

Session 7

Day 2 Introduction

FRANCESCA D'EMIDIO,
GAFSP KNOWLEDGE FORUM FACILITATOR

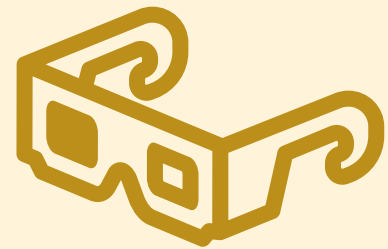
FEEDBACK

Complete Day 1 Feedback by scanning the QR code

It will just take 2-3 minutes!

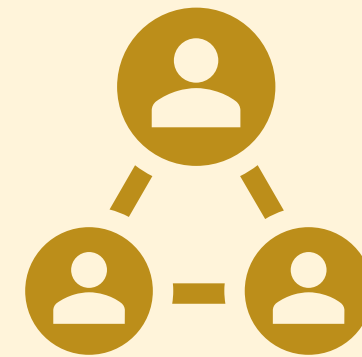


NETWORKING COMPETITION



**Make your
glasses visible**

Wear your glasses making sure they are visible



**Find at least 2
more people with
your same glasses**

Use any opportunity (breaks, lunch, evening reception) to introduce yourself to your colleagues and identify 1 thing you have in common



Claim your prize!

Reach out to the facilitator as fast as you can during the breaks or when asked and claim your networking prize!

AGENDA

DAY 1: THE GAFSP KNOWLEDGE EXCHANGE

9.30	INTRODUCTION	14.00	MEASURING WHAT MATTERS
10.00	HOW WELL DO YOU KNOW GAFSP?	15.00	BREAK
10.45	BREAK	15.30	FROM FRAGILITY TO OPPORTUNITY
11.15	GAFSP FUNDAMENTALS	16.30	WRAP-UP AND CLOSURE OF DAY 1
12.30	LUNCH	17.00	END OF DAY 1

DAY 2: THE PUBLIC-PRIVATE PARTNERSHIP KNOWLEDGE EXCHANGE

9.30	INTRODUCTION	14.00	BREAKOUT ROOMS
9.45	BREAKING SILOS	15.15	BREAK
10.30	BREAK	15.45	CROSS-WINDOW/SECTOR COLLABORATION
11.00	MOBILISING PRIVATE CAPITAL	16.45	WRAP-UP AND CLOSURE OF DAY 2
12.30	LUNCH	17.00	END OF DAY 2

DAY 3: THE CROSS-THEMATIC KNOWLEDGE EXCHANGE

9.30	BREAKOUT ROOMS
10.45	BREAK
11.15	FROM SILOS TO SYNERGIES
12.30	CLOSING REMARKS
12.30	LUNCH AND END OF THE EVENT

Today's quote

If you want to go fast, go alone. If you want to go far, go together.

African proverb

Six key expectations

n = 33 responses

Strategic direction

- Understand GAFSP's new direction & focus areas
- Know what projects GAFSP concretely finances
- Clarify how partner agencies (e.g. ADB) can continue

Collaboration

- Better partnerships among implementing agencies
- Connect public & PO-led projects
- Build synergy across all stakeholders

Learning from experience

- Lessons from pilots to inform future work
- Proven approaches to food security
- Overcome implementation hurdles

Financing at scale

- Deploy capital for smallholder farmers at scale
- Access GAFSP co-financing for ADB projects
- Scalable, government-aligned project models

Environment & sustainability

- Best environmental practices
- Capture environmental co-benefits
- Sustainable producer organisations

Inclusion

- PO-led, inclusive project models
- Support for marginalised farmers
- Poverty reduction alongside food security

Session 8

Breaking silos: coordinating GAFSP projects for greater impact

SHIJIE YANG
AGRICULTURE ECONOMIST
GAFSP COORDINATION UNIT

GAFSP FINANCING TRACKS

WB FINANCIAL INTERMEDIARY FUND

IFC MULTI-DONOR TRUST FUND
'Private Sector Window'

