

# A thriving food system is built on trust

icRA accelerates change through  
partnership facilitation



## Building trust in food systems

iCRA builds trust within the agricultural sector through partnership facilitation and training. We put power in the hands of the people who create change locally. Our mission? To build resilient, innovative, thriving food systems 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 sustainable partnerships.

## 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

When agricultural value-chains are characterized by strong partnerships they become more competitive and resilient. iCRA creates a bigger pie for everybody, not just bigger slices for some. We build agricultural networks on a foundation of trust-based relationships.

## Cluster formation: optimizing agricultural markets

We call these networks agribusiness clusters (ABCs). ABCs are regional, commodity-specific networks of agribusinesses that are 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

iCRA uses a training-of-trainers model. This allows us to form clusters and disperse partnership facilitation skills at scale. It also gives local agricultural professionals the agency and autonomy they need to create measurable 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.



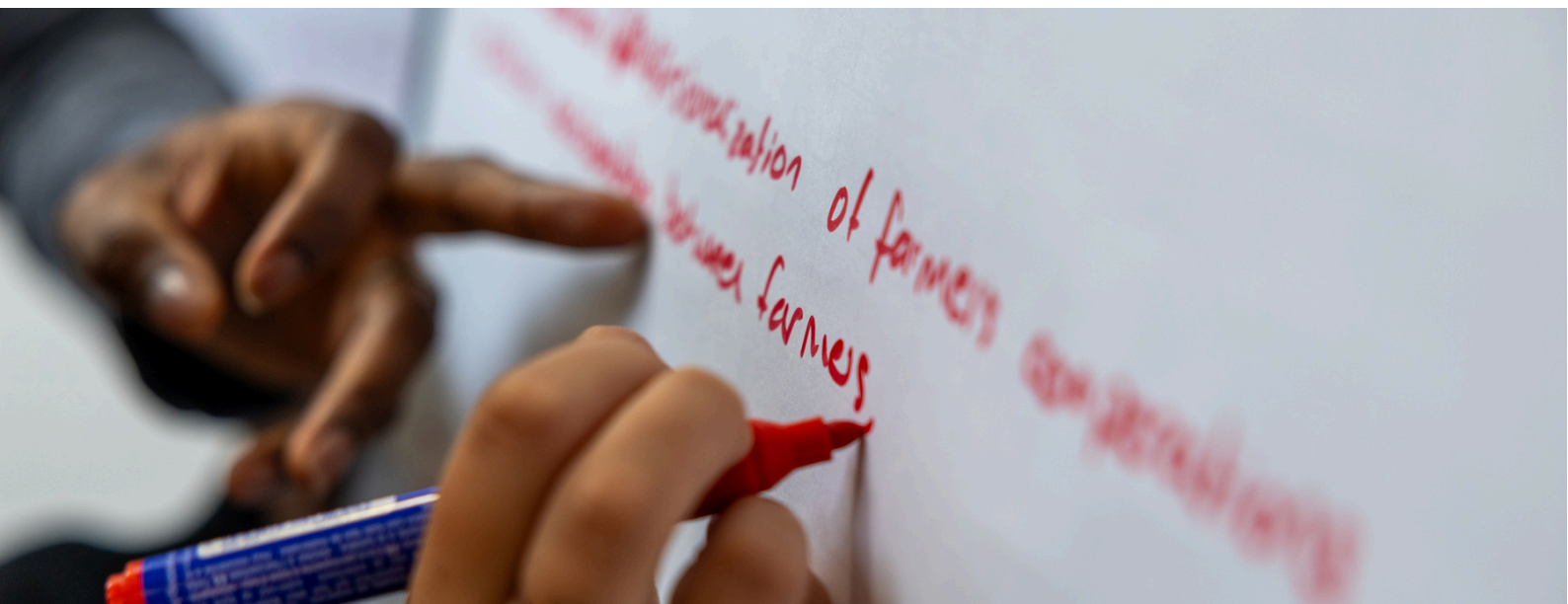
#### **Guiding negotiation & contracting processes**

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: an entrepreneurial approach that is driven by the labor market

The agricultural sector needs motivated, skilled graduates with an entrepreneurial mindset. Educational institutions strongly connected to agribusinesses understand the labor market's needs and 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



### Improving connections with the labor market

iCRA enables education to answer the needs of the agricultural sector. We facilitate long-term relationship building between educational institutions and the private sector.



