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Attracting Private Investment into Agribusiness

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Eduardo Tugendhat

CARANA Corporation

Eduardo Tugendhat is one of the founders of CARANA Corporation and has been CEO since 2000, overseeing worldwide consulting and project implementation for donors, governments and commercial clients. He specializes in designing strategies for accelerating economic growth and employment creation, particularly in small economies with limited domestic markets. and handicapped access to international markets. Working in over 60 countries, he has led assignments that spurred private investment for infrastructural services, food security systems and workforce development.





Anita CampionAZMJ

President of AZMJ, Anita Campion is an economic development specialist with more than 20 years experience in international and domestic finance and private sector development. AZMJ spearheaded the Cracking the Nut initiative, which began in 2010. Campion has advised on several financial services and development projects throughout the world. She has designed and led workshops on agricultural value chain finance in Haiti, Peru and Mali.

Cracking the Nut 2012: Attracting Private Sector Investment to Rural and Agricultural Markets

Anita Campion, AZMJ Eduardo Tugendhat, CARANA Corporation Dr. Anicca Jansen, USAID



Background for the Conference

- By 2050, world needs to double food production and invest \$83 billion annually in developing country agriculture. (FAO, 2010)
- CTN 2011: Overcoming Obstacles to Rural and Agricultural Finance, 320 participants from 40 countries, mostly development practitioners
- CTN 2012: Attracting Private Sector
 Investment to Rural and Agricultural Markets

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Five Core Themes:

- 1. Expand to New Markets
- 2. Tap New Sources of Supply
- 3. Create Effective Partnerships
- 4. Make Finance Work
- 5. Leverage Positive Government Support



1. Expand to New Markets

What agricultural markets are expanding?
Where are there growth opportunities?
How do farmers learn about expanding markets?



Change Drivers in Food Industry

- Regulatory: food safety laws
- Major retailers: Certification requirements
- Retailers vs. brands
- Increasingly segmented markets
- Food as lifestyle

Implications for supply chains

- Rapid innovation/ differentiation
- Traceability and certifications (know your suppliers)
- Meet requirements without increase in price (cut out inefficiencies & intermediaries)

2. Tapping New Sources of Supply

How are consumer preferences influencing supply chains?

What are ways to reduce costs and improve efficiencies within a supply chain?

What role can technology play in improving supply chains?

What difference does improved efficiency mean for a value chain and its actors?



Purchase contracts with specifications Just in time production

- **Differentiated Products** • Long-term contracts
 - Risk sharing models

Strategic alliances

- Joint branding
- Vertical integration

Sequential Transactions

Reciprocal Relationships

- Strategic reserves
- Spot transactions

Commodity

- Anchor firms/ production chain
- Seasonal contracts/ prefinancing

3. Creating Effective Partnerships

- What makes public-private sector initiatives work?
- What are common issues?





4. Making Finance Work

- What are the largest constraints to rural and agricultural finance?
- How does finance need to be adapted for agricultural investments?
- What role does finance play within value chains?
- Beyond credit, what financial products are needed?



5. Forging Government Support

What are some common ways government policy influences agricultural investment? What motivates policy initiatives? How can governments work with private sector?

How can we help governments to balance short-term concerns (e.g. food security) with long-term market development?



Future Vision

- Private Sector actively seeks out opportunities to create positive local impacts (on people, livelihoods, environment, etc.)
- Development Community support private initiatives, ensuring benefits for the poor
- Impact investors bridge investment gap between donors & private sector
- Needs of rural poor are better served.



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