New Vision for Agriculture Transformation Leaders Network

A Partnership with the Government of the Netherlands to Catalyse Leadership, Partnership and Best Practice to Strengthen Food Security through Sustainable Agricultural Development

Second Annual Report – September 1st 2016 – August 31st 2017
Ref: IGG-2016.178991; Activity No. 28714
Date Submitted November 30th, 2017

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Second Annual Report to the Government of Netherlands
September 1st 2016 – August 31st 2017

Planned Activities for 2016-17

1. Strengthen Global Food Systems
   a. Expert dialogue
   b. Knowledge dissemination
   c. Scenario building

2. Delivering Transformation at Country and Regional Level
   a. Grow Africa
   b. Grow Asia
   c. NVA India
   d. NVA Latin America

3. Anchoring best practices from the Partnership Guide to Country led Action across all existing partnerships, as well as scaling the Partnership Model to new leaders and countries
   a. Creating and disseminating a toolkit for multi-stakeholder partnerships
   b. Training and capacity building for partnership leaders, including a dedicated NVA Ambassadors group
   c. Promoting the multi-stakeholder partnership model as an effective mechanism to realise the Sustainable Development Goals
Introduction

This document serves as the Second Annual Report as requested in the Grant Agreement between the Government of Netherlands and the World Economic Forum USA Inc. to support the activities of the New Vision for Agriculture Transformation Leaders Network, made possible by the generous support of the Government of the Netherlands under the grant entitled, “New Vision for Agriculture Transformation Leaders Network” (Ref: IGG-2016.179007; Activity No. 28714) for the grant period, from 1 September 2016 – 31 August 2017.

In 2016 the World Economic Forum launched a new institutional strategy, inspired in part by the “System Leadership approach” developed through the New Vision for Agriculture (NVA) Transformation Leaders Network and described in a Harvard case study on the NVA.¹ The new Forum strategy is anchored in taking a systems view of complex global issues; serving as a platform to not only develop the Forum’s own projects, but also to support and accelerate partner-driven initiatives; and exploring the implications and potential of breakthrough technology innovations (the “Fourth Industrial Revolution”). Going forward, the Forum’s work on food security and agriculture will evolve its approach in alignment with this strategy – including the development of a new workstream on the potential for technology innovation to contribute to the transformation of global food systems.

A. Overview of the System Initiative on Shaping the Future of Food Security and Agriculture

The World Economic Forum’s System Initiative on Shaping the Future of Food Security and Agriculture engages over 600 organizations worldwide, building global leadership alignment and mobilizing commitments to action in 21 countries across Asia, Africa and Latin America – including Grow Africa, Grow Asia, NVA Latin America and NVA India. Together these multi-stakeholder partnerships have mobilized USD 10.5 billion in private-sector investment commitments, of which over USD 2.5 billion has been implemented, catalysing over 90 value-chain partnerships and benefiting over 10.5 million farmers to date.

The System Initiative on Shaping the Future of Food Security and Agriculture builds upon the New Vision for Agriculture (NVA) initiative established in 2009 by partners of the World Economic Forum, which promotes multistakeholder, market-based efforts to deliver food security, environmental sustainability and economic opportunity through agriculture. Drawing on the strong momentum under the NVA since 2010, the System Initiative on Shaping the Future of Food Security and Agriculture serves as a unique global platform for galvanizing cross-sector leadership commitment and partnership action. With a vibrant global network of leaders from all regions and stakeholder sectors, it serves as a hub for innovation, collaboration and commitment to support national, regional and global goals for food security and sustainable agriculture.

The System Initiative on Shaping the Future of Food Security and Agriculture aims to build inclusive, sustainable, efficient and nutritious food systems. It does this through leadership-driven, market-based

action and collaboration that is informed by insights and innovation and aligned with the Sustainable Development Goals.

At the leadership level, the System Initiative is guided by the **Stewardship Board** for Food Security and Agriculture, a multi-stakeholder group of global leaders who convene annually in Davos-Klosters to shape the global agenda and advise the Forum. The **Global Future Council** on Food Security and Agriculture engages leading experts to develop new insights and elevate evidence-based priorities.

### Core Community

**Stewardship Board**

**Global Future Council**

<table>
<thead>
<tr>
<th>Strengthening Global Food Systems</th>
<th>New Vision for Agriculture</th>
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</thead>
<tbody>
<tr>
<td>• Innovation with a Purpose: Insights project to identify impactful technology innovations &amp; enablers</td>
<td>Catalyzes and supports partnerships in 21 countries:</td>
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<tr>
<td>• Bio-Innovation Dialogue: Provides a ‘safe space’ for multi-stakeholder dialogue and learning</td>
<td>• GrowAfrica: Kenya, Ethiopia, Tanzania, Mozambique, Malawi, Rwanda, Ghana, Nigeria, Cote d’Ivoire, Senegal, Burkina Faso, Benin</td>
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<tr>
<td>• Global Platform (in development with WBCSD and EAT): Leadership engagement to define and pursue a holistic agenda for food systems transformation</td>
<td>• Grow Asia: Indonesia, Vietnam, Myanmar, Cambodia, Philippines</td>
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<tr>
<td>• Transformation Leaders Network (on hold): Best-practice &amp; knowledge exchange among 150 action leaders from the SI community &amp; partnerships</td>
<td>• NVA India: Maharashtra, Andhra Pradesh, Karnataka, emerging national platform</td>
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<td>• NVA Latin America: Mexico, Colombia, Nicaragua</td>
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The System Initiative serves as a platform for an array of activities which aim to achieve more inclusive, sustainable, efficient and nutritious food systems, in line with the Sustainable Development Goals. The System Initiative does this by:

- **Strengthening global leadership engagement and commitment** through global-level convening and collaboration;
- **Supporting Country Transformation** through action partnerships including Grow Africa, Grow Asia and other national initiatives, supported by a new Global Platform for Transformative Partnerships in Agriculture; and
- **Promoting Innovation and Best Practice** through the NVA Transformation Leaders Network and multistakeholder dialogues focused on key issues in the agriculture sector.

The action partnerships supported by the **New Vision for Agriculture** initiative in 21 countries (including through Grow Africa, Grow Asia, India and Latin America) aim to improve food security, economic opportunity and environmental sustainability on the ground. Through its action partnerships, the System Initiative engages agriculture-sector actors including men and women farmers and entrepreneurs across the value chain, with a specific focus on smallholder farmers as the ultimate beneficiaries of country-led, multi-stakeholder, market-based strategies.
B. Strengthening Global Food Systems through Leadership Commitment and Insight

- Expert dialogue
- Knowledge dissemination
- Scenario building

By 2050, a global population of 9.8 billion will demand 70% more food than is consumed today. Feeding this expanded population nutritiously and sustainably will require substantial improvements to the global food system – a system that provides livelihoods for farmers as well as nutritious products for consumers.

