

Achieving the New Vision for Agriculture: New Models for Action

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Prepared in collaboration with McKinsey & Company





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Preface



Sarita Nayyar
Managing Director,
Head of Consumer
Industries

To feed 9 billion people by 2050, the world will need to adopt new strategies aimed at sustainably increasing agricultural production. Meeting this challenge will require significant increases in investment, innovation and collaboration among all stakeholders. The World Economic Forum's New Vision for Agriculture serves as a platform to build collaboration among stakeholders to achieve a vision of agriculture as a driver of food security, environmental sustainability and economic opportunity.

In the past three years we have seen governments, business, farmers and civil society organisations embrace and begin to implement this vision at global, regional and country levels. Action is now underway in 11 countries across Africa, Asia and Latin America, bolstered by support and recognition from the G8 and G20. While these efforts are still in an early stage, they hold great promise for helping to meet the challenge of global food security.



Lisa Dreier
Director, Food
Security and
Development
Initiatives

This report outlines the progress to date of partnerships catalyzed by the New Vision for Agriculture, and the key challenges and next steps that must be addressed to realize the full potential of the multi-stakeholder partnership model.

At the global level, the initiative is driven by a group of 28 partner companies of the World Economic Forum: AGCO Corporation, A.P. Møller-Maersk A/S, BASF SE, Bayer CropScience AG, Bunge Limited, Cargill Inc., CF Industries Holdings Inc., The Coca-Cola Company, Diageo Plc, DuPont, General Mills Inc., Heineken, METRO AG, Mondelez International Inc., Monsanto Company, The Mosaic Company, Nestlé SA, Novozymes A/S, PepsiCo Inc., Rabobank International, Royal DSM NV, SABMiller Plc, Sinar Mas Agribusiness & Food, Swiss Reinsurance Company Ltd, Syngenta International AG, Unilever, Wal-Mart Stores Inc., Yara International ASA. The initiative works in close partnership with 14 governments, international and civil-society organisations, farmers associations, academic and research institutions, and others.

At the regional and national level, the multi-stakeholder partnerships inspired by the New Vision work to transform agriculture in alignment with national goals. We thank and commend the leaders of these partnerships for their vision, commitment and hard work in building new partnerships and collaborations to achieve on-the-ground impact. A list of key partnership leaders is included in the Acknowledgements.



Arne Cartridge
Director,
Grow Africa

McKinsey & Company supports the initiative on an ongoing basis, contributing expert input to the initiative strategy, its action partnerships, and the preparation of this report. The Forum's Global Agenda Council on Food Security, a multi-stakeholder group of leading experts, also provided key guidance to the initiative's work and this report.

The New Vision's success to date reflects the contributions of a broad network of leaders who have come together on the Forum's platform to take joint action. These efforts represent an evolving journey and a continuous learning process, in which we are experimenting with new approaches. We welcome the input and collaboration of additional partners and stakeholders as we continue the journey into 2013.

Executive Summary

A System at Risk

Global food systems are increasingly at risk. Rising demand, scarce resources and increased volatility are placing new pressures on an already-stressed agriculture sector. Over 870 million people, many of them small farmers, remain chronically hungry and undernourished. In response to this challenge, the New Vision for Agriculture calls for a new approach to agriculture that will deliver food security, environmental sustainability and economic opportunity. Achieving this vision requires a comprehensive approach to transforming whole value chains and systems, harnessing the power of market-based solutions, and engaging local and global stakeholders in an unprecedented joint effort.

A New Approach

Over the past three years, global leaders have aligned around the New Vision for Agriculture. Regional and national leaders have adopted the vision as their own, catalysing action-oriented partnerships in 11 countries across Asia, Africa and Latin America. These activities have engaged over 250 organizations and activated commitment, collaboration and innovation among a broad network of over 800 leaders. Complementing and accelerating these activities has been support from global platforms including the G8 and the G20. In a sector with many important initiatives under way, the New Vision is contributing a unique neutral platform to engage and align key stakeholders, including the private sector.

Significant Momentum Is Building

In this early stage, these country-led partnerships have broken new ground in engaging and aligning key stakeholders around shared priorities to mobilize investment projects in key value chains and regions. Partnerships catalysed by the NVA include:

- National-level partnerships in **Vietnam, Indonesia and Mexico**, and a state-level partnership in **Maharashtra, India**
- A regional partnership in Grow Africa (jointly convened with the African Union and NEPAD), which has mobilized investment commitments and supported partnerships in alignment with the national plans of seven countries in Sub-Saharan Africa: **Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Rwanda and Tanzania**

Anchored around government plans, the partnerships engage the private sector, farmers' organizations, donors, civil society organizations, various public sector institutions and other stakeholders. The partnerships are young—between 12-30 months old—so data on quantitative impacts is limited. However results are visible in pilot activities and specific project plans. In the Asia and Latin America partnerships,

Country-level partnerships



approximately \$75 million in investment has been mobilized for specific projects. In Africa private sector investors have committed over \$3 billion through a special initiative linked to the G8. Additionally international donor organizations and domestic public sector budgets have also programmed millions of dollars of resources to support initiatives and partnership-related initiatives. Taken together, these initiatives plan to directly impact over 12 million smallholder farmers in the next 3-5 years.

Moving from Pilots to Scale

The country-level partnerships affiliated with the New Vision have achieved leadership commitment and alignment and have begun to mobilize pilot-level activity. However most remain in an early stage compared to the scale of their aspirations and potential. Scaling up the impact of these partnerships ultimately requires a functioning marketplace that benefits all stakeholders, especially smallholder farmers. There are several opportunities for public and private sector leaders to achieve scale through these partnerships.



Refining partnership strategies

- Continually **reviewing and refining partnership strategies** is crucial to ensure the realization of key objectives, such as environmental sustainability, innovative financing and inclusive business models that empower smallholder farmers
- Designing projects for **scalability from the start** is critical and can be accomplished by identifying and activating “change agents,” sequencing plans, and leveraging stakeholder capacities in new ways
- Integrating **cross-cutting efforts** with value-chain projects ensures a comprehensive approach that addresses tangential areas critical to agricultural transformation. These cross-cutting areas include technology, finance, water use, health and nutrition and private sector enabling environment policy reform



Engaging and activating key stakeholders

- To ensure a holistic and effective approach, partners can “broaden and deepen the conversation” by **strengthening engagement of key stakeholder groups**, including farmers’ associations, civil society organisations, local private sector companies, financial institutions and logistics providers, and government ministries beyond ministries of agriculture. Relevant stakeholders should be engaged in all stages from design to execution, providing both opportunity for debate and empowerment of key actors to drive progress
- Sustaining and **reinforcing global support** for on-the-ground partnership activity is critical to maintain momentum, engage key resources and expertise, and ensure strong leadership support for new approaches where long-term commitment is needed for the next 5-7 years



Strengthening implementation capacity

- As partnerships develop, building sufficient **coordination capacity** is key to aligning stakeholder involvement, providing a responsive process for partners and investors, and ensuring delivery on partnership goals
- Establishing approaches for **monitoring and evaluation**—as well as sharing experiences and best practices across partnerships—are keys to developing and refining effective approaches. These abilities become even more important as initiatives move toward scale

A Call to Action: “Step Up to Scale Up”

A large-scale transformation in agricultural productivity and sustainability can be achieved, delivering food and nutrition security and new economic opportunities to smallholder farmers. The past 36 months has laid the foundation to achieve this vision in the 11 countries involved with the NVA. However, achieving the scale necessary for system transformation will not happen automatically. Partners supporting the New Vision for Agriculture must now “step up to scale up” to make markets work for all participants by intensifying their efforts in a coordinated manner over the next 5 to 7 years.

- **Governments** can strengthen national plans, enhance policies to improve the enabling environment for domestic and international agriculture-related investment, and increase investment in agriculture-related infrastructure and programs
- **The private sector** can increase agriculture sector-related investment with an emphasis on developing sustainable, innovative smallholder-inclusive business models. Local companies can actively engage in partnerships and work closely with financial institutions and development partners to find solutions to increase access to capital. Global companies can ensure involvement and alignment of their business units and corporate social responsibility units and ensure close coordination between regional offices and corporate centres as they seek to scale their projects
- **Farmers** can cooperatively organize to improve access to market opportunities, financing, and training programs and actively engage in multi-stakeholder partnerships and advocacy to influence the direction and impact of these partnerships
- **Civil society** can expand participation to implement community-level capacity-building programs, monitor programs to ensure alignment with public-interest goals and best practices, and engage key stakeholder groups and the public
- **Donor agencies and international organizations** can support the strengthening of governmental delivery capacity, leverage catalytic and innovative forms of financing, and facilitate measurement and evaluation and technical knowledge exchange

I. Introduction: The Need for a New Vision and Approach

The Challenge: Rising Demand, Scarce Resources

Global food and nutrition security is a major global concern, as the world prepares to feed a growing population on a dwindling resource base in an era of increased volatility and uncertainty. Over 870 million people are now hungry, and more are at risk from climate events and price spikes; concerted efforts to improve food security have never been more urgently needed. A substantial increase in environmentally sustainable agricultural production is needed to enlarge global food supplies and stabilize and enhance the livelihoods of millions of smallholder farmers. Progress to date has been slow due to the complexity of agriculture value chains, which comprise many stakeholders with highly diverse interests, as well as low levels of investment in countries with greater productive potential.

The Need for a New Vision for Agriculture

The New Vision for Agriculture (NVA) aims to catalyse collaborative action to enable a transformation in agriculture systems. The initiative emphasizes the benefits that environmentally sustainable agriculture can deliver to society, including food security and economic opportunity. The New Vision takes a holistic approach, seeking to engage all relevant stakeholders and leverage market-based approaches to achieve rapid progress.

In 2010, the group launched a “Roadmap for Stakeholders” which outlined the role that the private sector can play, in collaboration with other stakeholders, to achieve the Vision.

The New Vision for Agriculture

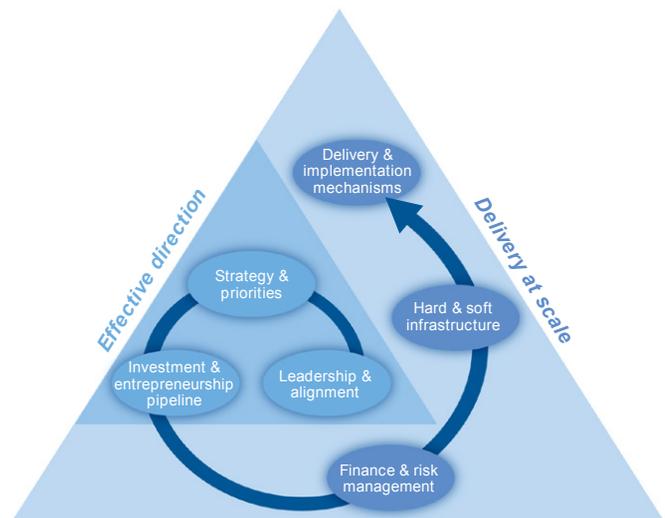


Putting the Vision into Action

In 2010, the New Vision began working at the country level in response to national leaders' requests. First, in Tanzania and Vietnam, the initiative developed a model for national partnership, working with key stakeholders to identify common goals, define actionable priorities, and develop and execute work-plans to accelerate progress. Additional countries quickly followed suit, including Mexico, Indonesia and the Indian state of Maharashtra. Inspired by the Tanzanian example, six additional African countries, Mozambique, Kenya, Ethiopia, Rwanda, Ghana and Burkina Faso, requested New Vision support in initiating public-private partnership efforts. This resulted in the formation of the Grow Africa partnership, which is co-convened by the African Union, NEPAD and the World Economic Forum to support African countries in accelerating sustainable agricultural growth, in alignment with national plans.

