



Trias Strategy Note **2022–2031**

Family Entrepreneurship

Moving towards an inclusive
and sustainable society



TRIAS

TURNING DREAMS INTO
OPPORTUNITIES

Content

1. Introduction	04
a. A Word from the President of the Board.....	04
b. A Word from the General Director.....	06
2. Executive Summary	08
a. The process	08
b. The world we live in.....	08
c. The world we envision	08
d. The position of Trias in this changing world.....	08
e. Our vision and mission statements.....	10
f. Our Theory of Change and Trias' roles	10
g. Our core strategies.....	11
h. Our management approaches.....	12
3. Overall development context	14
a. Demographics, inclusion and human rights.....	16
b. Poverty and hunger.....	17
c. Inequality, social exclusion and social justice	18
d. Gender inequality and women's empowerment.....	19
e. Human rights, shrinking democratic space and (...) ..	19
f. Business development, food value chains.....	20
g. Environmental degradation, climate change, and (...) ..	22
h. The Sustainable Development Goals (...) ..	23
4. The world we envision as Trias	26
5. Trias' identity and profile	28
a. Trias' history.....	28
b. Trias as a Movement-NGO	28
c. Trias as an agri-agency	30
d. Trias as a change agent	30
6. Vision mission and beliefs	32
a. Vision statement.....	32
b. Mission statement.....	32
c. Values	32
d. Convictions and beliefs.....	32
7. Development goals and objectives	34
a. Trias' Theory of Change	34
b. Strategic objectives.....	35
c. Roles of Trias	37
d. Relationship management	39
e. External partnerships.....	40
8. Core strategies	42
a. Key actors.....	42
b. Organisational strengthening and institutional development	42
d. Planet: climate change and environmental sustainability	44
e. Profit: business development and market access	45
9. Management approaches	46
a. Overall corporate I-V-X planning cycle	46
b. Geographical coverage and regional decentralisation	47
c. Solid financial management as the foundation.....	48
d. Human Resources: another centrepiece.....	48
e. ICT as a crucial management tool.....	49
f. Quality management as a transversal approach	50
g. Programme development and management.....	51
h. Knowledge management.....	52
10. Appendices	56
a. Corporate SWOT analysis of the organisation.....	56
b. Critical success factors of strategic objectives.....	60
c. Visualisation key issues	63
d. Financial simulation and scenarios narrative	65
e. Long term financial simulation and scenarios 1/2.....	66
e. Long term financial simulation and scenarios 2/2	68
f. Glossary.....	70

1. Introduction

a. A Word from the President of the Board



**Dear Partners,
Dear Stakeholders,**

2020 will be marked in our collective memory as the first year of the COVID-19 pandemic. We believe that the world will fundamentally change because of this unprecedented event. However, we do not yet know exactly what the future will bring. Therefore, we as Trias, have worked hard to picture this future and define our own strategic orientations for the next decade, so that we can move forward towards a promising, inclusive and sustainable society.

As always, we have done this by listening carefully to our key actors: the farmer and non-farmer family entrepreneurs and their member-based organisations (MBOs) worldwide. We have also involved other important internal and external stakeholders. Over a period of six months, from February to July 2020, 71 employees of Trias, 126 representatives of our MBO partners and 174 representatives of other relevant external organisations were intensively consulted.

Looking at the world, we see persistent and increasing structural problems of inequality and social injustice and an ever more alarming evolution towards climate instability. These challenges will fundamentally alter all social, economic and ecological balances in the world. The COVID-19 pandemic furthermore demonstrates the fragility of the current global systems and exacerbated the major structural problems.

Moreover, we see that underprivileged groups such as women, youth and economically underprivileged people suffer more from the current systemic failures. The shrinking democratic space, a trend observed throughout the world, further reduces their capacity to influence and improve their situation. With world population growing, urbanisation will also further increase, confronting all societies with new and unprecedented social and economic challenges. Increasing rural-urban interactions will result in accentuated internal and external migration patterns.

In this rapidly changing and ever challenging world, these consultations have supported us tremendously in expressing how we want to see society evolve. As Trias, we believe society should be more inclusive and just. It should be a society in which family entrepreneurs can make their own voices heard, and where they can push for the necessary innovations and systemic changes, both at local and global level. Empowering entrepreneurial women, youth and economically marginalised people is fundamental, as is ensuring they are surrounded by a more inclusive and sustainable socio-economic reality.

Although the challenges are big and complex, our analysis and expertise/knowledge convinces us that they can be overcome with systemic change which will provide entrepreneurial people with the chance to improve their livelihoods, taking on a committed global role. We also believe that we, as Trias, can contribute to this process.

The changes we strive for require the active support of many stakeholders. For this reason, we will participate in various multi-stakeholder dynamics in the coming years, working with players who share our beliefs and dreams to make family entrepreneurship an essential part of the social transition our world needs. Collaboration and cooperation, based on open dialogue, mutual respect and shared commitments, will be an essential part of our strategy and approach.

We strongly believe we can make a unique contribution by balancing the economic, social and environmental dimensions of family entrepreneurship. As a result, family entrepreneurship will play a transformative role in the development of the inclusive and sustainable societies we hope to see emerge all around the world.

Franky Depickere

President of the Board of Trias

b. A Word from the General Director



Dear Reader,

That you have reached this point in our strategy note means you are among those who are truly interested in knowing how a relatively small organisation such as Trias can make a contribution in an ever more complex and changing world. Thank you for your interest; it is essential for what we want to achieve.

The document in front of you explains the main strategic choices that Trias has made for the period 2022–2031. We have defined these orientations based on critical reflections by our own staff and volunteers, and also those of many of our external stakeholders.

It is clear that several essential aspects of our work need to be maintained. Our fundamental conviction that dynamic family entrepreneurship is an essential element of any society wishing to be inclusive and sustainable has not altered. Our belief that farmer and non-farmer family entrepreneurs - our key actors - need to speak for themselves also stands firm. These are the heart of our Trias approach.

To maximise efficacy and effectiveness, Trias works not only with individual entrepreneurs, but also with their democratic and representative member-based organisations (MBOs). Contributing to the organisational

strengthening and institutional development (OS/ID) of the MBO partners that want to work with Trias is part of our DNA.

By doing so, we focus on the economic dimension of entrepreneurship, but over time, also more on the social and ecological dimensions. There is no other way if we want to bring about genuinely viable entrepreneurship that contributes to an inclusive and sustainable society. Our work with women, youth and economically underprivileged people, all groups who are more vulnerable to the injustices of the current systems, is a logical consequence of this focus.

Our work with our MBO partners is composed of three interconnected strategies, contained within the OS/ID framework: Inclusion and global citizenship, Climate change and environment, and Business development and market access. We are not looking for the 'one-size-fits-all approach' or simplistic answers. We value diversity and complexity.

Establishing a corporate Theory of Change (ToCh) connected to our four aforementioned core strategies is key to translating our ambitions and dreams into programmatic realities and concrete actions. The ToCh also allows us to implement monitoring and accountability systems which are crucial to achieve the impact that we, as a small but ambitious development actor, want to have.

Finally, our strategy note not only clarifies the programmatic choices we make, but also our decisions regarding the comprehensive set of support processes that allow us to implement our programmes and actions in a professional and transparent way.

I hope that you will enthusiastically continue your reading of our Strategy Note 2022–2031 and, above all, that you will enjoy it.

Lode Delbare
General Director of Trias

2. Executive Summary

The process

To develop our lines of action for the period 2022-2031, we started our strategic planning process involving large numbers of internal and external key stakeholders in June 2019. We defined the major strategic choices for the organisation for the coming decade informed by a strengths, weaknesses, opportunities and threats (SWOT) analysis and worldwide bottom-up and participatory consultations and reflections. In December 2020, the new Strategy Note was formally approved by the Trias General Assembly.

The world we live in

In our in-depth analysis of the world today, we observed some positive evolutions, such as the global agreement on a holistic set of Sustainable Development Goals (SDGs) initiated by the United Nations. However, the overall outlook is worrisome. We see persistent and increasing structural problems of inequality and social injustice and an ever more alarming evolution towards climate instability. These challenges will fundamentally alter all social, economic and ecological balances in the world. The COVID-19 pandemic has furthermore demonstrated the fragility of the current global systems and exacerbated the major structural problems.

Moreover, we see that underprivileged groups such as women, youth and economically underprivileged people suffer more from the current systemic failures. The shrinking democratic space, a trend observed throughout the world, further reduces their capacity to influence and improve their situation. With world population growing, urbanisation will also further increase, confronting all societies with new and unprecedented social and economic challenges. Increasing rural-urban interactions will result in accentuated internal and external migration patterns.

At the same time, family and especially informal entrepreneurship, which in many countries is a common form of small-scale business, will continue to contribute

significantly to total employment both in agricultural and service sectors, notwithstanding the numerous constraints.

The world we envision

Given this context, Trias, as an international actor, strongly feels the need to express our dreams about the world we want to see in the coming decade. With the world we envision, we express both the generic characteristics of such an ideal world, being inclusive and sustainable in essence, and position Trias within this new global society. We project ourselves as a facilitator of dialogue-based multi-actor collaborations aiming to strengthen the role of member-based organisations of farmer and non-farmer family entrepreneurs in local and global communities.

Moreover, our vision of the world constitutes one of the main frameworks to identify like-minded partner organisations with which to collaborate for measurable progress towards the future world to which we aspire.

The position of Trias in this changing world

Taking into account the context analysis and our organisational history, as well as our identity – determined by our constituency organisations for family entrepreneurs in Belgium – Trias wants to act as an international change agent. Trias aims to influence how local and global societies evolve towards more sustainable and inclusive local and global systems in which farmer and non-farmer family entrepreneurs and their member-based organisations become catalysts for a different form of globalisation.

Transitioning to become an active change agent is a fundamental change for Trias that clearly influences our roles and position in society. The whole-of-society approach put forward by the European Political Strategy Centre (EPSC) is used as a basic reference framework for Trias’ strategic choices for the next decade.

Trias maintains and cherishes the fundamental belief that farmer and non-farmer family entrepreneurs need to speak for themselves. Complementary to this, Trias has a vision for its own position in global society. This is crucial to the whole-of-society approach and to build equitable win-win partnerships.

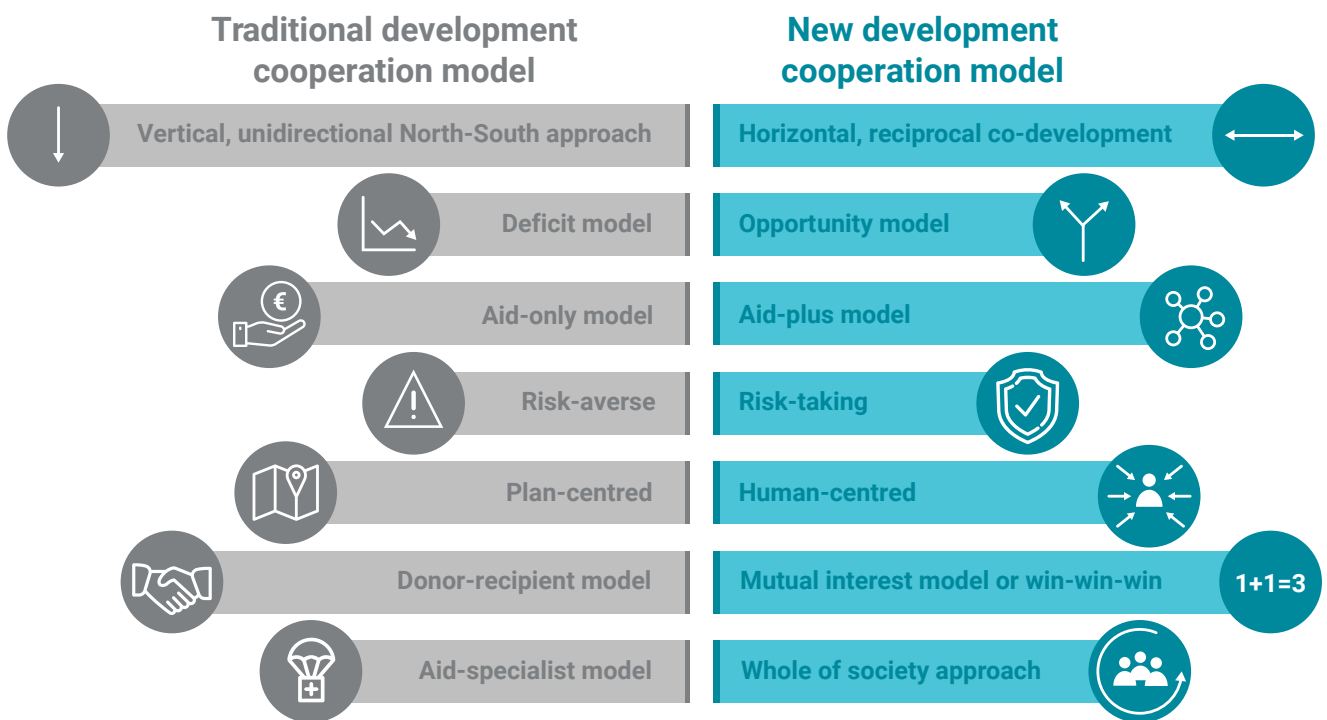


Figure: The-Whole-of-Society-Approach (source: EPSC)

Our vision and mission statements

Our vision and mission statements and our values were adapted to these new ambitions and read as follows:

Vision

We envision a world in which prosperous, self-reliant, democratic member-based organisations of farmer and non-farmer family entrepreneurs take on a leading role in their communities to further inclusive and environmentally sustainable socio-economic development. We believe this development will produce collaborative societies that aspire to autonomy, equal opportunities and financial security for all, and in which all people exercise self-determination, solidarity and cooperation.

