WORLD ECONOMIC FORUM

COMMITTED TO IMPROVING THE STATE OF THE WORLD

Achieving the New Vision for Agriculture: New Models for Action

A report by the World Economic Forum's New Vision for Agriculture initiative

Prepared in collaboration with McKinsey & Company

REF 050113

Contents

Preface

Sarita Nayyar
Managing Director, Head of Consumer Industries

Lisa Dreier
Director, Food Security and Development Initiatives

Arne Cartridge
Director, Grow Africa

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, governments, business, farmers and civil society organizations have embraced and begun to implement this vision at global, regional and country levels. This report outlines the progress to date of partnerships catalysed by the New Vision for Agriculture, and the key challenges and next steps that must be addressed to realize the full potential of the multistakeholder partnership model.

The New Vision for Agriculture currently supports multi-stakeholder partnerships in 11 countries across Africa, Asia and Latin America. We thank and commend the leaders of these partnerships for their vision, commitment and hard work in building new collaborations to achieve on-the-ground impact. A list of partnership leaders is included in the Acknowledgements.

The initiative also works in close partnership with 14 governments, international civil society organizations, farmers associations, bilateral and multilateral development partners, academic and research institutions, and others.

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, BASF, Bayer CropScience, Bunge, Cargill, CF Industries Holdings, The Coca-Cola Company, Diageo, DuPont, General Mills, HEINEKEN, METRO Group, Mondelez International, Monsanto Company, The Mosaic Company, Nestlé, Novozymes, PepsiCo, Rabobank International, Royal DSM, SABMiller, Sinar Mas Agribusiness & Food, Swiss Reinsurance Company, Syngenta International, Unilever, Wal-Mart and Yara International.

McKinsey & Company supports the initiative on an ongoing basis, contributing expert input to the initiative's 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 for Agriculture's success to date reflects the contributions of a broad network of leaders that have come together through 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. Global platforms, including the G8 and the G20, have provided support to complement and accelerate these activities. 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.

Country-level partnerships

Country-Led Action

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

- National-level partnerships in **Vietnam, Indonesia** and **Mexico,** and a state-level partnership in **Maharashtra, India**
- A regional partnership, Grow Africa, which is jointly convened with the African Union and the New Partnership for Africa's Development (NEPAD) to mobilize investment and partnership in alignment with the national plans of African countries; in 2012 Grow Africa supported seven countries: **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 and 30 months old – so data on quantitative impact is limited. However, results are visible in pilot activities and specific project plans. In Asia and Latin America, partnerships have mobilized approximately US$ 75 million in investment for specific projects. In Africa, private sector investors have committed over US$ 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 will directly impact over 12 million smallholder farmers in the next three to five years.

Moving from Pilots to Scale

The country-level partnerships affiliated with the New Vision for Agriculture 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 effective public policies and functioning markets that benefit all stakeholders, especially smallholder farmers. There are significant opportunities for public and private sector leaders to achieve scale through these partnerships.

Refining partnership strategies

- **Strengthening partnership strategies** is crucial to adapt to evolving circumstances and to realize 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

Engaging and activating key stakeholders

- To ensure a holistic and effective approach, partners can broaden and deepen the conversation by **strengthening engagement of stakeholder groups,** including farmers' associations, civil society organizations, local private sector companies, and multiple government ministries. Broadening stakeholder engagement also expands cross-sector perspectives in technology, finance, logistics, water use, health and nutrition, and private sector-enabling environment policy reform
- 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

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 **monitoring and evaluation** systems and sharing experiences and lessons learned across partnerships are essential to developing and refining effective approaches. These abilities become even more important as initiatives move towards scale

A Call to Action: "Step Up to Scale Up"

A large-scale transformation in agricultural productivity and sustainability can be achieved to deliver required levels of food and nutrition security to a growing population and support smallholder farmers in obtaining new economic opportunities. In the past 36 months, the foundation has been laid to achieve this vision in the 11 countries involved with the New Vision for Agriculture. However, achieving the scale necessary for systemic transformation will not happen automatically. Partners supporting the initiative 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 five to seven years.

- **Governments** can strengthen national plans, enhance policies to improve the enabling environment for domestic and international agriculture-related investment, increase investment in agriculture-related infrastructure and programmes, and incentivize environmental sustainability and inclusive development
- The **private sector** can increase agriculture sector-related investment with an emphasis on developing sustainable, innovative and smallholder-inclusive business models. Local companies can actively engage in partnerships to increase access to capital. Global companies can ensure alignment of their business and corporate social responsibility goals, and coordinate 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 programmes, and actively engage in multistakeholder partnerships and advocacy to influence the direction and impact of these partnerships
- **Civil society** can expand participation to implement community-level capacity-building programmes, monitor programmes to ensure alignment with public-interest goals and proven 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, evaluation and knowledge exchange

The momentum that the New Vision for Agriculture has generated over the past few years is visible, exciting and energizing. There is growing evidence of the potential to achieve agriculture system transformation on a national scale in participating countries. Realizing this potential will require a concerted effort by all partners at global and local levels. Significant work lies ahead, but by working together, the Vision can be achieved.

