



# Progress Report Open Course Programme Wageningen UR, 2012

Subsidie rapportage

Regeling Praktijkleren en Groene plus

Verplichting nummer 140008726

Wouter Leen Hijweege

## Project Report



Wageningen UR Centre for Development Innovation (CDI) works on processes of innovation and change in the areas of secure and healthy food, adaptive agriculture, sustainable markets and ecosystem governance. It is an interdisciplinary and internationally focused unit of Wageningen University & Research centre within the Social Sciences Group.

Through facilitating innovation, brokering knowledge and supporting capacity development, our group of 60 staff help to link Wageningen UR's expertise to the global challenges of sustainable and equitable development. CDI works to inspire new forms of learning and collaboration between citizens, governments, businesses, NGOs and the scientific community.

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# Progress Report

## Open Course Programme

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19 March 2013  
Report number CDI-13-008  
Centre for Development Innovation, Wageningen UR

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Hijweege, W.L. (Centre for Development Innovation, Wageningen UR)

19 March 2013

Centre for Development Innovation, Wageningen University & Research centre

Annually, the Wageningen UR open course programme for mid-career professionals provides some six hundred individuals with the opportunity to update their competencies and insights. The Ministry of Economic Affairs co-finances this course programme with the aim to maintain the courses' close linkages with international policy priorities and to support course innovation and development. This report provides an overview of the outputs over 2012 in relation to the commitment number 140008726. The demand driven programme was highly successful with over seven hundred and fifty participants from 35 courses. In this report we provide an overview over the 2012 developments and implementation results. Individual course developments are indicated, giving specific attention to the new courses and the annex provides the conclusions of a study exploring new course business model with private sector partner organisations.

### **Orders**

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# 1 Introduction

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The Wageningen UR international course programme for mid-career professionals offers highly interactive courses to update their competencies and insights. The courses provide an intensive 2 to 4 weeks programme with a mix of up to date scientific concepts, reflection and exchange of experiences. The course topics are chosen on the basis of policy relevance and market demand.

The Wageningen UR open course programme is supported by EZ under the regulation on practical professional training in the green education sector (regeling praktijk leren en groene plus). This support aims to contribute to the innovation of the programme and supports the policy linkages. The DGIS funded Netherlands Fellowship Programme (NFP) is supporting participants to take part in the open course modules. The NFP programme was positively evaluated early 2012 by an external evaluation.

The current report provides an overview of developments and progress in achieving the aimed for results as formulated in the work plan 2011-2012 (dated 30/4/2011).

Implications of on-going policy reforms in the field of International Development and food security have been taken into account in the current course programme:

1. The introduction of the topsector policy resulted in a 'opleg notitie' (see annex 1) indicating opportunities to align the course programme with private sector demands for professional competencies in the selected priority sectors. These were further developed in concrete actions in the revised work plans from 2012 onwards.
2. The formation of the new ministry for Economic Affairs and the consequent re-organisation effects the existing linkages between the course programme and the EZ contact persons (champions). Consequently new contact persons were identified and an introductory workshop was organised at the ministry in May 2012.

For 2011-12 the agreed priorities for the Wageningen UR international courses programme focus on three major concerns:

- *Maintenance of the policy linkages.* This is undertaken on the one hand by maintaining close working relations and active involvement of EZ contact persons (champions) from relevant departments within EZ and on the other hand by linking with relevant EZ policies and programmes such as BOCI, KB1 and more recently the Topsector policy and Human Capital Agenda. Such involvement varied from participation of EZ staff in course openings/closures and seminars (e.g. the Local Economic Development course), to taking part as resource person. Generally the existing contacts between the relevant EZ staff and course programmes were renewed and consolidated. Details are provided in table 1 below.
- *Updating and innovation of the course programme.* EZ co-funding of the open course programme, addresses and secures the innovative character, together with its policy linkages. This requires the development of new courses on upcoming issues taking into account NUFFIC co-funding conditions as well actual market demands. The output specified in the 2011-12 work plan specified the implementation of four new course programmes and their curriculum development with partner organisations taking into account new target groups in the private sector

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<sup>1</sup> BOCI stands for "international research and capacity development programme on policy support" to the ministry. KB stands for the Wageningen UR strategic knowledge development (Kennis basis) programme.

- *Investment in updating the business model for the short course programme and the role partnerships and course delivery require adjustments.* In the reporting year a masterclass on poultry development in Ethiopia was organised in close collaboration with the Netherlands Ethiopian Poultry Consortium and NABC. The master class aimed to explore the market opportunities for short seminar style training services. Furthermore a business development study was co-funded with Rabodevelopment on linking capacity development services with a new financing facility for medium sized agri-food enterprises in Ghana and Ivory Coast. (See annex 3)

Some examples are provided in the box below as illustrations of course linkages with research, policy and practice.

The course on *Integrated Pest Management* evolves round the EU policy on pesticides, food safety and IPM and the implications for developing countries. During the fieldwork IPM implementation in the Netherlands is evaluated. EZ is involved in the feedback of these field studies.

