Private Sector Guide to Leveraging Public-Private Partnerships to Build Inclusive Agricultural Business Models: 4 Challenges & Solutions

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EXECUTIVE SUMMARY

In celebration of Global Partnerships Week 2017, and as part of the Concordia Campaign for a Sustainable Global Food Supply, TechnoServe and Concordia brought together leaders and decision-makers from top companies, foundations, and public-sector agencies for an open and frank dialogue about building business models and partnerships that can sustainably grow the global food supply and empower smallholder farmers around the world, in line with the Sustainable Development Goals (SDGs). This forum, "Delivering Inclusive Business for Sustainable Food Supply", took place on March 7, 2017 in Washington, D.C.

Consumer pressure, global frameworks like the SDGs, and the underlying need to do more with less for a growing population have led to an increased pressure for food companies to have inclusive, sustainable supply chains. Experience and best practices from leading companies can provide much-needed guidance around how companies can manage inclusive supply chains, and where cross-sector partnerships can provide value. Concordia and TechnoServe together aimed to provide a platform for companies to share their experiences and identify their challenges in a safe space.

The forum began with a closed-door session, providing senior-level corporate representatives from sustainability, procurement, corporate affairs, and business development functions an opportunity to discuss successes and challenges in implementing inclusive business models. Representatives from Coca-Cola, Kellogg Company, Syngenta, and AB InBev shared results from a new series of case studies highlighting practical approaches to addressing challenges in inclusive agricultural business models.

Participants then discussed key findings from their case studies, which were developed in partnership with TechnoServe and supported by the Ford Foundation. Following this, the forum evolved to include representatives from donor organizations to discuss strengthening the foundation for public-private partnerships (P3s) in support of a sustainable global food supply. The Ford Foundation, The MasterCard Foundation, USAID, IDH, and others shared their vision, strategic objectives, future partnership priorities, and engaged with company representatives and other attendees on steps forward for greater cooperation.

Participating companies used the forum to share the role of P3s in achieving their ambitious 2020 corporate sustainability commitments. They expressed the valuable role of P3s in facilitating sustainable growth objectives, mitigating risk, and reducing costs, among other benefits. Companies also spoke to how public-private interventions can strengthen agricultural markets in which they operate - many of which are supported by small and medium sized farms. In fact, small and medium sized farms are integral to meeting food demand by 2050, as they are expected to contribute to nearly 70% of necessary production growth.[1] Investment

1 Kanayo F. Nwanze. "Viewpoint: Smallholders can feed the world," Rome, Italy: international Fund for Agricultural Development (IFAD), 2011. http://www.ifad.org/pub/viewpoint/smallholder.pdf

in smallholder value chains is therefore of critical long-term importance to the supply of key ingredients for companies. Over time, sourcing locally in emerging markets can also reduce procurement costs, improve local license to operate, and bolster brand equity for corporations

In addition to the positive role that P3s can play in a sustainable global food supply, it is important to acknowledge the challenges that multi-stakeholder initiatives pose. P3s can be time and resource intensive: it takes time to find the right partners, organizations may find it difficult to align on objectives and approach, and some partnerships (e.g. pre-competitive coalitions of companies in the same industry) may require lengthy processes to secure internal buy-in. Identifying what is and what is not working in P3s is therefore key to the success of subsequent collaborative ventures.

Partnerships working toward the achievement of the SDG targets through sustainability commitments often encounter roadblocks. The SDGs can become more accessible by breaking down large goals into actionable, agreed-upon smaller targets with accountability standards and a strategic plan for partner communication.

The following paper builds upon the discussions during the TechnoServe and Concordia event, outlining four key challenges to inclusive business as experienced by the private sector, and proposing mechanisms that can address these challenges, including P3s. We highlight opportunities, tools, and solutions for private sector companies to actively and strategically leverage P3s to build more inclusive agricultural business models.

KEY TAKEAWAYS

- Sustainability commitments should be translated into relevant incentives and targets for local procurement teams.
- Public sector partnerships can be strengthened by aligning corporate goals to government development goals (e.g. increased GDP, improved incomes for smallholders).
- Increased efficiency when identifying and securing partnerships is critical to enabling more P3s; development of a centralized partnership brokering resource and pre-competitive coalitions are two potential solutions.
- Effective P3 coordination requires clear shared objectives, with KPIs and milestones to track and evaluate progress and enable course correction where needed.
- Blended finance is a useful tool when thinking about ways to finance inclusive business models and increase capture of shared value opportunities.
- Improving data availability in smallholder agriculture will help to unleash private sector investment in the sector.
- Connecting sustainability more closely to consumers can improve the business case for inclusive agricultural business models.

