

# Building Partnerships for Sustainable Agriculture and Food Security

## A Guide to Country-Led Action

A report by the World Economic Forum's New Vision for Agriculture initiative  
Prepared in collaboration with Deloitte Consulting

January 2016



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# Preface



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The World Economic Forum is proud to present “Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action”. This guide has been developed in response to the growing demand for new models of multistakeholder collaboration to achieve food security, sustainable development and other global goals outlined in the UN Sustainable Development Goals. It is based on the experience of the Forum’s New Vision for Agriculture (NVA) initiative, which has worked since 2010 to catalyse and support multistakeholder partnerships that drive improvements in food security, environmental sustainability and economic opportunity at the national level.

A broad network of impassioned leaders has helped catalyse and champion the partnership approach described in this guide. The Transformation Leaders Network, a group of country-level action leaders and global experts, have driven innovation on the ground and contributed many of the insights that shaped the guide. The vision, commitment and hard work of these leaders has been the key driver behind the NVA’s success to date. The willingness of diverse stakeholders to innovate, take risks and collaborate in new ways shaped the new approach described here as the NVA Country Partnership Model.

Many organizations have contributed direct or in-kind resources. In particular we would like to acknowledge the donor agencies that have supported the NVA’s global-level work (including the Governments of the Netherlands and Canada); the Grow Africa Secretariat (including the Governments of the United States of America, United Kingdom and Switzerland), and the Grow Asia Secretariat (including the Governments of Australia and Canada).

At the World Economic Forum, a small team has catalysed, supported and developed the efforts described here. Forum Managing Directors Sarita Nayyar and Richard Samans provided overall guidance. Arne Cartridge and Kavita Prakash-Mani serve as Executive Directors of Grow Africa and Grow Asia, respectively. The NVA team provided ongoing support for country partnerships, now led by Tania Strauss in collaboration with Saswati Bora and Lorin Fries. A team at Deloitte Consulting, led by Shay Eliaz and Pradeep Prabhala with Katie Webster, helped to frame and write this guide.

The New Vision for Agriculture has worked with over 1,400 leaders in 500 organizations on 6 continents to develop the approaches captured here. Yet we recognize that we are just at the beginning of the journey of multistakeholder-led transformation of the agricultural sector. Our aim in publishing this Guide is to provide a dynamic resource that will empower and inspire the leaders who can build on and further develop these learnings to drive a transformation of the world’s agricultural and food systems.

# Executive Summary

Over the past five years, the World Economic Forum's New Vision for Agriculture (NVA) initiative has supported leaders in 19 countries across Asia, Africa and Latin America to develop action-oriented partnerships on the ground. These partnerships have mobilized over \$10.5 billion in investment commitments, of which \$1.9 billion has been implemented to date, benefiting 9.6 million farmers.

The partnership models that have emerged from these efforts are diverse, but they are built upon a shared vision, a set of core principles, and series of key tactical steps that are similar across many countries. These elements have been captured here and described as the NVA Country Partnership Model. This approach can serve as a framework for action that can be adapted to any local context, and can evolve over time.

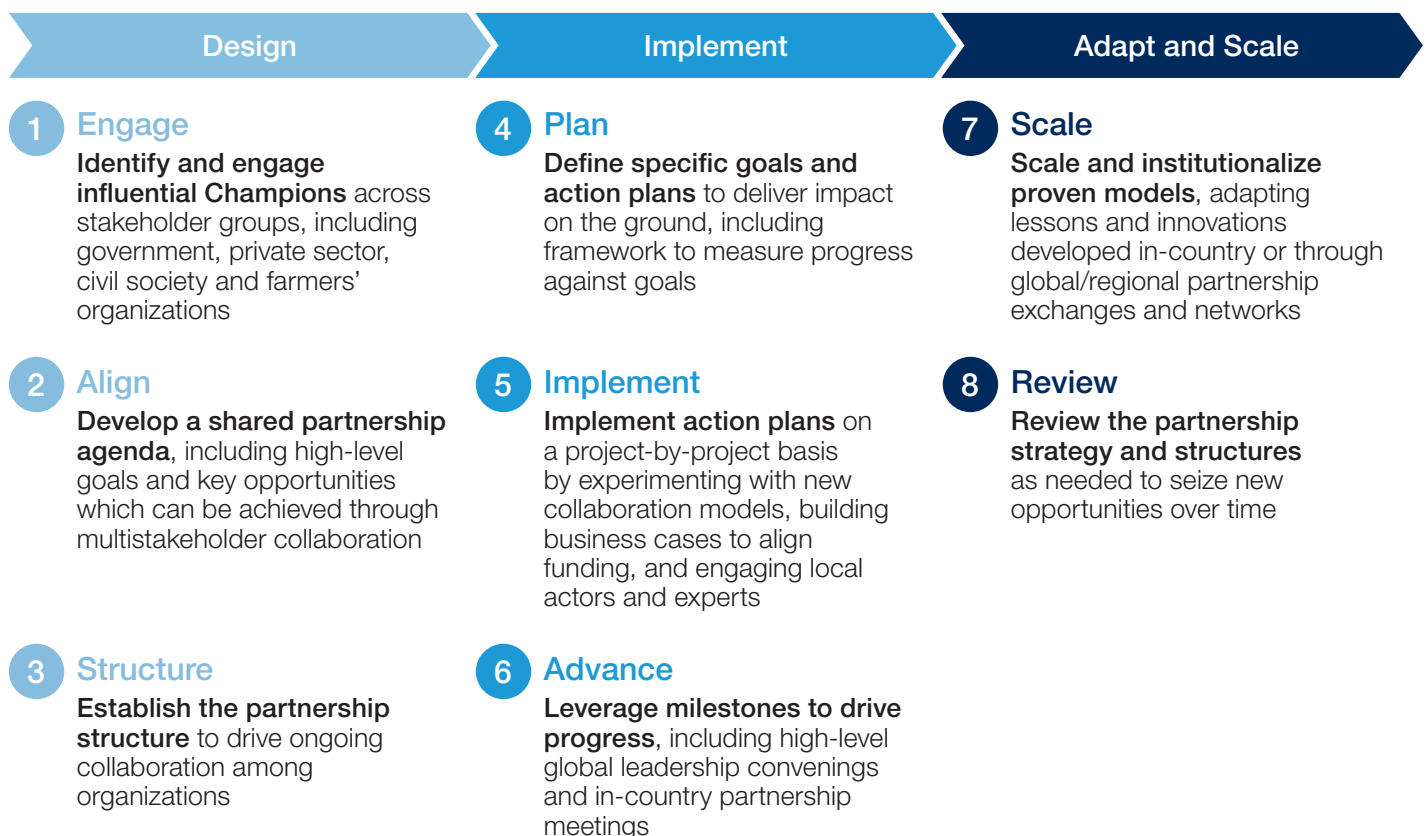
## Guiding Principles of the NVA Country Partnership Model

- **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** integrating full value chains that benefit all actors in the agriculture system
- **Globally connected and supported** by an international network providing solidarity and support

Building a multistakeholder partnership is a journey, and partnership leaders continue to improve and refine their approach over time. Additional research is needed to evaluate the impacts of multistakeholder partnerships and the business model innovations they promote. Broader opportunities for partnership leaders to share experiences and best practices can help accelerate the learning process and avoid common pitfalls.

The aim of this guide is to provide a dynamic resource that will empower and inspire the leaders who can build on and further develop these learnings to drive a transformation of the world's agriculture and food systems.

## The 8-Step Framework for Action



# Introduction: A New Model for Action

To meet the challenge of sustainably feeding 9 billion people by 2050, the agricultural sector will need to undergo major transformation. More nutritious food will need to be produced using fewer resources, bringing greater benefits to farmers and rural communities. Achieving this transformation will require new approaches and extensive coordination among all stakeholders in the agricultural system. Market-based approaches, while not the only answer, will be an important tool in the “toolbox” to drive change – providing the efficiency, scalability and market-based incentives to power a large-scale effort.

Those key messages formed the heart of the New Vision for Agriculture defined by global leaders in 2010. To put the vision into action, leaders recognized the need for new approaches to partnership and collaboration among historically disconnected stakeholders.

Starting in 2010 in Tanzania and Vietnam, then expanding rapidly to other regions, leaders have developed and championed innovative new partnership platforms at the country level with support from the NVA’s global network and a coordinating team based at the World Economic Forum. As these activities expanded, the Forum joined with regional institutions to establish two regional platforms – Grow Africa and Grow Asia – to provide multi-country support.

The partnerships developed through these efforts are varied in structure, according to local context and needs. However they build upon a shared vision, a common

set of core principles, and a set of key steps involved in catalysing and developing a partnership at the country level. This guide aims to distil and share the approach, broadly characterized as the NVA Country Partnership Model, into a flexible framework that can be applied in any country. While developed for the agricultural sector, the approach can be adapted for use in other sectors as well, and thus may be useful to a broad array of stakeholders seeking to support country-led efforts to achieve the UN Sustainable Development Goals.

This guide outlines the key elements of the NVA Country Partnership Model. It aims to serve as a resource for several audiences:

- Country leaders and stakeholders working to build, strengthen and scale national-level partnerships in agriculture
- Global and regional organizations partnering to advance food security and sustainable agricultural development through multistakeholder approaches
- Leaders and experts who may wish to adapt this approach for use in other sectors

The guide is not intended to prescribe one set of “right answers”, but to share the key success factors identified by the NVA that can generate a successful multistakeholder partnership effort at the national level. It is intended to serve as a living document that can be refined over time by local and global partners working to achieve sustainable and inclusive development.



# The New Vision for Agriculture Experience: From Global Vision to Country-Led Action

The New Vision for Agriculture, defined by World Economic Forum Partners in 2010, holds that to meet the world's needs sustainably, agriculture must simultaneously deliver food security, environmental sustainability and economic opportunity. The Vision sets a goal of 20% improvement in each area per decade until 2050.

Achieving those goals requires a transformation of the agricultural sector, leveraging market-based approaches through a coordinated effort by all stakeholders, including farmers, government, civil society and the private sector.

To enable this transformation, the New Vision for Agriculture (NVA) initiative has catalysed and supported platforms for multistakeholder partnership in 19 countries across Africa, South-East Asia, India and Latin America. It has also helped catalyse two regional platforms – Grow Africa and Grow Asia – which work to coordinate efforts among new and existing countries in their respective regions.

These platforms work by creating the infrastructure for distinct groups of stakeholders to come together and work hand-in-hand to solve the economic, social and environmental challenges that affect them all.

Most country-level platforms have catalysed multistakeholder partnerships in multiple value chains, with each engaging a diverse set of partners who have a stake in building and strengthening the value chains in which they work. In many countries, the platform is coordinated by a secretariat, or “backbone organization”, which aligns and supports activities across all value chain partnerships. (See Step 3 for further details on platform structures, including secretariats.)

For the purposes of this guide, the national platforms are referred to as “country partnerships” – but it is important to keep in mind that these country partnerships are driving action, investment and concrete outcomes through many multistakeholder collaborations within and across value chains.

Together, NVA-supported partnerships have mobilized over \$10.5 billion in investment commitments, of which \$1.9 billion has been implemented, reaching over 9.6 million smallholder farmers.



