



Building Local Networks for Integrated
Agribusiness Development

Learning Module Series - Additional Guides

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This learning module series is based on ICRA's 30+ years of knowledge and expertise on functional capacity strengthening in agriculture and is produced by ICRA within the framework of the 2SCALE programme during 2012–2017. 2SCALE – "Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship" – is implemented by a consortium of IFDC, BoPinc and ICRA and funded by the Dutch government (www.2scale.org).

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Guide to conduct a Business Development Forum (BDF)

*To support the set-up and functioning of an
Apex farmer association as a
structuration process of organisations*

Developed by ICRA

within the framework of the 2SCALE project

Introduction

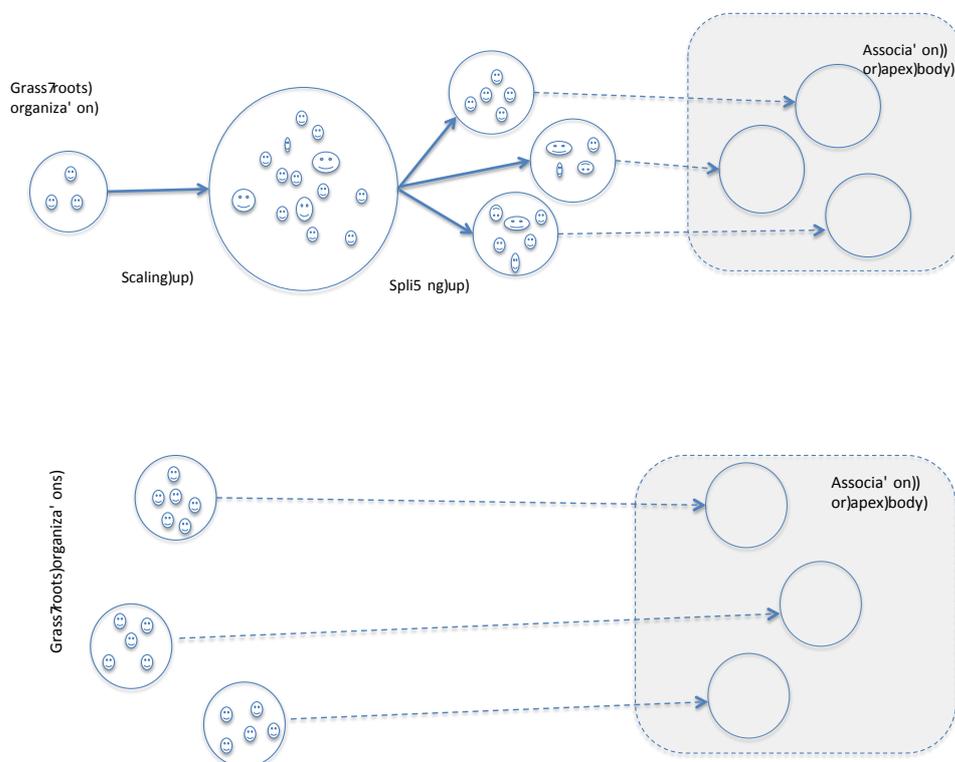
Within the 2SCALE capacity-strengthening framework, the module “Supporting Rural Organisations” deals with the challenge of setting-up and supporting grass-roots based organizations, which is often critical to empower small scale actors and improve the functioning of value chain-based partnerships. The “Supporting Rural Organizations” module has been developed to support the first stage of setting-up organization at grass-roots level, i.e. coming from a range of individuals (generally small scale farmers or processors) to an organization with a common vision, some strategy, able to provide services to its members, and to represent their interests within the partnership.

Nevertheless, in the lifespan of an organisation, the « natural » evolution often leads to:

- a) Increase the number of individuals members within an actor category,
- b) And/ or operate within a larger scale in terms of geographical area.

These trends increase the diversity of members (in terms of profile, constraints/issues and expectations), and make more challenging to communicate within the group (both ways: bottom->up and top->down). Then it becomes relevant to split-up the organization, on a geographical basis for instance, which results in several grass-roots groups.

Sometimes, similar or like-minded grass-roots based organisations have existed in the same value-chain since a long time (put in place on the initiative of a buyer for logistic purpose, for instance)



Whatever the origin of these multiple “peer groups”, they often face challenges that are: communication and coordination between the groups, representation of the group of

actors at the value chain level (how to identify representatives, need for a common strategy...)... All this generally leads to question the relevancy of an association of grass-roots organisations or apex body.

Hereafter, we propose some guidelines to support actors in the reflexion of such situations, where there are several similar (commodity) groups at grass-roots level with a feeling that an association or apex body could support some of their issues. This is clearly the case with grass-roots level farmer organisations (sometimes called farmer-based organisations: FBOs) providing the same commodity to a so-called lead firm processors and/or marketer.

There are two steps¹ in the reflexion;

1) Questioning the relevancy of adding one level of organization and so set-up an association or apex body: what roles/ functions to be played by the association/apex body, what advantages/ difficulties to be met when putting in place such a body, how to identify the committed people to be involved in the next step.

2) Validation and fine-tuning of strategic options (after consultation of basic level-see below-): the role of the association/apex body + Operational aspects: representation mode from one level to the other, decision making regulations, road map...

For each of those steps, we propose hereafter a short guideline to facilitate a half to one day meeting with group leaders. These meetings have to be considered as first steps of a structuration process that will require further support.

The first meeting will require more or less time, depending on the reflection developed upstream by the participants: they can be already convinced of the importance of structuring their FBOs in an association or an apex organisation, even engaged in such a process, or not at all². The process will be a bit different in the two contexts and it's why we propose here after two scenarios for the first meeting.

Participants to the meetings

The participants are representatives of the different "peer groups" this is: existing grass roots level organisations (i.e. processors' groups, or farmers' groups, FBOs; note: unlikely relevant to mix these two also it might happen). In principle they should have already participated to a coaching session linked to the "organization module", and/or should be familiar with the concepts and principles addressed in this module, that are:

- An organisation exists first to provide services to its members; its structure and functioning should be designed to fulfil these roles;
- Although it is possible for an organization to play roles towards external actors, it shouldn't determine its vision neither its strategy;
- Communication and governance are linked; they are critical for sustainability;

¹ There are necessarily two separate meetings, as in-between the two, the members of the grass-roots level groups have to be informed and consulted about the process and the strategy to be adopted

² In all cases, this meeting will necessarily have been preceded by a learning cycle on the set-up of rural organisations (module 10).

- Means of an organization are not only financial neither logistical, the human resource that the organization can mobilize are often more important for efficiency.

For the first meeting two or three participants per group will be invited (depending on the number of organisations that are interested to associate and resulting in 15 to 20 participants maximum), including the coaches of the groups (generally internal).

For the second meeting the participants should get an "official mandate" from the co-members of their groups, which may lead to getting different participants compared to the first meeting, but obviously the coaches of the different groups should still be there.

Meeting 1: Questioning the need for an association (apex body)

Scenario 1: Participants at the very beginning of the process (not yet fully convinced or experienced in structuration)

1) Introduction

The meeting begins with a short introduction by the facilitator to explain the context and the objective of the meeting, which is to improve the efficiency/ usefulness of the "partnership" (or coordination between value chain actors to address common issues) for them through a better organization of their group of actors.

Then the facilitator asks the participants to present themselves if they don't already know all each other. Each of them tells who he is, where he comes from, what are his/ her main activities, what are his/ her responsibilities if any in the grass-roots organization, how long has he/she been involved in the partnership. To save time, the different members of each grass-roots group speak one after the other. At the same time, the facilitator fills out a table, which indicates for each group, the names, functions and roles of the "representatives" who participate. If the participants know already each other, only the two last points should be documented.

The facilitator highlights that all the participants belong to (or represent, in the event that few or all coaches are not farmers themselves) similar groups of actors (in this case farmers organisations with farmers producing the same commodity).

Then a representative of each group reminds briefly the history of her/ his group: what motivated its creation and when, who was involved, what have been the critical steps afterwards (such as new partnerships, changes in numbers, in roles played...). After all the groups have expressed the facilitator highlights the possible gaps in terms of challenges to overcome constraints that still weaken groups and experiences (positively i.e. he shows that there is room for mutual learning).

Advice to the facilitator

It is not yet the time to speak explicitly of creating an association or apex body if the point has not been raised before or is not mentioned by the participants. If people speak of this apex body (or if this has been mentioned when inviting, make clear that:

- the goal is not to put in place a structure but to improve the efficiency of the value chain, to empower a group of actors or to better address the needs of a given group of actors within this value chain. The higher-level structure could become useful for that purpose and therefore the need will be expressed by the actors themselves.
- during this meeting we'll focus on the specific context of the 2SCALE value chain / commodity partnerships and will try to be as concrete as possible and to stick to the specific situation, (which doesn't say that we cannot make use of participants' experiences with other organizations in other contexts)

2) Rising awareness about the need for an upper level of organization

Reminding of the actors involved in the **value chain** and how they are organized

Based on a cluster map, the facilitator asks one participant to remind what are the different categories of actors and what they do in the partnership (or he does it him/herself).

Advice to the facilitator

The best option is to work on maps drawn by the participants themselves in previous occasions (for instance during the coaching session linked to CASE approach-BBR or organization session), and that they brought with them. If it is not possible, the facilitator will reproduce quickly such a map. In principle there should be one map per FBO, the facilitator will post one or two of them then ask to other participants to indicate the main differences

- a) Then the facilitator asks to the participants to specify:
 - For each category of actors: how many individuals, is there any form of organisation/ coordination, who is business actor or support actor in the partnership: individuals? Groups?
 - How are the decisions made in the partnership: who decides what, who discusses with whom?
- b) Then the participants are asked to assess the functioning of the partnership: from their point of view, is the position of their group strong/ weak? Why?

Advice to the facilitator

-The idea is not to do a detailed analysis of the functioning of the business and cluster working; but to focus on the relationship between producers (their groups) and the buyers/processors (so market for the farmers) and then focus on "organisational" issues.

-In general farmers are numerous as processors and/or traders are one or a few (in case of a company for instance). Lead the participants to realize that, it is because they are numerous (so potentially more powerful) that they have to be represented (which is not an easy thing).

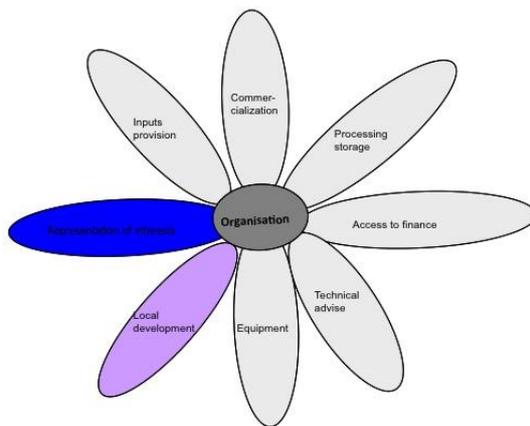
-At this moment the participants should realize that asymmetry in terms of number can be an issue to discuss: how to manage when you have a lot of people in front of one? To negotiate, it is often easier to be alone or a few than numerous, because then you need for coordination.

Roles currently played by ground organizations

The facilitator asks the participants to list the roles played by their group and to assess the "servicing roles" being played, (in terms of well, less or not performing), distinguishing the "services"

- for their members
- for the other actors in the VC/partnership.

As one goes along, the facilitator positions these roles on the "functions flower" (if not all the participants have already been exposed to it, he introduces quickly the drawing). It is important at this moment to identify "differences" between the answers of the different groups/FBOs and confirm if indeed such differences real.



At the end he makes a short comparison between the answers of the different groups: do they all play the same roles? With the same efficiency?

Group functioning

Then each group presents shortly its functioning:

- how decisions are taken at the group level (give concrete examples);
- how representatives are selected (e.g. for partnership meetings); and specifically: (and for the current meeting who chose the participants, has the decision been taken at group level?)
- to whom are they accountable,
- how do the representatives communicate in practice with their "basis"/ peer-members (for instance what would happen after this meeting -? Will they report to somebody? Are all members involved in this report?)

Advice to the facilitator

Possible answers (in italics what the facilitator can ask to deepen the subject)

Roles played by the groups

Bulked sale -> *to serve whom* ? both to serve the members and/ or the buyer

Price negotiation -> *Concretely how does it work?* Each group's chairperson participates in price negotiation meeting with the company
Training, technical advice -> *who is benefiting?* Every member (or XX persons per village -> *how are they chosen (criteria, who decide...)*)

Functioning

There is a board who decides almost everything, in particular the amount of individual contribution (percentage of the amount to be paid to the member) and the activities to be implemented -> *how has been designed the action plan?*

The board – 6 members- is elected (GA votes each two years), -> *who are the candidates, are they many of them?* There are few candidates as not a lot of people are literate

There is no systematic communication: people get information when meeting at the market place, -> *does it happen that somebody misses an important information?*

In principle, it wouldn't be necessary to give time to groups' representatives to prepare answering the questions, as they are quite simple and concrete. Nevertheless if the first "tour de table" (roles played) appears to be complicated, then the second one (groups' functioning) can be prepared in small groups (1/4 h for instance).

It is important at this stage to remind that FBOs often fulfil different roles, but generally not all of the "petals" are concerned; it can vary from one group to the other; it will be clear that roles influence the functioning of the FBO. We'll use the same logic for analysing what the apex or association should do and how.

