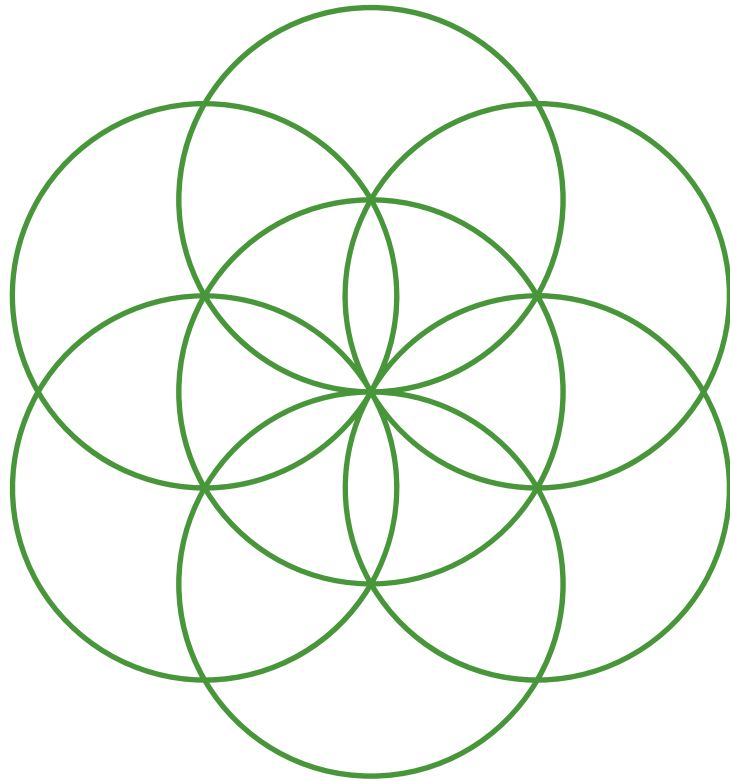
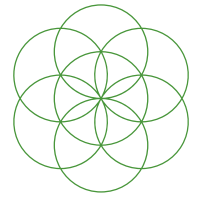


# Grow Asia: Overview, Learnings, and Future Plans

February 2018

Grow**Asia**



Grow**Asia**

- 1. Context**
- 2. Results**
- 3. Activities**
  - **Platforms**
  - **Value Chains**
  - **Policy**
- 4. Going Forward**



Catalyzed by the World Economic Forum's New Vision for Agriculture, in partnership with the ASEAN Secretariat in 2009 – peak of world food crisis



