

# G:ENESIS

## Unlocking Shared Value

A business case for engaging  
the Private Sector in Climate  
Smart Solutions for  
Smallholder Farmers

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Report

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## EXECUTIVE SUMMARY

**The perfect storm:** Large and growing numbers of poor rural households dependent on climate sensitive agriculture; operating on the margins of mainstream economy; a broken public extension service; faltering international development efforts – this explosive cocktail places millions of smallholder farmers at disproportionately high risk from a changing climate. Acknowledgement of the magnitude of the challenge, the required pace and scale of response measures, coupled with honest introspection on past performance, prompted the need to look beyond the public sector for delivering climate smart solutions. Harnessing the financial, technological and intellectual capital within the private sector to complement public sector driven climate responses is presenting a new dimension in efforts to deliver sustainable climate smart solutions at scale.

**Tackling shared risks jointly:** Climate change present farmers and businesses with risks (and opportunities) that affect their operations, their competitiveness, and their profits. Many of the risks and opportunities are shared. Increasingly, proactive businesses now acknowledge these as ‘shared imperatives’ which they can only tackle jointly with those who also face them. They are investing in innovative, mutually beneficial and commercially sustainable solutions for addressing shared climate risks in ways that unlock value for all involved, while building the resilience of key players (such as farmers) in their supply chains. This approach is built on the rational self-interest of both businesses and farmers, and is proving to be a game changer in addressing the challenge of scaling-up and sustaining response measures.

**Significant scope for unlocking value:** The paper presents compelling evidence of win-win outcomes from private sector investments that unlock access to technology (e.g. drought tolerant seed varieties and livestock breeds), finance, markets, information, insurance and other risk management tools that build resilience of smallholder farming systems. By helping smallholder farmers increase productivity, stabilize yields, improve quality of products, reduce production costs, and transfer risk (through insurance), such investments are concurrently helping businesses stabilize supply (or demand in the case of input suppliers), increase trade volumes and capacity utilization, access better quality products, lower transaction costs, and minimise contractual defaults while building trust and a better understanding of the smallholder context. Benefits go beyond farmers and businesses. Governments and aid agencies are benefiting from reduced need for safety nets and disaster recovery costs. New commercial opportunities have also emerged for service providers (including NGOs, research entities) involved in supporting implementation.

**Raising productivity is non-negotiable:** Without significant productivity improvements, resilience building partnerships between smallholders and the private sector cannot be sustained. Ensuring that smallholder farmers reach the required productivity and quality thresholds to unlock the value that sustain mutual interest in these partnerships is central to success. While the current low levels of productivity within the smallholder sector presents a

major challenge for the private sector engagement, it also presents huge opportunities as this represent untapped potential for unlocking value at relatively low cost.

**Providing high quality extension presents unique challenges:** While there are commercial options for supplying farmers with productivity and resilience enhancing inputs such as adaptable crop varieties and livestock breeds, providing the required extension support presents peculiar challenges. Although the payoff has been shown to be significant, the upfront costs of providing extension support and farmer organisation are very high, and usually only large corporates with large market shares can afford to self-finance such investments. Innovative, performance based funding models for providing farmer support are key to unlocking shared value between smallholders and the private sector. This is a key area of investment by national governments and international development partners, although caution is needed to avoid doing so in ways that undercut commercial service providers who are better placed to support the industry sustainably.

**An ‘ecosystem’ approach to partnerships:** Rather than addressing risks individually, more holistic ‘ecosystem’ approaches that address a number of risk factors (not only climate risk) concurrently, often in the form of multi-stakeholder partnerships of public, private, NGOs and donor partners, have better chances of success, as they maximise complementarities. This approach was found to be particularly important for weather based index insurance which typically need to be bundled with other interventions such as improved access to productivity enhancing inputs that improve the capacity of farmers to afford premiums. In turn, index insurance, also unlocks access to credit and more favourable interest rates as it lowers the farmer’s risk profile by giving them the means to meet contractual obligations in the event of a climate shock.

**Innovative use of policy, incentives, regulation:** Engagement of the private sector in climate smart solutions is still in its formative stages. There is huge scope to shape how this will evolve over the next few years. Innovative deployment of policy levers, incentives, regulatory and funding mechanisms at national and international levels will have a significant impact on whether these approaches will evolve as the preferred way of doing business. Knowledge institutions need to play a key role by providing evidence and refining business models to better deliver both resilience and commercial outcomes for all.

**Prudent investment option for climate funds:** Governments in developing countries and other development agencies are likely to receive significant funding from international funding mechanisms for tackling climate change, such as the Green Climate Fund. Investing such resources to promote engagement of private sector in delivering sustainable climate smart solutions needs to be a key area of focus. Providing affordable, tailored and long-term finance through a blend of commercial and quasi-commercial instruments could be the single most powerful instrument for shaping and promoting private sector investments in delivering sustainable climate smart solutions at scale.

**Improved understanding of climate risk:** Local and international research institutions, academia and other knowledge partners need to support a better understanding of climate risk by the private sector, including supporting smaller agribusinesses to originate, screen and structure funding for climate smart investments that create shared value for businesses and key players in their value chains, such as farmers.

**Promote, reward, and recognise responsible business:** A culture of responsible business needs to be nurtured, by institutionalising the promotion, rewarding and recognition of progressive business models in ways that transform the private sector landscape in favour of those that proactively invest in unlocking shared value.

## 1. INTRODUCTION

Efforts to engage the private sector as a key partner in designing and implementing climate change response measures are gaining considerable traction. While the private sector has always been an important player in mitigation related investments, especially through the carbon markets, their potential role in adaptation has received little attention. Discussions to date have largely focused on what the public sector should do and who should pay to support adaptation especially among poor communities who are most vulnerable to the impacts of climate change. Acknowledging this limited focus on the private sector, the Global Environmental Facility (GEF 2015) noted that "...in one critical respect, however, we need more progress: making the private sector a partner in helping nations build resilience and adapt to climate change. The business community needs to be our partner as we build resilience against and adapt to climate change. Yet to date, adaptation discussions inside and outside official climate negotiations have had surprisingly little business engagement... in some quarters, business interest has even been viewed as inappropriate competition for scarce resources. This is changing in a few countries, but not yet in developing nations where the biggest needs exist. Adaptation planning and investments must include the private sector – and the sooner this happens, the better".

As the full scale of the climate change challenge is becoming apparent, there is growing consensus that the public sector alone will not be able to come up with solutions at the required pace and scale. With 836 million people in the world still living in extreme poverty (UN 2015), the majority of them dependent on climate sensitive forms of agriculture, climate change will have far-reaching consequences unless urgent and decisive action is taken. Faltering efforts by national governments and their international development partners to transform production systems and eradicate poverty over many decades are a cause for alarm given the quantum of challenges envisaged under a changing climate. Despite half a century of rural development cooperation, at least 70 percent of the very poor are still found in rural areas, most of them depending partly or completely on agriculture for their livelihoods (IFAD 2011; FAO 2016). Climate change induced water scarcity, higher temperatures, changing precipitation patterns, and more frequent extreme weather events threaten to deepen the problems already being faced by millions of farming households across the developing world.

*"In a sense Africa is facing a perfect storm with food deficit, climate change impacts and rapid population growth. The key is to help small holders manage their natural capital in a sustainable manner—the land, soil, water, vegetation and genetic resources that are vital for continued and increased agricultural productivity."*

*Global Environment Facility (GEF) CEO Naoko Ishii*

Confronted by these grim statistics, the poor track record of public sector-led development approaches in tackling challenges faced by the poor, exponential growth in population in developing regions, and the staggering cost of adaptation<sup>1</sup>, development practitioners have been jolted to relook at how agriculture, particularly within smallholder systems, needs to be supported to build resilience in the face of climate change. While there are promising climate smart agricultural solutions that have been developed to address some if not most the threats, smallholder farmers have not been able to access and use them to solve the challenges they face. It is already clear that a ‘business-as-usual’ approach to supporting climate smart agriculture will fall short, leaving the poorest and most vulnerable populations in developing countries at great risk. New strategies are urgently needed if climate change adaptation is to happen at the speed and scale required to avoid catastrophic and irreversible loss of livelihood for millions of poor smallholders, especially those who depend on rain-fed agriculture. A key part of this new thinking emphasizes the engagement of the private sector who have largely been on the sidelines in development efforts targeting smallholder farmers, despite their vested interests.

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<sup>1</sup> Current and projected adaptation costs for Africa far exceed average climate finance flows. Despite the difficulty in accurately estimating the flows, the USD\$1-2bn a year that is flowing to Africa for adaptation is way short of the needs estimated at about USD\$ 7-15bn a year (UNEP 2013). World Bank estimates show that developing countries need \$70-\$100 billion per year through 2050 to meet current and future climate adaptation needs. In 2011, only \$4.4 billion USD in adaptation finance went to developing countries. This leaves a gap of anywhere from \$65.6 to \$95.6 billion USD per year between what developing countries need and what developed nations are giving.

*"Shared imperatives - They are 'shared' because we can only tackle joint risks in partnership with those who also face them. By working together with local communities, suppliers, governments, consumers and beyond, we can create value for all" – SABMiller.*

Harnessing the financial, technological and intellectual capital within the private sector to complement public sector driven climate responses is presenting a new dimension in designing and implementing climate smart solutions. Climate change present businesses with risks that threaten their operations, their competitiveness, and their profits. The rational self-interest of businesses should be a major driver of adaptation actions. While 'climate proofing' their investments is important to the private sector, their interest is not limited to managing their own climate exposure. There are also emerging business opportunities in helping other players to reduce their climate risk, by designing, manufacturing and distributing goods and services that help

reduce the vulnerability of individuals and communities to climate change; and, providing risk management tools, including insurance (Agrawala *et al.* 2011; SEI 2011). In many cases, businesses themselves also share the same climate risks with other players within their value chains. A growing number of businesses now acknowledge these as 'shared imperatives' which they can only tackle jointly with those who also face them. They are investing in commercially sustainable approaches for addressing shared risks. Such innovative and inclusive approaches present compelling arguments for private sector engagement; tackling climate change while also unlocking shared value. Expressing concerned with the huge adaptation finance gap, The World Bank acknowledged that "...the private sector may be the answer to this question. Already, proactive private companies are beginning to address climate change in their investments and business planning. With a little work on the part of the public sector, the private sector may be inclined to invest more in adaptation - to reduce their own risks, as well as those of vulnerable populations". The Private Sector Initiative (PSI) of the United Nations Framework Convention on Climate Change (UNFCCC) also concluded that "while climate change poses a number of risks to vulnerable communities and businesses around the world, many opportunities are unfolding for private companies to implement actions towards reducing risks to their business operations, as well as investing in adaptation action in vulnerable regions in a sustainable and profitable manner. The unique expertise of the private sector, its capacity to innovate and produce new technologies for adaptation, and its financial leverage can form an important part of the multi-sectoral partnership that

*It is our firm belief that, for a company to be successful over time and create value for its shareholders, it must also create value for society. We call this Creating Shared Value (CSV). The Sustainable Agriculture Initiative at Nestlé (SAIN) is our initiative to support farmers and promote sustainable development worldwide - Nestlé*

is required between governmental, private and non-governmental actors". The private sector led approach is particularly promising in designing and implementing climate smart solutions for smallholder farmers who otherwise have limited means to invest in the technology, finance, information and other risk management tools they need. These areas of mutual benefit need to be fully explored as a basis for sustainable adaptation investments.

