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# New Vision for Agriculture Transformation Leaders Workshop

Summary Report / 30 October - 1 November, 2016



# Contents

Executive Summary.....	03
Accelerating Momentum in Multistakeholder Partnerships.....	06
Partnerships in Action.....	08
Action Platforms: Grow Asia.....	09
Action Platforms: Grow Africa.....	10
Action Platforms: NVA India.....	11
Action Platforms: NVA Latin America.....	12
Innovations and Solutions for Strengthening Food Systems.....	13
Decision-Making for the Future of Food Systems.....	18
Conclusion.....	21
Participants List.....	25





# Executive Summary

## TRANSFORMATION LEADERS NETWORK:

A community of collaborative leaders in agriculture

The New Vision for Agriculture Transformation Leaders Network engages 150 senior practitioners and experts to pursue practical efforts for sustainable and inclusive agriculture. The community connects stakeholders from across the World Economic Forum's New Vision for Agriculture (NVA) initiative with the goals of enhancing the positive impacts of public-private partnerships for agriculture; strengthening multistakeholder collaboration towards inclusive, sustainable, efficient, nutritious and healthy food systems; and promoting leadership development through peer-to-peer exchange and community-building.

Members of the Transformation Leaders Network include country-led multistakeholder partnerships in Africa, South-East Asia, Latin America and India; companies from food and agriculture, finance, logistics, IT/telecommunications and other industries; government representatives; farmers' associations; civil society organizations; donor agencies; international organizations; and academic and research institutions.

## TRANSFORMATION LEADERS WORKSHOP:

Enabling impact, insight and collaboration

From 31 October to 1 November 2016, network members convened for the fourth annual Transformation Leaders Workshop in Amsterdam, the Netherlands. This year's workshop included an inaugural meeting of the NVA Ambassadors, a group of senior practitioners driving multistakeholder partnership activities in Africa,

Asia and Latin America, and was followed by the annual meeting of the Partners Group of global companies for the System Initiative on Shaping the Future of Food Security and Agriculture.

The Transformation Leaders Network provides a platform to share opportunities for collaboration in food systems. At its core, it is designed to support practical efforts in country-led partnerships. Last year, at the 2015 Transformation Leaders Workshop, the World Economic Forum and network members co-created a practical



**“This is my network... not just for this event, for the whole year. We operate around the world, but I reach out to people here for local knowledge, to validate ideas and get feedback. At least seven of IFC’s investments in the last two years are with partners in this group.”**

– Gene Moses, Strategy Officer, Global Agribusiness and Forestry, International Finance Corporation, Washington DC





resource for driving and scaling public-private partnerships in the agriculture sector called *Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action*. This year, much of the workshop was dedicated to sharing successes and discussing opportunities to unlock barriers in implementing multistakeholder partnerships in agriculture.

The workshop featured a Solutions Marketplace through which members sought ideas for a challenge or collaborators for an initiative. Members can refer to the digitized Solutions Marketplace for key connections created during the workshop. Since its inception, the Transformation Leaders Network has helped to

incubate several multistakeholder initiatives that are now driven by network members at global, regional and country levels.

At the workshop, network members contributed regional and individual perspectives to shape a scenarios analysis on the future of food systems, to be launched at the World Economic Forum's Annual Meeting 2017 in Davos-Klosters, Switzerland. The scenarios are designed to provoke insight and action among global leaders in business, government and civil society.

Network members discussed cross-cutting issues at the workshop on issues such as business models for smallholder financing,

monitoring and evaluation, organizing farmers for business, and technology innovations. They also presented brief, solution-oriented modules on a range of topics, with a particular topical focus on sustainable landscapes and healthy diets.

As the Transformation Leaders Network has evolved, it has inspired and supported a new approach to addressing complex problems through collaboration. Harvard University has identified this as "system leadership" in action – an approach to system-level change through cultivating a shared vision for change, empowering widespread innovation and action, and enabling mutual accountability.



**Felipe Pinilla de Brigard**, Ministry of Agriculture and Rural Development of Colombia and **Andrés Miguel Sampayo Navarro**, Ministry of Agriculture and Rural Development of Colombia



Members interact and incubate new ideas in the Solutions Marketplace





A report entitled *Tackling Global Challenges: Lessons in System Leadership from the World Economic Forum's New Vision for Agriculture Initiative* was launched at the Annual Meeting in Davos 2016. At the 2016 Transformation Leaders Workshop, members explored what such system leadership looks like in order to achieve more

sustainable, inclusive, efficient and nutritious food systems.

Members can now continue the discussions from the workshop throughout



the year via NVA Online, a virtual platform which strengthens multistakeholder connections through inclusive digital engagement. This resource – which allows members to connect and exchange updates, ask for advice, and discuss the latest developments related to food security and agriculture – is an important step for strengthening the Transformation Leaders Network community. The Transformation Leaders Network is generously funded by the Government of the Netherlands.

**For more information**, please contact the Transformation Leaders Network management team:

Lorin Fries, Head of Food Systems Collaboration, World Economic Forum, at [Lorin.Fries@weforum.org](mailto:Lorin.Fries@weforum.org)

Caitlin O'Donnell, Community Engagement Specialist, World Economic Forum, at [Caitlin.ODonnell@weforum.org](mailto:Caitlin.ODonnell@weforum.org).

**Log on to NVA Online here:**

<https://weforum-communities.force.com/agriculture/s/login/>

**“The Transformation Leaders Network has pushed my thinking on different models for action. How do you set up networks? How do you engage governments? How do you consult expert advisory groups? This community has helped me in these areas.”**

– Anna Chilczuk, Regional Director, East Asia, Mercy Corps, Indonesia



Lisa Dreier, Head of Food Security and Agriculture Initiatives, World Economic Forum USA addresses the Transformation Leaders Workshop participants





# Accelerating Momentum in Multistakeholder Partnerships

## THE NVA COUNTRY PARTNERSHIP MODEL

The New Vision for Agriculture (NVA) is a global initiative of the World Economic Forum to strengthen food security, environmental sustainability and economic opportunity through a market-based, multistakeholder approach. Since its creation in 2009, the NVA platform has engaged over 600 organizations from a wide range of stakeholders and geographies, and has catalysed multistakeholder



partnership platforms in over 20 countries across Asia, Africa and Latin America. Together these efforts have mobilized \$10.5 billion in investment commitments, of which over \$2.5 billion has been implemented, supporting over 90 value-chain partnerships and benefiting over 10.5 million farmers to date.

Through the experience of Grow Africa, Grow Asia, NVA India and NVA Latin America, the New Vision for Agriculture initiative has developed a new model for country-led, multistakeholder partnerships in agriculture based on a shared vision, a set of guiding principles and a series of eight tactical steps. In 2016, together with the Transformation Leaders Network community, the NVA launched a country partnership guide entitled *Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action*. The guide is a practical handbook for practitioners around the world to establish, drive and scale multistakeholder partnership in the agriculture sector, in contribution to the UN Sustainable Development Goals (SDGs).