## Exhibit 1: Partnerships Catalysed or Supported by the New Vision for Agriculture Initiative

<b>GROWAFRICA</b>	<p><b>Grow Africa</b> was co-founded in 2011 by the African Union Commission, NEPAD Agency and the World Economic Forum. To date, Grow Africa has mobilized over \$10 billion in private sector investment commitments, of which \$1.8 billion has already been invested in <b>12 countries</b>, reaching 8.6 million smallholder farmers.</p> <ul style="list-style-type: none"> <li>– <b>Tanzania:</b> Southern Agricultural Growth Corridor (SAGCOT)</li> <li>– <b>Mozambique:</b> Beira Agricultural Growth Corridor</li> <li>– <b>Ethiopia:</b> Ethiopian Agriculture Transformation Agency</li> <li>– <b>Rwanda:</b> Rwanda Development Board</li> <li>– <b>Burkina Faso:</b> Bagre Growth Pole</li> <li>– <b>Nigeria:</b> Nigerian Agribusiness Group</li> <li>– <b>Ghana</b></li> <li>– <b>Malawi</b></li> <li>– <b>Côte d’Ivoire</b></li> <li>– <b>Kenya</b></li> <li>– <b>Senegal</b></li> <li>– <b>Benin</b></li> </ul>
 <b>GrowAsia</b>	<p><b>Grow Asia</b> was founded by the World Economic Forum in collaboration with the ASEAN Secretariat in 2015. It has been endorsed by all 10 Ministers of Agriculture and Forestry in ASEAN, and currently supports <b>5 countries</b> leading national partnerships, which have collectively reached nearly 500,000 smallholder farmers through 26 value chain initiatives.</p> <ul style="list-style-type: none"> <li>– <b>Indonesia:</b> Partnership for Indonesia Sustainable Agriculture (PISAgrO)</li> <li>– <b>Vietnam:</b> Partnership for Sustainable Agriculture in Vietnam</li> <li>– <b>Myanmar:</b> Myanmar Agricultural Network</li> <li>– <b>Philippines:</b> Philippines Partnership for Sustainable Agriculture</li> <li>– <b>Cambodia:</b> Cambodia Partnership for Sustainable Agriculture</li> </ul>
<b>India</b> 	<p><b>Maharashtra:</b> The Maharashtra PPP-IAD engages over 60 organizations in 33 value chains, mobilizing \$50 million in investment and reaching almost 500,000 farmers.</p> <p><b>Karnataka:</b> In late 2015, the Government of Karnataka launched a public-private partnership to improve horticulture value chains through technology, value addition and marketing solutions.</p>
<b>Latin America</b> 	<p><b>Mexico:</b> New Vision for Agrifood Development (VIDA) engages 40 organizations in 4 value chains, mobilizing over \$40 million in investment and reaching almost 90,000 farmers.</p>

# When and How to Use the New Vision for Agriculture Country Partnership Model

The Sustainable Development Goals, adopted by UN Member States in 2015, call for multistakeholder partnerships as a key tool to achieve progress across multiple sectors. Partnerships are widely cited and encouraged among nearly all stakeholders. By working together in partnership, all stakeholders – including farmers, companies, governments and civil society – can drive a collective effort that produces impact greater than the sum of its parts.

Combining the core competencies of diverse organizations through multistakeholder partnerships can generate benefits such as:

- Increased financial, human and technical resources resulting in greater impact on the ground
- New expertise developed through the combined knowledge and experience of diverse stakeholders
- Development of innovative new business and collaboration models
- Greater understanding of other stakeholders' perspectives, goals and capabilities
- Development of new mindsets, leadership approaches or institutional strategies across the sector

However partnerships are not an ideal solution for every problem. Their complexity creates high transaction costs and relatively lengthy time frames to generate results. The lack of well-tested, widely-accepted partnership models generates a great deal of innovation – as well as repetition of common mistakes. Before embarking on any new partnership initiative, leaders should evaluate carefully whether the multistakeholder partnership approach is the best solution for the problem at hand.

The NVA Country Partnership Model can be the right approach when:

- **Systemic transformation is needed.** The scope of the challenge is large and complex, with many overlapping and interlinked issues that cut across sectors, geographies and actors.
- **Many stakeholders must take action.** Interdependent stakeholders, many of whom don't usually interact, must take action together to develop solutions at scale.

This type of broad multistakeholder partnership may not be the best solution when:

- **One organization can do it.** The issue can be tackled by a single person or organization.
- **Similar efforts already exist.** Partnership initiatives are already in place to tackle the problem.
- **Immediate results are required.** The issue needs a time-sensitive and urgent response.

NVA-supported country partnerships often serve as informal solutions to gaps in the existing system. They provide a platform for stakeholders to align, set priorities, co-invest and collaborate in the agricultural sector – often filling a need not met by other organizations. Over time, the experience of engaging in the partnership may lead participating organizations to develop new institutional capacities and strategies, reducing or changing the need for the partnership itself. For this reason, it is important to think of partnerships as living and evolving mechanisms for collaboration that can adapt to meet changing needs over time, or may be phased out once their purpose has been fulfilled.



## Engaging Relevant Stakeholders: A Key to Partnership Success

To enable collaboration, all stakeholders must recognize their position as part of a larger ecosystem: one in which all actors influence each other and their environment, compete and collaborate, share and create resources, adapt to emerging challenges, and jointly lead ambitious efforts to transform the sector. Together, these stakeholders can develop stronger value chains and systems that lead to improved outcomes at each stage of food production and consumption, from “farm to fork”.

It is important to understand the six key stakeholder groups in an agriculture-sector partnership. Each has a specific role to play, and each derives unique value from participating. This is a key differentiator of the NVA partnership model: its ability to generate concrete outcomes that create value for the system as a whole and for each individual actor.

The summary below outlines common contributions and value propositions for each stakeholder group:

*Exhibit 2: Key Stakeholder Contributions and Value Derived from Partnerships*

Stakeholder Type	Key Contributions	Value Derived from Partnership
<b>Government</b> Public sector officials at the national, state and local level	<ul style="list-style-type: none"> <li>– Set national goals</li> <li>– Establish an enabling policy environment and invest in infrastructure and other public goods and services</li> <li>– Create effective support mechanisms for farmers and investors, such as a “one-stop shop” for investor information and farmer capacity building</li> </ul>	<ul style="list-style-type: none"> <li>– Improved economic and social outcomes for citizens</li> <li>– New private sector investment in agriculture, complementing public investment</li> <li>– Contributions to major initiatives or legacy</li> </ul>
<b>Private Sector</b> Global and domestic companies across the value chain, including small/medium-sized enterprises and “enabling” companies such as finance and logistics	<ul style="list-style-type: none"> <li>– Invest in value chains, with a long-term view of investment that goes beyond short-term profit and considers the sustainability of sector</li> <li>– Integrate a partnership approach into a long-term business strategy</li> <li>– Introduce new technologies, research or business models</li> </ul>	<ul style="list-style-type: none"> <li>– Sustainability and stability of business operations over the long term</li> <li>– Opportunity to innovate with new customers, technologies or business models – opening brand new markets</li> <li>– Alignment with strategic environmental, social or talent initiatives</li> </ul>
<b>Farmers</b> Farmers, often organized or represented by national and local cooperatives or associations	<ul style="list-style-type: none"> <li>– Influence policy and investment by sharing the perspectives and recommendations of farmers</li> <li>– Organize and train farmers, and invest in implementing new practices</li> </ul>	<ul style="list-style-type: none"> <li>– Access to new technologies, information and markets</li> <li>– Increased yields and income</li> </ul>
<b>Civil Society</b> Global, regional or local civil society organizations working to address food security and related issues in the country	<ul style="list-style-type: none"> <li>– Design programmes for environmental and social outcomes</li> <li>– Provide technical assistance, funding, capacity building and access to local grassroots networks in the country</li> <li>– Help create accountability for partnership activities and results, often including developing and tracking metrics</li> </ul>	<ul style="list-style-type: none"> <li>– Improved economic, social and environmental outcomes – often at higher return on investment (ROI) than traditional development projects</li> <li>– Opportunity to innovate with new models to drive impact at scale</li> <li>– Opportunity to generate long-term, sustainable impact through market-based approaches that can become financially self-sustaining</li> </ul>
<b>Donors/International Organizations</b> Donors and major international organizations dedicated to food security issues, such as FAO, WFP and IFAD	<ul style="list-style-type: none"> <li>– Provide funding for initiatives that drive impact in specific areas and develop innovative vehicles for financing/risk management</li> <li>– Contribute knowledge, advisory support and networks in relevant areas of expertise</li> <li>– Serve as convener of multistakeholder gatherings</li> </ul>	<ul style="list-style-type: none"> <li>– Improved economic, social and environmental outcomes – often at higher ROI than traditional development projects</li> <li>– Opportunity to innovate with new models to drive impact at scale</li> <li>– Opportunity to generate long-term, sustainable impact through market-based approaches that can become financially self-sustaining</li> </ul>
<b>Research/Thought Leaders</b> Academia, research organizations and other thought leaders in the sector	<ul style="list-style-type: none"> <li>– Contribute knowledge, advisory support and networks in relevant areas of expertise</li> <li>– Promote partnership in spheres of influence</li> </ul>	<ul style="list-style-type: none"> <li>– Unique opportunity to develop, test and contribute new ideas</li> <li>– Rich insights from “real world” applications</li> </ul>

# The New Vision for Agriculture Country Partnership Model

The New Vision for Agriculture has used a core set of principles to guide its approach, as detailed below.

## The 5 Guiding Principles



### Locally-owned and aligned with country goals

- Owned and driven by local country leaders with direct stakes in the transformation of the agricultural sector
- Supports the country's aspirational direction, which is commonly expressed by the government through national plans and goals
- Engages government commitment at all levels



### Multistakeholder, with open and inclusive engagement from the beginning

- Engages all relevant stakeholder groups including government, local and global private sectors, international organizations, civil society, farmers' associations and research/academia
- Builds trust and alignment to leverage the core competency of each organization, while ensuring mutual accountability through a harmonized framework
- Focuses on providing opportunities and sustainable livelihoods for farmers, particularly smallholders and women



### Market-driven, with projects led by the private sector and rooted in viable business cases

- Deploys business models that are sustainable, evidence-based, inclusive and aligned with public sector goals and community needs
- Measures goals and activities at the project level, with success defined by financial, social and environmental metrics



### Globally supported by an international network providing solidarity and support

- Links to global goals (e.g. Sustainable Development Goals) and aligns with global initiatives and networks active in the country
- Shares and adopts lessons and best practices across countries



### Holistic, integrating full value chains that benefit all actors in the agricultural system

- Focuses on the most impactful crops/geographies/issues, utilizing an integrated approach that links actors across the entire value chain
- Coordinates public and private sector investments across all pieces of the value chain, from production to processing to market
- Ensures economic sectors, such as finance and IT, are engaged to strengthen the enabling environment and contribute innovative products/services



## The 8-Step Framework for Action

Multistakeholder partnerships iterate and evolve over time as they develop and mature. All country sectors are living, evolving systems, so partnerships must constantly adapt to stay relevant in changing contexts.

The cycles of partnership evolution can be summarized in three main phases (seen at right). Across these three phases, eight key steps can be distilled from the experiences of NVA-supported partnerships. These eight steps do not always happen in order, and in many cases multiple steps are under way at the same time. However, these steps represent a core set of activities that successful country partnerships have undertaken along their journeys. They are summarized below and described in detail on the following pages.

### 3 Phases of Partnership Evolution

#### Design

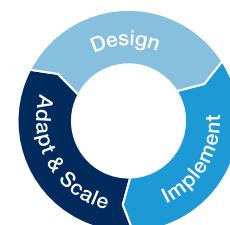
the framework for action

#### Implement

projects and catalyse action

#### Adapt and Scale

based on learnings



Each step within the guide will include the following types of content:

- **Key Activities** that can serve as a simple checklist for each step
- **Tips for Success** including how to overcome common challenges or address difficult questions
- **In Focus** sections with details on topics of special interest
- **Case Studies** from NVA-supported country partnerships to illustrate key concepts

# STEP 1 ► ENGAGE

Identify and engage influential **Champions** across stakeholder groups, including government, private sector, civil society and farmers' organizations.



## Overview

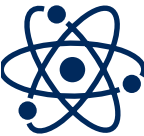




Partnerships often begin with a bold aspiration or idea that requires innovation and multistakeholder leadership to achieve. Engaging the right leaders to drive and champion such an effort is critical to its success. The spark to catalyse new efforts in NVA-supported countries has always come through an official call to action by a senior public official; however in many cases the government commitment was the result of a proactive effort by private sector or civil society leaders who saw an opportunity to unlock the country's potential through collaboration.



While the experience of every country has been unique, the individuals developing and driving the NVA-supported partnerships often demonstrate similar characteristics or roles, described by the **five common archetypes** for partnership leaders below. Individuals may play more than one role simultaneously, or may take on different roles at different stages of the partnership.

These archetypes will be used to note leadership roles in Steps 1-3.