Despite the growing optimism, numerous questions remain unanswered on the engagement of the private in climate smart solutions, particularly those targeting smallholder farmers. If private sector-led climate smart solutions have such potential, why do they remain an exception rather than the rule? Can these approaches work in smallholder systems where the majority of farmers use low-input, low-output systems, and operate on the margins of mainstream financial and output markets? Could this renewed impetus to strengthen mutually beneficial commercial relations open the way for broader transformation of smallholder agriculture at scale? Are such arrangements transparent enough to ensure fair share of the value for smallholder farmers? What institutional frameworks are required to incentivize, monitor and regulate such engagements? How best can national and international public resources be deployed to leverage such investments for the benefit of farmers?

This paper explores these questions, and presents evidence that it is feasible to engage the private sector in delivering sustainable climate smart agriculture solutions in ways that not only reduce risks faced by businesses, but also those faced by smallholder farmers. The paper reiterates that this is the best time to create an enabling environment for inclusive climate smart solutions as the majority of agribusinesses are still assessing their adaptation responses. Timely action on the part of governments, the international development community and other development partners could sway decision making on climate risk management within the private sector in favour of investments that build resilience of farmers while also unlocking value. The paper concludes by reiterating that an inclusive business culture that addresses challenges in ways that unlocks value for both the private sector and farmers need to be refined promoted and rewarded as the new norm and the preferred way of doing business.

Using examples from pioneering companies that have embraced inclusive business models to address shared risks the paper presents a business case for engaging the private sector in designing and implementing climate smart solutions that also benefit smallholder farmers. Some of the key questions outlined above are tackled using evidence from relevant cases from the Southern Africa region and elsewhere in the developing world. The paper presents compelling evidence that private businesses can indeed improve their commercial imperatives by making investments that also build the resilience of smallholder farming systems. While many of the current examples are not necessarily designed as climate smart solutions, they utilize inclusive business models that jointly tackle common challenges faced by private businesses and smallholder farmers in ways that unlock shared value.

## **1.1. CTA'S FLAGSHIP PROJECT ON CLIMATE CHANGE**

Inputs from this paper are intended to inform the design and implementation of CTA's new flagship project on climate change titled "Promoting Climate-Resilient Agrifood Solutions for Cereals and Livestock Farmers in Southern Africa". The project aims to contribute to the scaling up of four<sup>2</sup> proven climate-resilient agrifood solutions (CRS) to increase food security, nutrition and income for smallholder farm households under changing climatic conditions. The project has identified "Successful agribusiness models for private sector engagement in the scaling up of the four CRS" as one of its expected outcomes. Implementation will focus on six countries in Southern Africa; Botswana, Malawi, Namibia, South Africa, Zambia and Zimbabwe.

## **2. THE BUSINESS CASE: PRIVATE SECTOR ENGAGEMENT IN CLIMATE SMART AGRICULTURAL SOLUTIONS**

To fully understand what motivates private businesses to undertake adaptation investments, one needs a deeper understanding of how they perceive climate risk. Businesses are the single biggest entities that face climate risk. Climate change will affect companies in many different ways: it can affect the way businesses operate, impact the profitability of their operations, or create opportunities. Businesses may be exposed to different risks as a consequence of climate change, including systemic risks across the entire economy and specific risks at the sector, industry and company levels (Hoffman and Woody, 2008). These risks can be both direct and indirect, and include: physical risks, supply chain and raw material risks, reputational risks, financial risks, product demand risks, regulatory risks, and litigation risks. To better understand how the private sector is perceiving climate risk and adapting to climate change, a comprehensive study by the OECD used a three tier framework that considers: (1) risk awareness, (2) risk assessment and (3) risk management (Agrawala *et al.* 2011). Risk awareness is the starting point for private sector considerations of climate change, and indicates that a given company is aware that climate change could affect their business. This can lead them to undertake a risk assessment that moves from a general awareness towards specific understanding of the risks and opportunities for their business and operations. Depending on the results of this risk assessment process, they may decide that it is necessary to implement explicit risk management strategies. The analysis also considered whether companies are taking advantage of the wide range of new and additional business opportunities arising from climate change.

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<sup>2</sup>The four CRS are drought-tolerant seeds, weather-based insurance, climate information services and, diversified livestock options

The study found compelling evidence that there is a high level of awareness among companies of the broad range of risks (and opportunities) posed by climate change. Not all companies carry out assessments of risks or of possible adaptation responses. While three quarters of the companies interviewed acknowledged climate change risks, only two fifths of these companies also conduct risk assessments. Most companies assessed risks from current climate variability and extreme events, but fewer also assessed risks from future climate change. Only a third of companies assessed possible adaptation options. Assessments are generally more concerned with direct impacts and often focus on increases in frequency and intensity of extreme events. Some companies use existing systems for assessments, such as incorporating climate change into risk management processes. Others adapt existing tools or develop new tools for considering climate risk. Most companies do not possess the in-house capacity to conduct assessments, especially of future risks, and utilize external expertise.

One of the conclusions from this study was that there is a gap between risk assessments and the implementation of risk management actions. Only one fifth of respondents that assessed risk also implemented actions to manage them. The majority of companies interviewed decided not to implement hard adaptation measures, such as investments in infrastructure. Companies may not implement such measures as some feel they are already taking necessary actions to address climate change, or that supply chain flexibility limits the need for specific anticipatory actions. Others have implemented “no regret” or soft measures, which are synergistic measures that are also beneficial to general business operations, or which address current climate or environmental concerns. Soft measures, such as addressing water scarcity or supply issues, allow companies to react flexibly to climate change while limiting the risk of potentially unnecessary investments in adaptation measures. Only a third of interviewed companies had implemented hard measures, such as infrastructure investments.

*“Facing numerous challenges left by civil war, including unproductive land and a dearth of infrastructure, SECO (a wholly owned subsidiary of Olam), with its partners Compaci, CmiA and GIZ, have developed an inclusive business model that has enabled overlooked farming communities in Côte d'Ivoire to transform their livelihoods, while simultaneously growing Olam’s volumes, bottom line and customer base. By taking a long-term approach that addresses commercial, social and environmental needs, we have created a win-win situation for SECO and the smallholders. When they do well, we do well. We urge others to recognise the mutual benefits of such inclusivity.” - Sunny Verghese, Co-Founder and Group CEO, Olam*

It is important to state that the visible level of activity may underestimate the actual level of activity on adaptation. Actions to improve the management of climate risks may occur as part of standard risk management or planning processes, without being explicitly labelled as adaptation. Unlike with mitigation where the public good element is obvious, there is little incentive for companies to identify and publicize the work they are doing on adaptation. In addition, information on adaptation can be a source of competitive advantage so companies are reluctant to share publicly. Adaptation benefits are typically private and local so they do not fit the typical Corporate Social Responsibility (CSR) model.

A closer look however reveals that the private sector is indeed already getting engaged in adaptation. First, the private sector is already producing new goods and services that protect assets and livelihoods of businesses and individuals. While the products aren't always marketed as "climate-resilient", they are helping businesses and individuals who can afford them to reduce their vulnerability and build resilience. Second, most private sector action on climate change has gone to "climate-proofing" operations. Companies are purchasing weather insurance, and reducing water and energy usage. Third, some companies are climate-proofing supply chains, making their own supply chains more resilient. Such corporations are helping vulnerable populations such as farmers who are part of their supply chains build adaptive capacity as in the case of improving access to drought-tolerant seeds. This last form of climate proofing is part of a new generation of responsible business models that are demonstrating that adaptation measures can be both profitable and inclusive. Companies are not only focusing on reducing their own risk but also of those that are a key part of their 'ecosystem'. This holistic approach means businesses reduce their own risk by finding creative, mutually beneficial and commercially sustainable ways of tackling climate risks that impact supply chains, employees, customers, distribution networks, finance options, insurance costs, and the broader the macroeconomic environment. The next sections use examples of these business models to demonstrate the feasibility and sustainability of such investments.

## **2.1. WHAT IS THE FEASIBILITY OF PRIVATE SECTOR - SMALLHOLDER PARTNERSHIPS IN CLIMATE SMART SOLUTIONS IN THE REGION?**

A review of a number of private sector initiatives in the region show that it is indeed possible to achieve win-win outcomes for farmers and agribusinesses. Although the inclusion of CSA dimensions are fairly recent in many of these initiatives, several investments are already improving the benefits for both farmers and businesses by increasing productivity and stabilizing yields, reducing costs, and diversifying income streams<sup>3</sup>. Typically, the main benefits farmers receive from well managed partnerships with the private sector include the following:

- (i) Secure access to markets - farmers are guaranteed a market and depending on the terms, they are also guaranteed a basic price, shielding them from market volatility
- (ii) Access to high quality inputs - farmers get inputs on credit, to be repaid after harvest
- (iii) Extension (also depending on the respective partner) - farmers often also receive technical support services, either directly from the private sector partner or a third party
- (iv) Improved organization – farmers benefit from better organization, reducing transaction costs, improving learning and exchange

The last three often lead to higher productivity, better quality produce, increasing or stable production capacity, and ultimately better income for the farmer.

On the other hand, the private sector partner stands to gain in a number of ways including the following:

- (i) Increased quantity and quality of products– this leads to higher volumes and capacity utilization, lower costs and profitability
- (ii) Stable/consistent supply – due to stable yields, better organization, and improved relations with farmers
- (iii) More sales and bigger market share – in the case of inputs supplier partners, more informed and productive farmers demand higher volumes of productivity enhancing inputs

The convergence in the two sets of interests is clear. This is the basis for any partnership between farmers and agribusinesses. Meeting these expectations on both sides is key to a sustainable partnership. Consultations with agribusinesses revealed that the most challenging aspect of this relationship is ensuring that smallholder farmers reach the expected productivity and quality thresholds and sustain this over time. Providing farmers with high quality inputs, especially the right livestock breeds and crop varieties for their soils and climate is a big part of achieving productivity objectives. Equally important is getting farmers the extension support they need to improve their technical and managerial

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<sup>3</sup> See the East African Breweries case (Annex1.3)

competencies and to better organize themselves. Empirical evidence from the work done by ICRISAT show that the productivity response from introduction of improved seed varieties is almost negligible if not complemented by improved management (see Figure 1). However, a combination of high quality seed varieties and extension resulted in a doubling of the yield. Evaluations by cotton companies in Mozambique also confirmed productivity gains from effective extension without any extra inputs, of up to 90% (see Table 1). These productivity gains were from the adoption of CSA/GAP<sup>4</sup> (precision and timing), in combination with good crop husbandry.

