

# **Building trust for zero hunger**

iCRA let food systems thrive through  
partnership facilitation





## Building trust in food systems

Collaboration makes food systems more efficient, innovative and resilient. iCRA builds trust within the agricultural sector through partnership facilitation and training. iCRA equips agribusiness and agri-education professionals with the skills they need to build trust and sustainable partnerships. Our mission? To build resilient, innovative, thriving agribusinesses that provide attractive career opportunities for young people.



## Finding solutions through partnership

Agricultural development projects often prioritize technical interventions. iCRA brings trust and partnering skills to the table. Partnerships between farmers, buyers, value chain actors and supporters effectively catalyze technical implementation at scale. Collaboration makes food systems more efficient, innovative and resilient. iCRA equips agribusiness and agri-education professionals with the skills they need to build trust and supportive, long lasting relationships. When you partner with us, you bring facilitation skills to every table.

## We facilitate partnerships in two ways:

- We train agribusiness trainers and coaches to build commercial relationships that are based on trust.
- We support agri-education professionals and institutions to align education with the needs of the labor market.

## Agribusiness:

## Building partnerships to support local food systems

An agricultural ecosystem or value chain is stronger when it's built on strong partnerships and mutual trust. When agribusinesses work together, they become more competitive, resilient and innovative. In this way, a bigger pie is created for all, not just a bigger slice for some.

## Cluster formation: optimizing agricultural markets

When agribusinesses cooperate, value chains become more inclusive, productive and innovative. So we build cooperative networks called agribusiness clusters (ABC). ABCs are regional, commodity-specific networks of agribusinesses, committed to win-win business relationships. Clusters co-create strategic plans based on their common interests. A local coach facilitates each ABC with the support of regional agribusiness trainers.



## Trainers & coaches: facilitating partnerships at scale

Partnerships aren't built automatically. Cluster coaches facilitate partnerships and guide their maturation to independence. Regional agribusiness trainers support coaches. iCRA uses a training-of-trainers model to keep agency in the hands of local professionals. It also scales-up our impact.

### iCRA's Agribusiness services



#### **Mentoring agribusiness trainers & coaches**

We manage a global pool of experts who facilitate meaningful partnerships.



#### **Partner selection & strategic planning**

We use the Future Search method to assess the suitability of potential agribusiness partnerships and guide joint action planning. During a strategic planning workshop, we gather actors representing the whole agricultural system. There we identify agribusinesses with ambitions for long-term partnerships based on common interests.



#### **Facilitating collaborative action**

Local coaches hold clusters accountable to their action plans. iCRA's regional agribusiness trainers gather cluster members annually. They guide the evaluation of the cluster's business results and partnership maturity. Together they strategize for the next season in a spirit of collaborative learning and adaptation. Trainers also facilitate regular peer-to-peer learning sessions for coaches.



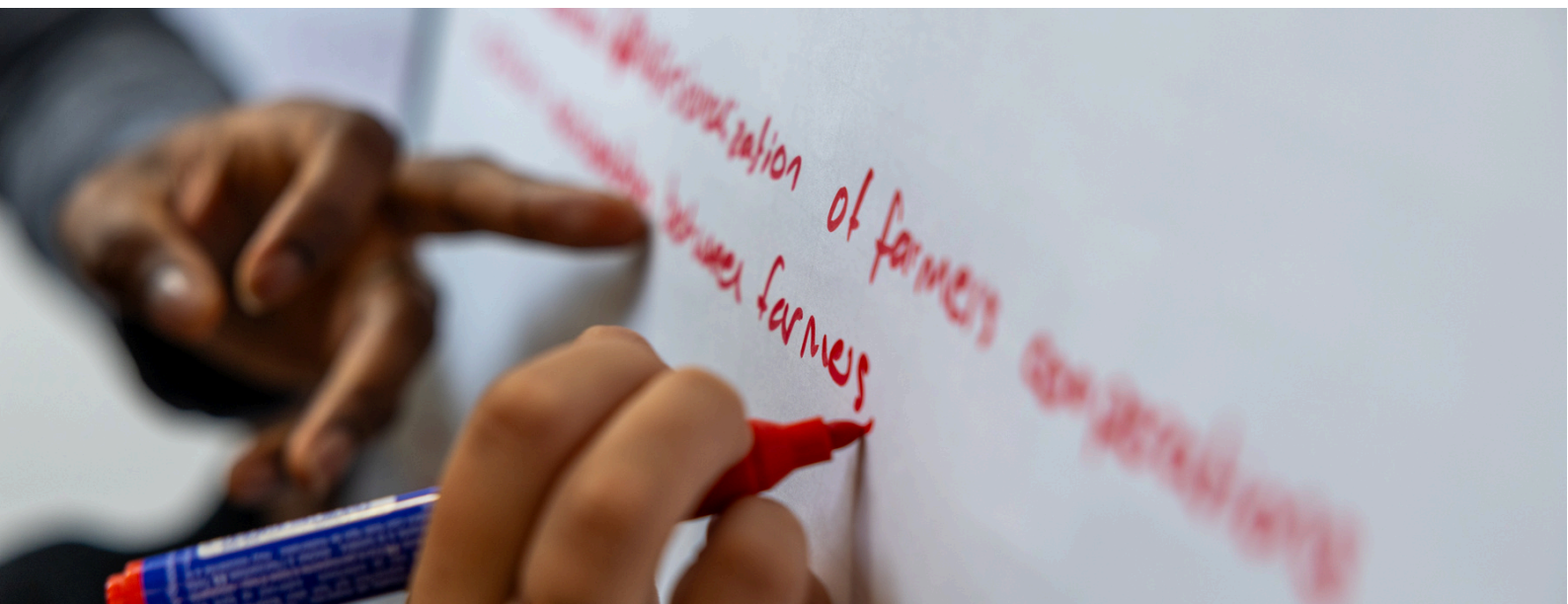
#### **Guiding negotiation & contracting processes**