Then the facilitator makes a synthesis:

- First he highlights the homogeneity/ heterogeneity between the different groups (are they all doing the same way? If not, discuss with the participants to try to understand where the differences come from)
- Then he makes a point on the three main issues to deal with when you're numerous and you have to speak one voice: the legitimacy issue, the communication issue and the decision making issue (possibly using the PPT, see file in annexe)

He explains that to better address these issues it is important not to improvise on an ad hoc basis but to organize and to agree on the regulations to be adopted, that is putting in place a coordination framework; it has often been the logics for the creation of groups at grass-roots level; here the units that need/want to coordinate their actions are already organizations (and no more individuals), and the framework to be put in place is an association or apex body.

3) What could be the added value of an association or apex body in general and in the specific context?

The facilitator proposes to the participants to go back to the "functions flower" and, for each petal to consider what could be the "added value" of an apex body/association.

Make clear again that an apex body/association is in a similar position vis-à-vis the local organisations (ground organisations) as the groups are vis-à-vis their members (that forms the basis for the decision to create an upper level of organization: what are the services to be provided by this new level of organization?)

Advice to the facilitator

Make clear for participants that there should not be conflicting situation between local groups and apex roles. Here we are dealing with role that apex only can play, that any group alone cannot. Remind that they are complementary to each other.

Examples of possible roles to be played by the apex body related to different "petals":

- Input provision: bulk purchase (scale savings compared to local groups), negotiation with import companies
- Marketing: bulk sale, market identification at regional, national level or international level,
- Processing / storage: brokering to get support from PTF
- Access to finance: brokering in negotiations with banks
- Technical advising: training (CS need identification and implementation), Coordination within the partnership (production calendar...)
- Equipment: brokering to get support from PTF or government
- Local development: negotiation at regional level (infrastructures such as roads, energy)
- Representation of interests: better position in negotiation with partners (prices, transport), Advocacy, coordination with "sister organizations"... (outside the partnership)
- and also: Advising and technical support to local groups (accounting tools, facilitation, group management, technical advice)...

...

Then the facilitator comes back to the value chain map, used at the beginning of the meeting and asks one participant to remind to everybody where the groups (their groups) are "operating/functioning".

He facilitates a discussion on the following points:

- Identify where the association/apex body could be positioned within the CV and so planned on the map, should it replace or be complementary to the groups
- Specify by putting in place this apex body/association: HOW would the process be improved?
- First reflexion on the required conditions for the apex body/association to be functional and efficient.
- Possible precautions to consider during the process: how to avoid any conflicting situations that could reveal to be crucial (foresee communication with some external stakeholders, who will take the lead, etc)?

As a conclusion, the facilitator organizes a tour de table /a discussion, asking participants' feeling about the relevancy of putting in place an apex body/association.

4) Following steps

Road map

Then – assuming that the answer to the previous question was yes - the facilitator asks the participants to propose a provisional road map to put in place such an apex/association.

He writes the ideas on a flip chart, then, together with the participants they sort the different actions on a chronological basis (by asking: what has to be done first? Etc...) and determine the following steps.

Advice to the facilitator

Possible steps for the road map:

- Report to groups' members and get their involvement and support for the following. **(Compulsory)**

After that:

- Choice of a provisional structure: who represents whom? With which mandate? Provisional statutes and regulations...
- Establishment of a common vision
- Development of an action plan
- Looking for means/ support

...

It's important to let the participants express their ideas, then to comment and develop the road map. Not sure for instance that they will think spontaneously to the necessary first step which is restitution/ sharing of information, validation of the decisions, and initiating a process to choose the representatives for further steps.

Maybe they can speak of official registration, development of a vision, looking for PTF...

In that case and/or if people are tired, (which can be the case especially if they have not much experience of this type of meetings) you can guide them by asking for instance:

What will you do about the discussions that we had today? Who is aware of your participation to this meeting? Do you think that somebody will question you about the results of the meeting? Have you already planned to report? Scheduled a meeting?

Preparing reporting & feed-back meetings

Then the facilitator establishes with the participants the agenda of feed-back meetings within the groups and the content of the different items

- 1) Reporting on the main points addressed today (what are the main points)
- 2) Decision making on the principle of creating an apex body/association, on the roles to be played by this apex body/association.
- 3) Choice of participants to participate in the next meeting: participants should propose criteria to be used for this choice, although, at the end of the day, it is up to the group members to decide.

Scenario 2: Participants are already convinced of the interest of structuring at upper level and even engaged in the process

In case the FBOs have already thought of or began to implement collective/concerned activities. In this case, the objective is not to raise awareness on the interest to go that way, but to deepen and systematize the reflection; are there additional domains in which it would be useful to develop collective activities?

Then, the following adaptations can be made to the process proposed above.

1) Introduction

The facilitator introduces the meeting by reminding the general context and objective of the meeting, which is to improve the efficiency/ usefulness of the "partnership" (or

coordination between value chain actors to address common issues) within the 2SCALE framework.

He asks the participants to list the activities that have already been implemented beyond the group level (inter-groups) or that they plan to implement together, and why. He checks that everybody has got the same level of information/understanding and gives space for exchange of information if needed.

Then he concludes by highlighting that the FBOs (or some of their members) have already felt the need to act together, and that the challenge is to see how to do it as efficiently as possible, in a structured way and how to be sure to address the real needs. That is the purpose of the current process.

2) What roles are fulfilled by FOs and how is this done?

Current roles

On the basis of a cluster map, the facilitator asks the participants to position the functions that are currently played by the FBOs and also the “collective activities” identified during the introduction.

Advice to the facilitator

This can be done by pasting coloured stickers (at least 2 different colours for individual FBOs and inter-FBOs) on the map.

If relevant, differences between groups are highlighted.

The different functions are then sorted according to the “functions flower”

Group functioning

This part will be facilitated similarly as for scenario 1. The purpose is to be sure that participants are aware of the differences between their groups (such differences can be an obstacle for further steps, and must not be ignored). In addition, their experiences with FBOs will constitute the main basis for further reflection.

3) What could be the added value of an association or apex body in general and in the specific context?

This part of the meeting should not differ much from scenario 1, but the focus will be on the importance of going to a more or less formal organization (which does not necessarily mean a formally registered organization) rather than functioning on an ad hoc basis. That is raising the issue of representation, efficient and democratic decision-making, etc....

4) Following steps

Idem as scenario 1

Meeting 2: Setting up the association / Apex body

The second meeting aims at putting in place the framework of a “provisional apex body/association”. The participants must understand that this is **the first step of an iterative process** and that, probably, it is not yet the time to develop and to carve in stone formal regulations (this must be reminded as often as needed during the meeting) Nevertheless, it is necessary to put in place a first structure that will be improved later on if needed. **This structure must be adapted to the functions to be fulfilled.** That is why we will begin with some (modest) strategic thinking and planning before addressing the question of framework, regulations, etc.

Advice to the facilitator

The guideline for this meeting is less detailed than the previous one, because the meeting has to be adapted closely to the specific context

1) Introduction and reporting on the feed-back meetings

After a brief review of the previous meeting (or asking one of the participants to do), the facilitator organizes a tour de table for the participants (especially the “new” ones if any) to present themselves.

Then, each group reports briefly about the feed-back meeting: number of participants, interests of members for creating an apex body/association, specific remarks, or fears...

Advice to the facilitator

At this stage don't ask the participants to report in detail. The objective is just to remind/ highlight the importance of involving the local group members in the reflexion (adopting good practices since the beginning). Asking the participants how they managed with feeding back the information and outcomes of the first meeting is a way to sensitize them to the importance of it. They can exchange about the difficulties they can meet to mobilize the members, and the solutions they found to deal with these issues...

2) Vision and strategy

Coming back to the roles to be fulfilled by the apex body/association: the facilitator organises a tour de table to know what groups' members have said during the feed-back meetings.

On this basis, making a synthesis of the different contributions, the facilitator formulates a draft vision for the apex body/association (that is answering the question: why an apex body/association?); this is discussed by the group for improvement.

Then the participants are asked to draw the main lines of the strategy to be adopted by the apex body/association by answering the following question: how will we work? What are the tools to be used by the apex body/association to fulfil its roles?

Advice to the facilitator

Insist again that this is still provisional and explain that defining a vision and a strategy is an iterative process (see the "organization module", but this has to be done to insure consistency within the organization.

Thus don't spend too much time at this stage (on wording and sterile debates in general), especially if there are among the participants, people with a "politician profile"

3) Provisional work plan

Based on the list of roles to be fulfilled by the association/apex body, establish a first (short, realistic) indicative list of the work to be done, actions to be implemented.

Advice to the facilitator

Once again this step has more a "pedagogical objective", that is to make clear that the organizational structure has to be designed to serve a strategy and to be efficient in activity implementation. Obviously it is probably too early to establish a precise action plan, but having done this work, it will be easier (more "evident") for the participants to take it into account at the next step

4) Structure and functioning

The facilitator reminds first that designing an **operational structure** is to answer the following questions:

- Who decides, through which process?
- Who implements and how?
- Who controls and how?

To make the task easier the facilitator proposes to translate these "big questions" in sub-questions, such as the following. These sub-questions have to be answered here (provisionally) so that this can be discussed (validated, improved) afterwards in the groups:

Who = how many people+ how they are identified/chosen (are all the decisions taken the same way? etc.), sharing of decision-making...- How to choose the members of the association/apex: number of representatives from different grass-roots level groups, chosen on what basis (vote, other way?)

This "Who" question is linked to the "representation " or "delegation" issues; the related question: "Who is mandated to speak for the organisation in what circumstances?" requires an answer which goes beyond the structure (i.e. existence and composition of the board or executive committee). In fact this topic should have already been discussed at the grassroots level (coaching session related to the organization module).

Nevertheless, as it is a critical point, the facilitator could stimulate participants to share experiences of representation (good or bad experiences of themselves speaking in the name of somebody else, or being represented).

The conclusion is that "representation is not simple"; although transparency and good communication channels help, the best way is to remain very pragmatic, to take into account each specific context and certainly not to make a systematic choice since the

beginning (the chairman attending all the external meetings in the name of the apex for instance).

Which process: meeting how often, mode of decision making (vote, consensus...) in the different cases (for example, decisions about money matters may require different regulations compared to daily management such as organization of meetings, technical activities...)

Implementation: Discuss the sharing of tasks in this group (insist that it is a first reflexion); think of both operational ("technical"/ services to groups) tasks and organisational tasks (organization and facilitation of meetings, resource management, record keeping, reporting to PTF...)

Control: question of accountability (report from whom to whom)
Discuss also communication challenge: top-> down and bottom -> up
This would give the main lines of official documents (statutes)

Advice to the facilitator

We are speaking here of provisional regulations. If required (for administrative reasons for instance), to formalize quickly, then be careful and push the participants to let as much as possible flexibility for the future. Participants will be encouraged to share possible concrete examples that they know, in order to make lessons from the experience and avoid to replicate mistakes.

4) Operational Means

- List the necessary means (other than human resources): logistics, financial
- List the possible resources, especially internal ones (very important for being a credible organisation): in kind, financial resources (subscription, income generation through service provision...)
- Identify potential support ...

Guide to conduct a Business Development Forum (BDF)

***To support the set-up and functioning of an
Innovation Platform (IP)
as a coordination process at higher cluster level***

Developed by ICRA

within the framework of the 2SCALE project

Introduction

One can summarize 2SCALE's logics as "Supporting coordination processes in order to get/improve sustainable and inclusive economic efficiency (for commodity value chains related to agricultural products)". An important assumption is that sustainability relies on what we call "inclusiveness" or fair profitability for the different stakeholders, with special attention to the "weakest" ones. Thus, as coordination is not an easy/ evident matter, an important domain of action is the facilitation of the process (as a major function of the coach) and the support to this facilitation (as a major function of the trainer-mentors).

In many cases, 2SCALE's entry point has been the cluster level, which is defined as "local level", involving business and support actors or groups of actors, who operate within a local setting and who often know each other personally and can mutually benefit from interacting in a business environment. This is clearly the case for the so-called ABC-PPP (Agribusiness cluster Public-Private-Partnerships). But also for the so-called VC-PPPs (Value chain Public-Private-Partnerships) with a lead firm often in the champion position as processors and (major) market outlet, the local cluster level (ABC) remains a major intervention level for 2SCALE. So, till now, capacity strengthening activities have been mainly concentrated at these local cluster levels.

We have now experienced that focusing action exclusively at local cluster level can be limited; e.g.:

- Cluster actors want to upscale or upgrade their activities to a higher level, thereby involving other (new) actors outside the immediate locale level setting (often the case in ABC-PPPs)
- Cluster actors have to deal with one or several organisations, to which they are linked and that are positioned at higher level (this is e.g. the case with VC-lead firms PPPs), which can create an unbalanced and non-inclusive business environment
- Several clusters face similar constraints and would like to share experience, or even mutualize certain services...

In all these cases, the 'level' shifting (from cluster to 'inter-cluster') leads to interactions with new partners, that are less well-known as the local cluster level actors. This calls for "recomposing" the discussion floor, to develop new strategies, to adopt new ways of doing, etc. This (sometimes difficult) process has to be supported.

The object of this BDF guideline is to provide trainers with basic principles and tools to facilitate the first steps of this **process of coordinating clusters (inter-cluster) into a higher level, called innovation "platform"¹ or "hub"**.

¹ In one of the VC-PPPs (Benin-Pineapple-PROMOFRUITS), a pineapple platform was set-up before the start of the 2SCALE interventions and so before the initiation of local level clusters ; in the 2015 CS plan for Benin-Pineapple, specific support has been provided on the link between local level clusters and the pineapple platform... this needs however, more support to ensure complementarity between the 2 levels (clusters and platform).