INTRODUCTION

The 2030 Sustainable Development Goal (SDG) targets that pertain to sustainable agriculture include: improving the productivity of small-scale food producers, increasing investment in research and technology development, and developing overall sustainable food production systems. Inclusive agricultural business models, which promote the integration of smallholders into markets while providing mutual benefits for both the farmers and for business, can be used as means to achieve these objectives.

SDG 17 specifically references partnerships as a means to achieve this end, and calls on all sectors to activate and scale sustainability efforts and to work collaboratively in order to have greatest social impact. These partnership models can improve food security and build sustainable production systems while also supporting a company's growth into emerging markets, facilitating reliable local sourcing and mitigating risks.

While public-private partnerships (P3s) can enable inclusive agricultural business models, they can also add additional layers of complexity and expense. As one forum participant noted, "straightforward doesn't work in sustainability partnerships." Through discussions with leading corporations who house deep experience in applying P3s towards sustainability challenges, several best practices have been identified to address the challenges of P3s in inclusive business and provide guidance for the formation of future partnerships.

This paper identifies four challenges of inclusive business models for a sustainable food supply, and the methods used by multinational corporations to address these challenges. Among these methods includes leveraging P3s. Through this paper, Concordia and TechnoServe aim to help companies and donor organizations alike overcome common partnership challenges in a sustainable food supply in order to better design P3s for positive social impact.

17 PARTNERSHIPS FOR THE GOALS

CHALLENGE #1:
ENSURING TRUE "SHARED" VALUE

Shared value, or creating economic value in a way that simultaneously creates value for society, functions by reconnecting business success to social progress.[2]

Partnerships are one vehicle through which to create shared value. However, partnering along the agricultural supply chain to create shared value can be a complex process, as various stakeholders have different partnering motivations and thus require different partnering strategies. The diversity of agricultural stakeholders provides ample opportunity for mixed partnership formulations. The issue concerns which partnering strategies companies should pursue to achieve a win-win outcome for each stakeholder.

By taking the time to carefully identify strategic engagement points with each supply chain stakeholder, companies can more easily identify various stages of the supply chain where there are opportunities for shared value. If companies are to develop inclusive supply chains, meet their bottom line, and have positive social impact, it is necessary to carefully map out shared value opportunities.

ENGAGING SMALLHOLDER FARMERS FOR COMMERCIAL AND SOCIAL VALUE

Strengthening smallholder value chains (i.e those reliant on farmers that own or cultivate less than two hectares of land) through training and capacity building of various actors throughout the value chain is a concrete opportunity for creating shared value.

Companies that participated in the forum spoke to the efficiencies, quality, and reliability improvements that resulted from their investment in training and capacity building among key actors in their smallholder supply chains – including smallholder farmers themselves, cooperatives/aggregators, and processors. In addition to creating value for the company, these investments resulted in increased productivity, incomes and resiliency among farmers and their families, as well as local small enterprises operating at the aggregation and processing levels.

A strong consensus therefore emerged that strengthening smallholder supply chains can create both commercial and social value. Some companies have historically made these kinds of investments with a pure corporate responsibility or public relations agenda; however, companies participating in the forum emphasized that sustainable initiatives can create

2 Kramer, Mark R., and Michael E. Porter. "Creating shared value." Harvard business review 89.1/2 (2011): 62-77.

additional commercial value when embedded in a core business function (e.g. procurement, government relations) or a brand strategy.

While the global sustainability goals of multinational companies are often set at a Headquarter level, forum participants emphasized that sustainability teams should turn to functions within the company's local Business Units to set targets laddering up to the company's global commitments, and to develop locally- relevant strategies for achieving those targets. Alignment with local procurement teams is particularly critical for sustainability goals relating to smallholder supply chains, as these teams house on-the-ground expertise often in tune with a geography's sustainability landscape and they are ultimately responsible for the extent to which the company engages smallholder supply chains.

