

LEVERAGING EMBASSY FOOD SECURITY PROGRAMMES WITH SOCIAL ENTERPRISE OPPORTUNITIES

GREEN WORKS
TRAINS AGRI-PRENEURS ON
SOCIAL BUSINESS MODELS

MADELEINE - SOCIAL
AGRIBUSINESS ENTREPRENEUR
EMPLOYS DISABLED WOMEN

BENJAMIN - IMPACT INVESTOR
WORKS WITH AND FOR SMES IN
AGRICULTURE SECTOR

FRUITLAND - MARKET ACTOR
BUYER OF GOODS PRODUCED BY
SOCIAL ENTREPRENEURS

MADE POSSIBLE BY

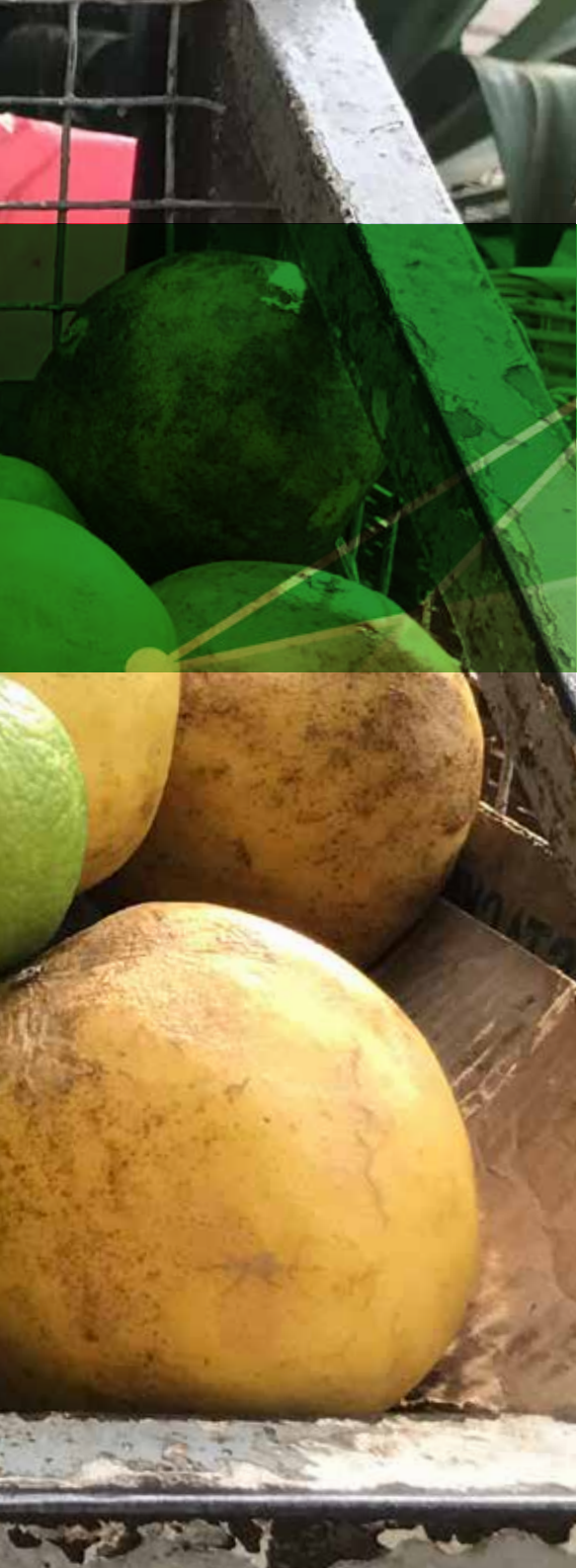


Kingdom of the Netherlands





LEVERAGING EMBASSY FOOD SECURITY PROGRAMMES WITH SOCIAL ENTERPRISE OPPORTUNITIES



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SESInc is a cooperation between IT, legal, marketing and Blockchain companies.

The team members have an experience with deployment of new technologies such as augmented reality, blockchain technology, hashing (special kind of data encryption) and document indexing. SESInc involved a company with a proven blockchain investment facility to work with. Major issues addressed are certificate verification and credible data submission.



Good initiative

"This is a good initiative especially as the Netherlands is transitioning from Aid to Trade in Ghana. This is one of the sustainable ways to scale up our efforts in Food Nutrition and Security."

Ambassador Ron Strikker
Ambassador for Ghana, Liberia
and Sierra Leone

Empowering chain actors

"The chain is as strong as the weakest link. The SES4Food initiative would empower chain actors to work together to achieve a competitive, inclusive and sustainable food supply chain."

Josephine Ecklu
Policy Officer Agribusiness
for Ghana



Inspiration

"This study and workshop has allowed us to have an insightful dialogue with our partners and stakeholders about youth and social entrepreneurship. It has brought together different actors and inspired them to come up with joint strategies and planning."

Annelies van den Berg

**First Secretary / Expert Food Security
& PSD at Dutch Embassy in Benin**

FOREWORD

This research project was set up to explore how social entrepreneurs and possibly the SES4Food programme, with its ecosystem approach, can bring added value to the existing Food and Nutrition programmes of the Dutch Embassies in Ghana, Benin and Ethiopia. The present research was conducted in mid-november to mid-december 2018 by means of a desk study of relevant Food and Nutrition Security programmes, interviews, focus group discussions and an interactive workshop. EKN and programme staff, support organizations, market actors (buyers), investors and entrepreneurs were involved as main parties in the agricultural food chain.

EXECUTIVE SUMMARY

The SES4Food (Social Entrepreneurship Support for Food Security) programme aims to identify and connect social entrepreneurs, support organizations, market actors and private sector investors (including diaspora) in a bottom-up approach and empower these actors to work together effectively. In this way, SES4Food intends to contribute to an enabling and flourishing ecosystem for social entrepreneurs working in the food supply chain to contribute to ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture.

Food and Nutrition Security and Private Sector Officers at the Dutch Embassies (EKNs) in Mali, Benin, Ghana, Ethiopia, South Sudan, Uganda and Kenya have indicated they are interested in the SES4Food programme and social entrepreneurship. However for them to decide on whether to become involved in the programme, more information on concrete and tangible added value was needed. Supported by the Food & Business Knowledge Platform, Wageningen Research and UNITAR set up this research project to explore how social entrepreneurs, and possibly SES4Food with its ecosystem approach, can bring added value to the existing Food and Nutrition Security (FNS) programmes of the Dutch embassies.

The research focused on Benin, Ethiopia and Ghana. Respondents included EKN staff, representatives of support organizations, market actors (buyers), investors and social entrepreneurs. A combination of a desk study, focus group discussions, semi-open interviews and an interactive workshop in Benin was used to answer two overall questions:

How can social entrepreneurs contribute to increasing the impact of FNS programmes?

To be able to answer this question, there was a need for defining the concept of a social entrepreneur. For the purpose of the Benin workshop, two definitions were formulated and proposed at the take-off of the workshop. A third definition was suggested by one of the participants to explain who is not considered as a social entrepreneur. (1) A social entrepreneur that wishes to add a positive impact on society and the environment, which is at the core of the business model. (2) A social entrepreneur that integrates social and environmental values in the business activities. (3) And the non-social entrepreneurs that only look for profit without consideration of social and environmental aspects.

The Dutch embassies in Benin, Ethiopia and Ghana have FNS programmes that focus on improving livelihood and food security, often in specific agricultural value chains. This is done via improving trade and market access, improving agricultural productivity, reducing trade barriers, and skill and capacity building. Entrepreneurship is at the core of these programmes, but not **social** entrepreneurship as such. However, in the criteria that are applied in selecting the entrepreneurs to work with, Dutch FNS programmes implicitly show a preference for entrepreneurs with a social mission or a product or service that has a positive impact on the environment or society. EKN FNS officers and representatives of FNS programmes¹ recognize that the type of product or service that a social entrepreneur offers (such as nutritious products), the affordability and accessibility they provide (such as the women in the BeniBiz programme that offer these products in rural areas), or specific community involvement (such as involvement of women and youth) can enrich FNS programmes. They also see added value of working with social entrepreneurs to inspire non-social entrepreneurs.

Explicitly integrating more social entrepreneurs to FNS programmes can contribute to the impact in terms of the number of people lifted out of undernourishment, number of family farms that doubled their productivity and/or income, and number of hectares of farmland converted to sustainable use. In addition to this and because of the flexible nature of their structure, social enterprises tend to be adaptable, which is important to react to emerging trends and technological opportunities.

¹) Representatives of BeniBiz, ACMA II, HortiFresh and BENEFIT-CASCADE were consulted.

How can SES4Food contribute to increasing FNS goals of embassies and their partners?

As SES4Food aims to develop and improve an ecosystem of social entrepreneurs with an enhanced capacity and in an enabling environment, the programme can enlarge the positive impacts that social entrepreneurs have on tailoring of programmes to their specific needs. Earlier research by F&BKP on SE¹ showed that it could also offer a more effective way of targeting beneficiaries of EKN programmes through bottom-up mappings of social entrepreneurs who do not yet make use of support programmes. The SES4Food approach could be tailored to offer the possibility of giving an explicit focus to connecting youth and women, for example, when selecting LinkingPins among youth and women, which would fit well with the policy objectives regarding inclusivity.

The SES4Food programme is perceived by respondents to potentially contribute to leverage FNS programmes by its ecosystem approach: digital platform, mapping and connecting the not yet linked, developing coalitions of entrepreneurs within the food chain, and evoking orientation of support programmes to needs that entrepreneurs can express via this platform. For social entrepreneurs, it can add value to become connected to relevant support and help them to get access to finance.

2) Quak, 2017: Actions between profit-making & aid: improving social entrepreneurship for food security.

OVERALL CONCLUSION

Although there is no explicit involvement of social entrepreneurs in FNS programmes, the consulted sources (including EKN and programme staff) see several pathways in which social entrepreneurs have the potential to contribute to FNS impact. According to social entrepreneurs themselves, they would need various forms of support to contribute to this impact. Whether this support leads to tangible results cannot be demonstrated without actually providing and evaluating it. The SES4Food programme would address several of the needs expressed by social entrepreneurs and provides an offline structure (local LinkingPins) and online tools to monitor the development of the social entrepreneurs and measure their impact. It is a strong recommendation to SES4Food to align with what is already in place and tailor the SES4Food programme to the local situation.



FOLLOW-UP

The SES4Food programme manager has proposed the way forward on how to integrate SES4Food in the FNS programmes in three countries: Benin, Ghana and Ethiopia. For Ghana and Ethiopia, an exploration workshop is suggested. The identified organizations that could potentially link to the SES4Food programme should be invited. Jointly, the possible effects of strengthening networks should be explored and the available support mapped out. In Benin, a similar workshop has already taken place. There, a focus geographic area should be established, together with BeniBiz and ACMAll after which LinkingPins should be trained and the mapping exercise can take place.




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CHAPTER ONE INTRODUCTION

1.1 Context

The SES4FOOD programme is the result of a comprehensive bottom-up mapping of actors and activities in the Food and Nutrition domain within their ecosystem, which was conducted by the Dutch social enterprise SocietyWorks with support of the Food & Business Knowledge Platform (F&BKP) in Ghana, Kenya, Ethiopia, South Sudan, Benin, Bangladesh and Indonesia in 2016. The mapping had the intent of identifying locally-based social entrepreneurs working on food security and challenges and opportunities they faced, for example, to what extent they were able to access the existing support for entrepreneurs and start-ups in order to gain better insights into their potential contributions to food security. It was concluded that self-organization is important, support organizations¹ are less connected to rural areas, and within the wider ecosystem a lack of cohesion and coordination was discovered.



As a result, the Social entrepreneurship Support for Food Security (SES4Food) programme was initiated. The programme aims to identify and connect social entrepreneurs, support organizations, market actors and private sector investors (including diaspora) in a bottom-up way and empower these actors to work together effectively on improving food and nutrition security. After the mapping phase, two meet-ups were organized in the Netherlands, in which the mapping conclusions and the idea for the SES4Food programme were presented and further co-created with around 30 representatives of several NGOs, enterprises, ministries and hubs. After representatives of the United Nations Institute for Training and Research (UNITAR), a project-based UN entity and Wageningen University and Research (WUR) who attended these meetings, UNITAR adopted the programme and signed a Memorandum of Understanding with the Wageningen Environmental Research (WENR) on 10 September 2018. This consortium has further developed the SES4Food programme and aims at executing it in practice.

Different Netherlands embassies have shown interest in the SES4Food concept and approach, but for them to decide on whether to become involved in the programme, more information on concrete and tangible added value was needed. Supported by the Food & Business Knowledge Platform, Wageningen University and UNITAR formulated a project proposal to develop further insights. Key project output is found in this report with an analysis and advice concerning five issues formulated as research questions (see below).



1) Support organizations are actors that provide support to social entrepreneurs. Examples can be NGOs, government programmes and business acceleration programmes.

The project took place in a very short time span. The proposal was approved towards the end of November 2018 and the project team began quickly (WUR-researchers: Carmen Aalbers and Hermine ten Hove; UNITAR SES4Food programme manager Margreet van der Pijl). The researchers developed the research approach and conducted interviews and focus group interviews. The SES4Food programme manager took care of the organizational dimensions and delivered essential contributions with the already existing SES4Food programme networks of contacts amongst social entrepreneurs, NGOs and impact investors within the countries that she has been maintaining and developed since the mapping. She also organized the workshop in Benin and has worked out the biggest part of the workshop results that can be found in Appendix III. Results and discussion are reported by the researchers who gave their independent views on potential added value of the SES4Food programme to existing Food and Nutrition Programmes of the Dutch Embassies of Benin, Ghana and Ethiopia.

1.2 SES4Food programme

The objective of the SES4Food programme is to contribute to ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture by creating flourishing ecosystems for social entrepreneurs working in the food supply chain. More specifically, by connecting social entrepreneurs and farmers with the ambition to become social entrepreneurs to already active support organizations, market actors and private sector investors (including diaspora) and by empowering these actors to work together effectively, the programme aims to contribute to the establishment of sustainable food production ecosystems. This should ensure access by more people, in particular people in vulnerable situations to safe and healthy food produced in a sustainable way (UNITAR²).

The goal of the SES4Food programme is to train and coach local **LinkingPins** (consultants with their own **SES4Food** cooperative in a country) to set up a mapping and matching system in which (social) entrepreneurs are identified and linked to relevant existing support programs and investors, e.g. diaspora as to collaborate and encourage coordination within the ecosystem. The idea is to make this ecosystem visible online on a Blockchain so that data can be collected about growth, needs and supply. The feasibility of the latter is under study at the moment by another research project carried out by WEnR³.

The mapping and matching system should become an income generating activity for the LinkingPins. Organizations that wish to have access to the data on the platform will be asked to pay a monthly fee and a percentage of the investments of the impact investors, diaspora and other investors will go to the cooperative, and LinkingPins will be paid out of these incoming sources. The connection between the social entrepreneurs and the potential support programmes and investors will be actively organized during matching events per region. In the third phase, a process will start whereby support organizations and social entrepreneurs jointly will identify bottlenecks in the ecosystem and make action plans to tackle these.



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- 2) UNITAR Project document, Social Entrepreneurship Support for Food Security - SES4Food Create Flourishing and Cooperative Ecosystems to Enable Communities to increase Food Security and Job Opportunities for Youth, 18 January, Geneva, Switzerland.
- 3) Exploring the potential of blockchain to collect finances from remittances for social entrepreneurs in the agrifood sector.

1.3 Objectives of the project

The overall objective of the present project is to enable interested Dutch embassies with food and nutrition security (FNS) programs with a focus on small and medium entrepreneurship, young entrepreneurs, farmers and women to have better and more tangible insights into the added value of social entrepreneurship and the potential of the SES4Food programme and social entrepreneurs, in particular the “un-usual suspects” to **contribute to** their FNS goals and **to increase the impact of** their current FNS programmes that focus on small and medium entrepreneurship, young entrepreneurs, farmers and women. Embassies will gain more insight in how they can create leverage, increase and broaden the impact of their current FNS programmes that focus on small and medium enterprises via a mapping, connecting and empowering ecosystem around social entrepreneurs, as proposed by the SES4Food programme. The present project will also lead to more insights in general into how social entrepreneurship and an ecosystem strengthening approach can catalyse efforts in the field of food security, climate smart and circular agriculture, and stimulating youth and employment.

1.4 Research questions

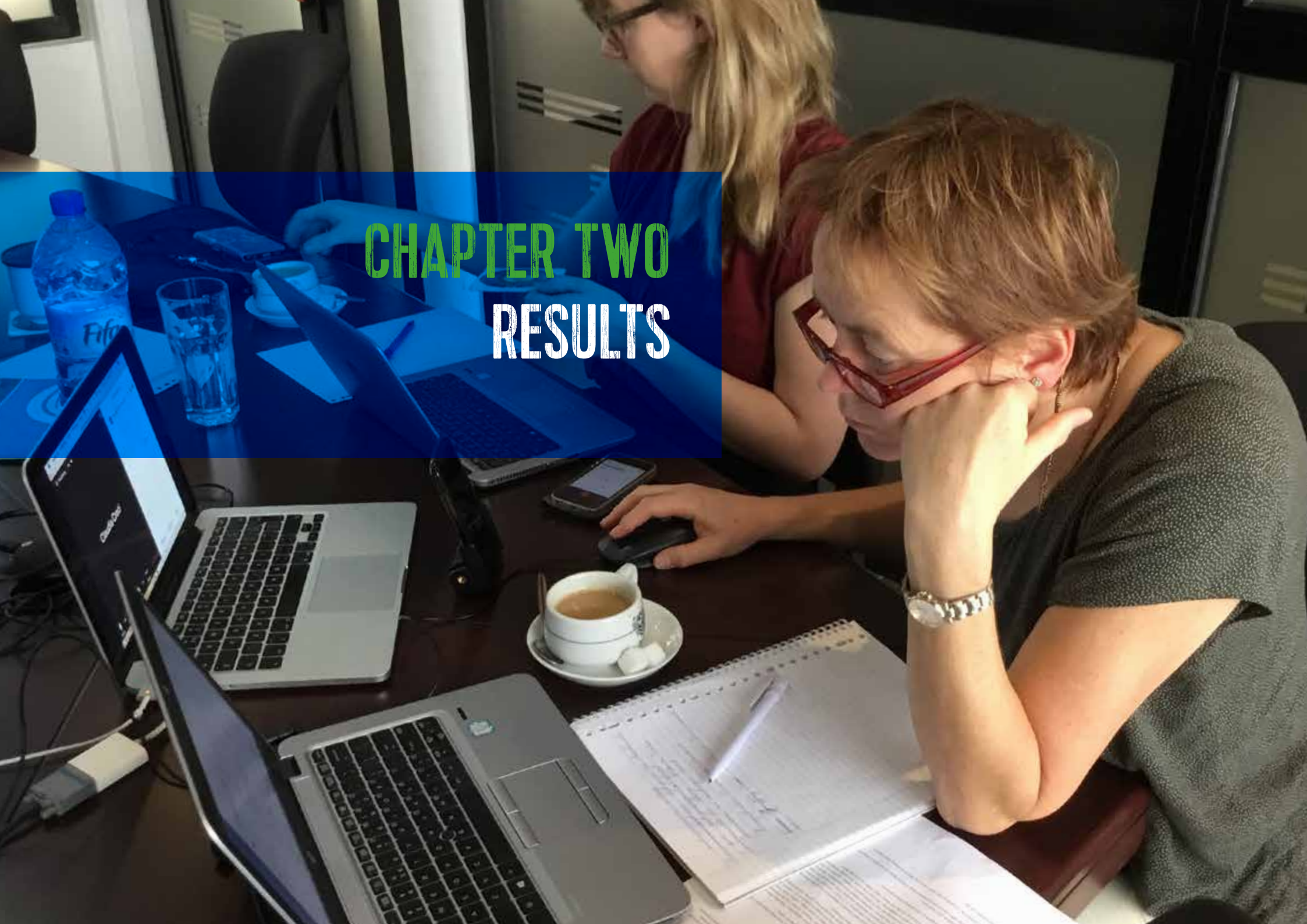
The project began with the following research questions:

- How SES4Food and social entrepreneurship can fit in the FNS results framework of selected EKNs.
- Which specific FNS programmes and initiatives could be strengthened by the SES4Food programme, together with the present implementing organizations.
- How social entrepreneurship could lead to expansion of the impact areas of some of their present FNS programmes with social and environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems) while strengthening the sustainability of economic results at the same time.
- How to support social entrepreneurship in their countries.
- Inventorize which other donors and organizations are interested to become part of the SES4Food programme. This will give insights into the potential of creating collaborations and alignments between the different programmes on food and nutrition security and entrepreneurship in their country.