I. The Need for a New Vision and Approach

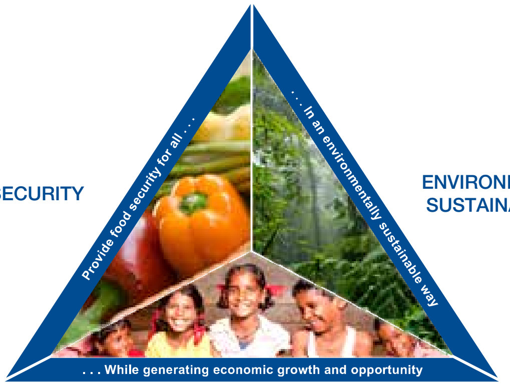
The Challenge: Rising Demand, Scarce Resources

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 boost global food supplies and stabilize and enhance the livelihoods of millions of smallholder farmers. Progress 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 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. It takes a holistic approach, seeking to engage all relevant stakeholders and leverage market-based approaches to achieve rapid progress. In 2011, 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



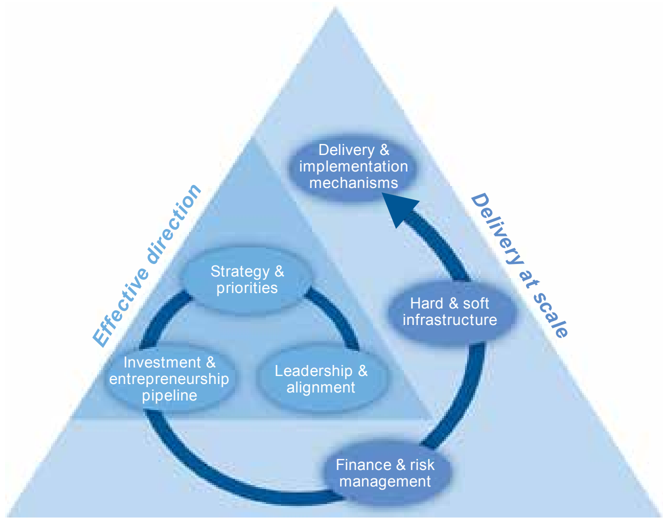
For further information on the New Vision, please see the World Economic Forum's 2011 report, *Realizing a New Vision for Agriculture: A Roadmap for Stakeholders.*

Putting the Vision into Action

In 2010, the New Vision began working at the country level in response to national leaders' requests. 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. This work was then replicated in 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 – then 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 report in 2012 outlining six key elements for 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



For further detail on the six elements for achieving agricultural transformation at a national level, please see the World Economic Forum's 2012 report, *Putting the New Vision for Agriculture into Action: A Transformation is Happening.*

Taking Stock of New Models

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

1. **Defining goals and 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 programmes

Evolution of New Vision for Agriculture Partnerships

Stage 1: Goals and alignment	**Stage 2:** Proof of concept	**Stage 3:** Embedding new models
▪ Defining the partnership vision and roadmap ▪ Engaging stakeholders around shared priorities, linked to the national agenda	▪ Initiating partnerships ▪ Activating processes for investment prioritization ▪ Piloting scalable activities on the ground	▪ Establishing a partnership secretariat or other structure for long-term coordination ▪ Scaling impact and reforming policy to achieve sector transformation
Examples:		
▪ 11 countries created their own multi-stakeholder partnership platforms	▪ 11 countries started commodity-specific working groups to pilot initiatives	▪ Several countries have established formal coordination structures, such as Ethiopia

Most of the New Vision for Agriculture-affiliated partnerships initially focused 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, expand 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 New Vision for Agriculture report was developed collaboratively with partnership leaders to take stock of progress, identify priorities to strengthen and advance the partnerships, and recommend ways in which the initiative'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. This report is based on input from partnership leaders, as well as information and interviews collected during seven country visits in September and October 2012.

TRANSFORMATION IN ACTION

Overview of the New Vision for Agriculture Partnership Approach

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 dialogues to identify common interests and goals, using the national sector plan as a starting point

– **Agree on 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 towards the partnership goals

Partnerships determine their own governance structure. Most are spearheaded by a leadership group of 20-40 organizations, typically co-chaired by a country's 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 that 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

New Vision for Agriculture partnerships are mechanisms for mobilizing the investment, innovation and collaboration needed to achieve the Vision at the country level. Presently, the partnerships are in an early stage of their development; they were all established between one and two and a half years ago. They have so far 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, New Vision 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 three to five years. In Asia and Latin America, the partnerships have mobilized approximately US$ 75 million in investment for specific projects. In Africa, private sector investors have committed over US$ 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 have taken a similar approach in aligning activities and ambitions with the overarching concept and mission of the New Vision for Agriculture as well as with the national agriculture strategy in their country. However, each partnership has set its own agenda and tailored the New Vision model to fit its particular national and regional context. This country-led approach has led to a variety of strategies 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.

