Webinar:

Collective Action on Water-Biodiversity

April 22nd, 2025

Contact: Joost Backer – joost.backer@newforesight.com

Program

1. Words of welcome by **Elke Merks–Schaapveld** – *Ambassador of the Netherlands to Chile*	5 min
2. Introduction and facilitation by **Joost Backer & Laure Heilbron** - *NewForesight*	10 min
3. Scalability of this partnership and NL support by **Simon van Meijeren** – *Partners for Water*	5 min
4. Chilean perspective by **Frans Janssen** – *Ministry of Foreign Affairs (Chile)*	5 min
5. Intro to Aconcagua Network by **Cristian Andler & Francisco Arechaga** – *Red Aconcagua*	5 min
6. Q&A	20 min

Words of welcome by Elke Merks–Schaapveld – *Ambassador of the Netherlands to Chile*

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Introduction

What makes a sustainability challenge complex?

Questions answered today

1. **When do sustainability problems require ‘collective action’?**
2. **What does ‘collective action’ in the context of water and biodiversity issues?**
3. **How have we applied this approach in Aconcagua, Chile?**
4. **Where do we aim to scale this collective action approach?**

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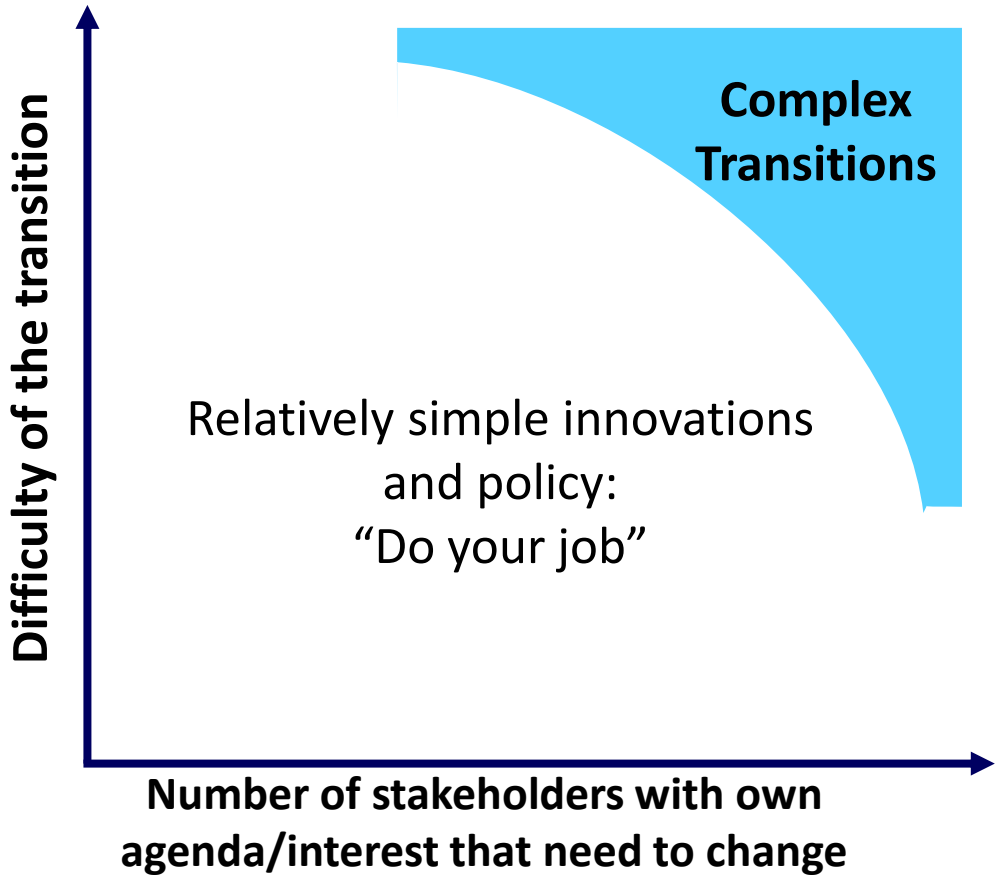
What makes a sustainability challenge complex?

Two factors that drive complexity

Is it technically complicated?
Are there many dependencies?
Does it require behavior change?



Are there many different (types) of stakeholders with interests which are sometimes conflicting?

Water and biodiversity risks are mounting in virtually all origins for fresh fruits and vegetables – diverting production to other origins is not an option anymore

Market Trends and Risks

Product availability is at risk…

- **Supply chain:** Water & Biodiversity risks poses supply chain risks on**:** Pricing, product availability, quality
- **Cost of Inaction:** Potential financial impact of water-related risks to businesses could reach $301 billion (CDP, 2025)

Meanwhile, commitments on water, biodiversity, and climate are on the rise…

- **Collective action initiatives:** Action by organizations like WRAP UK, AWS, WWF, are on the rise.
- **Individual:** Enhanced due diligence; certification; regulatory compliance (CSRD, CSDDD)

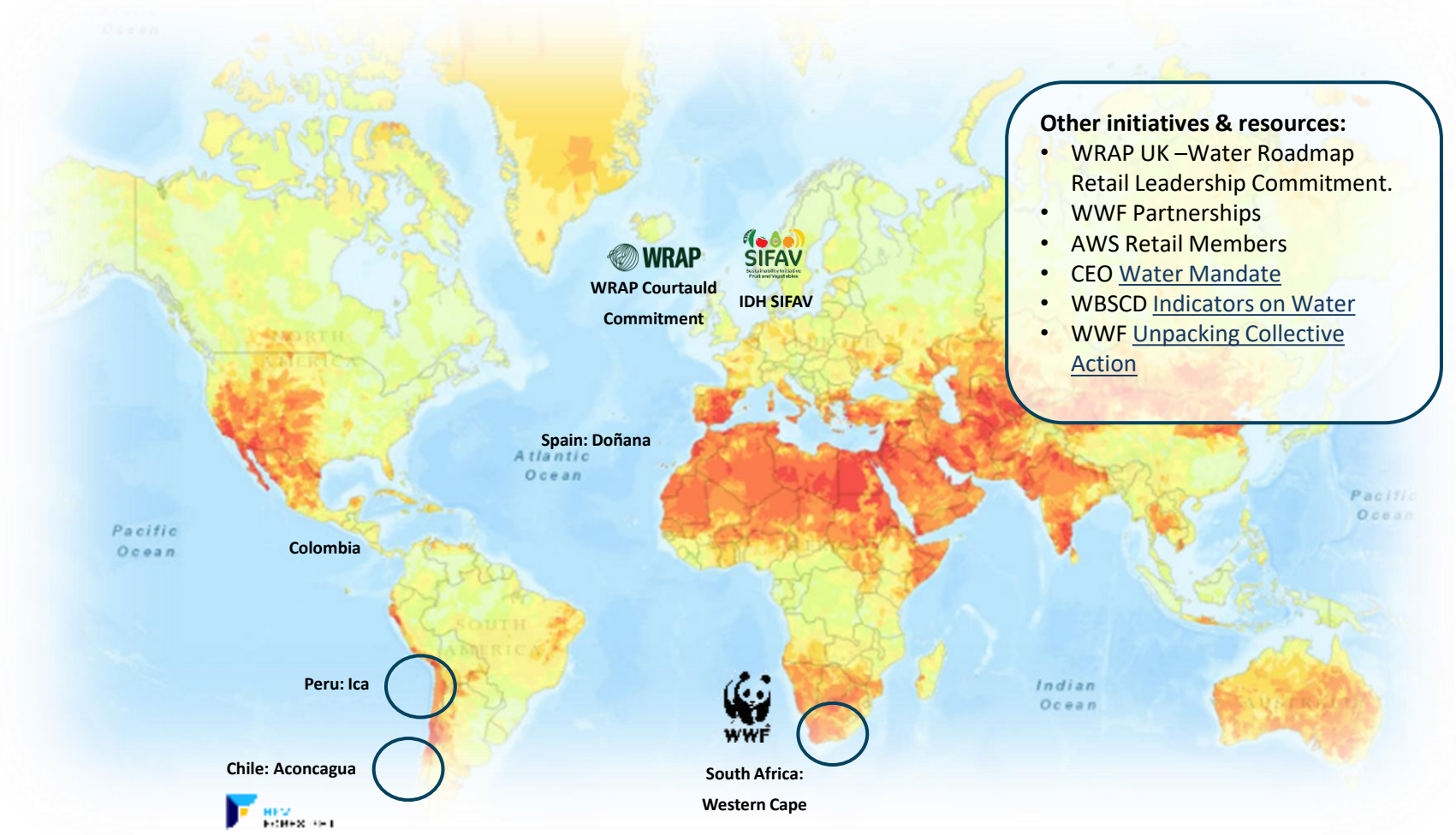
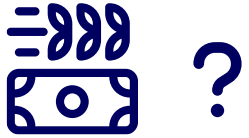


