

> Growing agribusinesses to overcome market failures

14th September 2021



Mark Thomas

Senior Vice President,
Nathan



Camila Studart

Senior Programme Manager,
Nathan



The Donor Committee for Enterprise Development



Growing agribusinesses to overcome market failures

Key experiences and lessons from the MADE programme in Northern Ghana

Presented by Mark Thomas and Camila Studart



MADE FUNDED BY
Foreign, Commonwealth and Development Office,
(FCDO) Ghana

IMPLEMENTED BY
Nathan Associates London Ltd.

NATHAN

Trusted for Excellence



BACKGROUND

THE SITUATION FACED IN 2014

1. THE CASE FOR CHANGE

- Ghana's farming sector in the North is almost entirely constituted of smallholder farmers; - numerous SME agri-businesses
- Most of these farmers were primarily subsistence producers;
- Farming systems rain fed and relying heavily on human labour with limited quality inputs;
- Smallholder farmers had limited connections to organized agricultural markets and to marketing infrastructure;
- Very limited services available to the farming community
- Government's agricultural extension service poorly funded and not geared to the needs of most smallholder farmers;
- Significant contrast with many other areas in the South of Ghana, where commercial agriculture is much more developed.

1. THE CASE FOR CHANGE

BACKGROUND

THE CASE FOR MADE

The case for MADE rested on the potential to transition from subsistence to market-oriented patterns of production, taking advantage of the market opportunities available.

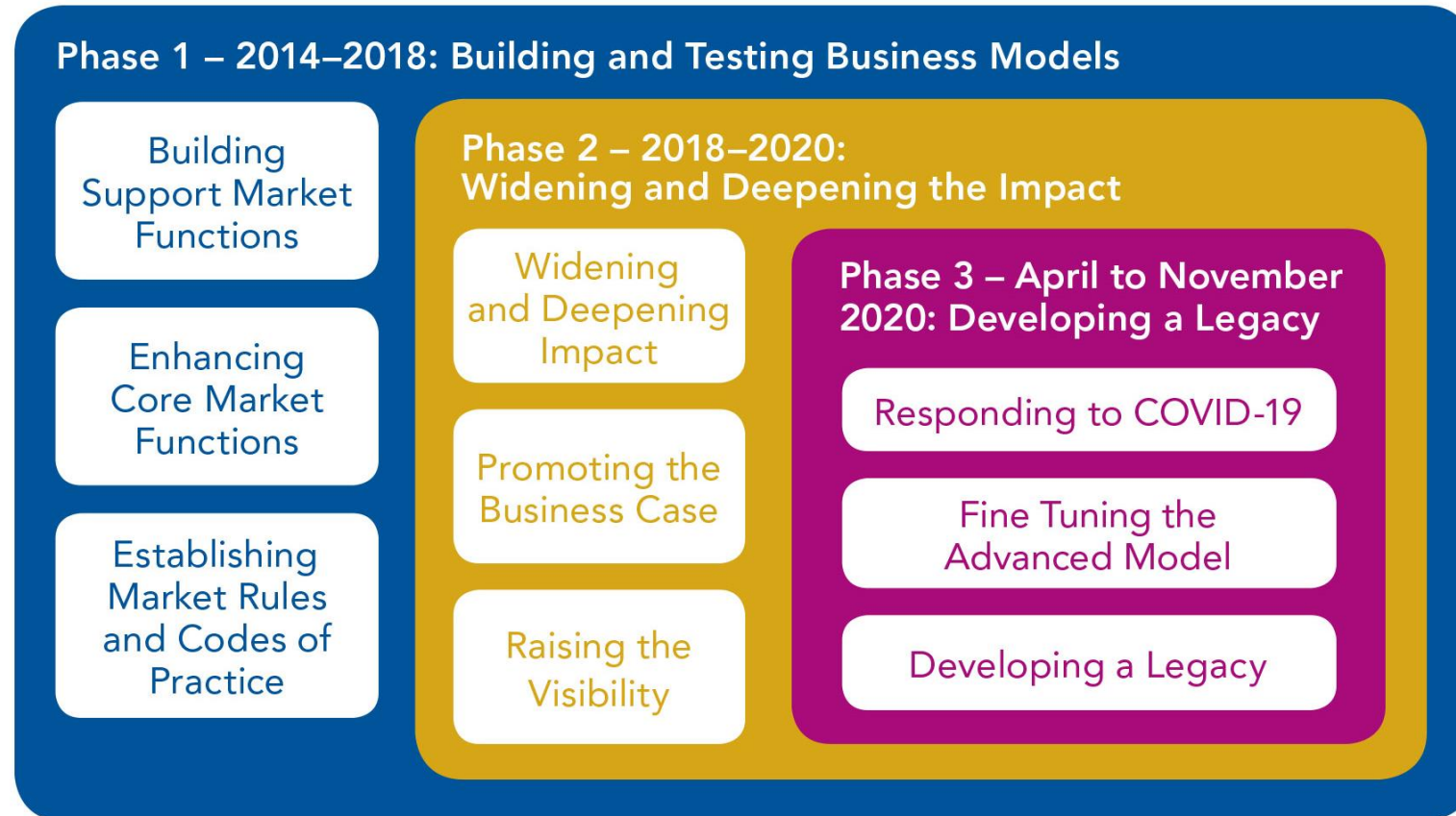
MADE would drive change by working with private sector market actors driven by incentive-based solutions to promote change - but where rural smallholder population are the main participants and beneficiaries.