Loyalty between farmers and buyers is difficult to build. It takes time and trust. Even written contracts don't guarantee an end to private buying and side-selling. iCRA's regional trainers guide negotiation and contracting processes to kick-start partnerships based on mutual trust.



#### **Consolidating partnerships**

iCRA consolidates ABCs before project funding ends; we guide ABCs in boosting partnership maturity and business viability. This ensures sustainable partnering.



# Agri-education: Preparing the next generation of agri-food professionals

To assure food security, the agricultural sector needs motivated, skilled graduates with an entrepreneurial mindset. Educational institutions that strongly connect to agribusinesses understand the labor market's needs. They can tailor their curricula accordingly. We facilitate such partnerships and guide the alignment of diverse curricula with industry needs.

This is a dynamic process that is constantly evolving with market trends. iCRA also supports agri-education professionals to deliver practice-based education. We train teachers in innovative, student-centered pedagogy that engages participants and prepares them for the real world.

## iCRA's Agri-education services



### Partnering with private sector

iCRA facilitates long-term pragmatic relationships between educational institutions and the private sector. This enables education to teach the skills the labor market needs



### Soft skills - learning by doing

Learning should be useful and joyful. We train educators to use innovative, student-centered design and delivery of learning interventions and nurture their confidence and soft skills.



### Rethinking curricula

How can your curriculum reflect the complex needs of the private sector? We assess existing content and support redesign to build a responsive program that prepares students for the realities of work.



### Embedding entrepreneurship

We support educators to initiate internship programs and alumni networks. iCRA also equips educators to mentor graduates searching for a job or starting their own business.





# iCRA's trainings and skill transfer

We are experts in learning both on-line and face to face. Our training and facilitation is always warm, practical and tailored to our participants. iCRA training is available in English, French and Spanish. We base our methods on proven learning models and tailor them to compliment the context of the project . iCRA's experienced trainers are creative and they love to bring some laughter into their trainings. If you are having fun, you're probably learning something!

## Working with iCRA

We work primarily in Africa and the Middle East and have extensive experience across Latin America and Asia.



### We are agile and scalable

iCRA combines a small organization's agility with a global player's network. We are flexible, friendly and scalable. By using a training-of-trainers model, we achieve impact far beyond our small size.



### Lasting impact

We train technical agri-food professionals to collaborate. By creating shared ownership, we trigger high engagement in your project. This leads to cost-effective outcomes with lasting impact.



### Adding fun to theory

We bring a playful energy to every project and training session. Our approach is light and practical, and we love to make things simple. This makes challenging projects easier to design and implement.



