

Inclusive Entrepreneurship for Food & Nutrition Security

AgriProFocus

Annual Plan 2016

PUBLIC VERSION



Agri
Pro
Focus

Promoting farmer entrepreneurship

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Abbreviations

ARF	Applied Research Fund
ASDF	Agri-Sector Development Facility
B2B	Business to Business
BDS	Business Development Services
CSO	Civil Society Organisation
DGGF	Dutch Good Growth Fund
F&BKP	Food & Business Knowledge Platform
F&SAS	Fair&Sustainable Advisory Services
FSRE	Food Security and Rural Entrepreneurship Fund
FDOV	Facility for Sustainable Entrepreneurship and Food Security
GCF	Global Challenges Fund
GVC	Gender in Value Chain
IC	Innovation Community
MFS	'Mede Financierings Stelsel'
MoFA	Ministry of Foreign Affairs
MoEA	Ministry of Economic Affairs
MoU	Memorandum of Understanding
NABC	Netherlands-African Business Council
NCH	Netherlands Council for Trade Promotion
NEC	Netherlands Export Combination
NpM	Platform for Inclusive Finance
NWC	New World Campus
NWP	Netherlands Water Partnership
OiO	Platform 'Ondernemen in Ontwikkelingslanden'
PO	Producer Organisation
PR	Participants' Council
PSD	Private Sector Development
Q&A	Questions & Answers
SANEC	Southern African - Netherlands Chamber of Commerce
SDG	Sustainable Development Goals
SME	Small-Medium Enterprise
VC	Value Chain
YEP	Young Expert Program

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Management Considerations

The world of 2015 has shown us that interconnectedness is the norm. More than ever, we depend on each other for our safety, economic development and food security, for example. The Global Goals For Sustainable Development are a timely and urgent backdrop to take up many of the present challenges together.



Figure 1: The Global Goals For Sustainable Development

In the light of its mission to promote farmer entrepreneurship, AgriProFocus has a solid basis to contribute to: **Goal 2: Zero Hunger**; **Goal 12: Responsible Consumption and Production**; **Goal 13: Climate Action**; **Goal 15: Life on land**.

The AgriProFocus network underscores the key policy pillars for food security of the Dutch government: eradicating hunger and malnutrition; sustainable and inclusive growth of the agricultural sector and creating ecologically sustainable food systems. Within this broader policy framework, AgriProFocus supports the Dutch government pledge for increased coherence. More in particular the network emphasizes the pivotal role of (smallholder) farmer entrepreneurs in food and nutrition security and will – continue to - work towards establishing effective business connections between farmer entrepreneurs, agri-businesses and domestic, regional and international, food markets. AgriProFocus especially sees opportunities arising to innovate food systems for the fast growing urban areas, in Africa in particular.

The network also recognizes the critical economic role of young women and men as farmer and agribusiness entrepreneurs. One of the priorities for 2016 will be to develop knowledge and brokering services to our network that enable in particular women and youth to make use of opportunities to produce, process and sell healthy food for a healthy diet.

2016 is formally the last year of our networks' four-year strategy (2013 - 2016). To prepare for a financial and institutional sustainable future of the AgriProFocus network there is work to be done. To assure that sustainability, we will focus on our key principles: strong embedding in national contexts, knowing our members / partners and clients' needs, creating added value through co-creation, working multi-stakeholder, and operating as entrepreneurs with a focus on joint resource mobilisation. This applies to our country networks and the Netherlands.

Being on top of members' and partners' needs means that we will make sure that our Dutch members can link in their (new) goals. This includes for instance member advocacy activities under the programme "Dialogue and Dissent", as well as brokering private sector development initiatives from the Dutch government, such the new call under FDOV.

In 2016, AgriProFocus will further develop tailored online and face-to-face services for its various partners working in different contexts on farmer entrepreneurship and food security. These services include: facilitation and coordination as a convening power for multi-stakeholder action; business and partnership brokering expertise; sub-sector market intelligence; facilitation of joint learning, debate and advocacy on cutting edge issues. Overall these services will relate to specific sector and thematic areas relevant for entrepreneurship and food security. Key areas for 2016 will include: organizing farmers for business, access to finance, youth and gender in value chains / agribusiness, and priority sectors such as dairy, livestock and horticulture.

Financially, AgriProFocus expects to increase resource mobilisation through service delivery at country level from national governmental and non-governmental organisations, private sector, Netherlands Embassies, agencies dealing with private sector development for agriculture and (inter)national development organisations, among others. AgriProFocus is confident that it can offer its unique selling points more effectively and cost efficiently.

In 2016 with the feedback of our members and partners, we will critically review the results of our overall marketplace model. Is the network future proof for all countries, requests, thematic areas and advocacy needs from our partners? What are our partners from public and private sector, farmers' organisations, knowledge institutes and civil society looking for? How can we synergize for more impact? What type of services/products can be offered that strengthens the support system for farmer entrepreneurship? How can we diversify our income flows for a financial sustainable and healthy network in the future? For these and many more questions we will seek answers together with you, our members and partners.

We look forward to a fruitful year. Make sure you are on board!



Roel Snelder

Acting Managing
Director
AgriProFocus



Kees Wantenaar

Independent
Chairman of the Board
of AgriProFocus

1 Introduction

Farmers worldwide are by far the major primary investors in agriculture. 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 promote farmer entrepreneurship, connect producers with markets, open up market potential for business and to meet with the challenge of sustainably feeding 9 billion people in 2050. This joint mission is supported by three interacting groups: Dutch partnership member organisations (see Annex 3), organisations and firms participating at country level and individually connected professionals. The Dutch Ministries of Foreign Affairs (MoFA) and Economic Affairs (MoEA) and the Netherlands Embassies are supporting partners of the AgriProFocus network.

AgriProFocus is a widely recognised international network with Dutch roots and well embedded local networks in 12 countries. Day-to-day running of the network is assured by country-based support teams and an overall support team in the Netherlands. The services of AgriProFocus, including the country networks, are shared assets, by, from and for contributing network professionals and Dutch partnership members. This annual plan is the product of a planning process which has taken place within the country networks as well as through interaction with our Dutch partnership members. As we are a flexible network we encourage stakeholders to bring in emerging questions and connect to the areas of their interest as described in this plan throughout the year. Chapter 2 categorizes AgriProFocus planned products and services under the networks' four delivery areas: network development, business brokering, innovation communities and platform for debate and learning. For each area specific targets are set at country and Netherlands level (Chapter 2). Chapters 4 and 5 and further outline management and budgetary targets.

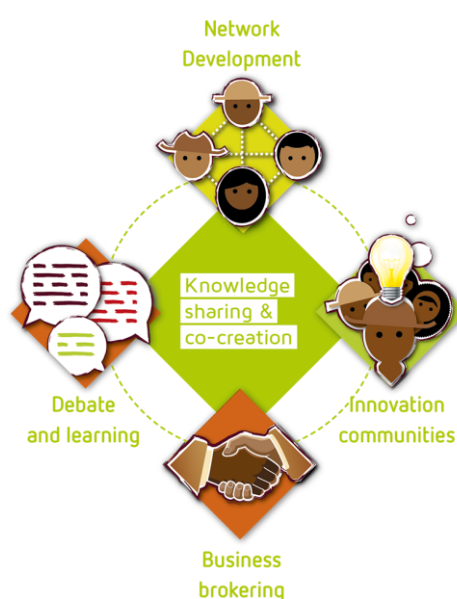


Figure 2: AgriProFocus delivery areas

Our theory of change (Figure 3) provides the framework for what the network delivers in 2016. Products and services – ‘market triggers’ – will be delivered through sharing and co-creation with the aim to improve the support system for farmer entrepreneurs. Our success – ‘market uptake’ – we will measure by looking at how stakeholders use network results to the benefit of farmer entrepreneurs. Indicators include business and partnerships deals, innovation uptake and policy changes. Further down the line – impact level – 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.

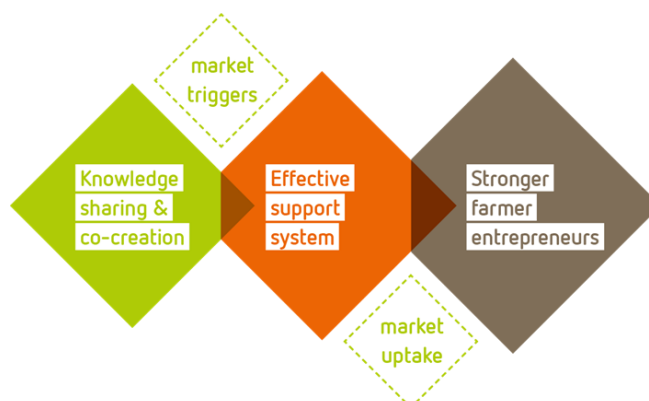


Figure 3: AgriProFocus Theory of Change

2 Network targets 2016

2.1 Network development and coordination

Focus 2016

Our network is well established and recognized in the Netherlands and in our focus countries. By being open to include all stakeholders in the agricultural sector we are able to and will create linkages and synergies with regards to farmer entrepreneurship and food security initiatives and interventions. To sustain the network beyond 2016 and achieve our growth ambitions we will intensify our efforts in obtaining stronger stakeholder engagement by further improving our services and products for each of our stakeholder segments.

