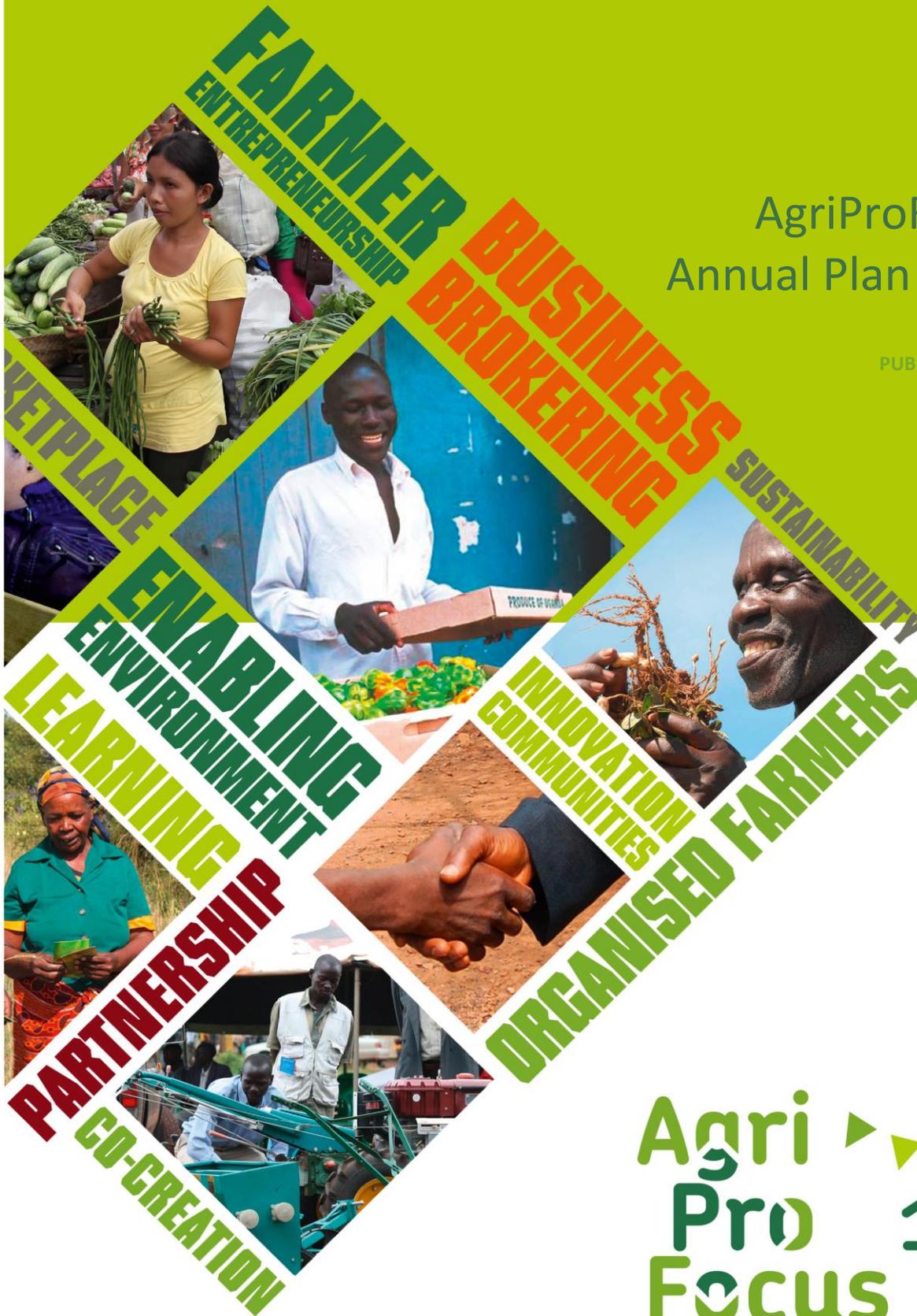


# Farmer Entrepreneurship for Inclusive Green Growth

AgriProFocus  
Annual Plan 2015

PUBLIC VERSION



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Pro 10  
Focus years

Promoting Farmer Entrepreneurship

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# Abbreviations

B2B	Business to Business
DGGF	Dutch Good Growth Fund
F&BKP	Food & Business Knowledge Platform
F&SAS	Fair&Sustainable Advisory Services
FDOV	Facility for Sustainable Entrepreneurship and Food Security
GVC	Gender in Value Chain
G4AW	Geodata for Agriculture and Water
IC	Innovation Community
MFS	'Mede Financierings Stelsel'
MoFA	Ministry of Foreign Affairs
NWC	New World Campus
OiO	Platform 'Ondernemen in Ontwikkelingslanden'
PO	Producer Organisation
PR	Participants' Council
PSD	Private Sector Development
Q&A	Questions & Answers
SME	Small-Medium Enterprise
VC	Value Chain

# Management considerations

In 2015, AgriProFocus celebrates its 10<sup>th</sup> anniversary. Time to look back at the different successful growth phases we went through. But, also a moment to realise that the context is changing.

Internationally we see that the draft 17 Sustainable Development Goals (SDGs)<sup>1</sup> for 2015 - 2030 reaffirm the need to promote economic development, social inclusion, environmental sustainability and good governance, including peace and security. These are universal and apply to all countries, national and local governments, businesses, and civil society.

The six essential elements of the SDGs (see Figure 1) provide a strong background for the AgriProFocus mission of promoting farmer entrepreneurship. More concretely the AgriProFocus mission contributes to SDG goal 2, 12, 13 and 15.

- **Goal 2:** End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- **Goal 12:** Ensure sustainable consumption and production patterns
- **Goal 13:** Take urgent action to combat climate change and its impacts
- **Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



Figure 1 Sustainable Development Goals

The AgriProFocus network is also strongly anchored in the dialogue on the future of Agriculture, Food Security and Food Quality worldwide. AgriProFocus fully confirms the Dutch government support to the UN Zero Hunger Challenge: eliminating hunger in our lifetime.

In this arena AgriProFocus successfully focusses on how to enable farmer entrepreneurs and their families to earn a decent living and feed the world sustainably.

AgriProFocus is aware that various actors claim their favoured approach to be the most effective solution to foster sustainable agriculture within planetary and climate boundaries. However within its mandate of knowledge broker AgriProFocus will focus on identifying the common grounds and on complementarities to develop context specific proposals for action.

The broad online consultation, organised by the Food & Business Knowledge Platform (F&BKP) at the request of the Ministry of Foreign Affairs (MoFA), allowed the AgriProFocus network professionals to bring their views and experiences to the table as input for the joint Food Security

<sup>1</sup> <https://sustainabledevelopment.un.org/sdgsproposal>

Policy note by Minister Ploumen and Secretary of State Dijkma (published on the 18<sup>th</sup> of November 2014). We are pleased to note that MoFA has renamed its Agriculture and Water department to “Inclusive Green Growth”. We all know that to achieve “inclusive green growth” there are no magic bullets and no short-cuts to progress. AgriProFocus looks forward to contribute its part.

The Dutch institutional context that gave AgriProFocus the license to operate has changed tremendously over the past 5 years. In 2014, we have seen changes in the funding arrangements in the sector in general and an anticipated change of financial arrangements between the Dutch government and MFS organisations and their local partners from 2015 onwards. However, it is too early to oversee all implications and opportunities for AgriProFocus. Therefore, in 2015 the management of AgriProFocus will pro-actively investigate and anticipate on new ventures.

Besides a year of celebration, planned and unplanned implementation, 2015 is the right moment for the AgriProFocus health check. Is AgriProFocus fit for the next decade? We are happy to see appreciation in our network for the services we deliver. The November AgriProFocus appreciation and results survey filled in by over 1600 professionals give AgriProFocus a score of 3.3 on a scale of 4, i.e. a “dikke 8” in Dutch. Stakeholders report that the network is successful in helping them to innovate, establish effective partnerships and deals, as well as strengthen their plight in the policy arena with concrete changes in the enabling environment.

On the other hand, what treatment, facelifts and exercises are needed to make sure we remain relevant and effective? To quick-start the health check, the task to identify new and/or adapted operational modes for AgriProFocus was entrusted to an external consultant in the last quarter of 2014. First feedback received from stakeholders is that AgriProFocus stands for trust, connection and craftsmanship. What we can improve on is focus, boldness and more direct services.

Let us take up this challenge in the spirit of our network, in co-creation!



# 1. Introduction

Farmers worldwide are by far the major primary investors in agriculture and as such, they are critical to improving food and nutrition security for 9 billion people in 2050 and to reducing rural poverty.

**The mission of AgriProFocus is to create spaces and opportunities for multi-stakeholder action as well as for learning to enhance sustainable entrepreneurship among organised farmers.**

The network is formed by three interacting groups: Dutch partnership member organisations, organisations and firms participating at country level and individually connected professionals. The Ministries of Foreign Affairs (MoFA) and of Economic Affairs (MoEA) and the embassies are supporting the AgriProFocus network at different levels. The day-to-day running of the network is assured by country-based support teams and an overall support team in the Netherlands. The products and services of AgriProFocus, including country networks, are shared assets, from and for contributing network professionals and Dutch partnership members. The network's cooperation modalities and services are offered in our focus countries, in the Netherlands, and to professionals worldwide working in related fields.