After a prolonged decline, world hunger appears to be the on the rise again. The estimated number of undernourished people increased to 815 million in 2016, up from 777 million in 2015. Much of the recent increase in food insecurity can be traced to the greater number of conflicts, often exacerbated by climate-related shocks. At the same time, insect-pests such as Fall Army Worm pose a serious challenge and risk to African food security. In Sub-Saharan Africa, where fall armyworm is currently devastating maize crops, estimates indicate 13.5 million tons of maize valued at $3 billion are at risk in 2017-2018, which is equivalent to over 20 percent of total production for the region. Given the challenge to resiliency of food systems, there is a greater need for public-private cooperation that can leverage skills, experience and insights of the private sector with the work of the public sector and international organizations.

The SDGs have called out the need for much more proactive engagement around the idea of systems thinking. A special form of leadership, system leadership, is therefore needed to tackle global challenges that have overlapping issues like food security, climate change, land use, equitable trade, job creation and healthy and nutritious diets in the context of the SDGs. System leadership works by cultivating a shared vision for change, empowering widespread innovation and action, and enabling mutual accountability. Individual leaders and institutions across business, government, and civil society must pursue their specific institutional interests in ways that benefit the broader systems in which they operate, recognizing that in the long term, the two are inextricably linked. Innovative interactive structures—multi-stakeholder initiatives, cross-sector coalitions, or partnership platforms—must mobilize, support, align, and coordinate the efforts of individuals and institutions system-wide. To achieve this at scale and in a way that will lead to systems wide transformation will require active facilitation and brokerage both of systems orientated action and systems orientated leadership.

The System Initiative on Shaping the Future of Food Security and Agriculture serves as a unique global platform for galvanizing multi-stakeholder leadership commitment and partnership action. With a vibrant global network of leaders from all regions and stakeholder sectors, it serves as a hub for innovation, collaboration and commitment to support national, regional and global goals for food security and sustainable agriculture.

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2 2017 The State of Food Security and Nutrition in the World. [see link]
3 Fall army worm article: [see link]
The System Initiative’s work on *Strengthening Global Food Systems* focuses on engaging leaders at the highest level to develop new insights and understanding about the food system, align efforts and commit to specific avenues of action. An overview of activities undertaken in this regard are summarized below:

<table>
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<tr>
<th>Leadership Groups</th>
<th>Deliverables</th>
<th>Outcomes Achieved</th>
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| **Stewardship Board** |  - Strengthened Stewardship Board in its purview guiding food systems transformation on and beyond the Forum platform, informed by insights from the Forum and its partners  
  - Collaborated with the Senior Deputies to the Stewards to inform the report *Shaping the Future of Global Food Systems: A Scenarios Analysis*, a scenarios analysis on the future of food systems, designed to provoke new thinking and urgent action among global leaders.  
  - Held second in-person meeting, an in-depth discussion of the future of food systems at the Annual Meeting in Davos 2017, focused on priority actions for increased inclusivity, sustainability, efficiency and nutrition. |  - The Stewardship Board have identified high-priority opportunities for system-level change to achieve food systems transformation. These include the need to: align government efforts across sectors for a comprehensive food-focused approach; redesign public policy and investment to incentivize sustainable and nutritious food production; advance sustainable business solutions that promote healthy and sustainable food systems; encourage healthier consumer demand shifts through new narratives; increase opportunities for women and youth in agriculture; and embrace a diversity of approaches. |
| **Global Future Council** |  - Commenced a new term of the Council, with a broadened “food systems” mandate and a future-focused agenda. Secured participation from global thought leaders and actors in food systems who are committed to bridging evidence and best practice exchange with, investment and policy decision-making.  
  - Held the Annual Meeting of Global Future Councils in Dubai in November, cultivating exchange among Council members and with 35 other Councils, and convened the Council virtually on a quarterly basis. |  - Contributed thought leadership to the scenarios analysis on the future of food systems developed for Davos.  
  - Crafted key messages on the need for food systems transformation, which elevated this agenda in Davos. |
| **Partner Companies Group** |  - Engaged with 32 partners group companies  
  - Quarterly meetings held, including an in-person meeting held on 31 October 2016 at the Transformation Leaders Network Workshop |  - Strengthened private sector leadership and support for partnerships  
  - Increased “pre-competitive” alignment and collaboration among companies, strengthening company engagement in action, insight and agenda-setting activities of the Global Challenge platform |
Global Stewardship Board on Food Security and Agriculture:

In 2015 the Forum established the Global Agenda Trustees on Food Security and Agriculture (renamed “Global Stewards” as of March 2016), a high-level group of leaders to shape the global agenda and define priorities for action and collaboration on and beyond the Forum platform. The group is comprised of approximately 30 leaders at the Ministerial, CEO and Head of Agency level to define key action priorities and opportunities for collaboration in global food systems. They engage in leadership-level agenda setting and alignment, acting as an informal complement to official processes and the Sustainable Development Goals. The group meets twice per year – once in person and once by teleconference, with support from a Senior Deputies group.

By engaging a critical mass of influential companies in the sector, and engaging in collaboration with the Forum’s broad network of governments and other stakeholders, the group can generate significant impact. At the Annual Meeting in Davos 2017, the Global Stewards’ session on Food Systems for the Future was designed to improve insight and provoke action to strengthen food systems. This session was informed by a scenarios analysis conducted by the World Economic Forum and its partners, including the Global Stewards. This report, *Shaping the Future of Global Food Systems: A Scenarios Analysis*, explores the question, “How will food systems nutritiously and sustainably feed 8.5 billion people in 2030”? It presents four scenarios for the future of global food systems. These possible futures of global food systems uncover blind spots and broaden perspectives about alternative future environments in which today’s decisions might play out. During this session, Stewards noted that all scenarios are possible, and that some of the least desirable futures are already under way in certain regions.

The scenarios report impacted agenda-setting in Davos and beyond. The Forum received direct feedback indicating that it influenced institutional strategies in private industry (e.g. numerous individual companies; the International Fertilizer Association), private foundations (e.g. Rockefeller Foundation), Universities and academic associations (e.g. leading UK academics), international organisations (the World Bank) and governments (the Government of Canada).