Drawing on the experiences of these and other countries, the New Vision published a new report in 2012 outlining six key elements to achieving the agriculture transformations at the country level. This transformation framework has served as a foundation for country partnerships as they hone the direction of their efforts and aim to deliver at scale.

A Framework for Agricultural Transformation

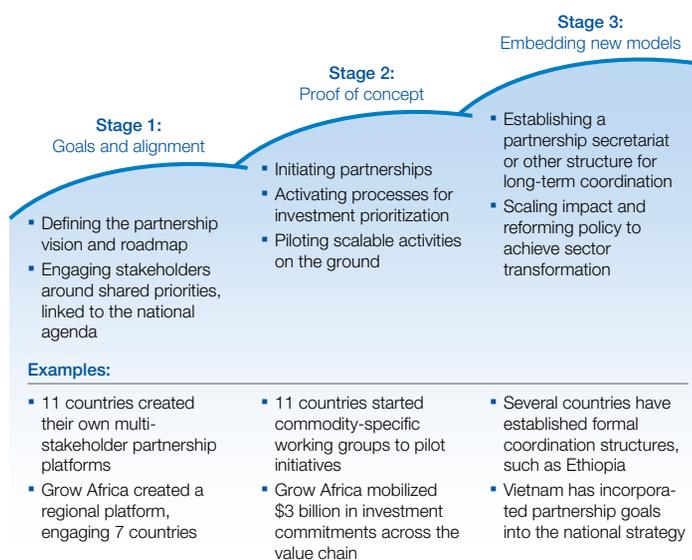


Taking Stock of New Models

At the global, regional, and country levels, the New Vision for Agriculture journey is composed of 3 stages:

1. **Achieving alignment** around a concept and vision for partnership
2. **Proving new concepts** by demonstrating success on a small scale through partnership-based action, starting with pilot projects
3. **Embedding the partnership approach** and scaling it through institutions and national programs

Evolution of New Vision for Agriculture Partnerships



Most of the NVA-affiliated partnerships placed initial focus on defining goals and achieving alignment. Partnerships are now engaged in demonstrating the success of their models and concepts in the “proof of concept” phase. As the partnerships seek to refine their strategies, enlarge the impact of their projects, and build new institutional frameworks to sustain them over time, they can benefit from each other’s experience and models, as well as from support and input from global partners.

To launch this knowledge sharing process, this year’s NVA report was developed collaboratively with partnership leaders to take stock of progress to date; identify priorities to strengthen and advance progress; and recommend ways in which the NVA’s global network can support the country-led transformation efforts that are under way. Given the early stage of the partnerships, a data-driven impact assessment is not yet possible. Qualitative methods were therefore used to assess partnership progress and status to date. This report is based on input from NVA partnership leaders, as well as information and interviews collected during seven country visits during September and October 2012.



TRANSFORMATION IN ACTION

Overview of the NVA Partnership Approach

New Vision for Agriculture partnerships follow four key steps:

Align stakeholders around a shared vision at the national level, including government, business, donors, civil society, and farmers. This requires a series of to identify common interests and goals, using the national sector plan as a starting point.

Agree a set of priorities for intensive focus. These could include a geographical area, a set of value chain commodities, or specific enabling-environment issues. This is a key step to build an agenda for action.

Develop plans and initiate action around agreed priorities. This includes mobilizing investment and financing, developing and aligning programmatic efforts, setting KPIs and milestones.

Monitor progress and assess learning to ensure that the pilots are having the desired developmental impact. Continuous attention is required to monitor progress, refine strategies and share learnings to enable progress toward the partnership goals.

Partnerships determine their own governance structure. Most are led by a leadership group of 20-40 organisations, typically co-chaired by the Minister of Agriculture and a private-sector leader. This group defines the partnership strategy and goals, launches projects, monitors progress and troubleshoots problems through regular meetings. Projects are typically led by one or more organizations who provide regular progress reports to the national group. National leaders share updates at World Economic Forum events, which serve as milestones to help drive progress.

“ **Stakeholders are beginning to collaborate in new ways, taking a comprehensive approach to change whole systems. Everybody has a role to play** ”

– Paul Polman
Chief Executive Officer, Unilever, United Kingdom

II. New Vision for Agriculture Partnerships: Significant Momentum on the Ground

The NVA partnerships are mechanisms for mobilizing the investment, innovation and collaboration needed to achieve the New Vision at the country level. Presently, all partnerships are in an early stage, ranging from 1 to 2 1/2 years. So far the partnerships have focused on building leadership commitment and alignment, preparing ambitious plans with time-bound goals, mobilizing pilot-scale activity, and developing collaborative relationships between private sector partners across the value chain. Most on-the-ground work is in pilot stage and relatively small-scale compared to the ultimate aspirations and potential of partnership leaders.

Scope of Partnership Activities

In a short period of time, NVA partnerships have mobilized a broad spectrum of stakeholders and resources around the world. Partnerships have been successfully launched in 11 countries, engaging over 250 organizations with plans to positively impact over 12 million smallholder farmers in the next 3-5 years. In the Asia and Latin America partnerships, approximately \$75 million in investment has been mobilized for specific projects. In Africa private sector investors have committed over \$3 billion through a special initiative linked to the G8. Additionally, funding from host governments and development partners has been programmed to support partnership-related efforts. While the partnerships are still in an early phase, the momentum that has developed around them indicates strong potential for their ultimate impact.

The partnerships take a similar approach in aligning with the overarching concept and mission of the New Vision for Agriculture, as well as the national agriculture strategy in their country. However each partnership has set its own agenda and tailored the NVA model to fit its particular national and regional context. This country-led approach has led to a variety of approaches and new innovations across different partnerships.

Specific examples of how partnerships are spearheading transformation are highlighted in the “Transformation in Action” boxes throughout this report.

NVA Partnership Principles in Practice

Each partnership is centred on a set of principles aligned with the NVA’s approach.

Country-led. The goals and strategies of NVA partnerships are set by partnership leaders, in alignment with national agriculture-sector plans. This ensures that partnerships help advance national priorities, as determined by local leaders and stakeholders. The format of national plans varies, together with the degree to which they shape partnership activity. In Tanzania and Vietnam, well-developed national plans were a key factor in setting partnership activity in motion. Indonesia, Mexico and India have a more informal alignment between partnership focus areas and national or state priorities. The Grow Africa partnership, engaging seven countries, is explicitly anchored in CAADP as a framework for setting investment priorities at the national level, including the designation of priority crops and regions. The country-led approach offers numerous benefits: it ensures alignment with local needs and priorities; reinforces local

institutions and leadership; and engages multiple stakeholders around a central framework with strong local buy-in.

Market-based. Partnerships can develop and strengthen markets by improving specific value chains, expanding farmers’ market access, and identifying issues and needed actions to improve the broader enabling environment. To achieve sustainable growth, innovation and large-scale production of priority crops, partnerships mobilize local and global private sector organizations to play key roles. In Mexico, the Maize group engaged over 70 organizations to discuss and recommend policy and investment actions to improve the maize market.

Multi-stakeholder approach. Partnerships utilize a multi-stakeholder approach to transform value chains holistically. The coordination of many stakeholders to achieve collective action is required to transform the value chain along which all partners must work. The many partners include local and national government bodies, development partners and donors, and private companies: local and global agricultural companies (including input companies, equipment companies, and traders and processors), as well as non-agricultural companies, which provide the necessary services such as finance and infrastructure and logistics. Tanzania, Ethiopia and Indonesia have established partnership coordination units to engage a broad network of stakeholders.

Smallholder farmer-focused. Nationally based partnerships are built around the NVA themes of food security, economic growth and opportunity and environmental sustainability. Partnerships have set clear priorities to improve the livelihoods of smallholder farmers by increasing productivity through improved inputs such as seeds and fertilizers, market access, and reduced market volatility. Both the Tanzanian and Maharashtra (India) partnerships, for example, explicitly state that smallholder farmer engagement is a top priority.

Transparency. Partnerships operate transparently by publicly sharing information and reporting. The principle of transparency ensures all stakeholders are engaged and also offers opportunities for new stakeholders to join partnerships. Partnerships share information amongst stakeholders at regular intervals and though they are in an early stage, many plan to publish quarterly and annual public reports. Several partnerships have established their own websites, including Grow Africa as a whole, Tanzania’s SAGCOT Centre, Indonesia’s PISAgro, the Maharashtra partnership, and the Ethiopian ATA¹.

1 See www.growafrica.com; www.sagcot.com; www.pisagro.org, <https://pppiad.mahaonline.gov.in> and www.ata.gov.et

Diverse Approaches Among NVA Partnerships

While the NVA partnerships share a common approach, each partnership is rooted in the particular context of the given country. Partnerships are designed organically, to allow tailored approaches suitable to the needs of each country. The result is a diversity of approaches across partnerships based on the choices and innovations developed by partnerships over the past 1 to 2½ years.

Lead conveners and drivers. Although all partnerships involve an array of stakeholders, a particular lead convener drives each partnership. In some partnerships, the lead convener is the local government, as in Maharashtra, Ethiopia and Rwanda. Elsewhere, the leadership of the local private sector is particularly prominent, as in Mexico and Indonesia; alternatively, the leadership of the global private sector plays a bigger role, as in Vietnam. While having a strong driver can be a key success factor to making rapid progress, it also requires attention to ensure that other stakeholder groups are continually engaged.

Geographic and crop focus. Partnerships have defined their own strategic priorities, ranging from geographic to crop value chain focus. Some partnerships are centred on a particular geographic area or corridor, such as Tanzania's SAGCOT or the Maharashtra partnership in India. Several partnerships are national in scope, as is seen in Mexico, Indonesia, Vietnam and in several Grow Africa countries such as Rwanda and Ethiopia. Most partnerships have articulated priority crop value chains, in some cases making this an exclusive focus, as with Ethiopia's ATA and the Vietnam Task Force. Other countries such as Rwanda and Tanzania are more flexible in the investment projects the partnerships support.

“Fundamentals first” versus “action first.” Partnerships take different pathways to initiating action. Tanzania and Indonesia invested substantial time to engage stakeholders, build trust and define shared goals and principles before launching pilot projects. This approach helps build a strong foundation for sustained collaboration, which is an essential ingredient of success. However, this “fundamentals first” approach takes time. In India, Vietnam and the regional Grow Africa partner-

ship the focus is on initiating action-oriented commitments or pilot projects first, using that process as an avenue for building collaboration. This “action first” approach can kickstart commitments or activities quickly, but can carry more risk as stakeholders “learn by doing,” sometimes without a fully developed common platform. The “action first” approach requires careful attention to ensure development of an effective strategy; incorporation of lessons learned; and engagement of additional stakeholders once initial action is underway.