Australian Government

Department of Foreign Affairs and Trade

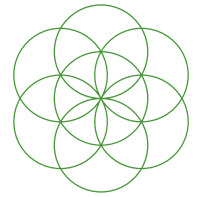
Global Affairs Canada



IDRC

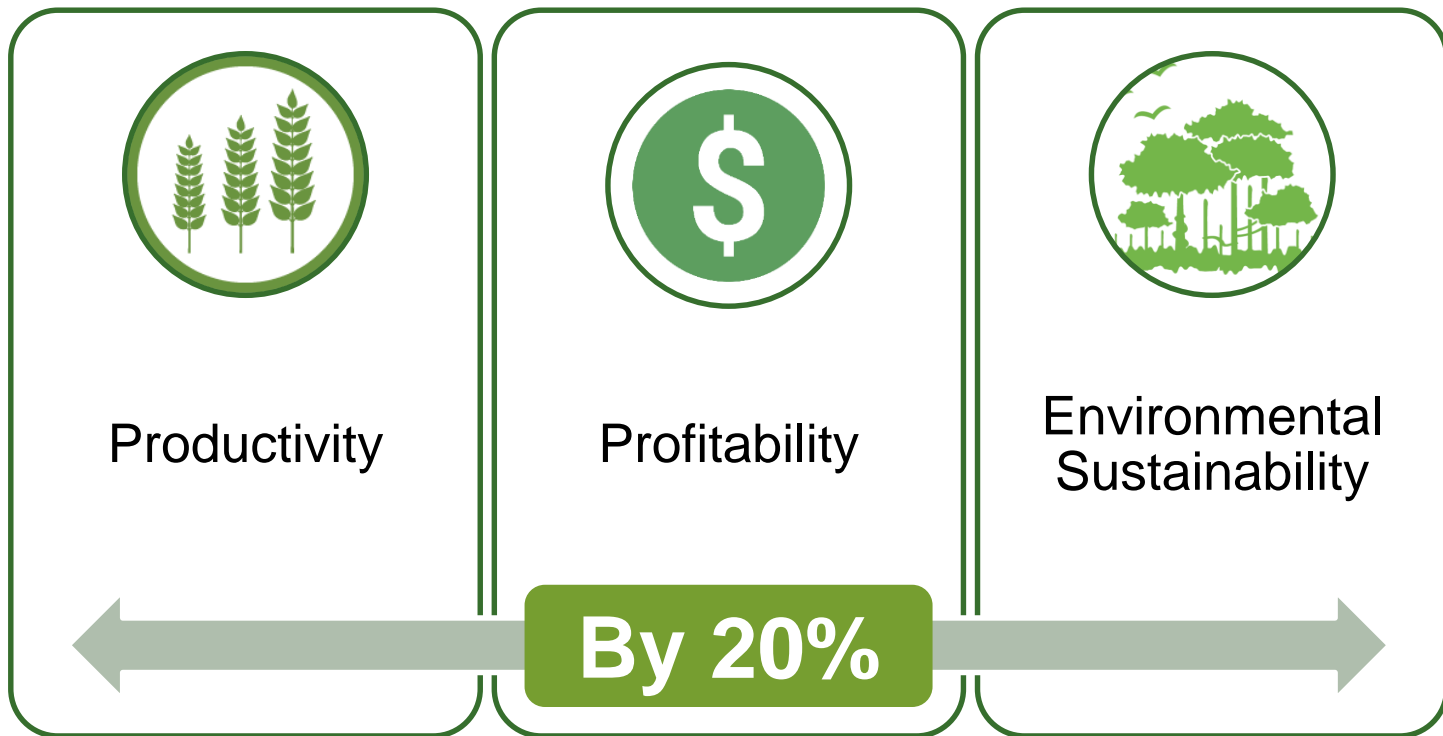
CRDI

Canada 



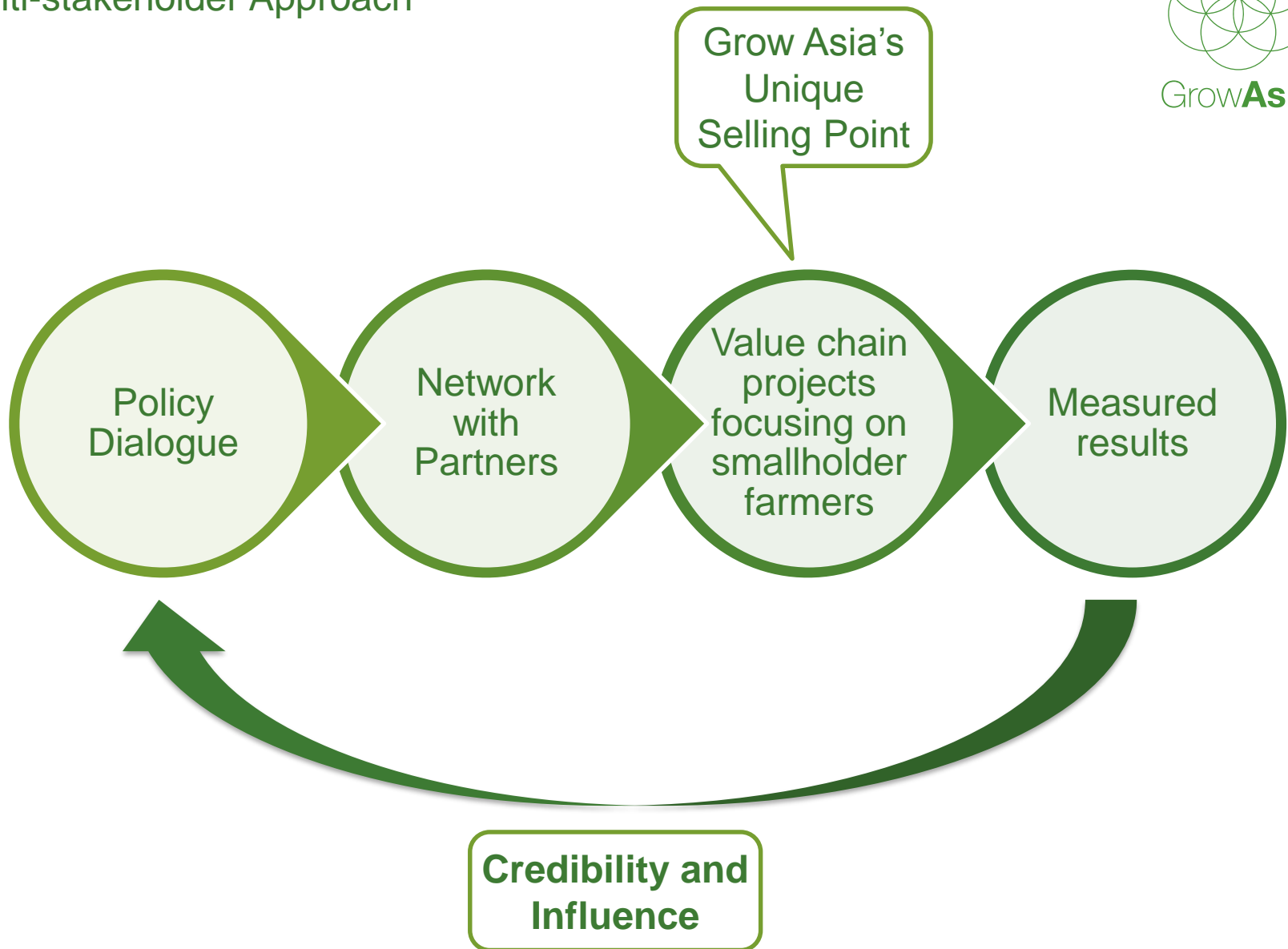
**10** **20** **20**

Reach **10 million** smallholders by **2020**, improving



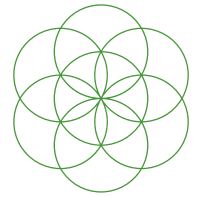


Grow Asia  
Multi-stakeholder Approach

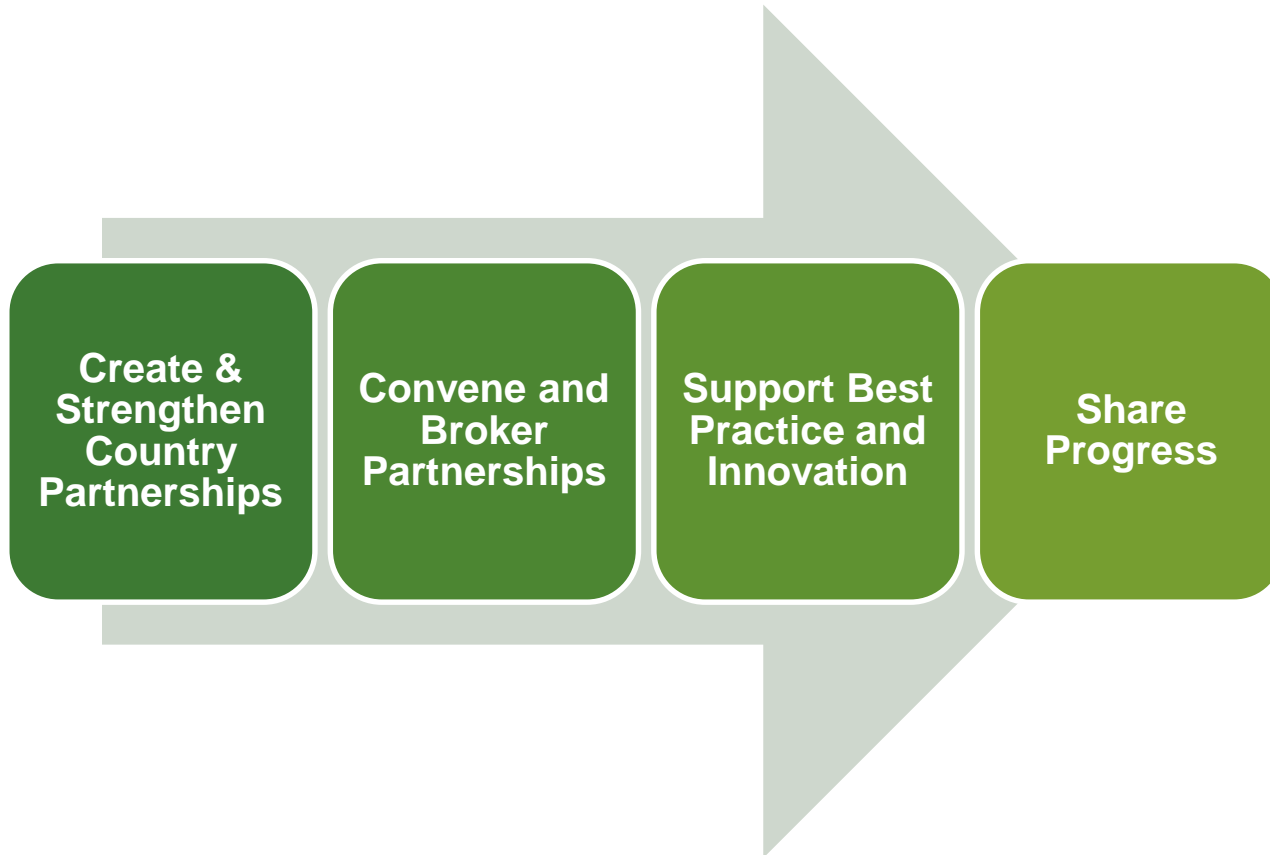


Grow Asia

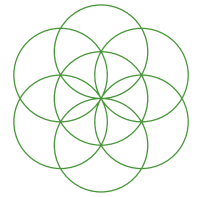
Theory of Change: What We Do - much more pro-active than simply convening



