

How business can engage smallholder farmers

Build resilient supply chains, improve environmental sustainability and boost economic growth for smallholders

October 19th-20th, 2016 | Pew Conference Center, Washington DC

www.innovation-forum.co.uk/smallholders-dc

- » **State of smallholder farming:** Where we are and what actions are needed to create scalable solutions to future supply chain vulnerabilities.
- » **Current performance of brands vs ambitious targets:** How are companies performing against 2020 objectives?
- » **Smallholders and deforestation:** How to work with smallholders to reduce/eliminate deforestation from your supply chain
- » **Financial innovations:** Latest investment models to support access to finance for smallholder farmers
- » **Technology for yield and practice improvement:** The business role in scaling innovation
- » **Climate change and resilient supply chains:** Business mechanisms to build climate resilience for smallholders

Three things you will get from this conference

- 1 Multi-stakeholder attendance** – network with diverse figures from across the industry, from all around the world
- 2 Focused sessions** – discuss in depth the issues that really matter to you and your peers
- 3 Candid dialogue** – open discussion between companies about their experiences, successes, and off the record challenges

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Hear from these leading experts:

-  **Walmart**
Brittni Furrow
Senior director, sustainability – global food businesses
Walmart
-  **L'ORÉAL**
Jonathan Maher
Vice president corporate social responsibility and sustainability
L'Oreal
-  **APP**
Michael McManus
VP, corporate, government affairs and stakeholder engagement
AsiaPulp&Paper
-  **S&D COFFEE & TEA**
David Piza
Director of corporate social responsibility and sustainability
S&DCoffee
-  **150 Years Nestlé**
Emily Dimiero
Communications and public affairs specialist
Nestlé
-  **U.S. DEPARTMENT OF LABOR**
Kevin Willcutts
Deputy director of the office of child labor, forced labor and human trafficking
USDepartmentofLabor
-  **syngenta**
Jill Wheeler
Head, sustainable productivity, North America
Syngenta
-  **FAIRTRADE AMERICA**
Hans Theyer
CEO
FairtradeAmerica
-  **Olam**
Simon Brayn-Smith
Commercial director of sustainability
OlamCocoa
-  **Sime Darby**
Haris Arshad
Senior VP, global trading and marketing/ downstream
SimeDarby
-  **P&G**
Tonia Elrod
Associate director – communications
Procter&Gamble

Smallholder farmers may hold the key to sustainable corporate supply chains

Helping smallholders towards greater productivity, and towards greater integration into markets is crucial in boosting security of the food supply for a growing population. And it also ensures supply continuity for some of the world's biggest brands who rely on their smallholder suppliers for basic agricultural commodities.

But smallholders are up against a tough climate. In the face of political unrest, poverty and erratic weather patterns caused by a changing climate, the number of

environmental, social and economic hurdles they must jump just gets bigger.

Building resilience for smallholders – unlocking their potential

Whether it is to protect the supply of commodities, reduce the carbon impact of suppliers (which is suddenly properly en vogue in the wake of the Paris climate agreement), or to boost brand image, taking action to unlock the potential of smallholder farmers

increasingly makes commercial sense. The good news is: there's loads of potential to unlock. Smallholdings are usually a family affair, run in a fairly rudimentary and inefficient way. A small improvement to the performance of 100 farms would have a huge overall impact.

The bad news is: it's tough. The large majority of smallholder farmers operate on their own, making them really hard to reach, let alone help and engage in conversation about best practice.