1.5 Acknowledgements

This research would not have been possible without the involvement of the interviewees from Benin, the workshop participants and the people from Ethiopia and Ghana who kindly participated in the focus group discussions at such short notice. The same goes for the Benin workshop participants. We extend our gratitude to all of them. We would also like to thank the Dutch Embassy in Cotonou, Benin for enabling us to organize the meeting on their premises. We also are grateful to the Dutch embassies in Ghana and Ethiopia, and to the SES4Food LinkingPins in Benin, Ghana and Ethiopia for organizing the involvement of actors from within their local networks.



A woman with short brown hair and red-rimmed glasses is sitting at a dark wooden desk, looking down at a laptop. She is wearing a grey t-shirt and a silver watch. Her right hand is resting on her chin. On the desk, there are two laptops, a white coffee cup on a saucer, a glass of water, a water bottle, and some papers. In the background, another person with long blonde hair is partially visible. A blue semi-transparent box is overlaid on the left side of the image, containing the text 'CHAPTER TWO RESULTS' in green and white.

CHAPTER TWO RESULTS

2.1 Benin

These results are the outcomes of a combination of the desk study, the semi-open interviews and the workshop. The points of view of EKN staff, support organization staff and social entrepreneurs are reflected. The results of the workshop can be found in more detail in Appendix III. More details on the relevant FNS programmes were identified via the desk study and can be found in Appendix VII. In Chapter 4, these results will be discussed and interpreted in order to answer the research questions.

Embassy efforts on entrepreneurship and FNS in Benin

EKN Benin aims to support entrepreneurs by improving their ecosystem, for example, through networking, lobbying and promoting (women's) land rights. The EKN works mainly on a policy level so they do not support entrepreneurs themselves but through programmes they support financially. The FNS staff specifically requested to focus on two programmes that support entrepreneurship: ACMA II and BeniBiz, because they expected these programmes to benefit most from the SES4Food programme.

ACMA II stands for the second phase of the “Approche Communale pour le Marché Agricole” programme, and is carried out by IFDC, CARE International Benin/Togo and KIT Royal Tropical Institute. Its main purpose is to increase the agricultural incomes of economic actors at the local level. The programme works along the whole value chain through three specific objectives: (i) Increase trade in agricultural products by organized producers and processors; (ii) Improve the agricultural productivity of producers and processors; (iii) Reduce trade barriers for agricultural products within Benin and with neighbouring countries, particularly Nigeria. The programme works in five activity domains: (i) Access to inputs and agricultural innovations; (ii) Market access and professionalization; (iii) Access to agricultural financing; (iv) NTIC⁴ for agriculture; (v) Public private partnership. Part of the programme is to organize the food chain in clusters around specific crops. An example of ACMA II's work mentioned in the interviews was the implementation of a credit inventory system (“warrantage”) that allows producers to use their product as a guarantee to get access to credit. This means that the product can be sold later, when prices are better, without the producer having to go without money in the meantime.

4) NTIC = Nouvelles Technologies de l'Information et de la Communication (new information and communication technologies).

The following questions were posed:

EKN staff:

What FNS activities have been identified in Benin? Which have been developed and implemented so far in Benin? For which parts or components of the food chain? Are there any difficulties encountered in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? Do you see room for improvement? (deepening: where and how? Are there objectives and actions (!) in terms of the involvement of the target groups on the short and longer term?)

Other organizations/social entrepreneurs:

What FNS programmes are you / your organization developing and implementing so far in Benin? What is / are your target group(s)? How do you see the contribution of your activities to Food and Nutrition Security (FNS)? What FNS programmes of the Dutch Embassy in Benin do you know/ are you involved with? What is your involvement with this / these programmes? How does this / do these programmes impact on Food and Nutrition security? Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?

All:

What approach is taken when selecting entrepreneurs that participate in support programmes funded by the Embassy? (deepening questions: do the programmes adopt a passive or active approach of entrepreneurs? Do they apply criteria for approach or target groups? What are specific activities aimed at support of entrepreneurs? Any categorization of entrepreneurs used in the approach?) What knowledge do you have about the entrepreneurs that you support? (deepening questions: do they come in via other programmes? Are SMEs included? Are marginalized and are non-organized groups included? How are they reached?) Do you recognize this target group (social entrepreneurs) in the profiles of the target groups that the Embassy programmes works with in Benin? (deepening questions: How? If not, which groups covered by the social entrepreneurs are missing in the Dutch FNS programmes?)

BeniBiz aims to provide (existing) food and agribusiness entrepreneurs with the skills they need to build prosperous businesses and economies, while increasing access to nutrition for the base of the pyramid (BOP) consumers. It is carried out by Technoserve and BoP Inc. The programme works according to three tracks:

- SMEs
- Micro-enterprises

In Benin, many of these enterprises work in agribusiness and in processing specifically fruits and vegetables into juice or cereals into nutritious flour.

- A last mile solution in which women sell nutritious products, create additional revenue for themselves, and improve the nutritional behaviour of the households in the isolated areas through the consumption of local products.

The programme's design draws on lessons learned from an earlier business incubator programme in Benin. To avoid doublings between this programme and those of GIZ, participants are registered and compared in order to avoid doublings.

ACMA II and BeniBiz both do not specifically focus on **social** entrepreneurs. The EKN Benin itself organizes activities with bio-entrepreneurs, those who work with organic products.

The results framework of EKN Benin can be found in Appendix VI.

The following questions were posed:

The programme SES4Food (Social Entrepreneurship Support for Food Security) focuses on "social entrepreneurs". What is your understanding of "social entrepreneurship"?

Do you see a relation between social entrepreneurship and food and nutrition security? In relation to social and environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems), regional production and consumption, and strengthening the sustainability of economic results?

Social entrepreneurship and its potential impacts according to participants

To get a better understanding on how social entrepreneurship is perceived locally, all respondents were asked to describe their own understanding of the concept. A programme manager stated: "In the West, a social entrepreneur is someone who runs a socially responsible business, to make money, generate net profit and use that to reinvest in non-revenue generating enterprise, with a direct social impact. [In Benin.] I am not sure if we have that kind of structure at all." A suggestion for a more locally appropriate definition from this respondent was: "An entrepreneur who is being socially responsible, selling services or products that help their consumers or the population. So selling nutritious products, offering coaching (personal or professional)." The respondent estimated that 80% of the youth in Benin is in the agribusiness and food transformation sector and producing juices and nutritious flours. They use that to survive and sometimes to grow. These products would have a positive impact on the consumers, according to the respondent. Maintaining this definition would mean that there is a large number of social entrepreneurs in Benin.

Interviewees were asked whether they see a relationship between social entrepreneurship and FNS, and if yes, what this relationship looks like. Some did not think there was a relationship. The majority saw one or more of the following: A relationship with FNS through the **product** that is created or sold by social entrepreneurs. If a safe, nutritious product is brought to the market, it is considered to be beneficial to FNS. A second relationship that was mentioned is related to **accessibility and affordability** of that product in the cases that a social entrepreneur sells nutritious products to those at the base of the pyramid. An example is the third track of the BeniBiz programme, in which women sell nutritious products and provide information to isolated households.

A third relationship that was mentioned by some respondents was based on the hypothesis that social entrepreneurs and/or their employees use their **income** to buy more nutritious foods, which they expected to increase the FNS status of the entrepreneurs themselves. In one case, it was reported that the social entrepreneur provided the employees with nutritious foods directly.

Other possible impact areas for social entrepreneurship that were mentioned were climate resilience through ICT solutions; impact on both local communities and tourists by tourism; the artisan sector which is becoming more competitive to import; and the environment which is protected, e.g. by organic production. A social entrepreneur developed the water hyacinth project which produces compost made of water hyacinth. These activities are remunerating and scaling up but slowly. The project solves several environmental problems at the same time. It reduces the presence of invasive water hyacinths which harass transport over water of food products to the market, hinders fishing and proper circulation of water and thereby reduces water quality. At the same time, the compost improves soil fertility, soil structure and retention of soil humidity, which is climate smart. Together these environmental benefits are in the longer term important for food and nutrition security.

Difficulties and needs encountered

It was a common perception among all categories of interviewees that **training and coaching** on the basics of entrepreneurship is badly needed, not on theory but on the practical basics: How to manage a business (financially), how to negotiate, how to connect with buyers, how to organize, network and innovate. A support organization advocated using in-house coaches and trainers for this instead of hiring expensive consultants. Technical issues such as storage, cultivation, managing a warehouse, price monitoring and market intelligence were also mentioned as possible training topics in the interviews. Coaching on respect of standards was said to be needed as well. Also, information on national rules was mentioned as a need: some pay illegal taxes because they do not know the national rules. Information across the whole food chain for specific products needs to be exchanged so actors within the chain can react, adapt, give feedback and know where the demand is. Ye!Community connects business coaches from all over the world with micro-enterprises, social enterprises in specific and is suggested to be potentially interesting for SES4Food to link up with.

The following questions were posed:

Are there any difficulties encountered, in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? / Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?

How could social entrepreneurship in Benin be supported?
(What other type of support do you think social entrepreneurs need? Who do you think could offer that support?)

Secondly, the issue of **cooperation** within the value chain was considered by some interviewees to be underdeveloped. Examples of successful cooperation between producers were identified in the workshop, e.g. in pineapple production, processing and export. Lack of cooperation between producers who consider the others as competitors only works out negatively. "People do make mistakes if they do not cooperate and learn from others." "The problem of weak cooperation is bigger when the geographical scale increases", according to a social entrepreneur. Locally people may cooperate but an increase of scale, language, habits, conflicts of persons and politics come in and disrupt cooperation. Locally, approaches are taken by the Wannou foundation where village chiefs take on a role in identification of problems and needs are said to develop successfully. The Wannou foundation supports villages in developing a business model. There is need for cooperation to increase the number of products for sale, e.g. to have an adequate supply for processing firms like GUTS in Ethiopia, which produces a range of goods from cereals to table salt and baby food. They buy maize and soybeans from small-holder farmers, offering among others advanced payments to help farmers meet harvest and delivery costs.⁵ So training and coaching on cooperation is needed.



According to some respondents, what is missing is a geographical database of actors in the food chain in relation to nutrition. Networking is to be strengthened, according to interviewees, in order to be able to identify the right persons for specific support activities, but also to connect enterprises that can cooperate and help each other in terms of training and coaching.

Organizing **access to market** is important. This sometimes happens rather at the level of each village, not for groups of villages. Information on market prices is another issue. Quality of physical infrastructure was mentioned by several interviewees. In particular, the rural producers and processors have difficulties in bringing their products to market. This also hinders the access to markets. Illegal taxes to traders can also obstruct the distribution of food. For people to buy the products, traders need to have free movement to bring their products where it is needed.

A support organization finds that access to market happens intensively via the use of WhatsApp. A social entrepreneur was of the opinion that producers are not well informed about market prices and could be supported by voice messages that tell about market prices for those who are illiterate and do not listen to a radio. The kind of tool (website, SMS) may be related to the income level of the entrepreneur: WhatsApp, voice messages and SMS for low income, websites and online platforms for middle income. Etrilab, SMSAT, AgriProFocus were mentioned as examples of online key players. The basic infrastructure (road infrastructure and internet) is also important for securing the food chain and could be improved, according to several interviewees.

Quality of products is an issue, in addition to the amount of adequate quantities of food. There is no national certification of quality of products and many interviewees and workshop participants hinted at this problematic issue. Carefulness is needed when tackling this, according to a support organization. It should be avoided as in reaction to this insight, consumers could choose

⁵) <https://iba.ventures/ventures/guts-agro-industry>

imported goods, which would discourage producers who aim for the market. There is a need for support concerning the quality of food products in terms of certification, training on hygienic ways of food processing, and development of a certification system for inside Benin. The consumers demand this while the public service stays behind in this respect, according to some interviewees.

Access to finance and inputs (seeds, fertilizer and pesticides) were mentioned as problematic as well. Finances are needed for producers to increase production. Capital and material support are needed for starting an enterprise, including ICT and farming tools. Economic development depends on the autonomy of producers. The cooperatives sell to the SMEs.

When it comes to access to finance, banks do not move towards small entrepreneurs in terms of making concessions and helping very small enterprises with financing. For investment in inputs (fertilizer and pesticides) as well as buying raw materials for processing, money is needed. However, not all respondents think money should be the first input. Before that, a training is needed on good practices for entrepreneurs, otherwise the money would be wasted for sure, according to a social entrepreneur. Access to finance is obtained by cooperatives who sell to SMEs for processing (e.g Tambour or King of Soto). The state is not able to support business initiatives at the village level due to lack of money. They adhere to the cooperatives.

Specifically, **young entrepreneurs** need support. There are local organizations (Foundation Wannou), youth organizations and an incubation centre (Totin) that support young entrepreneurs. The EKN activities are not yet well known to those organizations considering the answers of the interviewees concerning the Embassy programmes.

The support programmes from various sides do not seem to follow **a joint strategy**, according to several interviewees from different organizations. There is overlap and lack of overview which potentially leads to doubling and spillage of money. The Dutch-Swiss cooperation and the sharing of participants lists between BeniBiz and GIZ programmes are mentioned as a positive development in this respect.

Another complexity is presented in the fact that in each part of the food chain, a **variety of enterprises** appears in terms of size and phase of the value chain. A support organization indicated that working with one type of actor may impact the practices of another within that part of the food chain or with other parts of the chain. For some food products, specifically men or women are more active.

One social entrepreneur signalled that there is no acknowledgement of a **social entrepreneur as a separate category**. Other social entrepreneurs mentioned that there is need for a national programme on what a social entrepreneur is and what you may expect from a social entrepreneur. Social entrepreneurs need institutional/policy support that is



catered to their specific way of working compared to other entrepreneurs. This would require the development of the status of social entrepreneurship in Benin, which would also help to “avoid yet another hype around a weakly defined concept”. A suggestion was to provide monitoring on the performance of social entrepreneurs and a certification of some kind.

Finally, a lack of **information for consumers** was mentioned, for example, on nutritional value of products, on what are healthy products for consumers, and advice for consumers on waste management, which includes considering waste as inputs for new products. Need for research and analysis was asked to support the development of proper information on the composition of food products.

Suggestions for the contribution of SES4Food

After questions on problems and challenges that the EKN, FNS programmes and the other actors in the FNS field encountered, the respondents were asked whether they saw added value of the SES4Food programme for their activities in relation to FNS. EKN answered that they think the network can be of added value because different actors are brought together. The network will be mainly interesting for the young entrepreneurs themselves so they can find relevant information and also each other. Young entrepreneurs may not always find their way in the ecosystem to the support they need. Donors should be able to align with each other.

The following questions were posed:

Are there any difficulties encountered in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? / Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact? Do you see added value in the SES4Food approach for your activities?

What (other) donors and organizations may be interested to become part of the SES4Food programme activities? (thereby creating collaboration and alignment between the different programmes on food and nutrition security and entrepreneurship in Benin).

Domains for specifically SES4Food programme action that were suggested in the interviews by EKN, FNS officers, support organizations, social entrepreneurs, impact investors and during the workshop (in which support organizations, social entrepreneurs, market actors and impact investors participated) in Benin were:

- **Network development** between actors in the whole food chain, and bringing especially young entrepreneurs together in the food chain (which was stressed by the EKN), and around nutritious products that contribute to healthy consumption. There are already functioning networks that exist – the incubation centre by Henri Totin and the network by Wannou that works at the village cooperative level – but they are not always well known to others, the interviews revealed. More is needed: “There could be an add-on to a much bigger dynamic that provides support in different ways, including access to finance, combined to the networks via a platform, and training of social enterprises on how to rapidly link up to group financing.”
- To **make clear what social entrepreneurship is**, to formulate criteria, best practices and business models for social entrepreneurship.
- To provide **technical support to support organizations** involving local NGOs via training of trainers. These trainers should be chosen among the young graduates of universities that can be found via the organizations of the young.



- To contribute to **IT solutions to enhance networking** using WhatsApp or SMS voice messaging (for low income) or websites (for middle income and above).
- To **lobby and facilitate national legislation** in support of social entrepreneurship (in the wider sense) and certification.
- To furnish the **resources** needed by parties throughout the food chain to financially support projects related to food security.
- To perform **market studies**.
- To identify proper models and types of products for the **base of the pyramid**.
- To coach enterprises on **traceability** of social enterprise values.
- To promote **organic production**.
- To **market** products.
- To perform **quality assurance** and innovations in terms of the composition of products.

In terms of organizations that could or should be involved to help support social entrepreneurs in improving FNS, the interviewees and workshop participants named the following organizations:

To provide support:

- FAO
- Embassies and donors that have entrepreneurship policies, e.g. Dutch, Swiss, French, American and German
- Technoserve/Benibiz and all other support organizations that attended the workshop
- Independent, long-term existing organizations that do not depend on a project or on financing
- NGOs and other support organizations
- State services

- Private sector and banks
- SFD (Association Professionnelle des Systèmes Financiers Décentralisés du Bénin)
- Agricultural advisors (NGOs, associations, cooperatives and state structures)
- Laboratories of control services
- Customs to check entering products

In terms of those organizations who should receive support in order to facilitate their contribution to FNS, the interviewees and workshop participants named the following:

To receive support:

- Companies in the production and the processing sectors who respect the environment and who preserve smallholders' family farming
- Commerce organizations that promote health and well-being of the society and environment
- Networks of social entrepreneurs
- Youth organizations (to facilitate their contact with support organizations)
- Both enterprises and social enterprises



2.2 Ghana

These results are based on the desk study and the focus group discussion, involving two embassy staff members and two support organizations members. More details on the relevant FNS programmes identified via the desk study can be found in Appendix VII. In Chapter 4, these results will be discussed and interpreted for answering the research questions.



Embassy efforts on entrepreneurship and FNS in Ghana

EKN Ghana finances three main programmes focused on cocoa, oil palm and horticulture value chains. WCDI and SNV implemented a programme on horticulture (HortiFRESH). They focus on, among others, increasing productivity at the farmer level. The main goal of the programme is to establish a sustainable and internationally competitive fruit and vegetable sector that contributes to inclusive economic growth and food and nutrition security in Ghana and Ivory Coast.



For the programmes on cocoa (CORIP II) and oil palm (SWAPP II), the focus is on productivity increase and improving livelihoods, mainly by taking a market-led approach and by focusing on modernization of the value chain. These projects are implemented by Solidaridad West Africa. Solidaridad or the Dutch Embassy does not reach out to the farmers themselves but use the actors in the food chain such as private sector companies to reach the target groups. Cocoa is not processed in Ghana. What farmers produce goes for export. For oil palm, the Dutch Embassy works along the entire value chain to the final product. They work with private sector companies that stay in business and identify their market. They are working with farmers to increase their yield, supplying them seeds, input and service delivery, and try to link them with processing facilities. The companies they work with already have a market place. The farmers do not meet demand because the amount or the quality is not good. The next phase of the programme is to work with some of these local SMEs.

Another programme, which has not yet started, focuses on young entrepreneurs, "The orange corner". The embassy is trying to develop a working group with all donors concerning the young entrepreneurship theme. Apparently all development partners in Ghana are involved. It is unclear to the participant referring to the orange corner whether it is about social entrepreneurship.

The following questions were posed:

EKN staff:

What FNS activities have been identified in Ghana? Which have been developed and implemented so far in Ghana? For which parts or components of the food chain? Are there any difficulties encountered, in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? Do you see room for improvement? (deepening: where and how? Are there objectives and actions (!) in terms of the involvement of the target groups on the short and longer term?)

Other organizations/social entrepreneurs:

What FNS programmes are you / your organization developing and implementing so far in Ghana? What is / are your target group(s)? How do you see the contribution of your activities to Food and Nutrition Security (FNS)?

What FNS programmes of the Dutch Embassy in Ghana do you know / are you involved with? What is your involvement with this / these programmes? How does this / do these programmes impact on Food and Nutrition security? Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?

All:

What approach is taken when selecting entrepreneurs that participate in support programmes, funded by the Embassy? (make a round, asking the different participants; deepening questions: do the programmes adopt a passive or active approach of entrepreneurs? Do they apply criteria for approach or target groups? What are specific activities aimed at support of entrepreneurs? Any categorization of entrepreneurs used in the approach?) What knowledge do you have about the entrepreneurs that you support? (Deepening questions: Do they come in via other programmes? Are SMEs included? Are marginalized and are non-organized groups included? How are they reached?) Do you recognize this target group (social entrepreneurs) in the profiles of the target groups that the Embassy programmes work(s) with in Ghana? (Deepening questions: How? If not, which groups covered by the social entrepreneurs are missing in the Dutch FNS programmes?)

Social entrepreneurship and its potential impacts according to participants

According to all of the focus group participants, social entrepreneurs' return-on-investment is not purely monetary, but also the impact they make in society. Social entrepreneurs also look at the social side. Their enterprise identifies challenges, social problems, and comes back to those through viable businesses. Social entrepreneurship is not about profit making. What they get they put back to the community so it can be well absorbed. Social entrepreneurs can be seen as an instrument and people you can use to reach FNS, according to a support organization.

The following questions were posed:

The programme SES4Food (Social Entrepreneurship Support for Food Security) focuses on "social entrepreneurs". What is your understanding of "social entrepreneurship"?