Partnership Principles in Practice

Each partnership is centred on a set of principles aligned with the New Vision for Agriculture's approach.

Country-led. The goals and strategies of New Vision for Agriculture 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 the Indian state of Maharashtra 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 the Comprehensive Africa Agriculture Development Programme (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.

Multistakeholder approach. Partnerships engage a wide array of relevant stakeholders to transform value chains holistically. Collective action among stakeholders is required to transform the full value chain. This includes local and national government bodies, development partners and donors, private companies, and 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. Partnerships are built around the New Vision for Agriculture's themes of food security, economic growth and opportunity, and environmental sustainability. Many have set explicit priorities to improve the livelihoods of smallholder farmers by increasing productivity, improving market access and reducing 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 among stakeholders at regular intervals, and many plan to publish quarterly and annual public reports. Several partnerships have established their own websites[1], including Grow Africa as a whole, Tanzania's SAGCOT Centre, Indonesia's PISAgro, the Maharashtra partnership and the Ethiopian Agricultural Transformation Agency (ATA).

1 See www.growafrica.com; www.sagcot.com; www.pisagro.org; pppiad.mahaonline.gov.in; www.ata.gov.et

Diverse Approaches Among New Vision for Agriculture Partnerships

While New Vision for Agriculture 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 one to two and a half 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 may play 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 and 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" vs. "action first." Partnerships take different pathways to initiate 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 partnership, 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 kick-start 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 under way.

Emphasis on investment commitments vs. 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 creates 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 vs. 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 programmes for farmer financing and support. An alternative to this approach is 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 organizations, 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.

"I am inspired by what was done in Vietnam and recommended that the partnership in Indonesia form a working group on finance to complement its work on specific commodities. Food security remains a concern in Indonesia and the country aims to be self-sufficient in rice and other priority commodities in the coming years"

Rusman Heriawan, Vice-Minister of Agriculture of Indonesia

TRANSFORMATION IN ACTION

Mexico: Mobilizing Strong Local Leadership and Engagement

The Mexican Agribusiness Partnership for Sustainable Growth (ALMA) was launched in May 2011 by Francisco Mayorga Castañeda, Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA) of Mexico, in collaboration with the New Vision for Agriculture. Eighteen 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 their 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 organizations 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 organizations 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, Mexico

III. The Next Level: Realizing the Full Potential of New Vision for Agriculture Partnerships

Most of the existing 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, stakeholders involved in executing the strategies and the approach to rolling them out.

Refining Partnership Strategies

Strengthen strategies

A partnership's strategy guides its overall approach. It also feeds into or complements the national agricultural strategy, which guides actions by government stakeholders, donors, civil society actors and private investors. In many African countries, the Comprehensive African Agricultural Development Programme (CAADP)[2] 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 New Vision for Agriculture partnership activities. This ensures that the partnership is focusing its efforts on, and contributing to, the national agenda.

Government and partnership leaders can 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; 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 sustainability, financing models and optimal smallholder business models highlight ways partnership strategies could be strengthened to meet common challenges. In addition to these topics, partnerships should also consider incorporating objectives for other areas, such as health and nutrition, water use and enabling environment policy change. In this way, partnerships address linkages between all essential elements of the food security equation.

2 CAADP is a programme of the African Union's New Economic Partnership for Africa's Development (NEPAD)

Environmental sustainability

How can partnerships make their efforts environmentally sustainable? Partnerships are not intended to enable "business as usual," but to develop and advance solutions that contribute to the New Vision's goals on environmental sustainability. 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 measurable targets for environmental sustainability in project activities, and rigorously adhere to them. This can be done for the partnership overall, and for each value chain or investment project; many well-tested frameworks are already available through initiatives such as the Sustainable Agriculture Initiative Platform or Field to Market.

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

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

	Partnerships are in a "pilot" phase . . .	. . . and now is the time to "step up to scale up"
Refining partnership strategies	▪ Partnership activity focuses on specific value chains	▪ Strengthen smallholder inclusion, innovative financing and environmental sustainability ▪ Integrate cross-sector efforts
	▪ Projects designed as pilots	▪ Design projects for scale
Engaging and activating key stakeholders	▪ Government and private sector are key drivers	▪ Deepen involvement of local farmers' associations, civil society and local companies
	▪ Stakeholder commitments are project-based	▪ Reinforce long-term support from local and global institutions
Strengthening implement-ation capacity	▪ Global and national stakeholders deliver impact	▪ Build project delivery capacity at local, national and regional levels
	▪ Limited monitoring and evaluation to date	▪ Establish evaluation mechanisms and share lessons learned

TRANSFORMATION IN ACTION

Ethiopia: Establishing the Agricultural Transformation Agency to Deliver Results

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

For example, an ATA partnership with the Ethiopian 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 accomplish this, partners 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 scale this effort rapidly, to reach 1 million smallholder farmers in the next year and double overall national teff production in five years.

