

Practitioners' Workshop

11-12

October 2017

Jakarta

Outcome Report





Contents

1	Executive Summary	03-05	7	Sharing Visions: Updates from the Country Partnerships	18
2	Pathways to Scale: Institutionalizing the Multi-Stakeholder Approach	06-07	7.1	Myanmar Agriculture Network (MAN)	18
3	Pathways to Scale: Exchanging Experience	08-09	7.2	Cambodia Partnership for Sustainable Agriculture (CPSA)	19
4	Digital Agriculture	10-12	7.3	Partnership for Sustainable Agriculture in Vietnam (PSAV)	20
5	Inclusive and Sustainable Business	13-15	7.4	Philippines Partnership for Sustainable Agriculture (PPSA)	21
6	Performance Enhancing Skills	16	7.5	Partnership for Indonesia's Sustainable Agriculture (PISAgro)	22
6.1	Performance Enhancing Skills: Positive Influencing	16	8	Closing Reflections and Opportunities for Action	23
6.2	Performance Enhancing Skills: Solution Generation	16	9	Appendix Participants List	24
6.3	Performance Enhancing Skills: Understanding Farmers	17			
6.4	Performance Enhancing Skills: Business and Sectoral Analysis	17			



“The future of all partners depends on sustainability.”

Wisman Djaja,
Director Sustainable Agriculture
Development & Procurement,
Nestlé Indonesia

“No farmer, no food, no future.”

Juana Zamar,
BDS Manager PAKISAMA

“The Practitioners' Workshop was a good experience for me, especially the field trip (to Lampung, Indonesia) and the Understanding Farmers session on the last day. Farmers need to understand themselves, most of them want to get higher price but they need to understand how to improve the quality of their crops. Diversity group work is a good solution. Trust is also important, so farmers need to know how to work with reliable partners such as government officials, NGOs and private companies.”

Zaw Lin Htet,
Coffee Farmer, Village Administer and
Chairman of Village Coffee Group -
Myazaydi Village, Ywar Ngan Township
DaNu Self Administrative Zone/Shan
State, Myanmar



1 Introduction



The Grow Asia Secretariat hosted its second annual Practitioners' Workshop on 11-12 October 2017, in Jakarta, Indonesia. The event brought together more than 70 partners from government, private sector, NGOs and farmers to share their experiences across crops and countries and co-develop solutions to improve the scale and sustainability of impact derived from Country Partnerships.

The agenda was designed to be collaborative and encourage relationship building, allowing partners across Grow Asia's five Country Partnerships to deepen their ties with colleagues around the region and facilitate improved knowledge sharing and networking. Conversations during the two-day event created opportunities to identify where action is needed.

Grahame Dixie, Executive Director of Grow Asia and Stefanus Indrayana General Manager, Corporate Communications PT. Indofood Sukses Makmur Tbk jointly opened the event by outlining the ambitious vision for this year's gathering. **The 2017 Workshop focused on facilitating networking and building skills, allowing partners to share ideas or experiences that can inspire others in their own work.** This declaration was the first call to action - participants must interact with each other in order to find partners from other countries or working groups whom they can learn from. The call to participate fully was heard loud and clear - attendees were empowered to speak up and share.



“Creating sustainable and productive value chains across South East Asia is an enormous challenge, requiring change, vision, learning and more sharing of pathways to scale.”

Christine Pahlman,
Assistant Director
Agriculture and Food Security
Section Private Sector, Development
Finance and Agricultural
Development Branch Department of
Foreign Affairs and Trade



Context

Overview of the current status of the Grow Asia Partnership:

- The Grow Asia partnership includes 5 functional Country Partnerships with Secretariats
- More than 300 partners from the private sector, NGOs, civil society and governments.
- Partners are increasingly aware that projects can take between 5 and 10 years to deliver results. The partnership is encouraged by those projects which are further along the pipeline, proving that public-private partnership does work to impact farmers, improve sustainability and create solutions for value chains. These beacons of success encourage other projects and Working Groups to stay the course.
- Learnings on the ground are demonstrating the impact of the network, especially on policy. There is a demand from policy makers for

support to improve their approach to implementing and designing policies. These requests are a testament to the demonstrable success of the multi-stakeholder approach.

Observations

- The Country Partnerships have an amazing ability to self-organize, even with large partnerships.
- Working Groups are learning how to scale.
- Partners want to do more learning in order to achieve results.
- Together, partners need to measure results to demonstrate success.

According to all partners, Grow Asia's success can be demonstrated through thriving, self-sustaining Country Partnerships.

With the scene set, the Grow Asia Secretariat must define the next steps to keep momentum going:

- Grow Asia will work with the Country Partnerships to deliver even stronger Secretariats on the ground that can implement effective and sustainable working groups.
- The Grow Asia Secretariat will focus efforts on a more regional basis, identifying what works and what doesn't work to help partners across the region learn from one another.
- Increased emphasis on sharing information and best practices related to digital platforms to transform agribusiness.

Ultimately, the platform is not about Grow Asia as a Secretariat, it is about a network of partners who are committed to demonstrating how agriculture can contribute to a more sustainable and inclusive future for the region.



“Sharing experience is the core of a successful event. Collective knowledge and partnership will ensure that no one is left behind.”

Grahame Dixie,
Executive Director Grow Asia



“Food sustainability and security means we have to work in partnership, it cannot be done alone.”