Figure1: Impact of technologies (seed), and extension

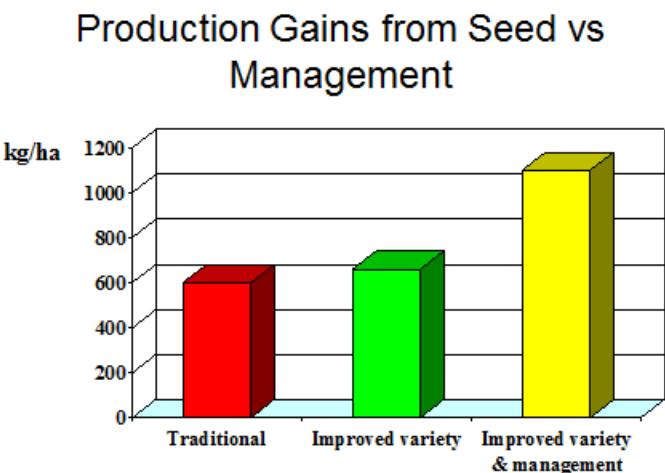


Table 1: Cotton yield gains from GAP extension<sup>5</sup>

Company ø yield	2014/15 (kg/ha)	%
Whole company	370	100
GAP farmers	705	190
Yield Gain	335	90

<sup>4</sup> GAP – Good Agricultural Practices (specifically planting time, plant spacing/population, weeding and crop protection)

<sup>5</sup> Farmers received no extra/other inputs, but enhanced extension on GAP, and adopted most GAP measures

## **2.2. IS IT COST EFFECTIVE FOR THE PRIVATE SECTOR TO PROVIDE EXTENSION?**

While there are well-established commercial options for supplying quality inputs to farmers, this is not the case with providing high quality extension. To start with, extension has never been perceived as an ‘input’ into the production process that smallholder farmers would be willing to pay for. Instead, it’s perceived as a free service that government should provide. For various reasons, state extension services have been very poor or in a state of collapse across Africa. Many governments in the region have invested sizeable resources (often supported by donors) in agricultural extension, but overall impact remains low. Reasons for this are many, but it is still generally agreed that extension leading to adoption of better practices is a key element of farmer support.

Almost all successful private sector partnerships that were reviewed had to come up with innovative, commercially sustainable models of providing quality extension. Lack of effective extension was described as the single biggest cause of failure in smallholder - private sector partnerships. The viability of these partnerships essentially rest on finding a commercially sustainable approach to providing effective extension support.

The intangible nature of extension makes it such a tricky input to commercialize. Directly asking smallholder farmers to pay for their own extension has never been successfully applied even in cases where it is theoretically feasible. A number of innovative commercially sustainable extension models have since emerged on the back of private sector partnerships with smallholders. The common thread across these models is that extension costs need to be covered by the additional value unlocked through increased productivity or in the case of inputs suppliers, a bigger market share and brand loyalty. Without this additional value, such models would not be sustainable. That’s why it is non-negotiable to ensure that extension is of high quality to ensure that the additional value created justifies the cost. Creative methods for evaluating the cost-effectiveness of extension have since emerged, allowing objective assessment of returns to such investments.

## **2.3. MEASURING EXTENSION IMPACT IN PRIVATE SECTOR PARTNERSHIPS**

The most basic approach to measure the cost-effectiveness of extension compares the cost per farmer and the marginal productivity increases as a result of such support. As such the extension approach would need to be rated and adjusted according to output (productivity and income gains). While there are no agreed cost-profit calculations (input vs. return) for extension, creative methods currently being used seem to work well. A simple model has been introduced and was tested with four cotton companies in the COMPACI program in Mozambique and Zambia. Here extension costs are calculated per farmer or area and compared to the value of additional yield at the prevailing prices. To verify impact the extension services identify farmers that have followed and applied extension messages and compare their yields

with the general average. Table 1 shows a yield gain for farmers with improved extension. Here a sub-group of farmers (~600 farmers) received enhanced extension. Farmers were visited more regularly, with a specific focus on GAP. The sub-group did not get any additional input compared to the other farmers. As a result of the more intensive extension, farmers adopted better agronomy and achieved a 90% higher yield over the company average. This yield increase is purely due to better management, good practices, timely and precise operations and more effective resource utilisation, based on extension advice. The gain demonstrated the potential impact and value of the extension. This group received more extension (about double the intensity) therefore the costs of extension for the sub-group would be around USD 50/farmers (company average \$23). The yield gain of 330 kg cotton had value of around USD 100 (at 0.30 USD/kg). In this simplified model the gain through the extra extension and adoption of the extension messages is USD 50 per farmer. The above stated increases of around 300 kg/farmer are considerably higher than the required 130 kg to cover extension costs (Table 2).

The above analysis shows that it's feasible to provide commercially sustainable extension support to farmers even for a low value crop such as cotton. That's why private companies are willing to provide the service as long as they are guaranteed of the returns to their investment (see discussion in Section 2.3). Although the upfront cost is high, productivity benefits, reduced transaction costs that come with better organisation, and the improved trust and loyalty are generally significant enough to justify the investment. Even in cases where the private sector partners prefers to outsource extension services to another commercial service provider, there is compelling evidence to show that a performance based agreement is feasible and could form the basis for such a relationship. Levels of payment could be tied to pre-agreed productivity thresholds.

More detailed extension cost-benefit calculation will improve the assessment of benefits of extension and would lead to better targets and enhanced outputs. More robust yet simple extension costs and profit models will help dispel widely held sentiments that extension is not cost effective. Based on such calculation, companies could keep record of their extension costs, and the productivity thresholds needed to cover extension costs. This would allow them to set targets for farmers, extension staff, or service providers and to effectively monitor extension cost-benefits. Although this assessment has not been applied to other services such as climate information services or weather indexed insurance, it is certainly feasible to extend these cost benefit comparisons to other farmers support services. Where there is favorable cost-benefit ratios, these services could be commercially provided to farmers. Just as in the case of extension, simple and yet robust models demonstrating commercial viability need to be developed to influence decision making within private companies.

Table 2: Comparison of 4 cotton company respective extension costs, number of farmers and extension costs per farmer (Dollar value and equivalent in cotton kg)<sup>6</sup>

Company <sup>7</sup>	Extension Costs <sup>8</sup>	Number of farmers	Extension costs/farmer season (per)	Extension Cost (in Cotton kgs, at \$ 0.30/kg)	Extension Cost (in Cotton kgs, at \$0.20/kg)
1	460,000	30000	15.33	51	77
2	1,400,000	66000	21.21	70	105
3	1,350,000	51000	26.47	88	133
4	803.000	73000	11.00	37	55

The calculation of extension costs based on company information provided:

Average extension costs are about USD 20 per farmer (11 to 26), which relates to 30 to 133 kg of cotton (prices at \$ 0.20 or 0.30 per kg cotton). At extension costs of \$ 11 per farmer (4) and cotton prices of 0.30, 37 kg of cotton extra produced through the extension would cover the extension costs. At \$ 26 extension costs per farmers (1) and a cotton price of \$ 0.20 it would need about 130 kg cotton extra per farmers to cover the extension costs of that company. At \$ 23 per farmer and \$ 0.20 per kg cotton, the extension value per farmers would be 115 kg.

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<sup>6</sup> Figures requested for 2014/15 season as model, cotton companies in Zambia and Mozambique

<sup>7</sup> All information based on company figures

<sup>8</sup> Based on company information, including, staff salaries, logistics (transport, DSA etc.) and some supervisor costs, calculations and included costs do vary between companies as no standard model does exist as yet. (Companies were requested to include, staff costs, transport, e.g. motorbikes, fuel etc. and supervision costs as far as they related to extension).

## **2.4. EXTENSION MODELS CURRENTLY BEING USED BY THE PRIVATE SECTOR IN THE REGION**

Below some of the extension models that are being applied successfully by private sector partners in the region. The success of each approach depends on how well it is suited to the local context.

- (i) *In-house private extension* – this is where the private sector partner employs specialized staff within its establishment to provide full-time farmer support services. The services provided are usually specific to the commodity of interest. Since the up-front costs could be quite high, this approach is common within bigger agribusinesses with a significant market share. Large seed companies in Zambia, Zimbabwe, Malawi and South Africa are currently providing in-house extension support to farmers although the coverage is still limited. Similarly, cotton, sugar, tea/coffee, cocoa and tobacco companies in a number of countries have also been providing in-house extension support to their contract farmers. These services have come under serious strain due to a growing competition in instances where there are multiple buyers (and the resultant challenges of side-selling). Smaller companies with limited market share have also found this to be unattractive unless in circumstances where they have a way of securing benefits from their investments (as in the case of concessions in Mozambique).
- (ii) *Third party private extension service* - a market is emerging for private extension service providers who are contracted by private agribusinesses to support their farmers with specialized extension support. This approach is mostly utilized by agribusinesses that do not fully understand the dynamics of the farming community and prefer to use services of others who have a history of working in such communities. This model is particularly preferable in a multiple-buyer environment where agribusinesses have no guarantees to output. With the necessary coordination (and regulation if necessary) companies could contribute (based on their market share) to a central service provider who is engaged on performance based terms. Some NGOs have also successfully reinvented themselves, commercialized this service and are using their understanding of smallholder farmers to provide performance based extension services to private sector partners. Examples include the Lead Trust and Green trade, in Zimbabwe, and the Conservation Farming Unit (CFU) in Zambia. These service providers have sometimes come under competition (or have been pushed out of business) from NGOs funded by donors (often costing much more) who offer similar services to agribusiness for free. These distortions need to be addressed if this market is to thrive.

- (iii) *NGO/donor funded extension* - Some private companies have partnered with NGOs funded by donors to provide extension support to farmers with the agreement that this is only necessary early on when the upfront costs are expected to be quite high. The private sector partners would then take over the funding of extension services once productivity gains are significant enough to justify the cost, and the farmers are also well equipped such that the on-going extension needs are lower. This approach was used successfully in the COMPACI program in Mozambique and Zambia, and the East African Breweries case in Kenya. Both examples are now running on commercially funded extension services.
- (iv) *Hybrid public/private funded extension* - although not many successful examples of this nature have been documented, there are on-going discussions in the region on the feasibility of using a hybrid of public/private funded extension services to support private sector led initiatives with smallholder farmers. This is based on the arguments that the private sector in some countries used to be effective until government funding was reduced. As such the extension officers lack operational resources and are poorly remunerated. This partnership would utilize existing extension services, with the private sector providing additional training and operational resources and a performance based bonus to officers. Although there are compelling arguments for this approach, there are also potential pitfalls, including differences in agro-ecological potential in each country and the associated distributional problems in applying the concept consistently.

### **3. PROMOTING PRIVATE SECTOR INVESTMENT IN THE FOUR CLIMATE SMART SOLUTIONS: SEIZING OPPORTUNITIES AND OVERCOMING BARRIERS**

#### **3.1. WHAT ARE THE SUCCESSFUL MODELS FOR PRIVATE SECTOR INVOLVEMENT IN CLIMATE SMART SOLUTIONS IN THE FOUR CRS?**

this study came across a wide variety of approaches and business models currently being deployed by the private sector in adaptation, these have been summarized under three different categories; the local sourcing model, the ecosystem approach, and the risk management approach. It is important to note that these are not entirely distinct models; there are overlaps between them, and there is great diversity within them as well. Some businesses use a hybrid model that combines at least two of these. The summary starts with the local sourcing model because of its simplicity and wide application. It is also perhaps the most common and has been applied successfully across the developing world. Although there are various approaches and business models currently being deployed by private sector players in smallholder partnerships, the most successful ones share a few key attributes. The two non-negotiables are commercial sustainability and significant mutual benefit. These are usually achieved through improved or stable supply of quality inputs, increasing productivity and quality, improved access to factors of production.