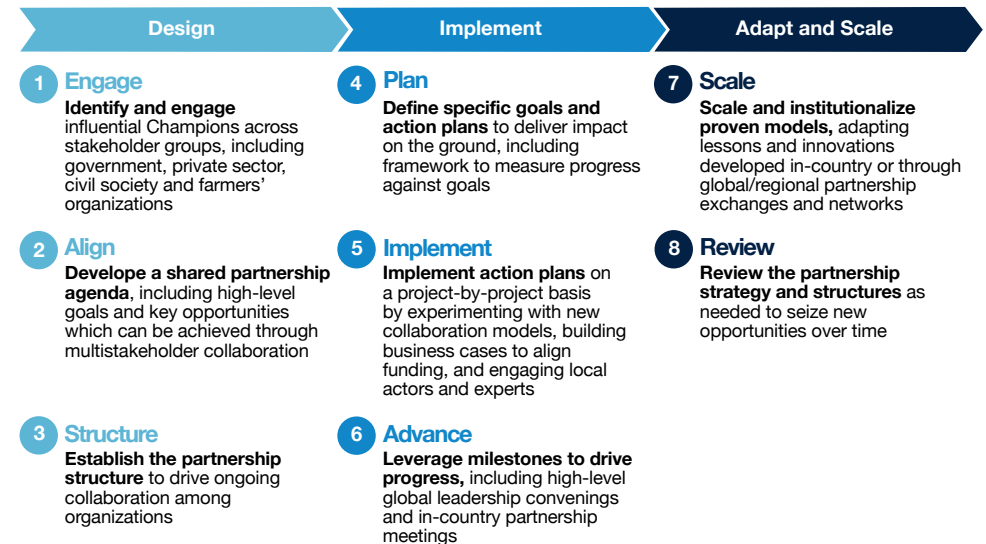
The guiding principles of the NVA country partnership model are:

- Locally-owned and aligned with country goals
- Market-driven with projects led by the private sector and rooted in viable business cases
- Multistakeholder with open and inclusive engagement from the beginning
- Holistic to integrate full value chains that benefit all actors in the agriculture system

- Globally connected and supported by an international network providing solidarity and support

This multistakeholder approach offers a framework for action which can be adapted for local context to support leaders in transforming agriculture systems to achieve food security, environmental sustainability and economic opportunity.

### The 8-Step Framework for Action



Source: World Economic Forum, *Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action*





## NVA AMBASSADORS

The New Vision for Agriculture initiative is committed to sharing this partnership model and toolkit with leaders and practitioners in the agriculture and development sectors around the world.

At this year's Transformation Leaders Workshop, a specialized training was set up for NVA "Ambassadors". The training convened 20 senior practitioners representing country or regional multistakeholder platforms in Africa, Asia and Latin America from multiple sectors working to drive partnership activities on the ground. The training provided each ambassador with a deeper understanding of the NVA model, tools and a network of like-minded partnership leaders.

NVA Ambassadors are committed to serving as champions of multistakeholder partnership approaches in agriculture, leveraging the NVA country partnership model and toolkit, and applying this in their organization, country and region.



Training session for NVA Ambassadors



Ginya Truitt Nakata, Lands Director, Latin America, The Nature Conservancy, USA



**“Looking around in the NVA Ambassadors training, I felt like I was surrounded by people who think like me and who have confronted the same roadblocks to multistakeholder partnerships. I was in awe.”**

– Ginya Truitt Nakata, Lands Director, Latin America, The Nature Conservancy, USA





# Partnerships in Action

The frontline leaders of multistakeholder partnerships, supported by the NVA, are at the heart of the Transformation Leaders Network. These partnerships include 12 countries supported by Grow Africa, five countries supported by Grow Asia, three states in India and two countries in Latin America. The workshop allowed partnership leaders to

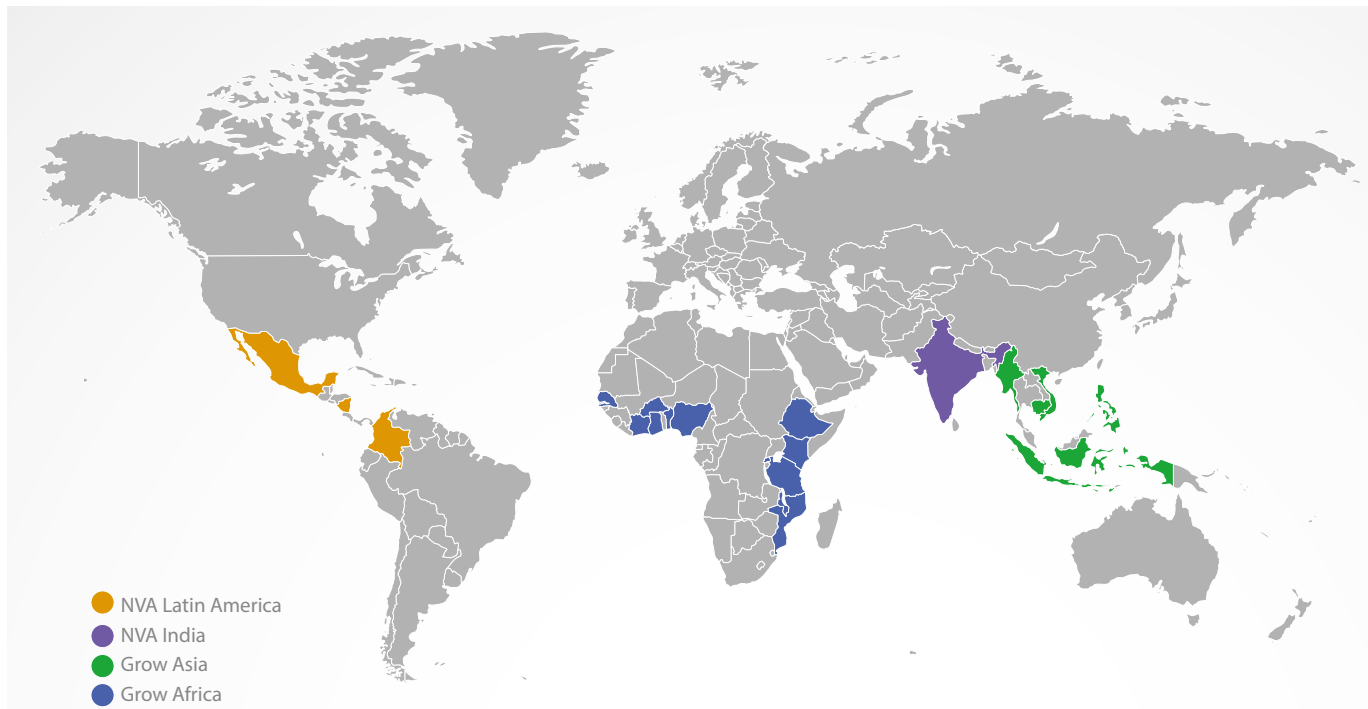
exchange experiences with counterparts in other regions, leverage the expertise of global organizations and initiatives, and define plans for the future.

Delegations from partnerships and initiatives in Cambodia, Colombia, India (the states of Maharashtra, Andhra Pradesh, and Karnataka),

Indonesia, Kenya, Malawi, Mexico, Mozambique, Myanmar, Nigeria, Senegal, Tanzania and Vietnam attended the workshop.

**“Talk, talk, talk does not cook rice... This network is different. I feel it wants to take action.”**

– Charles Govati, Chief Executive Officer, Agricultural Resource Limited, Malawi



Map of Partnerships Supported by the New Vision for Agriculture Initiative



**Jennifer Baarn**, Deputy Chief Executive Officer, Southern Agricultural Growth Corridor of Tanzania (SAGCOT), Tanzania; and **William Asiko**, Executive Director, Grow Africa, South Africa







# Action Platforms: Grow Asia

Grow Asia is a multistakeholder partnership platform that catalyses action on inclusive and sustainable agricultural development in South-East Asia. It brings together companies, governments, NGOs and other stakeholders to help smallholder farmers improve their production and livelihoods through access to information, knowledge, markets and finance. Its aim is, by 2020, to reach 10 million smallholder farmers and enable them to improve productivity, profitability, and environmental sustainability.

## SUCCESSES

- Grow Asia has reached nearly half a million farmers in the ASEAN region.
- Grow Asia has successfully supported the formation of five country partnerships in Cambodia, Indonesia, Myanmar, the Philippines and Vietnam. It provides support to these platforms, convening over 260 partners in 34 working groups across 16 crops and cross-cutting issues such as access to finance, mobile solutions and agrochemicals.
- The Knowledge and Innovation workstream enables knowledge sharing and learning between partnerships. This includes performance measurement of value chain projects, creation of a crop-specific GHG

emission calculator (Grow Asia Counter), an online sharing portal (Grow Asia Exchange), a practitioners' workshop, and pilots in scaling solutions, such as an open-source digital platform and a smallholder financing bond.