Global Future Council on Food Security and Agriculture

In 2016, the Forum commenced a new term of its thought leadership Councils, now called “Global Future Councils”, including a group dedicated to the Future of Food Security and Agriculture. This network serves as the Forum’s “brain trust” – a group of the world’s foremost experts on all topics related to the Forum’s “System Initiatives”, as well as a range of cutting-edge technologies. These groups serve to inform the Forum’s own activities, and that of its leadership groups, by bridging academia, science and practice with leaders’ decision-making in the public, private and social sectors.
The Council on Food Security and Agriculture provides evidence-based insight on the future of food systems to inform decision-making in the business, policy and social sectors. Areas of focus include:

1) Articulating the urgent need for fundamental transformation in food systems, and pursuing such change through thought leadership and championship – recognizing the absence of a collective vision driving the agriculture sector towards a sustainable future; and

2) Creating a powerful narrative and common language for a shift toward healthy diets, with a long-term vision for an “IPCC for Food” – including pursuing broad consensus on what constitutes a healthy diet, strengthening linkages between all sectors relevant to food systems, and producing recommendations for the business and policy communities.

At the World Economic Forum Annual Meeting in Davos, Switzerland in January 2017, the Council called for the transformation of global food systems. Their message emphasized that current food systems are unsustainable, unequal and volatile and require full-scale transformation towards the following interlinked goals: (1) stimulate and enable the consumption of healthy diets; (2) redesign food production systems to minimize environmental impact and waste and (3) build systems that are resilient to external shocks. This message shaped the Global Stewards’ agenda and impacted the overall narrative about food systems in Davos.

C. Delivering Transformation at Country and Regional Level

- Grow Africa
- Grow Asia
- NVA India
- NVA Latin America

Expand multi-stakeholder partnerships for action on the ground

The System Initiative provides dedicated support to multi-stakeholder partnerships that drive action at country level. These partnerships are supported by the NVA’s global multi-stakeholder platform to help achieve their goals, share their learnings, and contribute to the global agenda.

To enable the success of multi-stakeholder partnerships catalysed by the World Economic Forum, the following areas of support are provided to Grow Africa, Grow Asia, India and Latin America:

- **Partnership Facilitation and Development** through stakeholder engagement, dialogue facilitation, strategic guidance and capacity-building, such as building a set of diverse stakeholders engaged in NVA Latin America and laying the groundwork for a shared regional agenda for public-private partnership.

- **Leadership Engagement and Visibility** developing and maintaining leadership commitment from global, regional and national leaders from all stakeholder groups to advance country-based action, through Forum relationships and events (e.g. Regional Summits and the Annual Meeting in Davos) as well as dedicated leadership groups (e.g. development and support of regional Business Councils and partnership Steering Committees). For example, NVA supports the India Business Council, expanding its membership to key Indian companies, and hosted NVA India meetings at the 2017 India Economic Summit.

- **Knowledge and Best-Practice Exchange** to draw learnings from global experts and country-level experience, through the NVA Transformation Leaders Network. For example, during the Transformation Leaders Workshop, Network members exchanged best practices and solutions
during a “Solutions Marketplace” session and provided regional and country-level insights to the report *Shaping the Future of Global Food Systems: A Scenarios Analysis*.

- **Reporting and Communicating Progress** through a common results framework and Forum communications channels, such as collaborating with Grow Africa and Grow Asia teams to publish their content on the World Economic Forum’s Agenda blog.

- **Governance and Resourcing support** including assistance with resource mobilization and grants management, and participation in partnership governing bodies, in select cases. This includes support for the Grow Africa and Grow Asia Steering Committees and assistance with fundraising and donor engagement for both partnerships.

Highlights from each of the country and regional partnerships during the reporting period include:

- **Grow Africa** was cofounded in 2011 by the African Union Commission, NEPAD Agency, and the World Economic Forum and is headquartered in Johannesburg, South Africa.
  - During its initial five years, Grow Africa supported the mobilization of over US $10 billion in investment Letters of Intent between private sector and national governments, of which over US $2.3 billion has been implemented across twelve countries: Benin, Burkina Faso, Cote d’Ivoire, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Nigeria, Rwanda, Senegal and Tanzania. The partnership has reached almost 10 million smallholder farmers and supported the creation of over 80,000 jobs.
  - This year, Grow Africa has fully transitioned to being an African-led institution hosted at the NEPAD Agency in Johannesburg, with a strong focus on supporting National Agricultural Investment Plans (NAIPs) refresh work-streams at country level, particularly through the implementation of the Country Agribusiness Partnership Framework (CAP-F) tool.
  - This represents part of a broader shift of focus towards mobilisation and realization of investment commitments, by improving alignment of private sector interests with public sector priorities around value chains that positively benefit smallholder farmer incomes and create jobs for youth and women at scale.

- **Grow Asia** was launched in 2015 with unanimous endorsement from the Ministers of Agriculture and Forestry in the Association of Southeast Asian Nations (ASEAN) and its headquarters in Singapore. Grow Asia is co-founded by the World Economic Forum in collaboration with the ASEAN Secretariat.
  - Grow Asia engages over 300 organizations through 37 value chain initiatives across Cambodia, Indonesia, Myanmar, Philippines, and Vietnam, Grow Asia reaches over 500,000 smallholder farmers leading to improved smallholder yields of up to 52% and reduced carbon emissions of up to 63%.
  - This year, Grow Asia has taken the success of pilot value-chain initiatives and turned towards supporting 5 country partnerships to reach Pathways to Scale. Grow Asia secured leadership mandates and project commitments at the 2017 Grow Asia Forum launched the Exchange, an online library and communication platform, and the Counter, a crop-specific carbon emissions calculator.
  - In 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 exchange their lessons across crops and countries and co-develop solutions.

- **In India**, the NVA supports public-private cooperation at the national level and has catalysed state-level partnerships in Andhra Pradesh, Karnataka, and Maharashtra.
Launched in 2016, the Andhra Pradesh partnership has leveraged approximately US $72 million in private sector investment commitments to support value chain projects.

- The Karnataka partnership, formed in 2015, has initiated a commitment of US $1.4 million through five horticulture value-chain projects.
- The Maharashtra partnership, launched in 2012, has reached 500,000 farmers and improved farmer income by 10-30%.
- This year, NVA India initiated discussions with key stakeholders to set up and fund a national partnership platform, coordinated through a Partnership Secretariat, to take forward partnership activities.

In Latin America, the NVA works with regional organizations and initiatives to advance a shared agenda for public-private partnerships and supports country-driven initiatives in Mexico, Nicaragua and Colombia.

- Formed in 2011, the VIDA partnership in Mexico engages over 45 companies in collaboration with the Ministry of Agriculture.
- Launched in 2015, the CultiVamos partnership in Nicaragua collaborates with 10 organizations on sustainable and inclusive agriculture-sector growth, especially for smallholder farmers.
- In 2017, Colombia launched a new partnership and is developing 4 value-chain initiatives led by a multi-stakeholder leadership and supporting the country’s post-conflict development plan.
- This year, in addition to fostering a new partnership in Colombia, NVA Latin America established a regional Working Group, including brokering an agreement between the World Economic Forum, the Inter-American Development Bank, IICA, IFPRI, CIAT, and the Nature Conservancy to align efforts and explore opportunities to structure regional and country-level collaboration in Latin America.