The *Climate Change Adaptation course* has been developed as output of two BO projects (BO-10-009-003 & BO-10-009-107) and has evolved over the last couple of years. The results of the various debates on climate smart agriculture are actively used in the course.

The topic of *Community Biodiversity Management* (CBM) and empowerment became an integrated part of the India based course on Plant genetic resources and seeds. Experiences and outcomes from the DGIS-Wageningen UR partnership programme, the “Global study on CBM and empowerment” have been actively used in this course. The partner organisation, the Indian MS Swaminathan Research Foundation (MSSRF) was partner in both the research and the course delivery. The work of MSSRF in Jeypore (India), which we studied in the field during the training, is an excellent case to understand and work with community organizations, agrobiodiversity, in situ conservation and empowerment.

Several courses developed course material and cases to cater more specifically to participants from the private sector and paid specific attention to private sector players role in economic development. For example this year’s Local economic Development course included course elements on business planning and the financing of chain actors. The Seed potato technology, certification and supply systems course has built a strong collaboration with NIVAP (the Netherlands Potato Consultative Foundation) and used case studies of the on-going project in Kenya using public private partnerships to increase access to improved potato varieties in the local market. The course Contemporary approaches to genetic resource conservation and use includes elements of seed business development, based on the experiences of the on-going project on integrated seed sector development and local seed business development with EKN Ethiopia.



## 2 Course Developments & Innovations

The international course programme addresses course innovation in two ways: a) Course updating and policy alignment and b) New course initiatives. In line with the top sector policy, the course programmes have developed elements paying attention to new target groups and with close involvement of both private sector actors and agricultural councillors. The table below provides details on specific developments in the following areas:

- partnership development, with Southern partners and private sector
- relevant side events (open workshops)
- linkages with current OS project initiatives
- specific attention to market driven development issue

### 2.1 Course updating and policy alignment

**Table 1 Course Developments Overview**

Project title	EZ Budget 2012 (K€)	Developments & Policy alignment	Participants (NFP/MENA)	EZ involvement & Partnerships
Governance of food safety in international food chains	40	<p>Collaboration with AHOLD resulted in new cases presented and analysed from a Madagascar partner organisation as part of AHOLD's CSR policy. Field trip to AHOLD.</p> <p>Experiences of BO projects on food safety inspections in Indonesia were used and vice versa.</p>	34 (25)	Ludo Vischer participated in the course (role WTO & SPS/Codex Alimentaris Committee) VWA experts (Frits v Vugt, Ron Dwinger and Sjaak Blaak) participated on issues on food safety policy and implementation of EU policy.
Improving the performance of rural people's organizations	50	<p>Material development benefitted from BO projects in Kenya (Equator Kenya) and the Agri-ProFocus work in Rwanda on promoting rural entrepreneurship.</p> <p>The course roll-out was successfully realized in Kenya (October 2012; 18 participants of 6 different countries: Kenya, Uganda, Tanzania, Rwanda, Ethiopia and South Sudan) in collaboration with the East-African Farmers' Federation (EAFF) and Agriterra.</p> <p>Two 2012 OPPO course participants co-facilitated this course, which was held at the cooperative college in Nairobi.</p> <p>The tool for farmers' self-assessment was among others developed in the context of a BO project in Kenya.</p> <p>The KB project 'RISE; rural innovation systems and entrepreneurship' has supported the development of the RISE conceptual framework.</p>	23(15)	<p>Nicolette Koopman (EZ) and Aaltje de Roos (DGIS) were kept informed about the course.</p> <p>In the context of the Agri-Profocus learning agenda, a first step has been made to roll-out OPPO in French speaking countries. A training week, with quite some 'OPPO elements' was held in Niger (November 2012; 30 participants).</p>
Conservation & sustainable use of plant genetic resources in agriculture	100	<p>The Wageningen training module united professionals working in plant and animal genetic resources. This course was delivered in collaboration with CGN.</p> <p>The programme in India organized a seminar, open for the course participants as well as other interested professionals and partners in the global CBM empowerment study. The</p>	<p>16 (9)</p> <p>26 (16)</p> <p>19(19)</p>	<p>M.S. Swaminathan Research Foundation (MSSRF), India, is a leading NGO in plant genetic resources management which has been hosting the training from the beginning. This year we have provided more opportunity to the resource persons within MSSRF to give the case lectures and facilitation group work every day. We envisage to further invest on it so require capacity in delivering the course</p>