Mission

We empower organisations of farmer and non-farmer family entrepreneurs worldwide, so that they can act as powerful catalysts for social and economic change towards an equitable economy and a just society.

Values

We act with **integrity**: we are honest, transparent and accountable towards our donors, partners, and all people we work with. We combine our passion and enthusiasm with ethical norms appropriate to each specific context.

We **respect** others: we are aware of our own identity and position and accept the identity and position of other organisations and people. We act without judgement and in connection to others, regardless of their experiences, identities, beliefs, capabilities and limits. We relate to others as we want to be related to ourselves and acknowledge the value of differences between people in empowering them to achieve their full potential.

We pursue **social justice**: we promote fairness by treating people differently according to their respective needs. We work towards transforming society, structures and institutions to repair the imbalances which historically and systemically developed and are still present in society. We do this as individuals and as an organisation.

We engage in **cooperation and dialogue**: we work together on common goals, and we invest in building mutual trust and developing excellence by uniting skills, talents, convictions and attitudes to produce shared

results. We believe this will lead to the accomplishment of the mission and vision of all partners.

We are driven by an **entrepreneurial spirit**: we pro-actively address opportunities in a flexible, creative, balanced and innovative manner and challenge others to do the same in an inspiring and safe environment, creating space for original and sustainable methods, solutions and results.

Our Theory of Change and Trias' roles

With our single unique corporate-wide Theory of Change, we created a new strategic framework in which all relevant elements of our work are represented and structured according to the different degrees of influence we can have.

As part of our efforts to decolonise our mental frameworks, our work in Flanders will be reinforced and gradually positioned at the same level as our work in other regions. By using the same approach across all regions, one single change-oriented framework will guide our work in Flanders and in other regions.

Overall, the Theory of Change leads us towards our dream of members and MBOs as empowered actors of inclusive, sustainable and resilient entrepreneurship, working towards social justice for all. Their agency enables them to promote the socio-economic changes required to break down the structural and systemic inequalities in our society. This agenda must be institutionalised along with the mechanisms to promote changes within MBOs, including tailored programmes and partnerships geared towards achieving sustainable livelihoods for all members. MBO members will thus be provided with the conditions, opportunities, position and influence, skills and competencies to participate in the organisation and develop the services they need most. Developing the leadership, empowerment, and business and negotiation skills – especially those of underprivileged entrepreneurs; women, youth and other economically underprivileged people – will boost inclusion and sustainability. In this change process, Trias facilitates the organisational strengthening and institutional development of its partner MBOs.

Trias’ interventions are in the areas of (1) Inclusion; (2) Leadership, governance and management; (3) Climate change and environment; (4) Financial health; (5) Entrepreneurship-oriented service delivery and (6) Lobby, advocacy and networking

To implement this Theory of Change, Trias will as a change agent assume different roles: (1) process facilitator, (2) bridge builder, (3) peer-to-peer exchange facilitator, (4) thematic advisor and (5) financier.

Role (3) relates to how we wish for Trias to contribute to **SDG 17 ‘Strengthen the means of implementation and revitalize the global partnership for sustainable development’** and recognises the importance of multi-stakeholder partnerships in tackling the local and global challenges of farmer and non-farmer family entrepreneurs and their MBOs. It constitutes an essential precondition for the long-term relevance of Trias.

As Trias, we combine and balance several different roles in our interactions with partner MBOs; the important challenge of avoiding power imbalances must therefore be confronted. Specific attenuating measures are put in place to address this possibility.

Trias formulated 11 strategic objectives that constitute the basis for our corporate priorities, and for the management and governance of our organisation.

Our core strategies

We pursue three thematic core strategies that are both integrated and interconnected. Paramount is our work with our member-based partner organisations on their own Organisational strengthening and institutional development (OS/ID).



© ISABEL CORTHIER

The OS/ID process facilitation and technical assistance focus on three themes that are integrated throughout. These are the three complementary core strategies of: (1) Inclusion and global citizenship, (2) Climate change and environment, and (3) Business development and market access. (See visual “Trias’ three integrated core strategies”)

Through the OS/ID strategy, Trias will support MBOs to strengthen different capacities through the lenses of inclusion, environmental sustainability and sustainable entrepreneurship. These are:

- (1) Inclusion;
- (2) Leadership, governance and management;
- (3) Climate change and environment;
- (4) Financial health;
- (5) Entrepreneurship-oriented service delivery and
- (6) Lobby, advocacy & networking

Our work is geared towards the MBOs’ most underprivileged entrepreneurs, members and communities, namely women, youth and other economically underprivileged entrepreneurs. Trias promotes equity and social justice by giving special attention to the self-confidence, motivation and self-awareness of these groups and their leaders, and by addressing the power relations that hinder their development. The principles of global citizenship and solidarity are considered an integral part of the empowerment approach and Trias integrates them in the strategic and operational management and governance of the organisation.

Through our climate change and environment strategy, we contribute to strengthening our MBO partners’ disaster and risk resilience as well as their inclusive climate change adaptation and mitigation actions. The partner MBOs define the change trajectory to address climate change and environmental degradation, based on their specific internal and external context.

In the Business development and market access strategy, we focus on improving the production, income and livelihood of farmer and non-farmer family entrepreneurs and their organisations in an inclusive way. We support them to be increasingly financially self-sufficient and to create conditions that foster equal opportunities

in order to grow their businesses and access markets. Trias actively encourages and activates the entrepreneurial spirit, attitudes and capacities of MBO leaders, management and members. A cooperative mindset has proven to be key for this strategy block.

Our management approaches

As well as the content of our work, this strategy note highlights the major strategic choices related to our management approaches.

Trias will implement a bottom-up approach, ensuring that the farmer and non-farmer family entrepreneurs and their member-based organisations, as key actors, drive the setting and implementation of Trias’ corporate priorities and operational choices.

Our governance structure is evolving from a classic hierarchical configuration to a deeply networked organisational structure. Trias will be governed differently going forward, with a focus on inclusion and with representatives of our partner MBOs worldwide playing a meaningful role in the decision-making bodies of Trias.

Trias will further engage in the decentralised steering of our programmes and resources; our key individual and organisational actors, farmer and non-farmer family entrepreneurs and their MBOs, will define their needs and the programme interventions. Increased flexibility will be created in the geographic coverage of our work and our intervention modalities, nationally and internationally.

Trias opts for an integrated human resources policy that covers Trias’ staff worldwide and its volunteers. Trias will work towards championing inclusion and environmental sustainability throughout all HR processes to achieve an inclusive workplace that promotes the wellbeing of all. Developing the competencies of Trias’ collaborators is an important HR building block, including a clear link to our Knowledge management work. Trias promotes an organisational culture of openness, innovation and mutual enrichment linked to our core values. Trias’ teams worldwide are strongly anchored in their local context as well as being multicultural and diverse. An active internal mobility policy aims to enhance internal cooperation, diversity and intercultural cooperation.

In addition to digital tools to enhance our financial and human resources management, Trias will introduce digital applications to support our work in our programme regions. We will focus on a new e-learning and exchange tool to further our quality management, which is largely based on the EFQM framework, as well as our programme management and development approaches.

A pluri-annual financial planning and prognosis tool is used to identify and monitor Trias’ most relevant financial parameters, explicitly reflecting the budgetary priorities of the four core thematic strategies. In this, we take into account the needs of the Belgian Federal Government funding and other subsidy-based funding streams, the generation of unbound means via the Joint Action and Communication Model (JACM), the funding relationship with AgriCord, and the implementation of the Short-Term Service Delivery Action Modality (STAM) approach. Overall, Trias aims for an annual financial turnover of approximately 14,000,000 euros.



Figure: Trias’ three integrated core strategies

3. Overall development context

During the last decade, progress in **overall development has been uneven**. On one hand, absolute poverty has decreased, health and well-being have improved and more children are in school than ever before. At the same time, however, the number of people suffering from food insecurity has risen, the natural environment has continued to deteriorate at an alarming rate, and dramatic levels of inequality have persisted in all regions. Moreover, the development context has drastically changed in the last decade. Economic, social, political and ecological changes have confronted leaders and populations with significant challenges, and this has happened locally and globally. It calls clearly for a multi-stakeholder

collaboration to address together the root causes of these complex issues.

Now, due to the **COVID-19 pandemic**, an **unprecedented global health, economic and social crisis** is threatening lives and livelihoods, undoing many of the results previously achieved. This crisis, considered the most challenging since World War II, hits the heart of societies all over the world. It will have vast negative impacts on hunger and poverty, on conflict and political stability, on education and on different forms of equality such as income equality and gender equality. Furthermore, the global economy is projected to sharply contract by



3% in 2020, and is not expected to make a swift recovery. A disproportionate share of the burdens of this recession will be borne by low-income countries, putting them at risk of sliding back to previous levels of poverty and losing the benefits of many years of socio-economic development.

For the first time in decades, **global poverty** is on the rise, with forecasts indicating that 71 million people will fall back into extreme poverty in 2020. The International Labour Organization estimates that **job losses** could affect up to 340 million people globally, mostly young people. Hardest hit are the estimated 1.6 million workers in the **informal economy** who have no access to safety nets such as social security and pension schemes. Small-scale food producers, comprising 40%-85% of all food producers in overseas regions, are hit hard by the crisis. While **food insecurity** was already on the rise before the crisis, the pandemic represents an additional threat to food systems and to the livelihoods of many farmers. COVID-19 impacts all people and communities, but it does not do so equally. Instead, it has exposed and exacerbated existing inequalities and injustices.

Gender gaps have widened, as globally 40% of all employed women work in the sectors that are suffering most from the pandemic (including the health sector, garment and textile industry, tourism). Women, who are responsible for up to 75% of unpaid care work according to estimations, face extra burdens at home, taking care of children who cannot attend school. At the same time, domestic violence has significantly increased and psychological well-being has decreased. COVID-19 also has **social and political effects** as some authoritarian governments have abused the situation to firm up powers and strengthen rule at a time when civil society was weakened. Increased poverty and hunger, lack of jobs and people's frustration with the absence of strong policy and support mechanisms are expected to bring political unrest and conflict.

Similarly, massive international support and cooperation are needed to tackle the threat of **climate change**. The warming of the earth poses one of the biggest risks, not only for land and water eco-systems, but for all development outcomes. The growing world population and expanding world economy place ever increasing pressure

on our natural environment. **Environmental degradation** due to land conversion, deforestation, pollution, and over-exploitation of natural resources by our current economic system induces and accelerates climate change. While everyone around the world feels the effects of climate change, the most vulnerable people are those who live in the poorest countries, the underprivileged in middle-income countries, and the world's 2.5 billion smallholder farmers, herders and fishers who depend on the climate and natural resources for production, food and income.

