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Multi-stakeholder Workshop for knowledge Sharing

Theme: Partnership arrangements as strategic action for inclusive development: First Insights

Yiri Lodge, University of Ghana, Legon

16th and 17th September, 2015

Report compiled by: Dr. Seloame Tatu Nyaku
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INTRODUCTION

Partnership arrangements are increasingly seen as a promising approach to mobilise strategic actors for economic growth and inclusive development in the agricultural sector in Ghana. Partnership practitioners see the value of partnership arrangements in spite of the fact that integration in the overall governance structure remains a challenge. There is limited knowledge on the functioning and outcomes of partnership arrangements in various agricultural value chain contexts.

RESEARCH PROJECT OBJECTIVES

The project aims to promote knowledge generation and learning, by researchers and practitioner organisations, on the incentives of strategic actors to initiate or join partnerships for inclusive value chain development in Ghana. Again, it will help develop a better understanding of the processes of institutional entrepreneurship by strategic actors and its outcome. This entails the enactment of institutional change in (a) innovation governance and (b) value chain relationships and institutions at smallholder level.

As part of the project implementation two post-doctoral researchers: one with a background in social and political science/Innovation systems and one from Institutional Economics are undertaking exploratory studies on partnership arrangements in agricultural value chains.

PURPOSE OF THIS WORKSHOP

This second multi-stakeholder workshop on knowledge- sharing brought together various stakeholders and provided the opportunity for the Post-doctoral Associates to share their findings with the stakeholders. The participants of this workshop included policy institutions, private sector, International Organisations, Farmer Based Organisation (FBOs), Non-Government Organisations (NGOs) and actors connected with the partnership arrangements.

WORKSHOP PROCESS

The workshop began with an opening prayer by Dr. S.T. Nyaku. This was followed by the introduction of the Chairman for the occasion, Prof. John Ofori-Anim, Dean of School of Agriculture, University of Ghana, by the Program Coordinator Dr. George Essegbey, Director of CSIR-STEPRI. There were presentations by Post-doctoral Research Associates, Dr. Alexander Nuer and Dr. Charity Osei-Amponsah. Group discussions were also undertaken, where specific questions from the Research Associates further discussed and presented to the participants.

WELCOME STATEMENT BY THE PROJECT COORDINATOR

Dr. George Essegbey welcomed the various participants to the workshop, and formally introduced the two Post-doctoral Associates to the workshop. He asked stakeholders to make inputs into their research findings, to enable the objectives of the day to be achieved. He mentioned that, the workshop was the second being held, with the first occurring in March, 2015.

CHAIRMAN'S REMARKS

In his statement, Prof. John Ofosu-Anim indicated that, the aim of the workshop was to share ideas on partnership arrangements from the research finding of the Post-doctoral Associates. He added that, these partnerships were important to agriculture development in the country, and that the various stakeholders should voice out their opinions and ideas from the presentations.

KICK-OFF MEETING IN MARCH TILL NOW; WHAT HAPPENED? BY DR. ALEXANDER NUER AND DR. CHARITY OSEI-AMPONSAH

A. First presentation by Dr. Alexander Nuer

Dr. Nuer's presentation focused on the following areas

- Objective of the study.
 - Who was involved and at what level?
- Implementing activities.
- Relevance to agriculture and inclusive development

Objective of the study:

- Generate in-depth evidence and joint understanding of:
 - Conditions for strategic actors to initiate or get involved in partnership for inclusive development.
 - Institutional entrepreneurial mechanisms that partnership members employ to create this development.
 - Impact in terms of economic practices (contracts, property rights, standards, certification, formal credit).
 - Relationships (actors, networks, roles, power dynamics, trust building, informal rules of engagement/negotiation) between smallholders and other value chain actors.

- Sharing of knowledge from research (as capacity strengthening process) to support.
- Institutional entrepreneurs to implement meaningful, strategic and sustainable changes (technological, economic, social and/ or institutional) in the selected value chains.
- Other emerging or old ineffective agricultural partnerships in Ghana and/ or Sub-Saharan Africa, to take strategic action towards inclusive development

Partnerships involved the following Institutions:

- Institute of Statistical, Social and Economic Research (ISSER), University of Ghana.
- Council for Scientific and Industrial Research-Science and Technology Policy Research Institute (CSIR-STEPRI).
- School of Agriculture, University of Ghana.
- Netherlands Development Organisation (SNV) Solidaridad
- Cocoa Research Institute of Ghana (CRIG)

Areas relevant to Agriculture and Inclusive Development:

- Joint Action and learning
- Co-creation of VCs via
 - Innovations
 - Smallholders' participation in VCs
- Sharing of best practices.
- Fixing the missing links in GVC Governance.

B. Second presentation by Dr. Charity Osei-Amponsah

Dr. Osei-Amponsah's presentation focused on the following areas:

- Project planning workshop held in February, 2014.
- Project kick-off workshop conducted in March 2015.
- Research output since March, 2015 workshop.
- Selection of partnership and agricultural commodity value chains.
- Project knowledge-sharing workshop to be held in September, 2015.

Project planning workshop (February 2014) :

- Most of the project activities did not seem sustainable.
- There were often weak links with higher level players e.g., Government, Regulators, and Export companies.

How can the value chain innovation be arranged in an effective manner to attain inclusive development and governance?

Project kick-off workshop held in March 2015, and research focus/ questions addressed:

- Under what value chain conditions and how can strategic actors be mobilized to become involved in partnerships for inclusive development in Ghana's agricultural sector?
- What partnership structure and activities can lead to the type of institutional change in the sectors?
 - a) At high level innovation and governance
 - b) At local level of value chains

Table 1. Selection of partnership and agricultural commodity value chains.

	Partnership mainly driven by government or donors	Partnership with considerable input of private actors (also interest to buy the produce/provisioning access to markets)
Established/matured value chain (rules and market)	COS-SIS cocoa	CORIP cocoa and others
food value chains with Emerging markets	DONATA cassava	2SCALE soy bean

Other activities conducted:

- Literature review.
- Interviews with high level and local level partners on structure and institutional entrepreneurial processes.
- Data transcription and Analysis under the theoretical lens of Institutional entrepreneurship.

Workshop's main presentations

Presentations by Dr. Alexander Nuer and Dr. Charity Osei-Amponsah

A. DR. ALEXANDER NUER'S PRESENTATION

Covered the following aspects:

- Broad background of study.
- The use of main concepts and Conceptual Framework.
- Results from field study.
- Discussions and Comments.

