

# Grow Asia Practitioners' Workshop 12–13 October 2016 Singapore Outcome Report



“We all have the same end goal — whether we are government, an NGO, donor, or company — to increase farmer incomes. I suggest we stick together, work together until we achieve this goal.”

Cheattho Prak, Ministry of Agriculture, Forestry and Fisheries, Cambodia

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# 1 Executive Summary



On 12 and 13 October 2016 the Grow Asia Secretariat hosted the first Grow Asia Practitioners' Workshop in Singapore, bringing together 100 partners from government, private sector, NGOs and farmers to share their experiences across crops and countries and co-develop solutions. An inclusive, action-orientated agenda was designed, partly in response to the needs and outcomes that emerged from the Grow Asia Forum, which took place in May 2016.

Over two days, participants from five Country Partnerships supported by Grow Asia immersed themselves in interactive and in-depth discussions. Partners gained knowledge and insight into crafting successful multi-stakeholder partnerships, shared experiences of value chain project design and strengthened networks with peers from other countries and projects. Looking beyond differences in crops and countries, they saw their peers in other Country Partnerships encountering similar challenges and rallied with them to identify new solutions and approaches.

More importantly, participants were prepared to act on these insights and took away new commitments as a result of the Workshop.

This report summarizes the participants' learning journeys during the Workshop and the agreements made, which will shape future partnerships and projects to drive better outcomes for smallholder farmers and sustainable agriculture.

**Key Commitment 1**

**Grow Asia Counter**  
Apply performance measurement tools and tactics, such as the Grow Asia Counter to gain insight that can drive project decision making.

<http://counter.growasia.org>

**Key Commitment 2**

**Country Partnerships**  
Further develop Country Partnerships plans and increase engagement with stakeholders.

<http://growasia.org/country-partnerships>

**Key Commitment 3**

**Grow Asia Exchange**  
Use the Grow Asia Exchange as a portal to continue the conversation and learn from one another.

<http://exchange.growasia.org>



“Through this Workshop I have learnt the importance of value chain projects and the role of multi-stakeholder partnerships . . . farmers like me can now be directly engaged in the [project] design, and help to find solutions that work.”  
Czarmilson Manza, Mud Crab Farmer, Philippines

## 2

## Celebrating Achievements and Milestones

The Workshop opened with a brief snapshot of each Country Partnerships' achievements in 2015-2016, and updates on Grow Asia's own advancements in knowledge and innovation solutions.

The five Country Partnerships supported by Grow Asia, in Cambodia, Indonesia, Myanmar, the Philippines and Vietnam, are at different stages of maturity. Each has different priorities. Yet, one common feature that has boosted their progress is proactive in-country leaders, who engage partners and implement action for each of their respective partnerships.



### Cambodia Partnership for Sustainable Agriculture (CPSA)

Planning for action, building momentum

CPSA is the newest of the five Country Partnerships but has established good momentum in action planning in the past year. This was fueled by the efforts of CPSA's leaders to win a strong government mandate and consult with partners from the private and public spheres.



### Partnership for Indonesia's Sustainable Agriculture (PISAgro)

Scaling up, crowding in and increasing impact

One of the most mature partnerships, PISAgro explored expanding its value chain projects to deepen impact with smallholders. PISAgro took concrete steps toward realizing this goal, by defining a 'crowding-in' strategy to rapidly bring new partners into its initiatives.



### Myanmar Agriculture Network (MAN)

Building the partnership, addressing farmers' needs

MAN became a stronger partnership platform by defining its legal structure, governance and leadership, including the crucial role of co-chairs. In response to the systemic needs of smallholder farmers across different crops and parts of the value chain, MAN set up two new Working Groups in rice and seeds and brought together over 60 project partners.



### Philippines Partnership for Sustainable Agriculture (PPSA)

Designing projects, kick-starting action

PPSA took off with over 80 potential partners expressing interest in forming crop Working Groups. With strong engagement and alignment of priorities with the government, PPSA leaders completed a value chain analysis, identified priorities, and began its design and implementation phase.



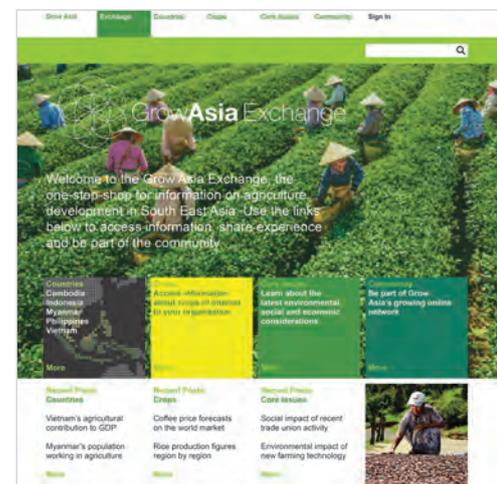
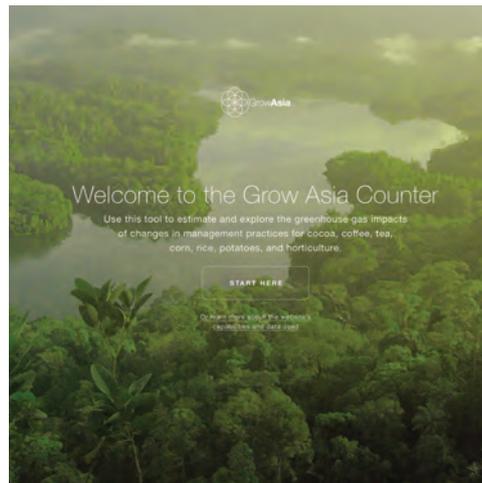
### Partnership for Sustainable Agriculture in Vietnam (PSAV)

Defining strategy, expanding working groups

PSAV took great strides in developing a new strategy and bolstered a self-sufficient secretariat by securing funds from donors and corporations. It established a new Agrochemicals Task Force to develop initiatives for effective and responsible use across the six crop Task Forces.

“There’s a great deal to be learnt from one another. To enable that learning on an on-going basis is where a platform like Grow Asia, as a neutral convenor, can be crucial.”  
**Stuart Morris, Director,  
 East-West Seed Foundation**

The Country Partnerships have diverse needs and Grow Asia is committed to empowering the Working Groups with tools, knowledge, networks and platforms to facilitate learning, planning, action and review. The Grow Asia Secretariat shared updates on Grow Asia’s own advancements in knowledge and innovation solutions, developed in response to critical needs of partners.



## Digital/Mobile

Grow Asia has been collaborating with partners to develop innovative solutions in smallholder financing and digital platforms, which have the potential to generate large-scale impact for farmers in the region. The aim of these solutions is to support the successful implementation and scaling-up of value chain initiatives.

## Grow Asia Counter

Grow Asia launched the Grow Asia Counter – a simple online calculator enabling partners to measure greenhouse gas emissions for specific crops – in response to partners’ calls for effective tools to measure environmental sustainability. Partners are encouraged to use the Counter to measure and report on the performance of their value chain projects over time and make appropriate decisions based on project evaluations. Looking ahead, results and feedback will be analyzed to enable the tool to be scaled up.

<http://counter.growasia.org>

## Grow Asia Exchange

Grow Asia launched the Grow Asia Exchange, a rich online portal for learning and sharing amongst partners, to tap into the wealth of knowledge and experience within the Working Groups and more widely available through third-party research. Partners are encouraged to draw knowledge from topical resources and project case studies, share their own data and insights, and join the Grow Asia Exchange community to take part in meaningful peer-to-peer exchange.

<http://exchange.growasia.org>

### 3

## Country Partnerships take the Lead: Highlights, Challenges and Learnings

Members from PISAgro, PPSA and MAN engaged in a panel discussion, to share first-hand what it takes to build successful and self-sustaining Country Partnerships.



The panel discussed the ingredients for an effective Country Partnership, the roles of stakeholders in driving action, as well as obstacles and solutions at each phase of a partnership's growth.

Panelists (left to right)

**Jenny Costelloe**

Director, Country Partnerships,  
Grow Asia (Moderator)

**Harry Hanawi**

Corporate Affairs Director, Sinar Mas,  
Indonesia (PISAgro)

**Ruth Novales**

Vice President, Corporate Affairs,  
Nestlé Philippines (PPSA)

**U Tin Htut Oo**

Chairman, Agriculture Group, Yoma  
Strategic Holdings, Myanmar (MAN)



“With a good business model and solid plan, we are able to convince the government to back our partnership and support our efforts.”

Ruth Novales, PPSA

Despite diverse experiences and varied stages of partnership development, all converged on similar challenges including new political administrations, poor infrastructure in rural areas and archipelagos, ensuring continued stakeholder engagement and achieving self-sufficiency. It was also observed that, over time, challenges did not necessarily disappear and could in fact become more complex. The panel agreed on some key foundations for any successful Country Partnership:

#### Key Foundation 1

##### **Adopt a value chain approach**

Initiatives should be designed, implemented and scaled with the aim of strengthening agricultural value chains and ensuring that all components work well together. The stronger the value chain approach, the better the outcomes and government buy-in for the Country Partnership tend to be.

#### Key Foundation 2

##### **Align visions while advancing agenda**

Country Partnerships should align the visions and objectives of partners toward helping smallholders and improving sustainability while being mindful that the collaboration should benefit their individual agenda. Aligning visions while advancing the agenda helps ensure that each partner plays its role and meets the overall goals of the Country Partnership.

“A good business model means closing the value chain loop.”

Harry Hanawi, PISAgrO

“We are all leaders in our own roles. Achievements can be made through cooperation in our multi-stakeholder partnerships.”

Jenny Costelloe, Grow Asia

#### Key Foundation 3

##### **Strengthen the local secretariat**

To successfully coordinate partners and initiatives, all agreed that they had to work toward establishing robust and self-sustaining country-level Secretariats.

#### Key Foundation 4

##### **Capitalize on local leadership**

Country Partnerships are able to drive change when they galvanize endorsement from public and private sector leaders at all levels.

“Eventually, we want to be able to finance ourselves and be fully self-sufficient.”