- Grow Asia has established a strong multistakeholder governance structure. The Steering Committee includes the private sector, farmer organizations, donors, civil society and the World Economic Forum. The Grow Asia Business Council and Civil Society Council provide strategic advice to Grow Asia; and each Country Partnership is co-chaired by more than one sector.

## KEY ISSUES DISCUSSED

- Sharing experiences: Network members shared best practices and learned from failures. It is important to have a safe space to learn, share and benefit from one another's experiences.
- Building networks: Discussions at the workshop explored where Grow Asia partners could expand their own networks beyond their country to this community of seasoned professionals, who provide a global perspective from many sectors and thereby enrich learning and offer collaboration potential.

- Anticipating the future: Grow Asia practitioners drew upon the "future of food systems" exercise to think about implications and choices for their organizations and region. Many identified this as a valuable exercise in strategic, future-focused thinking that is not always possible in the midst of daily pressures.
- Showcase innovations: The innovative solutions – some of which are inspirational, others are transferable – potentially could be replicated and applied within locally-led Grow Asia partnerships.

## NEXT STEPS & ACTIONS

- Grow Asia is exploring ways to support scaling through partnership, such as creating an open-source digital platform to improve smallholders' access to information, and piloting an innovative solution to mobilize long-term financing for replanting crops.
- To ensure leadership continuity, Grow Asia aims to establish country partnership secretariats and strong governance mechanisms to make the partnerships more resilient to leadership change.



Sopheap Pan, Executive Director, Farmer and Nature Net (FNN), Cambodia

CAMBODIA  
INDONESIA  
MYANMAR  
PHILIPPINES  
VIETNAM





# Action Platforms: Grow Africa

Grow Africa was co-founded in 2011 by the African Union Commission, the New Partnership for Africa's Development (NEPAD) and the World Economic Forum and is headquartered in Johannesburg, South Africa. Working to fulfil the ambitious goals set by African leaders to transform agriculture and to achieve food security on the African continent, Grow Africa aims to facilitate private sector investments, effective partnerships and improvements to the enabling environment.

Grow Africa's work is funded by donors, including the United States Agency for International Development (USAID), the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC).

## SUCCESSES

- During Grow Africa's initial four years, the private sector committed to over \$10 billion in investments. Of this, over \$2.3 billion has been implemented, reaching almost 10 million smallholder farmers and creating over 80,000 jobs. The benefits that these activities are bringing to African communities are significant and are on track to accelerate further in the years to come
- The partnership has changed mindsets,

accelerated innovation and established a spirit of partnership – between global and African leaders, between the public and private sectors, and among diverse stakeholders, and has demonstrated a new model for multistakeholder partnership

## KEY ISSUES DISCUSSED

- Access to innovative finance, availability of catalytic funding and de-risking the value chain
- Developing a holistic approach to priority value chains and geographical cluster development; specifically, Senegal saw developing rice and horticulture value chains as a priority and Mozambique sought a multistakeholder platform solution to developing commercially sustainable farming along its Beira corridor
- Private sector support to developing offtake models and price stabilization mechanisms; for example, Nigeria sought support to develop cooperative farming models, market price stabilization mechanisms and successful off-taker models while Malawi requested private sector participation and support to develop its commodity markets with the slogan "If you want action, come to Malawi!"
- Smallholder training and development of

- cooperative farming models
- Advancing an inclusive approach to value chain development and job creation; Tanzania, in particular, sought expertise and guidance on developing a monitoring and evaluation framework

## NEXT STEP & ACTIONS

- Develop app-based solutions to empower smallholder farmers through the dissemination of market data
- Improve the capacity of small and medium enterprises and farmer organizations to develop investor-friendly business plans
- Encourage the development of strong farmer cooperatives, particularly in Nigeria and Malawi
- Pursue irrigation and land reform as priorities for sustainable commercial development

In addition, a number of broader topics were raised that

were partially addressed and earmarked for further discussion, including:

- The potential for exports and opportunities to climb the value-add chain through processing and marketing
- Gender equality and land reform
- Climate-smart and nutrition-sensitive agriculture



Charles Govati, Chief Executive Officer, Agricultural Resource Limited, Malawi

BENIN  
BURKINA FASO  
COTE D'IVOIRE  
ETHIOPIA  
GHANA  
KENYA  
MALAWI  
MOZAMBIQUE  
NIGERIA  
RWANDA  
SENEGAL  
TANZANIA





# Action Platforms: NVA India

The NVA has worked with Indian and global stakeholders to develop an innovative partnership model to improve agriculture productivity and farmer opportunities at the state level.

- The Andhra Pradesh partnership was launched on 6 August 2016 and is focused on achieving double digit inclusive agriculture growth in the state. The scope for the programme extends to 25 growth sectors in agriculture, horticulture, animal husbandry and fisheries. Since its launch, 16 Memoranda of Understanding and Letters of Intent have been signed with commitment of approximately \$72 million in private sector commitments
- The Karnataka partnership was launched in December 2015 to improve horticulture value chains through technology, value addition and marketing solutions. Since



**Prasun Sarkar**, Secretariat Manager, Public-Private Partnership for Integrated Agriculture Development (PPP-IAD) and **Ravichandran Vanchinatha Iyer**, Founder, United Progressive Farmers Forum-Nannilam, India

inception, five horticulture projects have been initiated with a commitment of \$1.5 million from local and global private sector companies

- The Maharashtra partnership was initiated in 2012 to develop integrated value chains for specific crops. Within the first three years, the partnership reached 500,000 farmers and improved farmer income by 10-30%. In 2016, the Government of Maharashtra introduced marketing reforms to encourage more competition in the agriculture markets and encourage private sector investments

Additional states have expressed interest in the model and are exploring its potential. The Forum is

working with its partners to establish the local capacity to support interested states.

## SUCCESSSES

- Initiation of an innovative partnership platform in multiple states that has brought

together government, private sector and other stakeholders and mobilized more than \$300 million in investment commitments since 2012

- Current engagement of more than 20 companies and producers' associations working with three state governments developing integrated value chain initiatives in coordination with farmers
- Creation of a Farmer Producer Organization (FPO) promotion policy document with operational guidelines in the state of Andhra Pradesh within the span of a few months

## KEY ISSUES DISCUSSED

- Inconsistent government championship, especially managing the transition through key government leaders
- Lack of a formalized national secretariat that can provide consistent operational support to partnership activities

## NEXT STEPS & ACTIONS

- Guide the Maharashtra PPP-IAD through the next phase of the partnership focused on meeting the chief minister's target of reaching 2.5 million framers by 2020
- Strengthen and scale up the Andhra Pradesh and Karnataka partnerships by bringing in new partners, supporting

**“Fellow farmers and I used to discuss problems among ourselves, but not solutions. After the Transformation Leaders Workshop, I brought back new ideas, talked to fellow farmers and we scaled our work”**

– Ravichandran Vanchinatha Iyer,  
Founder, United Progressive Farmers  
Forum-Nannilam, India

implementation and showcasing results and impact

- Develop a new collaboration model integrating agriculture and water resource management in Karnataka working with the 2030 Water Resources Group
- Formalize a national level secretariat in India by bringing in new partners to provide support regarding funding, hosting and other secretariat activities

**ANDHRA PRADESH  
KARNATAKA  
MAHARASHTRA**





# Action Platforms: NVA Latin America

In Latin America, the NVA initiative has catalysed and supports country-led action partnerships in Mexico and Nicaragua, with more countries soon to join, such as Colombia. The NVA model engages all key stakeholders at a leadership level, including national and local governments, global and local companies, international organizations, civil society and farmers associations, and research and academia.