Exhibit 3: Five Common Archetypes of Partnership Leaders

	Who is this person?	What is their role?
 <b>Catalyst</b>	A <b>senior public official</b> who uses their position of power and influence to <b>initiate the partnership effort</b>	Officially articulates the call to action which catalyses a leadership response and commitment in the country
 <b>Champions</b>	<b>High-level, visionary decision-makers</b> from business and other stakeholder groups who are willing to <b>commit to leading action to transform the country's agricultural sector</b>	Collectively lead the effort to launch a new partnership, including engaging personal networks, defining the vision and establishing partnership strategies and structures (~10-20 people)
 <b>Driver</b>	A <b>uniquely passionate individual</b> who "never gives up" and <b>spearheads the champions' efforts</b> to drive the partnership forward; can be from any stakeholder group but must be able to gain trust and wield influence across all groups	Leads progress and drives actions taken by champions, especially in initial phases of a partnership
 <b>Enablers</b>	<b>Supporting actors</b> from diverse stakeholder groups <b>who collaborate with the partnership in specific areas of expertise</b>	Contribute relevant expertise, provide access to critical networks and align in-country activities or initiatives with the partnership
 <b>Facilitator</b>	A <b>neutral, independent party who coordinates and facilitates interactions across the partnership</b> (e.g. civil society organization, academic/university leader, or New Vision for Agriculture, Grow Africa or Grow Asia)	Convenes and facilitates discussions among multistakeholder groups, providing a neutral space for strategic dialogue (often undertakes preparation in advance of the meetings including landscape research, securing commitment from stakeholders and ensuring the alignment of interests)

## Key Activities

Led by **Facilitator** and **Driver**, with support from early **Champions**.



Catalyst



Champions



Driver



Enablers



Facilitator

**Map the key strategic stakeholders in the country.** As a starting point, map the influential leaders and organizations who are active in the country's food and agricultural sectors. This is often done through informal networks, for example with initial private sector contacts helping to identify major industry players across sectors, and government contacts helping to identify active civil society and farmer organizations. Identify individuals who are a high priority for the partnership to engage, as well as the networks needed to reach them.

**Articulate the value proposition.** In preparation for meetings with initial Champions, articulate a clear value proposition for joint coordination, both for the sector overall and for each specific stakeholder (see *Exhibit 2*). Each individual will require a different approach, and it is helpful to consider the question of what the partnership can do to help the organization be successful.

**Secure commitment from initial Champions.** During initial conversations with each Champion, it is important to develop an understanding of each individual's motivations, needs and priorities. These conversations tend to be most productive on a one-on-one basis, as it can take time to earn trust and reveal what truly drives each individual. Spending time upfront to develop trust and confirm the existence of shared goals among the right group of core Champions often goes a long way to build trust and prevent misalignment down the road.

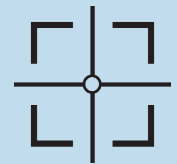
## Tips for Success



*What's the best way to get started?*

**Focus on engaging key Champions.** Securing commitment from the first few Champions can be the hardest part, but once in place, they can be very helpful in building momentum. Target people who are deeply embedded in the country sector, have strong local networks and have a stake in spurring long-term change. Initial Champions have most often been government officials or major private sector players, and these two groups are often most critical as starting points to mobilize additional players.

**Look for "the partnership mindset".** It takes a special type of leader to drive large-scale transformation. Champions must adopt new ways of working together in a new "partnership mindset", with the understanding that each player is an equal partner in driving economic and social change. These people are not always easy to find, but recognizing key traits can help identify and develop the right people for the role (see *"In Focus: Characteristics of Systems Leaders and the Partnership Mindset"*).



In Focus

## Characteristics of Systems Leaders and the Partnership Mindset

What does it take to be a transformational leader? The inspiring individuals championing efforts across country partnerships today offer insight into common success factors:

- Ability to listen – and see things from a new perspective
- Unshakable commitment to the cause – and dedication to keep moving forward in the face of challenges and uncertainty
- Ability to inspire commitment at all levels – from chief executive officers and ministers to workers on the ground
- Openness to new ways of working – and flexibility to adapt approaches quickly if they don't work
- Humility, and patience – to maintain motivation and a positive outlook along the journey

Systems leaders must embrace and promote "the partnership mindset" within and across all levels of participating organizations. This mindset includes:

- An understanding of the complexity and interlinkages of issues and actors across the food system
- A commitment to making the system work in order to achieve individual goals – rather than focusing purely on individual goals
- A willingness to innovate, take risks, feel vulnerable and put trust in others
- The capacity for (and interest in) learning to understand other viewpoints and interests

*For additional guidance on systems leadership, refer to the Harvard Kennedy School publication, "Tackling Global Challenges: Lessons in System Leadership from the World Economic Forum's New Vision for Agriculture Initiative."*



## TANZANIA

### Multistakeholder Momentum Catalysed by a President

**Catalyst:** President **Jakaya Kikwete of Tanzania** heard the New Vision for Agriculture articulated during the World Economic Forum Annual Meeting 2010, and recognized alignment with the goals of Tanzania's agricultural sector, where the local government and private sector had already identified priorities for private-sector led action and investment through the Kilimo Kwanza (Agriculture First) national vision.

**Facilitator and Driver:** President Kikwete asked the **World Economic Forum** to help engage and convene the global community, including international investors, to support Tanzania's agriculture-sector development in the context of the New Vision. The New Vision for Agriculture team met with Tanzanian leaders, briefed global companies on Tanzania's interest in launching a partnership, and arranged and prepared for the first convening of all interested stakeholders in May 2010.

**Champions:** At the May 2010 World Economic Forum on Africa, the President chaired a series of multistakeholder dialogues with leaders of government, global and local businesses, international organizations and donor agencies, civil society and farmer leaders. These stakeholders committed to form a new collaborative effort to advance agriculture in Tanzania through the development of growth corridors, with an initial focus on the Southern Agricultural Growth Corridor (SAGCOT). The President established a multistakeholder task force, co-chaired by **Minister of Agriculture Stephen Wasira** and **Unilever Executive Vice-President Frank Braeken**, to develop an investment blueprint for the corridor that was launched eight months later by the Prime Minister in Dar es Salaam and the President at the World Economic Forum Annual Meeting in Davos.

**Enablers:** A consortium of expert consultants led by **ProRustica** and **AgDevCo** developed the investment blueprint, drawing from their experience with Mozambique's Beira Corridor and from the input of other stakeholders, including **USAID**, the **Royal Norwegian Embassy**, **AGRA**, **farmers' organizations** and **agribusiness and financial-sector companies**.

## MEXICO

### Strong Championship by the Domestic and Global Private Sector

**Catalyst:** In 2011, Mexican **Minister of Agriculture Francisco Mayorga Castaneda** approached the Forum to propose collaboration to achieve Mexico's agriculture goals through the New Vision for Agriculture. (Following his tenure, two successive ministers – Enrique Martinez y Martinez and Jose Eduardo Calzada Roviroso – have further developed and championed the partnership.)

**Facilitator:** The minister requested that the **World Economic Forum** help engage global players investing in Mexico and facilitate initial public-private discussions on the value of creating a new country-level partnership.

**Champions:** A group of private sector leaders from local and global companies, including **Grupo Altex**, **Grupo Minsa**, **Nestle** and **PepsiCo**, were passionate about transforming Mexico's agricultural sector through partnership. These Champions led efforts throughout 2011-2012 to engage and align interests among the private sector and the Ministry of Agriculture (SAGARPA), focused on five major commodity value chains. The approach sparked new collaborations and was supported and publicly endorsed by the Minister of Agriculture.

**Driver:** A domestic company called **Grupo Altex** designated a senior executive, **Enrique Merigo**, with a passion for the cause to coordinate partnership efforts on behalf of the Champions.

**Enablers:** Enablers supporting the effort included the **Consejo Nacional Agropecuario** (CAN, Mexico's largest producers' association), the **Asociacion Mexicana de Secretarios de Desarrollo Agropecuario** (AMSDA, an association of state-level governments), **USDA** and **IMCO** (a Mexican research organization).

## STEP 2 ▶ ALIGN

Develop a shared partnership agenda, including high-level goals and top opportunities that can be achieved through multistakeholder collaboration.

Engage

Align

Structure

Plan

Implement

Advance

Scale

Review

### Overview

A shared partnership agenda often encompasses the following elements:

- **Vision statement.** Set a clear definition of the partnership's objectives (ideally encompassing economic, social and environmental dimensions, which are aligned with the country's national goals).
- **High-level, aspirational, time-bound targets for impact** (e.g. reach 1 million farmers by 2015). Set a quantity big enough to make an impact and realistic enough to create buy-in and actionable plans to achieve it.
- **Shared priorities for the partnership.** Set priorities based on areas of highest impact or potential within the country – keeping in mind that the ultimate outcomes to work towards are the establishment of new value chains that benefit all actors from the farmer to the consumer:
  - **Commodity/crop value chains** that are both commercially viable and socially impactful
  - **Cross-cutting issues** (e.g. agrifinance, ICT, infrastructure) that can be addressed through multistakeholder coordination
  - **Geographical regions**

### Key Activities

Led by **Facilitator and Driver**, with key input from **Champions and Enablers**.



Catalyst



Champions



Driver



Enablers



Facilitator

**Conduct country landscape analysis.** To set a joint vision, an aligned understanding must be developed on the state of agriculture in the country, including opportunities and challenges within specific value chains. Leverage existing analyses and/or undertake new academic mappings, which could be funded by donors, the government or by initial Champions as “seed funding”. The analysis can also be conducted informally with stakeholder surveys and interviews.

**Convene initial Champions and unblock communication.** Bring Champions together to facilitate open discussions on each stakeholder's goals and challenges within the agricultural sector. Listen to understand the experience of others, and start identifying mutual priorities. Keep in mind that while each stakeholder has their own goals that they hope to achieve through partnership, these discussions can help align complementary goals that can together achieve the shared vision. It is important to engage all key stakeholders in this process from the start – while this can initially increase complexity and slow down the alignment process, it increases the partnership's likelihood of long-term success by establishing a strategy that is co-designed and broadly supported.

**Define the partnership agenda.** Based on the areas of overlap identified in partnership discussions, align on a vision, high-level goals and a set of priorities to focus partnership activities. To maximize impact in the country, it is critical to ensure alignment with national frameworks (often under the Ministry of Agriculture, Investment/Economy, Rural Development, etc.), and where possible global or regional initiatives active in the country (e.g. the Food and Agriculture Organization of the United Nations, the World Food Programme, etc.).

## Tips for Success



*How can trust be built?*

**Leadership personalities are key.** The initial group of leaders must set the tone in the spirit of “the partnership mindset” (see *“In Focus: The Partnership Mindset”*).

**Acknowledge and set aside tensions upfront.** There are often strong and long-held tensions between stakeholder groups, particularly in country contexts where public-private cooperation is a new idea. Acknowledge and agree to set aside existing distrust and conflict among stakeholders. Focus instead on areas of agreement, and use the partnership process (dialogue, action planning, and collaboration) to build trust through direct experience.

**Lean on a neutral Facilitator.** The Facilitator can be very helpful to create a “spirit of partnership” among stakeholders who are wary of or unfamiliar with each other. The facilitator also helps to provide a sense of neutrality, credibility and fairness – establishing “rules of the game,” such as equal participation by all stakeholders.

*What if the group can't align on a set of priorities?*

**Emphasize flexibility.** Partnerships don't always know the right opportunities until they start, so the agenda should be built with flexibility in mind to ensure it stays relevant over time.

**Consider focus on “value chain entry points”.** Some partnerships have started with one commodity value chain as an entry point to test and demonstrate the value of the partnership approach – for example Nigeria and Ghana started with cassava and are now expanding into other crops. This approach is best pursued in crops that are “most likely to succeed”, such as those with strategic national importance, demonstrated commercial potential and a mature regional market with active demand and producers across the value chain.





## VIETNAM

### Creating a Partnership Agenda to Support Vietnam's 10-Year Plan

In 2010, Vietnam was preparing a 10-year national plan for agriculture, with 10 strategic crops selected for highest potential impact. The New Vision for Agriculture's three goals of food security, economic opportunity and environmental sustainability resonated with the Minister of Agriculture and Rural Development, who recognized that the government had similar goals for Vietnam's agricultural sector and needed to engage the private sector to succeed.

The NVA team identified and engaged key stakeholders from the private sector who could contribute to the agenda, and held a strategic dialogue with the initial group of 13 companies, academic experts and the Government of Vietnam to map top opportunities for collaboration. The group agreed to focus on five value chains that were a high priority for both business and government: coffee, fisheries, fruits and vegetables, tea and maize. By the end of the meeting, Vietnam's Public-Private Task Force on Sustainable Agriculture was created with a goal of advancing sustainable, large-scale, agricultural production with improvements in productivity, quality and competitiveness in efforts to achieve national food security and economic growth. The partnership officially changed its name in 2015 to become the Partnership for Sustainable Agriculture in Vietnam (PSAV).

## INDONESIA

### Creating a Partnership to Support Government Plans for Food Security

In 2011, the Ministers of Agriculture and Trade of Indonesia learned of early partnership progress in Vietnam and were interested in launching a multistakeholder effort to support Indonesia's national plan for food security. The NVA's goals of food security, economic opportunity and environmental sustainability contributed directly to the government's plan, and initial one-on-one conversations between the World Economic Forum and private sector Champions revealed that the NVA's "20/20/20" targets resonated as tangible, measurable goals that stakeholders were willing to work towards.