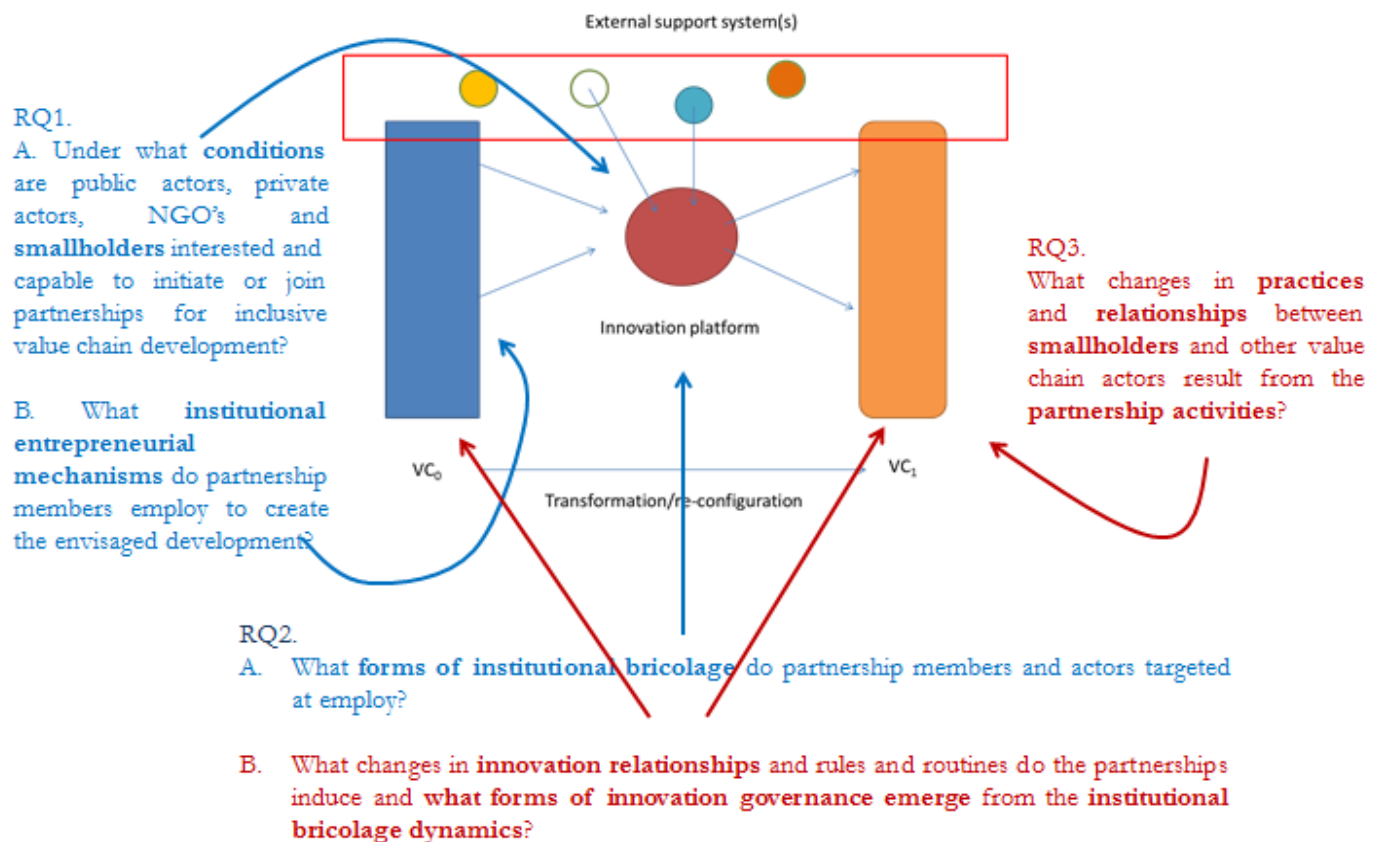


Fig. 1. Research questions of the project

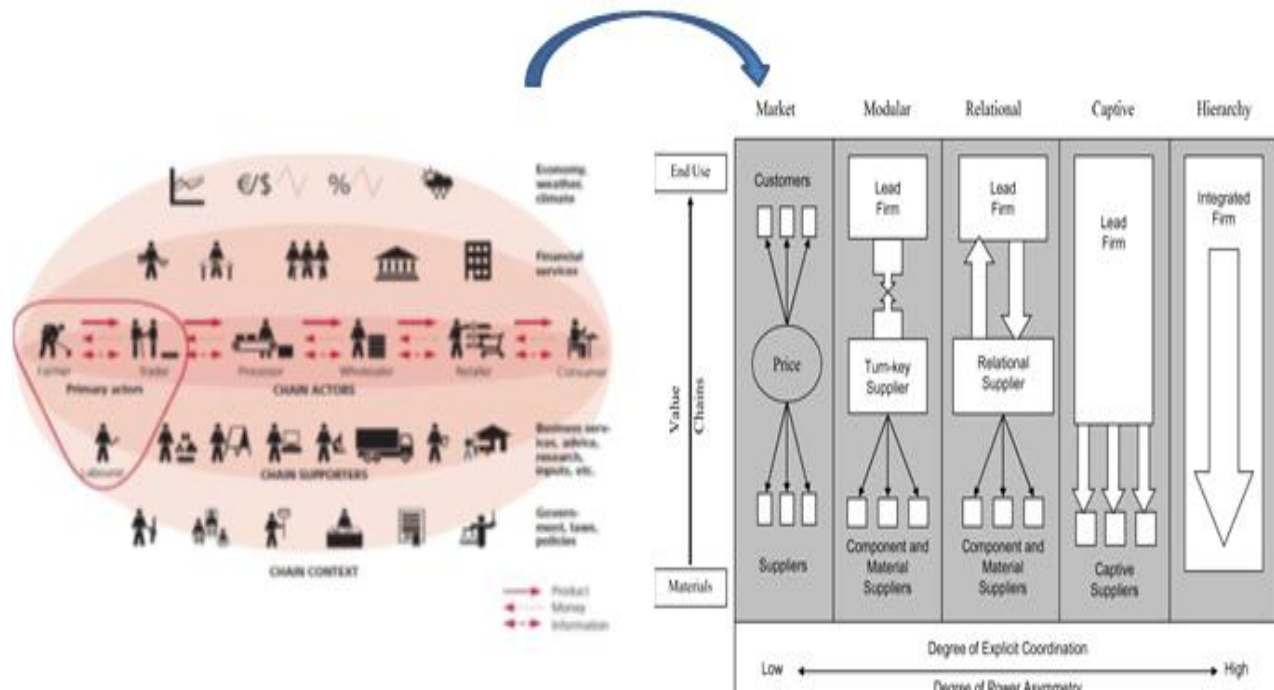


Fig. 2. Global value chain approach (Gereffi *et al.*, 2005)

Value chain organizational elements

Complexity: Increasing complexity of transactions also reduces supplier competence in relation to new demands. Decreasing complexity of transactions and greater ease of codification.

Ability to codify; Level of codification: Better codification of transactions/ De-codification of transactions.

Level/typologies of capabilities: Increasing supplier competence/ decreasing supplier competence.

Understanding configurational conditions and changes in agri-food value chains related or due to engagement/participation in partnership.

