

FARMER INCOME LAB



Thanks for signing up to hear more about the Farmer Income Lab, a think-do tank founded by Mars, Incorporated. In this first newsletter, we introduce our plans and partners for the remainder of 2018.

The story so far

The future of farming could be one where everyone – farmers, their families, businesses and consumers – thrives. But to get there, we must address farmer income. We need the right investment, support and improvements across our industry. We need to act now.

The world relies on smallholder farmers. But the current supply chain model has left too many of them living in poverty. The system isn't working.

One challenge in fixing global supply chains is the lack of proven, scalable models that demonstrate meaningful impact on the incomes of the farmers producing critical raw materials for food companies.

The Farmer Income Lab is focused on building an understanding of barriers to increasing farmer income and generating the missing insights needed to overcome them. Our work is based on robust problem analysis – after all, it's difficult to assess 'what works' without knowing the underlying problem we are trying to solve. Once we fully understand the barriers and have identified what works in meaningfully improving farmer incomes, we can determine the actions, partnerships and resources needed to transform supply chains. We want to pilot at scale the most effective approaches and act as a catalyst for building global supply chains in which both farming families and food companies can thrive.

The Farmer Income Lab is not an academic exercise. We plan to develop evidence for impact by generating realistic 'scaled pilots' to implement in global supply chains; pilots which are attractive to development and funding organizations. We intend to capture and share insights from these pilots to determine how to address systemic barriers and further increase scale.



Who is involved?

The Lab brings together Mars Associates and diverse experts, with a shared goal of identifying both barriers to progress and models for transformational change.

A small group of knowledge partners from academic, nonprofit and intergovernmental organizations have come together to guide the Lab's collective vision and undertake research that leads to action. The initial core team consists of:



University of Wageningen Center for Development Innovation: Providing an academically rigorous and respected perspective and driving academic literature review and analysis, with an independent and evidence-based lens.



Oxfam: Providing expertise in socio-economic development and smallholder poverty, with a focus on identifying the barriers farmers face to increased incomes.



Dalberg Advisors: A strategic advisory firm providing business rigor and critical insights for economic development.

As we dive deeper into this work, we will identify additional knowledge partners with the right skills to drive our work forward.





What we'll do next

This year, the Farmer Income Lab is focused on providing practical insights to kick-start supply chain transformation.

The Lab's two main areas of focus are:

- Identifying the most effective actions that companies can take to enable smallholder farmers in global supply chains to meaningfully increase their incomes, enabling Mars and others to take action and drive results.
- Generating and amplifying critical conversations that engage and inspire diverse stakeholders to take action that advances meaningful impact.

Understanding the problem

The Lab's unique contribution will be to identify solutions that are directly applicable in global supply chains. To pave the way for these solutions, Oxfam will identify, analyze and prioritize the key barriers to higher incomes that smallholder farmers face. Their approach is to move beyond simplified and fragmented problem analysis to provide a systematic assessment of the

barriers. This will help agricultural industry partners to align on how to remove those barriers so that smallholder farmers benefit from global supply chains.

Identifying what works

This year's work will also include the publication of a 'what works' paper. This will identify promising models for increasing smallholder farmer incomes in supply chains and demonstrate factors that are more or less successful, and that are common across different models. This information will be sourced from academic literature and in-depth stakeholder dialogue, and will include analysis of models that increase business value by unlocking opportunities for women.

Expanding the conversation

Our hope is that sharing the 'what works' paper will provoke more detailed and focused conversations with external partners. This outreach will include stakeholder dialogues to generate discussion about the paper's findings and the roles that governments, businesses and civil society can each play to drive greater change. We will share the outcomes from these dialogues through our website and this newsletter.



How to get involved

Collaboration is the only way to overcome the collective challenge of smallholder farmer poverty in global supply chains.

If you would like to recommend existing research or initiatives for us to consider, or you have suggestions or questions about our work, please contact

info@farmerincomelab.com.

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