Speakers include:

- Brittni Furrow
senior director, sustainability – global food businesses
Walmart
- Haris Arshad
senior VP, global trading and marketing / downstream
Sime Darby
- David Piza
director of corporate social responsibility and sustainability
S&D Coffee
- Henriette Kolb
head gender secretariat
International Finance Corporation
- Leopold Palmer
sustainability manager, North America
Olam International
- Simon Brayn-Smith
commercial director of sustainability
Olam Cocoa
- Jonathan Maher
vice president corporate social responsibility and sustainability
L'Oreal USA
- Tonia Elrod
associate director – communications
Procter & Gamble
- Frederik de Vries
partnership manager
UTZ Certified
- Samuel Collin Ssenyimba
program officer – rural finance & risk global development
Bill & Melinda Gates Foundation
- Dan Persica
sustainability communications manager, LEED AP O+M
Domtar
- Arne Cartridge
special adviser
Yara International
- Emily Dimiero
communications and public affairs specialist
Nestlé
- Nira Desai
director, CocoaAction
World Cocoa Foundation
- Lee Gross
senior manager for markets and business
EcoAgriculture Partners
- Judy Gearhart
executive director
International Labor Rights Forum
- Jessica Grillo
senior manager, livelihoods and social science
Rainforest Alliance
- Helene Roy
senior associate – sustainable finance
Rainforest Alliance
- Jill Wheeler
head, sustainable productivity, North America
Syngenta
- Dan Zook
director of investments, initiative for smallholder finance
The Global Development Incubator
- John Buchanan
senior director, sustainable food & agriculture markets
Conservation International
- Hans Theyer
CEO
Fairtrade America
- Keila Hand
paper sector engagement manager
WWF
- Donna Janssen
timberland farm owner in southwestern Arkansas US
- John Meyers
managing director – North America
Swisscontact
- Benjamin Schmerler
senior director
Root Capital
- Simon Winter
senior vice president, development
TechnoServe
senior fellow
Mossvar-Rahmani Center for Business & Government, Harvard Kennedy School
- Heiner Baumann
CEO
Precision Agriculture for Development – PAD
- Jan von Enden
general manager
Hanns R. Neumann Stiftung North America
- Michael McManus
VP, corporate, government affairs and stakeholder engagement
Asia Pulp & Paper
- Nicole Carta
senior partnership officer – private sector
International Fund for Agricultural Development
- Kevin Willcutts
deputy director of the office of child labor, forced labor and human trafficking
US Department of Labor
- Frank Rubio
global head of agriculture
Oikocredit
- Stephen Donofrio
senior advisor
Supply Change (a Forest Trends Ecosystem Marketplace project)
- Amy Barthorpe
head of business development
WeFarm
- Kusi Hornberger
vice president
Global Partnerships
- Kavita Prakash-Mani
executive director
Grow Asia
- Saurin Nanavati
partner relations
COSA
- Gawain Kripke
policy director
Oxfam America
- Ratri Kusumohartono
forest campaigner
Greenpeace Southeast Asia
- Yohannes Tesfamichael
regional director – East Africa
Traidcraft
- Adam Tomasek
US global development lab deputy director: science, technology, innovation and partnerships
USAID

Corporate engagement with smallholder farmers. Making a real difference on the ground. Case studies and impact

We'll begin the conference with a debate about impacts. Business programmes to engage smallholders make great headlines, and help everyone feel better. But how do we know company funded programmes are making a difference on the ground?

We will hear from progressive companies about the different approaches they use to engage smallholders in their supply chain operations. We'll debate the progress they have made so far, the challenges they have come across and how these have been overcome. Including:

- Hard numbers one: How companies make an "elevator pitch" business case to sceptical boards.
- Hard numbers two: The money that goes in, and the results out, for both farmers and supply chain efficiency.
- Measurement detail: How we know a business programme has worked.
- Avoiding dependency: Working out when we know capacity is self-sufficient.

Jessica Grillo, senior manager, livelihoods and social science, **Rainforest Alliance**
Leopold Palmer, sustainability manager, North America, **Olam International**

Emily Dimiero, communications and public affairs specialist, **Nestlé**

Brittini Furrow, senior director, sustainability – global food businesses, **Walmart**

Technology for yield and practice improvement: The role of business in scaling innovation

Innovative digital tools and simpler productivity-enhancing technologies are playing an important role in improving smallholder sustainability.

In this session, we will hear from leading experts on the different technologies that are being used to help smallholders.

