World Economic Forum
Grow Asia Program

1. Context
2. Results
3. Activities
   ➢ Platforms
   ➢ Value Chains
   ➢ Policy
4. Going Forward
Catalyzed by the World Economic Forum’s New Vision for Agriculture, in partnership with the ASEAN Secretariat in 2009 – peak of world food crisis
Grow Asia
Grow Asia Goals

Reach 10 million smallholders by 2020, improving

Productivity
Profitability
Environmental Sustainability

By 20%
Grow Asia
Guiding Principles

Multi-stakeholder & inclusive

Market-led

Country-led & locally-driven

Focus on the smallholder farmer
Grow Asia
Multi-stakeholder Approach

Policy Dialogue → Network with Partners → Value chain projects focusing on smallholder farmers → Measured results

Grow Asia’s Unique Selling Point

Credibility and Influence
Grow Asia

Theory of Change: What We Do - much more pro-active than simply convening

Create & Strengthen Country Partnerships
Convene and Broker Partnerships
Support Best Practice and Innovation
Share Progress
2010-mid 2015, Before Formation of the Grow Asia Secretariat

WEF convened

Vietnam

Indonesia

Secretariats

2

Partners

Working Groups

Value Chain Projects

PSAV

PISAgro
Progress mid 2015 to mid 2017

Grow Asia Singapore

Biz Council
Steering Committee
Civil Soc Council

Knowledge, Information, Training, Advice, Measurement

Secretariats 5
Partners +300
Working Groups 37
Value Chain Projects 46
Grow Asia’s Primary areas of activity

**Country Multi - Stakeholder Partnerships**

**Creating Country Secretariats** – platforms for action & influence

**Attracting Partners** - MNCs, local business + range of dev partners

**Establishing Working Groups** – pathways to action & partnerships, via Value Chains

**Interlocutors** – Government, Donors

**Knowledge Building and Learning**

**Exchange + Learning Alliances** – platform for dissemination

**New Knowledge & Emerging best Practices** - Case Studies Value Chains, Pathways to Scale, Operational Manuals, Governments/ASEAN Policy

**Training & Knowledge Exchange** – Grow Asia Forum, Stakeholder, Practitioners + special events (e.g. Finance, Digital, Women in Agriculture)
Significant Qualitative Measurement of Progress, especially in the Newest Country Partnerships

Methodology
Each Country Partnership is scored along 5 dimensions, evaluating the following characteristics:

- **Financial Independence & Stewardship**: budget support required, annual budgeting, annual report/accounts
- **Organizational Capacity**: presence of ED, support staff, governing body, office space, formal legal entity
- **Stakeholder Engagement**: regular communications or meetings, government presence and support, partner diversity and satisfaction
- **Internal Business Process**: written governance/policies/procedures, targets/annual plans/operational planning, bank accounts and invoicing/payroll systems, submission of M&E data
- **Quality of WGs and Impact**: number of farmers reached, quality of Working Groups in the country
Convening and Facilitating Partnerships

Grow Asia engages more than 300 partners regionally

- Active engagement by stakeholders across all five Country Partnerships
Grow Asia Progress

Convening and Facilitating Partnerships
Breakdown by organization type

- Overall – 25% international agribusiness, 25% local businesses, 30% NGOs, and farmer organizations, and 20% Government Agencies & Ministries
- Reflects Grow Asia’s private sector-led approach, with active engagement with other stakeholders
Creating successful Secretariats with engaged partners: much more than simple convening

- Governance structure builds resilience; encourages autonomy
- Leadership counts; local champions are important
- Coordination is key (guiding, convening, facilitating exchange, & leveraging WEF access & expertise)
- Invest in understanding: the (local) market and opportunity
- Manage expectations