**Table 3:**

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<tr>
<th>Region and Partnership</th>
<th>Deliverables</th>
<th>Outcomes Achieved</th>
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<tr>
<td>Sub-Saharan Africa (Grow Africa)</td>
<td>Hosted 2016 Grow Africa Investment Forum in Kigali, Rwanda, from May 10-11, convening over 250 African and global leaders around a shared agenda for multi-stakeholder action in African agriculture (see Annex 3 for specific outcomes)</td>
<td>Activated high-level championship among leaders of African government, the private sector, international organizations and development partners, and farmers associations</td>
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<td>Supported strategy refresh exercise</td>
<td>Defined a new strategic focus and specific goals for Grow Africa’s next phase</td>
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<td>Facilitated high-level leadership engagement through the Steering Committee</td>
<td>Catalysed / supported in-country value chain development, particularly around rice (ECOWAS), potato (Kenya, Tanzania), cassava (Nigeria, Ghana) and horticulture (Rwanda)</td>
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<td></td>
<td>Supported a capacity-building workshop for Grow Africa’s Secretariat</td>
<td>Jointly hosted AGRF Investment Day 2017 with AGRA and AfDB, which led to a series of highlighted investment deals around rice, potato,</td>
</tr>
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</table>
Launched Country Agribusiness Platform Framework (CAP-F) to support private sector inclusion in national agriculture investment plans. Uganda, Tanzania and Senegal already undergoing the early stages of CAP-F implementation.

Accelerated development of strategic partnership relationships between Grow Africa and AfDB (investment forum), AGRA and IDH (value chain development) and CARI (rice)

Facilitated knowledge sharing and learning across multiple country platforms

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<tr>
<th>Location</th>
<th>Activities</th>
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| Southeast Asia (Grow Asia) | • Hosted 2016 Grow Asia Forum, Kuala Lumpur, Malaysia and convened nearly 140 senior leaders from ASEAN governments, private sector and others (see Annex 3 for specific outcomes)  
• Managed recruitment of new Executive Director  
• Engaged in strategy advisory support through the Grow Asia Steering Committee, Grow Asia Business Council and Grow Asia Civil Society Councils  
• Facilitated best-practice sharing through the Transformation Leaders Network  
• Secured leadership engagement and mandate for country agenda through Annual Meeting of the NVA in Davos—including global launch of Cambodia PPP |
| India (Andhra Pradesh, Karnataka and Maharashtra) | • Supported state-level multi-stakeholder partnership platforms in 3 states in India focused on increasing investments on value chain projects led by the private  
• Secured leadership engagement and mandate for country agenda through Annual Meeting of the NVA in Davos—including global launch of Cambodia PPP |

Engaged high-level leadership championship from ASEAN governments, private sector, farmers and civil society associations, and international organisations.

Engaged and onboarded new leadership for the Partnership Secretariat and provided strategic management oversight during the leadership transition

Created visibility and intensified support for Grow Asia leadership and innovations, including the mFarmer digital initiative to empower smallholder farmers

Supported expansion of 5 country partnerships to 46 value chains engaging 500,000 farmers, boosting yields and reducing emissions. Key value chain focus on cocoa, coffee, maize and horticulture

Focused on delivering results at scale through cross learning and value addition on digital tools, women in agriculture, ASEAN policies and leaning alliances

Andhra Pradesh partnership formally launched in August 2016, mobilizing $72 million in investment commitments

In 2016, the Government of...
sector and engaged key Indian stakeholders to expand partnership efforts

- Hosted NVA India meetings at the 2017 India Economic Summit convening almost 70 participants including Governments from 5 states, key business leaders and civil society and farmer organizations
- Expanded the NVA India Business Council to include key Indian companies that provide private sector championship and strategic direction to partnership activities
- Facilitating best-practice sharing through the Transformation Leaders Network

Maharashtra introduced a landmark agriculture marketing law that encourages increased competition and private sector investments in agriculture markets

- Karnataka Government linked the horticulture-driven partnership efforts to new FPO development efforts and planning to expand the initiative to include key agriculture crops
- Additional states have expressed interest in launching agriculture partnerships, including Madhya Pradesh and Telangana
- Engaged 12 state governments, 3 national Ministries and expanded national network of champions
- Supported the development of a National Platform championed by Ministry of Agriculture and key partners to respond to Hon PM’s vision for doubling farmers’ income by 2022.

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<tr>
<th>Latin America (Mexico, Nicaragua, Colombia)</th>
<th>Supported Mexico’s Secretariat to establish 5 value chain projects with 20 member companies</th>
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<tr>
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<td>Supported Nicaragua’s CultiVamos partnership to launch a public-private partnership with 10 organizations</td>
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<td></td>
<td>Hosted NVA meetings at the World Economic Forum on Latin America, convening 40 senior leaders to showcase and support the VIDA partnership in Mexico and the CultiVamos partnership in Nicaragua and the new partnership in Colombia and share partnership models with other countries</td>
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<td>Brokered an agreement between the World Economic Forum, the Inter-American Development Bank, IICA, IFPRI, CIAT, the Nature Conservancy to align efforts and explore opportunities to structure regional collaboration.</td>
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<td>Engaged stakeholders – including global and Latin America based companies, Ministries of Agriculture, trade agencies, research institutions – from Brazil, Argentina, Uruguay, Nicaragua partnership launched</td>
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<td>A new multi-stakeholder partnership based on the NVA model was created in Colombia. The partnership identified 4 priority value chains and working groups are in the process of defining their scope of action.</td>
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<td>Engaged the Argentinian and Brazilian governments as champions</td>
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<td>Engaged key regional organizations to collaborate on facilitating public-private partnerships</td>
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<td>Received the recognition of six South American Ministers of Agriculture of the role of NVA in the region to advance PPPs in agriculture.</td>
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Paraguay and Chile in addition to ongoing contacts in Mexico, Colombia and Nicaragua.