Do you see a relation between social entrepreneurship and food and nutrition security? In relation to social and environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems), regional production and consumption, and strengthening the sustainability of economic results?

To answer the question, "How do you find a sustainable, viable way, of ensuring FNS?", one respondent replied that the aspect of social enterprise has a strong effect, whereas the NGO approach has not yielded that much result. Young people who are investing resources such as time and skills, innovating and challenging social problems that traditionally corporate companies do not want to venture. "NGOs might go in [social entrepreneurship] but because of their model, it is not sustainable." Social entrepreneurs are mentioned as playing a big role in terms of environmental issues and that is appreciated positively. A respondent thinks that even though there are challenges to it, because of the flexible nature of their structure, social enterprises tend to be adaptable. "We need to play with emerging trends and technology. That's what makes social entrepreneurs quite unique, and they can help contribute to FNS." "Many organizations are working with social entrepreneurship in one way or the other, but not precisely", according to a support organization.

According to the Dutch Embassy team, social entrepreneurs are relevant for FNS, but not the only way to achieve FNS. Some cacao producers diversify and also produce plantain and/or vegetables, bringing a variety of foods to the market for consumers. Income increase among farmers is also assumed to lead to consumption of a more diverse diet.

Difficulties and needs encountered according to participants

According to one of the support organizations, banks do not incentivize the setting up of business with smallholders and youth in the villages. AKO Foundation intervenes in Ghana and focuses the local communities, trying to link smallholder farmers up to producers. A challenge for them is getting the youth involved in this community work, by coaching them, and getting the number of people they need for their projects. After their training, the young entrepreneurs are given seed money.

Another difficulty the young face, according to a support organization, is reaching out to the private sector. Their working model is about getting products to the market to the right people. The products are not produced in large quantities and therefore they want to make sure that those who need it are given it. "The market size is fragile and very small. We have to make sure that whatever they produce gets to the market."

The following questions were posed:

Are there any difficulties encountered, in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? / Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?
How could social entrepreneurship in Ghana be supported? (What other type of support do you think social entrepreneurs need? Who do you think could offer that support?)

Farmerline focuses on incentivizing young people by reducing costs to deliver a valuable service and take much needed inputs to farmers. Farmerline speaks to distributors that provide inputs to farmers, manufacturers, to negotiate better prices to issue products to the farmer, aggregate the demand that is coming from the farmers, and find suppliers or manufacturers to deliver the product at a price-point which would make it cheaper. They find that especially the last mile in delivering is problematic in terms of costs. The Embassy participants mentioned the issue of a high number of development partners on the agricultural theme and a duplication of efforts: there is no alignment or coordination among them. They suggested that development partners should come together and put their financial models together to support some of the social entrepreneurs that are coming up.

Suggestions for the contribution of SES4Food by the participants

Most of the people in social entrepreneurship are young, according to the focus group participants. Some of them are start-ups, some of them are entering in the growth phase. Access to finance is the critical issue when it comes to young entrepreneurs in Ghana. It is up to Ghanaians to identify social entrepreneurs who have a viable model and provide them with the necessary financing. They need finance for their start-up, combined with technical assistance, and impact investors who move their enterprise to another level, to the growth phase, where they can really catalyse the model they have, the Embassy staff members say.

Secondly, policies need to address social entrepreneurship since it is new, according to the focus group participants. It is there but there is not an understanding of it by actors involved. To have a social and economic return on investment, social entrepreneurs need more skills and understanding of the sector they are in. Policy makers need to understand the model. It is about coaching and capacity building as well. Mentorship can help young people with the work they are doing. Also capacity building in relation to business skills is required, according to a support organization, such as how to run a business, design, and have access to mentorship and platforms that enable them to show face and work towards solutions.

Besides that, financing should be made available to help catalyse social entrepreneurs and enable the development of creative ideas without being restrained by financial constraints. Finance is very critical at the early stages of the business. The networking is important to connect social entrepreneurship to other developing countries, and to share what has been learned, to learn what the government is doing, and about the policy that is in place. Most social entrepreneurs that have started are young.

Donors and organizations interested to become part of the SES4Food programme activities are numerous, according to the participants. They include the current administration who has the policy to provide employment in the agricultural sector and has to find out how to get young people interested. Also those who intervene in the co-working space are being mentioned. Embassy staff

The following questions were posed:

Are there any difficulties encountered in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? / Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?

Do you see added value in the SES4Food approach for your activities? What (other) donors and organizations may be interested to become part of the SES4Food programme activities? (thereby creating collaboration and alignment between the different programmes on food and nutrition security and entrepreneurship in Ghana)

mentioned their Orange Corner programme, which is starting up and focuses on young entrepreneurs. It includes the development of a working group with all donors on the theme of youth entrepreneurship. To what extent there is a focus on social entrepreneurship was not yet clear.

The following questions were posed:

EKN staff:

What FNS activities have been identified in Ethiopia? Which have developed and implemented so far in Ethiopia? For which parts or components of the food chain? Are there any difficulties encountered in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? Do you see room for improvement? (deepening: where and how? Are there objectives and actions (!) in terms of the involvement of the target groups on the short and longer term?)

Other organizations/social entrepreneurs:

What FNS programmes are you / your organization developing and implementing so far in Ethiopia? What is / are your target group(s)? How do you see the contribution of your activities to Food and Nutrition Security (FNS)?

What FNS programmes of the Dutch Embassy in Ethiopia do you know / are you involved with? What is your involvement with this / these programmes? How does this / do these programmes impact on Food and Nutrition security? Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?

All:

What approach is taken when selecting entrepreneurs that participate in support programmes funded by the Embassy? (make a round, asking the different participants; deepening questions: do the programmes adopt a passive or active approach of entrepreneurs? Do they apply criteria for approach or target groups? What are specific activities aimed at support of entrepreneurs? Any categorization of entrepreneurs used in the approach?) What knowledge do you have about the entrepreneurs that you support? (deepening questions: do they come in via other programmes? Are SMEs included? Are marginalized and are non-organized groups included? How are they reached?) Do you recognize this target group (social entrepreneurs) in the profiles of the target groups that the Embassy programmes work(s) with in Ethiopia? (Deepening questions: How? If not, which groups covered by the social entrepreneurs are missing in the Dutch FNS programmes?)

2.3 Ethiopia

These results are based on the desk study and the focus group discussion with two embassy staff members, two social entrepreneurs of which one is a market actor and one a support organization. More details from the desk study on the relevant FNS programmes can be found in Appendix VII. In Chapter 4, these results will be discussed and interpreted for answering the research questions.

Embassy efforts on entrepreneurship and FNS in Ethiopia

EKN Ethiopia supports FNS projects through multilateral and bilateral action. In the focus group interview, the focus was on the bilateral programmes. One of these programmes is the BENEFIT (Bilateral Ethiopian-Netherlands Effort for Food, Income and Trade) partnership. It consists of five programmes:

- Supporting a vibrant, pluralistic and market-oriented seed sector (ISSD)
- Capacity building for scaling up of evidence-based best practices in agricultural productivity (CASCAPE)
- Support sesame business stakeholders to develop competitive, sustainable and inclusive sesame value chains
- Reach to chronic poor in Ethiopia to realise sustainable agricultural livelihood security (REALISE)
- Support private sector development and trade (ENTAG)

Another programme is Hortilife with SNV. It works directly with a smallholder horticultural development project, linking them to marketing and agribusiness development. A new project is BRIDGE, which focuses on rural income by dairy growth in Ethiopia, commercialising the dairy sector. This project is carried out by Wageningen Livestock Research. These programmes and projects focus all on availability of food, increasing productivity and production.



There is also the large programme 2SCALE, which is about incubating agribusiness in Africa. It focuses on different crops and dairy and aims to improve marketability of products produced by smallholders, by connecting smallholders to other actors. Guts Agribusiness has been working for 2SCALE in the south of Ethiopia. In the north, they work with brewing and linking producers to breweries through cooperatives. Consumers may not be able to afford a product. Guts company brought some models that worked in India and Bangladesh, a distribution model from door to door. Awareness was also a point that needed to be solved with consumers. The 2Scale-Guts partnership was involved in that as well. To reduce cost and make products affordable, an advisor from PUM came to advise on how to do that by reducing package size. They managed to come up with a product that would at least be affordable to the consumers, which created a market for the farmers. Their intervention with the farmers goes all the way in supporting the production costs and creating jobs for women, creating a nutritious product and increasing nutritional intake in low income areas, the respondent says.

The bilateral projects work with networks of smallholders and meet with them two or three times per year to discuss those issues. Those stakeholders include private dealers in marketing and processing. The smallholders then have the chance of getting into entrepreneurs in that network. Other projects work by looking for possibilities of collaboration with other stakeholders. For example, ISSD is working with farmers to improve seed. The project is working not only with smallholder at production level, but also with primary cooperatives who are actually handling delivery to their farmers: their members.

Once they have got the seed from the research centre, they deliver to the cooperatives to buy. When they have done a demonstration, the farmers who want to try can buy the seeds. Storage is an issue for having quality seed. Projects, such as Hortilife from SNV, try to motivate some farmer entrepreneurs as input dealers and to become service providers to other farmers.

There are also projects mentioned with women who deal with forgotten, traditional crops, which may be nutritious crops and adapted to drought. The embassy has started funding an informal seed system for these crops. Through this intervention they reach women and smallholders who are not able to be included in the traditional smallholder programmes. Others who have been working on nutrition, like UNICEF on community-based nutrition and fortified foods, are no more. But sectorally they may be continued, according to one of the respondents.



Social entrepreneurship and its potential impacts according to participants

When talking about social entrepreneurship and its meaning and impact, a company director referred to the inclusive business model of its company: “You could say that we are a profitable company that is still concerned with the social issues, nutritional as well as agriculture, as community problems.” They support the workers by giving them a proper meal in the company, in addition to their salary. “They are poor people and they will never use the money for the food. At least now they get proper food.” The company has a CSR policy, facilitates breastfeeding women, works with communities and provides clean water for people living in a 5-10 radius around the company. They come to the factory to take that water, the director says. The company supports NGOs that support children and orphans. They recruit people such as workers, people who are told they are honest, and are sent by the company for training as security guards. “We give these people a sense of ownership”. For him social entrepreneurship in Ethiopia is defined through these activities, these internal/external policies. Women door-to-door are distributors and reach the Base of the Pyramid low income consumers with affordable nutritious products. “If you can make the agribusiness clever it supports the people as well as the staff working for the company and it creates jobs for material providers in addition.”

According to an embassy employee, a social entrepreneur is working to help people. Entrepreneurs that could be engaged in factories, or service provision or trade, directly look at how they can make profit. Yet social entrepreneurs, according to this respondent, are entrepreneurs working with the community, with the population, and even support some of the marginalized groups of the rural community. This

social entrepreneur is starting from the community itself. Like input dealers or service providers from the community itself. It could also be other people who have come to help people at the same time while they have an income from what they are doing, the respondent says. Reference is also made to the social dimensions of Dutch flower farmers in Ethiopia. They, like Heineken, are referred to as buying from local markets, even if the international market is cheaper, for example, their barley. If that leads to increased income for smallholders, does that count as a contribution to FNS, the respondent wonders.

Another respondent indirectly mentioned a characteristic of social entrepreneurship: “Some farmers act street-smart and bring a product of low quality to the market. This will affect the value chain. Often they are not responsible. We need to find a way to teach our farmers to be more aware of how to be a social entrepreneur and to change that behaviour”. The respondent distinguishes three types of social entrepreneurs. There is a farmer who sees the demand and produces for demand, and at the end gets what he deserves for it. A second one is the company who foresees the demand and fulfils the demand and gets a lump sum and works directly back to the economy. He fulfils needs for the society. Thirdly, there is the pure NGO that will find a way to mobilize resources and invest in the area of social entrepreneurship with the end goal of creat-



The following questions were posed:

The programme SES4Food (Social Entrepreneurship Support for Food Security) focuses on “social entrepreneurs”. What is your understanding of “social entrepreneurship”?

Do you see a relation between social entrepreneurship and food and nutrition security? In relation to social and environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems), regional production and consumption, and strengthening the sustainability of economic results?

ing social wealth. This includes NGOs that create jobs and a platform to share experiences, finding skills, knowledge and realising behaviour/traits effects.

Difficulties and needs encountered according to the participants

According to the participants, a difficulty for most of the farmers is to find and connect to markets. They produce a surplus to their home consumption. Linking to market was one of the problems that some of the EKN projects focused. Some of them have problems to link the producers (the smallholders) to markets. Farmers say that there is not enough market for their product. For the processing company it is the same. Affordability, availability and access are challenging.



Another difficulty is to link to financial institutions, to enhance access to rural financial services for farmers, so that partners get loans and credits. Finance is a critical issue for farmers and for processors. "There is no good finance product," according to a social entrepreneur. Farmers do not have enough money, not even the cooperative unions can collect from the farmers all the products in time because of the lack of finance. Due to this, farmers are forced to sell their products to the traders or collectors. There are costs in every stage before it reaches a processing firm. The firm does not have the finance to support the producers by collecting their products after harvest time. For example, for maize after 3 or 4 months, price increases by 20%, and after 6 months it increased by 30-40 % to the price in harvest time. Finance or invoice finance that secures the relationship between farmer and processing firm could help.

Also mentioned was the problem of access to input to production and productivity. There is also a need to improve inputs, fertilisers and agrochemicals. There is not only lack of quality and access in availability, but also delays and lack of finance to buy. These difficulties concern smallholder partners.

For problems in terms of quality, many issues, especially harvest and post-harvest issues, have an effect on quality of the products. Some of the projects deal with those and approach the problem by connecting the producers to some private actors. Examples given by participants (based on their own definition of social entrepreneurship) included improved storage for potatoes and dairy, as well as improved cans.

Nutrition is another issue. Bilateral projects such as CASCAPE within BENEFIT have been trying to work on home gardens, involving women dealing with vegetables. Others have been trying to introduce different varieties of improved seeds for more variation to eat at home. It is thought to be insufficient for nutrition and stunting is a problem. The embassy already works on food diversity in the home, including nutrition education and training at health station, workers and at the community level. Involvement of the private sector could be included more, according to the embassy.

The following questions were posed:

Are there any difficulties encountered in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? / Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?

How could social entrepreneurship in Benin be supported? (What other type of support do you think social entrepreneurs need? Who do you think could offer that support?)

According to a social entrepreneur, nutrition business is a unique business that needs different models. It is not an easy business like trade or export and it involves everyone. The challenges cannot be solved by only a company. It needs collaboration with others. People now get nutritious products from WFP projects as a handout for free and take it to the market. To solve these problems, we have to work with the government, NGOs or any other institutes. The business who will solve this challenge will be successful in achieving a nutritious business product. Now there are not many nutritious products for low-income consumers. For general consumers, nutritious products are not affordable. The costs of supply and logistics need to be reduced.

Another problem is the knowledge gap, especially towards nutrition activities, according to an entrepreneur. The nutrition issue is at infant stage in Ethiopia. Even at the level of universities in Ethiopia, there could be improvements in knowledge on nutrition issues so graduates can contribute in the field, e.g. at Jimma University, a respondent said. Government extension workers need to be well trained as a respondent mentioned: "What is needed is to work close with government, and the government needs to put some pressure not only on farmers, but also on those who work close with them, to raise the output."

The following questions were posed:

Are there any difficulties encountered in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? / Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact? Do you see added value in the SES4Food approach for your activities?

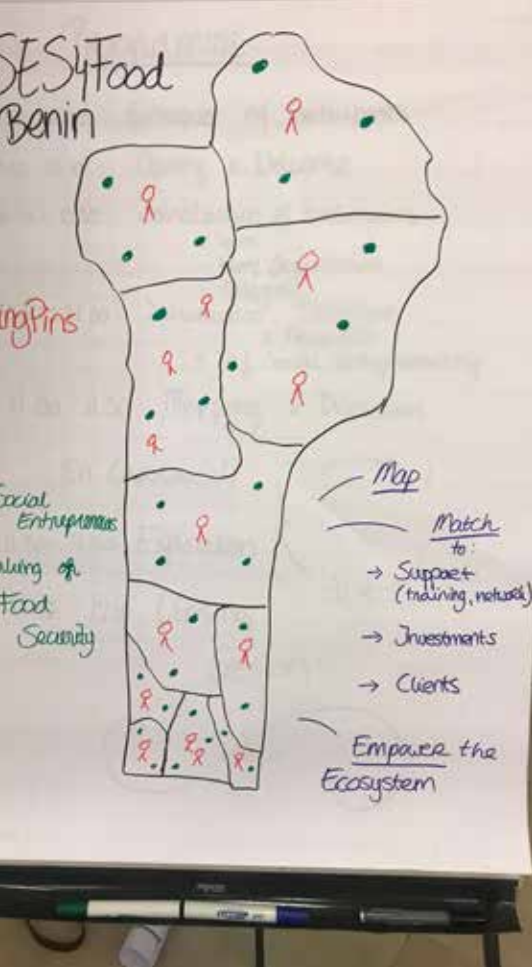
What (other) donors and organizations may be interested to become part of the SES4Food programme activities? (thereby creating collaboration and alignment between the different programmes on food and nutrition security and entrepreneurship in Ethiopia)

Suggestions for the contribution of SES4Food according to the participants

Reference was made to the "first entrepreneurs" reached by the embassy projects who started to work at a production level and who will not stop by just processing and selling. They are really social marketeers, developing certain food products with the school of Hawassa University. They are rather selling those via employing young women and men/boys and trying to distribute and create awareness of those food products. They are starting in the southern part of the country and then go to the western part of the country. This type of entrepreneurs/social entrepreneurs are those that could easily be grown. "If we could support more, they could help to expand impact to nutrition", the embassy employee said.

Social entrepreneurs such as input dealers could also be considered because they are dealing with different inputs: fertilizers, animal feed, etc. If the rule of the country allows such a type of social entrepreneur to be supported, it could grow in importance. Here references were made to India and Bangladesh.

Embassy staff mentioned entrepreneurs in the ISSD programme (under BENEFIT), entrepreneurs that, among others, needs more support in skills development, technical, on business development and marketing orientations. Those could be linked to the embassy programmes. Behavioural change is mentioned as one of the bottlenecks in Ethiopia. Soft technologies, capacity, ICT, profit sharing and bringing that to farmers are considered crucial issues in Ethiopia. The majority of the people is said to be not very well educated. Working on behavioural change through social marketing is mentioned, while (again) reference is made to Bangladesh.



They could use social entrepreneurship to change behaviour. Especially nutrition behavioural change is needed. Also information sharing is needed. The respondent thinks that this should happen through collaborative activities with different stakeholders, starting with entrepreneurs, but also government and other institutions.

Approaches, modalities and better evidence are lacking in Ethiopia in terms of social entrepreneurs, according to Embassy staff. First of all, private sector development is very limited and it is starting, and of course being motivated, according to a participant. The SES4Food project engagement, in terms of looking for linkage of local people and interlinkage, fixing things, and working on behavioural change, is considered very important by the respondent. Documenting information and using that to improve and have good added value is mentioned, starting with enlisting social entrepreneurs and thereby starting to look for marginalised people or (unemployed) youth, and anything that could help them and with which they would like to work would be important for improving production and productivity. Finally, this would benefit the whole of improved food and nutrition of the community, the respondent said.

Concerning awareness and behaviour, reference was made to women, who have knowledge of the village and their everyday lives, but who are not allowed and not welcome to be initiated in programmes. They could be a target group.

A social entrepreneur mentioned the middle man who sets the price. According to this respondent, social entrepreneurs need to find a way to cut the chain. They need to work very hard and work around to find a model to make farmers more productive.


According to a social entrepreneur, there is a need for ICT applications that can be easily used by farmers and give them access to information either through smartphone or "dumb" phones.



Concerning the organizations to work with for SES4Food, the embassy says they have a big portfolio of entrepreneurs that they work with. The definition is very important to know for them what cooperation might be possible with SES4Food. The EKN sees an added value of the SES4Food programme: "The SES4Food project engagement in terms of looking for linkage of local people and interlinkage, fixing things, and really working on behavioural change, and so and so forth is very important."

The embassy will then provide names of interesting organizations to involve. SUN-network (Scaling Up Nutrition network) and GAIN/WFP were also suggested as interesting potential partners for SES4Food. The SUN-network connects international organizations, NGOs and the private sector. The platform idea is to promote nutrition through the private sector and to support the private sector.

Another respondent mentioned Reach for Change and Blue Moon. These two work closely with start-ups.

A man with a beard, wearing a yellow long-sleeved shirt, is sitting at a wooden desk. He is looking towards a woman whose back is to the camera. The woman has long, wavy brown hair and is wearing a red top. On the desk, there is a laptop, several papers, and a blue folder. In the background, there is a white refrigerator and a small table with a lamp and a kettle. The scene is set in a room with light-colored walls.

CHAPTER THREE

DISCUSSION AND ANSWERS TO THE RESEARCH QUESTIONS

This chapter discusses the results of the research that were presented in the previous chapter and answers the five questions that were central to this study. It answers the questions by discussing the insights from the respondents together and across the three countries and combines these with insights from the literature.