#### **Example 1: East African Breweries (EABL)**

**Motivation:** (1) The promotion of sorghum as a replacement for barley was driven by cost considerations on the part of EABL, which was looking for a substitute for expensive imported barley.

(2) Improve the level of food security and living standards of sorghum farmers in Eastern Africa by increasing the yields and overall quality of, and providing a sustainable market for, sorghum.

#### **Support to farmers**

CA/CSA promotion, input supply, farmer's groups support, 3rd party extension, assured markets, cheap loans to more than 10 000 farmers.

#### **Climate Resilience**

Sorghum highly drought tolerant, a good substitute for barley which is more climate sensitive, mostly imported into East Africa. Promotion and training on CA.

#### **Partnerships**

FAO/EU, KARI (research)

### 3.1.1. LOCAL SOURCING MODEL

This model is a big collection of approaches with many sub-types and variants that have numerous descriptions such as contract farming, supply chain development, out-grower schemes, responsible sourcing, or trade out of poverty etc. While the emphasis of each approach, they share a common objective of providing a sustainable market for local farmers. While many of the on-going private sector initiatives that are based on this model were not originally designed with adaptation objectives in mind (see Example 1). These are now fast evolving into adaptation focused investments through promotion of climate resilient production systems (e.g. use of conservation agriculture) or targeting drought tolerant crops and crop varieties such as the case of sorghum, cassava, sesame and chillies (See Sidella and Windward, Annex 1.7 and 1.16). The initial objective was to increase market opportunities for local smallholder farmers by giving them access to stable and more lucrative markets. While farmers benefit from improved access to markets and increased income opportunities. In the case of sorghum and cassava, the private sector is providing new markets for crops that otherwise had no commercial significance. In some cases farmers also receive inputs such as improved seed, fertilisers and chemicals which they will pay back after selling crops (see case of Delta, Annex 1.2). The private sector partner benefits from cost effective, more predictable supply of raw materials for their production process. In other cases however, businesses also benefited from entirely new product lines that exclusively use locally produced inputs. Some governments are also rewarding businesses with reduced excise duties and other taxes as incentives for local sourcing.

*"Using locally sourced crops means less risk of supply chain disruption, while also avoiding exposure to currency volatility. In addition, the economic boost given to rural communities has been recognized at government level, with several countries (including Mozambique, Ghana, Tanzania and Uganda) cutting rates of excise duty on beers made with locally-sourced ingredients. This in turn allows them to be priced more attractively for our consumers".*

SABMiller

### **3.1.2. THE ECOSYSTEM APPROACH**

Also sometimes referred to as the prosperity approach, this business model is perhaps the most holistic, aiming to transform various technical, social and economic aspects of the farmer's life beyond just supporting production of a single crop.

"How can a company hope to develop in a social and economic desert? It is in a company's best interest to take good care of its economic and social environment, in one word, its ecosystem."

- Franck Riboud,  
Danone CEO

"When our business prospers, communities prosper. When communities prosper, so does our business"  
SABMiller

Again, this approach encompasses a wide spectrum of business models with varying levels of complexity. It is based on the view that a business can only prosper in the long term when the community it is linked to also prospers. This approach takes a long term view, recognising the interlinked aspects of farmers' lives and endeavours to promote economic activities and related support systems that promote positive outcomes for the business. Examples range from a cotton company supplying farmers with improved seed, extension services but also supporting cattle restocking programmes (to improve access to draught power) (see the case of Plexus, Annex 1.8), to a dairy processing company supporting access to adaptable breeds, training farmers on fodder management, better organisation, and at the same time promoting a healthy lifestyle (a culture of milk consumption) and education standards through a school feeding program.

Another demonstration of this concept is the three-way partnership between two private sector partners, the East African Breweries (EABL), Imara Kenya, a pulse buying marketing company, and smallholder farmers in Kenya. Following a successful sorghum program supported by EABL, Imara Kenya came on board to support production of pulses, complementing the CA approach (through introduction of legumes and rotations), while also taking advantage of more productive, better organised farmers with higher levels of technical competences. In addition, Jubilee Insurance Company provides weather-indexed insurance to the farmers, leveraging on higher capacity to pay the premiums.

### **3.1.3. THE RISK MANAGEMENT MODEL**

The two most commonly used risk management tools (weather based index insurance and provision of climate information services) are still in the formative stages in the region. Available examples from other regions suggest that these are better provided as bundled services (i.e. as part of a package) which could include credit, seed and other inputs. For smallholder farmers, index insurance has the potential to build resilience, not only by

providing a payout in bad years to help farmers survive and protect their assets; but also by helping to unlock opportunities that increase productivity in the non-payout years, which might allow them to escape from poverty traps (Greatrex *et al.* 2015). For example, insurance might allow farmers to access credit, which they can then use to invest in new agricultural technologies or inputs. This could allow the farmers to use their increased profits to pay for the insurance premium, knowing that the insurance would allow them to repay their loan in the event of a climate shock. There is growing evidence that suggests that index insurance has a positive effect on adoption of more profitable production technologies.

The example of East African Breweries (Annex 1.3) suggests that weather based insurance are more viable when other interventions are already creating capacity for farmers to afford the premiums. A number of examples cited here (Annex 1.15; 1.17; 1.18) show how reducing climate risk through insurance can unlock opportunities for accessing credit or even create more favourable financing terms as financial institutions lower the risk profile of farmers. In East Africa (Kenya, Rwanda and Tanzania), the Agriculture and Climate Risk Enterprise (ACRE) has recently scaled to reach nearly 200,000 farmers, bundling index insurance with agricultural credit and farm inputs. ACRE has built on strong partnerships with regional initiatives such as M-PESA mobile banking that reduces transactions cost while ensuring efficient and timely payouts (Greatrex *et al.* 2015).

The example of ICICI Lombard (Annex 1.1) demonstrates the multi-faceted nature of benefits from insurance across a number of stakeholders. Penetration into the rural economy and an expanded customer base, and enhancing weather risk related knowledge, are key incentives for the insurance company. ICICI Lombard now uses weather data and analysis in designing broader natural disaster and catastrophic risk covers and products. BASIX, the microfinance partner on this initiative, has increased its client services; poor farmers have access to cash in the event of a low rainfall and low crop yield thereby reducing their vulnerability; the government has had to invest less in establishing a safety net for its vulnerable populations; microfinance institutions and banks have a lower risk of loan defaults; and finally international development agencies have far less costs associated with recovery from catastrophic disaster events. This has enabled farmers to purchase insurance on low premiums. The ICICI Lombard demonstrates the convergence of common interests that justifies joint action by a multiplicity of stakeholders in supporting access to insurance for smallholder farmers.

With strong public and private sector cooperation, the Mongolia Index-Based Livestock Insurance Project (IBLIP) (Annex 1.17) insures more than 15,000 nomadic herders and links commercial insurance with a government disaster safety net. IBLIP uses a layered private-public insurance approach depending on the recorded levels of livestock mortalities. Farmers self-insure for small losses (less than 6% mortality), the private sector Livestock Risk Insurance (LRI) covers medium losses (6 -30% mortality), while livestock losses that exceed

30% are covered by the Government of Mongolia's Government Catastrophic Coverage (GCC), formally designed as a disaster risk response instrument. The LRI is sold to farmers at fully loaded, actuarially correct premium rates. Herders select the percentage of the value of their herd that they would like to insure – typically about 30%. The public-private risk-layering strategy is a new innovation for index insurance and has been an effective element of the project. Government coverage of catastrophic mortality events reduces risk premiums for herders and protects the insurance industry from risk of bankruptcy.

### **Attributes of successful index insurance**

Greatrex *et al.* (2015) concluded that explicitly targeting obstacles to improving farmer income, integration of insurance with other development interventions, investing in local capacity; and, investing in science-based index development are common features that contributed to the success of index insurance in a number of cases. Index insurance has been successful where it has unlocked opportunities for farmers to make more money by unlocking a productive opportunity (e.g. new seed, new technology, new practices, credit, improved techniques in husbandry such as better fodder storage) that was previously unattractive because of risk. The increased profit from this opportunity provides a value for the insurance, and a mechanism to pay the premiums.

Most the cited examples have adopted a holistic approach where index insurance is integrated into broader programmes for development and climate risk management. Insurance has rarely been successful as a stand-alone product, instead it has been located within a more comprehensive climate risk management portfolio. In the examples presented, index insurance has been used to target a clearly defined risk, such as drought, complemented by other risk management approaches that might be more appropriate to address more frequent, less severe events. In most of the cases, insurance has also formed the last component of a climate risk management plan, only used to transfer risk that cannot be reduced in any other way. This has been achieved by formal bundling to credit or improved inputs. Bundling tools has the added advantage of exposing farmers to insurance who might not have normally purchased the product. IBLIP shows another approach to holistic risk management, as a combination of self-insurance, market-based insurance and a social safety net.

Insurance projects that have scaled have invested in policy frameworks, supply chain integration and market integration. Working in advance with policy makers, market leaders and businesses to develop supply chains and legislative frameworks is key to the success of index insurance. In addition to engaging insurance supply chains, providing access to and supply chains for productive assets attached to the insurance has proven equally important. Examples cited demonstrate the importance of working with national governments to build the legislative landscape for insurance to be scaled up.

Examples reviewed showed the importance of basing index insurance on robust science and working closely with research organizations. This has allowed the use of agro-meteorological

research and knowledge to quantify basis risk and social science research to aid communication with farmers.

Despite the positive signs, the potential pitfalls of risk transfer measures (insurance) have also been raised. While insurance might decrease short-term vulnerability by providing cash immediately after a weather event, it is difficult to tell what long-term impacts it might have for adapting to climate change. By encouraging people to continue engaging in highly climate sensitive economic activities or by making people more risk averse with insurance than they would have been otherwise, it is possible that it could prove maladaptive in the long run. Incentives for risk management need to be aligned well with insurance premiums to avoid mal-adaptation.

### **3.2. WHAT ARE THE BARRIERS TO ENGAGEMENT OF PRIVATE SECTOR? HOW CAN THESE BE OVERCOME?**

The barriers to private sector investment in climate smart solutions are complex and multi-layered. Those identified from literature and consultation in the region can be located within three broad categories; those that are smallholder farmer specific, those that are specific to the private sector, and those that relate to the wider policy and macro-economic environment. Each of these is discussed in the sections below.

#### **3.2.1. SMALLHOLDER FARMER SPECIFIC CHALLENGES**

Low levels of productivity that characterize most forms of smallholder agriculture in the region was identified as the most significant barrier to private sector engagement in climate smart solutions. With low productivity farmers need higher prices to break-even while the private partners fail to meet their volume and quality thresholds. This often cascade into side-selling, defaults on loan payments and breach of contractual obligations. While other causes of low productivity (e.g. access to high quality inputs and access to vibrant output markets) can easily be resolved by such partnerships, raising technical, organizational, and managerial competences of farmers was highlighted as the most pressing challenge. Without significant investments into extension services over a substantial period of time, smallholder farmer cannot achieve the required productivity, quality and consistency thresholds required for such partnerships. That large numbers of smallholders typically operating on small landholdings make this a particularly complex and costly undertaking. Only a limited number of private companies with the internal capacity or financial resources to outsource such services have been able to overcome this barrier. Creative solutions for overcoming this bottleneck will be required if smallholder-private sector partnerships are to be successful. This is potentially a worthwhile area of investment for the donor community, especially where it can be proven that such investment will help overcome the high initial cost, and that a real graduation is possible

such that the costs will decline and level out to an affordable level that can be carried sustainably by private sector partners. Caution is however needed to avoid distorting the commercial imperatives that ensure sustainable solutions.