- Facilitated best-practice sharing through the Transformation Leaders Network

<table>
<thead>
<tr>
<th>Learning Network</th>
<th>Deliverables</th>
<th>Outcomes Achieved</th>
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<tbody>
<tr>
<td>Strengthening Impact through the Transformation Leaders’ Network</td>
<td>Engaged a network of 150 leaders and held in-person workshop in late October 2016 in Amsterdam, Netherlands</td>
<td>Capacity strengthened in existing and new partner countries</td>
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<td>Facilitated best-practice and learning exchange on business and partnership models to expand partnership impact</td>
<td>New collaborations and solutions implemented</td>
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<td>Promoted communication and community-building among 21 countries implementing the Country Partnership model</td>
<td>Expanded Network, adding more expertise in technology innovation, Latin American, and business</td>
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<td></td>
<td>Launched customized a digital platform, “NVA Online,” to facilitate virtual interaction among members of the Transformation Leaders Network</td>
<td>Partnerships scaled impact on-the-ground</td>
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The NVA Transformation Leaders Network

The NVA Transformation Leaders Network was created by the World Economic Forum with the goal to strengthen the positive impact of the multi-stakeholder partnerships in agriculture at the country and regional level by facilitating insight and best practice exchange. The Network seeks to realize the New Vision for Agriculture through three objectives:
- **Enhance positive impacts** of NVA-catalysed public-private partnerships for agriculture
- **Promote leadership development** through peer-to-peer exchange
- **Strengthen multistakeholder collaboration** in agriculture towards inclusive, sustainable, efficient, nutritious and healthy food systems

The Transformation Leaders Network engages 150 senior practitioners and experts to support practical efforts to achieve sustainable agricultural growth. Drawing from the NVA’s global multi-stakeholder network, the Transformation Leaders Network connects leaders of country-led partnership initiatives with global experts and partners to exchange experiences and develop actionable models based on evidence and good practice. At its core, the Network continues to support the frontline leaders of country-led partnerships catalysed and supported by the NVA in Asia, Africa and Latin America.

The Network engages 150 members across a diverse array of stakeholder groups:

- Country-led partnerships catalysed and supported by the NVA in Asia, Africa and Latin America
- Companies from food and agriculture, finance, logistics, IT/telecom and other industries
- Governments committed to leading and supporting action
- Farmers’ associations and civil society organizations
- Donor agencies and international organizations
- Academic and research institutions

The Network hosts highly interactive, dynamic workshops to exchange best practices, share experiences, and develop new solutions and perspectives. These include:

- An annual, multi-day **Transformation Leaders Workshop** convenes all Network members in a dynamic event designed to inspire, inform and connect its members through a highly interactive, content-rich and community-building approach. These workshops are highly practical and action-focused, and have been designed to overlap with the annual meeting of the NVA Project Board (now the Global Challenge Partners Group), strengthening linkages between global and local players and initiatives.

The fourth annual Transformation Leaders Workshop in 2016 convened over 100 members of the Network in a dynamic, interactive and action-focused programme. The event was held in Amsterdam from 31 October-2 November. The programme supported Network members to pursue greater impact and scale through multistakeholder partnership initiatives at country and regional level, to offer and receive actionable insights on key issue areas, and to strengthen their network with a group of leaders in agriculture transformation.
This year, much of the workshop was dedicated to sharing successes and discussing opportunities to unlock barriers in implementing multistakeholder partnerships in agriculture. The workshop featured a Solutions Marketplace through which members sought ideas for a challenge or collaborators for an initiative. Since its inception, the Transformation Leaders Network has helped to incubate several multistakeholder initiatives that are now driven by network members at global, regional and country levels.

During the Workshop, Transformation Leaders discussed a scenarios analysis on the future of food systems, designed in collaboration with the Stewardship Board, Global Future Council, and Deloitte. Transformation leaders provided regional and topical analysis of four scenarios for the future of global food systems, uncovering blind spots and broadening perspectives about alternative future environments.

Network members discussed cross-cutting issues at the workshop on issues such as business models for smallholder financing, monitoring and evaluation, organizing farmers for business, and technology innovations. They also presented brief, solution-oriented modules on a range of topics, with a particular topical focus on sustainable landscapes and healthy diets.

As the Transformation Leaders Network has evolved, it has inspired and supported a new approach to addressing complex problems through collaboration. Harvard University has identified this as “system leadership” in action – an approach to system-level change through cultivating a shared vision for change, empowering widespread innovation and action, and enabling mutual accountability. A report entitled Tackling Global Challenges: Lessons in System Leadership from the World Economic Forum’s New Vision for Agriculture Initiative was launched at the Annual Meeting in Davos 2016. At the 2016 Transformation Leaders Workshop, members explored what such system leadership looks like in order to achieve more sustainable, inclusive, efficient and nutritious food systems.

According to a survey of all Transformation Leaders Workshop participants, 93% of participants thought that the workshop was a valuable use of their time and 90% of all participants strongly

“This is my network… not just for this event, for the whole year. We operate around the world, but I reach out to people here for local knowledge, to validate ideas and get feedback. At least seven of IFC’s investments in the last two years are with partners in this group.”


“This talk, talk, talk does not cook rice…This network is different. I feel it wants to take action.”

– Charles Govati, Chief Executive Officer, Agricultural Resource Limited, Malawi
agreed or agreed that the Workshop was useful in informing them about what kinds of actions can be taken towards more inclusive, sustainable, efficient, nutritious and healthy food systems. 89.4% of all participants strongly agreed or agreed that they understood the NVA Country Partnership model and were willing to be champions of this approach.

91.8% of all participants agreed that the Transformation Leaders Workshop enabled them to take concrete actions and engage in collaborations. When asked about concrete actions and collaborations that had been made possible by the Transformation Leaders Workshop, a few answers included:

- Grow Asia: Connection with WWF on bonds and cooperation opportunities with CIAT and Wageningen University around research
- Grow Africa: stronger engagement of business champions in Tanzania
- Mexico, Ministry of Agriculture: collaboration with the SUN Initiative around big data
- USAID: Identified 3 potential collaborations and set up follow on meetings to discuss.
- Nigerian Agri-Business Working group: Creation of Agribusiness working group between NABG and Nigeria government
- The Nature Conservancy: Novozymes is looking for a way to roll out a new product in a tricky space. TNC can be instrumental to this success, while benefiting our field programs. Exciting!
- Wageningen UR University: 4 specific collaboration agreements to follow up 6+ new leads for midterm future
- Southern African Confederation of Agricultural Unions (SACAU): Managed to connect and initiate discussion with portable service provider on a digital platform as well as potential partners
- Buhler: Contacts for projects on food processing in Africa
- Rabobank: Network on rice in West Africa

- In-depth solution sessions in key regions engage TLN members and content at World Economic Forum events in Africa, Southeast Asia and India across a broad range of topics from environmental sustainability to value chain efficiency, technology innovations and nutrition.
A detailed list of Transformation Leaders Workshop outcomes are available in the Annex.

**NVA Online**

The Network convenes practitioners and knowledge partners to identify good practices on selected topics, delivering actionable models and recommendations to the broader Network through virtual collaboration. To this end, the **NVA Online** was launched in 2016. The NVA Online is a digital platform which serves as the virtual meeting place for the vibrant global community of leaders engaged in the World Economic Forum’s New Vision for Agriculture initiative. The NVA Online community consists of over 150 users, who are members of the Transformation Leaders Network.