2.1.1 AgriProFocus country networks

Indicators	Key targets 2016
Network adherence	<ul style="list-style-type: none"> At least 5% increase in number of private sector adherents at country level.
Country based delivery and regional outreach	<ul style="list-style-type: none"> 12 country networks operational. Start-up country network Myanmar. Roll out at least 1 knowledge product/service (e.g. 2-2 trade) to non-AgriProFocus countries in both Southern Africa and West-Africa. 2 regional events in both East and West Africa (see paragraph 2.2). In-country geographic expansion of network services.
Joint resource mobilisation	<ul style="list-style-type: none"> Entrepreneurship programmes jointly developed, financed and implemented with our main stakeholders and partners on behalf of the network for Netherlands Embassies (Ethiopia, Rwanda, Mali and Burundi). Consolidation of financial support and engagement of Dutch partnership members for country network activities (Euro 750,000). Service / cooperation agreements with Netherlands Embassies in place in at least six of the country networks. (Euro 300,000). Increase of non-Dutch contributions (Euro 1,000,000).

Network adherence

As planned in 2015, each country has conducted a stakeholder analysis. Based upon these analyses two conclusions are drawn for action in 2016. First, while currently relations exist with all relevant stakeholders types, an (even stronger) focus on growing private sector linkages is needed to promote farmer entrepreneurship. Private sector linkages in our network (including farmers' organisations) are on the rise for some years now (currently 43% of all professionals). For 2016 the aim is to grow in both quality and quantity: increase (online) registration of producer organisations and agri-business higher up in value chains in terms of company profiles, and to at least half of the total of all professionals.

Secondly all stakeholders need tailored services to allow them to: better relate (their services) to final beneficiaries; easily stay informed (sector / value chain); exchange and share information and knowledge with larger outreach; build stronger partnerships to innovate and influence. In that regard country networks have jointly prioritized developing and offering a number of key services for the diverse stakeholders groups (see table 2). For each service a delivery and revenue model will be developed (see chapter 4.1).

Prioritised services for stakeholders country networks (new & existing)
Facilitation of multi-stakeholder platforms (sector oriented).
Coordination services for resource mobilisation for members.
(Online) marketplace to match local and international agribusinesses.
Scans / studies / fact sheets to provide market intelligence and provide basis for debate.
Finance and agribusiness fairs.
Knowledge services (gender in value chains, 2-2 trade, and for programmes.

Table 2: Prioritised services for stakeholders

In 2015 the amount of online registered network professionals grew from around 12,000 by the end of December 2014 to almost 15,500 by December 1st 2015. This is just below target, but considering the transfer to our new platform a year ago we are on a good growth path. For 2016 AgriProFocus will continue on this path, making our networks serve all stakeholders and organised producers and small and medium Enterprises (SMEs) in agribusiness in particular. Network adherence targets for each country are presented in table 1 below.

Country	No. registered online professionals		
	2015 (1-12 2015)	2015 (target)	2016 (target)
Benin	1,270	1,500	1,750
Burundi	330	500	600
Ethiopia	1,211	1,500	1,750
Indonesia	231	400	400
Kenya	2,743	3,000	3,750
Mali	747	800	1,100
Mozambique	446	600	-
Niger	287	400	400
RD Congo	171	400	400
Rwanda	1,344	1,500	1,750
Tanzania	1,052	1,000	1,500
Uganda	4,198	5,000	5,250
Zambia	769	1,000	1,250
Netherlands	114	-	250
International	510	-	750
Total	15,423	17,600	21,500

Table 1: Number of professionals registered online

Country based delivery and regional outreach

For 2016 we will continue with 12 country networks, one less than before. We decided to disengage from having a team on the ground in Mozambique. The planned review in 2015 revealed that expectations of stakeholders did not match the AgriProFocus mission of joint action for promotion of farmer entrepreneurship. AgriProFocus remains open to provide services to Mozambique network contacts.

In 2015 activity agendas in Benin, Ethiopia, Kenya, Mali, Rwanda, RD Congo, Tanzania, Uganda and Zambia, made good progress. Burundi stalled due to political insecurity. Indonesia is progressing steadily now after a slow start. Niger is worth mentioning, as it made a fresh start in 2015 and we clearly see an uptake of activities with especially national members active under the new hosting (Partners for Innovation). The challenge for Niger in the coming years will be mobilizing resources for financial sustainability, which will be a topic for all our networks (see chapter 5).

For the coming year AgriProFocus intends to renew all hosting arrangements with one year. Hosting per country will be as follows: ICCO for Burundi, Mali, and Rwanda; SNV for Benin, Tanzania, Uganda and Zambia, HIVOS for Indonesia and Kenya and Partners for Innovation for Niger. It is possible that for Ethiopia and DR Congo another member will take over hosting from ICCO. In terms of expanding country based network services in 2016 AgriProFocus will follow a two-pronged approach:

- Extending services regionally: planned explorations for Burkina Faso and Zimbabwe were done low-key in 2015. For both countries options seem to be in extending specific knowledge services (youth, 2-2 trade, gender) rather than having an AgriProFocus presence in country. For Zimbabwe our Zambia team will explore the potential to offer support to members working in Zimbabwe; the same counts for Mali to Burkina Faso.
- New countries: Interest and involvement of our Dutch members in Myanmar to work on entrepreneurship and food security is growing. Under inspiration of the Dutch agricultural counsellor (MoEA) many of our members, including ZOA, Cordaid, Agriterro, Solidaridad, WUR, have started up activities. A support structure on the ground, next to a full-fledged Netherlands Embassy, can assist with joint exchange and learning, and with brokering partnerships and business relations. In the first half of 2016 AgriProFocus will organize an exploration mission to define its potential role and options.

As planned, outreach in country to new provinces and districts is ongoing. Most country networks already cover various agricultural regions. Expansion follows from co-creation, the lead is with local stakeholders. On average country networks aim to take services to at least one new province / district in 2016. Noteworthy are: Ethiopia to reach out to all provincial capitals; Benin to reach out to the rural cities of Parakou and Bohicon; Uganda into Arua and Mbarara; DRC to Katanga; and Mali to Mopti.

Joint resource mobilisation

In all AgriProFocus countries there is a regular relationship with Netherlands Embassies, including, where present, the Agricultural Counsellors, and consulates. Active exchange and working relationships have developed over time in Benin, Burundi, Kenya, Mali, Rwanda, Ethiopia, Uganda and Zambia in different shapes, forms and (service) contracts and MoUs. One key service is programmatic cooperation initiated by AgriProFocus for its members. Planning is underway for a 2nd phase FSRE Ethiopia, and ASDF Rwanda – both funds administered through ICCO on behalf of the network and aiming at stimulating agri-entrepreneurship. The country network's role is on linking and learning paid from the programme. In Mali, AgriProFocus is coordinating members to develop a joint programme on Youth Entrepreneurship for the Netherlands Embassy in Mali which is to include existing dynamics and services of the network on access to finance and

entrepreneurial skills training. For Burundi the dialogue with the Netherlands Embassy will continue on the potential of developing a FSRE/ASDF style collaboration.

Besides this, the country teams will continue to provide direct services for joint learning and exchange, to the Netherlands Embassy and programmes funded by them. Such is the case in Ethiopia where an existing contract is already in place. In 2016 AgriProFocus aims to build such practical working relations between AgriProFocus and the Dutch Embassies also in Indonesia, Myanmar and RD Congo. Furthermore, AgriProFocus aims to develop a follow-up proposition for the Netherlands Embassy in Uganda (current 3 year cooperation agreement ending 2015). The grand total of resources from Netherlands embassies mobilised are expected to remain stable in 2016 around Euro 300,000.

AgriProFocus will continue to link (new) initiatives of Dutch partnership members in the countries to the network thus broadening business linkages and learning. Various country network plans for 2016 include ongoing and starting examples in this respect: e.g. collaboration with SNV on dairy in Zambia and Uganda; with Cordaid in RD Congo on food security (consortium with ZOA and IFDC), with SNV on horticulture in Kenya and with HIVOS / Solidaridad on coffee in East Africa.

Most of these programmes have originated from competitive calls. To avoid direct competition with its members AgriProFocus does not apply for such calls nor signs as a consortium partner. During implementation AgriProFocus can however be subcontracted by members to provide its proven network services to such programmes under the following conditions. The service request: fits with the networks' mandate and focus and comes from an active member / stakeholder. Moreover the contract should allow AgriProFocus to share the knowledge / information produced under the activity within the broader network. In 2016 AgriProFocus will pro-actively offer its network services to members who are developing such proposals.