U Tin Htut Oo, MAN

## 4 The Value Chain Approach in Action: Coffee in Vietnam

Members of the PSAV Coffee Task Force (or “Working Group”) took part in a fishbowl dialogue to share insights on crafting effective multi-stakeholder partnerships that drive impactful value chain projects.

**To date, PSAV's Coffee Task Force is leading one of Grow Asia's most successful value chain projects. Starting in 2011, the Task Force embarked on an exercise in creating a strong business model and building trust among a multitude of partners in the value chain.**

As a result, smallholders' livelihoods have improved dramatically: in the 2015–2016 season, farmers' yields increased by 17% and net income by 17%; water usage was reduced by 66% and carbon emissions reduced by 55%. Several valuable reflections on key success factors emerged as a result of an interactive audience Q&A with the panelists.

Looking ahead, the Task Force will further scale its engagement of local stakeholders and farmers. This points to the fluid and organic nature of any Task Force, or Working Group: where roles and contributions of stakeholders should continually evolve to meet its changing needs.

“In the future we will further mobilize local companies in the PPP Task Forces.”  
Hien Dinh Pham,  
Ministry of Agriculture and  
Rural Development, Vietnam



Panelists (left to right)

**Alison Eskesen**

Director, Knowledge and Innovation,  
Grow Asia (Moderator)

**Tran Thi Quynh Chi**

Program Manager of IDH,  
The Sustainable Trade Initiative

**Nguyen Quang Ngan**

Value Chain Manager,  
Yara Vietnam

**Hien Dinh Pham**

Ministry of Agriculture and Rural  
Development, Vietnam



**Key Success Factor 1**

**Get government involved**

The Vietnamese government recognized the importance of public-private partnership at the outset. This focused attention from other sectors, mobilized resources and paved the way for supportive policy changes. It led to the creation of the Vietnam Coffee Coordination Board (VCCB), which enabled the Task Force to bootstrap its outreach and progress.

**Key Success Factor 2**

**Avoid reinventing the wheel**

The Task Force capitalized on the formation of VCCB and campaigns like the International Coffee Organization (ICO) to accelerate success.

“We have aligned the public and private sector agenda.”  
Nguyen Quang Ngan,  
Value Chain Manager,  
Yara Vietnam

**Key Success Factor 3**

**Aggregate farmers, increase local involvement**

To scale successfully, the Task Force is currently incorporating more farmers and local companies into the partnership. However, this poses a challenge; some local companies are distrustful of participating alongside their rivals, and others have the impression that they are bound to certain sellers. To gain their trust and membership, the Task Force has had to reduce direct competition by integrating them into the value chain as suppliers to bigger roasters and demonstrate that the benefits of joining are pre-competitive.

**Key Success Factor 4**

**Align agenda, apportion effort**

The panelists echoed a point made in the Country Partnerships plenary: it is important to align the diverse agenda of over 40 partners and then divide the work and costs based on what each member could bring to the table.

“The solution is the Task Force meetings – bringing together all partners at a national and local level.”  
Tran Thi Quynh Chi,  
Program Manager of IDH,  
The Sustainable Trade Initiative

“We just engaged with the government, as they already had resources, structures, plans and technology. Just in case any business case needs to be proven, some initial support can be co-funded to trigger larger investment from both public and private sectors.”

Tran Thi Quynh Chi,  
Program Manager of IDH,  
The Sustainable Trade Initiative

## 5 Connecting and Learning from One Another

The Workshop provided participants with opportunities to break into smaller groups and engage in lively brainstorming sessions to develop new solutions.

The breakout discussions covered cross-cutting issues such as scaling up, performance management and project design, as well as crop-specific concerns. Discussions aimed to help partners look beyond the silos of their own crop Working Groups and Country Partnerships and to identify common challenges, themes and learning points.



## 5.1 Cross-Cutting Issues in Scaling Up Access to Finance, Farmer Aggregation and Digital Solutions



**Access to Finance, Farmer Aggregation and Digital Solutions were identified as three accelerators that can help scale up initiatives. Learning forums with technical experts and participants enabled brainstorming opportunities. Participants across all three discussions raised common success factors for scaling projects:**

### Success Factor 1

#### **Strengthen the value chain, strengthen the scaling**

Country Partnerships should adopt an integrated value chain approach in scaling up solutions, using their networks to bring on board the right partners. The stronger the value chain linkages, the stronger the sustainability and scalability of initiatives.

### Success Factor 2

#### **A business case supports success**

A key tenet of Grow Asia's model is to be market-driven with projects being led by the private sector. For inclusive value chains to be embraced, scaled and replicated, they need to first make business sense and consider mitigating risks.

“The most important thing is making sure that each party gets some benefits. Otherwise the process will not move on.”

Darwin Wibowo,  
CEO, Bank Andara

“When the value chain is tight and well-connected, it is easier for the bank to step up.”

Adam Maung,  
Head of Unsecured Lending,  
Yoma Bank

## Insights

### Access to Finance

#### **Flow capital through intermediaries**

We can bridge the financing gap between major commercial banks and smallholders by flowing capital through conduits like rural development banks and cooperatives which are better equipped to on-lend to farmers.

#### **Mitigate risk and secure the value chain**

Commercial banks are more willing to provide capital on favorable terms when financing packages include risk mitigation measures like crop insurance and capacity-building, and/or the farmer's operations are integrated into the value chain.

### Farmer Aggregation

#### **Direction and leadership**

Farmer aggregation must be purpose-driven with transparency about what the group wants to achieve. Robust leadership is crucial.

#### **Equip and empower farmers**

Communicate the business and financial benefits of being part of an organization and provide farmers with the necessary knowledge, tools and information to understand each stage of the value chain process.

### Digital Solutions

#### **Determine usefulness and business case**

It is important to have to assess if a mobile application or platform brings value to the farmer, and if there is a strong business case for scaling up.

#### **A scalable digital platform**

The goal should be a unified platform that delivers multiple integrated applications to the farmer.

#### **Sharing data**

The power of digital solutions is unlocked when there is a willingness to share data to identify areas of collaboration and improvement.

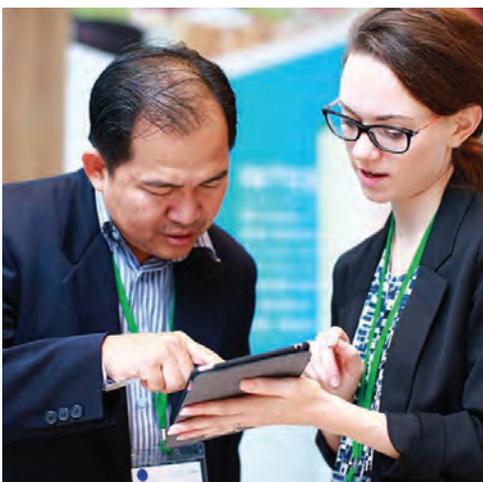
## 5.2 Performance Measurement and Project Design

### Performance Measurement Expert Clinic

Workshop participants learned about aspects of performance measurement during an Expert Clinic, including the tools available to help them demonstrate the impact of projects on the livelihoods of smallholders, farm yields and environmental sustainability. Subject matter experts advised partners on collecting data, measuring carbon emissions with the Grow Asia Counter, and determining transformational impact.

To systematically drive performance measurement, subject matter experts recommended incorporating it into project design at the outset, building organizational capacity and champions for the practice, educating farmers on its benefits, and seeking to create accessible and affordable systems in data collection, storage and sharing.

Partners are encouraged to leverage the expertise of different stakeholders in the Grow Asia network to develop solutions in these areas.



### Project Design Speed-Sharing Session

Participants took part in a fast-paced and energetic 'World Café'-style session to share insights and ideas on eight key aspects of value chain project design: funding value chain projects; women's economic empowerment; water; greenhouse gas emissions; soil quality; healthy and safe farming practices; and, farmer aggregation models.

Their collective insights, which should inspire partners as they design, implement or adapt projects, can be reviewed in Appendix 1.

## 5.3

## Crop-Specific Learnings: Coffee, Corn, Rice, and Vegetables & Horticulture

Delegates were asked to focus on specific crops and discuss how inclusive agri-business models can be developed and scaled given local contexts, opportunities and constraints.

**Partners joined one of four concurrent peer-to-peer learning exchanges on crops of particular interest to them: Coffee, Corn, Rice, or Vegetables & Horticulture. After the peer-to-peer learning exchanges, all partners reconvened for a read-out of the crop discussions, from which some key principles for creating impactful value chain projects emerged:**

### Value chain connectors

Many crop value chains are highly fragmented and require a neutral party like an NGO to tie them together and drive the partnership conversation.

### Horizontal/vertical concerns interweave

Scaling and crop-specific concerns are intertwined and must be addressed together. In talking about different crop types, partners often gravitated back to discussing the broader challenges of farmer aggregation, access to financing and digital solutions.

### Value chain partners

Off-takers or their equivalent are examples of important produce demand drivers that Working Groups should integrate into the value chain for success. There is also a need to develop domestic markets and demand for product.

### Start small, then grow big

Partners can launch small initiatives, then adapt and grow over time. "We accomplished all this in the past two years, not overnight," said one participant.

### Alignment is key

Project plans should be shared to ensure they are aligned and do not take place in isolation.

### Coffee

**Farmer aggregation enables access to finance** Coffee is more profitable than other crops like corn, but due to its 2–3 year growing period, smallholder coffee farmers struggle with access to finance. Farmer aggregation is needed to help raise their visibility to financial institutions.

**Technology can be simple and still effective** Technology for coffee farming does not have to be complicated to be effective. Even simple innovation in mechanization could help farmers improve farming efficiency.

### Rice

**Working urgently to re-energize farming** Some partners are rapidly implementing initiatives for mechanization and innovation to combat rural-urban migration, which is depleting available labor. "We need to make agriculture attractive to farmers, and the financial viability of farming is the key," said one participant.

**Adapt initiatives** 'Adaptation' emerged as a keyword, with partners agreeing on the need to tailor initiatives to their specific countries and projects.

### Change can take time

In some cases, culture must change before the Working Group can create change. For example, rice farming in Indonesia is steeped in family and customary tradition, and evolving long-held practices takes time.