In the short and medium term, the ecological challenges and climate change will **increase poverty and inequality**, as women, girls and other underprivileged groups have less access to information, technology and innovations, less access to financial and natural resources, and are less well-equipped to mitigate risks and recover from disasters. In particular, those who face multiple exclusion mechanisms can easily fall prey to trafficking, violence and conflict, especially in times of crisis. Climate change and environmental destruction will irrevocably affect global food chains and cause massive migration and political unrest. As climate change is irreversible, the integration of **risk reduction strategies, adaptation and mitigation** in development programmes is paramount. Concerted efforts in policy and in public and private cooperation are key to invest in renewable energies, sustainable agriculture and production, sustainable consumption, conservation of natural habitats and reforestation. Women, youth and underprivileged groups must be part of the solutions to render them equitable and sustainable.

The last decade has also been characterised by **scientific and technological advancements** which have benefited economic growth, education, medicine, and environmental development enormously. Globally, the introduction of inventions such as cell phones, social media, artificial intelligence etc., have drastically impacted people's daily lives, political participation and self-image. Economic growth and development have been driven by innovations in transport, production, communication and infrastructure. Demand for innovations continues to rise with a growing world population and urbanisation, and with increasing challenges related to climate change and environmental deterioration. Science, technology

and innovations can be crucial in achieving sustainable development, on the condition that they are **accessible to all**. Today, billions of people still lack basic infrastructure, such as access to safe water, affordable electricity and communication systems, including the internet, and hence cannot fully participate in local and global economic, social, political and environmental systems.

Between 2015 and 2017, the world also witnessed a spike in **migration**, fuelled by conflicts, violence, economic and political instability and climate and weather-related disasters. In 2019, the total number of **international migrants** reached an estimated 272 million people or 3.5% of the world population. This also presents us with an opportunity, since migration has a huge potential to contribute to sustainable development, not in the least due to the large amount of remittances sent home by migrants. Therefore the context of migration and migration trends need to be fully considered in order to adequately leverage the drivers and impacts of migration. The specific challenges faced by women and youth migrants – considering their age, gender, migration status, and cultural identity – need to be carefully taken into account as they can prove very different to those faced by other migrants.

At the same time, we observe that anti-migrant sentiment and racism are on the rise. This trend harms social cohesion and unity in local and global communities while, in fact, **migrants significantly contribute to innovations and entrepreneurial activity** in their countries of residence and origin. **Social and community organisations can play pivotal roles** by proactively engaging migrants, recognising their potential to boost productivity, economic stability and development worldwide, and facilitating their integration in the community.

The new development context is complex, and the challenges are mutually reinforcing, as are their outcomes. The context calls for a **holistic approach** including many elements that go beyond economic growth. Current and future development issues are not locally determined; on the contrary, they reach across countries and regions. The traditional **north-south divide or developing and developed country binary thinking is no longer valid**. Nor can economic growth continue to be considered a measure for inclusive and sustainable development.

We cannot stress enough the need for an explicit focus on outcomes comprising wellbeing, sustainability, fairness, inclusion and cohesion. This cohesion applies to people, to organisations, and also to alignment of social, political, economic and ecological goals, locally and globally. Hence, international cooperation is needed more than ever and must be multi-sectoral. Solutions require new strategies, innovations, and environmentally and socially just responses, derived from participatory processes and grounded in the local context and needs. Above all, priority should be given to those that suffer the brunt of development challenges: the billions of informal workers and subsistence farmers, and among those, the women, youth and other underprivileged groups.

Demographics, inclusion and human rights

The **world population** is projected to reach 8 billion in 2023, 9 billion in 2037, and 10 billion in 2055. Relative population growth, however, is slowing down, and most regions expect to reach their peak between 2040 and 2060. Only Africa is not expecting to reach its peak before the end of this century. In many regions where the population increase is declining, **the population will be gradually aging**, which will lead to disruption in the labour force and increased pressure on active people to support non-active people. In Africa, however, it is expected that younger people will continue to make up an increasing share of the total population: they currently constitute 60%. In spite of this, rampant under- and unemployment of youth in overseas countries raises the question whether the youth-bulge is an economic opportunity or a “ticking time bomb”. Lack of employment opportunities may see a rise in rural **young people out-migrating to cities**, neighbouring countries and other regions in the world.

The rate of **urbanisation** continues to increase. Globally, more than half of the population already live in urban areas; this is expected to increase to two thirds of the population in 2050. While in Latin America, almost 80% of the population already live in cities, in Asia and Africa the percentage is 48% and 43% respectively. With an increase number of people living in urban areas and average incomes rising, dietary patterns are likely to change, leading to a sharp increase in demand

for meat, fruits, vegetables and processed foods relative to cereals such as rice, wheat, maize, millet and sorghum.

Around the world, more people are on the move than ever before. Many of them are seeking new opportunities and a better life for themselves and their families. Others are forced to move due to disaster or conflict. As already mentioned, the total of **international migrants** reached an estimated 272 million or 3.5% of world population in 2019. However, the great majority of people worldwide do not migrate across borders but within countries, mostly from rural to urban areas. In 2019, this concerned an estimated 740 million people; three times as many as international migrants. Almost half of the internal migrants are women and girls, and women increasingly migrate alone or with their children. About 12% of people migrating are between 18 and 24 years old (2013). Migrants, and especially women, youth and ethnic minorities, often face social exclusion, discrimination, exploitation, and lack

of access to social protection, training and decent work opportunities. As the rate of **urbanisation** increases, with swelling cities and urban areas left behind, the agenda of **sustainable cities**, integrating socially and environmentally sound development models is of paramount importance.

Poverty and hunger

In 2015, 85% of the world's 736 million **extreme poor** lived in 5 countries: India, Nigeria, the Democratic Republic of Congo, Ethiopia, and Bangladesh. The UN defines extreme poverty as living on less than \$1.90 per day. Some other 1.3 billion people (about 15% of the world population) live in **multidimensional poverty**, facing various deprivations – such as poor health, lack of education, inadequate living standards, disempowerment, poor quality of work, threat of violence, and living in areas that are hazardous, among others. Women and



youth are disproportionately affected by poverty, as 70% of the people in poverty worldwide are women and more than 500 million youth aged 15-24 live on less than \$2 a day. Having a job does not guarantee a decent living. More than half of the world population does not benefit from any form of social protection, which is critical to the most vulnerable in the current crisis.

About half of the world's population still lacks full coverage of essential health services. Natural disasters such as hurricanes, floods, earthquakes and wildfires deepen poverty further.

The good news is that the number of undernourished people has dropped by almost half in the past two decades because of rapid economic growth and increased agricultural productivity. Central and East Asia, Latin America and the Caribbean have all made huge progress in eradicating extreme hunger. Sub-Saharan Africa remains the region with the highest prevalence of hunger and malnutrition. The bad news is, however, that after decades of steady decline, the number of people who suffer from hunger, as measured by the prevalence of **undernourishment**, began to slowly increase again in 2015, related to the increasing number of protracted global crises. Today, over 690 million people regularly go to bed hungry and if these trends continue, an estimated 840 million people will suffer from hunger by 2030. The COVID-19 pandemic could double that number, putting an extra 130 million people at risk of suffering acute hunger. Since poverty and malnutrition are directly related, it puts women, children and youth most at risk of and from **malnutrition**. In 2019, globally 144 million children under the age of 5 were stunted and 47 million children were wasted. Malnutrition affects people's productivity, health, and income opportunities, and therefore can perpetuate the intergenerational poverty cycle. In addressing hunger and malnutrition a gender analysis is key to ensure adequate measures. **Women and girls** account for 60% of the undernourished people in the world.

Inequality, social exclusion and social justice

Global economic growth has given rise to **increasing inequalities across the world**, this is a trend we observe across the board, from low-income to high-income countries. Inequality is most visible in terms of income

or wealth, with the bottom 40% of earners receiving less than a quarter of all income in the countries surveyed in the World Social Report 2020. Inequalities are worsened by the effects of technological advancements including digitalisation; migration and urbanisation; conflict and unrest; climate change; and human-made and natural disasters. The inequalities go beyond income, as they cut **across health, education, mobility, political and social involvement**, and intersect with issues of social and cultural group, gender, age, ability, religion, ethnicity and characteristics by which minority groups are marked. **The unequal distribution of power and agency are the leading causes of these inequalities, which are explicitly or subtly expressed in human and organisational behaviour and grounded in systems, policies, physical environment, language and technology.**

Social exclusion hampers economic growth, which leads to fewer job and income opportunities and thus inequitable wealth distribution, less access to education and health care, and to knowledge, resources and rights. This keeps generations trapped in poverty. Exclusionary mechanisms obliterate human development reducing people's wellbeing and annihilating opportunity and agency to act on injustices and needs. Rising inequality and exclusion seriously threaten democracy and public trust, and harm social cohesion and solidarity. Disparities and insecurity due to reduced economic growth have given rise to political polarisation, with the ascent of populist movements and radical groups globally.

Reversing the systemic inequalities is of chief importance to achieve democratic societies, ecological balance, sustainable economies and prosperity for all. The call is to society – and all constituents - to create an environment that promotes personal and social development. This starts with integrating a **social justice or equity lens** when defining actions, not only in areas of inequality and exclusion. Social justice positively targets marginalised groups and affords them rights, equity, access and participation, rendering them more resilient, less vulnerable, and better able to enjoy the economic, social and political benefits. Economic actions will target those without reserves. Technological innovations will target the underprivileged groups and aim for job and income generation and livelihood resiliency. The UN World Social Report emphasises policy action on three levels: (1) promoting

equal access to opportunities; (2) macroeconomic and social policies and institutions oriented towards reducing of inequalities and addressing prejudice and discrimination and (3) promoting greater participation of disadvantaged groups in economic, social and political life. This requires that all actors' efforts are geared towards achieving these policy actions.

Gender inequality and women's empowerment

Gender equality is not only a fundamental precondition for an inclusive society, but also a necessary foundation for a peaceful, prosperous and sustainable world. There has been **progress** during the last decades: more girls are going to school, fewer girls are forced into early marriage, more women are taking up political and leadership positions, and laws are being reformed to advance gender equality. Despite these gains, many **challenges** still hold today: discriminatory laws and social norms remain pervasive and women continue to be underrepresented at all levels of political leadership and hence have less decision-making power than their male counterparts. Furthermore, 20% of women and girls aged 15-49 report having experienced physical or sexual violence by an intimate partner within the past 12 months. While women greatly contribute to the economy and to poverty reduction, **their contribution is mostly invisible and less valued**. The non or low recognition of their key roles in economic and social life explains their limited participation and the insufficient consideration of their specific needs in various policies and programmes. Prevailing gender norms and discrimination often mean that women face an excessive work burden, and that much of their labour remains unpaid and unrecognised. We believe that **women's economic empowerment** has huge potential to achieve sustainable development and gender equality and therefore call for global action to address the huge gender gaps, in particular with regards to entrepreneurship, where women are still underrepresented around the world. In order to advance in all the aforementioned areas, meaningful engagement and participation by women, but also by men, is required to reverse the disparities.

In gender equality work, intersectionality is increasingly coming to the fore: considering the multiple identities of people that determine inclusion or exclusion. In this

context, SOGIE or Sexual Orientation and Gender Identity and Expression are gaining ground in policy and programming. Intersectionality refers to the fact that a woman is often composed of different social identities which hinder her in moving on: her gender intersects with age, with poverty, with illiteracy, with religion ... all factors that can exacerbate her disadvantaged position.

Human rights, shrinking democratic space and constituency involvement

Progress in promoting peace and justice, and in building effective, accountable and inclusive institutions remains uneven across and within regions. Sustainable development intrinsically builds on **human rights**. Social justice strives for a society that protects and promotes human rights and ensures the enjoyment of these rights by all its citizens, regardless of their background.

However, Amnesty International and other human rights groups warn of a **worsening of the protection of human rights worldwide**. Increasingly world leaders have been turning a blind eye to violations of human rights or they have even perpetrated this violence themselves, depriving millions of people of their rights. The war against drugs or 'terrorism' are used as valid reasons to pursue repression and violate the rights of vulnerable people or opponents. Populism and the "politics of demonisation" are gaining ground. Fear, hatred and insecurity have influenced popular votes across the globe to a great extent.

With democracy declining globally, people have less space to make their voices heard and exercise their democratic rights. The **shrinking democratic space** is characterised by increasing restrictions on civil society organisations (CSOs), media and activists to operate freely. Power has been consolidated and accompanied by changing legislation to institutionalise reforms, by using violence and by creating of a climate of impunity. The COVID-19 crisis has enabled autocratic leaders to further consolidate their power by implementing restrictions and military response.

