New Vision for Agriculture Transformation Leaders Workshop 2015
Summary Report
Overview of the NVA Transformation Leaders Network: A Community to Drive Impact through Collaboration in Agriculture

The New Vision for Agriculture Transformation Leaders Network engages 120 leaders from multistakeholder country partnerships and global organizations to exchange best practices and strengthen capacity for on-the-ground action toward sustainable agricultural growth. The Network is part of the Global Challenge on Food Security and Agriculture at the World Economic Forum, which engages over 1,400 leaders in 500 organizations worldwide, building global leadership alignment; supporting agriculture sector transformation in 19 countries across Asia, Africa and Latin America; and promoting innovation and best practice. The Global Challenge builds upon the New Vision for Agriculture (NVA) initiative, which promotes multistakeholder, market-based efforts to deliver food security, environmental sustainability and economic opportunity through agriculture.

The third annual Transformation Leaders Workshop in 2015 convened nearly 100 members of the Network in a dynamic, interactive and action-focused programme. The event was held in Amsterdam from 7-8 October, with a Learning Journey to Wageningen University on 9 October. The programme supported Network members to pursue greater impact and scale through multistakeholder partnership initiatives at country and regional level, to offer and receive actionable insights on key issue areas, and to strengthen their network with a group of leaders in agriculture transformation. The Workshop was designed to overlap with the annual meeting of the New Vision for Agriculture Project Board of global companies, facilitating interaction and enabling collaboration and partnership between the groups.

In 2015, the New Vision for Agriculture co-developed a Country Partnership Guide with network members, which was refined and adopted by the community at the 2015 Workshop. This practical resource will support the day-to-day efforts of frontline leaders working to catalyze, drive and scale public-private partnerships in the agriculture sector.

The Network provides a platform to share opportunities for collaboration in agriculture. The 2015 workshop featured a “marketplace” through which members could invite engagement for a particular initiative or idea. Since its inception, the Transformation Leaders Network has helped to spark and incubate several multistakeholder initiatives that are now driven by Network members at global, regional and country levels.

The Transformation Leaders Network has been developed through generous support from the Government of the Netherlands. Additional key partners for the 2015 Transformation Leaders Workshop included Wageningen University, who graciously hosted a learning journey to its campus, and The Value Web, who continues to support community development for the Network.
Accelerating Impact through Multistakeholder Partnerships

The Transformation Leaders Network enables the leaders of NVA-supported partnerships in Africa, Asia and Latin America to expand and deepen their impact on the ground. These partnerships have collectively attracted over USD 10.5 billion in private-sector investment commitments, of which over USD 1.9 billion has been implemented, catalyzing over 90 value-chain partnerships and benefiting over 9.6 million farmers to date. The Workshop convened delegations from these partnerships alongside global companies and experts, in a series of practical discussions about unlocking policy solutions, scaling innovative business models, supporting farming as a business, and leveraging expertise and new technologies for greater sustainability and efficiency in the agriculture sector. In dedicated discussions at the Workshop, partnership leaders shared key priorities, challenges and opportunities for engagement in their countries and regions.

Grow Africa
Grow Africa was co-founded by the African Union, NEPAD and World Economic Forum, and has helped mobilize USD 10 billion in private-sector investment commitments by over 200 African and global companies, of which 1.8 billion has been implemented, benefiting 8.6 million smallholders and creating over 58,000 jobs. It supports the implementation of investment commitments in 12 countries. At the Workshop, discussions on the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) focused on strategies for new forms of innovative financing, a new Green Reference Group, cluster development, and specific value chain investment opportunities. Nigerian leaders invited input regarding public policy design to attract private sector investment, including elevating agri-business prioritization within the national government, and identified capacity, data and research on social impact as key success factors for the next phase. Partnership leaders from Mozambique shared updates from six corridors, highlighting updates from the Beira Corridor in particular, including the restructuring of its Catalytic Fund. Opportunities discussed included increased investment in value addition for key commodities, capacity building, irrigation and electricity infrastructure, and a new Incubation Centre for farmer training.