Focus next on capacity, delivery, raised profile, higher standards of operation & financial sustainability
The Philippines Secretariat - a replicable business model - two core positions – **the deal maker** – whose task is to help the partners design value chains projects, and **the systems person**, who runs the Secretariats like clock work. In this case an experienced MSP operator
The **Progress of Grow Asia supported Working Group projects** over the last 2 years, plus expected change over the next 12 months. **Demonstrating**
(i) continued increase in numbers (39 - 46 – 52)
(ii) progress of individual projects,
(iii) value chain projects often take 5 to 10 years to reach scale
(iv) potentially the number of value chain project can deliver a stream of benefits over the next 8 years

![Progress of Value Chain Projects](image)
Farmers reached and engaged

- 2015: 472,534 reached, 159,772 engaged
- 2016: 523,436 reached, 159,772 engaged
- 2017: 690,710 reached, 417,993 engaged

**BUT:**
Less than 7% of target if reached, 1% if adopted

- Reached
  - 690,710 farmers reached
  - Awareness raised through demo plots, government extension, farmer trainers, field staff outreach

- Engaged
  - 417,993 farmers engaged directly in WG projects
  - 255,994* hectares of land

- Adopted
  - 53,567* farmers adopting new technology and practices
  - 30,61* with access to credit
  - 47,00* obtained certification

**Sustained action**
- Up to 52% increase in smallholder yield
- Up to 80% increase in smallholder incomes
- Two projects have achieved GHG emissions of between 1/3 and 1/2
Example of a value chain project: Indonesian Coffee

- Impacting ~20,000 farmers
- Organized into 8 groups in partnership with SME traders
- Nestle lead firm plus some 12 partners
- Yields up from 800kg/ha per annum to 1.2-1.3tons/ha
- +80% increase in net farm income i.e. US$600 per annum per farmer or US$12 million annually in aggregate
- Bringing est. US$15-16 million per annum of additional income into the Lampung rural economy
Making value chains work for smallholder farmers

Focus next on improved practices, extend reach, pathways to scale & diversification of partners
1. Public-private-producer dialogues effective at aligning policy with ground realities & opportunities
2. Existing policy implementation improved through partnership platforms

Examples

**Vietnam Coffee Coordination Board**
Good agricultural practices piloted and embedded in extension officer program
Revision in VAT collection reduces cash flow disadvantage for exported crops

**PISAgro**
Refining KUR micro-credit scheme for the farmers
Grace period + amortization customized to match cashflow characteristics + lower interest rate (i.e. 9% to 6-7%)
Launch Phase
Natural Progression
Mobilised by existing momentum
Catalyst –
Call to Action – mobilized by system leader

Functional Phase
Approach/Core Functions
Structure – De/ Centralised
ToC – Scale of impact thru dissemination of knowledge & demonstration of success
✓ Convening & Sharing – stakeholders to connect, share, learn & partner
✓ Point Solution Driver – specific solutions
✓ System Integrators - gaps overcome thru aligning stakeholders activities

Who Benefits? : SHF & AgBiz aligned, both need more productive, competitive, profitable production.
SHF – access to markets, inputs, techniques, finance & profits
AgBiz – raw material, strong supply chain, consistent quality & predictable quantity
Success Factors: Clear Pathways for action and strong learning agenda

Sharing Knowledge Exchanges – general & specific

Understand choke points – need for MSP action

Linkages with other MSPs, linked to/or emerge from leadership, governance & shared ownership

Evolution of Roles: functionality & partnership with MSP

Clear pathway to action – e.g. Secretariats, WG, VChn + Policy dialogue

Defined Learning agenda – e.g. Workshops, Forum, Webinars, Practitioner & Secretariats staff, built on studies e.g. Case studies, market research distilled learnings)
### Why Engage?