Equally pressing is the difficulty of enforcing contractual agreements within smallholder settings. Commodities with single or a few large buyers (e.g. cocoa, sugar, milk, and sorghum) were almost always the most successful in establishing sustainable partnerships with smallholders. This eliminates potential for side-selling and provides a long term incentive for the private sector partner to keep investing in the development of the sector as they have reasonable assurance that they will get a return on their investment. While issues of fairness of contracts and whether farmers receive a fair portion of the value chain under less competitive market conditions however still need careful attention. On the other hand some of the cases reviewed showed successful partnerships on the back of government controlled concession based buying systems<sup>9</sup> (e.g. cotton in Mozambique). While there is evidence of more private sector investment in developing farmers' productive capacity, the impacts of government intervention to prevent unfair pricing regimes still need to be verified.

### **3.2.2. PRIVATE SECTOR SPECIFIC BARRIERS**

Barriers to engagement in climate smart solutions that are a specific to the private sector can be characterized as being related to three elements; perspectives on the need, capacity to make the necessary assessments as well as investments, commercial sensitivities and incentives for taking such actions.

Businesses need better, more actionable information on climate change and its projected impacts for them to make informed investment decisions. Current climate projections are fraught with uncertainty and contradictions which are often difficult to reconcile. Levels of long-term uncertainty are difficult to take into account when making short-term investment decisions. For example, a survey of 72 businesses found that most respondents thought climate change information was hard to incorporate into their business plans because of uncertainty about the magnitude, timescale, and precise location of climate impacts (Terpstra *et al.* 2013). Furthermore, scientific information about the climate system is difficult to decipher for many audiences, which compounds the challenge of making informed decisions on how to best respond. Businesses, therefore, need information from public and academic sources that help them make informed decisions on dealing with climate change impacts. Equally more important are well structured off-the-shelf project pipelines that provide compelling business

The study by Terpstra *et al.* (2013) concluded that companies with previous negative experiences of natural disasters or extreme climate conditions or previous experience of managing climate sensitivities may be more likely to adapt since they have prior experience of the potential costs of climate change and of how to manage environmental risks. The framing

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<sup>9</sup> Only one buyer is licenced to buy in a given concession area

of opportunities versus risks was also found to affect engagement, as companies may invest more readily when climate change presents opportunities rather than costs. The analysis suggests three areas for future analysis: the economic case for adaptation (whether observed adaptation levels match the efficient level, and the costs and benefits of early versus delayed responses); whether companies' responses to current climate variability help or hinder their responses to future climate change.

While more and more corporations are investing in making their operations more climate-resilient, few small and medium enterprises (SMEs) are able to do so, due to lack of capacity and resources. They are unlikely to have in-house experts on climate change, and their capacity to out-source such services is limited. SMEs, therefore, are less prepared for climate impacts and more likely to suffer from them. Private sector partnerships with the public sector, scientific organizations and academia can facilitate decision making and encourage adaptation. Furthermore, SMEs in the region often lack access to affordable financial products - such as loans and insurance. This lack of financial and technical resources makes it difficult for SMEs to invest in adaptation planning. Providing affordable, tailored and long-term finance through sustainable commercial instruments could be one of the single most instruments for national governments and their international development partners to significantly shape and upscale private sector investments in climate smart solutions. One of the most innovative features of the Green Climate Fund is its Private Sector Facility ("PSF"). It aims to mobilize at scale private funding flows from local, regional, and international commercial banks and institutional investors (i.e. insurance companies, pension funds, and private equity funds). The PSF targets renewable energy, transportation, energy efficiency, agriculture and water efficiency, forestry and land use, waste management, and urban planning. The Green Climate Fund will use debt, equity, or guarantees to tailor financing solutions that support private sector investments with significant climate and development outcomes. Originating and structuring compelling project pipelines in the region, ready to take advantage of such investments should be a key priority.

Information regarding companies' climate vulnerabilities may be sensitive, because it could indicate potential weaknesses to competitors or negatively affect competitiveness or market valuations, so companies may not publicise the climate risks they face or the actions they are taken to manage these risks. Furthermore, if adaptation actions provide a competitive advantage, there is a disincentive for companies to share that knowledge more widely. This complicates partnership with other important stakeholders who do not share the same sensitivities.

Uncertainty of climate impacts can limit companies' incentives to invest in adaptation measures. Flexibility in production can reduce the need for pre-emptive measures, as companies may be able to adjust production or supply sources, while inflexibility in operations or locations increases the incentive to invest in adaptation measures. Policy and regulatory environments can stimulate private sector engagement by encouraging or requiring adaptation, including responsible models of partnerships with farmers. Some companies' business

planning horizons may be too short to consider long-term climate change impacts, which may reduce their incentives to implement adaptation.

### **3.2.3. WIDER POLICY AND MACRO-ECONOMIC ENVIRONMENT**

The slow pace of policy reform, the lack of supportive legislative and other institutional frameworks has been cited in a number of example as constraints to private sector engagement in finding climate smart solutions. While a number of examples credited an evolving supportive legislative framework that supported scaling up and institutionalisation of interventions that started as projects, many others were hamstrung by a restrictive policy and legislative environment. Equally pressing is the general lack of targeted and well-designed incentive structures at various levels, meant to make public, private and farmer partnerships attractive and easier to implement. While a number of examples highlighted progressive incentive structures with respect to duties and taxes that recognize the contribution of such investments, there is generally a lack of creative instruments that help unlock the potential benefits.

## **3.3. OVERCOMING THE BARRIERS: ACTIONS TO FACILITATE PRIVATE SECTOR ENGAGEMENTS IN CLIMATE SMART SOLUTIONS**

Although this review has showed that there is wide scope for private sector engagement in implementing a number of climate smart solutions, the reality on the ground is that these remain in the minority. While climate smart investments are a recent phenomenon that is likely to grow exponentially in the near future as the need and opportunities become more apparent, anecdotal evidence reviewed above already suggest a number of potential bottlenecks. Given the multi-faceted nature of the bottlenecks, action to facilitate widespread engagement of the private sector will need to adopt a multi-pronged approach, targeting a number of key stakeholders, and addressing constraints at various levels. These actions should have among their primary targets, the private sector themselves, national governments, bilateral and multilateral development partners, farmers' organisations, financial mechanisms of relevant international bodies and, financial institutions other fund managers. This paper recommends the necessary action based on meeting two objectives; (i) outlining the full spectrum of required support by each of the key entities; and, (ii) highlighting important actions to be taken by each entity. Below are some of the recommended actions needed for each of the key stakeholders to play its part in supporting private sector engagement in designing and implementing climate smart solutions.

### **3.3.1. THE PRIVATE SECTOR**

While the private sector is a primary actor in ensuring commercially sustainable climate smart solutions, they require significant support to enable them to act at scale, and in a manner that benefits smallholder farmers. This review identified three areas of support that will help the private sector in making sound investments that also build the resilience of famers. First; the limited capacity to undertake detailed climate risk assessment was identified as a major reason why many companies do not have a climate risk management strategy. This is a key area that requires technical support if companies are to prioritise and budget for climate related risk management investments. Second; originating, structuring and demonstrating the financial and economic viability of climate smart investments that yield significant commercial and resilience benefits for both the private sector and smallholder farmers is key to influencing decision making of private companies. Showcasing this potential will be key in influencing decision making and resource allocation, not only by the private sector, but also governments, development partners and fund managers. This should include modelling the potential influence of different economic levers and incentives (institutional, policy, regulatory) on the viability of investments. This exercise will need to be undertaken for targeted value chains in the region, identifying prime areas of investment and conducting financial and economic appraisal to make a case for each opportunity. Finally; facilitating co-development of a regional responsible business code (charter) that outlines the spirit and intent of the approach, the minimum ethical standards, and recommends best practise, as well as a monitoring and evaluation framework for performance based assessments of private sector engagement in climate smart investments.

### **3.3.2. NATIONAL GOVERNMENTS**

For national governments to create a conducive environment for private sector engagement in climate smart solutions, they need to be fully aware of the opportunity, the constraints, and what they need to do to play their part in facilitating such investments. As already discussed, making a compelling case to showcase the feasibility of this approach will be key to influencing government decision making. Giving clear, evidence based assessments of bottlenecks or the potential role of government policy and regulatory instruments in incentivising investments is also important in helping governments make the right decisions. Sharing experiences from elsewhere is also key to influencing governments and other stakeholders to make favourable decisions.

### **3.3.3. FARMERS' ORGANISATIONS**

Well organised farmers are a key ingredient in successful partnerships with the private sector. The cost of providing key services and materials in reduced significantly when dealing with better organised farmers. Their significant economies of scale in dealing with well organised

smallholder farmers than with individual farmers. Management of relationships between farmers and other partners is better handled at the farmer organisation levels than with individual farmers. Key aspects such as negotiating and ensuring adherence to contracts are potentially problematic unless farmers work as a cohesive unit, supporting each other to ensure compliance. While farmers' organisations will need to be strengthened with the necessary technical, organisational and institutional means to efficiently represent their members, their functions also need to be fully priced into financing models for such partnerships. Transparent performance based financing instruments for such support will need to be agreed as a standard approach to building robust and sustainable relationships with farmers.

### **3.3.4. BILATERAL/MULTILATERAL INSTITUTIONS AND FUND MANAGERS**

Although the donor community is slowly warming up to working with programmes that use a private sector approach, many remain sceptical and will need a lot of convincing. Robust financial and economic assessments demonstrating feasibility and sustainability will be key in changing these perceptions. These will also largely satisfy commercial fund managers. Swaying development budgets and some impact capital fund managers will however require a demonstration of significant socio-economic benefits for smallholder farmers. Equally important are science based monitoring frameworks that demonstrate resilience building benefits of such partnerships. Effective participation of development agencies could also be aided by clearly demonstrating the investment need of each opportunity, making the case of how donor funds can leverage certain aspects (e.g. offset high initial cost of extension) of an otherwise self-sustaining venture.

## **4. CONCLUSION**

The key role of the private sector in designing and implementing climate smart agricultural solutions is now beyond doubt. Common climate risks faced by both businesses and farmers present a compelling case for jointly tackling these risks in ways that not only build resilience, but also unlock value for those involved. With the necessary support, it is feasible and viable to leverage private sector investments, to support large scale resilience building for key players in supply chains such as smallholder farmers. While some big corporates are already undertaking such investments, smaller agribusinesses will need support to better understand climate risks, to originate and appraise potential investments, and to fund components of such investments that require high upfront capital outlay.