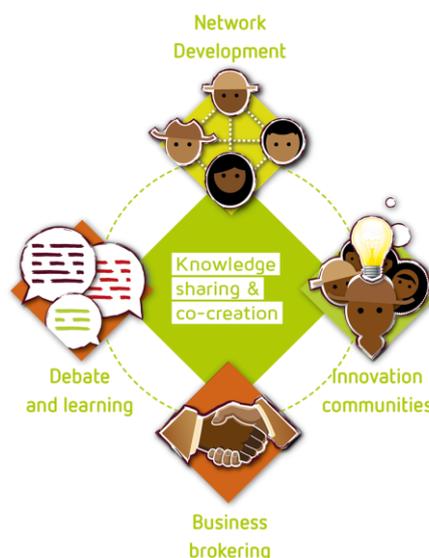


Figure 2 AgriProFocus delivery areas

The AgriProFocus Theory of Change (figure 3) departs from knowledge sharing and co-creation which is in our direct sphere of control. Within this sphere AgriProFocus, in its Strategic Plan (2013 -2017), has formulated four delivery areas which form the basic structure for this annual plan (see Figure 2).

What the network delivers in its sphere of control - we call our **'market triggers'**. These are direct results aimed to improve the support system for farmer entrepreneurs.

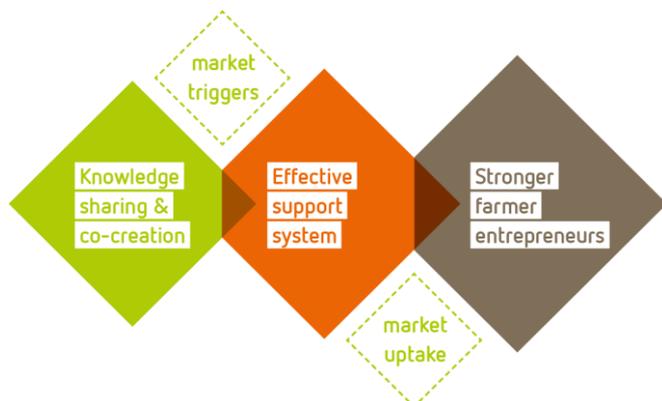


Figure 3 Theory of Change

At the level of the support system we measure our success – this is our level of influence. We call that our **'market uptake'** and we seek to answer one key question: “How are stakeholders using the results of the network?” Our main indicators to measure market uptake are business deals partnerships deals, innovation uptake and policy changes (see Figure 3).

Further down the line – in our sphere of interest – these improvements in the support system are to contribute to

strong farmer entrepreneurs who are able to make better informed choices for their farming business. The support system consist of the AgriProFocus network: Dutch partnership member organisations, organisations and firms participating at country level and individually connected professionals.

## 2. Network targets 2015

This chapter defines the targets under our four delivery areas. These are a product of the planning process which has taken place within the country networks as well as through interaction within the Dutch partnership. As is good common practice within AgriProFocus, the agenda leaves room for engagement of interested stakeholders.

Throughout the year new opportunities will emerge that can be incorporated by specific country networks. Coordination support, is able to flexibly provide services for emerging issues and questions. In other words, the readers of this Annual Plan are invited to contact AgriProFocus to see how and where to link up and contribute.

### 2.1 Network development and coordination

#### *Key message for 2015*

*Our network is on a growth path moving at different speeds per country. To sustain and grow we will intensify our efforts to link to farmers and invest in diverse stakeholder engagement. We will connect pro-actively to professionals in our country networks who are passionate for joint action on farmer entrepreneurship for food security.*

#### 2.1.1 AgriProFocus country networks

##### **Outcomes – Market Uptake**

Be the port of call in country for all stakeholders to create linkages and potential synergies with regard to farmer entrepreneurship and food security.

##### **Outputs – Market Triggers**

For 2014 we expected to start up one additional country network, South-Sudan, but due to the conflict this was not feasible and further exploration has been discontinued. The Mozambique network did not develop as expected; still we will continue facilitating network opportunities from the Netherlands (no local coordination). In 2015, hosting in Niger will shift from Oxfam Novib to another network partner. The table below shows the hosting organisations per country. These developments bring our locally coordinated country networks to 12 at the start of 2015.

Meanwhile, there is a steady flow of network service requests to explore and expand services to other countries, i.e. from Zimbabwe, India, Burkina Faso, Nigeria, Peru, Bolivia and Nicaragua. In 2015 we will remain open to provide network services (i.e. gender coaching track, use of online platform, business linkages) worldwide to those working on farmer entrepreneurship.

Additionally, we remain open to deliver our proven country network model in case there is enough demand from stakeholders. Our choice to start in a country is informed by the opportunities to add value for farmer entrepreneurship and the commitment of a variety of stakeholders to share resources for joint activities. For 2015 we will explore two requests for building a country network: (i) Burkina Faso – in view of strengthening regional collaboration in West Africa on farmer entrepreneurship; (ii) Exploring the potential for a country network in Zimbabwe.

Host per country + no. of professionals registered online					
Country	Host		No. Professionals *		
	2015	2014	2015 target*	2014 – 31/10 (target*)	2013 real*
Benin	SNV	SNV	1500	971 (1000)	728
Burundi	ICCO	ICCO	500	255 (300)	192
Ethiopia	ICCO	ICCO	1500	966 (1000)	708
Indonesia	HIVOS	HIVOS	400	180 (200)	120
Kenya	HIVOS	HIVOS	3000	1704 (1800)	1246
Mali	ICCO	ICCO	800	488 (500)	335
Mozambique	-	SNV	600	447 (500)	352
Niger	To be confirmed	Oxfam Novib	400	258 (300)	214
RD Congo	ICCO	ICCO	400	296 (300)	186
Rwanda	ICCO	ICCO	1500	930 (800)	619
Tanzania	SNV	SNV	1000	644 (750)	430
Uganda	SNV	SNV	5000	3506 (3400)	2471
Zambia	SNV	SNV	1000	519 (500)	335

\*No. dated December 31<sup>st</sup>

**Table 1. Host per country + no. of professionals registered online**

The combined number of online registered professionals, spread over the various countries, grew from around 8,000 to an estimated 12.000 by the end of December 2014. With the migration to our new online platform (see Chapter 2.4) a small shake-out in individual membership registrations is expected. This will be compensated with continuous marketing of the benefits of online registration in 2015. By the end of 2015 we target to have between 15,000 and 20,000 registered professionals.

AgriProFocus serves all stakeholders (private, public, civil society and knowledge), and particularly organised producers and Small-Medium Enterprises (SMEs) in agri-business. Early 2014 we concluded a notable shift from NGOs to businesses represented by the professionals in our network. 32% of the professionals are working for enterprises, which is the highest representation (up from 25% the year before). 28% are working for NGOs (down from 34 %). Producer organisations are represented by 10 % of all professionals (many farmers are not online and are not likely to be). This is complemented by an ever increasing participation of farmers in network events and fairs in rural areas. In 2015 a further effort will be made to promote the network as an attractive market place for private sector including producer organisations.

Some networks have started to decentralize the organisation of activities to sub-regions (e.g. Kenya, Uganda and Ethiopia). This will continue in 2015 (e.g. also in Rwanda and Mali) and requires proactive linking to existing local networks of farmers and stakeholder groups. In 2015 each country will carry out a quick-scan to develop a clear view on the most important local actors in the field of food and business (thematically, financially, regionally and stakeholder wise) and how best to target them to become and stay linked to the network.

Over the previous years working relationships with international actors and donors have been developed, for example GIZ (Gesellschaft für Internationale Zusammenarbeit) and BTC (Belgian Development Agency). To a limited extent there is joint action (and investment). In 2015, each country will identify potential (international) contributors that work in fields related to farmer entrepreneurship. In the first half of 2015 for each country network an update through a guided stakeholder analysis is foreseen. Pro-active linking to international donors/partners with an AgriProFocus value proposition will be the next step.

Network development includes building and keeping a good relationship and cooperation with local Netherlands Embassies, including, where present, the Agricultural Counsellors, on their Food Security Policy Framework. Working relationships in Benin, Rwanda, Ethiopia and Uganda are well established and providing new opportunities in 2015. In 2014 we have seen a new relationship with the consulate in Zambia (joint work on trade mission). In Burundi the AgriProFocus country network expects to develop a joint programme with the Dutch Embassy (loosely based on initiatives in Ethiopia and Rwanda).

#### Planned deliverables 2015

- Organise two exploration missions to develop new country networks.
- Stimulate active promotion and growth of country based professional registration (target 15.000 - 20.000).
- Carry out a guided stakeholder analysis in each country network.
- Develop stakeholder analysis for each country to determine regions and actors to target.
- Continue to promote our network as a market place for private sector, including producer organisations.
- Identify and develop a working relation with at least one new international donor/partner per country.
- Deepen the relationship with Netherlands embassies. Extend the collaboration arrangements with Netherlands embassies

#### 2.1.2 AgriProFocus Netherlands network

##### Outcomes – Market Uptake

AgriProFocus is recognised as an international network with an efficient and influential Netherlands chapter on agenda setting of policies and practice. Indicators for success are increased synergy between relevant actors' policies and programmes in the Netherlands and various stakeholders (civil society, private sector, knowledge institutes and government) will systematically refer to AgriProFocus as their platform to share questions, solutions and opportunities to improve farmer entrepreneurship.