### Building soft skills for teachers

We boost teachers' confidence and strengthen their skills. iCRA provides training on innovative, practice-based educational design and delivery.



### Rethinking curricula

We strengthen curricula by aligning education with the labor market's needs. We help teachers integrate relevant entrepreneurial and practical skills.



### 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 but 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 agri-food professionals to solve shared problems together. This creates ownership, triggering greater engagement in your project. Commitment leads to cost-effective outcomes with lasting impact.



### Adding fun to theory

We bring a playful and practical approach to projects and training. Our hands-on pragmatism simplifies the design and implementation of even the most complex projects.



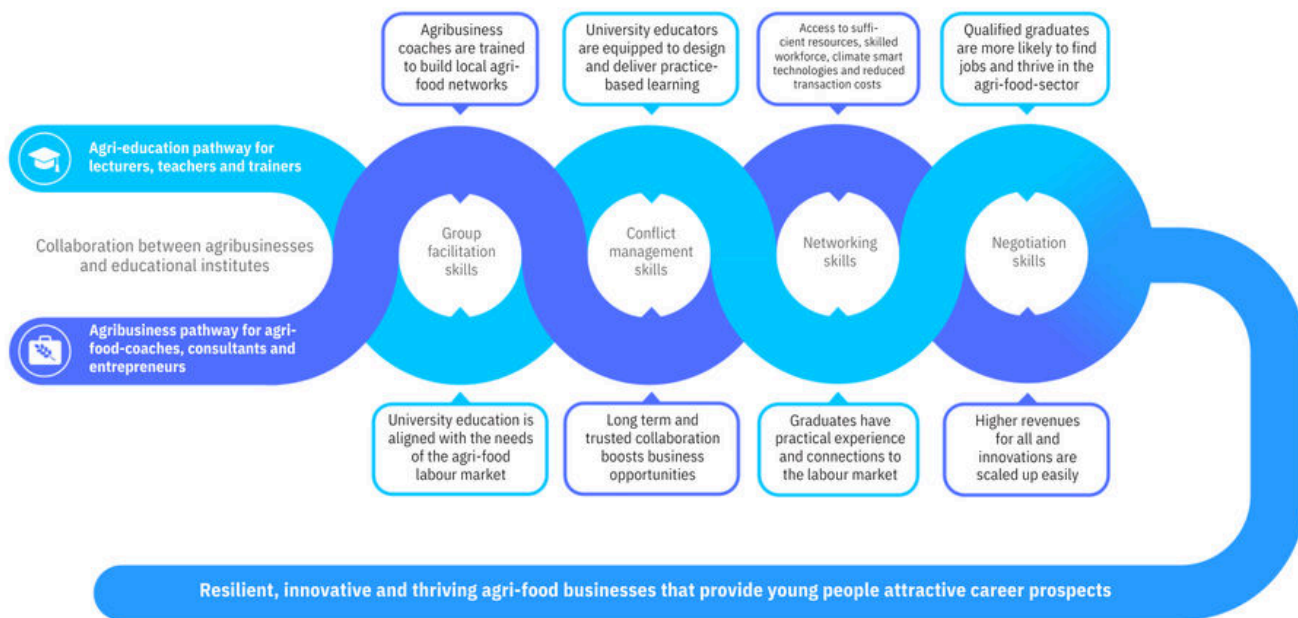
### We practice what we preach

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



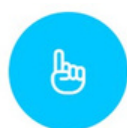
**490**  
agribusiness clusters  
facilitated



**167+**  
educational institutes  
supported



**1,657**  
educators and  
researchers trained



**41**  
years of creating  
impact



# Project Portfolio

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





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





# The iCRA network

We have a global network of alumni and partners. This means that we have boots on the ground wherever we work. Our diverse community enables partnership facilitators to learn from each other and find opportunities for personal development. Our in-country partners are essential to this network.

## iCRA's in-country Partners

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

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

## The iCRA team

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

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

Let's build trust together!



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