For example, the use of productivity-enhancing technologies such as better quality fertilizers, and improved seed and irrigation systems all help increase farm productivity and crop quality. This translates into better income for farmers and a more secure supply chain for business

Access to information is also very important for smallholders as it can help them to improve their farming productivity and profitability. However, smallholder farmers often face barriers to accessing that information due to high cost, ineffective providers and lack of personalization.

- Smart technology tools such as those developed by Precision Agriculture for Development claim to remove such barriers. Are they a scalable solution? Our experts will discuss.
- New mobile platforms: Where's the evidence that they are enabling change by using mobile technology to make traceability and compliance an integral part of smallholder production?
- Are such technologies really redefining the relationship between growers, manufacturers and markets?

Heiner Baumann, CEO, **Precision Agriculture for Development – PAD**

Simon Brayn-Smith, commercial director of sustainability, **Olam Cocoa**

Kavita Prakash-Mani, executive director, **Grow Asia**

- **Focused debate**
- **Senior participants**
- **Candid dialogue**

Innovative investment models that business can implement to support access to finance for smallholder farmers

There are 450 to 500 million smallholder farmers in the world. And two billion people live in smallholder farm households. Only a very small percentage have access to financial services.

Credit provided by informal and formal financial institutions, currently only meets an estimated \$50bn of the more than \$200bn needed for smallholder finance across sub-Saharan Africa, Latin America, and south and southeast Asia. Agricultural insurance reaches just 10% of smallholders. And fewer than 15% have access to a formal savings account, according to a recent [Inflection Point](#) report.

Access to financial services is critical for farm investments in productivity, improving post-harvest practices, smooth household cash flow, aiding better access to markets and management of risk.

Finance plays an important role in climate adaptation and increasing the resilience of agriculture to climate change, thus contributing to longer term food security.

In this session we outline the existing financial systems that smallholders use and assess how secure/precarious they are, and the opportunities that exist.

- The innovations that help financing of farmers. How big business can support these further.
- What have leading financial institutions done to adapt their products, distribution channels, and internal processes to better accommodate smallholder farmers?
- How companies can, and do, collaborate with retail finance institutions to lessen risk for farmers.
- Measuring impacts. How can we know what really works? We'll discuss in detail.

John Meyers, managing director - North America, **Swisscontact**

Dan Zook, director of investments, initiative for smallholder finance,

The Global Development Incubator

Benjamin Schmerler, senior director, **Root Capital**

Moderator: Frank Rubio, global head of agriculture, **Oikocredit**

Climate change and resilient supply chains – Business mechanisms to build climate resilience for smallholders

Climate change is a major environmental challenge for smallholders. Distorted weather patterns will adversely affect output and cause supply shocks. This session will debate the latest technology and innovation that can help smallholders proactively build environmental resistance for their crops.

We'll address areas such as:

- If we continue business-as-usual, what is the future climatic environment that farming will operate in? And what will be the likely effect on yield?

- The likely future environmental scenarios for climate change in different countries.
- Key steps a company engaging the supply chain can take to proactively build environmental resilience and avert future supply shocks.

Jonathan Maher, vice president corporate social responsibility and sustainability, **L'Oreal USA**

Simon Winter, senior vice president, development, **TechnoServe**, senior fellow, **Mossvar-Rahmani Center for Business & Government, Harvard Kennedy School**

Breakouts

Breakout one: Empowering women in farming

Women comprise on average 43% of the agricultural labor force in developing countries – reaching much higher proportions in some countries in sub-Saharan Africa. They face much higher access barriers than men to productive resources and opportunities.

This gender gap imposes costs on the agriculture sector, the broader economy and society, and reduces the productivity of female farmers.

FAO estimates that if women had the same access to productive resources as men, they could increase yields on their farms by 20-30%, which would be beneficial for people and business alike.

In this session we will discuss how business, NGOs and government efforts on improving the state of smallholder farming can ensure that the gender-specific barriers are addressed. We'll debate how different stakeholders can capitalise on the critical potential of female farmers in supply chains.