In another example, the ATA has worked closely with global and local private sector companies, farmers' cooperatives and civil society organizations to launch a pilot programme to improve productivity in barley for at least 6,000 farmers over the next three years. The ATA served a facilitative role by linking companies to farmers' organizations and by offering problem-solving support to all partners to successfully launch the pilot.

To achieve these results, the ATA uses evidence and analyses to attract support for new approaches while focusing on execution through a variety of actors in the system. ATA team members have strong problem-solving skills and a mindset that is focused on facilitating partner involvement and collaborating with a variety of organizations. The ATA has also deliberately built a culture around learning and experimentation to rapidly assess what has worked well and what can be improved in each initiative.

"To achieve transformation at scale, we have to be bold, try implementing new things and be willing to take calculated risks that will allow us to continually learn from our activities. The ATA and our partners are earning the trust and credibility of smallholder farmers through this approach"

Khalid Bomba, Chief Executive Officer, Agricultural Transformation Agency, Ethiopia

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 for smallholder farmers, 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 microloans 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 – and what are the inherent gaps for agriculture-related financing in the national system.

Based on their diagnosis, partnerships can engage with the right organizations 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. Banks, insurance companies and development partners, such as bilateral donors, multilateral development banks and large foundations, all offer funding support for projects that benefit smallholder farmers. To enhance financing models, financial institutions should be involved at an earlier stage of a partnership's strategy development and in the design phase of specific projects.

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 or they can be engaged through formal outgrower schemes. Engagement models often include smallholder support arrangements that improve access to credit, a variety of seed and fertilizer inputs, and affordable technologies. 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 and 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 involved with 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 ensure smallholders have a voice and role in these investments. For example, smallholder populations are particularly vulnerable when land tenure rights are under discussion. A community-driven, decision-making process involving all stakeholders is vital to ensure smallholder land rights are protected. Any inclusive partnership must also ensure female farmers are actively involved in decision-making to shape projects and new business models. Partnership projects should adopt an explicit focus on engaging and working closely with female farmers.

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 the 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 partnership strategies.

- Is a national agriculture plan in place and clearly defined? Is the partnership closely linked to it? If not, what is missing and how can it 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 ongoing 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, Vietnam

Design for scale and mobilize the right "change agent"

Each partnership has begun to pilot and test new approaches and investments. The pilot activities vary, however, in the degree to which they are designed for scaling up to a truly transformative level.

Experience and evidence indicates that achieving scale depends on the presence of several elements, including 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 partnerships, as well as at key points as projects develop.

Partnerships can review their portfolio of initiatives to ensure that the necessary strategic elements are designed into their programmes and activities. A key feature of scalable programmes is the definition and focus on a "change agent" – the entity that will act as a key driver in scaling the initiative and establishing links to smallholders. Change agents come in many different forms. For example, in Vietnam, the coffee partnership incorporated the national extension system into their scaling plan. The project first piloted a new approach to farmer training and productivity. Once proven, the group began working with the national extension service to roll it out on a larger scale. This leverages an existing network of experts and trainers who are already interacting with the vast majority of Vietnam's farmers, significantly expanding the reach of the project in a cost-effective manner.

Scaling up can be undertaken in phases, for example leveraging extension workers in one region at a time or on one particular practice or issue. This approach is an efficient way to achieve scale while expanding new collaboration practices in stages.

Change agents that enable the scaling up of initiatives can be found in different parts of the value chain. Morocco's agriculture transformation is anchored by 700-800 large investors who received incentives to set up nucleus farms, in return for training and aggregating the production of smallholder farmers in their area. The programme was rolled out region by region, and is designed for continual expansion and improvement to ensure smallholders benefit from the arrangement. 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. These are set up as "hubs" where they work with lead farmers to aggregate production through outgrower schemes. This design also supports ongoing expansion as new investors contract with warehouses for increased supply.

Successfully designing for scale often involves identifying key barriers in the value chain, discovering the change agent which can overcome those barriers and drive scale, then focusing support on that agent. Change agents might be large farm investors, traders or entrepreneurs with networks of small-scale suppliers, government extension agents 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, "reaching one million farmers" to "activating buyers who will source from one million farmers."

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:

- Have the change agents been clearly identified within each initiative? How can they be activated to help scale up the programme?
- Are the activities within the initiative optimally configured to identify, support and continuously develop these change agents?
- Have projects been designed to deliver on interim targets and 5-10 year goals? 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 New Vision for Agriculture partnerships, Grow Africa is the only regional partnership platform engaging multiple countries. Launched by the African Union, NEPAD and the World Economic Forum, Grow Africa supports countries to increase private sector investment and multistakeholder 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 Summit, US President Barack Obama announced over US$ 3 billion of investment pledges from 48 African and international companies that will improve the lives of millions of smallholder farmers in the next three to five years.

An intensive three-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 two to three 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.

"African leaders have defined an agenda for agricultural growth that is both sustainable and inclusive. This creates win-win opportunities for investors, farmers and communities"

Joergen Ole Haslestad, President and Chief Executive Officer, Yara International

Engaging and Activating Key Stakeholders

Broaden and deepen the conversation

As the partnerships mature, they will 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.