Felipe Pinilla de Brigard, Ministry of Agriculture and Rural Development of Colombia

- In Mexico, the model has been successfully implemented through the VIDA partnership. Initiated in 2011, this partnership serves as a platform to increase private and public sector collaboration to achieve national agriculture goals

- In Nicaragua, the Cultivamos partnership was launched in 2016, a public-private partnership led by the Government of Nicaragua with over 10 organizations to support the country in sustainable and inclusive agriculture-sector growth, with a focus to support smallholder farmers
- At the 2016 World Economic Forum on Latin America, the Government of Colombia announced that it will join the New Vision for Agriculture initiative and strengthen private-sector engagement within their agricultural development plans such as Colombia Siembra, a national programme that focuses on expanding production of key commodities in new land zones. This new partnership will build on the region's potential to be the "breadbasket of the world"
- At the regional level, the NVA serves to leverage cooperation among several organizations and regional initiatives working to promote public-private partnerships in agriculture throughout Latin America and will further develop this cooperation in 2017

## SUCCESSSES

- Led by 20 member companies in partnership with the Government of Mexico,

VIDA supports five value chains, mobilizing investment, technology, farmer training and partnerships throughout the country. VIDA engages farmers in 10 states throughout Mexico, reaching 10,600 farmers, improving productivity and income

- Cultivamos in Nicaragua has been able to bring together stakeholders from diverse backgrounds in an innovative model in order to address common challenges in key crops (cacao, sorghum, beans) as well as in farmers' insurance and irrigation
- The Government of Colombia expressed its strong commitment to engage with the NVA initiative, highlighting the importance of agriculture and multistakeholder cooperation in the context of the peace process

## KEY ISSUES DISCUSSED

- Through the network, VIDA can engage with a wide array of stakeholders. This is key to achieving effective partnership that will meet their goals: increased productivity, improved market access, and full integration of its value chains in an environmentally sustainable manner
- The creation of a new partnership in Colombia requires the coordinated efforts of government, business community,

international organizations, academia and civil society. At the workshop, Colombian members learned from shared experiences and best practices to build a country-led framework for action

## NEXT STEPS & ACTIONS

- The VIDA partnership will scale up its public-private partnership through the engagement of new key stakeholders from non-profit organizations and research institutions, including members of the Transformation Leaders Network
- The NVA will soon launch in Colombia with an innovative model of multistakeholder engagement that will strengthen their national agricultural programmes, in line with the country's post-conflict development agenda
- The Government of Argentina and the NVA will co-host a high-level event at the 2017 World Economic Forum on Latin America in Buenos Aires, Argentina, with participation of global and regional leaders

MEXICO  
NICARAGUA





# Innovations and Solutions for Action in Food Systems

## Tools and Models for Strengthening Global Food Systems: Inclusive

### CHALLENGE:

Food systems are profoundly impacted by unequal access to food, productive assets for agriculture and economic opportunity. For instance, 800 million people in agriculture live below the poverty line.

### GOAL:

A more inclusive global food system which ensures economic and social inclusion for all food system actors, especially smallholder farmers, women and youth.

### WORKSHOP SESSIONS FOCUSED ON:

- Securing financing for smallholder farmers
- Inclusive agribusiness
- Organizing farmers for business
- Monitoring and evaluation

#### Session spotlight:

### ORGANIZING FARMERS FOR BUSINESS

The Transformation Leaders Workshop engaged and connected farmer leaders from India, Africa and South-East Asia as well as experts, civil society leaders and others focused on strategies for increased inclusivity in food systems. A session dedicated to organizing farmers for business identified the following insights:

- Challenges for engaging with farmers include lack of apparent incentives for sustainability strategies and limited capacity and knowledge, including for agribusiness
- Barriers that farmers need to overcome include pricing structure, financing and infrastructure
- Solutions offered included organizing as a cooperative so as to be able to access loans as a legal entity, and engaging youth to drive innovation in farmers' organizations



**Lisa Dreier**, Head of Food Security and Agriculture Initiatives, World Economic Forum USA and **Anna Chilczuk**, Regional Director, East Asia, Mercy Corps, Indonesia

**Sandy Adelman**, Chief Scientist and Senior Vice-President, Conservation International and **Alison Eskesen**, Director, Knowledge and Innovation, Grow Asia lead an innovation presentation on "Resilient Agriculture and Food Security"





# Innovations and Solutions for Action in Food Systems

## Tools and Models for Strengthening Global Food Systems: Sustainable

### CHALLENGE:

Current practices in food systems are unsustainable for the planet. For instance, 70% of water withdrawal and 30% of greenhouse gas emissions come from the agrifood sector.

### GOAL:

A more sustainable global food system which minimizes negative environmental impacts, conserves scarce natural resources, and strengthens resiliency against future shocks.

### WORKSHOP SESSIONS FOCUSED ON:

- Sustainable landscapes and models for integrated landscape governance
- Resilient agriculture and food security
- Water management: Tools and approaches
- Peatland restoration: Lessons from Indonesia

#### Session spotlight:

### SUSTAINABLE LANDSCAPES

At the Transformation Leaders Workshop, participants identified several challenges for landscapes: funding for integrated landscape management; an unclear business case for ecoservices protection in some regions; lack of supportive policies on landscape governance; and the complexity of integrating the agriculture agenda with that of the extractives sector and other players. Network members envisioned a new “100 Sustainable Landscapes coalition” that would combine knowledge, connections and resourcing to support jurisdiction-level leaders to apply demonstrated best practices in integrated landscape management and investment. This initiative, modelled on the Rockefeller Foundation’s “100 Resilient Cities,” would have a three-pronged approach:

- Launch a 100 Sustainable Landscapes initiative
- Sign up 100 “Landscape Champions” from business, civil society and government
- Commission a landmark assessment of the pathway to sustainable landscapes

This conversation formed part of a workstream at the World Economic Forum Annual Meeting 2016 in Davos, where global leaders called for increased coordination and action on sustainable landscapes.



Jane Nelson, Director, Corporate Responsibility Initiative, Harvard Kennedy School of Government, USA



Eliana Zamprogna, Sustainability Officer, Bühler, Switzerland; Simone Quatrini, LDN Fund Coordinator and Team Leader, UNCCD, Bonn; Claudius Kurtina, Director, Eclectics International Group, Kenya





# Innovations and Solutions for Action in Food Systems

## Tools and Models for Strengthening Global Food Systems: Efficient

### CHALLENGE:

In a world of nearly 7.5 billion people, nearly 800 million are undernourished – often due to limited food access. Approximately one out of every three calories produced is lost or wasted. Such problems will amplify; 60% more food will be required to feed a world population of 9.5 billion by 2050.

### GOAL:

A more efficient global food system that ensures that sufficient food is produced and available for the world's population by reducing food loss and waste, building stable and transparent trade networks, and increasing agricultural productivity.

### WORKSHOP SESSIONS FOCUSED ON:

- Innovations in food processing
- Models for responsible supply chain sourcing
- Service delivery models and responsible agrochemical management

#### Session spotlight:

### SERVICE DELIVERY MODELS AND RESPONSIBLE AGROCHEMICAL MANAGEMENT

One of the principles of the Transformation Leaders Network is to leverage market-based approaches to food system challenges. The workshop engaged executives from a broad range of agriculture, food and beverage companies – along with technology innovators and representatives from other business sectors – to discuss improvements in production, trade, food management and R&D. A session on service delivery models found that:

- Overcoming the overuse of agrochemicals can be managed with training, service delivery models, and data-driven action
- Other key considerations include profitability, considering the farmer as a client, long-term engagement and understanding financing issues
- Research on pesticides and fertilizers should be differentiated, and research should be distinguished accordingly



Sara Scherr, President and Chief Executive Officer, EcoAgriculture Partners, USA; Daria Lopez-Alegria, Director, Strategic Partnerships, World Business Council for Sustainable Development (WBCSD) and Fokko Wientjies, Vice-President, Nutrition, Emerging Markets, Royal DSM, Netherlands





# Innovations and Solutions for Action in Food Systems

## Tools and Models for Strengthening Global Food Systems: Nutritious and Healthy

### CHALLENGE:

Food systems do not currently support healthy diets for the world's population as 2 billion people in the world suffer from various forms of malnutrition.