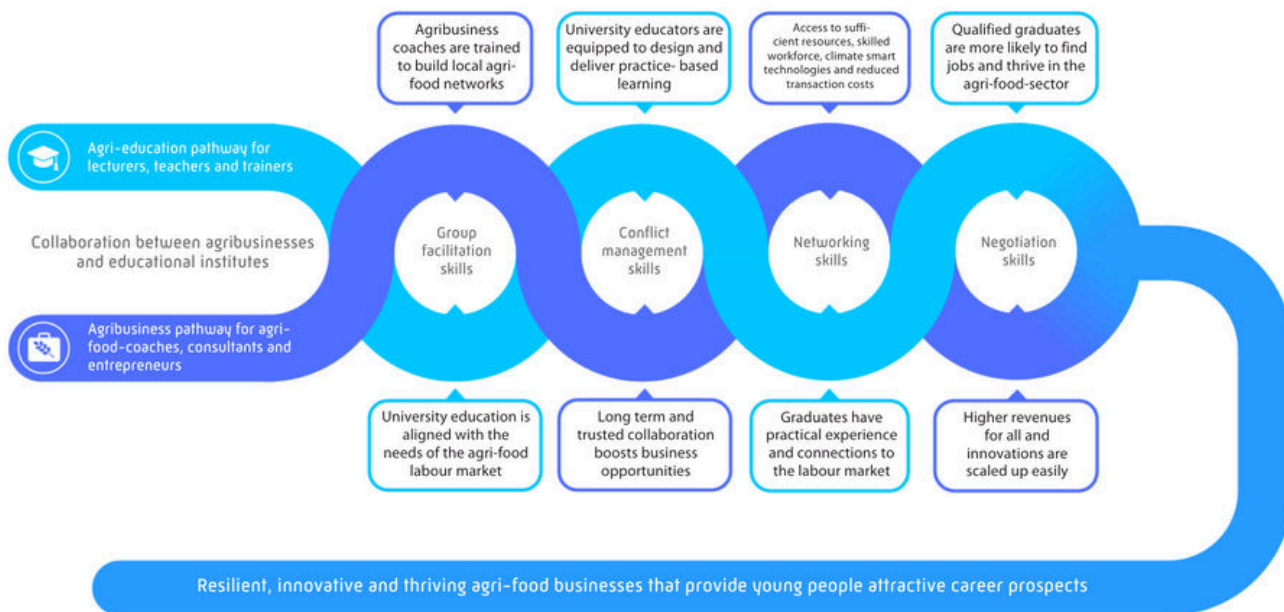
### We practice what we preach

At iCRA, we don't just teach facilitation skills; we role model them. Partnering with us means working with experts in collaboration. Together we create projects that run smoothly, based on collective trust.



# iCRA's Theory of Change

iCRA helps technical agri-food experts build trust and create partnerships through training, mentoring, and process facilitation. Trusted partnerships are essential for agribusiness development.