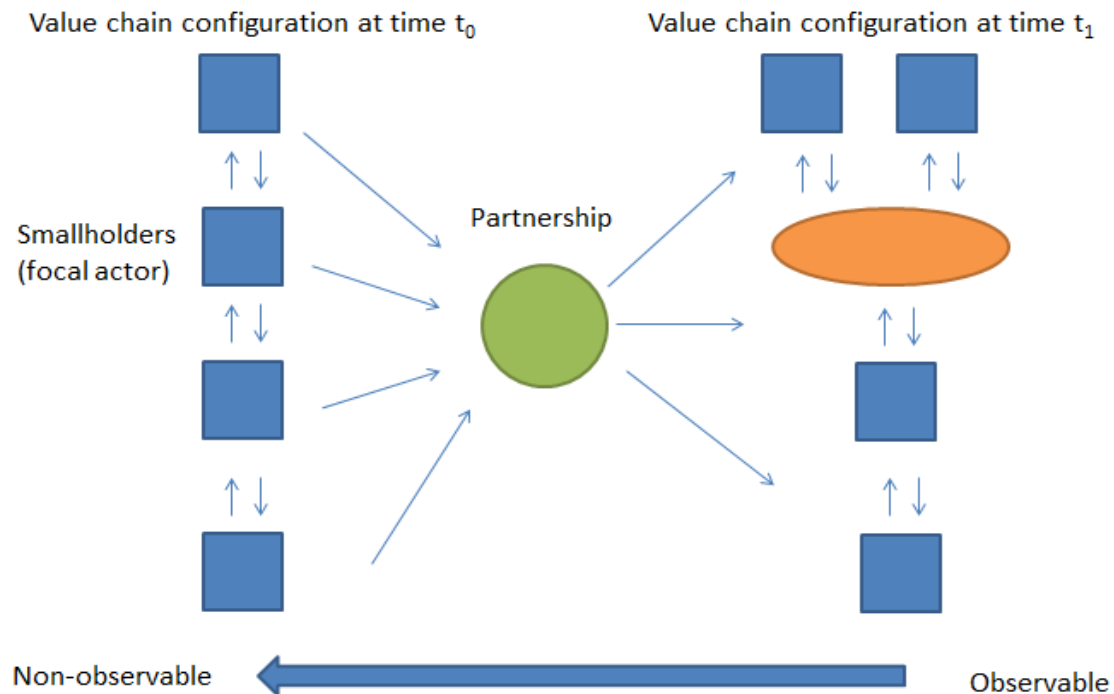


Fig. 3. Partnerships and value chain configurations

From RQs to tasks

Economic Institutional Research Unit → Mapping value chains (Alex leading, Stefano and Liesbeth WU supervisor)

Paper 1: Understanding transformation in global value chains: the case of Cocoa in Ghana

Aim at mapping cocoa VCs + cocoa partnerships plus dominant government/Cocoa Board-led innovation system (based on the inventory → Inventory: cocoa partnerships were identified and analysed based on the specific features (submitted by Charity)

Unit of the analysis: Different cocoa value chains defined by the different partnerships and government innovation system

Dynamic approach: value chain and partnership at the starting point and the current situation (historical analysis) --> matrix approach at T_0 and T_1

Methodological approach: theory-building from cases ---> gaps and challenges (inclusiveness and sustainability)

Expected outcomes: How partnerships can foster/facilitate inclusiveness and sustainability in global VCs using cocoa VCs in Ghana as a case study

We were (I was?) charmed by the characterization of Gereffi *et al.*, 2005 as it highlighted resource and power difference (Inclusiveness), strong and weak ties (linked to sustainability?) that play a role in value chain and innovation system dynamics

According to Gereffi *et al.* (2005) value chain governance arrangement differ, due to the complexity of the transactions, ability to codify transaction, and the capabilities of the supply chain. This leads to differences as follows:

- Sharing of resource/property rights; highly shared or highly distributed over the value chain actors.
- Type of coordination mechanism in value chain price markets contacts, hierarchical coordination (power/dominance some players).
- Type of contacts: Are contacts mainly informal/relational or more formal (enforced by written contacts or based on laws and regulatory framework).

Assumption: Innovation systems and value chains are dynamic, and the way partnerships functions and create change has an influence on the new emerging innovation system governance as well as value chain governance type.

Selected Cocoa Partnerships

- COS-SIS (Donor Initiated)
- CORIP (Donor Initiated)
- WCF Cocoa Livelihoods Program (WCF/CLP (Supplier Initiated)
- Cadbury Cocoa Partnership (Supplier Initiated)
- Global Haulage (Purely Private)

Research Question

How can change / effects of partnerships be identified? (Value Chain Mapping)

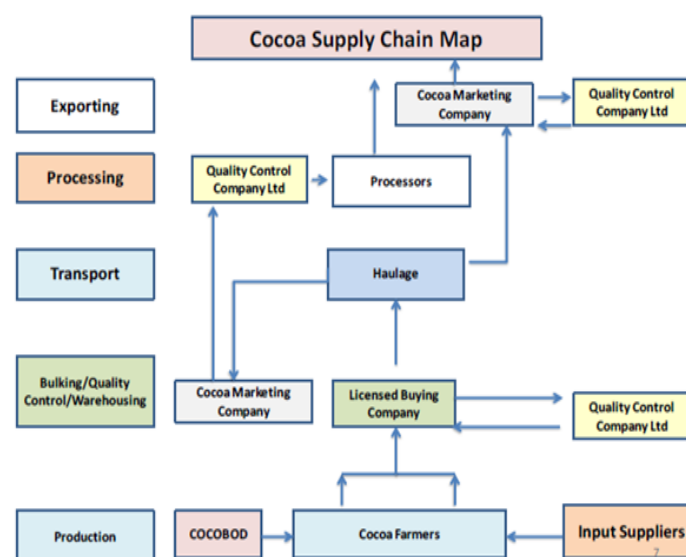


Fig. 4. Cocoa Supply Chain Map. Source: CoS-SIS Presentation- Richard Adu- Acheampong

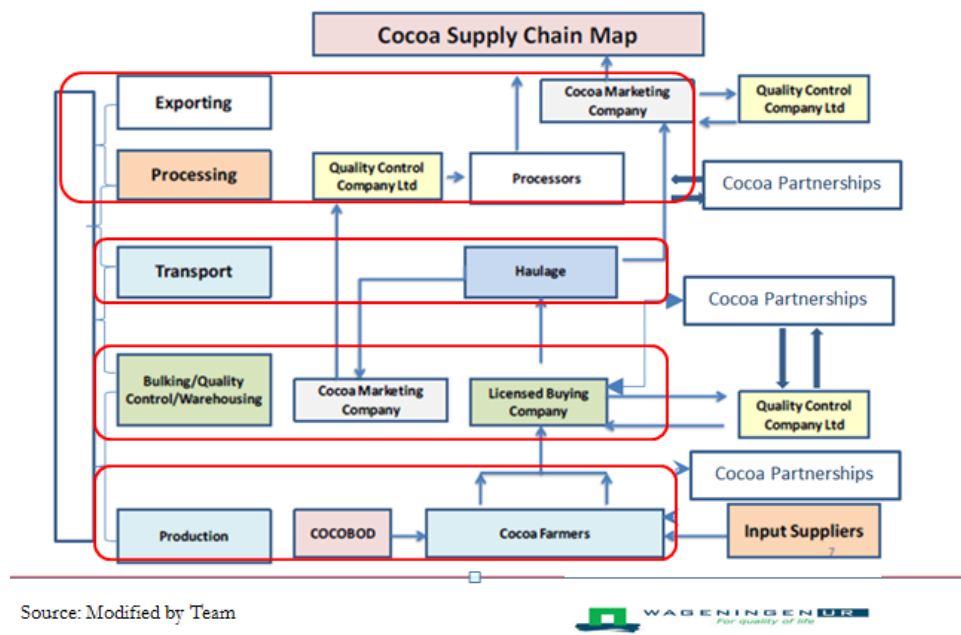


Fig. 5. Cocoa Supply Chain Map. Source: CoS-SIS Presentation- Richard Adu- Acheampong

Partnerships increasingly affect operations in the cocoa value chain & at different levels of the value chain

These are some observations that support this key message:

- The cocoa value chain presents a complex interaction and coordination mechanism that has seen a shift from a top-down (hierarchical) structure to a mix of bottom-up/top-down (hybrid) form of coordination.
 - E.g. Farmers increasingly represented by FBOs in the decision making processes, feedback mechanism established by cocoa industry actors, to process information to and from the cocoa farmers.
- Information is transmitted to decision makers such as COCOA BOARD, MOFA, via
 - Farmer (Based) associations & Extension workers
 - Researchers, NGOs & Not-for-profits
 - LBCs.
- Similar process is followed by these partners to ensure that feedback on responses reach cocoa farmers through the established coca value chain (SWA; MOFA; IFPRI; Quarmine, 2013).