- **Value of Engagement**
  - 37% Strong MSPs
  - 25% Measured Results
  - 19% Successful Projects

### Learnings:
- Approaches, practitioners, research, digital
  - Engagement: 31% → 35%

### Partners:
- Networking, leaders
  - Engagement: 17.5% → 27%

### Results:
- Showcase, III measures, communication
  - Engagement: 24% → 8%

### Resources:
- Technical Assistance, Funding
  - Engagement: 13% → 12%

### Policy:
- Dialogue, influence
  - Engagement: 7.5% → 5%

### Feed back from Partners of Grow Asia

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Why Engage?</th>
<th>Value of Engagement</th>
<th>Trend</th>
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<tbody>
<tr>
<td>Av number of answer’s / respondent</td>
<td>5.25</td>
<td>3.0</td>
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<tr>
<td>Learnings: approaches, practitioners, research, digital</td>
<td>31%</td>
<td>35%</td>
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<tr>
<td>Partners; networking, leaders,</td>
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</table>
Creating successful Secretariats with engaged partners

Going beyond the initial pro-active creation of partnerships, now adding value across broader range of activities

**To Date: Launch Phase**
- Creating & capacitating country Secretariats
- Involving a range of multi-stakeholder partners
- Designing, resourcing & implementing value chain projects through working groups
- Influencing policy

**Future : Functional Focus**
- Strengthening sustainable Secretariats
- Deepening the range of partners, esp. local agribusiness & farmer organisations
- Distilling & disseminating lessons from value chain projects
- Taking value chain projects to scale beyond their initial reach
- Deliberate & strategic policy engagement & discussion
- Digital tools for improved farmer/agribusiness linkage
- Agricultural finance/insurance
- Grow Asia Learning Alliance
- Women in agriculture

**Future : Longer Range**
- Global & Regional good practices (NVA)
- Network of SEA secretariats – pro-SHF policies, inclusive VChn, WG guidance, partnership in pre-competitive space, effective & replicable modus operandi
- Interlocutor with Govt /ASEAN, donors etc.
- An implementer of donor projects
- Platform for PPPD @ National & Regional level
- Repository & hub for exchange of new knowledge, SHF-AgBiz linkages
Oct 2017 – Dec 2018
Secure Future Funding
Country Secretariats: Self financing +2,
Capacitated viz. Result collection, communication, Government engagement, staff for admin + tech support + WG operation
Partners #: + 60%, aim + 50 Nat Private sector, + 12 Farmer Orgs.
Value Chains: distilled learnings plus pathways to scale
Foundation of New Ventures: Evidence of traction for in Agric, Digital solutions, Agri-Finance, scope out Lao for CS

Jan 2019 – Dec 2021
Country Secretariats: Robust, tested, repeatable model for 5 CS, longer term financing from stakeholders. Recognized interlocutor with Govt + Donors, Pathways to action via WGs & Policy Dialogue, Regularised & standardised results framework
Partners #: + 600, MNC 100, Nat Private Biz 200, Farmer Org 30
Value Chains: + 100 in place
Scaling of New Ventures: Results in in Agric, Digital solution, increased Agri-Finance
Future Plan: Autonomous CS + on-going value add role for GAs

Action plan; the next 15 months, plus next 36 months
Track One: Platforms of effective MSPs to continue to deliver an on-going stream of Economic and Environmental benefits to Small Holder Farmers

Country Secretariats: Create replicable & sustainable modes of operation & function

Working Groups: Investigate, codify & disseminate good practice models of WG as pathways to action

Partners: Diversify partners esp. with national businesses & Farmer Organizations

Results: Strengthen & align results collection & couple with demonstrations of success

Government Engagement: Creating a capacity, and for MSP to act as a platform for policy dialogue between national Governments and stakeholders i.e. NGOs, Agribusiness, Farmer Organizations
Track Two: Evolution to new ways of operating to achieve results at scale,

Impacting on Policy: Deliberate policy approach. Strategic partnership with ASEAN secretariat. Nationally, empowering MSPs to enable stakeholder groups to actively engage in policy dialogue with Government

Digital Tools: Four step process regional community of practices, covering; learning, designing pilots, implementing field trials & sharing lessons.