### GOAL:

A healthier and more nutritious global food system which promotes the consumption of a diverse range of healthy, nutritious and safe foods. This involves improving consumer diets to combat all forms of malnutrition including hunger, obesity and nutrient deficiency, and enhancing food quality and safety.

### WORKSHOP SESSIONS FOCUSED ON:

- Healthy diets
- Scenarios analysis: Changing demand in the future of food systems

#### Session spotlight:

### HEALTHY DIETS

Members of the World Economic Forum's System Initiatives on Agriculture and Food Security, and Health, recognized that the time has come to address the burden of malnutrition. The Forum has engaged in a series of scoping interviews of relevant experts and identified the following key gaps:

- Multistakeholder collaboration, coordination and co-creation
- Understanding and recognition of the role of private sector and markets
- Effective and impactful public policies
- Translation of global level discussions to action on the ground
- Clarity on how to drive long-term behavioural change (demand-driven)
- Filling of gaps in evidence-based research

The Forum is working to advance progress on this issue through both its Food Security and Agriculture and Health initiatives. This includes:

- Integrating nutrition action and collaboration into ongoing activities of the Systems Initiatives on Shaping the Future of Food Security and Agriculture, and the Future of Health

- Convening high-level, multistakeholder dialogues, including the Transformation Leaders Workshop, the Annual Meeting of Global Future Councils, and the Annual Meeting 2017 in Davos

In the workshop, there was broad recognition on the importance of this issue and the need to shift towards a "fork-to-farm" model, keeping consumers at the centre of the issue. Discussions focused on what is needed to influence consumer preferences towards healthier food choices and how such preferences can influence the supply chain. Members also recognized the role of early education, especially among women and youth, and the role of consumer advocacy. Since the private sector will be a key stakeholder, participants discussed the role of retailers and processors in driving change in the value chain. Government can create incentives by shifting towards more nutrition-centric policies and aligning resources towards it. Civil society can help create alignment and support advocacy and good practices.







# Innovations and Solutions for Action in Food Systems

## Tools and Models for Strengthening Global Food Systems: Technology Innovations

Technological innovations have the potential to strengthen global food systems and to deliver positive impact in all four key dimensions: inclusivity, sustainability, efficiency and nutrition.

- **Inclusivity** can be supported by ICT technologies for smallholder farmer aggregation, facilitating market linkages, and enhancing transparency in pricing through smart phone applications and peer-to-peer networks.
- **Sustainability** outcomes can be met through the implementation of precision agriculture tools such as sensors that help to monitor and optimize the use of agricultural inputs, supporting long-term soil health and improved water management.
- **Efficiency** can be improved through bio-innovations, where appropriate, to increase yields, decrease post-harvest losses, and reduce costs. The potential for new technologies – such as robotics, big data and artificial intelligence – could significantly improve decision-making and value chain efficiencies.

- **Nutrition** can be supported by measuring nutrient density, increasing food safety, and delivering low-cost methods of monitoring health.

Workshop sessions that broadly focused on technology included:

- The role of big data in Africa's agriculture transformation
- Technology innovations
- Leveraging the internet of things for agriculture
- New visualizations for agriculture

**“What’s the best investment a farmer can make? A cellphone.”**

– Ishmael Sunga, Chief Executive Officer, Southern African Confederation of Agricultural Unions (SACAU), South Africa



**Anna Chilczuk**, Regional Director, East Asia, Mercy Corps, Indonesia; **Juan Gonzalez Valero**, Head of Public Policy and Sustainability, Syngenta International AG, **André Zandstra**, Head, Partnerships and Communications, International Center for Tropical Agriculture (CIAT), Colombia; and **Jenny Costelloe**, Director of Country Partnerships, Grow Asia, Singapore

### Session spotlight:

## TECHNOLOGY INNOVATIONS

Technological innovation is not without challenges, particularly in the context of smallholder farmers and especially in developing countries. This workshop session focused on a key question: What kind of partnership models could facilitate the successful development and implementation of technologies to strengthen global food systems? Conclusions included:

- Technologies must be relevant, accessible and implementable at the farm level.
- The questions of cybersecurity, data ownership and regulation will require robust public-private cooperation to ensure the impactful and responsible implementation of technological innovations in agriculture.





# Decision-making for the Future of Food Systems

## SCENARIOS ANALYSIS ON GLOBAL FOOD SYSTEMS



Claudius Kurtina, Director, Eclectics International Group, Kenya

The World Economic Forum is developing a scenario analysis for the future of global food systems in collaboration with Deloitte, to be presented to global leaders at the Annual Meeting 2017 in Davos. The focal question

explored through this scenario analysis is: How can 8.5 billion people be fed sustainably and nutritiously by 2030?

By applying the scenario analysis methodology, global food systems experts identified the two most critical uncertainties that will shape food systems by 2030:

- **Demand shift:** The experts signaled demand shift as a fundamental

uncertainty, with the poles defined as resource-intensive consumption versus resource-efficient consumption. This axis encompasses uncertainties related to the nature of demand shift with particular focus on the environmental impact and health implications of consumer choices. Although healthy diets and environmental sustainability are not necessarily correlated, it is critically important to consider both rather than discussing them in isolation

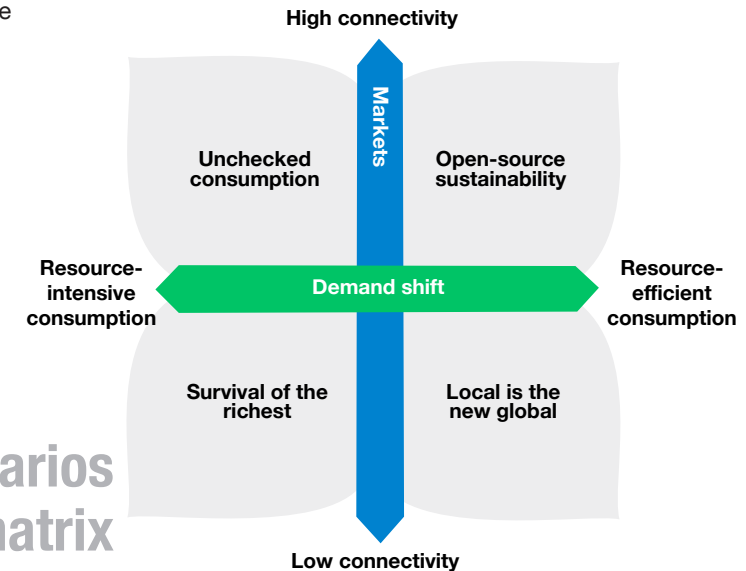
- **Market connectivity:** This axis, with the poles defined as low connectivity and high connectivity, captures the uncertainties pertaining to openness of trade, trust in and resilience of commodity markets, and inclusivity of technological innovations

These two critical uncertainties form the foundation to frame four scenarios for the future of food systems, which also incorporate other key uncertainties regarding climate change and natural resources, technology innovation and geopolitical security. Together, these scenarios paint a set of provocative potential futures to inspire action today.

Through a series of interactive exercises at the workshop, New Vision for Agriculture Transformation Leaders Network members

immersed themselves in the scenarios and considered implications of potential futures for their own roles and regions. In turn, members' perspectives were gathered to provide regional and stakeholder perspectives to the scenarios analysis.