MADE therefore did not work directly with farmers or their organisations



3. HOW THIS WAS ACHIEVED

TIMEFRAME



1. THE CASE FOR CHANGE

APPROACH

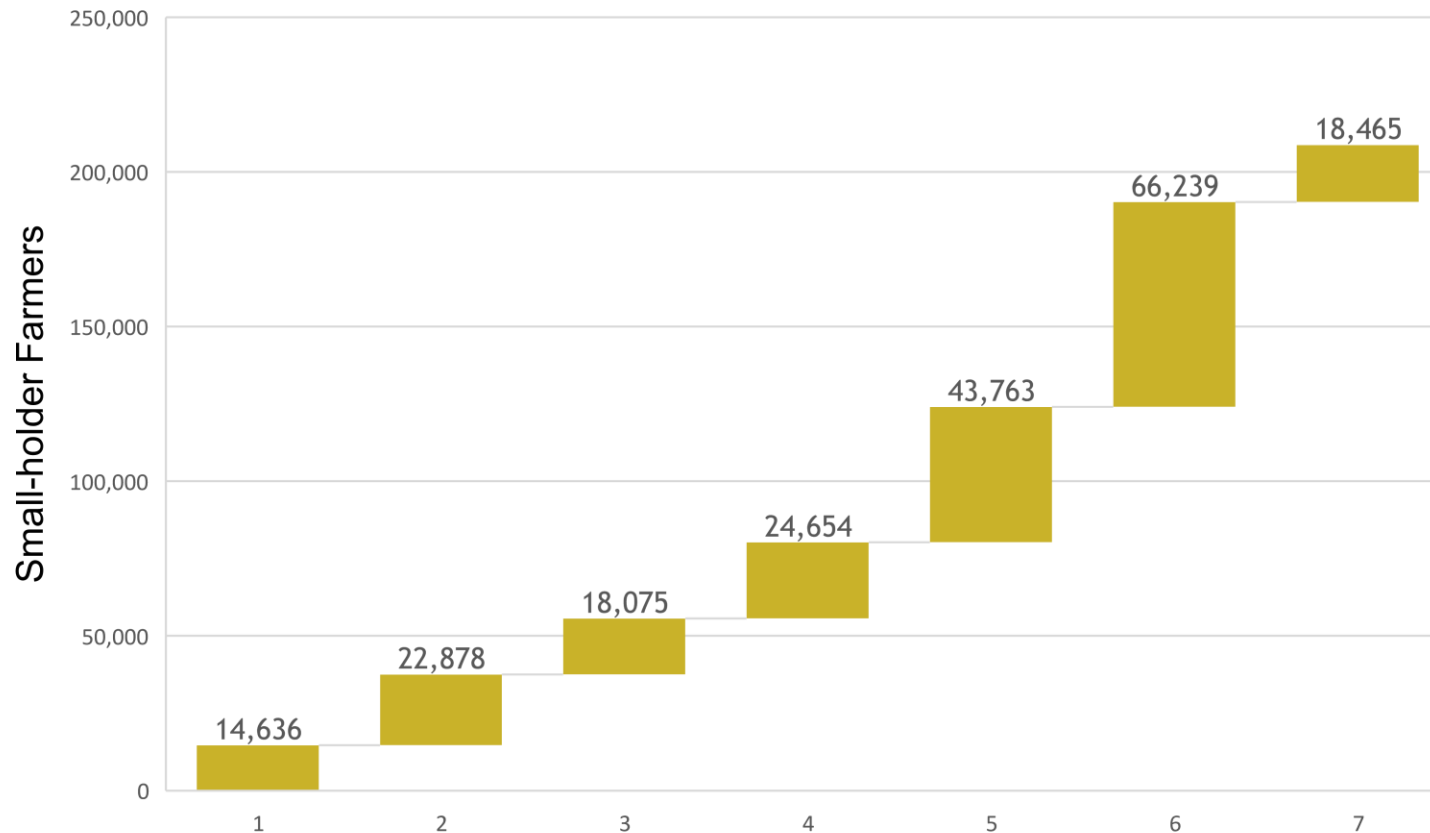
IMPLEMENTING MARKET SYSTEMS



Annual cycles of business modelling and seasonal iterative learning followed by targeted interventions were the key elements of the approach

MADE IN NUMBERS

HIGH-LEVEL RESULTS



MADE worked directly with **114 agribusinesses**

These in turn have contributed significantly to building the productivity and resilience of over **139,000 SHFs**, 43% of whom are women (*original target in the business case was 15% women*)

Private sector investment in the operating models reached **£60.7 million** over the life of the Programme

2. MADE'S ACHIEVEMENTS

ANTIKA COMPANY LTD.

MADE PARTNER SINCE 2014



**Certified Seed producer and distributor of agro-inputs.
The company offers inputs and services 15,000+ farmers
indirectly.**

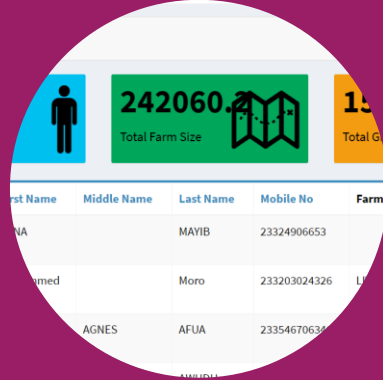
- SHF direct outreach up from 1,840 in 2015 to 4,009 in 2018
- Yield Improvements: 142% for maize, 124% for rice, 112% for soybean
- Aggregation up from 850MT in 2015 to 1,990 MT in 2018
- Facilitated commercial partnerships between Antika and Iddrisu Hamida Enterprise, and Wini Ventures

