

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.



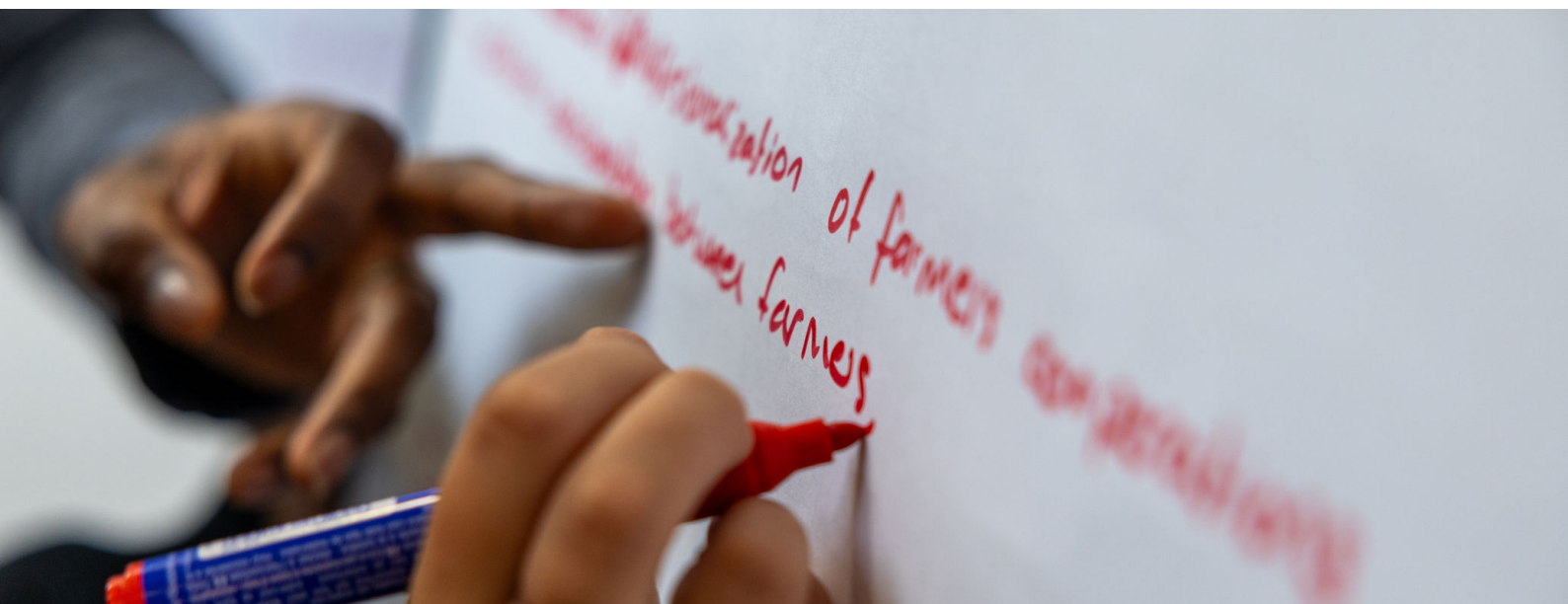
Guiding negotiation & contracting processes

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.