### Corn

**Chain intervention** The corn value chain is fragmented with many actors. To ensure an integrated value chain, "it's not successful only to intervene at one point; you have to intervene at multiple points," said Tim Rann, Senior Advisor, Mercy Corps' Social Venture Fund. Crucial actors include committed off-takers for smallholder produce.

### Vegetables & Horticulture

**Unique infrastructure** The vegetable value chain is unique in relation to other crops – for example, off-takers are few and markets differ. This requires a particular political and physical infrastructure.

**New vegetable Working Groups** The success of MAN's Vegetable Working Group inspired other Country Partnerships like PPSA and PISAgro to consider establishing similar Working Groups.

## 5.4

### Developing Country-Led Action Plans

After two days of cross-sector discovery and networking, partners were ready to translate their key findings into Country Partnership-led action plans and commitments.

**In their respective Country Partnership groups, partners examined their upcoming work plans and discussed how their learnings from the Workshop could help them to refine goals, enhance projects, and magnify results.**

The inspirational, can-do and collaborative spirit of all the Grow Asia Country Partnerships emerged at the end of the Practitioners' Workshop, as one by one, representatives from each group presented their renewed country commitments.



“We have learnt good examples from other partners. We can use our own network as a multi-stakeholder platform. We need to bring in the right partners and integrate more along the value chain, identifying issues together.”

U Tin Htut Oo,  
Chairman, Agriculture Group,  
Yoma Strategic Holdings

#### Take ownership

Each of the Country Partnerships clearly took ownership of their challenges and opportunities and came up with practical, actionable commitments. Partners at the Workshop were eager to share their findings with partners 'in-country' to obtain buy-in and further crystalize next steps.

#### Iterate to advance

Partnerships and initiatives evolve, and partners highlighted that they would continually be learning and adapting their models along the way.



#### Harness your own network

Inspired by the various case studies, partners reaffirmed the vast and sometimes unharnessed potential of their own networks and platforms. They felt empowered to engage the right stakeholders and inspired to increase collaborative action and support.

#### Partnerships are stronger together

Participants were keen to ride on the momentum of cross-group discussions and continue the learning exchange long after leaving the Workshop. The Grow Asia Exchange and the new Learning Partners' Network will be important channels to develop these ongoing conversations.

“We can take initial steps and we do not need to get it right straight away. It is a learning process.”

Dr. Rathana Peou,  
Researcher and CCAFS  
Southeast Asia Scenarios  
Coordinator, Oxford University



This page summarizes the major insights and commitments of each of the five Country Partnerships at the end of the Workshop.

“We can learn a lot from the experiences of other countries. I see similarities between all the value chains, and among all of us.”  
 Nguyen Khac Hiep,  
 Coffee Farmer, Vietnam



### Cambodia Partnership for Sustainable Agriculture (CPSA)

#### Explore possibilities for new Working Groups

Inspired by the cross-cutting conversations on financing and performance measurement, CPSA is considering establishing two new Working Groups on access to finance and data collection.

#### Drive momentum, share progress

In 2016–2017, CPSA will keep up its strong momentum in engaging partners. Members are excited to present their progress at the upcoming 2017 World Economic Forum Summit on ASEAN in Phnom Penh.



### Partnership for Indonesia's Sustainable Agriculture (PISAgro)

#### Target adoption, not just outreach

PISAgro partners came to an agreement that when measuring results they would count farmers who adopted behavior changes. Because it takes time for farmers to adopt new farming practices, PISAgro would also set milestones for the number of farmers who participate in value chain activities in order to motivate those Working Groups that are in nascent stages of project implementation.

#### Continue 'crowding-in'

PISAgro will commit to scaling up further by 'crowding-in' more partners onto its platforms, and increasing local company involvement.



### Myanmar Agriculture Network (MAN)

#### Cross-learnings inspire project design

MAN partners identified learning points from PSAV's Coffee Task Force, which they will apply in their own Working Groups. They are also keen to apply their new insights about farmer organization, digital solutions, gender issues and trade, as they enter the project design phase.



### Philippines Partnership for Sustainable Agriculture (PPSA)

#### A new vision-mission

PPSA members shared suggestions for a new vision-mission. They believed that a clear vision and principles are needed to galvanize the engagement of the new political administration.

#### Build a strong partnership secretariat

In the coming year, PPSA plans to build its in-country leadership and to encourage inclusive membership maximize cross-sector learning across the value chain. PPSA's leaders will also redouble their efforts to engage the new government administration and align with their objectives.



### Partnership for Sustainable Agriculture in Vietnam (PSAV)

#### Cross-learnings shape Task Force action

PSAV will leverage its findings to shape the actions of its Agrochemicals Task Force, by inviting more partners to join and strengthen the value chain.

#### Look into new Task Forces

Inspired by conversations at the Workshop, PSAV is interested to establish two new Task Forces in rice and dairy.

## 6 Closing Reflections and Outcomes

The Practitioners' Workshop 2016 was an opportunity to bring together partners from across the five Country Partnerships supported by Grow Asia. More than that, it was an inspiring event characterized by a vision for greater collaboration and the desire to think differently and build momentum for new approaches.

### Key Takeaway 1

#### Get government involved

Governments play a critical role in attracting other stakeholders to a partnership; their visible support unlocks support from others. The buy-in of the country's government focuses attention, mobilizes resources and paves the way for supportive policy changes.

### Key Takeaway 2

#### Pay attention to the similarities

It is easy to segment ourselves into country or crop groups, but the questions and comments during the Workshop remind us that we all have common themes and challenges. Whether it is access to finance or balancing cooperation and competition, there are recurring questions that everyone is grappling with.

Grow Asia will continue to support Country Partnerships in their journeys to make change – by connecting collaborators, brokering alliances, creating and sharing knowledge, and forging networks. In particular, the **Grow Asia Exchange** can help foster meaningful and constructive interactions in the community of practitioners. Together, Grow Asia partners will create a better future for smallholder farmers' livelihoods and help to ensure global food security.

### Key Takeaway 3

#### Learn from each other

As evidenced from our partners' rich and complex dialogues, there is truly a wealth of knowledge and experience to be tapped within the Working Groups.

### Key Takeaway 4

#### Do well to do good

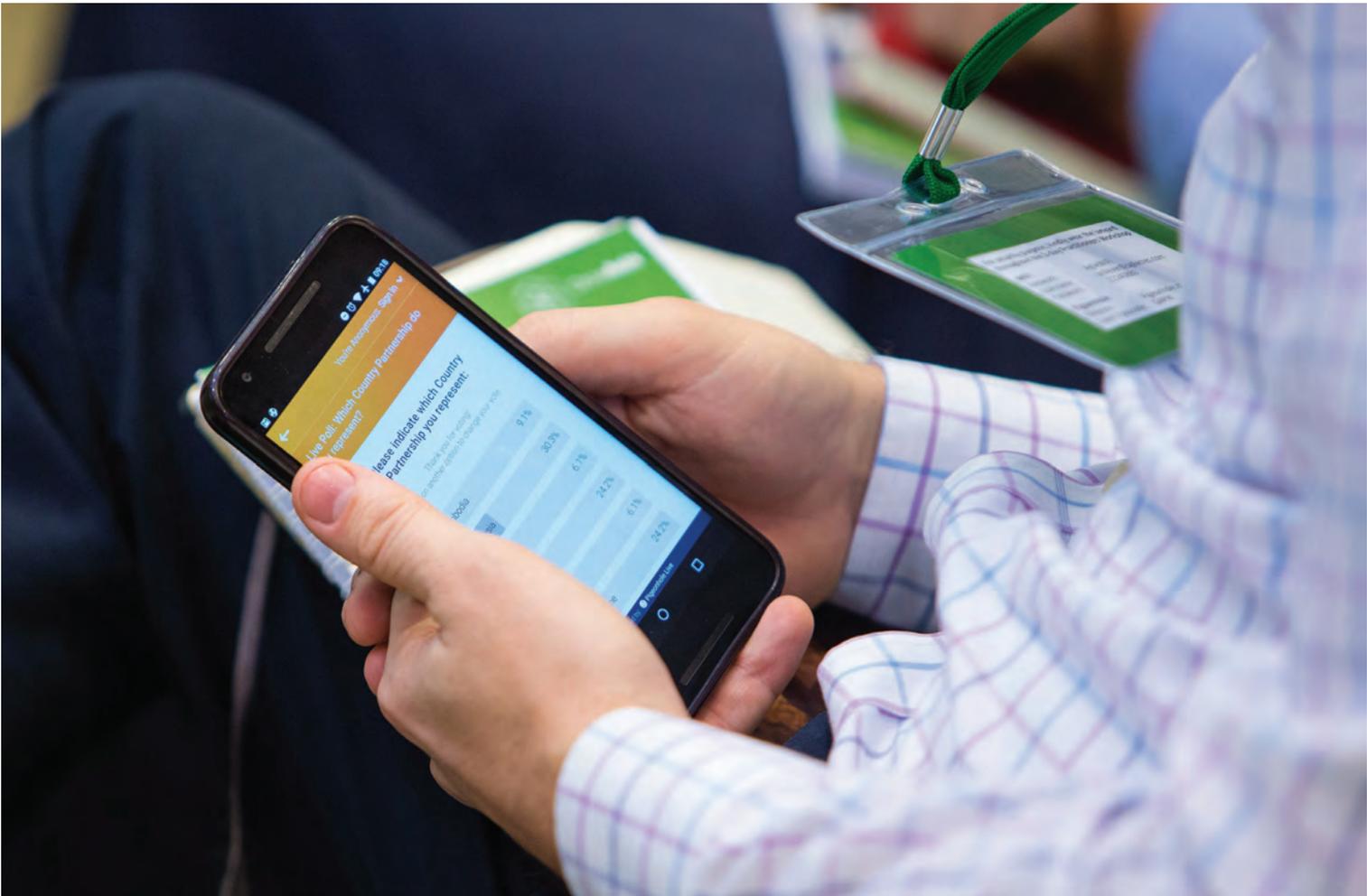
An effective multi-stakeholder model, and more specifically the Grow Asia model, is characterized by market-driven, private-sector led projects. For the desired inclusive value chains to be embraced, scaled, and replicated, they first need to make business sense. Only when a business does well will it be able to do good for its stakeholders.