Figure: Regions at water risk and collective action initiatives addressing these risks

[1] Food and Agriculture Organization (FAO).
[2] Image source: WWF Water Risk Filter

However, there currently is not an effective value proposition to scale collective action initiatives to solve these issues - We need to break that cycle

Challenges to scaling collective action

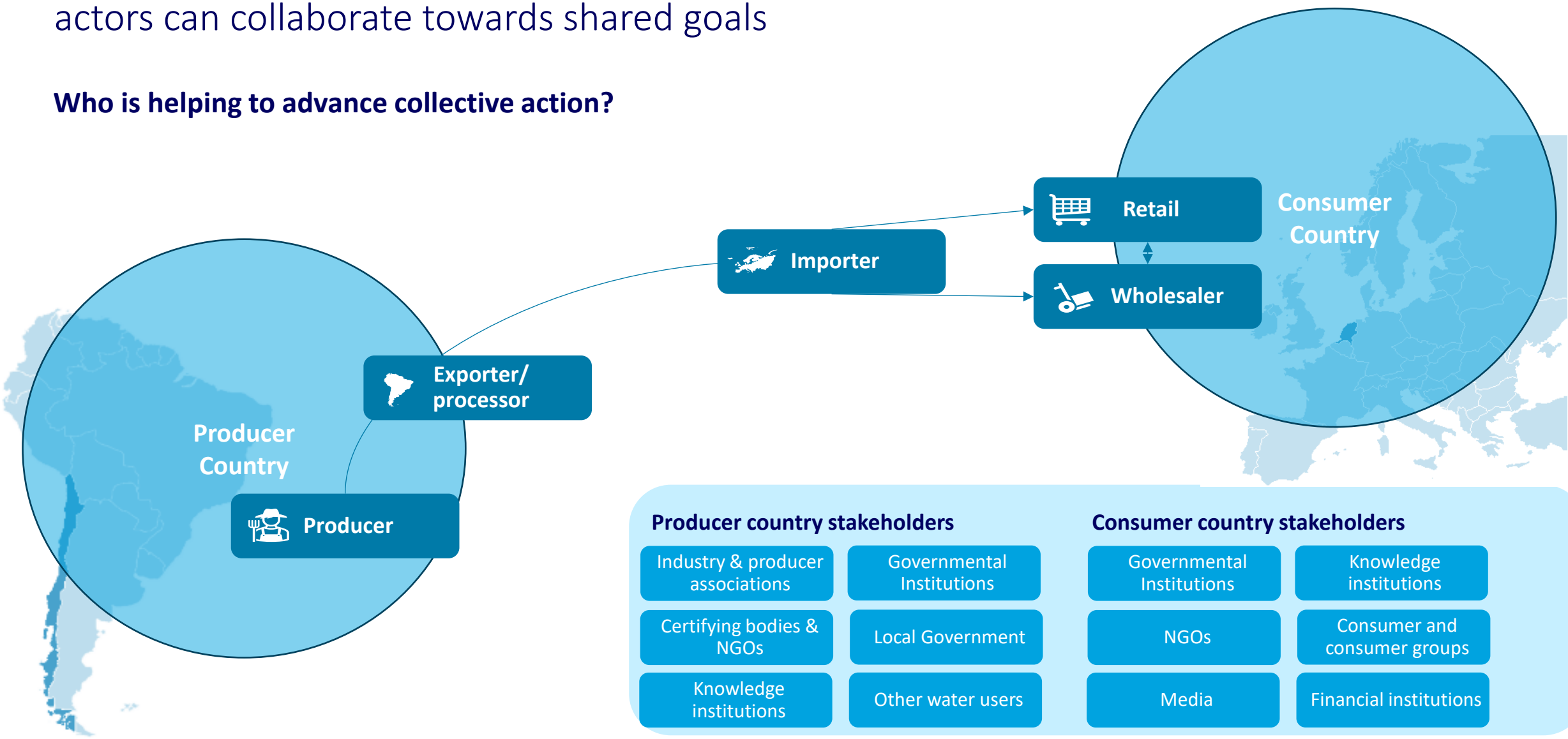


The business case is unclear…	…which limits effectiveness…	…and inhibits true scalability.
• **RoI:** Return on Investment for price, quality and product availability is not clear • **Claims:** Companies are hesitant to make sustainability claims due to fear of greenwashing accusations	• **Impact:** Outcome-level impact of initiatives are piecemeal and not clear • **Limited financial investments** – Investments of max 5-10k/year solution for a multi billion-euro problem	• **High effort:** High costs of coordination due to fragmented approach • **Fragmented efforts**: Approach to collective action is not widely agreed upon • **Plan:** No clear plan of action to scale to other at-risk regions

What type of collective action do we want to see by 2030?

Addressing these risks requires re-thinking how different sectors and actors can collaborate towards shared goals

Who is helping to advance collective action?