1. How SES4Food and social entrepreneurship can fit in the FNS results framework of selected EKNs

The current research showed that the concept of social entrepreneurship can have different interpretations that do fit within the definition of an SE as doing business while aiming at social impact (Quak, 2016), but they all focus on environmental and social targets (see under 3). However in the wider definition, SES4Food may fit into FNS programmes more easily as a perspective for already existing enterprises.

SES4Food can be linked indirectly to most of the specific result indicators as SES4Food aims to develop and improve an ecosystem of social entrepreneurs with an enhanced capacity and in an enabling environment. Through this, enhanced capacity and enabling environment results can be more easily achieved by the social entrepreneurs. For understanding the idea of “capacity”, the notion of means of action (Giddens, 1984⁶, Arts and Tatenhove, 2004⁷ p. 349) and the “relational layer of power” is relevant. As means of action, the following are named:

- coalitions (network of actors sharing the same policy objectives);
- resources (access to land, finances, knowledge, information, etc.);
- rules and regulations (e.g. normative standards such as social and environmental values, but also formal rules and regulations; and
- discourse (promoting the notion of social entrepreneurship, its status and the social and environmental values).

The command of the social entrepreneurs over these means of action could be monitored and used to evaluate results of the SES4Food programme. Communication activities such as over a digital network can promote both the discourse or status of social entrepreneurship and the values it targets, and secondly provide access to, for instance, information on good practices, market information or actors to connect with. All these were named and asked for during the interviews, focus group discussions and workshops. This notion of means of action is well established in the scientific social literature as is the specification in the four

⁶) Giddens, A. (1984). *The constitution of society. Outline of the theory of structuration*. Polity press.

⁷) Arts, B., & Van Tatenhove, J. (2004). Policy and power: A conceptual framework between the ‘old’ and ‘new’ policy idioms. *Policy sciences*, 37(3-4), 339-356.

groups, which is used in hundreds of policy studies using the concept of the Policy Arrangement Approach (Arts and Tatenhove⁸, 2006). The means of action enables actors to influence their environment and contribute to an environment that is more enabling for their enterprise.

Looking at the FNS framework for the EKNs (Appendix V), the intended **capacity building** by SES4Food should directly impact the access to inputs and output markets (outcome indicator 2.2). The enhanced capacity and the **access to inputs and outputs** may be expected to have a positive effect on productivity (part of 2.1) and resilience to shocks (2.3). Attention to **quality of inputs and outputs** is an issue here. The outcomes in terms of 2.1 and 2.3 together with the capacity building may be expected to improve food intake, improve access to healthy/diverse food, and whose nutritional situation has become more resilient to shocks (1.1, 1.2, 1.3).



A more specific promotion of the **social values** by SES4Food (**nutritious type of food products, affordable and accessible food products, and working with community**) may be expected to **further the impact on enhanced food intake among especially the marginalized groups**, e.g. marginalized youth and women.

Capacity building and promotion of the environmental values may contribute to outcomes in “numbers of hectares of farmland used more eco-friendly”, number of hectares that became part of watershed/landscape management”, and “number of hectares that agro-ecologically became more resilient to shocks” (3.1, 3.2, 3.3). All these indirect impacts depend of course ultimately on the success of the social enterprises, which as mentioned before, depends on their capacity. The SES4Food approach goes broader than the immediate objectives and outputs in the EKNs’ Results framework as SES4Food follows an **empowerment and networking approach**. This networking approach is referred to with the development of the so called “ecosystem”.

Entrepreneurship is part of the **FNS results framework of EKN Benin** (Appendix VI), but social entrepreneurship specifically is not. SES4Food should be able to make a direct impact: for the results indicator “number of empowered youth and women”, and for the policy objective “increased number of youth and women entrepreneurs able to successfully launch and grow their agribusiness.” This is because SES4Food aims to enhance the capacity of social entrepreneurs (possibly youth and women) in various ways.

8) Arts and Tatenhove: Political Modernization. In: B. Arts and P. Leroy (eds.), *Institutional Dynamics in Environmental Governance*, Springer 2006. p21–43.

That social entrepreneurship contributes to increase the impact of food and nutrition security in general is evident (see also: <http://eprints.whiterose.ac.uk/129474/1/Chapter%20-%20Social%20Entrepreneurship%20and%20the%20SDGs.pdf>). In the current research, the focus is on if and how EKN FNS officers, social entrepreneurs and other market actors and impact investors in Benin, Ghana and Ethiopia **perceive** that social entrepreneurship and the SES4Food Programme can contribute to food and nutrition security programmes.

Looking into the results framework for Benin with the capacity notion in mind that we explained above, one can see that the rights SDG 1.4 may be impacted (rules and regulations), the sustainability of food production systems (2.4) and the innovation (8.2) (via the knowledge resource development, but also the flexibility of social entrepreneurs), and the access to finance (finances as resource, specific financial product for social entrepreneurs, SES4Food idea of financing initiatives by diaspora).

Additionally, SES4Food aims to enhance capacity in terms of the coalition and discourse dimensions, i.e. the social and environmental values brought to the forefront by social entrepreneurs. (e.g. in the Ethiopia focus group discussion, the possible contribution of social entrepreneurship to behavioural change was referred by embassy staff and a social entrepreneur). This may be expected to contribute importantly to reinforcing the output in terms of the result indicators. The broad definition of a social entrepreneur allows to use it in a discursive manner that invites other parties to join the coalition or network.

The earlier **study** on bottom-up mappings of social entrepreneurs by Quak (2016) demonstrated that this mapping would have added value as it is able to identify those social entrepreneurs who do not yet make use of support programmes. This implies a more effective way of targeting beneficiaries of EKN programmes.

The SES4Food approach could be tailored to offer the possibility of giving an explicit focus to connecting youth and women, for example, when selecting LinkingPins among youth and women, which would fit well with the policy objectives in terms of youth and women (see result indicators).



2. Specific FNS Programmes and initiatives that could be strengthened by the SES4Food programme together with the present implementing organizations

The potential of SES4Food to foster an enabling environment for social entrepreneurs to contribute to FNS makes it relevant to many of the programmes that were identified in the three countries. In Benin, the programme managers of both ACMA II and BeniBiz indicated that they saw added value in (elements of) the SES4Food approach. For ACMA, potential value would lie in **linking different parts of the value chain** to exchange information. For BeniBiz, platforms connecting buyers and sellers already exist. For example, WhatsApp and Facebook Messenger fulfil this purpose and offer an unparalleled speed of dialogue. Rather,

SES4Food could **add-on to a bigger dynamic** by providing support in different ways.

In an earlier conversation (outside this research project), the programme manager of Benibiz suggested to the SES4Food programme manager that the SES4Food programme could offer added value to Benibiz and also to other support organizations or programmes who train young entrepreneurs and give them access to finance for investment. 50% of the entrepreneurs that are now trained by BeniBiz contribute to FNS in Benin, he said. The programme would like to include SE in its focus. SES4Food and other training programmes and investors could come in and help trainees after they have completed training with BeniBiz. That reduces the chance that the trainees' enterprise cannot grow after completion of the BeniBiz training. SES4Food maps SEs in all regions, linking data over Blockchain, and includes information they need to grow. Access to this database is very meaningful to BeniBiz because that way they can offer training to entrepreneurs who really need it. That way the impact of Technoserve could be enlarged.



Considering all results of the research, this bigger add-on can exist in: capacity building; contributing to an enabling environment by policy support, including the promotion of the concept of social entrepreneurship focusing on social and environmental targets; and supporting the development of coalitions (cooperation of SEs sharing the same policy objectives, enhance access to resources (access to land, finances, knowledge, information)).

Especially the social entrepreneurs need extra support because they make less profit with their social model. The financial inputs by diaspora, part of SES4Food, can offer support to starting entrepreneurs who are still in the idea phase and have already received some basic entrepreneurship training by providing them with a financial product that fits their needs. It can contribute to enhancing basic road infrastructure, farming materials, storage facilities to guarantee better quality and lower prices food, and assure food availability or processing over the year. The basic internet infrastructure is also inadequate for what is needed.

The networking dimension (part of the “ecosystem”) of social entrepreneurship appears as crucial for an interaction between food chain actors to solve numerous problems: e.g. issues of nutrition and quality standards, but also information on these standards, on market prices or good practices in the food chain. Networks can provide consumers with access to such information. All entrepreneurs matter (also non-social entrepreneurs) if they buy products from smallholders because that provides an income which is necessary to buy other products than the ones they produce themselves. Networks can bring actors in the food chain together. Especially for the young, who are more knowledgeable in ITC, networking over the internet is relevant. Actors sharing objectives and means of action can form a coalition that cooperates for change.



SES4Food can contribute to expansion of the impact areas of the FNS programmes by informing consumers and bringing actors in the food chain together via their networking activities and especially IT country wide, which would also include more remote, rural areas where there are (potential and/or young) food chain actors that are not yet linked, rendering the FNS programmes more inclusive. Also, the better representation of interests and needs of social entrepreneurs when involved in a network can contribute to such an expansion because it enables tailoring of training and other support on demand.



In Ghana, Solidaridad or the Dutch Embassy do not reach out to the farmers themselves but use the actors in the food chain such as private sector companies to reach this target group. This may however imply some biased representation of the farmers entrepreneurial interests if farmers themselves do not have a direct voice towards these two organizations. The networking activities of SES4Food may **give primary producers a voice towards other actors in the food chain**, including support organizations, on their views on approaches, inconsistencies and needs, or about difficulties for traders to get to the market without paying illegal taxes. This may also lead to coherence between interventions in the food chain. It may provide an input to the work at the policy level, like by the EKN Benin concerning points to focus on when trying to enhance policies at the benefit of FNS.

A right to ventilate opinions, experiences, and sharing

suggestions with the other actors in the food chain can support the need-driven orientation of policies and support programmes. Recognizing this right can be considered as a part of the enabling environment that also SES4Food can contribute to. Also in terms of **IT solutions to enhance networking**, SES4Food can make a contribution by using WhatsApp or SMS voice-messaging (for low income and/or illiterate) or websites (for middle income and above). The benefits of the ecosystem that SES4Food contributes to are relevant to all three countries.





The Ethiopian focus group mentioned nutrition problems as being complex since it involves so many actors in the food chain. This makes it an issue that also could be benefited by the **ecosystem approach of SES in connecting social actors in the food chain around the nutrition issue**. The SES4Food network approach can support social entrepreneurs in FNS with lobbying for **certification** and raising awareness on nutritional values, healthiness, hygienic or organic quality of “social products”. According to the descriptions of the other programmes that were identified in the study, most programmes did not solely focus on entrepreneurship (SMEs), but did have at least some element of an **enabling (business) environment and/or skills trainings**, which could offer entry points for SES4Food, such as HortiFRESH by WCDI/SNV, SWAPP II by Solidaridad, BENEFIT by WCDI, HortiLIFE by SNV, and BRIDGE by Wageningen Livestock Research.

The following table adds additional insights to those in Chapter 2 that were collected from representatives of the BeniBiz, ACMAIL, HortiFRESH and BENEFIT-CASCADE programmes after the fieldwork and focus group discussions.

	Possible added value social entrepreneurs for the programme	Possible added value SES4Food for the programme
BeniBiz, Benin	<ul style="list-style-type: none"> ■ Many entrepreneurs in Benin (and that are involved in BeniBiz) are already considered social and sell products that help its consumers/users (such as nutritious products). ■ Programme already equips women to become social entrepreneurs and sell nutritious products to remote households. 	<ul style="list-style-type: none"> ■ SES4Food can provide an overview of what different support organizations are doing, reducing duplication of efforts. ■ SES4Food can serve as a platform to connect actors in the agribusiness sector (as an add-on to a larger support dynamic).
ACMA II, Benin	<ul style="list-style-type: none"> ■ Social entrepreneurs contribute by creating non-monetary value. 	<ul style="list-style-type: none"> ■ ACMAII works with a large variety of stakeholders that sometimes have competing interests. SES4Food can contribute to a feedback system along the value chain, a strategy to improve income at different levels of the value chain and integration of activities.
HortiFRESH, Ghana	<ul style="list-style-type: none"> ■ Programme already stimulates all entrepreneurs to include social goals in their business plan. Five areas must be included to achieve "meaningful impact": <ol style="list-style-type: none"> 1. Targeted farmers and farm workers (both directly and indirectly) 2. Improved sustainability (environment/food safety) at farm level 3. Inclusion of women, youth and/or nutrition 4. Productivity and income increase of targeted farmers and farm workers 5. Company sales and turnover ■ Social entrepreneurs can be a source of inspiration and demonstrate how this can be done in practice. ■ Combine aid and trade. 	<ul style="list-style-type: none"> ■ Link the programme to social entrepreneurs who can present themselves as examples at business platform meetings.
BENEFIT-CASCAPE, Ethiopia	<ul style="list-style-type: none"> ■ Social entrepreneurs could strengthen the regional identity: an entrepreneur that creates IT applications in order for a community to market more of their products. ■ Social entrepreneurs could contribute to reducing youth unemployment. 	<ul style="list-style-type: none"> ■ CASCAPE's cluster approach can be easily linked to the SES4Food programme. ■ Social entrepreneurs can be involved in the development of the agrifood chain through SES4Food. ■ SES4Food can contribute to clusters creating independent flows of income through stimulating social entrepreneurs.

3. How could social entrepreneurship lead to expansion of the impact areas of some of the present FNS programmes with social and environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems) strengthening the sustainability of economic results at the same time?

To answer this question, it is important to understand the **definition** or concept of a social entrepreneur. According to Quak and SES4Food, a social entrepreneur does business while aiming for social impact. They practice inclusive business models, shifting from a shareholder to a stakeholder-oriented business model. Quak considers social entrepreneurs as change agents for food security (Quak, 2016, p. 15). In the course of the research project, various understandings of social entrepreneurship emerged. The social character of a company could be derived from the type of product (nutritious and affordable), the way it is marketed (e.g. to the BoP and accessible), pursuit of ecological values in the way of production or processing, working with the community, serving the country, investing in shared estate, and/or by working conditions for staff. Economic returns may be non-existent or even negative.

There was a need for defining the concept of a social entrepreneur. For the purpose of the Benin workshop, two definitions were formulated and proposed at the start of the workshop, in which the first one is a more specific part of the social entrepreneurs defined by the second definition. A third definition was suggested for an entrepreneur who is not a social entrepreneur (see diagram).

- “A social entrepreneur is an entrepreneur who wishes to add a positive impact on society and/or environment and creates a business model to be able to do this.” This impact is at the core of the business model. It can be, for example, about growing potatoes in a particularly environmentally friendly manner, or working with handicapped people to give them an opportunity to earn an income.
- “A social entrepreneur is an entrepreneur who looks for a balance between social and environmental values and profit.” (This does however leave open what this balance is as it can be very different) The first type of entrepreneur is among this group.
- “A non-social entrepreneur: who only looks for the profit without consideration of other, social or environmental aspects.”

These definitions were not debated during the workshop and did not form a reason for debate. Yet a support organization asked attention for especially excluded groups in rural areas, further away from the big cities as target groups to involve. The various definitions can be placed in a sliding scale or a spectrum of possibilities. But Quak’s definition does accommodate all understanding of a social entrepreneur that came up during the research, except for the ecological values that several respondents from EKN staff and social entrepreneurs mentioned.



The product can be a **social product**: a product that has value and importance for society (e.g. nutritious food of the Nutribiz women). Some consider a social product to make the entrepreneur a social entrepreneur (e.g. a young farmer producing rabbits that contribute to healthy food products, especially aiming at the bottom of the pyramid). Here the issues of access to affordable food plays a role. The employment of certain groups can be social (e.g. handicapped, unmarried mothers, and marginalized groups). Such examples emerged in the interviews in Ethiopia as well as in Benin for small and for medium sized enterprises together. "Social enterprises do the business that have a positive impact on the community."

Working with the community was mentioned as a characteristic of a social entrepreneur. Especially working with excluded groups (women, young people, handicapped) were mentioned as groups for social entrepreneurs to work with and stimulate, and working with young graduates in the rural areas to make them successful in their business and keep them in the rural areas to help development of their village. If social entrepreneurship is to lead to an expansion of the impact areas of some of the present FNS programmes with environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems), the environmental values, and practices as promoted by the water hyacinth project (production of compost from water hyacinth's to increase soil organic matter and soil humidity) are to be supported. These can form success stories for other entrepreneurs.

The social connections and social values can form a basis for regional organization of food production, combining produce from smallholders who produce a diversity of crops over the year into larger quantities that are of interest to buyers.



The concept SE may be a concept sprouted from more Western minds in response to the more individualistic society in the West. De Moor⁹ explains the birth of capitalism by the role of couples who could save and invest independently from their wider family network. In the South, the notion of SE may be less relevant because of the current extended family where individuals are more closely related and expected to bear responsibility. These observations can both be a reason to support (it fits and needs development) or reject the concept (it did not work).

It was mentioned that because of **the flexible nature** of their structure, social enterprises tend to be adaptable, which is important to react to emerging trends and technological opportunities. This would make social entrepreneurs especially relevant to help contribute to FNS. They could cater to innovation, which seems quite plausible. Changing practices may be expected to be easier for the generally young social entrepreneur than for the older. So social entrepreneurship by young people may contribute more strongly to innovation in the FNS field.

Regarding the potential **impact on FNS** of social entrepreneurship, **various domains** have come to the forefront where it can have a positive impact, such as on variation in crops. An EKN staff member said about SE that it makes a relevant contribution to FNS: "In cocoa, we have a young guy. He works basically with aged people who have old farms, does contract farming with them,

9) Moor, T., & Zanden, J. (2006). *Vrouwen en de geboorte van het kapitalisme in West-Europa*. Amsterdam: Boom.



rehabilitates their farm by using the right inputs, thereby increasing their yields. For cocoa, the market prizes are steep. So if you increase yield, the assumption is that the farmer gets more. With more income, the farmer can now pay for diverse food groups." It is the social target – helping the older making their living – that orientates the activities of the young man.

The previous already referred to the nutritious types of **food products** (although research was demanded to be able to inform consumers better about the nutritious values of certain products). Plus the **affordability and access** to it, e.g. by door to door marketing of nutritious products which were mentioned as impact.

The **(longer term) environmental benefits and related health benefits** of social enterprises came to the forefront: social entrepreneurs who solve societal problems, such as by the water hyacinth project, opening channels and transport routes over water, while contributing to ecosystem health and productivity which is the long-term basis for productivity and food safety. "Social enterprises are long standing agents of inclusive growth and democratisation of the economic and social spheres, and they have proved resilient to economic adversity all the while addressing socio-economic challenges in innovative ways, re-integrating people back to the labour market, and contributing to overall social cohesion", a joint study by OECD and EU¹⁰ of social enterprises in Europe testifies. Application and testing in non-Western settings following a more quantitative approach than the present study on social, environmental FNS related impacts of social entrepreneurship could help confirm the viability of the concept in non-Western settings.

The previous suggests that social entrepreneurship in its different forms, combining social and environmental values, can contribute to expansion of the **impact areas of the FNS programmes** by:

- its potential to enhance the accessibility and affordability of food;
- enhancing employment of those who are not yet involved in the programmes, especially employment of marginalized groups, e.g. youth and women, while directly or indirectly providing them access to (more nutritious) food;
- innovative capacity;
- contributing to ecosystem health and productivity which is the long-term basis for productivity and food safety, e.g. by recycling waste, developing biodegradable products, biogas, action on soil health, water quality and other environmental aspects.

According to workshop participants, SES4Food support to SEs in the production and processing sector, while involving FAO, Technoserve, BeniBiz and other organizations, will deliver many benefits. It will make social entrepreneurs visible, increase production, enhance the lives of social entrepreneurs and enhance food security. It will deliver quality products that respect the environment and are part of social equity and access to these products that respond to the needs of consumers. It will contribute

¹⁰) OECD and EU. Boosting Social Enterprise Development. Good Practice Compendium, 2017

to social and economic development. It brings coaching of enterprises in the traceability of their products in relation to the values of social enterprises. The ecosystem will be less disturbed. Nutrition will benefit and with that the human capacity. Malnourishment will be reduced. Waste will be managed and especially recycled into other useful materials. These are all benefits that result from the social and environmental values of SEs.

4. How to support social entrepreneurs in their countries (Benin, Ghana, Ethiopia)

It is important to distinguish support to entrepreneurs from support to specifically social entrepreneurs. For the first, difficulties in FNS programmes or promotion of food and nutrition security in general in the different countries are experienced in connecting actors within the food chain, providing market information, and organizing cooperation to meet larger demands. Scaling up of initiatives is difficult. There is no good financial product that fits the specific circumstances of smallholders and small processing initiatives. Banks set conditions that most starting enterprises in the food chain cannot meet. **Investment credits, revolving funds and adapted financial models** for supporting social entrepreneurs are asked for. These require **support on monitoring** of their financial activities. Some respondents think that without training on the basics of entrepreneurship, any financial input will be wasted. There are support organizations that intervene with training and coaching without giving finance to young starters. The problems that the project identified for social entrepreneurs include these problems that go for young SMEs in general.