##### Outputs – Market Triggers

While interest and request for support is growing the number of AgriProFocus Dutch partnership members (35) remained steady in 2014. AgriProFocus remains open to include organisations that share the mission of the network; they are welcome to apply for membership. A slight drop in numbers is expected, seeing that some members are going through difficult/changing times financially and/or programmatically.

In 2015, AgriProFocus will work with Dutch partnership members to make sure the agenda of the country networks anticipates on their interests and vice versa to facilitate their participation and contribution in the Dutch setting. The online platform is expected to have a significant added value for Dutch partnership members and professionals to exchange knowledge and expertise across their organisations and networks. AgriProFocus will make sure Dutch partnership members have good access to share their offers and expertise.

Furthermore, with agendas of Dutch members becoming more diverse and responsive to multi-donor requirements, the network activities of AgriProFocus in the Netherlands have to diversify too. Therefore, also in the Netherlands a guided stakeholder analysis will be carried out.

On behalf of its membership AgriProFocus will continue linking to the RVO – steered PSD platform (Private Sector Development platform) and its members, as in 2014. Other important networks are Partos and the ‘Ondernemen in Ontwikkelingslanden’ (OiO) platform.

In 2014, AgriProFocus started organising network strategic exchange sessions, in addition to the bi-annual meetings and expert meetings. Also being one of the three consortium partners of F&BKP the outreach of AgriProFocus has increased. It is expected that in 2015 the connection and interaction with related networks will result in more coherence and therefore in more focus.

As per mid-2015, AgriProFocus will concentrate face-to-face network activities in the New World Campus (NWC) premises in The Hague. This will create the opportunity to accelerate professional exchange on a more regular basis. AgriProFocus will be the in-house broker and facilitator for requests of the NWC on the subject of Farmer Entrepreneurship for Food Security.

#### Planned deliverables 2015

- Consolidate membership to Dutch partnership.
- Promote individual Netherlands-based professional registration on the integrated AgriProFocus online platform, increasing from the current 500 to 1,000.
- Organise two Participants’ Council (PR) meetings.
- Strengthen feedback loops between the activities and results of the F&BKP and the AgriProFocus country networks.
- Sign MoU with the New World Campus and implement the agreed deliverables.
- Organise a minimum of three strategic out-of-work exchange and discussion meetings on topical issues; 20 - 50 participants.
- Organise a network day to mark our 10<sup>th</sup> anniversary.

## 2.2 Business and Partnership Brokering

### *Key message for 2015*

*AgriProFocus has established, through its country networks and Dutch partnership, a pre-competitive environment for promising agri-business sectors. We have developed attractive and successful Business to Business (B2B) products for farmer entrepreneurship. There is opportunity and demand to improve and develop additional services with and for members across our country networks and the Netherlands to enable farmer-oriented deals and partnerships.*

### 2.2.1 AgriProFocus country networks

#### **Outcomes – Market Uptake**

Business deals are made between (organised) farmers, value chain actors and services (national and international) as well as joint resources mobilised by members for agri-business development programmes and investments.

#### **Outputs – Market Triggers**

##### **A. Providing market intelligence on Food & Business**

AgriProFocus will systematically collect market intelligence. This includes making available and accessible the opportunities, the resources, knowledge, and potential business linkages to respond to diverse stakeholders’ demands working with farmers. This relates to specific sub-sectors and service areas.

In 2014, various country networks have developed overviews of what is going on in specific sectors and issues (e.g. pigs in Kenya, dairy and food retail in Zambia, onions in Tanzania). This will continue in 2015 for similar and other sectors and will become a service in each country.

The market intelligence collected is shared online and during fairs, fora, and so on. In 2015 AgriProFocus will disseminate this type of information systematically through its new online platform, becoming the reference point in-country. Market intelligence services will also include resources on the enabling environment and technical assistance.

The new online platform will also start to offer supporting services for B2B. This includes the launch and maintenance of a (financial) service providers' database (development started in 2014<sup>2</sup>). Next to that, each country network will start with offering Producer Organisations (PO) the possibility to profile themselves online in preparation for and follow-up of B2B events and fairs. The online marketplace will have a better search and marketing functionality. In 2015, mobile features are further explored. Actually AgriProFocus Tanzania will be the first to support members in using Akvo FLOW tools to do market scans.

## B. Business & partnership brokering

Business and partnership brokering by AgriProFocus is first and foremost about enabling the connection. Members (local and Dutch) eventually do the matching and make sure due diligence is taken care of. Making the connection is done during various types of events. The table below gives an estimate of the number of events planned for 2015 based on country network plans.

Country events 2015*	Type				
	Fairs	Sector	B2B	Thematic	Total
Benin	2	1	4	8	15
Burundi	2	3	4	10	19
Ethiopia	2	2	4	8	16
Indonesia	1	1	4	2	8
Kenya	10	3	6	5	24
Mali	1	3	4	3	11
Mozambique					0
Niger	3	2	2	2	9
RD Congo	2	2	4	3	11
Rwanda	4	3	4	7	18
Tanzania	3	2	4	3	12
Uganda	5	4	2	5	16
Zambia	2	2	2	2	8
<b>Total</b>	<b>37</b>	<b>28</b>	<b>44</b>	<b>59</b>	<b>168</b>

**Table 2. Country events 2015**

In 2014 AgriProFocus delivered events frequented by agri-businesses up and down the chain. Each country network has developed regular B2B get-togethers in 2014. These networking opportunities

<sup>2</sup> This includes emerging impact investment funds for agriculture and others offering financial resources for farmer entrepreneurs.

(20 – 50 participants per occasion) are valued immensely and often lead to follow-up negotiations and deals and will be standard practice in 2015.

AgriProFocus Fairs and Marketplace events attract visitors ranging from 500 to 10.000 per event and exhibitors presenting their services for farmers. The fairs are used for multiple purposes (access to finance, meet the buyer, thematic, sectorial, inputs meet farmers). Most of the fairs are close to farmers in rural areas. In 2014 the concept has further been rolled out to Zambia, Congo and Burundi bringing all countries except Mozambique on board. Benin, Indonesia and Niger are to follow in 2015 (delayed, but planned for).

The AgriProFocus teams from their end make sure events are attractive, well organised and results are monitored. Additionally AgriProFocus will in 2015 facilitate the offer of pre- and post- event services. These matchmaking services are to include: support to network stakeholders in helping (organised) producers to arrive well prepared; developing follow-up assistance to stakeholders after the event in matchmaking; provide more systematised follow-up on connections (to be made) and capturing results.

Fairs have already become an asset in offering our (paid for) network services to (Value Chain oriented) programmes of members (e.g. in Kenya, Mali). In a number of cases entry, exhibit and sponsoring fees are proving to be a good source for covering costs. This cost recovery will be promoted across countries in 2015. And in countries where AgriProFocus network stakeholders are to organise follow-up fairs the opportunity will be explored to scale up by connecting to business and producer networks at district level, look to institutionalize fairs and develop a regular calendar of events with those networks.

#### **Planned deliverables 2015**

- Facilitate market scans into promising sectors, at least one per country network.
- Launch new features of the online platform: cross-country database financial service providers (target 200 entries by end 2015) and PO profiles (target 200 by end 2015).
- Launch searchable feature online market place, i.e. improved online Q&A (Questions & Answers) function for deals and partnerships for the whole network.
- Organise 70+ Business brokering events across all AgriProFocus country networks (including B2B cocktails, as well as – sector oriented - dissemination events for farm–firm business opportunities.
- Organise 35+ Agri-business/Agri-Finance fairs across all AgriProFocus country networks to link farmers to credit, services and buyers.
- Develop a joint matchmaking approach with and for stakeholders to effectively prepare, roll-out and follow-up deal making.
- Explore the potential for the country networks of using mobile technology as a tool in preparing and improving business linkages.

#### **2.2.2 AgriProFocus Netherlands network**

##### **Outcomes – Market Uptake**

Business connections and partnerships are involving Dutch expertise, SMEs and related platforms to explore and/or expand trade and investment opportunities in upcoming markets. Indicators for success are joint resources (knowledge, people, finances) mobilized by professionals and members in the Netherlands chapter for farmer-oriented agri-business development (programmes).

## **Outputs – our Market Triggers**

### **A. Providing market Intelligence on Food & Business**

As in the previous year in 2015 AgriProFocus will regularly channel information on the availability of Dutch Private Sector Development instruments that are available such as Geodata for Agriculture and Water (G4AW), Facility for Sustainable Entrepreneurship and Food Security (FDOV), Dutch Good Growth Fund (DGGF), Global Challenge Programme and Applied Research Fund, CBI Export Coaching programmes, PUM advisory services, etc. In 2015 the online platform will become a reference point for Dutch professionals to exchange information on agri-business opportunities and challenges as well as investment instruments.