Improving Access to Agricultural Finance: Building a regional community of practice to: advocate policies, test & exchange best practices (e.g. insurance, credit guarantees, brokering partnerships)

Knowledge Creation & Dissemination: Continue to distil critical learnings & create through the Learning Alliance a network partners exchanging information & learning, including Women in Agriculture: Exchange emerging good practices in the supply chain & production - “Growth that works for everyone”
Women in Agriculture; Commitment made by the Grow Asia Family at the 2017 Forum to pro-women agenda in Secretariats, Working Groups and Policies.

Women in Agriculture Roundtable Report
A collaboration amongst Grow Asia, Syngenta and WOCAN

Next Steps Forward
• Hear from partners on possible practical actions
• Focus on “Growth that Works for Everyone”
• Create an agreed action plan
• New Partnerships Director will drive the agenda
Staffing

Each with at least 2 Full time staff
Diminishing Grow Asia funding & support
Thank you

GrowAsia
Vietnam Coffee
- Over 4 years, scaling from 100 farmers to 5,000 farmers
- Estimated aggregate incremental income of $4.5m or $900 per farmer
- Coffee protocol incorporated into National Sustainability Curriculum - used by extension

Indonesia Cocoa
- Largest project with 230,000 farmers reached
- Farmer training sustainability practices
- Increasing farmer net cocoa income by av. $450 pa on 68,000 farms
- Est. aggregate incremental income increases $27 MN
- Yield improvement of up to 62%
- GHG reduced by up to 30%
- Incorporates access for marginalized groups such as women and youth

Myanmar Rice
- Heineken + LIFT & Mercy Corps to source rice for brewery
- Local NGOs to provide training to smallholders
- Purchasing rice at a premium
- Planning to reach 3,000 farmers and improve yield by around 25%

Philippines Corn
- Building new corn value chain from low production cost island to supply cooperative feed mill & small hog farmers (24,000 members)
- Investments by private sector into post-harvest & logistics facilities – proving sea freight competitive
- Access to finance & government guarantee
Regional Coco/Palm Sugar
- Grow Asia coordinating the integration of supply chains across Philippines, Indonesia, Cambodia and Myanmar
- Commissioning market research, value chains analysis and stakeholder mapping

Coconut Intercropping
- Working Groups collaborating with each other for intercropping opportunities
  - Coconut-Corn (ID, PH)
  - Coconut-Coffee (PH)
  - Coconut-Cocoa (PH)

Indonesia Coffee
- Impacting ~20,000 farmers with an est. 80% increase in net income i.e. $10 MN aggregate, $500 pa @
- Yields up
- Bringing est. $15-16m of additional income into the local rural economy

Rice Indonesia
- Increases in yield (+27%) & crops
- Premium prices (+11%) through sales for branded high quality rice via major local agri-food company
- Increase in net farm income + 100% or $1254/year
# Working Groups

**46 Working Groups with 46 Value Chain Projects plus 9 Cross Cutting projects**

<table>
<thead>
<tr>
<th>Crops</th>
<th>Vietnam</th>
<th>Indonesia</th>
<th>Myanmar</th>
<th>Philippines</th>
<th>Cambodia</th>
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<td>1. Beef/ livestock</td>
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<td>2. Cassava</td>
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<td>3. Cocoa</td>
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<td>5. Coffee</td>
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<td>7. Dairy</td>
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<td>8. Fisheries</td>
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<td>9. Fruits and Vegetables</td>
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<td>10. Palm Oil</td>
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<td>11. Rice</td>
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<td>12. Rubber</td>
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<td>13. Soybean</td>
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<td>14. Spices / Pepper</td>
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<td>15. Tea</td>
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<td>16. Pulses</td>
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<td><strong>Cross Cutting Issues</strong></td>
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<td>1. Agri-chemicals</td>
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<td>3. Farmer training</td>
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<td>4. Mobile technology</td>
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<td>5. Seeds</td>
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NB: New working groups being set up in Myanmar; beans & pulses, corn, rubber, sugar,
Grow Asia Progress
Our Partners: Domestic Private Sector

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<tr>
<th>Cambodia</th>
<th>Philippines</th>
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