Support was asked for specifically for social entrepreneurship in rural areas. Getting the youth involved in the community work, and keeping them in the villages, supporting and coaching them in starting a business, and helping their community is mentioned as a challenge. Considering these challenges and the wider challenge of the dichotomy between urban and rural development, especially in rural areas, social entrepreneurship could be relevant. The social connections among local populations may still be stronger here and be resting on more fertile ground for the concept. But also, the support is very urgent considering the ongoing urbanization of the population in African countries in pursuit of a better life.



Between the three countries, the success of social entrepreneurship depends on support on all these factors. Some are factors that are hindering progress in general and for any entrepreneur, especially the young entrepreneurs. Because social entrepreneurs may be putting social values up front (the narrow definition), they will have more difficulties in the start-up phase. When marginalized groups are getting into (social) entrepreneurship, they will have even more difficulties to cope with the various barriers referred.



Benin

Speaking to social entrepreneurs in Benin and with EKN staff about young entrepreneurs, the point came up that some of them feel a lack of **recognition of young entrepreneurs** as a special category of entrepreneurs. They need **social entrepreneurship to be put on the map as a clearly defined concept**, and to subsequently find and support the development of policies that are targeted to their needs. This support includes a network, especially for young entrepreneurs. This could foster learning among them, sharing of successful business models, and a culture of collaboration.

A need for guaranteeing quality was also mentioned. For example, by promoting organic products, traceability, a national certification system, involving the state services as well, and quality assurance in terms of product composition and hygienic ways of food processing. Some respondents, however, do not expect anything from the state or want to exclude the state. Coaching on respects of standards is also a way to support social entrepreneurship. Here the broad variety of social and environmental values in relation to FNS are referred.

Appendix III is a result of the workshop and provides a vast amount of information on which type of support is needed by social entrepreneurs in Benin for the different life cycle phases (according to themselves) and with whom the present support organizations, impact investors, and market actors¹¹ would like to work. In the interactive workshop, there were few social entrepreneurs that are in the beginning of their life cycle. There may be many potential (social) entrepreneurs in these early phases that are not yet involved in networks and that do not yet have access to any support.

It could be observed that the support organizations that were present in the workshop do not offer much support for potential social entrepreneurs. **Identifying social entrepreneurs with an idea/vision and still in the first phases of the company life cycle, in order to enable them to get access to support**, could have an important impact on development in terms of FNS in Benin.

¹¹) SES4Food refers to buyers when using this term.

There is need for **a joint strategy** countrywide in terms of organizations and in terms of geographical coverage. This is an area where SES4Food could support by the linking approach. The interest of the Embassy in Benin is aligned in supporting the network development. Here SES4Food and its local network have the capacity to work together, and as said, to widen to include more actors, also explicitly from rural areas. **Supporting the young and educated in rural areas and inspiring them, and linking them to others** may help keep them as an important human resource for development in the villages.

The participants in the workshop were invited via the mobilization of LinkingPins in different configurations: Linking Pin Louis (LinkingPin of a network of young professionals) and LinkingPin Wilma of Enabel. It brought people together who did not yet know each other. It enables (social) entrepreneurs who are looking for particular support with support organizations and impact investors **to find the right interlocutors** who offer this type of support.



5. Inventorize which other donors and organizations are interested to become part of the SES4Food programme

This will give insights into the potential of creating collaboration and alignment between the different programmes on food and nutrition security and entrepreneurship in their country.

Here again, the extent to which social entrepreneurship is like entrepreneurship in general could be a key issue. If the difference between social entrepreneurship and “non-social” entrepreneurship is small, the SES4Food programme could more easily collaborate with existing programmes on entrepreneurship (which would mean a sacrifice in social benefits, and depending on their inclusion in the definition, environmental benefits). The research showed that support of (youth) entrepreneurship is a popular theme among donor organizations, but that alignment and coordination between organizations is mostly lacking. On the one hand, we have heard that collaboration could lead to more impact. In Ghana, the new Orange Corner initiative may be a first step, and in Benin, the Dutch and Swiss are already working together. On the other hand, a need to produce results

that are attributable to one donor could be a barrier to support organizations to engage together with SES4Food's ecosystem approach. Interviewees had numerous suggestions of donors or support organizations they thought could be interested. The table presents them together.

Benin		Ghana	Ethiopia
AgriProFocus	KIT	The Orange Corner	Dutch companies
American Embassy	PADA		GAIN
Cooperatives at local level	Peace Corps		Reach for Change
Etrilab	SMSAT		SUN Network (Scaling Up Nutrition)
FAO	Swiss Embassy		World Food Programme
French Embassy	The Hunger Project		
GIZ	World Bank		
IFAD	Ye! Community		
IFDC	Youth organizations (members of the OCJ)		

Big companies may be important for social entrepreneurs as buyers of their products. The notion that also not explicitly social entrepreneurs are important for development of the food chain, emerged in the focus group discussions, interviews and workshop. The snowball approach in inviting participants from among the SES4Food network implies that not all types of food chain actors may have been present. Big investors were missing in the workshop. Their involvement and how to engage with them is a point of attention.

Some issues are dependent from the state such as rules and regulations about production standards. These are areas where food and nutrition security activities need to engage with the state as well.





CHAPTER FOUR CONCLUSIONS

The research followed a qualitative approach by means of a desk study of the relevant FNS programmes, interviews, focus group discussions and a workshop. EKN staff, programme managers and other staff and entrepreneurs were involved. The understandings of SE, and the relevance of SE and of the SES4Food programme for the EKNs' FNS programmes and their objectives in Benin, Ghana and Ethiopia were studied. The overall objective of this research project was to provide interested Dutch embassies with tangible insight in the added value of social entrepreneurship and the potential of the SES4Food programme and social entrepreneurs for their FNS goals.

Potential contribution of social entrepreneurship to embassy programmes in the field of food and nutrition security

- Before determining the exact contribution of social entrepreneurship to FNS, it is important to have an agreement on the concept. The definition of social entrepreneurship of Quak (2016) – “a social entrepreneur does business while aiming for social impact” – accommodates all understandings of a social entrepreneur that came up during the research, except for the ecological values that several respondents from the EKN and social entrepreneurs mentioned. If social entrepreneurship is to lead to expansion of the impact areas of some of the present FNS programmes with environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems), the environmental values are to be supported and to be included in the definition.
- The type of product or service that a social entrepreneur offers (such as nutritious products), the affordability and accessibility (such as the women in the BeniBiz programme that offer these products in rural areas), as well as specific community involvement (such as involvement of women and youth) can enrich FNS programmes.
- Due to the flexible nature of their structure, social enterprises tend to be adaptable, which is important to react to emerging trends and technological opportunities.
- Implicitly, social entrepreneurship is already incorporated into the embassy programmes to a certain degree because many problems of social entrepreneurs correspond to the problems that an average small or medium enterprise encounters. The needs for entrepreneurs as mentioned in Chapter 3.1, such as the need for cooperation in the value chain to increase the amount of product for sale, organizing access to market, creation of a national certification of quality products, and the need for access to finance, especially for starting an enterprise, also go for SE. Also by setting certain requirements to business plans or to support small enterprises that by default make products that contribute in a positive way to society or the environment, SE is promoted. Also, some embassy FNS programmes require businesses to work with youth and women.
- Social entrepreneurship offers an opportunity for FNS policy goals, as several respondents, including EKN staff, explained in the interviews or group discussions, and as explained by means of the theory on power in paragraph 3.1. As one of the respondents stated: in the current Dutch development policy there is a strong ambition to decrease aid to stimulate trade. Stimulating social entrepreneurship creates an opportunity to bring these ambitions together, helping people by targeting social objectives while developing business and trade at the same time.

- SE is applauded by OECD and EU for its benefits and resilience in times of crises. Application and testing of SE in non-Western settings, studying in a quantitative manner its social and environmental FNS related impacts can help to further confirm the viability of the concept.
- The concept of social entrepreneurship however needs further promotion and an enabling environment if entrepreneurs who focus social and environmental goals are to succeed.
- Social entrepreneurs can be showcased and form an inspiration for other entrepreneurs.



Added value of SES4Food programme for FNS goals

- The SES4Food programme contains a number of ideas and instruments that go much further than social entrepreneurship only. The ecosystem approach consists of networking and coalition building among SEs, capacity building of individual SEs and developing an enabling environment. The latter demands the promotion of the discourse of social entrepreneurship and its benefits, in a way that integrates the locally specific challenges, e.g. the role of youth, women in rural Benin, of nutritious products in Benin and Ethiopia, and producing locally in an environmentally friendly way for the local consumption markets in Ghana. This discourse promotion is highly relevant as an add-on for any entrepreneurship promotion programme (see 3.1) on FNS. SES4Food can enhance the need-driven approach of support by the fact that voice is given to the networks of SEs (see p. 30). The BeniBiz programme manager (p. 29) exemplifies this.
- It is also the combination with the concept of social entrepreneurship that makes SES4Food a special, distinct programme, i.e. in terms of the quality of entrepreneurship.
- EKN Benin, EKN Ghana and EKN Ethiopia all recognized the need to strengthen the position and success of entrepreneurs in their countries.
- The mapping approach which identifies those entrepreneurs that are not yet part of the FNS programmes makes it a special programme in terms of impact in numbers of entrepreneurs that can benefit from support. It can be directed towards rural areas, and towards young and female entrepreneurs. The combination of the two (social entrepreneurship promotion and connecting the un-usual suspects in particular the young and female in rural areas) may be expected to create an important dynamic, countering the dichotomy between established and wealthier groups in urban areas and the remote, marginalized actors in rural areas with less access to development. The SES4Food component of diaspora funding is relevant for the access of SEs to small credits. The need for small credits without commercial tariffs appeared during the interview with the Benibiz programme, and was mentioned by Ethiopia EKN staff.

- The research found several matches between the possible contribution of SES4Food activities and the targets specified in the results frameworks of the embassies. To quantify this contribution, there is a need for monitoring and evaluation of SES4Food programme impact.
- It was mentioned several times by different respondents that there are overlapping support initiatives for entrepreneurs working on food security. In the SES4Food ecosystem approach, support initiatives of different NGOs, government organizations, business accelerator programmes, financed by different donor countries and also local initiatives will be mapped on a digital map. In this way, it becomes visible where there is overlap of initiatives and where there are blank spots, which are opportunities for support organizations to offer programmes. As a result, it could be that initiatives will coordinate better amongst each other who is offering what to whom and the support ecosystem will be more efficiently organized. EKN Benin emphasizes that the coordination between initiatives must be done by the initiatives themselves. A digital map on which one can see what is offered to whom and where could help in this.

The research combined the insights from five main types of actors involved in FNS (social entrepreneurs, other market actors, support programme staff, impact investors, and embassy staff) across three countries with a desk study of the FNS programmes and wider literature. This qualitative research demonstrates that there are positive expectations about the programme. Expectations range from 'social entrepreneurship' as source of inspiration and stimulating entrepreneurs to integrate activities in their enterprise that have a positive impact on society and environment, to SES4Food to widen the dynamic of FNS programmes. The way in which SES4Food's approach fits well with the FNS results frameworks of the embassy is identified. We recommend to rapidly continue with SES4Food intervention in one of the countries that have been studied, while developing a sound monitoring and evaluation approach that enables to quantify the results and impact of the programme. It would provide all that is needed to be able to more strongly recommend wider application. It is a strong recommendation to SES4Food to align with what is already in place and tailor the SES4Food programme on the local situation.

In the next section, the SES4Food programme manager presents a proposal for follow-up.



il peut s'agir de cultiver
des terres de façon biologique
sans utiliser une polition chimique du
d'employer des handicapés
qu'ils gagnent un salaire.

dans cette categorization.

Un entrepreneur qui n'est pas social
est un entrepreneur qui cherche le
profit seulement, sans considération
des aspects sociaux ou environnementaux.

Correction with
Groningen

CHAPTER FIVE FOLLOW-UP PROPOSAL

Regarding the findings and conclusions of this research project, the SES4Food consortium (which did not include the present Wageningen Research researchers) would like to suggest to the Dutch Embassies to explore the following proposed ideas:

Benin

In Benin, the SES4Food consortium identified potential added value for SES4Food when it specifically adds to the activities of BeniBiz, ACMA II, SENS and other support organizations that focus on young entrepreneurs working on food security. Entrepreneurs can either already work as a social enterprise, or could be interested to start working this way and create more impact on the environment and/or society.

By connecting existing youth networks (such as the networks of Henri Totin, Bernard Wannou and OCJ and the bio-entrepreneurs identified by the Dutch Embassy) and making young entrepreneurs in these networks (plus newly identified young entrepreneurs via these networks) including their products or services and their needs visible on a digital map, BeniBiz, ACMA, SENS and other support organizations can find more easily young entrepreneurs that need specifically the support that these programmes offer. Also these mapped young entrepreneurs can be followed after their participation in the support programmes and connected to other relevant support offered by NGOs, government, impact investors or market actors. In this way, theoretically BeniBiz, ACMA, SENS and other support organizations can more specifically recognize their added value to the growth of the enterprises of the young entrepreneurs.

In this way:

- More young entrepreneurs and their activities that contribute to food and nutrition security in Benin will become visible (online and offline).
- Concrete stories can be shared amongst the youth networks to inspire each other.
- Support programs, interested investors and market actors can find more easily the producers, manufacturers and other actors in the food chain. Also these actors can find each other more easily and share information on market prices, tax, regulations, etc.
- Young (social) entrepreneurs can be monitored in their development, while their output, outcome and impact can be measured (specifically on FNS indicators, climate indicators, private sector development indicators).
- Local NGOs and university graduates can be involved and offered a train-the-trainer course specifically on:
 - A. Basic entrepreneurship skills
 - B. Social entrepreneurship

The SES4Food Consortium proposes to the Dutch Embassy team the following activities:

Phase 1: Scoping, tentative duration: 2 months: Together with the teams of BeniBiz, ACMA II, SENS and other support organizations that were involved and suggested by the respondents in the research project, the SES4Food programme team (project coordinators UNITAR and WUR and LinkingPin Louis Agbokou) will identify the regions in Benin where BeniBiz, ACMA II, SENS and other support organizations involved would like to identify more young entrepreneurs in different stages of their Life Cycle.

Phase 2: Mapping and connecting, establishing and sustaining the local SES4Food hub and network. Tentative duration: 1 year: After determination of the priority regions, UNITAR, SESInc and WUR will provide a train-the-trainer programme. Trained LinkingPins will start identifying the entrepreneurs in the priority regions, map them on the digital platform including their needs to reach the next step in the Life Cycle. UNITAR, SESInc and WUR will coach the LinkingPin teams through online learning activities. LinkingPins will set-up a central hub and the SES-4Food cooperative.



Ethiopia

Exploration workshop

In Ethiopia, the SES4Food consortium sees opportunities to specifically add up to the activities of 2Scale and in parallel enlarge a network of social enterprises and youth interested to become a social enterprise working on food security. To be able to provide a more detailed proposal, the SES4Food consortium suggests to organize a similar workshop as to the one organized in Benin as part of this research project.



Ghana

Exploration workshop

In Ghana, SES4Food sees clear opportunities to add up to the three main programmes financed by EKN Ghana on the cocoa, oil palm and horticulture value chains by integrating an approach to reach out to local young entrepreneurs that produce locally in an environmentally friendly way for the local consumption markets.

To be able to provide a more detailed proposal, the SES4Food consortium suggests to organize a similar workshop as we organized in Benin as part of this research project together with the teams of the EKN Ghana Orange Corner, Farmerline and AKO Foundation.

In the workshop, additional questions will be explored such as:

- The possible effects of strengthening networks of young entrepreneurs working on food security in a sustainable and environmentally friendly way.
- The possible effects of connecting these identified individuals and networks of young (social) entrepreneurs to diaspora willing to invest through an online digital platform.
- Map available agricultural support for these young entrepreneurs and make duplication visible with the intention to improve efficiency in support offered.



APPENDICES

Research methods

Introduction

The research methods comprised data collection, analysis and discussion via two online focus group discussions, 6 live semi-open interviews, an interactive workshop for more in-depth data collection, analysis and discussion, and a desk study. In preparation of the research, the Dutch embassies in Benin, Ghana, Ethiopia, South-Sudan, Uganda, Mali and Kenya, the majority involved in the earlier mapping and some that indicated to have specific questions on the added value of SES4Food, were asked if they were interested to either participate in an online Focus Group Discussion or in a field visit including interactive workshop and interviews. The FNS officer of Benin was the first who indicated to be interested in the field visit. The Food Security officers in Ghana, Ethiopia and South-Sudan indicated to be interested in the online focus group discussion. Due to time constraints, eventually the FNS officers in South-Sudan could not participate.

The research team consisted of the SES4Food program manager, and a senior and junior researcher of Wageningen Research. In the time span of one month they were invited to conduct and report the research.

The two researchers are not involved in the SES4Food project nor in the establishment of the MoU signed between WUR-UNITAR. This was because of the need for an independent analysis and conclusion. The SES4Food programme manager contributed importantly to the organization of the workshop in Benin and the identification of participants and interviewees.

Focus group discussion (Ghana, Ethiopia)

Two online focus group discussions were conducted. The participants (four for Ghana, five for Ethiopia) were a mix of (representatives of) EKN staff (two for Ghana, two for Ethiopia), support organizations (two for Ghana, one for Ethiopia, market actors (none for Ghana, one for Ethiopia) and social entrepreneurs (none for Ghana, one for Ethiopia). The non-EKN staff was approached via the networks of local so-called SES4Food LinkingPins. The lists of participants for each country can be found in Appendix IV. The focus group discussions were scheduled to take place through a video conference tool and took about 1,5 hours.



Due to technical difficulties, the focus group discussion with Ghana was reduced to about 45 minutes. The outline with the questions that were asked can be found in Appendix I. Because of the broad definition of a social entrepreneur (a social entrepreneur does business while aiming for social impact) asking for a description of the understanding of a 'social entrepreneur', was part of the questions to the respondents. The questions were posed in English and the discussion was in English. A short version of them were sent beforehand. The questions had been discussed with the whole project team but decided upon by the WUR researchers. The focus group discussion was chaired by a WUR researcher. The discussions were recorded and later transcribed. These transcriptions were shared with the participants for consent or revision through e-mail. Three participants subsequently submitted a revised transcript. The questions have also been sent to interested persons who could not participate or with whom the connection was lost during the discussion.



Semi-open interviews (Benin)

Six semi-open interviews (two embassy staff members were interviewed together) were conducted over two days, 3 in English, 2 in French, one in Dutch. For one English interview not all info may have passed since the interviewees did not speak English fluently. The participants were a mix of (representatives of) EKN staff (two), support organizations (two) and social entrepreneurs (three). The support organizations were approached through the EKN, the social entrepreneurs via the network of a local LinkingPin. Two out of the three social entrepreneurs had also participated in the previous mapping exercise in 2016. One embassy staff member was informed about this mapping. The participating support program staff had not been involved in it. Interviews lasted between 1 and 1,5 hour. The same outline was used as for the focus group discussion (Appendix I), but with more space to ask follow-up questions. These interviews were also conducted by the WUR researchers. The interviews were recorded and later transcribed. These transcriptions were shared with the participants for revision through e-mail. Five interviewees subsequently submitted a revised transcript.

Workshop (Benin)

Appendix II contains an outline of the interactive workshop that took place on 14 December 2018. The 31 participants were from the Dutch Embassy, its programmes and invited through the local LinkingPin and other contacts of the SES4Food program manager. Representatives of 4 groups were present:



social entrepreneurs, support organizations (NGOs), impact investors and market actors (buyers). The workshop was oriented towards evoking an expression of the needs the participants feel or experience in terms of food chain actions and especially support and to specifically identify the **needs** of social enterprises and the **support available** in the ecosystem around the social entrepreneurs geographically, per phase in the life cycle for entrepreneurs (potential, idea, concept, product, market, scale) and in the food production cycle. The questions that were asked and the methods used can be found in Appendix III.

Desk study (Benin, Ghana, Ethiopia)

The desk study involved a brief study of (summary) documentation available of the main programmes that were identified in the focus group discussions. Most of the documentation was retrieved through internet searches. For the programmes carried out by WCDI, documentation was (also) retrieved through internal systems. Also, the IATI registry was consulted. For Benin, the relevant programmes were identified beforehand by EKN staff, and relevant documentation was supplied. Additionally, Benin EKN staff provided documentation of its FNS results framework. These included programmes directed to FNS and to entrepreneurship in a general sense.

I. OUTLINE INTERVIEWS AND FOCUS GROUP DISCUSSIONS

Introduction

- Thank for participating

- Brief introduction of SES4Food;

“The overall objective of the Social Entrepreneurship Support for Food Security (SES4Food) programme is to contribute to ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture (4 SDG Goals, 2, ...) by creating flourishing ecosystems for social entrepreneurs working in the food supply chain. [...]