Emphasis on investment commitments versus value-chain innovation. Some partnerships focus on galvanizing formal investment commitments from stakeholders, such as the joint effort by the G8 and Grow Africa to galvanize investment commitments in 2012. Developing a pipeline of investments

helps build initial momentum and create a critical mass of projects in the early stages of the partnership. Other partnerships focus initial efforts on piloting new business models to achieve specific goals, such as linking smallholder farmers to markets or developing environmentally sustainable practices, as is seen in Vietnam. Once the pilot-scale innovations prove successful, partnerships can then develop plans to scale them and rely on a “demonstration effect” to attract additional partners.

Incremental versus structural policy action. Most partnerships have taken the approach of first launching collaborative projects, then addressing issues of policy and creating an enabling environment, as these issues arise in the course of project implementation. For example, based on emerging experience

within the partnership, the Government of Vietnam has moved to streamline and strengthen its policies for approving new seed varieties and managing farmer extension programs. In Mexico, stakeholders discussed measures to improve the utility of government programs for farmer financing and support. An alternative to this approach would be to address multiple agricultural policies through a coordinated set of actions. Several Grow Africa countries participated in the G8's New Alliance for Food Security and Nutrition country cooperation frameworks, making up-front commitments to actions on policy and fostering an enabling environment as part of a joint agreement with development partners and donors.





TRANSFORMATION IN ACTION

Indonesia: Establishing the PISAgro Platform to Engage and Coordinate Stakeholders



In Indonesia, leaders quickly perceived the need to coordinate partnership activity undertaken by a broad network of stakeholders. A local coordinating body, called PISAgro (Partnership on Indonesia's Sustainable Agricultural Growth) was established with support from local partners. The PISAgro Secretariat coordinates and supports partnership activities, which include a leadership-level Operating Committee and seven commodity-based working groups. Led by an executive director and a team of two, the PISAgro Secretariat facilitates alignment of 20 organisations, including global and Indonesian companies, international agencies, civil society and farmers' organizations, and four government ministries – Agriculture, Trade, Finance, and Industry. The Secretariat is also responsible for engaging new stakeholders and handling communications and media activities. It coordinates with the global platform of the New Vision for Agriculture initiative, leveraging its global and regional networks and expertise to achieve impact in Indonesia.

“ We need to work hard on the ground in . . . Indonesia to accelerate impact and at the same time we need to share key learnings emerging from this framework with other countries



– Harish Manwani
Chief Operating Officer, Unilever, Singapore



TRANSFORMATION IN ACTION

Mexico: Mobilising Strong Local Leadership and Engagement



The Mexican Agribusiness Partnership for Sustainable Growth (ALMA) was launched in May 2011 by Francisco Mayorga Castaneda, Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA) in collaboration with the New Vision for Agriculture. 18 global and 15 local firms joined the partnership, together with many other stakeholders. The group focused on five commodity groups including grains, oilseeds, fruits and vegetables, coffee and cocoa, and fisheries. In its first year, the groups have increased production and expanded opportunities for smallholder farmers; while also developing medium and long-term plans and initiating public-private dialogue on key enabling issues such as water management, infrastructure and information. Local companies have played an especially vigorous leadership role, chairing the partnership as a whole plus three of the five groups, and engaging a strong network of local organisations including producers' associations and state governments. The partnership has sparked a renewed focus on agriculture, as well as new forms of collaboration among global and local organisations operating in Mexico.

“ The coordination and alignment has been a huge value brought by the alliance. Going forward we need to align agriculture with water management under a long-term vision and goal



– Enrique Merigo
Vice-President, Grupo Altex



III. The Next Level: Realizing the Full Potential of NVA Partnerships

Most of the existing NVA partnerships have completed the first stage of the New Vision for Agriculture evolution: they have defined what they want to achieve through the partnership, and how they want to get there (“concept and alignment”). These partnerships are now preparing to move deeper into this evolution, to the second (“proof of concept”) and third (“embedding”) stages. This chapter provides recommendations for strengthening and expanding impact, as the partnerships continue on the journey to transform their nation’s agricultural systems.

The most basic recommendation for stages two and three involves stock-taking assessments and strategic adjustments. Periodically and whenever needed, the leaders of the partnership examine its strengths and weaknesses and discuss what they need to do to accelerate, broaden, or deepen the transformative impact of the New Vision in their countries. Three sets of recommendations follow, concerning the partnerships’ strategies, those responsible for executing the strategies, and the approach to rolling them out.

Opportunities for NVA partners to “step up to scale up” to help make markets work for all stakeholders



Refining Partnership Strategies

Strengthening strategies

Partnership strategies form a part of national agricultural strategies, but distinctly guide the partnerships’ activities. The national agriculture strategy anchors actions by government stakeholders, donors, civil society actors, and private investors. In many African countries, the Comprehensive African Agricultural Development Programme (CAADP²) has become the national coordinating mechanism, providing an overarching investment plan for government, donor, and private sector organizations to invest in sustainable land and water management, market access for smallholders, food supply enhancement and hunger-fighting projects. CAADP and other national plans articulate the overall sector agenda, and provide a framework and set of priorities that guide most NVA partnership activities. This ensures that the partnership is focusing its efforts on, and contributing to, the national agenda.

Government and partnership leaders can usefully meet periodically to assess alignment and synergy of the national plan and partnership activity, and consider making adjustments where valuable. Ideally, both strategies should be complementary and synergistic. In Vietnam, the partnership is focusing on several commodities defined as priorities in the national 10-year plan; and the government has incorporated the goals of the New Vision for Agriculture into the national plan. In some areas, regional strategies are also being developed. Regional partnerships like Grow Africa can play a key role in ensuring alignment between the national partnerships and regional and even continental priorities.

As partnerships evolve, local leaders can identify gaps, challenges, and other needs in a few key areas of partnership strategies. The leaders can then address these issues by adjusting and strengthening the strategies to better ensure the desired impact. The following discussions on environmental stability, financing models, and optimal smallholder business models are intended to provide some specifics on strengthening partnership strategies.

Environmental sustainability

How can partnerships make their efforts environmentally sustainable? Partnership investments are not intended to enable “business as usual,” but rather to work towards the New Vision’s goals on environmental sustainability. To ensure effectiveness, partnerships can use a range of approaches to measure and track their progress on environmental performance. One option is to embed in the partnership strategy a set of explicit guidelines and targets for environmental sustainability in partnership activities, and rigorously adhere to them. This can be done for the partnership overall, and for each value

	NVA-affiliated partnerships are in a “pilot” phase and now is the opportunity to “step up to scale up”
<p>Strengthening partnership strategies</p>	<ul style="list-style-type: none"> Initial launch of partnerships focused primarily on specific crop value chain interventions Project design focused mainly on launching pilots Critical role of other sectors to support agriculture programs recognized 	<ul style="list-style-type: none"> Refine partnership strategies to ensure objectives cover areas such as smallholder inclusion models and environmental sustainability Design projects with a plan to achieve scale by activating change agents and sequencing Integrate and align cross-cutting efforts in areas such as finance, water, nutrition, and policy reform
<p>Engaging and activating key stakeholders</p>	<ul style="list-style-type: none"> Ad-hoc consultative engagement of an array of stakeholders Initial set of single project-based commitments from stakeholders with uncertain longer-term commitment 	<ul style="list-style-type: none"> Broaden and deepen engagement to include more stakeholders, such as farmers associations, civil society organizations and local companies Sustain and reinforce global support at all leadership levels for the next 5-7 years to expand initial pilot project activity
<p>Strengthening implementation capacity</p>	<ul style="list-style-type: none"> Initial identification of the importance of coordination and delivery capacity to drive implementation To date, limited focus on monitoring and evaluation of projects and impact 	<ul style="list-style-type: none"> Build coordination and project delivery capacity at the national and regional levels Establish monitoring and evaluation mechanisms and share experiences, best practices and lessons learned

2 CAADP is a programme of the African Union’s New Economic Partnership for Africa’s Development (NEPAD). It supports countries in developing “CAADP Investment Plans” outlining how government, donor and private sector activities will address four areas: Sustainable Land and Water Management; Market Access; Food Supply and Hunger; and Agricultural Research



TRANSFORMATION IN ACTION

Ethiopia: Establishing the Agricultural Transformation Agency to Deliver Results

Ethiopian ATA In less than 2 years, Ethiopia's Agricultural Transformation Agency has emerged as a model for facilitating delivery in a national agriculture transformation program. Within 8 months, the ATA has grown into a robust organization with 150 high-calibre staff covering 14 topic areas across 60+ initiatives. The ATA has prioritized a portfolio of "quick wins" to demonstrate the effectiveness of its approach and is using the experience to continually improve its approach to maximize results.

For example, a partnership of the ATA, the Ministry of Agriculture and regional agriculture bureaus has introduced new planting technologies and practices for teff, a staple grain, to over 75,000 smallholder farmers in a single year. To do this the partners have used 1,500 farmer training centres in the four major teff growing regions of the country. By improving practices to reduce the seed planting rate from 30 kg/ha to 5 kg/ha, teff productivity has nearly doubled for these farmers. The ATA and its partners are now planning to rapidly scale this effort to reach 1 million

smallholder farmers in the next year and double overall national teff production in 5 years.

To achieve these results, the ATA relies on using evidence and analysis to drive support for adopting new approaches and on a focus on execution through a variety of actors in the system. Keys to this approach include hiring and retaining staff with a strong problem-solving skillset and a mind-set focused on facilitation and collaboration in order to work with partners from a variety of organizations. The ATA has also deliberately built a culture around learning and experimentation.

“To achieve transformation at scale, we have to be bold, try implementing new things and be willing to fail at least 20% of the time. The ATA and our partners are earning the trust and credibility of smallholder farmers through this approach”

– Khalid Bomba
CEO of the ATA, on the importance of learning at this early stage



chain or investment; many well-tested frameworks are already available through initiatives such as the *Sustainable Agriculture Initiative Platform* or *Field to Market*.

At the same time, the partnerships will also need to develop mechanisms to monitor and track progress against those principles and targets over time, and course-correct as needed. Finally, transparent discussions around progress through regular meetings and reviews will help ensure solutions are found when needed, and help keep the right amount of focus on this important aspect of the New Vision.

Financing models

How can more investment be attracted to the partnerships, and better tools and products be identified and incorporated? From weather insurance to off-take guarantees, a wide range of innovative ancillary financing tools and other types of investments can take a partnership to the next level. As partnerships look to the next phase of growth and refine their strategies, diagnostic analysis of the particular value chains they are working on can help identify specific financing needs – from micro-loans and insurance products at different points in the value chain, to financial products that deal with the unique seasonality of the commodities being supported. Diagnostics can also help partnerships understand how that financing can be best employed, including in “patient” capital approaches, low-interest loans, matching grants, or mobile phone-based payment platforms.

The partnerships that deploy a diagnostic component in their assessments can engage with the right partners to define and deliver the exact types of financing required. Optimal financing may come from financial institutions or donors within the partnership, or from new private sources or donors that provide such products and can be brought on board.

Inclusive and empowering smallholder business models

How can new and innovative business models be deployed to ensure that smallholder farmers benefit and are empowered by partnership activity? As partnerships review and strengthen their strategies, each investment needs to be examined in two aspects, smallholder engagement and rewards, to ensure optimal smallholder inclusion.