**GRANT-BASED
FINANCING TRACK**

**BUSINESS INVESTMENT
FINANCING TRACK**

**COUNTRY-LED
PROPOSALS**

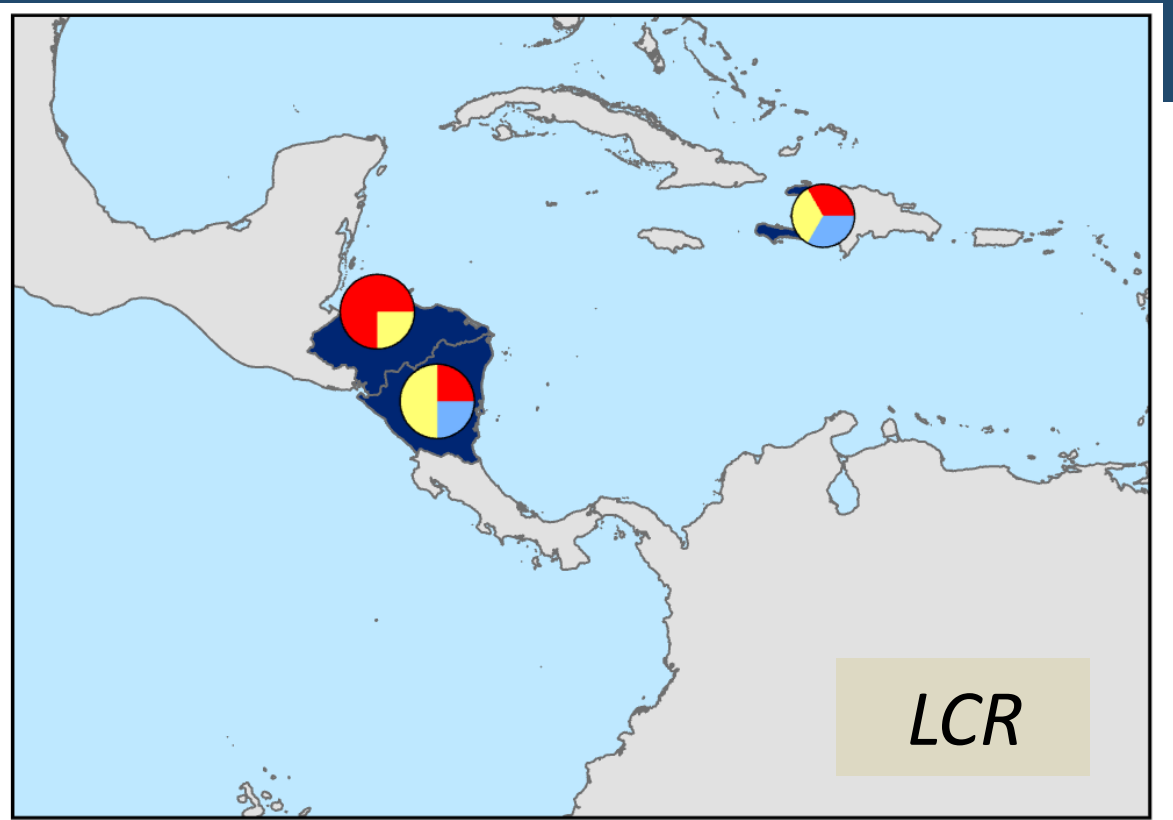
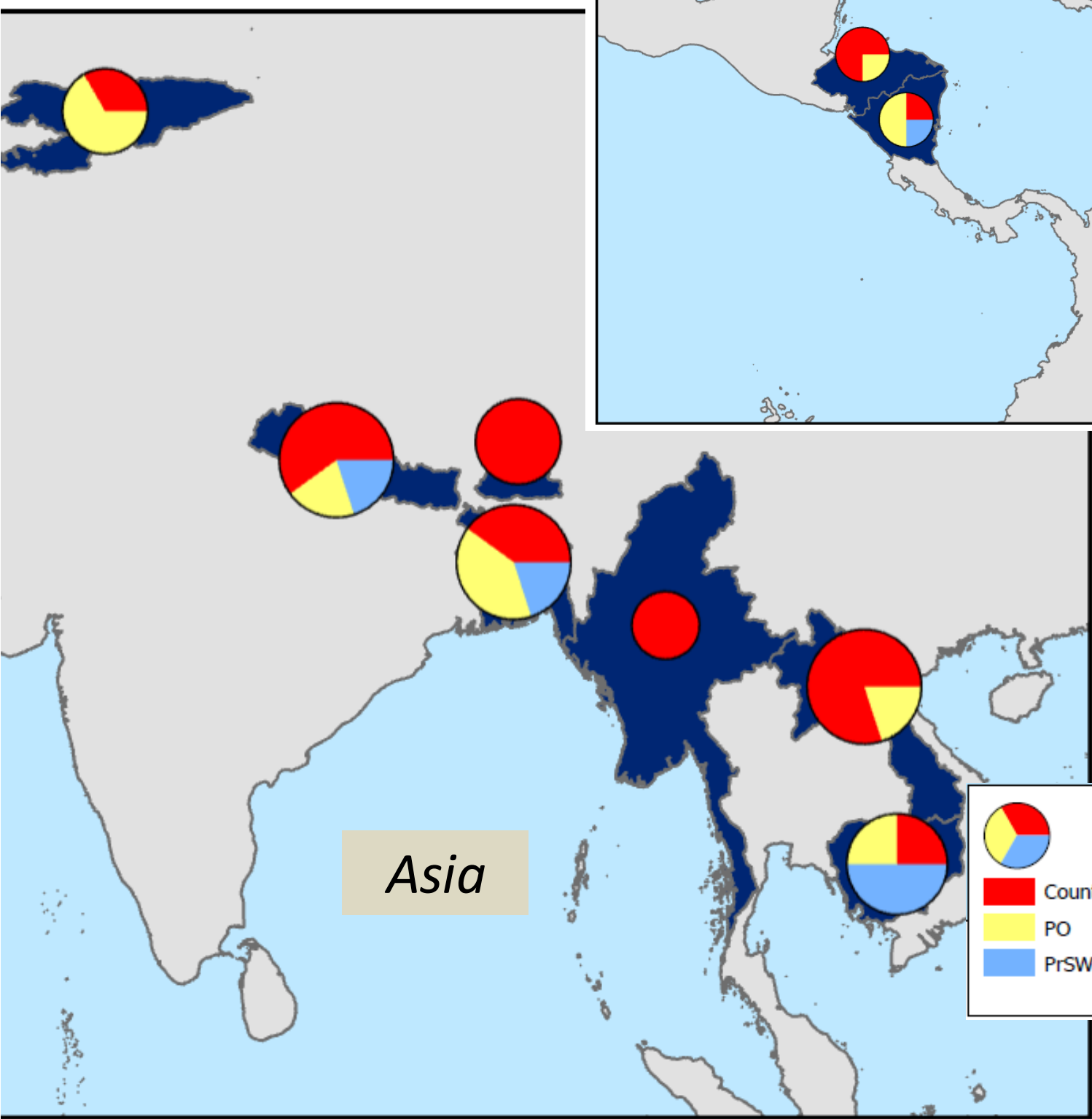
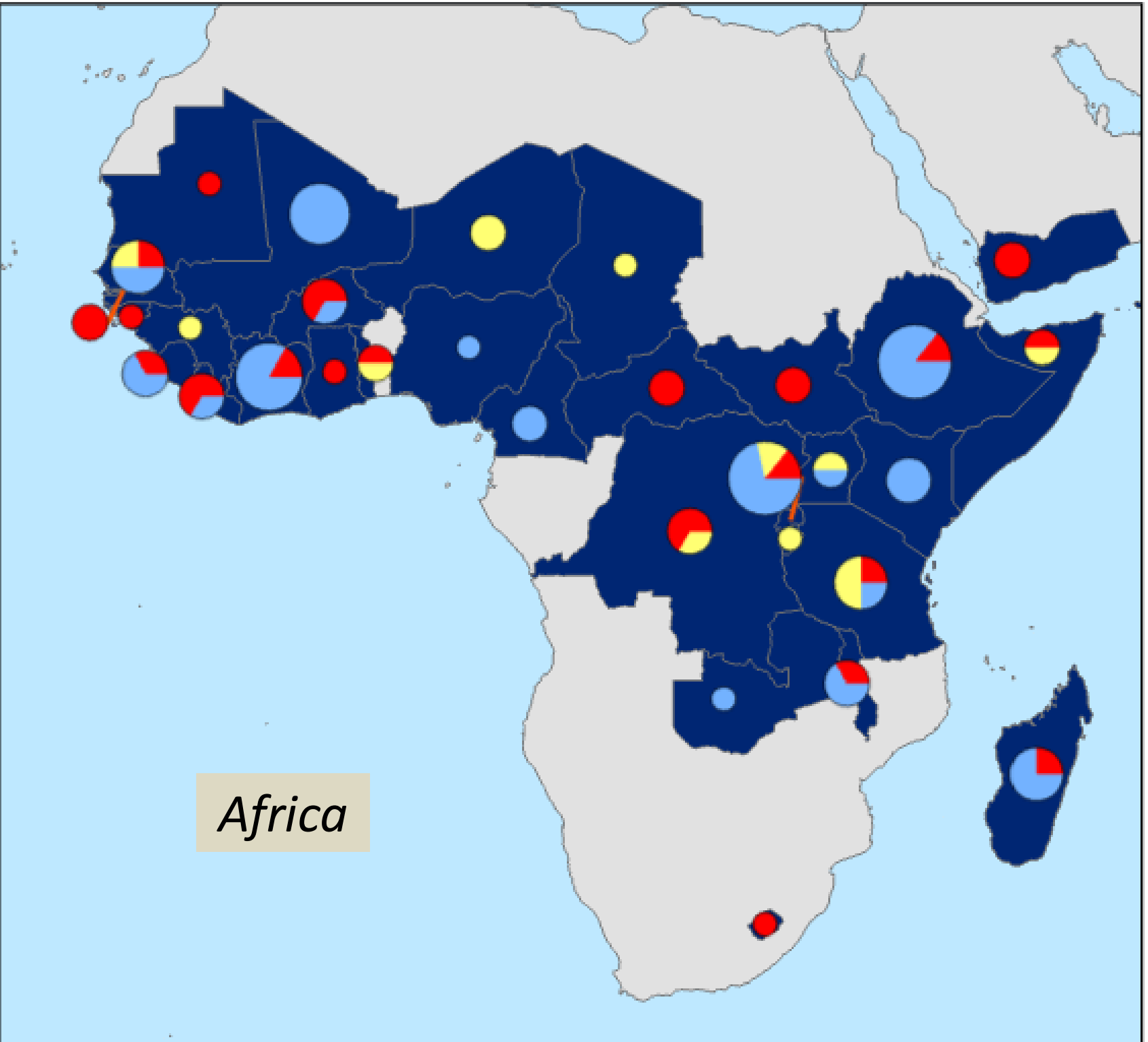
**PO-LED
PROPOSALS**