Project title	EZ Budget 2012 (K€)	Developments & Policy alignment	Participants (NFP/MENA)	EZ involvement & Partnerships
		seminar addressed farmer rights addressing the linkages between international agreements, national policy and local practice.		will be developed in near future.  Coordination with secretariat of International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA), Rome to disseminate the training information to their national focal points of member countries (currently 127 countries are members of treaty) and posting a special message from secretary calling for application.
Transition to sustainable livestock systems	25	The course used materials on the implications of climate change for genetic resources. A successful field trip was included. A special success for part of the participants was the optional work on scenario analysis.  A discussion on the future handing over of the course are ongoing with the partner, the University of Los Banos.	36(36)	One of the involved partner organisations is the AgsPart 2020 foundation which is a spin off from the BOCI supported livestock expertise centre Philippines projects.
Integrated pest management and food safety	35	This year the programme has been adjusted to allow the situation in the Netherlands be mirrored by presentation of similar work in countries closer to the experience of the participants. Example: pesticide registration, in EU highly regulated, Alterra has a project in Ethiopia assisting the set-up of a registration system which is non-existent at present.	19 (15)	A presentation on EU policies was presented by Edens who works for the NWWA. Even though EZ was contacted very early on they do not have/make time to come and give a presentation in the course.
Coping with Climate change	70	In Ethiopia it was the third time that the course was held but in Uganda the course had to be set up from scratch.  The seminar, the 'hot spot approach', and the involvement of NGO's in various discussions were highly appreciated.  This course is very much aimed at policy makers, the relevance with the top sectors is not directly obvious.  The module on Climate Change Governance was conducted in Wageningen. The course built on experience of the Dutch government with climate change adaptation and mitigation. Dutch policies on climate related issues were shared and experiences and lessons learned during implementation of the Dutch 'Climate changes Spatial Planning Programme' and the 'Knowledge for Climate Research Programme' were embedded in the course. Visits were made a.o. to the province of Groningen (LTO North).	49 (45) 38 (32)	DLG (Boone) contributed to the course at both Uganda & Ethiopia. EZ was involved in the climate change governance course through Hayo Haanstra who participated in the final day of the course as expert in the governance panel, providing feedback to the climate change strategies that were made and presented by the participants.  The course was held in parallel in Ethiopia with partner HoA-REC and in Uganda with partner Makerere University. The intention of the University is to incorporate the material into their regular MSc programme.  The partners on paper, UNEP, Asareca, Ruforum, presented on various topics. This has really strengthened their involvement in the course.  In Ethiopia HoA-REC made a good and serious effort to take a success of the course. This year that worked very well. However, HoA-REC, even after many promises has not taken up the challenge in offering the course locally. It looks like they will not do this if Wageningen UR does not take the lead.
Seed Potato technology, certification and supply	40	The phytosanitary issues and policy matters are covered by presentations of NAK. These presentations very much represent the EL& I policy line.	21 (6)	Mr. H Bonthuis, until recently with EZ and currently with NAK presented on variety protection and use.

Project title	EZ Budget 2012 (K€)	Developments & Policy alignment	Participants (NFP/MENA)	EZ involvement & Partnerships
systems		Increasing emphasis on private sector driven development of seed potato supply systems. can be illustrated by successful cases such as the fast track seed potato project in Kenya.		BOCI project experiences are used through inputs of Wageningen UR colleagues. The private sector through NAO/NIVAP (the Netherlands Potato Consultative Foundation) has been supportive throughout the course preparations.
Food & Nutrition Security	70	The Monitoring and Evaluation of Food and Nutrition programmes course is building the local capacity of the countries in the South to measure outcomes and impact on food and nutrition security of the multiple interventions developed under this policy, especially those countries where NL is working on the food and nutrition security agenda. As part of the course a seminar was organised on Agriculture-Nutrition linkages in collaboration with EZ and the Amsterdam Initiative against Malnutrition (representatives of DSM, Unilever, AKZO-NOBEL, Ministry of Foreign Affairs, Global Alliance for Improved Nutrition (GAIN), ICCO and Wageningen UR) on nutrition-sensitive programming for food security.  The 'Right to Food' course was held for the second time.	31 (11) 16 (10)	Teddy Muffels was involved in organising the seminar and close collaboration with the department of Public Administration and Policy (Wageningen UR) and FIAN, a civil society group on the Right to Food.  Limited involvement of EZ and limited interest in Right to Food/Rights based approaches at EZ. With an increasing interest of EZ to work on the nutrition agenda, hopeful there will be in the future more interest in this topic by EZ.
Training of trainers on wetland management	40	The course is increasingly focusing on water stewardship rather than wetland management. The course is organized in in close collaboration with the Secretariat of the Ramsar Convention. Ramsar also embraces the development towards a Water Stewardship Training.  Involvement of the business sector (ING bank) in the presentation of participants' cases and their elaboration of ideas to 'manage' their wetland case.	24(10)	Mathieu Pinkers was involved in the course programme, as well as taking part in opening and closing of the course (and giving feedback on participants' action plans).
Adaptive management for Natural Resources Management	15	Most emphasis for innovation was addressing the closer involvement of the KNUST partners. The Adaptive Management course is gradually handed over to regional partner in Ghana.  EZ support was phased out with this last edition of the course in 2012.	24(23)	Rob Busink was the contact person
Competing claims in land use for food, fibres and biofuels	35	The course content was linked with a number of Wageningen UR-wide programmes including KB1 cases from the Wageningen UR-DGIS programme on competing claims (Southern Africa) and illegal logging (Ghana). A Wageningen UR wide web portal on competing claims was developed and serves as an entry point on competing claims thinking in Wageningen UR.	14(12)	Content was development in coordination with Hayo Haanstra.
Governance for forest, nature and people	35	Particular attention was paid to the issue of climate change, and the issue of payment for environmental services as being governance arrangements. Particularly this year, the main orientation was	28(24)	Link with agricultural attaché in Indonesia, link with LNV The Hague through Rob Hendriks, member of the Global Partnership on Forest Landscape Restoration.