While there are well established commercial approaches for improving farmers' access to resilience building inputs and finance, services like extension and information provision are not easily amenable to commercial arrangements. Innovative, commercially sustainable approaches for supporting farmers with high quality extension are key to the success of private sector partnerships. Without significant productivity, quality and organisational improvements to offset the associated costs, smallholder - private sector partnerships will not be sustainable. Examples reviewed show that it is indeed feasible to provide commercially funded extension, even for low value crops such as cotton. The additional benefits from higher productivity were shown to be far higher than the cost of providing such services.

Reviewed examples of private sector partnerships in climate smart solutions are anchored a number of approaches; from simple contract farming models to more complex, holistic "ecosystem" models that concurrently address a multiplicity of risks, often by bringing on board a number of public, private, NGOs and donor stakeholders. The ecosystem approach was shown to be better able to take advantage of complementarities that come with such holistic solutions to improve commercial viability of risk management tools such as insurance and weather information services which would otherwise not be viable as stand-alone products. Blending insurance with other productivity enhancing interventions, such as provision of inputs, creates the capacity to pay of premiums which would ordinarily be unaffordable to farmers. As stand-alone services, risk management tools such as insurance and weather information services are unlikely to be commercially viable.

Despite the demonstrated potential, participation of the private sector in climate smart solutions is still limited. While big corporates now have well developed risk management strategies and inclusive business models for tackling climate risk, many smaller companies have not yet developed their climate responses. While this is a concern, it is also a great opportunity as there is still scope to influence the evolution of climate risk management strategies within such companies towards more inclusive approaches that also build resilience across entire supply chains. There are barriers that limit participation of the private

sector in climate smart initiatives and these need attention from governmental, academic, research and financing partners with a common interest.

National policy, regulatory and budget instruments and international financial mechanisms have a key role in shaping nature and the scale of private sector investments in sustainable and commercially viable climate smart solutions. Improving access to long term and affordable but commercially sustainable finance can increase the pace and scale of private sector investment in climate smart solutions and refine its targeting to improve resilience building for vulnerable groups, such as smallholder farmers.

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## 6. ANNEXURE 1: EXAMPLES OF PRIVATE SECTOR ENGAGEMENT

Case name company/location	CRS/benefits for farmers	Description
<p><b>1. Micro-insurance reducing farmers exposure to weather risk</b></p> <p><b>Company</b> ICICI Lombard – insurance Basix – micro finance</p> <p><b>Partners</b> World Bank</p> <p><b>Location</b> Andra Pradesh, India</p> <p><b>Year started</b> 2003</p>	<ul style="list-style-type: none"> <li>• Weather based Index Insurance</li> <li>• Micro finance</li> </ul>	<ul style="list-style-type: none"> <li>• Index based insurance uses the strong correlations between crop yields and rainfall to trigger insurance payments</li> <li>• does not require insurance companies to assess crop damages for individual farmers, dramatically cut transaction costs and make insurance more affordable.</li> <li>• pilot the sale of rainfall index insurance contracts to small farmers</li> <li>• new weather monitoring stations had to be installed to measure rainfall levels</li> <li>• innovative features like doorstep delivery and quick pay-outs when index triggers were reached</li> <li>• Around 40 crops are insured under the category for various climatic risks such as deficit rainfall, dry-spells, excess rainfall, low temperature, high temperature, high humidity, and high wind.</li> <li>• Incentives for risk management need to be aligned well with insurance premiums to avoid mal-adaptations</li> <li>• Started very small and simple, with 230 participants and a focus on only crop-specific risks. During the 2005 monsoon, BASIX sold over 7,600 policies to almost 7,000 customers in 36 locations in six states, now covers over 13 million farmers.</li> <li>• Strong existing delivery channels, strategic planning, effective and transparent communications with farmers and a complementary partnership with local organizations greatly contributed to this success.</li> <li>• BASIX's existing presence in more than 10,000 villages in seven states across India and a staff of 1,280 meant that adding weather insurance to its comprehensive set of livelihood services created many economies of scale.</li> <li>• Project has increased ICICI Lombard's penetration into the rural</li> </ul>

		<p>economy and expanded its customer base, it has also enhanced the company's weather risk related knowledge.</p> <ul style="list-style-type: none"> <li>• BASIX has increased its client services; poor farmers have access to cash in the event of a low rainfall and low crop yield thereby reducing their vulnerability; the government has had to invest less in establishing a safety net for its vulnerable populations; microfinance institutions and banks have a lower risk of loan defaults; and finally international development agencies can focus on providing fast relief to victims of disasters</li> </ul>
<p><b>2. Beverages Sorghum Contract Farming Scheme (BSFS)</b></p> <p><b>Company</b> DELTA Beverages</p> <p><b>Partners</b></p> <p><b>Location</b> Zimbabwe</p>	<ul style="list-style-type: none"> <li>• Drought tolerant crop (sorghum)</li> <li>• Improved seed on loan</li> <li>• Access to assured market</li> </ul>	<ul style="list-style-type: none"> <li>• DELTA Beverages plans to inject more than \$1,1 million into its Beverages Sorghum Contract Farming Scheme (BSFS) during the 2016/7 financial year, as it forges ahead with plans to support local farmers</li> <li>• Delta requires about 15 000 tonnes of sorghum annually and sources it locally through contract farming.</li> <li>• In the financial year 2015/16 the company injected about \$4,13 million into the scheme and received 15 675 tonnes grain deliveries.</li> <li>• Sorghum beers have grown in importance within Delta's product mix, as demand for clear beers and sparkling beverages continues to weaken due to a sluggish economy.</li> <li>• In the first quarter of 2016, sorghum beer volume increased by 9%, while revenue inched up by 3%.</li> <li>• Lager beer volumes dropped 14% and revenue went down 17%, but the lower priced Eagle lager demand increased.</li> <li>• In the 2015 financial year, sorghum beers made up 55% of total beverage volumes, up from 50% the previous year. Sorghum contributed 72% to total beer volumes in 2015, up from 67% the previous year, with lagers making up the balance.</li> <li>• Weak economic fundamentals, cash shortages, underperformance of agriculture and significant policy shifts were cited as major threats to the company's performance.</li> <li>• Delta's BSCFS is a farmer development programme through training and extension support, ensuring accessibility of farming inputs in order to guarantee future supply of malting sorghum for the business while also guaranteeing a market for the sorghum producers.</li> </ul>

		<ul style="list-style-type: none"> <li>• The total contracted hectarage for the 2015/16 season was 4 711 hectares, a 10% reduction compared to prior season through 9381 communal farmers and 28 commercial farmers.</li> <li>• The reduction in the 2016 contracted hectarage was due to the need to minimise the crop failure as a drought was predicted for the country due to the El Nino effect.</li> <li>• Delta offers a free and extensive quality assurance programme that ensures access to technical information by growers, improved yields and grain quality. The farmers were also supported with input finance in the form of agricultural inputs.</li> <li>• The benefits for the farmers were a guaranteed market for their produce and free agronomic services that have resulted in improved grain yield and quality.</li> </ul>
<p><b>3. Increasing Climate Resilience through the Promotion of Sorghum-based Beer</b></p> <p>East Africa Breweries Limited Kenya (EABL)</p> <p>Jubilee Insurance Company</p> <p>KARI, Equity bank, European Co-operative for Rural Development</p> <p>Kenya, Eastern Province</p>	<ul style="list-style-type: none"> <li>• Drought tolerant sorghum</li> <li>• certified gaddam sorghum seeds</li> <li>• cheap loans for farmers</li> <li>• sustainable market for sorghum</li> <li>• food security</li> <li>• Guaranteed a fair price to farmers, with timely payment</li> </ul>	<ul style="list-style-type: none"> <li>• Changing and unpredictable weather patterns contributed to increased costs for local and imported barley, a main raw ingredient in beer making.</li> <li>• The promotion of sorghum as a replacement for barley was driven by cost considerations on the part of EABL, which was looking for a substitute for high-price barley</li> <li>• East African Breweries Limited (EABL) saw an opportunity to develop a new product. They developed a low-cost beverage brewed with sorghum, a drought resistant local crop that is less expensive than barley</li> <li>• Facilitated by dryland crop research undertaken by the Kenya Agricultural Research Institute (KARI).</li> <li>• EABL introduced Senator Keg into the local market in 2003, a sorghum-based alcohol drink that was cheaper than barley-based beer, targeted at low-income consumers as a cheap and safe alternative to illicit liquors.</li> <li>• Senator now controls about 40 per cent of Kenya's regulated beer market, with a supply chain that employs over 100,000 people.</li> <li>• Sorghum production for beer brewing was encouraged by a public-private partnership formed in by the Ministry of Agriculture, KARI, the provincial administration, Smart Logistics Ltd., Equity Bank, and EABL.</li> <li>• Jubilee Insurance Company provides weather-indexed insurance</li> </ul>

2003		<ul style="list-style-type: none"> <li>• Over a three-year period, EABL invested Ksh 35 million in farmer mobilization, recruitment, and training on sorghum farming and markets. KARI helped to produce and supply certified gaddam sorghum seeds to 3,000 farmers in Eastern province.</li> <li>• Farmers trained on modern agricultural methods, provided subsidized seeds, and arranged agents for harvest collection. Improved agricultural practices meant that farmers produced up to 600 kilograms of sorghum per acre in 2011</li> <li>• created commercial production clusters of 20 to 30 farmers to facilitate collection of the grain</li> <li>• Provided cheap loans for farmers</li> <li>• Sorghum-based beverage has created new market opportunities for EABL while providing a cash crop for farmers in the semi-arid lands, helping them improve livelihoods, increase climate resilience and address food security.</li> <li>• KARI a strategic partner in the promotion of sorghum and works to improve sorghum varieties for commercial use. Sorghum farmers benefit from micro-credit programmes that offer loans for the purchase of seeds and other inputs to improve farm productivity, while EABL reaps the benefits from greater quantity and quality of production.</li> </ul>
<p><b>4. Support to Sugar cane growers</b></p> <p><b>Company</b> Illovo and RCL</p> <p><b>Partners</b> Dutch funding</p> <p><b>Location</b> SA, Zimbabwe, Zambia, Malawi, Tanzania and Mozambique.</p> <p><b>Year started</b></p>	<ul style="list-style-type: none"> <li>• using climate information systems and specialized technology</li> <li>• improve water use efficiency of the smallholders</li> </ul>	<ul style="list-style-type: none"> <li>• Have tens of thousands of smallholders supplying their mills through traditional contract farming agreements.</li> <li>• Both companies have invested significantly in resources to support the farmers through training and support for infrastructure development.</li> <li>• RCL is only present in SA, but is the biggest milling company in SA.</li> <li>• Present in Malelane, Limpopo and in North KZN.</li> <li>• In Malelane RCL was a recipient of a Dutch grant to improve water efficiency of the smallholders and are using climate information systems and specialized technology to do so. This has proven very successful and the smallholders increased production even in this last drought ridden period. The company helps farmers access government grants for infrastructure (RECAP) and inputs and provides technical services to smallholder farmers.</li> <li>• Illovo also works with smallholders, whose sugar cane input is critical to the operations of its mills. It is present in SA, Zimbabwe, Zambia,</li> </ul>