**DFI-LED
PROPOSALS**

**BUSINESS-LED
PROPOSALS**

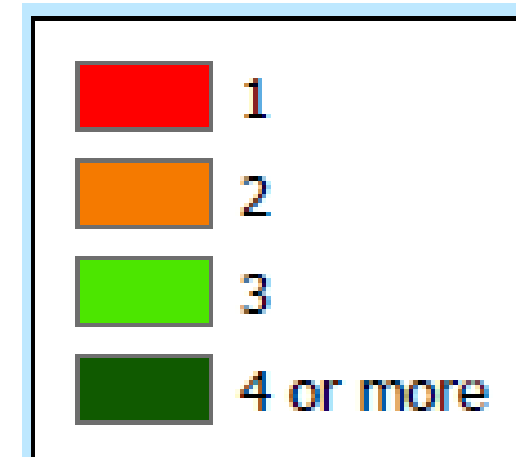
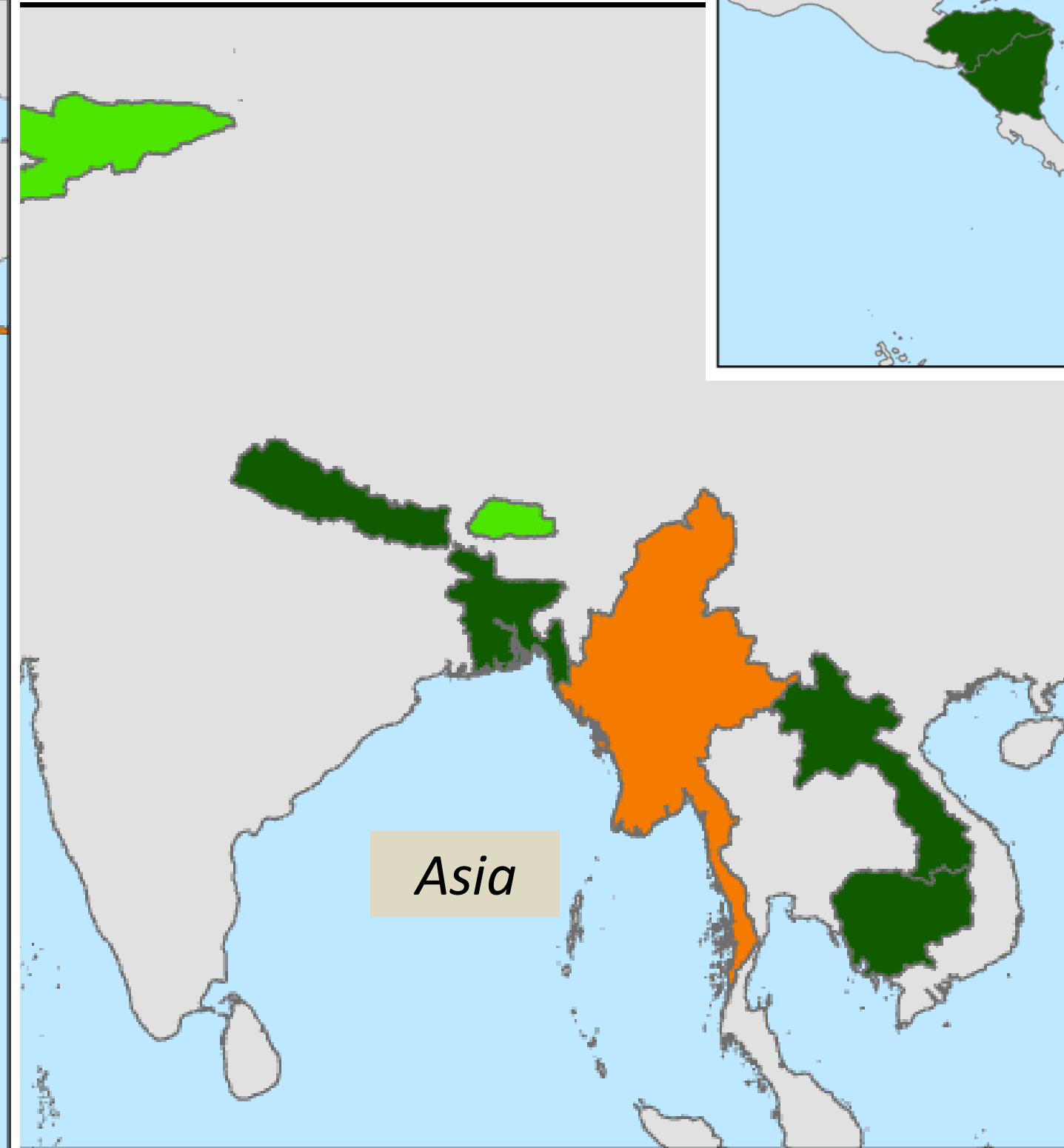
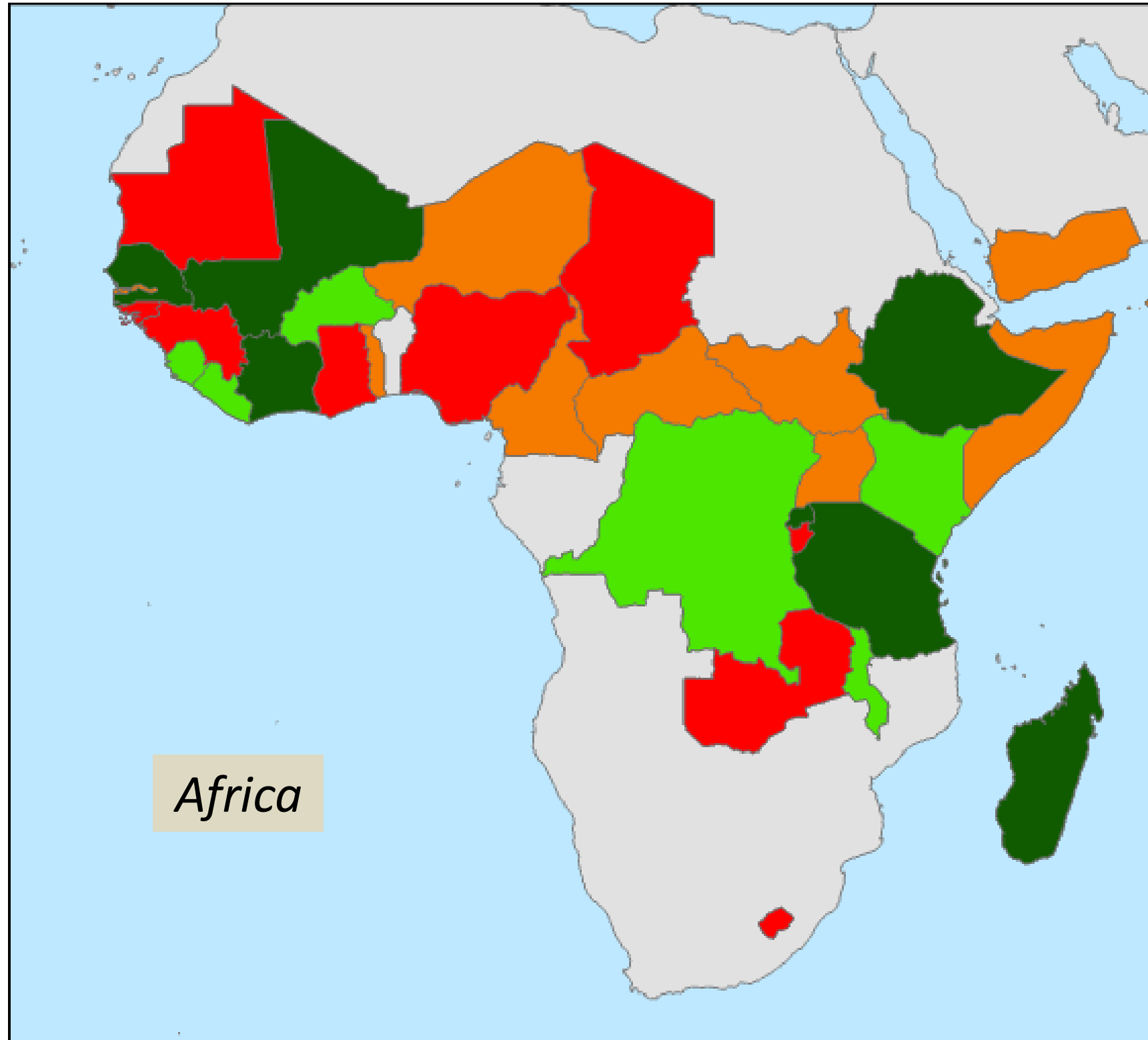
Opportunities for In-Country Collaboration: Across Financing Tracks

Types of active projects in each country



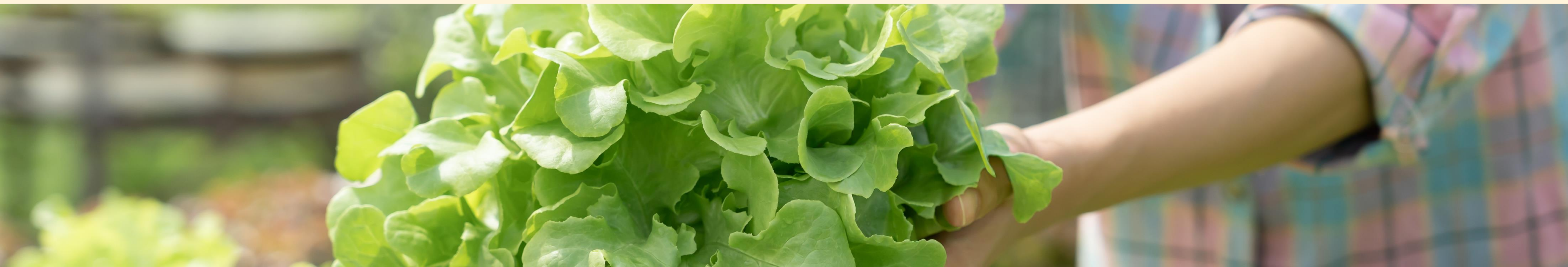
Opportunities for In-Country Collaboration: Across Supervising Entities

Number of SEs with active projects in each country



Session 8 Objectives

- Diagnose key barriers limiting collaboration across GAFSP financing windows and tracks
- Showcase examples of cross-window coordination and what made them work or not
- Share practical experiences and tools that improved coordination
- Highlight strategic directions for building public private partnerships under the Vision 2030 Strategic Plan (2025-2030), including the Business Investment Financing Track



Breaking the Silos

MODERATOR

Shijie Yang

Agriculture Economist | GAFSP Coordination Unit



**Sarah
Nyiramutangwa**

*Cross-Cutting Program
Manager of SPIU,
Government of
Rwanda*

**WB-Rwanda Country-
led SAIPII project**



**Zanele
Hlatshwayo**

*Deputy Program
Manager, GAFSP
PrSW - IFC*

**IFC – Rwanda advisory
project**



**Frank
Rubio**

*Senior Technical
Specialist, Private
Sector Advisory Unit,
IFAD*

**BIFT (Rwanda
Farmers' Organization
Financing Program)**



**Francois
Mbabazi**

*CEO of Ingabo
Farmers Syndicate*

**IFAD-Rwanda PO-led
Project SCORE**

PARKING LOT

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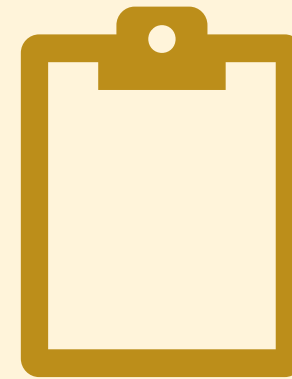


THE SILOS- BREAKING CHALLENGE



Find the people

During the breaks find the right people to complete your Silos Breaking Challenge Card



Complete the Card

Complete the card ensuring your answers are readable



Be the first to submit it and claim your prize!

Submit it to the facilitator and, if you are the first one to do so, claim your prize!

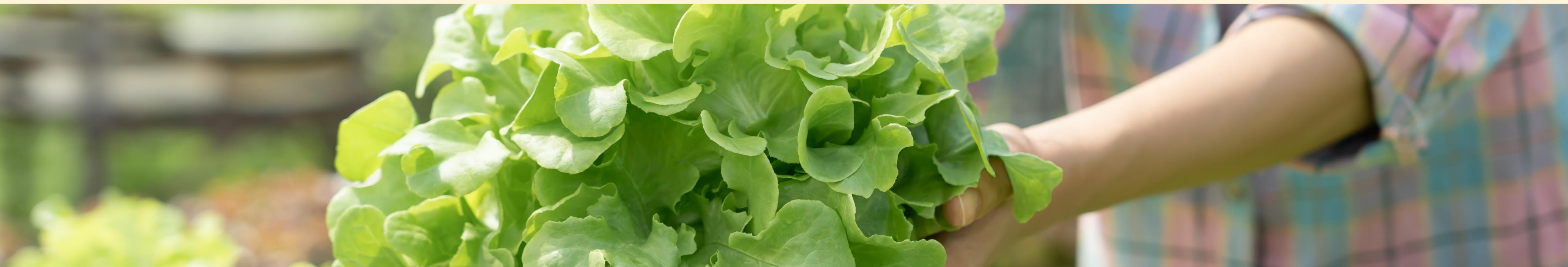
Session 9

Mobilizing Private Capital for Smallholder Agriculture

GABRIEL FERRERO, GAFSP SENIOR STRATEGY ADVISOR

Session 9 Objectives

- Elevate different intervention models, value chain segments, and experiences for unlocking private investments in smallholder agriculture, including those supported under the GAFSP windows and tracks.
- Highlight enabling conditions and incentives required to attract and sustain private investment.
- Explore how different GAFSP financing windows and tracks can complement each other to crowd in private investment and strengthen market systems.