Value Chain Dynamic Analysis: The Case Studies

- The cocoa value chain has seen not only changes in the area of yield and production,

- Changes have occurred from
- A shift to more democratic decision making processes, e.g., A more inclusive participation in partnership arrangements whereby LBCs, farmers.

Value Chain Dynamic Analysis: Case Studies

Production:

- The new partnership arrangements led to a shift whereby government of Ghana alone, through COCOA BOARD provided the needed incentives such as seedlings, mass cocoa spraying, cutlasses and wellington boots to farmers, and coordination of cocoa haulage, etc.
- To a value chain whereby private cocoa buying companies, NGOs, and international bodies such as the World Bank, United Nations, The royal Dutch Embassy in Ghana, and related certification bodies all provide incentives to farmers, suppliers, extension, research and local LBCs (COCOA BOARD, 2013; IFPRI, 2013).

Yield:

- The increase in yield to about 8% in the last decade or so is said to emanate from the various roles played by cocoa related actors. i.e., in helping to revamp and restructure the entire cocoa value chain in Ghana (IFPRI, 2013; Quarmin, 2012).
- However, current trends in fall in yield leave room for further discussions.

Decentralization/Value Chain Governance:

- The coming in of the various actors and partnership arrangements have seen a shift from a core centralized coordination mechanism along the cocoa value chain.
- To a more decentralized structure whereby there is a shared concern, as well as responsibility between COCOA BOARD and the various LBCs, including certification and international bodies (UTZ, Fairtrade, WCF, etc.).

Similarities in partnerships

- All partnership arrangements engage in extension activities.
- Quality cocoa production.
- Pricing systems.
- Community development related activities.

Changes in VC due to Partnerships Arrangements in the Cocoa VC

CoS-SIS: From relational to formalization of partnership.

- Value chain shaped from top-down information sharing and decision making process to inclusive decision making process through feedback mechanism instituted by members of partnership.

- The role of informal relationship, example being the presence of the special advisor of the minister of finance, had greater effect on formal policy on price mechanism.

CORIP: From hierarchical to relational, as well as market based decision making processes along the cocoa value chain.

- The initiation of public-private partnership mechanism has led to the establishment and enhancement of the cocoa value chain through private sector participation.
- Whilst communities are represented by LBCs, farmer-based cooperatives and community ownership are expected to become paramount when the RSCs become fully functional.

Global Haulage: A purely business partnership.

- We see a more market based chain having a captive and hierarchical structure after the change in harnessing resources as a pool that will lead to effective and efficient use of resources.

Cadbury Cocoa Partnership: This partnership looks at increase in yield, community development and livelihood enhancement.

- The shift from a more hierarchical to relational form of decision making, as well as shared responsibility among partners has led to a more inclusive value chain structure than previously known.

WCF: This partnership saw a shift from a more market based value chain structure, to a more inclusive structure that has seen local and external participation of stakeholders to reduce worse forms of child labor.

- The partnership again has led to establishment of a value chain where standards, certification, as well as rural-urban migration serve as its tenets.

Summary: governance processes:

- A shift in Ghana government's policy to decentralize the cocoa value chain (From captive and hierarchical structure)
- This has led to different interests that have emanated from both
 - The private sector (e.g. OLAM, Armajaro, Global Haulage),
 - International partners (e.g. Netherlands Embassy, Cargill, Cadbury, Bill and Melinda Gates Foundation, Kraft)
 - NGOs and Not-for-Profits (e.g. Solidaridad International, UTZ/Fairtrade)

Aim of Partnerships:

- To harness MULTIPLE expertise to share knowledge, financial, and human resources, as well as create standards and certification processes that are geared toward the enhancement

of improve cocoa production, yield, and sustainability of cocoa farming and rural livelihoods.

Questions from participants:

Q1. Is it possible to associate an output of a partnership to an activity?

Response: We are yet to undertake further studies into this component of research.

Q2. Are there innovation process that can identify or result in 8% increase?

Response: Yes, however, the specific ways these were achieved is still being explored by us.

Q 3. (Nelson K. Amansunu (GNATF) Why are people cutting their cocoa trees to plant rubber trees?

Response: Probably they are not making much profit from their cocoa farms.

Q4. (Banye) How will these partnerships be sustained after donor-fund project comes to an end?

Response:

A project coordination unit exists at Cocoa Board which follows up after a project comes to completion and therefore, Organisations are encouraged to partner with Cocoa Board for sustainability of projects. With issues concerning sustainability of donor-fund projects, Cocoa Board has a policy that all projects should be through them, so that such projects can be mainstreamed into their activities after the donors have parted their ways. An example is the Cocolink and Cudbury cocoa partnerships.

Q5. What are the pros and cons of having Cocoa Board regulate all projects in the cocoa sector, does it facilitate or create a bottleneck to innovation?

Response:

Bringing Cocoa Board on board a project is important, however, every project should be in-line with government objectives in the cocoa sector, so as not to go contrary to these guidelines.

Q6. (Dr. Rose Omari) Where does the cocoa value chain start and end? Was Cocoa Processing Company (CPC) part of the cocoa partnership? If so, have these partnerships helped in increasing the volume of cocoa that is processed? This is because value-added products provide more income.

Response:

None of the partnerships looked directly at processing of cocoa beans at the National level. The larger processors link with the LBCs and work together. Cargill also does grinding of beans and there is a national goal to grind about 50% to 60% of beans.

B. DR. CHARITY OSEI-AMPONSAH'S PRESENTATION

Her presentation outline was as follows:

- Background of cassava project
- DONATA partnership structure
- Gaps/institutional constraints identified
- The institutional entrepreneurs
- Institutional entrepreneurial processes
- Spotlight on institutional change/innovation
- Examples from 2 case studies
- Conclusions

BACKGROUND OF THE CASSAVA PROJECT

- Initiative of African Heads of State
- Under Promotion of Science and Technology for Agricultural Development (PSTAD)- e.g DONATA
- Funded by AfDB
- Establishing Innovation Platforms for Technology Adoption (IPTA)
- IPTA-a multi-stakeholder innovation platform