Stefanus Indrayana,
General Manager, Corporate Communications
PT. Indofood Sukses Makmur Tbk



2

Pathways to Scale:

Institutionalizing the Multi-Stakeholder Approach



Speaker

Wisman Djaja

Director, Sustainable
Agriculture Development
& Procurement

Nestlé Indonesia

The Workshop's first panel featured two successful leaders sharing their learnings and observations on how multi-stakeholder collaboration can create lasting change through value chain initiatives.

Mr. Wisman Djaja opened the session by outlining the robust progress by PISAgro to develop end-to-end solutions. He described the comprehensive approach to Nestlé-led projects, remarking "we must look at the whole [situation.]" The Working Group's first concern was the smallholders themselves. They always assess whether or not a project could harm smallholder economic activity.

The PISAgro Coffee Working Group demonstrates how considering all of these elements improves the value chain. Through collaborative partnership with big collectors, the Coffee Working Group was able to avoid damage to

their economic activity and provide smallholders with regularly updated global market pricing, via SMS blasts, to increase transparency and macro-sector knowledge among farmers.

Previously, offtakers only focused on the need for raw materials. Now they realize that they must consider every aspect that leads to creating supply, including: technology, replanting programs, farmer capacity building, access to markets and allowing farmers to invest in farms by facilitating access to finance.

Nestlé collaborated with two banks in the coffee working group to arrange secure payment through mobile wallets to 6,000 farmers. This means that farmers can be paid directly into their mobile wallet, greatly enhancing their economic activity. Mr. Djaja commented that the continued success of the coffee project will depend on partners working together

to increase the number of smallholders participating and ensure that the supply chain is sustainable. Collaboration is the key to the evolution of the value chains. He recognized that there are still many challenges to face but they are determined to reach their goal to improve productivity and increased income for 7,000 smallholder farmers in Indonesia.

"Improving smallholder livelihoods cannot be done through price, that is out of our control. We can improve multi-stakeholder partnership to improve productivity of farmers, ultimately improving their income."

Wisman Djaja,
Director, Sustainable Agriculture
Development & Procurement,
Nestlé Indonesia



Speaker

Dr. Nguyen Anh Phong

Director, Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD)

Vietnam

“Our model and working groups must create strong supply chains to make these changes happen.”

Dr. Nguyen Anh Phong,
Director, Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD), Vietnam

Dr. Nguyen Anh Phong was next to provide a real-world case study to inspire dialogue and discussion.

Public dialogue affirms that agriculture and agribusiness are important and valuable to national development. However, there is low investment in the sector and it is decreasing. To achieve scale, we must overcome this discrepancy.

Dr. Phong outlined the major obstacles that face the sector in Vietnam, namely credit, insurance and access to the right technology. These hurdles are

a challenge to the private sector, decreasing their appetite for investment. The sector saw an important victory in 2016 when the new government set new resolutions to improve the business environment to enhance national competitiveness. A new law to support SMEs and create a framework to mobilize resources from the private sector to the national economy could encourage investment.

The Ministry of Agriculture and Rural Development (MARD) is spearheading many activities in partnership with Grow Asia to realize these benefits.

With the support of the Vietnam Coffee Coordination Board (VCCB), the Working Group is helping farmers gain access to credit, addressing another potential challenge to investment.

Dr. Phong highlighted his support for the National Sustainability Curriculum. Dissemination of this curriculum to other Country Partnerships will be crucial for cross learning. He closed his overview by mentioning that the success of the coffee sector in Vietnam will serve as inspiration to other Working Groups such as tea and even fisheries. Dr. Phong invited feedback to further strengthen his knowledge.

Practitioners had an opportunity to provide comments and feedback directly to the speakers and the rest of the audience. There were valuable observations and examples provided by the other participants, including:

“The beauty of what Nestlé did is to think through the entire supply chain which has been there for years and consider the cultural institutions relevant in the communities.”

Devi Kusumaningtyas,
ASEAN Government Affairs Manager,
DuPont

“There is genuine cooperation and empowerment, and direct links between farmers and companies and governments. Changing times, there used to be conflict between stakeholders.”

Juana Zamar,
BDS Manager PAKISAMA

“Empowering farmers to become entrepreneurs can only be achieved through partnership. A successful partnership is one where all partners benefit by working together. This is where Grow Asia comes in.”

Tin Htut Oo,
Chairman, YOMA Strategic Holdings,
Founder of Myanmar Agriculture Network



3

Pathways to Scale: Exchanging Experience



“When we talk about scaling, we are talking about impacting agriculture across the region. The impact that we are trying to achieve is significant – it's a really big agenda that is implemented by individuals. Let's make this conversation really powerful in order to understand how our relationships contribute to creating impact and get to the challenges that we find difficult to address.”

Jennifer Bielman,
Country Director, Indonesia, Mercy Corps

Practitioners were invited to ask questions directly to the panel of sector representatives. Moderator Jennifer Bielman encouraged the audience not to be afraid of asking the tough questions, noting this is how we can move from ‘boots on the ground’ individuals to the kind of scaling up that we are trying to accomplish.

Engaging youth, professionalizing farming and collaborating within Working Groups emerged as the top issues for discussion. Below are the key takeaways and opportunities for action identified by the panel.

How do we engage youth if there are better options for them outside of agriculture? The panelists agreed that addressing this topic is crucial to the future of the sector in ASEAN.