The Forum facilitated two initial meetings between four ministries, seven private companies and experts, where the private sector leaders put forward 10 priority commodities that would contribute to the government's food security plan: coffee, cocoa, corn, dairy, horticulture, palm oil, potatoes, rubber, rice and soybean. The meetings resulted in an official launch of the Partnership for Indonesia Sustainable Agriculture (PISAgro) to provide an innovative, multistakeholder model to advance economic growth, global food security and environmental sustainability through a market-based approach. PISAgro adopted the NVA's Vision 20-20-20, with targets of increasing farm yields by 20%, reducing poverty by 20% and reducing greenhouse gas emissions by 20% – all by 2020.

# STEP 3 ► STRUCTURE

Establish the partnership structure to drive ongoing collaboration among organizations

Engage

Align

Structure

Plan

Implement

Advance

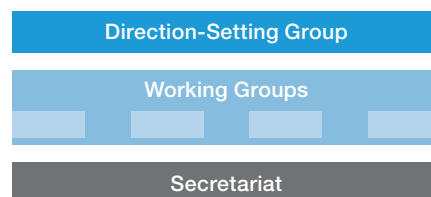
Scale

Review

## Overview

Driving progress on a shared agenda across many organizations requires strong management and coordination. As the partnership transitions from visioning to action planning, structures must be put in place to help formalize the partnership's mandate for action and build ownership and commitment to the agenda among all individuals. Coordinating structures can be set up formally or informally during initial stages of the partnership, and many adapt over time. While each NVA-supported partnership platform has established unique coordination structures based on the local environment, three levels of leadership are normally involved:

- A **Direction-Setting Group** to provide governance and strategic guidance for the overall partnership
- **Working Groups** to drive action on specific projects
- A **Secretariat** to facilitate and coordinate partnership activities across all groups



The roles and composition of these groups are summarized below. For the remainder of this guide, reference will be made to these three groups to describe key leadership roles.

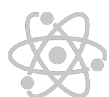
Exhibit 4: Three Key Leadership Groups

	Who is involved?	What is their role?	Who leads?
<b>Direction-Setting Group</b>	<ul style="list-style-type: none"> <li>– <b>High-level, visionary decision-makers</b> who are willing to <b>commit to leading action</b> (<i>includes Champions, Catalyst and/or Driver</i>)</li> </ul>	<ul style="list-style-type: none"> <li>– Define and champion the vision</li> <li>– Guide strategic decisions and ensure delivery on commitments</li> <li>– Grow the partnership's impact</li> </ul>	<ul style="list-style-type: none"> <li>– 1-2 co-chairs, most often from the public and/or private sector</li> <li>– Rotating leadership across all partners (as used by some multistakeholder partnerships)</li> </ul>
<b>Working Groups</b>	<ul style="list-style-type: none"> <li>– <b>All stakeholder groups across the food system</b> who collaborate with the partnership on implementation (<i>includes Champions and Enablers</i>)</li> </ul>	<ul style="list-style-type: none"> <li>– Define and implement action plans</li> <li>– Build the business case and secure funding</li> <li>– Monitor and share results</li> </ul>	<ul style="list-style-type: none"> <li>– 1 leading organization committed to action in a specific value chain or issue area:</li> <li>– Value chain groups led by a company to provide business value</li> <li>– Issue groups led by any stakeholder – i.e. a university for sustainability, or a farmer leader for smallholder models</li> </ul>
<b>Secretariat</b>	<ul style="list-style-type: none"> <li>– <b>Neutral, independent coordinator</b> who facilitates interactions across the partnership; this partnership facilitator should be impartial, without political or economic motivation, to gain the trust of all involved stakeholders (<i>includes Facilitator</i>)</li> </ul>	<ul style="list-style-type: none"> <li>– Engage partners</li> <li>– Broker collaboration</li> <li>– Shape strategy</li> <li>– Convene and organize</li> <li>– Monitor and report</li> <li>– Support partnership leadership and governance</li> </ul>	<ul style="list-style-type: none"> <li>– Secretariats come in many shapes and sizes and are structured to provide tailored support to each partnership (see further details below)</li> </ul>



## Key Activities

Led by **Driver** and **Facilitator**, with input from all **Champions**.



Catalyst



Champions



Driver



Enablers



Facilitator

### Appoint leaders of Direction-Setting Group and Working Groups.

Leaders should be identified for each of these groups, as each plays a key role in formalizing the partnership's mandate and driving action forward. Note that assigning individual commitments may require securing additional levels of buy-in – i.e. a regional or global office for a company, or senior government officials.

**Establish initial coordination capacity.** A partnership can take significant time, energy and resources to coordinate across all stakeholders. Most NVA-supported countries have found it critical to establish an independent secretariat with full-time staff, though the structure, process and timeline to do so vary by the partnership's needs. Some set up an independent secretariat at the outset, while others assign an informal coordinating role as an interim step to scope more permanent options.

**Establish the secretariat** by answering five critical design questions (see *"In Focus: Establishing a Secretariat"*):

- **Funding model:** Who funds the secretariat (e.g. public, private and/or donor funds)?
- **Institutional identity:** Is the secretariat based in a new or existing organization? If it's based in an existing organization, is it independently governed?
- **Core functions:** What is the secretariat's function and purpose?
- **Staffing model:** Who leads the secretariat, and what resources and skills are required?
- **Governance:** What combination of stakeholders will form a governing body?



## Tips for Success



*How can individuals prepare and secure buy-in from their own organizations?*

### Communicate partnership value throughout the organization.

Before taking formal and active leadership roles, each individual must secure the explicit support of their organization. Commitment from the top is critical, but support from peers and team members is also important to bring the organization along the partnership journey.

**Set expectations.** Active Working Group leaders estimate that they spend anywhere from 20% to 60% of their time on the partnership, with wide variations based on scope of activity, individual roles and existing partnership structures. Set and align expectations to meet the needs of the partnership.

*How can shared ownership and commitment be created among all partners?*

### Create structures for shared ownership and transparency.

An independent secretariat and multistakeholder governance are structural elements that can help give an equal voice to all partners.

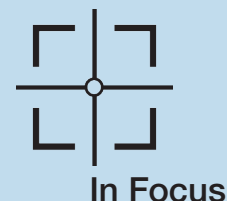
### Define clear commitments and "rules of engagement."

Leaders need clarity on the roles and expectations of each partner, including resource commitments, intellectual capacity and/or monetary investments. Define "rules of engagement" to help manage interactions among the group.

### Define "guiding principles" for the partnership that reflect the core values shared by all partners.

Such principles need not be rigid, but are intended to guide overarching activities and help resolve conflicting priorities or value judgments among different partners.

## Establishing a Secretariat



As the partnership transitions from visioning to action planning, an independent secretariat provides value in three ways:

- **Focus.** With a full-time staff handling coordination, other partners spend less time on administration and can focus on driving action towards goals.
- **Commitment.** Contributing resources requires a sense of ownership to the partnership agenda, leading to stronger commitment and alignment among partners.
- **Professionalism.** A professional staff, office and website provide credibility to the partnership, which helps to mobilize new partners, resources and staff.

Leaders must answer five key design questions as they set up a new secretariat. The following considerations can help countries build a strong secretariat that is right for the local context:

- **How will the secretariat be funded?** Partnership leaders must first consider which stakeholders they would like to engage in funding the secretariat. Options can include multistakeholder or exclusively private-sector funding models. Different funders will have different priorities, which can inform the partnership's strategic direction and activities. For example funders may require the secretariat to take on specific functions or measure certain results. Partnership leaders can develop proposals to meet the interests of different potential funders and partners, including
  - **Definition of the partnership's value** to the sector as a whole and to specific stakeholders – and the importance of supporting the secretariat to enable the execution of its vision and goals.
  - **What activities potential funders are willing to support** (e.g. value chain development; work on specific issues; knowledge management and monitoring; etc.). Partnerships may be able to secure funding for specific initiatives, such as measurement and evaluation or capacity building, before securing longer-term funding for a full secretariat.
  - **What specific services will be provided by the secretariat**, and what value it will provide to partners
- **Where is the secretariat hosted?** Many countries with formal secretariats have opted to create a new independent organization, which provides neutrality and flexibility to adapt to the unique nature of the partnership. Another option would be to host the secretariat within an existing neutral organization, such as a university or international institution. For example the World Economic Forum hosted the Grow Africa partnership in its initial phase and now the secretariat has moved to the NEPAD agency.
- **What will the secretariat do?** Each country partnership will have unique needs, and the functions of the country's Secretariat should be tailored accordingly. Common roles are summarized in the above chart, but each country will need to assess its own needs and resources.
- **How can the right people be secured?** The skill set required for effective secretariat leadership and staffing can be quite unique. Professionals who have high energy and drive, a “partnership mindset” and experience with different stakeholder sectors can be in high demand. Some useful tips include:
  - Assemble a team with diverse and complementary backgrounds.
  - Hire consultants or interns to fill gaps on a short-term basis.
  - Over time, consider training programmes for new hires and partners to expand the pipeline of partnering skills within the partnership's network.
- **How will the secretariat be governed?** Inclusive and transparent governance is essential to ensure that all partners see their interests represented in strategic and tactical partnership decisions.



## TANZANIA

### Multistakeholder Structures

Tanzania's SAGCOT Centre Ltd. was established shortly after the President's launch of the SAGCOT Investment Blueprint to capitalize on the leadership momentum and facilitate partnerships for inclusive and sustainable agricultural development in the region. Initial commitments from the government, development partners and other stakeholders established the group, with a secretariat design that was later refined with support from Grow Africa and others. Individuals on the initial Executive Committee leveraged the Blueprint to secure the tangible commitments and funding resources. The partnership's multistakeholder origins were reflected in many of the secretariat's structural decisions, including a multistakeholder governance board, multistakeholder funding streams and core staff leadership with experience from the public, private and civil society sectors.



#### *Exhibit 5: Highlights of the Tanzania Model*

<b>Funding</b>	<ul style="list-style-type: none"> <li>– 7 grant agreements, including 6 donors and the Government of Tanzania</li> <li>– Nominal membership fees from partner companies and institutions to cover meeting expenses</li> </ul>
<b>Institutional Identity/Host</b>	<ul style="list-style-type: none"> <li>– Independent entity: non-profit organization</li> </ul>
<b>Secretariat Functions</b>	<p>3 main functions:</p> <ul style="list-style-type: none"> <li>– Serve as an administrative unit to coordinate partnership activities</li> <li>– Share information across the partnership</li> <li>– Act as an honest broker between different partners</li> </ul> <p>Additional activities:</p> <ul style="list-style-type: none"> <li>– Identify and support partners to address bottlenecks that hinder implementation of inclusive investments</li> <li>– Map market and value chain opportunities for green and inclusive development in SAGCOT's clusters</li> <li>– Highlight environmental sustainability issues and help mobilize resources and stakeholders to address them</li> </ul>
<b>Leadership and Staffing</b>	<ul style="list-style-type: none"> <li>– Led by a CEO with centralized and regional support from 15 staff and 15 consultants</li> <li>– Experienced leadership team acquainted with the public, private and civil society sectors</li> </ul>
<b>Governance Structure (i.e. Direction-Setting Group)</b>	<ul style="list-style-type: none"> <li>– SAGCOT Board (multistakeholder board)</li> <li>– Participation by 7 members including the Minister of Agriculture, the private sector, the World Economic Forum and other independent experts representing universities, research institutes and consultancies</li> </ul>
<b>Working Group Structure</b>	<ul style="list-style-type: none"> <li>– 13 value chain-based Working Groups led by private sector investors</li> <li>– In the Ithemi geographic cluster, SAGCOT partners have also established a Green Reference Group to provide guidance on sustainability and inclusivity issues and a Finance Working Group that identifies financial solutions across value chain initiatives</li> </ul>



## INDONESIA

### A Private Sector-Driven Model

In Indonesia, the launch of PISAgro was driven by a core group of seven founding company Champions who worked for 18 months after their first meeting to establish the right partnership structures. Due to the complexity of the Indonesian agricultural sector and the private sector's central role in driving the partnership, Champions made sure they had the right global and domestic companies truly committed to the partnership (including buy-in at the chief executive officer level and a commitment to fund the secretariat) before moving forward with projects. This private sector ownership is reflected in PISAgro's secretariat funding model, private sector Board and value-added services provided by the secretariat.