3. HOW THIS WAS ACHIEVED

MADE'S PILLARS



DEFINING, BUILDING AND
SHOWCASING THE
ADVANCED BUSINESS
MODEL



ENHANCING BUSINESS
MANAGEMENT
AWARENESS, SKILLS AND
TOOLS



MAKING THE WIDER CASE
FOR PRIVATE SECTOR LED
DEVELOPMENT



CHALLENGING GENDER
STEREOTYPES AND
MOBILISING YOUTH



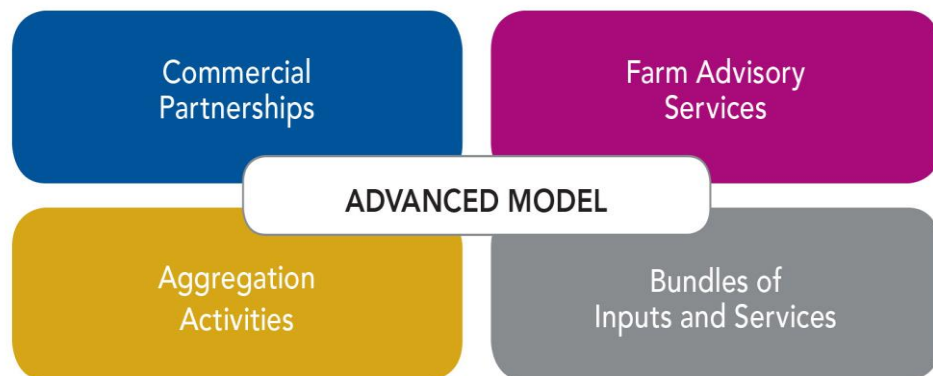
3. HOW THIS WAS ACHIEVED

7 RIGHTS FOR SMALLHOLDER FARMERS



MADE'S CRITICAL PATHWAYS

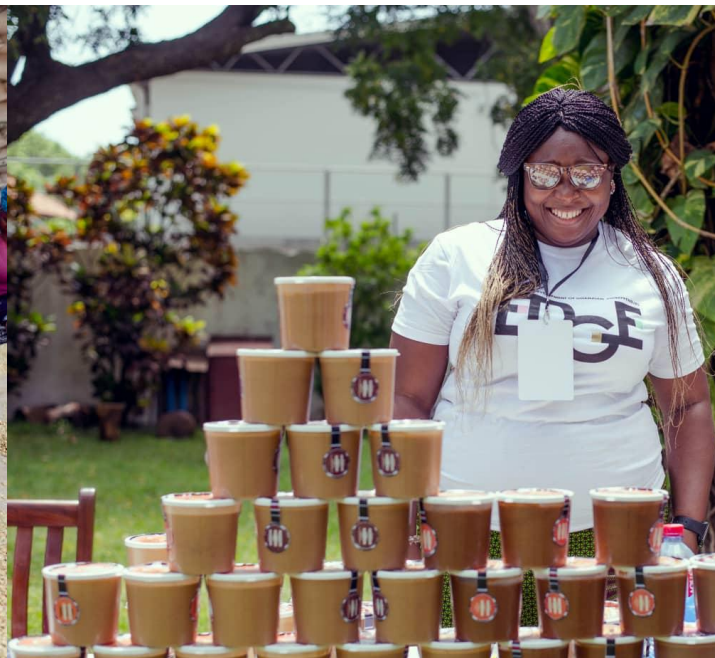
DEFINING, BUILDING AND SHOWCASING THE ADVANCED BUSINESS MODEL



3. HOW THIS WAS ACHIEVED

MADE'S CRITICAL PATHWAYS

CHALLENGING GENDER STEREOTYPES AND MOBILISING YOUTH

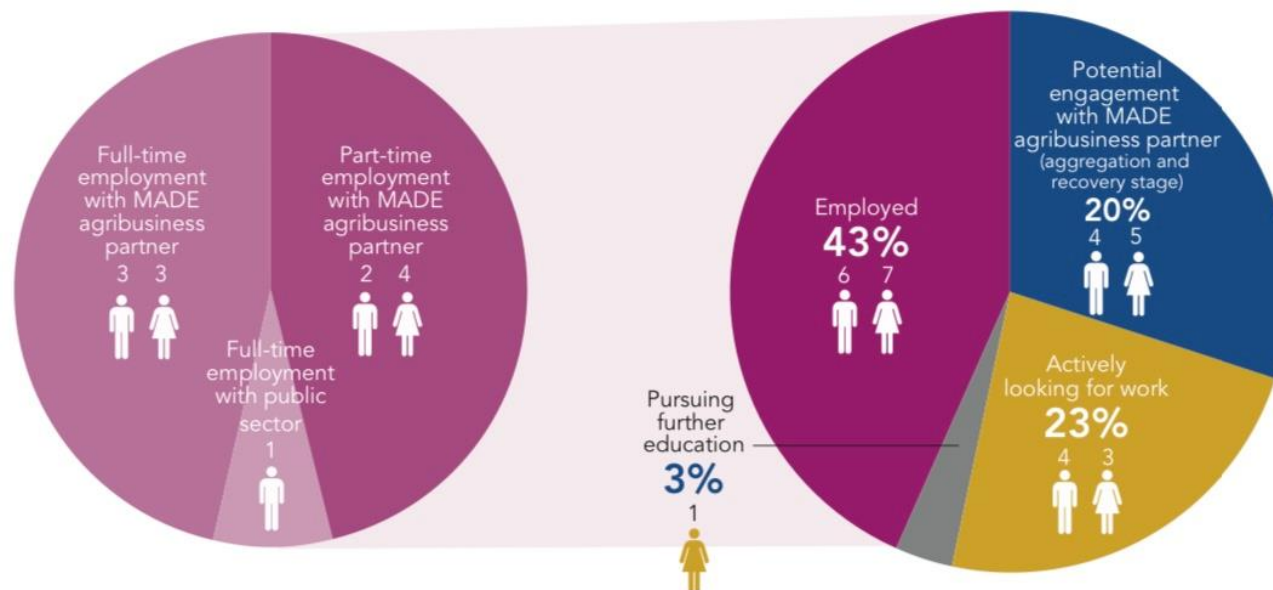