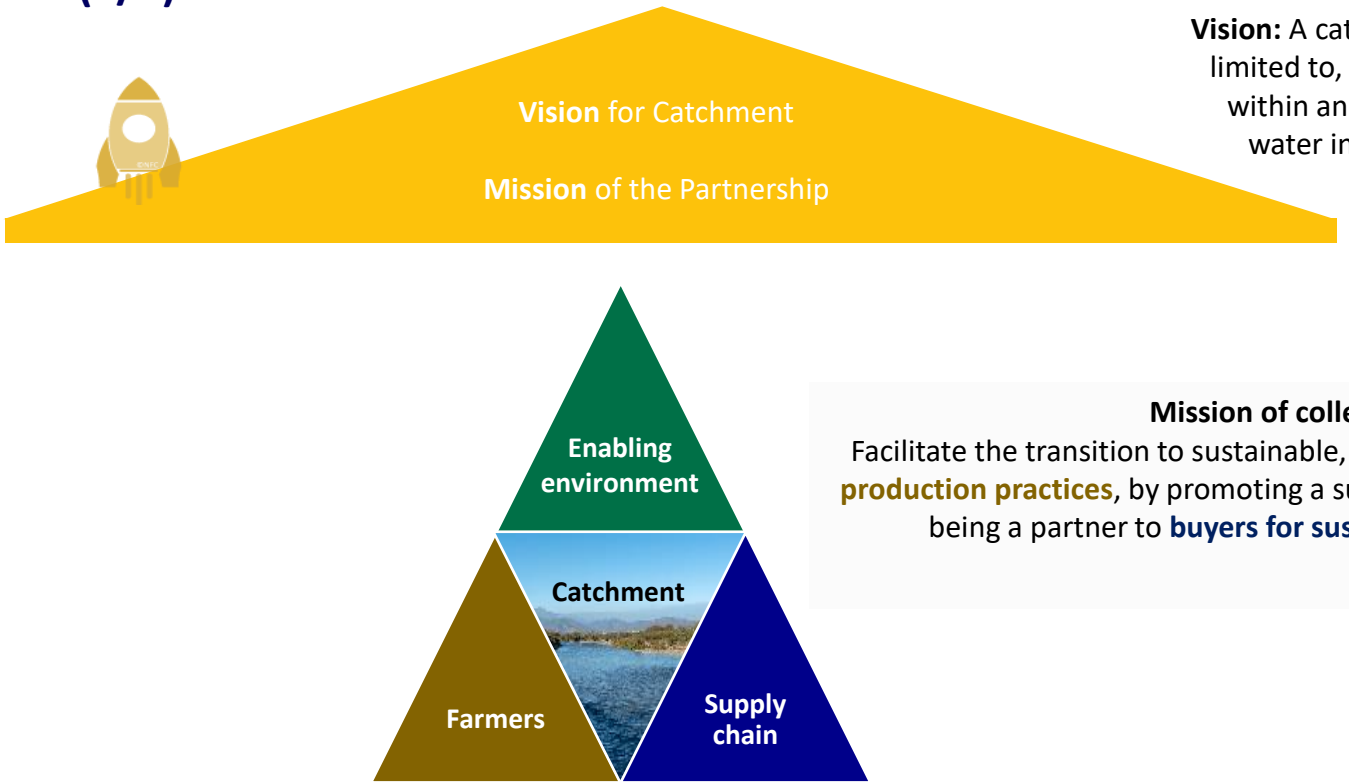
Producer country stakeholders

- Industry & producer associations
- Governmental Institutions
- Certifying bodies & NGOs
- Local Government
- Knowledge institutions
- Other water users

Consumer country stakeholders

- Governmental Institutions
- Knowledge institutions
- NGOs
- Consumer and consumer groups
- Media
- Financial institutions

Approach to collective action (1/2)



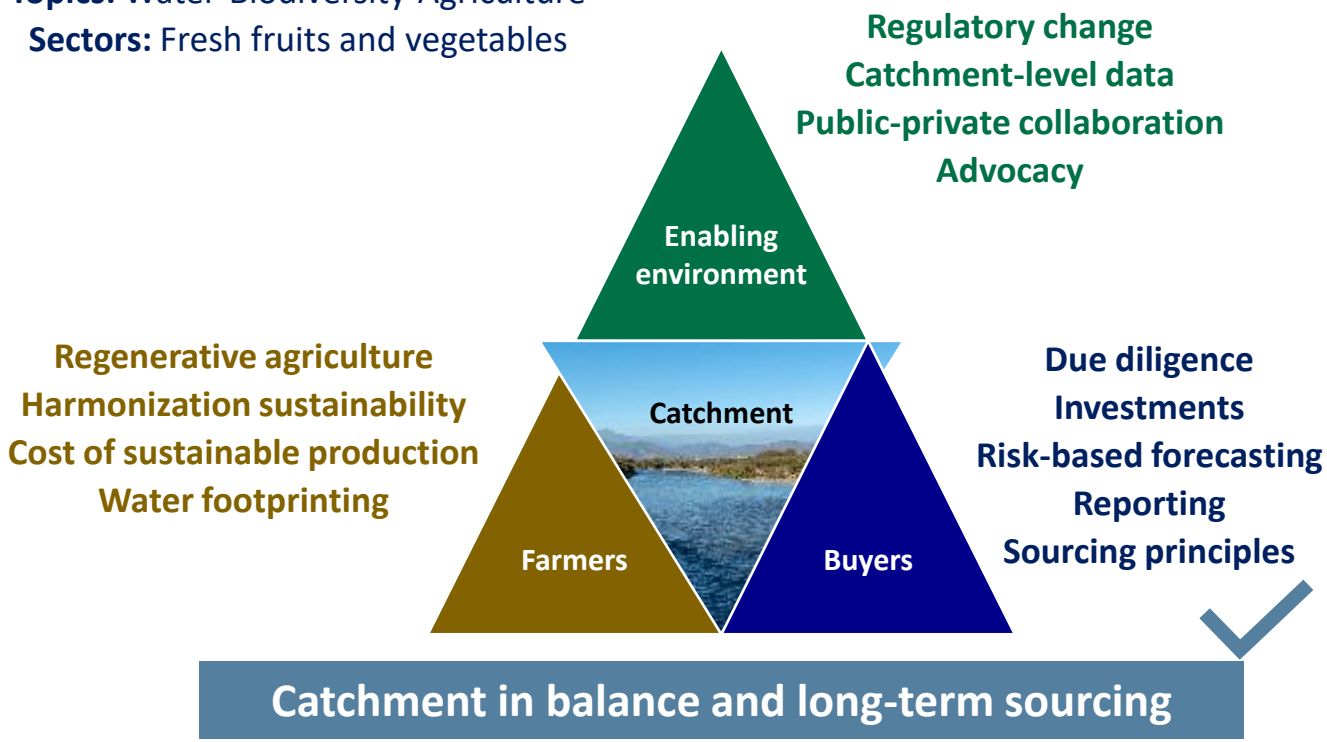
Vision: A catchment in balance: including, but not limited to, bringing water use in the catchment within annually renewable limits, promoting water infiltration and refilling of aquifers.

Mission of collective action:
Facilitate the transition to sustainable, regenerative, water-resilient **farmer production practices**, by promoting a supportive **enabling environment** and being a partner to **buyers for sustainable sourcing innovation**.