#### Exhibit 6: Highlights of the Indonesia Model

<b>Funding</b>	<ul style="list-style-type: none"> <li>– Annual membership fees of over 20 partner companies</li> <li>– 5+ companies committed to 5-year funding to ensure the sustainability of the partnership (including full-time instead of contract secretariat staff)</li> </ul>
<b>Institutional Identity/Host</b>	<ul style="list-style-type: none"> <li>– Independent entity: non-profit organization</li> </ul>
<b>Secretariat Functions</b>	<ul style="list-style-type: none"> <li>– Support PISAgro Board in its key roles, in particular in articulating key actions recommended for national and regional government</li> <li>– Link across key internal and external stakeholders</li> <li>– Facilitate information sharing and disseminating best practices</li> <li>– Assure transparency of progress of Working Groups, i.e. providing standardized reporting format along the key parameters</li> <li>– Attract new members</li> <li>– Serve as one-door access for government entities to PISAgro</li> </ul>
<b>Leadership and Staffing</b>	<ul style="list-style-type: none"> <li>– Led by an Executive Director with 2 staff</li> <li>– Supported by a lean team balanced by strong company commitments: each partner company must contribute a staff member to work on the partnership</li> </ul>
<b>Governance Structure (i.e. Direction-Setting Group)</b>	<ul style="list-style-type: none"> <li>– PISAgro Board (private sector and civil society) co-chaired by President Director of Nestle Indonesia and CEO of Sinar Mas Agribusiness</li> <li>– Participation by 7 founding companies, the International Finance Corporation, IDH - Sustainable Trade Initiative</li> <li>– <i>Engagement of advisers from 4 government ministries and Grow Asia</i></li> </ul>
<b>Working Group Structure</b>	<ul style="list-style-type: none"> <li>– 10 commodity Working Groups, led by the private sector</li> <li>– 1 cross-cutting Working Group on agrifinance</li> </ul>

# STEP 4 ► PLAN

Define specific goals and action plans to deliver impact on the ground, including a framework to measure progress against goals.

Engage

Align

Structure

Plan

Implement

Advance

Scale

Review

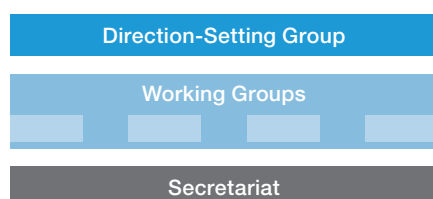
## Overview

The exercise of defining goals and action plans is important to conduct for both the overall partnership and for each specific Working Group. Plans and targets should be coordinated across the partnership so that all projects are aligned to reinforce common goals.

To ensure effective delivery, it is important to define clear roles and responsibilities of the different partners, and to agree on structures for mutual accountability. This includes regular meetings to ensure follow-through, and definition of an impact framework to track progress towards agreed goals over time.

## Key Activities

Led by **Direction-Setting Group and Secretariat** at the partnership level, and **Working Group leaders** at the Working Group level.



### At the partnership level:

- **Align on partnership-wide goals and impact targets.** Set overarching action goals and impact targets to guide Working Group goal-setting. Leaders should also set measurable targets for the partnership effort itself, such as stakeholders engaged, meetings scheduled or systemic challenges addressed.
- **Define a framework for mutual accountability.** This should include clear and simple processes to collect information, communicate and report progress across the partnership, including key performance indicators (KPIs).
- **Set major partnership-level meetings and milestones for key deliverables.** This may include regular secretariat meetings with the governance committee, Working Group leaders and/or the full partnership (see Step 6).

### At the Working Group level:

- **Define specific goals and action plans.** This should include activities, roles/responsibilities of each partner and timelines for deliverables. It is ideal to enact a robust results framework with “bifocal goals” that include short-term and medium-term goals linking to the longer term, visionary goals to achieve transformation of the sector. Keep in mind that some value chains may take longer to produce results, for example those lacking existing infrastructure or based on perennial crops. (For additional guidance on building an action plan, see the Grow Asia Project Design Checklist in Annex B.)
- **Define Working Group-level reporting processes.** Working Groups should also establish internal reporting and communication procedures to enable consistent project monitoring and swift action where needed to troubleshoot. Individual Working Groups or projects may choose to define additional indicators beyond the partnership-level KPIs, based on what is most relevant to their specific partners and goals.
- **Implement regular meetings and communications.** Based on the major milestones set at the partnership level, Working Groups can set their own regular interim checkpoints and milestones to drive progress towards major delivery points.

## Tips for Success



*How can the shared ownership of action plans be instilled to strengthen partner engagement and commitment?*

**Be inclusive.** Action plans should not reflect the plans of just one stakeholder, but should be a collaborative process that accounts for the goals, plans and expected contributions of all organizations. Many partnerships and Working Groups set up co-chairs to ensure the representation of varied stakeholder interests.

**Empower leaders throughout all levels of each organization.** Working Group leaders must be empowered by their respective organizations to make decisions and drive action forward. These leaders must in turn encourage and support the same principles of ownership and commitment across all levels involved with implementation.

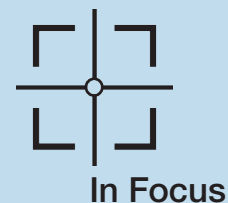
*How can impact be measured?*

**Leverage external tools and expertise.** The NVA has defined a global impact framework with suggested indicators, and Grow Asia has developed a comprehensive theory of change and monitoring and an evaluation framework (see “In Focus: Measuring Impact”).

**Keep it simple.** KPIs should not become an overwhelming burden for partners to track, so focus only on the most meaningful measures of progress. Organizations often have existing reporting requirements, methodologies or even templates that can provide a good starting point for defining and tracking indicators for all partners. Complex indicators can be phased into reporting over time, and should not slow the partnership in launching projects and building momentum.

## Measuring Impact

Measuring impact is an important tool for partnerships and should be considered essential to tracking progress towards joint targets. The NVA has defined a set of indicators that country partnerships can use to track progress across the three dimensions of food security, environmental sustainability and economic opportunity.

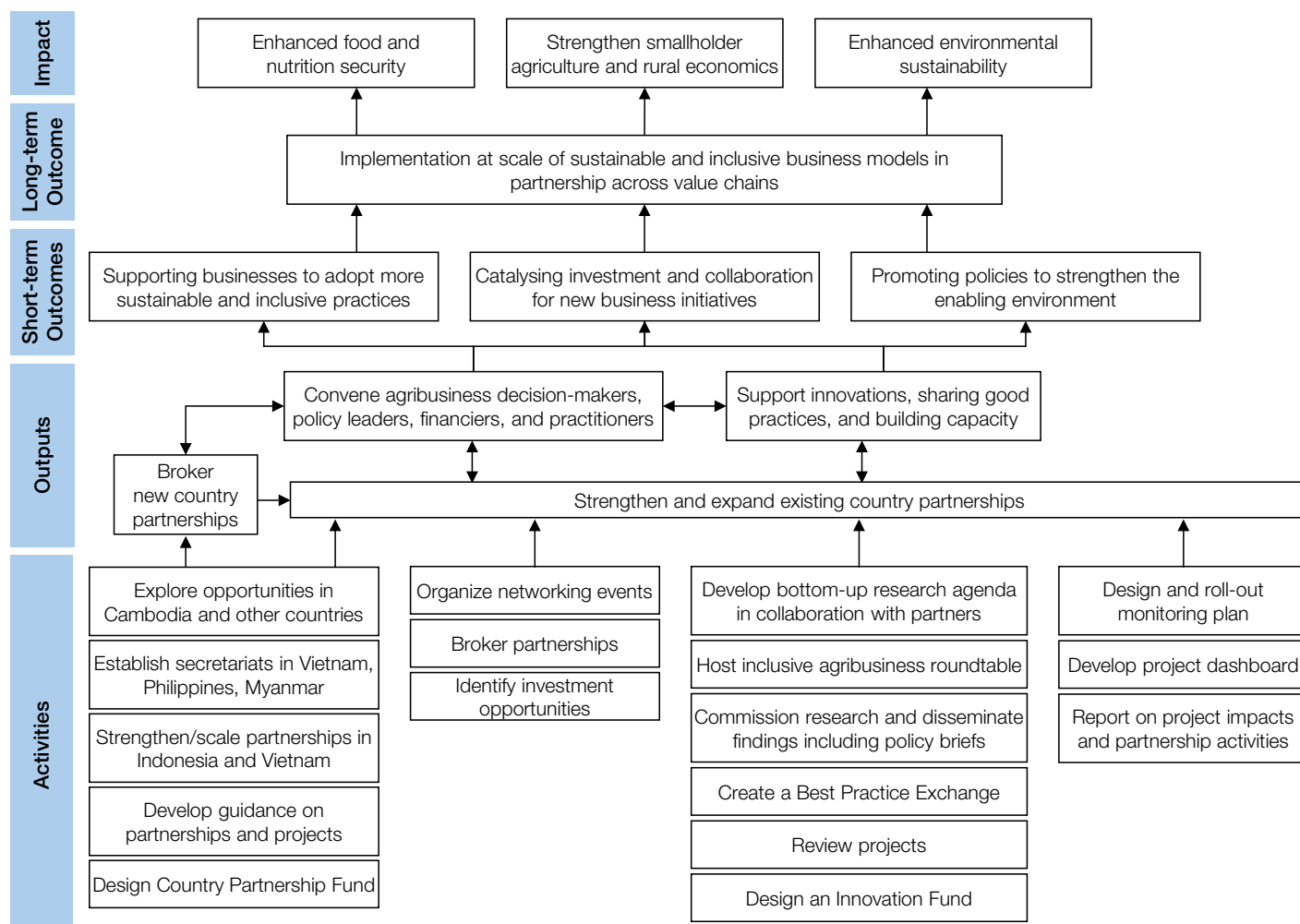


Project indicators to be tracked by country partnerships:

- ✓ Dollars invested (actual) and committed to specific projects
- ✓ Number of farmers engaged (by gender)
- ✓ Percentage and metric tonnage change in yield per hectare
- ✓ Percentage change in farmer net income
- ✓ Percentage change in water use per tonne of production in areas under irrigation
- ✓ Number of hectares adopting improved technologies, practices and solutions through the project
- ✓ Proportion of project area covered by landscape-level biodiversity management plans
- ✓ Percentage change in rate of greenhouse gas emissions (optional)
- ✓ Soil health, e.g. depth of top soil, pH, soil organic matter (SOM) and nutrient levels (optional)

Grow Asia has also defined its theory of change, which can help country partnerships understand how activities result in specific outputs and contributions to short-term and long-term goals.

Exhibit 7: Grow Asia Theory of Change for Year 1





## ETHIOPIA

### Tracking 84 Deliverables from Project Leads to the Prime Minister

The Ethiopian Agriculture Transformation Agency (ATA) was established in 2010 by the Government of Ethiopia, with advisory and funding support from the Bill & Melinda Gates Foundation. Its mission is to promote agricultural sector transformation by supporting existing structures of government, private sector and other non-governmental partners to address systemic bottlenecks in delivering on a priority national agenda for achieving growth and food security.

To fulfil this mandate, the ATA has helped to define 84 deliverables across 31 programme areas, which focus on different value chains, cross-cutting initiatives (e.g. gender or environment), or systems (e.g. cooperatives, seeds and input/output markets). Each project provides regular updates to the Agricultural Transformation Council on the status of deliverables as “red”, “yellow” or “green” according to progress along one or more relevant dimensions (including engagement with smallholders and introduction of innovative ideas). The Transformation Council reviews this information in quarterly meetings chaired by the Prime Minister and helps course-correct as needed.



## MAHARASHTRA, INDIA

### Goal-Setting and Impact Measurement at the Project Level

The Maharashtra PPP-IAD has defined a target of reaching 2.5 million farmers by 2020. To track progress towards this target and to enable project evaluation across the partnership, each project prepares detailed project reports during planning and after completion. These reports include information on project cost, period of implementation, area under project intervention and districts reached, and farmers impacted.

Depending on the goals defined by each project, some choose to define additional impact targets. The Maharashtra soybean project set a goal to increase farmer income through agri-extension services and a new direct procurement channel. Project leaders defined a set of activities and desired short-term outcomes to achieve those goals, and measured progress towards targets on eight project components, including farmers reached for soil testing, farmers linked to a commodity spot exchange, hectares included in demonstration plots, distribution of certified seeds and tons of soybean procured.

# STEP 5 ► IMPLEMENT

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.