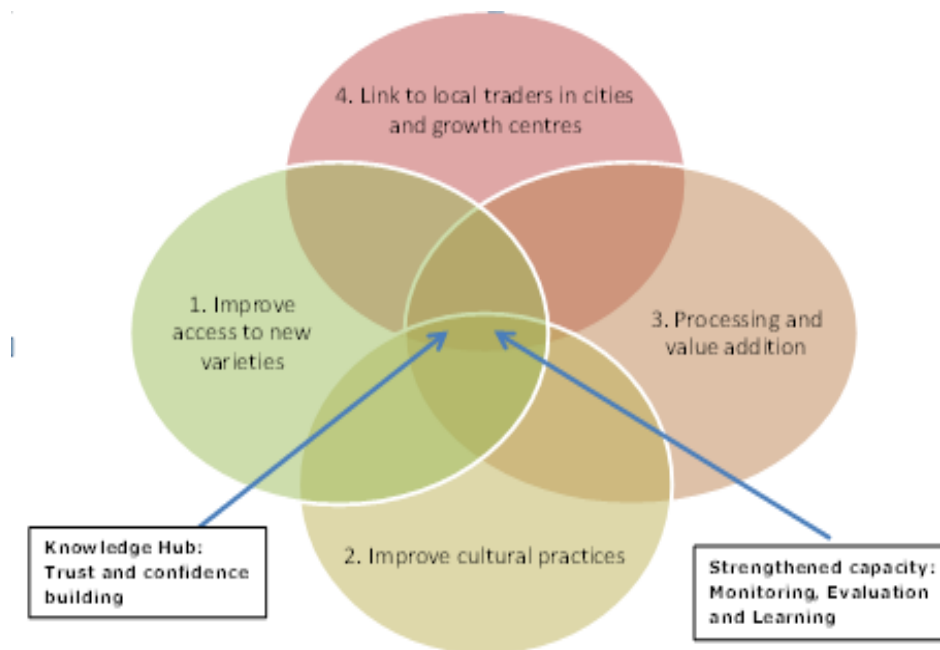


Fig. 6. Diagram of IPTA model along value chain

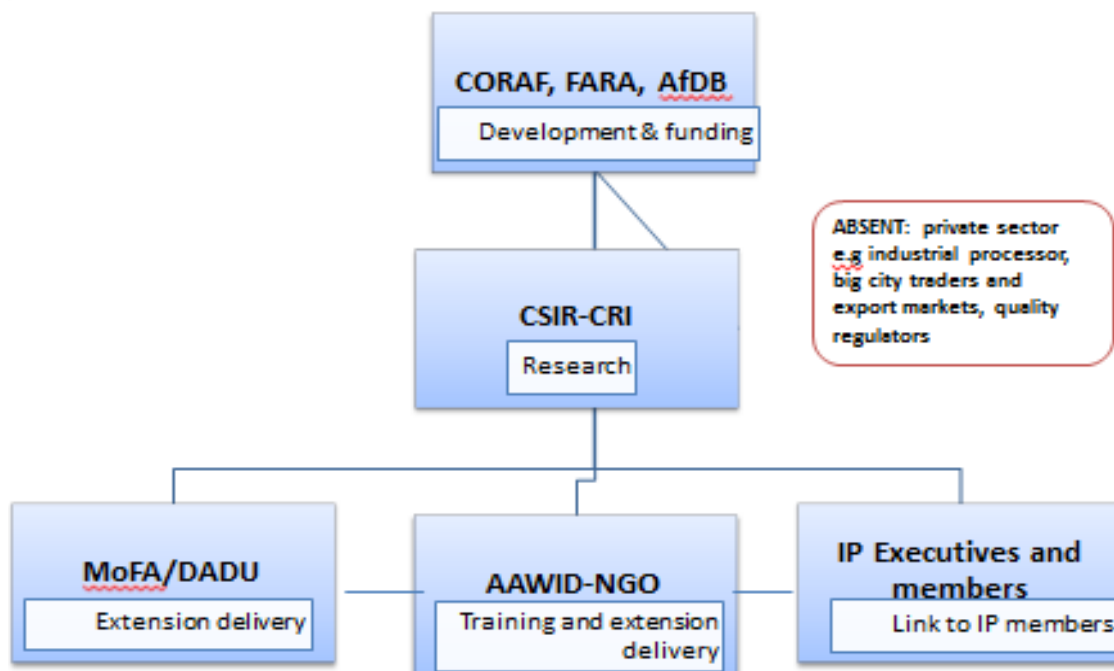


Fig. 7. DONATA-Partnership structure

MOTIVATION OF PARTNERS

- CORAF, FARA and AfDB- development and funding of a food security crop in Africa
- CSIR-CRI- relevant research on cassava
- MoFA/DADU- effective extension delivery method
- AAWID- promote agricultural development in rural settings especially for women
- IP executives- new ways of doing things, for profitability

VALUE CHAIN CHARACTERISTICS

Food value chain, less established institutions

Gaps/Institutional constraints identified

- *Technological disruptions and conformity e.g Heavy reliance on local variety*
- *Poor planting and cultural practices*

1. Collaboration gaps
 - Weak or non-existence linkages among actors
 - Lack of information sharing among actors
 - Lack of options for market access

THE INSTITUTIONAL ENTREPRENEURS

- **CSIR-CRI: Focal person**

- RELC Coordinator
- Networks with researchers, MoFA and NGO
- Access to information on IPTA
- Communication skills
- Expertise in weed & project management
- Link to critical funds
- Formal authority on research

***Social position and enabling environment**

- **IP Chairman**

- Informal networks and authority
- Social capital
- Strategies and knowledge from other projects
- Local knowledge and content

***Social position and business/entrepreneurial skills**

INSTITUTIONAL ENTREPRENEURIAL PROCESSES

1. Visioning

Diagnostic and motivational framing to make case for changes in the VC within the framework of IPTA

- ❖ New varieties
- ❖ Good production practices
- ❖ Linkage of actors
- ❖ Value addition and access to markets

2. Mobilising allies

Governance level

- Discourse and networking to convince stakeholders (private, public, NGO etc.)
- Mobilise financial, material, human resources

* Social capital for access to information and political support

Local level

- Community sensitization and awareness creation - - Research and training
 - Forming of IPs first with farmers groups
 - Setting up demonstration plots, experimenting with VC actors

*Formal and informal authority for recognition and legitimacy

3. Motivating and sustaining vision

- Capacity building at all levels; Involving local actors as facilitators
- Provision of relevant logistics
- Self-sustaining strategies (e.g., not paying money to actors; mobility allowance at par with own organisation rate, IP rules, and bye-laws)
- Value-addition and linkage to local market
- In-kind contribution and dues payments
- Self-construction of processing site
- Continuous links with NGO, CRI, and MoFA/DADU- as a broker or ‘father’
- Strong links with local organisations
- Using services of members-thus sustaining interest

SPOTLIGHT ON INSTITUTIONAL INNOVATION

Institutional innovation at 3 main levels

1. New network of actors/relation building
 - Organisation of formal actors: AfDB, CoRAF/FARA, CSIR-(CRI, INSTI, BRRI)
 - Organisation of Municipal actors: MoFA, Wenchi MA, AAWID, RELC team, Rural banks
 - Organisation of the IP: farmers, processors, buyers, transporters, input dealers, traditional rulers

* Linkage of all the stakeholders at the different levels

2. New ways of knowledge creation, learning and extension delivery

- Learning agenda created from prioritised issues of farmers/processors
- Individual & group demonstration plot
- Researcher-extension-farmer experimentation
- Linking local and scientific knowledge
- Training of actors on job eg processor, sprayers
- Information sharing among VC actors on IP

3. New market access

- Planting material sales-to DONATA, RTIMP, WAPPP
- Fresh cassava sales –Transporter links directly with buyers
- Gari-good quality and larger quantities to Burkina Faso; weekly markets
- Chips/*nkonkonte*-emerging technologies and practices for different market
- Emerging access to export market (cassava starch for ethanol)