Grow Asia
Grow Asia was formally launched in April 2015 by the World Economic Forum in partnership with the ASEAN Secretariat, as a multistakeholder regional partnership to facilitate and strengthen country-led initiatives that will help 10 million smallholder farmers improve their farm productivity, profitability and environmental sustainability by 20% by 2020. Grow Asia engages approximately 200 organisations across five countries. In Vietnam, Indonesia and Myanmar, 26 value chain initiatives have already reached over 450,000 smallholder farmers. New partnerships have been developed in Philippines and Cambodia, who will mobilize action in 2016. Country delegation leaders at the Workshop discussed achievements in the past year, challenges on the ground and opportunities for collaboration across all Grow Asia countries. Key issues discussed included building strategies for scaling impact of pilot initiatives, engaging government champions to support partnerships including through supportive policies and institutionalizing multistakeholder approaches, creating a knowledge sharing mechanism for working groups to amplify their impact, and capturing practical guidance and toolkits on how to engage smallholder farmers in business models.
India

In India, the Public-Private Partnership for Integrated Agricultural Development (PPP-IAD) in Maharashtra State engages over 60 organizations and nearly 500,000 farmers, and has mobilized more than $50 million in investments. At the 2015 Workshop partnership leaders highlighted the rapid growth of the initiative – including the expansion from 10 value chain projects to 33, and increased investment from USD 10 million to USD 50 million, since 2012. Key challenges discussed included access to markets, water resource management and electricity; over-reliance on government assistance; and support needed to create Farmer Producer Organizations, including financial interventions, business models for extension and connection to corporates. In the discussion, partnership leaders resolved to initiate a cotton sustainability platform with an integrated agri-water framework, linked to the PPP-IAD, and to achieve a target of reaching 2.5 million farmers by 2020 through increasing partnerships with corporates, farmers and the government.

Latin America

In Mexico, the VIDA partnership engages over 40 companies and stakeholders in collaboration with the Ministry of Agriculture, to complement Mexico’s national agriculture sector priorities through four commodity groups in 29 states. Partnership leaders convened at the 2015 Workshop to discuss opportunities to attract additional corporate investment into the targeted value chains, as well as strategies for institutionalizing the partnership model by establishing a secretariat. Inspired by the Mexico example and drawing from the experiences from Africa and Asia, leaders from Nicaragua also participated in the Transformation Leaders Network for the first time, brainstorming initial ideas for a new national public-private partnership focused on sustainable agricultural growth in support of smallholder farmers.

Sharing Lessons on Multistakeholder Collaboration Models in Agriculture

Sharing Insights from Multistakeholder Partnerships in Action

Experienced partnership leaders shared insights into critical success factors as their partnerships have developed and expanded. These included bridging the trust deficit and establishing equal relationships between stakeholders by leveraging the role of a neutral facilitator; ensuring commitment from the government; finding companies with the same vision, ideas and commitment to helping farmers; understanding what enabling environment and capacities the private sector needs to invest; securing leadership commitment at the top, and translating that commitment to individual leaders; and using milestones to drive success.

Network members also explored key questions that leaders across countries can collaborate to address. These included how to most effectively engage the government and institutionalize a partnership, especially during times of political transition; how to ensure true multistakeholder representation in the partnership, including farmers, civil society, and local businesses at both the project level and governance level; how to identify and engage the right partners to solve the right problems to enable scale across the end-to-end value chain; and how to identify and equip individual leaders across stakeholder groups for new ways of working.
Co-Creating the New Vision for Agriculture Country Partnership Guide
The World Economic Forum team shared the first draft of the NVA Country Partnership Guide, a practical tool on how to build and strengthen effective multistakeholder approaches in agriculture, designed for leaders and developed in collaboration with Transformation Leaders Network members. The Guide is centered on an 8-step framework with 5 guiding principles, which builds on the lessons and experience of the NVA-supported partnerships in Africa, Asia and Latin America. In the Workshop, breakout groups focused on common questions, activities and opportunities at each stage of the journey, and individuals shared their key takeaways.

