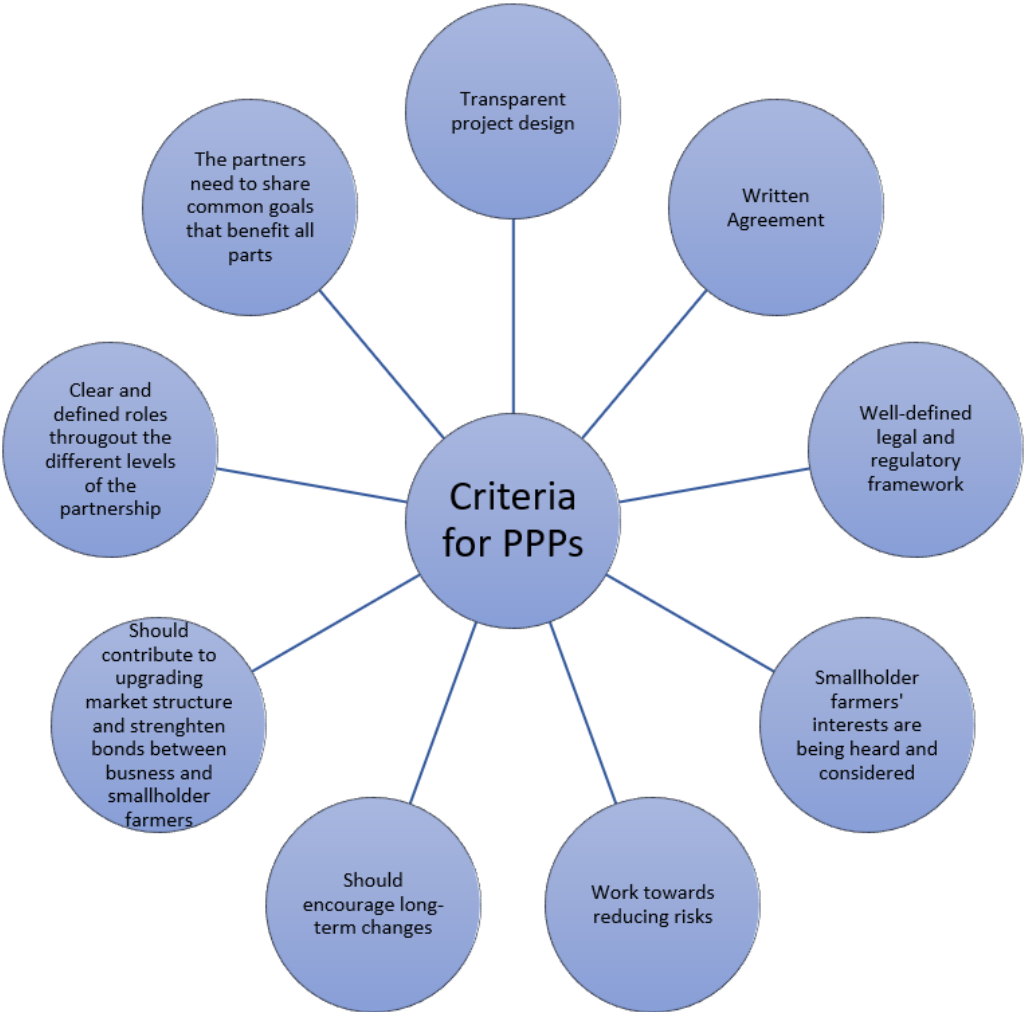


Figure 5: Criteria for PPPs

1.4.9 UN Global Compact

The UN Global Compact (UNGC) consists of ten principles that covers human rights, labor, environment and anti-corruption. An increasing amount of businesses and countries have decided to join the UNGC, which means that they must promise to follow the ten principles, as well as writing occasional reports. The purpose of the UNGC is to encourage businesses and countries to integrate policies, strategies and procedures to ensure they uphold their basic responsibility to people and the planet, which again can result in long-term success (UNGC, 2000). An increasing number of businesses are committing to the UNGC in order to show their stakeholders that they are committed to their environmental and social responsibility. By joining the UNGC, the firm has to write annual reports on their activities, as well as being reviewed by the UN.

1.4.10 UN Guiding Principles on Business and Human Rights, and Due Diligence

The Guiding Principles on Business and Human Rights (UNGP) were endorsed in June 2011 by the Human Rights Council. They work as guidelines on how a state or organization, no matter size, location, ownership or structure, should operate to achieve socially sustainable globalization (UN, 2011). The handbook consists of 31 principles and comments on what is expected from a state or business, and which criteria must be followed. They cover three pillars, which are defined as, “(a) States’ existing obligations to respect, protect and fulfil human rights and fundamental freedoms; (b) The role of business enterprises as specialized organs of society performing specialized functions, required to comply with all applicable laws and to respect human rights; (c) The need for rights and to be matched to appropriate and effective remedies when breached” (UN, 2011:1). UN calls for them to be implemented in a non-discriminatory manner, with special attention to the rights, needs, and challenges vulnerable groups might be facing (2011).

Included in the UNGP, is a guideline on Human Rights Due Diligence. This means that all businesses and enterprises should consider the risks on human rights related to all of their activities. In the guidebook (UN, 2011), it says,

Human rights due diligence should be initiated as early as possible in the development of a new activity or relationship, given that human rights risks can be increased or mitigated already at the stage of structuring contracts or other agreements, and may be inherited through mergers or acquisitions. Where

business enterprises have large numbers of entities in their value chains it may be unreasonably difficult to conduct due diligence for adverse human rights impacts across them all. If so, business enterprises should identify general areas where the risk of adverse human rights impacts is most significant, whether due to certain suppliers' or clients' operating context, the particular operations, products or services involved, or other relevant considerations, and prioritize these for human rights due diligence (18).

Due diligence is a term that is used in order to motivate businesses and governments to identify, prevent, mitigate and account for how they address human rights (UN, 2011). The process of identifying such problems should address both actual and potential human rights impacts, as well as integrating and acting upon the findings and communicate how they address their findings. The UN states that due diligence; (a) should cover the impacts the activities of a business have on human rights issues; (b) will vary in complexity, based upon the size of the business and the context of their operations; and that they, (c) should be ongoing, because this shows that the business recognize that human rights issues may change over time as their operations evolve and might change context (UN, 2011).

2. Methods

The methods used for this study have been literature reviews as well as qualitative interviews. To this date there is very little research on PPPs in the agriculture sector, and especially in relation to smallholder farmers. One can see that there is a call for more research regarding the topic, as a growing number of both public and private organizations are interested in such partnerships. As a result of this, most of the information used in this thesis comes from the interviews conducted of different people from the private and public sector as well as from IOs. Based upon the information gathered from the interviews and literature review, a SWOT analysis has been conducted in chapter five to gain a better understanding of the current status of PPPs in the agriculture sector.

2.2 Literature search

To gain a better understanding on what is already known about the research topic and to develop an argument of the significance of the research, a review of existing literature has to be conducted (Bryman, 2012). This is crucial in order to see what concepts and theories might be relevant, as well as to see if there are any unanswered questions regarding the topic of the study (Bryman, 2012). To gather information for the theory as well as previous study on the topic of PPPs, the database of Google Scholar has mainly been used, as well as the NTNU online database Oria. Searches were based on key words and phrases such as *sustainability*, *PPPs in the agricultural sector smallholder farmers*, *supply chains*, *sustainable supply chains*, *SDGs*, and *smallholder farmers PPPs*. There were a lot of articles regarding the SDGs and smallholders, and when searching for *PPPs in the agricultural sector* there were several results, but most of these were not relevant for this study. When *smallholder farmers* were added to *PPPs in the agricultural sector*, there were about 600 results, but none of these were relevant for this study, as most of the articles were about fair trade, smallholder farmers, and conservation of smallholder farmers. They did not include PPPs. When searching at Google Scholar, there were also a lot of results when it came to PPPs in the agricultural sector, but most of these were not relevant for the study, as they also did not include smallholder farmers. In addition, many of the articles were very old, mostly from 1998 up until 2007, and regarding the fact that a lot has happened in terms of sustainability and cross sectoral cooperation since then, these articles were too old to use for the study. When filtering the publication year to “after 2014”, there were no relevant articles found.

UN websites have also been especially useful in gathering information on the UNGC and the UNGP. The same can be said with the websites of FAO and WEF to find relevant theories on PPPs. As it proved hard to get in touch with the Norwegian government on this matter, it has also been helpful to view their websites to get an understanding of their interests and opinions on the matter.

Some of the documents used for this study have been directly received by Solidaridad and are not published. This is due to transparency issues, where Solidaridad and other private partners and organizations want the documents to be released to the public so that they can see and understand the current standard of their fruit and vegetables. However, the government is reluctant to release such documents, as they feel it is better to keep the information and research internally within the project group, and instead present the success factors and results when the project finishes.

2.3 Interviews

Interviews have been an important part of the study. The interviews have been conducted in a qualitative semi-structured manner, through skype, phone, or face to face meetings. The advantages of doing interviews this way is that the interviewees have a leeway on how to reply, and the interviewer is able to ask questions that are not included in the guide based upon what is being said (Bryman, 2012). Interviewees consist of people from the private sector, and people that work in NGOs or other IOs, as well as people in the public sector, that have previously been a part of one or several PPPs. The interviews have been of various lengths, but the questions have remained the same, only varying a little depending if the interviewees work in the public or private sector, or in a IO. The interviews have been an important part of the study, as they have provided firsthand information on the experiences from such projects, as well as getting a better understanding of potential improvements. The different businesses and organizations that have been a part of the study are Solidaridad, the World Bank, Abba Seafood (Orkla), Yara, Plan International Norway, Norwegian Ethical Trading Initiative (Initiativ for Etisk Handel (IEH)), Norwegian Institute of International Affairs (NUPI), and International Fund for Agricultural Development (IFAD). The interviews with Solidaridad, the World Bank, Yara, Plan International Norway and IFAD were conducted via Skype, the ones with IEH and NUPI in person at their offices, while the interview with Abba Seafood by phone.

2.4 SWOT-Analysis

A SWOT (strengths, weaknesses, opportunities, and threats) analysis has been conducted in order to gain an understanding of the current state and future positive or negative components of PPPs. A SWOT analysis is used to analyze the strengths, weaknesses, opportunities and threats for a business or product – or in this case, a PPP. It is most often used for businesses, but will, for this study, serve as a purpose to identify the current level of PPPs in the agriculture business, and then to see what opportunities there are within this field.

2.5 Ethical Issues

As there have been no direct contact with the vulnerable group for this study (i.e. the smallholder farmers), there is no need to think that there would be any ethical responsibilities with the study. All the interviewees have been provided with a form of consent approved by the Norwegian Centre for Research Data (Norsk Senter for Forskningsdata (NSD)), that states what the information they provide is being used for, and it has given them the opportunity to choose whether they are willing to let their names and positions be mentioned in the study. The interviewees have been informed that the recordings of the interviews will be deleted as soon as the grade for the study has been given. The form of consent is attached in the appendix.

3. Theoretical Framework

The future of PPPs is important because one can see that a large part of the world, including public and private organizations, are becoming increasingly concerned about sustainability, giving back to society, and at the same time putting themselves in a positive light. One can also see that an increasing amount of the consumers are requiring this from the organizations as well. In this chapter, theories and concepts that strengthen the idea that businesses need to take responsibility in their future operations will be presented.

3.1 Bottom of the Pyramid

The bottom of the pyramid (BOP) is a sustainable development strategy created by Stuart L. Hart and C.K. Prahalad (1999). The strategy is based on focusing on the people at the bottom of the economic pyramid, and how to convert poor people into active consumers, which can foster innovation in technology and business models. Hart and Prahalad (1999) argue that such a strategy will force managers to combine small-scale operations and world scale capabilities, as well as reexamine price-performance relationships for products and services. Development of the BOP strategy will help contribute transformation in emerging markets, as well as transform public policy debates in developed and developing countries (Hart & Prahalad, 1999).

Figure 6 describes the amount of money spent by the different classes in the society, where tier 1 is the upper class, tier 2-3 is the middle class, and tier 4 is the poor. Most of the population in tier 4 live in rural villages and urban slums and slum areas, as well as having little to no education (Hart & Prahalad, 1999). As these markets are often unorganized, local and limited in quality and quantity when it comes to products and services available, they are hard to reach. But as this is a population that is growing, it is important to tackle and reach out to this tier as well.

The World Pyramid

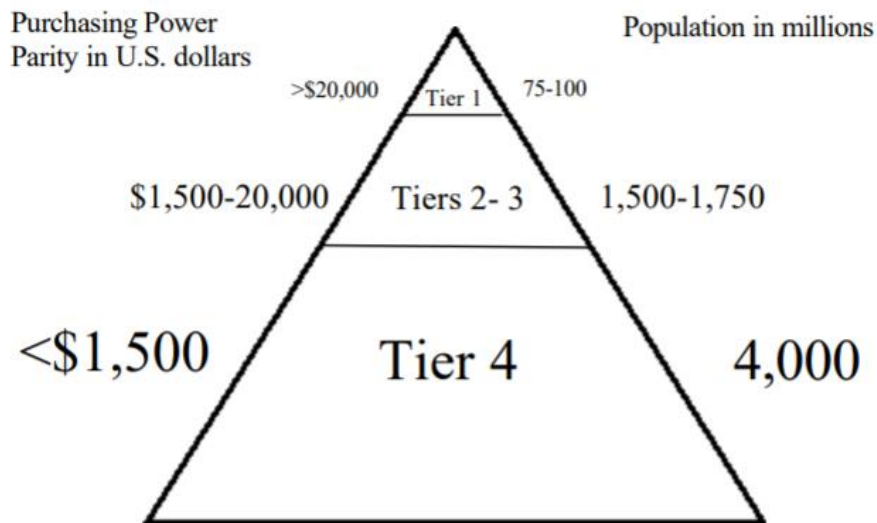


Figure 6: The World Pyramid (Hart & Prahalad, 1999)

To make the people at the bottom of pyramid a part of the market, they need to become more organized, as well as gaining more education on sustainable products and services (Hart & Prahalad, 1999). Hart and Prahalad (1999) argue, that this is something that should be done mainly with the investment of the private sector, and without excessive government intervention . However, in order to ensure long-term changes, it is important to involve the government, as it is crucial to gain their trust in the projects and changes needed to be done. The inclusion of the government can help promote policy changes, especially in the agriculture sector.

3.1.1 Critique

Kolk et al. has identified some shortcomings with the suggested BOP model presented by Hart and Prahalad (1999). First, they recognize that there are no clear definitions and explicit analysis of the characteristics of the BOP. As a result of this, it is easier to draw quick generalizations and discussions that can be questionable (Kolk et al., 2013). For instance, what is defined as “the poor” is not clearly stated, and Kolk et al. (2013) argue that because of this, some define the poor when talking about populations in general, some when they mean rural women, some just acknowledge them as “the poor,” while others use the BOP model when working in entire countries or regions. The lack of precision makes some researchers question whether initiatives presented in literature are targeting BOP at all, and that different articles study the different bases of the pyramid, which makes is difficult to know the actual effect of the model (Kolk et al., 2013). As there is a variety of thresholds and dimensions, especially when it comes to

poverty lines and vulnerability, there should not be one definition of the BOP that applies to all situations, as this will be both difficult and counterproductive (Kolk et al. 2013). At the same time, having a wide variety of coexisting meanings for the same concept without having a clear definition is also likely to create confusion and hinder theory building and generalization. Hence, it is important that authors define the exact BOP population discussed, as well as defining the different segments of the BOP, such as poverty levels, urban versus rural locations, or the degree of isolation from mainstream markets, to help gain a better understanding of the BOP (Kolk et al., 2013).

Further on, Kolk et al. (2013) discovered that Prahalad and Hart (1999) mainly proposed the BOP model as a strategy for large multinational enterprises, while studies show that there are few cases where such businesses are involved. On the other hand, one can see a growing number of smaller businesses, or even domestic companies, social entrepreneurs, not-for-profit organizations and government agencies using the model (Kolk et al., 2013). Due to this fact, they call for more discussion when it comes to the roles of the actors in BOP initiatives, which again can show notions of the profitability of the BOP. Another important factor Kolk et al. (2013) has discovered, is the need for more reporting of the economic impact of BOP initiatives to show which BOP models are more likely to be profitable. They argue that this can help prove a better understanding of not only the relationship between profit and poverty alleviations, but also the impact of different types of organizations on BOP initiatives (Kolk et al., 2013). When it comes to the environmental aspect of the BOP model, Kolk et al. (2013) has discovered that this is the aspect receiving the least attention. In regard to sustainability, most attention is put to waste generation, and few reports on their environmental impact. They conclude that there is limited empirical evidence of the social, economic, and environmental impact of BOP initiatives (Kolk et al., 2013).

3.2 Sustainable Development

Sustainability was properly put on the map for the first time in 1987 in the Report of the World Commission on Environment and Development: Our Common Future, commonly known as the Brundtland report. Here, sustainable development (SD) is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987:41). In recent years, new perspectives of SD have also been introduced to include all the three aspects of

sustainability: the economic; environmental; and social. Griggs et al. (2013) focus on the importance of seeing these aspects as nested rather than the understanding of them being three separate pillars. The new definition proposed is “development that meets the needs of the present while safeguarding Earth’s life-support system, on which the welfare of current and future generations depends” (Griggs et al., 2013:306). As the world’s population is growing fast, and more countries become developed, it is more important than ever that the planet’s resources are being used in a responsible manner and as efficient as possible.

3.2.1 The sustainable Development Goals

The sustainable development goals (SDG) were published in September 2015 with the purpose of ending poverty, protecting the planet, and ensuring prosperity for all, and consist of 17 goals and 169 targets (UN General Assembly, 2015). For the purpose of this study, four relevant goals have been selected to show how the SDGs can be used as motivation for the public and private sector to work towards the issues in the agricultural sector, as well as motivation for cross-sectoral cooperation. These are goal: 2, end hunger, achieve food security and improved nutrition and promote sustainable agriculture; goal 8, promote sustainable and inclusive economic growth, full and productive employment and decent work for all; goal 9, build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; and goal 17, strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development (UN General Assembly, 2015).