Engage

Align

Structure

Plan

Implement

Advance

Scale

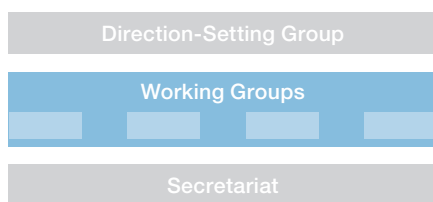
Review

## Overview

Projects are executed within the Working Groups, and each Working Group typically has one or multiple projects under way at any given time. Projects may include “precompetitive” models involving multiple companies and stakeholders, “competitive” models led by one investing company, or a mix of both.

## Key Activities

Led by Working Group leaders and/or specific companies investing.



**Design projects and build the business case.** Funds for the projects must be secured on a project-by-project basis and rooted in a business case for each participating organization. Projects can align multiple funding sources, which often include:

- **Private sector investment:** Participating companies should be the primary source of project investment, and financing is typically secured from within the business after an evaluation of the business case and alignment with the company’s strategic goals.
- **Public sector co-investment:** Many governments have formal or informal investment mechanisms in place that can be aligned with private sector funding. For example, the State Government of Maharashtra has a formal programme to co-invest in private sector-driven value chain projects through the partnership, and Philippines and Mexico have worked to align existing government funding programmes to projects driven by partnership Working Groups.
- **Donor grants:** Donors can contribute funding to projects that advance environmental and social goals, especially as related to smallholder farmers.

**Engage local players.** Successful projects often include a wide variety of partners across the value chain. Project leaders should not assume that they will find all the required knowledge and expertise within the partnership already, but should continually identify and engage local country experts on everything from farmer training to R&D.

**Implement, test and experiment with new models over time.** Projects may not always “get it right” the first time, so it is critical to stay flexible and experiment with new models and partners as the project moves forward. Models may need adjustments as lessons are learned and projects expand to reach larger numbers of farmers (see “*In Focus: Precompetitive Collaboration Models*”).

## Tips for Success



*How can projects be designed for scale at the outset?*

**Start with off-takers and organize the value chain to meet demand.** Without a buyer at the end of the value chain, benefits will be limited. Consider that new training and technology should ultimately convert to more income for farmers, not just more production.

**Involve farmers in project design.** Try not to assume too much about the needs of farmers, and instead involve them in early conversations to understand their needs and design projects that address their biggest challenges – which could include training, financing or access to technology and market information. (For information on *smallholder engagement models*, refer to “*From Smallholder to Small Business*” from the *Grow Africa/IDH Smallholder Working Group*).

**Emphasize precompetitive collaboration models.** Competitors often come together to address systemic issues through “precompetitive” collaboration models that allow them to spur action on challenges that no one actor can solve alone (see “*In Focus: Precompetitive Collaboration Models*”).

*How can farmers best be engaged when starting a new project?*

**Leverage existing relationships.** If farmers in a certain crop or geography have not yet been engaged by the partnership, scan the networks of all partners to identify any existing relationships – many companies, non-governmental organizations (NGOs) or local governments may already be working with relevant farmer groups through previous projects.

**Use examples to illustrate success and gain farmer buy-in.** Extension workers can show success stories from demo plots and highlight the results for previous farmers in terms of yield increases, farmer incomes and other factors that may resonate in the local context (e.g. water use or resilience to pests/drought). “Farmer ambassadors” can also help share success stories directly, which can be especially powerful through in-person farmer visits to demo plots.

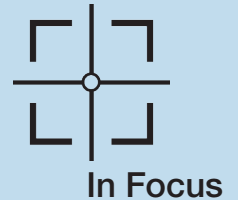


## Precompetitive Collaboration Models

A precompetitive model allows companies and other market players to jointly address challenges that affect them all but are too large to be solved by any one entity. By pooling knowledge and resources, partners can address systemic gaps (e.g. in infrastructure, farmer training or market access), which ultimately creates more opportunities for everyone in the long run. Benefits of precompetitive models include:

- Combining the unique competencies and resources of individual actors to undertake larger and more impactful projects than would be possible individually
- Allowing actors to distribute risk and share knowledge when operating in new environments
- Helping to galvanize commitments from new partners, for example if they see previous barriers to investment being addressed
- Prompting donors to be more willing to provide project funding when multiple companies or market players are involved

It is important to note that while partners can pursue a precompetitive agenda to address certain systemic challenges, companies can simultaneously pursue their own competitive agenda. For example, while the project as a whole may have a set of shared targets and require the sharing of key learnings/best practices for the benefit of the partnership, companies still work with a set group of farmers on their portions of the demonstration plots and do not disclose financial arrangements or other strategic considerations.



## STEP 5 ► CASE STUDY

### VIETNAM

#### Precompetitive Collaboration in the Vietnam Task Force on Coffee

In Vietnam, coffee trees were ageing and becoming less productive, threatening farmer livelihoods and the long-term viability of the sector. Companies from the Vietnam Task Force on Coffee came together in a unique precompetitive model to engage government, research, domestic companies and farmers in a joint effort to replace coffee trees in key coffee-growing regions. Key elements of the model included:

- Engaging research institutes to identify seedling varieties with the highest yields in local conditions and advise on best practices to grow new trees with minimal environmental impacts
- Streamlining all training activities across companies, which had previously been training some of the same farmers in different practices, and partnering with the National Agro Extension Centre to lead training across all demo plots
- Setting up farmer cooperatives and farmer groups to enable the provision of financing solutions through a wholesale model and direct linkages with the input companies
- Working with provincial and national governments to strengthen the inspection of coffee seeds, educate local coffee growers about labels of origin, and create preferential policies to support the planting of new trees, such as infrastructure investments and access to financial services
- Certifying the sustainability of the coffee production through engaging NGOs
- Sharing best practices between companies



The comprehensive approach has demonstrated significant impact through 75 demo plots engaging over 4,000 farmers. For example, in 2014 farmer yields increased by 21% and carbon emissions were reduced by 63%.

# STEP 6 ▶ ADVANCE

Leverage milestones to drive progress, including high-level global leadership meetings and in-country partnership meetings.

Engage

Align

Structure

Plan

Implement

Advance

Scale

Review

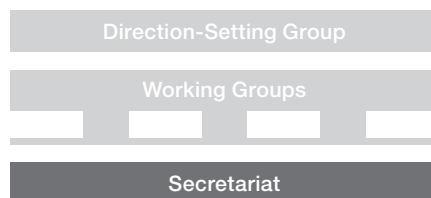
## Overview

Gatherings of high-level leaders provide unique opportunities for the partnership to advance its agenda. Two types of meetings are important to consider as milestones to drive progress before and during the meetings:

- **Global or regional meetings of high-level leaders** (e.g. G7 Summit, World Economic Forum Annual Meeting, COP21), where country leaders can strengthen commitments on relevant economic, social or environmental issues, formalize support for new initiatives or promote the success of existing initiatives.
- **Country-level partnership meetings** where high-level leaders engage with the broader partnership (typically one to three times per year, often including “bosses of bosses” such as ministers or chief executive officers who are not actively involved in the partnership but have critical decision-making power).

## Key Activities

Led by **Secretariat**, with input and participation from across the partnership.



**Set and communicate deadlines.** Use these meetings as deadlines to drive progress, especially in the early stages of partnership. The need to report out to high-level leaders can be a powerful motivation for delivery on projects at all levels.

**Prepare reports on partnership progress and action opportunities.** These meetings provide opportunities to strengthen leadership support, elevate challenges requiring action by high-level leaders, and secure new commitments to advance the partnership’s agenda. Preparation is required to make the most of these opportunities, including creating reports that highlight the partnership’s progress and impact. Reports should highlight specific case studies, impact statistics, visuals and quotes that tell the partnership’s story in a compelling way. (For examples of reports, refer to the *NVA 2014 Progress Report*, *Grow Asia Forum 2015* summary report and *Grow Africa 2014-2015 report on Progress and Priorities*).

**Share learnings, troubleshoot problems and celebrate success.** Leaders often lack a direct forum to communicate with peers in other sectors or stakeholder groups, so these meetings can lead to live troubleshooting and joint problem-solving as different leaders share their perspectives on challenges, potential solutions and lessons from their own experience. When all partners are together, be sure to take the opportunity to celebrate successes – regardless of how big or small – to generate renewed energy, camaraderie and momentum among partners of all levels.

## Tips for Success



*How can the government be engaged on key issues beyond major convenings?*

**Set up recurring meetings.** Many partnerships have driven dialogue and policy changes through small, periodic meetings with government ministers or their deputies. For example, in Mozambique two to three partnership leaders meet monthly with local officials in the Ministry of Agriculture, while in Indonesia a large partnership delegation travels to Jakarta three times per year to meet with four ministers.

**Bring in companies interested in investing.** When it is difficult to secure meetings with ministers, some partnerships have invited multinationals to visit the country and meet with the ministry to demonstrate interest in investing and articulate what is needed to create the right environment for them to move forward.

**Commission and share policy papers.** Policy research papers can help provide fact-based, objective viewpoints about the impact of policy changes, which helps create a credible case for further dialogue and action. Using the media to publicize the results of papers can provide additional weight and spur quick action.

**Elevate the voice of farmers.** In some country contexts (especially those with strong farmers’ organizations), farmers have a special ability to get the government’s attention. When farmers can join meetings to make a direct economic and social case for government actions, it may lend the most credibility.



## MAHARASHTRA, INDIA

### Biannual Partnership Meetings Engage Ministers, Farmers and New Partners

The Maharashtra PPP-IAD brings together all project leads, government coordinators and stakeholders twice a year to report progress, showcase successful projects and engage with the Secretary of Agriculture on key issues. These meetings are timed strategically to mirror harvest patterns, with one meeting each spring when new project cycles are about to open and one meeting each fall before the next winter crop season. The meetings convene nearly 100 people and serve as a critical gathering for many critical stakeholders:

- The smaller group of PPP-IAD Direction-Setting Group reviews partnership progress and makes strategic decisions.
- Core project co-leads present new innovations or challenges, exchange best practices and celebrate successes.
- The Secretary of Agriculture engages with partners at all levels, renews commitment to the partnership and uses input to review and change processes or policies as needed.
- For the meetings, potential new partners are invited to join to learn about successful projects, witness the energy and commitment of the partnership and pursue opportunities to get involved.



# STEP 7 ► SCALE

Scale and institutionalize proven models, adapting lessons and innovations developed in-country or through global/regional partnerships and networks

Engage

Align

Structure

Plan

Implement

Advance

Scale

Review

## Overview

Scaling up partnership activities to maximize impact is one of the biggest challenges facing NVA-supported partnerships today. Implementing a successful project or collaboration model is only the first step, as new interventions must ultimately have a large enough impact to be meaningful within the overall country context. Partnerships work to scale their impact with two end goals in mind:

- **Reaching the partnerships targets**, as defined in the agenda-setting process in Step 2 (e.g. reaching 1 million farmers or decreasing greenhouse emissions by a certain amount).
- **Arriving at the end state vision** as defined in the agenda-setting process – that is, achieving a sector-wide transformation (e.g. food security for all, improved environmental sustainability, etc.).

The two goals are related, but making this distinction is helpful as a partnership considers strategies for scaling. For example, while a partnership can reach specific targets by expanding the breadth of a proven model, true transformation is more subtle and may require expanding the depth of these models – and ultimately institutionalizing them to change rules, behaviours and ways of working. Given the challenges of scaling impact, and the fact that NVA-supported partnerships are still in relatively early stages, the strategies outlined below should not be taken as prescriptions, but as initial insights on how to start making progress.

## Key Activities (Strategies for Scale)

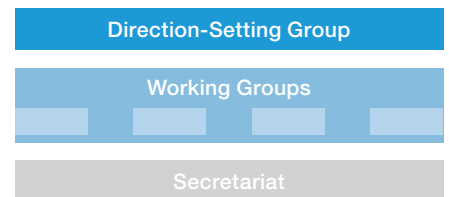
Led by **Working Groups** and project leaders, with strategic guidance from **Direction-Setting Group**.

To **maximize impact**, partnerships can pursue a combination of three strategies: expanding breadth, expanding depth and institutionalizing.

**Expanding the breadth of impact (e.g. working with new farmers).** This could include expanding the geographic presence of an existing project with the same partners, replicating the project in a new site with the same partners, or using a new/expanded group of partners to start new projects in new geographies or value chains. Keep in mind that successful models may need to be tweaked as they expand.