Grow**Asia**



# 2010-mid 2015, Before Formation of the Grow Asia Secretariat



Grow**Asia**

WEF  
convened

Vietnam

Indonesia

Secretariats  
2



Partners



Working  
Groups

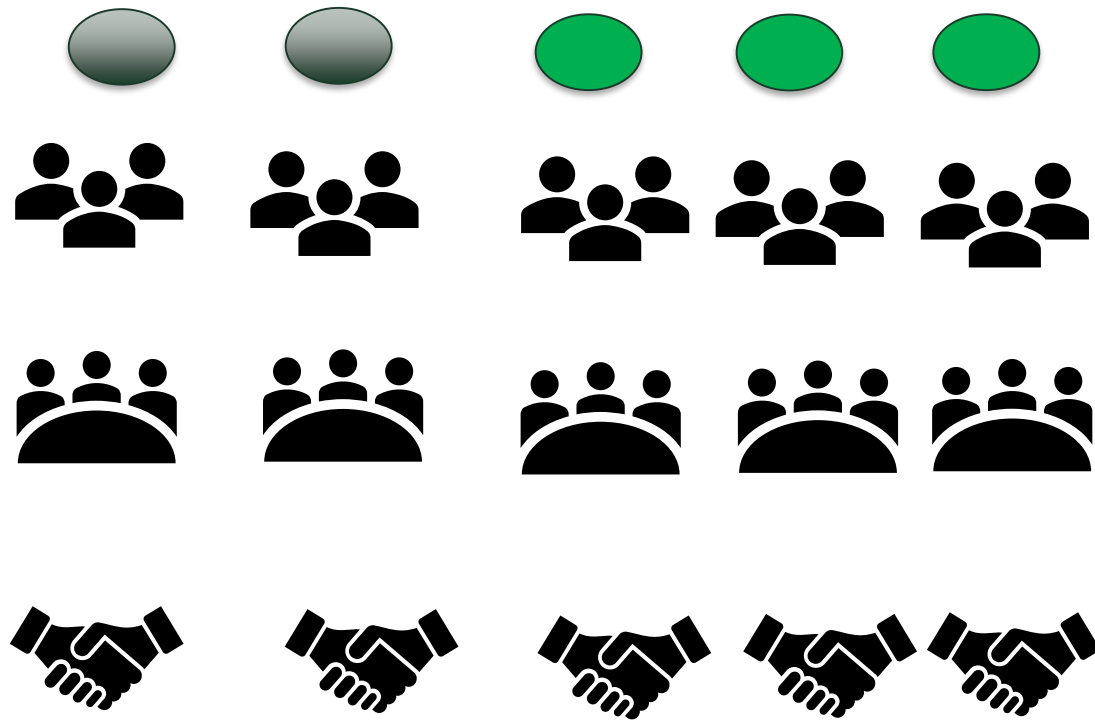


Value Chain  
Projects





# Progress mid 2015 to mid 2017



Secretariats  
**5**

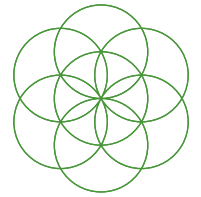
Partners  
**+ 300**

Working  
Groups  
**37**

Value Chain  
Projects  
**46**



Grow Asia's Primary areas of activity



Grow**Asia**

## **Country Multi - Stakeholder Partnerships**

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

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

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

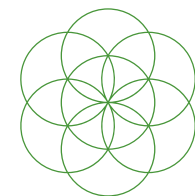
**Interlocutors** – Government, Donors

## **Knowledge Building and Learning**

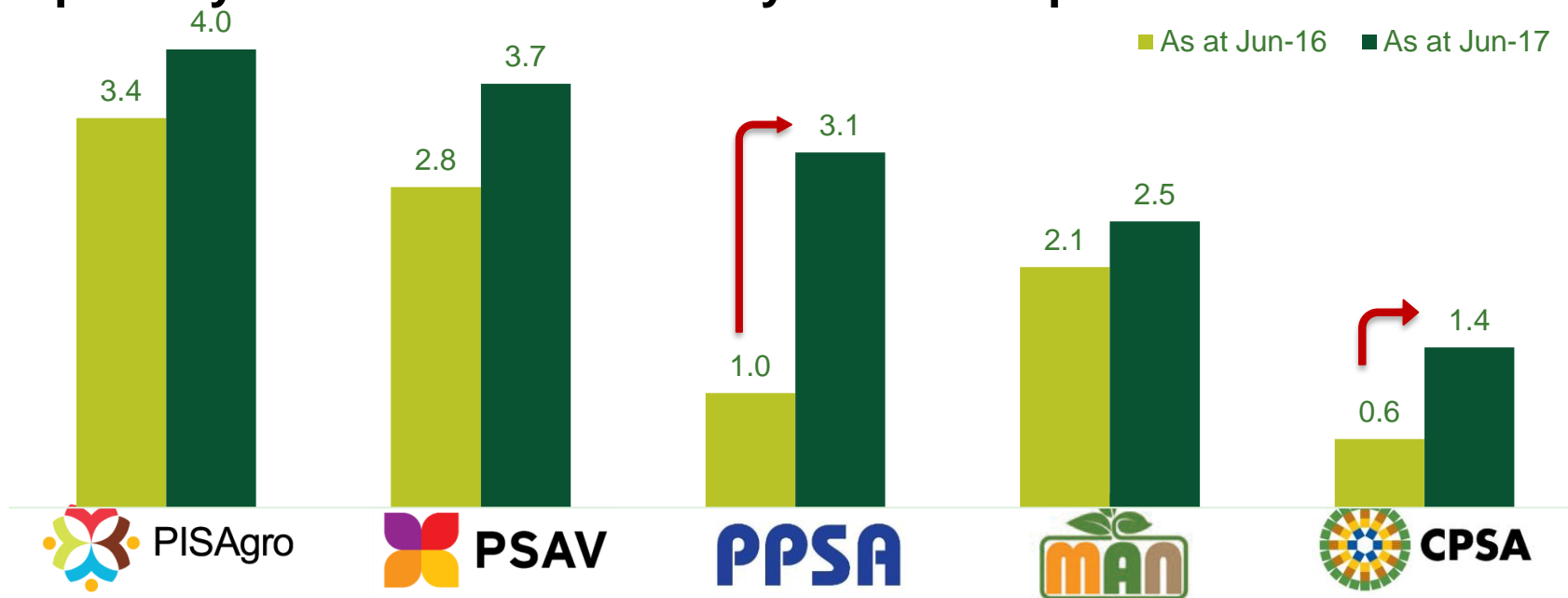
**Exchange + Learning Alliances** – platform for dissemination

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

**Training & Knowledge Exchange** – Grow Asia Forum, Stakeholder, Practitioners + special events (e.g. Finance, Digital, Women in Agriculture)