In this climate of social injustice, CSOs are increasingly important to make sure the voices of the marginalised and vulnerable are amplified and listened to. CSOs

must **rally and broaden their network** to increase awareness of poverty and the severe inequalities, and to leverage solidarity and cooperation as game changers. Their efforts should focus on enhancing political participation and resilience, on offering adequate services to the marginalised communities and on producing social innovations. The impacts thereof can be replicated and generate public support. The CSOs' constituencies can become cornerstones for global solidarity, contributing to stronger social cohesion and serving as an antidote to fear, insecurity and populist politics.

CSOs are challenged to review their role in the evolving meso and macro environments and to redesign their intervention models, while building on and creating democratic space in cooperation with other stakeholders.

The battle for human rights no longer belongs to CSOs alone, but is fought with **new movements and new forms of activism**. Notably, the #MeToo campaign has called worldwide attention to the prevalence and destructive impact of sexual violence. Similarly, Greta Thunberg has mobilised thousands of young people to demand urgent action on the challenges of climate change. Thousands of youth activists work on issues of LGBTQI+, environmental deterioration, and racial and gender justice. This shows that the world is ready to change.

Business development, food value chains

Trends and constraints in business development

The **micro, small and medium-sized enterprises (MSME)** sector contributes significantly to employment worldwide¹. In Africa and Asia, self-employment makes up more than 50% of total employment, the other half is created by micro (2-9 employees) and small enterprises (10-49 employees), with medium enterprises (50-100 employees) barely existing. This makes the MSME sector the largest employer in many countries, in agriculture as well as the service sector.

In overseas countries, most **MSMEs and their employees face numerous constraints**, including limited access to markets; limited purchasing power of customers; high competition; limited access to financial services; limited entrepreneurial skills and a low level of education (such as weak capacities in business planning and marketing, low financial literacy and accounting skills); weak business infrastructure (such as bad roads, unreliable electricity supply, expensive and slow telecommunications and internet); limited access to networks (like chambers of commerce, business associations and business development services); and inadequate policies supporting MSMEs and protecting them against corruption, among others.

The number of **female entrepreneurs** globally is increasing. At least one third of self-employed women operate in the informal economy and are often active in more traditionally female industries such as small-scale trade and home-based production. Women's enterprises remain smaller in terms of number and scale. This is partly explained by lack of **access to and control of** productive resources; lack of time, networks, skills, and access to (digital) technology; and poor appropriation of social and legal rights. All these factors hamper the growth of their enterprises. The World Bank emphasises that currently gender gaps are especially prevalent in vocational and technical skills and in access to technology. Despite the major achievements of the micro-finance sector, access to appropriate finance remains a privilege of men worldwide, and women mostly rely on informal financial resources. The right and ability to own assets is both in middle-income countries and low-income countries mostly accorded to men, with men being defined as 'household head'. Moreover, society tends to underrate women's leadership skills and upholds the traditional view of women's family homemaker role.

Trends in food production and the development of food chains²

The share of **agriculture within the gross domestic product (GDP)** is declining. Globally there has been a decrease from 10% to 5% over the last 25 years.

1 International Labour Organization (2019) *Small Matters: Global evidence on the contribution to employment by the self-employed, micro-enterprises and SMEs*

2 This part of the chapter is largely based on information derived from FAO (2017) *The future of food and agriculture – Trends and challenges*. Rome

In low-income countries, the sector contributes on average to 23% of GDP. However, the agricultural sector remains the largest sector of employment representing 40% of the working population in Africa, 35% in Asia and about 20% in Latin America. It is the largest source of income and of jobs for poor rural households. In a large part of the world, the sector is producing up to 80% of food consumed. Food that has been produced, mostly rain fed, by 500 million family farmers.

Women represent around half of the total agricultural labour force in overseas countries. As farmers and farm workers, horticulturists, businesswomen, entrepreneurs and community leaders, they fulfil important roles in agriculture and the development of rural economies. Yet, rural women face greater constraints than men in accessing land, technology, markets, infrastructure and services. Women represent just 13% of agricultural landholders. However, evidence shows that when rural women have the same access as men to productive resources, services and economic opportunities, there is a significant increase in agricultural output, which then would contribute to the reduction of the number of poor and hungry people. **If women farmers had the same access to resources as men, the number of hungry people in the world could be reduced by up to 150 million.**

Increased population growth will boost the **demand for food** considerably, hence agricultural outputs per hectare need to increase. At the same time, with **urban populations increasing and dietary patterns changing, the need to feed the cities grows**, hence projecting an increased demand for cereals, but even more for meat, fruits, vegetables and processed food. Yields per hectare are currently suboptimal in almost all overseas countries, especially those tilled by women, leaving lots of space for improvements and hence opportunities. Investments in agricultural production and technological innovations could boost agricultural production and incomes from rural enterprises, yet investment

capital is lacking for many small-scale farmers³. Investing in smallholder women and men is an important way to increase food security and nutrition for the poorest, as well as food production for local and global markets.

However, the sector is changing, albeit slowly. An increasing number of people employed (especially women and young people) work higher up in the food chain, either in the processing, transport or trade sectors, bringing about a process of **rural transformation**. This process, whereby rural societies diversify their economies and reduce their reliance on agriculture, will result in increasing rural-urban interactions in the food value chains. The complexity of the rural transformation process calls for multi-layered governance and new forms of technical and financial assistance. However, the share of government expenditure in the agricultural sector compared to the sector's share of GDP, fell worldwide, from 0.42% to 0.28% in the period from 2001 to 2018. Moreover, aid to agriculture in overseas countries fell from nearly 25% of all donors' sector-allocable aid in the mid-1980s to only 5% in 2018. Moreover, **food chains** become more capital intensive, vertically integrated, more organised and standardised, and concentrated in just a few hands, which generally leads to increasing inequalities in societies between the rich and the poor. This trend makes small-scale farming less attractive and as a result, many farmers, mostly male, seek employment elsewhere, leaving agriculture behind. This trend is also called the feminisation of agriculture with women increasingly taking up agricultural tasks.

3 Yield gap analysis is used to measure the difference in crop yields (per hectare) produced in an optimal agro-ecological environment and what most farmers on average produce themselves with all the production constraints they face such as lack of knowledge and skills regarding good agricultural practices, lack of access to good land, lack of access to labour and production capital such as machinery, good quality seeds, fertilizers and agro-chemicals. An optimal yield is where crops are produced in optimal circumstances in terms of use of inputs, application of good agricultural practices within the structural boundaries in certain agro-ecological zones. Yield gap analysis can also be used to assess the potential of animal production, such as milk. Gender and age differences also explain yield gaps between men, women and youth. See also: <http://www.yieldgap.org>.

Environmental degradation, climate change, and sustainable entrepreneurship

We're on the verge of trespassing the most dangerous planetary boundaries.

–Jeffrey Sachs, Director, SDNS, Member of the Trias International Advisory Council.

Environmental degradation, one of the causes of climate change, has an enormous effect on individuals and populations worldwide. Caused by overpopulation, air and water pollution, deforestation, global warming, unsustainable agricultural and fishing practices and overconsumption, its consequences include increased poverty, overcrowding, famine, weather extremes, species loss, acute and chronic illnesses, war and human rights abuses, and an increasingly unstable global situation.

Climate change and economic development are closely intertwined. Poor people in overseas countries experience the impacts first and worst because of their vulnerable geography and lower ability to cope with damage from severe weather conditions and rising sea levels. In short, preventing dangerous climate change is critical for promoting global development.

Compared to pre-industrial levels, average **global temperature** has increased by 1.1°C, which is caused by human activities. The global community is far off track to meet either the 1.5 or 2°C targets from the Paris Agreement. The Paris Agreement aims to limit warming to 1.5°C by achieving a 45% drop in global net CO₂ emissions by 2030 and reaching net emission of zero by 2050. Keeping to the 1.5°C target requires huge investments in adaptive measures in all aspects of society. Many overseas countries have insufficient



adaptive and financial capacities, which explains the need for **global climate financing**. Further efforts and financial pledges are necessary.

The **consequences** of further temperature increases will be enormous. For each degree of temperature increase, grain yields decline by about 5%. Maize, wheat and other major crops have experienced significant yield reductions on a global level. **Volatile weather** manifests itself in many ways such as droughts, floods, intense rainfall, severe storms and heat waves. Increased temperatures also lead to more pests and diseases. **Climate change could push about 100 million people back into poverty by 2030⁴** and could result in a decline in food production⁵ and a decline of GDP between 2% and 5% in Asia, Latin America and Africa. These continents, and especially their poorest and most underprivileged populations, are unequally exposed to the adverse effects and impacts of events related to climate change⁶. This is often due to high levels of poverty, high dependence on agriculture and lack of investments in climate change mitigation and adaptation measures. East Asia and Central America belong to the regions with the highest exposure to climate change because of their proneness to typhoons, tsunamis, and other extreme weather events which cause natural disasters. Sub-Saharan Africa is mostly prone to drought and floods.

Agriculture, forestry and other land use activities account for 23% of total net emissions of greenhouse gases⁷. The increased **globalisation of food chains** causes food to travel ‘further’ and results in long and complex food chains. This increases the **environmental footprint** of food production and distribution, largely because of an increase in the use of fossil fuels for the transportation and processing of agricultural inputs and food. Therefore, we need to urgently **reduce our ecological footprint by changing the way we produce and consume goods and resources**. While substantial environmental impact is caused by the food production phase (agriculture, food processing), households influence this through

their dietary choices and habits. To meet production needs, small-scale farmers need to intensify production, as opposed to expanding areas of crop cultivation at the expense of forests, especially in Africa and Asia. **Post-harvest losses and food waste**, estimated at one third of all food produced, also need to be significantly reduced, in the first place by investing in storage or processing facilities.

Agriculture is the biggest user of **water** worldwide, and irrigation claims close to 70% of all freshwater for human use. Land degradation, declining soil fertility, unsustainable water use, overfishing and marine environment degradation are all reducing the capacity of our natural resources to supply food. Though small, MSMEs have an enormous impact on social and environmental issues and play an important role in sustainable development. Compared to larger companies, smaller actors may have a lesser environmental impact when considered individually, but since they represent such a large percentage of the economic activity collectively, MSMEs produce a substantial and negative impact on the environment. In particular, MSMEs can be characterised by the use of older technologies which are generally less energy efficient and contribute to pollution.

The Sustainable Development Goals as the overall framework of our development agenda

The Sustainable Development Goals (SDGs) or Global Goals signed in 2015 by all UN Member States provide the framework of the Trias development agenda, the roadmap for which is spelled out in this strategy note. However, the SDGs need to be considered and validated in the specific context of the COVID-19 crisis. Furthermore, it is important to note that achieving the SDGs has been seriously hampered by the way national governments have dealt with the pandemic-induced crisis and the deficit of international cooperation overall.

4 <https://www.worldbank.org/en/news/feature/2015/11/08/rapid-climate-informed-development-needed-to-keep-climate-change-from-pushing-more-than-100-million-people-into-poverty-by-2030>

5 <https://www.ipcc.ch/sr15/>

6 <http://www.eiu.com/Handlers/WhitepaperHandler.ashx?fi=Resilience-to-climate-change.pdf&mode=wp&campaignid=climatechange2019>

7 <https://www.ipcc.ch/srcccl/chapter/summary-for-policy-makers/>

The SDGs underscore the importance of **cooperation with civil society** and the need for civil society to advocate for structural change, prioritising the alleviation of poverty and inequality in policy and interventions. Civil society must facilitate genuine participation and representation of all people, especially those whose voices are limited. Furthermore, civil society must contribute to the contextualisation of the SDGs and should monitor progress with clearly defined common indicators including well-being for all, social inclusion and equity within planetary limits. CSOs are also critical in facilitating **cooperation with governments** and in implementing their agendas and delivering services. They have to push for an enabling environment for civil society and social movements as democratic space, government transparency and accountability are shrinking. CSOs' task of sector organisation and social mobilisation grows, especially the organisation of women and their networks to ensure integration of their needs, knowledge and capacities as well as sharing and replication of best practices. Civil society is also increasingly seeking cooperation with the **private sector** that is called to rethink its strategy and business attitude to align with the goals, i.e. integrating social and environmental dimensions, reducing their negative impacts and co-creating and funding innovations.