Figure 7: The Sustainable Development Goals (UN, 2015)

3.2.2 Goal 2: Zero Hunger

Goal 2 can be used by both governments and businesses as motivation to ensure more efficient resource use, and to spread knowledge to farmers on how to grow more sustainable. If this goal is to be achieved, there is an urgent need for spreading knowledge, as well as setting stricter policies and regulations on how to produce. What some of the main targets that could be useful under this goal would be target 2.3, which aims to double agricultural productivity for smallholder farmers (UN General Assembly, 2015). They wish to do this through secure and equal access to land and other productive resources and inputs, such as knowledge, financial services, markets and opportunities for value additions. The second target that is relevant is target 2.4, which states that food production systems need to become sustainable and resilient to increase productivity and production. This way agricultural operations can help maintain ecosystems as well as strengthen the capacity for adaption to climate change, extreme weather, drought, flooding, and other disasters, while at the same time progressively improve land and soil quality (UN General Assembly, 2015).

3.2.3 Goal 8: Decent Work and Economic Growth

SDG 8 could work as a motivation as it calls for more productivity, both when it comes to production and consumption. The goal also focuses on technological advancements, which in many countries can only be possible by the help of other countries or businesses. The most relevant targets within this goal could be target 8.2, which asks to increase economic activity through diversification, technological upgrading and innovation (UN General Assembly, 2015). Target 8.4 can also be included, which states that resource efficiency in production and consumption should be increased, with developed countries taking the lead (UN General Assembly, 2015).

3.2.4 Goal 9: Industry, Innovation and Infrastructure

Goal 9 includes all three aspects of sustainable development. The most relevant targets for this study would be 9.3, which aims at increasing the access to financial services, which includes affordable credits, for smallholder farmers, and that they become integrated into value chains and markets (UN General Assembly, 2015). Target 9.4 is also relevant as it asks to upgrade infrastructure and help industries become more sustainable. This entails that the industries become more resource-efficient and that they adopt clean and environmentally sound

technologies and industrial processes (UN General Assembly, 2015). It is stated that countries need to act according to their capabilities.

3.2.5 Goal 17: Partnership for the Goals

Goal 17 stresses the importance of cooperation in order to be successful in the work towards the SDGs. It covers both technology, finance, trade, capacity building, and systematic issues (UN General Assembly, 2015). The most relevant targets within this goal would be 17.16, which says that enhanced global partnership should be done through multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources that supports the achievement of the SDGs (UN General Assembly, 2015). Target 17.17 should also be included as it encourages and promote effective public, public-private, and civil society partnerships (UN General Assembly, 2015).

3.2.6 Critique on the Sustainable Development Goals

Although the SDGs have been widely acknowledged around the world, and several governments, businesses, and organizations have implemented some of them into their sustainability strategies, some argue that the complexity of the goals is too much and that it will be too much to pay attention to them all, and further create accountability (Kumar, 2017). However, there are several opponents who argue the opposite, that complexity is a good thing. Kumar (2017) argues that as the world is complex, and the efforts made to improve the current state, must reflect that. He further argues that the complexity of the SDGs has allowed serious people to tackle the difficult work of solving global challenges, by accurately communicating what needs to be done while still aligning it to a common global set of targets (Kumar, 2017). Critics have also argued that there is a chance the goals will be ignored as there is nothing new about them. They call for little else than business as usual (Hickel, 2015). Jason Hickel (2015) presents five reasons for why people should think twice about the SDGs. The first reason presented is what he calls the contradiction of growth. This means that there is a need to reduce the pressure on the environment and continue the commitment to hold global warming below 2° Celsius, while at the same time promoting development and poverty reduction through the old model of industrial growth, which increases levels of extractions, production and consumption (Hickel, 2015). He argues that as a response, the SDGs calls for the reduction of food waste, make resource use more efficient and encourage companies to adopt more sustainable practices, which he says, “explicitly sidestep(s) the only real solution, which is to reduce over-consumption by the world’s wealthy” (Hickel, 2015: n.p). The second critique

Hickel (2015) proposes is that growth does not reduce poverty. He argues that rather than promoting growth, leaders should be encouraged to distribute existing resources more fairly (Hickel, 2015). Third, he argues that inequality gets ignored. According to Hickel (2015), the only way to end poverty in a climate-constrained world is to confront inequality, which he believes is not being represented by the goals.

Fourth, Hickel argues that big drivers of poverty are left unaddressed by the SDGs. He argues that the goals encourage more liberalization and more power to the World Trade Organization (WTO), which will be at the expense of the (Hickel, 2015). Instead he says, the goals should include greater regulation on financial markets and big banks, as well as focus more on the issue of debt (Hickel, 2015). The SDGs refuse to call for debt cancellation, which drains developing countries for several hundred billion dollars a year. This is money that could have been directed on poverty reduction. The final criticism presented by Hickel (2015) is that poverty is being mis-measured. The SDGs defines extreme poverty as living below \$1.25/day, which many argues are not an accurate number, instead it should be closer to \$5 /day (Hickel, 2015). He argues that the main reason for why the SDG keeps it at this level, is to make it possible to get near the goal of eradicating poverty by 2030, as the number of extremely poor would rise to about 4.3 billion people, in other words about 60 percent of the world's population (Hickel, 2015).

3.3 Corporate Social Responsibility and Creating Shared Value

Giving back to the society is becoming increasingly important for businesses all over the world, and a lot of them have decided to include a corporate social responsibility (CSR) strategy into their business model. By doing so, they can gain a better reputation amongst their customers and other stakeholders. As a business's CSR strategy can be by aiming at getting their products certified, the value of certification schemes will also be described in this chapter. There are two different forms for giving back to the society. One can now see that there is a shift from CSR to creating shared value (CSV), where the organization's actions are implemented in the business strategy in a different way than it would be through a CSR strategy. Figure 8 presents the main differences between CSR and CSV.

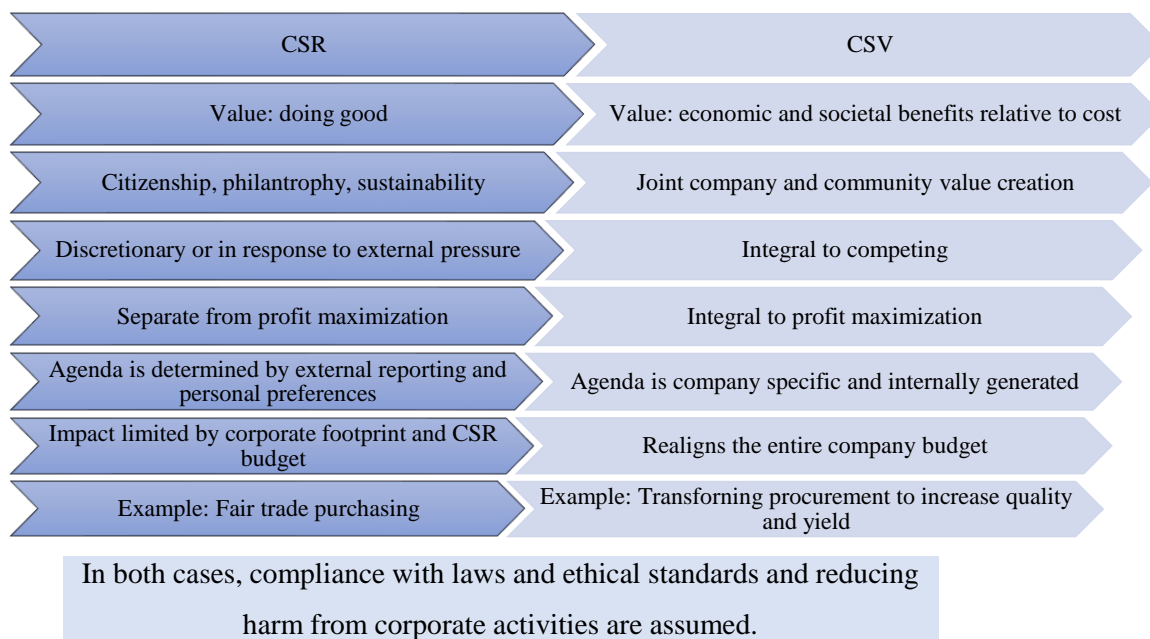


Figure 8: Difference between CSR and CSV (Porter & Kramer, 2011)

3.3.1 Corporate Social Responsibility

CSR derived from the public belief and understanding that businesses now need to do more than make profit, and it is widely understood that businesses and organizations now are expected to give something back to the society. There is no simple definition of what CSR really means, but in general there are two aspects: protect and improve. To protect means that one should avoid negative impacts on society such as pollution, discrimination, unsafe products etc.; to improve implies that one should protect the welfare of the society by creating benefits to the society, such as positive community relations (Carroll, 2015). CSR has come to set a benchmark and become a centerpiece of a socially conscious business movement, and one can see that most businesses, no matter location or size, is starting to embrace the concept (Carroll, 2015). Carroll (2015) writes, “The primary contenders to capture the essence of business-and-society or business-in-society relationships and to address business’s role or what it ‘owes’ to society have framed its meaning in similar but slightly different ways” (90). The way businesses choose to interpret their social responsibility varies. For some it means donating a certain amount of money to a charity each year, for others it means to cut down on their emissions, and for some it can mean the way that they behave towards their employees. However, one can see that sustainability, which encompasses both the social, economic and environmental aspects, so does CSR to most, especially large, businesses as well.

Rangan et al. (2015) identifies three theaters in which CSR activities are typically divided. The first theater focus on philanthropy and is not aimed at producing profits or improve business performance. Examples of activities within the first theater include donations of money or equipment to civic organizations, community initiatives and support for employee volunteering (Rangan et al., 2015). In the second theater, the aim for the business is to improve operational effectiveness. Here the business is trying to deliver social or environmental benefits across their value chain through the existing business model (Rangan et al., 2015). In this case they could increase revenue and decrease costs, or both, but this does not always happen. Examples of actions within the second theater is to reduce resource water, waste or emissions. This could result in reduced costs. Other actions could be to invest in their employees working conditions, health care, or education, which again might encourage efficiency, as well as enhancing the company's reputation (Rangan et al., 2015).

In the third and final theater, the goal is to transform the entire business model, as the actions needed requires the business to call for a new model, rather than incremental extensions (Rangan et al., 2015). This theater is designed to create new forms of businesses that address social or environmental challenges (Rangan et al., 2015). In the third theater, it is a requirement that the business improves their business performance by achieving social or environmental results. These programs do not need to be comprehensive, and many are instead narrow and focus on specific market segments or product lines (Rangan et al., 2015). Despite this, the projects have a great potential to contribute to the company's social and environmental impact as well as their financial performance.

In terms of these theaters, CSR can be assigned to a single one, but as the boundaries are porous, activities or projects in one theater can influence those in other theaters, or sometimes even mitigate (Ragan et al., 2015). Activities in theater one, even though it was mainly intended to improve business reputation, could result in increased sales as well and mitigate into theater two. In the same way, activities in theater two could encourage to create a new business model, which means mitigating into theater three (Rangan et al., 2015).

Corporate sustainability initiatives are growing, especially in the global north, stemming from a mounting pressure from the civil society, who require to a larger degree traceability and certification of environmental production and responsible sourcing. In addition, increased

awareness and acknowledgement from businesses show that their goals are interconnected with the society and environments in which they operate (FAO, 2016; SPOTT, 2016). International and domestic firms are under pressure to demonstrate responsible sourcing practices, traceability and product safety by complying with international private standards (FAO, 2016). One way businesses can assure their customers of the sustainability of their products is through certification schemes. Certification schemes consist of criteria and indicators that help verify that the business has achieved a certain standard and are often validated by a third-party. Examples of certifications include Fairtrade, UTZ (traceability system for cocoa, tea, and coffee), Roundtable on Sustainable Palm Oil (RSPO), GlobalGAP, Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), and the Good Agricultural Practices (GAP).

3.3.2 Critique

Even though an increasing number of businesses are adopting the CSR concept into their business strategy, there are some shortcomings with the concepts. Michael Hopkins (2005) has identified seven main critiques of CSR. First of all, there is an issue with the definition of CSR. Most businesses and organizations seem to have their own concept or understanding of what CSR really entails (Hopkins, 2005). A second criticism is that most firms only use the word CSR as a public relations strategy in order to satisfy their customers without actually doing any major changes (Hopkins, 2005). A third issue is that businesses use CSR as a different word for corporate philanthropy, and that the contributions they are making to the welfare of the society is independent from the actual profitability of the business (Hopkins, 2005).

A fourth shortcoming is that CSR is a curse rather than a cure, as it diverts attention from key issues (Hopkins, 2005). What is meant by this is that *because* there is no clear definition of CSR, introduction of a regulatory framework will be delayed. Currently, CSR is mainly voluntary, and hence there is a curse of CSR being misinterpreted that divert companies from what is fundamentally required, and what qualifies as CSR. The fifth critique Hopkins (2005) introduce for CSR is that it ignores development economics concerns with capitalism and neoliberalism, and that it works as a proxy to introduce socialism through the backdoor. The sixth concern is the belief that the social responsibility of business only relates to increasing profits, and that CSR is only an unnecessary distraction (Hopkins, 2005). As governments are pressured into spending less money on rectifying social problems, it is getting harder to solve such problems, and illnesses such as HIV/ AIDS have now defeated many governments,

especially in the African region. Hence, it is becoming more important that businesses participate in solving human development issues. The discussion lies in how they should do this. Should they do it merely through paying taxes or should they be directly involved in the solving the problem (Hopkins, 2005)? Economists have different views on what CSR really entails for business, what it means to achieve sustainable development and how businesses can contribute to the society. The seventh and last critique presented by Hopkins (2005) is the belief that CSR is a sham, as businesses cannot be left to self-regulate. This means that if CSR is to be effective and serve a purpose for a firm, there needs to be legislations that forces companies to follow the rules.

In terms of certification schemes, some are questioning their true value and impacts, especially as consumers have a great deal of faith to the credentials of these schemes (SPOTT, 2016). It is also hard to measure the exact impacts of these schemes, as globalized markets often make quality control difficult, an even though there are evidence of economic, environmental, and social improvements, such cases are often cases specific, which makes it impossible to generalize the actual impacts of the certification scheme (SPOTT, 2016). At best it can be argued that certification schemes compliment regulations by filling gaps and introducing mechanisms for adaption. It is also the issue on how businesses decide to market their labels. Before deciding which certification seems suitable, the business should analyze and map their target groups to ensure that there is an interest amongst the consumers on the importance of sustainability or not. This again, will help the business decide if there is a value in the project of becoming certified or not.

3.3.5 Creating Shared Value

CSV is a concept that was made popular by the scientists Michael E. Porter and Mark R. Kramer in a Harvard Business Review article in 2011. It derives from the concept of CSR, but rather being about just giving back to the society, it focuses more in thoroughly implementing social responsibility into the business strategy and agenda. CSV focuses more on the interconnection between and among societal and economic progress. In their article, Porter and Kramer (2011) define shared value as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates” (6). Through CSV, businesses acknowledge that societal needs define markets, and that social harms or weaknesses can create unwanted costs for the firm because, at a basic level, business’ competitiveness and the health of the surrounding

community is closely intertwined (Porter & Kramer, 2011). There are three ways in which companies can create economic value by creating shared value. These are by reconceiving products and markets, redefining productivity in the value chain, and by building supportive industry clusters at the firm's locations (Porter & Kramer, 2011).

3.3.6 Critique

Even though Porter and Kramer has had a huge success with making CSV popular, there are scholars who are skeptical to the approach. Crane et al. (2014) has identified several shortcomings. First of all, they find CSV to be unoriginal, as the goals are principally the same as in CSR, stakeholder management and social innovation. One of the major problems with Porter and Kramer's article is the way they dismiss CSR by saying that it is separate from profit maximization, hence arguing that businesses cannot add profit by including CSR into their strategy, which has been one of the main research questions for scholars since the early 1970s (Crane et al., 2014). By saying this, they also suggest that CSR can only be a "bolt-on" philanthropy, and that the only way to make their actions "build-in" is through CSV. Porter and Kramer's (2011) research article on CSV also ignores previous research on social innovation, making it sound like this is a new idea that does not already exist. In addition, CSV does not address the social and economic tensions that CSR does. Crane et al. (2014) argue that CSV might potentially promote greenwashing, rather than the common good as, even though businesses can be somewhat successful in their CSV projects, history shows that when it comes to the wider industries and products there are still several unresolved issues concerning their social value. Businesses mainly adhere to self-interest and often socially harmful approaches, that generates economic value, and isolated projects that create value for employees, suppliers or the environment.

An important part of Porter and Kramer's (2011) CSV strategy is the need for new products and markets that are good for customers and their needs, and that they are beneficial for both the company and society. However, they fail to address several questions, such as the problems with products that are of questionable social good (Crane et al., 2014). This includes industries such as the tobacco industry, arms manufacturers and the petroleum industry. Crane et al. (2014) questions how such businesses can achieve organizational integrity by developing socially responsible products when "business as usual" continues elsewhere in the organization. This is visible within companies such as Coca-Cola and Nestlé, who are regarded as innovative within the field of CSV, but continues to produce products with high levels of salt and sugar.

A third aspect of CSV Crane et al. is questioning is the one of cluster development. Even though cluster building has not been especially visible in multinational CEO’s reference, the concept of local knowledge and expertise is nothing new and original (Crane et al., 2014). Porter and Kramer suggest that cluster formation will create shared value, while other scholars has argued that clusters are not unproblematic and does not necessarily contribute to the social good. They argue that cluster development may result in migration issues, overcrowding and precarious dependencies on particular industries, and that rather than a social need, clusters will be determined by an industrial potential (Crane et al., 2014).