		Malawi, Tanzania and Mozambique. While it does have sustainability programmes, these are more active in SA.
<p><b>5. Société d'Exploitation Cotonnière Olam (SECO)</b></p> <p><b>Company</b> Olam International</p> <p><b>Partners</b> Cotton Made in Africa, Compaci and GIZ</p> <p><b>Location</b> Côte d'Ivoire</p> <p>Source: <i>Annual Responsible Business Awards 2016. Unilever Global Development Award</i></p>	<ul style="list-style-type: none"> <li>• Increased productivity</li> <li>• Improve access to markets and finance</li> <li>• better varieties of seeds</li> <li>• accessible finance options, including 0% microfinance</li> </ul>	<ul style="list-style-type: none"> <li>• Olam's inclusive cotton business model in Côte d'Ivoire, SECO, was set up to tackle low productivity and social vulnerability among local farmers, poor infrastructure and access to markets and finance.</li> <li>• Expanded and strengthened their supply chain by offering training, healthcare, and accessible finance to the farming communities they work with.</li> <li>• In 6 years, SECO increased its smallholder network from 3,000 to 19,569 farmers. By the 2013/14 season, yields had nearly doubled to 1,126kg/ha from 626kg/ha in the first season.</li> <li>• Farmers supported by Olam International have seen their net annual revenues rise from \$200 in 2009 to \$1,200 in 2015.</li> <li>• SECO also gives farmers the opportunity to sell to a reliable buyer at a fair market price. Farmers are not obliged to sell to Olam, but many do as it provides protection from market volatility and fluctuating prices.</li> <li>• Additional inputs were also offered for farmers to grow maize for household consumption and to help diversify their incomes.</li> <li>• A range of finance options were provided, including 0% microfinance plus financing for cattle and ploughs</li> <li>• Farmers were trained to reduce risks to crops from pests or poor weather. The team delivering the training, which grew from 35 to 135 people over five years, kept an ongoing record of each farmer's operations such as land area, yields and loan repayments, to help track progress and mutually manage financial risks.</li> <li>• The company has improved 610km of roads and built 12 storage facilities.</li> <li>• By applying best practice processing efficiencies the company saved \$460,000 compared with the previous season.</li> <li>• The holistic nature of the programme embedded into the business's overall approach and strategy, tackling wider societal issues such as food security, forest management and gender empowerment.</li> <li>• SECO's programme has "the potential to impact an entire industry and admirably demonstrated an effective and sustainable business model."</li> <li>• Good agricultural practice is an amalgamation of adapting famers'</li> </ul>

		<p>traditional techniques and bringing in modern, cost effective measures to improve productivity.</p> <ul style="list-style-type: none"> <li>• Farmer Business Schools with modules on nutrition and crop diversity</li> <li>• Training on climate-smart agricultural practices</li> <li>• Travelling 'health caravan' and HIV/AIDS awareness programme</li> <li>• Establishing 15 literacy centres</li> <li>• Distributing better varieties of seeds, subsidised fertilisers and pesticides</li> <li>• Offering accessible finance options, including 0% microfinance</li> <li>• Improving road networks and building post-harvest facilities such as warehouses</li> <li>• SECO engages farmer cooperatives through an end-of-season fete with rewards and recognition.</li> <li>• SECO issues weekly and monthly newsletters to staff, with information on what is happening across the network. There is also an annual picnic and staff outing, annual dinner, Christmas celebration with gifts for children, and achievement awards for SECO staff</li> </ul> <p><b>Tips</b></p> <ul style="list-style-type: none"> <li>• Make sure you have field staff working closely with farmers all year round to offer timely advice, maximise local knowledge and show commitment.</li> <li>• Don't just invest in your product; invest in the whole community behind the product to protect and strengthen your supply chain.</li> <li>• Make the most of partnerships to deliver your targets. They bring essential expertise, assurance and the ability to scale up.</li> <li>• Make sure you understand the context in which your suppliers are operating. A business decision that makes sense from a developed-world perspective may not necessarily work on the ground in a developing country.</li> </ul>
<p><b>6. Sustainably produced cotton</b></p> <p><b>Company</b> Primark</p> <p><b>Partners</b></p>	<ul style="list-style-type: none"> <li>• sustainably produced cotton</li> <li>• Training to increase their yields, improve the quality of their cotton</li> </ul>	<ul style="list-style-type: none"> <li>• As part of Primark's aim to use only sustainably produced cotton the company is training farmers in India to adopt more sustainable methods, enabling them to increase their income while reducing fertiliser and pesticide use.</li> <li>• Primark provided training to 1,251 female smallholder farmers about sustainable farming methods, and the farmers reduced their fertiliser</li> </ul>

<p>CottonConnect, and the Self-Employed Women's Association</p> <p><b>Location</b> India</p> <p><b>Year started</b></p> <p>Source: <i>Annual Responsible Business Awards 2016. Unilever Global Development Award</i></p>	<ul style="list-style-type: none"> <li>• Increased incomes</li> <li>• Reduced use of fertiliser, pesticides, and water</li> </ul>	<p>usage by more than 10%, their pesticide usage by 50% and water usage by 27%.</p> <ul style="list-style-type: none"> <li>• Higher quality cotton.</li> <li>• Through classroom sessions, in-field training, and learning groups, farmers are trained on the most appropriate techniques for their land. Subjects covered range from seed selection, sowing, soil, water, pesticide and pest management, to picking, fibre quality, grading and storage of the harvested cotton.</li> <li>• The training also covers health and safety and working conditions.</li> <li>• The training has helped the farmers to increase their yields, improve the quality of their cotton, reduce the environmental impact of their farms and ultimately grow their livelihoods. The farmers' income increased by 176% in year one of the programme, and by 211% in year two. For many households these women are now the main breadwinners and they have used their increased profits to support their families, educate their children or improve their housing and lifestyle.</li> <li>• The training programme is helping Primark to achieve its long term ambition of ensuring all of the cotton in its supply chain is sourced sustainably.</li> <li>• Also provided Primark with valuable insights into the cotton supply chain, and directly into the lives of the smallholder cotton farmers.</li> <li>• It has been so successful that Primark has extended the programme for another six years. It will train 10,000 more female smallholder farmers, and provide additional business skills training to those already trained.</li> </ul> <p><b>Tips</b></p> <ul style="list-style-type: none"> <li>• Work with the right on-the-ground partners with the local knowledge and relationships that will allow you to deliver.</li> <li>• Ensure you fully engage with the community in ways that are appropriate for them.</li> <li>• Tailor your training to the community's needs, so that locally appropriate environmental methods can be adopted.</li> </ul>
7. Enhancing access to high value markets for sesame farmers in Zimbabwe	<ul style="list-style-type: none"> <li>• Seed supply</li> <li>• Offtake market</li> </ul>	<ul style="list-style-type: none"> <li>• Sidella Trading Private Limited is a small scale agricultural contractor and commodity broker linking rural farmers to commodity markets</li> </ul>

<p><b>Company</b> Sidella</p> <p><b>Partner</b> Bountiful Foods, Agritex Extension</p> <p><b>Location</b> Zimbabwe</p>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Drought tolerant crop (sesame)</li> </ul>	<ul style="list-style-type: none"> <li>• business and market linkage through a sustainable and transparent contract farming model</li> <li>• contract farming model with smallholder farmers</li> <li>• commodity-specific associations as a tool for supply chain development to promote the interests of smallholder farmers and for product promotion, quality development, training and information provision</li> <li>• market information revolution,</li> <li>• all market players that are directly involved in the sesame value chain part of a virtual electronic exchange market information system</li> </ul>
<p><b>8. COMPACI Program</b></p> <p><b>Company</b> Plexus</p> <p><b>Location</b> Mozambique</p> <p><b>Partners</b> COMPACI, GIZ/Gates foundation</p>	<ul style="list-style-type: none"> <li>• Contract farming - Cotton production</li> <li>• Improved seed</li> <li>• Input supply</li> <li>• CSA/CA</li> <li>• Assured markets</li> <li>• Extension Support</li> </ul>	<ul style="list-style-type: none"> <li>• CA/CSA promotion, input supply,</li> <li>• farmer's group support, own extension,</li> <li>• assured markets (self- funded now, initially donor supported;</li> <li>• ≥ 50.000 farmers in Mozambique</li> <li>• Cotton traditionally is a crop being produced with some sort of contract production arrangements.</li> <li>• Here the concession system in Mozambique is securing the investment, as side sale is not possible.</li> <li>• Plexus has tested CSA/CA and seen the positive results, hence is promoting this in combination with in-house extension</li> </ul>
<p><b>9. Pulses Production</b></p> <p><b>Company</b> Imara Kenya</p> <p><b>Location</b> Kenya</p>	<ul style="list-style-type: none"> <li>• CSA/CA</li> <li>• Improved seed</li> </ul>	<ul style="list-style-type: none"> <li>• Imara Kenya, a private company marketing pulses</li> <li>• Collaborating with the EABL program, now contracting those farmers to also produce pulses,</li> <li>• taking advantage of increased productivity and the need to introduce a legume for rotation in CA/CSA systems</li> <li>• By including pulses the targeted farmers including a second CA principle, based on the market need</li> <li>• Provide input for pulses</li> <li>• ≥ 5.000 farmers</li> </ul>

<b>Partner</b> EABL		
<b>10. COMPACI Zambia: Cotton Production</b>  <b>Company</b> Cargill, Zambia,  <b>Location</b> Zambia	<ul style="list-style-type: none"> <li>• Cotton production</li> <li>• CA/CSA</li> <li>• Input supply</li> </ul>	<ul style="list-style-type: none"> <li>• CA/CSA promotion,</li> <li>• input supply,</li> <li>• farmer's group support, in-house extension,</li> <li>• assured markets</li> <li>• self-funded (initially donor supported); COMPACI, GIZ/Gates)</li> <li>• holistic extension and also rotation</li> <li>• ≥65.000 farmers</li> <li>• The cotton association (board) is manages farmers to discourage side selling.</li> </ul>
<b>11. Cattle Pen fattening</b>  <b>Company</b> Montana Meats:  <b>Partners</b> ZEST, GIZ, SAT, EU  <b>Location</b> Zimbabwe	<ul style="list-style-type: none"> <li>• Cattle fattening and marketing</li> <li>• Grazing management</li> </ul>	<ul style="list-style-type: none"> <li>• Contract Cattle Pen Fattening</li> <li>• input (feed) supply,</li> <li>• farmer's group support</li> <li>• assured markets</li> <li>• self- funded now, initially donor supported</li> <li>• ≥ 500 farmers</li> <li>• Montana supported by an extension program set up smallholder feeding pens</li> <li>• Cattle kept and fattened for sale to the company,</li> <li>• the company provides feed,</li> <li>• reducing uncontrolled grazing, manages cattle numbers especially during dry period</li> <li>• Avoids cattle losses due to degradation and overgrazing in many communal areas</li> </ul>
<b>12. Livestock development and marketing</b>  <b>Company</b> Meatco foundation	<ul style="list-style-type: none"> <li>• Livestock development</li> <li>• Marketing</li> <li>• Grazing management</li> </ul>	<ul style="list-style-type: none"> <li>• In Namibia, the Meatco foundation has been working with traditional livestock farmers north of the Foot and Mouth Disease control fence</li> <li>• Improve stock quality and improve rangeland management</li> <li>• Improving trade opportunities, mostly into Angola</li> <li>• Trade of high quality sustainable beef from south of the fence is being retailed into Europe.</li> </ul>