Our Partnership offers the best possible investment to reduce supply chain risks, enabling a collective action approach that is effective and efficient

Approach to collective action (2/2)

Topics: Water-Biodiversity-Agriculture
Sectors: Fresh fruits and vegetables



For each region, we follow the same, basic steps to set up a full-fledged collective action initiative in cycles

Phases of multi-annual cycles

Activities	Scope	Scope & Strategize	Organize & Implement	Evaluate & Restrategize
	Step 1 **Describe the problem, and intended vision** Describe the situation, trigger, overriding question and mission. Collect baseline data on water availability and demand.	**Step 5** **Create fact base** Create data-driven fact base of the landscape/catchment, incl situation, challenges and possible solutions	**Step 9** **Governance structure** Build local partnership, hire country lead, organize producers and stakeholders and connect to international supply chain	**Step 13** **Evaluate outcomes and outputs** Assess progress, measure impact, and refine strategies.
	Step 2 **Map stakeholders and initiatives** Outline stakeholders in driving transitions – incl existing water frameworks (WWF, SBTN, AWS, NPWI, TNFD), certification, and strategies	**Step 6** **Determine strategy** Identify the role of partnership to reach the larger vision – at demand, supply and enabling environment level.	**Step 10** **Build financial plan and revenue structure** Agree on how the partnership shall be financed to ensure long-term stability	**Step 14** **Convene and reorient** Identify lessons learned and best practices for future scaling.
	Step 3 **Outline promising solutions** Define which solutions can contribute most to solving the problem – at farm, supply chain, and enabling environmental level	**Step 7** **Determine services and value proposition** Agree on services of the partnership to fulfil its strategy – for producers, buyers, water authorities, and others	**Step 11** **Monitoring & evaluation** Create an M&E framework to measure progress and ensure continuous learning.	**Step 15** **Reorient on strategy for catchment** Ensure long-term sustainability and adaptation to emerging challenges.
	Step 4 **Plot solutions** Determine in which maturity phase each type of transition solution is situated – determine impact and viability of solutions	**Step 8** **Create initial global-local multi-stakeholder partnership** Decide which stakeholders should execute what interventions to drive the transition.	**Step 12** **Develop a detailed workplan** Create a workplan with workstreams, planning, milestones and detailed roles and responsibilities.	**Step 16** **Implement new 4-year cycle** Strengthen partnership and scale best practices

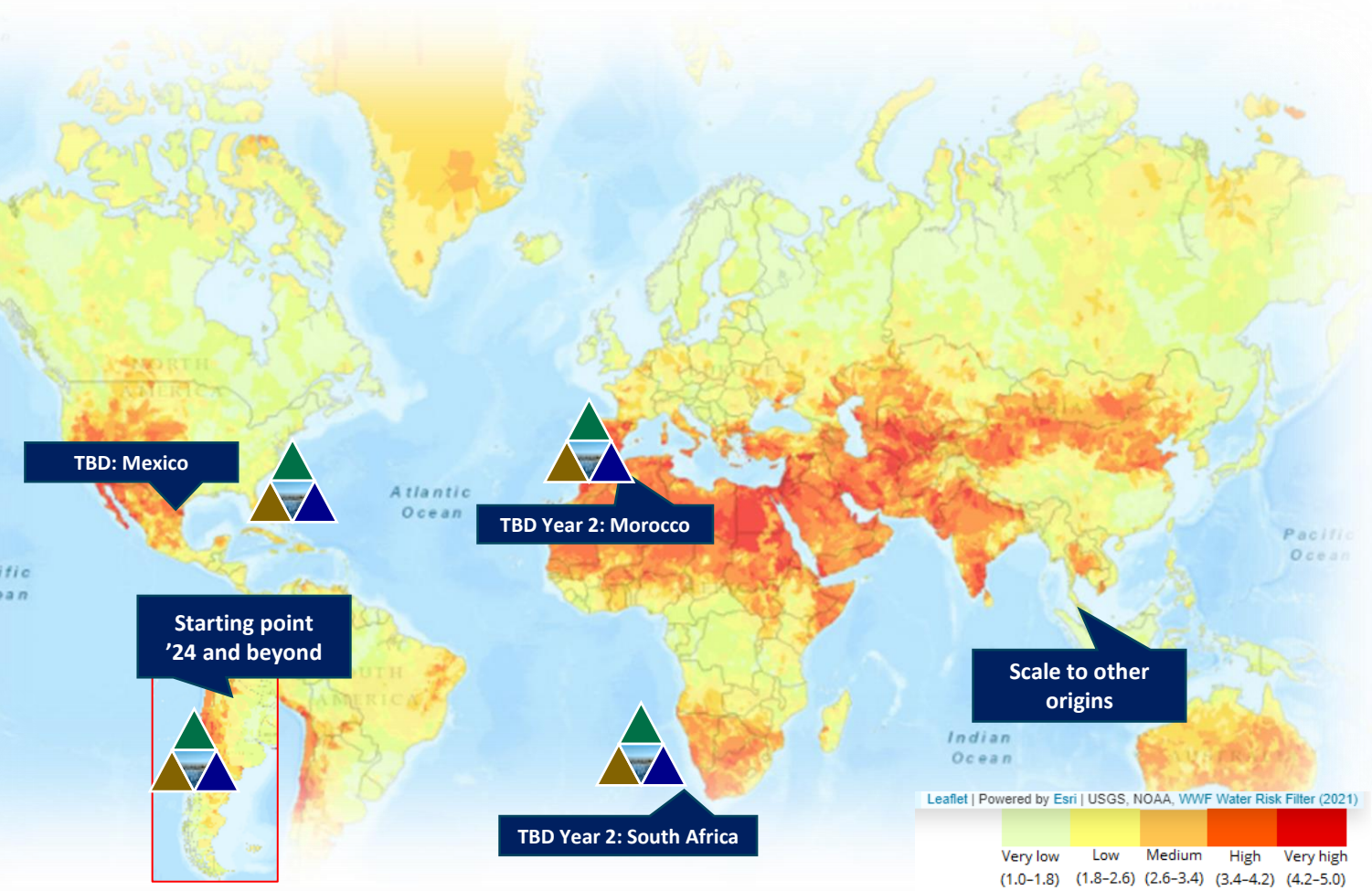
Our strategy is to scale collective action on water-biodiversity risks in fresh fruits and vegetables supply chains – across the world