A closing poll was conducted to gauge insights and commitments made as a result of the Workshop.

Partners agreed that they knew how to design a value chain project

86%



Partners agreed that multi-stakeholder partnerships could strengthen value chains and benefit smallholders

100%

Partners agreed that a strong Country Partnership Secretariat was crucial to nurture partners and projects

100%

# Appendix 1

## Project Design:

### Speed Sharing Session

1.1

#### Project Funding

What are the various sources of funding for value chain projects?

- GOVERNMENT AGENCIES  
(NATIONAL + FOREIGN DONORS)  
– CONTRIBUTE, SUBSIDIES, BUY-IN, TAXATION  
ESPECIALLY SUPPORTING RURAL DEVELOPMENT
- FOREIGN GOVERNMENT  
– USAID, EU, SWISS GOVT., USE OF CHALLENGER FUNDS
- MICRO-FINANCING
- TRADERS (COMMODITY SPECIFIC)
- BUSINESSES MNCs + NATIONAL: PHILANTHROPIC CSR,  
BUSINESS MODEL, RESEARCH  
(INCREASE TECH FOR EXAMPLE)
- COOPERATIVES – INTERNAL FUNDING  
(EG REVOLVING FUNDS)
- INTERGOVERNMENTAL ORGANIZATIONS (IGOS)  
(UN FAO AGENCIES)
- NGOs E.G. MERCY CORPS
- DEVELOPMENT BANKS  
(WB, ADB, ETC)
- TECHNOLOGY – COMMODITY EXCHANGE, MOBILE TRADING
- CERTIFICATIONS – PREMIUM FUNDS
- LOANS FROM NATIONAL AGRI BANKS (DEBT/CREDIT):  
CROP LOANS, MIXED INTEREST, RISK MITIGATION LOANS
- AGRI FUNDS FOR VC + FARMER DEVELOPMENT
- COMMERCIAL VALUE OF PRODUCT REINVESTED  
INTO VC-SHARED VALUE
- INSURANCE COMPANIES
- SUPPLIERS OF CREDIT
- ACADEMIC INSTITUTIONS – RESEARCH COLLABORATION
- RELIGIOUS INSTITUTIONS – POVERTY ALLEVIATION
- CROWD-SOURCING E.G. KIVA
- HIGH NET WORTH INDIVIDUALS
- SOCIAL ADS – RETURNS ON SOCIAL IMPACT, COMMITTEES
- FARMER – PERSONAL INVESTMENTS
- 'LOAN SHARKS'  
(NEGATIVE SOURCES)
- PRIVATE FUNDS
- COST-SHARING – GUARANTEES FROM GOVERNMENT ON  
INVESTMENTS, MATCH-FUNDING

1.2

#### Project Funding

How do you engage donors to support the projects?

- BUY-IN, PROPOSALS  
– TRADE, ENGAGEMENT AND  
PUBLIC CONSULTATION WITH DONOR COMMUNITY
- LOOK AT ALTERNATIVE INVESTMENT AND FINANCING MODELS  
INC. TAX BREAKS OR DEDUCTIONS / OR OTHERS INCENTIVE  
FOR CSR FROM GOVT.
- ALIGN WITH GOVERNMENT PRIORITIES AND PLANS AND  
SUSTAINABLE DEVELOPMENT GOALS
- METRICS / KPIS / TRANSPARENCY IN REPORTING  
– IMPACT AND PERFORMANCE
- PROVIDE CASE STUDIES, BEST PRACTICES AND EVIDENCE TO  
SHOW THE BUSINESS CASE FOR REPLICATION AND SCALE UP  
– SUSTAINABLE BUSINESS MODELS
- USE INNOVATION AND DIGITAL TECHNOLOGY TO INCREASE  
EFFICIENCY AND REACH
- VALUE FOR MONEY THROUGH COLLABORATION
- STRONG/COMPREHENSIVE DESIGN OF PROJECT
- IDENTIFY ALIGNED STRATEGIC INTERESTS OF DONORS
- SHARED VALUE AND INCLUSIVE BUSINESS  
– INNOVATIVE MODELS THAT SHOW OWNERSHIP
- DIFFERENT FUNDING MECHANISM – MATCH FUNDING
- PACKAGING TO SHOW DONOR AND TAXPAYERS / CUSTOMERS'  
INTERESTS – PUBLIC RELATIONS
- COMMUNICATIONS, MEDIA, CELEBRITIES, EVENTS,  
ADVERTISING
- NATIONAL GOVERNMENTS – WORKPLAN
- IDENTIFY 'LESS USUAL ACTORS' LIKE  
INDUSTRY ORGANISATIONS TO CONTRIBUTE  
EITHER IN-KIND OR FINANCIALLY
- RESEARCH AND DEVELOPMENT
- COST-SHARING GUARANTEES AND RISK SHARING MECHANISM
- LEARNING VISITS/EXCHANGE

1.3

**Project Funding**

Who funds the work of the NGO partners?

- GOVERNMENT AGENCIES/ BILATERAL
- BUSINESSES, EXPORTERS
- INDIVIDUAL DONORS
  - PHILANTHROPISTS, HIGH NET WORTH INDIVIDUALS, GENERAL PUBLIC
- LEVY - FROM SALE OF PRODUCTS FOR ASSOCIATIONS
- PRIVATE FOUNDATIONS
- ACADEMICS
- SELF-FUNDING - SALES/PROFITS OF THE NGO
- IGOs AND FOREIGN DONORS (E.G. USAID)
  - GOVERNMENT TO GOVERNMENT, TRADES AND FOREIGN OFFICE,
- CONSUMERS
  - USE OF CERTIFICATIONS FOR PRODUCTS TO GET PREMIUMS REINVESTED, E.G. FAIRTRADE
- FARMERS
  - MEMBERSHIP FEES
- DEVELOPMENT BANKS

1.4

**Project Funding**

How can projects be designed so that they do not rely on donor-funding?

- NATIONAL GOVERNMENT BUDGET
  - DEPARTMENT AND EXTENSION SERVICES,
  - POLICIES INCLUDING TAXATION
- BUSINESSES: IN-KIND SUPPORT; INCLUDE THIS WORK AS AN INTEGRATED PART OF THEIR BUSINESS MODEL; PROJECT AND COST RECOVER/ADDITIONALITY
- ECO-SYSTEM SERVICES PAYMENT
- FINANCIAL SUPPORT FROM COMMITTEES THEMSELVES AND PUBLIC COUNTERPARTS
- INNOVATION AND NEW GENERATION FARMER ENTREPRENEURS
  - SELF-SUSTAINING
- GROWTH OF VALUE CHAIN SYSTEMS SO LESS RELIANT ON SUPPORT
  - MODELS THAT LOOK AT COMMERCIAL VIABILITY AND PROFITABILITY
- FINANCE MECHANISMS AND FINANCIAL LITERACY ALONG THE VALUE CHAIN - MARKET SYSTEM
- WORKING WITH MODERATED STAKEHOLDERS FROM START TO END
- INCLUSIVE BUSINESS MODELS WITH SMALLHOLDER OWNERSHIP
- PPP - COST-SHARING AND INVESTMENT MODELS THAT CAN REDUCE RELIANCE

## 2.1

**Farmer Engagement**

What are the various ways in which farmers can be engaged through the value chain projects?

- FARMER REPRESENTATION IN STEERING COMMITTEE (MAY NEED AGGREGATION FIRST)
- STRONG PARTNERSHIP BETWEEN PRIVATE SECTOR, GOVERNMENT AND FARMERS
- MARKET OFF-TAKER KEY FOR FARMER ORGANIZATION, THEN OTHER SERVICES E.G. FINANCE FOLLOW
- RADIO
  - AGRICULTURE PROGRAMS, CALL-IN
- MOBILE TECHNOLOGY
  - INFORMATION SHARING, ENGAGEMENT THROUGH SOCIAL NETWORKING, ABLE TO RAISE AND RESPOND TO ISSUES
- NEED TO PROVIDE EVIDENCE BASED TRAINING FOR FARMERS ON E.G. HEALTH AND SOCIAL IMPACT, FINANCE, LIVELIHOODS AND DIVERSIFICATION, VALUE OF THEIR CONTRIBUTION TO EXPLAIN THE BENEFIT
- FARMER LEADERS TO PILOT NEEDS ASSESSMENT AND CHAMPION PROJECT - ENTRY POINT INTO COMMUNITIES, PROVIDE OUTREACH TO YOUNGER GENERATION, CONDUCT TRAINING THEMSELVES
- FINANCING TO SUPPORT FARMERS, CROWD-IN COMPETITION FORMAL/INFORMAL
- BUNDLING HOLISTIC PACKAGE
  - INPUTS, EXTENSION, FINANCE, OFF-TAKER
- ENGAGEMENT OF WHOLE FAMILY, E.G. EDUCATION FOR CHILDREN, WHO THEN SHARE KNOWLEDGE
- HARVEST FESTIVALS/MARKET FAIRS
  - SUCCESSFUL FARMERS SHARE EXPERIENCES
- ALTERNATIVE OPTIONS FOR MARKET ACCESS
- VALUE-ADDED ACTIVITIES (HOME PROCESSING)
- BETTER PRODUCTIVITY THROUGH INNOVATION
  - ELIMINATE FARMERS' CONSTRAINTS ON E.G. LABOR
- STRONG PERSONAL RELATIONSHIP WITH FARMER
- FARMER CONTRACT TO CUT OUT THE MIDDLE-MEN
- GROUPS TO IMPROVE MARKET POWER, FARMER CO-OP
- OPEN DISCUSSION ON THE ROLE OF EACH PARTY AND CONSULTATION ON GAPS/NEEDS
- INSTITUTIONS E.G. GOVERNMENT, CHURCH
- COMMUNITY LEADERS
- CERTIFICATIONS FOR PREMIUM (INCENTIVES)
- ACCESS TO SERVICES, E.G. SEEDS, FINANCE, INPUTS

## 2.2

**Farmer Engagement**

Is there a role for farmers' organizations - if so, what is that role and how can Working Groups engage them?