Therefore, aligning global sustainability goals with local procurement targets and priorities can enable shared value approaches that support global corporate sustainability targets in a locally-relevant way.

If their incentives are correctly aligned, local procurement teams can become champions for a company's global sustainability goals and lead sustainability efforts at the business unit level. The opportunity to consistently source reliable, high-quality products locally and reduce exposure to foreign exchange rate risk provides an incentive to cultivate resilient farming communities in which smallholder farmers are more productive and reap higher incomes.

While the alignment of sustainability commitments, smallholder supply chains, and procurement is most obvious, forum participants also commented on the opportunity to align sustainability goals with the objectives of a broad array of functions, ranging from government relations to brand teams.

PARTNERSHIPS WITH THE LOCAL AND NATIONAL PUBLIC SECTOR

Collaborating with local and national governments on sustainability commitments related to smallholder supply chains can bolster a company's license to operate, which is critical to ensuring a its ability to maintain and grow its operations. Partnering with a government entity with the goal of building more inclusive supply chains can also mitigate risk particularly for locally-sourced ingredients that are a priority for the government. In order to implement a successful and sustainable method of engaging smallholder farmers, the private sector should consult with public sector partner(s) to identify the specific needs of the local smallholder value chains, given they are likely to differ dramatically from the company's standard (large, commercial) suppliers.

Local and national public sector partnerships are strongest when companies can point to data that highlight their commitment and contribution to local and national Gross Domestic Product (GDP), employment rate, and other key indications of how their operations contribute to the public good. Public sector partners are more willing to exercise support for a company's sustainability and inclusive business initiatives when the company can articulate how its operations benefit smallholder communities (and provide supporting data, such as the number of local smallholders supplying the company). Public-private engagements within this context are optimal when a private sector partner can design sourcing operations in such a way that they generate opportunities (i.e. market access and tools for yield improvement) for the country's primary smallholder farmer base and not just commercial farmers.

KEY TAKEAWAYS

- Sustainability commitments should be translated into relevant incentives and targets for local procurement teams.
- Public sector partnerships can be strengthened by tying corporate goals to government development goals (e.g. increased GDP, improved incomes for smallholders).

CHALLENGE #2:
DEVELOPING EFFECTIVE PARTNERSHIPS

Whether a bilateral partnership between a company and a non-profit or government entity, or a broader coalition among various actors, public-private partnerships (P3s) offer numerous opportunities to support and enable inclusive business models for a sustainable food supply.

P3s can help close capacity gaps across smallholder supply chains in order to make inclusive models viable, buy down the risk of investing in innovative but unproven models, deepen and broaden their impact, and activate reputational gains for companies that strengthen license to operate.

However, P3 advocates may face a variety of obstacles both within their organization and across partners, including: identifying the right partner(s), obtaining buy-in across internal departments and regional/country offices, aligning the objectives of each partner, and coordinating operations across partners.

IMPROVING THE EFFICIENCY OF DEVELOPING P3S

Despite recognizing the benefits of public-private partnerships and a general willingness to partner, companies cite the time and resource-intensive process of finding partners as an initial obstacle that can stymie collaborative opportunities.

PARTNERSHIP BROKERAGE PLATFORM

According to companies, a partnership-brokering platform could enable more efficient partnership development. This could be a digitally accessible, centralized resource dedicated to identifying and matching public and private sector partners based on their objectives, geographic footprint, and experience.

THIRD-PARTY CONVENER MODEL

Broader pre-competitive coalitions of company peers and public actors are another solution suggested by companies to improve the efficiency of partner identification and development for P3s. Forming new coalitions requires a “third party convener” – a neutral entity, typically a non-profit organization or public sector actor, which can drive coordination across members and operate as the secretariat for a partnership. These can enable companies with common visions operating in the same space to collaborate on a pre-competitive basis.

Effective third-party conveners define a shared objective, establish a framework for coordination across members that assigns clear programmatic roles and performance metrics, and pool resources centrally across members. This type of public-private collaboration enables business to interact with other actors and like-minded companies on important industry issues, policies, and regulations.

For example, the Better Cotton Initiative, a nonprofit that aligns players across cotton's complex supply chain to support the adoption of sustainable practices, and the Sustainable Food Lab, a nonprofit that brings together food and beverage companies to develop shared approaches to sustainability in their industry, are third-party conveners that facilitate cross-sector collaboration. The Concordia Campaign for a Sustainable Global Food Supply represents a third. The third-party convener model therefore allows companies with similar values and complementary services to work with one another in a non-competitive environment.