## Significant Qualitative Measurement of Progress, especially in the Newest Country Partnerships



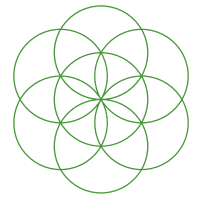
### Methodology

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

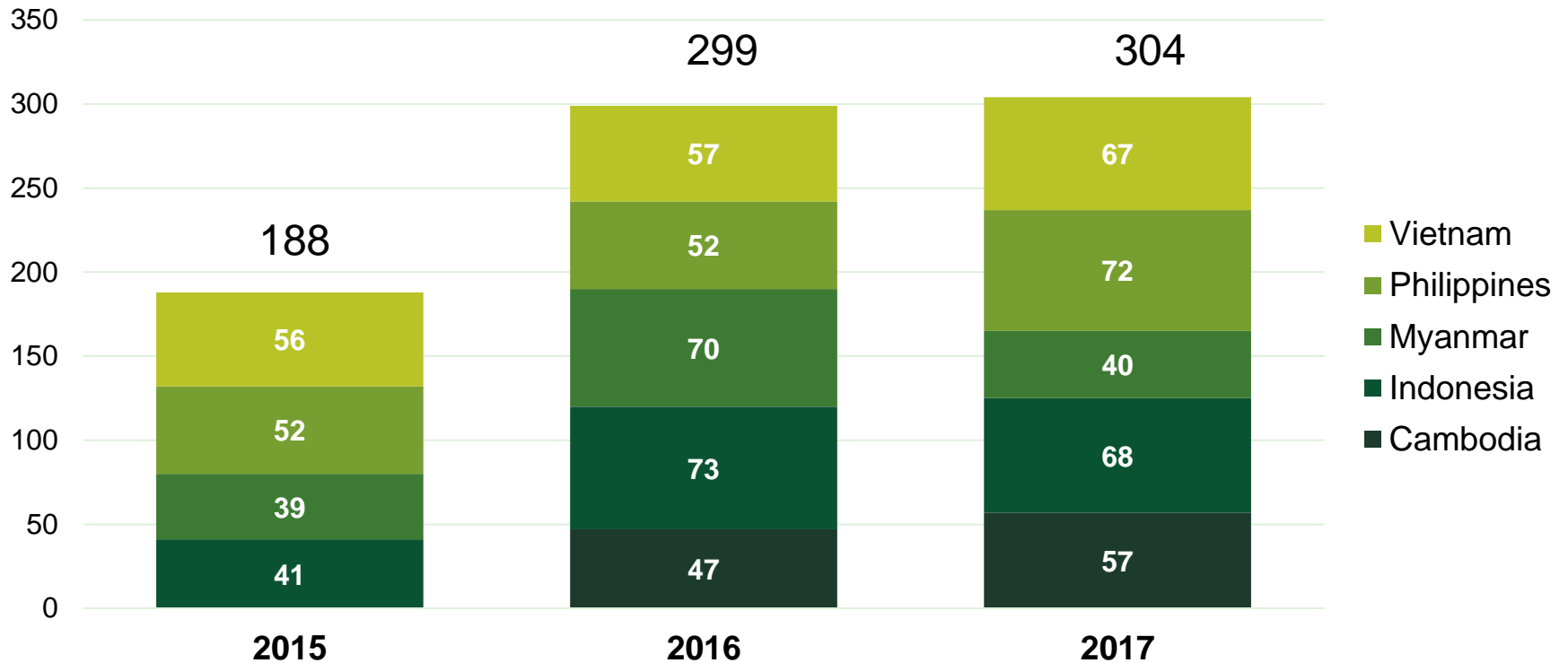
- **Financial Independence & Stewardship:** budget support required, annual budgeting, annual report/accounts
- **Organizational Capacity:** presence of ED, support staff, governing body, office space, formal legal entity
- **Stakeholder Engagement:** regular communications or meetings, government presence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

## Convening and Facilitating Partnerships

### Grow Asia engages more than 300 partners regionally



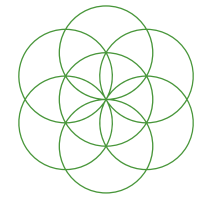
GrowAsia



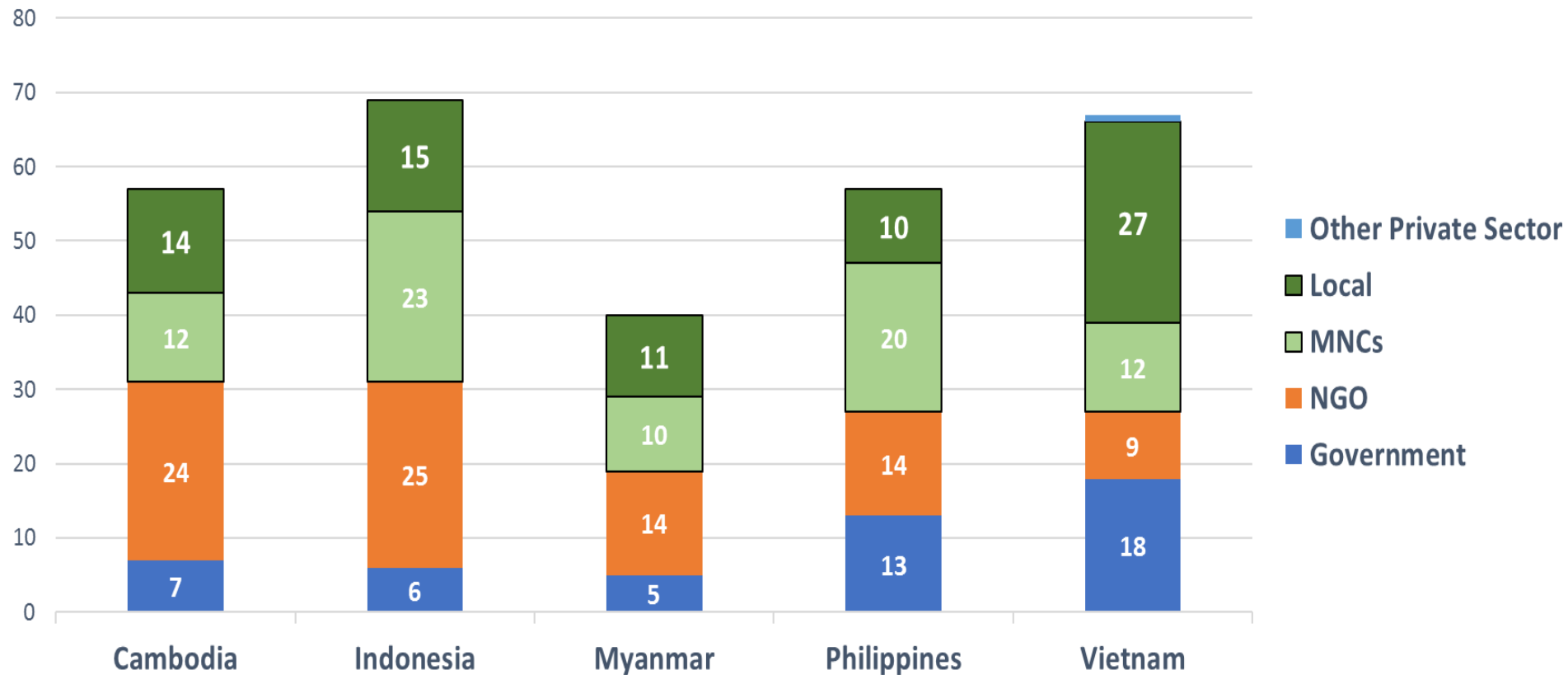
- Active engagement by stakeholders across all five Country Partnerships

# Convening and Facilitating Partnerships

Breakdown by organization type

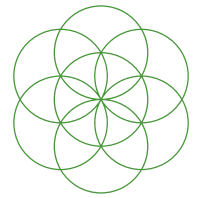


GrowAsia



- Overall – 25% international agribusiness, 25% local businesses, 30% NGOs, and farmer organizations, and 20% Government Agencies & Ministries
- Reflects Grow Asia’s private sector-led approach, with active engagement with other stakeholders

Creating successful Secretariats with engaged partners:  
much more than simple convening



Grow**Asia**



**Focus next on capacity, delivery, raised profile, higher standards of operation & financial sustainability**

**The Philippines Secretariat** - a replicable business model - two core positions – **the deal maker** – whose task is to help the partners design value chains projects, and **the systems person**, who runs the Secretariats like clock work. In this case an experienced MSP operator