Project title	EZ Budget 2012 (K€)	Developments & Policy alignment	Participants (NFP/MENA)	EZ involvement & Partnerships
		on landscape governance. This not only suited the interest of the participants, but also triggered the interest of the partner, CIFOR, to invest more in the future of the course.		The results of a small research activity on landscape governance jointly implemented with Tropenbos Indonesia, was used in the course programme.
Participatory fisheries management	70	<p>This year extra attention was given to the toolkit that FAO Fisheries Department has developed on applying an Ecosystem Approach to Fisheries (EAF) management. The various steps described in the toolkit were applied in 4 fisheries cases (situations) with which four of the course participants were very familiar. One senior staff member of FAO came from Rome to give a two days input in the course. In addition study visits were made to the Dutch fishing communities Urk and Stellendam. The policy debate on governance in the course was taken to the EU level.</p> <p>course had an input on Marine Stewardship Council certification plus a 3.5 days period of fieldwork in which part of the theory of ecosystem approach was applied in practice to the fishery for brown shrimp in the Wadden Sea.</p>	16(14) 22(21)	<p>Besides Wageningen staff , FAO fisheries staff and EZ staff from Directie Noord were involved.</p> <p>FAO has been committed to the course in the various shapes it has been conducted for several years and sees it as an important platform to share Code of Conduct on responsible fisheries and related guidelines with the international audience of the course who are the stakeholder groups they are aiming at.</p>
Landscape functions and people	35	<p>A small scale research in collaboration with the Wageningen UR Forest &amp; Nature Policy Group, resulted in documentation of case studies, writing of three MSc theses, and publication of two articles. Further development of the web portal on landscape approaches contributed to the systematisation of information, and sharing of knowledge amongst landscape practitioners. The new topic of "landscape governance arrangements" was integrated in the field work.</p> <p>Course closely linked with learning network on forest landscape restoration.</p> <p><a href="http://www.forestlandscaperestoration.org/">http://www.forestlandscaperestoration.org/</a> and <a href="http://forestlandscaperestoration.ning.com/">http://forestlandscaperestoration.ning.com/</a></p>	24(14)	Through the global partnership on forest landscape restoration and EZ involvement (Rob Hendriks).
Agriculture in Transition	35	<p>The course was very well evaluated and is attracting increasing attention. The focus of the course is on management of transition processes. By adopting a clearer focus, more specifically on one particular transition process (e.g. particular sector/commodity or e.g. climate change adaptation) the course could become more attractive for private sector participants.</p>	12(11)	Case material was used from a variety of EZ supported projects, e.g. an excursion was made (including lecture) to the "Rondeel" in Barneveld, that resulted from the WLR project "Houden van Hennen"
Agri-Business innovation and local economic development	70	<p>The course "Promoting entrepreneurship and agribusiness development" was designed and developed from scratch in close collaboration with Ethiopian University and private sector actors (Dutch and Ethiopian).</p> <ul style="list-style-type: none"> <li>- Successful local entrepreneurs talked about their drive to run their businesses</li> <li>- Representatives of different banks introduced their strategies on financing mechanisms in agriculture and for small</li> </ul>	25(0) 33(32)	<p>The Agribusiness Innovation course was conducted in Ethiopia.</p> <p>The Local Economic Development course has been organized in South Africa with the support of EZ. The Agricultural Counselor officially opened the international seminar with a key note on the South-African / Dutch collaboration in the agricultural sector.</p>

Project title	EZ Budget 2012 (K€)	Developments & Policy alignment	Participants (NFP/MENA)	EZ involvement & Partnerships
		<p>holders.</p> <ul style="list-style-type: none"> <li>- Dutch entrepreneur was invited to explain how he set up his seed potato business in Ethiopia</li> </ul> <p>Based on the 2011 edition of the Local Economic Development course, the course curriculum has been adjusted. An international seminar confronting the two main approaches to LED has been organised and was well attended and appreciated. The case selection has been refined by the inclusion of a decision-making matrix whereby a set of prioritized selection criteria have been formulated by the case group participants.</p> <p>Content wise, the subjects 'Market systems' illustrated with two Chain-wide Learning cases, 'Sub-Sector Analysis' and the international seminar were appreciated most. The focus of the seminar next year will be on the role of producer organizations in catalyzing rural economies, in particular in economies in transition.</p>		<p>The partner institution has been changed from Tshwane University of Technology (TUT) to the technology transfer department of the South African Agricultural Research Council (ARC) which is a more logical and 'natural' partner of CDI. A multi-year cooperation agreement between ARC and CDI will be signed in 2013. The subject matter of the course will over time be integrated into the new MPhil of TUT and other technical universities.</p>

## 2.2 New course initiatives

### *The innovation challenge*

Based on the strategic directions paper of August 2011, a new programme 'inspiring change' was developed in 2012. The new programme addresses middle and upper level management in private sector organisations, and is to explore new avenues in linking up with the courses alumni network. Aim of the programme is

- to support existing management in linking market based initiatives with wider development and societal change concerns such as food security and climate change adaptation and,
- address private sector concerns in finding and supporting the development of competent middle management staff.