## iCRA in action: Delivering impact in agriculture



**99**  
countries in  
our network



**979**  
agribusiness coaches  
and trainers trained



**490**  
agribusiness clusters  
facilitated



**167+**  
educational institutes  
supported



**1,657**  
educators and  
researchers trained



**9,0 / 10**  
average participant's  
course rating



# Project Portfolio

| Country      | Project  | Partners & Clients   |
|--------------|--|--|
| Benin        | A value chain analysis of Pineapples   | Agrinatura, NRI, CIRAD, ISA and SLU; Funded by EU  |
|              | Strengthening training for employment in agri-food chains of ten agricultural ATVETs   | Wageningen University & Research, Aeres, Woord en Daad, Agricultural University of Benin and Parakou University; Funded by Dutch Ministry of Foreign Affairs via Nuffic  |
|              | Capacity-building in pickling peppers and tomato value chains  | Africa Green Corporation, RAD and INRAB; Funded by Dutch Ministry of Foreign Affairs via Nuffic  |
|              | ABC Pineapple Benin: analyzing and coaching pineapple clusters   | Enabel   |
|              | PRO AGRI 3 & 4: training coaches and promoting agribusiness clusters (ABCs) in soya, rice and shea value chains  | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  |
|              | Analyzing and coaching rice clusters   | Enabel   |
|              | Communal approach to the agricultural market (ACMA): training staff to facilitate public-private partnerships  | IFDC   |
| Burkina Faso | Tailor-made training: boosting resilient peri-urban family farming: capacity building for university teachers  | Campus Globe; Funded by Dutch Ministry of Foreign Affairs via Nuffic Orange Knowledge Program (OKP)  |
|              | Accelerating innovation dynamics in agriculture by strengthening innovation support services (AcceSS): training on the ABC approach and marketing  | CIRAD; Funded by EU  |
| Burundi      | Agricultural technical education for employability (ETAPE)   | WCDI, KIT and HECH; Funded by Dutch Ministry of Foreign Affairs via Nuffic OKP   |
|              | Technical assistance Agrinatura in Burundi (ATAB)  | Agrinatura; Funded by EU delegation in Burundi   |
|              | Tailor-made training plus: Boosting agricultural entrepreneurship: strengthening the skills of teachers and trainers   | Dutch Ministry of Foreign Affairs via Nuffic OKP   |
| Colombia     | Tailor-made training: Strengthening agribusiness relationships for sustainable, profitable producer associations in the Cauca region   | Dutch Ministry of Foreign Affairs via Nuffic   |
|              | Tailor-made training: Strengthening competitiveness of coffee producers, indigenous people, and ex-combatant FARC members in coffee value chains in the Cauca region, for the Chamber of Commerce of Cauca   | Regional Centre for Productivity and Innovation of Cauca, Cauca Coffee Growers Committee, and the Agricultural Training Centre of the National Vocational Training Service; Funded by Dutch Ministry of Foreign Affairs via Nuffic |
| Cuba         | Tailor-made training: Promoting inclusive agribusiness in La Palma, Pinar del Rio for Agricultural Teaching and Research Division of Pinar del Rio University  | Dutch Ministry of Foreign Affairs via Nuffic   |
|              | RVO Seed Cuba: Testing seed business prototypes  | RVO  |
|              | Scaling-up the Business Accelerator Hub model  | RVO  |
| Egypt        | Tailor-made training: an interdisciplinary approach to tomorrow's challenges: Strengthening Ain Shams University's Center of Excellence for Sustainability with innovative training methods on water-food nexus and climate-smart agricultural knowledge | Delphy; Funded by Dutch Ministry of Foreign Affairs via Nuffic OKP   |
| El Salvador  | Training in facilitating 'capacity development for agricultural innovation'  | FAO  |
| Ethiopia     | Enhancing the capacity of universities and ATVETs in Tigray to respond to the needs of horticultural and dairy value chains  | Dutch Ministry of Foreign Affairs via Nuffic   |
| Ghana        | Climate University Network   | University of Eastern Finland; Funded by EU via Erasmus Plus   |
| Iraq         | Strengthen education and training programs in climate smart agriculture and efficient water management at six Kurdish and Iraqi Universities to meet labor market needs  | Wageningen University and Research and IHE Delft Institute for Water Education; Funded by Dutch Ministry of Foreign Affairs via Nuffic   |
|              | Training and coaching innovation coaches   | Ambero, BMZ; Funded by EU, GIZ   |
|              | Tailor-made training plus: Capacity building for water experts' network and integrated entrepreneurship  | Wageningen University & Research; Funded by Dutch Ministry of Foreign Affairs via Nuffic OKP   |
| Jordan       | Strengthen greenhouse management skills and connect high education with labor market   | Jordan University of Science and Technology, Delphy, ECO Consult and Lentiz Education Group; Funded by Dutch Ministry of Foreign Affairs via Nuffic OKP  |
| Kenya        | Training workshop on markets and multi-stakeholders engagement in Mombasa  | Self Help Africa   |
| Lebanon      | Strengthening the resilience of smallholder farmers, micro, small and medium-sized enterprises and local communities   | Ambero; Funded by GIZ  |
| Mali         | Strengthening TVETs vocational training in Gao and Mopti   | KIT, WCDI and HECH; Funded by Dutch Ministry of Foreign Affairs via Nuffic   |
|              | Tailor-made training: Support for women in the water and sanitation sector   | Dutch Ministry of Foreign Affairs via Nuffic OKP   |
|              | Go Green: employment and green entrepreneurship by and for young people  | SNV; Funded by Royal Dutch Embassy in Mali   |
| Niger        | Value chain analysis for cowpea and groundnut  | NRI, CIRAD, ISA, Agrinatura, SLU; Funded by EU   |
|              | Strengthening entrepreneurship in livestock farming (REEL MAHITA): ABC training for the project team and advisory operators  | Enabel   |
|              | Tailor made training: adding value to agricultural products from three regions, capacity building for agents of the Confédération Coopérative Horticole du Niger   | Dutch Ministry of Foreign Affairs via Nuffic OKP   |