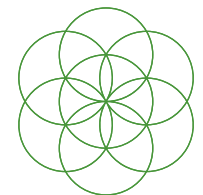
Value Chain Specialist

Operating MSP Secretariat



Co Chair Secretary Piñol  
Secretary for Agriculture

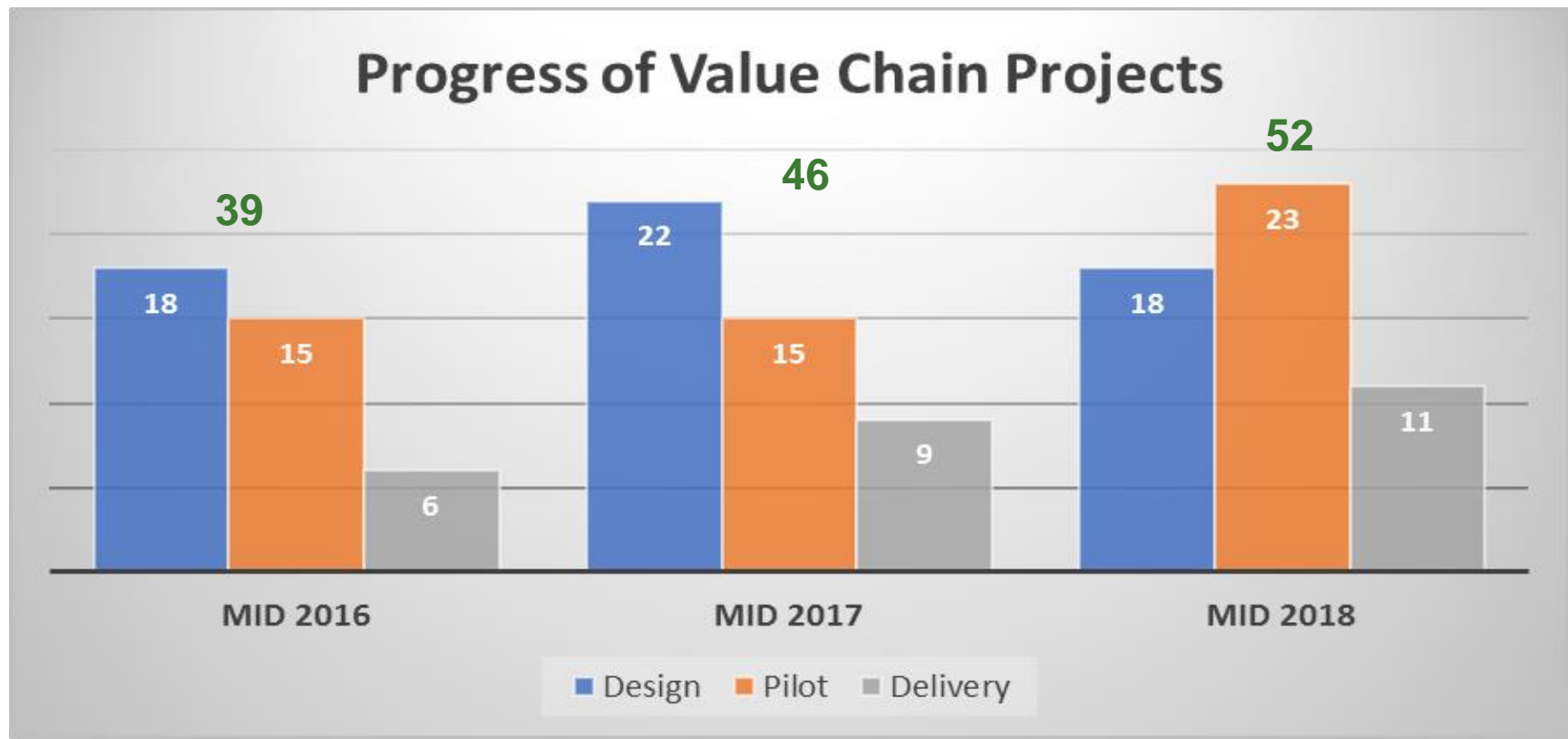
The **Progress of Grow Asia supported Working Group projects** over the last 2 years, plus expected change over the next 12 months.



Grow**Asia**

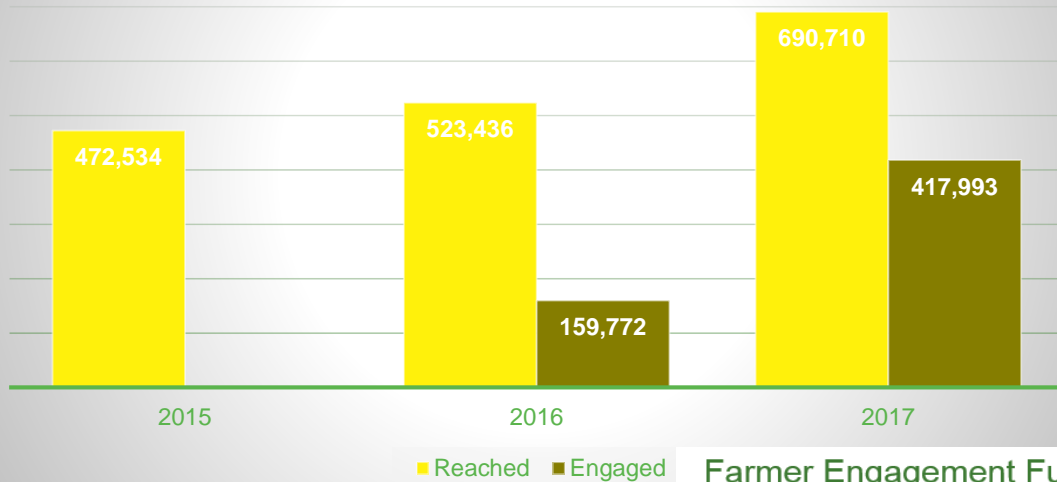
**Demonstrating**

- (i) continued increase in numbers (39 - 46 – 52)
- (ii) progress of individual projects,
- (iii) value chain projects often take 5 to 10 years to reach scale
- (iv) potentially the number of value chain project can deliver a stream of benefits over the next 8 years



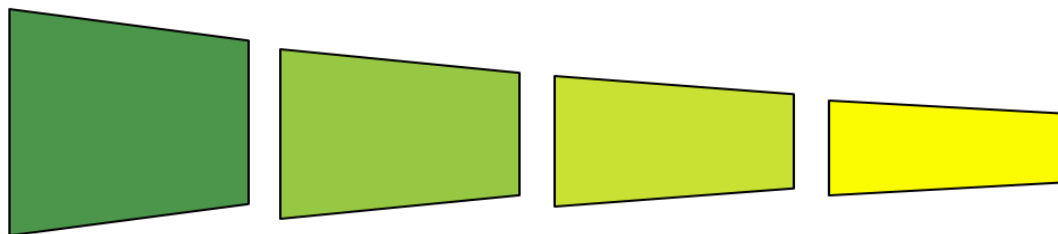


## Farmers reached and engaged



Good growth in  
Grow Asia  
numbers  
reached

### Farmer Engagement Funnel



#### Reached

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

#### Engaged

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

#### Adopted

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

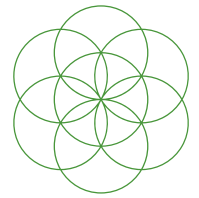
#### Sustained action

- Up to **52%** increase in smallholder yield
- Up to **80 %** increase in smallholder incomes
- Two projects have achieved GHG emissions of between 1/3 and 1/2