1. **Is the best smallholder engagement model being used?** “Engagement model” refers to how smallholders are being linked to the particular activity. For example, smallholders can be directly employed on large nucleus farms, or they can be engaged through formal outgrower schemes. Such schemes link local smallholders with area extension providers, buyers, and investors
2. **Is the best smallholder financial reward model being used?** “Financial reward” model refers to how the investment activity rewards local smallholders. Among the means of reward are lump-sum payments to a community, a share of investment profits paid to local trusts, to terms specified in the outgrower contracts themselves. Since each investment is different, no single reward model can be optimal in all cases. In given circumstances, some models will make sense while others will not

Ideally, partnerships should engage closely and transparently on both questions with the smallholders who will be affected these investment activities. A local neutral party can sometimes help ensure that the “right” inclusive business models are identified and employed. Consultation with smallholders will furthermore foster feelings empowerment as partners, since they are ensured a voice in these investments. As with the discussion on environmental sustainability, the outcomes of these discussions can be monitored, tracked, and regularly reviewed to ensure that the shared goals of the smallholders and investors are achieved, and that New Vision’s overarching goal on poverty reduction is being served.

Key questions

Some pointed questions can help accelerate and deepen the process of strengthening the partnership strategies.

- Is a national agriculture plan present and clearly defined? Is the partnership closely linked to it? If not, how can this complementarity be created?
- Are mechanisms set up to measure and track the New Vision targets for production, poverty reduction, and environmental sustainability in each partnership, with clearly defined models and pathways for achieving them?
- With the models employed, are smallholders able fully to participate in the market, or are most still mainly at the subsistence level? To what degree are women and youth participating and finding real benefit from the partnership activities?
- Is a full suite of possible financing and investing tools being brought to bear on the partnership, and if not, what else is needed and who could provide it?





TRANSFORMATION IN ACTION

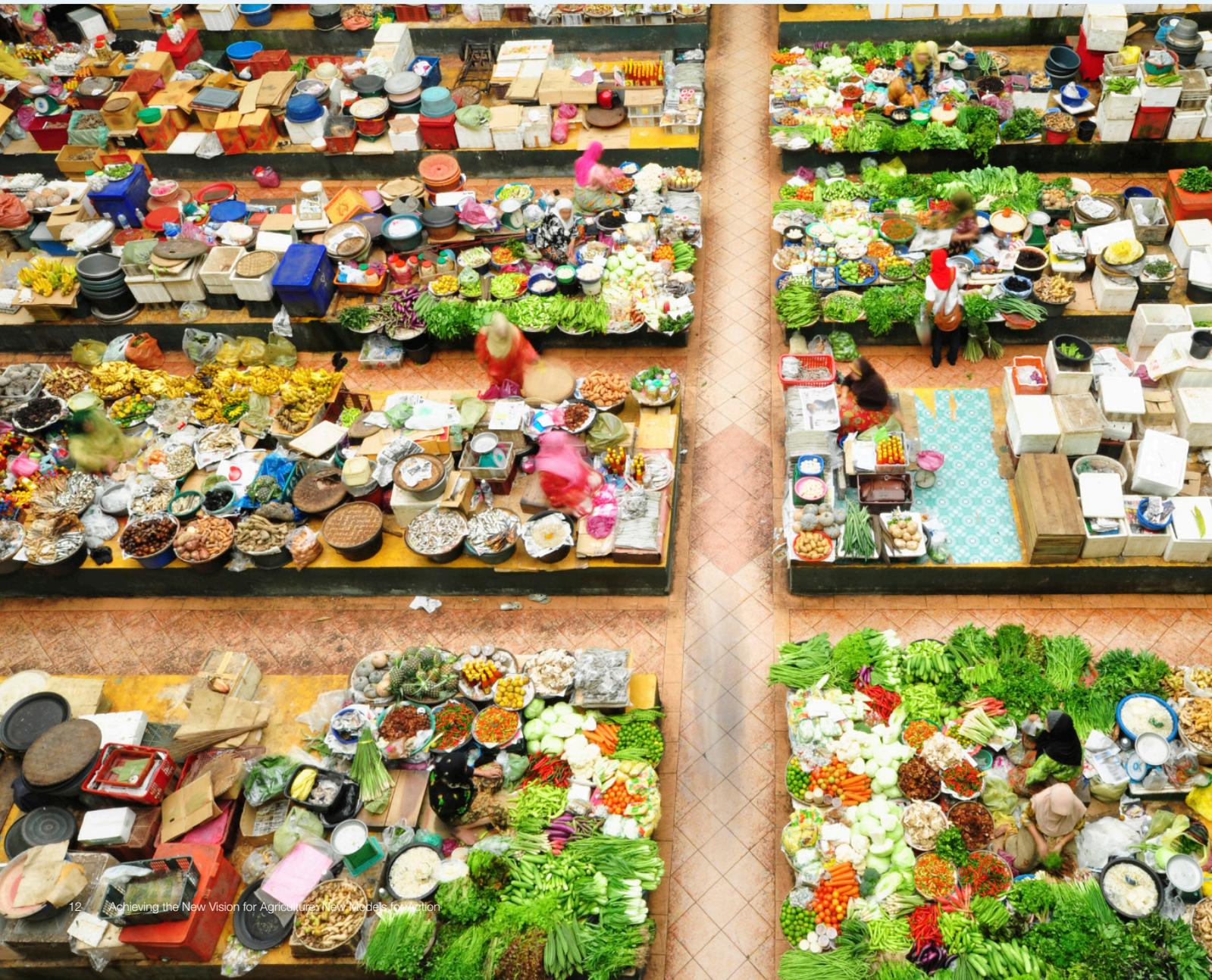
Vietnam: Taking Value Chain Innovations to Scale through Public-Private Collaboration

In Vietnam, the coffee value-chain working group has been successful using a precompetitive partnership model and is identifying new ways to scale efforts through public-private collaboration. The coffee group consists of over 20 partners from industry, government, international agencies, civil society, and farmer leaders aligned around a common strategy “to make Vietnam the recognized reference for Robusta.” The group has rapidly launched pilots and is now initiating plans to scale up. The working group has begun a new cooperation with the National Agriculture Extension Services Centre (NAEC) to align existing government resources and build a standardized training module for farmers. This integrated training kit avoids duplicating efforts and sending

conflicting messages to farmer groups, while leveraging resources from both public and private sectors to scale demonstration plots reaching 1,000 farmers in 2012, with plans to expand the model to five provinces in 2013. Future plans include institutionalizing the model by creating an independent national coordinating board to support communication, engage new stakeholders and coordinate on-going activities towards accelerating impact in Vietnam.

“ The Task Force has not only developed concrete plans but also carried out practical activities, and the government of Vietnam is fully committed . . . to take this forward

– Cao Duc Phat
Minister of Agriculture and Rural Development of Vietnam



Designing for scale and mobilising the right “change agent”

All the partnerships have begun to pilot and test new approaches and investments. The piloted investments vary, however, in terms of the degree to which they are designed for scaling up to a truly transformative level. Stakeholders therefore should examine how scalable the initiatives are, and what would be needed to reach as many farmers as possible. These smallholder farmers are ultimately the ones who will determine whether the transformation succeeds or fails. Success is ensured only by reaching as many as possible in a way that links them in as true partners.

Experience and evidence indicates that achieving this type of scale depends on the presence of a few elements, such as farmer aggregation, broad-based access to finance, and active links for farmers to markets. These elements should be considered during the design phase of all partnership, rather than *post hoc*, when the investments are rolling out. Then, once pilots show success, they can be scaled up, as the partnerships move to enlarge the scope of their programs.

Partnerships can review their portfolio of initiatives to ensure that the necessary strategic elements and the all-important functional scaling feature – “change agent” – are designed into their programs and activities. “Change agent” is a term used to describe the motivating entity that can scale up an initiative to achieve strategic impact. Change agents ultimately ensure smallholders are actual partners, acting as key private sector players in the effort. Change agents come in many different forms. For example, in Vietnam, the coffee partnership is looking to leverage the national extension system to scale up the number of farmers reached by the initiative. By incorporating Vietnam’s extension system into the design of the coffee initiative, the partnership is able immediately to tap into a group of experts who are reaching the vast majority of Vietnam’s farmers, rather than having to work from the bottom-up and reach the farmers itself.

The scaling up of initiatives can be undertaken as a process with several phases. Extension workers can be leveraged in one region at a time, for example, or on one particular practice or issue. This approach is a highly efficient way to achieve scale, while also cementing the clear partnership between the government and private sector.

Change agents that enable the scaling up of initiatives can be found in different parts of the value chain. Morocco’s agriculture transformation pivots around 700-800 large investors who received incentives to set up a range of nucleus farms, in return for training and aggregating smallholder farmers in their area. The program was rolled out region by region. Its continual expansion is simply a matter of identifying an investment opportunity, and finding and contracting with an investor to provide the extension and aggregation. Change agents can also be seen on the off-take and processing side of the value chain, where warehouses and processors are supported by governments, donors, and private investors. They are set up in “catchment areas” where they work with lead farmers to aggregate production through various forms of self-defined outgrower schemes. Here expansion is achieved through

identifying further warehousing or processing investors, and supporting them in turn. When a major multinational buyer is looking to increase their supply, partnerships may find that the answer is in investing one level up in warehouse entrepreneurs, and not necessarily at the farmer level.

In the end, designing for scale means reviewing a particular initiative, and identifying barriers in the value chain that prevent initiatives from growing. Barriers may be found in production, off-take, processing, marketing, or in a combination of these areas. To overcome them is to discover through analysis the change agent that will be able to scale up the initiative, and focus support on that agent. The national extension system, for example, might be leveraged to improve production consistently, or warehouse and processor entrepreneurs might need to be developed to act as aggregators. Change agents might be large farm investors, market traders with their own catchment areas, or farmer groups. The key to finding the change agent is to ask what actor is best placed to deliver the outcome needed. The answer may require a shift in focus from, for example, an end goal of “reaching 1 million farmers” to defining and activating the core set of change agents which will in turn deliver that scale.

Key questions

To help design for scale and mobilize the right change agent, partnerships can use the following questions to review or to plan their next phase of activities:

- Within each initiative, have the change agents been clearly identified? Will they be able to help scale up the program?
- Are the activities within the initiative optimally configured to identify, support, and continuously develop these change agents?
- Having established clear and measurable interim targets tied to 5-10 year aspirations, the partnerships must ask whether explicit links have been made between the portfolio of initiatives and determine how each will contribute to the interim targets and overall aspirations.
- How will progress be tracked on these targets, and how will the course be corrected if needed?





TRANSFORMATION IN ACTION

Grow Africa: Building an Investment Pipeline through Letters of Intent with the G8

growafrica Among the NVA partnerships, Grow Africa is the only partnership platform engaging multiple countries. Launched by the African Union, the New Partnership for Africa's Development (NEPAD) agency and the World Economic Forum, Grow Africa supports countries to increase private sector investment and multi-stakeholder partnership to accelerate agricultural transformation. As a regional platform, Grow Africa is uniquely positioned to convene a variety of actors from the public, private and social sectors to boost value chain transformation and coordination.



In 2012, Grow Africa partnered with the G8's New Alliance for Food Security and Nutrition to identify numerous private sector investment projects that would help advance the agricultural development plans of African nations. On the eve of the 2012 G8, U.S. President Barak Obama announced over \$3 billion of investment pledges from 48 global and local African companies that could improve the lives of millions of smallholder farmers in the next 3-5 years.