Now more than ever, **strong international cooperation** is necessary to ensure the transformation of the financial, economic and political systems that govern our societies today to guarantee the well-being of all. The response needs to include a strong short, medium and long-term policy framework that balances the economic and social development needs (among which health) through strengthening enterprises, providing financial support and stimulus packages, ensuring social protection and fairer work conditions, and applying specific measures for women and vulnerable groups. The success and speed of our rebuilding efforts will also largely depend on the recovery of the largest global economies. Civil society organisations can show their strength in facilitating contextualised interventions centred on the needs of the underprivileged and exemplifying more sustainable and resilient models.

In the handling of the COVID-19 crisis, the importance of a **holistic and integrated approach** towards the interconnected challenges, and the need for action to tackle

the systemic and root causes has been demonstrated. As (gender) inequalities increase and human rights are violated, SDG 5 'Gender equality and empowering all women and girls' and SDG 10 'Reduce inequality within and among countries' become even more important, as does SDG 16 'Addressing conflict, violence and inequality to promote inclusive governance'. The COVID-19 crisis resonates the SDGs' call for multisectoral and multi-actor coherent cooperation, and sound governance and policy to advance the needs of the most marginalised, ensure environmental conservation and strive for prosperous peaceful societies.

The United Nations Department of Economic and Social Affairs expresses that outcomes for the SDGs in 2030 look dire without transformative action. Trias aligns its work with the SDGs, and focuses on:

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 5: Achieve gender equality and empower all women and girls

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 10: Reduce inequality within and among countries

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development



© ISABEL CORTIER

4. The world we envision as Trias

We envision a world

in which prosperous, self-reliant, democratic organisations
of farmer and non-farmer family entrepreneurs
take on a leading role in their communities
to further inclusive socio-economic development,
in which all people exercise self-determination, solidarity and cooperation
working towards collaborative societies that aspire to freedom, equal opportunities and
financial security for all.

It is a world

where farmer and non-farmer family entrepreneurs' organisations
will nurture empathy, equity and respect as the basic guiding principles,
to foster sustainable improvements in the lives of their members and communities
by transforming the root causes of inequality and poverty,
promoting just and sustainable economic, social, political and ecological systems
where family farmers and entrepreneurs can speak for themselves
and where each person is empowered and takes the lead to achieve their dreams.



We envision a world

Oriented towards a rights-based approach,
 where opportunities, knowledge, technology and services,
 and wealth, assets, goods, and natural resources
 are equally accessible;
 where all stakeholders shift power and privilege to address
 the heart of social structures that perpetuate inequity
 and ensure that no one is left behind,
 regardless of gender, ethnicity, age, ability, class, sexual preference, or religion;
 where women’s contributions to society and their needs are fully recognised and valued
 and they share equally in the results.

We envision a world

that is peaceful, with no violence and where people are and feel safe;
 where democracy and justice lead society;
 where everyone can freely speak their mind
 and come together in groups and organisations to assert their rights;
 where everyone’s humanity is assumed, understood and valued,
 and all diversity is honoured so every person can contribute to a better future for all.

We envision a world

where human development does not come at the expense of the environment and future generations;
 where biodiversity is cherished, respected and protected;
 where resilient and sustainable communities
 in balance with the ecosystem
 are harnessed to address natural and human-made disasters
 and actively shape social, economic, and environmental development.



5. Trias' identity and profile

a. Trias' history

Trias was founded by three Flemish development organisations which merged into a single new entity: Ieder Voor Allen (created in **1964**), ACT (created in **1985**) and Form (created in **1990**). They shared a fundamental belief in self-development and entrepreneurship as essential drivers of sustainable and integrated local development. An extensive process to integrate their programmes followed, lasting from **1994** until their official merger in **2002**.

The three organisations brought together their distinct constituencies:

- with Ieder Voor Allen came Boerenbond, which is the Belgian farmers' union, and the Flemish rural movement represented by Landelijke Gilden, KLJ and Ferm;
- with Form, the union of small-scale entrepreneurs and SMEs called Unizo, and the entrepreneurs' movement in Flanders represented by Markant and Neos.
- and ACT brought in its network of individuals and social groups such as the employers' federation VKW, the Catholic University of Leuven (KU Leuven) and the Christian Democratic movement.

International solidarity with and between member-based organisations and their individual members had always been a prominent goal for all three organisations and Trias represented the ideal structure to reach that goal more effectively.

To the current day, we maintain a strong structural link with our stakeholders who are actively involved in our governance, making Trias a unique movement-NGO with a constituency of over 350.000 individuals and their families.

In **2008**, Trias was designated by Boerenbond as its agri-agency, participating actively in the AgriCord network. Trias is among the largest structural development

organisations in Belgium and specialises in promoting rural and urban family entrepreneurship through partnerships with member-based organisations.

Trias has been formally "Recognized for Excellence" by EFQM since **2015** and achieved the four-star external quality label in **2020**.

Trias' formal strategic plan for **2006–2012** centered on local economic development. The **2013–2021** strategic plan was geared towards the organisational strengthening of member-based organisations to improve the livelihood security and well-being of family farmers and small-scale entrepreneurs. The current document presents Trias' new strategic framework for the period **2022–2031**; an integrated Organisational strengthening and institutional development (OS/ID) approach, promoting entrepreneurship and furthering issues of social justice in equal cooperation with its MBO partners.

b. Trias as a Movement-NGO

Trias was created by and is structurally supported by three rural member-based organisations or MBOs (Landelijke Gilden & Boerenbond - Ferm - KLJ/Groene Kring), three entrepreneurs' MBOs (Unizo - Markant/Artemis - Neos) and the Flemish movement of Christian democrats to foster development and fight poverty and injustice. The combined membership of these movements amounts to more than 350.000 individual members, constituting Trias' constituency.

As a movement-NGO, Trias' MBO partners define our identity and strategic orientation. The characteristics of the six founding MBOs are summarised below. They substantially influence Trias' positioning:

- They come from and promote family agriculture and family entrepreneurship.
- They aspire to build communities in which all participate equally and contribute to social change.

- Solidarity is an important value for them, from farmer to farmer or entrepreneur to entrepreneur. They aim to channel mutual support, including across borders, to achieve common goals.
- They are strongly embedded in Flemish society – socio-culturally, professionally, economically and politically – and are influential actors for change in their respective communities.
- They organise their members, defend their interests and provide them with access to services.
- Their strategies and campaigns are developed according to their members’ needs and challenges.
- They work for their members’ personal, social and professional emancipation, with a strong focus on inclusion.

Trias’ identity as a **movement-NGO** thus sets us apart from most other development actors and NGOs. The

six constituency organisations are formally represented in Trias’ Board of Directors and General Assembly. This is reflected in our mission, vision and beliefs, and in the way we position ourselves as Trias in the public sphere.

We partner and collaborate with MBOs of family farmers and family entrepreneurs worldwide who are the key actors in the realisation of Trias’ mission.

Being a movement-NGO presents unique opportunities to innovatively and effectively unite farmers and entrepreneurs and their MBOs worldwide for them to network, learn and exchange experiences, leading to the creation of a movement of people and organisations against injustice.



© ISABEL CORTHIER

c. Trias as an agri-agency

AgriCord (www.agricord.org) is a worldwide alliance of 13 specialised non-governmental organisations active in development cooperation, called agri-agencies. AgriCord was co-founded by Trias.

Each agri-agency is formally designated by an organisation representing farmers and rural people in its home-country and has as its main objective the strengthening of farmers' organisations for sustainable agricultural and rural development. Trias is the agri-agency of the Belgian farmers' union, Boerenbond.

AgriCord's Farmers' Fighting Poverty framework supports programmes which strengthen farmers' organisations. As farmers' MBOs improve their services, their membership grows and their voice carries more weight in the market and the political sphere. As legitimate representatives of their members voices, the MBOs influence rural policies benefiting the underprivileged, and articulate farmers' interests to public and corporate institutions in order to create an environment conducive to inclusive rural and agricultural development. In addition, AgriCord facilitates and coordinates complementarities and synergies among agri-agencies in order to maximise the strength of the alliance. The collaborative work on knowledge management showcases to potential donors the broad capacity and versatility of the different agri-agencies.

Within the alliance, agri-agencies learn from each other, exchange about their experiences of development work and collaborate in programmes, aiming to improve overall efficiency and effectiveness. Worldwide peer-to-peer/farmer-to-farmer exchange is an essential and intrinsic element of all agri-agencies' way of working.

Trias' affiliation with AgriCord also amplifies our voice and effectiveness to bring our concerns and issues to the table in the international sphere. It further enables us to implement and scale up our programmes as AgriCord's additional leverage can facilitate funding negotiations with major donors. Furthermore, through cooperation and networking, AgriCord develops pools of funding for centrally-steered programmes which are managed and implemented by the respective agri-agencies.

d. Trias as a change agent

Our in-depth context analysis clearly showed that fundamental changes are needed to the worldwide systems that threaten the future of humanity. We have concluded that we need to work on global and local levels using a systemic approach that recognises the complexity of systems and relationships within and among these levels if we are to contribute to these changes.

Moreover, the critical conjunction of climate change and increasing and persistent global inequality creates a window of opportunity to generate new ideas and approaches. We recognise that shifts in technology, prices, demography and unforeseen events can have more impact than well reflected actions planned out in advance; Trias' role as a change agent therefore remains crucial.

By supporting MBOs that represent farmers and non-farmer family entrepreneurs to build coalitions and alliances for multi-stakeholder cooperation and dialogue, Trias contributes to long-lasting and much-needed change. To achieve this, we need to avoid mere linear thinking which is still characteristic of most current development approaches. Instead, we need to become gardeners and cultivators of the society and systems we seek to develop, rather than architects and engineers.

Furthermore, crucial to our change paradigm is the concept of power. Regardless of the political system, power is always present. Studying and understanding power relations and their impact is an essential part of contributing to positive change, particularly inclusive and sustainable development. This urges us to reinvent and transform our relationships with our MBOs towards mutually reinforcing partnerships.

The adoption of a power and systems approach encourages us to implement multiple strategies, rather than a linear approach, and to consider failure, iteration and adaptation as part of the implementation and learning process with the MBO partners, rather than as a regrettable lapse.

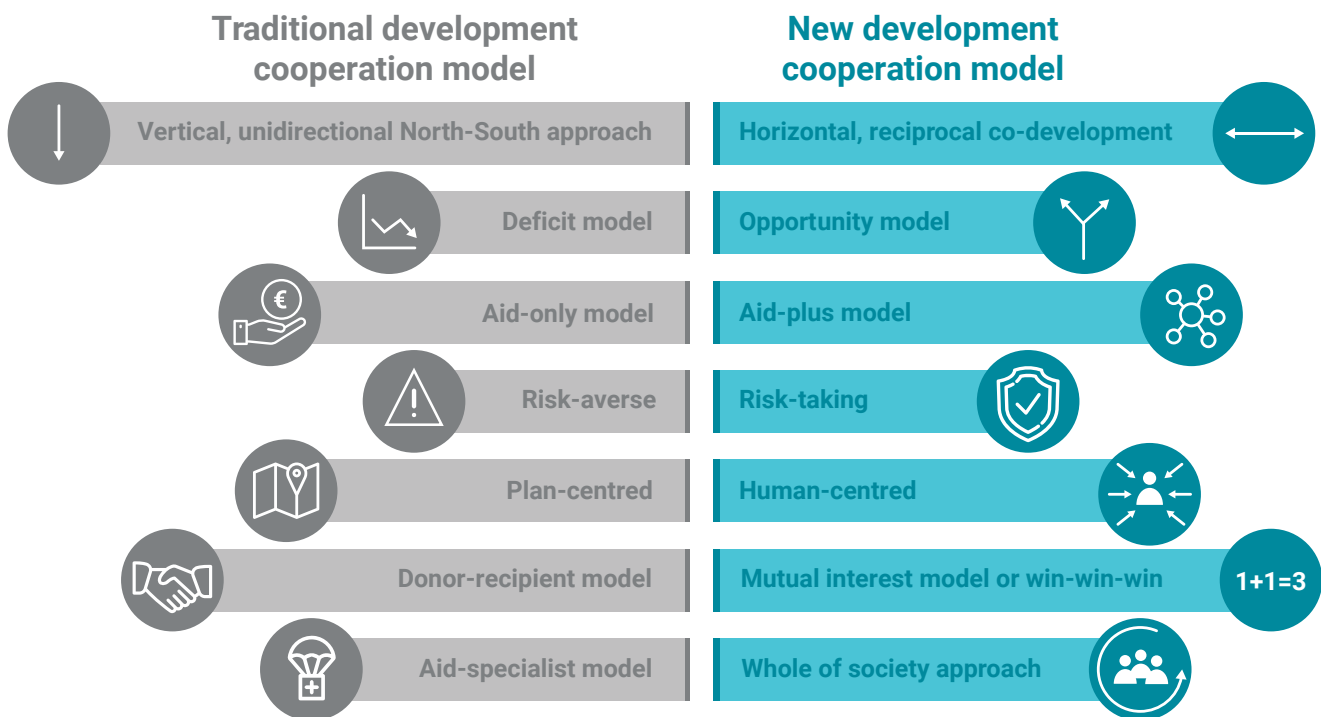
We realise that systems are remarkably resistant to change as power relations are heavily preserved

in institutions, ideas and interests. Real sustainable change requires work at a deeper level. We facilitate change processes with leaders, members and their MBOs, as well as with people who are underprivileged, such as women, youth and other underprivileged groups. We aim to create and sustain an enabling and empowering environment so that they can organise themselves and stand up for their rights. This is the essence of how Trias pushes for systemic change in collaboration with partner MBOs. Organising individual farmer and non-farmer family entrepreneurs into MBOs will feed the stock of trust and cooperation on which viable and sustainable societies are built. It provides them with possibilities and bargaining power to obtain changes in line with their strategic interests.