NVA Online showcases partnerships, innovations and members within the Network, including highlighting Network members’ initiatives and inviting the NVA Online community to connect and collaborate. Through the NVA Online, members can announce upcoming opportunities, share resources, and identify and contact other members of the Transformation Leaders Network. Through the NVA Online, community members can connect to specific groups, including NVA Latin America, NVA India, Grow Asia, Grow Africa, and the NVA Ambassadors, to work together. It enables community members to connect with leading peers around the world to exchange ideas, ask for advice, and discuss the latest trends or challenges related to food security and agriculture.

**Scaling the Impact of the NVA Partnership Model**
Creating and disseminating a toolkit for multi-stakeholder partnerships
Training and capacity building for partnership leaders, including a dedicated NVA Ambassadors group
Promoting the multi-stakeholder partnership model as an effective mechanism to realise the Sustainable Development Goals

The World Economic Forum’s New Vision for Agriculture (NVA) initiative is a global platform which catalyses and supports country-led transformation to achieve food security, environmental sustainability and economic opportunity through market-led and multi-stakeholder approaches in agriculture. The NVA supports 21 countries across Asia, Africa and Latin America, which together have mobilized $10.5 billion in investment commitments, of which over $2.5 billion has been implemented, reaching over 10.5 million smallholder farmers.

The NVA has established a new model for multi-stakeholder action in agriculture. Through the experience of Grow Africa, Grow Asia, NVA India and NVA Latin America, the New Vision for Agriculture initiative has developed a model for country-led, multi-stakeholder partnerships in agriculture based on a shared vision, a set of guiding principles and a series of eight tactical steps. The NVA Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action provides a practitioner’s reference to align, design and build impact led by multistakeholder collaboration.

The guiding principles of the NVA country partnership model are:
- Locally-owned and aligned with country goals
- Market-driven with projects led by the private sector and rooted in viable business cases
- Multi-stakeholder with open and inclusive engagement from the beginning
- Holistic to integrate full value chains that benefit all actors in the agriculture system
- Globally connected and supported by an international network providing solidarity and support

This multi-stakeholder approach offers a framework for action which can be adapted for local context to support leaders in transforming agriculture systems to achieve food security, environmental sustainability and economic opportunity. In 2017, the NVA shared its partnership model with global and country networks to strengthen existing and new efforts in agriculture.

The NVA Country Partnership Guide was shared at the World Economic Forum’s Annual Meetings in Davos in 2017 through a cross-sectoral meeting with over 60 organizations as a mechanism to achieve the Sustainable Development Goals. The Internet for All initiative of the World Economic Forum has adapted the framework to their sector and has catalysed partnerships in East Africa, and Argentina based on this model.

The following table summarizes specific deliverables achieved:
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Deliverables</th>
<th>Outcomes Achieved</th>
</tr>
</thead>
</table>
| Promoting Effective Partnership Models for Agriculture Transformation | • Developed Secretariat Structures Tool, as part of a NVA Partnerships Toolkit for Leaders around the World  
• Launched NVA Ambassadors, a multi-stakeholder group of champions of the NVA partnership approach  
• Disseminated toolkit for multistakeholder partnership to existing and new networks, including members of the Transformation Leaders Network  
• Created a brochure highlighting the NVA model as an example for mobilizing systemic change to achieve the Sustainable Development Goals through country-led action and collaboration  
• Reports available in Annex | • At the World Economic Forum Annual Meeting in Davos, Switzerland in January 2017, leaders assessed partnership approaches in five major global initiatives, including the New Vision for Agriculture, and agreed to build on their approaches to strengthen country-driven, cross-sector action to achieve the SDGs  
• Shared the partnership model with 21 partner countries to strengthen existing network. |

**New Vision for Agriculture Ambassadors:**

In October 2016, the initiative introduced the ‘NVA Ambassadors,’ a group of 20 senior practitioners representing country or regional multi-stakeholder platforms in Africa, Asia and Latin America, from multiple sectors working to drive partnership activities on the ground, supported by the NVA.

The role of the NVA Ambassador is to serve as champions of multi-stakeholder partnership approaches in agriculture, using the NVA country model, and apply this in their organization, country, and region. Ambassadors also serve as experts in multi-stakeholder partnership, sharing insights from their experience to build and strengthen impact.

The NVA facilitated an ‘Ambassadors Training,’ at the Transformation Leaders Workshop in October 2016 which provided each leader with the knowledge, tools and network to drive effective partnership approaches for impact on the ground. The training offered a step-by-step framework for action through new business and collaboration models, and focus areas such as financing mechanisms, aligning with government programmes, governance and structure, measurement and reporting and scaling strategies. The NVA conducted two webinars for the Ambassadors to share the model and further facilitate best practice exchange and have created a virtual community on NVA Online for this important peer group to continue to build on practitioner-level exchange.

Since the training, this approach was used to strengthen partnerships in Tanzania (via the SAGCOT Centre), five Grow Asia Countries, and Colombia and Nicaragua. The Grow Africa and Grow Asia
Secretariats have received hands-on, tailored NVA Ambassadors’ workshops and have cited using this training to support twelve countries in Africa and five in Southeast Asia.

Senior company executives from Nestle highlighted in a recent Grow Asia Business Council meeting that the NVA model and *Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action* are critical tools to help drive multi-stakeholder partnerships and effective practices in market-based models for agriculture. At Nestle, they are using the NVA model to improve value-chain engagement. The Grow Asia Secretariat based their annual report on progress for five countries on the NVA Ambassadors’ approach and also conducted a secretariat’s workshop in March 2017 using the NVA partnership model as the framework for supporting these countries. The G7-catalyzed New Alliance for Food Security and Nutrition, in partnership with Grow Africa, has used these tools, especially the tips on engaging civil society and other key partners as part of their stakeholder strengthening strategies.


The New Vision for Agriculture developed a Secretariat Toolkit, which is intended to supplement the *NVA Guide to Country-Led Action*. This toolkit aims to help partners establish and build out a country Secretariat.

The Secretariat Toolkit covers institutional identity, staffing, governance, funding models, and engagement models. It provides practical guidance on ‘how to’ build and strengthen a Secretariat, including best practices, tips and customizable templates; enables exchange of tips and best practices from different regions; and offers tools for practitioners that are either involved in an existing Country Partnership and / or in the process of initiating a new Country Partnership.

The Secretariat Toolkit was disseminated to global partners, including the Global Future Council and the NVA Latin America Business Council, and to 200 members of the Transformation Leaders Network and NVA Ambassadors in a dynamic digital format through the NVA Online. It was also shared with and applied by country leaders across Africa, Asia and Latin America through the New Vision for Agriculture global networks that reach over 600 organizations.

*A link to the Secretariat Toolkit is available in the Annex.*

“Looking around in the NVA Ambassadors training, I felt like I was surrounded by people who think like me and who have confronted the same roadblocks to multistakeholder partnerships. I was in awe.”