Another entry point for 2016 is to provide network services to Dutch partnership members with programmes under the *"Dialogue and Dissent"* funding. Members benefit through AgriProFocus from a larger advocacy outreach and easy connection to relevant stakeholders. AgriProFocus will make sure the network links effectively with these programmes at country level. First options are being discussed with HIVOS and Oxfam Novib (see paragraph 1.4 for the link to advocacy at Netherlands level). The contract with Agriterro is to be renewed and to be based on concrete joint activities to strengthening organised producers in their business. Target for 2016 is to consolidate resources mobilised from Dutch partnership members at the same level as the previous years (about Euro 750,000).

In 2015 targets for non-Dutch resource mobilisation are being met in excess of targets (an expected Euro 870,000 vs Euro 550,000). Country network plans for 2016 predict an increase of external non-Dutch funds mobilised to Euro 1,000,000. This includes next to a wealth of national actors also international donors and development agencies, for example BorneFonden, CTB, Norwegian Church Aid, USAID, GIZA, Helvetas, Cooperation Suisse, VECO, TRIAS and Broederlijk Delen a.o.

2.1.2 AgriProFocus Netherlands network

Indicators	Key targets 2016
Network adherence	<ul style="list-style-type: none"> • Consolidation of current partnership members • Increase Netherlands membership with at least 3 SME agribusiness companies. • Strategic cooperation with public sector (MoFA & MoEA, F&BKP, YEP Agro-Food, Food4All).
Joint resource mobilisation	<ul style="list-style-type: none"> • 3 activities with private sector networks around trade missions • Knowledge exchange services for RVO such as FDOV or others

Network adherence

In 2015 partnership members experienced quite some turbulence caused by the end of MFS II. Resulting in having to say goodbye to two members that ceased operations. Two other members left: one changed course; another saw limited added value of our network. At the same time the attraction of AgriProFocus membership for Dutch stakeholders is still there. Core CSO members such as HIVOS, Cordaid, ICCO, Oxfam Novib and Agriterre are strongly committed to remain an active member indicating the network to be strategic for them. And there is also 'new blood': ITC newly joined and there are current applications with the board by F&SAS and Bejo Seeds, while relations with other Dutch actors (not yet members) are developing (e.g. with SPARK). In 2016 AgriProFocus will also engage with Dutch agro SME's to attract more members from the private sector. Priority will be on attracting new members active in the sub - sectors of horticulture and livestock (poultry and dairy) and interested in joint resource mobilisation.

Joint resources mobilised from Dutch partnership members follows their programming in country. Resources mobilised at the Netherlands level are limited and tied to specific activities, such as the AgriProFocus policy group. Contributions for specific knowledge tracks can be substantial but are mostly in-kind.

Partnership with the public sector is a strong asset of the network. First and foremost MoFA is the network's main funder, funding 50% of AgriProFocus' total budget. Apart from the funding, there exists an intensive cooperation and exchange between MoFA and AgriProFocus with regards to the implementation of Dutch food security policy. For 2016 the following priorities include:

- **MoFA and MoEA:** AgriProFocus will pro-actively provide input to various food security policy discussions (incl. IOB evaluation, climate smart agriculture, SDG indicators). This through its policy group (see for targets paragraph 1.4). AgriProFocus is set to provide evidence based input from country networks for the development of MoEA sector policies. Through regional events in East and West Africa, AgriProFocus offers an opportunity to connect to stakeholders for debate on regional trade and innovation, e.g. on horticulture and dairy / livestock.
- **The Food & Business Knowledge Platform (F&BKP)** in which AgriProFocus is one of three consortium partners together with WUR-CDI and The Broker. AgriProFocus' asset is creating the links to local partners (private sector, CSOs, knowledge institutes) and local knowledge and trends; the F&BKP enables an increase of AgriProFocus' outreach. See paragraph 1.4 on platform for debate and learning for more information on upcoming activities.
- **Food4All** - MoU between GoN (MoFA&MoEA), the WorldBank and IMF. AgriProFocus intends to providing exchange services at country level (limited number) for knowledge exchange and study tours for WorldBank/IFC staff.
- **YEP Agro-Food:** Collaboration between MoFA, NWP (Netherlands Water Partnership) and AgriProFocus (on behalf of the 3 consortium partners of the F&BKP) for the roll out of the Young

Expert Programme in Agro-Food (YEP), previously only existing for the water sector as YEP Water. AgriProFocus will employ two young experts from January 2016 onward for a period of two years based respectively in Kenya and Mali. They will focus on Youth in Agribusiness (within a specific to be determined sector) and their work will have a regional character.

On behalf of its members, AgriProFocus will continue to actively take part in the RVO-led PSD platform (Private Sector Development platform). Other important networks are Partos and the 'Ondernemen in Ontwikkelingslanden' (OiO) platform. The AgriProFocus Netherlands network facilitators and business relationship manager are part of the online expert team of OiO.

In 2015 collaboration with private sector networks like NABC and SPARK, members like RVO/CBI and providers such as NCH have delivered good results. This includes incoming and outgoing missions to for example Rwanda, DR Congo and Mali. Added value of AgriProFocus is in having in-depth knowledge of the local agribusiness context and connection to relevant actors. In 2016, AgriProFocus will actively continue to explore how to further add value to in-coming and outgoing trade missions. Target is to seek cooperation in at least three activities. Follow-up will be given to facilitate relevant knowledge connections (referring to practical knowledge around 2-2 trade, access to finance and gender) for FDOV as started in 2015 at country level (Ethiopia and Kenya) and in the Netherlands.

2.2 Business and partnership brokering

Focus 2016

AgriProFocus has established and offers, through its country networks and Dutch partnership members, a pre-competitive environment for promising agribusiness sectors to connect and do business. To link stakeholders effectively to other service providers AgriProFocus will further invest in developing new and improved services with the aim to directly and indirectly promote succesful farmer oriented dealmaking and partnerships.

2.2.1 AgriProFocus Country Networks

Indicators	Key targets 2016
B2B events and agribusiness (finance) fairs and market places for business connections	<ul style="list-style-type: none"> • 30 – 100 Q&A requests per country serviced. • 38 fairs. • 50 B2B events. • Fair model developed and implemented as a cost recovery service.
Facilitation of business linkages and partnership development	<ul style="list-style-type: none"> • 2nd East Africa regional innovation and trade event on horticulture - possibly Tanzania. • West Africa regional activities linking Dutch private sector companies to agribusiness in horticulture • Follow-up event extensive livestock expo Kenya.

B2B events and agribusiness (finance) fairs and market places

Business and partnership brokering by AgriProFocus is first and foremost about enabling the connection. On a bilateral level country teams connect stakeholders on a daily basis through providing a Q&A service (online and by telephone). Annually the network handles between 30 and 100 requests per country depending on the size of the network. For 2016 we expect the same.

The target for 2015 - 100 events to enable business connections – is likely to be met. 50% of these events are combined agribusiness/finance fairs attracting between 200 and several thousand visitors. Targeted visitor numbers are reduced (already initiated in 2014/15) to allow for more matchmaking, choosing quality over quantity. The others are regular B2B get-togethers (20 – 50 participants per occasion). For 2016 we foresee similar numbers. The objective is always to promote the uptake of adequate financial services and agribusiness innovations among farmers and producer organisations, as well as to broker deals among the various stakeholders.

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). This is slowly but steadily taken up by the other countries adopting good practices for cost recovery including: entry, exhibit and sponsoring fees. The fair model will be one of the key services to be further developed in 2016 for additional resource mobilisation purposes for the network.

Started in 2015, AgriProFocus will continue to offer of pre- and post- event matchmaking services, like support to network stakeholders in helping producers to arrive well prepared; developing follow-up assistance to stakeholders after the event; provide more systematised follow-up on connections (to be made) and capturing results (through AkvoFLOW mobile monitoring). The table below provides the overview of face-to-face events planned per country for 2016.

	Fairs	B2B	Total
Benin	5	2	7
Burundi	2	5	7
Ethiopia	2	6	8
Indonesia	1	2	3
Kenya	4	6	10
Mali	4	6	10
Niger	4	6	10
DR Congo	3	4	7
Rwanda	4	6	10
Tanzania	3	2	5
Uganda	4	2	6
Zambia	2	3	5
Total	38	50	88

Table 3: Amount of Fairs and B2B-evenst in 2016 per country network

Facilitation of business linkages and partnership development

Following successful regional events in 2015, we will continue to develop cross border services. This includes a possible second ‘Herding for the Markets’ event in Kenya to include Ethiopia a.o. countries. Also a follow-up is planned on the Regional Horticulture Trade and Innovation Fair in Rwanda (November 2015), to be held most likely in Tanzania in close cooperation with TAHA and other national inter-professional organisations. This may include a focus on a business plan competition, link to activities of MoEA focussing on innovation to reduce postharvest losses a.o. Also for West Africa brokering activities will be organized to link country based horticultural agribusinesses to Dutch companies such as RijkZwaan and Bejo. Moreover, AgriProFocus expects to co-organize a conference with the Global Alliance on Shea.

