

**Discussant Contribution STDF/LNV/World Bank Workshop
“Public-Private Partnerships in Support of Sanitary and Phytosanitary (SPS) Capacity”
4 October 2010, The Hague**

Session: “The role and value of PPPs in facilitating agricultural development and market access”

Summary: Discussant contribution by Stella Pfisterer

Reflect and discuss on the three main questions of the session:

1. What is the role of partnerships in facilitating agricultural development and market access?
2. What is the value of partnerships; how to measure effectiveness?
3. What are main challenges in effective partnership management?

Ad 1. Role of partnerships in facilitating agricultural development and market access

- Rationale for collaboration can be found in the failure of particular actors to facilitating effective agricultural development, in particular value chain development (VCD)
- New players, trends and perspectives on partnerships in agricultural development:
 - o Private sector perspective: Partnerships as new business models to shift towards chain responsibility in international supply chain management.
 - o Government perspective: Partnerships as a way to cut expenditures , share risks and innovation.
 - o Civil society perspective: Partnerships as means to improved capacity development for small scale farmers.
 - o Donor perspective: partnerships as a means to encourage new “actors in development” and stimulate local ownership.
- Cross-sector partnerships address coordination failures between actors. By making use of the complementarity of actors partnerships develop “collaborative advantage”

Ad 2. Effectiveness of partnerships

- Diversity of partnership approaches and design
 - o Lesson learned: level of engagement of actors has an effect on the outcome of the partnership.
- Measuring added value of partnerships for agricultural development:
 - o VC upgrading

- Institution building
- Main challenges in measuring effectiveness:
 - Counterfactual argument (could the same have been achieved without a partnership?)
 - Contingency (inst. environmental impacts on the performance and outcomes of the partnership)

Ad 3. Challenges of effective partnerships

- External challenges: Constraints and dynamics of institutional environment
- Internal challenges: strengthen relationships of actors and develop a shared working culture between partners with a different background
- Organizational “readiness” – capacity and capability to partner
- Individual ability – collaborative mindset and leadership
- Critical success factors:
 - Commitment
 - Trust building
 - Mutual understanding
 - Clear roles and responsibilities