Broaden

Maturing partnerships should seek to include members from civil society, including farmer groups, academics, civil society organizations 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 typically leads to a more effective and sustainable strategy. Successful engagement will depend on diverse stakeholders being invited to the table to work together to find common ground, compromise and workable solutions.

Partnerships must also address cross-sectoral issues as they work to sustain and embed their programmes 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 others). Experts can help optimize trade-offs 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.

Deepen

Partnerships involve not only the leaders of the New Vision for Agriculture 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 implementation groups – including participating companies, farmers' organizations 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 programmes in the various local areas.

Key questions

Questions for partnerships to consider when broadening and deepening stakeholder engagement:

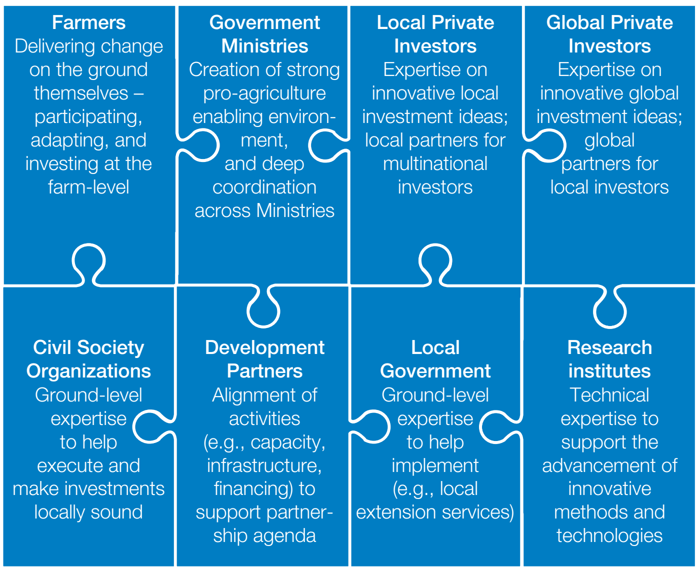
- Who is missing from this conversation – in terms of both content and execution? How can they best be engaged?
- What are the major cross-sectoral issues that could make or break the success of this partnership? Is the needed expertise present in the current stakeholder group? Would it make sense to 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? Another form?

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 multistakeholder collaboration at the global level
- Galvanizing investment, and enabling and leveraging financing from both public and private sectors
- Identifying high-impact project experiences and sharing them across regions in a process of knowledge dissemination that enables reflection on lessons learned and builds broader momentum
- Providing a neutral platform to address complex issues, challenges and controversial topics

Roles and Responsibilities within the Partnerships



TRANSFORMATION IN ACTION

India: Using Public Sector Finance to Catalyse Private Sector Investment

The Maharashtra Public-Private Partnership was initiated in November 2011 by Sudhir Kumar Goel, Additional Chief Secretary of Agriculture, Government of Maharashtra, 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 four 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) programme. 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 smallholder 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, Managing Director, Small Farmers' Agri-Business Consortium (SFAC), India

Maturing partnerships will seek to ensure that leading public and private global organizations continue to champion the New Vision for Agriculture, 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 phase. 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 New Vision for Agriculture 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 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 PISAgro 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), PISAgro works to coordinate and further develop the partnership network and activities.

Tanzania's SAGCOT Centre is an independent organization set up to facilitate partnerships and investments in the Southern Agricultural Growth Corridor of Tanzania. It promotes and facilitates private-sector engagement in partnerships with government, donors, farmers associations and local businesses, to develop a high-potential region of the country.

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, ATA assists in piloting new ideas and de-bottlenecking issues for investors and ministries.

Establishing coordinating entities like PISAgro, SAGCOT Centre and the Ethiopia 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.

Key questions

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, based on local needs and priorities. To assess the effectiveness of these new approaches and ensure that the lessons of both success and failure are captured, it is important to systematically monitor and evaluate each partnership's experience and results. Sharing results within and between partnerships is an invaluable tool to enable continuous learning and improvement. Both operational impact and credibility will be strengthened if the right mechanisms are put in place for the monitoring, evaluation, and refinement of each partnership. These mechanisms will also enable the sharing of lessons learned and successful practices across New Vision for Agriculture partnerships.