2.2.2 AgriProFocus Netherlands network

Indicators	Key targets 2016
Providing market intelligence on Food and Business	<ul style="list-style-type: none">• Quarterly newsletters, and factsheets per sub-sector (poultry, horticulture, dairy, possibly pulses).• Agribusiness directory per country.• Promoting funding opportunities including FDOV 3 round.• Network wide database of financial service providers.• Brokering guideline for business linkages incl. due diligence.

Providing market intelligence on Food and Business

In 2015, AgriProFocus started the initiative to develop the database of financial service providers. The database compiles financial service providers and their respective products in one easy-to-access place. In 2016, the database will be ready for our members to access. It offers them an occasion to connect with the financial institutions (FI's), to be well informed on the different options.

In 2016 we will also collect more specialized information on businesses in a specific agricultural (sub)-sector and develop a customer service approach for more effective linking. Data will include e.g.: sector, volume, date of establishment, number of employees, turnover, market outlets, certifications, main demand for linkage. Focus will in the first instance be on the earlier identified subsectors poultry, horticulture, dairy of which the network has deeper knowledge and contacts and which relate strongly to food security and regional developments.

To strengthen information dissemination AgriProFocus will develop sub-sector (online) newsletters, in which members and stakeholders can highlight their activities and innovations. In addition, factsheets will be developed on these specific sub-sectors consolidating our current knowledge and using the strength of our network.

Through its proper channels (face-to-face and online) AgriProFocus will promote calls and funding opportunities. It will offer its services to members to scout for potential partners for FDOV round three.

Even though AgriProFocus is a neutral platform, adhering more private sector to the network has its risks. Due Diligence into value chain risks will become more important, with numbers of private sector members increasing. In 2016 AgriProFocus will investigate how to go about due diligence procedures. AgriProFocus will organise a working session in the Netherlands with its private sector members to identify specific activities in which we can collaborate. In effect close cooperation will be sought with agencies such as NABC, SANEC, NCH, NEC, MVO NL, Plantum and others. The output of this will be – besides closer working relations and opportunities for joint action– a business linkage / relationship guideline. Throughout the year data collected from surveys at events will be analysed to improve events and related business linkages services.

2.3 Facilitating innovation communities

Focus 2016

Our network is known for its capacity to facilitate joint initiatives to innovate and learn together, in thematic communities and increasingly in sub-sector groups. Facilitating cross fertilisation in country between multiple stakeholders but also between countries generates improved functioning of the support system for farmer entrepreneurs. In 2016, the network will continue on the path to fire-up and facilitate this joint action and will further professionalize its multi-stakeholder facilitation offer and skills.

2.3.1 AgriProFocus country networks

Indicators	Key targets 2016
Multi stakeholder thematic / sector action and learning	<ul style="list-style-type: none"> About 50 thematic innovation communities. About 10 sector oriented multi-stakeholder platforms. An estimated 100 events in the form of debates, workshops, campaigns, conferences.

Jointly action and learning

In 2016 -as before - innovation communities focus on a theme or a specific sub-sector. Country plans elaborate for each case the outputs and stakeholders involved. The table below gives an overview of the main themes and sectors per country which are to be addressed in 2016. The approach is that AgriProFocus facilitates members organizing themselves in multi-stakeholder groups that take joint responsibility for organizing activities including workshop and trainings, joint research, policy advocacy or joint campaigns.

An example is the tomato partnership of AgriProFocus, SAGCOT and national stakeholders in Tanzania. Multi stakeholder facilitation support of AgriProFocus to this and other similar initiatives will be further professionalized into a recognizable service.

Topics and sectors	Countries
Access to finance	Benin, Burundi, DR Congo, Indonesia, Mali, Niger, Uganda
Youth in Agribusiness	Benin, Indonesia, Kenya, Mali, Niger, Rwanda, Tanzania, Uganda, Zambia
Gender in value chains	Benin, Burundi, DR Congo, Ethiopia, Mali, Zambia
Horticulture	Mali, Uganda, Rwanda, Tanzania
Dairy / livestock	Benin, Indonesia, Kenya, Tanzania, Uganda, Zambia
Market development / Info	DR Congo, Niger Uganda, Mali
Inputs / seed	Benin, Burundi, DR Congo
Organised farmers	Benin, Ethiopia, Mali
Access to land	Benin, DR Congo, Mali
Research and Development / Innovation	Benin, DR Congo, Mali, Rwanda

Table 5: Top 10 thematic / sectors communities / platforms 2016

2.3.2 AgriProFocus Netherlands network

Indicators	Key targets 2016
Multi-stakeholder thematic / sector action and learning	6 cross country knowledge themes: <ul style="list-style-type: none"> Organised farmers - as partners in agribusiness Sub-sector development - focus on dairy/livestock and horticulture Access to finance - from matchmaking to deal making Gender in value chains - scaling up coaching and expertise Youth in Agribusiness- engaging young people in the agricultural sector Sustainable food systems - greening agriculture

To stimulate innovation, ICs working on the same topic will be connected across countries. Below each knowledge theme is briefly explained and key targets are defined, each working according to basic network principles:

- Beneficial to members' programmes and capacities in key focus areas.
- Work with principles of co-creation (with and for members for the common good).
- Potential to scale-up and rolled out through cost sharing or by other paying actors.
- Involvement of knowledge institutes to bring in critical knowledge.
- Facilitated by a thematic facilitator stationed in the Netherlands and working across countries.
- Delivered face-to-face and online.

Organised Farmers

Indicators	Key targets 2016
Knowledge about organised farmers is shared, validated and rolled out across countries	<ul style="list-style-type: none"> • Launch event 2-2 trade book Netherlands. • 2-2-Trade facilitation model developed and operational, including a costing model and a facilitation and support system. • 2-2-Trade promoted in all AgriProFocus countries, with initial focus on Tanzania and West Africa. • Francophone version of 2-2-Trade book available in print. Prepare 2nd edition of the book suitable for Asia. • Lessons from 2-2 Trade cases in the facilitation track are documented and available online. • New topics for organised farmers track identified.

Aim

The aim for Organised Farmers is for agri-professionals in the network to improve their services and interventions around farm–firm relations - existing and new. A 2-2 Trade facilitation track will be developed and rolled out in Tanzania, Kenya, Uganda and in West Africa. Targeted clients are BDS providers and staff of NGO's, of producer organisations (farm) and of buyers (firm). Two trainers for the facilitation track will be trained by WUR/CDI on 2-2 Trade (one Francophone and one English). The network will offer the tool for international companies and/or private sector umbrella and/or support organizations to explore possibilities to set up or improve their business relation with local suppliers. Target: two international companies. AgriProFocus will additionally set up online knowledge and support services to establish a sustainable relation with trainers and (trained) practitioners.

Partners

WUR-CDI, KIT, selected AgriProFocus country networks, other selected members and partners.

Access to Finance

Indicators	Key targets 2016
Knowledge about access to finance is shared, validated and rolled out across countries	<ul style="list-style-type: none"> • Professionalization of finance fairs. • Launch Financial Services database, monitor usage and adapt. • 1 expert meeting with NpM in Netherlands. • Expert meetings in country networks (7) with NpM. • Start-up of AgriProFocus Academy.

Aim

The AgriProFocus network will improve its services (finance fair and financial database) in the field of access to finance for smallholder farmers and SME agribusiness. Experiences between countries on (un)successful elements of finance fairs (incl. B2Bs and Business Innovation Competitions) will be analysed for further professionalization. The network will support its members to develop self-selection, business planning and pitch training. The first version of the Financial Services Database will be closely monitored to signal for gaps and needed improvements.

AgriProFocus is exploring the possibility of setting up an AgriProFocus Academy which will offer training and tools to NGO-staff and Business Development Service suppliers such as consultants. The academy will offer a complete package of trainings and tools which will enable the trainees to structurally and practically improve the level of professionalism of Producer Organizations. AgriProFocus is exploring the concept in cooperation with a/o Scope Insight, ICCO and IFC. The AgriProFocus Network members will be approached to contribute to the training, tools and trainers as much as possible. Training and tools which need to be developed will be developed in cooperation with network members as much as possible.

Partners

AgriProFocus innovation communities on Finance, NpM, Oxfam Novib & Oxfam International, Cordaid, ICCO (incl. Terrafina Microfinance), Rabobank Foundation, HIVOS, Oikocredit, Scope Insight and IFC.