**BUT:**

Less than 7% of target if reached,  
1% if adopted

## Example of a value chain project: Indonesian Coffee

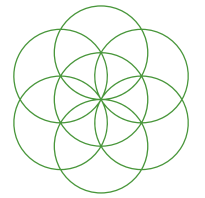


GrowAsia

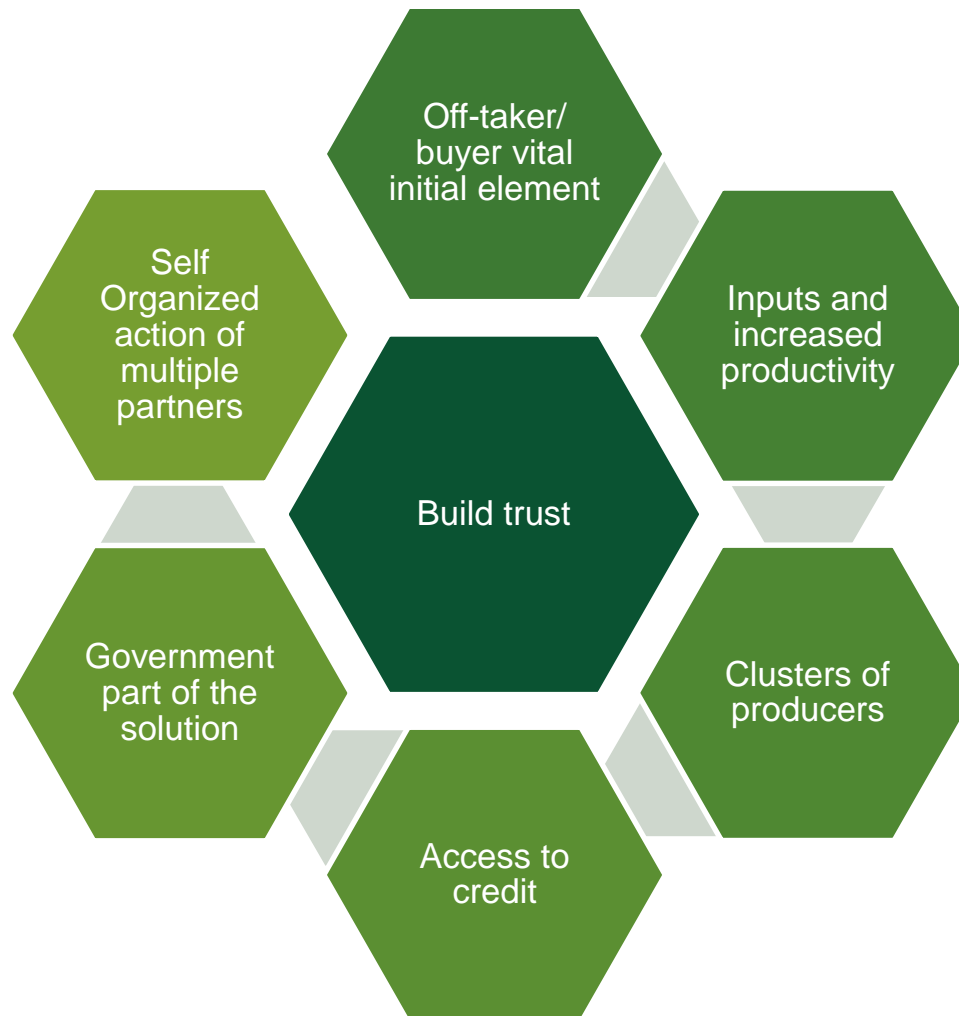


- Impacting ~20,000 farmers
- Organized into 8 groups in partnership with SME traders
- Nestle lead firm plus some 12 partners
- Yields up from 800kg/ha per annum to 1.2-1.3tons/ha
- +80% increase in net farm income i.e. US\$600 per annum per farmer or US\$12 million annually in aggregate
- Bringing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

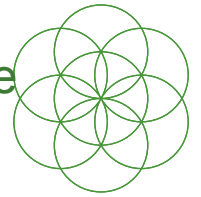
## Making value chains work for smallholder farmers



GrowAsia



**Focus next on improved practices, extend reach, pathways to scale & diversification of partners**



1. Public-private-producer dialogues effective at aligning policy with ground realities & opportunities
2. Existing policy implementation improved through partnership platforms

## Examples



### Vietnam Coffee Coordination Board

Good agricultural practices piloted and embedded in extension officer program

Revision in VAT collection reduces cash flow disadvantage for exported crops

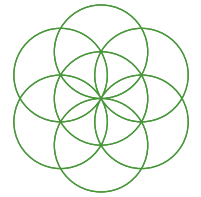


### PISA Agro

Refining KUR micro-credit scheme for the farmers

Grace period + amortization customized to match cashflow characteristics + lower interest rate (i.e. 9% to 6-7%)

# Kennedy School of Government Study : MSP in Agriculture Lessons, Descriptors & Typology



Grow**Asia**

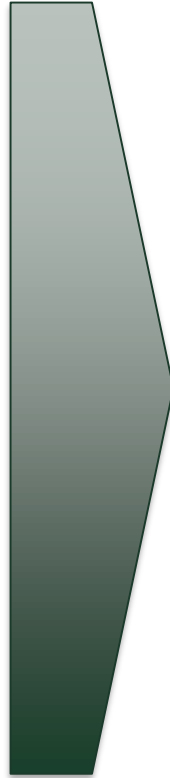
## Launch Phase

Natural Progression

Mobilised by existing momentum

Catalyst –

**Call to Action – mobilized by system leader**



## Functional Phase

Approach/Core Functions

Structure – De/ Centralised

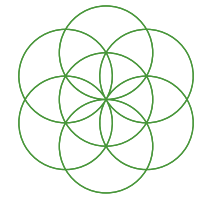
ToC – Scale of impact thru dissemination of knowledge & demonstration of success

- ✓ **Convening & Sharing** – stakeholders to connect, share, learn & partner
- ✓ **Point Solution Driver** – specific solutions
- ✓ **System Integrators** - gaps overcome thru aligning stakeholders activities

**Who Benefits?** : SHF & AgBiz aligned, both need more productive, competitive, profitable production.

**SHF** – access to markets, inputs, techniques, finance & profits

**AgBiz** – raw material, strong supply chain, consistent quality & predictable quantity



Grow**Asia**

**Success Factors:** Clear Pathways for action and strong learning agenda

**Sharing Knowledge Exchanges** – general & specific

**Understand choke points** – need for MSP action

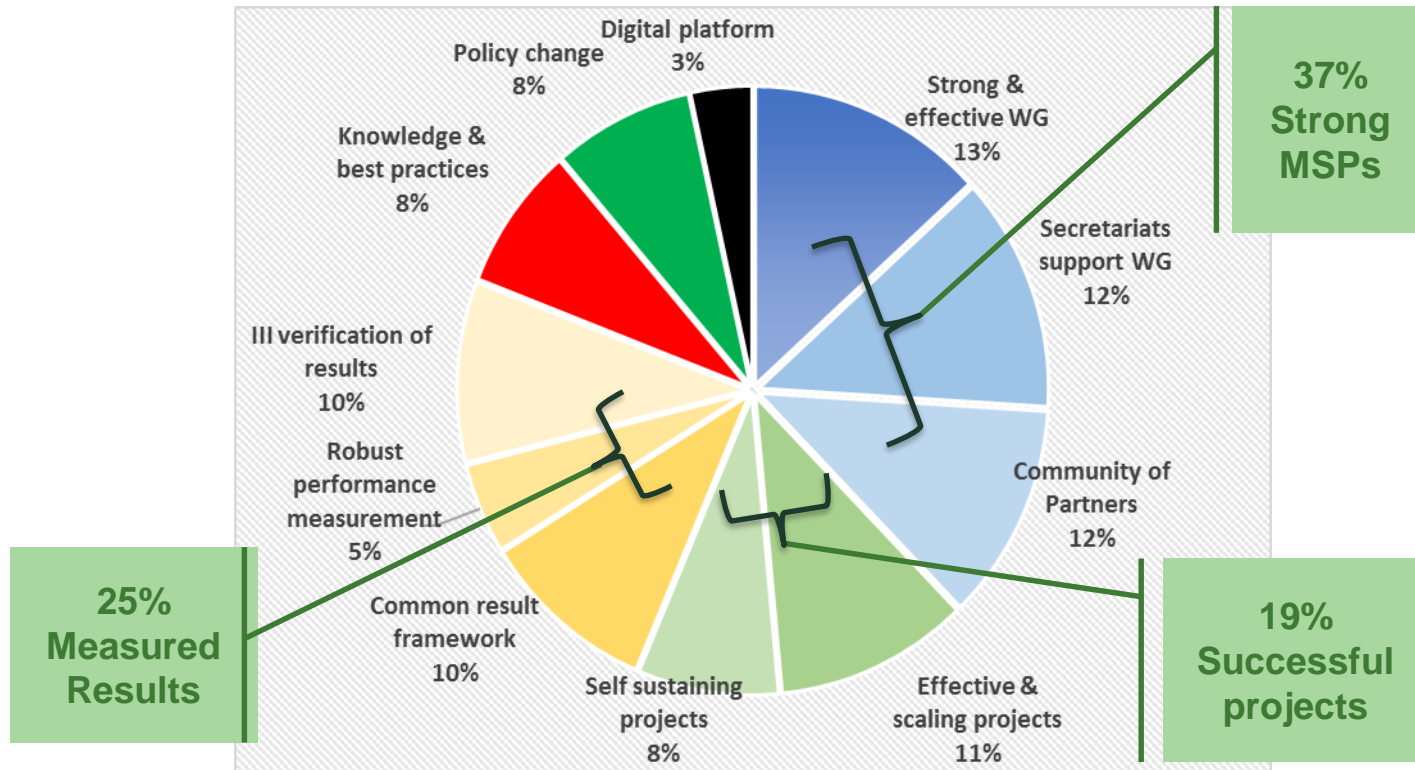
**Linkages with other MSPs**, linked to/or emerge from leadership, governance & shared ownership