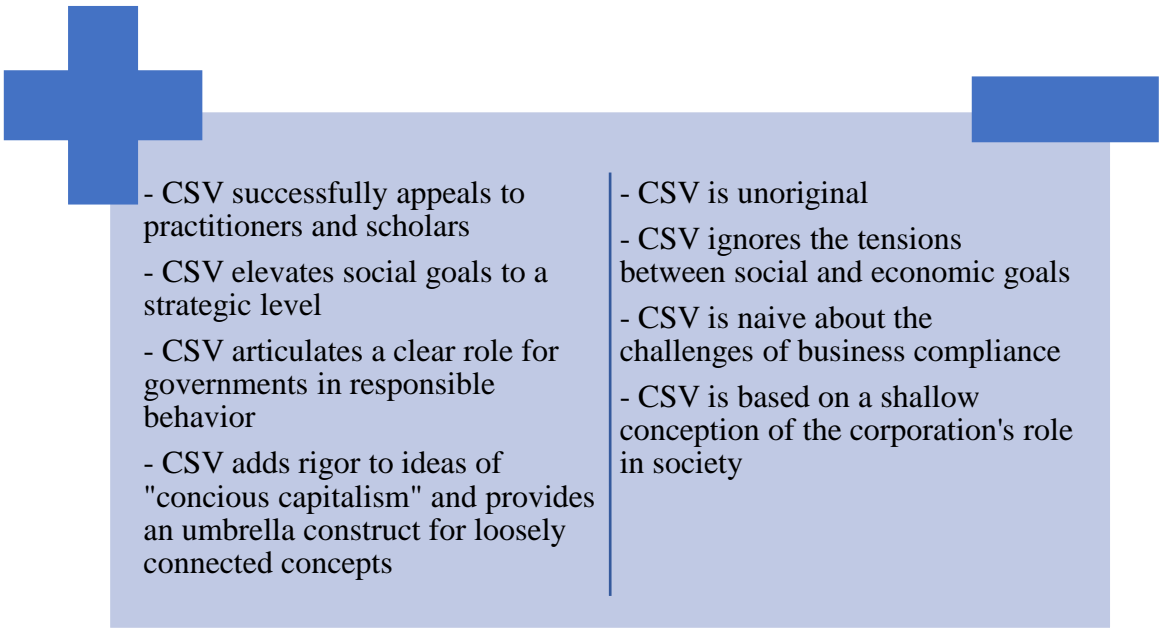


Figure 9: Strengths and weaknesses of CSV (Crane et al., 2014)

3.5 Supply Chains

A supply chain is the entire process of moving a product or service from the producer to the costumer, including organizations, people, activities and the resources used. Mentzer et al. (2001) defines supply chains as “a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer” (4). An important part of the supply chain, is supply chain management (SCM), a definition that can be classified into three categories: a management philosophy; implementation of a management philosophy; and finally an asset of management processes (Mentzer et al., 2001). There are several definitions of what supply chains really is, but they all draw on the fact that it is the process in which the business has to

manage and control the flow from the suppliers to the end user. By combining different aspects of supply chain management, Mentzer et al. (2001) has developed a new definition of SCM which is “the systemic, strategic coordination of the traditional business functions and the tactic across these business functions within a particular company and across businesses with the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole” (18).

3.5.1 Sustainable Supply Chains

Because the concept of sustainability has grown in both scope and importance, it has also been adopted into the supply chains, and businesses and consumers have become increasingly concerned with the environmental and social burden throughout the different stages of the supply chains. The main motivation as to why businesses now are more concerned by how the supply chain is operated, is due to customers’ demand and which products they accept, but they also face pressure from governments, both in terms of local municipalities as well as national or multi-national governments (Seuring & Müller, 2008). In addition, businesses might feel pressured by NGOs, which in many cases hold them responsible for environmental and social problems at the early stages of the supply chain, which can result in reputation loss. Seuring and Müller (2008) argue that when the business feels pressured by the parts mentioned, they often pass this on to the suppliers, which is when an important feature of sustainable supply chain management occurs. The business now has to look at the overall supply chain, or life cycle, of their product, and can no longer just look at it for economic reasons (Seuring & Müller, 2008). There are mainly two different strategies that are identified in how to deal with such issues, either by “*greening the supply process*” and “*products based green supply*” (Seuring & Müller, 2008:1703). The two strategies are labelled “*supplier management for risk and performance*” and “*supply chain management for sustainable products*” (Seuring & Müller, 2008).

The first strategy, supplier management for risk and performance, looks at the internal perspectives of the supply chain. Companies following this strategy has a fear of losing their reputation, and the environmental and social criteria are therefore taken up to complement economically-based supplier evaluation (Seuring & Müller, 2008:1703). In the second strategy, supply chain management for sustainable products, there is a demand for life-cycle based standards when it comes to the products’ environmental and social performance (Seuring & Müller, 2008). In short, in sustainable supply chain management, it is important that the

business takes a wider range of issues into account and look at the longer part of the supply chain in order to ensure that the business activities are sustainable at all levels (Seuring & Müller, 2008).

4. Empirical data

In this chapter the information gathered from interviews and articles is presented.

4.1 Interviews

In order to get some firsthand sources, interviews were conducted with some of the partners that have been involved, or are currently involved, in PPPs. They were all mostly asked the same questions, though some of the questions were changed based upon the expertise and knowledge of the interviewees. The aim was to find out where the different projects have been successful, what they have found more challenging, as well as which requirements they see as important for future PPPs and what advice they have for others when deciding to join such partnerships.

4.1.1 Solidaridad

For this case Francisco Nhanale, Senior Program Manager was interviewed on behalf of Solidaridad. Solidaridad is an international non-governmental organization (NGO) with representation in all five continents of the world. They work to promote sustainable agriculture within five (soon to be six) value chains: soybeans, sugar beans, cotton, foods and vegetables, livestock, and they recently started a project on landscape. The project relevant for this study, is their work towards developing a national standard for sustainable fruits and vegetables in Mozambique. As the middle class has increased in Mozambique, so has the demand for high quality fruit and vegetables. Due to the current poor quality of their own fruit and vegetables as well as lack of food standardizing, about 80-90 of it is being imported, from South Africa particularly. The core group of the project consist of Ministry of Agriculture of Mozambique (MASA), Institute of Standard and Quality of Mozambique (INNOQ); Ministry of Health, National Economy Activities Inspectorate (INAE), Action Aid and Essor (Solidaridad, 2017). The project is mainly funded by the Dutch government, but also include some local investment and funding from the MASA as well.

Partners and role of the core partners:

Solidaridad plays a lead role in coordinating and implementing the action plan. However, MASA have a coordinating role in order to help achieve standardized production standard in the fruit and vegetable value chain (Solidaridad, 2016). Institute of Standard and Quality of Mozambique (INNOQ) plays a significant role in developing a local standard, as they have previously worked on developing a fruit and vegetable standard for a different project

(Solidaridad, 2017). The already developed standard, however, is not applicable for smallholder farmers (Solidaridad, 2017). In this project INNOQ share their experience from setting the first standard, as well as establishing a food test laboratory, which will play a key role in implementing the practical component of the project (Solidaridad, 2017). The Ministry of Health is included as they can provide insights to the core group discussions. National Economy Activities Inspectorate (INAE), which is an institute connected to the Ministry of Trade and has the role of inspecting the economic activities throughout the country (Solidaridad, 2017). Their role in the core group is to oversee the inspection of fruit and vegetables in Mozambique, which makes them a crucial partner when it comes to effectively implementing a fruit and vegetable standard in the sector (Solidaridad, 2017). The international civil society organization Action Aid is included as they promotes sustainable agriculture, as well as contributing to various insights into frameworks and processes (Solidaridad, 2017). In addition, Essor, which is also civil society organization, is included with the purpose of participating in core group meetings, as they have insights and analysis of previous work in the fruit and vegetable sector (Solidaridad, 2017). The Dutch Embassy was mainly a part of the project for financial reasons. They have not been able to be as active as they originally intended to be, because of limited human resources (Solidaridad, 2017). Hence, their role mostly consisted of follow up on the project process and to attend review meetings (Solidaridad, 2017). Table 1 provides a summary of the partners involved and their role in the project.

Table 1: Role of partners Solidaridad

Partner	Acronym	Role of partner
Solidaridad		Plays a lead role in coordinating and implementing the action
Ministry of Agriculture of Mozambique	MASA	Coordinators
Institute of Standard and Quality of Mozambique	INNOQ	Helped develop standards
Ministry of Health		Provide insight information to core group
National Economy Activities Inspectorate	INAE	Inspect the economic activities throughout the country as well as overseeing the inspection of fruit and vegetables in Mozambique
Action Aid		Contribute to various insights into frameworks and processes
Essor		Participate in core group meetings, as they have insights and analysis of previous work in the fruit and vegetable sector
Dutch Embassy		Provide financing to the project

Successful factors and strengths in the partnership

The most successful factor is that the project partners have been able to develop a standard and made sure that it is applicable to the farmers. This way they have ensured that the farmers are able to use it so that they do not waste time on going in a direction that is impossible to follow through. The project has been very well received by the different partners, which has made the cooperation easy and efficient. In addition, they have been successful in developing effective communication strategies, and ensured that all partners understand each other well, and have been able to come to an agreement on issues that has come up.

In the work of developing a standardization for fruit and vegetables in Mozambique, the project partners have successfully developed a measurement plan with indicators that show how the project is moving along as well as what is yet to be achieved (Solidaridad, 2015). They have clear methods that define the results, indicators, definitions, assumptions, the frequency of the measurement, which unit is being used (i.e. percentage), target year, and when the target has been achieved (Solidaridad, 2015). The measurement plan also describes the impacts, result areas, outcome, outputs, and interventions of the project (Solidaridad, 2015).

Challenging factors and weaknesses in the partnership

One of the main challenges for the partnership is transparency issues. Recently, there has been some disagreement within the core group on publishing reports and findings from the project. Solidaridad and some of their other partners want to publish these reports online and in newspapers, in order for the public to understand the current standard and quality of the fruit and vegetables in Mozambique. Some of the stakeholders in the project are reluctant to publish this and find it better to keep the information within the project group. They understand that the pesticide levels are too high. Solidaridad, amongst other partners, believe that the consumers should be aware of what they are consuming.

Important success factors for joining PPPs

The main factors for PPPs, according to Solidaridad is communication. They believe it is important that all of the partners involved communicate properly to ensure that everyone understands each other, and to successfully come to an agreement.

Recommendations to others joining PPPs

Solidaridad has found that it is important to make sure that they work in an environment where everybody is happy and feel like they agree on what the goal of the project is.

4.1.2 International Fund for Agricultural Development

The representative from IFAD being interviewed was Theophilus Otchere Larbi, Country Programme Officer. International Fund for Agricultural Development (IFAD) is both a specialized UN agency and an international financial institution (IFI), which allows them to deliver results in the ground and in policy arena that benefit rural communities. They act as a catalyst for increasing public and private investments in agriculture and rural development, as well as working towards reducing poverty, hunger, and increasing the resilience of rural people. IFAD places poor rural women and men, and particularly the youth, at the center of its activities and investments and involves them as participants in design and implementation. They provide loans and grants to developing countries, and also mobilizes co-financing from member states, developing countries, other donor partners and project participants themselves.

IFAD has been involved in several PPPs, and are currently a part of two ongoing programs, which are The Ghana Agricultural Sector Investment Programme (GASIP) and the Rural

Enterprises Programme (REP), both located in Ghana. The REP is implemented by the Ministry of Trade and Industry. It seeks to upscale and mainstream a district-based Micro and Small Enterprise (MSE) support system within the public and private institutional systems. The goal of REP is to improve the livelihoods and increase the incomes of rural poor micro and small entrepreneurs. Its development objective is to increase the number of rural MSEs that generate profit, growth and employment opportunities. The project is financed by IFAD, The African Development Bank (AFDB) and the Government of Ghana.

The GASIP is implemented by the Ministry of Food and Agriculture. It is a project designed to provide a framework for a long-term financing engagement for private sector-led, pro-poor agricultural value chain development in Ghana. It is being financed by IFAD and by the Government of Ghana (counterpart funds). The GASIP is national in scope and governed by a demand- and market-driven approach that provides a basis for scaling up investments in pro-poor agricultural value chain development led by the private sector. GASIP competitively evaluate agribusiness development proposals from all qualified partners (private sector, government, civil society, research, farmer-based organizations, etc.) that show promise to positively impact on smallholders and ultimately on Ghana's economy. The strategic focus of GASIP is on smallholder farmers, to make them more competitive by increasing their capacity to respond to market demand in terms of quality, price, time and volume thus contributing to the Medium Term Agricultural Sector Investment Plan (METASIP) objective.

Partners and role of the core partners:

The information provided in this interview was not sufficient enough to provide a list of partners and their role.

Successful factors and strengths in the partnership

IFAD periodically rates outcomes and successes based on certain set criteria. It is rated on a scale of 1-6 with in group of relevance, effectiveness, efficiency, value for money, sustainability, targeting, climate resilience, poverty reduction and improved nutrition, etc. The ratings are dynamic depending on implementation progress. There are also specific activities to develop the capacities of the small holders and processes used to involve them in decision making process and access to markets. This include farmer-based organizations (FBO) development processes, District value Chain Committees; multi-stakeholder planning for a

workshops, etc.

Challenging factors and weaknesses in the partnership

The first challenge identified by IFAD is that the private sector partners in the agribusiness sector is not properly organized, which makes the partnerships difficult. They have also found it difficult that there are no well-defined framework or guidelines when it comes to PPPs in the sectors they are working within. Another challenge they have encountered, as they work with promoting poor vulnerable groups, has been regarding issues getting access to term finance, and at the same time, interest rates are often high. During their work, IFAD has also found that the capacity of the actors in the partnership varies, especially in regard to the requirements of the quality of the products, the timeliness, and the quantities. They have also found that transparency and business integrity are challenging issues.

Important success factors for joining PPPs

One should start by addressing issues such as well-defined frameworks and guidelines for PPPs in the agriculture sector, making sure one can get access to finance at reasonable interest rates, better transparency and business integrity, and that the private sector should become more organized. In addition, they find it important that one can identify and engage relevant brokers for the partnership as well as being able to provide affordable finance packages and insurance that covers the work of the project.

Recommendations for future PPPs

The information provided in this interview was not sufficient enough to provide any recommendations for future PPPs.

4.1.3 Abba Seafood (Orkla)

The representative interviewed on behalf of Abba Seafood was Krishan Kent, CEO of Piwa Food AB, as well as recently being voted as the new president of Fiskbranschens Riksförbund in Sweden. Abba seafood is a part of the Orkla conglomerate, and is a company producing preserved fish products. The reasoning behind Abba's involvement in PPPs was due to a change in customer behavior in 2004. This was around the same time as cod was red listed by World Wildlife Fund (WWF) Sweden and seen as an endangered species. Abba realized that to enable an opportunity for long term growth—they had to make sure that their fishing was sustainable,

as well as convince their customers that this was the case. Their response was to initiate a partnership in the coastal areas of Thailand, Vietnam, Malaysia and Myanmar (previously Burma), as they were involved in commercial fishing in this area and the information they were given was not enough to ensure that the fishery of tonggol tuna was sustainable, which was the main specie relevant for the partnership. Abba was the first company to actively engage in supporting tonggol in terms of sustainability and started contacting the fishing industry in Thailand in order to get a better understanding of how they operate, as well as gaining a better understanding of the industry as a whole. They later also contacted the Ministry of Fishing in Thailand, as well as Sustainable Fishing Partnership (SFP), which is an NGO that works with scientists, governments and industries all over the world. Even though the government in Thailand were a bit skeptical to start with, they decided to join after the WWF red listed tonggol tuna in 2011. This made the fish impossible to sell in Sweden, who stood for 25% of the Swedish retail tuna marked in volume and even more in value. The government in Thailand knew that they would still be able to sell their fish to China and Arab countries, as they look at sustainability in a different sense, but as this would also result in them gaining less revenue and the loss of some of their dignity and value, they decided to join the project after all.

Another motive for the government to join the project, was that right after the project started they received a yellow card from the European Union (EU), which is a formal notice that stated that they were not taking sufficient measures against illegal fishing. In the EUs opinion, Thailand did not have control over their fishing industry, and they were given a deadline in which they had to improve their current practices. The yellow card gave the governments the opportunity to do large changes in their practices, which had a positive effect on the Abba project as well. The consequences of not making these changes, could have resulted in Thailand getting a red card, which would have meant that EU countries would have stopped importing fish from this country, which again would have had large economic effects.

Partners and role of the core partners:

Abba Seafood functioned as project owners as they were the ones to initiate the project in the first place, but worked under the leadership of SFP. They made sure that data was gathered and took a part in the process of analyzing it, as well as finding partners to join the project. SFP worked as project drivers or project leaders. They provided models to work by, as well as providing information on the industry. A stakeholder committee was also included, who

participated in decision making and project developments in relation to goals and timeline. Different interest organizations (IOs) and supporters helped provide information and knowledge on the industry. The industries and Ministry of Fisheries in Thailand were also included in the project as they were important stakeholders. Abba decided to include the Ministry of Fisheries in Sweden as they could help provide legitimacy to the project. Table 2 presents a summary of the partners involved and their role in the project.

Table 2: Role of partners Abba Seafood

Partner	Acronym	Role of Partner
Abba Seafood	Abba	Project owners
Sustainable Fishing Partnership	SFP	Drivers of the project
Stakeholder Committee		Participated in decision making and project development
Different interest organizations and supporters		Provided information and knowledge on the industry
Industries in Thailand		Stakeholders
The Ministry of Fisheries in Thailand		Stakeholders
The ministry of Fisheries in Sweden		Provided legitimacy to the project

Successful factors and strengths in the partnership

One of the biggest success factors in this project was the unity and willingness to analyze something that had not previously been analyzed. It was important that the people involved understood the need to evaluate the current state of the fishing activities, and that they were prepared for the information that could surface. As Thailand is a country with a challenging economy, meaning that there are aspects to the economy where the fishermen depend on their daily income to bring food to their family, one had to make sure they did not feel like they were to be restricted by the outcome of the project, but instead that this could create value. This is especially important as governmental actions and legislations on how much fish people are allowed to catch, will directly affect the local fishermen.

Measurements were also a strength in this project. The model used for the sustainable fishing project was a scale from 1-100, where one would rate the current condition of the industry based

upon a set of criteria and provide clear goals for improvement. Based upon these findings, an action plan was created, which states what needs to be done in order to reach the next step in the project. If what is aimed for is not achieved when progress is measured next time, it is important to gather data from the different governments in order to assess where the issue lies. As the project could be potentially devastating for the livelihood of the smallholder fishermen it was crucial to ensure their interest. This was done through start-up meetings and workshops that described the activities being done, and the importance of these. In these workshops, the fishermen held their own presentations on what the industry looked like today, and what they wished for in the future. Abba found it helpful that the fishermen did attend the same workshops and forums as the business side and other organizations. Instead, they had individual conversations with a person they trusted. In this particular project they found that the best way was to use an older man that was respected amongst the fishermen as the spokesperson. When he became involved in the project, several of the other fishermen felt safe and trusted the project as well and felt that the project was valuable.