At every level of society, leaders reinforce group identity and cohesion and mobilise collective efforts towards shared goals. Supporting the crucial role leaders play in change processes and outcomes is a vital step

in amplifying the voices of groups and individuals that currently go unheard. Transformational leadership is therefore an essential ingredient of sustainable and inclusive change. Trias’ efforts to create the conditions for such leadership within the MBOs and our own organisation and external organisational behaviour must contribute to our agenda for societal change.

Trias embraces the concept of the “whole-of-society” approach promoted by the European Union to evolve towards a new development cooperation model. This new model includes experimentation, innovation and risk-taking; dimensions that were previously marginal or avoided in cooperation models marked by their adherence to detailed planning. This model promotes human-to-human, interactive and iterative processes that allow for serendipity and unexpected but welcome evolutions.



Visual: The-Whole-of-Society-Approach (source: EPSC)

6. Vision mission and beliefs

a. Vision statement

We envision a world in which prosperous, self-reliant and democratic member-based organisations of farmer and non-farmer family entrepreneurs take on a leading role in their communities to further inclusive and environmentally sustainable socio-economic development. We believe this development will produce collaborative societies that aspire to autonomy, equal opportunities and financial security for all, and in which all people exercise self-determination, solidarity and cooperation.

b. Mission statement

We empower organisations of farmer and non-farmer family entrepreneurs worldwide, so that they can act as powerful catalysts for social and economic change towards an equitable economy and a just society.

c. Values

We act with integrity: we are honest, transparent and accountable towards our donors, partners, and all people we work with. We combine our passion and enthusiasm with ethical norms, appropriate to each specific context.

We respect others: we are aware of our own identity and position and accept the identity and position of other organisations and people. We act without judgement and in connection to others, regardless of their experiences, identities, beliefs, capabilities and limits. We relate to others as we want to be related to ourselves and acknowledge the value of differences between people in empowering them to achieve their full potential.

We pursue social justice: we promote fairness by treating people differently according to their respective needs. We work towards transforming society, structures and institutions to repair the imbalances which historically and systemically developed and are still present in society. We do this as individuals and as an organisation.

We engage in cooperation and dialogue: we work together on common goals, and we invest in building mutual trust and developing excellence by uniting skills, talents, convictions and attitudes to produce shared results. We believe this will lead to the accomplishment of the mission and vision of all partners.

We are driven by an entrepreneurial spirit: we proactively address opportunities in a flexible, creative, balanced and innovative manner and challenge others to do the same. We do this by promoting an inspiring and safe environment, creating space for original and sustainable methods, solutions and results.

d. Convictions and beliefs

We believe that a community can only develop its full potential if all people, regardless of their gender, age, ethnicity, religion, nationality, sexuality, ability and socio-economic status, have equal rights as well as equal access to and control of assets, good and services, opportunities and benefits.

We believe that sustainable change occurs as a result of people-centered development steered by the concepts of social justice and democratic practice. We invite people to join forces locally and internationally to further society's development. A strengthened civil society, locally and globally, is a prerequisite to achieve this goal. Member-based organisations which legitimately represent their members and their interests play a major role by building relations with other actors in society to tackle issues together.

We believe that sustainable farmer and non-farmer family entrepreneurship is a key driver of well-being and development. We are convinced that markets will only operate in favour of farmer and non-farmer family entrepreneurs if entrepreneurs are themselves empowered. Furthermore, we believe that sustainable development can only be achieved if social, economic and ecological dimensions are in balance.



© ISABEL CORTHIER

7. Development goals and objectives

a. Trias' Theory of Change

Trias has a dream. We dream of a world in which entrepreneurial people are powerful drivers of resilient and sustainable development – working together towards a more just and inclusive world.

This dream drives our desire to contribute, together with MBOs and strategic partners, to systemic changes needed to address the challenges faced by farmer and non-farmer family entrepreneurs and improve their livelihoods. Despite contributing significantly to employment, local economies, world food production and the social fabric of society, farmer and non-farmer family entrepreneurs cannot sufficiently participate in and benefit from the globalised economic system. Female and young farmers and entrepreneurs face additional challenges and are more often excluded from opportunities for self-development. As a result, we see growing structural inequalities and a further depletion of the planet's resources – with a negative impact on people's health, livelihoods, and well-being. Trias will therefore focus its role and interventions on women, youth and other underprivileged entrepreneurial people in order to enhance their capacities, strengthen their position and improve the conditions in which they live and work. This will enable them to become successful leaders and entrepreneurs, and to participate as global citizens in a worldwide entrepreneurial movement striving for social justice.

Influencing the system is only possible if people join this movement for social justice. The power of working together in member-based organisations will be maximised if those organisations become the drivers of the changes they wish to see. We would like to see them becoming more inclusive, professional, democratic, transparent and resilient organisations that effectively influence public policies, and provide access to quality information and services adapted to the needs of their female, young and economically underprivileged members. Therefore, we work with them, together with other relevant stakeholders, to ensure that their policies, structures and

procedures, as well as their internal organisational culture become more truly inclusive, that they adopt environmentally friendly and climate change mitigation strategies, that they build powerful alliances with different types of stakeholders, and that they further improve the quality, and accessibility of their services. These changes will respond to the members' actual needs and contribute to greater social justice.

After all, MBOs can only become drivers of change if their leaders and members grow in their roles. By ensuring services are developed based on the specific needs of youth, women and other underprivileged groups, these groups will be able to benefit fully from these services and to apply newly acquired skills and insights. Only then, these groups will be able to deploy their competencies and self-confidence in professional businesses and to take up leadership roles in their organisations and communities. This will in turn enable them to influence the agenda of their MBOs, resulting in better living conditions for themselves and in more profitable, inclusive and environmentally-friendly businesses.

Central to the Trias dream is our ambition to see all individual members of MBOs become agents of change, and actively contribute, as entrepreneurs, members of their MBO and as global citizens, to their own livelihoods and to those of other entrepreneurial people worldwide. We encourage them to act upon their improved awareness of the challenges sustainable development faces locally and globally, and to stand up for their own rights and possibilities. The extent to which this will be achieved could be influenced by several factors: the existence of political and social stability in countries, and the degree of alignment between Trias' interests, objectives and policies and those of our partners in Belgium and abroad. An important assumption is that Trias works with partner MBOs with shared ideologies on how to achieve social justice.

For these collective and individual empowerment processes to occur, we believe it's important to strengthen

the individual members' self-confidence, knowledge and skills, as well as their knowledge and awareness regarding global and local challenges faced by family entrepreneurs worldwide – and the root causes thereof. The development of personal skills and competencies is fundamental to create the conditions for these members to become successful leaders and resilient entrepreneurs. These enhanced capacities and improved awareness are also crucial for true organisational change, to feed the necessary reflections at both an individual and organisational level and to create the basis for concrete actions in terms of lobbying, advocacy and networking.

Trias directly works with key members (board members, leaders, frontrunners...) to build their competencies, skills and awareness - as we are convinced that this has a direct impact on the performance of the organization as a whole, and hence on the empowerment of the broader membership base. In these empowerment processes, it will be essential for MBOs and their members to recognise the contributions women and youth make to the social, economic, political and ecological development of society. To achieve this, it will be important for MBOs to possess a long-term vision on entrepreneurship and to manage change while handling the different needs of their members. We believe that services offered by MBOs will truly support members to increase and diversify their income sustainably and to develop their businesses and/or organisations in an environmentally friendly way. We further believe that inclusivity, resilience and sustainability are emerging norms within the context in which MBOs operate.

To implement this intentional empowerment process of entrepreneurial people that will push forward collective action, Trias will work on six intervention areas with their partner MBOs: (1) Inclusion; (2) Leadership, governance and management; (3) Climate change and environment; (4) Financial health; (5) Entrepreneurship-oriented service delivery and (6) Lobby, advocacy and networking.

An important assumption is that MBOs believe in building alliances to amplify their voice and increase their advocacy power, and that they are motivated and able to apply their strengthened capacities. Another assumption is that young people are willing and interested in joining and remaining members of the MBOs. Lastly, we consider the

necessity for Trias to build partnerships with other organisations who support the MBOs needs.

In the overall Organisational strengthening and institutional development (OS/ID) approach and throughout these intervention areas, Trias integrates the people-plan-et-profit components of sustainability as core strategies.

Trias will adopt different roles as a change agent to achieve our dream: process facilitator, bridge builder, peer-to-peer exchange facilitator, thematic advisor and financier. We will work in seven regions worldwide, impacting the way in which local and global societies evolve towards more sustainable and inclusive systems where farmer and non-farmer family entrepreneurs and their organisations emerge as essential catalysts for sustainable development. Therefore, Trias will walk the talk and be a sustainable, inclusive and resilient partner for MBOs and stakeholders, by putting farmer and non-farmer family entrepreneurs' voices first. This requires Trias to have the knowledge, expertise and resources to assume these roles, and to ensure that our core strategies are in line with the needs of the MBO.

To be able to play our role effectively, we expect the various governance levels of the MBO to show readiness and willingness to invest in their change process. We expect that MBOs are willing to serve their members and also that members make use of any opportunity to openly express their needs. (See "Theory of Change" visual)

b. Strategic objectives

In the coming decade, Trias will focus on the following set of strategic objectives. Appendix 10.b presents a detailed overview of the critical success factors that have been identified to achieve these strategic objectives.