In Ethiopia one of the proposed master classes was organised focussing on poultry sector development. In close collaboration with Agricultural Councillor and the Dutch Ethiopia poultry consortium, the master class workshops was successful in attracting 50 participants. These participants had an average education level of diploma/bachelors and indicated a high level of satisfaction about the content of the master class. Many participants indicated a current involvement in the sector or the intention to engage in poultry farming in the near future. The involvement of the Netherlands Ethiopia Poultry Consortium was possible through a collaboration in a 2g@there funded project. One element that failed to materialise was the linkage with our existing alumni network. Experiences with the master class in Ethiopia showed that cost recovery in single training events is hard to achieve in Africa.

### *Business model development*

In the drive for new business models a feasibility study with RABO Development on the linking of a networked training facility to a new agricultural investment fund resulted in a business development programme for West Africa. The details of the study findings can be found in annex 3.



## 3 Management of the Open Courses Programme

As in the previous years, two coordination meetings were held with representatives from EZ-DKI Education, the Wageningen UR programme coordinator and the EZ BO coordinator. New contact persons (champions) have been agreed upon to accommodate the recent staff changes in the Ministry. (see annex 2) An introductory workshop for these new champions was organised at EZ on capacity development issues and the specific features of the short course programme.

The course programme was implemented according to plan without major changes except for the replacement of one of the planned master classes by the Rabodevelopment feasibility study. This change was made after consultation with EZ-DKI. With a total of 767 course participants (see fig. 2 below) to the overall programme<sup>1</sup> we noted a considerable increase (>60% compared to 2011 and 21% compared to 2010) compared to previous years. This increase is explained by the one-off budget increase as a result of the vote in parliament (motie Ferrier) as well as through a considerable investment in course marketing which is also reflected in a significant increase in fee paying participants (+50%).

### 3.1 Participation

Course participants draw from a variety of academic, government and civil society organisations, proportions vary with the course subjects. The regional origin of course participants is influenced by the criteria for NFP fellowships which require at least 50% of fellowships to be allocated to African participants. The gradual

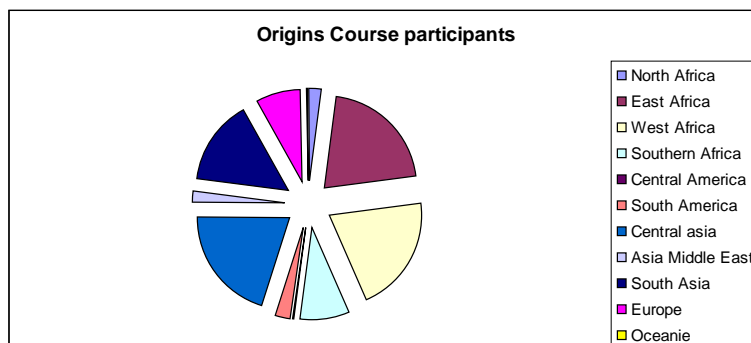
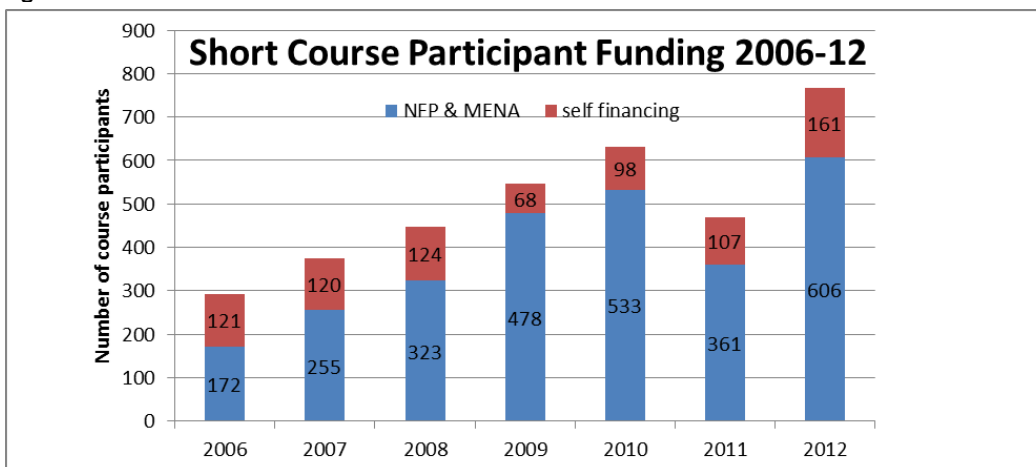


Figure 1

increase in fee-paying participants ( see table 2) is a direct consequence of renewed marketing efforts. The programme's 2011-2012 work plan outlined a.o. how priorities for private sector involvement have