Mobilizing Private Capital for Smallholder Agriculture

MODERATOR

Gabriel Ferrero

Senior Strategy Advisor



Amit Sagar

*CEO of Pearl Dairy in
Uganda*

**GAFSP PrSW
Agribusiness**



Chanthou Hem

*Senior Project
Officer, ADB*

**CO - Inv: ADB Climate
Resilience Rice
Commercialization
Sector Development
Program in Cambodia
(Rice-SDP)**



Beatrice Githinji

*Credit and Rural
Finance Specialist,
FAO*



Donaldo Zuniga

*Red COMAL
Honduras*

**IDB Climate Resilience
and Economic
Empowerment of
Rural, Smallholder
Producers in the Dry
Corridor in Honduras**

PARKING LOT

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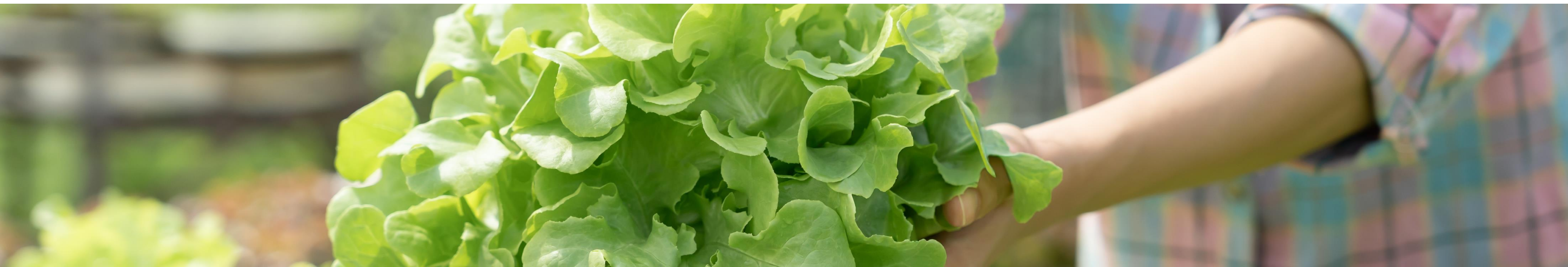
Session 10A

The Role of Producer Organizations for Access to Market, Finance and Knowledge

SHIJIE YANG
AGRICULTURE ECONOMIST
GAFSP COORDINATION UNIT

Session 10A Objectives

- Showcase how producer organizations (POs) function as a key institutional mechanism across GAFSP interventions for smallholder to access knowledge, finance, markets.
- Identify enablers and constraints across CO-led, PO-led, and Private Sector Window
- Assess conditions for success (incentives, capacity, governance, alignment)
- Propose improvements to calls, financing, and portfolio management

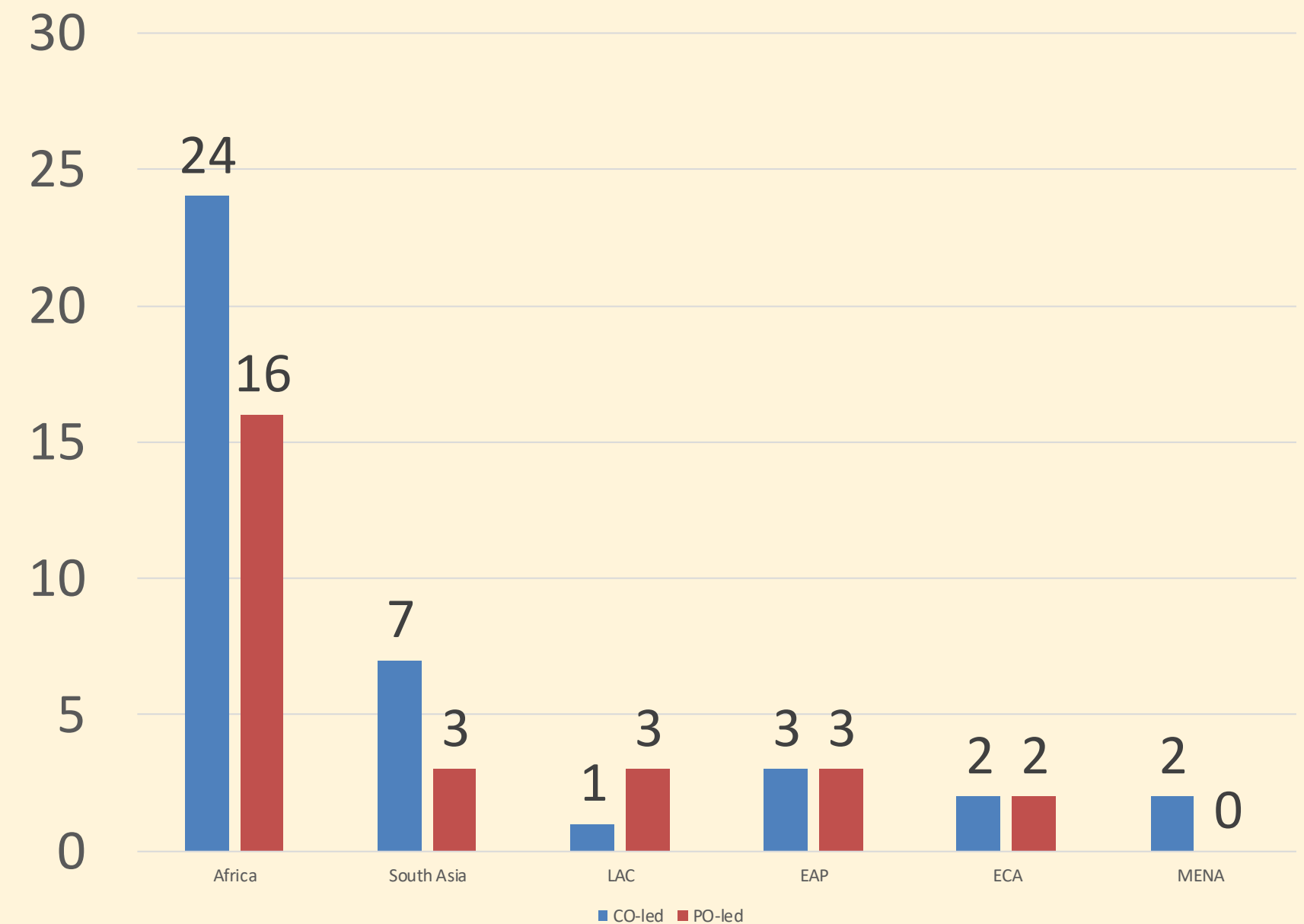


GAFSP Portfolio in Producer Organization Engagement Overview

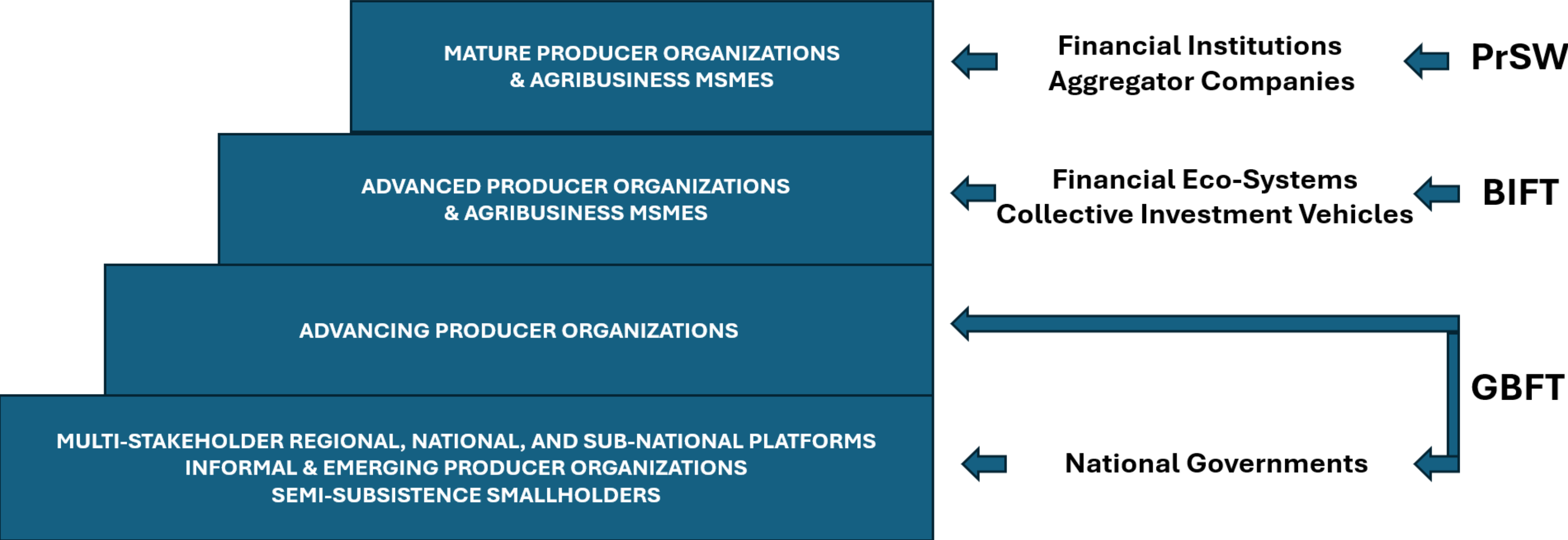
	# of PO	Projects with PO focus
Country-Led	27,560	39 out of 92 Projects (42%) support POs
PO-led	684	All