## Scenarios matrix



**Scenarios analysis** constructs several alternative future worlds, or scenarios, to illustrate possible future outcomes. Scenarios are imaginative futures that stretch our thinking into divergent futures, but are plausible and logical. Scenarios should not be seen as a “best” and “worst” case to choose from but, rather, a series of possible futures that should be critically evaluated. Scenarios are not intended to provide a prediction of the future. Instead, they are hypotheses that describe multiple possibilities for the future. In short, scenarios analysis is a tool for broadening perspectives about alternative future environments in which today’s decisions might play out.

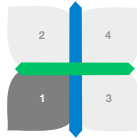
The Scenarios Analysis on Global Food Systems is a work in progress. The final version of this report will be shared with network members once available.





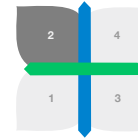
# Scenarios

## Survival of the Richest



A combination of resource-intensive consumption and disconnected markets creates stark differentiation between the haves and have-nots. This is a world where broad distrust in globalization has led to sluggish economic growth, income gaps have widened, climate change continues unabated, and technology innovation is defined by broad disparity in access and adoption. At the workshop, members observed that no one would be better off in this scenario, but that developed countries would be relatively better off since many citizens would still be able to afford high food prices.

## Unchecked Consumption



There is a combination of resource-intensive consumption and highly connected markets, which has enabled high growth but with consequences. In this world, trade is accelerating as markets boom, technology has spurred efficiencies in food production and distribution, and obesity and health costs skyrocket as billions transition to a Western-style diet. The regional implication for South-East Asia discussed at the workshop was that although demand for goods would rise, the farmers in countries with lower technological capabilities would suffer and the increased consumption would be at the expense of natural resources.

### SURVIVAL OF THE RICHEST

**LOW CONNECTIVITY**    **RESOURCE INTENSIVE CONSUMPTION**

**ECONOMIST PREDICT... COMMODITY MARKET CRASH IS LOOMING**

**HUNGER IN NIGER**  
THE UN REPORTS WIDESPREAD HUNGER IN NIGER, PROMPTING 100,000 NEW MIGRANTS.

**WATER IS THE NEW GOLD**

**FOOD PRICES STABILIZE WITHIN INDIA FOLLOWING THE IMPORT BAN**

**NEW REPORT FINDS NUMBER OF OVERWEIGHT AND OBESE PEOPLE IS OVER 1/3 OF THE GLOBAL POPULATION**

**GULF STREAM SHIFTS DESTROY ESTIMATED 30% OF EUROPE'S GRAIN HARVEST**

**LIFE SCIENCES RESEARCH**  
Number of patents in life sciences research on the rise

**WORLD'S LARGEST GREENHOUSE**  
USING ARTIFICIAL INTELLIGENCE UNVEILED IN THE U.A.E.

**WITH COUNTRIES CEDING, IS THE EU DOOMED TO FAILURE?**

**BALLOT BOX**

### UNCHECKED CONSUMPTION

**HIGH CONNECTIVITY**    **RESOURCE INTENSIVE CONSUMPTION**

**WATER WARS CONTINUE IN THE MIDDLE EAST**

**NEW JOBS NO JOBS**  
While increased trade is creating new jobs, it is also putting thousands of jobs at risk.

**LIVESTOCK INDUSTRY SHARES CONTINUE TO BOOM IN THE GLOBAL MARKET**

**GLOBAL TRADE HAS REACHED UNPRECEDENTED LEVELS**

**HEALTH CARE COSTS HAVE TRIPLED IN SOUTH-EAST ASIA SINCE 2015**  
EXPERTS POINT TO DIET

**10% OF TROPICAL FOREST**

**YIELDS IN MAIZE HAVE TRIPLED IN SUB-SAHARAN AFRICA SINCE 2000**

**CULTIVATE GROWTH**

**WHILE OTHER SECTORS HAVE TRANSFORMED, AGRICULTURE REMAINS IN THE 20th CENTURY**

**BLOCK CHAIN TECHNOLOGY IS REVOLUTIONIZING COMMODITIES MARKETS**

**SATELLITE DATA SHOWS THAT THE DRC HAS ONLY 10% OF TROPICAL FOREST**

**% OF FOOD LOSS AND WASTE**  
TOTAL FOOD PRODUCTION

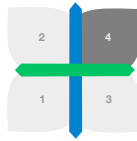
**FOOD LOSS & WASTE IMPROVED**





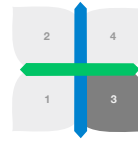
# Scenarios

## Open-Source Sustainability



A combination of resource-efficient consumption and highly connected markets enables a rise of greater trust in business and in markets. In this world, a proliferation of food sources reduces overreliance on a few bread baskets; open platforms have improved accessibility to technology, but disincentivize long-term R&D; and rural transformation now attracts youth to data-driven agriculture while older farmers struggle to keep pace. One of the regional perspectives captured in the workshop was that African farmers would have greater access to technology, enabling them to compete globally, and most farm produce would be processed locally rather than exported as raw material.

## Local is the New Global



Resource-efficient consumption and low connectivity of markets have led to fragmented food systems whereby nations turn inward. This world has shifted to traditional diets and local production. Shorter supply chains and increased plant-based diets have reduced the environmental strain. However, import-dependent nations suffer and hunger hotspots proliferate. At the workshop, participants observed that geographic location would define a country's development opportunities in this future with the result that regions with rich, biodiverse environments, such as Latin America, could prosper.

# OPEN-SOURCE SUSTAINABILITY

**STRESS-TESTING MARKETS**  
HAS LED TO EFFECTIVE CHECKS and BALANCES

in DEVELOPED Markets, MANY CONSUMERS NOW HAVE PERSONALIZED DIETS through THEIR SMART PHONES

HIGH CONNECTIVITY \* RESOURCE EFFICIENT CONSUMPTION

CLIMATE METRICS & BROADER ACCOUNTING REGULATIONS ARE STABILIZING NATURAL RESOURCE USAGE

THE FAO ANNOUNCES THAT 80% OF FARMERS ARE USING DATA SYSTEMS TO INFORM THEIR PRODUCTION SYSTEMS IN REAL TIME

NEW UN REPORT ANNOUNCES UNDER-NOURISHMENT AT ALL TIME LOW

NEW EVIDENCE POINTS TO AN INCREASED TRUST IN FOOD SYSTEMS

UN REFUGEE AGENCY SHIFTS POLICY FROM AID TO ENABLEMENT

NEW TECHNOLOGIES HAVE MADE AGRICULTURE AN ATTRACTIVE CAREER PATH FOR NEW GRADUATES. BUT CAN AGING FARMERS KEEP UP?

EXPERTS REPORT A DRAMATIC REDUCTION IN THE PRICE POINT OF A HEALTHY DIET

PRIVATE SECTOR AGRICULTURE R&D INVESTMENT DOWN FOR THE FIFTH CONSECUTIVE YEAR

# Local is the NEW global

LOW CONNECTIVITY \* RESOURCE EFFICIENT CONSUMPTION

GOVERNMENTS CONTINUE PROTECTIVE TRADE POLICIES TO PROTECT LOCAL PRODUCERS

NEW US & UK BASED SURVEY RELEASED RANKING MEAT PRODUCERS

CROP DIVERSITY IS IN!

STAPLE CROPS ARE OUT. LOCAL, TRADITIONAL DIET MOVEMENT EMERGING GLOBALLY

NEW US FARM BILL SUBSIDIZES

A GREEN REVOLUTION FOR PROTEIN

BRAZIL REPORTS 17% REDUCTION IN AGRICULTURE TRADE SINCE 2015

DECREASED TRADE HAS LED TO INTENSIFIED HUNGER HOTSPOTS

HOW WILL COMPANIES & CONSUMERS REACT? GOVERNMENTS ARE SETTING PRICES ON CARBON & WATER

Fruits & Vegetables





# Conclusion

The 2016 Transformation Leaders Workshop provided a tremendous harvest of ideas and opportunities to drive action in food systems, especially through Grow Asia, Grow Africa, NVA India, and NVA Latin America.