Emily Dimiero, communications and public affairs specialist, **Nestlé**

Amy Barthorpe, head of business development, **WeFarm**

Henriette Kolb, head gender secretariat, **International Finance Corporation**

Breakout two: Smallholder land-tenure governance – how to engage with smallholders in the absence of land tenure

Landholding is essential for smallholders to make investments, use as collateral to attain credit and have secure, stable livelihoods. Given the informal nature of most commodity production and lack of effective governance of landholding, this becomes a major issue to sustainable development.

However, without a comprehensive land reform from local governments, there is little that can be done by the business sector to help smallholders to gain land-tenure.

Nonetheless, the financial industry is moving forward and is creating innovative alternatives to give farmers access to credit in the absence of land as a collateral by incorporating new data sources and analytics into their credit assessment models.

In this session, we explore what different approaches there are and how business and the financial sector can work together to improve long term financial security for smallholders.

Benjamin Schmerler, senior director, **Root Capital**

Chris Jochnick, CEO and president, **Landesa**

Breakout three: What is the ideal farmer aggregation model and who should pay for it?

Aggregation of smallholders can help achieve economies of scale along the value chain and help farmers address barriers of market access, generating higher level efficiencies in the sector.

Cooperatives are often taken for granted as a good thing. However, some argue that cooperatives do not necessarily generate greater value, better outcomes, or higher loyalty among farmers than other business-type intermediaries.

Aggregation can also be costly and has relied heavily on NGOs and philanthropy, which it is not sustainable in the long-term. In this session, we will take a critical look at different aggregation models and examples to assess when they are of value for farmers, the donors and the business.

Samuel Collin Ssenyimba, program officer – rural finance & risk global development, **Bill & Melinda Gates Foundation**

Simon Winter, senior vice president, development, **TechnoServe**, senior fellow, **Mossvar-Rahmani Center for Business & Government, Harvard Kennedy School**

Gawain Kripke, policy director, **Oxfam America**

Breakouts: Region-specific discussions

In these interactive roundtable-style breakout sessions we will focus closely on the specific challenges that smallholders face in different regions. We'll invite delegates to choose the region where they have the most expertise, and then our moderators and panellists will draw from the knowledge in each session to frame the relevant discussion points

Breakout one: Sub-Saharan Africa

Helene Roy, senior associate – sustainable finance,
Rainforest Alliance

Breakout two: Southeast Asia

Adam Tomasek, US global development lab deputy
director: science, technology, innovation and
partnerships, **USAID**

Breakout three: Latin America

Jan von Enden, General Manager, **Hanns R.
Neumann Stiftung North America**
David Piza, director of corporate social responsibility
and sustainability, **S&D Coffee**

Corporate case study: Closing the value chain loop

For corporations, the age of “random acts of greenness” is over. Progressive companies that lead their industries, integrate sustainability into their core business models and throughout their value chains – that’s part of what makes them the stand-out companies to follow.

Being a sustainable company means you must be accountable for your entire value chain—but engaging sustainable suppliers has proven to be the next great challenge for many.

In this corporate case study, we will hear from Domtar – a US based pulp, paper, and personal care products company, its customer P&G – a multinational manufacturer of product ranges including family, personal and household care products, a timberland farmer, and the World Wildlife Fund on how they’re worked together across their value chain through a pilot project in southeast US to support forest landowners to become sustainable suppliers.

Dan Persica, sustainability communications manager, LEED AP O+M, **Domtar**

Keila Hand, paper sector engagement manager, **WWF**

Donna Janssen, timberland farm owner in southwestern Arkansas US

Tonia Elrod, associate director – communications, **Procter & Gamble**



Key questions you may be asking

How is this conference different?

- **More time for genuine, deep discussion** – the agenda and timings have been built to provide time for deeper debate and meaningful exchange beyond introductions and superficial outlines of initiatives. There will be a lot of expertise in the room and therefore we intend for the discussions to be participatory.
- **Held under the Chatham House rule** – this event is not intended as a PR platform – we hold the event under a covenant of confidentiality to promote honest exchange.
- **Content is designed for action and practice** – the agenda and event structure is designed to provide actionable tools and practical insights that can be applied. We will share post conference insights and comments.

Who will be in the room?