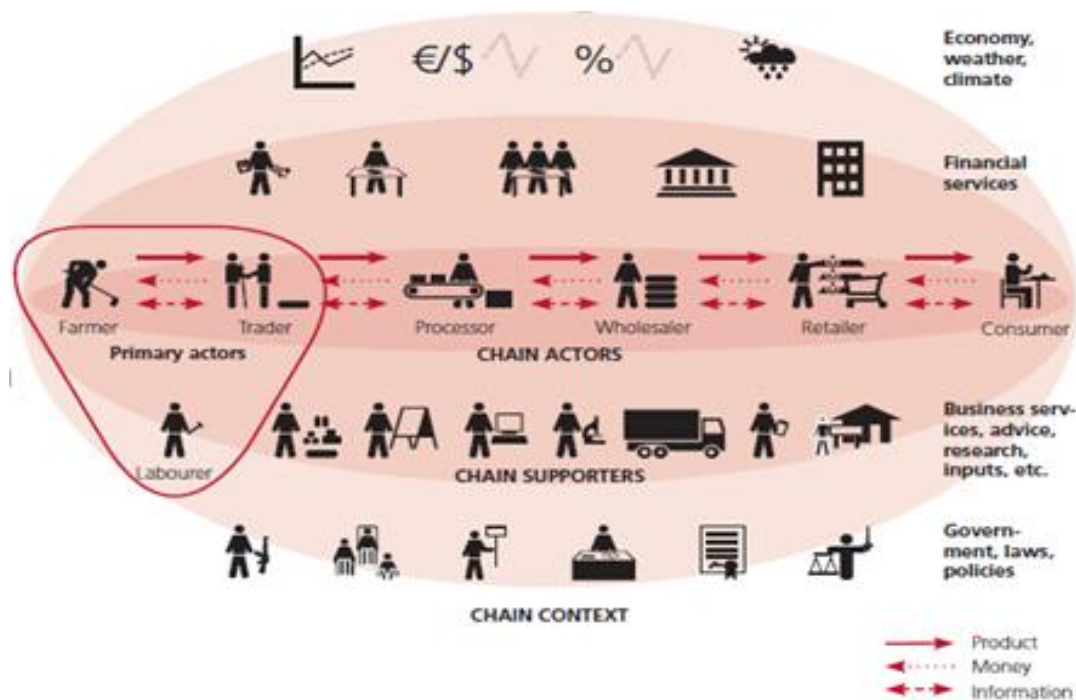


Fig. 8. Various actors in a cassava value Chain

Source: Adapted from KIT and IIRR (2010)

CASE 1

DONATA CASAVA INNOVATION (AYIGBE)

CHARACTERISTICS:

- Mostly migrants
- Cassava, maize, groundnut
- Land rented/forestry concession
- Gari making
- Local market-Techiman
- IP started in 2009
- Leadership-youth, business and entrepreneurial minded
- Processing site completed
- Strong interaction- IP members
- Links with other projects e.g. CaVa

***Strong and functional IP**

CASE 2

DONATA CASAVA INNOVATION (WUROMPO)

CHARACTERISTICS:

- Cashew, pepper, cassava
- Owned lands
- Chips/nkonkonte making
- Local market- Wenchi
- IP started in 2009
- Leadership- older executives
- Processing site uncompleted

*** Weak and less functional IP**

Questions to be answered?

What happened to the Ayigbe IP? What made it work?

What happened to the Wurompo IP? What was needed to make it work?

What insights can you share from your partnership experience?

Other questions?

- Are you an IE, facilitator, partner, or beneficiary?
- What are your insights?
- What levels can coordinate actions be achieved?
- How can we sustain institutional innovations or anchor such changes in agricultural partnerships in Ghana?

Questions from participants:

Q1. (David Amoah) Why is that the younger executives doing well at Ayigbe compared to the older executives in Wurompo?

Response: The failure of Worumpo IP can be simply because of lack of effective leadership.

Q2. Did you undertake any cost analysis and profitability?

Response: No, I was looking at institutional changes, but that information is available and can be obtained from DONATA.

Q3. (Yaw Osei-Asare) (Agric. Econs and Agribusiness Dept., Legon) How was the cassava project started? Was it demand driven or motivated by the communities?

Response: This was an initiative from African Heads of States, DONATA was established based on demand and was launched with various stakeholders in the community.

C. GROUP PRESENTATIONS

Participants were divided into three groups for further discussions on questions from the Research Associates. The various groups had different questions to deliberate on. Each group was to identify a lead who was to give a short presentation on their outputs to the participants.

a) Presentation by Group 1

1. Who could mobilize high-level government officers to become involved in partnership?

➤ The Head of the Partnership (the Coordinator)

For effectiveness and efficiency, that person should have the following qualities:

- Lobbying skills- the person should be knowledgeable about the issue, well-respected, have clouts, good communication and persuasive skills.
- Ability to provide feedback to the leadership of the partners.
- Good leadership skills.

2. What value chain conditions can motivate higher level government actors involvement in partnership?

- Proper appraisal of the existing situations on the ground.
- Clarity of the objectives among partners.
- Identify the interest of the Group/Organisation/Ministry.
- Assigning task to higher level government actors relevant.
- Creating sense of ownership.

- Stronger collaboration and networking among actors.
3. What mechanisms were needed?

- Trust building.
- Regular reporting/feedbacks.
- Highlighting actor-involvement in monitoring and evaluation.
- Mutual respect among partners.
- Assigning tasks to actors.

b) Presentation by Group 2

What value chain conditions motivated private actors to be involved in partnerships?

- Profitability of venture/business
 - Private sector want to see a business case
- Private sector wants to see workable solutions
 - Ready market
 - Looking for results
- An enabling policy environment is needed to motivate private sector and not disincentives
 - Incentives, eg. tax rebates
 - Reduced risk coverage
- High level commitments from various actors
- Cost efficiency and effectiveness in the business venture

1. What mechanisms were needed?

- Dialoguing among various actors that ends into development of an agreement to enhance transparency in business dealings
- Price negotiations and documentation (contracts)
 - Pricing
 - Quantity (measurements)
 - Quality standards
- Regulatory framework needed to guide and provide procedures on how things are done
- Monitoring and evaluation
- Ensures standards are met

2. Who could mobilise private actors to become involved in partnership?

- High level
 - Government is key to mobilizing
 - Setting policy and framework

- Private sector groupings to dialogue among themselves
- Lower level
 - NGOs
 - Have some neutrality, work in communities and have resources
 - Needed are reputable NGOs
 - Local authorities eg. district assemblies and departments

c) **Presentation by Group 3**

1. Under what conditions will Research, Local NGOs and extension officers engage with and support partnerships for inclusive development?
 - Linkage
 - Benefits that they can derive from the partnerships (other benefit)
 - Involvement and clear definitions of roles (local actors should fall under government policies (also at institutional level)
 - Opportunities (existing problem)
 - Guaranteed market
 - Production to meet market demands
 - Standardization of the inputs (fertilizer and planting materials)
 - Budget (resources and motivation)

2. What was needed to ensure the sustainability of the institutional change/innovation and the engagement in value chain development by smallholder farmers and processors without financial support?
 - Need-base engagement
 - Should be along right policies
 - Standardization
 - Locally manageable technology
 - Ownership of the innovation
 - Mainstreaming activities into normal work
 - Existing market determining innovation development
 - Partnership for innovation and financial resources with other entrepreneur
 - Environmental management to ensure proper sanitation
 - Exploring other opportunity for by-products
 - Always engage relevant stakeholders

QUESTIONS AND COMMENTS ON GROUP PRESENTATIONS

Group 1

Question. Can you elaborate on the statement Head of Partnership (Coordinator)?

Response: The Head of Partnership was to coordinate issues and to get Government officers involved in the partnership. He is supposed to be equipped with certain qualities as outlined in the presentation.

Comment: More emphasis can be placed on the qualities a Head of Partnership possesses, because anyone with knowledge, communication, and lobbying skills qualifies for such a position.

Group 2

Question. Why will the private sector not get involved in partnerships when government gives free incentives to farmers?

Response: Certain incentives given to farmers by government will push private sector away from joining the partnership.

Comments:

- Government incentives given to farmers will not push private sector away from the Partnership but rather supplement to what the private sector provide.
- Government should have a constant policy relating to incentive provision so that it will attract private sector to the partnership.