- YES, NEED TO STRENGTHEN FARMERS' ORGANIZATIONS SO THEY CAN PARTICIPATE - NEED TO STRENGTHEN CAPABILITIES IN BUSINESS SKILLS, FINANCE, COMMUNICATION
- PARTNERSHIP IN WORKING GROUP PROJECTS (NOT AS BENEFICIARIES)
  - EXCHANGE VISITS TO OTHER ORGANIZATIONS
- COUNTRY CONTEXT IS IMPORTANT - MARKET MATURITY IS AN IMPORTANT CONSIDERATION
- LEARNING FROM EACH OTHER. INFLUENCE ON AGRICULTURAL PRACTICES, CHANGE BEHAVIORS AND MENTALITY, OFFER SUPPORT AND ENGAGEMENT DURING PROJECT DESIGN
- "ONE PRODUCT, ONE VILLAGE" MINDSET - CONSOLIDATED VOICE TO IMPROVE TRADE, CONTRACTS, TAXATION
- POLICY ADVOCACY, LINKING TOGETHER AND BRINGING ONE VOICE TO POLICY MAKERS. GROW ASIA CAN LINK TOGETHER AND RAISE PROFILE
- AGGREGATION AT VILLAGE LEVEL KEY - DOES NOT NEED TO BE AT A FORMAL FARMER ORGANIZATION LEVEL, DEPENDS ON THE LAWS AND NEEDS
- IMPORTANT TO EXPLAIN THE BENEFIT TO FARMERS
- GROW ASIA EVENT FOR FARMERS?
- REPRESENTATION FOR SECTOR (POLICY) AND BUYERS (PRICES)
- UPLIFTING MORALE OF FARMERS, SUPPORT NETWORK
- ACCESS TO FINANCE
  - GROUP COLLATERALIZATION
- SOCIAL/INTERNAL PRESSURE
- SET COMMON STANDARD (GAP) AND ROADMAP
- ENTRY POINT FOR SERVICES AND INPUTS
  - LINKAGE, FINANCE, SUBSIDY FROM GOVERNMENT
  - LOWER COSTS FOR COMPANIES
  - FARMERS BUYING INPUTS IN BULK
- TREAT FARMERS ORGANIZATIONS AS BUSINESSES. WORKING GROUPS CAN MENTOR COOPS TO BECOME MORE PROFESSIONAL
- SERVICES: CREDIT, TRAINING, MARKETING, ACCESS TO MARKET

## 2.3

**Farmer Engagement**

Do different farmers need different approaches e.g. land-owning farmers or landless farm laborers?

- **YES -**
  - DIFFERENT INCENTIVE STRUCTURES AND ECONOMIC SITUATIONS. LANDLESS LIKELY TO HAVE DIVERSIFIED/ ADDITIONAL INCOMES, POTENTIAL SOCIAL PROTECTION, OR UNCERTAINTY**
- **ESSENTIAL TO CLEARLY ASSESS NEEDS AND CAREFUL MANAGEMENT OF PROJECT CRITERIA**
- **NEED TO BREAK DOWN BARRIERS FOR LANDLESS TO ACCESS FINANCE**
  
- **FOR LANDLESS, INNOVATIVE APPROACHES (E.G. GREENHOUSE) CAN EMERGE**
- **NEW FARMERS SOMETIMES MORE RECEPTIVE TO CHANGE THAN LONG-TIME FARMERS**
  
- **CROP SPECIFIC**
  - SEASON, TECHNIQUES, WATER, VALUE CHAIN**
- **CORRIDOR APPROACH TO BUILD MARKET**
- **GEOGRAPHY**
  - DIFFERENCES IN CULTURAL NORMS, CLIMATE, ETC**
- **DEMOGRAPHICS**
  - POPULATION DENSITY, ETHNIC GROUPS**
  
- **ASSOCIATION VS COOP APPROACH**
- **IMPORTANT FIRST TO DEFINE DIFFERENCES**

## 3.1

**Women's Economic Empowerment**

How can Working Groups assess the specific needs of women farmers?

- SURVEYS AND FOCUS GROUPS CLOSE TO HOMES, CONSIDERING DOMESTIC RESPONSIBILITIES TOO
- "DAY IN THE LIFE OF"
- NUTRITIONAL NEEDS FOR FARMERS
- IDENTIFYING LEADERS WITHIN GROUPS AND WOMEN WORKING WITHIN VALUE CHAINS
- WOMEN'S UNIONS, COOPERATIONS AND ORGANIZATIONS
- ENGAGING WOMEN IN THE FIELD
- MATERNAL HEALTH  
(ACCESS TO HEALTH, EDUCATION)
- TAPPING INTO EXISTING RESEARCH/RESOURCES  
(NGOs, GOVERNMENT AGENCIES)
- SHIFTING FOCUS ON NON-FARM  
(AWAY FROM AGRICULTURE)
  - UNDERSTAND GENDERS
  - EQUALITY RIGHTS
  - FINANCE AND ECONOMIC SITUATIONS
  - HOUSEHOLD NEEDS
  - FAMILY DYNAMICS
  - SOCIETY AND NEIGHBOURS
- CULTURAL NORMS AND RELIGIONS
- MAP LIFESTYLES AND CONDUCT GENDER ASSESSMENT ON-FARM
- CROP AND CONTEXT-SPECIFIC
- LEADERS AND CELEBRITIES  
WHO INFLUENCES WOMEN'S DECISIONS
- INSURANCE  
(CROP, HEALTH)
- INFORMAL CONVERSATIONS
- ENTREPRENEURIAL AND FINANCIAL LITERACY/BUSINESS SKILLS
- CATEGORIZATION OF WOMEN'S ROLES
- GOVERNMENT LEADERSHIP
  - PROVIDE INCENTIVES AND CAMPAIGN, SPECIFIC FUNDS SET ASIDE
- INVOLVEMENT OF WOMEN THROUGHOUT PROJECT DESIGN SCALE
- NEGATIVE IMPACT OF NEWS ON WOMEN FARMERS
  - EG ACCIDENTS, WORKING CONDITIONS, SAFETY

## 3.2

**Women's Economic Empowerment**

How can value chain projects be designed to be more inclusive of women farmers?

- BETTER UNDERSTANDING OF VALUE CHAIN GENDER ROLES - IN FARMS, HOUSES, WORK, LAND, HARVEST, WHERE WOMEN ARE BEST AND MOST EFFICIENT
- DATA COLLECTION
  - GENDER INFORMATION BASELINE
  - BUILD FARMER PROFILES
- GENDER STRATEGY
  - ENVIRONMENT
- AND VARIETY OF ROLES ALONG VALUE CHAIN
  - TASK DIVISION, REVERSAL OF TYPICAL ROLES
- IMPACT ASSESSMENT
- HOUSEHOLD SUPPORT
  - SCHOLARSHIPS, EDUCATION, HEALTHCARE, SOCIAL MARKETING, NUTRITION FOR CHILDREN TO EASE WOMEN'S RESPONSIBILITIES
- GOVERNMENT AGENCIES, POLICIES AND COMMITMENTS
- LEARNING FROM OTHER MODELS AND COUNTRIES
  - RESEARCH AND SHARE FINDINGS
- INVOLVEMENT IN PROJECT DESIGN AND DECISION-MAKING
- SPECIFIC BUDGETS FOR WOMEN
- MOTIVATING WOMEN TO FEEL MORE IMPORTANT
- BUSINESS ACUMEN AND MANAGEMENT, FINANCIAL LITERACY
- WOMEN'S ORGANIZATIONS, COOPERATIVES, UNIONS
- MECHANIZATION
- WORKING EMPOWERMENT
- BANKING SYSTEM
  - FINANCIAL KNOWLEDGE
- FINANCIAL INCENTIVES FOR VALUE CHAIN COMPANIES
- IDENTIFY WOMEN FARMER CHAMPIONS AND LEADERSHIP
- CITIZEN REPORTING
  - GIVING A VOICE AND COMMUNITY ADVOCACY
- COMPANY LEADERSHIP AND COMMITMENT - POLICIES AND STANCES ON WOMEN WORKERS
- LAND TITLE HAVING BOTH HUSBAND AND WIFE'S NAMES / PROJECT REGISTRATION FOR COUPLES
- VERIFY ASSUMPTIONS FOR PRODUCTS/SERVICES
- FARMERS SYSTEMS, CONSOLIDATING RESOURCES AND LABOR
- MORE EDUCATION/AWARENESS ON ROLE OF WOMEN FROM NGOs, CSOs

## 3.3

**Women's Economic Empowerment**

What is the one simple measure that all value chains should include in order to improve women's economic empowerment?

- **MONITORING OF GENDER DISAGGREGATED DATA VS ASSUMPTION THAT BENEFITS ARE SHARED**
- **MEASURE HOURS CONTRIBUTED BY WOMEN (DAILY, TASK-BASED) AS PERCENTAGE OF FAMILY ACTIVITIES**
  
- **ACCESS TO FINANCE (LOANS, INSURANCE, PERSONAL BANK ACCOUNTS)**
- **FINANCE LITERACY TRAINING, MARKET ACCESS, TECHNICAL WORKSHOPS**
- **NUMBER AND INVOLVEMENT OF WOMEN LEADERS**
- **DOING MORE FOR NON-FARM ACTIVITIES**
  - **RURAL ENTREPRENEURSHIP**
  
- **UNDERSTANDING HOUSEHOLD INCOME SOURCES**
- **DEFINING DEGREE OF ENGAGEMENT ALONG VALUE CHAIN**
- **INCOME DISPARITY, ATTRIBUTABLE TO WOMEN**
  - **ENSURE WOMEN RECEIVE SIMILAR INCOME**
- **HAPPINESS INDEX, SOCIAL PERCEPTION OF WOMEN**
  
- **SINGLE WOMEN**
- **M+E**
- **RETIREMENT PLANS**

## 4.1

**Healthy and Safe Farming Practices**

Health and Safety is notoriously difficult to teach because it requires behavior change; what are the most effective ways to (a) teach healthy and safe farming practices and (b) inculcate behavior change?