In 2015, AgriProFocus will continue to pro-actively facilitate information flow for applicants to Dutch private sector instruments such as FDOV and DGGF, including scouting for partners; with the 'Arnhem team' being the linking-pin towards country networks. AgriProFocus can be sought out for advice and brokering services towards SMEs under DGGF.

AgriProFocus will also continue to link to market intelligence available on other portals and networks such as OiO, CBI and colleague organisations working in the SME segment such as BidNetwork, SPARK, IDH, BoP, 2scale a.o. The 'Financial Service Providers' database is to include Dutch (impact) investors and financial service providers.

### **B. Business & partnership brokering**

In 2014, AgriProFocus received and acknowledged a number of questions and requests from Dutch businesses, especially SMEs. Our strategy so far was to refer to parties in the Netherlands specialised in the organisation of trade missions and consultants. However, over time our Dutch diamond network in the Agri&Food sector has grown and it is time to capitalise and start polishing this hidden asset; not to compete but to develop a service on the cutting edge of aid&trade.

For example, in 2014 AgriProFocus, in cooperation with WUR/CDI and on behalf of the Netherlands embassy, facilitated the event "Discovering Mozambique", linking Dutch SMEs to an incoming mission to the Netherlands. AgriProFocus also organised brokering/dissemination events with Netherlands Space Office (NSO) on G4AW in ten countries in 2014. In Zambia AgriProFocus assisted the preparation of a Trade mission on food-retail.

With its good connections in the local agri-business sector AgriProFocus can provide potential partners for Dutch SMEs. In 2015 AgriProFocus will develop its approach in this which is to include direct intersection with SMEs in the Netherlands. AgriProFocus will connect to Dutch SME networks such as Food Valley, NABC, SANEC, NCH, NEC as well as those linked to members like Agriterra, PTC+ and others. By the end of 2015 AgriProFocus expects to have direct connections to SMEs in a.o. dairy and poultry.

In this AgriProFocus aims to intensify its cooperation with Dutch Embassies, RVO and others. This goes beyond information dissemination, and will include carrying out quick-scans, facilitating round tables and providing matchmaking services with its stakeholders in country. Such "business tracks" will already include a "Discover Zambia Poultry" event in the Netherlands on behalf of the Dutch consulate including follow-up support for companies interested in Zambia. A dairy mission to Tanzania is also to be developed (with the Netherlands – African Business Council (NABC) and AgriProFocus partnership members).

Additionally we see that Dutch Embassies – such as in Kenya and Uganda - have started new B2B initiatives. We believe these can benefit from the already established market intelligence and network of AgriProFocus. In 2015, AgriProFocus will develop specific value propositions to work with Netherlands Embassies on the food and business agenda, thus linking opportunities in the Netherlands SME sector to the local dynamics in the AgriProFocus network.

#### Planned deliverables 2015

- Deliver online expert advice to the OiO platform through network facilitators acting as linking pin to country networks and Dutch partnership members.
- Provide a regular information flow on Dutch private sector instruments and opportunities (FDOV, DGGF, Applied Research Fund, GCF etc.).
- Scan the DGGF opportunities and link for capacity building services.
- Develop an approach to work more directly with and for Dutch SMEs making the connection to dairy and poultry.
- Facilitate a minimum of three business tracks to link Dutch SMEs to country opportunities.
- Develop specific value propositions for Netherlands Embassies on connecting Dutch SMEs to country opportunities.

## 2.3 Facilitating Innovation Communities (IC)

### *Key message for 2015*

*Our country networks facilitate stakeholder initiatives to innovate and learn together, in thematic communities and sub-sector groups. We will upgrade our facilitation to accelerate learning and promote cross fertilisation between countries by developing knowledge products and value propositions on common subjects.*

### 2.3.1 AgriProFocus country networks

#### **Outcomes – Market Uptake**

Improved functioning of the support system for (organised) farmer entrepreneurs as a result of innovations or improvements in agricultural value chains, chain actors and their relations, services and the enabling environment.

#### **Outputs – Market Triggers**

Innovation communities at country level involve actors willing to work together on a jointly identified problem (or opportunity) to come to practical solutions. The problem: an essential issue for farmer entrepreneurship. The innovation: an invention (new or from elsewhere) put to use.

Innovation communities used to have a thematic focus, for instance improving market information for farmers. Increasingly AgriProFocus stakeholders form groups around specific sub-sectors such as dairy, horticulture, livestock or coffee. This has the potential to combine learning with doing business and will be encouraged in 2015.

In 2015 AgriProFocus will put its energy in ICs that are moving and are (potentially) vibrant. In effect this means less ICs as compared to 2014 (60 vs 90 across all countries). The table below shows the most important ICs per country.

Topics	Countries
Access to finance	All countries
Gender in value chains	All countries except Tanzania
Youth and skills	All countries except Benin, Kenya, RD Congo, Zambia
Market development / Info	Benin, Mali, RD Congo, Tanzania, Uganda, Zambia
Dairy / livestock	Indonesia, Kenya, Tanzania, Uganda, Zambia
Inputs / seed	Burundi, Mali, RD Congo, Tanzania, Uganda
Organised farmers	Benin, Burundi, Ethiopia, Rwanda
Access to land	Benin, Mali, RD Congo
Agricultural policy	Benin, Kenya, Uganda
Production / farm practices / soil	Ethiopia, Mali, Rwanda
Horticulture	Kenya, Uganda

**Table 3. Most important ICs and countries**

AgriProFocus country staff will invest more time in facilitation based on the networking methodologies the Core Group (Network Facilitators and Country Coordinators) was trained in in 2014. Each IC will do a “health check”.

Each AgriProFocus country plan has defined specific deliverables per innovation community for 2015 and presents an overview of actors involved. In some cases these communities have already started in 2014 or even before that, others have just been formed. Terms of references for activities under each innovation community and expected outcomes are to be fine-tuned in 2015. In all cases it is customary that innovation communities are open to involve members willing to contribute and participate.

#### Planned deliverables 2015

- Facilitate on average five innovation communities per country on sector or thematic issues.
- Define SMART terms of reference per community including knowledge outputs and/or innovations, a calendar of actions and events.
- Share resources by community members for joint activities to create knowledge products that promote practical learning.
- Offer intensified facilitation by country teams to motivate IC leaders and members to apply the principles on ‘networking dynamics’ as a community.
- Facilitate cross-country exchange between ICs and input of knowledge institutes.

#### 2.3.2. AgriProFocus Netherlands network

##### Outcomes – Market Uptake

Innovations in farmer entrepreneurship are shared, validated, improved upon and scaled up by various actors through cross-country exchange; and by making available smart knowledge products and face-to-face and online connections between implementers and knowledge partners.

## Outputs – Market Triggers

### Cross-country value propositions

To fire up exchange and deepen the subject matter, ICs working on the same topic will be connected across countries. The new online platform is the ideal tool. Thematic network facilitators of AgriProFocus will bring this together and will use the online platform to connect, share information and results and promote debate.

AgriProFocus will also engage more with knowledge institutes - not exclusively – linked to the Dutch partnership, to bring in critical knowledge into innovation communities as well as to systematise. Support of knowledge institutes should however be action-oriented and not (too) academic. In 2015, AgriProFocus will offer cross-country value propositions in six specific knowledge areas:

1. Organised farmers - as partners in agri-business
2. Sub-sector development - focus on dairy/livestock
3. Access to finance - from matchmaking to deal making
4. Gender in value chains - scaling up coaching & expertise
5. Sustainable food systems - greening agriculture
6. Young entrepreneurs - ready for agri-business

For each knowledge area a brief value proposition, defining our market uptake and market triggers is summarised below. Point of departure will be that these propositions are:

- Beneficial to members' programmes and capacities in key focus areas.
- Working within the AgriProFocus principles of co-creation (with and for members for the common good).
- Tailored in such a way that they can be scaled-up to and rolled out through cost sharing or by other paying actors.
- Facilitated by a thematic facilitator stationed in the Netherlands and working across countries.
- Delivered face-to-face and online.

#### *A. Organised farmers - as partners in agri-business*

### Market Uptake

Agri-professionals in the network improve their services and interventions around farm–firm relations both for existing and new business relationships.

### Market Triggers

- Launch Publication 2–2 Trade Book / Toolkit in at least five countries.
- Develop 2-2 Trade coaching track and roll out in at least three countries.
- Training of Trainers (ToT) for at least one principal trainer per country, which are to train value chain practitioners.
- Offer the tool for international companies to explore possibilities to set up or improve their business relation with local suppliers. Target: two international companies.
- Link the knowledge and coaching to AgriProFocus brokering services.
- Set up online knowledge base for exchange with experts, services, tools, documents, experiences and key events.

### Partners

WUR-CDI, KIT, selected AgriProFocus country networks.

## **B. Sub-sector development - focus on dairy / livestock**

### **Market Uptake**

Key actors share a learning agenda and improve their interventions in dairy/livestock.

### **Market Triggers**

- Develop a dairy learning lab approach (training/study circles/exchange visits and events).
- Develop an (online) toolkit of training materials (e.g. on roughage).
- Facilitate at least two topical debate (both face-to-face and online): e.g. on calculating the business case of gender in dairy; import of dairy cows; anti-biotic residues in milk.
- Link all four country dairy / livestock networks to Dutch expertise and business.
- Link to two dairy missions (Tanzania + one more country).
- Contribute to livestock regional event in Kenya.
- Set up online knowledge base for exchange with experts, services, tools, documents, experiences and key events.