CONCLUSIONS AND RECOMMENDATIONS

The workshop has been very interactive with insightful contributions from the participants. The general view was that, the research has brought into focus important issues which need to be addressed for effective partnerships in each of the domains of the Post-doc Researchers. In this regard, there were specific recommendations made by the participants as summarized below:

- The cocoa value chain has made progress related to yield and production, there has also been more inclusive participation in partnership arrangements in which license buying company's (LBCs) and farmers are involved.
- Gains in terms of productivity and production in the cocoa domain, can be seen from a production of 300,000 tonnes/annum to 850,000 tonnes/annum. Production on large acreages results in 1.5 Mt/ ha. However, productivity is also being eroded by small holders.
- In order for productivity to be obtained in partnerships, some questions need to be answered. 1. How do these partnerships interact and impact the sector? 2. What are the objectives of these partnerships? Are these to increase production, create innovation, or share information?
- These partnerships should be public-private-producer-partnerships (PPPP), for farmers to be represented as well and not relegated to the background.
- If a cocoa farm has low-yielding germplasm or these are grown on acidic soils, yields will be low. A cocoa sector without the right services will result in low yields.

- In improving yields, the breaking of pods, separation of beans and the mechanisms being implored are important. Gratis foundation has specific equipments for this purpose.
- In identifying impacts of the partnerships on outcomes, there is the need to consider monitoring and evaluation documents of partnership projects, and identify activities, output and outcomes to tease out the impact of the partnerships.
- The weak links in the various partnerships along the value chain must be studied together with their causes.
- The efficiency of value chain currently in cocoa sector must also be explored.
- The terminologies 'supply chain' and 'value chain' should be used in the right context.
- In ensuring the sustainability of partnerships, the objectives or goals of these partnerships and how these align to improve the sector must be explored. Further, the interactions among the partnerships which contribute to the overall sector competitiveness and sustainability must studied.
- Partnership structure creates coalition through IEs for institutional change.
- The Entrepreneur who establishes a clear shared vision is able to tap into the interest of the various actors to be engaged in the project.
- Partnerships need market actors to be successful as seen in the case of Ayigbe IP.
- Sustaining the interest of local level governance e.g., NGOs is important in these partnerships.
- Selection of IP leaders can impact on IP effectiveness e.g., Ayigbe IP.
- There is the need to explore bringing on board the crop-livestock integration into the existing IPs. Within MoFA, the Animal Production Directorate (APD) or CSIR-Animal research Institute (ARI) could be useful partners. The APD trains livestock and crop farmers on how to utilize cassava by-products as feed for animals. The Women in Agricultural Development (WIAD) of MoFA also have been engaging/ training cassava farmers using cassava as partial replacement for wheat in bread-making.
- There is the need to take into consideration the social-cultural context of farmers before introducing innovations to them. An example is the 'kokonte' milling chip technology introduced to cassava farmers which was not accepted by them.
- Market assessment needs to be made for the products to be produced by the IPs, and these IPs need to undertake certification processes to brand/label their product for more value addition.
- Innovation platforms (IPs) facilitate technology adoption and application. Therefore, all stakeholders must be brought together to identify the problems. There must be consensus on the type of technology or solutions to be implemented.
- Institutional entrepreneurs are not 'actual' entrepreneurs. Therefore, business units should be established in all partnership institutions to play/act like serious entrepreneurs to sustain these projects for them to be profitable.
- There is need for off-take agreements with key buyers or actors in the value chain. This is because the markets determine products to be produced.
- The contracts that exist along the value chain must be explored to know if these were verbal or written.

Day 2 CONSORTIUM MEETING

17TH September, 2015

In attendance were the following Consortium Members:

1. Dr. George Essegbey
2. Prof. Felix Asante
3. Prof. Laurens Klerkx
4. Mr. Eric Agyare
5. Dr. Richard Adu-Acheampong
6. Mr. Eric Banye
7. Dr. Alexander Nuer
8. Dr. Charity Osei-Amponsah
9. Mr. Ezekiel Narh Odonkor
10. Dr. Seloame Tatu Nyaku (Rapporteur)

The meeting was chaired by Dr. George Essegbey. Comments were made by the participants on the previous day's workshop. The agenda for the day was discussed and had the following outline:

1. Issues from the previous day's workshop.
 - Sustaining partnership, institutional innovation.
 - Market access.
 - Private sector engagement.
2. Issues from field research.
3. Knowledge-sharing for project results.
4. Research planning activities.
5. Engaging MSc students.
6. Evaluation of workshop (Day 1 and 2).
7. Any other business (AoB).

COMMENTS FROM PARTICIPANTS

1. Prof. Laurens Klerkx

Pleased with the workshop and the stakeholder participation.

2. Mr. Eric Agyare

The previous workshop was exciting, researchers should take issues raised on board. An example is how farmers could be represented in these partnerships. Findings from the Post-doctoral researchers will help address some of these constraints.

3. Dr. Richard Adu-Acheampong

Reflection from the yesterday's group presentation revealed that in getting government officers, private sector or research in partnership lobbying is key.

4. Dr. Charity Osei-Amponsah

A lot of issues were raised about market access and sustainability of partnerships. Further findings will draw insights in these areas.

1. ISSUES FROM THE PREVIOUS DAY'S WORKSHOP

i. Sustaining partnership institutional innovation

Comments from Consortium member's

1. Dr. Richard Adu-Acheampong

There is the need for an enabling environment and need-based engagement for sustainability of institutional innovation. An example is a market built for communities and these are not utilized implies these are not needs for the communities.

2. Mr. Eric Agyare

Seeking good information about the setup and knowing how things are working can ensure sustainability of innovation.

3. Prof. Felix Asante

Sustainability of partnerships is key, and this should be further explored.

4. Prof. Laurens Klerkx

If a good project ends, the farmer's in these communities could spread the news about these projects. How are some of these efforts being picked-up by the farmers?

ii. Market access

Comments from Consortium member's

1. Dr. Charity Osei-Amponsah

A key issue of concern is whether prevailing markets should be looked at before the partnerships are established? An example in the cassava domain relates to new varieties of cassava being introduced with positive impact on the production levels, however, these cassava varieties are not that attractive to consumers?

2. Mr. Eric Agyare

Markets are important and dynamic so from the onset they must be considered. In partnerships, those closer to the markets (market players) must be involved in the process.

3. Prof. Felix Asante

Market access has always been a problem. How best can this be addressed? Addition of value to the products can enhance their patronage by consumers.

4. Dr. George Essegbey

In the Donata cassava project, value addition included cassava chip and and gari production, these once they meet specific standards can be sold in supermarkets.

5. Dr. Charity Osei-Amponsah

Extracting of ethanol from cassava is now being explored which was previously absent.

6. Mr. Eric Agyare

Sustainability of any process is very important, this therefore demands looking at market from the onset of a project or platform.

7. Dr. George Essegbey

How could value chain efficiency be explored?

8. Dr. Alexander Nuer

A very deep study on value chain efficiency may be challenging however, this will be discussed with our Supervisors. I also welcome any advice and submission on the processes of undertaking value chain efficiency.

9. Mr. Eric Agyare

Markets these days do not reward inefficiency. This therefore has effects on the prices of commodities.

10. Prof. Laurens Klerkx

Market actors may provide information needed, however does this mean they will be committed in the process?

11. Dr. Richard Adu-acheampong

Why are producers (farmers) not meeting the specifications of buyers? Cassava beer production is becoming lucrative, however, this is not being taken up by seriously. How can people learn from what others (Positive deviants) have achieved?