MULTI STAKEHOLDER INITIATIVES

Multi stakeholder initiatives (MSIs) have long been prescribed as a solution to the sustainability and traceability challenges that companies face. They can serve to mitigate risk for individual companies and can aggregate smaller funding capacities for greater impact. However, participants agreed the continued creation of stratified MSIs would be a mistake. Goal setting as a group can be challenging and may dilute the end result for many. Further, participation in an MSI can become a 'check the box' activity, and serve to replace meaningful work that a company (or partnership) might otherwise embark upon. Instead, the group suggested existing MSIs be made more coordinated and impactful.

CHALLENGE #2:
DEVELOPING EFFECTIVE PARTNERSHIPS

ENSURING EFFECTIVE COORDINATION ACROSS PARTNERS

Once a partner or set of partners is identified and secured, coordination risks and challenges can be mitigated by detailing and aligning on a common performance measurement framework for the partnership, including clearly articulated objectives, key performance indicators (KPIs), and milestones. This foundational work is essential towards tracking and evaluating the progress and impact of the partnership over the short and long term, and creates the necessary frameworks to enable course correction where needed.

LEARNING FROM FAILURE

Participating companies also described the need to embrace failures in P3s in order to enable learning. In particular, sharing case studies across a company of an unsuccessful program or partnership is one solution for understanding failures and growing from them.

KEY TAKEAWAYS

- Increased efficiency when identifying and securing partnerships is critical to enabling more P3s; development of a centralized partnership brokering resource and pre-competitive coalitions are two potential solutions.
- Effective coordination of P3s requires clear shared objectives, KPIs and milestones to track and evaluate progress and enable course correction where needed.

HOW TO GENERATE INTERNAL BUY-IN

Balancing short-term procurement pressures with the longer-term nature of sustainability often creates internal communications issues. For instance, corporate sustainability commitments at headquarters need to be systematically linked to procurement targets at the country level. Failing to do so can create an environment where quarterly metrics undercut the longer-term 2020 goals. Companies agreed that securing buy-in from different functions across the company (e.g. procurement, sustainability, business development, quality, government relations, etc), and from local business units in emerging markets in particular, helps to drive internal alignment and balance both short and long-term objectives.

Companies can empower country offices and internal departments by mixing internal accountability with tools that help teams achieve their goals. Country offices must be equipped with the tools and flexibility to both define and achieve sustainability goals within the local, field-level context. Internal coordination also presents an organizational challenge where separate divisions with unique functions often operate in silos and appear more risk-averse to sustainability initiatives. Aligning sustainability implementation strategies across business development, marketing, commercial, procurement, and country teams facilitates buy-in across the board.

According to participating companies, businesses that address local economic and environmental issues and embed them in sustainability commitments are doing themselves a real service in the long-term. By combining value propositions of risk mitigation with the creation of commercial value through reducing costs or accessing new customers, internal teams can help to build a sustainable brand and create opportunities for highlighting their shared value creation. Taking a holistic, systems-based approach to a local market can unlock opportunities through longer-term engagement. Internal buy-in for sustainability initiatives also requires building a strong business case and quantifying the return-on-investment (ROI) on smallholder investments. While ROI, in this case, is a long-term game, highlighting already existing examples of a sustainable, high-performing buyer or supplier leader can begin to make noise and gain internal recognition for scaling operations. Ultimately, numbers drive action and targets. Defining (and quantifying) the benefits of sustainability in alignment with existing success metrics, and simultaneously creating an organizational culture that balances the importance of long-term sustainability with shorter-term pressures, can balance the need to do good while doing well. P3s can also activate reputational gains outside of profit-driven success, enabling long-term engagements in emerging markets and a license to operate in country.