- **BY EXAMPLE**
  - ACTIONS SPEAK LOUDER THAN WORDS
  - KEEP PRACTICAL AND RELEVANT
- **USE VISUAL/MEMORABLE IMAGES AND STORYTELLING TECHNIQUES**
- **COMMUNICATE CONSEQUENCES OF UNSAFE PRACTICE - EMPHASIZE NEGATIVE IMPACT FROM EMOTIONAL POINT OF VIEW**
- **IMPACT ON FAMILY /PEERS**
  - RUN COMMUNITY-BASED TRAINING
- **OFFER CERTIFICATES**
- **E-LEARNING**
  - TAKE A DIGITAL APPROACH
- **TOWN HALL MEETINGS, AWARDS AND GROUP TRAINING**
- **THINK LONG-TERM**
  - STEP BY STEP FOCUS ON INCREMENTAL CHANGES
- **TECHNICAL TOURS**
  - SOCIAL PROOF
- **GOVERNMENT ROLE TO OFFER AN AUTHORITY**
- **INCENTIVIZE FARMER CHAMPIONS**
  - IDENTIFY AND RECOGNIZE AMBASSADORS
- **INCLUDE IN SCHOOL CURRICULUM**
- **FOCUS ON FAMILY EDUCATION TOO**
  - INCLUDE SPOUSE
- **MAKE TRAINING PERSONAL**
- **CULTURAL-CENTERED TRAINING**
- **SHOWCASE BEST PRACTICE. OFFER EXCHANGE VISITS**
- **DOCUMENT BAD PRACTICE CASE STUDIES**
- **RAISE CONCERNS FROM CONSUMERS' POINT OF VIEW**
- **ENFORCE REGULATIONS AND CODES OF PRACTICE**

## 4.2

**Healthy and Safe Farming Practices**

What are the biggest on-farm health and safety risks to farmers?

- **PESTICIDES -**
  - APPLICATION METHODS/SKILLS (LACK OF);
  - IMPROPER USE OF CHEMICAL INPUTS;
  - CHOICE OF PRODUCTS
- **MACHINERY -**
  - CHOICE OF TOOLS,
  - FAILURES VS NORMAL USE
- **NATURAL RISKS FROM THE ENVIRONMENT,**
  - E.G. SANITATION
- **NATURAL DISASTERS**
  - E.G. TYPHOONS, LIGHTENING, FIRE,
  - HUMIDITY
- **WILDLIFE**
  - ANIMALS
- **GENERAL ACCIDENTS ON FARM**
  - E.G. HARVESTING
- **MAN-MADE CALAMITIES**
  - WAR/TERRORISM

4.3

**Healthy and Safe Farming Practices**

What preventative measures can be taken to mitigate the risks?

- **APPROPRIATE PPE**
  - MAKE PRACTICAL AND AVAILABLE
  - GIVE TO FARMERS FIRST WITH 0% LOANS,
  - ALLOCATE DESIGNATED PEOPLE
- **TECHNOLOGY**
  - EXPOSURE MANAGEMENT, DRONES ETC
  - FIND SAFER ALTERNATIVES
- **LABEL**
  - USE APPROVED
- **LEGAL APPROACHES**
- **LOCALITIES**
- **CONSISTENCY IN EDUCATION AND TRAINING ESSENTIAL**
- **MODERN TECHNOLOGY ADOPTION**
- **SAFETY AUDITING**
- **COMMUNITY CHAMPIONS**

## 5.1

**Equitable Land Rights**

Do you know whether land title is a point of concern for the farmers in your value chain project?

## • YES -

- MANY DON'T HAVE FORMAL TITLE APART FROM MAYBE A LETTER FROM THE LOCAL LEADERS. PARTICULAR ISSUE FOR SMALLHOLDER FARMERS
- NECESSARY FOR LOANS/CREDIT WITH REASONABLE INTEREST RATES. TITLE NEEDED TO ACCESS INPUTS
  - KEY FOR FARMER INVESTMENT AND SUSTAINABILITY
- FINANCING REQUIRES COLLATERAL - NEED THIS TO GET LOANS. WORKERS ON STATE FARMS CANNOT GET LOANS FOR INVESTMENTS. CERTIFICATIONS HELP
- LEGAL ISSUES (ESPECIALLY PALM OIL)
- RESOURCES ISSUES
  - LACK OF ACCESS TO RESOURCES LIKE WATER
- COST ISSUES
- BETTER INPUTS = MORE PRODUCTIVITY = HIGHER INCOME. (CAN'T DO THIS WITHOUT CREDIT)
- HESITANT TO INCREASE PRODUCTION WITHOUT TITLE
  - SOMEONE MAY DESTROY CROP
- LANDLESS FARMERS HAVE DIFFERENT PERSPECTIVE TO LAND OWNERS
- COST OF LAND TITLE IS HIGH
- COMPETING CLAIMS/SQUATTING CREATES CONFLICT
- MANY POOR SELL LAND OR ARE EVICTED FROM CONCESSION LAND - CORRUPTION IN RESETTLEMENT SOLUTIONS
- ENCROACHMENT ON FOREST IS A PROBLEM. CANNOT SELL CROPS OR GET GOVERNMENT SERVICES
- CONSTRAINT FOR INDIGENOUS PEOPLE IN PARTICULAR
- ENVIRONMENTAL SUSTAINABILITY CONCERNS
- NOT EQUAL FOR MEN AND WOMEN
- LAND REFORM IS HIGHLY POLITICIZED
- INFLUENCES VALUE CHAIN
- CAN LEAD TO VIOLENCE AND CONFLICT, SLAVERY/FORCED LABOR
- EXAMPLE UNIQUE CORN PROJECT IN THE PHILIPPINES FOR TENANTS - JUST NEED DOCUMENTED ARRANGEMENT WITH LAND OWNER TO SHOW THEY HAVE RIGHT TO USE AND SELL PRODUCE. IN CERTAIN SITUATIONS MAY BE ABLE TO USE TO ACCESS CREDIT

## 5.2

**Equitable Land Rights**

How do you determine if the farmers participating in your value chain project have formal land title? Customary land rights?

**FORMAL:**

- ASK TO SEE A COPY FROM FARMERS THEMSELVES
- BANK CERTIFIES LAND AREAS
- FARMERS ASSOCIATIONS
- STATISTICS FROM GOVERNMENT MINISTRY
- PART OF THE TRACEABILITY - REQUIRED TO SHOW TITLE BEFORE ENGAGEMENT, SELF-ASSESSMENT OF FARMERS
- MAY LOOK TO TAX DECLARATION IN ABSENCE OF TITLE
- GOVERNMENT RECORD KEEPING MAY NOT BE VERY GOOD/ DIFFERENT AGENCIES WITH DIFFERENT RECORDS
- COMMUNITY CENSUS
- AVOID/LESSEN ENGAGEMENT IN DIFFICULT TITLING CIRCUMSTANCES/MULTIPLE CLAIMS
- LEDGERS/DATABASE
- DEPENDS ON WHERE IN VALUE CHAIN THE PROJECT IS

**CUSTOMARY:**

- NO CLEAR OWNERSHIP
- LOCAL AUTHORITY CERTIFICATE ISSUES (MORE INFORMAL)
- COMMUNITY MAY RECOGNIZE USE, BUT INSECURE IF SOMEONE ELSE MAY WANT IT (I.E. ECONOMIC LAND CONCESSION).
- WORK WITH COMMUNITY LEADERS
- GOVERNMENT, FARMERS
  - HAVE CERTIFICATE THEY CAN SHOW
- QUESTION WHETHER THIS MATTERS
  - PARTICIPATING IN THE VALUE CHAIN ANYWAY

## 5.3

**Equitable Land Rights**

In what way do you adapt your project to the land security status of participating farmers?

- LINKING WITH GOVERNMENT TO ENSURE LAND REFORM IS IMPLEMENTED
- SHARE COLLATERAL, USE OTHER DOCUMENTS OR PROPERTY
- ENSURE CONTRACT BETWEEN OWNERS AND TENANTS
- FOCUS ON TILLER AS SUPPLIER INSTEAD OF 'LAND OWNER'
- MAKE SURE THEY HAVE CONTROL OVER LAND IF NOT TITLE
- VOICE CONCERNS TO NATIONAL GOVERNMENT, LINK FARMERS TO GOVERNMENT AGENCIES AND OTHER ORGANIZATIONS WORKING ON LAND TITLING, WORK TOWARD ALTERNATIVE SOLUTIONS FOR FARMERS
- FACILITATE MARKET LINKAGE
- AVOID CIRCUMSTANCES WHERE COMPETING CLAIMS
- VOLUNTARY CERTIFICATION/CODE OF CONDUCT FOR SUSTAINABILITY
- GUARANTORS FOR FINANCING/WHERE FARMERS WITHOUT TITLE CANNOT GET LOANS, MAYBE THROUGH COOPERATIVES/ FLEXIBILITY WITH MICROFINANCE INSTITUTIONS FOR CREDIT
- REQUIRE FARMERS TO HAVE FORMAL TITLE
  - CLEAR AND CLEAN
- HELP TO LEGALIZE/REGISTER LAND
- SUPPORT HIGH VALUE FARMING WITHIN FOREST
- COLLECT DATA/TESTING ON SOIL QUALITY ETC
  - TO TRACK SUSTAINABILITY
- WORK WITH GOVERNMENT TO UPDATE MAPS AND RECORDS. GPS MAPPING OF FOREST AREAS/SUPPLIER FARMS, COMMODITY CODING TO SHOW BEST CROP FOR LAND
- CROWDSOURCE TECHNOLOGY TO REPORT ABUSE
- CLEAR AGREEMENTS WITH SUPPLIERS - TIGHTLY DEFINED CONTRACTS THAT GIVE CONFIDENCE TO INVEST
- USE TECHNOLOGY TO CIRCUMVENT LEGACY SYSTEM
- SUCCESSIVE LAND TITLE
  - ENSURE SUCCESSFUL TRANSFER
- TAX INCENTIVES
- DEFINE TARGET GROUP CLEARLY
- IF INSECURE, ENSURE MAXIMIZED EARNINGS
- ENCOURAGE CHANGE OF LAWS/POLICIES
- SEMINARS VIA COOPERATIVES AND FARMER ORGANIZATIONS ON AWARENESS OF LAND TITLES
- STAY OUT OF LAND ISSUES IN EARLY STAGES OF PROJECT
- DON'T LEGITIMIZE LAND GRABBING

## 6.1

**Efficient Water Use**

How can water usage be measured on a smallholder farm?