Context

Business Development Fora (BDF) are new within the 2SCALE framework and require some specific facilitation. As facilitator of BDF, the trainer-mentors are no longer in a typical “training and mentoring” position (as in the case of their interventions in the learning cycles), but they now also play the role of (super) coach. This means that they are facilitating specific “action” in terms of setting-up and supporting the functioning of a platform (or hub); note that this is a similar ‘new’ role in the case of BDF for Apex (association) of FBOs.

To be efficient at the “inter-cluster level” supposes to get a very clear picture of the following points:

- How do the local level clusters operate? What are their existing links (are we in an ABC-PPP or VC-PPP context)?
- Who’s initiative is it to “unite”?
- How are producers organised; is there a higher-level (apex) FBO association?
- Who are the (other) higher-level stakeholders; what are their links with the local- (cluster) level?

Answering to these questions will allow to figure out more clearly what could be the purpose of the BDF, and to get a first idea about the main issues/challenges to be addressed together at that new level. Although, at the end of the day, this has to be established/confirmed by the actors themselves, the facilitator needs to get an idea of (to make an hypothesis on) what should/ could be the point to be reached (and the pathway).

Basic principles and challenges

In a participatory process, the facilitator does not fully master the pace neither the results of the different steps of discussion. To be flexible enough and able to focus on the participants’ preoccupations or wishes, without losing the core perspective, it is critical for the facilitator to keep in mind the main challenges to be dealt with and some basic principles to be respected all along the structuration process.

- ***Balanced coordination/competition***

In the business context, one must not ignore that managing competition is key for performance and efficiency. This can be perceived as contradictory with the objective of coordination on which is built a platform. In fact, putting in place a coordination framework such as a platform does not imply to break down all competition barriers between participants. Nevertheless, there must be some clear interest for the actors of a platform to share something (this can be information – possibly a part of-, or use of certain resources, etc.). The facilitator’s role is then to support the different groups/ actors to determine together **what is their common interest** and, consequently, what is worth/needed to be shared; agreeing on this will help determining the ‘limits’ of their platform.

- ***Building trust***

Although clusters have generally experienced the benefits of mutual learning, information exchange and (some form of) coordination, the platform, which is an inter-cluster level, constitutes a 'new space' where new relationships have to be built. Reaching mutual understanding to face specific challenges at this level can require some time as it will be based on mutual acknowledgment and minimal trust (which can be an issue for instance between certain firms and apex farmer organizations).

- ***Changing the level is changing the challenges***

Structuring the clusters at an upper level will only make sense IF there are specific issues/challenges to be addressed that cannot be addressed at the individual cluster level. The first challenge is then to get a common understanding of these challenges and define the related objectives.

- ***Representation issue***

The questions: who represents whom², with what mandate? need to be addressed within each group of actors; and this clearly requires consultation with "grassroots members". For this reason, it is often not possible to make 'important' decisions on the spot; at least, as long as the representatives have not been chosen/ validated/ mandated by the authorized persons – grassroots members.

Adopting a formal structure (board members, registration...) is not a prerequisite to discuss and work, not even the first step of the process. Moreover, and only IF strongly requested, this might be done after the implementation of some common activities.

The process itself

1. General framework

There are several steps to be followed during the Business Development Fora (BDF). They are presented hereafter, in a logical order. The combination of these different steps in successive BDF (meetings) has to be adapted to the specific context. Nevertheless it is important to make clear that there should be consultation/reporting times with/to the lower levels in-between some of these steps because the representation issue can clearly not be solved up-stream (except in cases where the groups of actors that are to be represented, are already organized at this upper level, e.g. in the case of a well-functioning apex FBO).

These steps are:

1. Getting shared awareness of the need for coordination at higher level, based on a common understanding of the context (VC), of how this higher level fits in the "landscape",

² Note that we are speaking here of representatives of different groups of actors, or groups of groups (see the FBO structuration module)

2. Developing a provisional (business-development) vision for the platform (whom to be involved, to do what)
3. Feeding back to the actor groups with “delegating” levels and validating/ amending the first choices
4. Developing a first action plan (including reflection on the required means)
5. Going for action,
6. Reviewing and capitalising

2. Who has to be involved? (*Preliminary step*)

In principle, the platform should be composed in such a way that both the different group of actors and the different “member clusters” are fairly and efficiently represented.

There might be a challenge in identifying the participants to be part of the initial meeting: this often means: looking for a compromise between representation of the different group of actors involved in the different clusters and getting a “workable” number of participants; it could be difficult in particular if local level farmer groups are not yet organized at an higher level than the cluster (for instance not yet an association of farmer organizations). Then it could be useful to clarify two points, as a preamble to the following step:

- Who launched the idea of a coordination framework at higher (platform or hub) level?
- Are there “similar” structures that already exist or have existed in the past; are/were they donor driven or local initiatives? If no longer existing; what happened?

Then should come the identification of participants to the first meeting on a pragmatic basis, which means taking into account the context, that is, for instance what are the expected domains of action for the upcoming platform, who are the people already aware of the need for such a framework, who should be the key persons to insure further communication within the groups of actors...

Advice to the facilitator

This should be done as much as possible in a participatory (consultative) way that is involving in the reflexion a few key actors: especially the initiator, higher-level apex farmer association if any, higher-level (VC) actors...). Obviously the Partnership facilitator and the different coaches should be associated to this reflection and to the platform itself.

Facilitation of the different steps

The facilitation of a BDF has to be closely adapted to the specific partnership, as much as the process is progressing. Thus, the following indications to facilitate the six different steps listed above have to be considered as a basis to be adapted and fine-tuned especially to take into account the experience of participants in organization and structuration processes.

In terms of successive BDF (meetings) agenda, steps 1 and 2 should constitute the core agenda of the first Business Development Forum, as well as the preparation of the following feed-back step (step 3a).

Then the content and the arrangement of the follow-up BDFs would be determined by the specific context of the partnership and the more or less urgent need to deal with certain topics at inter-cluster level. Nevertheless, one can think that the 2nd BDF would begin with exchange about implementation of step 3 (3b hereafter).

1. Getting awareness of the need for coordination

The objective of the first step is to get a common understanding of the purpose/ rationale of the process, that is, on the basis of the issues/challenges, which will be the basis for developing a first vision, then questioning the "membership", before going to planning.

This step begins with a participatory assessment of the current functioning of the partnership; this can be done through a SWOT analysis.

- If partnership/VC maps have already been drawn in former coaching sessions at cluster level, one of them (or two) should be as a support for reflection; this is however not compulsory.
- If outcomes of partnership Rev&Cap workshop relate to functioning issues at the cluster levels, it will be a good start to list these (or at least refer to).

Then, the participants are asked to specify among the issues/ challenges listed before those that cannot be solved at the cluster level (or that they think that could be addressed more efficiently at an upper level).

The facilitator then 'classifies' these issues in terms of needs for:

- Information sharing and/or
- Coordination and/or
- Collective action.

Then he asks the participants to deepen a bit the reflection by asking them why an upper level of coordination would be helpful; e.g.:

- Cluster have similar issues regarding information
- Clusters face common issues that could be solved more easily together (like farmers are not collectively represented at the market (firm) level; where marketing conditions are negotiated; or FBOs have now individual deals with input dealers or

credit providers or transporters; but could be better of to negotiate in the form of a platform.

2. Formulating a (provisional) vision

Being convinced of the interest of an upper level framework of coordination (called here platform or hub), the participants should be keen on developing a first collective vision for it. At this stage it is not yet the time to adopt a long-term perspective. It is important to remain as pragmatic as possible and to figure out what could be the role of the platform to serve the partnership on the basis of the needs identified before. That is, in fact moving from a SWOT analysis (Strengths, Weaknesses, Opportunities, Threatens) to a SOAR reflection (Strengths, Opportunities, Aspirations, Results).

The challenge here for the facilitator is to support the development by the group of a real common (provisional) vision and so not to simply adopt the vision of one of the (dominant) actors. For that purpose, the work could begin by an actor analysis at the platform/VC level:

- to reach a common acknowledgement of each actor group's role and importance
- to make clear what are the possible unbalanced relationships that would need to be improved (for more efficiency)

Practically this could be done by using the same tools that have been used at cluster level for actor analysis (matrix of actors³): on the basis of the map used before, the participants will identify the most important actors at the partnership level.

Then, for each couple of actors, they will specify and assess their relationship in terms of:

- The level of the relationship,
- The intensity,
- Mutual benefit,
- Formal/informal nature, etc ...

The facilitator will insist to get concrete information.

Advice to the facilitator

Depending on the time issue, the number of important actors to consider can vary but it should not exceed 10. It is important to highlight the level of the relationships (certain couples/pairs of actors can interact only at cluster level and others at inter-cluster level. Then the facilitator will highlight relationships that already exist at the higher level and those who are still at ground level. He will explain that it is not necessary that all the different group of actors have to interact at the different levels. Overlapping has to be avoided

Then time will be given to each group of actors to formulate its main expectations (aspirations) regarding the role to be played by the platform and the results that he is waiting for.

³ see CASE module or Building Business Relationship module

After presentation of the different results, the facilitator will organize a discussion to synthesize the results, and solve the contradictions if any (incompatible expectations between groups).

A provisional vision for the platform should come out of it. After the formulation of this vision the facilitator reminds the participants that this vision has to be validated by the actors that they are representing in this BDF.

If time allows, a first exchange is facilitated concerning the possible activities to be implemented to serve this vision (the objective is to be as concrete as possible, and to install the image of an operational framework and not an empty shell).

Advice to the facilitator

Give the different groups of actors sufficient time to develop their own reflection through "group work" in homogeneous groups (farmers with farmers for instance, or at least putting together people who have the same profile: BSS, economical service providers...). In fact, the challenge is not to get coordination between "individuals" but between organisations (which supposes that participants are aware that they are representing a group and able to endorse the representation of this group).

Nevertheless, especially when a few actors are represented by "individuals", this "group work" shouldn't take too long.

As it is still a provisional formulation of the vision that is looked for, it's not such an issue. What is important here is getting common awareness that the platform is not compulsory the right place to solve all the unsolved issues, it's a place to **deal with common issues and to share information**.

3. Feeding-back to the different groups

Having acknowledged the need for an "inter-cluster" coordination framework, (so called platform or hub) and designed a draft vision for it, the participants must insure that the actors that they are representing agree with both the process and the vision.

So, feed-back has to be organized: the objective is for individual participants to the BDF to get a "mandate"; that is to be recognised as representatives of a group. In fact the TM won't

facilitate directly this step, but, at the end of the 1st BDF, he will support the participants in preparing it.

3a. Preparation

For that purpose, the trainer-mentor will remind that two topics have to be addressed:

1. Validation of the participants (including representation issue)/ (be careful with the word "members", which refers to a formal structure, as we are still at a framework stage not yet speaking of an organisation see remark in bold above)
2. Review and validation of the vision.

The participants will plan how they will practically organise this feed-back. Preferably, the reporting process should be similar in the different clusters and/or groups of actors. The facilitator will stimulate exchanges in that sense.

3b. Reporting

This will be organized at the beginning of BDF 2.

For each cluster, one after the other, the participants will report on how the feed-back meetings have been organized, who were the participants, what have been the decisions made.

Then the facilitator makes a synthesis and highlights the different implications:

- Has the provisional vision designed during the previous meeting been validated? Has it to be amended?
- Have the participants to the 1st BDF been confirmed as representatives?

Advice to the facilitator

The organization of the exchange should be adapted to the specific configuration: to whom did the participants of the 1st BDF feed-back? (groups of actors, cluster). The exchange session will be organized according to what occurred in the field, seemingly cluster by cluster and/or group of actors per group of actors (for instance FOs...)

4. Going to action: How to serve the vision: activities, means, functioning

The expectations listed and sorted at step 2 have to be translated into activities. If time allowed during the 1st meeting to develop a provisional list of activities this should be reviewed/ completed.

Developing an activity plan consists in determining what has to be done when by whom with what means then prioritizing.

Advice to the facilitator

Actors involved in 2SCALE should be familiar with this activity planning; this is why we do not give many details on the facilitation that has to be adapted to the context, the time available, etc. The only point that requires specific attention is to focus on platform activities, i.e. questioning the “subsidiarity”: what can be done properly at lower level (either at cluster level, either within a given group of actors) must not be implemented at platform level, although the platform can monitor or support this activity if it is critical for it.

After getting an activity plan, the facilitator organizes a discussion on the following aspects:

- the means (wide sense): what is required, what is available, where finding what is lacking
- the structure to be adopted to implement the activities (including decision making)
- the possible communication issues at platform level

For sure, “means” here has to be understood in a wide sense: that is human resources, finance and logistics means but also the practical organization that allow to work together and to make use of these means. Once again, putting in place a formal registered structure is not a priority. At minimum this structure can only be designed when the activities to be implemented have been defined.

5. The way forward

The following should be very platform specific, that is based on a review and reflection process.

Diagnostic and design workshop: from business idea to priorities for action

Facilitators' Guide

Version 1 - final
January 2018

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1. Introduction

The CASE approach

CASE (Competitive Agricultural Systems and Enterprises) is an approach of local entrepreneurial development. CASE aims at strengthening the links between local actors in agribusiness clusters (ABC), including producers, processors, traders of a given value chain (VC), and also input dealers, financial institutes and Business Support Services (BSS). The approach is based on experiential and collective learning of and between the ABC partners. CASE is oriented to local, regional, and international markets through the development of competitive strategies.

The BSS and the BSS coaches and trainers

BSS include consultants, governmental and non-governmental organisations (NGOs), research departments and enterprises that support producers, processors and other affiliated enterprises. The roles and responsibilities of the BSS in CASE can be grouped into four domains:

1. Information and advice, i.e. market analysis, strategies of competitors, ... ;
2. Brokering services and networking;
3. Training and support in technical and entrepreneurial issues;
4. Facilitation of interactive learning processes to support the formation of ABC and value chain development. This is for instance strengthening of confidence, collective analysis, design and set-up of capacity strengthening and action research programmes, collective monitoring of concerted actions, etc.