This conference is designed particularly for organisations operating in the following sectors:

- Food and beverage companies, agribusiness, soft commodity traders and retailers
- Civil society organisations, certifiers and charities
- Donors, financial service providers and insurers
- Government, aid agencies and inter-governmental organisations

There will be 100 - 150 senior professionals attending.

Q&A with Asia Pulp & Paper

Michael McManus, VP, corporate, government affairs and stakeholder engagement, **Asia Pulp & Paper**

Moderator: Ian Welsh, publishing director, **Innovation Forum**

How can companies work with smallholders to reduce/eliminate deforestation from their supply chains

Land conversion for the production of agricultural commodities is one of the main causes of deforestation in the tropics, significantly contributing to climate change.

In response, many companies, including industry giants, have committed to zero deforestation supply chains in the last five years, and aim to reduce their impact on forest landscapes.

The potential impact is substantial. A handful of forest commodities account for more than 70% of all deforestation in tropical forests. But these commitments won't be achievable if companies don't work alongside smallholders.

In Brazil, a [recent report](#) by the [Stockholm Environment Institute](#) quoted in [The Guardian](#), a UK newspaper, found that between 2004 and 2011, landowners with more than 500 hectares (1,235 acres) of property were responsible for around 48% of deforestation. Areas owned by smallholders accounted for 12% of the forests destroyed during the same period. However, since 2005, the contribution to annual deforestation by the largest landowners has fallen by 63%, while that of smallholders has increased by 69%.

In this session we will hear how companies and NGOs are working with smallholders to reduce/eliminate deforestation. We will focus discussion on:

- The techniques that work, and why they do so. Do we tackle deforestation best by focusing on yield, for example?
- The impact these techniques have had on the ground in key countries such as Brazil and Indonesia.
- Africa is the next great deforestation battleground, but what do we already know that works and can be scaled in Africa?
- A farmers' view: how smallholders themselves see engagement efforts, and what they think works, and does not.

John Buchanan, senior director, sustainable food & agriculture markets, **Conservation International**

Ratri Kusumohartono, forest campaigner, **Greenpeace Southeast Asia**

Collaboration – going beyond small-scale efforts to achieve transformative, scalable smallholder strategies

The ability to create a formula that can deliver improvements for a large number of farmers is the holy grail of all sustainability initiatives. The focus of this discussion is scale and effectiveness. We will take a critical look at current sustainability efforts to understand where these efforts have brought us and what more needs to be done.

- Progress that counts: are we seeing any will from companies to collaborate meaningfully?
- The key developments in sector and jurisdictional approaches to developing farming regions.
- How are scalable initiatives going to be financed? Who is going to fund this?
- The critical balance required to build projects that involve donors, suppliers, buyers and governments, and how collaboration between them can bring funding from public and private sources that can drive real change.

Arne Cartridge, special adviser, **Yara International**

Jan von Enden, general manager, **Hanns R. Neumann Stiftung North America**

Nicole Carta, senior partnership officer – private sector, **International Fund for Agricultural Development**

Nira Desai, director, CocoaAction, **World Cocoa Foundation**

Moderator: Dan Zook, director of investments, initiative for smallholder finance, **The Global Development Incubator**

Supply chain strategy – What can buyers do to boost access to market for smallholders?

The current structure, size and complexity of smallholder value chains is a huge problem. The lack of traceability in such supply chains means that the origin of most ingredients is unknown. And there is very little direct interaction between companies and farmers.

In this session we will look at the strategies of buying companies. We will ask what procurement and supply chain approaches will need to be in place in order to influence sustainability of the bottom of the value chain.

- Companies alone cannot improve smallholder access to market – we'll debate the collaborative solutions that work.
- Traditional procurement methods have hindered smallholders' resilience – changing entrenched procedures is one of the next big challenges. We'll focus on how this can happen.
- Building business sustainability is a long-term issue. How do companies need to change performance metrics in procurement? As a result, how will the incentives of supply chain professionals need to change in order to incentivize smallholder sustainability?