- BY HOURS OF PUMPING (ELECTRIC/DIESEL PUMP).  
COST OF WATER = COST OF PUMPING
- DEPENDS ON CROP
  - RICE, TOO MUCH
  - EGGPLANT/PEPPER/CHILLI LITTLE WATER/PUMP
- WATER CLOCK IN PILOT
  - ALL WATER TO FIELD IS PUMPED THROUGH
- WATER FLOW/WATER VELOCITY OF RIVER
  - YEAR BY YEAR. RECHARGE > USE
- RAIN GAUGE
- MEASURE FAMILY USE
  - SOLAR PUMP, WIND, COLLECT GROUND WATER IN RECYCLABLE TANKS AND MEASURE LEVELS
- WATER SENSOR -  
MEASURE PLANT USAGE OF WATER AND NUTRITIONAL VALUES, AND HELP FARMERS MANAGE WATER USE. FARM ACCESS TO OPTIMIZE WATER ON LARGE FARMS. SPEED, QUALITY, VOLUME FOR IRRIGATION
- ZIM SENSOR PILOTING
  - CAN READ USE BUT NEED IN ACTION.
  - SENSOR LINKED TO MOBILE
- SATELLITE IMAGERY AND DRONES
  - COLOR OF GROUND, NUTRITION, HEAT
- MEASURE AT COMMUNITY LEVEL
- RECORD FARMING PRACTICE
  - INDICATION/GUIDANCE, BETTER TRAINING
- QUALITY: POLLUTION, CONTAMINATION

## 6.2

**Efficient Water Use**

What technologies exist to help with capture/storage, reuse and recycling of water?

- CATCHMENT - PONDS AT COMMUNITY LEVEL (MUD AND CONCRETE), RAIN WATER HARVEST, COULD BE PPP
- TERRACING ON HILLS AND WATER SHED
  - DECREASED RUN-OFF.
- PIPES ALONG TERRACE TO KEEP SOIL MOIST
- UNDERGROUND WATER
  - WELLS LINKING UNDERGROUND, REPLENISH BY RAIN
- AQUACULTURE
  - REUSED ON FARM/POST-TREATMENT AND WASTEWATER
- SHALLOW PUMP TO KEEP REUSING EG FLOOD PLAIN RATHER THAN RIVER RECHARGE
- EXPAND MANGROVE AREA (FOR MUD CRABS)
- IN RAINY SEASON, STORE
  - PONDS/TANKS, PLASTIC LINED, CONCRETE, COCONUT FIBRE
  - REUSE PACKAGING.
- RAINWATER HARVEST AT VILLAGE LEVEL
  - USE IN DRY SEASON. GROUND WATER REPLENISH
- NATURAL PURIFIERS TO FILTER EG LIMESTONE
- SEPTIC TANK WATER USE ON FARMS, INCLUDING NUTRIENTS
- DIFFERENT QUALITIES OF WATER CAN BE USED FOR DIFFERENT CROPS. INFORMATION ON WHEN CLEAN/DRINKABLE WATER NEEDED AND WHEN NOT
- TECHNOLOGY TO RECYCLE WATER IN THE SYSTEM AT REFINERY
- HYDROPONICS
  - FULL SYSTEM USE
- COMPETITION FROM LIVESTOCK
- USE SEA WATER
  - DESALINATE, ENERGY FROM DAM
- PLANTS CAN KEEP MOISTURE TOO
- WATER-SHARE
- 'PROFILE' AREA TO DETERMINE WATER AVAILABILITY
- PUMPS SHOULD BE SOLAR/WIND FROM WATER BODIES
- GOVERNMENT COORDINATION AT LOCAL LEVEL BY LOCAL ADMIN
  - LANDSCAPE MANAGEMENT
- SOIL MANAGEMENT

## 6.3

**Efficient Water Use**

What technologies exist to reduce on-farm water usage?

- BUILD EFFICIENT DRIP AND SPRINKLER IRRIGATION
  - COFFEE, HORTICULTURE, PEPPER
- WATER, CHEMICALS AND FERTILIZER COUNTER
- COST - GOVERNMENT SUBSIDY
- GOVERNMENT IN VIETNAM PROVIDE GUIDELINES TO LIMIT WATER USE IN COFFEE - VOLUNTARY. ALSO EXTENSION TRAINING AND FARMER TRAINING WHEN TO WATER/TOO MUCH (TEST SOIL, VISUAL, MEASUREMENT)
- VEGETABLES - DROP, WATER IMPOUNDING
- RECORD CROP/WATER CYCLE
- ENOUGH WATER - ALTERNATE WATER IRRIGATION
  - SOLAR/WIND PUMPS
- IRRIGATION - ALTERNATE WET AND DRY TECHNIQUES. DROUGHT RESISTANT SEEDS, SUBMERGED VARIETIES
- CROP CHOICE - SOME USE LESS WATER/HAVE SHORT GROWING SEASON
- PAY FOR IRRIGATION?
  - PHILIPPINES MAKING IT FREE NOW TO HELP FARMERS.
  - IRRIGATOR ASSOCIATION FOR RICE IN EVERY PROVINCE.
  - DAMS, CANALS, BIG SYSTEMS, FARMER GROUPS FOR EFFICIENCY
- RICE - TRADITIONALLY LESS WATER. LAND LEVEL AND FARM MANAGEMENT. SWITCH FROM PADDY TO DIRECT SEEDED
- PRACTICES - LOW TILL / NO TILL. COVER CROPS WITH PLASTIC
- ALTERNATE CROPPING - CROP ROTATION, INTRA-CROP, TREES
- BIOTECH/PLANT MATERIAL - DROUGHT RESISTANCE
- FARMER ADVOCACY AND TRAINING ON ECO-SYSTEM TO INCREASE UNDERSTANDING OF WATER ISSUES AND MANAGEMENT
- BETTER PLANNING E.G. WAIT FOR RIGHT TIME TO PLANT ACCORDING TO SEASON
- CLIMATE IMPACTS - LOW WATER LEVELS,
  - BAD PREDICATIONS VS BETTER FORECASTS
- TECHNOLOGY TO PROVIDE WEATHER INFORMATION - ALIGN FOR SHORT SEASON CROPS AND FORECAST
- "CROP ASSOCIATION" - 2-3 CROPS AT SAME TIME TO SHARE WATER, E.G. PAPAYA AND VEGETABLES
- DRAINAGE ASSESSMENT - WATER GATE MANAGEMENT/ FILTERING
- CHANGE GOVERNMENT ADVICE AND INTRODUCE BETTER POLICIES - E.G. DECREASE FROM 600L TO 400L USE IN COFFEE DURING DRY SEASON. MEASURE HOW LONG IT TAKES TO FILL TANK PER MINUTE OF IRRIGATION
- COMMUNITY INFRASTRUCTURE

## 7.1

**Greenhouse Gas Reduction**

How can GHG emissions be measured on a smallholder farm?

- MEASURING LAND USE CHANGE EMISSIONS
- ON FARM MONITORING OF EMISSIONS
- SOIL EMISSIONS  
(ORGANIC/CARBON)
- APPLICATION OF FERTILIZERS/PESTICIDES
  - ORGANIC FERTILIZERS FROM POST-HARVESTING
  - IPM/BIOTECHNOLOGY TO MAXIMIZE YIELDS WITH LESS FERTILIZER
- POST-HARVEST MANAGEMENT
  - BURNING
  - MULCHING OF WASTE MATERIAL FERTILIZER
  - BIO-ENERGY
- PROCESSING
  - CIRCULAR ECONOMY OF WASTE INTO ENERGY
  - BAGGAGE
  - ORGANIC FERTILIZER BACK TO FARMERS  
(MANURE-BEEF)
  - CROP DIVERSIFICATION
  - AGROFORESTRY
  - REFORESTATION
  - SHACK TREES (TEA, COFFEE, COCOA)
  - SELECTION OF TREES
- FARMER AWARENESS
- EDUCATION
- APPLICATION OF FARM/PRODUCTIVITY/INPUTS

## 7.2

**Greenhouse Gas Reduction**

What technologies exist to reduce GHG emissions from farms?

- CROP KNOWLEDGE (RICE V. VEGETABLES)
- SENSORS (LAND USE CHANGES)
- DRONES (LAND USE CHANGES)
- TRACKING WATER LOG -> BURNING  
[PEAT MANAGEMENT]
- ON FARM MANAGEMENT SYSTEMS
  - APP
  - FARMER FIELD SCHOOLS
  - MODEL FARMS
- CROP QUALITY
- CROP PROTECTION
- BIOTECHNOLOGY -> RELEVANCE TO SHFS/CAPACITY BUILDING
- TESTING
- RELATIONSHIP BETWEEN PROCESSING AND SHFS
  - ORGANIC FERTILIZER
  - BAGGAGE
  - REDUCE POST-HARVEST WASTES -> BURNING

## 7.3

**Greenhouse Gas Reduction**

How can value chain projects raise awareness and educate farmers on the concept of GHG emissions?

- *PROJECTS TEND TO FOCUS ON THE HERE AND THE NOW*
- *FUTURE PROOFING SHF FARMS*
- *THINKING ABOUT NEXT CROP CYCLE AND PREPARING CYCLE*
- *ROLE OF EDUCATING CHILDREN IN SCHOOLS  
TO BRING BACK MESSAGE TO FARMERS ABOUT  
GHG REDUCTION*
  
- *FARM RESILIENCE*
- *SUPPLY CHAIN EFFICIENCIES  
(FARM TO PROCESS OPTIMIZATION)*
  
- *CONTEXTUALIZING THE GHG TO BE ABOUT  
IMPROVING FARM PRODUCTIVITY*

## 8.1

**Improved Soil Quality**

What are simple visual indicators of poor soil quality?