In reflection of the network's mission to cultivate growth, members shared their aspirations for improved global food systems by planting "seeds of change." Through continued connection and collaboration, members will help each other transform these aspirations into achievements. Until the

network meets again, members are invited to continue the germination process by exchanging ideas and collaborating via NVA Online.

The World Economic Forum is pleased to support this vibrant network to pursue greater impact and scale through multistakeholder partnership initiatives at the 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.



Participants in the System Leadership Masterpiece Session

**"The next step is to move beyond the individual systems leaders and to integrate systems leadership into institutions for the long term."**

– Sean De Cleene, Chief Strategy and Partnerships Officer, Alliance for a Green Revolution in Africa (AGRA), Kenya



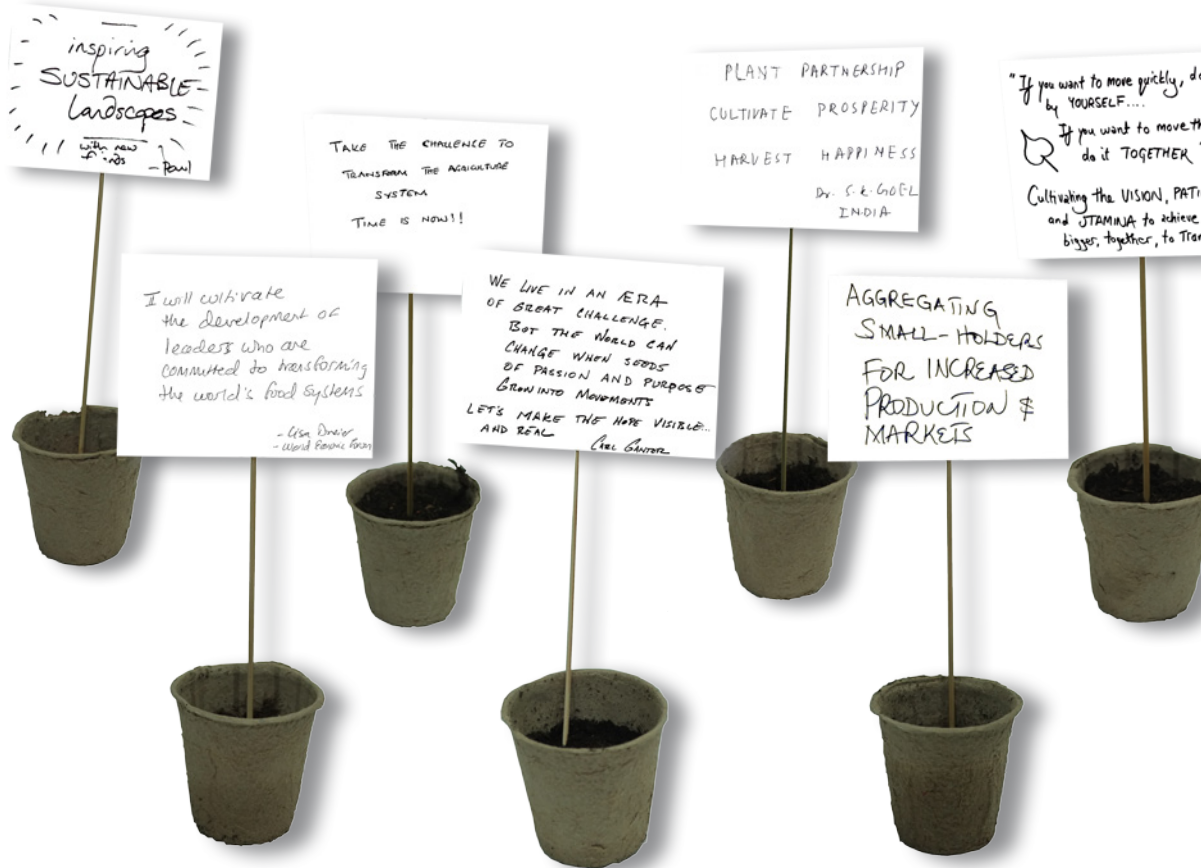
Transformation Leaders Workshop participants illustrated what "systems leadership" looks like





# Cultivating Growth

The “seeds of change” were donated to a network member’s restaurant, InStock Amsterdam, which turns food surplus into meals. InStock Amsterdam will care for these herb seedlings and, in time, they will be used in the restaurant’s dishes.





**“We need transformation, and to achieve this we need to support leaders through innovation, new solutions and partnerships. This network is inspirational and aspirational.”**  
 – Marcel Beukeboom, Head, Cluster Food and Nutrition Security Ministry of Foreign Affairs, Netherlands



Marcel Beukeboom, Head, Cluster Food and Nutrition Security Ministry of Foreign Affairs, Netherlands



Lorin Fries, Head, Food Systems Collaboration Food Security and Agriculture Initiatives, World Economic Forum USA





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OF THE WORLD



Ministry of Foreign Affairs



# 2016 Transformation Leaders Workshop

World Economic Forum New Vision for Agriculture Initiative

30 October - 1 November • Amsterdam





# Participant List

The following people took part in the Transformation Leaders Workshop on 31 October – 1 November 2016 in Amsterdam, the Netherlands

NAME	POSITION	ORGANIZATION	COUNTRY
Yosef Akhtman	Chief Executive Officer and Founder	Gamaya SA	Switzerland
Sandy Andelman	Chief Scientist and Senior Vice-President	Conservation International	USA
Debisi Araba	Regional Director for Africa	International Center for Tropical Agriculture (CIAT)	Kenya
William Asiko	Executive Director	Grow Africa	South Africa
Mamadou Lamine Ba	Director, Business Environment	Agency for the Promotion of Investments (APIX)	Senegal
Jennifer Baarn	Deputy Chief Executive Officer	Southern Agricultural Growth Corridor of Tanzania Ltd (SAGCOT)	Tanzania
Tony B. Bello	Director General	Nigerian Agri-Business Working group	Nigeria
Marcel Beukeboom	Head, Cluster Food and Nutrition Security	Ministry of Foreign Affairs	Netherlands
Alison Cairns	Global Advocacy Director	Unilever	United Kingdom
Arne Cartridge	Special Adviser, Strategy and Business Development	Yara International ASA	Norway
Gina Castillo	Agriculture Program Manager	Oxfam America Inc.	USA
Pravin Chandrasekaran	Chief Executive Officer	OpalCrest	Singapore
Paul Chatterton	Landscape Finance Lead	WWF International	Austria
Nguyen Chi Hieu	Task Force Officer	Partnership for Sustainable Agriculture in Vietnam	Vietnam
Anna Chilczuk	Regional Director, East Asia	Mercy Corps	Indonesia
David Clifton	Managing Director	One Earth Foods	Cambodia
Flavio Corsin	Vietnam Country Director	IDH - The Sustainable Trade Initiative	Vietnam
Jenny Costelloe	Director, Country Partnerships	Grow Asia	Singapore
Taryono Darusman	General Field Manager at Katingan Project	PT Rimba Makmur Utama	Indonesia
Sean de Cleene	Chief Strategy and Partnerships Officer	Alliance for a Green Revolution in Africa (AGRA)	Kenya
Wisman Djaja	Director, Sustainable Agriculture Development & Procurement	Nestlé Indonesia PT	Indonesia
Grahame Dixie	Executive Director	Grow Asia	Singapore
Jeff Dykstra	Chief Executive Officer	Partners in Food Solutions	USA