More specifically, by connecting social entrepreneurs and farmers with the ambition to become social entrepreneurs to already active support organizations, market actors and private sector investors (including diaspora) and by empowering these actors to work together effectively.” (project proposal, 27 November 2018)

Activities foreseen to achieve this are to:

- Connect social entrepreneurs to support organizations
- Empower these actors to work together effectively
- Inspire marginalized groups and vulnerable populations
- Train local Linking Pins (by SESInc.) to map social entrepreneurs and link them (see first dot)
- Make the ecosystem visible via blockchain (not subject of research now)

LinkingPins in first instance identify social entrepreneurs via local networks. Thereby they do not identify the usual suspects. Next the LinkingPin identifies the “needs” of the social entrepreneur: what is needed precisely for the social entrepreneur to make a next step; after that, the LinkingPin identifies the appropriate support programme or connects an impact investor or market actor to the social entrepreneur. The LinkingPin introduces the social entrepreneur to the SES4Food platform.

- Explain purpose (i.e. insights and experience and expert judgement on important issues to consider, concerning the above 5 questions); duration (1.5 hrs); and set-up of the discussion (x number of questions, discussion in the group allowed, agreed that we avoid to interrupt the speaker and all are concise and to the point; Carmen raises the questions, Hermine takes notes, the discussion will be recorded to avoid we don't miss points made; remark on the focusgroup approach: by skype different and a challenge, but we try, miss the body language, sometimes we may need to make a round to verify all have been able to contribute!)

- Introduction of participant(s) (including interviewers)

Name
Organisation and function
Affinity with social entrepreneurship
and/or food or nutrition security

- Ask for consent for recording the interview (to aid in drafting the report)
- Any questions so far?

Questions interviews and groups discussions

If any documents can be shared with us before the meeting we can be better prepared and avoid unnecessary questions. (invitation to send us evaluations, other reports or EKN FNS programs))

For EKN staff:

1. What FNS activities have been identified in [country], developed and implemented so far in [country]? For which parts or components of the food chain? Are there any difficulties encountered, in terms of reaching the target group, supporting the target group, connecting the actors to each other, or specific food chain components? Do you see room for improvement? (deepening: where and how? Are there objectives and actions (!) in terms of the involvement of the target groups on the short and longer term?) [We have asked this question to identify room for support by SES4Food. Later on this issue is subject of a question 8].

For other organizations / social entrepreneurs:

1. What FNS programmes are you / your organization developing and implementing so far in [country]. What is / are your target group(s)? How do you see the contribution of your activities to Food and Nutrition Security?
2. What FNS programmes of the Dutch Embassy in [Benin] do you know/ are you involved with? What is your involvement with this / these programmes? How does this / do these programmes impact on Food and Nutrition security. Are there any difficulties encountered in this / these programme(s) in reaching the targets groups and creating impact?



For all:

2. What approach is taken when selecting entrepreneurs that participate in support programmes, funded by the Embassy? (make a round, asking the different participants; deepening questions: do the programmes adopt a passive or active approach of entrepreneurs? Do they apply criteria for approach or target groups? What are specific activities aimed at support of entrepreneurs? Any categorization of entrepreneurs used in the approach?)
3. What knowledge do you have about the entrepreneurs that you support? (Deepening questions: Do they come in via other programmes? Are SMEs included? Are marginalized and are non-organized groups included? How are they reached?)
4. The programme SES4Food (Social Entrepreneurship Support for Food Security) focuses on 'social entrepreneurs'. What is your understanding of 'social entrepreneurship'?

5. Do you recognize this target group in the profiles of the target groups that the Embassy programmes work(s) with in [country]? (Deepening questions: How? If not, which groups covered by the social entrepreneurs are missing in the Dutch FNS programmes?)
6. Do you see a relation between social entrepreneurship and food and nutrition security? And in relation to social and environmental results (climate smart agriculture, circular agriculture, regional focus of food production systems); regional production and consumption; strengthening the sustainability of economic results?
7. How could social entrepreneurship in [country] be supported? (What other type of support do you think social entrepreneurs need? Who do you think could offer that support?)



8. "Do you see added value in the SES4Food approach for your activities? The SES4Food approach exists in:
 - 'linking pins': local people who identify and connect social entrepreneurs, to one another and to impact investors, market actors, processing industries, etc.?
 - inspiration of social entrepreneurs
 - training the local Linking Pins
 - support of social entrepreneurs
 - registration of food chain components on blockchain
 - demand from social entrepreneurs is leading (bottom- up identification of support)
9. What may be (other) donors and organisations interested to become part of the SES4Food programme activities? (thereby creating collaboration and alignment between the different programmes on food & nutrition security and entrepreneurship in [country])

CLOSING

- Time is almost up. Is there anything you would still like to add or share, before we close?
- Our next step is to work out a short report of this [group discussion / interview] and send it to you. We need to deliver the project report before 19th December and would like to receive your reaction to the report of this meeting within 2 days upon receipt. Could [those of you who / you, if you] like to see the report provide us with your e-mail address? (communicate e-mail / hand out business card).
- Thank you so much for participating!



II. OUTLINE INTERACTIVE WORKSHOP

“Research on the potential of leveraging embassy food security and nutrition programmes with social enterprise opportunities”

Friday 14 December 2018 (10.00 – 12.00)
Dutch Embassy Cotonou

Avenue Pape Jean Paul II
derrière Tri Postal
Cotonou

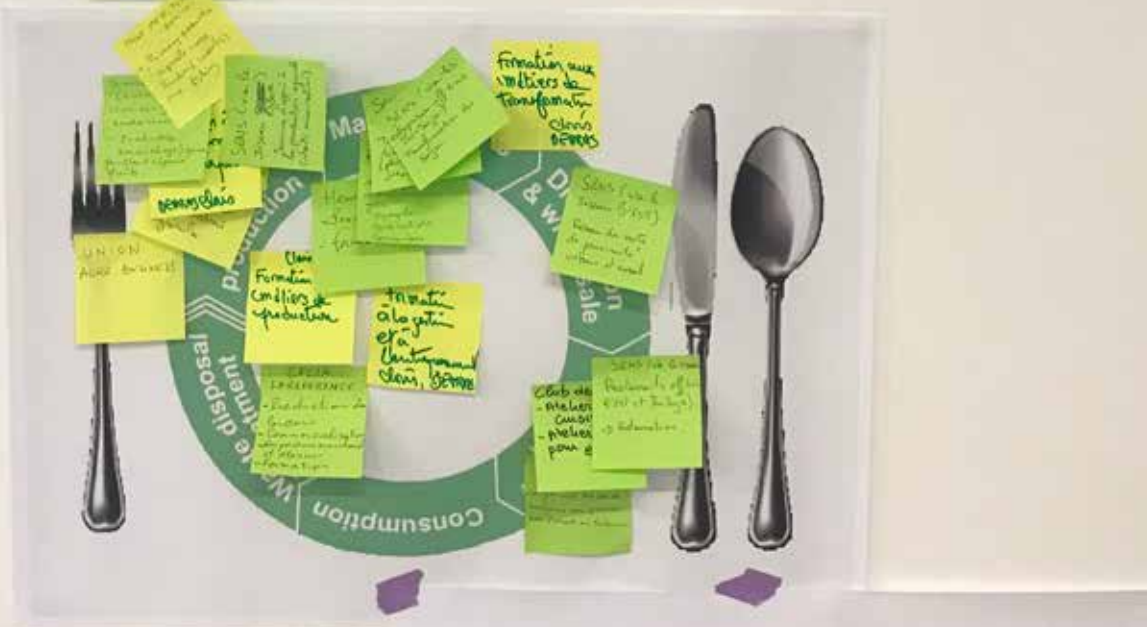
Facilitator:

Ms Margreet van der Pijl (UNITAR)

Chercheurs-observateurs:

Ms Carmen Aalbers
(Wageningen Environmental Research)

Ms Hermine ten Hove
(Wageningen Centre for Development Innovation)



Agenda:

- 10.00 - 10.10 Opening, welcome and introduction of facilitators (Margreet and Louis)
- 10.10 - 10.30 Introduction participants: please mention:
- Your name,
 - The name of your organization
 - Which category your organizations falls under:
 - Social Entrepreneur working on Food Security
 - Support Organizations
 - Market Actors/buyers
 - Impact Investors
- 10.30 - 11.00 Introduction UNITAR and Programme on Social Entrepreneurship Support for Food Security (SES4Food) (Margreet and Louis)
- Short Summary of Findings so Far (Hermine/Carmen?) and definitions of social entrepreneurship
- 11.00 - 11.30 Mapping and discussion:
- In 3 Groups that will work in a carousel form (changing location after 10 minutes) you are invited to Map Initiatives/activities in three different ways:
- 1) Mapping Initiatives of Participants Geographically
 - 2) Mapping your initiatives according to Life Cycle of the Enterprise (see image).
 - 3) Mapping Initiatives according Food Chain components (inputs, primary production, distribution, marketing, processing, retail, consumption, waste and recycling, see image).
 - 4) nutrition aspects throughout the chain:
Which measures are needed to improve nutrition quality of food in Benin, according to you?



- 11.30 - 11.50 Exploration how needs of social entrepreneurs and supply of support for social entrepreneurs match; and identify possible gaps. Exploring potential added value of SES4Food structure and approach to fill the gaps and work more demand driven. Questions:
- 1) What types of support are needed for social entrepreneurs ?
 - 2) Which organizations should be involved?
 - 3) What could be the activities of SES4Food?
 - 4) What will be the impact of these three measures in terms of foodsecurity and nutrition value?

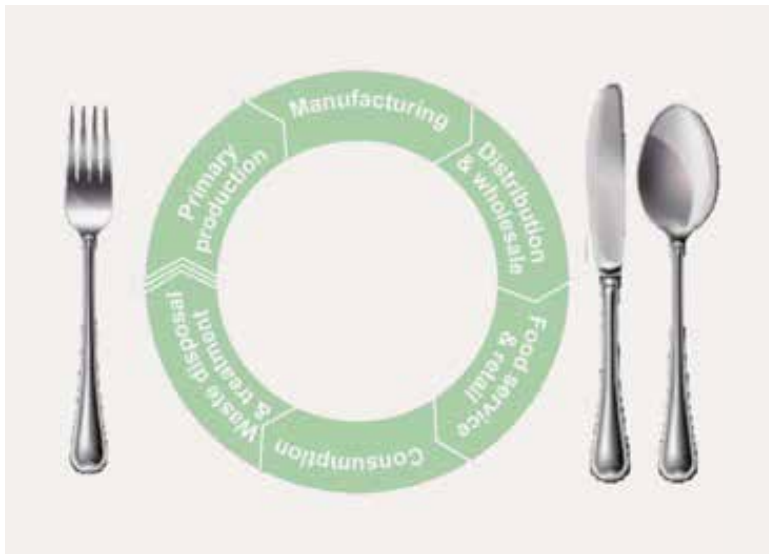
Groups of 2-3 people will discuss during 5 minutes and write down on Note PostIts. 3-4 delegates of each group share what they wrote down in their group (15 min).

11.50 - 12.00

Closing session

Ms Carmen Aalbers – Next Steps (5 min)

Ms Annelies van den Berg – Closing Remarks (5 min)



Source Van Bossum 2017¹

Participants:

- Social Entrepreneurs already connected to support (training, financial),
- Social Entrepreneurs not yet connected to support
- Support organizations (NGO's, Hubs, Labs, Government Programmes)
- Impact Investors (also Diaspora)
- Market actors (potential buyers of services and good of social entrepreneurs)

Expected output Interactive Workshop:

- First Mapping of demand of Social Entrepreneurs working on Food Security
- First Mapping of support offered by Support Organizations, Impact Investors and Market Actors.
- Ideas on potential added value of SES4Food structure by participating support organizations, Impact Investors and Market Actors.
- Input what SES4Food should incorporate to make it differently that what is already there and what can bring more added value to the ecosystem around social entrepreneurs

Ideas on potential added value of SES4Food structure and approach by Dutch Embassy Team in Cotonou for new strategies on Youth Unemployment and Food Security Programmes.

At closure the participants have been informed that the research team hopes to publish the final report on-line and to send them all a weblink to the report.

¹ Van Bossum, 2017. Amsterdam's food flows. Carbon footprint, key actors and climate policy. MSc-Thesis.

III. WORKSHOP RESULTS

III.I Mapping Food Chain

1. PRIMARY PRODUCTION

Social Entrepreneurs

1. Anicet Doggoli – centre d'incubation des jeunes audacieux
- a. Production maraichage (legumes feuilles et legume fruits)
2. Henri Totin

Support Organizations/Impact investors/Market Actors

1. SENS via le mise au essor (SO)
 - a. Achat matieres premeries
 - b. Services d'appui a la production agricole (intrants, micorisation)
2. UNION Agro Business (SO)
3. Dedras Chris (SO)
 - a. Formation a la gestion et l'entrepreneurial
 - b. Formation aux metiers de production
4. NGO Afritech Benin (SO)
 - a. Primary Production (vegetable crops, husbandry rabbits) and fishing
5. AGRO-BIO-SANTE (?)
 - a. Production maraicheres, agricole, pisciculture
 - b. Commercialisation de produits, maraichage? tivers
 - c. Formation d'ouvriers agricoles
6. BeniBiz – Amelia (SO)
 - a. Producteurs
7. SENS Benin (SO)
 - a. Mise en reseau
 - b. Apui a la cooperation
 - c. Acces a l'innovation
8. ACMA – Davo Kosi (SO)
 - a. Formation sur les normes de qualites et itineraires technique
 - b. Appui petits equipement de transformation
 - c. Exhibition
 - d. Production: acces aux entrants et aux innovations agricoles

2. MANUFACTURING

Social Entrepreneurs

1. SENS (via les entreprises affilees Mon Soja)
 - a. Transformation du Soja
2. SENS (via reseau B'est)
 - a. Transformation diverse (plantes aromatiques, jus...)
3. Les Fruits Tillou SARL, Les jus Tillou, Bertille Guedegbe Marcos

4. Anicet Dossors
 - a. Transformation des produits maraichers en jus, exemple cocktail de concombre
5. Henri Totin

Support Organizations/Impact investors/Market Actors

1. Dedras Clovis (SO)
 - a. Formation aux metiers de transformation
2. SENS Benin (SO)
 - a. Mise en reseau
 - b. Apui a la cooperation
 - c. Acces a l'innovation

3. DISTRIBUTION AND WHOLESALE

Social Entrepreneurs

1. SENS (via le reseau b'est)
 - a. Réseau de vente de proximite urbain et rural
2. Africa Green Cooperation
3. Les Fruits Tillou/Les Jus Tillou
 - a. Ananas frais
 - b. Jus NFC, bio
 - c. Ananas seches bio
 - d. Corentionel

Support Organizations/Impact investors/Market Actors

1. Moustapha Azize (MA)
2. SENS Benin (SO)
 - a. Mise en reseau
 - b. Apui a la cooperation
 - c. Acces a l'innovation
3. BeniBiz (Amelia) (SO)

Social Entrepreneurs

1. SENS (via le reseau restaurants officielles b'est et Mon Soja)
 - a. Restauration
2. Club des Minions
 - a. Ateliers de cuisine
 - b. Ateliers manuel pour enfants
3. Alban Hounsou – Concept HAAT
 - a. Organise des soiree barbecue pour presenter nos produit au Portenain

Support Organizations/Impact investors/Market Actors

1. AgriProFocus (SO)
 - a. Facilitation
 - i. Linking
 - ii. Learning
2. BeniBiz- Amelia
 - a. NutriBiz
3. SENS Benin (SO)
 - a. Mise en reseau
 - b. Apui a la cooperation
 - c. Acces a l'innovation
 4. Consumption

Social Entrepreneurs

None

Support Organizations/Impact investors/Market Actors

None

4. FOOD SERVICE & RETAIL

- a. Colomots
4. Africa Green Cooperation (SE)
5. ACMA (SO)
 - a. Formation en entrepreneuriat agricole
 - b. Formation en gestion
 - c. Formation en education finaciere

5. WASTE DISPOSAL & TREATMENT

Social Entrepreneurs

None

Support Organizations/Impact investors/Market Actors

1. ACMA – Davo Kosi
 - a. Appui logistique et transport
 - b. Construit d'infrastructure de stockage et d'aggregation
 - c. Financement

Several segments of the Food Chain:

Social Entrepreneurs

1. CFCIA La Reference
 - a. Production des poissons
 - b. Commercialisation des poissons marchand et alevins
 - c. Formation

Support Organizations/Impact investors/Market Actors

1. BeniBiz (SO)
 - a. Formation
 - b. Coaching
 - c. AZF Support
2. Alinsato H.Paul (II)
 - a. Formation agricole
 - b. Appui aux producteurs sur le plan technique
 - c. Appui a l'accès au marche des producteurs
3. Dedras – Clovis (SO)
 - a. Formation a la gestion et a l'entreprene

III.II MAPPING GEOGRAPHICALLY

ZOU

Social Entrepreneurs

None

*Support Organizations/
Impact investors/Market Actors*

Benibiz (SO)

- a. Nutrition sale
 - b. Agent Network
 - c. Implementation for an additional revenue
- SENS Benin (SO)
ACMA (SO)
Investi SENS Benin (II)

COLLINES

Social Entrepreneurs

Africa Green Cooperation

*Support Organizations/
Impact investors/Market Actors*

SENS Benin (SO)

ACMA – Davo Kosi (SO)

- a. Appui a l'accès aux entrants agricoles
 - b. Appui a l'amélioration de la qualité des produits
 - c. Formation technique et non-technique (leadership, gestion)
 - d. Faciliter l'accès au financement
 - e. Accès au dispositif NTIC système d'intro de marche par exemple
- Investi's SENS Benin (II)

ATAKORA

Social Entrepreneurs

None

*Support Organizations/
Impact investors/Market Actors*

None

DONGA

Social Entrepreneurs

None

*Support Organizations/
Impact investors/Market Actors*

None

KOUFFO

Social Entrepreneurs

None

*Support Organizations/
Impact investors/Market Actors*

None

MONO

Social Entrepreneurs

Henri Totin

- a. Production
- b. Transportation
- c. Formation

*Support Organizations/
Impact investors/Market Actors*

AGRO-BIO-SANTE

- a. Production maraichage
- b. Commercialisation
- c. Formation d'ouvriers agricoles

ATLANTIQUE & LITTORAL

Social Entrepreneurs

Allada les Fruits Tillou

CFCIA La Reference

- a. Production des Poissons
 - b. Commercialisation des poissons marchand
 - c. Formation
- ANICET Dossou Centre d'Incubation des jeunes Audacieux
- a. Production maraichage legume
 - jeulles et legumes fruits
 - b. Formation des jeunes et l'autre emplors
 - c. Transformation des produits maraichers en jus de cocktail de concombre
- Club des Minions
Hounsou Albai – Concept HAAT

UNION Agro Business

- a. Production (viande, oeuf de table, banane)
- b. Appui technique et formation a d'autres entrepreneurs

*Support Organizations/
Impact investors/Market Actors*

Hamidou Dossou – NGO Afritech-Benin (Abomey-Calavi) (SO)