The 8-Step Framework for Action

<table>
<thead>
<tr>
<th>Design</th>
<th>Implement</th>
<th>Adapt and Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Engage</strong></td>
<td><strong>4. Plan</strong></td>
<td><strong>7. Scale</strong></td>
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<td>Identify and engage influential Champions across stakeholder groups, including government, private sector, civil society and farmers' organizations</td>
<td>Define specific goals and action plans to deliver impact on the ground, including framework to measure progress against goals</td>
<td>Scale and institutionalize proven models, adapting lessons and innovations developed in-country or through global/regional partnership exchanges and networks</td>
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<td><strong>2. Align</strong></td>
<td><strong>5. Implement</strong></td>
<td><strong>8. Review</strong></td>
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<td>Develop a shared partnership agenda, including high-level goals and key opportunities which can be achieved through multistakeholder collaboration</td>
<td>Implement action plans on a project-by-project basis by experimenting with new collaboration models, building business cases to align funding, and engaging local actors and experts</td>
<td>Review the partnership strategy and structures as needed to seize new opportunities over time</td>
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<td><strong>3. Structure</strong></td>
<td><strong>6. Advance</strong></td>
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<td>Establish the partnership structure to drive ongoing collaboration among organizations</td>
<td>Leverage milestones to drive progress, including high-level global leadership convenings and in-country partnership meetings</td>
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**Phase 1: Design**
Members agreed that the success of a partnership is based on having the right partners, aligning within and across organizations. Leaders discussed the importance of engaging all critical actors from the beginning to set a joint vision, set up democratic governance and ensure mutual accountability. It was emphasized that the partnership vision must be measurable, and should not overlook environmental sustainability; members noted the opportunity to link such visions to the Sustainable Development Goals. And while leaders agreed on several common ingredients for success, they also noted that there is no “one size fits all” model.

**Phase 2: Implement**
One partnership leader commented that it is critical to focus energy on the right actionable opportunities; Network members agreed, and offered other critical factors of success for the implementation phase of multistakeholder partnerships. Leaders observed that there is a need to balance long term goals with short term wins, setting targets and working backward to define a roadmap. Experienced leaders highlighted the value of analysing the full value chain for priority crops to identify gaps. Others emphasized the importance of investing in farmers organizations and engaging directly with them to understand their specific needs.

**Phase 3: Adapt and Scale**
A partnership leader summarized critical success factors in a single word: “institutionalize”. Others agreed that a multiyear mind-set is required for collaboration, and that benefits come over time. Participants discussed the importance of collecting data that can inform real-time scaling, and of conducting audits and skills gap assessments throughout the process to adapt the partnership approach.
In anticipation of the final Country Partnership Guide, to be completed following the Workshop, members of the TLN endorsed a message in support of the common approach that has been tested and refined to date:

**Unlocking Insight on Key Issues to Transform Agriculture Systems**

### Leveraging Innovative Models and Approaches

The 2015 Workshop included a dedicated set of solution-focused sessions in which Network members presented a variety of innovations. These sessions sparked ideas and relationships for Network members to carry forward beyond the Workshop. Topics included:

- **Data-driven Development**, on leveraging big data from satellite imagery, synthesizing and interpreting trends to support decision-making in agriculture.
- **Innovative Financing Models**, on how to address the “missing middle” in financing for agriculture, including lessons from concrete models underway in Africa.
- **Tools to Advance Nutrition through Partnership**, on opportunities to integrate nutrition into global discussions and country-level investment, combining fortification with an increase in the nutritious value of crops produced, and public-private partnerships for the demand side of the value chain.
- **Sustainable Energy for Rural Irrigation**, on the application of a new solar-powered irrigation pump to address water management issues in remote areas.
- **Incubator Models for Talent and Innovation**, on one such model under development in India that can take technology to market and attract youth to agriculture, complemented by a network of agri-startups, venture financiers and incubators to pitch and finance new ideas.
- **Food Security Measurement Tools**, on an open data Food Security Index to support the availability, affordability, safety and quality of food in 109 countries.

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**Transformation Leaders Network Statement on Multistakeholder Collaboration Models**

We, the Transformation Leaders Network, have a **framework for action** to achieve **sustainable, inclusive and equitable agricultural development** and **food and nutrition security** through an approach which is:

- **Locally-owned** and aligned with country goals
- **Market-based**, with projects led by the private sector rooted in viable business cases
- **Multistakeholder**, with open and inclusive engagement from the beginning
- **Holistic**, addressing the full value chain and all actors in the agriculture system
- **Globally connected and supported** by an international network providing solidarity and support

We are taking action through this approach in 18 countries with support from a global platform (the New Vision for Agriculture) and beyond.

We commit to:

- **Champion and share** this approach with others
- **Continuously refine and improve** this approach
- **Measure** and share results and outcomes
- **Support** each other on the journey, including sharing practical local case studies
- **Be grateful** for this community
• **Technologies for Urban Food Production**, on approaches and products emerging from MIT for climate-controlled food production, and the importance of open data platforms for the proliferation of associated technologies.

• **Business Models for Engaging Smallholder Farmers**, on best practices from the Grow Africa Smallholders Working Group on corporate engagement with smallholder farmers, with a focus on successful aggregation models and decreasing side selling.