The BSS require a lot of diverse and complementary competences in these fields. BSS are crucial ABC actors especially during the first years of the ABC. In most cases the capacities of the BSS need to be strengthened so that they can fully play their roles and assume their responsibilities in the ABC. These guides are set up for coaches and trainers, and will help them to strengthen the capacities of the BSS throughout the learning process and accompany/support the BSS in their fieldwork.

The series of modules and Facilitators' Guides

We develop modules that address the different competences the BSS should have, and for each module we develop a Facilitators' Guide. The guides are meant to facilitate the organisation of training sessions, workshops, and any other opportunity to strengthen the competences of the BSS. For most of the modules, the capacity strengthening is included in a learning cycle, which is composed of three phases:

1. Review and acquisition of knowledge on the theme, normally through a workshop.
2. Implementation in the concrete context of providing support to ABC.
3. Reflection and possible adaptation, generally through a workshop with those BSS that actually acquired experience in the field.

In the first place, the guides deal with the knowledge review and acquisition workshops and occasionally deal with aspects of field implementation and/or how to conduct reflection workshops. In practice, the workshops group several BSS who are – preferably – accompanied by one or more direct actors of the ABC. Each guide is an entity, and all

together, the guides can be assembled in a folder – comprising general themes (e.g. preparing a workshop, identifying fears and expectations, etc.) and specific themes, such as introduction of CASE, business plan development, etc. Each guide specifies the pedagogic objectives, the steps to be taken to conduct the workshop or training, and the programme set-up with all details and adapted pedagogic material.

Apart from the folder with Facilitators' Guides, there is also a folder with "Reference Sheets" corresponding to the modules. These sheets are generally used in the training sessions and the guides refer to these.

The Diagnosis & Design module and guide

This module and guide have been developed on the basis of a conceptualisation workshop held in Sikasso, Mali end 2011. This workshop brought together key actors operating in the Sikasso Region on four commodities: sesame, shea butter, sweet potato and cashew nut. Business ideas had been formulated in a concept note and submitted to the 1000s+ project. But the pilot committee of the 1000s+ project did not approve the concept notes of three of these four commodities. This does not necessarily mean that the ideas were not valuable, but they may have been not well formulated or the format of the concept note might have been not adapted or is too lengthy. Indeed, the format for concept note development is quite demanding in terms of information and for many indicators it is difficult to find appropriate¹ data. This means that interesting business can be rejected because of a constraining procedure. We therefore propose to review the format of the concept note and make it as 'light' and basic as possible so to attract a large number of business ideas. But for business ideas that have been accepted for funding, we propose to do a 'Diagnosis followed by a Design' that will allow obtaining useful and necessary information to draw up an ABC development action plan.

Diagnosing an approved business idea, and designing future actions, as proposed in this module, fits within the planning process of ABC action plans (as shown in the table here below). The workshop is situated between: the choice/selection of business ideas (step 4 – cf. Next table) and the elaboration of the action plan (step 6).

Steps in the planning process of ABC action plans:

1. Informing the actors
2. Mobilisation of the business ideas
3. Submission of the concept note (business idea)
4. Choice/selection of business ideas
5. Diagnostic and Design workshop
6. Elaborating an ABC action plan and submission
7. Approval of action plan
8. Preparation of sub-contracts ...

The Diagnostic and Design and the procedure to actually realise these, as presented in this module and guide, should however be a "light" exercise in the planning process of an action

1 Initially, i.e. at the start of the 1000+ project, it was not foreseen to ask initiators of business ideas to come up with all this information in the form of an elaborated concept note. Presently in Mali, the concept notes have "grown out" to more than 15 pages. The initial objective was to attract a large number of business ideas and to limit the access level for the initiators. The module proposed here is in line with the revision of the concept note for business ideas and to limit the possible level of access.

plan. A very demanding data collection in terms of time and resources should be avoided, as this may discourage initiators of interesting and innovative business ideas. Moreover, it has to be clear that, such a Diagnostic and Design will only present a “partial” vision of the reality, as it will basically be realised by the initiator of the idea (assisted by the BSS) - this because at this moment of time, in planning process, the actual implication of the “future” ABC partners is limited. This partial vision will certainly evolve over time with the effective implication of the partners and thus with the building up of the ABC.

2. Learning objectives of the module

At the end of the module and the workshop, the participants will be able to elaborate a diagnosis relating to their selected business idea and designing future actions; the information collected through the diagnosis will form the basis to develop a (first) ABC action plan.

Specifically, the participants will be able to:

- Analyse the current entrepreneurial context of the initiator of the business idea.
- Characterise the entrepreneurial situation in the near and anticipated future.
- Identify gaps (and constraints) to overcome in order to realise the desired future.
- Prioritise the domains for future action.

The Diagnostic and Design tool we propose here will not only allow the participants to elaborate a Diagnostic and design, but will also support them in actually realising the Diagnostic and design².

2 The module is designed in the form of action research.

3. The procedure

The module comprises two phases:

- Phase 1: a workshop where the initiators (future champions) of four to six selected ideas will be together with some of their “future” partners and BSS, respectively;
- Phase 2: the finalisation of the Diagnostic and design and filling in of tables by each future champion, supported by his/her direct partners and BSS, if needed.

The first phase requires the organisation of a workshop (e.g. in a specific region, grouping actors around four to six business ideas) in the month following the selection of business ideas. The second phase is realised after the workshop and before the next step: this is the realisation of the ABC action plan.

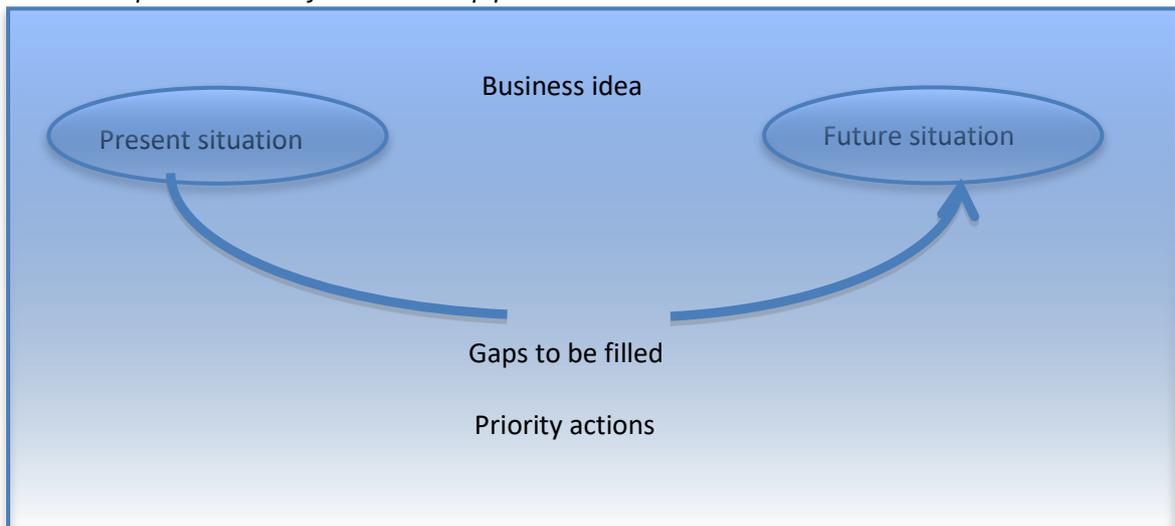
This guide treats mainly Phase 1; this is the workshop.

4. The workshop procedure

The workshop comprises five sessions:

0. Introduction
1. Review of the business idea.
2. Characterisation of the present situation.
3. Characterisation of the future (desired) situation (the ABC objectives).
4. Identification of gaps to fill in order to realise the objectives.

Schematic representation of the workshop procedure



Session 0: Introduction

The workshop starts with a welcome address to participants followed by a presentation of the participants. Thereafter, the facilitator presents the objectives, method, procedure and expected outcomes of the workshop and of the diagnosis.

Session 1: Review of the business idea

This session starts with a short team meeting (by the four to six teams around the selected ideas) followed by a plenary session. The teams review the initial business idea formulated by the initiator and agree on a formulation acceptable to the whole team. The re-assessment of the business idea should try, as much as possible, take account of:

- The market orientation and specification of the idea/business
- The innovativeness (and uniqueness) of the idea/business (in terms of product and market combination)
- New relationships
- The “value” (real benefit- vs- cost or risk) that this new business will bring to the champion or other (future) related actors

The business idea is written down on a flip chart paper and presented during the plenary session, followed by a short discussion.

Thereafter, the moderator initiates a discussion on the participant's perceptions of Value chain approaches (possibly including the CASE approach, if some participants have been exposed to the CASE approach. But this will generally not be the case. Therefore, the film "United through markets" can be shown, starting by the introductory sequence and followed by 1 of the cases, eg: "Burning Hot Business". The first time the 2 parts will be presented subsequently. Thereafter, the participants will watch the part "Burning hot Business" a second time, and through an interactive session identify: the major actors involved, their roles in the value chain and the linkages among each other.

As a conclusion, s/he presents the three pillars of the CASE approach and distributes some short histories on ABC development and support (see the existing documentation).

Session 2: Characterisation of the present situation

This session mainly consists of filling out the three major tables characterising the present situation (team meeting). The tables include useful information/indicators regarding five major domains (see annex) :

- **The product:** types (characteristics, varieties, quality, ...), production features (yield, areas, locations, harvest, quantities), key characteristics of post-harvest practices, level/form/degree of processing, segments of the VC, cost prices;
- **The market:** types, locations, accessibility, need, characteristics, number of clients/users, price and evolution, potentially new markets (characteristics), competitors, marketing cost, commercialisation strategy, experiences, standards & rules, marketing of sub-products (or second choice products);
- **The actors and relationships:** characteristics of the initiator and his/her organisation (and internal relationships), identification of partners, relationships with partners (external).
- **Finances**
- **Information**

For each indicator, the teams first review if the information is actually available. If this is the case, the data or "value" of the indicator can directly be filled in the table and also the source of the information. Indeed, it is interesting to identify the source of the information (this is where it originally comes from); it is e.g. not the same if the information comes directly from the actors or if it has been found in a report. If the information is not available but judged important, it has to be indicated how and where it can be obtained. It is important to note that filling out the tables should be done in a "clever" way, i.e. that only the data that makes sense (with information considered as relevant) in the present situation of the business idea has to be taken into account.

Each team presents the results of its teamwork on a poster (flip chart sheet) and all the teams make a "gallery walk" to review the results of the colleague teams. At each stop of the

gallery walk, the team involved in the presentation of the results, does not present all the information of the three tables, but only the major topics that best characterise the present situation. In practice, these topics can be several elements in the field of the product, market or actors, considered as:

- Strengths; on which the future ABC wants to build and thus capitalise.
- Weak points; that need to be improved or require specific action.

The participants of the other teams ask questions. At the end of the gallery walk, there is a plenary session to compare outcomes between the different teams.

Session 3: Characterisation of the future (desired) situation

This session starts with a team setting to draw a diagram, representing the present relationships and that of the future “desired” relationships, directly linked to the business idea. It is important to remain realistic and to be as concrete as possible. As long as one cannot put “names” on the future partners it is difficult to imagine any future relationship. For this reason one should be as precise as possible and specify as much as possible the types and relative importance of the future relationships that will be essential to realise the business idea. These can relate to improving both, the “internal” as well as the “external” relationships.

At the end of this team setting, a type of “inter-ABC café” is organised to allow each participant to get to know the results of the other teams (for the moderator: take care that everybody gets effectively around and sits down at the different cafés). This session should not take more than one hour.

Session 4: Identification of gaps to fill in order to realise the objectives

The last session of the workshop includes four settings:

- First, the teams identify the changes in terms of the (1) product, (2) market, (3) actors, (4) access to finance and (5) access to information that are required to evolve from the present to the future (desired) “situation”. Normally, the weak points of the present situation that have been presented during the plenary of session 2 will be re-examined in the first place. However, other weak points or even strong points to capitalise upon (as presented in the three tables), can also be re-examined. In fact, the outcome of this exploration is the identification of the priority domains for future action.
- Thereafter, the teams present in a plenary session, the priority domains for future action.
- Next is a ‘rotation’ of the business ideas: this means that each team works on a business idea of another team, and will re-assess the validity and relevance of the initial business idea, as formulated at the beginning of the workshop. Thereafter, a reformulation can be proposed. The formulation of a business idea should, as much as possible, include the following elements (see session 1):
 - The market orientation and specification of the idea/business

- The innovativeness (and uniqueness) of the idea/business (in terms of product and market combination)
- New relationships
- The “value” (real benefit- vs- cost or risk) that this new business will bring to the champion or other (future) related actors
- The session ends with a plenary where the newly formulated business ideas compared to the initial formulations are presented. Some time is given to each team to validate or amend the new formulation.