Sub-sector development: focus on dairy and livestock

Indicators	Key targets 2016
Knowledge about dairy and livestock is shared, validated and rolled out across countries	<ul style="list-style-type: none">• Dairy learning labs approach online for East Africa.• Dairy learning lab approach adapted for francophone Africa.• 2 new learning labs designed and tested (poultry and pork).• Repeat of the extensive livestock regional event in Northern Kenya.• Facilitate linking and learning with members and external initiatives, a/o with F&BKP.

Aim

This theme aims for key actors to share a learning agenda and improve their interventions in dairy and livestock. The tested dairy learning lab approach (2015) will be extended to West Africa and adapted for poultry and pork in 2016 (Tanzania, Kenya). The AgriProFocus online platform will feature an accessible toolkit of training materials on feed, cow health and dairy economics. Similarly an online toolkit for poultry and pork will be initiated drawing materials from actors in the network. AgriProFocus will continue facilitating linking and learning for: the campaign for pastoralism (CELEP); and the exchange programme on antibiotics reduction (Oxfam/DFE). Moreover, AgriProFocus will explore opportunities to pool resources and/or mobilise additional resources in partnerships such as with Dairy East Africa - with ECDPM/CAADP.

Partners

PUM, CELEP, WUR-CDI, DFE, F&BKP, MoEA, Heifer, Oxfam, SNV, Van Hall Larenstein in Netherlands. Key national partners in Kenya: KCB, KMT, SNV; Uganda: SNV, DDA, UIA and Tanzania: Tanga Forum, LITA, ECDPM.

Sub-sector development: focus on horticulture

Indicators	Key targets 2016
Knowledge about horticulture is shared, validated and rolled out across countries	<ul style="list-style-type: none">• Dedicated regional pages on horticulture online• Preparatory activities / seminars / knowledge events (content to be decided e.g. on postharvest losses, and business innovations)• Regional exchange event (see 2.2)

Aim

This theme aims for key actors to share a learning agenda and improve their interventions in horticulture. AgriProFocus will follow up to the successful regional event Promoting Innovation and Trade in Horticulture (Rwanda, November 2015), fostering further network contacts between stakeholders in the sector in the East African region. We aim for a second regional event, most likely in Tanzania. In terms of knowledge development and exchange, AgriProFocus will facilitate learning both by the innovators who took part in the business innovation competition and by the broader horticulture network, and create linkages with knowledge institutes, agencies that can provide technical capacity building.

Partners

Horticultural associations in East Africa (e.g. TAHA), SNV, F&BKP, MoFA, MoEA, AVDRC, others to be determined.

Gender in value chains

Indicators	Key targets 2016
Knowledge about gender in value chains is shared, validated and rolled out across countries	<ul style="list-style-type: none">• Coaching tracks in 5 countries (open registration) plus 5 tailor-made (NL and in country).• Financially sustainable Training of Coaches in GVC (French and English) – 15 participants each - Develop network of national coaches.• Development of materials incl. 3 internet based modules.• Documentation of business cases for GVC.• Introduce in Young Expert Programme as online masterclass.

Aim

In 2016 AgriProFocus continues rolling out its gender in value chain approach as a network service. AgriProFocus will offer a value proposition to members and potential clients (development organizations and programs as well as private sector actors). This includes coaching tracks for open registration, as well as tailor made services. AgriProFocus will pro-actively promote this knowledge track to other private sector initiatives such IDH, RVO/FDOV, YEP a.o.

Implementation is through country teams, a team of international experts and a network of coaches to be recruited among the network. AgriProFocus expects to be granted additional funds by MoFA to promote the approach. Central is the scaling up of training of national coaches (with MDF Central Africa and scheduled in English and French for March 2016). The training starts with specially developed e-modules. Participation is a first step to become member of the AgriProFocus network of coaches (peer assist and exchange of experiences, online as well as face-to-face).

Partners

MDF, F&SAS, MoFA, Development organizations such as IFDC, private sector.

Youth in Agribusiness

Indicators	Key targets 2016
Knowledge about youth in agribusiness is shared and validated across countries	<ul style="list-style-type: none">• 1 Youth in Agribusiness event in Netherlands• 1 AgriProFocus Youth in Agribusiness product/service developed, validated and implemented with relevant partners.• Weekly exchanges online community <i>Youth in Agribusiness</i>.• Overview / updates on lessons learned of all Youth in Agribusiness initiatives in AgriProFocus available online.• Results of (action) research and cases documented.

Aim

The involvement of young people in the agricultural sector is essential for the future of the world food system. The AgriProFocus Youth in Agribusiness knowledge (YiA) theme specifically aims to inspire young women and men and their organisations to become active actors in agribusiness. Two young experts Youth in Agribusiness will join the AgriProFocus Mali and Kenya teams respectively from January 2016 for a period of two years. AgriProFocus underlines the importance of young people as a strategic target group for the future of food and nutrition security by sharing experiences and lessons learned, documenting good practices, developing innovative approaches, organising tailored youth events and activities, linking young people to service providers and new initiatives in agribusiness. Services and products include: business competitions, road shows, wicked problem days, youth ambassador events, agribusiness fairs, advocacy as well as innovation in relevant curricula of agricultural schools, business schools and universities.

Partners

YPARD, GYIN, ICCO, KIT, SNV, WUR/CDI, AERES (Borderless Network), Van Hall Larenstein, Ministry of Foreign Affairs, Fair and Sustainable Advisory Services, Universities, agricultural schools and their umbrella organisations.

Sustainable Agriculture and Livestock

Indicators	Key targets 2016
Knowledge about sustainable agriculture and livestock is shared, validated and rolled out across countries	<p>Case examples for knowledge sharing about green innovations:</p> <ul style="list-style-type: none">• <i>East Africa livestock</i>: smart use of natural resources, particularly by pastoralists.• <i>East-Africa horticulture</i>: Post-harvest losses / food waste• <i>Indonesia</i>: landscaping approach• <i>Benin</i>: Agriculture and climate change learning activity• <i>Ethiopia</i>: capitalise on soil campaign 2015• <i>Ethiopia/Uganda/Netherlands/India</i>: antibiotics reduction in dairy

Aim

Several country networks have implemented learning processes about Sustainable Agriculture at national level, with particular attention for private sector as well as farmers organisations' representatives. Through this knowledge theme case examples are developed to be used for learning among practitioners and more

in particular to target policy-makers. The idea to develop a green innovations competition will be explored. A direct link is to be established with the AgriProFocus Policy Group, which pays particular attention to the ecological sustainability of food systems (see paragraph 1.4 platform for debate).

Partners

MVO, CBI, AgriProFocus members (and ICs if applicable) in East Africa, Indonesia, Benin, Ethiopia, Oxfam Novib, Hivos, Dutch Farm Experience.

2.4 Platform for debate and learning

Focus 2016

There is a constant need for up-to-date practical information as well as deeper knowledge to inform policy and practice at country and at Netherlands level. AgriProFocus will - through its online platform, events and media channels and in close cooperation with the F&BKP and its members - be a reference point for practitioners from diverse levels and stakeholder groups on farmer entrepreneurship and food security issues.

2.4.1 AgriProFocus country networks

Indicators	Key targets 2016
Policy advocacy	<ul style="list-style-type: none"> Joint advocacy as integral part during thematic events (e.g. on access to finance, land law etc.). Increase usage of diverse media to spread messages to the wider public.
Knowledge dissemination and online learning	<ul style="list-style-type: none"> The online platform registration grows to 21,500 professionals by the end of 2016. Keep the bounce rate of the online platform below 50%. Have an average of 1000 visitors a day by the end 2016 (on weekdays). 1 training for specific colleagues on online communication

Policy advocacy

In 2015, various country networks (Benin, Mali, RD Congo, Rwanda and Uganda) had active innovation communities, policy groups and stakeholders which used the network as a platform for public debate. For example on land, a sub-sector or a cross cutting topic on key issues for farmer entrepreneurship and food security. Government representatives actively participated in these events.

In 2016, country networks will continue to support stakeholders at national level to do joint policy research, review, analyse and translate policies into understandable materials and specific situations for farmers. The country networks will facilitate stakeholders to co-organise dialogue platforms for farmers. Debates will be aired on national TV, through radio and other communication channels.

Knowledge dissemination and online learning

Through its online platform AgriProFocus provides attractive and relevant content, like publications, events, interactive discussions, marketplace offers and news articles. Thematic moderators will make sure in 2016 that global knowledge theme-pages are up-to-date with content relevant for farmer entrepreneurship and food security.

The online platform is growing at a steady pace, in number of registered professionals as well as unique visitors and page views. In 2016 AgriProFocus wants to grow to 21,500 registered agri-professionals and at least 200,000 unique visitors. In 2015 AgriProFocus focussed on the technical development of the platform, in 2016 focus will shift to marketing of the platform.