- SOIL CRUSTING
- EROSION
- PLANT GROWTH
- LEAF COLOR
- DISCOLORATION OF CROPS
- PLANT VIGOR
- WATER LOGGING
- LOW WATER HOLDING CAPACITY
- NO SMALL ORGANISMS  
(WORMS, ETC.)
- POOR TEXTURE/STRUCTURE
- NO TOPSOIL
- REDUCED YIELD
- SOIL BORNE DISEASE
- LACK OF BIODIVERSITY
- COLOR
- LOW INFILTRATION  
(WATER)
- COMPACTION
- DATA VISUALIZATION  
(E.G. NDVI, SATELLITES)
- ODOR
- BARREN FIELDS
- HIGH SAND CONTENT
- LOW PH
- HIGH STONE CONTENT
- POOR YIELD
- SOIL MAPPING

## 8.2

**Improved Soil Quality**

Who can accurately measure soil quality and how?

- R+D ORGANIZATIONS
  - SAMPLING/TEST KITS
- GOVERNMENT AGENCIES/SOIL DEPARTMENT/REGULATORS
- TRAINED FARMERS
- SURVEYOR
- DEVELOPMENT ORGANIZATIONS
- FERTILIZER COMPANIES
- AGRONOMISTS -> PUBLIC/PRIVATE/STUDENTS
- SCIENTIFIC LAB
  - SOIL TEST KITS
  - PH METER
  - SOIL MAPPING
  - MAKE SURE THESE ARE AFFORDABLE/ACCESSIBLE
  - SOIL SCANNING
  - > NPK RECOMMENDATIONS  
(DEVELOPMENT STAGE)
  - SAMPLING METHOD VERY IMPORTANT
  - LEAF TISSUE ANALYSIS
  - MARKET-BACK/DOWNSTREAM ANALYSIS
- ACADEMIC INSTITUTIONS
- RESEARCH INSTITUTE
- COMPLIMENTARY ORGS
  - SENSORY/SATELLITES
- BUYER OF COMMODITY
- INPUT SUPPLIERS
- TRAINED FIELD STAFF

## 8.3

**Improved Soil Quality**

What are the practices and behaviors that

- (a) negatively impact soil quality and  
(b) improve soil quality?

**(A) NEGATIVELY IMPACT SOIL QUALITY**

- QUARRYING
- DEFORESTATION
- MONOCULTURE INTENSIFICATION
- OVER USE OF CHEMICAL FERTILIZER,  
PESTICIDES, AND AGROCHEMICALS
- SOIL PREPARATION
- IMPROPER APPLICATION OF FERTILIZER/  
POOR FERTILIZER REGIMES
- MISUSE OF EQUIPMENT
- WASTE DUMPING
- NATURAL DISASTERS
- INAPPROPRIATE LAND UTILIZATION  
-> E.G. FARM SCOPES/WRONG CROP WRONG SOIL
- TOO MUCH PLOUGHING
- ANIMAL COMPACTION
- BURNING RESIDUE
- POOR LAND PREPARATION
- COUNTERFEIT PRODUCTS  
-> FERTILIZER/AGROCHEMICALS
- LAZER LEVELLING FIELDS
- POOR KNOWLEDGE

**(B) IMPROVE SOIL QUALITY**

- MARKET-BACK DIRECTION/INFLUENCE
- ORGANIC FARMING/INTRODUCTION OF ORGANIC FERTILIZER
- LESS INORGANIC FERTILIZER
- LESS/APPROPRIATE AGROCHEMICAL
- GOOD WATER MANAGEMENT
- GOOD AGRI PRACTICES (GAP)
- INTER CROPPING/DIVERSIFICATION/CROP ROTATIONS/FALLOW
- BALANCED FERTILIZER USE
- RESPONSIBLE IPM
- ZERO TILLAGE/MINIMUM TILLAGE  
-> NEW TECHNOLOGIES
- COVER CROPS
- ZERO WASTE FARMING
- CAPACITY BUILDING
- ADHERE TO GAP SCHEMES
- ANIMAL INTRODUCTION/LIVESTOCK  
-> NUTRIENT RECYCLING
- LIME APPLICATION -> INCREASE PH
- MULCHING PRACTICES (CAN HAVE NEGATIVES)

## Appendix 2

# Workshop Participants

Name	Organization
<b>Adam Maung</b>	Yoma Bank
<b>Aidel Belamide</b>	Coffee Farmer, Philippines
<b>Alison Eskesen</b>	Grow Asia
<b>Andi Ikhwan</b>	Mercy Corps
<b>Andreas Huber</b>	DuPont
<b>Andrew Roberts</b>	CropLife
<b>Arianne Aldeza</b>	Jollibee Group Foundation
<b>Ben Amrick</b>	Winrock International
<b>Bonar Andreas Matondang</b>	Rainforest Alliance
<b>Bonifacio Sauli</b>	East-West Seed
<b>Boreth Sun</b>	Cambodia Partnership for Sustainable Agriculture
<b>Butch Umengan</b>	Philippines Partnership for Sustainable Agriculture
<b>Cheattho Prak</b>	Ministry of Agriculture, Forestry and Fisheries (Cambodia)
<b>Cherie Tan</b>	Unilever
<b>Choon Kwong Ma</b>	DuPont
<b>Cindy Lim</b>	Syngenta
<b>Curtis Henry Slover</b>	LIFT
<b>Czarmilson Manza</b>	Mud Crab Farmer, Philippines
<b>Daphne Wong</b>	Grow Asia
<b>Darwin Wibowo</b>	Bank Andara
<b>Dennis Miciano</b>	Sinochem Crop Care
<b>Dinh Pham Hien</b>	Ministry of Agriculture and Rural Development (Vietnam)
<b>Drew Johnson</b>	Mercy Corps
<b>Ed Sunico</b>	Unilever
<b>Eleanor Lee</b>	Swiss Re
<b>Ewan Lamont</b>	Awba Myanmar
<b>Farra Siregar</b>	DuPont
<b>Felicia Lukman</b>	Tiga Pilar Sejahtera
<b>Felicia Tang</b>	RGE
<b>Feri Elpison</b>	Coffee Farmer, Indonesia
<b>Freddy Widjaya</b>	Asian Agri
<b>George Aseniero</b>	ZDMC
<b>Glenn Peñaranda</b>	Philippine Trade & Investment Centre Singapore
<b>Gustavo Cavero</b>	World Vision, Myanmar
<b>Harry Hanawi</b>	Sinar Mas Group
<b>Hassani Syainuddin</b>	Cacao Farmer, Indonesia
<b>Ian Lobo</b>	Accenture
<b>Irawan Tjandra</b>	Agriterra
<b>Jennifer Bielman</b>	Mercy Corps
<b>Jennifer Remoquillo</b>	Department of Agriculture, Philippines
<b>Jenny Costelloe</b>	Grow Asia
<b>Jonathan Parry</b>	Grow Asia
<b>Joy Isla</b>	Unilever
<b>Juan Permata Adoe</b>	KIBIF
<b>Juanita Gracianti Adoe</b>	KIBIF
<b>Junda Aulia</b>	Nestlé
<b>Kavita Prakash-Mani</b>	Grow Asia
<b>Kelly Chen Kaili</b>	Wilmar

Name	Organization
<b>Laksmi Prasvita</b>	Bayer
<b>Laura Eshbach</b>	Landesa
<b>Lavin Gonzaga</b>	Unilever
<b>Le Tat Do</b>	Coffee and Pepper Farmer, Vietnam
<b>Leon van Mullekom</b>	BASF
<b>Lucius Dinto Pramudyo</b>	Unilever Indonesia Foundation
<b>Manfred Borer</b>	Swisscontact
<b>Maria Benedikta</b>	Syngenta
<b>Mariska Sukmajaya</b>	Rabobank
<b>Mark Kaplan</b>	Unilever
<b>Maung Khin Tun</b>	Agriculture and Farmer Federation of Myanmar
<b>Mei-Ing Cheok</b>	Save the Children
<b>Michelle Dizon</b>	Syngenta
<b>Ngan Nguyen</b>	Yara
<b>Nguyen Khac Hiep</b>	Coffee Farmer, Vietnam
<b>Nicholas Gan</b>	Yara
<b>Nikhil Chandan</b>	Olam International
<b>Nornig Ratana</b>	United Nations Development Programme
<b>Pan Sopheap</b>	Farmer and Nature Net (Cambodia)
<b>Prak Sereyvath</b>	Cambodian Institute for Research and Rural Development
<b>Prakash Jhanwer</b>	Olam International
<b>Rathana Peou</b>	Oxford University
<b>Reathmana Leang</b>	United Nations Development Programme
<b>Reginald Lee</b>	Grow Asia
<b>Retno Dwi Jayanti</b>	Rabobank Foundation
<b>Reza Andriansyah</b>	Sinar Mas Group
<b>Rod Bassett</b>	SOMA Group
<b>Rosalie Ellasus</b>	Corn Farmer, Philippines
<b>Roxanne Abdulali</b>	Oxfam
<b>Ruth Novales</b>	Nestlé
<b>Sahnita Regina Ginting</b>	KIBIF
<b>Sarah Walker</b>	Winrock International
<b>Saroearn SAM</b>	Kampong Speu Palm Sugar Association
<b>Shang Hui Chia</b>	Grow Asia
<b>Sharleene Alayan</b>	Jollibee Group Foundation
<b>Sher Mazari</b>	Unilever
<b>Slamet Nurhadi</b>	Aliansi Petani Indonesia
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<b>Stuart Morris</b>	East-West Seed
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<b>Thlang Sovann Pisey</b>	Khmer Organic Cooperative
<b>Tim Rann</b>	Mercy Corps
<b>Tin Htut Oo</b>	Yoma Strategic Holdings
<b>Tran Thi Quynh Chi</b>	The Sustainable Trade Initiative (IDH)
<b>Wisman Djaja</b>	Nestlé
<b>Yu Deng</b>	SwissRe
<b>Yung Chung</b>	BASF