Opportunities for action

- Demonstrate business and growth opportunities through vocational training and technology upgrades in particular, this will help young farmers realize the potential value of these revitalized fields.
- Internships to engage young people in farming and the broader agriculture business to show the potential of the sector. This can also help attract those who might consider other industries first.
- Share evidence of wage growth and productivity to inspire young people to consider agriculture over other sectors.





“In Cambodia, we try to support business by having the right policies in place, especially for exports. Companies have to see the benefits of these policies to understand how their business will grow in Cambodia.”

Cheattho Prak,
Deputy Director General,
General Directorate of
Agriculture (GDA), Ministry
of Agriculture Forestry and
Fisheries, Cambodia



“Our sustainable cocoa program has been running since 2010 and now covers 10 provinces, more than 50 towns and has trained 100,000 farmers.”

Ross Jaax,
Program Director, SCPP,
Swisscontact, Indonesia



“Government wants to hear from all stakeholders and they respond to evidence. Our institute approached (the government in Vietnam) with a lot of evidence and they responded positively to this approach.”

Dr. Nguyen Anh Phong,
Director, Institute of Policy
and Strategy for Agriculture
and Rural Development
(IPSARD), Vietnam



“We need to create shared value and increase productivity so the revenue of the farmer is growing, this attracts youth.”

Stefanus Indrayana,
General Manager,
Corporate Communications
PT. Indofood Sukses
Makmur Tbk

How can Working Groups upskill farmers and their service providers to allow for professional and entrepreneurial farming practices? Practitioners were excited to learn about how professionalizing could increase farmer engagement, especially among younger farmers.

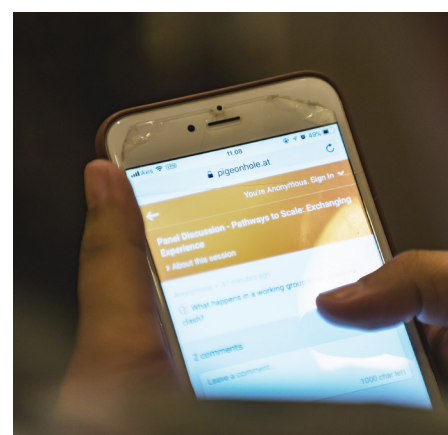
Opportunities for action

- The same strategies for engaging youth will help to progress and professionalize the industry as a whole. Through better training and upskilling, farmers can achieve greater productivity and income.
- Address the social stigma around farming as a ‘poverty trap’ by highlighting the sector’s opportunities for growth and stage of maturity..
- Focus on growing crops to a quality suitable for export will help align incentives.

Finally, the practitioners moved to consider some practical challenges faced by Working Groups, including how to resolve conflicts among partners and agreed to setting shared goals among diverse groups.

Opportunities for action

- Effectively communicate shared goals to inspire collaboration. Working Groups must collaborate to address the government stated goals. A common incentive allows for greater cooperation.
- Always consider the impact on smallholders when designing and implementing projects.
- Recognize that any one challenge is too big to tackle alone, engage with a neutral platform to facilitate partnership.



The idea of creating shared value for every partner raised in the first panel was found to be a common thread through this entire discussion. This theme directed the conversations for the rest of the event.



4 Digital Agriculture

Digital agriculture is quickly becoming one of the most important topics in the region. The opportunity to reach smallholders and other stakeholders is enormous. Understanding the potential and the challenges will be crucial to developing solutions that make an impact. It was important for Grow Asia to update practitioners on the Secretariats' understanding of the current landscape in order to encourage action.

Paul Voutier, Grow Asia's Manager - Digital, opened this session by outlining the current state of digital agriculture solutions. There are six key components to the current landscape.



1

Digital is hot. Everyone across the value chain is interested.

2

Digital is highly fragmented. Currently, there are no tools being used at scale in the region. Today's solutions are like islands, disconnected from each other. We should expect to see consolidation.

3

The tools that are going to scale are not the ones used by farmers. There is greater adoption by agribusiness stakeholders, especially for solutions to aggregate data, leverage satellite capability or provide financing which are the most widely used tools.

4

Farmer data is valuable. Monetizing data will help it grow.

- Providers want to learn how to get inputs to farmers.
- Banks want to ensure they are making responsible loans.
- Policy makers want to understand the impact of policies on the ground.
- Buyers want to better understand where products are coming from.

5

Businesses are ready to learn. They realize that digital tools will change the way they do business.

6

The best solutions address a problem instead of just providing a product.



The six tools most likely to take hold

Tool One: Digital Extension



Description

Providing advice and training on Good Agricultural Practice to a farmer or extension worker's mobile phone.

Technologies

USSD, SMS and Applications.

Business Drivers

Productivity (reduced cost of extension, improved quality control, timely and targeted advice).

Advice

Design around farmer needs, target the advice, complement with an in-person approach, don't go proprietary.

What to watch for

Chatbots, social media.

Cost

\$\$\$

Tool Two: Traceability



Description

Record each transaction/purchase. Can include survey, location and training.

Technologies

Applications, databases and dashboards.

Business Drivers

Consumer expectations, business intelligence, data sales, regulatory.

Advice

Consider your traders.

What to watch for

Improved forecasting.

Cost

\$\$\$

Tool Three: Price Updates



Description

Provide current or future commodity prices to farmers.

Technologies

USSD, SMS and Applications.

Business Drivers

Crop selection, reduced trader power, loyalty.