**This includes the total project beneficiaries, not the PO specifically*

Geographic Distribution of Projects with PO (# of projects)



Supporting Smallholders, POs and Agribusiness MSMEs Across the GAFSP Financing Architecture



Breaking the Silos

MODERATOR

Shijie Yang

Agriculture Economist | GAFSP Coordination Unit



**Mohammad
Asaduzzaman**

*Field Coordinator
and M&E Officer
FAO*

**Bangladesh ACCESS
(PO-led) Project**



Jollam Banda

*Director of Economic
Planning
MoA of Malawi*

**World Bank Country-
led Malawi Food
System Resilience
Program (AGCOM 2.0)**



**Josefina
Maiztegui**

*Operations Officer,
IFC*

**Cote D'Ivoire PrSW
Cargill Dairy Project**

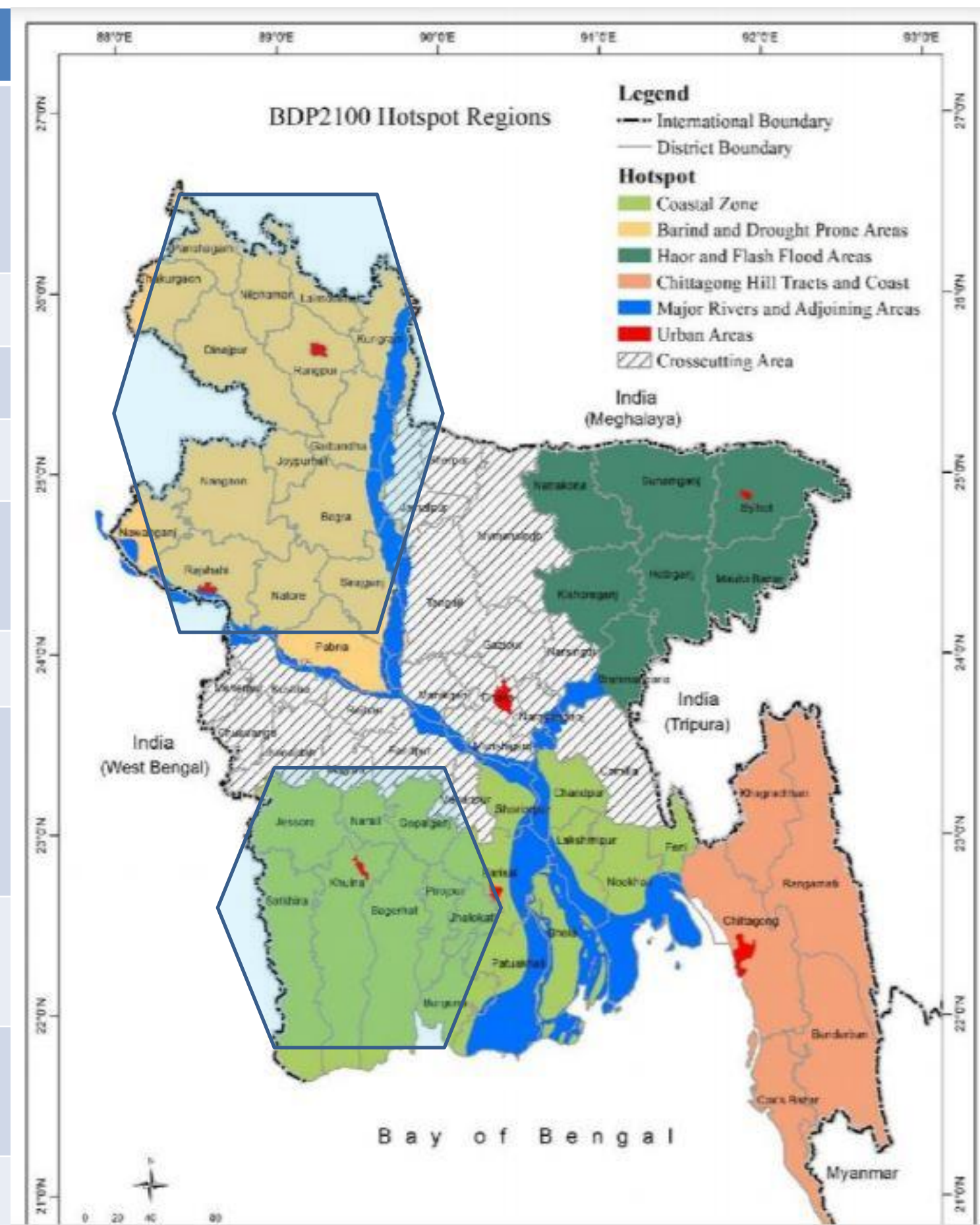
Session 10A: The Role of Producer Organizations in Supporting Farmers' Access to Market

An Experience from ACCESS Project Bangladesh



Project Overview

Country	Bangladesh
Project name	Accelerating Economic and Social Inclusion of Smallholder Farmers through Strong Producers' Organizations (ACCESS)
Financing modality	GAFSP-PO-led funding window
Total budget	US\$ 5 350 000
GAFSP grant amount	US\$ 4 750 000 (3.26 + top-up 1.49 million)
Implementation period	07/12/2023 to 06/12/2028
Supervising Entity	FAO
Objective	To improve livelihoods of smallholder farmers in climatic hotspots in Bangladesh so that they are more resilient to external shocks and crises
Collaborating Partner (Apex PO)	Sara Bangla Krishak Society (SBKS)
Project Location	Coastal region and <i>Barind</i> drought-prone areas of Bangladesh
Beneficiary	80 Producers' Organizations (POs)



Role of Producer Organization

This project works following farmers' demand-driven commodity-based PO development approach



80 primary POs developed, engaged, and led by SBKS (national apex PO)



① **Build Institutional Capacity & Governance**



② **Develop Business & Technical Skills** to better integrate into local value chains



③ **Access to Finance & Investment:** revolving loan funds; external financial service providers

MAIN COMMODITIES



Potato



Aromatic rice



Tomato



Mung Bean



Fish



Milk



Ghee



Sesame



Vegetable seed



Onion



Garlic

What worked best: some key achievements



Improved job opportunity



BANGLADESH BANK

Influence policy change- Bangladesh Bank policy “*Agricultural and Rural Credit Policy*”



Access to service market: PPPP model facilitated to develop Seed Village-Buried pipe – Solar-Powered Irrigation System



Access to commodity market: Market demand driven activities enabled SBKS to set up a vegetables seed company, launch a vermicompost factory, and collaborate with BPEA



Integration of market led SAM-FFS: resulted in 5—10% increase in yield, 9—13% reduction in production cost, and 14—25% increase in net income depending on crops

Rural Invest

80 Business Plan



Innovating Finance

Win



Collect Mobile

VIRTUAL CALL CENTRE

Google
Data Studio

bit.ly/mmi_bgd

Challenges and Failures

- **Market volatility:** Without storage, POs lacked price leverage during gluts; onion and potato farmers bore the losses
- **Weak contracts:** Agreements often collapsed due to lack of government enforcement policy and low trust between farmers and traders
- **Trust deficits:** Past exploitation in case of honey, tomato, and aromatic rice farmers slowed private sector partnerships
- **Attitudinal barriers:** Gender bias limits women's leadership within PO; and farmers seen as beneficiaries and not as equal partners limits adoption, innovation and progress
- **Structural limits:** limited scope to influence policy; and make adequate facilities for storage and processing of crops



Lessons learned

- **Build partnership with farmers:** Consider farmers as partners to ensure ownership and sustainability
- **PO based approach increases social capital:** It builds trust, mobilizes for collective action, and increase access to finance and markets
- **Fair agreements:** Clear upfront agreements ensure fair profit-sharing and reduce exploitation
- **PO Internship:** Farmer-to-Farmer learning through **Internship** in successful POs is more effective
- **Women leadership and digitalization:** It contributes to improve transparency, efficiency, and sustainability





Recommendations for GAFSP

- **Scale up best practices:** expand proven PO models to reach more farmers cost-effectively
- **Pre-exit support:** provide lump-sum grants (business plan-based) for scaling and sustainability
- **Allocate adequate PO assessment time:** to avoid implementation hurdles/gaps
- **Organize Farmer learning events:** Olympiads and Exchange visits enable cost-effective peer learning and dissemination of innovations

THANK YOU! For your patience!