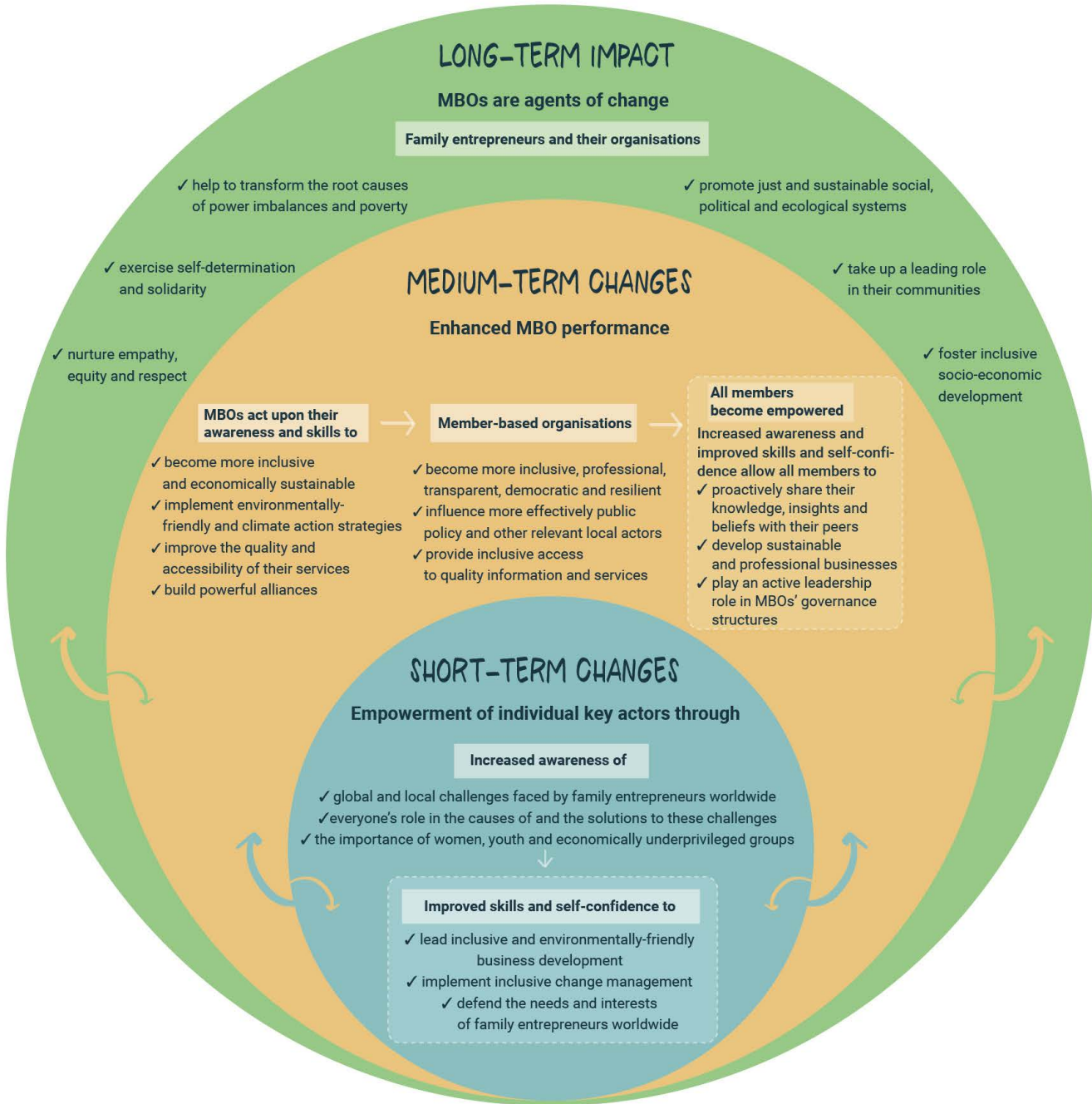
Corporate level objectives

Strategic objective 1:

Trias is a strong development agency that leads with its expertise in inclusive and environmentally sustainable family entrepreneurship.

Theory of Change Trias 2022–2031

Joining forces for social justice, driven by inclusive and sustainable family entrepreneurship worldwide



OUR STRATEGY Organisational strengthening and institutional development of member-based organisations

Our Roles



Our Intervention areas

- ✓ Inclusion
- ✓ Leadership, governance and management
- ✓ Climate change and environment
- ✓ Financial health
- ✓ Entrepreneurship-oriented service delivery
- ✓ Lobbying, advocacy and networking

Strategic objective 2:

Trias has put the issues of inequality and climate change on the table and provides insights on how inclusive and environmentally sustainable family entrepreneurship can address them; this in alliance with and based on genuine partnerships with MBO partners and other stakeholders.

Strategic objective 3:

MBO partners worldwide have mandated Trias as a change agent and have recognised Trias as an important and unique partner specialised in the facilitation of organisational strengthening and institutional development (OS/ID) change processes.

Strategic objective 4:

Important external actors that also work on the promotion of family entrepreneurship have recognised Trias as a top-level organisation and reputable partner.

Programme level objectives

Strategic objective 5:

Trias has successfully applied OS/ID in an integrated manner, with an emphasis on ongoing learning-by-doing with its partners.

Strategic objective 6:

Trias has demonstrated the effectiveness of its strategy, focusing on women, youth and other underprivileged entrepreneurial people and their member-based organisations, to improve their livelihood and to contribute to more inclusive and fairer societies.

Strategic objective 7:

Trias and its MBO partners have a shared vision and shared experiences of how individual family entrepreneurs and their MBOs play a central role in the rural transformation and in the creation of inclusive, sustainable and climate-smart cities of the future.

Support level objectives

Strategic objective 8:

Trias has deployed an integrated set of digital systems that is accessible worldwide for all Trias staff, providing them with access to quality information and supporting Trias to achieve its mission.

Strategic objective 9:

Trias has achieved structural financial stability.

Strategic objective 10:

Trias has built a diversified, high performing and motivated team that is fully committed to the implementation of its strategy.

Strategic objective 11:

Trias has fully consolidated the decentralised organisation model at both regional and corporate levels.

c. Roles of Trias

Trias as a change agent

As mentioned in section 6.d, underneath our work on inclusion lies the need to change systems of patriarchy and colonialism that are deeply rooted in societies. Patriarchy and colonialism create divisions where some (groups of) people are put above others. These divisions range from men versus women, developed countries versus developing countries, head versus heart, sciences and economic development versus nature and biodiversity, older people versus younger ones, heterosexual people versus LGBTQI+ people etc.

This reflects a binary way of thinking which Trias wants to move away from, as not everything nor everyone can be split into two categories or placed on opposite extremes of a continuum. The implicit or explicit hierarchy is erroneous and we must accept that there exists a wide range of gradations between two opposites. Patriarchy and colonialism largely determine the economic and political systems into which the world and our societies are organised today.

As Trias, we will assume therefor an active role as a change agent, speaking up honestly about the inequalities of the current systems and showing that the pathways for change taken by our MBOs make a difference in addressing the root causes of these inequalities. In our communication, campaigns and actions, Trias will refrain from reproducing stereotypical and paternalistic images. This is an active advocacy role, while at the same time ensuring we never speak on behalf of the MBOs.

To fulfil this role, Trias strives to create an open culture of internal and external dialogue, self-analysis and mutual learning to create greater awareness of topics such as inclusion, equality, climate change and more. Also, our own role as a European NGO with regards to our MBO partners in the Global South needs to be regarded with due scrutiny. We will explicitly discuss the power relationships with our partners and transition to more equal partnerships.

Given Trias' role in often initiating the relationship and providing the development resources, we recognise the power imbalances that easily arise with the MBO partners in overseas regions who implement the programmes and especially with those who have fewer financial and organisational resources than Trias. These power imbalances can easily undermine the equity and mutual understanding needed for effective partnerships. Trias will therefore only assume specific, well-defined roles to ensure reciprocal and equal partnerships with our MBO partners based on trust and dialogue. These five specific roles are as follows:

(1) the key role of OS/ID process facilitator, (2) a bridge builder role, aimed at linking MBO partners to other local stakeholders for technical and financial support, (3) a peer-to-peer exchange facilitator bringing together MBOs of different types, from different countries and regions, as an effective way to internalize learnings among peers, (4) a thematic advisory role, only if the MBO partner expresses a clear and formal demand for this, and finally, (5) a provider of financial support to MBOs to enable them to achieve long-term financial sustainability and autonomy. Together, these roles combine to form the catalysts for the change making process towards addressing inequalities and injustices.

The way in which Trias' staff carry out these roles is equally essential; they need to be well equipped with competencies and skills to effectively play these roles. Addressing power imbalances between Trias and our partners also entails including MBO partners in formal decision-making processes within Trias at corporate level (See chapter 9).

(1) Process facilitator

As a process facilitator, Trias works on long-term change trajectories in which MBOs' capacities for change are

strengthened. In this process, Trias is responsive to our MBO partners' agendas and the diverse needs of their members. Realistic long-term objectives are agreed; Trias stimulates consistency and commitment to achieve success.

A key principle is that farmer and non-farmer family entrepreneurs will always speak for themselves. Trias does not select specific solutions, but leaves it to the MBO partners to take the decisions they deem necessary. Trias is a critical partner in the MBOs' reflection process on the economic, social and environmental dimensions of their work and on how they choose to address these factors. A clear organisational development plan guides the partnership.

Trias works as much as possible with local staff who fully understand the local culture and appreciate the power dynamics at play. Trias' staff listen, stimulate reflection and mutual learning, coach and nurture, starting by observing, understanding and valuing local knowledge and skills. Trias ensures consistency in the relationship between staff and MBO partners through the presence of regional and country offices and by conducting regular dialogues and visits. Trias further values and supports the knowledge and expertise of MBO partners by involving them in communities of practice, peer-to-peer exchanges, formal dialogues, workshops and thematic meetings. Trias regularly assesses the partnership process and outcomes.

(2) Bridge builder

Trias firstly scans the local environment to identify local service providers and potential allies (e.g. private companies, research institutes and universities, government agencies, parastatal institutions) to which Trias can link MBO partners for support services and alliance building. The specific context defines what is needed and what can be provided locally. The MBO partner³ is always in the lead in building the effective relationship.

(3) Peer-to-peer exchange facilitator

Trias actively stimulates the peer-to-peer approach as part of the change facilitation process and in complementation with other approaches and instruments. As part of this role, Trias will further invest in organising learning exchanges and transfer of knowledge and skills between

farmers and entrepreneurs and their organisations, both within and between different regions worldwide. This, with the aim to lead to better understanding and insight into their own situations as well as channeling their contributions towards socio-economic change processes.

(4) Thematic advisor

To avoid creating or reinforcing power imbalances that may be inferred from the relationship between the thematic ‘expert’ and the (perceived) ‘non-expert’, Trias only adopts a thematic advisory role if the MBO specifically requests that Trias conduct the capacity building in question, and only if it is related to climate change, inclusion or business and market development, and once other local or alternative options have been thoroughly considered.

In this role, Trias deploys methodologies focused on certain thematic areas for which local expertise may be less available. The thematic support can be provided to the MBO through a change trajectory strengthening the MBOs’ capacities. Trias’ intervention strategies and methodologies can offer a wide range of steps and tools that can support the organisational development of each MBO based on its specific needs and after a careful assessment of the best provider. One-off interventions are also possible if deemed most appropriate.

(5) Financer

Trias continues to provide financial support, not as an objective in itself, but as a means to build the capacities for MBOs to become self-sustainable and manage their own change processes. Trias builds the capacity for change of MBO partners so they can steer their organisations towards financial autonomy and better resource mobilisation: guiding the development of sustainability plans and business plans for the MBOs’ activities and supporting resource mobilisation to diversify financial resources. We trust MBO partners to use Trias’ financial resources to implement programmes independently. Trias also develops a close cooperation with other funders and strives for greater flexibility and creativity in terms of reporting. Opportunities to leverage funds for the benefit of the partner and Trias will be maximised. However, Trias will not apply charity in our action models and will not provide free handouts to MBOs to avoid distortion of local markets.

d. Relationship management

Strongly linked to Trias’ role as broker and networker, we point to the increased recognition of the important role played by partnerships in addressing global challenges, as echoed in SDG 17 ‘**Strengthen the means of implementation and revitalize the global partnership for sustainable development**’.

Trias highlights two main reasons why investing in partnerships is a strategic choice. Firstly, the importance of multi-stakeholder partnerships in tackling the local and global challenges faced by farmer and non-farmer family entrepreneurs and their MBOs. Secondly, the significance of partnerships in ensuring the long-term relevance of Trias itself through diversification of funding.

(1) Partnerships to tackle global challenges

We believe partnerships with civil society organisations, private sector enterprises, governments and multilateral organisations are central to achieving the SDGs, as multi-stakeholder partnerships are important vehicles for sharing and mobilising knowledge, expertise, technologies and financial resources.

To increase support for our work, to ensure coherence and quality in our approaches and impact for our partners, Trias has developed a broad range of formal and informal partnerships with relevant stakeholders from different sectors. Trias continues to develop synergies and complementarities with these actors from all over the world and actively builds new partnerships. These partnerships are explored and implemented in line with Trias’ values, principles, core strategies and related strategic choices.

(2) Diversification of funding

In most OECD countries we notice substantial and continuous cuts to official development aid. Belgium is no exception. These cuts in development aid mostly concern funding to middle income countries and emerging countries, but also fragile states and the least developed countries. The reasons encompass changes in the economic outlook of donor countries, including those due to the COVID-19 pandemic, a move to the right in the political landscape of several countries, and increased questioning of the effectiveness of development aid by the mainstream population. This drop in funding creates increased competition among

implementors and facilitators of development interventions, who are already numerous.