12. Dr. Charity Osei-Amponsah

There are some farmers who do not know cassava can be used for beer. Who has to give them this information? Do we need to go into all these details as we look at the value chain?

13. Dr. George Essegbey

The focal person can be contacted to see how they supply information into the IP. This responsibility lies on the Donata facilitator.

14. Prof. Laurens Klerkx

Institutional entrepreneurs on the platforms can be contacted. Questions can be asked on the log-frame being used by the facilitators.

15. Prof. Felix Asante

What first motivated the farmers to go into cassava cultivation and why they are not getting buyers? Why was the cassava platform created? Is there lack of information? Are some dynamics not working? Is the amount of cassava being produced not enough?

iii. Private sector engagement

Comments by Consortium members'

1. Dr. Charity Osei-Amponsah

How can the private partners be engaged in these partnerships, and how can these partnerships be sustained?

2. Mr. Eric Agyare

Are there individuals in the cassava platform that undertake bulking of the cassava?

3. Dr. Charity Osei-Amponsah

Yes, there are individuals who also purchase cassava from Burkina Faso and act as middle men. However, in Amponsakrom only small quantities are bought.

4. Mr. Eric Agyare

Understanding the dynamics of what will drive the private sector into the partnerships is important. Normally, brewery companies do not like dealing with many farmers, but rather with a few who can deliver the quantities they need

5. Prof. Felix Asante

Was knowledge sharing explored as part of the Post-doctoral studies?

6. Dr. Alexander Nuer

Yes, however, knowledge sharing can be seen as a challenge sometimes.

7. Dr. Charity Osei-Amponsah

In CORIP, some of the farmers have no information about who purchases the cocoa seeds. Information flow is therefore limited.

8. Dr. George Essegbey

There is therefore the need to look into facts on the ground and how to involve farmers to also become partners.

9. Mr. Eric Agyare

Farmers must be represented on the platforms. How do they get their feedbacks? How are they represented on the platform? Why are farmers not demanding from their representatives? These issues must be looked into.

2. ISSUES FROM THE FIELD RESEARCH

A. Comments by Dr. Alexander Nuer

- Literature search undertaken
- Re-organisation after maiden workshop in Ghana (Accommodation not a problem)
- Positioning of framework for study
- Private partnership was a problem
- Baseline data was a challenge
- Re-integrating into the Ghanaian system was a challenge initially

Comments by Consortium members

1. Dr. Richard Adu-acheampong

There are other licensed buying company's that could be contacted for these partnerships apart from PBC.

2. Mr. Eric Agyare

Contact can be made with Solomon Asiedu to see if a partnership can be established.

B. Comments by Dr. Charity Osei-Amponsah

- Field budget-Accounting for imprest given with receipts for each individual expense is difficult.
- Supervision is on course, however, feedback is sometimes delayed.
- Consortium has been very helpful in provision of guidance for both practical and theoretical issues.
- Selecting of partnerships was a challenge initially, however, this has now been resolved.

Comments by Consortium members

Prof. Laurens Klerkx

Will follow-up of the field budgeting/ imprest accounting problem in Wageningen.

3. KNOWLEDGE-SHARING FOR PROJECT RESULTS

Consortium members' comments include the following:

1. Prof. Laurens Klerkx

Knowledge-sharing should be incorporated in the activities planned. This can be through development of manuals, brief writing etc.

2. Dr. George Essegbey

Both Post-doctoral Associates must get together to develop strategies for knowledge-sharing.

3. Mr. Eric Agyare

Knowledge-sharing can be through dissemination workshops. Key people must be brought together during these workshops.

4. Prof. Felix Asante

Will facilitate the creation of a platform for knowledge-sharing through seminars at ISSER. A policy brief must therefore be developed and advertised. This should be ready before December, 2015.

4. RESEARCH PLANNING ACTIVITIES

1. Activities planned by Dr. Alexander Nuer

- Field work commences the following week (Three months will be needed for field work).
- Second phase of field work to begin in January, 2016.
- Negotiations with LBCs and actors in the Governance structure to continue.
- Logistics not a problem for the research.

Comments from Consortium members:

Mr. Eric Agyare

A meeting will be scheduled between Dr. Alexander Nuer, Mr. Eric Agyare and a third party yet to be identified to discuss some issues relating to the partnerships.

2. Activities planned by Dr. Charity Osei-Amponsah

- Continue with Institutional entrepreneurship paper.
- Field work to begin on Tuesday, re-visiting all institutional entrepreneurship partners based in Accra.

- Conduct interviews with IFDC and FARA.
- Visit to Tamale in the 2nd week of October, 2015
- Visit to Wenchi (CORIP communities) in November, 2015. Other areas to be visited are, New Adubiase, Appia Krom and Assin Fosu.

Comments from Consortium members:

1. Mr. Eric Agyare

Private actors do not give out information because, of their competitors.

2. Prof. Felix Asante

A formal letter to the community before an interview is conducted is encouraged.

5. ENGAGING MSC STUDENTS

Comments from Consortium members

1. Prof. Laurens Klerkx

Two MSc students with either a social science or extension backgrounds to be attached to the project.

2. Dr. Charity Osei-Amponsah

The MSc students could take up aspects of issues from their research which will be outlined clearly for the students.

3. Dr. George Essegbey

Could the MSc students come from outside Agriculture Extension? Could students from other departments e.g., ISSER be part of the program?

6. EVALUATION OF WORKSHOP (DAY 1 and 2)

Consortium members gave positive remarks about the workshop and its impact on the research for the Post-doctoral Associates.

7. ANY OTHER BUSINESS (AoB)

1. Mr. Ezekiel Odonkor

- Politicians were invited to participate in the workshop however; there was no budget for them.
- Agricultural Extension Department of the School of Agriculture, University of Ghana should be engaged more in the project.

2. Prof. Laurens Klerkx

Will discuss the issues of a budget for Politicians invited to workshop with Prof. Anne Marie van Paasson.

3. Dr. Charity Osei-Amponsah

Thanked all that made this workshop a success.

CONCLUSIONS AND RECOMMENDATIONS

- Issues to be addressed by the Research Associates should focus on those key to their research.
- Research components will not change much, therefore this should progress faster.
- Seminar and policy briefs on the various research components should be out as soon as possible.
- The Post-doctoral Associates should be more interactive to make good success of their research.
- Involvement of politicians in meetings or workshops should be encouraged. Politicians should be invited to the March, 2016 workshop.
- The mass-media could be invited to cover some sessions of the workshops especially the opening session.
- Timing of invitations to stakeholders or policy makers is very critical to enable them participate in these workshops.
- Evaluation of the workshop for day 1 should have been after the workshop was over.

CLOSING REMARKS

Dr. George Essegbey thanked all participants for their time and contributions to the consortium meeting.

APPENDIX 1- PICTURES OF PARTICIPANTS DURING THE TWO-DAY WORKSHOP



Picture 1. Cross-section of participants during workshop (Day 1)



Picture 2. Dr. George Essegbey and Dr. Alexander Nuer interacting with workshop participants (Day 1)



Picture 3. Participants of Group 1 having some discussions-(Day 1)



Picture 4. Participants of Group 2 having some discussions-(Day 1)



Picture 5. Participants of Group 3 having some discussions-(Day 1)



Picture 6. Cross-section 1 of participants during the consortium meeting-(Day 2)



Picture 7. Cross-section 2 of participants during the consortium meeting-(Day 2)

Appendix 2: List of Participants for workshop (Day 1)

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