An intensive 3-month process, sponsored by Grow Africa and USAID, helped countries and companies quickly translate their ideas and intentions into viable project plans and "letters of intent."

For countries, the letters-of-intent discussions with companies were highlights in the annual Grow Africa Investment Forum. An African Ministry of Agriculture official stated, "It was great to meet so many companies with concrete proposals on the table that we could discuss."

The G8 process has helped many Grow Africa countries build a robust pipeline of private sector investment ideas throughout the agriculture value chain. Over the next 2-3 years, partners will combine private sector investment capital, development partner technical support, and national policy reforms to initiate and scale projects, with a goal of generating sustainable returns while significantly improving the livelihoods of smallholder farmers.



“ This process has pushed our company to clarify our priorities in Africa and has forced our corporate and regional organizations to jointly fast-track discussions that would have taken at least 12 more months ”

– Global agribusiness company executive



Engaging and Activating Key Stakeholders

Broadening and deepening the conversation

As the partnerships mature, they will importantly engage a wider group of stakeholders to ensure sustainability and viability into the longer term. Robust expansion will be both broad and deep: broader, in that it will include a holistic set of perspectives for leadership and planning, and deeper, by ensuring the involvement and ownership of those at the execution level.

Broadening

Maturing partnerships will seek to include members from civil society, including farmer groups, academics, NGOs, and others who bring key expertise, implementation capacity, and community-based perspectives to the group. It is also important to engage diverse viewpoints, including dissenting and critical voices, to ensure the integrity of the partnerships. (Robust debate reflecting all relevant perspectives usually leads to a more effective and sustainable strategy). Successful engagement will depend on diverse stakeholders feeling that they are being heard, and all invited to the table having an open mind to work together to find common ground, compromise, and workable solutions.

Partnerships must also address many arising cross-sectoral issues as they work to sustain and embed their programs over time. This can be done by involving more experts – from areas as diverse as finance, transport and logistics, telecoms, nutrition, and maternal and child health (among many others). Experts can work help optimize tradeoffs between production, water, and energy use; ensure increased production leads not only to increased incomes but also to improved health and education; and enable richer collaboration within the areas of investment. As partnerships expand group coordination and decision-making can become more of a challenge; forming specific subgroups within a broad partner network – such as leadership, advisory or technical committees – can be one way to manage this.

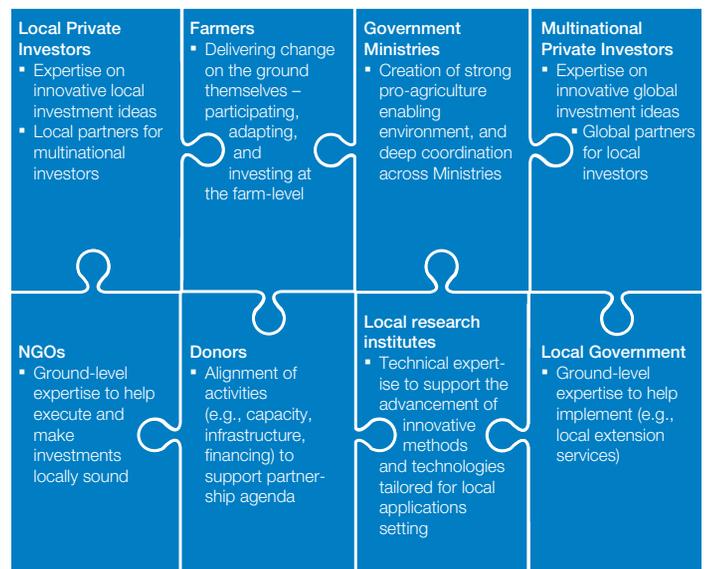
Deepening

Partnerships involve not only the leaders of the NVA initiatives, but also state, local and community leaders responsible for executing on the ground. It is important for partners at all levels to be engaged, informed and energized by their mission. Crucial to execution is a decentralized leadership function, with responsibility and action assigned within government ministries, companies, and even geographically (to state and local authorities). A diffuse leadership structure will also help systematize the transformation effort. One way to affect this “devolution” and multi-level sense of ownership is through partnership “road shows.” By visiting the various executor groups – including participating companies and government bodies at all levels – the partnership will deepen the sense of ownership among its constituent actors. Furthermore, partnerships will gather the feedback needed to make the improvements and refinements that will optimize the effectiveness and operationalizing of the programs in the various local areas.

Key questions

- Who is missing from this conversation – in terms of both content, and execution? How can they best be engaged?
- What are the major cross-sectoral issues that could make or break the success of this partnership? Is the needed expertise present in the current stakeholder group? Would it make sense to have advisory and technical committees? If so, how should input and decision-making work?
- Who will actually execute these initiatives on the ground? Are they as clearly committed to the partnership goals as the current stakeholder group?
- What form of rollout will best serve the goal of developing ownership at all levels? Region by region? Level by level of the organization? Something else?

Roles and Responsibilities within the Partnerships



Sustain and reinforce global support

Global organizations play a critical role in building and sustaining the New Vision’s momentum both across and within countries. They do this in a number of ways:

- Strengthening leadership commitment, alignment and multi-stakeholder collaboration at the global level
- Galvanizing investment, and enabling and leveraging financing from both public and private sectors
- Identifying best practices and sharing them across regions to support replication and build broader momentum; knowledge dissemination
- Providing a neutral platform to address complex issues, challenges and controversial topics



TRANSFORMATION IN ACTION

India: Using Public Sector Finance to Catalyse Private Sector Investment

The Maharashtra Public-Private Partnership (PPP) was initiated in November 2011 by Dr. Sudhir Kumar Goel, Principal Secretary of Agriculture for the state of Maharashtra in India, in collaboration with the New Vision for Agriculture initiative. Over 20 global and local companies joined the partnership, together with Technoserve. The state government challenged companies to develop specific proposals to strengthen value chains and provide opportunities for smallholder farmers, which would then be co-financed through public funding. Within 4 months of the partnership's initiation, 12 projects were selected for co-financing through the national Public-Private Partnership for Integrated Agricultural Development (PPP-IAD) program. Public funds focus on farmer training, organizing and financing; as well as investments in value chain infrastructure. Companies co-invest in technology provision, training, and infrastructure; and provide market access. Strong collaboration between the state government and companies has enabled rapid progress in implementation, as well as new innovations such as mobile phone-based information and payment systems for small farmers.

“ This is a beginning, and we are all learning – it is a pioneering effort. To ensure credibility and legitimacy we need to establish a baseline and have independent monitoring

”

– Pravesh Sharma
Head of the Small Farmers Agribusiness Consortium



Maturing partnerships will seek to ensure that leading public and private global organizations continue to champion the New Vision, maintaining the momentum of their engagement in the New Vision countries in which they are committed. All the partnerships are now at critical inflection points. They are moving from the concept phase into the action phases. Some are strengthening pilots, others are even further along, and are moving to embed the transformation across the society. To support partnerships in moving to scale, leaders from all sectors will need to intensify their commitment. In many countries, it is especially important that the public and private sectors simultaneously step up their efforts to reach scale. This and other actions will help position partnerships for sustained impact.

Key questions

To help strengthen this global support, partnerships can consider the following questions:

- What is the best way to share the successes and lessons across partnerships?
- How can companies participating in particular partnerships best leverage their expertise and investments across multiple partnerships?
- How can donors best leverage and coordinate financing and other support to scale and sustain momentum? Where are there gaps that could be filled?
- How can government exercise leadership to accelerate action and progress?

Strengthening Implementation Capacity

Build coordination capacity

Several of the NVA partnerships began as informal networks, and then grew to a stage where they required more dedicated coordination capacity to manage and sustain their activities effectively. To achieve the needed coordination, several countries have created organizations with an explicit mandate to lead a national agricultural transformation process, covering all areas from strategy to private sector coordination and execution. Whether they are called “centres of excellence,” “delivery units,” “transformation units” or just “coordinating bodies,” these entities act as a central point for coordination for all stakeholders, and are designed with clear lines of accountability and reporting. The coordinating centres are responsible for managing the partnership activity, ensuring alignment among efforts, monitoring progress, and helping maintain continuity and flexibility when inevitable changes occur – whether through a change in a political administration, economic downturn, or when an investor may have to pull out.

Diverse coordination models have emerged in different countries and partnerships.

- **Indonesia’s PISAgr** is a non-profit, funded by the partnership’s private sector members. It was deliberately designed

as a coordinating group for multiple stakeholders, with top-level representation from each of the critical ministries, as well as from 20 member companies and other stakeholders. With a small core staff of three (as of late 2012), PISAgr works to coordinate and further develop the partnership network and activities

- **Ethiopia’s ATA** is a government agency with a full-time staff of 150 people, enabling it to cover central aspects of the country’s transformation, rapidly and skilfully working with ministries and existing structures, including public sector extension and the national cooperative system. By focusing on applying problem-solving skills to a set of priority areas, the ATA assists in piloting new ideas and de-bottlenecking issues for investors and ministries

Establishing coordinating entities like PISAgr and the ATA requires significant investments of time and sustained funding. If well designed and managed, these units can significantly strengthen partnerships’ capacity to deliver over time. In considering whether they need to boost their coordinating capacity or establish a coordinating body, partnerships can explore the following questions:

- Does one central institution bring together all stakeholders to plan, coordinate, and execute based on a shared vision?
- Does this institution have the right funding and capacity to be as effective as it can be, or does it need to be strengthened?
- Does the coordinating institution have a balanced composition? Does it engage and represent all stakeholder groups? If not, how can the imbalance be addressed?

Monitor, evaluate, and share

All the partnerships are journeys, developing models of multi-stakeholder collaboration with little precedent. Partnerships are defining and refining their approach as they go, and each approach is necessarily unique, appropriate for particular countries. To assess the effectiveness of these new approaches and ensure that the lessons of both success and failure are captured, partnerships must systematically monitor and evaluate. Sharing results within and between partnerships, furthermore, is an invaluable tool. Both operational impact and credibility will be strengthened if the right mechanisms are put in place for the continuous monitoring, evaluation, and improvement of the partnerships, and for the sharing of best practices and pitfalls to avoid across the entire New Vision group.

As the partnerships move through the stages of their journey, they will take stock of their experience, draw lessons from it, and ascertain whether they are advancing along the appropriate aspirations and targets. Each partnership will need periodically to determine that their goals are achievable, along a clear path of action. The individual activities of the partnerships need to be linked to their own overarching goals and the even larger goals of the New Vision. The quality of the linkages and the long-term feasibility of the initiatives will be determined by evaluating how effectively production is being increased, poverty is being reduced, and the environment is being sustained.



TRANSFORMATION IN ACTION

Tanzania: Developing Both Infrastructure and Value Chains along a Growth Corridor



Building on Tanzania's national sector plan and "Kilimo Kwanza" ("agriculture first") resolution, President Jakaya Kikwete designated the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) as the focus of a new partnership effort in 2010. Local and global stakeholders developed an investment blueprint for the corridor, then established the SAGCOT Centre to coordinate new investments and facilitate partnerships. The corridor development approach focuses on developing multiple value chains together with core infrastructure along a high-potential corridor linking key trading hubs. National leaders have explicitly prioritized opportunities for sustainable business models engaging smallholder farmers in the corridor strategy. A Catalytic Fund is being formed to enable and accelerate private-sector investment. The SAGCOT Centre has engaged a variety of global and local companies around specific projects, while also engaging development partners to align resources and co-invest in the corridor. It has also facilitated dialogue on key enabling-environment issues including seed policy and infrastructure development. In 2012, 19 companies and apex organisations committed investments totaling __ in Tanzania as part of the G8 and Grow Africa process. For example, the Government of Tanzania is coordinating with DFID, EU, and USAID to design and construct a major road in the corridor that will benefit private sector partners that invest in projects in the area, especially the Kilombero district. Design work is underway, and the total investment in the road is estimated to be \$35-40 million.