**Evolution of Roles:** functionality & partnership with MSP

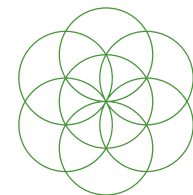
**Clear pathway to action** – e.g. Secretariats, WG, VChn + Policy dialogue

**Defined Learning agenda** - e.g. Workshops, Forum, Webinars, Practitioner & Secretariats staff, built on studies e.g. Case studies, market research distilled learnings)

# Survey results from Partners: What Does Grow Asia need to deliver to be successful?



Feed back from Partners of Grow Asia	Why Engage?	Value of Engagement	Trend
Av number of answer's / respondent	5.25	3.0	
Learnings: approaches, practitioners, research, digital	31%	35%	→
Partners; networking, leaders,	17.5%	27%	↗
Results; showcase, III measures, communication	24%	8%	↘
Resources: Technical Assistance; Funding	13%	12%	→
Policy; dialogue, influence	7.5%	5%	↘



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

### To Date: Launch Phase

- ✓ Creating & capacitating country Secretariats
- ✓ Involving a range of multi-stakeholder partners
- ✓ Designing, resourcing & implementing value chain projects through working groups
- ✓ Influencing policy

### Future : Functional Focus

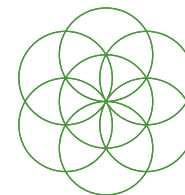
- Strengthening sustainable Secretariats
- Deepening the range of partners, esp. local agribusiness & farmer organisations
- Distilling & disseminating lessons from value chain projects
- Taking value chain projects to scale beyond their initial reach
- Deliberate & strategic policy engagement & discussion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

### Future : Longer Range

- Global & Regional good practices (NVA)
- Network of SEA secretariats – pro-SHF policies, inclusive VChn, WG guidance, partnership in pre-competitive space, effective & replicable *modus operandi*
- Interlocutor with Govt /ASEAN, donors etc.
- An implementer of donor projects
- Platform for PPPD @ National & Regional level
- Repository & hub for exchange of new knowledge, SHF-AgBiz linkages



## Action plan; the next 15 months, plus next 36 months



GrowAsia

### Oct 2017 – Dec 2018

#### Secure Future Funding

**Country Secretariats:** Self financing +2,

Capacitated viz. Result collection, communication, Government engagement, staff for admin + tech support + WG operation

**Partners #:** + 60%, aim + 50 Nat Private sector, + 12 Farmer Orgs.

**Value Chains:** distilled learnings plus pathways to scale

#### **Foundation of New Ventures:**

Evidence of traction for ♀ in Agric, Digital solutions, Agri-Finance, scope out Lao for CS

### Jan 2019 – Dec 2021

**Country Secretariats:** Robust, tested, repeatable model for 5 CS, longer term financing from stakeholders. Recognized interlocutor with Govt + Donors, Pathways to action via WGs & Policy Dialogue, Regularised & standardised results framework

**Partners #:** + 600, MNC 100, Nat Private Biz 200, Farmer Org 30

**Value Chains:** + 100 in place

**Scaling of New Ventures:** Results in ♀ in Agric, Digital solution, increased Agri-Finance

**Future Plan:** Autonomous CS + on-going value add role for GAs

**Track One:** Platforms of effective MSPs to continue to deliver an on-going stream of Economic and Environmental benefits to Small Holder Farmers



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

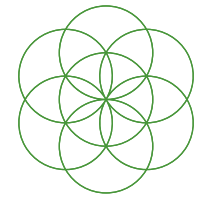
**Working Groups:** Investigate, codify & disseminate good practice models of WG as pathways to action

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

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

**Government Engagement:** Creating a capacity, and for MSP to act as a platform for policy dialogue between national Governments and stakeholders i.e. NGOs, Agribusiness, Farmer Organizations

**Track Two:** Evolution to new ways of operating to achieve results at scale,



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

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

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

**Knowledge Creation & Dissemination:** Continue to distil critical learnings & create through the Learning Alliance a network partners exchanging information & learning, including **Women in Agriculture:** Exchange emerging good practices in the supply chain & production  
- “Growth that works for everyone”

# Women in Agriculture; Commitment made by the Grow Asia Family at the 2017 Forum to pro-women agenda in Secretariats, Working Groups and Policies.



## Women in Agriculture Roundtable Report

*A collaboration amongst Grow Asia, Syngenta and WOCAN*

**III. Ideas for Action**

1. Set up an open-source online resource center to gather gender issues and resources, including guidelines and best practice case studies and the business case for change.
2. Conduct academic research to gather data and proof points about specific women's land ownership and access to finance issues across Asia. For instance, understand better the regions and drivers for women losing their land, such as mass scale plantation and mining industries in Indonesia.
3. Assess sectoral interest for application of WOCAN's 50 is a standard to measure women's empowerment) areas, for example a specific supply chain.
4. Form a new Grow Asia working group which could be:
  - (1) instrumental in exploring new projects aimed at empowering women in agricultural value chains
  - (2) a 'building system' that could improve the effectiveness of existing Grow Asia working groups and projects by reviewing their initiatives through a gender lens.
5. Create / replicate the Grow Asia working group mentioned above as an app that various organizations could use to pose specific questions and issues around gender equality, seek solutions and share experiences.
6. For each global initiative supported by Grow Asia, set up country-specific, local chapters in each country where Grow Asia can play a role (5).
7. Encourage knowledge sharing and replication to build up existing associations whose mission is to empower women through training, technical assistance, business development etc. For example - ASPPUB - a network of 54 women WOCAN across 20 provinces in Indonesia supporting small businesses and women empowerment.
8. Grow Asia to coordinate and deliver business consultancy to member organizations to help them identify business opportunities for greater gender equality.