Challenging factors and weaknesses in the partnership

Due to the fact that businesses must look at the long-term perspectives when entering a PPP, working with smallholder fishermen in Thailand who live more or less from hand to mouth, created some difficulties. This led the company to having to also look at things from a short-term perspective. A difficulty related to there being little knowledge of how big the quantity of the fishing was, the average weight of the fish, where it was taken after being caught, and so on. Although, willingness to analyze the topic eventually became a strength in the project, the exposed partners, the government and the fishermen, were in the beginning a bit reluctant to analyzing this. This was because they were not accustomed to looking at the industry from a long-term perspective, and results from the study could result in the government putting restrictions on, or worst-case, be forced to stop, the fishing of tonggol tuna. Hence it was a challenge to make all the involved partners understand the importance of the project and get them fully onboard. It became crucial to gain their trust and make them understand that in the end the project aimed at securing their interests and the future of the fishing industry in Thailand. This was done by reevaluating each of the partners' wants and needs, and by finding a strategy that worked for everyone.

Another challenge Abba found, was that there were limited economic resources to ensure that the information gathered was verified. There was a willingness and want to do the research, but

the lack of monetary and human resources restricted the ability to properly consider the facts that were already presented, which affected the science part of the project. Later in the project the partners also realized that the NGOs measured and promoted sustainability differently. This was something Abba had not considered, as they thought that all NGOs work with the same mindset, model, and framework which was the reason why they decided to work with SFP. What they had been working on, was not in line with WWF, and later in the project they had to reconsider their projectors and adapt it to something the WWF could also use. Abba also realized that they could have considered more actors that could have been interested in joining the project, both in terms of financial reasons, but also in order to get a better understanding of the needs of the industry. By getting other large businesses involved in the project, both the local fishermen and the industry would feel safer and the project is of more value, as projects like this is mainly about value creation for both the fishermen and the industry itself.

Important success factors for joining PPPs

To be successful one should analyze the partners drivers both in a long-term and short-term perspective and measure the risks that might come up at some point during the project. They have also found that when choosing partners to work with, i.e. an NGO, one should include others with the same interests as well, to make sure that the work that is being done can be helpful to everyone. In many cases it can also be helpful to include the industry, as this creates more reliability and trust in the project. More trust can also be gained by including the government of the donating country as well. Abba experienced that they gained more trust from the government in Thailand once they knew that the Swedish government was involved as well.

Recommendations to others joining PPPs

Abba recommends that one approach projects from a perspective where the local interest is analyzed first. It is important to study at how the supply chain works and is currently designed. From here, one can map where the issues lie, and what is not working as well as it should. Later, if the project is successful, it is also important to look at how the changes are positive for those it affects (i.e. the farmers). One should also do a risk analysis, to identify the factors of the project that might be negative for the farmers in a short-term perspective, and how one can handle these through financial means or other aspects the business deem suitable. Having one or more local representatives that are engaged at all levels throughout the partnership can be helpful. They found that the representative or representatives should preferably speak the local

language, as this creates safety and trust amongst the smallholder farmers. In addition, the international partners will be better suited to calibrate culturally.

4.1.4 Yara

The representative interviewed on behalf of Yara was Chrystel Monthean, Value Chain Director. She could tell that Yara is a company committed to improve yield, increase farmers' profit, and to reduce their environmental impact. Their main products are fertilizers, and they have developed nutritious crop solutions, precision farming that increases and improves product quality while reducing environmental impact at the same time (Yara, n.d). Two of their main activities includes crop nutrition and production. The reason behind focusing on these two segments is to cover the entire life of the fertilizer—from the raw materials they use in their factories until the product is being used to produce other raw materials (i.e. as crop fertilizers), energy sources to produce the fertilizers and then to the shipment to their representatives all the way down to the farmers. For the past three years, Yara has been focusing on six major crops which are grassland, potato (fresh potatoes and processed potatoes), wheat and barley, banana, and coffee. They also focus on some other kinds of crops, but these are the ones they have as their main focus on, and for which central resources are allocated.

For this study a coffee project in Vietnam that started in 2011 is used as the case study. This project was originally initiated by the Vietnamese government, under the sponsorship of World Economic Forum (WEF), who invited several companies and NGOs interested in public-private thinking to Hanoi in hope to improve the agriculture sector. As there were no set project in the beginning, the first step was to identify an issue where the partners had a common interest. The main focus for Yara was to create awareness of sustainable farming within the Vietnamese government and the stakeholders in the value chain. It was incremental to the project that they understood the way the coffee was being produced could not continue in the same manner because of the environmental perspective to it.

Vietnam is the second largest coffee producer in the world, and they have been able to achieve high productivity and relatively good profitability for farmers (compared to other coffee-producing countries). But the management of the crops was not optimal, creating negative environmental footprint (soil degradation, overuse of water, high carbon footprint linked to overuse of nitrogen fertilizers). If the government did not change these trends, it could challenge their ability to produce coffee in the future, which would drastically affect their income.

Partners and role of the core partners

The information provided in this interview was not sufficient enough to provide a list of partners and their role.

Successful factors in the partnership

A success factor in this project was how Yara and the other companies and NGOs were able to come together and decide on one common interest based upon how vague the request was from the Vietnamese government and WEF. By sitting down and discussing their interests and priorities, they managed to narrow down to something concrete, going from more sustainable agriculture – to more sustainable agriculture within the coffee sector. As the coffee industry is so important for the Vietnamese economy, Yara and the other partners were able to include local representatives from both the public and private sector. Another strength of this project was that Yara was able to see the value in such a project and think in a long-term perspective, even though it did not bring them any extra revenue or increased sales in short to medium term. The project was time consuming and costly. However, they decided to stay until the government took over the project, as they realized it was important to help these farmers be more efficient and keep their international customers. It was also positive how they were able to convince the government that what they were doing helped the farmers become more efficient. Instead of talking about what they were going to do, the partners gained access to demo plots, where they could demonstrate how they were planning on changing the current agricultural practices, and thus gain the government's trust. This made the government fully understand that it was possible to grow coffee by using less fertilizers, pesticides, and water, which would cost less for the farmers, leave less environmental footprint, and at the same time increase productivity and quality.

Challenging factors and weaknesses in the partnership

As this was one of the first PPPs in the agricultural sector, the partners experienced several challenges. One being the public and private partners working together in finding a common understanding, as they work with two different models on how to be sustainable. The goal was then to find common key performance indicators (KPIs) that worked for both. In the beginning they experienced that the government did not really trust what they were doing, and that they were constantly being watched as they introduced new technologies and practices. They also experienced that it was challenging to implement what they had decided on. This was mainly

because there were foreign companies involved, which made the government skeptical. However, having the full coffee value chain involved, with international players present, the project gained trust amongst important coffee-actors, such as Nestlé and Starbucks. By making it clear that these had a problem with the current production practices, and for Vietnam to keep these customers, they needed their farmers to work differently, i.e. more sustainable. This helped gain the trust of the local government, as they realized they all shared the common goal—farmers producing more efficiently with less environmental impacts.

The main concern for Yara in this project was that it did not result in increased sales, and in the end, they were not being compensated for the amount of time and money they spent during the project period. However, through the partnership, the partners learned the value of seeing such a partnership in a long-term perspective, and not only think pure operational business. Today, the Vietnamese government have started to take more serious action on the way fertilizers are used on coffee, and more broadly on having more sustainable coffee management.

Important success factors for joining PPPs

It is crucial to ensure the trust of the local government. If trust is not gained, and they do not see the value with the project, it can create large issues and reluctance, which again will slow down the progress of the project, or have the potential of putting an end to the project altogether. PPPs are a good opportunity for the private sector to lead the way to more sustainable farming, and it is important to get the government involved and see the value in the work that is being done, both in terms of sustainability and in terms of the farmers and GDP. It is also important to find common goals and interests that work for all partners, and that there are not too many partners involved, as can eventually be a lot more time consuming as well as making it harder to find common grounds.

Recommendations to others joining PPPs

An issue with CSR and PPPs is that sometimes companies do it purely for communication and PR reasons. For some of them, being involved in a PPP can be good as it can attract desired attention. However, at the same time they do not have the goal of making any particular impact locally. On the other side, when it comes to businesses who are really in it for the improvement of the business and its value chain, one often realizes that there are issues that cannot be solved alone. In such cases, it can be helpful to include other players with similar problems and interest to solve them. An important first step is then to sit down together and analyze the issues that

needs to be fixed. One has to make sure that all of the partners included in the project has a long-term mentality, as working in such projects are very time consuming, and results are rarely seen immediately. Especially for the businesses, the project should be built into the business strategy, as this also works to ensure that all the players stay in the project until the end. In relation to the exit strategy, it is also crucial that local players are involved, which can be either local businesses or governments. It should also be ensured that one works beyond the traditional business in order to remove any roadblocks along the way. This means including a lot of different players, such as the farmers, the input providers, the government, and then local and global businesses.

4.1.5 World Bank

The representative interviewed from the WB was Ambiola A. Adubi, Senior Rural Development Specialist. The World Bank (WB) is a large international financial institution that provides development credit to developing countries. WB was established in 1944 as a response to the devastations created during World War II and was meant to help rebuild the devastated countries (WB, n.d.). In more recent times, their focus has shifted from reconstruction to development, and especially in terms of improving infrastructure such as dams, electrical grids, irrigations systems and roads (WB, n.d.). For the purpose of this study, it is the WB's involvement in PPPs that is interesting.

The case used for this study is the "Smallholder Tree Crop Revitalization Support Project," which is based in Liberia. The aim of the project is to increase the income opportunities of the tree crop smallholder farmers, and to see how one can process funds in critical and rehabilitate some crops for smallholders by using PPPs. The project started in 2013 and is planned to end in December 2018, and is an arrangement between selected smallholder farmers, concessionaires working in Liberia, as well as the government and the bank. The expectation of the project is to have an arrangement that will bring together all the players in the field, and to see how they can work together in order to support the smallholder farmers in bringing technology to their work and help them increase productivity. The WB's role is also to help the farmers gain better access to finance, and at better rates than they would otherwise be able to get on their own. The project seeks to rehabilitate about 7,500 hectares of cocoa fields, 2,600 hectares of rubber fields, and 1,200 hectares of oil palm.

Partners and role of the core partners

The World Bank oversees that the farmers are being taken care of in the arrangement, and to help them get loans at reasonable rates. The main goal, especially in the area of agriculture, is to see how they can support the smallholder farmers, to increase their income and productivity on their farm. The WB is also interested in seeing how agriculture, especially for the smallholder farmers, can be practiced in such a way that new technologies can be introduced, technical support can be administered, and how it can be a life-sustaining business activity for the smallholder farmers. The WB is interested in seeing agriculture – or allowing the farmers to see agriculture – not only as a developing enterprise, but as a business enterprise that they can practice enhancing income and take care of their families and sustain their livelihoods. In short, the interest of the WB has been to support the improvement of the productivity of the smallholder farmers. Concessionaires are also involved, and are those who have concessions on oil palm, rubber, as well as being big players in the industry. They have concession to a lot of hectares of land in Liberia, and also do a lot of processing. These are the ones that can provide the farmers with technical backstopping and improved technologies. The Liberian government has the role of being the facilitators in the project. They facilitate the technical support of the concessionaires to the farmers, and ensure that the farmers gain the support in terms of matching grants; to be able to take up the challenges of the arrangement; and to reduce the risk of new investments. The government also has an arrangement with the bank, in which the bank is able to support the smallholder farmers with finance to be able to do inputs and to be able to do rehabilitation of those farms. The government also serves as a guarantee for the tripartite arrangement through policy support. The smallholder farmers are obliged to sell their products to the concessionaires for processing, which is based upon the technical backstopping provided by the concessioners for the farmers to be able to produce high quality products. Loans of farmers are deducted from the harvest by the concessionaires and paid to the bank. Finally, the bank is involved as they provide access to finance to the farmers so that the farmers can produce effectively. Because products such as rubber and oil palm are crops with long restitution period of five to seven years, it means that the farmers will need a lot of finance to be able to handle these crops. The WB comes in to support the government to ensure that the banks have guaranteed return on loans, and at the same time give them a sort of seed capital. The seed capital enables creation of models of the loanable funds for the farmers. The loan is provided to the farmers who work and agree with concessionaires on what the credit should support in the production cycle. Table 3 presents a summary of the partners and their role in the project.

Table 3: Role of partners the WB

Partner	Acronym	Role of Partner
The World Bank	WB	Oversee that the farmers are being taken care of in the arrangement, and to help get them get loans at reasonable rates
The concessionaires		Provided farmers with technical backstopping as well as improved technologies
The government		Worked as facilitators in the project. Their job was to ensure the technical support of the concessionaires to the farmers, and also ensure that there is some sort of support to the farmers, in terms of matching grants; to be able to take up the challenges of the arrangement; and to reduce the risk of new investments.
The smallholder farmers		Obligated to sell their products to their concessionaires
The bank		Provides access to finance to the farmers so that the farmers can produce effectively

Successful factors in the partnership

The project design successfully enabled government teams to organize the farmers into groups. This have given them a stronger voice and made it easier to support the farmers technically. Doing so has provided the opportunity to enhance the sustainability in the project, as the farmers are able to stay well-informed on what to do, even when the project ends. Organizing the farmers has also brought on another success factor in the project. The farmers are now thinking more in terms of the value added to their products, and in terms of exporting their products outside the country without working with the concessionaires. The tree revitalization project has helped improving the market access between the smallholder farmers and the concessionaires, or other large firms involved in the project. The project granted the farmers with more security as the farmers are now more aware that there is a market for what they produce. Previously the farmers would, in the beginning of the season, start producing without knowing if they would actually be able to sell their products. Through this project, an arrangement has been developed, that helps this process work more smoothly. In addition, the partnership was also successful as there was a strong commitment within the WB and at the stock level of the government as well.

Challenging factors and weaknesses in the partnership

The first challenge was the issue with the bank. The bank is still skeptical, and most of the demands have been what the WB calls delay factors. Before giving loans to the farmers, the bank demanded (despite the fact that part of the risk had already been taken out), a collateral, land validation, amongst other things that were partially excluding some of the farmers. This provided a large challenge for the project. The bank wanted to ensure that there is a high probability of them getting their money back. Another issue is that the project takes place in a fragile environment. Because of the fragility of the country, in terms of Liberia being a country that has just come out of war, there are still many insecurity issues. Hence, many of the players are still skeptical about the long-term sustainability of the project, and about the long-term commitment of the players in the field. This has also resulted in challenges related to low capacity, as getting international players that can give technical backstopping in Liberia has become limited. In addition, there have been some issues on the governance structure from the government side. This probably stems from the insecurity and the instability of the administration. In the year before the project started, there were three ministers of agriculture which were changing roles and priorities. For each minister they had to go and start the process of briefing, seeking support and more, all over again, as the new minister who is not acquainted with the project also had to come onboard. The project leaders had to start the whole process of ensuring that the government was committed.

Important success factors for joining PPPs

The WB argues that generally, in order to be successful in a PPP, trust amongst the players is important. This especially means that all of the players are on the same page in terms of commitment, but also trust in terms that each player will fulfill their part of the agreement. The second thing that is important is that there should be a facilitator, or a facilitating partner of the project. This could for instance be the local government, as it is important to get them onboard with the project, and they are the ones who are able to change policies in the country. In other words, a high commitment of the local government is very critical for the success of a PPP. A third important factor is that there is a major equity in terms of the playing power of all of the core players. For instance, the farmers, who are seen as large receivers in such projects, are also the most vulnerable unless they are arranged into groups. When the farmers are organized into groups, it gives them the opportunity to have a saying and contribute to the resolutions to what they feel is the best approach for them.

Recommendations to others joining PPPs

The WB sees the element of trust as an important factor when joining a PPP. A clear indicator of what each partner will get out of the partnership should also be established. All partners must have something in the partnership that benefits them, if not it will be difficult bringing other players into the arrangement. Another element to have in place is a written agreement. In the tree revitalization project, they had the contract authorized by the cops in order to make sure that there was a legality to the document, and that there was a legal binding to the project. One should have constant meetings throughout the project and review the process throughout the stages of the arrangement. This is especially important as there could come up a lot of challenges along the way. Clear indicators and milestones of measuring performance should also be put in place early in the project, so that there can be constant monitoring of the changes, performance and orientation of the project, and this way one is able to see how well the team progresses.

4.1.6 Plan International Norway

The representative interviewed on behalf of Plan International Norway was Linda Haltbrekken, Head of Corporate Partnerships. Plan International Norway (Plan Norge (Plan)) is a development and humanitarian organization that advances children's rights and equality for girls. The Swedish Plan office has recently been involved in a PPP in Uganda called "A working future", which the Norwegian Plan office is now planning on scaling up in Tanzania. Their main partner in this project is Accenture, but there are also other private sector partners participating in the project. The aim of the project is to help young people gain access to the work market by providing them with the knowledge and skills needed. SDG 8- decent work and economic growth, works as a motivation for the partners involved. For Plan as this can be used as a good link to Norwegian businesses. The first step in this project was to do a market scan in order to map which needs there are in the work market, as well as being able to see which opportunities there are in the country to do something new, both in terms of the local market needs, but also in regard to the international market. Accenture, as the main private sector partner, has played an important part in this work using their consultants' time and competence, and this is part of the partnership agreement between Plan and Accenture. They started by mapping the current competencies and skills of the young people to see where there is a gap and a market need, and then later tried to match the newfound competencies and skills

to where it is needed. The main goal of this project is to help 100,000 young people get access to the work market by 2020.

The project is divided into two approaches. One approach is micro franchising, where the young people gain direct access to buying larger quantities of a product and then sell it on their own. This could for instance be laundry detergent. The idea of this model, is that the points of sales, or stores, need to be set up in rural areas and that they get access to a product a lot of people need and are willing to buy. This works as there are often long distances between the rural villages and markets or grocery stores, and as long as the placement of the selling points and prices are reasonable, people are going to take advantage of this. The other strategy is producer groups, which is more relevant for this study. The producer group strategy is based upon a market analysis, where Accenture and Plan works together on seeing where there is a market need, and then help the young people with the skills and knowledge needed to produce this product. The reason why the youths are made into groups are because the land areas they own by themselves are often small, and by forming them into groups they gain access to larger areas, which makes it easier to gain access to the market. For instance, in Tanzania, they saw that there was a need for quality chili, and that the quantity needed was not being met. What Plan and Accenture did, was to help create a relationship between the youths and the chili exporters in producer groups. The first step was to educate the youths in how to conduct efficient and sustainable farming, and to produce products of high quality. By doing this, the farmers are able to invest more, as well as eventually being able to produce more, hire more people and get a business going and succeed.