“ We have developed the partnership concept with our partners over the last several years, and now we are beginning to see dividends in the form of initial investment commitments from the private sector and development partners ”

– Tanzania's Permanent Secretary Peniel Lyimo summarizing the SAGCOT journey to date



TRANSFORMATION IN ACTION

Rwanda: Identifying and Attracting Private Investors through Investment Process Road Mapping

The Rwandan government has made private sector investments in agriculture a priority for transformational economic growth. With a focus on high value crops (both traditional and new export crops, including coffee, tea, avocado, potatoes, essential oils, fertilizer distribution, beans, and horticulture processing among others), the Ministry of Agriculture and Animal Resources (MINAGRI) partnered with the agribusiness arm of the Rwanda Development Board (RDB) – whose mission is to attract and retain the best private investors – to commission an overview of investment opportunities in the sub-sectors above mentioned. Detailed business cases in avocado packaging and export, beans processing, and fertilizer import and distribution were also produced. Investor interest in these opportunities prompted MINAGRI and RDB to create a multi-stakeholder working group involving critical government and other partner agencies, to coordinate activities, build public-private dialogue around the priority commodities, and begin more active investor outreach.

MINAGRI and RDB are now taking the exploration of these opportunities to the next practical step to produce a “road map” of activities/processes required to initiate and execute these investments in Rwanda using the beans processing investment opportunity as an example and working with an identified investor. The road map will serve to recommend interventions for improving the investor/government interface, streamlining the approval process, and enhancing the investor experience based on a practical, real example. The road map will also pinpoint specific areas for institutional capacity building and provide a fact base for recommending changes needed to strengthen the investment promotion, approval and aftercare process, and clarify institutional responsibilities.

“ TBD ”

”

– TBD

Shortfalls can then be addressed through course correction to restore optimal impact.

Beyond ensuring whether or not the aspirations and targets are rightly configured, partnerships need to deploy mechanisms to monitor and track progress. These need to be defined at the outset so that a baseline is established, and the processes put in place as the initiatives are rolled out. In their initial stages, most NVA partnerships have monitored their own progress and reported regularly to partnership leaders. As they develop, independent, third-party evaluation is important. Both international organizations like FAO, IFPRI, and FAPRI, and local organizations like universities or national research institutes, can help the partnerships develop and create a baseline dataset from the beginning, and assist the partnerships with tracking and updating that dataset over time. The partnership coordinating unit or another organization should be clearly in charge of this process and of facilitating the discussion around it. Ensuring that the right conversations are happening regularly is important. An example should be set from the start, during strategy formulation. That way, participants will be able to see how much progress has been achieved as they roll out activities. By observing and honestly assessing with each other what is working and what is not, those involved in an activity will be better able to find solutions and move on. Donors, NGOs and academic or research institutions can often be valuable partners in this regard.

As partnerships adopt and deploy their systems of monitoring, evaluation, and course correction, they should codify (as far as is possible) global and local best practices for business models, types of partnerships, and transformation approaches. The idea is to preserve the technical and tactical lessons that will help align thinking across the partnerships. By knowing what works well and what does not, overall effectiveness can be increased. To capture these lessons, senior public and private leaders in each of the partnerships can continuously engage with each other globally; mid-level and technical staff can also engage on what is working and what is not to help refine and strengthen the strategy. The NVA has facilitated such exchanges between partnership leaders in different countries, and can play a key role in further expanding those opportunities.

The processes of monitoring, evaluating and sharing can be enhanced through consideration of the following questions:

- Have clear, quantified performance metrics been identified for the key initiatives, around which all stakeholders are aligned? How are the measurements linked to the broader New Vision objectives?
- Is a process in place to collect the data, and measure performance against these metrics?
- By what means will the partnership be evaluated? How will the partnership ensure that the right discussions will be held regularly and as needed?
- How will this performance be communicated, and what processes are in place to make course corrections as needed, and share these with the broader community?
- How does the partnership share the lessons of its experience with other partnerships? How does it receive their lessons?







IV. Conclusion

The momentum that the New Vision has generated over the past few years is visible, exciting, and energizing. Eleven countries on three continents have launched partnership platforms and stakeholders are working hard to align investments and resources to ensure that these partnerships succeed. The potential to achieve agricultural system transformation on a national scale in these countries is coming into view.

Realizing this potential will require a concerted effort by all partners, at global and local levels. Significant work lays ahead. The strategies need strengthening, the process of designing for scale needs greater focus, more types of stakeholders need to be engaged, global support must be increased, real capacity for coordination needs to be built, and mechanisms must be put in place for monitoring and evaluation.

Sustained effort will be needed to maintain the NVA's initial momentum and embed the transformations for the long term. In agriculture, it takes several growing seasons to adjust pilots and observe impact and several more growing seasons to begin to scale new models. Success will be sustained through monitoring and measuring progress on the ground, and then refining approaches as needed to ensure alignment with NVA and partnership goals. Partnerships will then be able to scale up to achieve tangible impact. In this way, the partnerships associated with the New Vision for Agriculture initiative will help realize the transformative potential of agriculture while feeding our growing planet in an environmentally sustainable way.

* * *

“ How to deliver these new models at scale is difficult . . . sustaining high-level commitment from all partners for several more years is essential

”

– Robert Berendes
Head, Business Development, Syngenta, Switzerland

Annex 1: Partnership Profiles

INDIA (MAHARASHTRA)

Introduction and Background

The Maharashtra State Public-Private Partnership was initiated by Dr. Sudhir Kumar Goel, Principal Secretary of Agriculture, at a New Vision for Agriculture meeting in November 2011. The partnership aims to develop integrated value chains for specific crops and link smallholder farmers to the market. It currently engages 100,000 farmers with a goal of ultimately engaging one million. The partnership is supported by 14 global firms, 7 local companies, the State Ministry of Agriculture, and leverages funding from various ongoing interventions of State & Central Government. To date, the partnership has catalysed 12 projects, co-financed by public and private sectors, across 11 areas (including maize, soya, pulses, sugarcane, onion, tomato, potato, cotton, grapes, pomegranate, and e-content support).



Approach

The partnership has formed a network of collaborators that moved quickly into action on 12 private sector-led projects across 10 value chains. An opportunity to leverage funds from on-going state and central government funding has had a catalytic effect in fast-tracking project development and initiation. The State government plays a strong leadership role in initiating and advancing partnership activity through co-financing and on-the-ground collaboration with companies on value chain projects. As more projects move into the implementation stage, the partnership is increasingly aware of the need for more robust smallholder financing and insurance tools. To address farmers' needs for information and training, the "e-content" project provides information by mobile phone, targeted to the needs of farmers in the partnership's other value chain initiatives. While still in an early stage, the partnership has attracted interest from the federal government and other states, who are interested in its potential as a model which could be replicated in other Indian states.

Accomplishments to Date

The Maharashtra partnership has spent the last year focused on rapid execution of 12 targeted pilots across 11 crops. Significant capital and manpower contributions by large private-sector players have enabled acceleration on several projects. Successes include:

-  – **Maize:** Improved yields of 7,000 farmers, with procurement by the private sector; demonstrated best practice through a field-based "centre of excellence"
-  – **Soya:** Engaged 63,750 farmers in soil testing, seed production and productivity improvement through Agri-advisory Centres; procured 115,000 tonnes
-  – **Pulses:** Engaged 31,166 farmers in soil testing, seed production, drip irrigation, and private-sector procurement, resulting in productivity and income improvement

-  – **Cotton:** Engaged 3,500 farmers, generating 50% increases in both productivity and income; initiated first-time use of plant growth regulator
-  – **Grapes:** Engaged 1,000 farmers, introduced new planting material, private-sector procurement
-  – **Tomato:** Engaged 618 farmers in 22 trainings; procurement at higher than market rate
-  – **Potato:** Introduced potato planters and diggers to 1,200 farmers; procured 4,000 MT potato
-  – **Onion:** Distributed 9,500 kg seed and made 98 planters available; conducted 33 awareness programmes and introduced GAP

Next Steps

As more projects enter the pipeline with private sector support, the Maharashtra partnership is planning to:

- Establish a leadership structure to coordinate efforts around broader strategic goals and alignment of key stakeholders
- Encourage private sector partners to increase their investments and scale up initiatives
- Develop a common monitoring and evaluation approach across projects
- Explore potential for expanding the New Vision approach to other states or regions of India

INDONESIA

Introduction and Background

Indonesia has an ambitious program to increase yields and output in order to become self-reliant and a net exporter of basic food staples. It also aims to strengthen non-staple value chains where it holds a competitive advantage, such as palm oil. With a growing economy and the world's fourth-largest population, it offers a robust market for an agriculture sector that currently comprises over 16% of GDP. However, the sector faces significant challenges as well. Land-use changes, driven partially by agricultural expansion, account for 70% of Indonesia's total greenhouse gas (GHG) emissions, at the expense of the nation's unique forests and ecology. Smallholders account for much of the agricultural workforce, but lack the capacity and financial access to increase productivity, participate in commodity markets, and invest in more sustainable farming practices.

In response to these challenges and opportunities, the Partnership for Indonesian Sustainable Agriculture (PISAgro) was created in June 2011 as a partnership between the Indonesian Government, and over 20 international and local companies. The partnership seeks to provide an innovative, multi-stakeholder model for addressing the nation's agricultural challenges.

Approach

PISAgro's primary mission is to improve sustainable production of targeted commodities, strengthen smallholder livelihoods, and increase food security. To this end, the Partnership has established jointly-led public/private working groups around Indonesia's seven priority commodities:

-  – **Rice:** TBD
-  – **Palm oil:** TBD
-  – **Cocoa:** TBD
-  – **Corn:** TBD
-  – **Dairy:** TBD
-  – **Soy:** TBD
-  – **Potatoes:** TBD

The partnership also organizes educational training for smallholder farmers and related local businesses. With the ability to work across the commodity-focused task forces, PISAgro is also developing holistic business models that utilize innovative insurance tools and other risk-sharing approaches.

Accomplishments to Date

In 2012, the seven working groups completed workplans for each of their respective commodities. Each workplan outlined capital requirements, defined production and education targets, and structured timelines. All of the teams have launched a pilot program and are already reporting early successes.

Pilot activities range from farming management training (dairy production) to seed multiplication (potatoes). Palm oil continues to be the most successful. The initial program of smallholder education in palm oil increased productivity from 2 ton/ha to 5 ton/ha on over 2 million hectares of land. The project created \$2 billion in value and reduced associated carbon emissions by 20%. Within PISAgro, the palm oil working group is widely recognized for its scalable solutions and may serve as a model for other groups.

In addition to successful pilot launches, PISAgro leadership made significant organizational strides in 2012. In April, PISAgro was formally established as a non-profit entity funded by its member companies, with the Indonesian name of Kemitraan Pertanian Berkelanjutan Indonesia. Leadership currently includes 7 founding members and over 20 members. PISAgro is led by an Executive Director with two supporting staff.