Question & Answer





Session 10A: Malawi Food Systems Resilience Program

Teddie Nakhumwa, PhD
National Program Coordinator
Rome, Italy
May, 2026



Government
of Flanders



Ireland  Norway





Project Overview



Six-year program
Implemented to
promote comm &
resilience

Financed by a
grant of US\$390.6
million from WB,
GAFSP (US\$15
million) and
MDTF

Implemented by
MoAIWD (lead),
MoIBTT, MoLHUD
MITC, MBS, NRA,
DoB, CFTC

Approved on 31st
May 2023
Effective on 1st
Nov 2023

Being supervised
by WB
To close on 30th
August 2029

Malawi Food Systems Resilience Program (MFSRP)



Project Components



Comp 1: (Re-) Building Resilient Agricultural Production Capacity

- Component 4: Supporting the enabling Policy environment

Comp 2: Supporting the Sustainable Development of NR for Resilient Agricultural Landscapes

- Component five: Contingency Emergency response Component

Comp 3: Getting to Market : Farmer Organizations/ Producer Organizations (POs) Productive Alliances

- Component six: The Project Coordination and Management as well as fiduciary aspects

Position and Role of PO in the Project

- It supported **POs play critical functions**, including:
 - Coordinating production activities among members
 - Aggregating volume
 - Post-harvest handling and storage
 - Collective marketing and market linkages
 - Promoting value addition
- **Productive Alliance Approach**
 - Window 1 (primary production) **422 POs** approved; out of which **236 POs** awarded matching grants.
 - **US\$14.4m** disbursed under window 1.
 - **Window 2 (Value Addition)**, **15 POs** developing business plans
 - **Window 3, (off-takers)** **44 SMEs** approved; US\$9.4 m committed funds

What Worked in Working with POs

Strong targeting and screening of POs

- Due diligence ensured only viable and market-oriented POs were selected
- Improved quality of participating farmer groups and reduced project risk

Matching contribution requirement

- 10% matching contribution co-financing strengthen ownership, accountability,
- Increased sustainability of interventions beyond project support

Linking farmers to structured markets

- POs supported in aggregation, production planning, and market coordination
- Collective marketing strengthen bargaining power and reduce transaction costs on part of off-takers;

Enabling Factors Behind the Results

Strong governance and due diligence systems

- Transparent selection and assessment of POs before grant approval
- Clear eligibility criteria and performance expectations

Market-oriented design of Productive Alliances

- Focus on value chains with market demand
- Building trust and mutual benefits between PO and off-taker

Blended financing and cost-sharing model

- Farmer co-financing requirement ensured shared responsibility
- Technical Implementation Support critical in making PO ready for matching contribution and responding to market demands (volumes, quality)

Key Challenges in Working with POs

Weak governance and internal accountability in some POs

Limited enforcement of bylaws and weak leadership structures in certain groups
Challenges in financial management, accountability and record-keeping
In some cases, decision-making is dominated by a few individuals

Side selling and weak contract enforcement.

Farmers sometimes side-sell produce in search of better price or immediate cash needs
Collective marketing not well-grounded concept

Capacity and market linkage gaps

Limited agronomic and business skills and sometimes poor asset utilisation
Unreliability of supply due to low volumes and quality inconsistencies
Unreliable off-takers with limited capacity to offtake and offering uncompetitive prices

Lessons Learned from Working with POs

Strong governance structures are critical for sustainability

- Early investment in leadership training, accountability systems, and financial management is essential
- Functional bylaws and transparent decision-making strengthen trust and group cohesion

•Capacity building must be continuous and differentiated

- POs require ongoing support in business management, aggregation, marketing, and quality control
- Different farmer groups need tailored support depending on their maturity, scale, and market readiness

•Co-financing enhances ownership and responsible use of assets

- Farmer contribution requirements increased commitment and accountability
- POs demonstrated better maintenance and utilization of productive assets when they invested their own resources

•Market readiness and sequencing matter

- Production support should be aligned with reliable market opportunities before scaling investments
- Strengthening aggregation systems and buyer relationships early reduces side selling and market failures

•Long-term institutional strengthening is necessary

- Building resilient and commercially viable POs requires sustained mentoring beyond infrastructure and grant support
- Partnerships with buyers, financial institutions, and extension services improve long-term viability

HIGHLIGHTS OF ACHIEVEMENTS



Ireland



WORLD BANK GROUP



Norway



Government of Flanders







Malawi Food Systems Resilience Program

Ministry of Agriculture, Irrigation, and Water Development

Address: Forestry Building, Off Paul Kagame Road,
Opposite MRA Domestic Tax Offices

Postal Address: P.O. Box 727, Lilongwe, Malawi

Website: <https://www.agcom.gov.mw/>



Government
of Flanders



Ireland  Norway



Malawi Food Systems Resilience Program (MFSRP)



Creating Markets, Creating Opportunities



Promoting professional and sustainable cocoa farmers

May 2026



Cocoa, Côte d'Ivoire

Partner: Cargill

- IFC Investment: \$6M | GAFSP Advisory: \$1.4M | 2014 -2018 & 2019 - 2024

Objective:

IFC and Cargill partnered to digitalize the cocoa value chain in Cote d'Ivoire, to secure long-term high quality traceable cocoa from profitable, professional and sustainable coops while ensuring financial inclusion through digital payments and women's economic empowerments through alternative livelihoods.



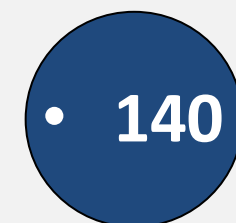
Scope of Work:

- **Improve the skillset of cooperative leaders** through standardized capacity building and coaching program
- **Developed a 3-partite Risk Sharing Facility between Cargill, SIB, and IFC to provide leased trucks to coops.**
- **Scale up digital payments** to digitize coop and farmer transactions and support coops in accessing financing.

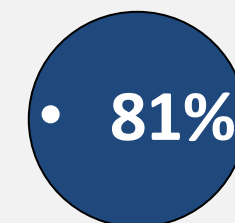
“The cooperative model has proven to be an exceptional method to bring cocoa farmers and their communities lasting benefits. By gaining invaluable skills and tools to professionalize their business, we see them independently driving impactful sustainability projects that bring meaningful change to their communities and the cocoa sector at large.”

- Lionel Soulard, Managing Director, Cargill Cocoa and Chocolate in West Africa

Project Results:



• Cooperatives trained and coached



• Of coops have improved Professionalism by at least 10%



Farmers adopted digital payments



in digital payments to farmers

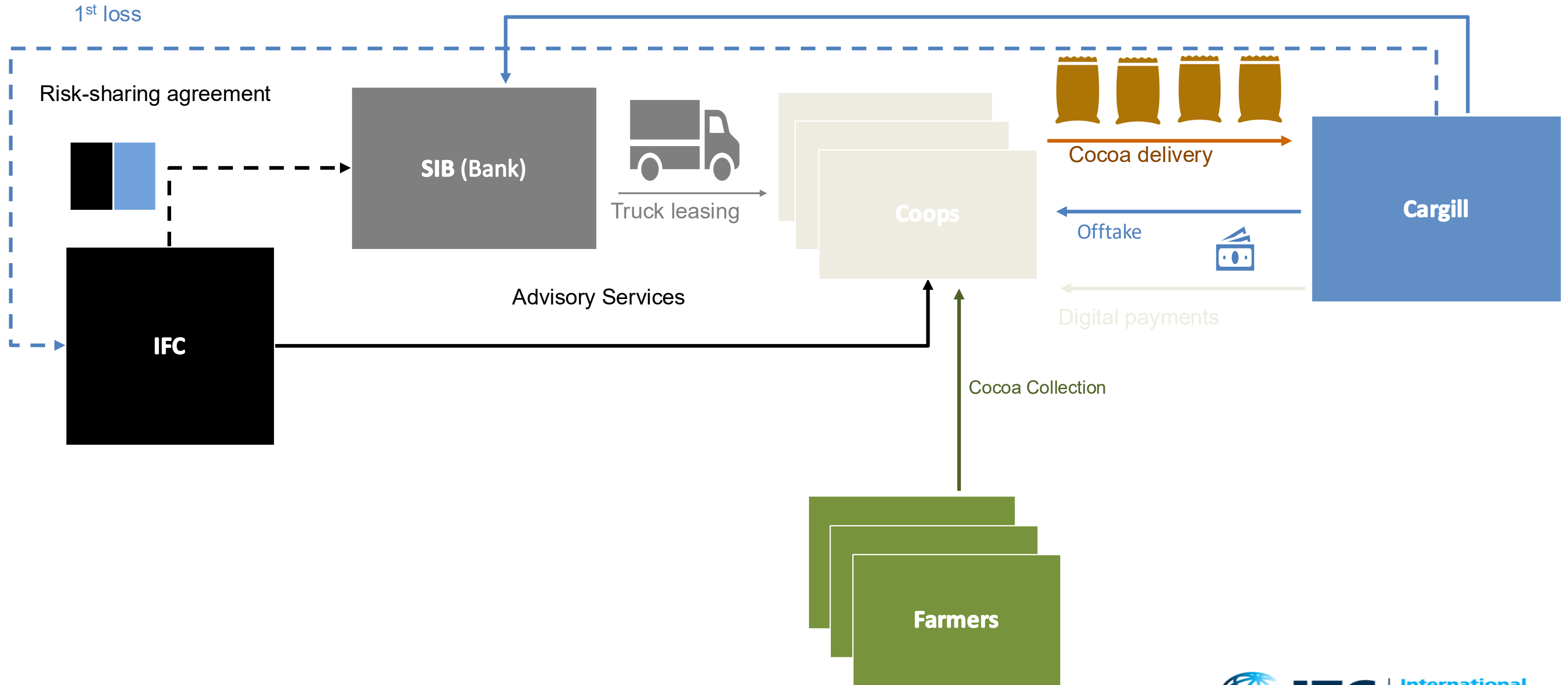


• Accessed for 268 truck financing from 90 coops

ROLE OF COOPS / PRODUCER ORGANIZATION



Cargill pays back debt service before it pays the farmers



Theory of change: if Farmers, Cooperatives and Agri-SMEs improve their business management capabilities, they can better reach markets and access financing