Figure 2

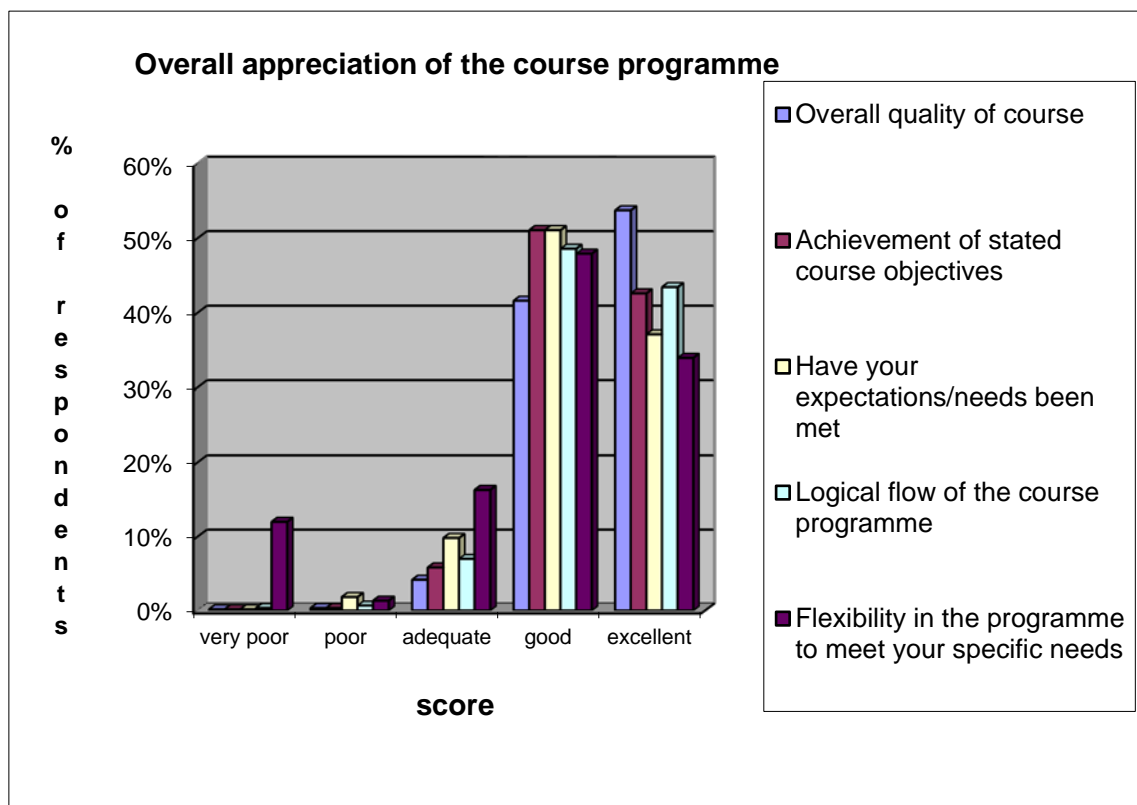


<sup>1</sup> Out of this total EZ supported courses addressed 550 participants.

been integrated in recent new courses and how to approach this new target group in terms of course marketing. On the latter we are pleased to mention some initial results in increased funding from employers (e.g. seed potato sector). Collaboration with Agriterre on the various organisational strengthening programmes is highly successful in a significant increase in tailor made training request for the course on “Improving the performance of rural people’s organizations”. While involvement of course programmes to the top sector has remained limited, the link to a number of proposed projects under the FDOV (Faciliteit duurzaam ondernemen en voedselzekerheid) programme is much stronger. This programme is expected to start in mid 2013.

### 3.2 Feedback and quality issues

The overall level of satisfaction of course participants regarding the courses remains very positive with well over 90% of respondents rating the course good to excellent for most questions (see graph below). Feedback from University lecturers indicate a high level of satisfaction as well, specifically mentioning the balance between theory and practice.





## Annex 1 Strategy Update (dd 1/8/2011)

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### *Wageningen UR International Short course programme's role in the proposed Top Sector policy on Agro & Food and Horticulture & Seed Supply*

In June 2011, ten top teams, consisting of representatives from private sector, government and knowledge institutes, presented their policy advice. With high ambitions to address sustainability, innovation and leadership in these sectors, a framework for future collaboration in the (green) golden triangle is presented.

For many years, the Wageningen UR International short course programme has been aligned with strategic priorities for international collaboration. The programme's 2011-2012 work plan outlined a.o. how priorities for private sector involvement have been integrated in recent new courses and how several new initiatives are to be developed. On the latter we are pleased to mention first initial results in increased funding from employers (e.g. seed potato sector) and through CSR funds<sup>1</sup> for international participants. The top sector papers emphasise the need for demand driven training and research with a clear input from private sector, stimulation of innovation in support of resource efficiency, sustainability and secure and healthy food.