Marketing of the platforms main features, like the marketplace, financial database, knowledge base and agribusiness directory, will be done by cross media marketing, using different channels to generate traffic to our platform, paid and un-paid. In 2016 goal tracking will be installed, this provides in-depth insight in our users behaviour, therefore creating opportunities for monetizing the platform, for example in paid sponsorships for frequently visited pages.

In order to market the online platform and use its full potential a training will be provided in 2016 to relevant AgriProFocus colleagues on marketing and communication and the use of the online communication channels available.

Channel	Real (01-12-2015)	Target 2016
Online Platform members	16,608	21,500
Online Platform visits	150,000	200,000
Facebook (likers)	16,769	30,000
Twitter (followers)	5,372	10,000
LinkedIn (followers)	774	1,250
YouTube (Subscribers)	92	125
(views)	24,425	30,000
MailChimp newsletter (contacts)	24,856	35,000

Table 6: Overview of communication channels and outreach (real and target)

2.4.2 AgriProFocus Netherlands network

Indicators	Key targets 2016
Policy advocacy	<ul style="list-style-type: none"> • Input to at least 4 areas: SDG indicators, implementation MoFA / MoEA Food Security Policy Note, the IOB policy evaluation food security; climate change vs small scale farmers • Structural contact moments with ministries (5) and parliamentarians (8) • 3 – 5 working group meetings to analyse policies and develop joint statements for ongoing political debates
Knowledge dissemination and online learning	Strategic cooperation with F&BKP to include: <ul style="list-style-type: none"> • Regular information flow on (results of) Dutch research funding opportunities (Applied Research Fund, GCF, etc.) • Support 2016 regional meeting for Applied Research Fund (ARF) project teams • Team up with F&BKP on horticulture and livestock / dairy and for relevant knowledge for policy advocacy input • Joint action with YEP, Borderless network and others • 2 expert sessions on emerging topics (e.g. geodata for agriculture)

Policy advocacy

In 2015 the AgriProFocus Policy Working Group Food Security under the secretariat of the MD, and facilitated by BBO, analysed several policy areas and trends. On various areas it lobbied to parliament and

gave input to – more in particular - the Partos Coherence Monitor and the Theory of Change of MoFA and MoEA on food security. From a community facilitation perspective and in times of scarcity of human resources in the sector, this is highly appreciated by members and the public sector. The F&BKP as a 'fact provider' is seen as a positive contributor for the strategy development of the working group. In 2016 this smooth and timely transfer of information and coordination is again essential. Active members of the group will be a.o. Both Ends, HIVOS, ICCO, Oxfam Novib, SNV, Woord en Daad and ZOA.

In the food and nutrition security policy arena the working group intends to focus on three interlinked levels of the food system: 1) sustainable production: greening agriculture and sustainable use of natural resources; 2) decreasing food losses in value chain and stimulate innovation and local solutions; 3) consumption (improved nutrition, right to food and coherent food policy). Central in this are the smallholders, youth and women as farmer entrepreneurs. Identifying case examples of good practices in member programmes and country networks can contribute content to the discussion. The policy group will intersect with topics under the AgriProFocus cross country knowledge agenda particularly on sustainable agriculture (see paragraph 1.3.2).

Issues at stake in the Netherlands policy arena in 2016 include a.o.: the definition of the SDG indicators, the implementation of the MoFA & MoEA Food Security Policy Note, the IOB policy review on food security and the debate regarding the implications of climate change for small scale farmers. The AgriProFocus network wants to participate in a constructive debate regarding these issues. Also the link with the European development cooperation policies will be high on the agenda. With the Netherlands being the EU-chair in the first half of 2016 the link with the European development cooperation policies will also be on the agenda.

AgriProFocus will moderate increased interaction between the Netherlands network and the policy groups of the country networks and the local partners of the members. Their positions will provide input for the Dutch policy group and the policy debate. In 2016 the working group will seek to broaden the debate towards the knowledge institutions and private sector actors within the network.

Knowledge dissemination and online learning

AgriProFocus is one of three consortium partners of the F&BKP. In 2015 F&BKP has become recognized in its role as connector of business, science, civil society and policy, in view of making knowledge work for food and nutrition security. The working relation is practical and strategic. In 2016 AgriProFocus will continue promoting ARF and GCF in its country networks and will broker appropriate relations (note that in East Africa the country teams facilitate learning in specific projects). Same as in 2015 AgriProFocus will support regional meetings where required.

Interaction and feedback loops between AgriProFocus country networks and the activities of the F&BKP increased as planned in 2015 and is bearing fruit; horticulture regional event (Rwanda), herding for the markets (Kenya) and research on inclusive finance. In 2016 AgriProFocus aims to continue knowledge activities in all three areas as well as on youth. Content linkages will be further expanded between AgriProFocus and F&BKP online platforms. On Inclusive Finance the strong partnership with NpM Platform will be continued to include country level expert meetings. Opportunities for follow up to livestock / dairy are to be further explored.

Collaboration between AgriProFocus and the F&BKP will also be in the following strategic areas:

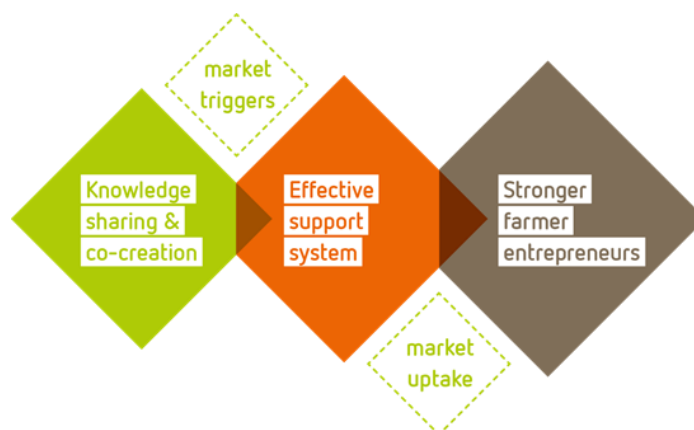
- Borderless Network - AgriProFocus and F&BKP will collaborate around selected countries and sectors to facilitate collaboration around Training and Education by Dutch knowledge institutes (TVET, Applied and University).
- YEP Agro-Food - F&BKP is partner of NWP. AgriProFocus makes available the project manager for YEP Agro-Food. The project manager uses the contacts and experience of the F&BKP Office and AgriProFocus to promote YEP Agro-Food, recruit candidates and develop training (also using input from the network on gender in value chains for example).

For emerging knowledge areas AgriProFocus intends to facilitate with its members 2 out-of-office expert sessions on topics such as geo data for agriculture (e.g. with ITC) and climate change for agriculture; both looking at the perspective of small holder farmers. Relevant information and knowledge is to be shared through the online platform.

3 Planning, monitoring & evaluation

Focus 2016

AgriProFocus monitors to learn and improve, to be accountable and to be able to communicate and market its results. In 2016 we will systematically track how stakeholders benefit from the network through our established monitoring system and will organize a network wide impact review of our collective efforts on farmer entrepreneurship.



Network development

- Adherence (no. and quality members)
- Regional outreach
- Resource mobilisation (local / international)

Business & partnership brokering

- Market intelligence (calls / factsheets / database / studies)
- Q&A, Fairs and B2B

Innovation communities

- Multi-stakeholder thematic / sector action
- Cross country knowledge tracks / products

Platform debate and learning

- Policy advocacy
- Knowledge dissemination and online learning

Direct benefits

- Appreciation of services
- Information
- Knowledge
- New business contacts (no. and type)
- Visibility
- Voice

Innovations

- Organisation level
- Service level

Policies

- Agenda setting
- Policy changes

Deals and partnerships

- Improved conditions
- Type
- Size / value

Impact

- Households reached
- Income
- profit
- livelihood, employment

Outputs – Market triggers

The image above shows the three levels of the AgriProFocus theory of change, each with specific indicators. At the first level AgriProFocus closely monitors its output and the direct benefits thereof. We use various

tools to verify results at this level which we can use for learning from experience and improving our work. Mobile monitoring of events through Akvo has become standard practice in most countries. In 2015 data processing tools have been improved, and country staff has been trained. In 2016 we will capture, analyse and communicate direct feedback by farmers, agribusiness, service providers and others regarding the benefits at their level, in terms of knowledge acquired; first contacts established etc.

For online exchange we use Google Analytics. In 2016 goal tracking will be implemented to know more about what users are looking for; this in order to improve the offer of information and how it is delivered. We will also investigate how we can provide information to our members and partners in order to better serve their information needs about their beneficiaries.

Midyear an internal review allows us to adapt planned activities and re-allocation of budget where needed. Annually a client satisfaction / result survey provides information to report on these results. Finally our financial administration provides monthly and quarterly data in one integrated system across countries.