### **Partners**

WUR-CDI, MoEA, Heifer, SNV, Van Hall Larenstein (a.o.), linked to dairy/livestock innovation communities in Kenya, Uganda, Zambia and Tanzania. Possibly expand to other livestock actors e.g. in poultry and pigs.

## **C. Access to finance - from matchmaking to deal making**

### **Market Uptake**

More and better deals between farmer-led Agri-Businesses and Financial Institutions are made as a result of farmers adopting bankable enterprises and behaviour, as well as financial products that suit demand.

### **Market Triggers**

- Facilitate further development of online database/search engine for financial service providers (inter)national.
- Gather and disseminate information on the enabling environment for PO/SME access to financial services, and current state of affairs of the same for three to five most relevant sectors in each country.
- Exchange between innovation communities: at least one online debate; at least one cross-country exchange visit.
- Develop finance fair manual (overview of do's, don'ts, innovations) to disseminate among country networks and to roll out in new areas.
- Evaluate effectiveness finance fair using AKVO FLOW data and methodology for follow interviews.
- Develop and facilitate the offer by stakeholders at country level (3 countries at least) of pre- and post-fair services to include:
  - PO self-assessment questionnaires;
  - training on business case pitching;
  - finance brokerage service for successful matches.
- Set up online knowledge base for exchange with experts, services, tools, documents, experiences and key events.

### **Partners**

Develop partnership with Dutch members; to include Scopelnsight, Rabobank, as well as other actors such as FMO and Triodos, plus partners in local country networks.

#### *D. Gender in value chains – scaling up coaching & expertise*

##### **Market Uptake**

Member organisations and agricultural value chain programmes as well as private sector integrate gender in their business model.

##### **Market Triggers**

- Coordinate support to (follow-up) coaching tracks in Uganda, Zambia, Benin, Niger, Mali, Great Lakes, Kosovo, in Ethiopia, Bolivia/Peru, Kenya.
- Identify opportunities for piloting the new Gender in Value Chain (GVC) coffee toolkit (produced by Hivos, IDH, F&S and AgriProFocus) with FDOV, Solidaridad Kenya, Ethiopia, Tanzania and Uganda, and 4C Indonesia.
- Develop business model to scale the approach into a marketable service to focus on improving larger programmes (potential clients IFDC, 2Scale, SNV, IDH, others).
- Organise high level training of coaches developed and provided in West and East Africa (target 30 trained coaches end 2015).
- Establish coaches peer support network.
- Develop an easy and practical material to be used in training of coaches and by coaches in the field in combination with E-modules.
- Build GVC business arguments for specific sectors to start with dairy and coffee (possibly cocoa).
- Develop M&E for coaching tracks (qualitative and quantitative) and capture results.
- Set up online knowledge base for exchange with experts, services, tools, documents, experiences and key events.

##### **Partners**

ICCO/Fair&Sustainable Advisory Services (F&SAS), HIVOS, MDF as well as linking to other partnership members such as KIT, OXFAM plus partners in local country networks.

#### *E. Sustainable food systems – greening agriculture*

##### **Market Uptake**

Lessons from current practice on sustainable food production feed into the theoretical 'models' and the practice used by different stakeholder groups, e.g. the climate smart agriculture approach, the agro-ecological approach, the landscape approach.

##### **Market Triggers**

- Follow-up on successful expert meeting and policy work in the Netherlands in 2014.
- Select three AgriProFocus country networks to be at the forefront of this learning and knowledge sharing agenda.
- Develop a national level innovation trajectory with civil society, private sector (including farmers' organisations), academia and public sector actors.
- Gather case studies, analyze and reflect (including national events).
- Continue process to be linked to other relevant networks, e.g. the AFSA network, the Climate Smart Agriculture Alliance, the Agro-ecology network, the network working on Landscape approaches.

##### **Partners**

Hivos, WUR-CDI, Alterra, plus partners in selected country networks.

## F. Young entrepreneurs- ready for agri-business

### Market Uptake

AgriProFocus members worldwide recognise that involvement of young people in food production and agri-business is essential for a healthy world food system. Members consider youth as a strategic target group for their services and business, which translate in their activities to:

- Better support facilities for youth (like specific financial products or Business Development Services (BDS), or a relevant Agricultural Technical Vocational and Educational Training (ATVET) curriculum);
- Encourage policies on member organisation level. Lobby for (national) policy on youth issues;
- Establish new partnerships and collaboration between members working on this topic.

### Market Triggers

- Create overview of activities, including non-AgriProFocus members.
- Develop an online community, exchanging on the AgriProFocus website.
- Share and co-develop tools and methodologies for dialogue between young entrepreneurs and private sector.
- Follow-up on successful youth campaigns in various AgriProFocus country networks in 2014.
- Follow-up on pilot e-based entrepreneurial skill training for young entrepreneurs.
- Deepen research and exchange into successful examples and arguments for engaging youth in agriculture (including online discussion and documentation).

### Partners

To be defined during the process. AgriProFocus members: knowledge institutes, NGOs, businesses.

## 2.4 Platform for debate and learning

### Key message for 2015

*There is an increasing demand for policy feedback at country and at Netherlands level as well as for practical knowledge. With the new online platform and the cooperation with F&BKP we can upgrade worldwide connectivity and cross-country connections.*

### 1.4.1 AgriProFocus country networks

#### A. Platform for debate

#### Outcomes – Market Uptake

Policy makers at country level take perspectives and issues of farmer entrepreneurship into account and adapt related policies on issues such as land governance, access to finance and markets, national budget for agriculture.

#### Outputs - Market Triggers

In 2014, various country networks (Benin, Mali, RD Congo, Uganda and Ethiopia) had active policy groups and stakeholders using the network to organise public debates on key issues for farmer entrepreneurship and food security. It has become customary that government representatives participate in these events.

In 2015, country networks will support local members to carry out joint policy research to support the review, analysis and translation of policies into understandable materials and specific situations for farmers. The networks will facilitate stakeholders to co-organise dialogue platforms for farmers,

policy-makers and others. In a number of countries such as Mali, Rwanda and Benin these debates will be aired on national TV and through radio.

Many activities within the network have opportunities for policy influencing. During events the public sector is often present, mobilised through the membership. This can be made much more visible and should be followed up by members. AgriProFocus can facilitate that process and the new online platform also has the opportunity to share views more widely in a neutral space.

## **B. Platform for learning**

### **Outcomes – Market Uptake**

Stakeholders' programmes, agri-business innovations and results thereof are more visible in country networks, and are able to integrate lessons learned validated through the AgriProFocus network.

### **Outputs – Market Triggers**

Learning is part and parcel of the agenda of innovation communities and steered by network stakeholders. Country networks also organise the learning agenda for others on a paid basis. In Rwanda and Ethiopia AgriProFocus will offer knowledge services to Dutch Embassy financed entrepreneurship programmes (Food Security and Rural Entrepreneurship Fund (FSREF) and ASDF). In Ethiopia the Dutch Embassy has asked AgriProFocus to organise learning and exchange between Embassy funded programmes.

While being acknowledged and paid for these services, this role fits AgriProFocus like a glove: improve knowledge dissemination sector wide. In 2015, each AgriProFocus country network will seek to deliver these services by making use of the online platform and its capacity to organise events.

Additionally In 2015, two cross country events will be co-implemented with stakeholders to provide the opportunity to stakeholders to share farmer oriented agri-business innovations (in West Africa) and (in East Africa) to increase business opportunities in horticulture.

### **Planned deliverables 2015**

- Organise a minimum of five knowledge service packages developed for external programmes including exchange events, online hosting information of exchange.
- Organise two regional events to disseminate agri-business innovations (West and East Africa).

## **2.4.2 AgriProFocus Netherlands network**

### **A. Platform for debate**

#### **Outcomes – Market Uptake**

The implementation of the Dutch Food Security development policy incorporates views of Dutch members in that area and builds on the lessons and views from actors in the country networks.

#### **Outputs – Market Triggers**

In the Netherlands, an AgriProFocus Policy Working Group Food Security has been established in 2012. Its secretariat falls under the Managing Director, who is technically supported and updated by the Bureau for Policy Influencing of Development Cooperation (BBO). From a community facilitation

perspective and in times of scarcity of human resources in the sector, the added value of AgriProFocus is in the smooth and timely transfer of information.

In this policy group the Dutch members exchange their knowledge, programmes and networks and collaborate on advocacy towards ministries and Parliament. The thematic areas to influence policy and practise are: food security, farmer entrepreneurship in Low Middle Income Countries, sustainable use of natural resources, national and regional food value chains, gender&youth in agriculture, skills development in the Agri&Food sector and PSD. Through members, the link with the European development cooperation policies will be high on the agenda and collaboration is strengthened. Issues at stake will include the invitation of MoFA & MoEA to develop the practical implementation of the Food Security Policy Note (18/11/14) and the debate regarding finance modalities to counteract the implications of climate change for small scale farmers. The AgriProFocus network wants to participate in a constructive debate regarding the Dutch Climate Smart Development policy.