Our strategy

Scale to **all origins** at water and biodiversity risk

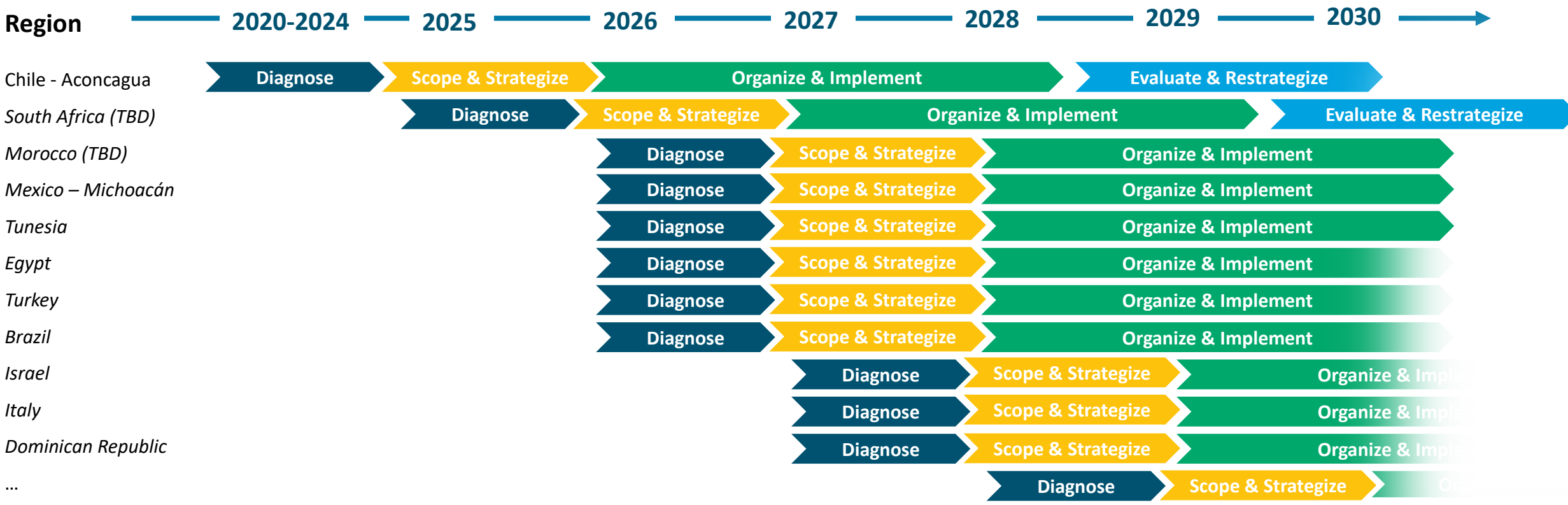
Our aim is to change the way we do business, to promote **collective action on water-biodiversity worldwide** – starting our work in Aconcagua, Chile.

Over the longer term – we aim to progress the work in **other localities with water challenges**, such as Morocco, Mexico and South Africa.



The Approach can thus be scaled to other origins where no or limited collective action takes place

Scaling strategy



Case study: Aconcagua, Chile

Enabling Environment

Government of the Netherlands

PARTNERS FOR WATER
CO-CREATING IMPACT

Netherlands Enterprise Agency

Nature's Pride FOUNDATION

greenticket
MARCAS CON ADN SUSTENTABLE

WRAP

Buyers

6 EU- and UK-based companies

Producers / Exporters

Aconcagua Network.

Agrícola Quebrada del Ají
Jorge Schmidt
Corporafruit
Agrícola Lonco
Fundo Lo Blanco
Los Tilos
Agrifrut
Agrícola Ketrawe
Citripal
Urmeneta
Agrícola Lomas de Pocochay
Agrícola Las Cruzadas SPA

Scalability of this partnership and NL support by Simon van Meijeren – *Partners for Water*

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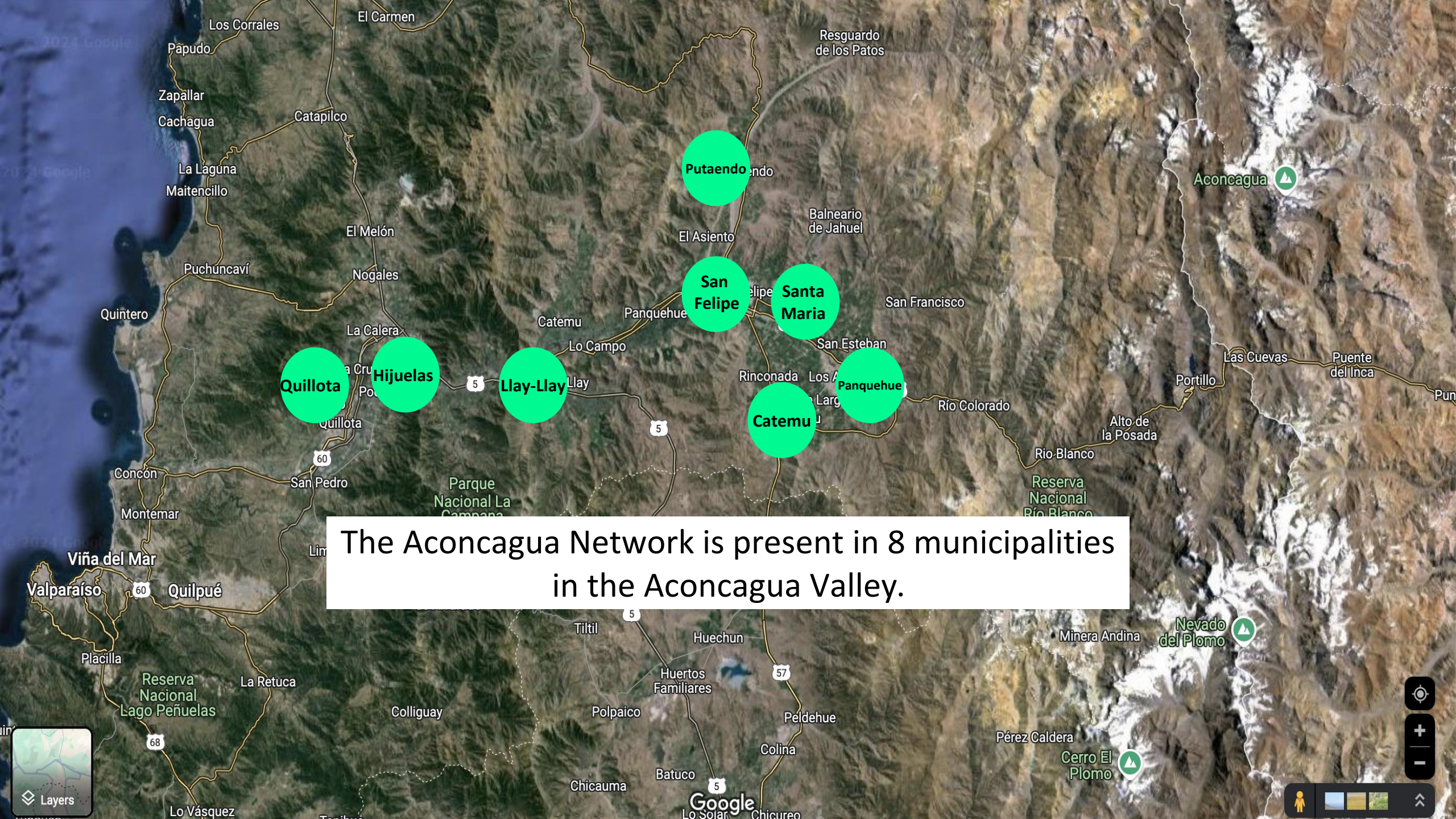
Introduction to the Aconcagua Network by Cristian Andler & Francisco Arechaga – *Red Aconcagua*

Aconcagua Network.