Advice

Design around farmer needs and value.

What to watch for

Improved forecasting.

Cost

\$

Tool Four: Social Networks



Description

Establish a conversation with your suppliers and customers over a social media platform.

Technologies

SMS and Social Media.

Business Drivers

Loyalty.

Advice

Recognise your value to the social media firm, segmentation.

What to watch for

Responsiveness and targeting with satellite, weather.

Cost

\$\$

Tool Five: Mobile Wallet



Description

Remit funds to farmers using a mobile wallet.

Technologies

Mobile Wallet.

Business Drivers

Reduced transaction costs, traceability, access to finance.

Advice

An excellent basis for digitization, trader liquidity is vital.

What to watch for

Credit scoring.

Cost

\$\$

Tool Six: Digital Credit Scoring



Description

Collect data on the farmer: location, contact details, shipments, land size etc. Pass these details on a lender to encourage loans to the strongest farmers.

Technologies

Survey, satellite and transaction records.

Business Drivers

Farmer Productivity and Loyalty.

Advice

Reuse the data you already collect.

What to watch for

Satellite, link to the other tools.

Cost

\$\$



“We must support partners to use digital tools more effectively as part of their value chains by continuing to educate and share about best practices across the region.”

Paul Voutier,
Manager - Digital
Grow Asia



“(In Vietnam) we are applying some of these tools separately but we have learned here that we should be integrating them.”

Dr. Nguyen Anh Phong,
Director, Institute of Policy
and Strategy for Agriculture
and Rural Development

Practitioners broke into smaller discussion groups to consider solutions based on specific scenarios. These highly interactive group projects gave everyone the opportunity to think through the tools outlined in a practical way. By considering how they might be implemented in a real-world scenario, the groups were confronted with the benefits and challenges of implementing these tools.

The Digital Agriculture session was particularly useful for practitioners. According to a survey conducted at the end of Day 1, participants were extremely interested to learn more about these tools and how to incorporate them into Working Groups.



The four teams identified some key opportunities for digital based on their unique scenarios.



Mobile wallet applications can reduce transaction costs and provide traceability data to customers.



Data collected from farmer apps could be aggregated to support bigger supply chains or monetized.



Facebook and other widely used social media platforms could provide real time market and weather information to farmers at little to no cost.



Digital training materials could educate farmers on best practices.



5 Inclusive and Sustainable Business



The closing panel of Day 1 aimed to cover a topic at the forefront of everyone's mind and business plans - inclusive and sustainable business.

Again, the conversation was drawn to the theme of shared value. Each panelist provided concrete examples of an inclusive and sustainable project that was creating shared value.

The objective of this session was to demonstrate how companies can "move beyond CSR" and recognize the valuable business opportunities through inclusive, sustainable business models.

Imran Nasrullah, Chief Executive Officer Louis Dreyfus Company, Indonesia opened the panel by describing some of the projects underway across the region, including an agroforestry and training program for coffee plantations in Sumatra, Indonesia. Imran highlighted this project as a strong example of moving from CSR to commercial reality where it is not about doing good but trying to continually grow business. Sinta Kaniawati, General Manager of Unilever Indonesia Foundation at Unilever Indonesia, highlighted the Foundation's Sustainable Living Plan (SLP) as an initiative which focuses on improving the lives and livelihoods

of smallholders in the Unilever supply chain to ensure a sustainable sourcing material. By bringing farmers into the supply chain and equipping them with the necessary training and knowledge, they can also take part in the growth.

Tin Htut Oo, Chairman, YOMA Strategic Holdings, spoke about a model for a factory in Myanmar's Shan state which brings together multiple stakeholders. The project was initiated in 2004 in partnership with YOMA and a German company with extensive experience exporting to the European market. Myanmar is well positioned to export to neighboring China but the unreliable power supply and logistics in the country make it difficult to export to higher value markets. YOMA and its partners co-developed a project based on five high demand commodities to train Myanmar farmers.

This interactive session covered a range of topics:

How do we discuss inclusive and sustainable business in a way that does not undermine the business-driven mindset that companies must have?

The panelists all agreed that sustainable and inclusive business models are the

only way to ensure future business success. Partnerships which are designed with these attributes in mind will flourish.

How does empowering women increase the business value of the projects?

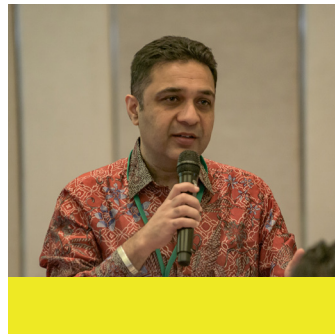
Sinta Kaniawati explained that through empowering women farmers, the project has seen an increase of loyalty to the program, making it more robust and sustainable in the long run.

Imran Nasrullah shared another point of view: inclusion was not a specific mandate but something that makes business sense - projects cannot disenfranchise such a large portion of the labor force if the goal is take projects to scale.

Tin Htut Oo expressed the need to address the existing gender bias in the industry through a deeper understanding of the social and cultural context surrounding this bias. Through engaging women farmers, project managers and partners can better understand the context of the situation and create effective solutions to overcome the issue.