5. Indicative workshop programme

Day 1

Hour	Content	Pedagogic material
Morning	<ul style="list-style-type: none"> • Session 0: Workshop introduction Presentation of <ul style="list-style-type: none"> ○ participants ○ objectives ○ method ○ procedure <ul style="list-style-type: none"> • Session 1: Review of business ideas <ul style="list-style-type: none"> ○ Introduction ○ Review of business ideas in teams ○ Plenary session, followed by short discussion ○ Exchange on: ABC, VC and presentation of pillars of CASE approach 	<ul style="list-style-type: none"> • Doc: workshop programme • Board and flip chart paper • Exercise 1: flip chart paper and markers <ul style="list-style-type: none"> • Flip chart, paper • Doc: Short histories
Noon	<i>Lunch time</i>	
Afternoon	<ul style="list-style-type: none"> • Session 2: Characterisation of present situation <ul style="list-style-type: none"> ○ Introduction ○ Filling out tables (team work) 	<ul style="list-style-type: none"> • Exercise 2: filling out of 3 tables (see annex) • Flip chart paper

Day 2

Hour	Content	Pedagogic material
Morning	<ul style="list-style-type: none"> • Exchange in the form of a Gallery walk • Session 3: Characterisation of future situation <ul style="list-style-type: none"> ○ Introduction ○ Elaboration of images (team work) 	<ul style="list-style-type: none"> • Flip chart paper
Noon	<i>Lunch time</i>	
Afternoon	<ul style="list-style-type: none"> • Exchange in the form of an inter-ABC café • Session 4: Identification of gaps to fill <ul style="list-style-type: none"> ○ Identification of required major changes (team setting) ○ Presentation in plenary session ○ Rotation of ideas (team setting) ○ Plenary exchanges <ul style="list-style-type: none"> • Closure of the workshop 	<ul style="list-style-type: none"> • Flip chart paper

6. Annex: Diagnostic and Design report format

This report is to a large extent based on the findings of the **Diagnostic and Design workshop**. For some of the information, the future ABC Champion will have to collect the information in the weeks following the workshop.

SECTION A: APPLICANT INFORMATION

A1	Entity name	
A2	Country of applicant	
A3	Contact name	
A4	Contact email	
A5	Date of submission of this report	

SECTION B: PROJECT INFORMATION

B1	Project title	
B2	Region	
B3	Country(ies) focus	

SECTION C : THE D&D WORKSHOP

C1	Date/period			
C2	Site/venue			
C2	Participants/organisations	Name	Organisation	Type of organisation

SECTION D : THE BUSINESS IDEA

See Session 1 of the workshop

D1	Brief description of the original business idea	
D2	Business idea reformulated as a results session 1 of the D&D workshop.	

SECTION E: The characterisation of the present situation

See Session 2 of the workshop

Characteristics relate to the product(s)/production process, processing, the market(s), marketing and consumer segment, actor relationships, access to finance and access to information.

	Strengths	Weaknesses
Product/production		
Processing		
Markets/Marketing/consumers		
Relationships		
Access to finance		
Access to information		

In addition to the identification of strengths and weaknesses, more specific information can be recorded using the tables in annexe. In principle some of this information can be collected and registered during the Diagnostic and Design workshop. However, for some information will have to be collected in the weeks following the workshop.

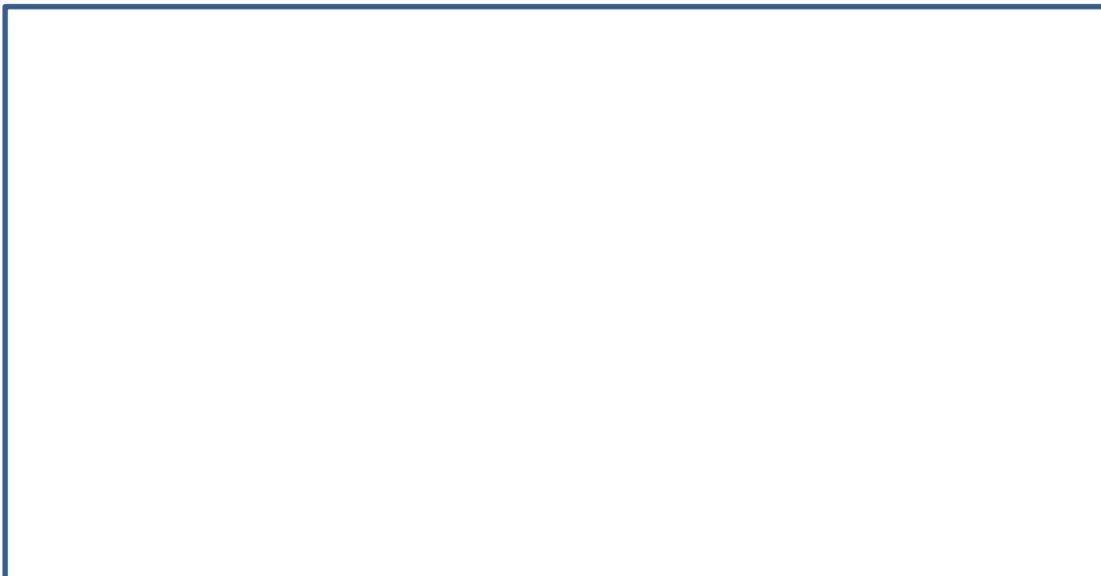
SECTION F: The characterisation of the future-desired situation

See Sessions 3 of the workshop

Rich Picture representing the actor relationship of the present situation



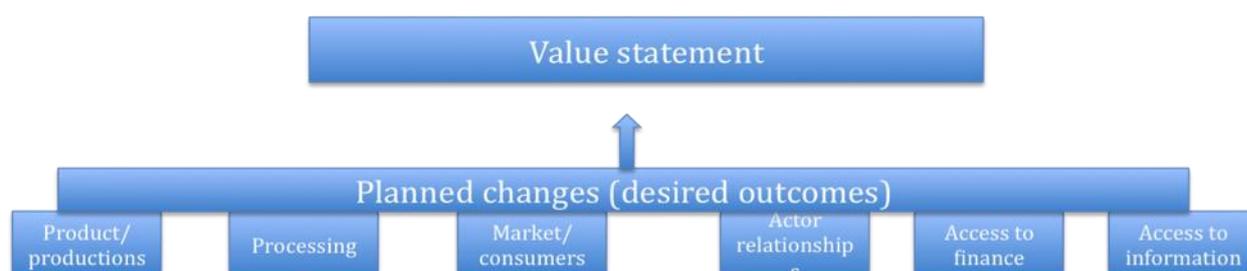
Rich Picture representing the future (desired) actor relationships of the cluster



SECTION G: Identification of planned changes (desired outcomes of the ABC)

See Sessions 4 of the workshop

Desired change (according to type)	Characteristic of the desired change (try to be as precise as possible)
Production/Product	Year 3 to 4
Processing	
Marketing	
Relationships	
Access to finance and information	



Summary of the key elements of the “value” proposition and competitive strategy of the cluster

- What value (benefits – vs - costs and risks) does the business proposition bring to the Champion and to other ABC actors.

- Appreciation of the “new product/market/relationships” combination

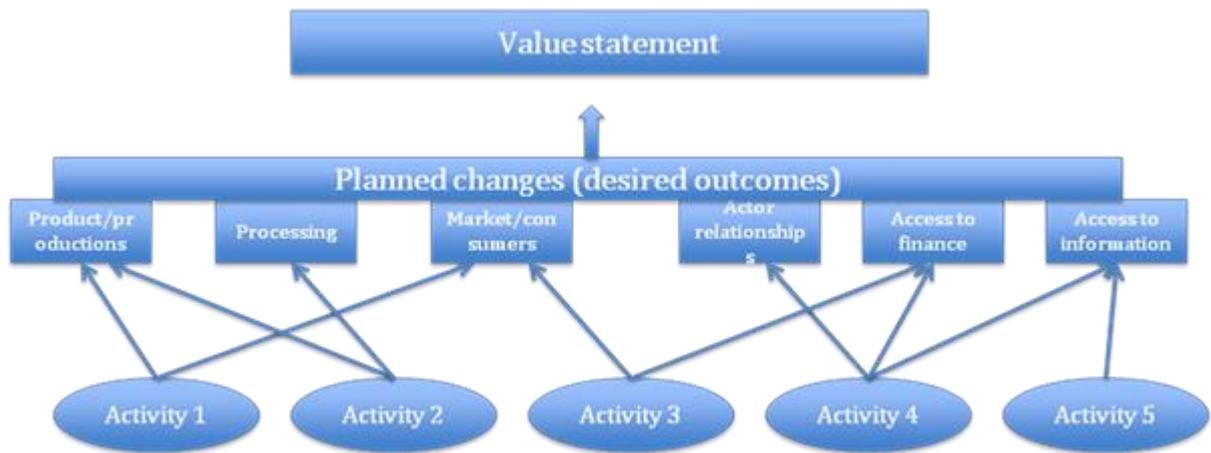
- Appreciation of the competitive playing fields in which this “new combination” will operate

SECTION H: Priority activities for the coming year

See Session 5 of the workshop

Principle gaps (= differences between actual and desired state)	Priority actions for year 1 (be as concrete as possible)	Actors involved
PRODUCTION/PRODUCT		
Example: increase yield 3T/Ha to 5 T/ha	Capacity building (Gifs, farming practices ...) Facilitate access to inputs	Farmers ? research institute ? Agro-dealers ?
MARKETING		
PROCESSING		
RELATIONSHIPS		
ACCESS TO FINANCE & INFORMATION		

SECTION I: Construction of the results chain
(below a theoretical model)



Date :

Place :

Signature(s):

Date and venue of planned CAP meeting :

SECTION J: Tables

Table 1: The product(s)/production process

Information	DATA (values)
Type de product	
Strategic position of the product	
Variety, characteristics, quality	
Quantity/ volume of product	
Marketable quantity	
Area ³	
Yield	
Production site(s) (and characteristic of the sites)	
Period of harvesting	
Quality aspects of post-harvest handling	
Part of the product that is processed	
Segments of the CV involved	
Production costs per unit of product	

Table 2: Processing

Information	DATA (values)

Table 3: The market/marketing and consumers

Information	DATA (values)
Type of market (local, regional...)	
Site/place of commercialisation	
Accessibility to market	
Market demand (quantity, quality, period/season)	
Price of the product	
Evolution of the price	
Types de clients (wholesalers, retailers, ...)	
Number of buyers	
Competition between the buyers (demand)	
Competition between the producers (offer)	
Cost of marketing	
Marketing strategy (farm gate/storage, individual or group selling, packaging, publicity, ...)	
Experiences in marketing	
Standards and product regulations	
Marketing of by-products or 2° choice products	

³ Or unit of production

Table 4: Actors and relationships

Information	DATA (value)
Characteristics of the initiator and its structure	
Identified partners per category (producers, processors, buyers, service providers, BSS, financial services: who (specific persons or organisation), characteristics	
Characteristics of the relationship: For each of the partners: (nature, formal/ informal/contracts et type, period, ...)	

Table 5: Access to finance

Information	DATA (value)
Type of formal financing (credit, saving, micro leasing	
Collateral used	
Type of informal financing (from agro-dealer, or marketer, tontine)	
Various risk associated with the production (flood, drought, cycle of production...) and/or market (falling price, lacks of buyers, transportation constraints)	
Accessibility and conditions of access and to the crédit (interest rate, additional fees)	

Table 6: Access to information (indicators to be provided by the MIS specialist)

Information	DATA (value)

Guide to conduct a Business Development Forum (BDF)

***To support business loyalty between SMEs and
farmer (and their organisations) within the framework of a Public
Private Partnership (PPP)***

Developed by ICRA

within the framework of the 2SCALE project

Guide based on cases from the SONAF-PPP (Mali) and SHALEM-PPP (Kenya)

General context and objectives

Within the 2SCALE framework, the reinforcement and consolidation of business relationships within agribusiness clusters and partnerships are often “confronted” with (so-called) lack of loyalty by some of the partners. This term is somewhat “subjective” (implying some form of moral judgement) and refers to the failure of partners to fulfil their commitments, more specifically to the practice of side-selling by some farmers despite a contractual arrangement (formal or informal) linking them to a given buyer.

“Loyalty” is a recurrent issue in business relationships and, if not taken seriously, can jeopardize the sustainability of the partnership and put the competitiveness of the related ABCs at risk. It is therefore important to include this topic within the capacity strengthening activities of 2SCALE. A first reflection note has been developed and shared with some of the trainer-mentors and coaches. The next step is now to propose participative tools for partnership facilitators, trainer-mentors, coaches/BSS, to support cluster actors in analysing loyalty issues within their partnership and developing specific solutions, adapted to their context and subject to a dynamic and step-wise change process.

As is generally the case - where different and large groups of stakeholders are involved, characterised by different (and even sometimes contradictory) perspectives and interests -, simple and standard solutions to this issue are unlikely to reach sustainable results. We therefore propose an interactive process to create an environment of mutual understanding of the varied points of views/perspectives of different stakeholders. In this way it will be possible to develop adapted measures for improving business arrangements and loyalty among the different business partners.

Initiating such a process makes sense in two types of situations:

- Where there is already trust between stakeholders and they are favourable to further consolidate and strengthen the relations through e.g. better-defined contractual arrangements.
- Where there is limited transparency within the partnership and mutual mistrust jeopardizes the efficiency of the business relationships. This includes mistrust related to respect of contractual commitments.

The present guideline for the process can be used in both of these situations. Nonetheless, as the second situation is more difficult to deal with, adaptations or recommendations are proposed to take into account specific difficulties that can be foreseen.

The process comprises the following steps:

1. The Business Development Forum

The first step in this process is the organisation of a Business Development Forum (BDF), during which the participants will:

- Identify and characterise the (major) types of (contractual) arrangements between producers (and/or Producer Organisations (POs)) and the firm (and/or related collectors);

- Identify major challenges related to these arrangements that can be addressed by the stakeholders; these challenges will form the basis of a so-called dashboard which serves as a management tool;
- Initiate action plans (at Cluster level) that relate to the dashboard indicators .