In 2015, AgriProFocus will moderate interaction between policy groups of the country networks and the Netherlands network. Their positions will provide input for the Dutch policy group and the Dutch policy debate.

#### **Planned deliverables 2015**

- Follow-up on agenda setting towards Parliament/ministries on the issue of food security and sustainable agriculture in the Aid and Trade policy.
- Regular information dissemination of the political decision processes and results of parliamentary debates on food security&business issues.
- Policy interaction between Netherlands network and country networks with request for and discussion on concrete cases from the field to support policy propositions.

#### **B. Platform for learning**

##### **Outcomes – Market Uptake**

Stakeholders' programmes, agri-business innovations and results thereof are more visible in the Netherlands network, and are able to integrate lessons learned validated through the AgriProFocus network.

##### **Outputs – Market Triggers**

#### **A. Research and knowledge exchange**

In 2014, AgriProFocus has further invested in connecting field practice to knowledge partners. The cross-country knowledge value propositions (see Chapter 2.4.1.) are important cases, also for 2015. Additionally, in 2015 collaboration with knowledge partners will include joint research with the Management Studies Group (MST) at Wageningen University on the organisation and management of multi-stakeholder platforms.

AgriProFocus will facilitate network members to submit proposals for the Food & Business Applied Research Fund (ARF). AgriProFocus will support country networks that develop relations with research consortia and institutes, as a member of the PAEPARD network.

AgriProFocus is known for its quality expert meetings organised with Dutch partnership members. In 2015 members can approach the network for its support. AgriProFocus will team up with the F&BKP on at least two topical issues including horticulture.

## B. Online Platform and communication

The AgriProFocus online presence has become part of its core business. Demands from members compared to the functionality and business model of our previous service provider NING have urged us to radically change. In 2014 we have built our own platform and switched from 16 (one for each country and theme) to one integrated portal. By the end of the first quarter of 2015 the new online platform will have an improved functionality and give users a better accessibility. Registered users will be able to more easily promote their business, get feedback, find and keep track of information in specific knowledge fields and can connect across countries under one profiled account.

The online market place functionality at the platform will be further developed to avail users with a tool for easy and quick deals. Online services will be integrated with face-to-face events. In 2015 the platform will continually upgrade its database of agri-business companies, POs and (financial) service providers.

By the end of 2015 we have made sure that registered professionals understand the value of the online community; that they are the driving force; and that knowledge flows between countries. To make that happen we will organise induction sessions during events and for innovation communities as well as create public awareness for AgriProFocus. We will give members recognition, collect and communicate testimonials of members. Also we will analyse effectiveness of the online sharing and publish results. Of course the coordination teams set the example by creating linkages and provide interesting content. Regular newsletters will be send out to keep network contacts (including those not yet registered on the online platform) up-to-date.

AgriProFocus realises that its communication strategy can be further improved by use of mobile technology. In the current market – especially in AgriProFocus countries - the use of mobile phones is increasing, also with regard to sharing information on agriculture (markets, services a.o.). There are many local and international providers of these services. In 2015 AgriProFocus will build on/make use of existing initiatives to connect to farmers and agri-business professionals in and outside of its network. In particular AgriProFocus will look into the possibility to offer a mobile App and an SMS-strategy to make the connection in the network easier both down and upstream.

### Planned deliverables 2015:

- Create two MSc thesis opportunities with WUR-MST; one on entrepreneurial capabilities and behaviour of various actors; another on building entrepreneurial networks.
- Facilitate for a total of five proposals for the Food & Business Applied Research Fund.
- Team up with F&BKP on two topics incl. horticulture.
- Co-organise an estimated two expert meetings with Dutch members.
- Have one integrated functional online platform used by 15.000 – 20.000 professionals registered.
- Offer an AgriProFocus App and SMS strategy to reach out to professionals and farmers.

### 3. Planning, monitoring & evaluation

**Key message for 2015**

*Results results results. In 2015 we will improve on our delivery; we will systematically track how stakeholders benefit from the network and we will gather evidence of impact of our collective efforts on farmers' enterprises.*

**Outputs – Market Triggers**

AgriProFocus closely monitors its direct results, i.e. the Market Triggers which we deliver in our sphere of control. This helps immensely in learning from experience and in improving our work. The table below gives the baseline indicators following the strategic plan 2013 – 2016 which we also use for annual reporting. In 2015 we will review their applicability following the development of our services.

Baseline indicators	Market Triggers
Appreciation score	1. Overall and for network services (scale of 4)
Network development	2. In country (regional) outreach
Coordination	3. Network membership (balance between private sector, civil society, public sector and knowledge)
	4. Ownership (development of steering committee with local and Dutch leadership plus member code of conduct)
	5. Organisations contributing financial means
	6. Total budget and income from services
	7. MoUs developed
Brokering for business and partnerships	8. Business promotion events
	9. Services requests answered
	10. Organisations / companies profiled
Innovation communities	11. No. innovation groups with active stakeholders / virtual and face-to-face participation in cross-country exchanges
	12. No. of regional and national events
Platform for debate and learning	13. Policy debates / review
	14. Unique online visitors and page views
	15. Hosting of other networks

**Table 4. Baseline indicators**

Since 2012 we measure client satisfaction. We see continued high and increasing appreciation scores (scale from 1 to 4). While scores in 2013 were already higher than in 2012, the November 2014 survey again tops this. Over 1,600 respondents (800 in 2013, 400 in 2012) score AgriProFocus a 3,4 on relevance, synergy and sustainability, a 3,1 on culture of sharing and collaboration and a steady 3 on satisfaction with coordination. The average score for all services is rated at around 3,3 (was 3 in 2013), with the online platform at 3,3 (up from 3,15) and finance fairs at almost 3,4. In Dutch: **“een dikke 8”**. More detailed information can be found in our upcoming Annual Report 2014 planned for the end of the first quarter of 2015.

For online exchange we use web statistics/Google Analytics. Here we expect huge improvements as the new online platform will allow more detailed tracking of which information is searched for and found.

Finally our financial administration provides monthly and quarterly data. As of 2014 we have included a midyear review internally to allow adaptation of planned activities and re-allocation of budget where needed.

### **Outcomes – Market Uptake**

We measure our success at the next level – our level of influence – to verify improvements in the support system as a result of network activities. This we call our **‘Market Uptake’**. We seek to answer the questions: “How are stakeholders responding?” “Have they put the results of the network to good use?” The market uptake we measure in terms of (1) business deals and partnerships, (2) innovation uptake and (3) policy changes.

In 2014 we improved our M&E system as planned, particularly on our indicators and methodology for measuring market uptake at member/client level. This was done under guidance of MDF. A manual will be available by end of January 2015 to be used by our country teams. Our 2013 report included data on deals and partnerships. Our 2014 report will in addition verify innovation uptake and policy improvements as a result of AgriProFocus network efforts.

In 2014 AgriProFocus worked with AKVO to train AgriProFocus field staff in collecting direct results through mobile applications. Standardised surveys are now in use to enable after-action review and cross event analysis and comparison (tested and applied in nine countries during market place events). In 2015 this will be applied across all our country networks. Results of this type of data collection so far are promising, especially as farmers give feedback regarding the benefits at their level and service providers (incl. financial) and others on the uptake of innovations and deals made. Early 2015, follow-up will be done to find out what deals were actually made (to be included in our annual report).

Note that for market uptake (our outcomes) AgriProFocus depends on:

- The follow-up by members and professionals, to take up the lessons and opportunities, deriving from network activities.
- The willingness of members and professionals to report back and be accountable to each other.
- The capacity of AgriProFocus staff to internalize and apply the new methodologies and indicators.

Regarding the latter, in 2015 AgriProFocus will organise a training for staff at Netherlands and country level.

### **Enterprise performance – Impact**

Further down the line – in our sphere of interest – improvements in the support system are to impact on farmer entrepreneurs in being able to make better informed choices for their farming business. In 2015, AgriProFocus will explore the possibility of more in-depth research into the networks’ impact at farmer level. We are to make use of AKVO FLOW data and online results survey data to develop tracer studies and from there develop case histories. We have developed some basic lines of enquiry with WUR-MST and are targeting young researchers for implementation.

### **Planned deliverables 2015**

- Introduce a renewed M&E manual.
- Have the Annual Report 2014 focus on output (triggers) and outcome (uptake) indicators (deals, innovations and policy improvements).
- Roll out AKVO FLOW mobile monitoring across all countries.
- Organise M&E Training event for network staff plus on-the-job coaching.
- Develop impact tracer studies.

## 4. Management partnership & network

### *Key message for 2015*

*Country networks have become neutral platforms with local stakeholders requesting services and taking ownership. In the Netherlands the environment for partnership members is shifting. In 2015, AgriProFocus will adapt the delivery model to develop a sustainable network.*

Over the past ten years AgriProFocus developed into a frontrunner network on farmer entrepreneurship. Last year we saw further growth in membership and delivery of concrete services. In 2015, AgriProFocus wants to consolidate and build on these results. This requires short term and long term action. In the short term, AgriProFocus will adapt certain aspects of its delivery and branding. For the longer term, AgriProFocus started a process to develop scenarios for its future business model.