CHALLENGE #3:
FINANCING INCLUSIVE BUSINESS MODELS

Increased investment is integral to meeting the development needs of agribusiness. The United Nations Conference on Trade and Development estimates that "the total investment needs in developing countries amount to \$3.3 - \$3.4 trillion annually, with current investment at \$1.4 trillion implying an investment gap of \$1.9 - \$3.1 trillion per year."[3]

Agricultural sector investments, in particular, lag behind other industries, with relatively modest private sector capital flows, bank lending, and international institutional aid support. This is despite the outsized importance of the sector, which accounts for about 30% of GDP across Sub-Saharan Africa and 20% across Southeast Asia.[4]

There is currently little incentive to change that. From a private sector perspective, returns on investment in agricultural development in emerging markets can be either too risky, or too long-term and hard to monetize. What's more, the same philanthropic donors have occupied this space for years, with few new actors entering into charitable work in agriculture. A tough lending environment coupled with expected cuts in international aid from major donor countries pose additional challenges.

BLENDED FINANCE SOLUTIONS

One new financing model that could close this gap is blended finance. Blended finance, or the mix of grants/grant-equivalent instruments and non-grant financing to enable financing terms that make projects financially viable[5], uses public and charitable funds to attract private sector capital to investments it might not ordinarily consider.

Grants and donor funding in the form of blended finance provide a pathway to collaborative social impact in areas where the private sector may not have the necessary resources or a sufficiently strong business case to engage in shared value opportunities. This model functions on the premise that all stakeholders can achieve their expected returns while also advancing a shared impact goal. For the private sector, co-investment in projects that create clear public goods can strengthen the business case and secure the internal buy-in required to

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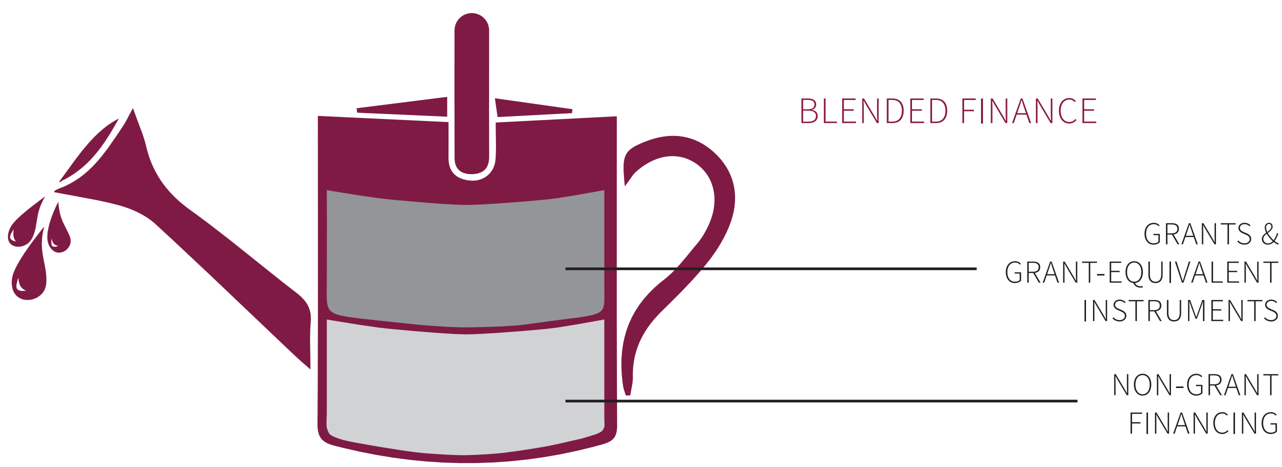
3 United Nations Department of Economic and Social Affairs. "Final push for milestone event to finance development," United Nations, July, 2015. http://www.un.org/en/development/desa/news/financing/final-push-for-ffd3.html

4 The World Bank. "Fact Sheet: the World Bank and Agriculture in Africa," Washington, DC: World Bank (WB), 2013. http://go.worldbank.org/GUJ8RVMRL0

5 Mustapha, S.; Prizzon, A.; Gavas, M. "Topic Guide: Blended finance for infrastructure and low-carbon development," United Kingdom: Evidence on Demand, 2014. http://dx.doi.org/10.12774/eod_tg9_jan2014.odi

mobilize investment. In a context where public finance is increasingly under pressure, blended finance mobilizes private capital funds to developing markets using strategic deployment of philanthropic and aid finance. Where corporate and philanthropic funds are limited, extra private and public capital flows have the ability to amplify impact and overcome institutional constraints. Due to their clout and risk-absorbing abilities, development finance institutions like the World Bank's International Finance Corporation can channel and multiply incoming investments, create an enabling environment, and successfully funnel complementary funds.