An initial facilitation guide for such a BDF has been developed and adapted during the first BDF conducted in Mali with the SONAF – yellow maize PPP. The guide has been further developed and will now be used for the Shalem-sorghum PPP; and will be tested and further improved on the basis of experience with this case. Visualizations techniques will be used during this forum to facilitate inter-actor exchanges.

The two BDFs of the SONAF and Shalem partnerships pursue a double objective:

- For the stakeholders involved in the partnerships:
 - Participatory analysis of the loyalty issue in the partnership (including sourcing arrangements and related challenges)
 - Identification of options for improvement
 - Setting-up a management and monitoring tool
 - Development of a road map for follow-up actions, involving the coaches and cluster actors.
- For 2SCALE in general
 - Testing and improving a BDF guide related to loyalty issues: the main idea is to move out of a moralist approach on these topics (i.e. good/ bad, this partner is honest/ dishonest...)
 - Identification of tools to support a pragmatic approach, based on the following statement: “disloyalty is a problem because it jeopardizes the VC performances, thus ABC’s competitiveness; people however are not disloyal just for fun, most likely they have a logical reason for it...”

Analysing relationships and identifying potentially action, is rarely relevant when carried out by external people and thus must involve the stakeholders themselves in participatory process. In order to efficiently support this process, a facilitator must have a good understanding of the context, the diversity of relationships and challenges, as well as the diversity of perspectives among stakeholders and the often un-spoken (even unconscious) dimensions that influence the interactions between stakeholders. For this reason, the facilitation team should collect and study all relevant information and organise a meeting with the partnership management some time before the start of the BDF.

Follow-up

The second step in the process is the follow-up of the BDF outcomes. This consists of organizing coaching sessions at the level of the clusters (ABCs). This will be done by the coaches with the support of the partnership facilitator and/or trainer-mentor.

Participants at the BDF

It is important that the different groups of stakeholders involved in the clusters, including the diversity within these groups, are represented at the BDF. It is essential that the analysis

of a wide range of loyalty behaviour be carried out by the stakeholders themselves. For this reason, the following members of the ABC are (tentatively) proposed to be involved in the BDF

- Firm representatives
- BSS (COHEMA and others?)
- Coaches (farmer coaches/FFS facilitators?)
- Collectors (some of them strongly linked to the firm /others less)
- Sorghum farmers, growing sorghum for Shalem
- POs: long-term partners of the firm (e.g. related through contracts) and other, occasional partners (both those having repaid all loans to them and some of them still having debts)
- Input dealers and credit providers associated to the ABCs/partnership

The BDF will be facilitated by ICRA support staff (Julia, Toon, Gieljan) and IFDC staff (partnership facilitator, trainer-mentor, ...).

A one-day preparation will be organised before the 2 day BDF with the VC/partnership stakeholders.

Implementation of the 2 day BDF

Day1	Day 2
<u>Morning</u> a. Welcome and introduction b. Overall objectives c. Sorghum-Shalem Value chain and business model d. Introduction of participants e. Role play f. General presentation of the program	<u>Morning</u> a. Presentation of day 1 synthesis: From (contractual) arrangement pathways to action domains b. From action domains to concrete actions
<u>Afternoon</u> Analysis of the current situation g. Relationship framework h. Analysis of critical relationships	<u>Afternoon</u> c. Action plans at ABC (or PO) levels d. Follow-up e. Evaluation
<u>Evening</u> Synthesis (by the workshop facilitation team)	END

Day 1 - morning

- a. Welcome and introduction
- b. Presentation of overall objectives of the BDF*

Identification of pathways to improve the efficiency of the partnership through strengthening of trust, consolidation of loyalty and reinforcement of contractual arrangements.

c. Revisiting the Sorghum-Shalem VC and business model

The partnership facilitator presents the partnership framework in the form of a map or diagram; S/he reminds the stakeholders briefly of the different stakeholders,, S/he highlights the diversity within the partnership (different ABCs with their number of POs, specific actors...)

d. Introduction of participants

Each participant introduces themselves and positions him/herself on the partnership map/diagram

e. Sensitization: role play

- Introduction: Explain that we are going to play a scene to put our minds in the right mood for the following.
- Presentation of the situation and the scene to be played
- Split stakeholders into groups according to their position within the VC. Each group is given the detailed role to be played by one or 2 members and indications are provided (note that participants will play a different 'VC actor ' role and not their actual role within the VC and partnership.)
- Time is given (20 mins.) to prepare the scene, then the scene is played (15 mins.)
- Comments: ask main actors how they feel when "being in the position of the other VC actor"
- The facilitator highlights the importance of being able to put yourself in the other one's position.

f. General presentation of BDF agenda

1st day: analysis of current situation

2nd: how to move towards where we want to go

Day 1 – afternoon

(depending on the timing, this session may start in the morning)

Analysis of the current situation

g. Relationship framework

Group work

Different groups are constituted on the basis of the VC/stakeholder category they represent, for instance: producers, producer organisations, firm, middlemen (brokers), collectors, support services, coaches¹

Each stakeholder group draws a map of its relationships within the VC/partnership, placing itself in the centre of the map. A rough assessment of each linkage is then made: (1) how “important” is each relationships and (2) assessment of the current quality of the relationship in terms of “intensity/frequency/...”, with a special focus on those relationships that are not working well, according to the actors (what doesn’t work so well and why). It is critical at this stage to be transparent and not to speak of ideal or “wishful” situations; but focus on the perceived “reality” of the stakeholders.

For the coaches’ group the assignment is slightly different: they are asked to draw a global map of the relationships within the ABC (on the basis of a “concrete example” as opposed to a non-existent overall representation of relationships).

This map by the coaches will be used as a framework for the presentations of other stakeholder maps.

Group and presentation:

The stakeholder groups work for approximately 45 min on their maps, which are then displayed on the wall and a gallery walk organised (the coaches present first the ABC relationship maps that they produced, followed by the different stakeholder groups).

Synthesis:

Participants are asked if they learned anything new about other stakeholders.

- The facilitator underlines the diversity of perceptions (or asymmetry) if any, and stresses that there is no right or wrong representation: each stakeholder’s perception is legitimate
- The “sensitive” or problematic relations for each group are identified and compared across the maps.

h. Analysis of critical relations

Group work

¹ If many coaches are present this group can be split into sub-groups according to the main characteristics of the different ABCs, for instance their weight in the partnership (volume of product), the presence/ absence of a given (group of) actor(s), the BSS....

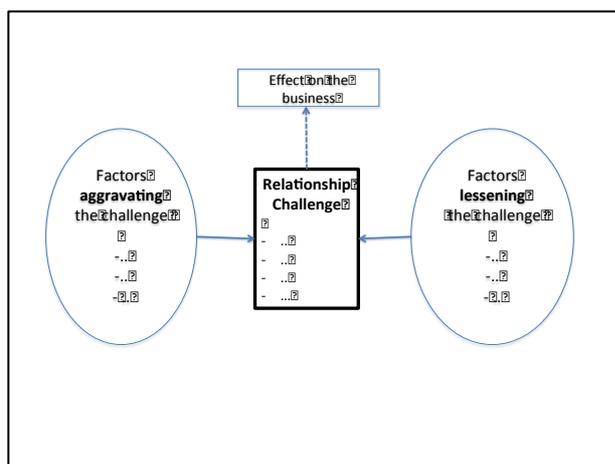
Participants are again split into VC/stakeholder groups

Each group gets a specific short list of (2-3) critical relationships to be analysed more in depth; the list is established by the facilitator using the synthesis of the previous work.

The following framework is proposed:

- For each sensitive relationship: specify what is the real issue to be addressed
- Explore/ characterize the diversity within the relationship: specify where (and under which conditions) the relationship works rather well; and where it works less well
- Make use of this “diversity” to identify causes/driving factors that characterise the challenging character of the relationship

The groups present their results during a gallery walk; Presentation format



Synthesis:

The synthesis is based on a quick comparison between the results of the groups and highlights similarities/ differences between groups (what are the more important topics for the different groups).

The importance of taking into account each other point of view and perception is highlighted.

Day 1 – evening

The way forward: Pathways to strengthen and sustain loyalty/ contractual arrangements pathway

A synthesis-summary will be prepared by the team of workshop facilitators, based on the outcomes of the first day workshop. The team will develop a general picture of the business (business: basically selling-buying) arrangements (including contracts) pathway²:

² The purpose of the BDF is to strengthen transparency and mutual trust between stakeholders within the partnership and to develop/ reinforce sustainable and loyal relationships; this cannot be reached overnight: it is the result of a process, including several stages. One can envisage that several of these stages have already been undertaken within the partnership, and the facilitation team will have to identify these stages and use them as the background information.

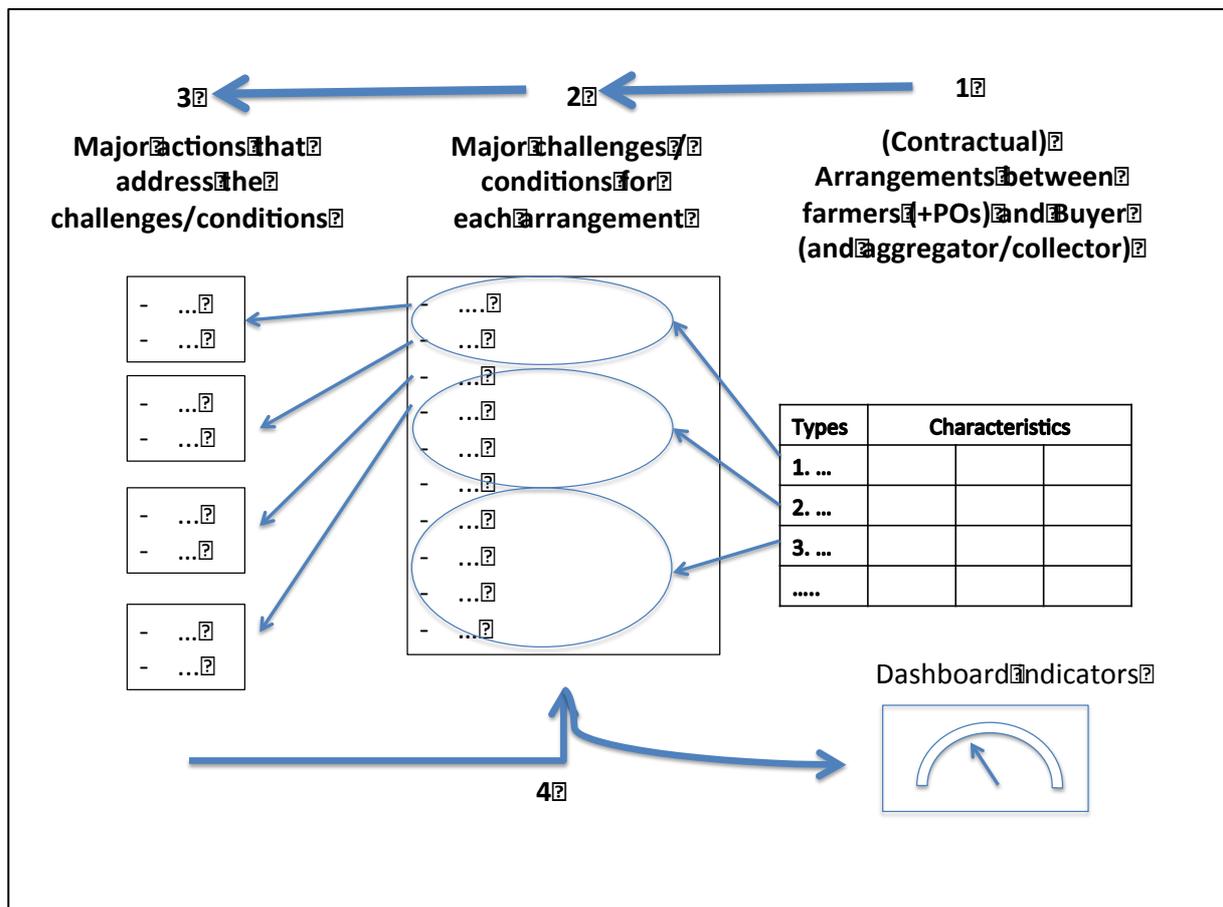
- Identify different levels/ types of (contractual) business arrangements; these types of arrangements will be presented in the form of a (step-wise) 'pathway' towards closer relationships between the 'buyer' and 'seller' and thereby increasingly building (conditions for) trust/loyalty.
- Define characteristics of these different types of business arrangements, e.g. period during the year/season; stakeholders involved; the formal (or informal) character, ...
- What 'conditions' are required or need to be fulfilled for each type of business arrangement to be successful; these 'conditions' can be seen as issues/challenges that need to be addressed for each specific business arrangement; The focus will be on challenges that are 'manageable' by one or more VC-partnership actors.

Day 2 - morning

a. Presentation of day 1 synthesis (from arrangement pathways to actions)

The facilitator presents the synthesis in the form of a table-picture (displayed on the wall) in the form of cards (to allow possible modifications during discussions). Three pathways will be illustrated and presented in the following order:

1. the (contractual) business arrangement pathway,
2. the major characteristics of each type of arrangement,
3. the challenges/issues related to each type of arrangement.



Note that part 4 of the process will not be presented at this point in time; the idea of representing and monitoring the effect of actions on a given challenge in the form of a dashboard indicator will be introduced at the end of the plenary presentation of session b (see below).

The facilitator explains that these challenges in fact represent possible 'action domains' for the stakeholders to move along a pathway towards a 'desired' type of arrangement. Note that it is not compulsory for every business relationship to "move" towards so-called higher levels of (closer) relationships; it could well be that one or both (seller and/or buyer) have reasons not to change the current relationship (e.g. considering the challenges that a higher level relationship might entail).