### **Short term: adapting delivery model and branding**

AgriProFocus is fully integrated as a project in the hosting organisations in most countries. Lately, that has resulted in increasing requests from host organisations regarding procurement, finance and HRM regulations. While local regulations need to be followed these demands can become disproportional.

For 2015, hosting agreements have been adapted in good consultation with the hosting organisation to safeguard the AgriProFocus network identity, flexibility and efficient use of resources. Linked to the new hosting agreements, is a standardised budgeting model for hosting costs which will allow better cost comparison and consequently planning for future developments (such as calculating fee for services).

These new arrangements also mean that AgriProFocus management will be more involved in monitoring performance of staff at country level. And while the standard of Netherlands based network facilitators teaming up with three countries each remains, their role will gradually shift from being involved in daily business to strategic and thematic support, and making the Dutch and international (business and knowledge) connection.

Local stakeholders claim ownership and at the same time country coordination struggles with governance issues: who should be in the local steering committee, and what should be the mandate? In 2014, the frequency of steering committee meetings appears to have dwindled. In 2015, each network will make a renewed effort to consolidate its governance.

The further growth of the AgriProFocus Core Group (country coordinators, network facilitators, assistants and recently event organisers and learning facilitators at country level) also requires more space for training and exchange around content and procedures. Face-to-face exchange at group level will be facilitated by the annual Core Group meeting and through live group chats around specific procedures and joint value propositions throughout the year.

Value for money is becoming the key word in the network. Network services such as fairs attract sponsors, a chance for fairs to become self-sustaining. AgriProFocus is also being included as a provider of network services towards external proposals and tendered programmes (associate partner). In AgriProFocus country networks, local members (from all sectors) emphasize the need for AgriProFocus to profile itself as a unique brand to enable them to associate with AgriProFocus (also financially). In 2015 we will market the AgriProFocus network as a recognizable brand that

delivers added value for its members and associated professionals and stakeholders. With the development of the new online platform a restyling (including a new logo) has been implemented in 2014. This will be further taken up in 2015.

### Long term: future business model

In the Netherlands, AgriProFocus is a membership organisation, consisting of 35 members in an association. The AgriProFocus country networks are hosted by one of the Dutch members. While these networks have registered professionals and affiliations, they are not united in a formal legal network structure. In Annex 3 an overview is given of the current AgriProFocus structure.

Over the past years the external environment has changed and the needs of members, affiliates and other stakeholders of AgriProFocus have changed as well. Income generation and service delivery is different from what it was ten years ago. Due to this and to secure and improve its relevance and effectiveness, AgriProFocus started to revisit its operational model. The exercise will be guided by an external consultant and consist of 5 steps.

1. Development of scenarios (finalized)
2. Elaboration of scenarios and stakeholder analysis (spring 2015)
3. Outline of business strategy per country network (spring and summer 2015)
4. A targeted plan per country network (fall 2015)
5. Integration in an new international strategy (spring 2016)

As planned, in the 4<sup>th</sup> quarter of 2014 four future scenarios and potential business models were developed based upon appreciative enquiry among selected stakeholders both in The Netherlands and abroad (East and West Africa). In December 2014 the board of AgriProFocus approved the four proposed scenarios and gave the green light to develop the future operational model and start step two. A report summarizing the results of step one will be available in the first quarter of 2015.

### Planned deliverables 2015

- Develop a set-up for reviewing AgriProFocus staff performance and development at country level.
- Reinvigorate steering committees at country level (minimum two meetings annually for all countries).
- Organise a Core Group meeting in Rwanda (all network facilitators and coordinators).
- Develop and use one consistent AgriProFocus (external) branding strategy and related messages and communication materials.
- Develop future business model AgriProFocus Netherlands and country level.

## 5. Financial management

### *Key message for 2015*

*In 2015 we strive to increase resource-sharing for activities by country network affiliates, consolidate continued commitment of Dutch members as well as pro-actively mobilize resources for joint network activities at the level of institutional donors and private funds.*

### **Financial accountability**

Accountability is an increasingly important issue in the financial management of the country networks, simply because total turnover has more than doubled since 2012. In 2015 total turnover will amount to €6,094,228 which is 33% more than anticipated for in the strategic plan 2013-2016, whilst MoFA funding remained as planned. Annex 1 can be consulted for the overall budget and Annex 2 for the country networks budget.

Our country based individual host organisations, HIVOS, SNV, ICCO and Oxfam Novib, all have excellent accounting systems. However, these systems all differ, and that is why we have developed and implemented a uniform, simple but good, financial reporting tool for the country networks. This to enable us to monitor and report back to the main donors of the country networks. This tool is backed-up by the accounting systems in place at our members, and based upon the Finovion bookkeeping system that is used at AgriProFocus The Netherlands.

In 2013, the board of AgriProFocus contracted MAZARS for the annual auditing process for the period 2013 – 2017. AgriProFocus did provide a full auditing report to its members in 2013. From 2013 onwards we had the full cooperation of our host organisations to include the financial transactions in their regular country in the AgriProFocus overall audit.

The management recommendations following the audit report were presented to the board and have been/will be implemented in the 2015 exercise. Main recommendation included to introduce more frequent checks and balances at the level of the AgriProFocus country networks. In 2014 the Financial Officer of the Arnhem team made a control visit to four country networks.

Furthermore, the Arnhem office started mid-2014 with the digitalisation of all invoice approval and justification operations. In 2015 all contract procedures will be digitalised as well.

### **Overall budget**

As said the total 2015 planned budget (see Annex 1) for the AgriProFocus network amounts to €6,094,228, with €1,305,778 for Dutch partnership activities and €4,788,450 for the country networks and cross-country activities.

The allocated subsidy from MoFA for 2014 is €2,563,250 This MoFA subsidy includes the country network matching grant of a maximum € 1,200,000.

The total funding from Dutch partnership members and stakeholders amounts to €2,104,780.

### **AgriProFocus country network budget**

Annex 2 indicates that at the start of 2015 the total expected contributions for the country networks from members, members' programmes and local partners add up to € 1,538,950. This is 50% higher than in 2014 and largely due to a steep increase in estimated contributions from local

and non-Dutch stakeholders (triple value). This is exclusive of income from public partners (not matchable). This points out that the planned diversification of income is gradually taking off.

At the same time, all countries added up, count an estimated balance in 2014 of €814,033 which is a result of two developments: (1) countries networks delaying activities; reasons may vary from adjusting events better to farmers' calendars to innovation communities not performing as planned (2) countries are successful in cost recovery and raising incomes but are not prepared to, or hesitate to, scale up quickly. The latter might be in view of expectations that Dutch NGO members were to scale down contributions in 2015, which is not the case (slightly higher even).

Interestingly, estimated income 2015 from services and fees of € 68,000 is only slightly higher than 2014. This is contrary to the fact that real income in 2014 in this category was already higher (€ 108,000 - not indicated in the table).

In total, estimated available resources for 2015 are of €3,908,13. Activities planned under the four delivery areas are of € 3,491,569. The remaining € 417,244 will receive a destination during planning early 2015.

Overall, the country networks' budget is about one million Euro higher than in 2014. In 2015, this growth path needs to be accompanied by developing a sound financial strategy per country for the years to come. This is on the agenda of each country network.

# Annex 1 General Budget 2015

	2015 planned	2e year strategic plan	2014 planned
<b>Personnel cost</b>	€ 638.120	€ 577.900	€ 585.100
<b>Housing cost</b>	€ 54.000	€ 44.000	€ 54.000
<b>General cost</b>	€ 63.800	€ 39.850	€ 62.650
<b>Activity cost</b>	€ 549.859	€ 310.000	€ 325.000
<b>Total Arnhem cost (A)</b>	€ 1.305.778	€ 971.750	€ 1.026.750
<b>Local country network cost</b>	€ 3.908.813	€ 2.400.000	€ 2.954.340
<b>Supporting country network cost</b>	€ 529.637	€ 414.500	€ 397.000
<b>Cross country activities</b>	€ 350.000	€ 185.000	€ 147.500
<b>Total Country network cost (B)</b>	€ 4.788.450	€ 2.999.500	€ 3.498.840
<b>Total Cost (A+B)</b>	€ 6.094.228	€ 3.971.250	€ 4.525.590
<b>Funding</b>			
<b>Grand Total Funding DGIS/DDE</b>	€ 2.563.250	€ 2.563.250	€ 2.563.250
<b>Grand Total Funding members</b>	€ 2.104.780	€ 1.405.000	€ 1.959.340
<b>Food and Business Knowledge Platform</b>	€ 229.669	€ -	€ -
<b>Balance 2013 +2014</b>	€ 1.191.529	€ -	€ -
<b>Interest</b>	€ 5.000	€ 3.000	€ 3.000
<b>Total funding</b>	€ 6.094.228	€ 3.971.250	€ 4.525.590
<b>Result</b>	€ -0	€ -	€ -

## Annex 2 AgriProFocus structure

### **The AgriProFocus Participants' Council (PR)**

All partnership members have a vote/seat in the PR and preferably assign a member of their management team to this function. PR members have the task of operating as linking pins and are strong AgriProFocus ambassadors both in their respective organisations and externally. The PR meets twice a year, elects the Board and advises the Board on member applications, programming, planning and all relevant developments.