Next Steps

Galvanized by its performance to date, the partnership plans to focus on:

- Aligning priorities and developing synergies between the government's national plan and PISAgro's operational plans
- Building on the success of oil palm, developing plans to scale initiatives in other key crops (e.g., maize)
- Continuing to build and refine the 18-month action plans for all priority value chains
- Broadening stakeholder engagement





MEXICO

Introduction and Background

The Mexican Agribusiness Partnership for Sustainable Growth (ALMA) was launched in May 2011 by Hon. Francisco Mayorga Castaneda, Secretary of Agriculture, Livestock, Rural Development, Fisheries, and Food (SAGARPA). It represents a collective effort to meet the multiple challenges found in the Mexican agricultural sector. The program is supported by 18 global firms, 15 local firms, multiple government agencies, and other stakeholders including industry associations, research institutes and the USDA.

Approach

The Mexican government was the original catalyst for New Vision for Agriculture's entry into Mexico, but over the last year, the private sector has assumed a larger role and as a result, a robust and engaging dialogue has developed between the public and private stakeholders. Large, local companies are particularly enthusiastic and committed leaders in the partnership. ALMA's focus is on increasing the productivity, competitiveness, and sustainability of five priority value chains (grains, oil seeds, fruits/vegetables, coffee/cocoa, and fisheries). Five working teams have been created around each priority value chain, and each has prepared workplans with both short- and long-term goals. In each working group, public and private stakeholders conducted analysis and developed short and long-range plans to identify opportunities to increase productivity through public-private investment and collaboration. Groups have begun to implement action plans with concrete results. The partnership has also initiated multi-stakeholder dialogue on key issues that affect all commodity groups including water management, information access and infrastructure.

Accomplishments to Date

The platform has built new levels of alignment and trust between private and public partners through collaborative dialogue and action. All of the ALMA commodity task forces have achieved substantial milestones in building their own infrastructure and executing pilot projects in the field. Successes include:

-  – **Grains:** Engaged over 40 stakeholders to modernized 131 K ha of fields and allocated funds to upgrade another 220 K ha. The group generated increased production of 1,250,000 MT of maize
-  – **Oil seeds:** Identified land, seed and plant supply requirements to meet oilseed production goals, and initiated pilot activity. Reviewed relevant policy and regulatory issues. The group generated increased production of 1,045,000 MT of oilseeds
-  – **Fruits and vegetables:** Trained and engaged smallholders in production of 120 ha of strawberry, 238 ha of citrus, 36 ha of pineapple, 250 ha of mango, 88 ha of broccoli/cauliflower. Identified a wine production opportunity and invested USD 5.8 million in 115 ha of wine grapes



- **Coffee and cocoa:** Focused efforts on training 1,000 producers and securing USD 8.5 million in farmer financing



- **Fisheries:** Modernized 2,500 small fishing crafts and trained fishermen and seafood processing plant laborers

Next Steps

With a strong foundation of public-private alignment and individual pilot achievements, ALMA believes further institutionalization is the next step. The private sector is committed to maintaining and building momentum, and continuing the strong relationship and commitment with the public sector as a new administration takes office in 2013. In addition to continuing to strengthen the activities of the commodity working groups, the leadership has identified three other critical next steps:

- Engaging the new government in building a vision and defining a plan for 2013-14
- Continuing to focus in all value chains on how to increase scale and launch new projects
- Launching transversal teams to tackle common problems across the value chains (e.g., water management and access, information, risk sharing, etc.)



VIETNAM

Introduction and Background

The Public Private Task Force on Sustainable Agricultural Growth in Vietnam was formed in May 2010 at the World Economic Forum on East Asia in Ho Chi Minh City, Vietnam. Co-Chaired by the Minister of Agriculture and Rural Development, the Task Force is comprised of 17 global and 4 local companies, two provincial governments, the national research institute, two international organizations and five NGOs. The multi-stakeholder partnership focuses on five crops defined as strategic priorities in Vietnam's national plan, and has mobilized working groups and pilots for each. In November 2011, the Government of Vietnam ratified the adoption of the New Vision for Agriculture framework into the country's ten-year national agriculture strategy, integrating a new dimension of environmental sustainability to Vietnam's long-term aspirations.

Approach

The overall goal of the Task Force is to engage the private sector to help realize the Government of Vietnam's goals for the agriculture sector, in alignment with the principles of the New Vision for Agriculture. Six working groups have been formed, co-led by public and private sector representatives. Each has articulated a value chain-specific strategy that aligns with the partnership's overall objective, with goals outlined as follows:

- **Fisheries:** Integrating the fresh fish cold chain into the domestic market
- **Coffee:** Build a PPP model supporting farmers across the value chain, with the ultimate goal to engage 20,000 Vietnamese coffee farmer households (5% of national total) within 5 years
- **Fruits and vegetables:** Raise yields of potato crop by 33% to 20 tons/ha in 2012, and by 100% to 30 tons/ha by 2014, largely through the dissemination of best practices from a central experimental farm
- **Tea:** Significantly expand production of export-quality tea in Vietnam, for which Unilever will be a major buyer. Starting in 2015, Unilever aims to procure 30-35,000 tons with a 4.0 Quality Index ranking annually
- **Commodities:** Increase soya bean and corn production output by 50% in 3-5 years, largely through encouraging adoption of biotechnology
- **Microfinance:** Support rural credit solutions for farmers participating in the Task Force PPP projects

Accomplishments to Date

Vietnam's task force made significant headway on both internal infrastructure development as well as pilot programs across all six groups. From a leadership standpoint, the task force continues to leverage existing government resources (e.g., partnering with National Agro Extension Centre for farmer training) and company commitments (e.g., creating a micro-finance sub-group and piloting a PPP credit model for interested banks). The partnership attributes its success to the

pre-competitive nature of its unique model. Working group accomplishments include:



- **Fisheries:** Trained and certified over 400 farmers/collectors, and increased the monthly volume of certified fish purchased and processed through the Can Tho platform to 100 MT monthly



- **Coffee:** Selected 50 PPP demo plots in 3 provinces to engage 2,500 farmers, and completed two pilot projects which increased farmers' yield by 5% and income by 15% and reduced the emission of carbon by 2.5 times



- **Commodities:** Tested new varieties with potential to increase farmers' productivity: supported demonstration trials for two conventional soybean varieties and completed a large-scale field trial of GM corn



- **Fruits and vegetables:** Identified new varieties of potatoes offering increased productivity and income to farmers. Delivering 4 potato farm trials and developed a local variety, increasing the income of 1,400 potato farmers from \$1,500 to \$3,500 USD / ha



- **Tea:** Achieved the goal of tripling export quantity from Vietnam to 10,000 MT of export-quality tea (3,000 MT of which was certified by Rainforest Alliance) after just one year of implementation (Phase 1). Started Phase 2 of the PPP in 2012, aiming to implement potential investment in tea processing facility and/or plantations in Phu Tho, and expand the network to more farmers in more provinces (based on Model refined in Phase 1) Initiated collaboration with the Dutch Sustainable Trade Initiative (IDH)



- **Micro Finance:** Organized a workshop in Buon Ma Thuot that engaged farmers and financial institutions to analyse constraints to access to financial services for farmers; PPP credit models were piloted for interested banks. Collaboration underway with Forum's Green Growth initiative to improve credit availability and technical assistance through micro-finance and collateralized financing mechanisms to improve farmer productivity and resilience while reducing carbon emissions

Next Steps

Going forward, priority areas for the Partnership include:

- Enhancing alignment across the partnership on strategic goals and tactical action plans to realize scale
- Institutionalizing the partnership more formally through independent national coordinating board, to ensure leadership continuity, and systematic coordination with other stakeholders, including the public sector and local companies
- For the global private sector, increasing local capacity, and aligning country efforts with global company goals and plans to ensure sustained support
- Expanding the engagement of local stakeholders



GROW AFRICA

Introduction and Background

Grow Africa is a partnership platform that seeks to accelerate investments and transformative change in African agriculture based on national agricultural priorities. The partnership was formed jointly by the African Union Commission, NEPAD Agency and the World Economic Forum. It builds upon the Comprehensive African Agricultural Development Programme (CAADP), a NEPAD programme established by the AU to support African countries in developing national agriculture investment plans.

The Grow Africa partnership was officially launched in June 2011. During its initial year, seven countries volunteered to participate in the Grow Africa platform on a pilot basis: Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Rwanda, and Tanzania. The partnership supports participating countries to define private sector investment and partnership activities in alignment with their CAADP plans. It provides a platform for interaction with global, regional and local companies to discuss investment opportunities, developing new partnerships and commitments. In May 2012, the G8 launched a New Alliance for Food Security and Nutrition, including over 45 international, regional, and domestic firms making investment commitments in African agriculture – many of which were developed through the Grow Africa platform.

Approach

Grow Africa's operating principles promotes transformational partnerships that are:

- **African-led and country-owned:** Engage global partners with African leaders, in support of national agriculture investment strategies (aligned with the CAADP process), and in complement to existing structures.
- **Market-based:** Prioritize market-based solutions
- **Sustainable:** Increase economic opportunity and food security in an environmentally sustainable manner
- **Multi-Stakeholder:** Promote multi-stakeholder collaboration, including engagement of farmer and civil-society leaders
- **Inclusive:** Ensure opportunities include small-scale farmers and entrepreneurs as well as facilitate sustainable large scale investment
- **Transparent:** Practice transparency and share information, experience and learning widely

The platform set its strategy to fulfil three objectives:

Increase private-sector investment

Grow Africa works to increase private-sector investment in African agriculture by supporting partner countries in developing investment blueprints, building a pipeline of investments, and strengthening cross-sector collaboration. It works to enable investment through innovative finance, risk management and partnership building, working to engage the full range

of private-sector operators from smallholder farmers and local companies to international investors.

Enable multi-stakeholder partnerships

Grow Africa supports the development of partnerships to attract investment in initiatives that complement national agriculture-sector strategies. The initiative facilitates best-practice exchange and stakeholder engagement to combine the capacities of local and international stakeholders for new and existing initiatives.

Expand knowledge and awareness of best practices and existing initiatives

Grow Africa seeks to strengthen investor interest in agriculture by building increased trust and shared commitment. This is accomplished by sharing information, lessons and best practices drawn from existing and successful projects; engaging all stakeholders including smallholder farmers; and addressing key issues such as gender inclusion, land tenure, climate change and resource management.

Accomplishments to Date

Since inception, Grow Africa has made strong leadership and organizational strides. In addition to officially supporting seven countries towards building their own platforms, the organization has partnered with key public and private stakeholders to design and review investment blueprints, and organized an annual process of evaluating investment opportunities through coordinated, multi-stakeholder meetings. It has established global-level stakeholder networks, providing regular updates to a "Business Champions" group of participating companies, as well as a Development Partners group. The partnership helps support and engage a high-level Leadership Council, co-convened with the AU and G8.

The major highlight of the year was the launching of the New Alliance for Food Security and Nutrition in collaboration with the G8. Grow Africa worked with over 45 local and multi-national companies to secure private sector participation in mutual commitments to support private investment in African agriculture. With the support of complementary investments by host governments and development partners, these companies will be able to invest over \$3 billion across the agricultural value chain in Grow Africa countries.