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?" This market uptake we measure in terms of (1) business deals and partnerships, (2) innovation uptake and (3) policy changes. In 2016 we will be able to report for the third time on (1) and (2), and a second time on (3) which enables us to show clear trends. To reach market uptake AgriProFocus depends on the willingness and capacity of members and professionals, to take up the lessons and opportunities, deriving from network activities.

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 has started to explore this impact. We have started to also use AkvoFLOW for tracer studies to develop case histories.

In 2016 this will be extended to also provide input for a network wide review of our current strategy phase with the objective to prepare for the future.

4 Management partnership & network

Focus 2016

AgriProFocus is a practical network with different levels cooperating with each other across the borders of organisations and countries. In 2016 we work from existing structures while exploring needed improvements and arrangements to allow the strengthening of the institutional sustainability of our network.

Early 2015 the AgriProFocus Board adopted a strategic concept document (by Van Koolwijk) to consolidate the first options for the future of the network. The analysis was based on consultations in country networks, with Netherlands partnership members and took account of contextual changes in funding regimes at the Netherlands level. Out of four options identified (see table 7) the board emphasized to focus on options one and four primarily: **develop country networks into independent spaces; and contribute to an enabling environment**. Both options are to be developed further within the perspective of the network's mission on promoting for entrepreneurship for food and nutrition security.

Agreed options for the future	
1. Focus on decentralisation, bottom-up, building local capacity and platform, gradual decentralisation and shift to a federal model of social enterprises	2. Focus on service delivery to international network of members that sustain AgriProFocus and providing for the collective and individual needs of members.
3. Focus on business deals and private sector, on direct business opportunities. It proactively focusses on and pre-selects quick wins and potential successful matches.	4. Focus on policy for enabling environment through policy development and advocacy

Table 7: Agreed options for the future of the network

4.1.1 AgriProFocus country networks

As part of the further development of future strategy, AgriProFocus country networks were given the clear to explore the option of decentralisation. Key principles include: register as a daughter of AgriProFocus; have a local advisory committee (competency based not members based); the Board AgriProFocus being responsible. In 2015 this was followed through for the Uganda network, to be finalized in 2016. Other countries will explore this path in 2016.

End of 2015 a draft outline for renewal of country steering committees was developed. As from 2016 every country will have one. To better reflect their role (and manage expectations) in the networks governance system they are called Advisory Committee from now on. Eventually the Advisory committee will be composed of representatives of key stakeholder groups of a country network, rather than by leaders and representatives of the country network's members.

To allow country networks to properly function, AgriProFocus will renew the MoUs with the respective hosts (see chapter 1.1 on network development). Overall hosting agreements function properly allowing the network to safeguard its identity, flexibility and efficient use of resources. In 2015 it was concluded between the hosts and AgriProFocus that in 2016 each will be more pro-actively looking for strategic cooperation in areas of mutual interest; this allowing the host to contribute financially to the networks' mission where it has limitations to cover part of the operational cost. To work towards financial sustainability the hosting model will be evaluated towards the end of 2016.

The country teams have further grown in 2015 bringing total staff from 34 to 37. A constant eye for professionalization is needed as it is expected that 6 country coordinators will have moved to other career opportunities by early 2016 compared to early 2015. This requires more attention to country team HRM from AgriProFocus Netherlands in terms of training and coaching on the job. In some cases this may go against the trend of shifting responsibilities, where Netherlands based network facilitators are to become less involved in daily business and more focussed on strategic, knowledge and business connections. In 2016 we will take a closer look at role division among the country teams and the Netherlands support office. We plan for one core group (management, coordinators and network facilitators) to be held in the third quarter to allow for proper annual planning. Two regional level smaller core groups will be held in West and East Africa for content exchange and training.

4.1.1 AgriProFocus Netherlands network

As of 2016 the Dutch development cooperation sector's context will have changed significantly. AgriProFocus' core CSO Dutch members have less or no 'free' funds available for contribution to the network coordination.¹ In the last quarter of 2015 the AgriProFocus Netherlands team has started with individual strategic meetings with its most prominent Dutch members to discuss expectations from their end and possible cooperation.

While too early to draw generalized conclusion, it is clear that 2016 will be a transition year for many members. Members see options for cooperation, but can only contribute financially for services with an added value to their operations and goals. The aim is to continue this 'roadshow' in 2016 to make sure current and new services already fit with changing realities, and to find out members' perspectives on the future of the network.

In the second half of 2016 AgriProFocus will start with the development of its new strategy. This process is led by AgriProFocus management in close collaboration with the Board. The timeline is as follows:

- June – July 2016: terms of reference for review and consultation / recruitment of external consultant.
- September – December 2016: External performance review of AgriProFocus current strategy incl. professional level, country network level plus debrief and discussion.
- Jan – March 2017: Draft Business strategy, negotiating buy-in for potential investments partnership members, MoFA, others.
- June 2017: Integral 4 year business plan (2018 – 2021), including financial proposal adopted by board and presented to potential investors and donors.

2016 will also be a year of transition for the AgriProFocus Netherlands team. End 2015 the network said goodbye to managing director Hedwig Bruggeman. AgriProFocus has welcomed its new managing director

¹ The end of MFS II has resulted in much smaller financial envelopes from the "Dialogue and dissent" window, organisational policy changes and reorganisations.

in the person of Sander Mager in the first quarter. AgriProFocus Netherlands team will be at 16,2 fte (incl. F&BKP and YEP).

5 Financial Management

Focus 2016

AgriProFocus will follow a more pro-active, pre-competitive approach towards resource mobilisation. AgriProFocus will broaden its resource base beyond the borders of Dutch membership.

5.1 Financial Strategy

In 2016 AgriProFocus is going into the fourth year of its strategy 2013 - 2016. As we effectively started mid 2013 funding for Netherlands and country operations is secured until the end of the AgriProFocus contract with MoFA, ending halfway 2017. The objective is to work towards a renewal of the contract with MoFA for another four years at the same level to allow buy-in of other partners.

AgriProFocus Netherlands is fully covered through government subsidy and member annual fees, plus sundries. AgriProFocus country budgets are covered through the matching fund (part of government subsidy) and member contributions for activities and coordination. As of 2015 a discernible shift is taking place from general contributions from member organisation towards labelled contributions; activities in specific sectors (i.e. horticulture or dairy) or specific activities or events. Paragraph 2.1.1 outlines various examples of joint resource mobilisation.

In view of increasing budgetary limitations with members to cover coordination cost, the Board has decided - in agreement with MoFA - to reserve the AgriProFocus matching fund to cover the brunt of operational cost in country. This also means that as of 2016 AgriProFocus will start working from the premise that activity cost at country level are to be fully covered by members and third parties. In the long run AgriProFocus support time could also become part of activity budgets where applicable.

In view of this the AgriProFocus network intends to focus on offering and developing a number of key (new) network services at cost. In October 2015 the AgriProFocus Core Group has identified a set of key services that AgriProFocus could deliver at cost and which fit with mandate and capacity. Services identified are already partly in the AgriProFocus toolbox and will be further developed (see table 2 paragraph 2.1.1).

Potential off takers will be consulted on their revenue model and design. Revenue models may include one-on-one payment, but also sub-contracting and service delivery to/through projects and programmes and programme funding through grants and subsidies. This will imply mixed funding streams to include: fees for service (like matchmaking), entry fees (fairs, conferences, etc.), member funding (incl. EKN), activity contributions; sponsorship and international donors. Note that the objective is cost recovery and not for-profit and that the added value of the services is to benefit the whole network and not one single member / stakeholder.

5.2 Financial accountability

Accountability is paramount in the financial management of the country networks and the Netherlands network. In 2016 total turnover will amount to €6,040,708 which is 50% more than anticipated in the strategic plan 2013-2016 for this third operational year. Annex 1 can be consulted for the overall budget.

Our country based individual host organisations, HIVOS, SNV, ICCO, PFI and F&SAS, all have excellent accounting systems. As these systems differ from one organisation to the next AgriProFocus has 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.

The board of AgriProFocus contracted MAZARS for the annual auditing process for the period 2013 – 2017. MAZARS' management considerations from 2013 (first full audit) were implemented in 2014. The audit of 2014 confirmed the more frequent checks and balances at the level of the AgriProFocus country networks to have improved reporting and accountability. In 2016 the system will be further developed to allow for specific cost items to be tracked such as time investment of AgriProFocus country staff in specific activities that require more detailed reporting based on contract conditions. This will also enable more detailed budgeting of certain services which is important within the strategy of cost recovery (see above). The AgriProFocus financial officer will follow-up with country visits.

5.3 Overall budget

Total 2016 planned budget (see Annex 1) for the AgriProFocus network amounts to €6,040,708, with €1,386,622 for Dutch partnership activities and €4,654,086 for the country networks and cross-country activities.

The allocated subsidy from MoFA for 2014 is €2,567,750 including the country network matching grant of € 1,050,000 maximum.