David Piza, director of corporate social responsibility and sustainability, **S&D Coffee**

Saurin Nanavati, partner relations, **COSA**

Yohannes Tesfamichael, regional director – East Africa, **Traidcraft**

Investor perspective: Kusi Hornberger, vice president, **Global Partnerships**

Has certification delivered enough benefits for farmers – and what will its role be in future regional sustainability efforts?

The argument around the pros and cons of certification has become one of the most hotly debated sustainable supply chain issues.

There are clear benefits from certification schemes for smallholders – better access to information, training and support, and in some cases greater financial reward, either because of quality improvements or through a specific premium offered by the scheme. But many certification schemes have been criticised for being too costly for farmers who have to absorb both direct costs such as fees, and indirect ones, such as the costs of establishing the structures needed to meet traceability requirements.

This animated discussion will review the various positive aspects of certification, but also address its shortcomings. We provide a fair and balanced debate on whether certification has delivered, and if not, what could possibly replace it.

We will consider:

- Practically speaking, what do people mean when they say “beyond certification”? What would a new system look like operationally?
- If certification cannot deliver transformation, what can?
- Can the limitations of certification be solved by innovation alone?

Lee Gross, senior manager for markets and business, **EcoAgriculture Partners**

Judy Gearhart, executive director, **International Labor Rights Forum**

Hans Theyer, CEO, **Fairtrade America**

Frederik de Vries, partnership manager, **UTZ Certified**

Supply chains at risk: what is the role of companies in social remediation and improving agricultural labour practices?

Solutions to human rights abuses are rarely easy. Companies often find themselves between endemic, unacceptable “cultural” behaviour and the need to have responsible, ethical operations.

In this breakout session we discuss how a company should respond once it has uncovered illegal or unacceptable practices in its supply chain, and how to go about developing a set of protocols and principles to address these issues meaningfully.

This session will focus on how companies sourcing from agricultural supply chains can develop effective social remediation and labour practices.

We will discuss:

- How do we address social issues with smallholders? Whose “job” is it to deal with these issues?
- The innovative approaches that can address these issues.
- How do social programs link to overall business strategy when dealing with smallholders?
- The crucial differences between compliance and improvement programs, and their relevance to smallholder farming.

Jill Wheeler, head, sustainable productivity, North America, **Syngenta**

Kevin Willcutts, deputy director of the office of child labor, forced labor and human trafficking, **US Department of Labor**

Support independent debate and progress

Innovation Forum is looking for a small number of partners to support the work that we do.

The conference, along with our publishing of analysis and briefings on the subject, provide the perfect platform to promote debate around solutions for the major risks that smallholder farmers face.

Three key facts:

1. Promote innovation and action amongst a room filled with your peers and wider stakeholders
2. Highlight your extensive, leading work in front of industry media, peers, NGOs, suppliers and government
3. Build relationships with key organizations to help promote action through collaboration

How business can engage smallholder farmers

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PASS TYPE	EARLY BIRD DISCOUNT Offer ends August 12 th	LAST CHANCE DISCOUNT Offer ends September 19 th	FULL PRICE After September 19 th
NGO/Academic pass: This pass is eligible for representatives of NGOs, public sector and academia.	\$900	\$1,050	\$1,200
Standard business pass: This pass is eligible for corporates and other private-sector representatives	\$1,200	\$1,350	\$1,500
Service provider pass: This pass is required for for-profit consultancies, technology and service providers.	\$1,400	\$1,550	\$1,700

3 ways to register

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W <http://innovation-forum.co.uk/smallholders-us-register-1.php>

UPCOMING EVENTS

How business can tackle deforestation: Asia under the lens September 27th-28th 2016, Singapore

Modern slavery and forced labor forum October 17th 2016, Washington DC

How business can better manage human rights risks October 24th-25th 2016, London

Transforming seafood supply chains November 5th-16th 2016, London

Innovation for sustainable agriculture November 17th-18th 2016, Washington DC

How business can tackle deforestation November 21st-22nd 2016, London

Sustainable sugarcane: how companies can deliver December 1st-2nd 2016, London

If you're interested in any of these events, please do get in touch:

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