Next Steps

In 2013, Grow Africa plans to:

- Design and lay the groundwork to establish a Grow Africa Secretariat in Sub-Saharan Africa by securing funding, hiring staff, and defining a 2013-14 operational plan with partners
- Support countries in clarifying and prioritizing their policy and investment support activities
- Support the achievement of investment project milestones and policy priorities by defining metrics and tracking progress
- Engaging 1-2 additional member countries
- Supporting and helping to strengthen the capacity of national and regional agriculture transformation entities

Annex 2: List of Partners and Reviewers

Project Board Members

Co-Chair

Robert Berendes, Head, Business Development, Syngenta International AG, Switzerland

* * *

Devry Boughner Vorwerk, Director, International Business Relations, Cargill Inc., USA

Ernesto A. Brovelli, Global Director, Sustainable Agriculture, Environment and Water Resources, The Coca-Cola Co., USA

Sean de Cleene, Senior Vice-President, Global Initiatives, Strategy and Business Development, Yara International ASA, Belgium

Juan Carlos Cruz, Global Communications Director, DuPont, USA

William Egbe, Group Director, Sustainability, Coca-Cola Eurasia and Africa Group, The Coca-Cola Company, South Africa

Harry Hanawi, Corporate Affairs Director, Sinar Mas Agribusiness & Food, Indonesia

Gerry van den Houten, Technical, Supply Chain and Enterprise Development Director, SABMiller Africa & Asia (Pty) Ltd, South Africa

Hans Jöhr, Corporate Head of Agriculture, Nestlé SA, Switzerland

Elizabeth Keck, Senior Director, Sustainability, Wal-Mart Stores Inc., USA

Willem Jan Laan, Director, Global External Affairs, Unilever, Netherlands

Chris Lambe, Director, Social Responsibility The Mosaic Company, USA

Stewart Lindsay, Director, Global Corporate Affairs, Bunge Limited, USA

Hans-Juergen Matern, Vice-President, Sustainability and Regulatory Affairs, METRO AG, Germany

Anne McCormick, Corporate Relations Director, Diageo Africa, Diageo Plc, United Kingdom

Christine M. McGrath, Vice-President of External Affairs, Mondelez International Inc., USA

Kim Nelson, Senior Vice-President, External Relations, General Mills Inc., USA

Rosemary O'Brien, Vice-President, Public Affairs, CF Industries Holdings Inc., USA

Juergen Oldeweme, Senior Vice-President, Global Product Safety and Registration, BASF SE, Germany

Marco Prehn, Director Sustainability and External Affairs, Europe, Africa and Middle East, AGCO Corporation, Switzerland

Nina Radowitz, Head of Sustainability, MGB Metro Group GmbH, Germany

Beth Sauerhaft, Director, Global Environmental Sustainability PepsiCo Inc., USA

Joachim Schneider, Senior Vice-President, Strategic Growth and Public Affairs Bayer CropScience AG, Germany

Inge Skjelfjord, Senior Relationship Banker, Rabobank International, USA

Jerry Steiner, Executive Vice-President, Monsanto Co., USA

Jacob Sterling, Head of Environment & CSR, Maersk Line, A.P. Møller-Maersk A/S, Denmark

Juerg Trueb, Global Head of Environmental and Commodity Markets, Swiss Reinsurance Company Ltd, Switzerland

Ben Valk, Global Head, Multilateral Development Banks and Government Relations, Rabobank Group, Netherlands

Miguel Veiga Pestana, Vice-President, Global External Affairs, Unilever, United Kingdom

Hendrik Jan Visscher, Global Brewing Policy Manager, Heineken Global Supply Chain, Netherlands

Fleming Voetmann, Director, Head of Public Affairs, Novozymes A/S, Denmark

Fokko Wientjes, Director, Corporate Sustainable Development, Royal DSM NV, Netherlands

Project Adviser: McKinsey & Company

Sunil Sanghvi, Director, Global Economic Development Practice, McKinsey & Company – Lead Adviser

Pierre Mauger, Principal, Agriculture Practice Co-Leader, McKinsey & Company

Roberto Uchoa de Paula, Principal, Agriculture Practice Co-Leader, McKinsey & Company

Shad Ahmed, Engagement Manager, Agriculture Practice, McKinsey & Company

Chris Maloney, Expert, Agriculture Practice, McKinsey & Company

Global Agenda Council on Food Security (2012-13)

Chair of the Council

Shenggen Fan, Director-General, International Food Policy Research Institute (IFPRI), USA

Vice-Chair of the Council

David Nabarro, Special Representative of the UN Secretary-General for Food Security and Nutrition, United Nations, Switzerland

* * *

Sandy Andelman, Executive-Director, Vital Signs Monitoring System, Conservation International, USA

Dyborn Charlie Chibonga, Chief Executive Officer, National Smallholder Farmers' Association of Malawi (NASFAM), Malawi

Elisio Contini, Head of International Relations, Empresa Brasileira de Pesquisa Agropecuária (EMBRAPA), Brazil

Hans Feyen, Head of Products Centre Agriculture, Swiss Reinsurance Company Ltd, Switzerland

Willem Jan Laan, Director, Global External Affairs, Unilever, Netherlands

Jane Karuku, President, Alliance for a Green Revolution in Africa (AGRA), Kenya

Kanayo Nwanze, President, International Fund for Agricultural Development (IFAD), Italy

Kenneth Patrick Smith Ramos, General Coordinator of International Affairs, Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food of Mexico

Estrella Penunia, Secretary-General, Asian Farmers' Association for Sustainable Rural Development (AFA), Philippines

Per Pinstrup-Andersen, H. E. Babcock Professor of Food, Nutrition and Public Policy; J. Thomas Clark Professor of Entrepreneurship and Professor of Applied Economics, Cornell University, USA

Kavita Prakash-Mani, Head, Food Security, Syngenta International, United Kingdom

Benjamin Soemartopo, Managing Director and Head of Principal Finance Indonesia, Standard Chartered, Indonesia

Dang Kim Son, Director-General, Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD), Vietnam

Ann Tutwiler, Special Representative, Food and Agriculture Organization of the United Nations (FAO)

Fokko Wientjes, Director, Corporate Sustainable Development of Royal DSM

Mexico Partnership

Co-chairs

Francisco Mayorga Castañeda, Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA), Government of Mexico

Roberto Servitje Achútegui, President, Corporativo Agroindustrial Altex, Mexico

* * *

Global Companies: Archer Daniels Midland (ADM), BASF, Bunge, Cargill, The Coca Cola Company, DuPont, Maersk Line, McKinsey & Company, Monsanto Company, The Mosaic Company, Nestlé, PepsiCo, Swiss Reinsurance, Syngenta, Unilever, Wal-Mart, Yara International

Local Companies: AgroBio México Almidones Mexicanos, Bachoco, Comercializadora Alpro, Comercializadora GAB, Gruma, Grupo Altex, Grupo Bimbo, Grupo Cetto, Grupo Lala, Grupo Minsa, Norson Alimentos, RAGASA Industrias, RYC Alimentos, Tyson de México,

Other Stakeholders: AMECAFE, ANIAME, CANAINPESCA, CANAMI, CNA, Confederación Nacional de Pesca, IMCO, Diversos Comités Sistema – Producto

India Partnership

Co-chairs

Dr. Sudhir Kumar Goel, Additional Chief Secretary of Agriculture, Government of Maharashtra, India

Jaidev R. Shroff, Chief Executive Officer, United Phosphorous (UPL), India

* * *

Global Companies: Archer Daniels Midland (ADM), AgCo, Bayer, Bharti Wal-Mart, DuPont/Pioneer, Maersk Line, Monsanto Company, The Mosaic Company, Rabobank, Swiss Reinsurance, Syngenta, Unilever, Yara International

Local Companies: Indus Seeds, Jain Irrigation, Mahindra, Nujiveedu Seeds, Rallis India, United Phosphorus, Venkys

Other Stakeholders: Technoserve, Small Farmers Agribusiness Consortium (SFAC)

Vietnam Partnership

Co-Chairs

Cao Duc Phat, Minister of Agriculture and Rural Development of Vietnam

Rashid Qureshi, Managing Director, Nestlé Vietnam

* * *

Global Companies: Archer Daniels Midland (ADM), BASF, Bayer CropScience, Bunge, Cargill, Cisco Vietnam, DuPont Vietnam, Kraft Foods, METRO Cash and Carry Vietnam, Monsanto Vietnam, Nestlé Vietnam, PepsiCo Vietnam, Sara Lee, Syngenta Asia Pacific, Swiss Reinsurance, Unilever Vietnam, Yara International

Local Companies: Fresh Studio Innovations Asia, Vinacafe, Western Highlands Agro-Forestry Scientific & Technical Institute (WASI), VICOFA,

Other Stakeholders: International Fund for Agricultural Development (IFAD), International Finance Corporation, Rainforest Alliance, UTZ Certified, 4C Association, Solidaridad, Institute of Policy and Strategy of Agriculture and Rural Development (IPSARD), National Agro Extension Center (NAEC), Sustainable Trade Initiative (IDH)

Indonesia Partnership

Co-chairs

Arshad Chaudhry, Chief Executive Officer, Nestlé Indonesia

Franky Widjaja, Chairman & Chief Executive Officer, Sinar Mas

* * *

Partership Leaders: Rusman Heriawan, Vice Minister of Agriculture of Indonesia, Bayu Krishnamurthi, Vice Minister of Trade of Indonesia, Mahendra Siregar, Vice Minister of Finance of Indonesia, Alex Retraubun, Vice Minister of Industry of Indonesia

Global Companies: Archer Daniels Midland (ADM), BASF, BT Cocoa, Bunge, Cargill, DuPont /Pioneer, Kraft Foods, METRO Group, McKinsey & Company, Monsanto Company, Nestlé, Swiss Contact, Syngenta, Unilever

Local Companies: Indofood, Petra Foods, Sinar Mas, Tri Usaha Sari Tani

Other Stakeholders: AIAT, BPTP, European Commission, Government of Norway, Sustainable Trade Initiative (IDH)

Grow Africa Task Force

Co-chairs

Sean de Cleene, Senior Vice-President, Global Initiatives, Strategy and Business Development, Yara International

Ibrahim Assane Mayaki, Chief Executive Officer, NEPAD Secretariat

* * *

Global Companies: Diageo, Equity Bank, Syngenta, Unilever, Yara International

Other Stakeholders: AGRA, DFID, IFAD, Southern African Confederation of Agricultural Unions, USAID, World Bank

Companies that made investment commitments through Grow Africa and the G8's New Alliance for Food Security and Nutrition in 2012 are listed at:

<http://transition.usaid.gov/g8/PrivateSectorFactSheet.pdf>

World Economic Forum

New Vision for Agriculture Global Team

Lisa Dreier, Director, Food Security and Development Initiatives

Eva Fowler, Team Coordinator, New Vision for Agriculture Initiative

Lorin Fries, Senior Project Manager, New Vision for Agriculture Initiative

Tania Tanvir, Senior Project Manager, New Vision for Agriculture Initiative

Grow Africa Team

Arne Cartridge, Director, Grow Africa

Olivia Bessat, Senior Project Manager, Grow Africa



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World Economic Forum
91-93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland

Tel +41 (0) 22 869 1212
Fax +41 (0) 22 786 2744

contact@weforum.org
www.weforum.org