**Expanding the depth of impact (e.g. incorporating new services/market links for existing farmers).** Consider the full range of needs or challenges faced by farmers, and incorporate new interventions that help address a more comprehensive set of farmer issues. For example, this could include providing existing farmers with training or technical assistance in additional crops, or providing new links to financial institutions or market information. Projects should ultimately seek to address the root causes of farmer challenges to move towards long-term sustainability of new practices and models.

**Institutionalizing (changing laws, rules or ways of working across all system actors).** Improve the country's enabling environment (including policies, regulations and infrastructure), and ingrain new behaviours and ways of working within and across organizations. This could include formalizing processes of multistakeholder collaboration within government ministries, mainstreaming project approaches into the normal course of business, and strengthening farmer organizations to support ongoing smallholder integration into value chains.



## Tips for Success

*How have partnerships enabled scaling strategies?*

**Link to major new initiatives or frameworks.** These can include major initiatives launched by government or intergovernmental bodies on which the partnership can help deliver.

**Bring in new partners.** New partners can bring new innovations and drive continuous improvements that support scale – whether in the form of funding, technology, ideas or areas of expertise.

**Leverage best practices from within and beyond the partnership.** When seeking scaling innovations, partnerships should leverage models and technologies from other working groups, other partnerships or the broader market.

**Increase secretariat capacity or mobilize new Working Groups in response to new opportunities or cross-cutting challenges (see Step 8).**



## Financing Solutions to Achieve Scale

Innovative financing mechanisms that enable scale can be built within governments, partnerships or independent organizations. These mechanisms can provide funds to projects, small and medium-sized enterprises or farmers, depending on local needs and the mix of participating partners. Four distinct mechanisms catalysed through country or regional partnerships are profiled below:

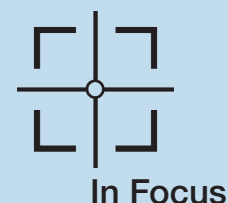


Exhibit 8: Four Financing Mechanisms Catalysed through Country or Regional Partnerships

### PPP-IAD Framework, Maharashtra, India

**Type: Government Co-Investment Vehicle (Project-Level Investments)**

**How was it created and funded?**

- A state-level “convergence program” created to align and direct national funding from 7 programmes towards partnership projects

**What are its goals?**

- Incentivize states in India to increase investment in agriculture
- Provide co-investment for projects led by private sector players to aggregate farmers and integrate the agricultural supply chain

**Who is eligible?**

- Private sector players in the agriculture and allied sectors leading large-scale integrated projects through the PPP-IAD

**How does it work?**

- Provides funding from 7 national programmes to projects under direct supervision of state governments, supported by national-level agencies
- Bases amount of assistance provided on state expenditure on agriculture and allied sectors; the more states invest in this sector, the more they receive from the central government

### Lending for African Farming Company, Africa

**Type: Independent Blended Finance Vehicle (SME Financing)**

**How was it created and funded?**

- Initiated by AgDevCo, with the support of UKAid, through Grow Africa’s Finance Working Group
- Public and philanthropic funding combined with private capital, with anchor commitment from KfW/German government funds and investment by AgDevCo
- Managed by Root Capital

**What are its goals?**

- Increase smallholder farmer productivity and incomes through better integration in local and regional agricultural value chains, and improve access to formal markets

**Who is eligible?**

- Agricultural enterprises that purchase crops from smallholder farmers, or that provide them with yield-enhancing products, such as seeds and fertilizers, and related services
- Debt financing available to a wide range of agricultural enterprises, including cooperatives and private businesses

**How does it work?**

- Provides lines of credit and other flexible debt products in amounts of up to \$4 million

### Beira Corridor Catalytic Fund, Mozambique

**Type: Partnership-Specific Social Venture Capital Fund (SME Investments)**

**How was it created and funded?**

- Through donations from the Governments of the UK, Netherlands and Norway within the Beira Agricultural Growth Corridor Partnership
- Managed by AgDevCo

**What are its goals?**

- Address the problem of the high upfront costs of developing and scaling commercially viable agriculture businesses where market failures have prevented access to commercial sources of finance
- Kick-start clusters of profitable agricultural businesses in central Mozambique

**Who is eligible?**

- Mozambique, agriculture linked, early-stage small and medium-sized enterprises
- Businesses that demonstrate direct benefits for smallholder farmers and local communities

**How does it work?**

- Provides low cost funding of \$50,000-\$500,000 to eligible businesses
- Bases level of funding and cost of funds on the extent to which businesses can guarantee direct benefits for smallholders and local communities
- Grantee businesses may enter into a joint venture with the BAGC Catalytic Fund
- Recycles profits into developing new local businesses when the fund sells its stakes in a project

### Patient Procurement Platform, Africa

**Type: Independent Blended Finance Vehicle (Smallholder Investments)**

**How was it created and funded?**

- From a partnership between the United Nations World Food Programme, Grow Africa and Rabobank
- Access to financial products from Rabobank and other partners

**What are its goals?**

- Create efficient value chains that enhance farmer incomes
- Develop whole value chains and unlock services downstream

**Who is eligible?**

- Farmer organizations selected by the World Food Programme based upon previous work

**How does it work?**

- Establishes a stable demand-driven purchase system based on forward contracts between producers and commercial actors
- Aggregates demand from a consortium of buyers over longer periods



## INDONESIA

### Expanding the Depth and Breadth of Impact in the Corn Supply Chain

As of October 2015, the PISAgr Corn Working Group had trained over 320,281 corn farmers, resulting in 33% productivity increases and 44% increases in farmer income. To help corn farmers integrate more sustainably into the supply chain, three companies launched a new pilot project to go beyond training and increase farmers' access to offtakers and the formal banking system. The pilot combined farmer training on high-quality inputs from Monsanto, loans through Bank Rakyat Indonesia, and post-harvest training and guaranteed purchases by Cargill – leading to higher incomes, decreased risk and improved “bankability” and market knowledge that can ultimately help farmers achieve better outcomes independently. In 2016, these three companies plan to expand the integrated supply chain model to new farmers in new geographies.

Syngenta, Bank Andara and Mercy Corps Indonesia also formed a partnership that worked on microfinancing a pilot project with corn farmers in West Nusa Tenggara. Syngenta provides training and assistance to farmers, Bank Andara through BPR Akbar Pesisir (a rural bank) provides access to working capital through microfinance credit for farmers to buy better inputs, and Mercy Corps Indonesia provides financial literacy trainings to farmers.

At the same time, Cargill is working with other partners in the Corn Working Group to launch other pilot projects that expand the breadth of impact to new farmers currently focusing on coconut. The coconut-corn intercropping project seeks to diversify and increase the income for 400 coconut farmers by linking them to training and buyers in the corn market.

## VIETNAM

### Institutionalizing Multistakeholder Collaboration in Coffee

In 2013, the success of the Vietnam Coffee Task Force led the Ministry of Agriculture and Rural Development to institutionalize partnership efforts by establishing the Vietnam Coffee Coordinating Board (VCCB), a government-hosted, multistakeholder-governed entity to coordinate the sustainable development of the coffee sector. Through the VCCB, the public, private and civil society sectors meet every six months to align the government's programmes on coffee production, processing and trade with partnership activities and to study and recommend sector policy and strategy.

In 2015, the Minister of Finance approved the establishment of a new “Coffee Development Fund” to finance precompetitive work in the coffee sector, such as infrastructure development, research on new planting material and “harnessing the role of the middle man”. The funds will come from a tax applied on coffee exports, and the VCCB will decide which precompetitive priorities to fund.

## MAHARASHTRA, INDIA

### Institutionalizing a State-Level Partnership

The Maharashtra PPP-IAD started as a pilot project under the Ministry of Agriculture in 2011, with 11 public-private demonstration projects reaching 115,000 farmers. Over the next three years, the partnership expanded the depth and breadth of its impact by bringing in new partners to launch more than 30 new projects, increasing partner investment to expand project reach to nearly 500,000 farmers and incorporating new innovations, such as mobile weather forecasting and market information services.



In 2014, following independent impact evaluations, the Chief Minister of Maharashtra institutionalized the partnership by formally championing the PPP-IAD and naming it a priority for engagement with private sector partners by all government channels. Based on the momentum generated through formal government championship and demonstrated project success to-date, the PPP-IAD set a new target to reach 2.5 million farmers by 2020.

# STEP 8 ► REVIEW

Review partnership strategy and structures as needed to seize new opportunities over time.

Engage

Align

Structure

Plan

Implement

Advance

Scale

Review

## Overview

All country sectors are living, constantly evolving systems, so partnerships must stay flexible and adapt to stay relevant in changing country contexts. Partnerships should review both their strategies and their structures periodically and as required by transitions in leadership.

## Key Activities

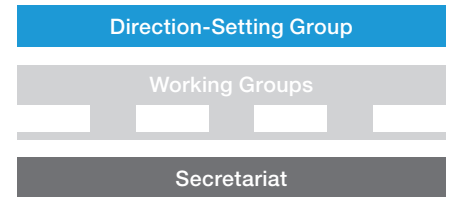
Led by **Direction-Setting Group**, with support from **Secretariat**.

**Review partnership results and strategy periodically.** Using the impact frameworks, KPIs and processes defined during Step 4, aggregate and review the results generated by the partnership's activities. Incorporate regular independent evaluations to help provide an objective lens. At least once per year, revisit the partnership strategy and consider three overarching questions:

- **Is the partnership providing value?** Partnerships should evaluate their overall impact in the country's agricultural sector and how progress is tracking against its vision and goals. Consider whether the partnership goals, vision and role in transformation is still feasible and relevant as the country context evolves.
- **What's working and what's not?** The process of building a multistakeholder partnership is complex, challenging and requires continuous improvement. Mistakes will be made and lessons will be learned, so it is important to have open discussions with partnership leaders about what they need from the partnership, what's working well and what needs to change.
- **Can the partnership aim higher?** If the partnership is exceeding expectations, consider raising the targets. Look for new opportunities to expand partnership impact, whether in new geographies, new crops or new dimensions of country transformation (e.g. related environmental or social development goals).

**Evolve partnership structure to seize new opportunities.** Three ways country partnerships often evolve include:

- **Establish a secretariat.** As partnerships grow and pursue new opportunities, the requirements for overall management and coordination activities increase. As a result, many partnerships that started with informal coordinating structures make the decision to set up a new secretariat with dedicated resources after one or multiple years of successful expansion. Mexico, Vietnam, Myanmar, Maharashtra, Ghana and Nigeria are just a few examples of countries currently working to set up secretariats.
- **Revise secretariat functions or capacity.** Many secretariats take on new roles as they identify additional needs. This could include linking the partnership to R&D, setting up a new funding mechanism or creating new information platforms. Keep in mind that new secretariat functions may require growing the secretariat's staff and revisiting the key design questions outlined in Step 3.
- **Restructure or mobilize new Working Groups in response to new opportunities or cross-cutting challenges.** This can include creating multiple Working Groups to support increased participation in highly successful value chains or creating issue-specific Working Groups based on common challenges across value chains within the country. For example, partnerships have created Working Groups on agrifinance, women's empowerment and environmental sustainability to address key systemic gaps that hinder opportunities for impact across the partnership.





## Tips for Success



*How can a transition in government administration (and the loss of a public-sector champion) be managed?*

**Emphasize neutrality, impact and relevance to the new administration's agenda.** As many political leaders prefer to distance themselves from predecessor agendas, it is critical to position the partnership as a neutral, independent catalyst for change. During conversations with the new government, demonstrate the partnership's economic and social contributions through case studies and impact statistics, emphasizing how the contributions align with the new administration's stated agenda. Keep in mind that partnership leaders may need to engage networks across the partnership to gain access to the new administration, which can take time.

**Institute risk mitigation strategies for the partnership.** Multistakeholder participation is key to anchor the partnership when there is volatility in one group. Formal, independent secretariats can also help institutionalize the partnership and decrease dependence on the voluntary championship of individual leaders.

**Identify catalysts for change.** The best opportunities to gain a new Champion aren't always with new political leaders, but can sometimes be found with leaders looking for a new approach at the middle or end of their term. Look beyond the government roles currently engaged by the partnership and consider whether any other leaders have recently announced new priorities or aligned to new interests that may be relevant to the partnership.