– Ginya Truitt Nakata, Lands Director, Latin America, The Nature Conservancy, USA

The two year grant provided by the Government of the Netherlands totals USD 1,500,000. The table below summarises the expenditure for Year 2 of the grant; from September 1st 2016 to August 31st 2017.

At the end of Year 2, an amount of US$ 268,884 remained unspent from the total two year grant of USD$ 1,500,000. On October 2nd, the Government of the Netherlands kindly agreed to a no-cost extension for through to January 31st 2018. The Forum expects to fully utilize the remaining funds by that date.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Grant (2 years)</th>
<th>Year 2 Expenditure Summary</th>
<th>Balance Unspent</th>
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<tr>
<td><strong>Personnel</strong></td>
<td>748,195</td>
<td>374,098 452,905 (78,808)</td>
<td>87,733</td>
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<tr>
<td>Salary &amp; Benefits of 2.5 FTE’s</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Subtotal Personnel</strong></td>
<td><strong>748,195</strong></td>
<td><strong>374,098 452,905 (78,808)</strong></td>
<td><strong>87,733</strong></td>
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<tr>
<td>Office Costs</td>
<td>20,627</td>
<td>10,314 9,558 755</td>
<td>10,287</td>
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<td>Travel</td>
<td>243,350</td>
<td>121,675 100,298 21,377</td>
<td>22,464</td>
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<td>Consulting</td>
<td>130,000</td>
<td>65,000 - 65,000</td>
<td>130,000</td>
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<td>Documentation</td>
<td>22,000</td>
<td>11,000 - 11,000</td>
<td>21,940</td>
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<tr>
<td>Events</td>
<td>260,000</td>
<td>130,000 216,595 (86,595)</td>
<td>(61,368)</td>
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<tr>
<td>Other</td>
<td>75,828</td>
<td>37,914 - 37,914</td>
<td>75,828</td>
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<tr>
<td><strong>Subtotal Non-Personnel</strong></td>
<td><strong>751,805</strong></td>
<td><strong>375,903 326,451 49,452</strong></td>
<td><strong>199,151</strong></td>
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<tr>
<td><strong>Total (USD)</strong></td>
<td><strong>1,500,000</strong></td>
<td><strong>750,000 779,356 (29,356)</strong></td>
<td><strong>286,884</strong></td>
</tr>
</tbody>
</table>

Notes:

The minor overspend of US$ 29,356 in Year 2 reporting period reflects the following factors:

- **Personnel costs**: This includes the full year actuals costs of 2.5 FTEs. The personnel cost overspend of US$ 78,808 was largely offset by a decision not to engage consultants, due to the excellent knowledge and capabilities of the internal FSA team.
- **Non-personnel related costs**: Savings on travel, documentation and other costs partially offset the increased investment in the Transformational Leaders Network workshop in the Netherlands on October 2016 (US$ 215,000). This investment included the cost of the venue, event facilitation agency (The Value Web), and special meeting equipment to provide a rich, interactive and dynamic experience and methodology for the TLN workshop participants.
I. Annexes

Annex 1: Overview of the System Initiative on Agriculture and Food Security

- Overview Document


- Shaping the Future of Global Food Systems: A Scenarios Analysis
- Country Partnership Guide Toolkit: Secretariat Structures
- Mapping of Global Food Systems
- Advancing Country-Led Action to Achieve the Sustainable Development Goals
- New Vision for Agriculture Ambassadors – Training Agenda
- Transformation Leaders Network – Overview
- NVA Latin America – Overview
- NVA India – Overview
- Grow Africa – Overview
- Grow Asia – Overview

Annex 3: Event Summaries

- 2016 Transformation Leaders Network Meeting – Summary Report
- 2016 India Summit – Summary Report
- 2016 Grow Africa Investment Forum – Summary Report
- 2016 Grow Asia Forum – Summary Report
- 2016 Grow Asia Practitioners’ Workshop – Summary Report
- 2017 Annual Meeting – Summary Report
- 2017 Grow Asia Practitioners’ Workshop – Summary Report
### ANNEX 4: Stewardship Board Members for the System Initiative on Shaping the Future of Food Security and Agriculture

**List of Stewards on Food Security and Agriculture as of November 2017**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
<th>Country</th>
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</thead>
<tbody>
<tr>
<td>Akinwumi Ayodeji Adesina</td>
<td>President</td>
<td>African Development Bank (AfDB)</td>
<td>Côte d'Ivoire</td>
</tr>
<tr>
<td>Agnes Matilda Kalibata</td>
<td>President</td>
<td>Alliance for a Green Revolution in Africa (AGRA)</td>
<td>Kenya</td>
</tr>
<tr>
<td>Liam Condon</td>
<td>Member of the Board of Management; Head, Crop Science Division</td>
<td>Bayer Crop Science</td>
<td>Germany</td>
</tr>
<tr>
<td>Ajay Vir Jakhar</td>
<td>Chairman</td>
<td>Bharat Krishak Samaj (Farmers' Forum India)</td>
<td>India</td>
</tr>
<tr>
<td>David W. MacLennan</td>
<td>Officer</td>
<td>Cargill</td>
<td>USA</td>
</tr>
<tr>
<td>Gunhild Anker Stordalen</td>
<td>Founder and President</td>
<td>EAT Foundation</td>
<td>Norway</td>
</tr>
<tr>
<td>Audu Ogbeh</td>
<td>Minister of Agriculture</td>
<td>Federal Ministry of Agriculture and Rural Development of Nigeria</td>
<td>Nigeria</td>
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<tr>
<td>Marie-Claude Bibeau</td>
<td>Development and La Francophonie</td>
<td>Global Affairs Canada</td>
<td>Canada</td>
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<tr>
<td>N. Chandrababu Naidu</td>
<td>Chief Minister</td>
<td>Government of Andhra Pradesh</td>
<td>India</td>
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<tr>
<td>Devendra Gangadharrao</td>
<td>Director, Corporate Responsibility Initiative</td>
<td>Harvard Kennedy School of Government</td>
<td>USA</td>
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<tr>
<td>Jane Nelson</td>
<td>Director-General</td>
<td>International Food Policy Research Institute (IFPRI)</td>
<td>USA</td>
</tr>
<tr>
<td>Gilbert Fossou Houngbo</td>
<td>President</td>
<td>International Fund for Agricultural Development (IFAD)</td>
<td>Italy</td>
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<tr>
<td>Gonzalo Ramirez Martiarena</td>
<td>Chief Executive Officer</td>
<td>Louis Dreyfus Company Suisse SA</td>
<td>Switzerland</td>
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<tr>
<td>Neel Keny-Guyer</td>
<td>Chief Executive Officer</td>
<td>Mercy Corps</td>
<td>USA</td>
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<tr>
<td>Nguyen Xuan Cuong</td>
<td>Development Chairman and Chief Executive</td>
<td>Ministry of Agriculture and Rural Development of Viet Nam</td>
<td>Viet Nam</td>
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<tr>
<td>Hugh Grant</td>
<td>Officer</td>
<td>Monsanto Company</td>
<td>USA</td>
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<tr>
<td>Ibrahim Assane Mayaki</td>
<td>Chief Executive Officer</td>
<td>NEPAD Planning and Coordinating Agency</td>
<td>South Africa</td>
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<tr>
<td>Paul Bulcke</td>
<td>Chairman of the Board Vice-Chairman; Chief Scientific Officer, Global Research and Development</td>
<td>Nestlé SA</td>
<td>Switzerland</td>
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<td>Mehmood Khan</td>
<td>Development</td>
<td>PepsiCo Inc.</td>
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<td>Wiebe Draijer</td>
<td>Chairman of the Managing Board</td>
<td>Rabobank Group</td>
<td>Netherlands</td>
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<td>Feike Sybesma</td>
<td>Chief Executive Officer</td>
<td>Royal DSM NV</td>
<td>Netherlands</td>
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<tr>
<td>José Eduardo Calzada Rovirosa</td>
<td>Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food</td>
<td>Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food of Mexico</td>
<td>Mexico</td>
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<tr>
<td>Franky Oesman Widjaja</td>
<td>Chairman and Chief Executive Officer</td>
<td>Sinar Mas Agribusiness &amp; Food</td>
<td>Indonesia</td>
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</tbody>
</table>
Ishmael Sunga  Chief Executive Officer  Southern African Confederation of Agricultural Unions (SACAU)  South Africa