“We want to treat farmers as our partners, we want to train them as entrepreneurs, provide them technical assistance and link them with other partners to empower them.”
Tin Htut Oo,
 Chairman YOMA Strategic Holdings



“This is not charity, it is reality. The future of our business depends on inclusive and sustainable practices.”
Imran Nasrullah,
 Chief Executive Officer – Indonesia, Louis Dreyfus Company



“Inclusive and sustainable business are buzzwords but today we will hear from the practitioners themselves about how to move them forward.”
Mercedita Rosetes,
 Portfolio Manager, Philippine Business for Social Progress



“The team in Indonesia is thinking about how to transform this ambition [for sustainable and inclusive business] into practice. We must create a new way of doing business.”
Sinta Kaniawati,
 General Manager Unilever Indonesia Foundation, Unilever Indonesia



Finally, the panelists shared their thoughts on the next steps to scaling.

Practitioners did not hesitate to ask about the challenges and misconceptions they experience when designing and implementing inclusive and sustainable projects.

Panelists and participants shared their day to day project experiences, and what has helped overcome common issues. Each panelist had a unique perspective on how to work more collaboratively and cooperatively.

Imran Nasrullah

Scaling up can only happen through partnership and knowledge sharing.

Tin Htut Oo

The projects described in Myanmar must overcome the pressing issues of food safety and traceability, which will allow products to compete in the global market. Once these challenges are addressed, production can grow.

Sinta Kaniawati

Internally, the Unilever Foundation will learn from their existing projects to expand to other commodities. Externally, the Foundation hopes to inspire peers and competitors to follow their lead through networking and sharing through platforms like PISAGro.



Summary

Day 1



Christine Pahlman, Assistant Director Agriculture and Food Security Section Private Sector, Development Finance and Agricultural Development Branch Department of Foreign Affairs and Trade, opened Day 2 with an analysis of the feedback on Day 1.

The takeaways were unanimously positive, with two key themes emerging: **digital solutions** and the value of **partnerships**.

Additionally, participants agreed that the most valuable sessions were those which allowed for smaller discussion groups to encourage deeper conversation and sharing.



“It is exciting to hear how the private sector is increasingly embracing the Sustainable Development Goals and offering visibility and accountability on their progress towards these goals.

The SDGs are everyone’s business and a shared responsibility.”

Christine Pahlman, Assistant Director, Agriculture and Food Security Section Private Sector, Development Finance and Agricultural Development Branch Department of Foreign Affairs and Trade

Digital Solutions

1

Several practitioners were very familiar with digital solutions, and some were not, but everyone agreed that hearing how to practically apply digital to agribusiness was very valuable.

2

Many agreed that the scenario discussions were a good example of how digital can be a business solution and benefit everyone in the value chain.

3

Many respondents feel digital should be added to the planning of Working Groups and Secretariats.

Partnership

1

Everyone agreed that there is a lot of value in being a part of a network of partners.

2

You said that opportunities like this provide valuable discussions and insights into how other countries and working groups operate.

3

Some practitioners would appreciate more opportunities to break into smaller groups to discuss specific topics at a deeper level. The digital scenarios session was a good example of how this could work.



6 Performance Enhancing Skills

Continuing with the theme of enhancing skills and empowering partners to deliver results, the Grow Asia Secretariat hosted breakout sessions to focus on specific topics. Each participant was invited to

attend two of the four sessions offered, according to their interest and needs. In line with the mission of the agenda, each session provided ample opportunity to discuss and share.

Participants were encouraged to ask questions, give examples and support each other in understanding how they could translate these learnings into real impact.

6.1 Performance Enhancing Skills: Positive Influencing

The session provided participants with an opportunity to consider how they and their working group colleagues might achieve even more if they engaged positively and actively, understanding one another and stakeholders outside the group as a foundation for positive influencing.

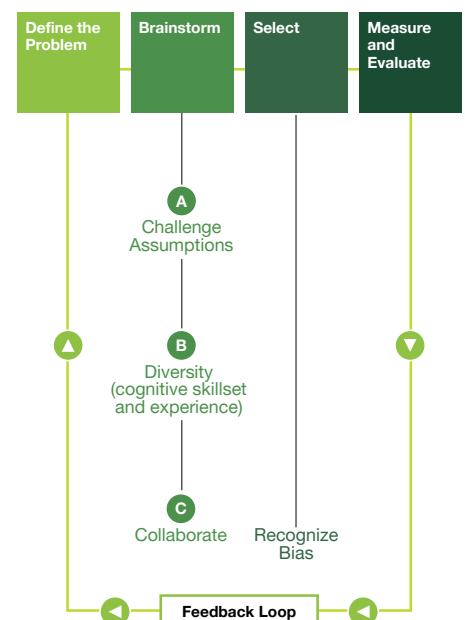
A simple model was presented to help participants choose the most appropriate point of influence in working group relationships. Two models of positive influencing were then introduced and discussed, and participants enjoyed a challenging exercise in patient and active listening.

The session was interactive and reflective with the opportunity to exchange experience and good practice. Participants reported that they had absorbed and appreciated the key points of the session and that it would be useful to working group effectiveness as interpersonal skills are one of the foundations of multi-stakeholder collaboration.

6.2 Performance Enhancing Skills: Solution Generation

A fact of life is that practitioners regularly face both operational and systemic challenges. Drawing on the work of market system analysts, development psychologists and the collective experience of Practitioners' Workshop participants, this interactive session defined (and highlighted the need for) a holistic solution generation process. In the exploration of this process, participants agreed that there is an opportunity for stronger collaboration and a more consistent sharing of

learnings both across and within Working Groups. Participants also recognized that the embrace of this process may require an adjustment in workplace/Working Group dynamics (e.g., putting together a diverse selection committee when identifying a solution) and, potentially, a degree of institutionalization (e.g., creating SOPs around measurement timelines, feedback loops and diversity in hiring). Ultimately, multi-stakeholder collaboration was identified as central toward effective solution generation.