**WOMEN IN AGRICULTURE TRANSFORMING THE GENDER GAP INTO AN OPPORTUNITY**

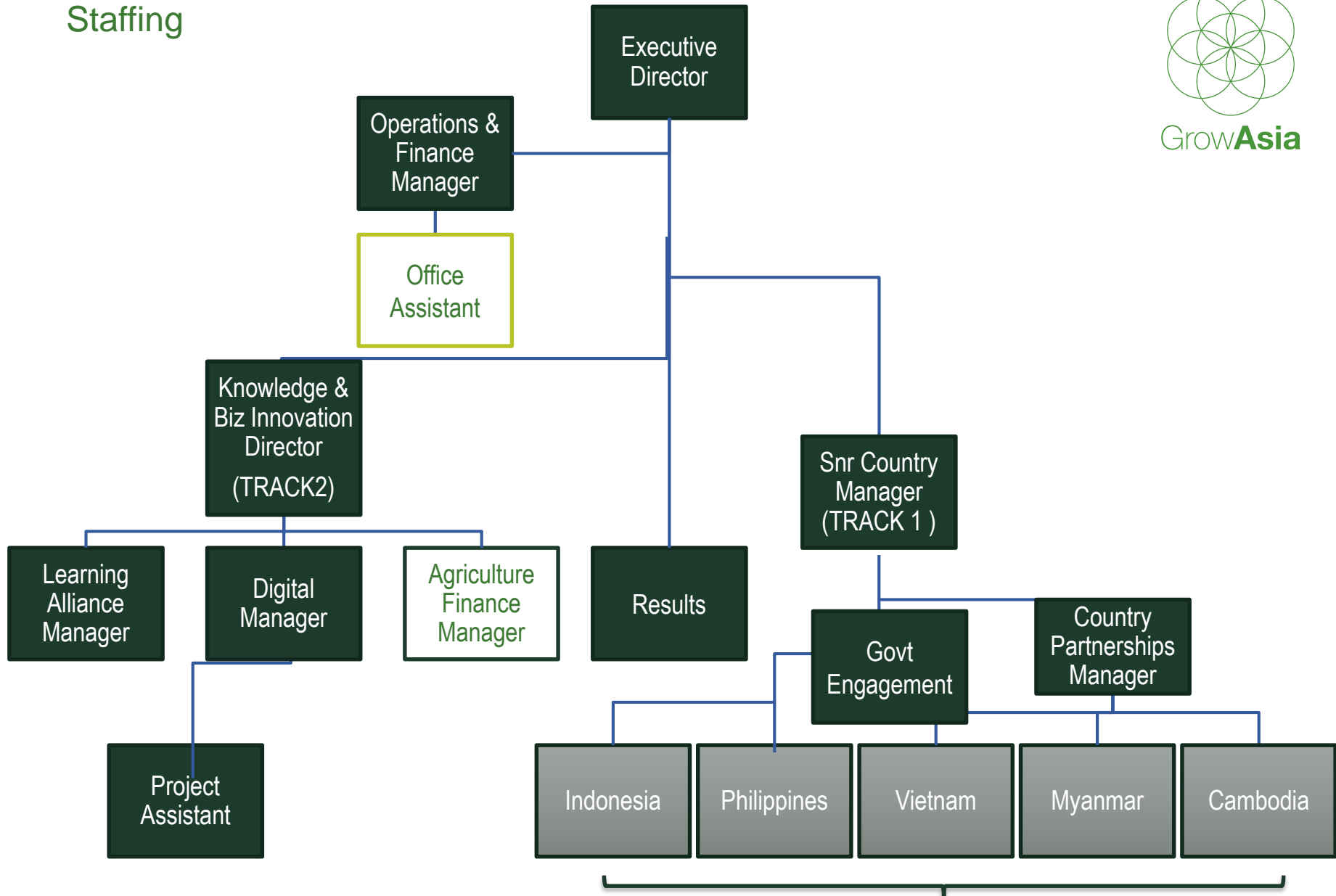
**WOMEN'S EMPOWERMENT PRINCIPLES**

1. Women's empowerment is a process that empowers women to have control over their own lives and decisions.
2. Women's empowerment is a process that empowers women to have control over their own lives and decisions.
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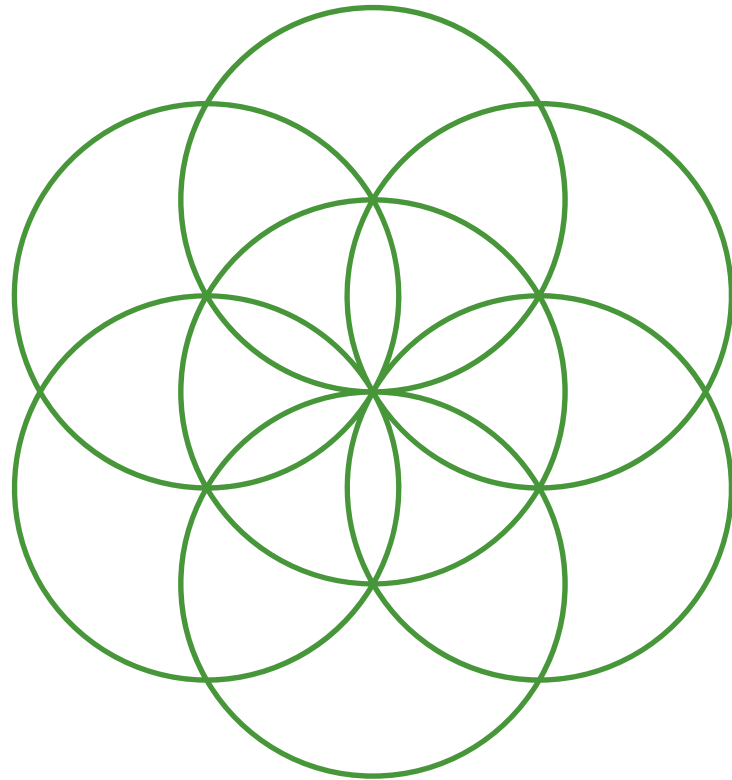


- Hear from partners on **possible practical actions**
- **Focus on “Growth that Works for Everyone”**
- Create an **agreed action plan**
- **New Partnerships Director** will drive the agenda

# Staffing



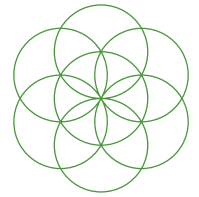
Each with at least 2 Full time staff  
Diminishing Grow Asia funding & support



Thank  
you

Grow**Asia**

# Working Groups: Success Stories



## Vietnam Coffee

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



## Indonesia Cocoa

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



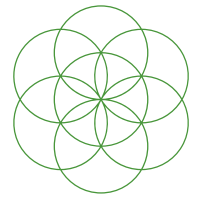
## Myanmar Rice

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



## Philippines Corn

- Building new corn value chain from low production cost island to supply cooperative feed mill & small hog farmers (24,000 members)
- Investments by private sector into post-harvest & logistics facilities – proving sea freight competitive
- Access to finance & government guarantee



### Regional Cocco/Palm Sugar

- Grow Asia coordinating the integration of supply chains across Philippines, Indonesia, Cambodia and Myanmar
- Commissioning market research, value chains analysis and stakeholder mapping



### Coconut Intercropping

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



### Indonesia Coffee

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



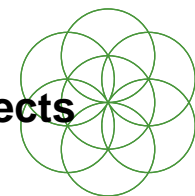
### Rice Indonesia

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



## Working Groups

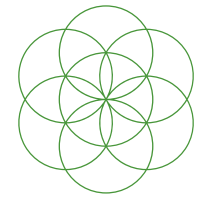
### 46 Working Groups with 46 Value Chain Projects plus 9 Cross Cutting projects



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	Vietnam	Indonesia	Myanmar	Philippines	Cambodia
<b>Crops</b>					
1 Beef/ livestock					
2 Cassava					
3 Cocoa					
4 Coconuts					
5 Coffee					
6 Corn					
7 Dairy					
8 Fisheries					
9 Fruits and Vegetables					
10 Palm Oil					
11 Rice					
12 Rubber					
13 Soybean					
14 Spices / Pepper					
15 Tea					
16 Pulses					
<b>Cross Cutting Issues</b>					
1 Agri-chemicals					
2 Agri-finance					
3 Farmer training					
4 Mobile technology					
5 Seeds					

NB: New working groups being set up in Myanmar; beans & pulses, corn, rubber, sugar,



GrowAsia

# Grow Asia Progress

## Our Partners: Domestic Private Sector

Cambodia



Philippines



Myanmar



Indonesia



Viet Nam