Partners and role of the core partners

The first partner is Plan International Norway, who works as one of the drivers behind the project. Accenture, who also works as one of the drivers behind the project, have also provided some finance. The Swedish International Development Cooperation Agency (SIDA) has helped financing the project, the same with Statoil (now Equinor) who contributed in the form of a one-time donation. Bearing point supports the project financially, as well as thorough pro-bono work to help Plan get more private sector partners in Norway. Table 4 presents a summary of all the partners and the role of the partners.

Table 4: Role of partners Plan International Norway

Partner	Acronym	Role of Partner
Plan International Norway	Plan	Drivers of the project
Accenture		Drivers of the project as well providing some financing
Swedish International Development Cooperation Agency	SIDA	Financed the project
Statoil (Equinor)		Financial contribution
Bearing Point		Financial support as well as pro-bono work to help get in touch with more private partners

Successful factors in the partnership

There have been two especially crucial success factors within this project. The first one is that the private partner, Accenture, has a long-term perspective when it comes to the SDGs and working on this project, as well as having sustainability clearly integrated in their business strategy. They have also been very patient when it comes to the work needed, and has, together with Plan, been able to set clear goals on what they want to achieve. Together they have found common goals and has a clear understanding of what they both need when working together. For instance, Accenture has had some of their consultants working at the offices of Plan, which has helped them become more motivated. The second factor has been to spend a lot of time together. As Plan and Accenture in theory are two very different organizations, it has been important to understand each other’s drivers, why they are working together, and to find some common ground.

The way Plan has been able to set up producer groups and provide the youths with knowledge and skills, both when it comes to producing certain products, but also in terms of working contracts and labor rights is also a successful factor in the project. They are aware that most work relations in the African countries are informal, and that it will take time to change this, but by making the workers more aware of their rights, they are trying to engage the youths in these issues and make a change.

Challenging factors and weaknesses in the partnership

Plan has found that understanding what the governments, in this case the Norwegian government, wants and needs from them to be challenging. On the one hand, the Norwegian government are publishing press releases or white papers saying that businesses, IOs, and governments needs to work together in tackling development challenges, and promote economic growth, while at the same time, the necessary support systems are not in place. While on the other hand, it is mostly a focus on businesses, and their role in such partnerships. Other challenges Plan has seen, is to get businesses onboard their projects. They want to encourage businesses to do more research on where there is a development organization on the ground, with the skills and knowledge to help them sustainably produce the raw materials that they need. The main issue here, lies in the fear of risk. Many businesses are skeptical to opening up and look into their supply chain, as opening up too much within one department might expose issues they have in other departments as well. Plan encourages businesses to open up more, and become more honest in their communication, especially when it comes to how they work towards the SDGs. The way businesses could change this, is by mentioning concrete goals and indicators they are working towards, as well as communicating their success factors, but also what they are finding more difficult. In this case it is important that they do not only communicate this to their customers, but also to that they have an internal understanding that everything cannot be fixed overnight, it takes time. By being more open, and dare to get started, they can, with the help of IOs and other actors on the ground, map and work out together what needs to be done and set up a plan on how to solve these issues.

Important success factors for joining PPPs

In order to be successful in a PPP, it is important to come up with common goals and set some common grounds on what one is aiming to achieve. It is also important that all the partners understand each other's needs and that both partners provide something in the cooperation to the other. The partners should spend a lot of time together, to understand each other's drives and why they are involved in the project.

Recommendations to others joining PPPs

The partners should sit down and come up with some common goals and a framework for what the partnership should include and not include, as well as to look at what expectations one should have for the project. It can be hard to include the government, especially in the start

process of the project, but for the businesses involved, it is especially important to sit down to discuss how much financial means they are going to need in order to do such a partnership, as well as the long-term perspective of the project, meaning how long will it last. Depending on the partner in the project, there are different approaches when entering such a partnership. Businesses especially, should look at their current activities, and based upon where there are challenges, start by mapping and analyze the situation. Based upon the findings, they should sit down with the other partners and come up with common goals and frameworks, and also look at who should be involved and included in the project. Plan argues that such partnerships should in many cases be initiated by the businesses, as they are the ones delivering a product and are directly involved with the supply chains.

4.1.7 Ethical Trading Initiative Norway

The representative interviewed from the Ethical Trading Initiative Norway (Initiativ for Etisk Handel, (IEH)) was Ole Henning Sommerfeldt, Senior Advisor IEH. IEH is a multi-stakeholder initiative that is represented by businesses, labor organizations, IOs, development organizations, employer organizations and public sector. Their mission is to contribute to sustainable development, environment, anticorruption and human rights in global value chains. They do so through two main goals; the first being strengthening their members' work through ethical trading, which means responsible supply chains and by following up on their suppliers and improve the supply chain; the other is to strengthen the ethical trading agenda and encourage others to engage in such activities. IEH was established in 2000, mainly by Virke, Coop, Kirkens Nødhjelp, and the Norwegian Labor Organization (LO). Their model is based upon their sister organization Ethical Trading Initiative (ETI) in the Great Britain (GB), which was established two years earlier. One of IEHs main priorities, is to educate and counsel their members, but they also have their own projects that aims at strengthening work in the supplier countries by mapping and addressing the issues that exist.

IEH has both been involved in, as well as being in the process of starting, PPP projects, but for the purpose of this study, the most relevant PPP project is one related to the tomato industry in Italy. Here IEH has been involved in improving the working conditions of the farmers, as they are often vulnerable migrant workers that are being taken advantage of. Research has shown that the workers are often being exploited, and that they are not getting the treatment they have the right to. This is both in terms of payment, but also when it comes to the conditions on the

farms and the work hours. For this project it was important for IEH to involve their sister organization ETI, as Norway only accounts for 0,7 percent of Italian export of processed tomato, while the GB stands for about 20 percent of the share.

Partners and role of the core partners:

The information provided in this interview was not sufficient enough to provide a list of partners and their role.

Success factors in the partnership

For IEH, a lot of the success lies in how they have been able to make a change in legislations. When manual harvesting is used (as opposed to mechanical harvesting), the smallholder farmers tend to be hired based on casual labor, which again propagates in the supply chain. The tomato initiative has provided policy changes as well as it has developed regulatory recruitment mechanisms, which lays the ground for introducing regular recruitment mechanisms, where the workers are being hired from an official system, rather than informal staffing agents. They have also put in place a larger criminal liability system. When illegal hiring is being conducted, as part of the new legislation, the farmers have a legal liability for illegal hiring through middle men. Another part has to do with procurement. Often things are bought through electronic auctions, during which the first auction the lowest price is selected as reference price for the second auction. During the second auction the suppliers are given a very short time to reply, often leading to excessively low bids. The way this process works is very unsustainable, especially in terms of how they affect the working conditions of the farmers. IEH is currently working on getting rid of this form of procurement in order to improve the working conditions of the farmers.

Another success factor of the project is the way that they are involving the workers and the members of IEH in supplier workshops. These are being held once a year and consist of a dialogue forum where the farmers are invited to talk more openly about the issues that exist. What they have noticed here, is that the farmers are now more open to talk about how they are being treated and the fact that they often have to do illegal actions, which has been helpful in the work of tackling these issues.

Challenging factors and weaknesses in the partnership

One of the biggest challenges in the tomato initiative was the one where some partners resist change. In some instances, there is no motivation by the partners to do any changes, as there is other mechanism that are earning money in the way that the tomato industry works today. The migrant workers often come from African countries and Eastern Europe, and worked without contracts and under bad conditions, especially when they were harvesting the tomatoes. The fact that there are some illicit elements involved in the current structure, means that there are people making money from the way things are, which has become accepted and incorporated into the culture. This is a time-consuming process to change. However, by the help of ETI, IEH has been able to put some more pressure on the government and has been able to start a dialogue and a partnership. IEH are also interested in getting a system in place which can properly set a price to the tomatoes in terms how much they should cost to make sure that the conditions of the farmers are reasonable when they are doing the harvesting. The main challenge here is to ensure that the money ends up in the hands of the farmers, and that they do not end up in the hands of some of the other players along the way.

Important success factors for joining PPPs

It is important that the project is well-funded, and that one is able to include all relevant partners – both from the country that is initiating the partnership, but also all relevant local partners. This could mean relevant unions, local governments, voluntary organizations, suppliers, producer associations, and other actors that can contribute to making a change in the relevant country. If one fail to include all relevant partners, and does not get the proper buy-in, one might experience opposing forces, which makes it difficult to achieve what is planned. It is also important to set realistic goals and to be able to show progress and results in the partnership, in terms of improved conditions for the workers, local communities and the environment.

Recommendations to others joining PPPs

It is important to keep in mind that PPPs are very time consuming, and the partners need to be aware of the fact that committing to such arrangements will be for a longer time period. One should also include the necessary partners needed for the project. In regards to the public partner, they need to be included as they can provide funding, as well as open doors to embassies, foreign services, or provide contact information to other governmental parts of the local countries. It can also be helpful to include voluntary organizations as these usually have

a lot of knowledge of the local communities, since they often are involved in many humanitarian projects in developing countries and can be an important local supporter.

4.1.8 Norwegian Institute of Foreign Affairs

Even though the Norwegian Institute of Foreign Affairs (Norsk Utenrikspolitisk Institutt (NUPI)) have not been involved in PPPs, they were an important part of the study as they provided information in regard to what to consider when it came to land tenure issues, especially in the African region. The representative interviewed on behalf of NUPI was Morten Bøås, Research Professor.

Bøås (2018) stressed the importance of landowner rights in the African countries, and that there are often no contracts on who owns the land. It is important that the organizations and private sector consider this when they decide to work with smallholder farmers, as there is often an unequal power balance when it comes to land ownership. In most circumstances, the land is divided through collective rights. In such cases, PPPs can be hard, as the land is provided to the farmers by the government or another family, and the farmer is not allowed to produce cash crops, which includes bananas, oil palm, rubber plants, and other crops that creates lasting roots that can degrade the soil. This is due to the fact that such farmers will regularly be provided with new farming areas, which has to do with availability. If such factors are not being considered when starting a partnership, it might become a source of conflict in the future, which has been an issue in the past to be an issue.

The fact that the farming areas also works as a family's safety net should be considered. In traditional terms, the soil used for growing fruits and vegetables cannot be codified into a source for economic income. Businesses should become better at including experts within this field – being good at business does not necessarily mean that one understands the social aspect of landowner rights. Smallholder farmers are emotionally involved in such partnerships, as they are afraid of losing the only thing that can provide their family with some sort of security. In a worst-case scenario, international players not respecting this, can result in violence.

Another aspect Bøås (2018) is a bit critical to, is the fact that there is no direct evidence that improvements in the agricultural sector is directly connected to PPPs. There could be other factors that can explain this, such as improvements within the government, that there have been

some good years in terms of farming and weather and so on. Hence, he argues that if businesses and other sectors are to start PPPs, they need to see it from a long-term perspective, and be prepared to commit for several years. This is due to the fact that it takes a long time before sustainability can be fully integrated, as well as it can have both positive and negative effects, and in order to be able to do corrections, one need to stay in the project for a long time.

In cases where the government's own the land, it is also important that the partners in a PPP ensure that the profits made from the production does not end up in the hands of the government, but that the money goes to the farmers. In such partnerships there are often a lot of actors involved, and one must look at the efficiency of such partnerships, and if it will be worth it, both for the public and private sector, but especially for the smallholder farmers.

The main message from Bøås (2018) is that businesses and other actors joining PPPs has to consider landowner rights, and that they have a clear understanding that these are different from what one is used to in the global north. This does not necessarily mean that there has to be binding contracts involved, but that there is a clear understanding on how farming areas are provided to the smallholder farmers, as this can be a source of conflict for the partnership and project. Table 5 provides a summary of all the crucial factors to ensure a successful PPP, difficulties and, recommendations presented by the interviewees.

Table 5: Summary table of success factors, difficulties and recommendations all interviewees

Project partner	Crucial factors to ensure successful PPPs	Difficulties	Recommendations for future PPPs
Solidaridad	<ul style="list-style-type: none"> -Communication– ensure that everyone understands each other, and to successfully come to an agreement. 	<ul style="list-style-type: none"> - Transparency issues. Recently, there has been some disagreement within the core group on publishing reports and findings from the project. 	<ul style="list-style-type: none"> - Make sure that one work in an environment where everybody is happy and feel like they agree on the goal of the project
IFAD	<ul style="list-style-type: none"> - Addressing issues such as well-defined frameworks and guidelines, access to finance at reasonable interest rates, better transparency etc. - Identify and engage relevant brokers for the partnership - Provide affordable finance packages and insurance that covers the work of the project. 	<ul style="list-style-type: none"> - The private sector partners is not properly organized. - No well-defined framework or guidelines - Issues getting access to term finance, and at the same time, interest rates are often high. - The capacity of the actors in the partnership varies - Transparency and business integrity 	N/A
Abba Seafood	<ul style="list-style-type: none"> - Analyze the interest’s drivers both in a long-term and short-term perspective - Measure risks. - Include partners with the same interests - Include the industry, as this creates more reliability and trust in the project. - Include the local government of the business as well. 	<ul style="list-style-type: none"> - Cannot always just look at the project from a long-terms perspective, as the way of living in third countries also requires a short-term perspective - Limited economic resources to ensure that the information gathered was verified. - NGOs measured and promoted sustainability differently. - Considered more actors that could have had interest in joining the project 	<ul style="list-style-type: none"> - Look at the project from a perspective where the local interest is analyzed - Look at how the changes are positive for those it affects, i.e. the farmers. - Do a risk analysis, where one look at the factors of the project that might be negative for the farmers in a short-term perspective - Having one or more local representative that are engaged at all levels of the partnership.
Yara	<ul style="list-style-type: none"> - Ensure trust of the local government. - Find common goals and interests that work for all partners, and that there are not too many partners involved 	<ul style="list-style-type: none"> - Identify a common interest among the partners, and land on a project that could benefit all, as well as a concrete problem and a solution to the problem. - It was challenging to implement what they had decided on. 	<ul style="list-style-type: none"> - Include other players with similar problems and interest to solve them. -Involve local players. This can be either the government or other businesses - Work beyond the traditional business to remove any roadblocks along the way.
The World Bank	<ul style="list-style-type: none"> - Trust amongst the players - There should be a facilitator, or a facilitating partner of the project. - That there is a major equity in terms of the playing power of all of the core players. 	<ul style="list-style-type: none"> - The bank is still skeptical. They want to ensure that there is a high probability of them getting their money back. - The project takes place in a fragile environment. - Issues on the governance structure from the government side. - The capacity is very low - Problems of insecurity. 	<ul style="list-style-type: none"> - Trust - A clear indicator of what each partner will get out of the partnership. - written agreement.. - Constant meetings and review processes throughout the partnership - Clear indicators and milestones of measuring performance
Plan International Norway	<ul style="list-style-type: none"> - Common goals and set some common grounds on what one is aiming to achieve. - Partners understand each other’s needs and that both partners provide something in the cooperation - Partners spend a lot of time together, to understand each other’s drives and why they are involved in the project 	<ul style="list-style-type: none"> - Understanding what the governments, wants and needs from IOs - Fear of risk amongst businesses. 	<ul style="list-style-type: none"> - That the partners sit down and come up with some common goals and a framework for what the partnership should include and not include, as well as to look at what expectations one should have for the project.
IEH	<ul style="list-style-type: none"> -Well-funded project, and that one is able to include all relevant partners. -Set realistic goals and to be able to show progress and results in the partnership 	<ul style="list-style-type: none"> - In some instances, there is no motivation by the partners to do any changes, as there are other mechanisms that are earning money in the current system - Ensure that the money ends up in the hands of the farmers, and not some of the other players along the way. 	<ul style="list-style-type: none"> - Such projects are very time consuming, and the partners need to be aware of the fact that when they are committing to such arrangements it is for a longer time period. - Include the necessary partners needed for the project. - Can be helpful to include voluntary organizations

4.2 Articles

An essential part of the study has been literature review. The texts presented are the ones deemed relevant for the analysis of the topic of PPPs in the agriculture sector.

4.2.1 Common Responsibility for a Common Future— the Sustainable Development Goals and Norwegian Development Policy

In a report to the Norwegian Parliament, the Norwegian Ministry of Foreign Affairs (2017) recognizes the importance of businesses, and that the government and development organizations need to work together in order to reach the SDGs and eradicate poverty. The Norwegian government cooperates with different actors from international organizations; the private sector; governments; and the civil society in their approach to reaching the SDGs. Through partnerships with Norwegian and local civil society organizations, there is a bigger chance of being able to strengthen the competencies and build alliances between groups so that the local organizations can promote their interest and influence their communities more efficiently (The Norwegian Ministry of Foreign Affairs, 2017). When it comes to regional organizations, these are becoming increasingly important when it comes to Norwegian development cooperation, as these have a larger degree of legitimacy than global actors when it comes to introducing new norms. One should also include Norwegian civil society organizations, as many local development organizations in developing countries are weak, and this ensures giving the vulnerable groups a voice. Even though they do not directly receive funding, it is important for the government to include businesses if they are to reach the SDGs (The Norwegian Ministry of Foreign Affairs, 2017). Recent reports show that many business leaders see the SDGs as an opportunity to think in new terms and reevaluate how their businesses can adopt to the changes in the world to ensure long-term profitability. The Norwegian Ministry of Foreign Affairs (2017) do, for instance, expect to a larger degree, that businesses follow the laws and regulations of the countries they are involved in, and that they acknowledge and understand the international guidelines for businesses presented by the UN and OECD, and that they use these guidelines in order to develop new strategies for responsible business operations (The Norwegian Ministry of Foreign Affairs, 2017).