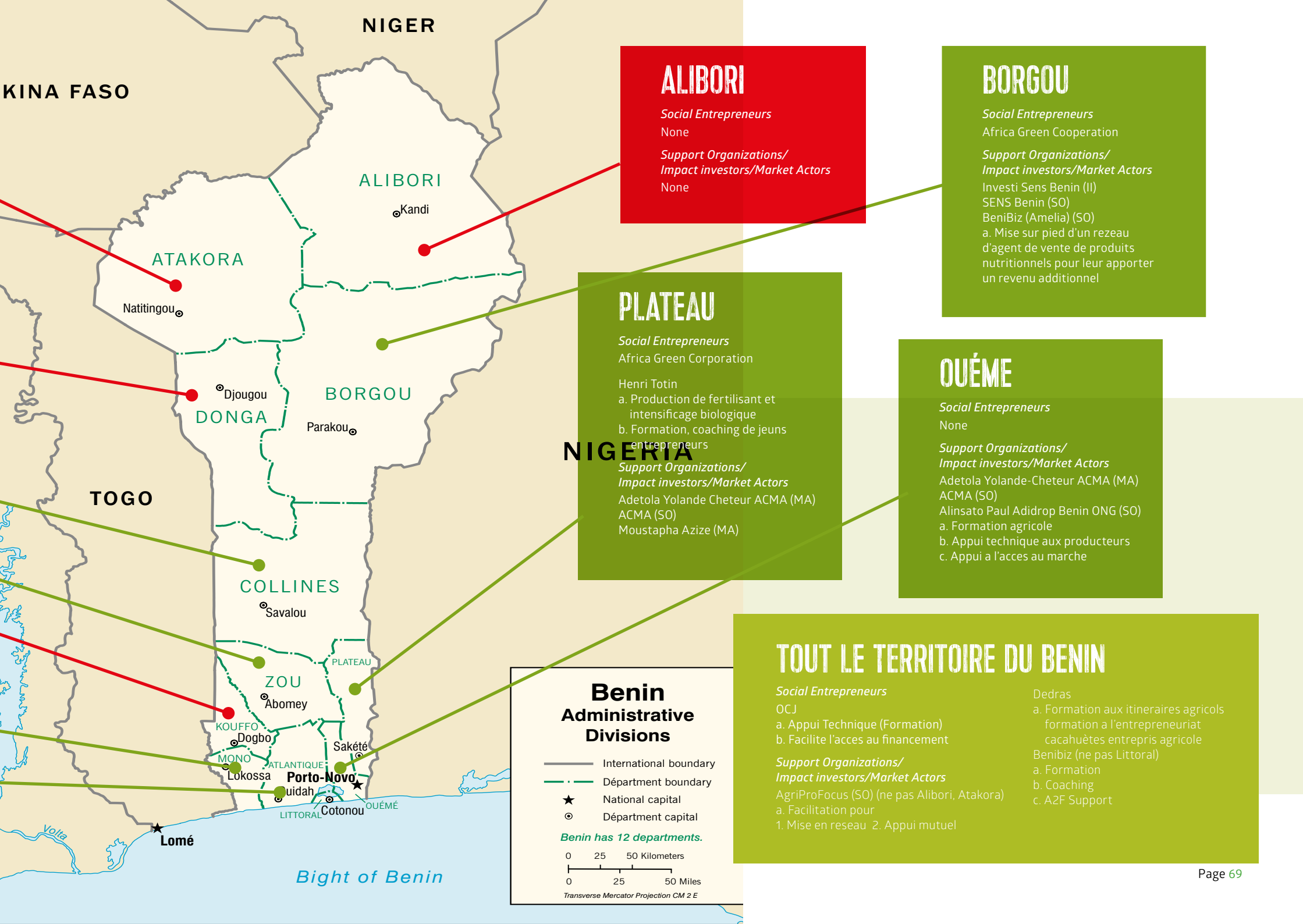
- a. We produce crops (vegetables) husband animals (rabbits) and fish. With revenues, we train disadvantaged young people aged 18-24 in agricultural techniques and computer skills
 - b. We hold an annual youth entrepreneurial programme
- SENS Benin (SO)
Investi SENS Benin (II)

BUR

GHANA

Lake
Volta

★
Accra



NOUS PENSONS AVOIR
DES FINANCEMENT POUR
POUVOIR ACHETER EN
QUANTITÉ AVEC ACMA
(MOUSTAPHA AZIZE -
ACHETEUR)

IMPOSER UNE TAXE SUR
LES PRODUITS DE QUALITÉ
NUTRITIONNELLE NÉGATIVE

FORMER, FINANCER,
ASSISTER LES ACTEURS
QUI ŒUVRENT DANS
LE DOMAINE

RENFORCER LA
CAPACITÉ DES JEUNES
ENTREPRENEURS ET LES
RENDRE PLUS RÉACTIF

ADOPTER UNE
BONNE POLITIQUE DE
POSITIONNEMENT DES
PRODUITS LOCAUX

RÉDUIRE LA
PRESSION
FISCALE (HEZ LES
PREMIERS
ENTREPRENEURS

FACILITE AUX PREMIERS
ENTREPRENEUR L'ACCÈS
AUX FINANCEMENT

CAPACITÉ
ANALYSES

CAPACITÉS
CONTROLÉES

METTRE EN PLACE
UN MÉCANISME
D'INFORMATIONS SUR
LE MARCHÉ

III.III NECESSARY MEASURES TO IMPROVE NUTRITIONAL QUALITY IN BENIN

Quels mesures sont
nécessaire pour améliorer
la qualité nutritionnelle de
l'alimentation à Benin?

METTRE EN PLACE DES
PROJETS DE RÉFECTION DES
PISTES RURALES AFIN DE
FACILITER L'ÉVACUATION
DES PRODUITS VERS
LES MARCHÉS

SUIVRE LA
MISE EN ŒUVRE

ACCOMPAGNER LES
ENTREPRENEURS DANS LA
MISE EN ŒUVRE DE LEUR
PROJETS A SAVOIR

ACCROITRE L'ACCÈS AU
MARCHÉ DES PRODUITS
AGRIcoles (MISE EN
RÉSEAU DES PRODU(TEURS)

PROPOSER DES
NOUVELLES RECETTES
NUTRITIVES ADOPTÉES A
LA POPULATION ET AUX
PRODUITS DISPONIBLES

APPORT MATÉRIEL
ET FINANCIER

FORMATION
DES ENTREPRENEURS

RÉDUIRE LES IMPÔTS
ET TAXES POUR LES
ENTREPRISES/PRODUITS
TESTÉS ET CERTIFIÉS COMME
AYANT DE HAUTE VALEUR
NUTRITIONNEL

INSTALLER OBLIGATION
DE CERTIFICATION
NUTRITIONNELLE DE TOUT
PRODUIT ALIMENTAIRE
AVANT MISE SUR MARCHÉ

CRÉER DES MESURES DE SUBVENTION DES INTRANTS ENTRANT DANS LA PRODUCTION DES PRODUITS DE PREMIÈRE NÉCESSITÉ (VIANDE, ŒUFS, ETC.)

FORMATION SUR LES BONNES PRATIQUES NUTRITIONNELLES

ORGANISATION DES ACTEURS POUR LE RESPECT DES NORMES DE PRODUCTION

RENDRE DISPONIBLE DES INTRANTS DE QUALITÉ

SI VOUS POUVEZ NOUS DE AVEC DE L'ARGENT (CE SERAI BON - ADETOLA YOLANDA - ACHETEUR ACMA

MISE EN PLACE D'UN FOND D'APPUI SPÉCIFIQUE POUR ACCOMPAGNER LES ACTEURS ET INNOVATEURS SOCIAUX INTERVENANT LA SÉCURITÉ ALIMENTAIRE

SUPPORT AUX ENTREPRENEURS SOCIALE QUI OFFRE LES PRODUITS NUTRITIONNELS DES ENFANTS PAR LEUR DÉVELOPPEMENT

FINANCER LES PRODUCTEURS ET ÉLEVEURS A FIN D'AUGMENTER LEUR PRODUCTION VITE FAIRE FACE AUX CHARGES DE PRODUCTION

PRÔNER LA PRODUCTION BIOLOGIQUE OU TOUTE PRODUCTION BASÉE SUR LA PRODUCTION DE L'ENVIRONNEMENT

CAMPAGNES DE SENSIBILISATION SUR LA NUTRITION ET L'IMPACT SANTÉ ET ÉCONOMIQUE D'UNE MEILLEURE NUTRITION

MATÉRIELS AGRICOLES ADEQUATS

FAVORISER UN RÉSEAUTAGE DE TOUS LES ACTEURS INTÉRESSANT D'UNE MANIÈRE OU D'UNE AUTRE DANS LA CHAÎNE DES VALEURS SÉCURITÉ ALIMENTAIRE

FAIRE DES PLAIDOYERS POUR LA PRISE EN COMPTE DU STATUT DES ENTREPRENEURS SOCIAUX. DÉFINIR LES CONDITIONS DE LÉGISLATION

ASSURER UN CONSEIL AGRICOLE DE QUALITÉ AUX PRODUCTEURS ET ÉLEVEURS

ADOPTER UNE BONNE POLITIQUE DE POSITIONNEMENT DES PRODUITS LOCAUX

POUR AMÉLIORER LA QUALITÉ NUTRITIONNELLE DE L'ALIMENTATION AU BÉNIN, IL FAUT BEAUCOUP SENSIBILISER LES ENTREPRENEURS SOCIAUX. AU BESOIN LES FORMER

DES APPUIS PLUS RAPPROCHÉS POUR LES ENTREPRISES QUI SONT ENGAGÉES DANS LA SÉCURITÉ ALIMENTAIRE

ORGANISER L'ACCÈS AU MARCHÉ DES PRODUCTEURS

INNOVATION DE LA PRODUCTION BIOLOGIQUE

INTRODUIRE AU NIVEAU DES ENTREPRISES LA CULTURE ET LA MESURE DES INGRÉDIENTS

SUBVENTION AVEC LE PRODUIT BIOLOGIQUE POUR FACILITER L'ACCÈS AUX CONSOMMATEURS

FAIRE UNE ÉTUDE COMME "SUPER SIZE ME" DOCUMENTAIRE

L'IDÉAL EST QUE CHAQUE ENTREPRENEUR SOCIAL AIT DANS SON ÉQUIPE UN NUTRITIONNISTE ET UN TECHNICIEN EN SÉCURITÉ ALIMENTAIRE.

CRÉER UN FOND POUR FINANCIER LES INITIATIVES ET ENTREPRISE DE LA SÉCURITÉ ALIMENTAIRE

METTRE EN PLACE DE DISPOSITIF, PRENDRE LA MESURE DES NORMES ET QUALITÉ

RENFORCER LES SERVICES DE CONTRÔLE ET RÉPRESSION. STANDARDISER LES DIAGRAMMES TECHNOLOGIQUES DES PRODUITS

MONTÉ UN RÉSEAU DE CONSOMMATEURS FORTS (ASSOCIATION DE CONSOMMATEURS) NON CORROMPUS ET OBJECTIFS

FACILITER L'ACCÈS AUX EMBALLAGES ADEQUATS. RENFORCER.

TRAVAILLER A ACCOMPAGNER LES PRODUCTIONS DANS UNE PRODUCTION BIOLOGIQUE ET SENSIBILISER LA POPULATION À CONSOMMER BIO

APPORTER DES APPUIS PLUS TECHNIQUES AUX PRODUCTEURS, TRANSFORMATEURS POUR AMÉLIORER LA QUALITÉ DE LEUR PRODUIT JUSQU'À LA COMMERCIALISATION

SENSIBILISATION SUR NUTRITION AU NIVEAU COMMUNAUTAIRE

LIER LES ENTREPRENEURS SOCIAUX AUX STRUCTURES DE RECHERCHE

AVOIR DES STRUCTURES DE VULGARISATION DES NORMES

III.IV SYNTHESIS OF EXPRESSED NEEDS, SUGGESTIONS ACTIVITIES

What types of support are needed for social entrepreneurs ? De quels sortes, types d'appui est-ce que les entrepreneurs sociaux à Benin ont besoin?

Support concerning the quality of food products, the consumers demand this: certification, training on hygienic ways of food processing; development of a certification system for inside Benin, the public service stays behind in this respect; need for coaching on respects of standards.

Research and information on nutritional value of products, e.g. for pineapples; what are healthy products for consumers, advice for consumers; on waste management: considering waste as inputs for new products.

Capacity development: Business management training, training in financial management, training in management of personnel, training in cooperation, training in sales, networking; market research and identification networks of buyers; connecting actors in the upstream and downstream parts of the food chain with one another/ strengthening business relations in view of formal contracting, access to the market, keeping networks alive, especially with buyers.

Capital and material support for starting an enterprise, including ICT tools, farming tools. (differs with e.g. Henri Totins view: in the first phase training is needed, money would be wasted if it is invested in initiative by those who do not have the necessary knowledge.); investment credits; revolving funds; monitoring support on these activities.

Support to innovate products, to innovate business models, technical assistance (horticulture, livestock keeping, fish production)

Policy support, institutional support/ state support by decentralized services; development of the status of social entrepreneurship in Benin; support on monitoring the social performance of social enterprises.

Which organizations should be involved? Quelles organisations doivent être impliquées, engagées pour fournir et pour recevoir cet appui?

To provide support: FAO, Technoserve, Benibiz and all other support organizations that are attending this workshop ; independent long term existing organizations that do not depend of a project or of financing ; NGOs and other support organizations; state services; banks; SFD; agricultural advisors (NGOs, associations; cooperatives; state structures); laboratories of control services; customs, to check entering products;

To receive support: companies in the production and the processing sectors who respect the environment; it should be preserve small holders' family farming; commerce organisations who promote health and wellbeing of the society; networks of social entrepreneurs; organizations des jeunes (to facilitate their contact with support organizations); both enterprises and social enterprises.

What could be the activities of SES4Food? Quelles pourraient être les activités d'appui du programme SES4Food?

Technical support about social entrepreneurship to support organizations; Development and promotion of the concept of social entrepreneurship and of social enterprises; strengthening on human aspects, social and environmental aspects; training (see question 1); furnishing of resources needed by parties upstream as well as downstream in the food chain; identification of the proper models and types of products (X-es) for the base of the pyramid; coach the enterprises on traceability of social enterprise values; promote biological production; financially support projects related to food security; training of social enterprises on how to rapidly link up to group financing/crowd funding; market studies; marketing; quality assurance and innovations in terms of the



composition of products; develop criteria that define social entrepreneurship and identify appropriate business models for social enterprises, in order to be selective in terms of with whom to cooperate.

What will be the impact of these three measures in terms of food security and nutrition value? Laquelle sera l'impact possible de ces trois mesures ou actions, en matière de sécurité alimentaire et de nutrition?

Make social entrepreneurs visible, increasing production, enhancing the live of social entrepreneurs, enhancing food security ;quality products and access to these products that respond to the needs of consumers ; products that respect the environment and are part of social equity; social and economic development; coaching of enterprises in the traceability of their products in relation to the values of social enterprises; the ecosystem will be less disturbed; nutrition will benefit and with that the human capacity; reduction of malnourishment; management of waste and especially recycling into other useful materials.

III.V MAPPING IN LIFE CYCLE FOR SOCIAL ENTREPRENEURS

Method

The Social Entrepreneurs were asked: Where are you in the Life Cycle for Social Entrepreneurs (see boxes in the top row) and what are your needs to make the next step (see boxes in the first column)? Support organizations, impact investors and market actors/buyers: were asked 'with who do you (wish to) work'? They stuck their post-it note in the relevant boxes that present a combination between life cycle phase and type of support.

	Potential Entrepreneurs	Entrepreneurs with a vision or idea	Entrepreneurs with a concept	Entrepreneurs with a product	Entrepreneurs on the market	Entrepreneurs ready to scale
Training and Knowledge	1	2	3	4	5	6
(Access to) Finance	7	8	9	10	11	12
Other Forms of Support	13	14	15	16	17	18

The numbers in the table above refer tot the group specified below under 'results of mapping'.

Results of the mapping exercise

Group 1

Support Organisations interested to work with/working with Potential Entrepreneurs who are in need for Training or Knowledge:

- BeniBiz (Amelia): Question de son commence relation client
- Dedras (Clovis): Formation a l'identification des idées d'entreprise

Impact Investors interested to work with/working with Potential Entrepreneurs who are in need for Training or Knowledge:

- Alinsato Paul Adiarop Benin ONG:
 - a. Formation agricole
 - b. Appui technique aux producteurs
 - c. Appui à l'accès du marché

Group 2

Support Organisations interested to work with/working with Entrepreneurs with a vision/idea who are in need for Training or Knowledge:

- Dedras (Clovis): Formation aux development des idees d'entrepreneurs
- DJIGRI/OCJ (Carmel):
 - a. Appui Technique
 - b. Renforcement de capacité

Group 3

Social Entrepreneurs with a concept who are in need for Training or Knowledge:

- Concepte HAAT (Hounsou Alban):
 - a. Incitation à l'agriculture
 - b. Production végétal et animal

Support Organisations interested to work with/working with Entrepreneurs with a concept who are in need for Training or Knowledge:

- Union Agro Business
- ACMA
 - a. Appui technique
 - b. Questions technique

Group 4

Social Entrepreneurs with a product who are in need for Training or Knowledge:

■ Henri Totin:

- a. Production
- b. Formation

Support Organisations interested to work with/working with Entrepreneurs with a product who are in need for Training or Knowledge:

■ SENS Benin

■ ACMA

- a. Respect de normes de qualité

Impact Investors interested to work with/working with Entrepreneurs with a product who are in need for Training or Knowledge:

■ Alinsato Paul Adiarop Benin ONG:

- a. Formation agricole
- b. Appui aux producteurs sur le plan technique
- c. Appui à l'accès au marché

Group 5

Social Entrepreneurs on the market who are in need for Training or Knowledge:

■ Concepte HAAT (Hounsou Alban):

- a. Insitution à l'agriculture
- b. Installation des panneau solaire
- c. Production animal et vegetal

■ ANICET Doggors (CIJA) ferme SENA

- a. Commercialisation des nos produits maraichers et de transformation
- b. Formation des jeunes dans production maraichères en transformation
- c. Inserction de ces jeunes à leur installations

Support organisations interested to work with/working with Entrepreneurs on the market who are in need for Training or Knowledge:

■ SENS Benin

■ DJIGRI/OCJ

- a. Appui Technique
- b. Renforcement de capacité
- c. Facilité le financement

■ ACMA

- a. Production
- b. Transformation
- c. Commercialisant

■ BeniBiz/Technoserve

- a. Renforcement de capacités

Group 6

Social Entrepreneurs ready to scale who are in need for Training or Knowledge:

■ Henri Totin (JEVEV)

■ Marlene GNINTOUNGBE (Les Jardins Chez Marlene)

- a. Formation
- b. Appui pour access financement

■ Bertille Guede GBE Marios

- a. Les Fruits Tillou SARL
- b. Les Jus Tillou SA

■ Africa Green Corporation (Karel MONTCHO)

- a. Organic grains and seeds

Support Organizations interested to work with/working with Entrepreneurs ready to scale who are in need for Training or Knowledge:

■ SENS Benin

■ BeniBiz/Technoserve

- a. Formation

Group 7

Potential Entrepreneurs who are in need for Access to Finance:

■ Anicet Dossors (CIJA) Ferme Sna

a. Installation des jeunes issus de nos formations

Support Organisations interested to work with/working with

Potential Entrepreneurs who are in need Access to Finance:

■ Amelia (Benibiz)

a. Préfinancement du premier panier de vente

b. Aide a le constitution du capital (futur)

Group 8

Support Organisations interested to work with/working with Entrepreneurs with a vision/idea who are in need for Access to Finance:

■ DEDRAS

a. Développement des relations avec les IMFs

Group 9

Support Organisations interested to work with/working with Entrepreneurs with a concept who are in need for Access to Finance:

■ SENS Benin

■ Dedras ONG

Group 10

Support Organisations interested to work with/working with Entrepreneurs with a product who are in need for Access to Finance:

■ AgriProFocus

a. Facilitation Wuking (AgroFinance)

b. Financial Fair

■ SENS Benin

■ ACMA

a. Accès au financement des projet viables

■ Dedras

a. Appui l'accompagnement et l'organisation

Impact investors interested to work with/working with

Entrepreneurs with a product who are in need for Access to Finance:

■ SENS Benin

a. Invest

Group 11

Social Entrepreneurs on the market who are in need for Access to Finance:

■ CFCIA La Reference

a. Production des poissons

b. Commercialisation des poissons marchands et alevins

c. Formation

■ Hounsou Alban (Concept HAAT)

a. Production animal et vegetal

b. Installation de Panneau Solaire

c. Besoins: financement

Support Organisations interested to work with/working with

Entrepreneurs on the market who are in need for Access to Finance:

■ NGO Afritech-Benin

a. Technical and material support

b. Funding to carry out more effectively annual youth entrepreneurship programmes

■ Dedras

a. Facilitation access aux financement

■ Technoserve/Benibiz

a. Accompagnement a access au fin

Impact investors interested to work with/working with Entrepreneurs on the market who are in need for Access to Finance:

■ SENS Benin

a. Invest

Group 12

Social Entrepreneurs ready to scale who are in need for Access to Finance:

■ Africa Green Corporation (Karel Montcho)



Support Organizations interested to work with/working with Entrepreneurs ready to scale who are in need for Access to Finance:

■ Agriprofocus

a. Mise en Relation

■ Dedras

a. Développement de la mise en relation

■ UNION Agro Business

a. Production (viande, œufs de table, banane)

b. Appui technique et formation

■ Benibiz/Technoserve

a. Accompagnement à l'accès au financement

Impact Investors interested to work with/working with Entrepreneurs ready to scale who are in need for Access to Finance:

■ SENS Benin

a. Invest

Group 13

Support organisations interested to work with/working with Potential Entrepreneurs who are in need for other forms of support:

■ BeniBiz (Amelia)

a. Mise à disposition d'équipement de vente

b. Coaching

■ SENS Benin

■ NGO Afritech-Benin

a. We need logistical support

(computers, white boards, agricultural ones)

b. We need technical support in terms of trainers during our animal youth entrepreneurship programmes

Group 14

Entrepreneurs with vision/idea

■ None

Group 15

Support Organisations interested to work with/working with Entrepreneurs with a product who are in need for other forms of support:

■ ACMA

a. Formation en entrepreneuriat

- b. Systeme d'informat et de communication
- c. Systeme d'information et de format technique
- SENS Benin

Group 16

Social Entrepreneurs on the market who are in need for other forms of support:

- Moustapha Azize Acheteur
- Hounsou Allan – Concept HAAT

- a. Formation manegerial

Support Organisations interested to work with/working with Entrepreneurs on the market who are in need for other forms of support:

- SENS Benin
- Adetoler Jolande Acheteur ACMA
- Dedras
- a. Facilitation accès marchés
- BeniBiz
- a. Viens entre/avec les autres entrepreneurs l'ecosysteme
- ACMA
- a. Detation en équipement
- Unknown
- a. Production maraichère, avicole et cunicole
- b. Commercialisation
- c. Formation d'oeuvriers agricoles
- d. Appuis au niveau de l'accès aux marché

Group 17

Social Entrepreneurs ready to scale who are in need for other forms of support:

- Bertille Guedegbe Marcos – Les Fruits Tillou
- a. Formation technique pour l'innovation et la gestion des déchets
- Dedras
- a. Développement de la mise relation des acteurs

Support Organisations interested to work with/working with Entrepreneurs ready to scale who are in need for other forms of support:

- ACMA
- a. Appui logistique
- b. Acces au financement
- SENS Benin
- Dedros
- a. Appui aux developpement des entreprises
- BeniBiz
- a. Linkage entrepreneur ecosystème



These 31 persons participated in discussions and workgroups

III.V LIST OF PARTICIPANTS IN THE WORKSHOP

Netherlands Embassy, Cotonou

Annelies van den Berg
Anna van Roekel
David Quenum
Rachade Sefou

Support Organizations

Gregory Valadie
Amélia Houéto
Marlène Capo-Chichi
Ingrid Flink
Chantal Bossou
Kosi Davo
Carmel Djigri
Clovis Gbewedo
Wilma Frouke Baas
Jacques de Bucy
Marc Fiogbé
Marcel Djihouan

Social Entrepreneurs

Louis Agbokou
Hamidou Dossou
Marlène Gnintoungbe
Henri Tottin

Alban Houssou
Karel Montcho
Bienvenue Toviwazon
Anicet Dossou
Love Koto
Bertille Marcos

Acheteurs (Market actors)

Yolande Adetola
Aziz Moustapha

Impact investors

Paul Alinsato
Eustache Hounkpatin

IV. LISTS OF FOCUS GROUP DISCUSSION PARTICIPANTS

IV.I Ethiopia

Monday, 10 December 2018

Worku Tessema
Daan Paardekoper
Abeselom Samsom
Engidu Legesse
Samuel Setargie

V.II Ghana

Wednesday, 12 December 2018

Josephine Ecklu
Bram Wits
Worlali Senyo
Kwame Oforigh



Impact long term objectives (= NL share in SDG-2 targets 2030)		
32 million people ¹ lifted out of undernourishment	8 million family farms ² doubled productivity and/or income	7.5 million hectares of farmland ³ converted to sustainable use
Impact indicators		
1. Number of people lifted out of undernourishment	2. Number of family farms that doubled their productivity and/or income	3. Number of hectares of farmland converted to sustainable use
Outcomes short term objectives		
Peoples' <u>nutrition</u> (al situation) improved	Performance of family farming systems increased	Ecological sustainability of land use strengthened
Outcome indicators		
1.1 Number of people with improved food intake	2.1 Number of family farms with increased productivity and/or income	3.1 Number of hectares of farmland used <u>more eco-friendly</u>
1.2 Number of people with improved access to healthy/diverse food	2.2 Number of family farms with improved access to input and/or output markets	3.2 Number of hectares of farmland that became part of improved watershed/ landscape management
1.3 Number of people whose nutritional situation became more resilient to shocks	2.3 Number of family farms whose farming enterprise became more resilient to shocks	3.3 Number of hectares of farmland that <u>agro-ecologically</u> became more resilient to shocks
Outputs immediate objectives		
Undernourished people benefitting from activities to improve nutrition	Family farms benefitting from activities to improve performance	Farmland benefitting from activities to strengthen ecological sustainability
Output indicators		
1.x.1 Number of people directly reached 1.x.2 Number of people indirectly reached	2.x.1 Number of family farms directly reached 2.x.2 Number of family farms indirectly reached	3.x.1 Number of hectares of farmland directly reached 3.x.2 Number of hectares of farmland indirectly reached
1.2.2.1 Number of people for whom adequately fortified food became available		

15) Mainly children under two and their mothers.

16) Small-scale crop/livestock/ fish producers, disaggregated for male/female headed and age (% < 35)

17) Including pastures and fishing grounds

V. FNS RESULTS AND INDICATOR FRAMEWORK FOR EKNS

Geographical distinction for all indicators according to this list of fragile countries: <http://pubdocs.worldbank.org/en/189701503418416651/FY18FCSLIST-Final-July-2017.pdf>

Harmonized List of Fragile Situations FY 18 a/

Country	WBG CPIA	AfDB or ADB CPIA	Harmonized Average	Peacekeeping Missions b/	Political & Peacebuilding Missions c/
IDA Eligible					
Afghanistan	2.717	2.783	2.75		P
Burundi	2.975	3.113	3.04		P
Central African Republic	2.417	2.476	2.45		P
Chad	2.742	3.230	2.99		
Comoros	2.858	2.124	2.49		
Congo, Dem. Rep.	2.917	3.246	3.08	PK	
Congo, Rep	2.850	3.281	3.07		
Côte d'Ivoire	3.350	3.713	3.53	PK	
Djibouti	2.967	3.298	3.13		
Eritrea	1.850	2.132	1.99		
Gambia, The	2.925	2.943	2.93	PK	
Guinea-Bissau	2.458	2.628	2.54		P
Haiti	2.875		2.88	PK	
Kiribati	2.950	2.942	2.95		
Kosovo	3.567		3.57	PK	
Liberia	3.100	3.357	3.23	PK	
Mali	3.358	3.741	3.55	PK	
Marshall Islands	2.600	2.875	2.74		
Micronesia, Fed. Sts	2.750	2.883	2.82		
Mozambique	3.233	3.165	3.20		
Myanmar	3.075	3.308	3.19		
Papua New Guinea	3.000	2.858	2.93		
Sierra Leone	3.242	3.312	3.28		P
Solomon Islands	2.975	3.225	3.10		
Somalia	1.750	1.195	1.47		P
South Sudan	1.575	1.858	1.72	PK	
Sudan	2.467	2.560	2.51	PK	
Syria					
Togo	3.025	3.188	3.11		
Tuvalu	2.858	3.017	2.94		
Yemen, Rep.	2.383		2.38		
Territories					
West Bank and Gaza					P
Blend					
Zimbabwe	2.717	2.660	2.69		
IBRD Only					
Iraq					P
Lebanon					P
Libya					P

a/ "Fragile Situations" have: either a) a harmonized average CPIA country rating of 3.2 or less, or b) the presence of a UN and/or regional peace-

b/ Specifically defined as the presence of a UN and/or regional (eg: AU, EU, OAS, NATO) peace-keeping operation in this country in the last three years, with the exclusion of border monitoring operations [sources: UN DPKO, AU, EC, websites] For additional information regarding this list, please read the FCS Information Note and FAQ found on our website: www.worldbank.org/fragilityandconflict

c/ Specifically defined as the presence of a UN and/or regional (eg: AU, EU, OAS) peace-building and political mission in this country in the last three years [sources: UN DPKO, AU, EU websites]

VI. FNS RESULTS FRAMEWORK BENIN

Policy objectives for Sustainable development: Food Security (HGIS 6)	Impact of SDGs	Result indicators (targets 2022)
<ul style="list-style-type: none"> Increased number of youth and women entrepreneurs are able to successfully launch and grow their (agri) business. (cross-cutting with HGIS 5) Increased revenues for agribusinesses and smallholders, through improved cooperation, smart agriculture and technological knowhow within value chains (cross-cutting with HGIS 5) Improved nutritional situation of children and mothers Functional and sustainable national cadaster established, in a way that contributes effectively to the legal certainty of land ownership of a growing number of people and to secure investments in agricultural land. (cross-cutting with HGIS 5) 	<p>1.4 Equal rights on economic resources e.g. land</p> <p>2.2 End all forms of malnutrition</p> <p>2.3 Double agricultural productivity and incomes of <u>small scale</u> producers</p> <p>2.4 Ensure sustainable food production systems and resilient agricultural practices</p> <p>8.2 Achieve higher levels of productivity through innovation</p> <p>8.6 Reduce proportion of youth <u>non in</u> employment</p> <p>9.2 Increase access SME to finance, value chains and markets</p>	<ul style="list-style-type: none"> # of jobs supported in agricultural chains/sectors (M/F and % age<35) (80.000) # of family farms / agribusiness with improved access to input and/or output markets (45.000) # businesses that are investing in food security and climate adaptation and/or mitigation (500) # of youth economically empowered and # of women economically empowered (12.000/30.000) # farmers that adopt (new) technologies / digital solutions (M/F and % age<35) (32.000) # of smallholders / agribusinesses that have increased productivity and/or income (50.000) # people (mainly children under two and their mothers) with improved food intake (M/F and % age<35) (50.000) # of people that enjoy (more) secure tenure rights to land (M/F and % age<35) (100.000)

The pathways that are identified for achieving food security in Benin are: 1) youth and women entrepreneurship, 2) smart agriculture (including local and regional trade), 3) nutrition and 4) land rights. The choice for the four pathways is based on assessment of gaps and diagnostics of needs in food security, in combination with the added value of the 'Dutch Diamond'.

- Youth and women are at the heart of the Dutch food security programme in Benin. In order to level the playing field they require additional support in a/o business skills and access to finance. Even though the existing support systems in agriculture are not deliberately excluding youth and women, it is clear that they are not well represented in these structures. Also, women and youth face additional challenges in accessing productive resources, for example land and inputs. Realistically, any changes towards a sustainable transformation of the economy for more inclusive growth can only be expected to come from the private sector. Therefore, supporting entrepreneurs, and in particular women and youth, is a first and necessary step towards this shift.
- The women and men (smallholders and small agribusiness owners) who are working in agricultural value chains are facing multiple challenges and burdens in Benin, from difficulties accessing inputs to obstructions reaching output markets. Some issues are so deeply engrained that it is difficult to combat each of them individually. However, producers, smallholders and entrepreneurs are able to tackle many of these issues themselves, simply by participating in a global (digital) system of information and trusted networks. Access to digital solutions and networks will allow producers and agribusinesses to make informed choices about their eco-efficiency and sustainability of their actions. The Netherlands have become actively engaged in an ambitious coalition that seeks to empower farmers and agribusinesses by using ICT for agriculture (ICT4Ag), including developing solutions for innovative financial products for the base of the pyramid, easy accessible market and business information systems and advice about eco-efficient farming. Our interventions seek

to further empower agribusinesses by developing economic infrastructure, improve (regional) market access and trade, and creating economies of scale through collective bargaining and sales.

- Concerning nutrition, the 'Nutribiz' agents reach women in rural areas with nutritional information and healthy and affordable products for the base of the pyramid. Where financially possible in the coming years this will be accompanied by interventions for establishing public-private partnerships to support product development and market introduction of nutritious and healthy products. As part of an envisaged contribution to the government-led school-feeding programme our support will focus on integrated, inclusive and gender-transformative school meals programmes in the northern provinces of Benin. In addition to specific nutrition activities, indirectly all food security programme in Benin are expected to lead to an improved nutritional status, because of the increase in revenues and production for women (mothers).
- Improved land securitization and sustainable land governance are essential preconditions for achieving at least half of the SDGs and the Paris climate targets. Establishing a national cadaster is an important step towards legal certainty, resource mobilization and transparent governance. The Netherlands has been highly involved in land administration reforms in Benin over the past decade and is engaged at multiple levels: at the institutional level in supporting the operationalization of a national cadaster, at the local level to ensure securitization of agricultural lands and at civil society level to ensure that women have equal access to land and productive resources. This has led to a partnership for the development of a national cadaster in Benin, which will be translated in a multi-level programme in the coming years.

VII. RELEVANT FNS AND ENTREPRENEURSHIP PROGRAMMES PER COUNTRY

BENIN

Relevant programmes	
	BehiBiz ¹⁸
Timespan	2017 – 2022
Implementing partners	Technaserve, BoP inc.
Main goal(s)	To provide food and agribusiness entrepreneurs the skills they need to build prosperous businesses and economies, while increasing access to nutrition for base of the pyramid (BoP) consumers.
Activities	<ul style="list-style-type: none"> - Training and advisory on business strategies and managerial skills to increase access to finance - Training and advisory on financial management - Fostering gender equity - Building and sharing knowledge on the potential climate change risks faced by entrepreneurs - Broadening consumer access to nutritional food through a distribution sales agent strategy - Adapting the BoPinc Nutrition Sales Agent (NSA) model to the Benin context - Collaborating with Dutch companies
Target groups	2,000 youth 500 food and agricultural SME entrepreneurs
	ACMA II ¹⁹
Timespan	2017 – 2012
Implementing partners	IFDC, CARE International Bénin/Togo, KIT
Main goal(s)	To increase the agricultural incomes of the economic actors at the local level <ul style="list-style-type: none"> (i) To increase trade in agricultural products by organized producers and processors; (ii) Improve the agricultural productivity of producers and processors; (iii) Reduce trade barriers for agricultural products within Benin and with neighbouring countries, particularly Nigeria
Activity domains	<ul style="list-style-type: none"> - Access to inputs and Agricultural innovations; - Market access and professionalisation; - Access to agricultural finance; - New information & communication technologies for agriculture; - Private Public Partnership.
Target groups	Producers, processors, traders, especially young people (aged 15 to 35) and women in 28 communes of four departments of Benin

¹⁸ Technaserve, (n.d.). BehiBiz - Increasing economic opportunity and nutritional food intake for the bottom of the pyramid in Benin [PDF].

¹⁹ IFDC, CARE International Bénin/Togo, & KIT. (n.d.). BRISA PROGRAMME ACMA2 (IC3).

GHANA

Relevant programmes	HortiFRESH West Africa²⁰
Timespan	2018 - 2021
Implementing partners	WCDI (lead), SNV, Resilience B.V., Advance Consulting, SENSE
Main goal(s)	<i>To establish a sustainable and internationally competitive fruit and vegetable sector that contributes to inclusive economic growth and food and nutrition security in Ghana and Ivory Coast</i> <ul style="list-style-type: none"> - Improving productivity in the vegetable sector (by 20%); - Facilitating more efficient markets, including linking vegetable producers and other value chain operators with Dutch private sector; - Improving the business climate - Further professionalizing the value chain for vegetable production and consumption in Africa
Activities	<ul style="list-style-type: none"> • Enabling environment (capacity building, strengthening consumer confidence in consumption of F&V) • Financial support services (sustainable financing, cluster development funds, innovation funds, youth employment fund) • Technical assistance (business management & agronomy) • Employment, social inclusion & nutrition • Business Platforms & Events • Trade promotion
Target groups	15,000 farmers, focus on young men and women Workers in horticulture companies General public
	Sustainable West Africa Palm Oil Programme (SWAPP) Phase II²¹
Timespan	2018 - 2021
Implementing partners	Solidaridad West Africa, co-funding by Swiss Embassy
Main goal(s)	To bring scale to the sustainable intensification of oil palm production and FFB processing in Ghana, Côte d'Ivoire, Liberia and Sierra Leone
Activities	<ul style="list-style-type: none"> - Supporting SMEs to access funds to establish and operate farm support services (farm rehabilitation and maintenance, farm management, sale of agro-inputs, aggregation of fresh fruits bunches, etc.); - Training, mentoring and coaching to SMEs; - Supporting small to mid-sized mills to attract investment for improved machinery and technology; - Supporting women and youth groups to attract financial support to actively engage in economic activities across the oil palm value chain; - Technical, vocational and entrepreneurship training for youth; - Establishing and strengthening multi-stakeholder platforms comprising training, certification awarding bodies, government and industry; - Promotion of sustainability standards to mitigate environmental impact of project activities.
Target groups	Smallholder farmers, small, mid-sized and large processing mills, service providers, women and youth
	Cocoa Rehabilitation and Intensification Programme (CORIP) Phase II²²
Timespan	2017 - 2021
Implementing partners	Solidaridad West Africa
Main goal(s)	To develop economic, social and environmentally sustainable support for farmers to address institutional challenges of the cocoa supply chain.
Activities	<ul style="list-style-type: none"> - Improving farmers' access to recommended inputs (planting material, fertilizer, crop protection), extension advice and other services (including finance) through SMEs. - Investing in de-risk commercial/impact financing to support in the establishment and operation of SMEs in Ghana and Côte d'Ivoire. - Leveraging public funds as grants to enable private sector cocoa companies, farmers' organisations and SMEs in Liberia and Sierra Leone.
Target groups	Countries : Ghana, Côte d'Ivoire, Sierra Leone and Liberia

²⁰ Wageningen Centre for Development Innovation, & SNV. (2018). HortiFresh - Commercial Fruit and Vegetable Sector Development in West Africa [PDF].

²¹ Solidaridad West Africa, via D. Peral, (n.d.). Sustainable West Africa Palm Oil Programme (SWAPP) - Phase II. Retrieved from <http://is.portal.org/track.html?publisher=GH-OSW-557&view=act&id=GH-OSW-5574-00001347>

ETHIOPIA

Relevant programmes	BENEFIT (ISSD, CASCAPE, SBN, ENTAG, REALISE)²³
Timespan	2016 - 2019
Implementing partners	WCDI, Ethiopian universities, agricultural research institutes, Agricultural Growth Programme, Agricultural Technical Assistance Programme, Advance Consult, Fair & Sustainable, Terrafina, Agriterria, Rabobank, Shayashone Consultancy.
Main goal(s)	Improve sustainable food, income and trade among rural households in Ethiopia
Activities	<ul style="list-style-type: none"> - Supporting a vibrant, pluralistic and market-oriented seed sector (ISSD) - Capacity building for scaling up of evidence-based best practices in agricultural productivity (CASCAPE) - Support sesame business stakeholders to develop competitive, sustainable and inclusive sesame value chains - Reach to chronic poor in Ethiopia to realise sustainable agricultural livelihood security (REALISE) - Support private sector development and trade (ENTAG)
Target groups	Rural households
	ZSCALE Phase II²⁴
Timespan	2019 - 2023
Implementing partners	IFDC, BoP Inc., SNV, Partnerships Resource Center (PrC)
Main goal(s)	Incubating agribusiness in Africa
Activities	<ul style="list-style-type: none"> - Upscaling 60 PPPs - Sectoral transformation for staple crops, oilseeds, fresh produce and animal protein
Target groups	750,000 smallholder farmers (min 50% women and 40% youth) 5,000 micro-, small- and medium enterprises Ultimately reaching one million African low-income consumers Countries: Burkina Faso, Ethiopia, Kenya, Mali, Niger, Nigeria (+ Ivory Coast and Ghana with limited scope of activities)
	HortiLIFE²⁵
Timespan	2016 - 2019
Implementing partners	SNV
Main goal(s)	To increase the involvement of smallholders in innovative and viable horticulture production systems that improve food security and food safety and with access to high-end local and export markets
Activities	<ul style="list-style-type: none"> - Improving access to market - Increasing productivity and food safety - Improving horticulture education - Supporting the enabling environment
Target groups	30,000 smallholder farmers in 11 districts
	BRIDGE²⁶
	Building Rural Income through Inclusive Dairy Growth in Ethiopia
Timespan	2018 - 2023
Implementing partners	Wageningen Livestock Research, SNV, WCDI
Main goal(s)	To contribute to an improved dairy sector performance in Ethiopia
Activities	<ul style="list-style-type: none"> - Improving milk production - Improving milk collection, processing and marketing - Improving consumption of nutritious foods - Improving enabling environment
Target groups	120,000 households Specific strategies for youth and gender

²³ Wageningen Centre for Development Innovation. (2018, October 30). Project summary BENEFIT - Partnership to promote food production, income and trade [PDF].

²⁴ ZSCALE. (2018, December 14). ZSCALE to continue: A new phase ahead for incubating agribusiness in Africa. Retrieved December 21, 2018, from <https://www.zscale.org/updates/zscale-to-continue-a-new-phase-ahead-for-incubating-agribusiness-in-africa>

²⁵ SNV. (n.d.). Horticultural Livelihoods, Innovation and Food safety in Ethiopia (HortiLIFE). Retrieved December 21, 2018, from <http://www.snv.org/project/hortilife>

²⁶ Wageningen Livestock Research. (2018). Building Rural Income through Inclusive Dairy Growth in Ethiopia (BRIDGE). Retrieved December 21, 2018, from <https://www.war.nl/en/project/building-rural-income-through-inclusive-dairy-growth-in-ethiopia-bridge.htm>





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MADELEINE - SOCIAL
AGRIBUSINESS ENTREPRENEUR
EMPLOYS DISABLED WOMEN

BENJAMIN - IMPACT INVESTOR
WORKS WITH AND FOR SMES IN
AGRICULTURE SECTOR

FRUITLAND - MARKET ACTOR
BUYER OF GOODS PRODUCED BY
SOCIAL ENTREPRENEURS

GREEN WORKS
TRAINS AGRI-PRENEURS ON
SOCIAL BUSINESS MODELS