TRANSFORMATION IN ACTION

Tanzania: Developing 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, and 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. For example, the Government of Tanzania is coordinating with the United Kingdom's Department for International Development (DFID), the US Agency for International Development (USAID) and the European Union to design and construct a major road in the corridor that will benefit private sector partners that invest in projects in the area, especially in the Kilombero District. Design work is under way; the total investment in the road is estimated to be US$ 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

"

Peniel Lyimo, Permanent Secretary, Office of the Prime Minister of Tanzania

TRANSFORMATION IN ACTION

Rwanda: Identifying and Attracting Private Investors through an Investment Roadmap

The Government of Rwanda has made private sector investments in agriculture a priority for transformational economic growth. The Ministry of Agriculture and Animal Resources (MINAGRI) partnered with the agribusiness arm of the Rwanda Development Board (RDB) to commission an overview of investment opportunities for high value crops – both traditional and new export crops, including coffee, tea, avocado, potatoes, essential oils, fertilizer distribution, beans and horticulture processing among others. For example, this work revealed that up to 18,000 additional hectares of land could be available for tea production and that Rwanda had a potential fertilizer demand of 48,000 tonnes by 2017. Investor interest in these opportunities prompted MINAGRI and RDB to create a multistakeholder 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 "roadmap" of the activities and processes required to initiate and execute these investments in Rwanda, using a beans processing investment as an example to work with an identified investor. The roadmap will help 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.

As the partnerships move through different phases, they can take stock of their experiences and evaluate whether they are advancing toward their aspirations and targets. Individual activities need to be linked to the overarching goals of the partnerships and the even larger goals of the New Vision. Shortfalls can then be addressed through course correction to restore optimal impact.

Beyond defining effective aspirations and targets, partnerships need to deploy mechanisms to monitor and track progress. These should be defined at the outset so that a baseline is established, and the processes put in place to track progress on specific indicators as the initiatives are rolled out.

In their initial stages, most New Vision partnerships have monitored their own progress and reported regularly to partnership leaders. As they develop, independent, third-party evaluation will be important. Academic or research institutions – either local or international – can help partnerships develop and create a baseline dataset from the beginning and assist partnerships with monitoring over time. The local partnership coordinating unit or another organization should be clearly in charge of overseeing this process and of facilitating the discussion around it. Ensuring that the right conversations are being conducted regularly, especially during the design phase and at regular touch points as projects develop, is key to assessing what is and is not working, and refining the approach as needed. Donors, civil society organizations, 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 (to the extent possible) global and local experiences with business models, types of partnerships and transformation approaches. This will help capture technical and tactical lessons that can be shared across partnerships to accelerate learning and progress in other regions. Regular exchange and discussion among partnership leaders in different countries can help capture experiences and refine strategies. The New Vision for Agriculture has facilitated such exchanges between partnership leaders in different countries, and can play a key role in further expanding those opportunities.

Key questions

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 and are the key stakeholders aligned with these metrics? 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 tap into their lessons?

IV. Conclusion

The momentum that the New Vision for Agriculture 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 lies ahead to strengthen strategies, design for scale, broaden and deepen stakeholder engagement, reinforce global support, build coordination capacity, and monitor, evaluate and share learnings.

Sustained effort will be needed to maintain the New Vision for Agriculture's initial momentum and embed the transformations for the long term. Partnerships must refine and scale project approaches over time, while working to strengthen inclusive markets through broader improvements to the enabling environment. In this regard, the partnerships associated with the New Vision for Agriculture initiative will help realize the transformative potential of agriculture to feed the planet sustainably.

“

Delivering new models at scale is difficult . . . sustaining high-level commitment from all partners for several more years will be 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 Sudhir Kumar Goel, Additional Chief Secretary of Agriculture, Government of Maharashtra, India, 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 by the state and central government. The partnership has so far 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 ongoing state and central government funding has had a catalytic effect in fast-tracking project development and initiation. The State Government of Maharashtra 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 of potatoes

Onion: Distributed 9,500 kg of 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 and intensify stakeholder efforts
- 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 programme 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 in palm oil. With a growing economy and the world's fourth-largest population, Indonesia 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 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 Government of Indonesia and over 20 international and local companies. The partnership seeks to provide an innovative, multistakeholder model for addressing the nation's agricultural challenges.

Approach

PISAgro is a non-profit coordinating body with two dedicated staff members that organizes 20 partners, including the Indonesian government, local and multinational companies, international agencies, civil society and farmer organizations. 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, dairy, palm oil, cocoa, potato, corn and soybean. Each value chain developed a tailored work plan that outlines capital requirements, production and education targets, and timelines. Each value chain has launched pilot activities that range from farm management training (dairy production) to seed multiplication (potatoes). PISAgro is also looking to implement innovative insurance tools and other risk-sharing approaches across all seven value chains.

Accomplishments to Date

With PISAgro recently established, pilot projects are currently in varying stages of implementation. Highlights include:

Rice: Identified pilot plot, farmers and technology package, including seeds, crop protection and extension services; a 10-hectare plot for rice development has a target of reaching 500 farmers and increasing productivity by 10-20% in the first phase

Palm oil: Increased productivity on 2 million hectares of land to 5 tonnes/ha, creating US $2 billion in value and reducing associated carbon emissions by 20%. The pilot has focused on smallholder education to improve farming techniques in palm oil; this value chain is widely recognized for its scalable solutions and may serve as a model for other crops

Cocoa: Founded 35 field schools that train farmers on Good Agricultural Practices (GAP), including propagation techniques, safe application of fertilizers/pesticides and post-harvest techniques. The pilot is expected to train 1,500 farmers by 2012 and will have increased yields by 0.6 tonnes/ha. Over the next several years, the plan is to increase productivity by 67%, improve income by 38% for 10,000 farmers and augment cocoa production by 1 million tonnes – a value of US$ 2.4 billion