In one area where the business sector is especially important is in the field of job creation and business development (The Norwegian Ministry of Foreign Affairs 2017). Norwegian businesses can help introduce new technologies as well as finding new solutions to more sustainable development and value creations, as well as contributing to increased welfare. It is

also necessary that the farmers are introduced to more robust and sustainable systems for the production and distribution of food, as there are several examples of extreme weather leading to erroneous crops and hunger in the global south (The Norwegian Ministry of Foreign Affairs, 2017). In order to approach such issues, climate smart agriculture and new cultivation methods have been introduced in countries where there are signs of a climate change. One should include businesses, as many smallholder farmers are struggling to get a deal with suppliers. In many situations this is due to lack of quality and quantity of their products (The Norwegian Ministry of Foreign Affairs, 2017). In order to help farmers gain access to the market, actions are needed in terms of improving the quality of the products, security of supply, as well as improving the farmers' knowledge of international trade rules.

As SDG 17 encourage the importance of cooperation and partnerships, the Norwegian Ministry of Foreign Affairs (2017) is committed to increase their use of PPPs, as these kinds of partnerships have the potential to increase the effect on the results compared to what the individual partners would have been able to achieve on their own. With the help of the SDGs, the private sector has gained a more visible role when it comes to development, as they can contribute with advanced technology and share their knowledge. It is also encouraging for the Norwegian Ministry of Foreign Affairs (2017) to see that an increasing amount of public and private businesses are seeing sustainability as a prerequisite to profitability, and that an increasing amount has started to include the SDGs in their business strategies. The Norwegian Ministry of Foreign Affairs (2017) recognizes that many national actors in their partner countries are stronger than before. As a result of this, they are now considering giving more support directly to national actors, and by doing this, they will contribute to a direct strengthening of the civil society in these countries.

4.2.2 Public-Private Partnerships for Agribusiness Development

In 2016 the FAO released an article explaining the importance of PPPs in the agriculture sector. The study is based upon 70 case studies from 15 developing countries, and the aim has been to see potential benefits and challenges of such partnerships (FAO, 2016). This form of partnership has been promoted as it can potentially help improve the sustainability in the agricultural sector, and to a larger degree, promote inclusive development for smallholder farmers. The cases used for the study involved one or more public entities and one or more agribusiness companies. In addition, they also involved financial institutions, NGOs, small and medium agro-enterprises, farmer organizations, as well as individual farmers (FAO, 2016). The

study found that many of the partnerships showed evidence of positive net income, improved market access, increased productivity, improved product quality or reduced cost for the smallholder farmers. The public-sector partners also achieved positive benefits, as there was evidence of achieving socio-economic targets, general benefits from the involvement in PPPs (such as the strengthening of public-sector institutions), and skills in project design and management (FAO, 2016). When it comes to the businesses, they also experience positive benefits, in terms of increased sales and market shares and/or greater availability of raw material supplies.

However, there were some limitations of PPPs identified. These included that the success or failure of such partnerships were highly dependent on the enabling of environment and the governance strategy designed to support the implementation of these partnerships. Other limitations were that legislations and regulations regarding land access, enforceability of contract farming agreements, protection of intellectual property and other issues such as natural resources management, food safety, agricultural insurance and regulations are critical when it comes to the implementation of PPPs (FAO, 2016). Another challenge with PPPs in the agricultural sector, is that there is a lack of guidance when it comes to the project's design phase. A result of this has been that transparency in the selection of private partners, risk sharing and mitigation mechanisms to protect the smallholder farmers, as well as conflict resolutions has been overlooked (FAO, 2016). Lack of market assessment and feasibility studies in the development of the PPP arrangement has contributed to financial challenges, and several partnerships have reported slower than expected payback periods and lower than expected returns on investment etc. as a result of this.

In their report, FAO (2016) concluded that while there is evidence that PPPs can make positive contributions in making the agricultural sector more sustainable, several issues associated with the impact of PPPs on poverty reduction and inclusion must be addresses to ensure that the partnerships are more effective.

4.2.3 shaping the future of global food systems: a scenarios analysis

In January 2017, the WEF released a report where they stressed the importance of more sustainable and efficient food systems. As food systems are crucial to the health of people and the sustainability of the planet, it is important to develop inclusive, sustainable, efficient,

nutritious and healthy food systems in order to reach the SDGs. The four scenarios identified by the WEF (2017) were:

1. Survival of the richest: this scenario is based upon a world of resource-intensive consumption and disconnected markets, where there is a stagnant global economy and a strong division between the “haves” and “have-nots”
2. Unchecked consumption: this scenario is based upon a world of strong market connectivity and resource-intensive consumption, where the result is a world with high GDP growth, but with high environmental costs
3. Open-source sustainability: this is based upon a world where there are highly connected markets and resource efficient consumption, which has increased international cooperation and innovation, but there is still a risk of leaving some behind
4. Local is the new global: this is based upon a world of fragmented local market with resource-efficient consumption. Here resource rich countries focus on local foods, while import-dependent regions have become hunger hotspots. Figure 10 shows which of the scenarios connectivity and resource consumption will lead to, depending on it being high or low.

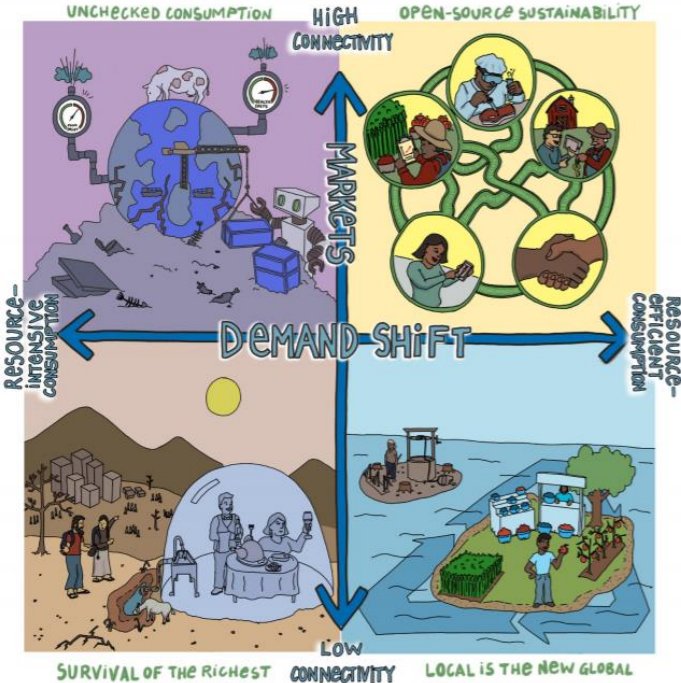


Figure 10: Connectivity and resource use (WEF, 2017)

As of today, any of these scenarios are possible, and either one of them could be the reality by 2030. It is therefore important that action is taken before there are signs of a clear path towards

one of the scenarios. An important factor in solving these issues will be collaboration between all actors in the food system when it comes to innovation and coordination. The WEF (2017) also stresses the importance of the world's food systems being inclusive, sustainable, efficient, nutritious and healthy. *Inclusion* means that there is economic and social inclusion for all food-system-actors, including smallholder farmers, women and youth. *Sustainable* means that there is a need to minimize environmental impacts, conserving scarce natural resources, and strengthening resiliency against future shocks. *Efficient* involves producing adequate quantities of food for global needs, while at the same time minimizing loss and waste. That the food system is *nutritious and healthy* means that it needs to provide and promote consumption of diverse nutritious and safe foods for a healthy diet (FAO, 2017).

5. Analysis

The WEF report (2017) on the future of global supply chains, calls for action and awareness of how food is produced, as well as what kind of food is produced. As developing countries are becoming more developed, one can see an increase of food demand here as well, and the middle class is asking for higher quality products, which many smallholder farmers are not able to deliver based upon their lack of knowledge, skills and access to new technology. Hence, it has become necessary to include the population of the world that is at the bottom of the pyramid (BOP), as this can also improve market access, increased consumption, and strengthen the country's GDP. The BOP-populations have little to no access to education and are therefore not able to exit the vicious cycle they live in; improve their crops and farming strategy; and are unable to gain market access. Especially on the international market, where their products do not satisfy the requirement levels, smallholder farmers are struggling to reach the quantity and quality of products desired, in order to get the market access needed. The reason why many farmers are having difficulties producing products of high quality, is not only due to the lack of financial needs and technology, but also due to the fact that there are no set standards or requirements of the food that they are producing. As a result, many countries end up importing food from other countries that *do* produce such goods. In order to fix these issues, the participation of international businesses and the local government could solve this growing problem. The issue with the BOP strategy is that there is no clear definition of who it includes, and how this population should be approached. The current poverty lines are also way too low, as well as it is based upon a lot of generalizations, which makes it hard to decide who belong in this group, thus approach the correct targeted group.

It is not only the potential lack of resources and poor food systems that work as motivations for why, especially business, needs to reevaluate their current actions. An increasing number of consumers are asking for more transparent and sustainable supply chains. In the global north there is evidence that consumers are willing to pay a little extra as long as they know that the product they buy are of high quality, and they know that the farmers are being treated fairly. Hence, businesses need to look to their value chains to ensure that their business operations are satisfying in order to ensure long-term profitability. By working with smallholder farmers rather than large-scale farmers, the businesses become closer to their farmers, as well as they gain more flexibility when it comes to creating the product that they want, since smallholder farmers are more willing to change their produce. Large-scale farmers on the other hand, usually provide

a certain standardized product that they are reluctant to change, as they know they can get access to other buyers. When working with smallholder farmers, one can also provide them with a predictability of them being able to sell their products, which makes it possible to get access to the loans needed to improve their farming practices.

As of today, most sectors are individually working towards facing these challenges, as well as mainly operating within their own borders. This is challenging because they will not have access to the same means in the terms of finance, knowledge, skills, and technology. Rather than just giving countries financial aid to ensure development, donating governments should be more hands on to make sure that the money ends up in the hands of those who need it the most. Businesses should become better at initiating such partnerships because they are, in the end, the ones delivering a product, as well as being the ultimate player that can promote change, due to them having the financial means to do so, including the access to other resources necessary in order to be successful.

5.1 Sustainability

Sustainability and efficient resource use is the main motivation behind PPPs in the agricultural sector. Most businesses and governments have sustainability high on their agenda, as both customers and citizens demand a response to the changes in climate, and the future risk of food resources. Through the work of ensuring sustainable global supply chains, a business can help farmers improve their skills and knowledge on farming, as well as being able to produce products with a higher quality as well as reducing their commercial risk. Even though the strategy itself does not focus on generating more money, it is most likely to do so, as production becomes more efficient and the quality becomes better. This way, the farmers are more likely to get the money they deserve, which again can be reflected in the local community. At the same time, the company can charge their products at a higher rate, which will generate a higher revenue, which benefits both the farmers and the firm.

In 2015 the UN released the Sustainable Development Goals (SDGs) as a strategy to end poverty, protect the planet and ensure prosperity for all. Even though the goals themselves would not be very important in the process forming a PPP, they could work as a strong motivation for public or private organizations and governments.

5.1.2 Goal 2- Zero Hunger

PPPs can contribute to achieving goal 2 by promoting knowledge to smallholder farmers, which again can lead to them using their resources more efficient, making it possible to feed more people. This is directly connected with the issues of current global food systems. What can work as motivation to help achieve this goal, is that an increasing amount of the world's population are demanding that the food that they eat has been produced sustainable, are of high quality, and more people request transparency on where their products came from, and what the conditions here are like. In a successful PPP it could be possible that the education and development for the smallholder farmers has a spillover effect, which hopefully can result in development and improvement in the surrounding areas as well.

5.1.3 Goal 8- Decent Work and Economic Growth

A lot of development organizations and businesses have already integrated goal 8 into their strategies. Some organizations also uses this goal as a door opener to getting businesses onboard with their projects, as this works as a great motivation to fix the issues in their supply chain. PPPs can help contribute to this goal by providing the skills and knowledge needed to produce goods without harming the environment, as well as providing help and information on producer and consumer behavior, as these often tend to drastically change as a country becomes more developed. Patterns show that economic development leads to larger consumer groups, and that people tend to buy more food produce, which again can cause large stress on the nature, and also farmers. This is why it is important that the smallholder farmers learn to produce sustainably, as well as it can be helpful to educate the consumers on how to use the food they buy more efficiently. This is something that is crucial in already developed countries, due to fast paced growth of wasted food. The work of PPPs can help contribute to more decent work, as there can be set standards and demands to countries and businesses that the farmers' working conditions has to be good. The risks for a firm, especially a large firm in a developed country when forming such a partnership, can be that their business gets involved with farmers that does not treat his or her workers well, which will reflect poorly on all of the business's supply chain.

5.1.4 Goal 9- Industry, Innovation and Infrastructure

Goal 9 can be used as a motivation to help smallholder farmers gain access to the financial means they need to produce in a more sustainable way, as well as improving the infrastructure in the areas where they live, so that they are able to export some of their products. By forming

a PPP, the chances of governments and smallholder farmers getting access to the financial services needed to develop and form better infrastructure are higher. This goal also motivates to information-sharing amongst countries and sectors, especially in terms of technology and how to use resources as efficiently as possible. By being able to produce more and better products, farmers are able to expand their market, both because they can sell larger quantities, but also because the quality often gets better, which makes their products more attractive. In addition, by improving the infrastructure, it will be possible for the farmers to become a part of a larger market as it becomes easier to transport the products from farmer to consumer. More efficient transportation means that it becomes cheaper. This again will result in the country becoming more attractive for businesses, which is positive for the government.

5.1.5 Goal 17- Partnerships for the Goals

In terms of PPPs this would probably be one of the more important goals to be used as a motivation. As the aim for this goal is to promote global partnerships. This goal reflects that the UN supports cooperation between the public and private sectors, which can be helpful for many smaller partnerships, as they might be able to get some help from the UN agencies. Governments and businesses have been encouraged by SDG 17 to engage in PPPs as this goal stresses the importance of global partnerships and encourages PPPs as a more efficient way to achieve the targets of the SDGs. When different sectors work together, they can share experiences and information with each other, which can be helpful when it comes to the success of changing the current systems.

5.2 PPPs, CSR, and CSV

As “business as usual” is no longer an option, it puts an extra pressure on businesses and their supply chains. Businesses are increasingly encouraged to include sustainability into their business strategy, either through CSR or CSV, and to make sure that they are withholding their due diligence. In order to ensure that the businesses are acting responsible, the UN Global Compact (UNGC) and UN Guiding Principles on Business and Human Rights (UNGP) both provide principles that an increasing amount of businesses already have included in their business strategies, and they also work as a guidelines on how to conduct proper work in the department of CSR and CSV. When it comes to including CSR in their strategy, businesses have had varying results. Many businesses use CSR as sort of a PR strategy to improve their reputation, but they are not really doing anything to improve the holisticness of sustainability,

which is required if improvements in their supply chains is to be successful. However, in the case of this study, most of the businesses that has been interviewed are working on fully incorporating CSR into their strategies and are now recognizing that becoming more sustainable is the only way to ensure long-term profitability.

The fact that CSR is mainly about protecting and improving might help explain why businesses are becoming more interested in joining PPPs. In doing so they are providing help to the farmers that produce their products with the education and resources they need to produce more sustainably and efficiently, making sure that both their value chain and the products they provide to their consumers are sustainable. This can be done by focusing on certification schemes. As different certifications already consist of criteria and indicators, it makes it easier for the partners in a PPP to develop a framework, as well as a contract or agreement on what they want to achieve with the project. The certification criteria can also make it easier for the partners to set measurable goals and a timeline for when they expect to reach these goals. Businesses especially benefit from this, as they can assure their customers that their products are sustainably produced, and in some cases that they are traceable. The reason as to why the private partners decide to put this much attention to their farmers becoming certified, lies in the interest of protecting domestic consumer as well as their own reputation on international markets by ensuring that international standards are being met.

Similar to the reasoning behind firms with a CSR strategy, firms with a CSV strategy can join a PPP to expand their environmental, economic and social value. For the purpose of this study, a combination of redefining the productivity in the value chain and building supportive industry clusters would be the most relevant, as the aim is to enhance the farmer's productivity and improve the supply chains by spreading knowledge and other needed resources.

5.3 Analysis of the PPPs

A large part of this study has been to conduct interviews with organizations and businesses to see how they have experienced being a part of PPPs. Table 6 shows the success of the different projects based upon the criteria in 1.1.8, rated as either compliant (green), medio-compliant (yellow), and non-compliant (red).

Table 6: Performance chart PPPs

	Solidaridad	IFAD	Abba Seafood	Yara	WB	Plan International Norway	IEH
Transparent project design	Yellow	Green	Green	Red	Green	Green	Green
Written agreement	Yellow	Yellow	Green	Red	Green	Green	Yellow
Well-defined legal and regulatory framework	Green	Green	Green	Red	Green	Yellow	Red
Smallholder farmers interest are being heard and considered	Green	Green	Green	Green	Green	Green	Green
Work towards reducing risks	Green	Green	Green	Yellow	Green	Green	Green
Should encourage long-term changes	Green	Green	Green	Green	Green	Green	Green
Partnerships should contribute to upgrading market structure and strengthen bonds between business and smallholder farmers	Green	Green	Green	Green	Green	Green	Green
Clear defined roles throughout the different levels of the partnership	Green	Green	Green	Red	Green	Yellow	Yellow
The partners need to share common goals that benefits all	Green	Green	Yellow	Yellow	Green	Green	Green

Green= Compliant Yellow= Medio-compliant Red= Non-Compliant

5.3.1 Solidaridad

Solidaridad is involved in a PPP that works towards creating a national standard for fruit and vegetables in Mozambique. They score mostly compliant (green) in the chart. However, formal written agreement is marked medio-compliant (yellow) as there is only a written agreement with the Ministry of Agriculture sector, as they were the ones who proposed that Solidaridad address the issue of fruit and vegetable standards in Mozambique. Transparent project design is also market medio compliant, as most of the partners are aware of the project design internally, but are reluctant to share the current status and findings externally with the outside

world. Overall Solidaridad have so far been successful in their work towards developing a national standard for fruit and vegetables in Mozambique. If the implementation of the standard becomes successful, this will help the country reduce their import of fruit and vegetables, as well as they will have the potential of increased exports, which again can result in increased revenue for the farmers and the country's economy.