• **Water Resources Management**, on reducing the agri-water footprint by focusing on: soil, through interventions focused on water retention, increasing carbon content and sequestration, productivity improvements and zero tillage; technology, through interventions in laser levelling, direct seeded rice, furrow irrigation and micro irrigation systems; collective action, through participatory water resource management focused on cropping patterns and choices; and policy, including providing financial incentives to farmers.

• **Tools for Responsible Land-Based Investments**, on international standards and practical guidance for corporations’ land investments in the agriculture sector.

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**A Marketplace for Collaboration**

The Transformation Leaders are innovators, carrying ideas ripe for collaboration. In a vibrant “Collaboration Marketplace” session at the Workshop, participants articulated a specific opportunity to the full network, inviting input and expressions of interest. These “sparks” can form the basis for powerful new models and partnerships.

**Unlocking Common Challenges through Insights Exchange**

The Workshop included deep-dive discussions on topics key to unlocking progress in the food and agriculture sector. These included:

• **Engaging smallholder farmers**: Grow Africa’s Smallholder Working Group discussed the need and implications for shifting from subsistence to commercial farming; the role of intermediaries as important aggregators, especially in rural areas; and the key role of governments, particularly in contexts where smallholders chronically rely on government support. Group members discussed how to combine scale with profitability, and exchanged specific tools for smallholder extension, aggregation and financing.

• **Climate-smart agriculture**: Participants discussed the need for standardized, transparent methodologies for measuring a company’s water and greenhouse gas footprints, as a means to achieve systemic industry change and inject transparency into companies’ supply chains. Members discussed approaches to ensure a broad willingness within the private sector to disclose environmental footprint data. Potential catalysts for change were identified, including financial institutions and investors, regulators, and certification bodies.

• **Technology innovations**: Participants discussed “pain points” associated with technology, such as the need for behaviour change among farmers using mobile applications, poor data connectivity, the business incentive to monetize information platforms, high cost of providing products and services to remote areas, and some consumers’ rejection of certain agriculture-related technologies. The discussion focused on a number of emerging technologies relevant to agriculture including big data, remote sensors, and specific efforts such as broadband connection through balloons and an open source genome project on orphan crops. Participants agreed that technology innovations are critical to attracting youth into the agriculture sector.

• **Building the evidence base for effective partnerships**: Network members discussed the key attributes of partnerships that are effective in meeting their mission, defining a successful platform as one that has broad membership and a common language, wields influence, shares experiences across partners, co-invests, enjoys reduced costs as a result of cooperation, distributes costs across partners, adds value for respective stakeholders, catalyzes government funding, and aggregates monitoring and evaluation to decrease learning costs.

• **Finance models**: Participants engaged in a deep-dive discussion about models for addressing financing gaps in the agriculture sector. Using an analysis of available long-term debt and equity and...
short term debt, members discussed interventions and actors that could provide capital for the missing middle and de-risk investments.

- **Women’s entrepreneurship:** A fruitful discussion focused on how to make progress on women’s economic empowerment in the agriculture sector. Network members emphasized that the business case is strong but too often ignored, as women’s engagement is presented as a social issue rather than a commercial opportunity. Participants agreed that, if companies are serious about issues such as markets, yields, nutrition or food loss, they need to harness and enhance the power of women. The group also highlighted the importance of male business leaders’ participation, as fellow champions for this change. The group agreed to support each other in pioneering and promoting business strategies that put a focus on collaborating with women.

- **Food loss:** In light of staggering statistics on agricultural losses in the food system – including a highlighted 50% rate in Nigeria – Transformation Leaders Network members discussed approaches to increase efficiency along the value chain. Participants raised opportunities to engage businesses in the logistics, finance, insurance, retail and food and beverage industries, alongside other partners, to target specific gaps in the value chain with product, process and policy innovations. Group members expressed interest to continue collaboration in a dedicated working group.

**Conclusion**

As the Transformation Leaders Workshop concluded, Network members shared personal stories of leadership and exchanged words of wisdom from their cultures. Another “family reunion” had come to an end but Network members lingered, continuing conversations, exchanging cards with the promise of a phone call or visit. The day-to-day work of agriculture transformation is difficult, but the community of Transformation Leaders had concrete lessons, connections and innovations to bring back home for the journey onward.
Participants in the 2015 Transformation Leaders Workshop
World Economic Forum New Vision for Agriculture Initiative
## List of Participants

**Transformation Leaders Network Members**

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