Corn: Focused on increasing farmer knowledge through founding learning centres, training "lead farmers" and disseminating farm-related information through mobile phones. Demo plots are established as a "proof of concept" to encourage wider adoption of technology and GAP. In 2012, efforts have resulted in 10,000 hectares of land showing increases of 4 tonnes/ha. These efforts are projected to reach an estimated 15,000 farmers by year-end 2012, producing increased revenues of US$ 2.8 billion in aggregate

Dairy: Taught farmers about improved bovine nutrition and have already shown productivity increases of 30%, improving farmer income by 12%. By 2013, the pilot is expected to reach 33,000 farmers and increase yields to 8.8 litres/head

Soy: Trained 360 farmers on environmentally sustainable farming techniques, including land, agro-chemical and integrated pest management. In early 2013, the pilot will establish a pilot plot to train farmers on GAP, sustainable farming techniques and help link smallholders to better inputs, finance and markets

Potatoes: Plans to increase crop productivity through training farmers on GAP and increasing accessibility to high-quality seedlings. By pilot completion, the group aims to reach productivity targets of 18 tonnes/ha and establish seven nurseries, producing an estimated 36,000 seedlings/year. On 90 hectares of pilot land, productivity is now 15 tons/ha in less than one year

Next Steps

Galvanized by its performance, the PISAgro 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

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 four local companies, two provincial governments, the national research institute, two international organizations and five NGOs. The multistakeholder 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 10-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:** Integrate the fresh fish cold chain into the domestic market

– **Coffee:** Build a public-private partnership model supporting farmers across the value chain, with the ultimate goal to engage 20,000 Vietnamese coffee farmer households (5% of national total) within five years

– **Fruits and vegetables:** Raise yields of potato crop by 33% to 20 tonnes/ha in 2012, and by 100% to 30 tonnes/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 30,000-35,000 tonnes with a 4.0 Quality Index ranking annually

– **Commodities:** Increase soya bean and corn production output by 50% in three to five years, largely through encouraging adoption of biotechnology

– **Microfinance:** Support rural credit solutions for farmers participating in the task force's public-private partnership projects

Accomplishments to Date

Vietnam's task force made significant headway on both internal infrastructure development as well as pilot programmes across all six groups. From a leadership standpoint, the task force continues to leverage existing government resources (e.g., partnering with the National Agro Extension Centre for farmer training) and company commitments (e.g., creating a microfinance subgroup and piloting a public-private partnership 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 public-private partnership demo plots in three 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 genetically modified corn

Fruits and vegetables: Identified new varieties of potatoes, offering increased productivity and income to farmers. Delivering four potato farm trials and developed a local variety, increasing the income of 1,400 potato farmers from US$ 1,500 to US$ 3,500 per hectare

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 the Rainforest Alliance) after just one year of implementation (Phase 1). Started phase 2 of the public-private partnership in 2012, aiming to implement potential investment in tea processing facilities and/or plantations in Phu Tho, and expand the network to more farmers in more provinces (based on the model refined in Phase 1); initiated collaboration with the Dutch Sustainable Trade Initiative (IDH)

Microfinance: Organized a workshop in Buon Ma Thuot that engaged farmers and financial institutions to analyse constraints to access to financial services for farmers; public-private partnership credit models were piloted for interested banks. Collaboration underway with the World Economic Forum's Green Growth initiative to improve credit availability and technical assistance through microfinance 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 an 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

MEXICO

Introduction and Background

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 of Mexico. ALMA represents a collective effort to meet the multiple challenges found in the Mexican agricultural sector. The programme is supported by 18 global firms, 15 local firms, multiple government agencies and other stakeholders, including industry associations, research institutes and the US Department of Agriculture.

Approach

The Mexican government was the original catalyst for the 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 and vegetables, coffee and cocoa, and fisheries. Five working teams have been created around each priority value chain, and each has prepared work plans 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 multistakeholder 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 131,000 ha of fields and allocated funds to upgrade another 220,000 ha. The group generated increased production of 1.25 million tonnes 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 million tonnes of oil seeds

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 and 88 ha of broccoli/cauliflower. Identified a wine production opportunity and invested US$ 5.8 million in 115 ha of wine grapes

Coffee and cocoa: Focused efforts on training 1,000 producers and securing US$ 8.5 million in farmer financing

Fisheries: Modernized 2,500 small fishing crafts and trained fishermen and seafood processing plant labourers

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 2013-2014

– 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 (water management and access, information, risk sharing, etc.)