5.3.2 IFAD

For the purpose of this study, IFAD's involvement in two different PPPs has been mentioned. These are the Ghana Agricultural Sector Investment Programme (GASIP) and the Rural Enterprises Programme (REP), both in Ghana. IFAD's scores in the chart are mostly compliant (green). In terms of project design, it is very consultative, and the government plays a crucial role in the design, with inputs from major stakeholders. When it comes to the written agreement, it is medio-compliant (yellow). This is due to the fact that there is no single agreement for all the partners. At the Corporate level, IFAD and the government sign what is termed Financing Agreement, which sets up the terms and Conditions for the Loan/Grant. Once the program is launched, the Programme Management Unit can also go into agreements with various institutions (meso level) and with clients and beneficiaries (micro level) for the implementation of activities, usually through service contracts or a Memorandum of Understanding (MoUs). These also set the terms and conditions, as well as the obligations, commitments and deliverables under the MoUs. Hence, there is no single agreement for all the partners, but several agreements based upon the partner in the project, which leads to them being classified as medio-compliant in this study. There is a legal and regulatory framework, as IFAD-financed programs use country legal and regulatory systems for its implementation. All relevant frameworks used are thus aligned with the laws and regulations of Ghana. If these programs are successful it will help increase the competitiveness, capacity, quality, price, and volume of the products of the smallholder farmers, which again will improve their livelihoods and can contribute to improving the GDP in Ghana.

5.3.3 Abba Seafood

Abba Seafood were involved in a Project in Thailand that was working towards ensuring sustainable fisheries, focusing on tonggol tuna. Most of the criteria are rated compliant (green) in the PPP where Abba were involved. The only criteria marked medio-compliant (yellow) is whether or not the partners shared common goals that benefits all. This is due to the fact that the changes necessary for this project, had the potential of compromising the fishermen, as they

depend on their daily catch, and this being a project where changes had to be made in order to ensure long-term sustainability and improvements, there was a risk of the farmers not being able to freely fish as much as they wanted, as this was not deemed sustainable. This was a bit different from what the private sector, (i.e. Abba Seafood), as well as the IOs, had in mind, as they wanted changes that would be beneficial for the future of the tonggol tuna. The second reason why this section is marked medio-compliant is due to the fact that during the partnership, Abba discovered that the method being used, and the framework developed, could not be used by all IOs, as some operated by a different model, which set limitations to the model being developed. This resulted in changes having to be made later in the project. The tonggol tuna project was successful in raising awareness to how fishing was conducted in Thailand, and in addition it has laid the groundwork for further improvements in the fishing industry in the country. recently there was a conference where the government in Thailand signed a contract committing to the long-term sustainability of the fishing industry, which shows how PPPs can contribute to awareness in an entire sector.

5.3.4 Yara

The project used for the purpose of this study, was the coffee project Yara was involved in in Vietnam. Yara has been somewhat successful when it comes to fulfilling the set criteria. The Vietnam Coffee project was one of the first PPPs within the agricultural sector, which helps explain why there are so many of the criteria that are not compliant. As a result of this partnership, the WEF came up with some guidelines and papers on how such partnerships should be conducted, and what businesses need to think about. Even though they were not satisfied at the time when YARA were involved – the project has now expanded. As a result, there is now more legitimacy to it, and a structure has now been put in place with proper governance. An example is the transparency for the project design, in the beginning it was all on goodwill from the private sector. Even though Yara and the other partners involved in this project faced a lot of challenges in the beginning, the end result was successful as they were able to convince the government of the importance of making structural changes in the agriculture to become more sustainable. In addition, their experience helped pave the way for future PPPs, as they discovered some important elements to consider when joining such partnerships, this being one of the first projects to be involved in a larger partnership that included both the public and private sector at an international level.

5.3.5 World Bank

The “Tree revitalizing” project in Liberia has been successful and compliant in all of the set criteria. One can see that all are covered green, which is probably due to the fact that a large international player such as the WB is a part of the projects, which encourages the transparency and operations at all levels. The success of this partnership ensures the livelihoods of the farmers as it has resulted in predictability for the farmers, as they know they will be able to sell what they have produced, and they are now aware of how much they need to produce before the season start.

5.3.6 Plan International Norway

Plan international Norway is working on a project called “the working future” in Tanzania, which goal is to help young people get access to the work market. Most of the PPP criteria is marked compliant (green), however, there are a couple of fields marked as medio-compliant (yellow). Plan has a three-year contract with Accenture, and a one-year contract with Bearing point. They also have other cooperation agreements with other producer groups and local private sector partners. The reason why “legal and regulatory framework” is marked medio-compliant, is because the project does not have a separate framework, but instead it is covered in the written contract and agreements with the different partners. “Clear defined roles” is marked medio-compliant, as this depends on the partner. In the agreement with the Norwegian private sector, it is stated clearly what is expected from them financially, while partners working pro bono, is more loosely described. As an example, Accenture has a consultant working at Plan once a week, but this is regulated based upon the need, while Bearing Point works with one specific issue for a limited time as a part of their agreement.

The outcome of this project can result in a larger number of young people gaining access to the work market, as well as increased awareness of how to sustainably produce in large quantities with a high quality. The positive part about this project is also that they map where there is a market need, so that the farmers are sure that they will be able to sell what they have produced.

5.3.7 IEH

IEH were involved in a project that aimed to improve the tomato industry in Italy and fulfill most of the criteria for a PPP for this study. However, the “well defined legal and regulatory framework” is non-compliant as the project consisted of an informal merging of partners that participated, and their approach was based upon the UNGP. The written agreement is marked medio-compliant, as there was no formal written agreement, but instead the members

contributed economically based upon a project description. The project is rated compliant (green) in regard to transparency, as it was transparent for the participating partners. However, even though the goals for the project was set, the activities and the approach were developed along the way. The criteria of clearly defined roles are also marked medio-compliant as the roles were not explicitly defined, but can be seen as implicitly defined based upon the role the partner has in cooperation with IEH. The results from this project has sparked the development of legal hiring framework that ensures the rights of the workers. Even though the framework is not properly in place yet, it still puts pressure on the employers, as they can be held legally responsible for not taking care of their employees. There has also been a focus on the bidding process, in terms of the price of the tomatoes, which will also reflect in how much the workers are being paid.

5.4 SWOT Analysis

In order to encounter the challenges in the supply chain related to agricultural production, it is important that all sectors come together to face the challenges. This includes the governments, the businesses, and the civil society. Such partnerships are identified as public-private partnerships. These kinds of partnerships engage both in the public and private sector to activities that can help make the agricultural sector more efficient and sustainable. As mentioned in chapter 1, for this study a PPP is defined as partnerships between one or more public and private actors, who work together to improve the conditions in the global supply chains. Such partnerships are characterized by doing development projects in developing countries.

To gain a better understanding of the current state a PPPs as well as realizing the potential for the future, a SWOT analysis has been conducted. This SWOT analysis presents the overall factors when regarding a PPP. However, with the different perspectives of the participating partners, some of the factors could be different depending of the SWOT. For example, what is classified as a threat in a PPP overall, could be categorized as a weakness to a private sector affiliate. Table 7 presents the main findings in the analysis.

Table 7: SWOT analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • facilitate farmers financially in order to get the resources and tools they need • provide knowledge that the farmers usually would not have had access to • successful in getting the farmers onboard and well-included in the projects • improvements have been made • farmers are able to see the value in the products they produce • help provide the means to local governments in order to make sure that the farmers get the education and knowledge needed to produce more sustainably. • Smallholder farmers rights are ensured 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • No guidelines • Lack of regulations • Land rights and ownership • Risks attached • Transparency issues • Issues with land-owner rights.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Cross-border partnerships • Efficiency • Improving smallholders' access to financing • It can help strengthen brands. • Such partnerships can also contribute to increased revenue. • Risk management and sharing. • Food security 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Potential for creating dependency for beneficiaries. • Businesses exploiting the farmers • Design issues • Lack of coordination and oversight body • Risk of excluding small-scale actor-private wants to work with large-scale farmers to reduce transaction costs • Risk of the money earned going to the government rather than the farmers • challenges with PPPs can be to find common goals • Hard to motivate needed partners in the project, • Land tenure issues

5.4.1 Strengths of PPPs in the Agriculture Sector

Private institutions can facilitate the farmers financially in order for them to get the resources and tools needed. As all of the cases in this study has been from developing countries, it has become clear that access to financial means has been hard for the farmers to obtain on their own. This is an issue that has been somewhat resolved by including the public and private sector into development strategies. Both private and public institutions, although mainly private

institutions and NGOs, also contribute knowledge that the farmers usually would not have had access to in other ways. In most of the cases, the sharing of knowledge has been one of the main priorities, and there has been a clear understanding that this is what is needed in order to improve the current levels of farming. Most partnerships have been successful in getting the farmers onboard and well-included in the projects. Most of the cases used for this study, have also found that they have been able to make improvements, whether it means implementing standards that ensure better quality of the farmers' products; helping youths get access to the work market; improving the sustainability and efficiency of farming; or the working conditions of farmers. Based upon the interviews, another strength is that through such partnerships, farmers are to a larger degree able to see the value in the products they produce, and are now more positive about their future, and the future of their products. They are also more positive in terms of exporting their products and become a part of larger international markets.

Previous projects have shown evidence that PPPs work to enhance the efficiency and sustainability in the agricultural sector. They have also seen that through such partnerships positive changes have been made at the local government level, as they realize the importance of farmers being exposed to knowledge and new technology that improves the sector, as this will help them maintain relationships with international businesses, who are becoming more concerned about their supply chains. Through a PPP, private organizations can help provide the means to a local government to ensure that the farmers get the education needed to produce more sustainably. The governments can then help with policy making, the process of getting access to financial help, and make sure that the money is being used where it is needed. In some cases, the private organization might motivate their local governments to participate by helping them financially as well. For this study, an important lesson has been to see how the interest of the farmer is being reassured and heard, as they are often the vulnerable group in such partnerships. All the people interviewed could tell that this was something they had focused on throughout the project, and that they all had taken measures in order to ensure that the farmers felt included. Table 8 provides a summary of the strengths identified.

Table 8: Strengths PPPs

Strengths

- facilitate farmers financially in order to get the resources and tools they need
- provide knowledge that the farmers usually would not have had access to
- successful in getting the farmers onboard and well-included in the projects
- improvements have been made
- farmers are able to see the value in the products they produce
- help provide the means to local governments in order to make sure that the farmers get the education and knowledge needed to produce more sustainably.
- Smallholder farmers rights are ensured

5.4.2 Weaknesses of PPPs in the agriculture sector

One of the reoccurring weaknesses mentioned throughout this study is that there are no written guidelines on how to approach PPPs in the agriculture sector. There is currently little research, guidance and support offered to both public and private partners, which makes it hard for the different partners to know where to start, as well as how to define roles. The current strategies and policies are mainly designed for mega-infrastructure programs. As a result, issues and concerns that are important in the partnerships covered by this study, such as risk sharing and mechanism to protect smallholder farmers, are not being properly considered and are often overlooked (FAO, 2016). Due to the limited access to guidelines there is also a lack of regulations of PPPs in the agricultural sector. This can result in illegal or unregulated activities, which can especially affect investments.

There is also a lot of risk attached to joining such partnerships. Many businesses are skeptical to look into their value chains and join PPPs, as they fear that this will expose other areas in which they are having issues as well. In many cases they fear that opening up, they will be judged for the way that they are doing business, and that the consumers will start questioning the business as a whole. For many, this risk is not worth taking, and instead they choose to ignore the potential weaknesses in their supply chain. This is related to the fact that businesses does not want to act based upon their good will, but instead they will promote changes if they

see the long-term value in such changes, and find it necessary for the future of their profitability. In many of the partnerships transparency issues were identified. Most of the interviewees for this study admitted that this is a challenge, especially when it comes to the sharing of documents that expose current status of the agriculture sector. In table 9, a summary of the identified weaknesses of PPPs is presented.

Table 9: Weaknesses PPPs

Weaknesses
<ul style="list-style-type: none">• No guidelines• Lack of regulations• Risk• Transparency issues

5.4.3 Opportunities of PPPs in the Agriculture Sector

Cross-border partnerships are now easier to create, as the private sector (i.e. businesses), are becoming increasingly internationally spread and interconnected, which makes it easier for them than ever to become involved in projects that are international spanned. Such partnerships can also help improve the efficiency in the global supply chains, as the sectors can share experiences and knowledge. In addition, it can help contribute to the supply chain becoming more sustainable. Joining a PPP in the agricultural business can help business’ sustainability strategy, as they become more aware of what is going on in the supply chain which again can help strengthen their brand. Customers are increasingly calling for more sustainable value chains, as well as knowing where their products come from. If an organization respond to these requests, people will feel safer buying their products, and it will improve the firms’ reputation. An important part of PPPs is financial aid, more specifically, improving smallholders’ access to financial aid. Including smallholders in these partnerships, the public and private sectors help them gain access to money from financial institutions, that they otherwise would not get (FAO, 2016).

Such partnerships can also contribute to increased revenue, which can be done in two different ways. One being through efficiency, where the farmers are able to produce more for less; the other being through quality. By sharing knowledge on the use of both fertilizers and pesticides, the organizations can help the farmers improve the quality of their crops, which again can raise the value of the fruit and vegetables. In this case one should keep in mind that even though there might be an opportunity for increased productivity, it is crucial that the farmers do not start overproducing, as waste of food is also a very relevant issue, and it will also result in waste of other resources, such as water and soil. By their products being of higher quality, the smallholders can also gain a greater market access, as more retailers are willing to buy their products. Connected to this is that the partnerships encourage food security. The knowledge gained in how to use resources more efficiently and the possibility of producing more food with higher quality means that more food will also get thorough quality controls and will be able to reach a larger market, which also means that there is a chance that less food will be wasted. By working together, the public and private partners can manage and share risks. Early in the process of making a PPP strategy, one should do a risk management analysis. Through such an analysis one will be able to identify different risks such a partnership might bring. This gives an opportunity to either share the risk, or hand them over to whoever is best capable to handle them (FAO, 2016). Table 10 presents a summary of the opportunities of PPPs.

Table 10: Opportunities PPPs

Opportunities
<ul style="list-style-type: none">• Cross-border partnerships• Efficiency• Improving smallholders’ access to financial aid• It can help strengthen brands.• Such partnerships can also contribute to increased revenue.• Risk management and sharing.• Food security

5.4.4 Threats of PPPs in the Agriculture Sector

It is previously mentioned that one of the opportunities with PPPs is that smallholders gain access to financial aid, but this is also considered a risk as there is a potential for creating dependency of beneficiaries for the farmers. Many of the smallholder farmers are poor, and it is important to make sure that they are able to manage these loans and do not become exposed to greater risks than what they can handle. There is also a risk of the smallholders being exploited by the businesses. As the businesses are usually the ones contributing financially; the drivers of such projects; and often the ones with knowledge and power, there is a risk of them taking full control of the partnership, not considering the farmers' wants and needs. There is also a risk of excluding the small-scale actors. Several private sectors and buyers decide to work with large-scale farmers as this can help reduce transaction costs for them in the long run. But as a result, the smallholder farmers are having even greater issues getting market access, hence not being able to gain knowledge, technology and financial means to compete with such actors.

In many situations there is also a lack of coordination and oversight body, which can cause critical issues throughout the partnership, and if the project consists of many partners, it can pose an even greater issue (FAO, 2016). There is also a risk of the money earned going to the government rather than the farmers themselves. It is critical that agricultural insurance is ensured before one starts working on improvements and initiate the next steps in the partnership. A challenge related to this is that smallholders often are poor, and their only safety net is their land, it is important to listen to them and respect them in such a partnership, as they are often seen as being the vulnerable group in PPPs. Other challenges with PPPs can be to find common goals that work for all partners in such partnerships, as they all usually have different interest and aims in such relationships. The fact that there are no clear guidelines and structures to how such partnerships should work also poses some challenges to PPPs. Because of this, it can be hard to motivate needed partners in the project, and it is hard to know what to consider and expect when deciding to join. There are rarely written contracts on land tenures which can cause challenges for businesses, especially in situations where the government owns the land. This is also related to there being limited knowledge on land tenure practices amongst businesses. In a worst-case scenario, this can be the source of conflicts between the business, governments and farmers involved in the project. Farmers do often not own their own land and are not allowed to plant crops that can be sold to businesses, as such land tenures are not designed to be a source of economic income. This is a factor businesses have to recognize when they are choosing farmers to work with. The way this system works, can set limitations to how

far knowledge and new technologies can spread in such countries, which again causes difficulties in ensuring overall efficient and sustainable farming in the agricultural sector in these countries. The way land is handed out might seem as a democratic and fair process for outsiders, while in reality it is a few elder members of the tribes that control most of this process. Few legislations and regulations on land access, contract farming agreement and protection of intellectual property causes major challenges for international governments and businesses in such partnerships. In many cases, there is also a challenge where the governments are the ones who owns the land of the farmers, which again means that they are not free to do what they want. In table 11 the threats identified for a PPP is summarized.

Table 11: Threats PPPs

Threats
<ul style="list-style-type: none">• Potential for creating dependency for beneficiaries.• Businesses exploiting the farmers• Design issues• Lack of coordination and oversight body• Risk of excluding small-scale actor- private wants to work with large-scale farmers to reduce transaction costs• Risk of the money earned going to the government rather than the farmers• Challenges with PPPs can be to find common goals• Hard to motivate needed partners in the project• Land tenure issues

6. Results and Recommendations

This chapter will present the main results of this study. In addition a best practice has been created based upon the literature review, but mainly the interviews conducted.

6.1 Results

The study has shown that the interviewees approach towards PPPs in the agriculture sector have been similar, but that most of the interest organizations (IOs) and businesses wish for better guidelines on how to properly conduct such partnerships. It is important that they all feel motivated and understand what such projects entail, as they can be costly and time consuming. Businesses and governments are becoming aware that it is important for cross-sector cooperation, and that this is the only way to ensure that the agricultural sector becomes more efficient and sustainable. In this regard, one can see that the SDGs present a huge motivation for both businesses and governments, which is why it can be helpful to integrate them into such guidelines. The SDGs provide the businesses and governments with concrete goals on what is to be achieved, as well as being globally recognized and calls for all sectors to be involved if changes are to happen in the world.

The collected data have shown that, even though there have been positive outcomes of such partnerships, there are still some aspects in terms of PPPs that need improvement, such as transparency, finding common goals and interests, and involvement of the right partners. Such issues can be easier to handle if governments and businesses are aware of them from the beginning and include and agree on ways to overcome such issues in their project strategy.