Putaendo
San Felipe
Santa Maria
Quillota
Hijuelas
Llay-Llay
Catemu
Panquehue
The Aconcagua Network is present in 8 municipalities in the Aconcagua Valley.
Aconcagua
Nevado del Plomo
Cerro El Plomo
Los Corrales
El Carmen
Papudo
Zapallar
Cachagua
Catapilco
La Laguna
Maitencillo
El Melón
Puchuncaví
Nogales
Quintero
La Calera
Catemu
Panquehue
Lo Campo
El Asiento
Balneario de Jahuel
Resguardo de los Patos
San Francisco
San Esteban
Rinconada
Río Colorado
Las Cuevas
Puente del Inca
Portillo
Alto de la Posada
Rio Blanco
Reserva Nacional Río Blanco
Minera Andina
Pérez Caldera
Concón
San Pedro
Montemar
Parque Nacional La Campana
Viña del Mar
Valparaíso
Quilpué
Placilla
Reserva Nacional Lago Peñuelas
La Retuca
Colliguay
Tiltil
Huechun
Huertos Familiares
Polpaico
Peldehue
Colina
Batuco
Chicauma
Lo Vásquez
Chicureo
Google
Layers

The Aconcagua Network is currently composed of 12 avocado and citrus producing companies, one high-quality wine producer, and one forestry company.

Company	Surface area Hectares
Quebrada del Aji	140
Jorge Schmidt	2050
Corpora	444
Agricola Lonco	30
Fundo Lo Blanco	170
Los Tilos	30
Agrifrut	189
Citripal	56
Agricola Lomas de Pochicay	200
Urmeneta	30
Agrícola las Cruzadas SPA.	372
Del total de la producción de la región	35%

The Aconcagua Network - It is legally established as a foundation and has legal status and has a governance system in place

Governance System

1 Director Ejecutivo
Cristian Andler

+

3 Directores Representantes empresas socias

Fabianne Laneri Schmidt
2050 hectáreas

Francisco Arechaga Corpora
444 hectáreas

Carlos Saavedra Los Tilos
30 hectáreas

The foundation has a board of directors made up of farmers from the member companies.

Certificate of entity

SERVICIO DE REGISTRO CIVIL E IDENTIFICACIÓN

REPUBLICA DE CHILE

FOLIO : 500569055815

Código Verificación: 5fedd0fc3c82

500569055815

CERTIFICADO DE DIRECTORIO DE PERSONA JURÍDICA SIN FINES DE LUCRO

Fecha Emisión 23-05-2024

DATOS PERSONA JURÍDICA

INSCRIPCIÓN : Nº 363634 con fecha 23-05-2024.
NOMBRE PJ : FUNDACION ACONCAGUA NETWORK
DOMICILIO : COMUNA DE PANQUEHUE
PANQUEHUE
REGION DE VALPARAISO
NATURALEZA : FUNDACION
FECHA CONCESIÓN PJ : 23-05-2024
DECRETO/RESOLUCIÓN :
ESTADO PJ : VIGENTE

DIRECTORIO

ÚLTIMA ELECCIÓN DIRECTIVA : 26-03-2024
DURACIÓN DIRECTIVA : 2 AÑOS

CARGO	NOMBRE	R.U.N.
PRESIDENTE	CRISTIAN ALFREDO ANDLER GUITART	13.434.657-4
SECRETARIO	NICOLAS JOSE BENKO GONZALEZ	10.150.943-5
TESORERO	FERNANDO JOAQUIN TOLEDO IBARRA	18.348.879-1

La información de este certificado, respecto del directorio, corresponde a la última actualización comunicada con fecha 26-03-2024 y que fuera aportada por el Ministerio de Justicia o las Municipalidades del país, según sea el caso.

FECHA EMISIÓN: 23 Mayo 2024, 16:44.

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Víctor Rebolledo Salas
Jefe de Archivo General
Incorpora Firma Electrónica Avanzada

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Water Footprint Measurements – A standardized approach to measuring water use

- The Network worked together with the government in selecting the **methodology to measure water footprint, choosing the Water Footprint Network.**

- **A manual was also designed to help companies measure their water footprint.**

Water Footprint Program – A standardized approach to measuring water use

- This is the **second year of the Network's water footprint measurement program.**
- **In 2024, five companies measured their water footprint**
- **In 2025, it is expected that between 10 and 13 companies** will do so. These companies are already working on data collection

Company	Product
Agricola Eduardo Urmeneta Krarup Eirl	Avocado
Corpora Agrícola S.A.	Avocado
Agrícola las Cruzadas SPA.	Avocado
Agrícola la Quebrada del Ají Ltda.	Avocado
Ag Lomas de Pocochay S.A.	Avocado
Fundo Agrícola Lonco	Avocado
Fundo Lo Blanco	Avocado
Los Tilos	Avocado
Agrifrut	Avocado
Citripal	Avocado
Ketrawe (Paltos La cruz)	Avocado
Von Siebenthal	Wine
Desert King	forestry

AVERAGE WATER FOOTPRINT Measurements from last year

TOTAL

1.099

liters

Per kilo of Avocado

Clonal Avocado Plants

Francisco Arechaga

Agronomic Engineer, MBA.

Corpora AGRICOLA

Aconcagua Network, juntos podemos.