Blended finance can also be used to create financial returns for investments that would normally yield less tangible results. Where government and aid agencies seek funding for projects that are socially desirable and deliver national or international cost-savings or other benefits, social-impact bonds can be used to pay back investors who would otherwise not gain financial returns.

The objective is not only to increase private sector returns by creating a strong enabling environment and bolstering previously weak or inefficient markets, but also to shield the private sector from risk. The risk management function of blended finance in the agricultural sector is therefore attractive to the private sector.

CHALLENGE #3:
FINANCING INCLUSIVE BUSINESS MODELS

However, according to at least one donor agency present, blended finance cannot be seen as a panacea. Rather, the long-term solution still relies on the development of new initiatives and tools to close this funding gap.

IMPROVING DATA AVAILABILITY

Stronger data, modeling and localized metrics are needed to enable increased investments in agricultural development. Reliable data in smallholder agriculture is sparse, which, coupled with the complexity of the supply chain, increases risk and results in a tremendously high cost of capital for investments in smallholder agriculture.

The public sector and donors can play a valuable role in improving the quality and availability of data in smallholder agriculture in order to better inform risk analyses and unleash additional investment in the sector. TechnoServe's SMS bookkeeping for smallholder cooperative wet mills in its East Africa Coffee Initiative is one example of how improved access to data and information can unlock private capital for agricultural development. The SMS-based risk-monitoring platform facilitates coffee wet mills' access to finance by enabling local financial institutions real-time access to the mills' financial information. In conjunction with capacity building for wet mill management, this system has led to mobilization of $21.9M in private sector finance fueling mills' expansion and improved operations.

Once the data collection and monitoring techniques are developed, positive returns over the medium- and long-term must be touted. Expanding the investment term is required for the longer timeframe associated with the agricultural sector, thereby increasing the importance of real-time transparency into project financials and progress. When inclusive agricultural business models are framed as addressing a social need and a long-term business risk, patient capital asset managers are more likely to engage, as they have an inherently long-term perspective. Despite the potential for a blended-finance approach to enhance inclusive agriculture supply chains and reap the associated benefits, the turnaround is anything but immediate. For this reason, participants stressed the importance of demonstrating progress and success from a project at interim points.

When it comes to direct investment in inclusive agricultural business models by consumer goods companies (rather than financial institutions), companies face a tension between the long-term nature of the returns on inclusive business and the short-term nature of the targets and pressures that often drive decision-making. Return on Investment (ROI) analyses on company investment in these models therefore must take into consideration not only operational benefits, such as risk mitigation and long term cost reduction, but also reputational benefits, such as license to operate and brand value.

KEY TAKEAWAYS

- Blended finance is a useful tool when thinking about ways to finance inclusive business models and increase capture of shared value opportunities.
- Improving the availability of data in smallholder agriculture will help to unleash private sector investment in the sector.

CHALLENGE #4:
CONNECTING TO THE CONSUMER

At the end of the day, corporations respond to market demand, and positive change in the agricultural industry can only occur if it is profitable. In this case, the individual consumer becomes a powerful driver of industry change.

Unfortunately, the ‘consumer’ is not a homogenous body, and decision-making is based on a variety of individual factors and information sets. As market demand vaguely translates into the sum of varying demands from consumers across geographies, political spectrums, and purchasing powers, its complexity is particularly high for those companies operating in multiple geographies. Managing these consumer expectations and responding to fluctuations in demand therefore require high-touch market segmentation.

Demand for sustainably-produced agricultural products has increased due to widening awareness of the global food system. A 2016 report by the International Food Information Council (IFC) found that 70 percent of American consumers think the sustainability of their food ingredients is important.[6] This number has likely grown in the past year; discussion panelists noted that consumers are increasingly connecting to agriculture through the brands that they purchase, and as a result, expect more in terms of the social and environmental practices that turn produce into product.

At the same time, companies fulfilling these demands have a customer base with varying awareness levels of the dimensions of sustainability, and companies cannot sacrifice product quality in the name of inclusivity and sustainability. A shift in sourcing strategy to include more smallholder farmers requires significant investment to maintain a company’s high quality standards. Companies seeking to manage disparate consumer demands, sustainability, product supply and quality, and profitability, face a daunting challenge. P3s can offer new tools to help.