The following initiatives will be included in the 2012 work plan to further align the course programme with the relevant top sector framework:

- The top sector platform will be approached for closer collaboration on a) specific-course curriculum elements to be included to make these short courses better suited for private sector employees, b) broader marketing initiatives to raise awareness among private sector players on possibilities for staff involvement or tailor made training initiatives. The latter initiative will build further on existing partnerships such as with Agriterre and Agri-ProFocus.
- Many courses include a one or two day open seminar with sector involvement on topical issues with a broader relevance to a variety of sector players. More specific attention to private sector actors and the involvement of HBO/MBO organisations will open new networking opportunities for linking policy and practice. Strategic planning will be coordinated with the AOC raad. A more active PR approach, before and after the event (publication of conclusions, policy briefs, conference posters), should contribute to a higher profile among a wider group of professionals and the general public.
- The linking of Agricultural councillors in the selected OS countries with research and system innovation in agro-food and horticulture-seed top-sectors will explore new ways to effectively use the Wageningen UR alumni network. This can contribute to addressing the felt need for qualified staff in the region as mentioned in the top sector analysis. In Ethiopia, Ghana and Rwanda alumni events will be organised with a mixed objective of networking, course marketing and demand articulation. Where relevant match making could be part of such events as well.
- Sustainability will form a specific element in the various course curricula, specifically on market and chain development oriented course programmes. Several new courses have been proposed, and build on specific experiences in the golden triangle. The course on agri-business cluster development in Ethiopia is a case in point where private sector and national knowledge institutions will be closely involved. The sustainability of these kind of partnership initiatives will receive attention from the start in developing clear business models for local partners' role in capacity development.

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<sup>1</sup> Albert Heijn CSR funding for Madagascar participants in fisheries governance course.



## Annex 2 Overview of course contact persons

Contactpersonen EZ Wageningen UR Open Courses			
Cursus	EZ contactpersoon	Tel. nr	
Food & nutrition security	Jeroen Rijniers ; Mireille Boshuizen	070-7573813 070-3786008	
Governance and food safety in international food chains	Niek Schelling ; Roeland Bosch	070-3784426 070-3785244	
Conservation & sustainable use of genetic resources in agriculture	Léontine Crisson	070-3784837	
Training of trainers on wetland management	Mathieu Pinkers	070-3784441	
Adaptive management for NRM	Rob Busink	070-3784911	
Competing claims in rural development	Hayo Haanstra ; Gijs Zeestraten	070-3784905 070-3784991	
Governance for forest, nature and people	Rob Busink	070-3784911	
Participatory fisheries management	Lianne Kersbergen	070-3784154	
Multi stakeholder ecosystems management	Rob Busink	070-3784911	
Transition tot sustainable livestock systems	Niek Schelling	070-3784426	
Landscape functions and people	Rob Busink ; Wouter Verheij	070-3784911 070-378	
Integrated pest management and food safety	Jaap Satter	070-3786519	
Improving the performance of rural people's organizations	Sjoerd Croqué	070-7573110	
Coping with climate change	Hayo Haanstra	070-3784905	
Seed potato technology, certification and supply systems	Jaap Satter		
Agriculture in transition	Gijs Zeestraten ; Sicco Stortelder	070-3784991 070-3784386	
Agricultural water productivity in water scarce regions	Mathieu Pinkers	070-3784441	
Agri business cluster and local economic development	Niek van Dijk ; Jeroen Kelderhuis	070-3784746 070-3787176	



## Annex 3 New funding mechanisms

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In collaboration with Rabodevelopment a feasibility study on capacity development needs of medium sized agribusiness in Ghana and Ivory Coast resulted in a business development plan. The proposed business to business network approach would be closely linked with (but independent of) the West African Agribusiness Development initiative of Rabobank and IFC. The executive summary of the study is reproduced below.

### *Executive summary*

Throughout West Africa, the agricultural sector is central to broad-based economic growth, poverty reduction and food security. In support of these economic developments, IFC and Rabobank, as part of the 2011 G8 meeting announced their intention to jointly establish a West African Agribusiness Development (WAAD) initiative. WAAD aims at financing mid-sized private agribusiness companies in West Africa, targeting sustainable agri-production, thereby supporting employment generation and food security. As part of this West African development program, Rabo Development approached Wageningen University & Research to develop agribusiness capacity within the West African countries.

A jointly conducted feasibility study concludes that although there are many small and useful training and support initiatives, there is no practically-oriented agribusiness training and coaching available in the region with sufficient scope to address the breadth of rapidly emerging capacity development needs of the sector, whilst helping grow business-useful commercial networks. These gaps, noted by all sector commentators, slowdown that needed growth in agribusiness.

The study identified three main client segments for a capacity development programme: 1) agribusiness leaders, 2) middle managers and 3) farm managers. For these client segments a capacity building programme should be developed: training courses, business network communities, seminars, business competitions, business coaching and a virtual resource platform.