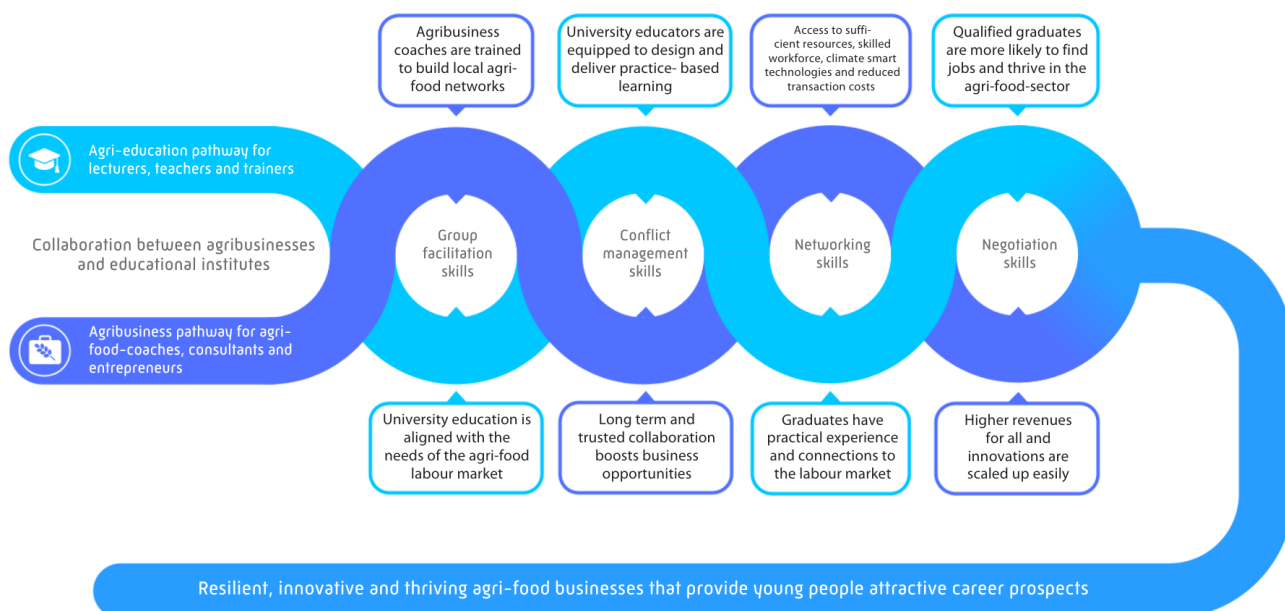
We practice what we preach

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



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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
Guinea	Agriéco: strengthening agribusiness clusters for agroecological transition	Enabel, COLEAD, EUCORD, and Eclodio; Funded by Enabel
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
Malawi	Sustainable Transformation of Food Systems – Empowering Pathways Bottom Up (STEP UP!)	Delivered through the iCRA–MDF strategic alliance, with GIZ STEP UP!; Funded by BMZ
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



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 winning 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 Bouchérík; 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
	Empowering Women Agribusinesses in Uganda (EWAU)	AMI and NAAC; Funded by AGRA
Multi-Region	DeSIRA LIFT+: Supporting agroecological innovations in food systems in Sub-Saharan Africa (20+ countries)	Agrinatura, Biovision Africa Trust, RUFORUM, and FARA; Funded by the European Commission DG INTPA
	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 (EARNED) 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
- agri'in, Burkina Faso
- CERRCO-BI, Burundi
- RBU2000+, Burundi
- TaP Consultancy, Ethiopia
- Agri-Wise Africa, Kenya
- AFR' EAU, Mali
- Durable Solutions Group, Mali
- SPPS, Nigeria
- ASCD, Nigeria
- 360 Connect, Tanzania\Global Value Chains, Tunisia

The iCRA team

We are a multilingual team based in Cotonou, Leuven, Montpellier and Wageningen, with a shared passion for facilitating partnerships. Our close alliance with MDF Global further expands our team, network and expertise. You can read more about this alliance on the next page.

Each project is a success story in the making. Visit 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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MDF–iCRA Alliance:

stronger capacity for sustainable agri-food systems change

Food systems change needs more than technological solutions. It needs people and organisations that trust each other, work together, manage resources well, learn by doing and adapt when realities change. This is where the alliance between iCRA and MDF adds value.



Through this alliance, iCRA and MDF bring together two complementary organisations. iCRA is a Netherlands-based non-profit foundation with deep expertise in agriculture, value chains, agri-education and trust-based partnership facilitation. MDF is a global organisation with strong experience in organisational empowerment, financial management, learning, facilitation, monitoring and evaluation, and inclusive leadership.

Together, we support effective agri-food business ecosystems and value chains, while also strengthening the organisations that are part of those business ecosystems: cooperatives, associations, SMEs, education institutions and networks. We help them lead with confidence, manage resources transparently, collaborate across the value chain and create meaningful space for women and young people. In this way, agri-food systems investments become more locally owned, market-relevant and able to last.

The alliance allows us to design and implement large, multi-annual and multi-country programmes. We combine iCRA's field-based partnership approach with MDF's experience in programme management, organisational development and learning trajectories. This gives donors and partners access to a broader skill set, a wider network and a practical offer that can flex, scale and stay close to the realities on the ground.

As an alliance we offer value by:

- combining agricultural, value chain and agri-education expertise with organisational development, financial management, learning and facilitation capacity;
- linking field-level realities with programme-level thinking, so interventions are practical, coherent and grounded in how agri-food systems actually work;
- bringing together complementary networks, local presence and specialist expertise to design and deliver multi-annual, multi-country programmes;
- strengthening the organisations and partnerships behind agri-food systems, from cooperatives and SMEs to education institutions, associations and networks;
- supporting donors and partners with realistic pathways to impact, adaptive programme management and learning that improves practice over time.

By combining agricultural and value chain expertise with the skills to organise, manage, learn and collaborate, the iCRA–MDF alliance helps food system actors build sustainable partnerships, future-proof organizations and lasting results. For more information on MDF, visit www.mdf.nl.