A short plenary discussion of this pathway visualization allows for clarification and to propose improvements.

b. From action domains to concrete actions

Group work

The participants are again split up into VC/stakeholder groups, (note that it may be relevant to distinguish between farmers and farmer organizations). Coaches form a separate group.

Not all the stakeholders will be concerned by each and every challenge; thus the challenge cards (copies of them) will be shared between the different groups. In the case that an issue is relevant to more than one group of stakeholders, cards may be duplicated.

For each challenge the stakeholder groups are requested:

- To establish a list of actions to address the challenges
- To identify the stakeholders affected by implementation of these actions. In particular, they should distinguish between what their own stakeholder group can do and what would need to be done by others.

For the coaches' group, the TOR are slightly different. They are asked to focus on actions at the ABC level, distinguishing mainly actions to be implemented by the coaches (themselves) and by other stakeholders.

Plenary presentations and synthesis

The synthesis highlights the similarities and differences between the different groups (NB: although most of the issues are dealt with by different sub-groups, there will most likely be overlaps and convergences, especially with regards to critical issues within the partnership.)

Then the facilitator explains that it is necessary to monitor the outcomes of the actions in order to assess if the business partners (mainly 'seller' and 'buyer') have reached a sufficiently high level of meeting the 'conditions' required or to be fulfilled for each type of business arrangement to be successful and thus reached a given ("upper") stage of trust/loyalty. Only if the higher levels of the conditions (that are linked to the specific contractual arrangements) are met, should the business partners (seller-buyer) establish the

related contractual arrangement. The actual monitoring of variations in conditions (or challenges) linked to 'action' will be done in the form of so-called 'dashboard' indicators³.

Day 2 - afternoon

b. Action plans at ABC level

Group work

The operational level (level for possible action) in the partnership framework is the ABC level (and for some of the actions even the PO levels). Thus, actions to be implemented need to be declined in action plans at the ABC (or PO) level.

To develop a first set of 'draft action plans', participants work in small groups formed on the basis of the ABC they are related to; they are asked to develop (partial) action plans to address different issues that are relevant for "their" ABC.

To develop an action plan the TOR are as follows:

- *For each action: list the precise activities to be implemented, then*
- *Specify: by whom, doing what, with what means and when*

NB: there will be possibly not be sufficient time to consider a large number of actions; in addition, it would not make sense to go into too much detail at this point, as only few members of the ABC will be represented at the workshop. It is a matter of being sure that participants (and especially coaches) have a clear vision about what needs to be done afterwards at the level of the ABC.

There is no systematic presentation of the group work; the facilitator only checks that the TOR have been understood. Instead, the coaches are asked to explain the reasons for choosing one or the other action.

Subsequent discussion should highlight that the main criteria to be used for prioritization when developing an action plan are:

- Importance/ relevancy (efficiency) of the action to reach the trust/ loyalty objective.
- Easy with which it can be carried out
- Availability of means to implement this specific action
- Cost implications

c. Follow-up

The workshop ends with a plenary session to determine the need for follow-up coaching at the level of the ABC. In principle this is the responsibility of the coach supported by the trainer.

³ A comparison can be made with driving a car: pushing the gas-pedal allows the driver to go faster (the speed is represented by the dashboard); only when you reach a given speed do you change gear and can move to the upper stage.

Example of such a coaching programme:

Session 1: interactive presentation of the findings of the BDF

- Business arrangements and characteristics
- Challenges of each arrangement
- From challenges to dashboard

Session 2: From Challenges to action

- Development of action lists for each of the relevant challenges
- Prioritization of actions
- Implementation matrix for priority actions

d. Evaluation of the workshop

***Guide to conduct a
Review and Capitalisation (Rev&Cap) workshop
within the framework of a Public Private Partnership (PPP)***

Developed by ICRA

within the framework of the 2SCALE project

Introduction

As stated in the 2SCALE strategic and annual plans, a Rev&Cap workshop is to be organised for most partnerships at the end of the implementation of the activity plan and before the next season's activity plan; be it an ABC-partnership or a VC- (lead firm related) partnership. The Rev&Cap workshops will bring together the principal actors of the partnership. The basic idea is that the outcomes of the Rev&Cap will be used as input for the next season's activity plan (be it *VC development/activity plan* in case of a VC-partnership or *Cluster Action Plan* in case of an ABC-partnership). As the timing of the development of activity plans is different for all partnerships, so will be the actual conduct of the Rev&Cap. Annexed is the overview of the Rev&Cap workshops to be conducted over the coming 12 months; all country/partnerships included in West Africa.

Each partnership Rev&Cap workshop, would group the coaches of the related clusters, (local-field) representatives of the lead firm (in case of a VC-partnership) and representatives of each associated cluster, grouping in total not more than 20 people. As it is important to have the real business actors involved we propose to limit the period of the workshop to 2.5 days, so, time-wise, similar to the D&D workshops. The partnership Rev&Cap workshops are organised by the partnership facilitators, with facilitation support of the agribusiness ICRA-trainer, on demand by the partnership facilitator, which is recommended

NB: the ICRA trainer will need to be contracted by IFDC for this facilitation, upon submission of a SoW and budget by the partnership facilitator.

Objectives of the workshop

- To identify and critically reflect on key **changes**¹ obtained within the framework of the partnership and so as results of 2SCALE support.
- To review and summarise local-level cluster-based activities that have effectively contributed (or if not, why not) to these changes
- To identify potential future directions and planned changes within the partnership model.
- To identify and propose key activities that would form the basis and be considered as input for the next season's activity plan;
 - o In the case of an ABC-partnership, these will form the basis for the next Cluster Action Plans (CAP).
 - o In the case of a VC-partnership, these will be presented during the strategic planning meeting for possible validation and uptake in the next VC-activity plan.

¹ In development jargon, we speak of outcomes; which means the changes, benefits, learning or other effects that happen as a result of what 2SCALE has offered or provided ; this is different from outputs which are **the products, services or facilities that result from 2SCALE activities.**

Facilitators guide for the workshop

Session 1: Partnership mapping

Although many maps might exist, representing the partnership and/or adherent clusters, it will be useful for the workshop participants to update the map, so to make sure all actors agree to the business set-up and partnership model. In case a “Theory of Change” (ToC) diagram has been made, this diagram can be used as a base for the workshop facilitator².

- *In the case of lead-firm coordinated partnerships (or VC-PPP)*, there will be only one map with the lead-firm at the top and all clusters related. The participants can be split-up into 2 sub-groups;
 - o one group with local-level representatives of the lead firm + supporters³ associated to the value chain and cluster actors,
 - o one group with cluster-level actors (producers, input dealers, and where relevant transporters, traders-middle men, intermediate-processors, etc...)
- *In the case of cluster-based partnerships (ABC-PPP)*, each cluster composed of business actors and supporters will form a sub-group and will make a specific cluster-related map⁴.
- Each sub-group makes its own map representing the present situation of the partnership, with specific focus on the local-cluster level. For any map, it is important to bring out the major actors involved and their linkages, the flows and specifications of the product(s), the support services and causal pathway of what is happening, all oriented towards the major goal of the partnership model.
 - o Start by identifying the market(s) where the product(s) effectively reach the consumers (in the case of a lead firm partnership, the firm will take a prominent place in the map; specify the product(s), including brands or packaging, etc ...
 - o List and place systematically the *business actors* of the value chain (with their NAMES/GENDER) downward the markets (traders, processors, producers, ...) : specify their names.
 - o Then place the *supporters*; these are the stakeholders that support the business actors, like the financial services, technical services, BSS/Coaches, etc. (again indicate their NAMES/GENDER)
 - o Thereafter, the product flows are indicated and all support links are visualised; the flow-chart should be representative for the causal pathways of how and why things are happening as they do: from actions – to direct outputs of the actions – to changes.⁵
 - o Indicate ON the map (with post-it stickers) the “places” (actors, relationships, pathways) where major activities have taken place and most important changes

² In order to avoid confusion for the participants the facilitator should not use all kinds of development jargon and therefore the wording and concept of ToC should not be used; rather the diagram should be explained using simple and concrete words.

³ Depending on the country/partnership, the participants might be more familiar with the terms « direct » and « indirect » actors; here we use « business actors » and supporters.

⁴ Note that in case of an ABC-partnership; the term « partnership » is a bit superfluous; as in contrast with a VC-partnership, there is often no real link between the clusters as they are not unified through a lead firm; still cluster actors can learn from each other by bringing them together in this Rev&Cap setting.

⁵ Again, for the workshop facilitators, you must avoid using development jargon.

that have been obtained; specify the gender dimension of the activities and changes.

Session 1 concludes with a plenary presentation in the form of a gallery walk, to present the maps and exchange perceptions about the partnership model, actor relationships, and causal framework, followed by a short cross-cutting analytical comparison between the presentations.

Session 2: Review of the partnership changes

This session starts with an introduction, followed by work in sub-groups (same sub-groups as in Session 1) intermitted by short plenary presentations, so that the sub-groups can learn from each other, possibly adapt subsequently, and help orienting their reflections.

1. Starting by the agreement between the actors on Key changes in the form of **“changes in capacities and in ways of doing business by the (groups of) actors involved in the partnership”**; changes obtained since the start of the 2SCALE support (or last 12 months) to the partnership. Key changes could relate to the following “change domains”, represented in the diagram below. Note that depending on the specific partnership only some or more of these domains will be covered; the domains listed below are to be used as a guide for the workshop facilitators; so NOT all these domains have to be covered (see diagram); specifically in the case of an ABC partnership, there are obviously no changes at lead-firm neither at the lead firm – cluster interface; on the other hand there might be changes at the cluster-market interface.

Outcomes/Change domains

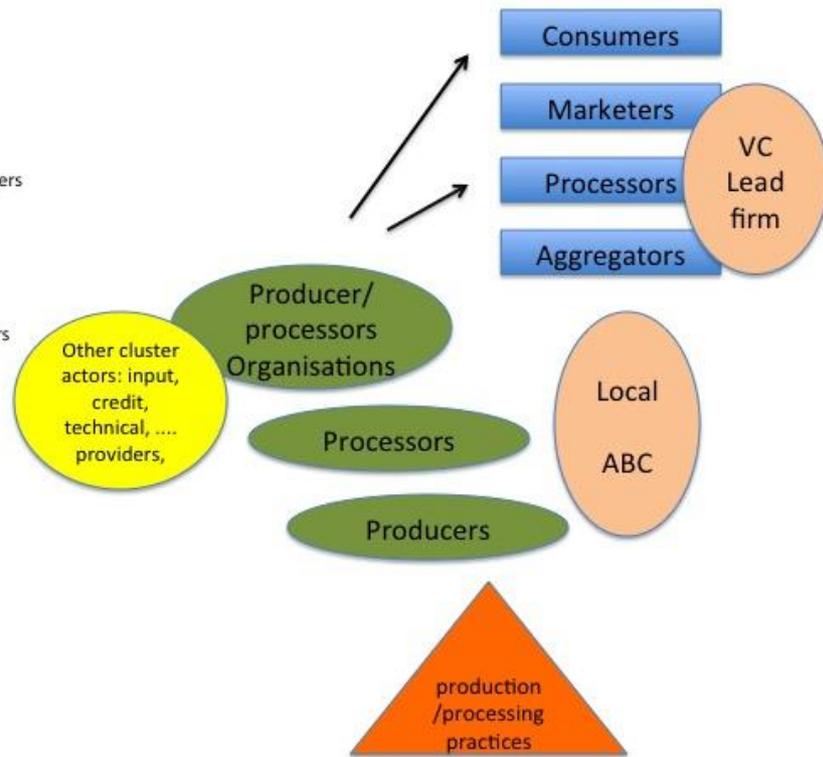
Changes in marketing channels
 Processing initiatives
 Product specification

Contracting with Lead/or other buyers
 Product specifications
 Services arrangements

Cluster composition
 Relationships between cluster actors
 Access to information

Organisational Capacity
 Vertical integration

Production practices
 Resources/input use
 ISFM



CHANGE domains

- @ the lead-firm (or product processing and marketing) level:
 - Changes in marketing channels
 - Processing initiatives
 - Product specification

- @ the interface between cluster(s) and lead firm (or other buyer/markets of products, in case of an ABC-partnership):
 - Contracting negotiations, bargaining, arrangements
 - Product specifications/changes: volumes, quality aspects, time/phasing or other delivery arrangements, payments processes and practices, traceability, ...
 - Services arrangements: credit, inputs, transport, technical-business support (cfr loyalty conditions/arrangements)

- @ the local cluster level:
 - Cluster "composition" (networks established and/or actors involved in the cluster, local business relationships)
 - Relationships between cluster actors:
 - Credit arrangements with local credit services, including Warrantage system
 - Input arrangements with local input providers
 - Arrangements with coaching and business support, Research and Development services
 - Other local-level negotiations and contracting
 - Access to information

- @ the local producers' (and/or processors') organisational level
 - Organisational capacity (processes, information, finances, advise, training, leadership, strategic development, planning, ...)
 - Vertical integration (pooling of demand for inputs, collective storage, processing, marketing, ...)