REACHING A NEW LOCAL CONSUMER BASE

One favorable outcome of a P3 that employs a local sourcing model is the potential for a new clientele. Companies cited as part of their motivation to engage with smallholder farmers the opportunity to engage new consumers and create market resiliency. By properly marketing their product source, companies have the opportunity to capture an otherwise distant market. Where a product provides clear benefits to the population, local government may play a role in market development as well.

6 Food Insight. "Food Decision 2016: The Impact of a Growing National Food Dialogue," Washington, DC, 2016. http://www.foodinsight.org/articles/2016-food-and-health-survey-food-decision-2016-impact-growing-national-food-dialogue

TELLING THE RETAILER SUSTAINABILITY STORY

Due to their direct consumer interface, retailers have an important role to play in influencing consumer support for food supply chain sustainability measures. With degrees of control over product placement, packaging, and pricing, retailers shape how the value of a product is conveyed to a variety of consumers. While diligence on second- and third-tier suppliers can be complex for a retailer, particularly ones with global sourcing and distribution presence, supporting food supply chain sustainability can be advantageous: strong, transparent relationships with suppliers are integral in enabling retailers to meet their own 2020 sustainability commitments.

Retailers also have a role to play in shaping the demand for sustainable products by educating the consumer. By contextualizing the point of purchase with the beginning of the supply chain, retailers serve as the sustainability gateway to the market. As shoppers increasingly demand transparency regarding the conditions in which their food was sourced, where the product originated, and how the product reached their shelves, a new opportunity presents itself for retailers to find innovative models of supporting sustainable sourcing; digital signage, on-shelf displays, and even QR codes that link to websites highlighting the traceability of the product are just a few ideas raised during the panel discussion. By helping educate the consumer about sustainability initiatives further down the supply chain, the retailer plays an important role in cultivating consumer demand for sustainable and inclusive production practices.

KEY TAKEAWAYS:

- Connecting sustainability more closely to consumers can improve the business case for inclusive agricultural business models. A number of technology and marketing tools can be efficiently applied towards this goal.

LESSONS FROM P3S ON SCALE

Participants provided the following recommendations to secure internal buy-in required to scale projects:

- develop proof points and frame value drivers
- quote buyers or highlight specific suppliers who have benefited from the project
- point to peers or competitors who have leveraged projects for success -- your company cannot afford to fall behind in the sustainability movement
- identify internal levers of influence specific to your company's corporate culture and values
- develop clear lines of accountability up the management chain

CONCLUSION

As demonstrated by the discussion at the TechnoServe and Concordia roundtable held during the 2017 Global Partnerships Week, public-private partnerships are a critical tool for helping companies achieve their 2020 sustainability commitments, particularly those concerning inclusive business. Collaboration between sectors is necessary for achieving sustainable business objectives related to local procurement, smallholder engagement, and strategic market growth priorities, among other goals. However, partnerships to achieve these objectives are difficult to navigate, and few resources currently exist to help the private sector overcome these challenges. Through consolidating best practices and sharing lessons learned, implementers of P3s can serve as a valuable resource to those looking to create or scale partnerships for social impact, and help to facilitate the creation of future inclusive agricultural supply chains.

CONCORDIA

Concordia is a registered 501(c)(3) nonprofit, nonpartisan organization that enables public-private partnerships to create a more prosperous and sustainable future. As equal parts convener, campaigner, and idea incubator, Concordia is actively building cross-sector partnerships for social impact.

Launched at the 2016 Summit, the Concordia Campaign for a Sustainable Global Food Supply reflects Concordia's belief that a humane and sustainable global food supply is a challenge of utmost importance for today and tomorrow, and that public-private partnerships (P3s) can provide a pathway to a meaningful solution. The Campaign aims to elevate the issue of animal welfare as it explores policy, innovation, and global efforts in the food sustainability space throughout the next several years.

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A nonprofit organization operating in 30 countries, TechnoServe is a leader in harnessing the power of the private sector to help people lift themselves out of poverty. By linking people to information, capital and markets, we have helped millions to create lasting prosperity for their families and communities.

TechnoServe has earned a 4-star rating from independent evaluator Charity Navigator for the last 11 years, placing us in the top 1 percent of all its rated nonprofits. With nearly 50 years of proven results, TechnoServe believes in the power of private enterprise to transform lives.

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