Location Namibia		
<p><b>13. Preventive weather forecasting for West African farmers to increase agricultural yield</b></p> <p><b>Company</b> Ignitia AB, Ignitia Ghana Ltd</p> <p><b>Location</b> Ghana</p>	<ul style="list-style-type: none"> <li>• daily weather forecasts and warnings'</li> </ul>	<ul style="list-style-type: none"> <li>• Ignitia is presenting a hands-on opportunity, where it can deliver daily weather forecasts and warnings to initially 90,000 farmers in Ghana for a marginal cost for the farmer</li> <li>• A unique agricultural business model has been developed to suit the needs of the individual farmers. The forecasts are not sold directly to the farmer. Instead, Ignitia cooperates with farmer associations.</li> <li>• The farmer gets a daily forecast in his/her mobile phone by an automatically generated text message, tailored to the farmers specific location by GPS coordinates.</li> <li>• When needed, an early warning is issued for severe weather and threat of natural disaster.</li> <li>• Not only does this help to increase the probability of enhanced agricultural yields, but it also contributes to more careful use of limited resources such as water, fertilizers and pesticides.</li> <li>• Ignitia's weather forecast is largely automated in product development, and the unique, inclusive business model that initially provides weather information to a large number of small scale farmers in West Africa, Ignitia can sell daily weather forecasts for as little as \$2 USD per farmer, per year. Thus, even the poorest can make use of the service</li> </ul>
<p><b>14. Smallholder cooperative for seed multiplication</b></p> <p><b>Company</b> Zimbabwe Super Seeds</p> <p><b>Location</b> Zimbabwe</p>	<ul style="list-style-type: none"> <li>• Climate adapted seed</li> <li>• Local multiplication</li> </ul>	<ul style="list-style-type: none"> <li>• A seed multiplication and market distribution model</li> <li>• smallholder co-operative based enhancing access to cheap, locally and readily available,</li> <li>• climate and market adapted seed in semi-arid Zimbabwe</li> <li>• Engages smallholder farmers as active certified seed multipliers of foundation seed into commercially available certified seed that can be sourced on the open market, through mainly a network of rural agro-dealers.</li> <li>• The development model allows ease of access to certified, climate tolerant and locally available seed material for smallholder farmers.</li> </ul>

<p><b>15. The Agriculture and Climate Risk Enterprise (ACRE) - Kilimo Salama</b></p> <p><b>Company</b> Syngenta Foundation for Sustainable Agriculture</p> <p><b>Partners</b></p> <ul style="list-style-type: none"> <li>• Banks and MFIs,</li> <li>• mobile network operators (Safaricom),</li> <li>• seed companies,</li> <li>• Government agencies (Ministries of Agriculture and National Meteorological Services),</li> <li>• research institutions including IRI,</li> <li>• insurance and reinsurance companies (UAP in Kenya, Société Rwandaise d'Assurance (SORAS) in Rwanda, Swiss Re, Africa Re)</li> <li>• global donors (Global Index Insurance Fund, GIIF)</li> </ul> <p><b>Location</b> East Africa</p> <p><b>Year started</b> 2009</p>	<ul style="list-style-type: none"> <li>• Weather based insurance</li> <li>• Micro – finance</li> <li>• Input provision</li> <li>• Training</li> <li>• Mobile payments</li> </ul>	<ul style="list-style-type: none"> <li>• The largest index insurance programme in the developing world in which the farmers pay a market premium, and the largest agricultural insurance programme in sub-Saharan Africa</li> <li>• It is also the first agricultural insurance programme worldwide to reach smallholders using mobile technologies</li> <li>• Transitioned from a project into a for-profit social enterprise in June 2014.</li> <li>• Three pillars to ACRE's approach. <ul style="list-style-type: none"> <li>◦ First is a wide range of products based on several data sources, including automatic weather stations and remote sensing technologies.</li> <li>◦ The second is ACRE's role as an intermediary between insurance companies, reinsurers and distribution channels/aggregators. Such aggregators include microfinance institutions, agribusiness and agricultural input suppliers.</li> <li>◦ The third pillar is its link to the mobile money market, particularly the M-PESA scheme in East Africa. This allows quick enrolment and payment of claims without having to physically visit farmers, thus enabling the programme to quickly reach the many millions of farmers enrolled in M-PESA. This link has enabled ACRE to reach many thousands of remote farmers while maintaining low transaction and delivery costs.</li> </ul> </li> <li>• ACRE has shown rapid scale-up in East Africa and is projected to reach 3 million farmers across 10 countries by 2018</li> <li>• In 2013, the sum insured reached USD12.3 million, the recorded insurance payout was SD370,405 and the average cost of insurance was 5-25% of harvest value</li> <li>• Donor money is currently used for feasibility studies, satellite ground proofing with automatic weather stations, and salaries during the early stages of growth in each target country</li> <li>• From 2014 onwards, some donor money also directed into premium subsidies.</li> <li>• As of 2013, ACRE offered a range of insurance products <ul style="list-style-type: none"> <li>◦ First, insurance was linked to agricultural credit from Microfinance Institutions (MFIs). This credit was designed for</li> </ul> </li> </ul>
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		soybeans, sunflowers, coffee, and potatoes
<b>16. Climate proofing Chilli supply chain in Zimbabwe</b> <b>Company</b> Windward Commodities Ltd  <b>Partners</b> Better Agriculture  <b>Location</b> Zimbabwe	<ul style="list-style-type: none"> <li>Right-sized climate smart input package</li> <li>Offtake market</li> <li>Training</li> <li>CA</li> </ul>	<ul style="list-style-type: none"> <li>Windward Ltd is a private company based in London with global experience in building sustainable commodity brands, including certified consumer brands based on the ethical sourcing model.</li> <li>Windward has a successful chilli sauce brand called Chilli Power currently available in 212 formal retail stores.</li> <li>The Chilli Power brand has a supporting supply chain network of 2,000 chilli farmers in Zimbabwe who generate an average additional income of \$114/farmer/year.</li> <li>climate-proof and scale-up the supply chain, and develop new markets for the Windward Chilli Power brand</li> <li>sustainably increase productivity of smallholder suppliers by improving access to high quality, adaptable chilli seed varieties and other inputs, better soil and water management techniques, and improved agronomic practices</li> <li>grow sales into new regional markets, and potentially add a new climate smart certified brand</li> </ul>
<b>17. Mongolia Index-Based Livestock Insurance Project (IBLIP)</b>  <b>Company</b> IBLIP <b>Partners</b> Government of Mongolia World Bank  <b>Location</b> Mongolia  <b>Year started</b> 2005	<ul style="list-style-type: none"> <li>Index based insurance for livestock</li> </ul>	<ul style="list-style-type: none"> <li>Developed by the Government of Mongolia in 2005 with the support of the World Bank, is an index-based mortality livestock insurance product now available in every Mongolian province.</li> <li>The aim of IBLIP is to protect Mongolian herder households from significant livestock loss by providing financial security, while also encouraging them to adopt practices that build their resilience to extreme weather events</li> <li>This case study also shows how a donor supported index insurance programme can successfully transition into a commercial entity.</li> <li>The most important climate-related shock impacting Mongolian pastoralists is the dzud, where extreme winter weather conditions result in high livestock mortality. The poorest herders suffer the heaviest losses as they cant afford the high costs associated with migration</li> <li>IBLIP was developed in response to a perfect storm, between 1999 and 2002, of increased livestock numbers, increased vulnerability, and 3 consecutive dzud winters. This led to the loss of over 11 million animals,</li> </ul>

	<p>representing a financial loss of over USD500 million</p> <ul style="list-style-type: none"> <li>• The number of herders covered increased from just about 2000 in 2009 to close to 20000 in 2013.</li> <li>• Livestock numbers in Mongolia have increased from 25million to about 45 million over the same period</li> <li>• The losses from these extreme weather events were so severe that the small agricultural indemnity insurance industry went bankrupt trying to pay out the farmers and herders, and the private insurance system collapsed, destroying the risk management systems that were in place.</li> <li>• The index used in IBLIP is the livestock mortality rate at the local region level. The coverage period is from January to May, when more than 80 percent of the livestock losses occur.</li> <li>• As the IBLIP index is closely linked to loss, there have been very few basis risk events.</li> <li>• IBLIP is unique in its formal layering approach. When livestock mortality is &lt;6%, farmers are encouraged to self-insure, but are supported by World Bank risk management tools</li> <li>• When livestock mortality is 6-30%, farmers receive payouts from the Base Insurance Product (BIP), now called Livestock Risk Insurance (LRI), supported by the Livestock Insurance Indemnity Pool (LIIP). The LRI is sold to farmers at fully loaded, actuarially correct premium rates. Herders select the percentage of the value of their herd that they would like to insure – typically about 30%.</li> <li>• Livestock losses that exceed 30% are covered by the Government of Mongolia's Government Catastrophic Coverage (GCC) formally called the Disaster Response Product (DRP).</li> <li>• The public-private risk-layering strategy is a new innovation for index insurance and has been an effective element of the project. Government coverage of catastrophic mortality events reduces risk premiums for herders and protects the insurance industry from risk of bankruptcy</li> <li>• This scaling has been attributed to the strong partnership between the private and public sector and because the historical mortality rates are available across the country. The scaling also appears to be financially sustainable, with several insurance and reinsurance companies attracted to the project.</li> </ul>
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<b>18. Index-Based Livestock Insurance (IBLI) – Kenya and Ethiopia</b> <p><b>Company</b> Index-Based Livestock Insurance (IBLI)</p> <p><b>Partners</b></p> <ul style="list-style-type: none"> <li>insurance companies</li> <li>reinsurers</li> <li>research organizations</li> <li>NGOs</li> </ul> <p><b>Location</b></p> <ul style="list-style-type: none"> <li>Northern Kenya and Southern Ethiopia</li> </ul> <p><b>Year started</b> 2010</p>		<ul style="list-style-type: none"> <li>The IBLI project took on the challenge of making insurance commercially viable amongst poor nomadic herders who occupy vast remote areas in Kenya and Ethiopia with almost non-existent communication and transport options</li> <li>It also lacked the comprehensive 100-year mortality database that was used in Mongolia's livestock insurance programme. These challenges led the IBLI team to research innovative strategies and use new technologies in product design, for example using a statistical relationship between livestock mortality data (collected since the year 2000) and the remotely sensed Normalized Difference Vegetation Index (NDVI). IBLI has features including creative education methods for pastoralists, culturally specific products and a division level mortality index.</li> <li>The IBLI index is based on NDVI data collected by satellites, which was found to have a high correlation with forage availability</li> <li>As the livestock in East African pastoral production systems depend almost entirely on forage for their nutrition, NDVI functions as an indicator of the vegetation available in the area for the livestock to consume and is linked to mortality.</li> <li>Farmers can choose the level of risk coverage (either a 10% or 15% trigger/deductible contract).</li> <li>By 2014, IBLI had reached 4000 households since its inception in 2010</li> <li>Although still at a small scale, IBLI has shown significant innovation in product design and implementation, and has demonstrated developmental impacts for poor pastoralists, under particularly challenging conditions.</li> </ul>

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