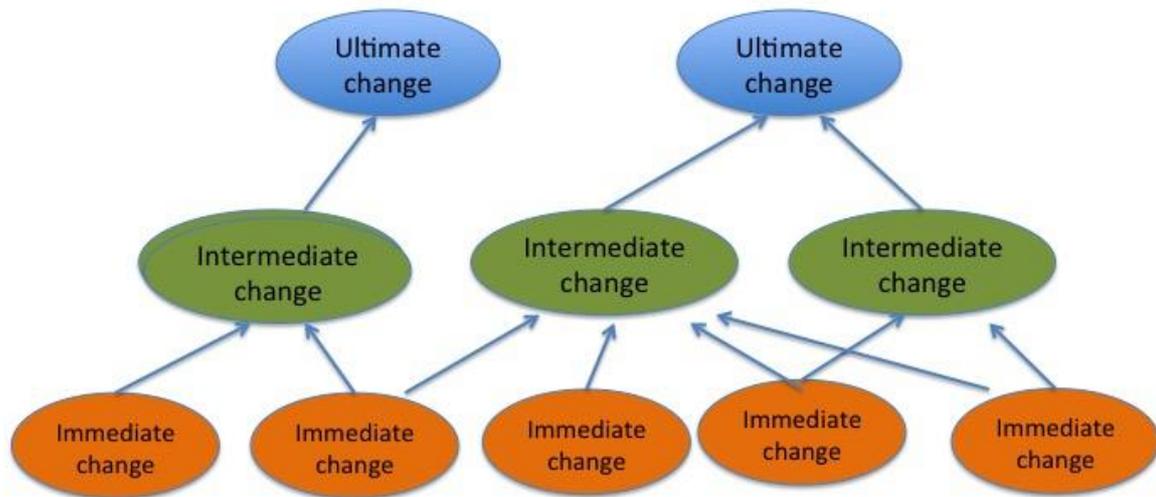
- @ the commodity production level
 - Production practices
 - Resources/inputs use
 - Good agricultural practices

Wherever relevant:

- Specify changes in economic terms (where relevant: volumes produced, processed, sold; added value, gain, profitability, income, benefit, ...)
 - Indicate the change where relevant in qualitative terms, like types of product or markets, transaction costs,
 - Relate as much as possible to ownership, empowerment and sustainability
 - Express as an *economic or social benefit* or as a *"more-inclusive" way of doing business* and specify for WHOM this is; with specific attention to GENDER
2. After agreeing and listing of the Key changes (obtained after the plenary presentation and discussion), each sub-group will identify the causal links between the changes and thereby construct a change tree, also called "impact pathway", with the "ultimate"

changes, related to the overall partnership model on the top. So-called intermediate changes contribute to the ultimate change and immediate changes contribute to the intermediate changes.

Model of impact pathway or change tree (causal links between changes).⁶



Session 3: Major activities and their contributions to the changes

1. This session starts with a plenary and a short review is made of the partnership activities as stipulated in the last activity plan (VC development plan or CAP). We propose to list 3 types of activities:
 - Lead firm-specific activities (in case we deal with a VC-partnership)
 - Cluster and local actor related business activities
 - Capacity strengthening related activities, related to coaching supported by the business ICRA trainers.
2. Thereafter, a short review and assessment of the major activities is done, in sub-groups, specifying:
 - “Major” means: To what extent and how did the activity really “contribute” to one or more of the changes (probably in the first place to “immediate or/intermediate changes): try to identify as much as possible a clear link between the activity and the changes obtained as listed in the change pathway. This

⁶ This model is only « theoretical » and in practice there might be many more layers of intermediate changes ; the major objective is to visualise causal links between changes ; meaning what contributes to what.

- could be done visually, e.g. by sticking a tag with an activity-number on the respective changes.
- Who and what (resources) were involved; specify by gender
 - Based on the relative importance in terms of "contribution" to the changes an assessment is made on the "usefulness" of the activities....
 - In addition pay also attention to those activities that have NOT been successful or that do not have directly contributed to any change: for what reason, what went wrong, what is the lesson learned for the future?
3. This session could be concluded with a type of small "inter-ABC-café"; within each "café" (= at each table) representatives of each cluster and if possible the lead firm; There will be 1 responsible at each table (café), who leads/facilitates the discussions and keeps time.
- o The representative of each cluster presents 1 (ONE) foremost important activity of the partnership (and where relevant) of the specific cluster, to the others and specify clearly how they contributed to the change(s) within the change tree.

Session 4: Cross-cutting comparison of lessons learned

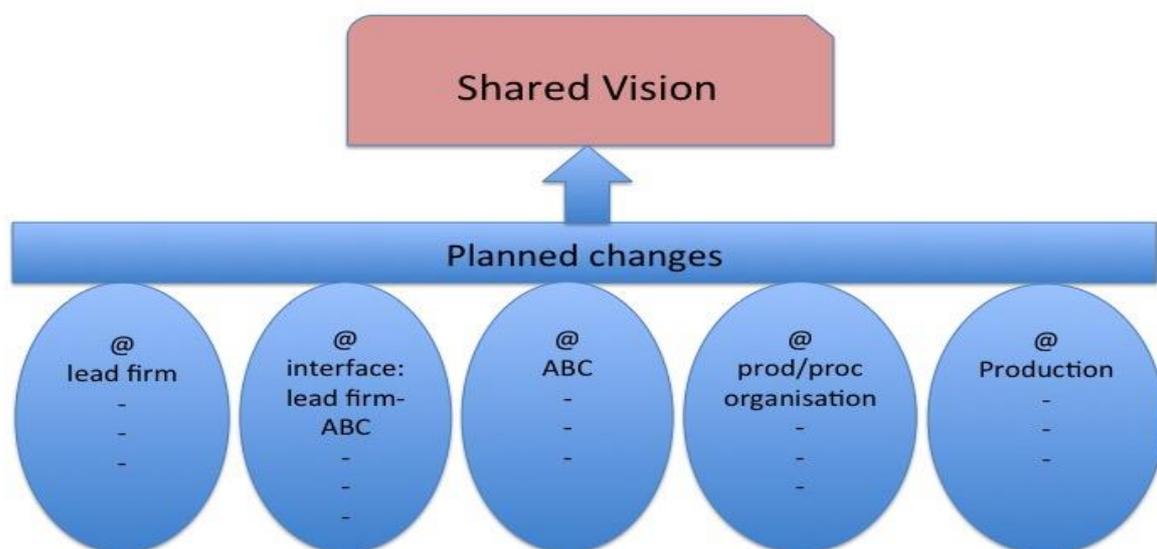
1. This session starts with a short plenary session with the presentations of the changes of the inter-ABC-café session by the café representatives.
2. Thereafter a summary of the presentations is made by the workshop facilitators, leading to some generalisation and conclusion on the 'relevance' of types of professional, and capacity strengthening activities to effectively contribute to the changes and thereby to inclusive business.
 - o Are there some key characteristics of relevancy of business-supportive activities
 - o What is the real sphere of influence of the partnership facilitators and of the coaches/trainers
 - o What is the complementarity between the interventions of the partnership facilitators and the coaches-cum-trainers support to local-level networking
3. Implications: where and under which conditions can relevant activities (best practices) be carried out; what are specific requirements; when, who, how, costs, ... ownership, empowerment, sustainability, gender.

Session 5: Towards the follow-up action plan: from Vision (reviewed partnership model), through planned changes to activities.

- Session 5 starts with a short review of the mid-term to longer-term « vision » of the partnership. This is done in team work; based on the most recent formulation of the overall partnership model; it is important to ensure that this is a « business vision » that is shared by the lead firm (obviously, in case of a VC-partnership) and all cluster actors = a realistic dream that engages and implies all actors of the partnership⁷.

⁷ In case of a VC-partnership, the « goal » is set by the lead firm in collaboration with 2SCALE, and outlined in the partnership agreement, that is a contractual document. So this means that in practice a vision formulated here that would be very different from the goal set-out in partnership agreement would not be relevant

- With this shared vision in view and based on the partnership map (Session 1), and the change tree (impact pathway) (Session 2), the sub-groups first identify and list (and adapt where needed) the **planned (*desired but realistic*) changes** for the coming 12 months. A distinction can be made related to the same « change domains» like in Session 2⁸:
 - @ the lead-firm (or product processing and marketing) level:
 - @ the interface between (cluster) and lead firm (or other buyer of products, in case of an ABC-partnership):
 - @ the local cluster level:
 - @ the local producers' (and/or processors') organisational level
 - @ the commodity production level



It is important to be realistic and if needed to do a prioritisation.

- The vision and planned changes are presented during a short plenary session.

Then the teams “summarise” the planned changes and try to “combine” these and if needed, reformulate their vision, indicating:

- The market orientation and specification
- The innovativeness (and uniqueness) of the vision (in terms of product, process and market combination)
- The new relationships
- The expected “value” (real benefit- vs- cost or risk) that this new business will bring to the champion or other (future) related actors
- Under which competitive playing fields this new arrangement will operate.

⁸ Note for the facilitator: the desired changes are in fact the outcomes (or effects) that ought to be obtained and to which activities and thus expected results (or outputs) will contribute. THIS is development jargon and does not have to be presented to the workshop participants

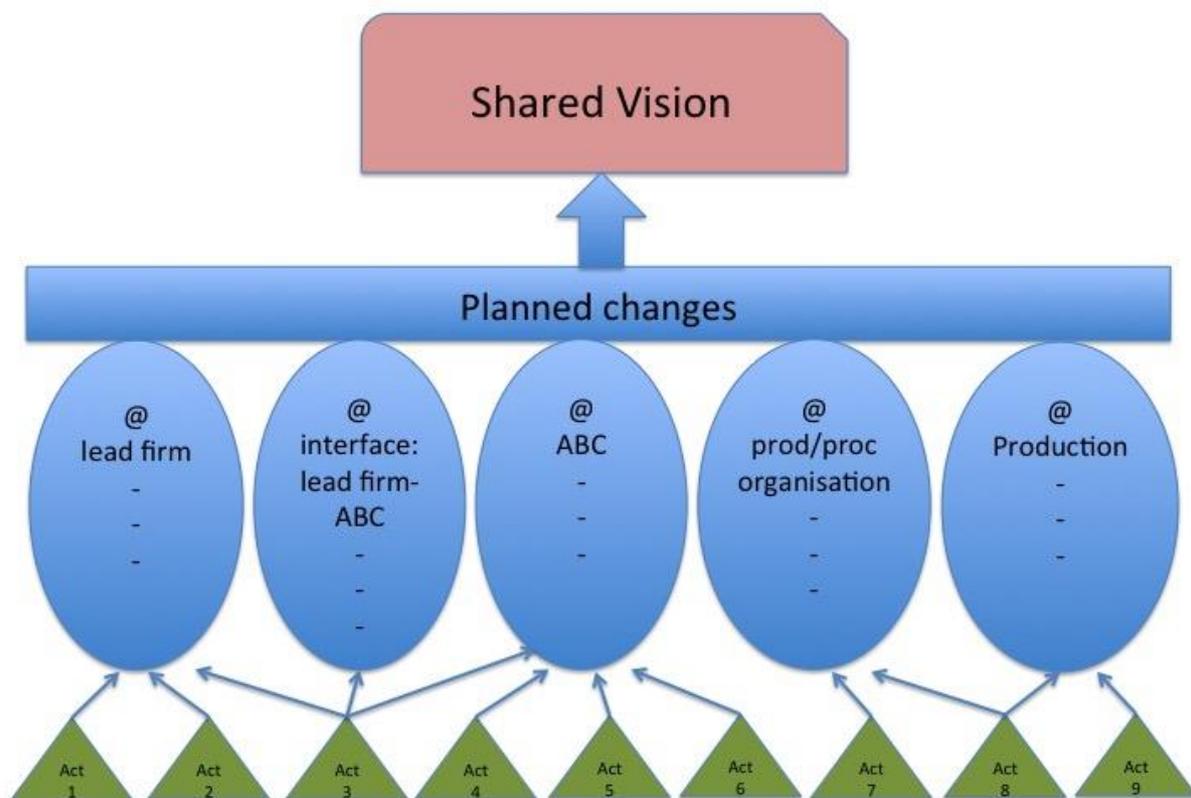
Thereafter, the teams will identify and “propose” activities in line with the planned changes. It is important to note that we speak here of “propositions or suggestions” for activities. The Rev&Cap workshop is NOT a planning workshop. As stated in the objectives, the idea is To identify and propose key activities that **would** form the basis and be considered as input for the next season’s activity plan;

- In the case of an ABC-partnership, these will form the basis for the next Cluster Action Plans (CAP) –
- In the case of a VC-partnership, these will be presented during the strategic planning meeting for possible validation and uptake in the next VC-activity plan.

The teams first work in sub-groups and then present in a plenary session. The identification of possible activities for next season’s plan is based on the lessons learned and relevance of activities as summarised in Sessions 3 and 4. These activities can be listed in one single form or per priority domain. Important is to indicate who would be responsible for each of the activities and to which planned changes the activities will likely contribute.

The session ends with the construction of an ‘adapted’ results chain. For each of the priority activities, the participants first indicate to which planned changes this will contribute; obviously one activity can contribute to more than 1 planned change and different activities can contribute to the same planned change.

Theoretical example of results chain



Overview of planned Partnership Review and Capitalisation workshops

Country/Partnership	2015							2016						
	Jn	Jl	Au	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jn	
Benin														
Vegetables			X											
Promofruits							X							
Socia							X							
Parboiled rice		X												
Soya		X												
Rabbit			X											
Cheese											X			
Aromatic plants			X											
Ghana														
Vegetables												X		
HPW			X											
Fruttiland		X												
Mushrooms		X												
Soya		X												
Groundnut												X		
Rice								X						
Guinea fowl														
Mali														
Sonaf											X			
Prosema							X							
Vegetables						X								
Rice		X												
Cassava		X												
Irish potatoes		X												
Nigeria														
Vegetables		X				X								
Psaltry							X							
Soya +(AACE)							X							
FCW						X								
Maize						X								
Rice						X								
Groundnuts						X								



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