J. Erik Fyrwald  Chief Executive Officer  President and Chief Executive Officer  Syngenta International AG  Switzerland

Mark Tercek  Officer  The Nature Conservancy  USA

Rajiv Shah  President  The Rockefeller Foundation  USA

Paul Polman  Chief Executive Officer  Former Special Advisor on the 2030 Agenda for Sustainable Development  Unilever  United Kingdom

David Nabarro  Development and Climate Change United Nations Assistant Secretary-General; Coordinator, Scaling Up Nutriti(…  United Nations  Switzerland

Gerda Verburg  Executive Director  United Nations World Food Programme (WFP)  Italy

Tim Benton  Dean for Strategic Research  University of Leeds  United Kingdom

Jai Shroff  Global Chief Executive Officer  President and Chief Executive Officer  UPL Ltd  India

Peter Bakker  Officer  World Business Council for Sustainable Development (WBCSD)  Switzerland

Andrew Steer  Officer  World Resources Institute  USA

Marco Lambertini  Director-General  President and Chief Executive Officer  WWF International  Switzerland

Svein Tore Holsether  Officer  Yara International ASA  Norway
ANNEX 5: Members of the Global Future Council on Food Security and Agriculture

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Country</th>
<th>Status</th>
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<tbody>
<tr>
<td>Kees Aarts</td>
<td>Chief Executive Officer</td>
<td>Protix</td>
<td>Netherlands</td>
<td>Active</td>
</tr>
<tr>
<td>Justin Adams</td>
<td>Managing Director, Global Lands</td>
<td>The Nature Conservancy</td>
<td>USA</td>
<td>Active</td>
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<tr>
<td>Inger Andersen</td>
<td>Director-General</td>
<td>International Union for Conservation of Nature (IUCN)</td>
<td>Switzerland</td>
<td>Active</td>
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<tr>
<td>Pedro Antonio Arraes Pereira</td>
<td>President</td>
<td>EMATER-GO (Agency for Technical Assistance and Agriculture Research of the State of Goiás)</td>
<td>Brazil</td>
<td>Active</td>
</tr>
<tr>
<td>Tim Benton</td>
<td>Dean for Strategic Research</td>
<td>University of Leeds</td>
<td>United Kingdom</td>
<td>Active</td>
</tr>
<tr>
<td>Mamadou Biteye</td>
<td>Managing Director, Africa Regional Office</td>
<td>The Rockefeller Foundation</td>
<td>Kenya</td>
<td>Active</td>
</tr>
<tr>
<td>Francesco Branca</td>
<td>Director, Nutrition for Health and Development</td>
<td>World Health Organization (WHO)</td>
<td>Switzerland</td>
<td>Active</td>
</tr>
<tr>
<td>Ramesh Chand</td>
<td>Member</td>
<td>National Institution for Transforming India (NITI Aayog)</td>
<td>India</td>
<td>Active</td>
</tr>
<tr>
<td>Ruben G. Echeverria</td>
<td>Director General</td>
<td>International Center for Tropical Agriculture (CIAT)</td>
<td>Colombia</td>
<td>Active</td>
</tr>
<tr>
<td>Shenggen Fan</td>
<td>Director-General</td>
<td>International Food Policy Research Institute (IFPRI)</td>
<td>USA</td>
<td>Active</td>
</tr>
<tr>
<td>Corinna Hawkes</td>
<td>Professor of Food Policy; Director, Centre for Food Policy</td>
<td>City University London</td>
<td>United Kingdom</td>
<td>Active</td>
</tr>
<tr>
<td>Ajay Vir Jakhar</td>
<td>Chairman</td>
<td>Bharat Krishak Samaj (Farmers' Forum India)</td>
<td>India</td>
<td>Active</td>
</tr>
<tr>
<td>John H. Lienhard V</td>
<td>Abdul Latif Jameel Professor of Water and Food</td>
<td>Massachusetts Institute of Technology (MIT)</td>
<td>USA</td>
<td>Active</td>
</tr>
<tr>
<td>Berry J. Marttin</td>
<td>Member of the Executive Board</td>
<td>Rabobank Group</td>
<td>Netherlands</td>
<td>Active</td>
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<tr>
<td>Clare Matterson</td>
<td>Chief Executive Officer</td>
<td>EAT Foundation</td>
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<tr>
<td>Raymond C. Offenheiser</td>
<td>Director</td>
<td>University of Notre Dame</td>
<td>USA</td>
<td>Active</td>
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<tr>
<td>Janet Ranganathan</td>
<td>Vice-President, Science and Research</td>
<td>World Resources Institute</td>
<td>USA</td>
<td>Active</td>
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<tr>
<td>Jeff Seabright</td>
<td>Chief Sustainability Officer</td>
<td>Unilever</td>
<td>United Kingdom</td>
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<tr>
<td>Lindiwe Majele Sibanda</td>
<td>Chief Executive Officer and Head of Mission</td>
<td>Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)</td>
<td>South Africa</td>
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<td>Juergen Voegele</td>
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<td>Royal DSM NV</td>
<td>Netherlands</td>
<td>Active</td>
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<tr>
<td>Zhu Jing</td>
<td>Professor; Dean, College of Economics and Management</td>
<td>Nanjing Agricultural University</td>
<td>People's Republic of China</td>
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