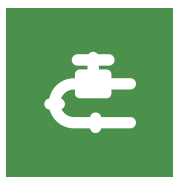


6.3

Performance Enhancing Skills: Understanding Farmers



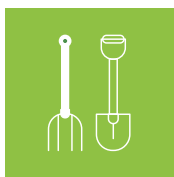
When stakeholders design a new product or service for farmers such as pesticide spray or a training program they must make assumptions about the farmer. The wrong assumptions can be very costly.



One participant shared how his assumption that farmers would prefer a larger cheaper pump proved wrong and led to significant wastage distrusting pumps the farmers didn't want.



Another attendee told of time they assumed that farmers would only accept cash payments, only to find their cooperative could save thousands of dollars a year paying directly into farmer bank accounts.



Two tools were presented to help managers better understand farmers, and test their assumptions before marketing a new product.



The first tool, a crop cycle worksheet provides a framework for businesses to sit with farmers and map their emotions, challenges and costs across the crop cycle.



The second tool, a trust circle can be used to determine who farmers trust for information. The tools are both available in the **GSMA's MAgri Design Toolkit**.

6.4

Performance Enhancing Skills: Business and Sectoral Analysis

Participants discussed the advantages and disadvantages of sectoral analysis for a Working Group, which include being able to stimulate growing the overall market, as well as pulling together various players for a more holistic approach. A successful strategy also cascades to developing supporting (and often domestic) industries, as well as promoting opportunities for horizontal

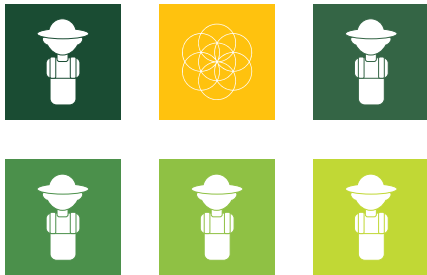
and vertical coordination. The example used highlighted business opportunities in a market that would otherwise not have warranted a second glance - pigs. Nevertheless, there is recognition that competitive rivalries, investment cost and speed of execution are potential bottlenecks that must be overcome. If anything, the same principles of mutual benefit and keeping the needs of the

farmer in view are central to improving the effectiveness and collaboration in Working Groups.

There was also spirited debate about how this example could be extrapolated to other sectors including those of existing working groups, despite the fact that there currently isn't a pig Working Group in any of the country level partnerships.



7 Sharing Visions: Updates from the Country Partnerships



While the five Country Partnerships in the Grow Asia Network are at different stages of development, **each of them is at a pivotal point in their growth**. Each of the Secretariats presented their vision for the future of their Partnership with a special focus on creating or maintaining autonomous and self-sustaining secretariats.

They each shared an outline of their ambitions for increasing the awareness of and commitment to the Sustainable Development Goals by pushing into new areas and having defined plans for engaging stakeholders effectively.

7.1 Myanmar Agriculture Network (MAN)



Myanmar Agriculture Network (MAN) was established in 2013 under the leadership of the Ministry of Agriculture, Livestock and Irrigation along with local and global businesses and other stakeholders. In 2016, MAN officially formalized the charter and appointed Aung Lwin as the Coordinator and Secretariat in April 2017. Currently, the Country Partnership supports nine working groups, comprised of 100 members over 70 organizations.

Aung Lwin presented the Partnership's vision for the next year. The Secretariat has identified and additional 50 partners to engage and plans to initiate six new working groups in Myanmar in tea, sugar, dairy, rubber and the cross-cutting issues of agri-inputs and technical extension. As part of the effort to develop a self-sufficient Secretariat, MAN has established plans to seek financing from members and exploring cost-sharing opportunities with other organizations.



"The Coffee Working Group has reached 7580 farmers, of which 4128 were women."

Aung Lwin, Coordinator and Secretariat, MAN

MAN's Vision



Effective and efficient support of value chain development for crops and cross-cutting issues.



Increase income by
20%
of 20,000 smallholder farmers in 2020.



Plug-in to the global value chain to double income of the farmers.



7.2

Cambodia Partnership for Sustainable Agriculture (CPSA)



Grow Asia is pleased to have signed a partnership agreement with the International Business Chamber (IBC) of Cambodia. This partnership will further strengthen the CPSA Secretariat through enhanced support and administrative capabilities, allowing the Partnership to more effectively interact with their stakeholders.

Boreth Sun outlined the Country Partnership's strategy for the locally led, financially sustainable group to help Cambodia's agriculture sector move from dependency towards ownership and commercial opportunity.

Since its founding and in partnership with Cambodia's Minister of Commerce and the Secretary of State from the Ministry of Agriculture, Forestry and Fisheries, CPSA has focused on increasing production and enabling access to markets. The Cambodia Partnership for Sustainable Agriculture (CPSA) was formally launched in May 2016.

CPSA currently focuses on six priority crops: palm sugar, cassava, coconut, pepper, rice and vegetables. Boreth Sun highlighted the strengths of the Secretariat in building a network of trust and cooperation between partners, facilitating dialogue among actors in the value chain and establishing a capable Secretariat.