The ALP Approach

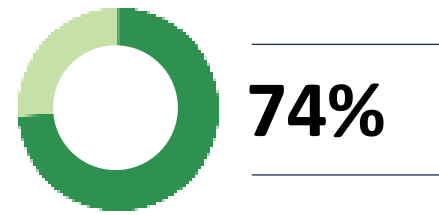


What worked - Impacts

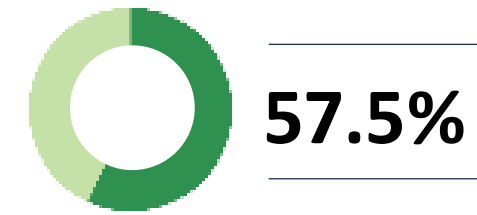
At farmer level



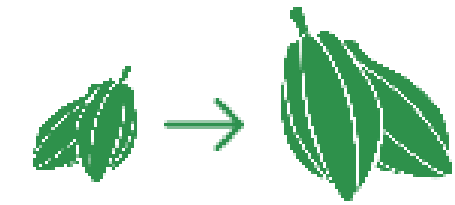
Coops report to have **improved their professional management** thanks to the program



of farmers are (very) **satisfied** with their cooperative

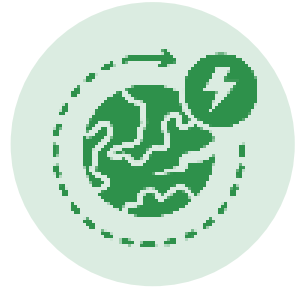


of farmers perceived an **increase in their yields** while use of inorganic fertilizer was reduced over time



Average **cocoa production** increased by 6% and median production by 9%

What did not work - External Factors



COVID-19 & Russia's invasion of Ukraine



National & local elections



Rising costs of operations



Fluctuating cocoa market prices affecting farmer incentives



Living income differential & country differential negotiations



Heavy rains



New EUDR legislation & CCC traceability system (ARS1000)



Changes in management and project team

All this is outside of the team control!!

- Adapted to blended-training models
- Project got delayed and needed increased budget
- Timeline got revised many times to accommodate farmer availability

Some targets were not reached:

- Volume decreased even though yield increased (traceability)

Recommendations



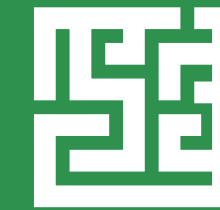
Performance is better than expected, but the outliers also tell a story of **INCENTIVES**

- **1 coop dropped off** → lost certification / access to premium payment → no incentives to participate
- **3 coop decreased their scores**
- 2 coops showed little interest in the program (very low attendance)
- 1 coop had leadership / succession challenge



THE RIGHT PERSON attending coaching is important

- Coops with low (<50%) attendance to coaching by the right person, on average, did not perform as well (30% vs 34% score increase)
- Biggest 'no-shows' are CS, Comptable and Trésorier(e)



COACHING ALLOCATION based on needs vs equal distribution to coops

Coaching gives each cooperative individualized attention to apply what was learned in training, to apply new skills and to embed new processes into each cooperative.

Coaching was allocated based on baseline scores, with coaching concentrated on "average" performers



RESOURCES

www.ifc.org/alp

<https://academy.worldbank.org/en/planet/agriculture/agribusiness-leadership-program>

Email the team at:

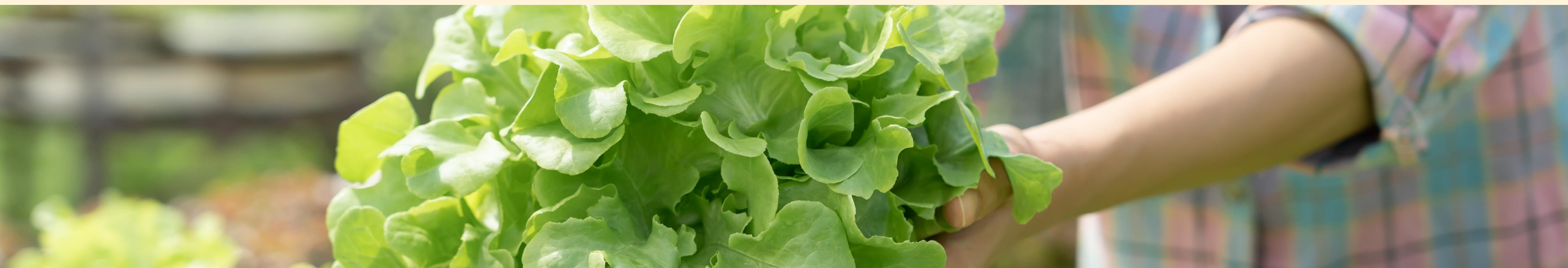
- agrileader@ifc.org;
- wbgacademy_alp@ifc.org

Session 11

Key Takeaways in cross-window and cross-sector collaborations

Session 11 Objectives

- To synthesise the core insights from Day 2 discussions on agrifinance, agribusiness, producer organizations, including cross-window and cross-sector collaborations.
- To distil the critical enablers and bottlenecks for mobilizing private capital and strengthening inclusive agribusiness models across the GAFSP portfolio.
- To identify priority shifts or actions that GAFSP (projects, SEs, CU, PrSW) should consider to enhance public–private complementarity and market systems impact.
- To clarify what “better integration” looks like in practice, connecting finance, knowledge, and value chain partners for private sector development, within coherent project design and operations.



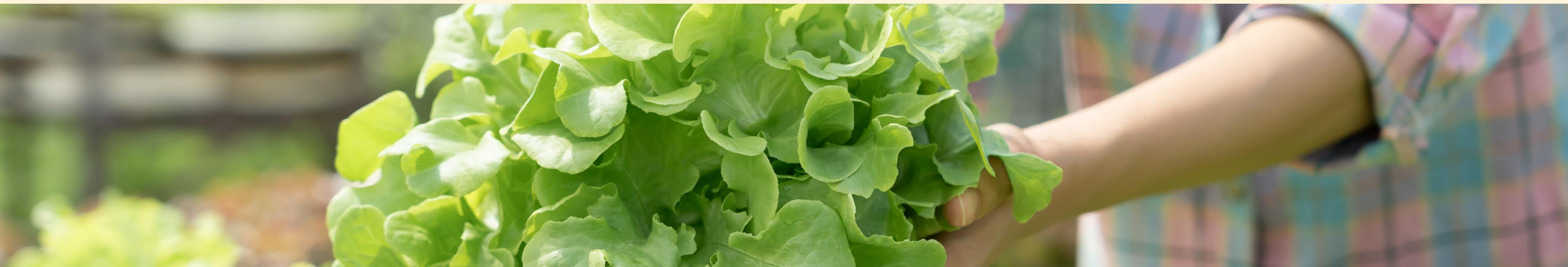
Session 10A

Breakout Room Report

PRESENTED BY NAME SURNAME, ORGANIZATION

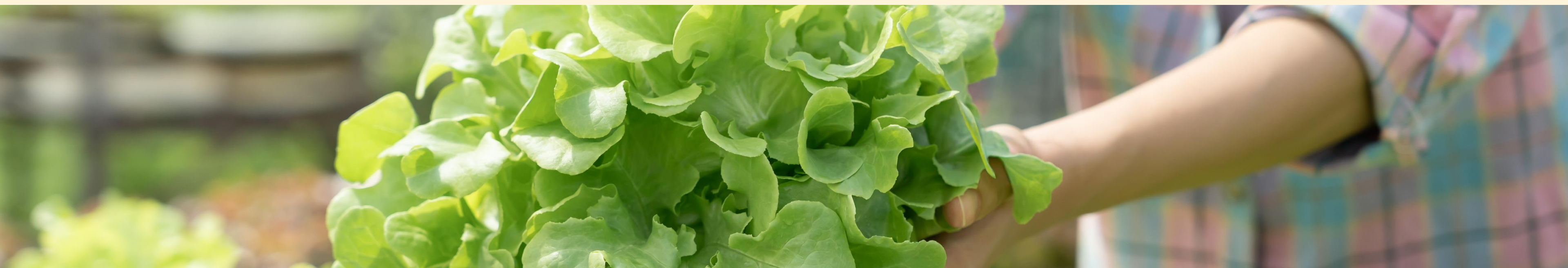
WHAT WORKS WELL

1. Grants supporting Training of Trainers (ToT) to build PO capacity
2. Needs assessments to identify capacity gaps and challenges
3. Projects connecting POs to markets/buyers, enabling continuity after project ends
4. Aggregation by commodity at PO level
5. Export markets more profitable than domestic markets for some commodities
6. Focus on high-quality commodities to build buyer trust, then diversify products