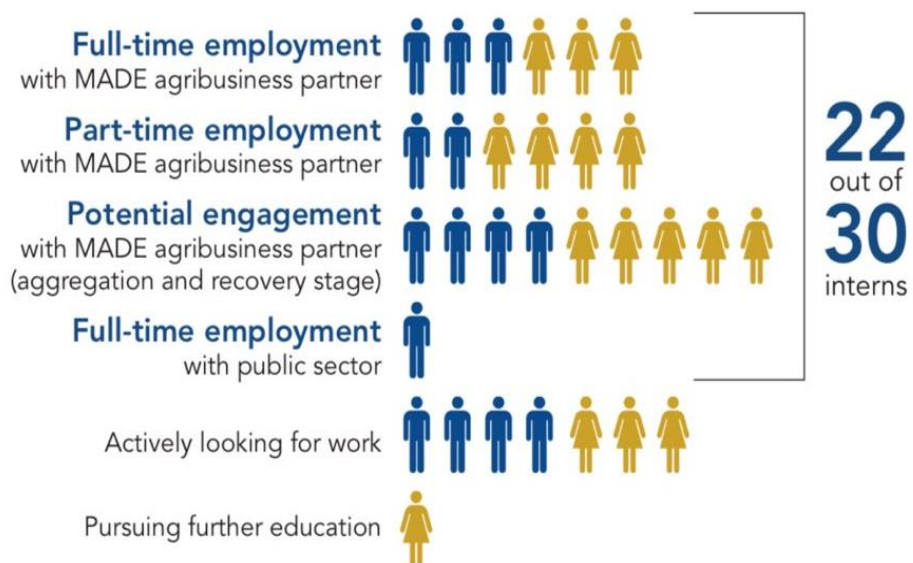


LEARNING EVENT

3. HOW THIS WAS ACHIEVED

COVID-19

ADAPTING OUR WORK TO EFFECTIVELY RESPOND TO THE NEEDS ON THE GROUND



4. LESSONS LEARNED



THE ADVANCED BUSINESS MODEL

AGENTS OF CHANGE

COMMERCIAL PARTNERSHIPS

PROMOTING INCLUSION

LEARNING EVENT



LOOKING FORWARD

WHAT ELSE IS NEEDED FOR AGRICULTURAL TRANSFORMATION

Financial system/Investment

Innovation and research – parlous state of public sector R&D

Higher value crops

Climate change and challenges ahead

Inclusive Labour market

Thank You

Mark Thomas mthomas@nathaninc.com

Camila Studart cstudart@nathaninc.com

Ghana MADE Resources are available here: www.ghana-made.org/rc/