Boreth Sun
CPSA

CPSA's Vision



Develop a strategic, long-term plan for CPSA.



Hold an annual forum to gather stakeholders and facilitate learning.



Convene members to develop a sustainable funding strategy for the Secretariat.



Examine the results delivered by sector partnerships to enhance future projects and Working Groups.





7.3

Partnership for Sustainable Agriculture in Vietnam (PSAV)



Nguyen Chi Hieu
Task Force Officer, PSAV

Nguyen Chi Hieu, Task Force Officer at PSAV provided an overview of the current status of the Secretariat before presenting the plan for the future. PSAV currently focuses on seven priority commodities, including coffee, tea, vegetables, pepper and fisheries and has two Task Forces dedicated to the cross cutting issues of agrichemical use and finance.

PSAV engages more than 60 partners across the public and private sectors, institutions, and NGOs.

Since the Ministry of Agriculture and Rural Development is a co-chair of

PSAV, the Partnership has a strong relationship with the government. Hieu acknowledged that **PSAV must now focusing on strengthening their interaction with the private sector, especially within Vietnam.**

To achieve these goals, PSAV will restructure to encourage local participation and make sure all partners feel a strong connection to one another. By involving all stakeholders, PSAV can collect and demonstrate results.

Following Hieu's presentation, Grahame Dixie announced that **next year's Grow Asia Forum will be held in Vietnam.**

PSAV's Goals



Develop a robust budget and financing plans to ensure ongoing stability.



Bring on new staff to support the Secretariat and enhance dependability.



Initiate new projects in coordination with the involvement of value chain stakeholders.



Co-develop solutions for finance access for smallholders.



Apply new agrotechnology in projects such as e-farming.



Ensure strong commitment from partners on all sides.



Engage more domestic companies especially local SMEs.



7.4

Philippines Partnership for Sustainable Agriculture (PPSA)



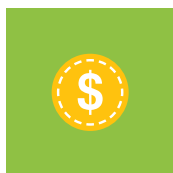
PPSA recognizes how strategic and financial support from Grow Asia has helped the Secretariat leverage its strengths. The Secretariat has increased technical expertise among partners through developing and supporting value chain projects that mutually benefits business and smallholder farmers. The success has led to strong support from the public sector, private sector and farmers groups and encourages high engagement.

Mercedita Rosetes
Portfolio Manager, Philippine Business for Social Progress

PPSA's Vision



Strengthen engagement with various government agencies. Focus on insurance/Guarantee funds, grants, financing.



Lobbying and consultation with financial institutions to co-develop solutions for smallholder access to finance, low interest rates and compliance with Philippine's Agri-Agra Law.



Strengthen partnerships with academia and learning institutions.



Engage more offtakers and encourage them to make their businesses more inclusive.



Scale up existing value chain projects by replicating the successes and best practices.



Engage more smallholder farmer groups to join in the discussions.



Establish and strengthen online platforms to communicate regular updates.



7.5 Partnership for Indonesia's Sustainable Agriculture (PISAgro)



Ema Yunida, Executive Director of PISAgro, was the final Secretariat to present. She opened by outlining the bold vision of the Secretariat; provide food security, promote environmental sustainability and generate economic opportunity and growth for partners. As the most mature of all the Country Partnerships, PISAgro is in an excellent position to demonstrate strength and success across Working Groups. Ema outlined these strengths by highlighting the Working Groups as the foundation of the Partnership. These Working Groups function autonomously while the Secretariat coordinates to facilitate collaboration amongst internal stakeholders. **The Working Groups are highly engaged, even though they are all very diverse in structure and goals**

which brings the opportunity to share successes and challenges across the industry.

Ema addressed the challenges to the Working Groups such as the fact that it takes time to develop the trust necessary to make a partnership successful and attract more partners. **PISAgro is committed to building this trust.**

“PISAgro is the Secretariat we learn from. The Secretariat is consistently pushing the barriers for what a Country Partnership could look like. Entirely self-funded, they act as a key interlocutor between policy and farmers in Indonesia. They are entirely autonomous and constantly expanding.”
Grahame Dixie,
 Executive Director, Grow Asia



“Today’s discussion focused on helping members of PISAgro speak up. We want to inform people about our vision and mission, but we also want to grab their opinion on what they think of the platform.”
Ema Yunida,
 Executive Director, PISAgro

PISAgro's Goals



Continue to engage government to align priorities and develop synergies with national agenda.



Scale existing projects through broader participation from global and local partner organizations.



Strengthen the partnership platform to deliver greater value to members and partners.



Develop an Advocacy Strategy to help the Partnership coordinate with the government and demonstrate progress.



Consider other channels for advocacy, such as the international development community and international finance community.



Execute an internal and external communications strategy to strengthen dialogue further.



8 Closing Reflections and Opportunities for Action

This year offered an exciting opportunity to try some new and innovative approaches to the agenda in order to increase cross-learning:

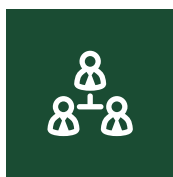


A field trip to experience a successful project first hand.

These approaches proved to be a success. The Grow Asia Secretariat is encouraged by the collective understandings that have come out of the event. There were three key takeaways that provided a common thread throughout every discussion and panel.



A stimulating agenda with new sessions and topics to keep the event fresh and productive.