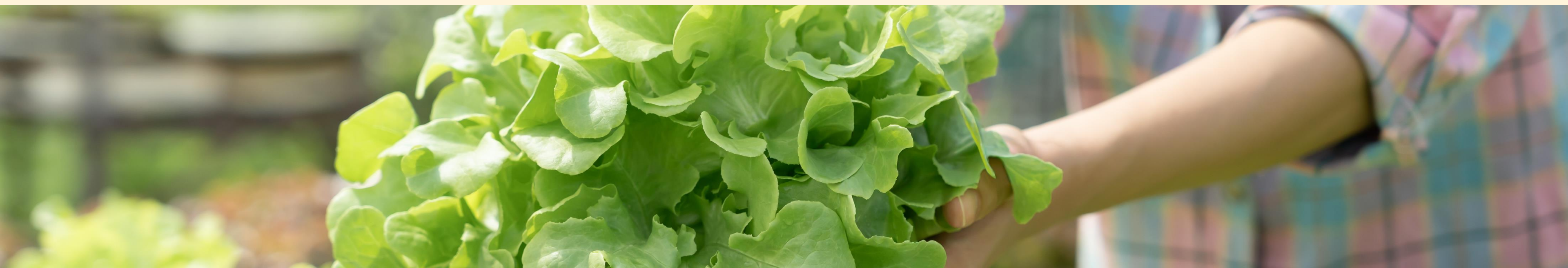
WHAT IS CHALLENGING

- Lack of funding for trainers to continue training farmers
- Lack of capital/inputs to apply learned knowledge in practice
- Political interference
- Trained members leaving organizations
- Lack of storage, cold chain, and logistics support
- Quality variations require sorting/grading before aggregation, otherwise disincentivizes farmers
- Market prices sometimes below production costs
- Weak contract enforcement, side-selling due to cash flow issues in cooperatives, and lack of trust



WHAT CAN WE IMPROVE

- Provide coaching, mentorship, and handholding after assessments
- Treat POs as partners, not just beneficiaries, to ensure shared responsibility
- Tailor training to the specific needs and challenges of POs, recognizing their heterogeneity
- Train POs on use of platforms, cost-recovery models, advocacy, and technology; continuously update training content
- Sensitize farmers to include market-adjusted pricing in contracts to improve enforcement
- Strengthen capacity in marketing, negotiation, and business management
- Improve market information systems (e.g., digital tools) to reduce information asymmetry





THANK YOU

Please feel free to ask questions

YOUR WEBSITE/SOCIAL MEDIA HANDLE

YOUR EMAIL ADDRESS

Session 10B

Breakout Room Report

PRESENTED BY NAME SURNAME, ORGANIZATION

WHAT HAS WORKED

Floor pricing

Crop insurance

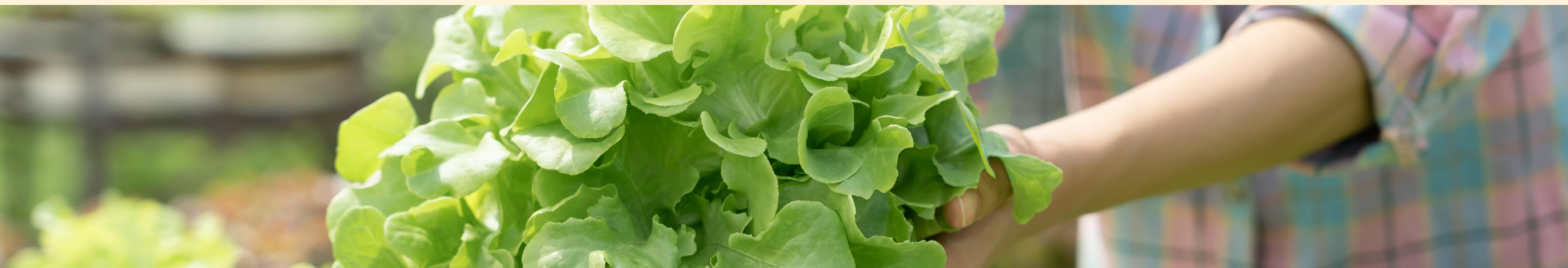
Market linkages – ex home grown school feeding

Aggregators as large offtakers ie regional POs

Offtake certainty

CSO involvement

Targeted technical assistance



WHAT IS CHALLENGING

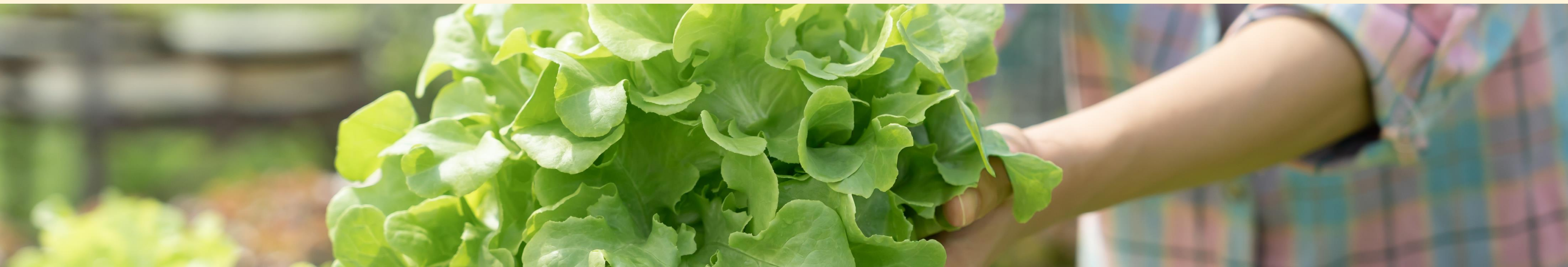
Crop-loan tenor alignment

Logistics – transportation

"middleman" issue

Unpredictable buyer relationship

Lack of formal agreements



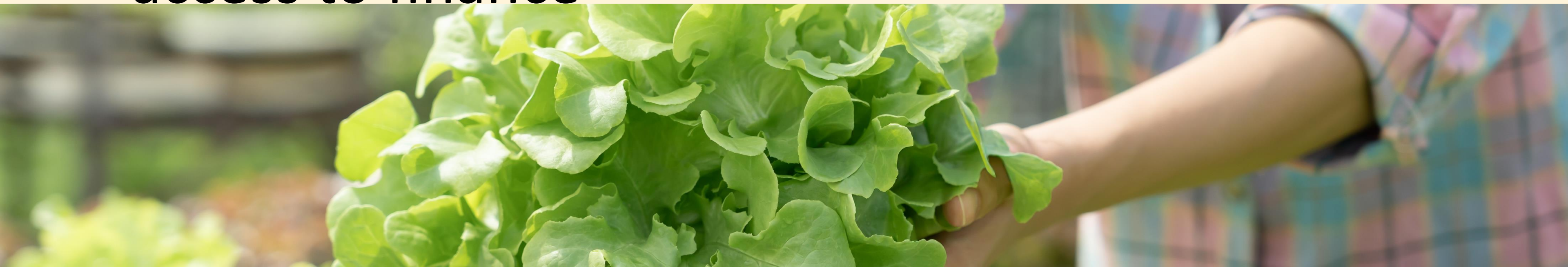
WHAT WE RECOMMEND

Formalizing agreements

Farmer collaboration

Guarantee structures

Leveraging technology to enable faster
access to finance



Session 10C

Breakout Room Report

PRESENTED BY NAME SURNAME, ORGANIZATION

MODERATOR

Francesca D'Emidio
Event Facilitator

Keynote Speaker

Luis Dias Pereira

*Luis Dias Pereira,
Agribusiness Officer,
FAO Investment
Centre*

Keynote Speaker

Gabriel Ferrero

*Sr. Strategy
Advisor
GAFSP*

PARKING LOT

Please add any questions we could not address in the parking lot by scanning the QR code



Session 12

Closure of Day 2

AGENDA

DAY 1: THE GAFSP KNOWLEDGE EXCHANGE

9.30	INTRODUCTION	14.00	MEASURING WHAT MATTERS
10.00	HOW WELL DO YOU KNOW GAFSP?	15.00	BREAK
10.45	BREAK	15.30	FROM FRAGILITY TO OPPORTUNITY
11.15	GAFSP FUNDAMENTALS	16.30	WRAP-UP AND CLOSURE OF DAY 1
12.30	LUNCH	17.00	END OF DAY 1

DAY 2: THE PUBLIC-PRIVATE PARTNERSHIP KNOWLEDGE EXCHANGE

9.30	INTRODUCTION	14.00	BREAKOUT ROOMS
9.45	BREAKING SILOS	15.15	BREAK
10.30	BREAK	15.45	CROSS-WINDOW/SECTOR COLLABORATION
11.00	MOBILISING PRIVATE CAPITAL	16.45	WRAP-UP AND CLOSURE OF DAY 2
12.30	LUNCH	17.00	END OF DAY 2

DAY 3: THE CROSS-THEMATIC KNOWLEDGE EXCHANGE

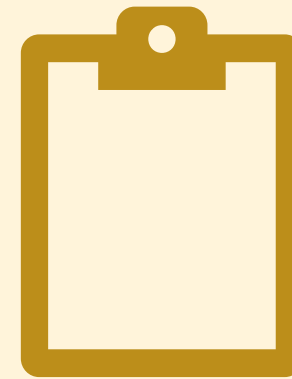
9.30	BREAKOUT ROOMS
10.45	BREAK
11.15	FROM SILOS TO SYNERGIES
12.30	CLOSING REMARKS
12.30	LUNCH AND END OF THE EVENT

THE SILOS- BREAKING CHALLENGE



Find the people

During the breaks find the right people to complete your Silos Breaking Challenge Card



Complete the Card

Complete the card ensuring your answers are readable



Be the first to submit it and claim your prize!

Submit it to the facilitator and, if you are the first one to do so, claim your prize!

FEEDBACK

Complete Day 2 Feedback before leaving the room by scanning the QR code

It will just take 2-3 minutes!