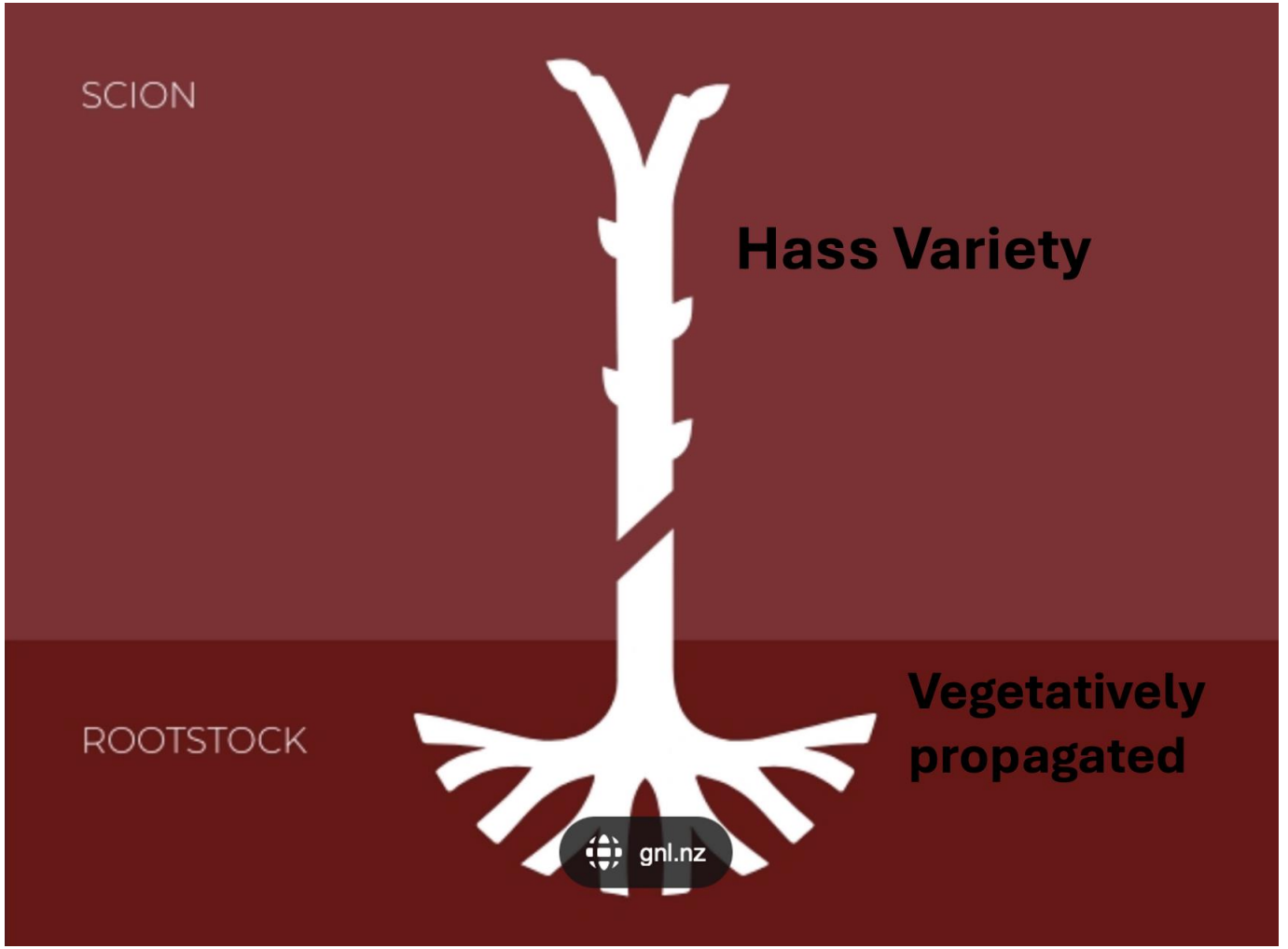
Clonal Avocado Plants.

Index:

- What are clonal avocado plants?
- Why is cloning important for avocado production?
- How are they produced?
- Benefits for producers and impact on supply chain and trade.
- The future of avocado production.
- What would we like to do at Aconcagua Network ?

What are clonal avocado plants?

- Avocado trees produced through vegetative propagation (cloning) to ensure all plants share the exact same genetics.
- The base for grafting commercial varieties like Hass.
- Unlike traditional seed-grown plants are all different.



Why is cloning important for avocado production?

- **The only alternative to replant.**
- It guarantees **uniformity in quality and yield** across the orchard.
- Replicate trees with superior characteristics: disease tolerance, higher productivity, and **better climate adaptation**.
- Think of it as a “perfect recipe” being repeated in every tree.

How are they produced?

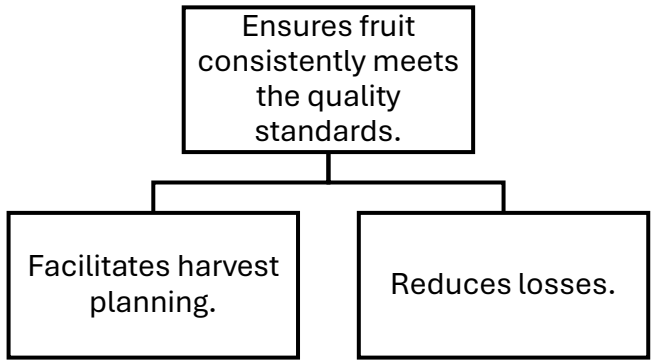
- Process: 18 months.
- Highly specialized infrastructure.
- **Qualified hand labor**.

Benefits for producers and the industry.

Higher profitability: more productive and predictable trees.

- **Seed Rootstock 10 t/ha v/s Clonal Rootstock 18 t/ha**
- Plants are selected for resilience: **Root rot, salinity, higher productivity, and better climate adaptation.**
- **More efficient use of water and fertilizers**.

Impact on supply chain and trade.



- Water footprint:

$$\frac{10.000\,\frac{m3}{ha}}{10.000\,\frac{kg}{ha}} = 1\text{m}^3/\text{kg}$$

$$\frac{10.000\,\frac{m3}{ha}}{18.000\,\frac{kg}{ha}} = 0{,}55\ \text{m}^3/\text{kg}$$

+ Better tolerance to water stress under drought conditions.

+ Less use of fertilizers.

The future of avocado production

Clonal technology is a strategic tool for maintaining competitiveness.

- Estimated demand: 1.000.000 plants per year.
- Estimated offer: 500.000 plants per year.
- **That's why nurseries have a 3-year waiting list.**

What are our limitations to producing more plants?

Opportunities for improvement:

- **Qualified labor.**
- There are no formal places to study this process.
- Highly specialized infrastructure.

What would we like to do at Aconcagua Network?

As a technology transfer group:

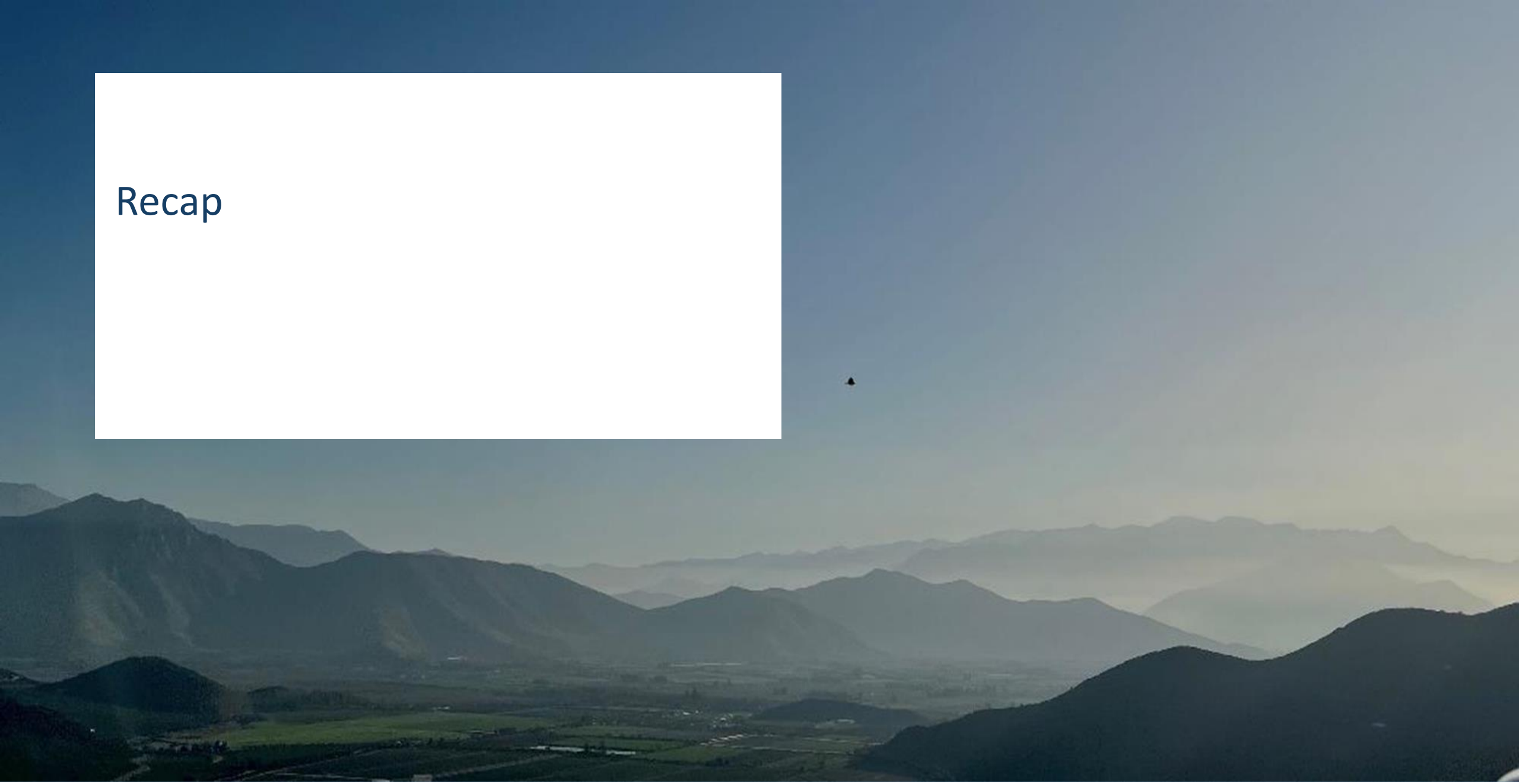
Objective:

- Develop tools for **water stress due to climate change**.
- Maintain and **improve the ecosystem services** of the Aconcagua Valley.
- To have **more and better Clonal Plants available** for Growers: Reduce losses in the clonal propagation process in our nurserys.

Aconcagua Network, juntos podemos.

Córpora AGRICOLA

Recap



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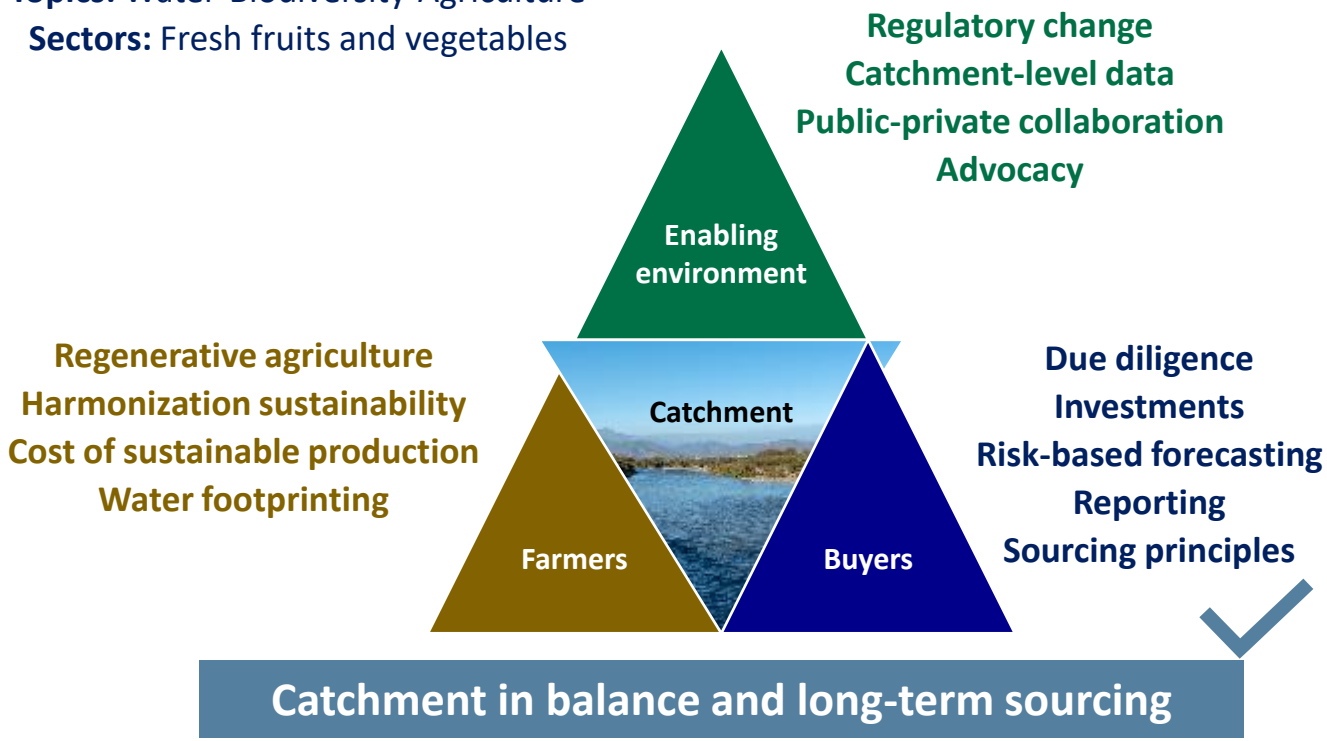
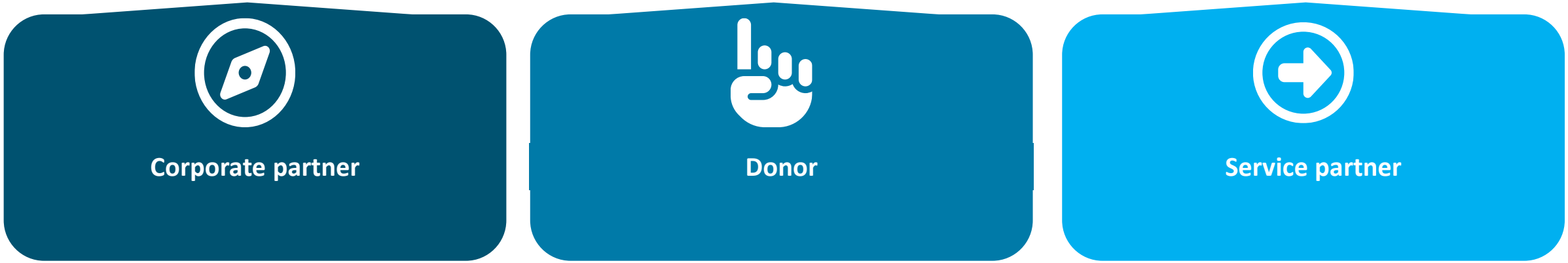
Value proposition

Topics: Water-Biodiversity-Agriculture
Sectors: Fresh fruits and vegetables



Join the Partnership



Contact us for details: Joost Backer – joost.backer@newforesight.com

Q&A