## STEP 8 ► CASE STUDY

### MEXICO

#### Lessons from a Political Transition

During 2011-2012, the Mexico partnership secured championship and alignment among the global and local private sector, the Ministry of Agriculture and other key stakeholders as described in Step 1. The partnership began to serve as a platform to build collaboration among diverse stakeholders, focusing on five specific value chains. In 2012, political elections brought a new administration into power, and a new Minister of Agriculture came into office with a new agenda. Partnership leaders and the World Economic Forum engaged senior ministry officials in dialogue to identify shared priorities and define a new strategy for the partnership that would contribute to the national priorities defined by the ministry. The partnership was rebranded and repositioned, gaining championship from the new minister and senior officials, with focus on:

- Advancing areas of mutual priority, such as developing agribusiness clusters, agro-logistics hubs and economic development in the south-east region of the country
- Benefiting smallholder farmers through investment in inclusive business models, particularly for coffee and cacao

When the minister proposed a new three-year vision for Mexico's agricultural sector in 2014, the strategy recognized the New Vision for Agrifood Development (VIDA) as a platform for mobilizing key private-sector inputs to deliver on its goals. VIDA has now been established as an independent organization, with a small secretariat team supported by 20 local and global partner companies.



# Conclusion

Building a multistakeholder partnership is a journey, and partnership leaders continue to improve and refine their approach over time. As this initial guide is shared and utilized throughout 2016, it will serve as a basis for incorporating new insights, tools and case studies. We welcome feedback from readers, as well as recommendations on how it can be strengthened moving forward.

Because national partnership platforms are a relatively recent innovation, there are few existing models that stakeholders can follow, and partnership leaders find themselves inventing new structures and approaches in real time. This generates a great deal of innovation, but also raises the risk of reinventing the wheel or repeating mistakes others have already made.

In 2013 the NVA established a Transformation Leaders Network to link country partnership leaders across all geographies with global partners and experts, in order to facilitate the exchange of experiences, learnings and best

practices. The Network, engaging 150 members from diverse regions and stakeholder groups, convenes in person and communicates virtually throughout the year. It aims to accelerate the learning process by connecting partnership leaders to a global network of peers and advisers who can share innovations and solutions to common challenges.

In October 2015, members of the Network participated in a workshop in which they provided input on this guide, endorsed the NVA Country Partnership Model and committed to support each other in implementing it going forward. They agreed on the statement reproduced on the following page.

Our hope is that the guiding principles and key steps outlined in this guide will serve as a resource for current and future Transformation Leaders around the world who are working to establish partnerships to transform food and agricultural systems.





### Transformation Leaders Statement on the NVA Country Partnership Model

October 2015, Amsterdam, Netherlands

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-driven** with projects led by the private sector and rooted in viable business cases
- **Multistakeholder** with open and inclusive engagement from the beginning
- **Holistic** integrating full value chains that benefit all actors in the agricultural system
- **Globally connected and supported** by an international network providing solidarity and support

We are **taking action** through this approach in 19 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
- **Value and appreciate** this community

# Annex A: Partnership Structures and Core Functions

While each NVA-supported partnership platform has established unique structures based on the local environment, the three key leadership groups often perform the functions detailed below (*continued from Step 3*):

## Core Functions of the Direction-Setting Group

### Defining and Championing the Vision

- Building collective ownership of a problem to encourage participation and shared leadership
- Developing and disseminating a group narrative to find common ground and inspiration
- Establishing and promoting a common agenda across sectors

### Engaging in Decision-Making and Delivering on Commitments

- Working consistently to build the enabling environment in accordance with the needs outlined in the vision
- Responding to stakeholder issues in a timely manner, engaging highest levels of country leadership where necessary
- Communicating decisions throughout organizations and holding accountability for implementation

### Strategically Growing the Partnership

- Defining a strategy for funding and/or partner engagement
- Identifying and engaging new strategic partners through existing networks and proactive outreach

## Core Functions of Working Groups

### Defining and Implementing Action Plans

- Collaborating with Working Group members to define roles, responsibilities and business/collaboration models
- Identifying gaps in project-level expertise or the enabling environment and engaging local actors or experts as necessary
- Tracking progress against goals

### Building the Business Case and Securing Funding

- Building the business case for specific projects and investments
- Securing and managing project funding

### Monitoring and Sharing Results

- Sharing lessons learned and best practices with the broader partnership
- Raising significant issues or gaps to appropriate levels of partnership leadership

## Core Functions of the Secretariat

### Engaging and Coordinating Partners

- Coordinating partnership activities through consistent communication with Working Groups, the Direction-Setting Group, new and existing partner organizations, and the government
- Serving as the link to global and regional NVA platforms to coordinate activities and share progress, best practices, etc.
- Providing transparency and a central information repository for partnership members and external stakeholders

### Brokering Collaboration

- Identifying and catalysing specific collaboration opportunities within the partnership
- Engaging new organizations and brokering relationships to strengthen the partnership
- Facilitating discussion and trust-building among new and existing partners
- Troubleshooting issues and addressing concerns for new and existing partners

### Supporting Strategy Development

- Liaising with the highest levels of country and partnership leadership to shape and execute partnership strategy
- Mobilizing research and knowledge resources for the benefit of the partnership
- Providing policy and legal advice (often contracted)

### Convening and Organizing

- Organizing partnership-related meetings and events to advance partnership activities
- Facilitating dialogue and problem-solving with high-level leadership, and advancing decision-making through consistent follow up

### Monitoring and Reporting

- Developing and implementing reporting frameworks, preparing partnership-level reports for circulation to partners
- Collecting and synthesizing success stories and common gaps/challenges to feed into communications and convening

### Supporting Partnership Leadership and Governance

- Supporting partnership leaders with Board or Committee meetings or assisting with annual or financial reports

# Annex B: Grow Asia Project Design Checklist

Grow Asia has created a Project Design Checklist to help country partnerships understand and strive for the integration of core social and environmental issues into the upfront design of their activities. To achieve this, the Project Design Checklist provides an overview of key considerations to guide country partnership Working Groups as they conceptualize and develop their activities. The checklist does not dictate prescribed implementation approaches. It is meant to provide Grow Asia partners with guideposts for which design elements to include in a best-in-class project. The Checklist is also designed to link to the Grow Asia Monitoring and Evaluation Framework, which proposes measurement of the same elements over time.



## Grow Asia Project Design Checklist: Influence Design to Optimize Impact and Mitigate Risks

<b>Farmer Engagement</b>	The project helps smallholder farmers achieve an increase in production and profits. Consultation with farmers and/or farmer organizations during the design of a project can facilitate early buy-in and subsequent project implementation.
<b>Women Economic Empowerment</b>	The project includes women smallholder farmers, providing them with equal opportunity to increase their productivity and profitability. Women farmers are proactively included and engaged in both the project design and implementation.
<b>Healthy and Safe Farming Practices</b>	The project promotes good agricultural practices among men and women smallholder farmers, including but not limited to training about chemical input usage, the need for safety equipment, the safe disposal of hazardous waste, and farm management.
<b>Equitable Land Rights</b>	The project consults with the community – both men and women smallholder farmers – about land security, land rights and use of land during the conceptualization of the project.
<b>Efficient Water Use</b>	The project helps reduce water usage per ton of production through better practice or technology adoption on the farm.
<b>Reduction in Greenhouse Gas Emissions</b>	The project integrates specific actions on the farm to reduce greenhouse gas emissions per ton of production.
<b>Improved Soil Quality</b>	The project reduces external chemical input usage by smallholder farmers to improve – over the long term – soil nutrient balance and quality.

# Annex C: Acknowledgements

Over 1,400 leaders have contributed their time, talent and championship to the partnerships described in this Guide. The World Economic Forum in particular wishes to thank the leaders of country and regional partnerships noted below:

## Grow Africa

Ibrahim Assane Mayaki, Chief Executive Officer, NEPAD Planning and Coordinating Agency; Co-Chair of the Grow Africa Steering Committee

Mark Bowman, Managing Director, Africa, SAB Miller; Co-Chair of the Grow Africa Steering Committee

Arne Cartridge, Executive Director, Grow Africa (2011-2015)

## Tanzania

Salum Shamte, Managing Director, Katani; Chairman of the Board, Southern Agricultural Growth Corridor of Tanzania (SAGCOT)

Geoffrey Kirenga, Chief Executive Officer, Southern Agricultural Growth Corridor of Tanzania (SAGCOT)

## Mozambique

Emerson Zhou, Chief Executive Officer, Beira Agricultural Growth Corridor (BAGC)

## Ethiopia

Hailemariam Desalegn, Prime Minister of Ethiopia; Chairman of the Board, Ethiopian Agriculture Transformation Agency (ATA)

Khalid Bomba, Chief Executive Officer, Ethiopian Agriculture Transformation Agency (ATA)

## Nigeria

Emmanuel Ijewere, Chief Executive Officer, Best Foods; Chief Executive Officer and Coordinator, Nigerian Agribusiness Group (NABG)

## Grow Asia

Franky Oesman Widjaja, Chairman and Chief Executive Officer, Sinar Mas Agribusiness & Food; Co-Chair of the Grow Asia Business Council

Wan Ling Martello, Executive Vice-President, Asia, Oceania, Africa and Middle East, Nestlé SA; Co-Chair of the Grow Asia Business Council

Anna Chilczuk, Regional Director, East Asia, Mercy Corps; Civil Society Council representative on the Grow Asia Steering Committee

Esther Penunia, Secretary-General, Asian Farmers' Association for Sustainable Rural Development; Farmer Organization representative on the Grow Asia Steering Committee

Kavita Prakash-Mani, Executive Director, Grow Asia

## Indonesia

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Franky Oesman Widjaja, Chairman and Chief Executive Officer, Sinar Mas Agribusiness & Food; Co-Chair of the PISAgro Board

Danumurthi Mahendra, Executive Director, Secretariat, PISAgro

## Vietnam

Cao Duc Phat, Minister of Agriculture and Rural Development; Co-Chair of the Partnership for Sustainable Agriculture in Vietnam (PSAV)

Ganesan Ampalavanar, Managing Director, Nestle Vietnam; Co-Chair of the Partnership for Sustainable Agriculture in Vietnam (PSAV)

Dang Kim Son, Senior Adviser, Partnership for Sustainable Agriculture in Vietnam (PSAV)

## Myanmar

David Pettinari, Managing Director, Nestle Vietnam; Chair of Core Committee, Myanmar Agriculture Network (MAN)

Tin Htut Oo, Chair, National Economic and Social Advisory Council (NESAC) and Chairman, Agriculture Group, Yoma Strategic Holdings; Policy Advisor to the Myanmar Agriculture Network (MAN)

### Philippines

Rohit Jawa, Chairman and Chief Executive Officer of Unilever Philippines; Co-Chair of the Philippines Partnership for Sustainable Agriculture (PPSA)

Proceso Alcala, Secretary of Agriculture; Co-Chair of the Philippines Partnership for Sustainable Agriculture (PPSA)

### India

Jaidev Shroff, Chief Executive Officer, UPL Ltd.; Chair of the India Business Council

Dinesh Kumar Jain, Additional Chief Secretary of Agriculture, Maharashtra, India; Chair of the Maharashtra PPP-IAD initiative

Rajeev Chawla, Principal Secretary of Horticulture, Karnataka, India; Chair of the Karnataka PPP-IHD initiative

Sudhir Kumar Goel, Senior Adviser, PPP-IAD initiatives

Prasun Sarkar, Secretariat Manager, Maharashtra PPP-IAD initiative

### Mexico

José Ernesto Cacho Ribeiro, Chief Executive Officer, Grupo Minsa; Co-Chair of the New Vision for Agrifood Development (VIDA, A.C.)

Marcelo Melchior, President and Chief Executive Officer, Grupo Nestle Mexico; Co-Chair of the New Vision for Agrifood Development (VIDA, A.C.)

Enrique Merigo, Technical Secretary, New Vision for Agrifood Development (VIDA, A.C.)

### NVA Global Leadership Groups

Sean De Cleene, Senior Vice-President, Global Initiatives, Strategy and Business Development, Yara International; Chair of the NVA Project Board

Gerda Verburg, Permanent Representative of the Netherlands to the United Nations Agencies in Rome; Chair of the Global Agenda Council on Food and Nutrition Security

The Forum gratefully acknowledges the financial and in-kind support of the following organizations:

#### Global Challenge on Food Security and Agriculture

Kingdom of the Netherlands Ministry of Foreign Affairs

Government of Canada

Wellcome Trust

Deloitte Consulting (2015-2016)

McKinsey & Company (2009-2013)

#### Grow Africa

US Agency for International Development (USAID)

UK Department for International Development (DFID)

Swiss Agency for Development and Cooperation (SDC)

Rabobank

A.T. Kearney

IDH – The Sustainable Trade Initiative

#### Grow Asia

Australian Government Department for Foreign Affairs and Trade

Canadian Government's Global Affairs Canada

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