Increased opportunities for networking to encourage practitioners to meet new contacts and share learnings.



“Gathering together, we feel part of the network that is making agribusiness the leader in progress.”

Grahame Dixie,
Executive Director,
Grow Asia

Key Takeaways



Partnerships with smallholder farmers is not about social responsibility, it is about creating shared value.

The Grow Asia Secretariat is increasingly working to support the Country Partnerships to be autonomous and operate independently. The Practitioners' Workshop has highlighted the need for more effective and productive Working Groups to achieve scale. If we can provide them with lessons and best practices from around the region, we can help deliver more successful projects that have more impact.

- The regional Secretariat has identified concrete next steps to strengthen the network, thus strengthening the Working Groups.



Good Working Group and business models will inspire others.

- The Secretariat can move beyond the initial convening stage to work on a regional basis, encouraging the sharing and exchanging of ideas around ASEAN.
- The Learning Alliance can accelerate and amplify best practices sharing.
- Continue networking opportunities to solidify the connections among partners.
- Ensure that the commitment to sustainability become a part of the way Secretariats and Working Groups operate and think.



It takes time to build trust but this is the only way to ensure productive working groups.

Commitment to these next steps will ensure that Grow Asia is seen to be on the leading edge of multi-stakeholder partnerships. **Ultimately, success is not defined by the Grow Asia Secretariat, but rather by a strong network of partners across the region who are working towards shared goals to create real impact for smallholder farmers through trust, knowledge and shared value.**

9 Appendix Participants List

Name	Organizations
Agung Baskoro	Cargill
Albert Abraham	PT. Indofood Sukses Makmur Tbk
Andi Ikhwan	Mercy Corps
Anton Hananto	PT. Indofood Sukses Makmur Tbk
Aung Lwin	Myanmar Agriculture Network (MAN)
Boreth Sun	Cambodia Partnership for Sustainable Agriculture (CPSA)
Caridad Corridor	Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHRRA)
Cheattho Prak	Ministry of Agriculture, Forestry and Fisheries, Cambodia
Chheng Thong	Kampong Cham Veg and Rice Seed Association
Christine Pahlman	Department of Foreign Affairs and Trade, Australia (DFAT)
Daphne Wong	Grow Asia
Daravuth Doeuk	Wing (Cambodia)
Devi Kusumaningtyas	Specialised Bank
Dewi Kurniawati	DuPont Indonesia Partnership for Indonesia's Sustainable Agriculture (PISAgro)
Dominic Leong	Duxton Asset Management
Ema Yunida	Partnership for Indonesia's Sustainable Agriculture (PISAgro)
Felicia Lukman	Tiga Pilar Sejahtera
Grahame Dixie	Grow Asia
Hadiid Ashidiq	PT. SMART Tbk
Harry Hanawi	PT. SMART Tbk
Hilda Pasaribu	Bank Tabungan Pensiunan Nasional (BTPN)
HJ. Ade Een	Partnership for Indonesia's Sustainable Agriculture (PISAgro)
Imran Nasrullah	PT. Louis Dreyfus Commodities Indonesia
Insan Syafaat	Golden Agri Resources
Intan Fardinatri	Rainforest Alliance
Jennifer Bielman	Mercy Corps
Julian Peach	Grow Asia

Name	Organizations
Krishnu Senjaya	Bayer Indonesia
Laksmi Prasvita	Bayer Indonesia
Leo Mualim	Rabobank Indonesia
Leonardo Cortez	JG Foundation
Lia Ishadi	Nestlé Indonesia
Lucius Dinto Pramudyo	Unilever Indonesia Foundation
Mercedita Rosetes	Philippine Business for Social Progress (PBSP)
Moe Naing Oo	Mercy Corps
Mustafik Mustafik	PT. RiTx Indonesia
Nguyen Anh Phong	Institute of Policy and Strategy for Agriculture and Rural Development
Nguyen Chi Hieu	Partnership for Sustainable Agriculture in Vietnam (PSAV)
Nguyen Phuc Trai	PepsiCo
Nguyen Thi Anh Hong	Vietnam Tea Association
Nino Putra	Mercy Corps
Paing Hein Htet	Proximity Designs
Paul Kalu	AIP-PRISMA
Paul Voutier	Grow Asia
Phann Hour	International Business Chamber of Cambodia (IBC)
Pranav Sethaputra	Grow Asia
Prashant Rana	Swisscontact
Prom Chorn	Treak Memot Natural Peper Association
Rajiv Pradhan	Swisscontact
Reginald Lee	Grow Asia
Renée Corstens	Dattabot
Rex Oratokhai	AMENCA 3
Ross Jaax	Swisscontact
Ruth Ramirez	JG Foundation
Sinta Kaniawati	Unilever Indonesia Foundation
Somang Yang	Grow Asia
Sophorn Chhum	International Business Chamber of Cambodia (IBC)
Stefanus Indrayana	PT. Indofood Sukses Makmur Tbk
Stephen Krecik	Rainforest Alliance
Suhati Suhati	PT. UMG Indonesia
Suryanto Lim	PT. Indofood Sukses Makmur Tbk
Tato Sugianto	PT. Indofood Sukses Makmur Tbk
Thien Naing	UMG Myanmar
Tin Htut Oo	YOMA Strategic Holdings
Wisman Djaja	Nestlé Indonesia
Zaw Linn Htet	Farmer