### **The AgriProFocus Board**

A total of seven Board members are elected for a maximum of 2 x 3 year-periods. Partnership members can propose candidates from their Board of Directors. AgriProFocus has an independent Chair who is also elected for two periods of three years. In addition, representatives of the Ministry of Foreign Affairs and Ministry of Economic Affairs participate in Board meetings as observers. Main criterion for the Board functions is a good mix of actor groups and country network host organisations. Board members are called upon as AgriProFocus ambassadors within their own organisations and towards external contacts.

### **AgriProFocus The Netherlands**

A dedicated professional support office, consisting of a team of network facilitators, a director of programmes and a managing director, all with competencies in agriculture, economics, process management and communication. In addition, AgriProFocus has the lead in the consortium for the Food & Business Knowledge Platform Office. For that F&BKP Office AgriProFocus has engaged the project director, a knowledge facilitator (50%) and an office manager.

### **The AgriProFocus Core Group**

The Core Group consists of country coordinators, network support staff at country level and the AgriProFocus support team Arnhem. The Core Group meets face-to-face once or twice a year to exchange experiences, to evaluate and to discuss strategic management issues.

### **The AgriProFocus Country network host organisation**

Each country network is adopted by a so-called 'host organisation', which takes responsibility for the local institutional embedding. This includes taking charge of the administrative procedures and housing of the country coordinator and his or her team. Costs are covered by the general AgriProFocus country budget and therefore shared by all those participating.

### **The AgriProFocus Country coordination team**

Each country network has a country coordinator with one or more staff members. As the country networks are becoming increasingly professionalised, there is more need for procedures and rules as far as financial administration and management of activities is concerned. Additional staff is recruited depending on workload.

### **The country network advisory/steering committee**

This committee is composed of active members who have taken up the lead for an AgriProFocus activity or innovation community. The committee advises the coordinator and the assigned network facilitator (from AgriProFocus The Netherlands) on programmatic, financial and management issues.

### **AgriProFocus innovation, debate and learning communities**

These refer to specific knowledge and action groups, both in-country and across the network.

## Annex 3 Members of the Core Group, Participants' Council, Board and Team AgriProFocus The Netherlands

AgriProFocus Core Group (January 2015)		
Country	Name	Organisation
<b>Benin</b>		
Network facilitator	Lisette van Benthum	AgriProFocus
Country coordinator	Marcel Djihoun	SNV
Country assistant	Moussabihatou Saloufou	SNV
<b>Burundi</b>		
Network facilitator	Rolf Schinkel	AgriProFocus
Country coordinator	Christophe Bizimungu	ICCO
Country assistant	Elyse Muhorakeye	ICCO
<b>Ethiopia</b>		
Network facilitator	Wim Goris	AgriProFocus
Country coordinator	Gerrit Holtland	F&SAS/ICCO
Country assistant	Gizaw Legesse	F&SAS/ICCO
Event manager	Kebede Dhuga	F&SAS/ICCO
Learning facilitator	Jelleke de Nooij	F&SAS/ICCO
Business broker	Getachew	F&SAS/ICCO
<b>Indonesia</b>		
Network facilitator	Lisette van Benthum	AgriProFocus
Country coordinator	Vacancy	Hivos
Country assistant	Dania Rari Pratiwi	Hivos
<b>Kenya</b>		
Network facilitator	Annette van Anandel	AgriProFocus
Country coordinator	Amos Thiong'o	HIVOS
Business coordinator	Maureen Munjua	HIVOS
Country assistant	Jillian Makungu	HIVOS
<b>Mali</b>		
Network facilitator	Annette van Anandel	AgriProFocus
Country coordinator	Idrissa Ba	ICCO
Country assistant	Akibodé Georges Djodji	ICCO
Focal point Sikasso	Oudou Bengaly	ICCO
Country assistant	Maiga Daoulatta	ICCO
<b>Mozambique</b>		
Network facilitator	Wim Goris	AgriProFocus
<b>Niger</b>		
Network facilitator	Annette van Anandel	AgriProFocus
Country coordinator	Oumarou Ibrahim Hamidou	Partners for Innovation
Country assistant	Zeinabou Hamani	Partners for Innovation
<b>RD Congo</b>		
Network facilitator	Rolf Schinkel	AgriProFocus
Country coordinator	Emmanuel Bahati Cimanuka	ICCO
Country assistant	Guylaine Mwamini	ICCO
<b>Rwanda</b>		
Network facilitator	Lisette van Benthum	AgriProFocus
Country coordinator	Espérance Mukarugwiza	ICCO
Country assistant	Didier Muyiramyé	ICCO
Country assistant	Anatole Majyambere	ICCO

<b>Tanzania</b>		
Network facilitator	Wim Goris	AgriProFocus
Country coordinator	Tom Ole Sikar	SNV
Country assistant	Katarina Mungure	SNV
<b>Uganda</b>		
Network facilitator	Rolf Schinkel	AgriProFocus
Country coordinator	Anja de Feijter	SNV
Country assistant	Lucy Asiimwe	SNV
Agri-business linkage facilitator	Sylvia Natukunda	SNV
Office manager	Marion Alyek	SNV
Event manager	Rita Kusasira	SNV
Linking and Learning facilitator	Richard Mugisha	SNV
<b>Zambia</b>		
Network facilitator	Wim Goris	AgriProFocus
Country coordinator	Claire van der Kleij	SNV
Country assistant	Nchimunya Kasongo	SNV

<b>AgriProFocus Participants' Council (2015)</b>	
<b>Name</b>	<b>Member organisation</b>
Klaas Steur	Aeres Group
Kees Blokland	Agriterra
Jan Willem Molenaar	Aidenvironment
Nathalie van Haren	Both ENDS
Patrick Gouka	CBI
Jasmin Beverwijk	CIDIN
Edith Boekraad	Cordaïd
Jos Dusseljee	ETC Foundation
Frank van Ooijen	FrieslandCampina
Rian Fokker	Heifer Nederland
Paul Stanger	Heineken International
Thiemo van Esch	Hivos
Evelijne Bruning	The Hunger Project
Marijke de Graaf	ICCO
Mariette Gross	ICRA
André de Jager	IFDC
Caroline Figuères	IICD
Edith van Walsum	ILEIA
Bertus Wennink	KIT
Jolanda Buter	MDF
Florian Grohs	Oikocredit
Sabina Voogd	Oxfam Novib
Alex Meerkerk	PUM
Pierre van Hedel	Rabobank Foundation
Heleen Bos	RijkZwaan
Robert Dijksterhuis	RVO
Lucas Simons	SCOPEinsight
Eelco Baan	SNV
Aart van den Bos	Soil & More International
Annelot van Leeuwen	Solidaridad
Robert Baars	Van Hall Larenstein
Jennie van der Mheen	Wageningen UR/WI
Jos Bijman	Wageningen UR
Simone van Vugt	Wageningen UR/CDI
Maarten van Middelkoop	Woord en Daad
René Vlug	ZOA

<b>AgriProFocus Board (2015)</b>		<b>End of 1<sup>st</sup> term</b>	<b>End of 2<sup>nd</sup> term</b>
<b>Name</b>	<b>Position</b>		
Kees Wantenaar	Independent chair	05-04-2015	05-04-2017
Wim Hart (ICCO)	Treasurer	01-01-2017	01-01-2020
Evelijne Bruning (THP)	Member	15-10-2017	15-10-2020
Kees Blokland (Agriterra)	Member	15-10-2017	15-10-2020
Mike Zuijderduijn (MDF)	Member	15-10-2017	15-10-2020
Caroline Figuères (IICD)	Member	01-07-2014	01-07-2017
Hans Heijdra (SNV)	Vice Chair, Secretary	01-07-2016	01-07-2019

Aaltje de Roos (Ministry of Foreign Affairs)	Observer
Johan Gatsonides (Ministry of Economic Affairs)	Observer

<b>Team AgriProFocus Netherlands (2015)</b>	
<b>Name</b>	<b>Position</b>
Hedwig Bruggeman	Managing director
Roel Snelder	Director of programmes
Wim Goris	Network facilitator Ethiopia, Mozambique, Tanzania, Zambia, Theme dairy
Rolf Schinkel	Network facilitator Burundi, RD Congo, Uganda, Theme organised farmers
Marjolein de Bruin	Network facilitator Netherlands
Annette van Andel	Network facilitator Kenya, Mali, Niger, M&E
Inger Janssen	Network facilitator Young entrepreneurs in agri-business
Lisette van Benthum	Network facilitator Benin, Indonesia, Rwanda / Theme access to finance, organised farmers
Marja Hennemann	Management assistant
Anne Marie Kortleve	Marketing and communication facilitator
Nicole Metz	Knowledge facilitator
Matthijs Theunissen	Financial officer

<b>Staff located at Food &amp; Business Knowledge Platform Office – The Hague (2015)</b>	
<b>Name</b>	<b>Position</b>
Frans Verberne	Project director
Nicole Metz	Knowledge broker
Ine Martens	Office manager

# Agri Pro Focus

## Contact

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