The total expected funding from Dutch partnership members and stakeholders to country networks is estimated at €2,406,255.

For the Netherlands network member fees plus expected funding for the AgriProFocus policy group amounts to a total of €121,000. This is 40 % less compared to 2015 resulting from budget cuts with CSO members.

Other income includes revenue for implementing F&BKP and YEP Agro-Food. Note that for F&BK the formal contract is until August pending extension for the remainder of the year.

5.4 AgriProFocus country network budget

The total expected contributions of €2,406,255 for the country networks are originating from members, local (and non-Dutch) partners and public partners such as Netherlands Embassies (*'Investments Country network stakeholders /Other investments'*).

These revenues are almost 27% higher than the 2015 budget. This results from a continuing trend in rising contributions from local and other (non-Dutch) partners as well as from more expected income from service delivery and events. This development is substantiated by 2015 end of year prognosis (to be reported in the annual report 2015). Dutch partnership member contributions are estimated to remain at the same level - assuming the shift from general to labelled contributions – noticeable in 2015, will further consolidate in 2016.

All countries added up, the estimated balance for 2015 is at €588,337 which is almost 30% lower than the previous year which indicates a better relation between planning and implementation. This balance is available for country network activities and coordination cost.

In total, estimated available resources for 2016 are of €3,964,592. Activities planned under the four delivery areas are of €3,654,406. The remaining €310,186 (planning in progress) is to receive a destination during 2016 - in worst case scenario to cover unexpected cost or income not materialized. Another €80,000 of the matching fund will be allocated for promising new services to be developed at country level.

Overall, the country networks' budget is about one hundred thousand higher than in 2015 showing a consolidation overall and higher than expected compared to our strategic plan as mentioned. Country wise: Benin is on the rise (more than 30% increase). Kenya, Rwanda, Tanzania, Uganda and Zambia remain at the same high level of expected delivery. RD Congo and Burundi show some decreases of around 15%. Ethiopia still remains one of the larger networks in terms of delivery but expected output 2016 is around 20% lower because of the end of the soil campaign. Indonesia is moving upwards and Niger is recovering. Myanmar our newest network on the block is of course to be developed.

6 Annex 1 General budget 2016

	2016 planned	3rd year strategic plan	2015 planned
Personnel costs	761.952	591.825	638.119
Housing costs	53.000	45.000	54.000
General costs	60.000	41.500	63.800
Activity costs	511.670	280.000	549.859
Total Arnhem costs (A)	1.386.622	958.325	1.305.778
Local country network costs	3.734.406	2.400.000	3.908.813
Supporting country network costs	619.679	419.125	529.637
Cross country activities	300.000	185.000	350.000
Total Country network costs (B)	4.654.086	3.004.125	4.788.450
Total Costs (A + B)	6.040.708	3.962.450	6.094.228
Funding			
Grand Total Funding DGIS/DDE	2.567.750	2.453.450	2.563.250
Grand Total Funding members	2.527.255	1.505.000	2.104.780
Food and Business Knowledge Platform	231.668		229.669
Participation Agrofood / YEP	111.261		
Balances previous years	601.774		1.191.529
Interest	1.000	4.000	5.000
Total Funding	6.040.708	3.962.450	6.094.228
Result	0	0	0

Annex 2 Members of the Core Group, Participants' Council, Board and Team AgriProFocus The Netherlands

AgriProFocus Core Group (January 2016)		
Country	Name	Organisation
Benin		
Network facilitator	Lisette van Benthum	AgriProFocus
Country network coordinator	Marcel Djihoun	SNV
Country network assistant	Moussabihatou Saloufou	SNV
Burundi		
Network facilitator	Rolf Schinkel	AgriProFocus
Country network coordinator	Jean Paul Nzosaba	ICCO
Country network assistant	Elyse Muhorakeye	ICCO
Ethiopia		
Network facilitator	Wim Goris	AgriProFocus
Country network coordinator	Annet Witteveen	F&SAS/ICCO
Communication & marketing facilitator	Gizaw Legesse	F&SAS/ICCO
Business development advisor	vacancy	F&SAS/ICCO
Linking & learning facilitator	Jelleke de Nooij	F&SAS/ICCO
Indonesia		
Network facilitator	Lisette van Benthum	AgriProFocus
Country network coordinator	Tina Napitupulu	HIVOS
Country network assistant	Maula Paramitha Wulandaru	HIVOS
Kenya		
Network facilitator	Annette van Andel	AgriProFocus
Country network coordinator	Maureen Munjua	HIVOS
Country assistant	Sheban Chitechi	HIVOS
Communication & marketing facilitator	Jillian Makungu	HIVOS
Mali		
Network facilitator	Annette van Andel	AgriProFocus
Country network coordinator	Idrissa Ba	ICCO
Country network assistant	Georges Akibodé	ICCO
Focal point Sikasso	Oudou Bengaly	ICCO
Country network assistant	Daoulatta Maiga	ICCO
Niger		
Network facilitator	Annette van Andel	AgriProFocus
Country network coordinator	Rakiatou Gazibo	Partners for Innovation
Country network assistant	Zeinabou Hamani	Partners for Innovation
DR Congo		
Network facilitator	Rolf Schinkel	AgriProFocus
Country coordinator	Emmanuel Bahati Cimanuka	ICCO
Country assistant	Guylaine Mwamini	ICCO
Rwanda		
Network facilitator	Lisette van Benthum	AgriProFocus
Country network coordinator	vacancy	ICCO
Country network assistant	Didier Muyiramye	ICCO
Business development & network assistant	Anatole Majyambere	ICCO
Tanzania		

AgriProFocus Core Group (January 2016)		
Country	Name	Organisation
Network facilitator	Wim Goris	AgriProFocus
Country network coordinator	Tom Ole Sikar	SNV
Business & partnership advisor	Katarina Mungure	SNV
Country network assistant	Hilda Okoth	SNV
Uganda		
Network facilitator	Rolf Schinkel	AgriProFocus
Country network coordinator	Lucy Asiimwe	SNV
Marketing & Communication facilitator	Vacancy	SNV
Agribusiness linkage facilitator	Sylvia Natukunda	SNV
Office facilitator	Marion Alyek	SNV
Event manager	Vacancy	SNV
Linking & Learning facilitator	Richard Mugisha	SNV
Zambia		
Network facilitator	Wim Goris	AgriProFocus
Country network coordinator	Claire van der Kleij	SNV
Country network assistant	Nosiku Siyumbwa	SNV
Business linkage facilitator	Nchimunya Kasongo	SNV

AgriProFocus Participants' Council (2016)	
Name	Member organisation
Klaas Steur	Aeres Group
Kees Blokland	Agriterra
Nathalie van Haren	Both ENDS
Patrick Gouka	CBI
Edith Boekraad	Cordaid
Erna Leurink	Faculty of ITC, University Twente
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
Vacancy	IFDC
Edith van Walsum	ILEIA
Bertus Wennink	KIT
Jolanda Buter	MDF
Florian Grohs	Oikocredit
Madelon Meijer	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
Marco Verschuur	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
Ane de Vos	ZOA

AgriProFocus Board (2016)		End of 1 st term	End of 2 nd term
Name	Position		
Kees Wantenaar	Independent chair	05-04-2015	05-04-2017
Hans Heijdra (SNV)	Vice Chair, Secretary	01-07-2016	01-07-2019
Wim Hart (ICCO)	Treasurer	01-01-2017	01-01-2020
Evelijne Bruning (THP)	Member	15-10-2017	15-10-2020
Kees Blokland (Agriterro)	Member	15-10-2017	15-10-2020
Mike Zijderduijn (MDF)	Member	15-10-2017	15-10-2020
Vacancy	Member		
Aaltje de Roos (Ministry of Foreign Affairs)	Observer		
Johan Gatsonides (Ministry of Economic Affairs)	Observer		

Team AgriProFocus Netherlands (2016)	
Name	Position
Sander Mager (as of Feb 1 st 2016)	Managing director
Roel Snelder	Director of programmes
Wim Goris	Network facilitator Ethiopia, Tanzania, Zambia Theme Dairy & livestock
Rolf Schinkel	Network facilitator Burundi, DR Congo, Uganda Theme Organised farmers
Annette van Andel	Network facilitator Kenya, Mali, Niger Theme Youth in agribusiness
Lisette van Benthum	Network facilitator Benin, Indonesia, Rwanda Theme Access to finance
Marja Hennemann	Management assistant
Anne Marie Kortleve	Marketing and communication facilitator
Nicole Metz	Knowledge facilitator
Hiddo Damminga	Financial officer
Herma Mulder	Business relationship manager
Caroline van der Molen	Office/Project assistant
Peter van Bussel	M&E officer

Staff located at Food & Business Knowledge Platform Office – The Hague (2016)	
Name	Position
Frans Verberne	Project director
Nicole Metz	Knowledge broker
Ine Martens	Office manager



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