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| Nigeria   | Scoping study with Centre of Excellence in Agricultural Development and Sustainable Environmental  | Royal Dutch Embassy in Nigeria  |
|   | Tailor made training: Supporting smallholder horticulture farmers to access markets and value chain opportunities  | Dutch Ministry of Foreign Affairs via Nuffic  |
|   | Training and coaching for horticultural ABC coaches  | IFDC  |
|   | Training-of-Trainers for the AKILIMO network of cassava growers  | IITA and AKILIMO  |
| South Africa  | Training-workshop in value chain thinking and writing wining proposals   | Free State University   |
| Tanzania  | Tailor-Made-Training for the Horticulture cluster programme teams  | Rikolto   |
|   | Sustainable Market Development of the Pangani Horticulture Cluster   | Rikolto   |
|   | Agribusiness Coaching for Inclusive and Competitive Horticulture Businesses in Tanzania's Southern Highlands   | Rikolto; Funded by EU via the AGRI-CONNECT programme  |
|   | Make It Grow!: Vegetable Business Network orientation training for staff of TRIAS  | World Vegetable Center and Tanzania Horticultural Association; Funded by EU via the AGRI-CONNECT programme  |
|   | Make It Grow!: Capacity building trajectory for vegetable business network trainer-mentors & coaches for TRIAS   | World Vegetable Center and Tanzania Horticultural Association: Funded by EU via the AGRI-CONNECT programme  |
| South Sudan   | Tailor made training: improve livelihoods, food security and resilience of rural youth and female by building artisanal dairy processing skills of mobile in-community TVET Master trainers                | Dutch Ministry of Foreign Affairs via Nuffic OKP  |
| Tunisia   | Tailor-made training plus: equipping future generations for agricultural sector development  | Delphy, The Salt Doctors and AVFA; Funded by Dutch Ministry of Foreign Affairs via Nuffic OKP   |
|   | Tailor-made training plus: strengthening agricultural education in Tunisia by teaching trainers on climate smart horticulture & entrepreneurship   | Delphy, AVFA & LSFPAAV Bouchérik; Funded by Dutch Ministry of Foreign Affairs via Nuffic OKP  |
|   | Tailor-made training: strengthening capacities for online and practical learning in protected cultivation, hydroponics, climate smart and saline agriculture & entrepreneurship TVET Manouba and Ben Arous | Institut National de Pedagogie et de Formation Continue Agricoles de Sidi Thabet, Delphy and Salt Doctors; Funded by Dutch Ministry of Foreign Affairs via Nuffic |
|   | Tailor-made training: engaging and empowering the next generation on climate and water smart agriculture: unlocking sustainable employment for AVFA and TVET Ben Arous                                     | Delphy; Funded by Dutch Ministry of Foreign Affairs via Nuffic  |
| Uganda  | Developing tools and coordinating capacity gap assessments for the Africa Forum for Agricultural Advisory Services   | ASARECA, CCARDESA and their partners in Uganda; Funded by Agrinatura  |
| Multi-Region  | Investing in 2SCALE partnership facilitators and online learning and collaboration in ten African countries  | Funded by IFDC-2SCALE   |
|   | East Africa Regional Network of Excellence in Dairy Training in Ethiopia, Kenya and Uganda   | Funded by Dutch Ministry of Foreign Affairs via Nuffic  |
|   | Making Partnerships Work: coaching 2SCALE partnership facilitators & accelerating Agribusiness Cluster formation in ten African countries  | Funded by IFDC-2SCALE   |
|   | Investing in effective facilitation of vibrant agribusiness clusters, a sustainable exit process for 2SCALE partnerships and quicker onboarding of new 2SCALE staff in ten African countries               | Funded by IFDC-2SCALE   |
|   | Development and execution of a training methodologies course to contribute to the pool of qualified trainers in Peru, Guatemala and Brazil   | Funded by Rainforest Alliance   |
|   | Sustainable Agri-food Systems Intelligence: Science-Policy Interface (SASI-SPI), Colombia, Bhutan and Sierra Leone   | SLU, CIRAD, ISA/U Lisboa, Ghent University and Agrinatura; Funded by EU   |
|   | DeSIRA LIFT training: communicating research   | Funded by EU  |
| One Planet Fellowship Program: Engineering and supporting a two-week post-graduate training on agriculture, climate change and innovation at African Universities in Uganda and Ivory Coast | Agrinatura and the Agropolis Foundation; Funded by EU  |   |





# The iCRA network

We have a global network of alumni project partners and facilitators. These connections are strong and they cross continents. Together we learn, celebrate and find opportunities to get better at what we all love to do; build stronger food systems. Our in-country partners are essential to this network.

## iCRA's in-country Partners

RAD ONG, Benin  
Africa Green Corporation, Benin  
Experts Synergy Consulting, Burkina Faso  
CERRCO-BI, Burundi  
TaP Consultancy, Ethiopia

Agri-Wise Africa, Kenya  
Crop Care Technologies, Kenya  
360 Connect, Tanzania  
SPPS, Nigeria  
ASCD, Nigeria

## The iCRA team

iCRA's multilingual team is based in Cotonou, Leuven, Montpellier and Wageningen. We are creative and we all love to facilitate partnerships.

Each project is a success story in the making. Visit [www.icra.global](http://www.icra.global) to learn more about how we can help. If you're ready to say hello, you can contact us here.

Let's build trust together!



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