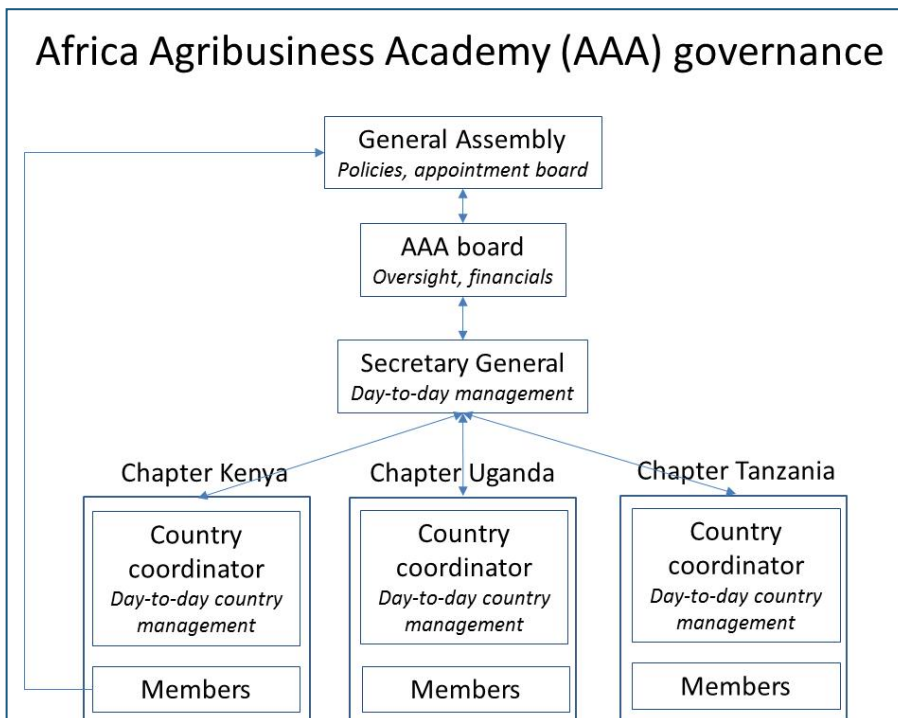
As distribution mechanism, the study proposes not to adopt a brick-and-mortar approach which includes creating a campus and academic premises, but to use a network approach which involves local and global existing service providers, whilst maintaining a small back office operation. This also allows for local and personalised delivery to clients, which in general are fulltime employed and not able to be absent of the company for a long time. Next, a brick-and-mortar approach will prove to be very capital intensive.

The study proposes to participate in the Africa Agribusiness Academy (AAA), an initiative active in East Africa since 2010. The AAA-initiative aims for agrifood SME business growth and currently consists of three country chapters (Kenya, Tanzania and Uganda) which organise capacity building for its country members following a country specific agenda. An additional 2 country chapters are planned in 2013, and by 2017 between 10-15 chapters will be active throughout Africa. Members of these AAA chapters are food & agri entrepreneurs. AAA typically organises capacity building by creating communities of practice, tailor-made training, coaching and business-driven networks (Rotary style). Member experiences and findings are structured in an online Resource Centre accessible to members from all chapters. The overall concept of AAA is governed by a board, which consists of at least two members per chapter. Although still young, AAA has proven to be an effective and demand driven platform for SME agribusiness capacity development.

The study believes that AAA provides a cost effective and localised delivery method for capacity building in West Africa. It allows for delivery of various capacity building initiatives by different local and global partners. WAAD shareholders, local parties and other international renowned partners are able to deliver (parts of) a curriculum to its members, agri business men and employees. In turn, the West African

agribusiness academy offers the AAA board an interesting opportunity to broaden its activities to West Africa, which was already foreseen.

Ghana being the first West Africa chapter for AAA, will act as an independent, member-based organisation implementing the capacity building ambitions for the three client segments: entrepreneurs, middle management and farm management. As for the other chapters, it will be supported by a small back office and program management. For the period 2013-17 AAA has contracted Wageningen UR for technical assistance. As with the other chapters, Ghana will provide two board members, and via a General Assembly, members have the possibility to oversee the overall concept of AAA.



The West African Agribusiness Academy will be deployed in three stages:

- Stage 1: develop the Ghana business network by setting up a Ghanaian chapter as a new country within the AAA concept
- Stage 2: development of tailor-made knowledge & training products in agriculture / agribusiness management sub-areas
- Stage 3: extend to other countries through the initial Ghanaian network, slowly evolving into separate country chapters

The deployment of the Ghanaian chapter will require an estimated investment of approximately €919k to cover the first four years of investment and running costs. After five years, it is assumed the running costs are covered by a steady stream of income. The required investment for setting up new country chapters should be considered during stage 3. It is proposed that the initial investment is partially covered by the board of AAA as well as private investors such as WAAD (once incorporated).

It should be noted that the proposed collaboration with AAA, including establishing the AAA Ghana Chapter and allocation of AAA investment, are subject to final AAA Board approval. If AAA support as described in this business development plan is welcomed by Rabo Development and/or WAAD stakeholders, a decision to further investigate this option can be made in close cooperation with the AAA Board Meeting.

Annually, the Wageningen UR open course programme for mid-career professionals provides some six hundred individuals with the opportunity to update their competencies and insights. The Ministry of Economic Affairs co-finances this course programme with the aim to maintain the courses' close linkages with international policy priorities and to support course innovation and development. This report provides an overview of the outputs over 2012 in relation to the commitment number 140008726. The demand driven programme was highly successful with over seven hundred and fifty participants from 35 courses. In this report we provide an overview over the 2012 developments and implementation results. Individual course developments are indicated, giving specific attention to the new courses and the annex provides the conclusions of a study exploring new course business model with private sector partner organisations.

**More information:** [www.cdi.wur.nl](http://www.cdi.wur.nl)