6.2 Recommendations

When it comes to improving the agricultural sector, it is suggested that especially governments and businesses come together toward solving pressing issues. However, it is also important to include IOs, as these are the ones with skills and knowledge on the ground, and these are the ones who are already working a lot with vulnerable groups and can ensure that their needs and concerns are respected as well. It has become nearly impossible for these sectors to work on their own when it comes to the agricultural sector, as it all is interconnected. With the help of the SDGs, their incentives have increased, and governments, IOs and businesses should feel more motivated to working on such issues, to ensure their future reputation, profitability and access to resources.

6.1.1 Proposed Best Practice

Based upon the study, a list of criteria that should be considered when joining a PPP has been developed. These factors work as a guideline in what is important to remember when choosing partners for the project, how to get started, and what one should keep in mind along the way. Some of the criteria is based upon the ones already established for the analysis of current PPPs, additional criteria has also been created based upon the interviews and findings from the study.

- *Long-term involvement:* Before entering a PPP, it is important that all the partners are committed to the project in a long-term perspective, as such projects takes a lot of time, energy and resources. It is also important that the partners realize that changes take time, and that it might take years before they are able to see any prominent results from their work. This is especially true when change of legislations, norms and values are involved. One might be able to somewhat change the policies in a country, but it will take time for them to be properly integrated in practice, and for them to be able to see what the results of such policy changes have been. Even though a long-term perspective is necessary, the partners also need to understand that a lot of the smallholder farmers included in such projects are poor, and in some case, they depend on daily earnings to survive and take care of their families, which can make them skeptical to long-term approaches and strategies. This means that it is crucial to make them see the value of a long-term approach, and that making their farming more efficient and sustainable will help them in the future. It can also be difficult to convince the local government of long-term strategies, as they have to make sure that their citizens are happy, not only for the gain of the farmers, but also for their own gain. Unhappy citizens and farmers can result in the elected officials losing their spots in the government.
- *Written agreement or contracts:* This is needed in order to ensure that all the partners are motivated and committed to stay in the project. It can also be helpful to get cops to authorize such contracts, in order to gain legality to the document and that there is a legal binding for the partners involved. The contract should clearly state the goals and aims of the project, as well as each of the partners' role and contribution. To develop the written agreement, it can be helpful to agree upon which certification scheme or schemes one wants to achieve. By aiming towards a certification label, the process of developing a framework and goals to work towards becomes easier, as these schemes already have a set of criteria on how to become certified.
- *Clear and transparent strategy:* This is needed so that everyone understands what the purpose of the project is, and that to show that there are clear goals one wants to achieve with the project. If the project strategy is clear and transparent, it will be easier for governments and businesses

that are not actively involved in the project to see the value as well, and this way be able to gain their support and trust. If those involved are skeptical to the project, and do not see the value in it, it can be hard to make progress, and it could cause delays.

- *Risk mechanisms and risk sharing:* For the process to be as smooth as possible, a first step should be to conduct a risk analysis of issues that might arise, and to strategize how to avoid or handle such issues if they should happen. It is also helpful to have a plan for who are responsible for handling the risks. One approach could be to share them amongst the partners.

- *Common goals and interests:* This is probably one of the most important aspects of a PPP. One need to make sure that all partners benefit from such partnership, and that they stay happy throughout the project duration time. Clear indicators for each goal, and milestones to be reached should also be created as this ensures progress in the project. This way it also becomes easier to monitor and measure the changes, performance and orientation of the project, and be able to see how successful the team is in making progress.

- *Trust:* In order to succeed, trust is necessary. Trust can be divided into two different categories: one being that the local government fully trust the work that is being done, and that they see the importance of making the agriculture sector more efficient and sustainable; the other being that there needs to be a trust amongst the partners, and that they know that all partners will fulfill and complete their role in the partnership.

- *Partners needs to understand each other:* As there are usually a lot of different partners involved in such partnerships, with very different values and interest, it is important that they spend a lot of time together to gain a better understanding of each other's interests and needs in such partnerships.

- *Transparency:* Transparency amongst the partners and to share documents and results of analysis of the current situation is also important. Some governments might be reluctant to sharing the current status with the public and believe that such documents should be kept internally. To get all relevant partners onboard, and to gain the support of the local communities, it is important for them to also understand the current quality and standards of their food, as well as the state of the current agricultural practices.

- *Inclusion of smallholder farmers:* This is more or less a given, as the aim of this study is to show how PPPs can help smallholder farmers become more efficient and sustainable in their agricultural practices. However, it is also crucial to make sure that their interests and concerns in such partnership are being heard and considered throughout the different levels of the partnership, as they are the vulnerable group. This can be done in several ways. First of all, this

is the part where the inclusion of IOs becomes especially important. Most IOs main priority, especially in African countries, is to ensure the rights of vulnerable groups, as well as giving them a voice many have also made sure to include a representative of the farmers to voice their opinion, which often means an elder who has a lot of respect and trust within the local community. This has also helped the partners gain trust amongst the farmers, and helped them see the value in such projects. Others have also found that having workshops and forums where the farmers are provided with the needed knowledge and information about the project, as well as getting the opportunity to speak their mind has helped. What is advised in this case, is that the workshops for the farmers and the governments and businesses should be separate, and that they do not attend the same meetings. Another crucial factor to recommended is to organize the farmers into groups rather than them being individually represented, as this has given them a stronger voice and made them feel safer.

- *Well-funded projects:* For projects to be successful and long-lasting, it is important that they are well-funded. The funding mainly comes from the governments and the businesses, but in many cases, funds from financial institutions and banks are included. The banks are especially important in providing smallholder farmers with loans. Here, it is important that the other partners help the farmers get loans with reasonable interest rates, as well as making sure that they will be able to pay back the loans on time. If not, it can create even larger problems for the farmers.

- *Include all relevant partners:* When entering PPPs, it is important to look at all partners that might be relevant to include. This could ensure better financial access, more knowledge and input on how the industry works, as well as ensuring that there are no opposing forces that can slow down the process and results in the partnership. In addition, different businesses and organizations work with different models. By including different inputs for several partners, one might be able to develop a model and strategy that more actors are able to use in their work. This way one is also able to avoid having to change the models at a later time in the project. There are many governments and businesses that are willing to contribute with financial means without being directly involved in the project, as long as they see how changes in the supply chain and industry can benefit them as well. Hence, one should map and contact all partners that might be relevant. But at the same time, there should not be too many partners involved, as this can also result in challenges, especially if some of the partners are competitors. Different sectors and partners such as governments, businesses, and organizations, can also work as door openers for each other, and help get access to important knowledge, skills and contacts needed.

- *Realistic goals:* When planning the strategy and goals for the project, one need to make sure that the partners are realistic in what one can be able to achieve and how to do it. It is also important that all of the partners involved are aware that changes do not happen overnight, and that one cannot fix all of the issues in the supply chain.
- *Mapping and analyzing current status:* Before deciding upon goals and a project plan, one should to get a clear overview of the current status of the agriculture sector, and where there is a need for change. It can also be helpful for the business to analyze their own supply chain, to see where there is a problem that needs fixing. Then they can reach out to IOs that work on these specific issues, and together they can come up with a plan. The IOs are also often the ones with local contacts, and they are usually the ones who are aware of how to ensure that the local communities get onboard with such projects.
- *Include a facilitator or driver:* To ensure the sustainability of the project, it can be helpful to include a facilitator. This can for instance be the local government, as they are the ones who are able to change the policies in the countries. This also ensures that there is a high level of governmental commitment in the project. Businesses especially depend on there being a driver of the project, which in many cases they believe should be an IO. The job of the organization will be to support the project, as well as organizing partnership meetings, and to facilitate and ensure that all necessary reports are written and published.
- *Occasional meetings:* The partners should meet on a regular basis, also after a plan has been set and the project has started. This way they are all able to stay up to date on what is going on, as well as being able to constantly review the process of what they are doing. Having regular meetings also makes it easier to overcome challenges that could possibly arise along the way. This way, one can also ensure that everyone is doing what they are supposed to and are sticking to the contract and what they have agreed upon. It also helps to see if all partners are benefitting from the work that is being conducted, and make sure that they stay in the partnership.
- *Be properly informed on landowner rights:* The way land is divided amongst, and to, the farmers is very different from what businesses are used to in their home countries. Before working in the African countries, it is important that the businesses are well-aware on these practices and understand how land contracting works. This is a crucial factor a lot of businesses do not consider when they start working on their supply chains, which in a worst-case scenario can result in a lot of conflicts and delays on their projects. Figure 11 presents all the criteria proposed in the best practice.



Figure 11: Best practice PPPs

7. Discussion

To ensure the sustainability of future global food systems, this study argues that governments, organizations and businesses should work together through PPPs and include smallholder farmers in their supply chains. Throughout this study, important challenges and opportunities has been highlighted, as well as crucial factors to include and consider when deciding to join such partnerships. This study also includes cases of previous partnerships, to show what other businesses are working on; what they have been able to achieve; and what they have found to be difficult. The importance of cooperation has been explained, and the SDGs have been introduced as an extra motivation for governments and businesses to work together in such partnerships.

7.1 Critical Discussion Points

As there are no clear guidelines on how to conduct PPPs, it has been important to look at what they need to include and what the current challenges are. Promoting such partnerships is a great way to ensure the future of the global food chains and making sure that there is enough food and resources to sustain a growing population.

Strengths of PPPs is that all sectors can combine their resources and knowledge, and together come up with a solution that benefits the world's smallholder farmers. This way, one can also ensure that the different sectors benefit from the project; that the changes are more holistic and efficient; and that all concerns and issues are being considered. As governments, businesses, and organizations all have very different approaches, intentions, and interests – working together ensures a more sustainable approach; promotes inclusion; and future food security. It is important that the partners do not only think about their own gains in such partnerships but see the value of a PPP and how it could contribute to sustainability and improvements. Especially for businesses, it might take time for them to see results in profits – some might never even see them – but still, they must recognize that this is crucial work when it comes to ensuring a more sustainable future for all. If the businesses ignore the global issue of food and resource scarcity, based upon their financial gains and the risk involved, it will certainly affect how production and access to food and resources will be in the future.

One of the major strengths with PPPs, as previously mentioned, is the inclusion of smallholder farmers. However, there is a risk that some are being excluded from accessing knowledge and technologies, which means that such information can become clustered to a specific farmer or region – as opposed to when the government is involved where such knowledge can be distributed nationally. It is important that the local governments and IOs bring the learnings from such partnerships to all smallholder farmers, and that it becomes heavily implemented in the agricultural sector overall. This is where the issue of transparency becomes especially important. The results of the work need to be accessible for all. The ideal situation is to educate every smallholder farmer on the different subjects.

These proposed elements in the best practice will help strengthening future PPP projects within the field of agriculture. However, due to the lack of information and guidance surrounding PPPs, there could be other important factors that need to be included– that future researchers discover and improve upon in this study’s suggested best practice.

7.2 Validity and Reliability

When it comes to the validity of the information, it seems legitimate due to the responses from the interview subjects regarding success factors, difficulties and what factors are important to consider. This is especially strengthened as most of them came from different sectors and backgrounds. It also seems reasonable to believe that the findings are reliable as most of the interviewees had similar experiences, both in terms of success factors and difficulties of the projects they had been or were involved in.

7.3 Limitations of the Study

One of the limitations of the study was when the author was not able to get in touch with as many people as desired. The study would also have been stronger if it had been possible to interview several partners from the same project, whereas only one partner from each project was able to participate in the study. In addition, no representatives from the Norwegian government provided information on what they find important when it comes to such partnerships, and which requirements they have for businesses and organizations before getting involved with financing and information.

Another weakness of the study is to more thoroughly and concretely look into what the role of each of the partners should be in such a partnership, and create an overview of explicit roles of the public and private partner as well as the interest organizations (IOs) when entering a PPP. This has been difficult to study due to the limited amount of time, as well as not being able to get in touch with representatives from all sectors (i.e. the public, private and IOs). However, the most basic roles are implied and explained throughout the study.

8. Conclusion

The world's food system is facing increasing pressures, and actions are needed to ensure more efficient and sustainable agricultural practices. The public and the private sector must come together in order to change the current issues of resource exhaustion and unsustainable farming. To address this issue, the other partners must help the smallholder farmers develop better strategies and practices of farming, as they are the ones providing a majority of the world's population with food.

The focus of this study has been to see how the public and private sector, with the help of international organizations, can help promote more sustainable and efficient supply chains, by sharing knowledge, experience, and technology, as well as helping the farmers gain access to financial means to improve their current agricultural practices. By trying to answer the questions (1) Why are PPPs partnerships important; (2) what are the success factors and difficulties that others have experienced through PPPs; and (3) what is the best practice when it comes to PPPs – the study aims at stressing the importance of cross-sectoral cooperation.

Evidence in this study has shown that there is a potential for PPPs to promote sustainable development, as the farmers gain better knowledge on how to produce efficiently and produce products of higher quality. The reasoning for why PPPs are encouraged is because local governments in developing countries do not have the financial means to do these changes on their own. This means that the private sector should be included, as they can provide finance, as well as being the ones depending on the what the farmers produce, and this way they can ensure that the products meet their requirements in terms of quality, but also in terms of how it is being produced, something customers are demanding more of. There is evidence that some PPPs have encouraged change in the countries' regulations, which reflects positive in terms of such partnerships having a spill-over effect for developing a country's agricultural sector as a whole. The main aim of this study has been to create and recommend a best practice for future PPPs. A SWOT analysis has been conducted to identify the current state of PPPs, as well as seeing what the potential could be. This has helped identify criteria for a best practice. These are all equally important to ensure that all elements of such partnerships are being properly considered, and can work as a guideline when entering a PPP. The suggested practice is that there needs to be (1) long-term involvement; (2) written agreement or contract; (3) clear and transparent strategy; (4) risk mechanisms and strategies in place; (5) common goals and

interests amongst the partners; (6) trust; (7) an understanding amongst the partners; (8) transparency; (9) inclusion of the smallholder farmers; (10) well-funded projects; (11) inclusion of all relevant partners; (12) realistic goals; (13) mapping and analyses of the current status; (14) inclusion of a facilitator or driver; (15) have occasional meetings; and lastly (16) an assurance that all of the partners are properly informed on landowner rights.

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Interview of representative from Plan Norge regarding PPPs

Kent, Krishan. CEO Piwa Food AB and President of Fiskbranschens Riksförbund.
Conducted: 01.03.2018. Interview of representative from Orkla regarding PPPs.

Larbi, Theophilus Otchere. Country Programme Officer IFAD. Conducted: 20.02.2018
Interview of representative from IFAD regarding PPPs.

Monthean, Chrystel. Value Chain Director Yara. Conducted. 23.02.2018. Interview of
representative from Yara regarding PPPs.

Nhanale, Francisco. Senior Program Manager Solidaridad. Conducted 13.02.2018. Interview
of representative from Solidaridad regarding PPPs.

Sommerfelt, Ole Henning. Senior Advisor IEH. Conducted: 20.03.2018. Interview of
representative from IEH regarding PPPs.

Appendix I: Interview Guide

Interview Guide

I can start by telling you a little about myself, and my study.

I am currently writing my master thesis through the Norwegian University for Science and Technology (NTNU), in Trondheim. The purpose of my study is to see how public and private organizations can work together to ensure sustainable global supply chains in agriculture through public-private partnerships (PPPs). The aim is to see whether or not PPPs can help encourage long-term changes for smallholder farmers, as well as promote development in the surrounding areas, and in that case come up with a best practice of such partnerships.

Before we start, I also want to make sure that it is fine with you that I record the conversation?

1. Can you tell me briefly about your organization and what you do?
2. Can you tell me briefly about the project you are involved in?
3. What was/is the purpose and key targets with the project?
4. What is the planned duration time?
5. What was your motivation to participate?
6. Which partners were involved and what is/was the role of each party?
7. How did you define the roles?
8. How is the partnership financed?
9. Were there any financial institutions involved? Which? How were they managed?
(make sure that loans are not bigger than what the farmers can handle)
10. Did you have any risk management mechanisms? How were risk factors shared amongst partners?
11. How are the interests of the smallholder framers being protected and ensured? (As they are the most vulnerable group in the partnership)
12. How was progress and impacts measured?
13. What was the outcome of the project/ what are you hoping to be the outcome?
14. What were success factors in the cooperation?
15. What did you find challenging/ difficult?
16. What do you think are crucial factors to be successful in a PPP?

17. What advice would you give others when deciding to join a PPP?

Last, I want to thank you for taking the time for participating in this interview, I really appreciate it, and if you are interested I can send you the thesis when it is finished.

Appendix II: Form of Consent

Form of Consent

"How can governments and businesses work together to ensure sustainable development in global supply chains?"

Background and purpose

The topic for this master thesis is to look at how public and private organizations can work together to ensure sustainable global supply chains, through public-private partnerships (PPPs). For this study I will be looking at the importance of educating and develop better agriculture practices for smallholder farmers, in order for them to farm in a more sustainable manner. I will look at whether or not PPPs can help encourage long-term changes for smallholders, as well as promote development in the surrounding areas. The study will be conducted through The Norwegian University of Science and Technology (NTNU)

Interview subjects will be contacted based on their relevant position in order to answer to their best ability the questions posed regarding their experience with PPPs.

What does participation in this study entail?

Participation in this study means a short interview regarding the participants experience with public-private partnerships, such as what they learned from it, what they think they could have done better, what was good about the partnership and what was the outcome. The data will be registered both through notes and the interviews will be recorded. Check the boxes below in order to approve the use of your name and/or position at your work place.

I give my consent to let Anniken Ø. Sandøy use my name in this project.....
I give my consent to let Anniken Ø. Sandøy use my work title for this project.....
I give my consent to let Anniken Ø. Sandøy record our interview for this project.....

What will happen to the personal information?

All private information will be treated confidentially. Only my thesis advisors and myself will have access to the data collected. The planned end date for the project is June 11th 2018, and the data will be deleted three (3) months after the project ends.

Voluntary participation

Participation in this study is voluntary, and you are able to withdraw your consent at any time without providing reasoning. If you decide to withdraw from the study, all information about you will be made anonymized.

If you have further questions regarding this study, please contact John E. Hermansen by email: john.hermansen@ntnu.no, or by phone: 73593981

This study has been reported to the Norwegian Centre for Research Data.

Consent to participate in the study

I have received information regarding the study, and I wish to participate

(Signed by interview subject, date)