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 and the World Economic Forum. It builds upon the Comprehensive African Agricultural Development Programme (CAADP), a NEPAD programme established by the African Union 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 the 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

– **Multistakeholder:** Promote multistakeholder 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 multistakeholder 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 proven 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, multistakeholder 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 engages 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 multinational 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 US$ 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 2013-2014 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: Acknowledgements

New Vision for Agriculture Project Board

Co-Chairs

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

Perry Yeatman, Senior Vice-President, Corporate Affairs, Mondelez, USA (through September 2012)

Members

Guillermo Bilbao, Business Director, Rural Retail, Rabobank International, USA

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

Ernesto A. Brovelli, Global Director, Sustainable Agriculture, The Coca-Cola Company, USA

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

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, Director, Enterprise Development, SABMiller Africa

Hans Jöhr, Corporate Head of Agriculture, Nestlé, Switzerland

Elizabeth Keck, Senior Director, Sustainability, Wal-Mart, USA

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

Chris Lambe, Director, Social Responsibility, Mosaic, USA

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

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

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

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

Rik L. Miller, President, DuPont Crop Protection, DuPont

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

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

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

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

Nina von Radowitz, Head of Sustainability, METRO AG, Germany

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

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

Jerry Steiner, Executive Vice-President, Monsanto Company, USA

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

Juerg Trueb, Global Head of Environmental and Commodity Markets, Swiss Re, Switzerland

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

Miguel Veiga Pestana, Vice-President, External Affairs & Media Relations, Unilever, United Kingdom

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

Fleming Voetmann, Director, Head of Public Affairs, Novozymes, Denmark

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

Project Advisers

Lead Adviser

Sunil Sanghvi, Director, Global Economic Development Practice, McKinsey & Company

Team Members

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, Global Economic Development Practice, McKinsey & Company

Global Agenda Council on Food Security (2012-2013)

Chair

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

Vice-Chair

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

Members

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

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

Hans Feyen, Head of Products Centre Agriculture, Swiss Re, Switzerland

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

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

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

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

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

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

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

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

Knowledge Partners

Jane Nelson, Senior Fellow and Director, Corporate Social Responsibility Initiative, Harvard Kennedy School

Rajul Pandya-Lorch, Chief of Staff, Director-General's Office, Head, 2020 Vision Initiative, International Food Policy Research Institute (IFPRI)

Mexico Agribusiness Partnership for Sustainable Growth (ALMA)

Co-Chairs (2012)

Francisco Mayorga Castañeda, Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food 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 and 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

Maharashtra Public-Private Partnership

Government Leader

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

Chair, CEO Steering Committee

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 Mosiac Company, Rabobank, Swiss Reinsurance, Syngenta, Unilever, Yara International, Thomson Reuters

Local Companies

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

Other Stakeholders

Small Farmers Agribusiness Consortium (SFAC), Technoserve

Vietnam's Public-Private Partnership for Sustainable Agricultural Growth

Co-Chairs

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

Rashid Qureshi, Managing Director, Nestlé Vietnam, 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

Dak Man Coffee, Fresh Studio Innovations Asia, VICOFADekalb, Vinacafe, Vinafruit

Other Stakeholders

4C Association, Institute of Policy and Strategy of Agriculture and Rural Development (IPSARD), International Finance Corporation (IFC), International Fund for Agricultural Development (IFAD), National Agro Extension Center (NAEC), Rainforest Alliance, Solidaridad, Sustainable Trade Initiative (IDH), UTZ Certified, Western Highlands Agro-Forestry Scientific & Technical Institute(WASI), World Bank Vietnam, Vietnam Bank for Agriculture Development (VBARD)

Partnership for Indonesia Sustainable Agriculture (PISAgro)

Co-chairs

Arshad Chaudhry, Chief Executive Officer, Nestlé Indonesia, Indonesia

Franky Widjaja, Chairman and Chief Executive Officer, Sinar Mas Agribusiness & Food, Indonesia

Government Leaders

Rusman Heriawan, Vice-Minister of Agriculture of Indonesia

Bayu Krisnamurthi, 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, Bayer Bunge, Cargill, DuPont / Pioneer, Kraft Foods, METRO Group, McKinsey & Company, Monsanto Company, Nestlé, Swiss Contact, Syngenta, Unilever

Local Companies

Bank Mandiri , Bank Negara Indonesia (BNI), BT Cocoa, Indofood, Petra Foods, PT Sarana Tani, PT Wirya Sakti, Sinar Mas, Tiga Pilar Sejahtera, Tri Usaha Sari Tani

Other Stakeholders

Assessment Institute of Agriculture Technology (AIAT), Balai Pengkajian Teknologi Pertanian (BPTP), European Commission, Government of Norway, Mercy Corps, Sustainable Trade Initiative (IDH)

Grow Africa Task Force

Co-chairs

Ibrahim Assane Mayaki, Chief Executive Officer, NEPAD Secretariat, Johannesburg

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

For more information, see www.growafrica.com

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

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

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

Eva Fowler, Team Coordinator, New Vision for Agriculture Initiative

Grow Africa Team

Arne Cartridge, Director, Grow Africa

Olivia Bessat, Senior Project Manager, Grow Africa

Elizabeth Diebold, Senior Project Manager, Grow Africa

COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests

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