NAME	POSITION	ORGANIZATION	COUNTRY
Shay Eliaz	Principal	Monitor Deloitte	USA
Alison Eskesen	Director, Knowledge and Innovation	Grow Asia	Singapore
Pamela Fessenden	Director, Office of Market and Partnership Innovations, Bureau for Food Security	USAID - US Agency for International Development	USA
Justin Finnegan	Deputy Assistant Administrator, Bureau for Food Security	USAID - US Agency for International Development	USA
Martin J. Fisher	Co-Founder and Chief Executive Officer	KickStart International	USA
Rafael Flor	Director, YieldWise	Rockefeller Foundation	USA
Ann Florini	Professor of Public Policy; Academic Director of the Masters of Tri-Sector Collaboration	Singapore Management University	Singapore
Michel Gagnon	Director, Food Security	Global Affairs Canada	Canada
J. Carl Ganter	Managing Director	Circle of Blue	USA
Andrés de la Garza	Secretariat Coordinator	Nueva Visión para el Desarrollo Agroalimentario de México (VIDA)	Mexico
Juan von Gernet	Head of Marketing - Europe	PJSC PhosAgro	United Kingdom
Sudhir Kumar Goel	Senior Adviser	Public-Private Partnership for Integrated Agriculture Development (PPP-IAD)	India
Juan Gonzalez Valero	Head of Public Policy and Sustainability	Syngenta International AG	Switzerland
Charles Govati	Chief Executive Officer	Agricultural Resource Limited	Malawi
Joost Guijt	Senior Adviser Inclusive Agrimarkets	Wageningen UR University	Netherlands
Harry Hanawi	Director, Corporate Affairs	Sinar Mas Agribusiness & Food	Indonesia
Adriana Ivette Herrera Moreno	General Coordinator, Economic Affairs and International Trade Negotiations	Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food of Mexico	Mexico
Ajay Vir Jakhar	Chairman	Bharat Krishak Samaj (Farmers' Forum India)	India
Alan Johnson	Sustainable Supply Chains Lead	International Finance Corporation (IFC)	USA
Hans Jöhr	Corporate Head of Agriculture	Nestlé SA	Switzerland
Philip Kajwang	Chief Executive Officer	Transu Ltd	Kenya
Conrad von Kameke	Global Head of Public Affairs	Novozymes A/S	Denmark
Leah Kasera	Head, East & Southern Africa	Grow Africa	South Africa
Mick Keyes	Senior Architect	Hewlett Packard Enterprise	Ireland





NAME	POSITION	ORGANIZATION	COUNTRY
Gagan Khurana	Founder	MaxiTerra GmbH	Switzerland
Philip Kiro	President and Chairman	Eastern Africa Farmers Federation (EAFF)	Kenya
Henrik Kjaerbye	Executive Vice-President	The Kuwaiti Danish Dairy Company KCSC	Kuwait
Claudius Kurtna	Director	Eclectics International Group	Kenya
Ewan Lamont	Chief Operating Officer	Myanmar Awba Group	Myanmar
Florence Lasbennes	Director, Scaling Up Nutrition (SUN) Movement Secretariat	United Nations	Geneva
Shawna Lemke	Food and Nutrition Engagement Director	Monsanto Company	USA
Daria Lopez-Alegria	Director, Strategic Partnerships	World Business Council for Sustainable Development (WBCSD)	Switzerland
Guillermo Machado	Director-General	Export Marketing Company Co. Lda	Mozambique
Sabali Meschi	Country Representative	Grow Africa	South Africa
Valentine Miheso	Head of Agribusiness	Alliance for a Green Revolution in Africa (AGRA)	Kenya
Bastiaan Mohrmann	Co-Head, Asia and Middle East, 2030 Water Resources Group	International Finance Corporation (IFC)	India
Gene Moses	Strategy Officer, Global Agribusiness and Forestry	International Finance Corporation	USA
Willie Stainley Mzumala	Chief Executive Officer	Tapika Foods	Malawi
Jane Nelson	Director, Corporate Responsibility Initiative	Harvard Kennedy School of Government	USA
Illah Nourbakhsh	Professor, Robotics Institute	Carnegie Mellon University	USA
Benard Odera	Managing Director	Western Fresh Industries Ltd.	Kenya
Sopheap Pan	Executive Director	Farmer and Nature Net (FNN)	Cambodia
Silke Pietzsch	Technical Director	Action Against Hunger USA	USA
Felipe Pinilla de Brigard	Asesor Ministerio de Agricultura y Desarrollo Rural	Ministry of Agriculture and Rural Development of Colombia	Colombia
Karen Plaut	Senior Associate Dean of Research and Faculty Affairs and Director of Agricultural Research	Purdue University	USA
Simone Quatrini	LDN Fund Coordinator & Team Leader	United Nations Convention to Combat Desertification (UNCCD)	Bonn
Jeroen Rijniers	Senior Policy Adviser	Ministry of Foreign Affairs	Netherlands
Jim Riordan	Head of Grow Africa Operations	Grow Africa	Switzerland
Daniel Rodriguez Saenz	Agribusiness and Marketing Specialist	Inter-American Institute for Cooperation on Agriculture (IICA)	USA
Andrés Miguel Sampayo Navarro	Asesor Oficina de Planeación y Prospectiva	Ministry of Agriculture and Rural Development of Colombia	Colombia





NAME	POSITION	ORGANIZATION	COUNTRY
Prasun Sarkar	Secretariat Manager	Public-Private Partnership for Integrated Agriculture Development (PPP-IAD)	India
Sara Scherr	President and Chief Executive Officer	EcoAgriculture Partners	USA
Selma Seddik	Co-founder	Instock	Netherlands
Asitava Sen	Agribusiness Adviser	Public-Private Partnership for Integrated Agriculture Development (PPP-IAD)	India
Lucas Simons	Founder and Chief Executive Officer	NewForesight Holding	Netherlands
Pamela Strifler	Vice-President, Sustainability and Stakeholder Engagement	Monsanto Company	USA
Ishmael Sunga	Chief Executive Officer	Southern African Confederation of Agricultural Unions (SACAU)	South Africa
Ginya Truitt Nakata	Lands Director, Latin America	The Nature Conservancy	USA
Justine Uvuza	Senior Gender and Land Tenure Specialist	Landesa	USA
Ben Valk	Head, Food and Agriculture Partnerships	Rabobank International	Netherlands
Ravichandran Vanchinatha Iyer	Founder	United Progressive Farmers Forum-Nannilam	India
Sonja Vermeulen	Head of Research	Consultative Group on International Agricultural Research (CGIAR)	France
Pierre E. Viaud	Group Executive Director, Public Affairs and Government Relations	SICPA Holding SA	Switzerland
Fokko Wientjes	Vice-President, Nutrition, Emerging Markets	Royal DSM NV	Netherlands
Simon Winter	Senior Vice-President, Development	TechnoServe Inc.	USA
Eliana Zamprogna	Sustainability Officer	Bühler AG	Switzerland
André Zandstra	Head, Partnerships and Communications	International Center for Tropical Agriculture (CIAT)	Colombia
Janice Zdankus	Vice-President, Quality	Hewlett Packard Enterprise	USA
Emerson Zhou	Chief Executive Officer	Beira Agricultural Growth Corridor (BAGC)	Mozambique





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## Our Partners

The Transformation Leaders Network is generously funded by the Government of the Netherlands. Selected additional sponsorships are also made possible by the generous support of the American people through the United States Agency of International Development (USAID). Network facilitation is undertaken in collaboration with The Value Web.

## Additional Resources

Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action  
<http://www3.weforum.org/docs/IP/2016/NVA/NVAGuidetoCountryLevelAction.pdf>

Tackling Global Challenges: Lessons in System Leadership from the World Economic Forum's New Vision for Agriculture Initiative  
<http://www3.weforum.org/docs/IP/2016/NVA/SystemsLeadership.pdf>