Hence it is crucial to diversify our income streams. Trias aims to decrease dependence on our main institutional donor (DGD) by investing in international fundraising, targeting a variety of global and regional donors: governmental donors, foundations, and private sector donors. In Belgium, we are seeking to diversify our income through strategic cooperation with our constituency – including both local chapters and their members – as well as Belgian private sector actors. AgriCord is partnering up with Trias in this search for funds.

e. External partnerships

With regards to both the DGD programmes and international fundraising efforts, Trias will focus on further developing and strengthening the institutional relations with the following stakeholders:

(1) DGD

The Directorate General for Development Cooperation and Humanitarian Aid of Belgium (DGD) is a key partner for Trias. The DGD programme financing represents an important part of Trias' budget both in Belgium and in the regions where we work. Current DGD programme financing for NGOs also provides a framework for collaboration among NGAs (non-governmental actors) in Belgium. In addition, DGD plays a facilitating role towards and through the Belgian embassies in the partner countries of the Belgian Development Cooperation.

2) AgriCord

AgriCord acts as an umbrella organisation for 13 agri-agencies and interacts with Trias in several different capacities (See 5.c). Trias will increasingly invest in collaborations with individual Agri-Agencies in order to optimise complementarities and synergies through joint actions in the field. AgriCord is hereby the uniting actor.

(3) Other Belgian development players

An important set of institutional actors that are relevant for the future programmatic work of Trias are other Belgian development players that have a thematic focus close and/or complementary to our work. Trias will actively invest in strengthening the following partnerships:

- BRS/Cera: BRS provides specialised technical assistance in the area of microfinance and as such is a key actor for Trias' microfinance interventions and for our MBO partners.
- Ondernemers voor Ondernemers and Exchange are key potential partners that can connect Trias' MBO partners and their individual members with appropriate technical assistance and funding. The link with VOKA as a mandating member-based organisation is hereby also important.
- Enabel: Enabel is the Belgian development agency responsible for implementing and coordinating the Belgian international development policy.

(4) 11.11.11

Trias is a member of 11.11.11: a coalition of NGOs, unions, movements and solidarity groups in Flanders. 11.11.11 is an important strategic partner, both regarding our outreach in Flanders and Europe and regarding our funding. The impact is situated at two levels: sensitisation on the one hand, and lobby and advocacy on the other. We will continue to actively contribute to the preparation and implementation of 11.11.11 awareness and fundraising campaigns, while also relying on our own position as a movement-NGO.

(5) Other donors

In order to meet our co-financing requirements and to diversify our income, Trias will continue to actively pursue partnerships with other bilateral, multilateral and private donors via international fundraising. Trias hereby blends a centralised approach, with a focus on a set of global and institutional donors, with a decentralised approach where the highest potential donors per region are engaged.

These target donors are regularly reviewed considering the fast-changing environment, aptly illustrated by the 2020 COVID-19 pandemic and the evolving donor realities.

(6) Social impact investment players

Relationships with several social investment players have been actively pursued by Trias over the last couple of years. In 2020, they comprise: BIO-invest, INCOFIN, Oikocredit, Kampani and finally the technical assistance facility within the ABC investment fund of IFAD/EU.

These social investors have repeatedly approached Trias to join forces in supporting their clients with specialised technical assistance. Trias explores how we can leverage

our specialised technical assistance role with a blended financial approach using loans and gifts.

To respond to this type of request, Trias has formed a Short-Term Service Delivery Action Modality (STAM) and develops its competencies internally.

(7) Private sector

As set out in our 2014 Company Policy, Trias continuously seeks opportunities to cooperate with the private sector. When searching for partners, Trias focuses on (1) companies/businesses that are active in selected value chains in which our partner MBOs work (and where the partnership would correspond to the needs and objectives of the MBO partners); or (2) companies that work on or would like to work on one of Trias' core areas of expertise and our institutional themes/methods.



8. Core strategies

a. Key actors

Member-based organisations are important contributors to poverty reduction. In our new strategy, MBOs will remain Trias' preferred partners, representing individual farmer and non-farmer family entrepreneurs. Trias will focus on uniting, empowering and connecting underprivileged members of MBOs (women, youth and the economically underprivileged) who are mostly involved in or running micro-enterprises. This group of MBO members are therefore key actors in our new strategy as well. However, the MBOs with which Trias collaborates also include more privileged members as they too play an important role in enabling the empowerment of the underprivileged groups.

While continuing our focus on micro- and smallholder rural family entrepreneurs, we will broaden our focus to include micro- and small-scale urban family entrepreneurs. Urbanisation in global development is important given its potential to increase inequalities if urban and rural areas are not properly connected (for example, through value chains). Trias recognises that the needs of urban and rural entrepreneurs are very different, so our strategy will address them separately. To further develop our actions in urban centres, we will apply a step-by-step approach, building on our current experiences.

b. Organisational strengthening and institutional development

The Organisational strengthening and institutional development (OS/ID) of MBOs remains key in the new strategy. This is accompanied by a strong focus on the sustainable development of people, planet and profit. We seek to nurture the social capital of MBOs, particularly by empowering women and youth and other underprivileged members, and by strengthening the MBOs' service provision to grow the businesses of their members. In addition, nurturing the social capital of MBOs, including the under-privileged members, increases the members' sense of belonging and facilitates connection and networking which can promote social change. Social change is needed to better integrate them into the local economy, and to enable them to speak up powerfully against systems of inequality, exclusion and oppression.

Climate change and environmental degradation pose one of the greatest risks to the key actors' development outcomes. As such, the new strategy aims to strengthen MBOs' ability to preserve natural capital (the natural environment) and to promote low-carbon emission development as well as increasing their resilience to climate change and disasters.



Figure: Trias' three integrated core strategies

In OS/ID, Trias will support MBOs to strengthen different capacities through a lens of inclusion and system change when analysing and addressing challenges and opportunities related to climate or environmental action and business development. These capacities are:

- (1) Inclusion;
- (2) Leadership, governance and management;
- (3) Climate change and environment;
- (4) Financial health;
- (5) Entrepreneurship-oriented service delivery and
- (6) Lobby, advocacy and networking.

c. People: inclusivity and global citizenship

Inclusivity is key to ensure that all farmer and non-farmer family entrepreneurs and especially women, youth and other underprivileged entrepreneurs, benefit from development outcomes by addressing their specific needs. Trias envisions MBOs where all members are able to express their needs and challenges openly, and where they participate in and contribute to decision-making. We envision MBOs in which everyone has equal rights and opportunities and where everyone is seen, heard, recognised and valued as their authentic self. These are MBOs that provide a safe environment, by taking into account the diverse needs of their members, so that everyone can prosper and thrive. They are MBOs that object to injustice, exclusion and oppression in society.

The degree of inequality or exclusion that individuals face in MBOs, as well as in households, communities, business environments and the broader societal context, depends on their specific cultural, social, financial and institutional barriers and opportunities. This context largely defines the possibilities farmer or non-farmer family entrepreneurs have to successfully start and grow their enterprises, and to access services and markets. Addressing inequalities, that are significant for women, youth and other underprivileged people, therefore necessitates a deeper analysis of the complex and often interconnected relations between power, wealth and social status. These relations produce a reality that defines who is more or less privileged, who has the capacity to cope with adverse events such as pandemics and climate-related events, and who decides what action will be taken. It is this analysis that will guide the MBOs in their work

to support their members.

Four inclusivity concepts are key in our OS/ID strategy: (1) recognizing the diversity of people and perspectives; (2) enabling equity in policy and practice; (3) fostering inclusion via power, voice and organisational culture; and (4) social justice by altering the underlying power systems to achieve equal access to resources and opportunities in society for all.

In recognition of diversity, Trias will integrate the concept of intersectionality. Intersectionality is an analytical framework that enables the identification of the diverse needs of different groups of key actors. It recognises that within the groups Trias works with, all individuals have unique, multiple and diverse identities based on their sex, gender, sexual orientation, age, education, ethnicity, class, economic position, language, culture, religion, ability, beliefs and nationality, amongst others. In each society, the combination of certain identities renders some groups of people more privileged and powerful, while other groups remain less privileged and can even be oppressed by the more powerful group. Trias will raise awareness among the MBO leaders and members about the concepts of privilege and power, and provide them with tools to effectively analyse the different needs stemming from the different identities and related social status of their members. This will allow the MBOs to identify the most underprivileged groups among its members.

Trias will strengthen MBO capacities to enable equity in all development efforts, in order to cater to the different needs of all members. Trias will therefore strengthen the capacity of MBOs to ensure equitable resource allocation and to provide services to different groups of members, with a specific focus on women and youth and other underprivileged groups. In addition, Trias will support MBOs to develop services to effectively reach all members taking into account the level of education, language and local culture.

Trias will foster inclusion by strengthening the MBO capacities to integrate the needs, qualities and perspectives of women, youth and other underprivileged people in their organisational strategies, policies, budgets and activities. Inclusion provides for the participation

of underprivileged groups in decision-making structures. This requires people in the organisation, including the leaders of MBOs that are often more privileged, to share their power with the underprivileged members. Therefore the MBOs, and in particular their leadership, need to be open to change and rethink the way privileges are allocated and distributed.

Trias will support MBOs' call for social justice by facilitating better relations with groups in society that are privileged and powerful within their communities, within their business environments and society at large. The aim is to further institutionalise change and to transform the different institutions and structures to ensure everyone has equal rights, equal access to services, knowledge, technology and finance, and equal opportunities to participate in society and to benefit from their participation. Trias will support MBOs to actively lobby and advocate toward government, other regulators and other service providers against systemic imbalances and injustices that distort the business environment, especially when these imbalances disadvantage the underprivileged MBO members.

Lastly, Trias recognises the concept of global citizenship and solidarity. We are all part of a global system which is inherently unequal and unjust. As such, Trias will play an active role in creating a world in which benefits are more equally shared and will actively facilitate peer-to-peer south-south and south-north exchanges between different key actors.

Trias recognises that everyone has the responsibility to contribute to a more equitable and just world as an individual, as a family, an organisation, company and/or community, and as a citizen. Trias will contribute to a greater awareness of global injustices, inequalities and climate change among our staff and board members as well as among the staff and members of our MBO partners, and encourage everyone to act as an employee, as member of an organisation and as global citizen.

d. Planet: climate change and environmental sustainability

In the OS/ID work of Trias with the MBO partners, building capacities aiming at collective climate action will

be crucial to sustain development efforts. Trias envisions MBOs that contribute to environmentally sustainable production systems where profit and inclusive growth go hand in hand with the preservation of the environment. MBOs pay specific attention to the cultural, social, financial and institutional challenges faced by underprivileged entrepreneurs in their choice of mitigation measures to address climate change. The resilience, decision-making ability, information access and coping mechanisms of these less privileged entrepreneurs, especially women, young people and the economically poor, are lower compared to privileged groups in society.

Trias will strengthen the disaster resilience of MBOs and the enterprises of their underprivileged members, to support them to adapt to and recover from sudden shocks and disasters caused by climate change, as well as pandemics such as COVID-19, political turmoil etc. This includes business contingency planning, mitigating actions to be prepared for immediate implementation in case disasters occur, and for recovery after disasters.

Trias will strengthen the capacity of MBOs to better promote climate change adaptation and resilience. This entails further developing and diversifying underprivileged members' enterprises. This includes diversifying livelihood assets through better access to productive land, inputs, tools, and equipment, but also through access to diverse market outlets. At the same time there is also a need to diversify production systems and to invest in training and education, through for example promoting local or external innovations, and also farmer experimentation.

Trias will strengthen the capacity of MBOs to communicate climate change mitigation strategies to its underprivileged members. This includes all measures that address the reduction of greenhouse gas emissions, the root cause of climate change. Measures could include low carbon farming, carbon sequestration, reducing the use of fossil fuels in production, processing and transportation, reforestation, soil restoration measures, promoting consumption of products low in greenhouse gas emissions, reduced use of plastic bags and packaging materials, etc. In the past, Trias' programmes largely focused (implicitly) on climate change adaptation through building sustainable livelihoods although some of our past work

focused on disaster preparedness and resilience, especially in the Philippines which is prone to climate related disasters. With an added focus on climate change mitigation in the new strategy, Trias, in collaboration with MBOs, will actively contribute to managing and restoring ecosystems and to building more sustainable environments and economic systems in the future. How to cope with climate change, disasters and environmental degradation depends on the MBOs' ecological context and these decisions are made by the respective MBOs themselves.

e. Profit: business development and market access

Improving production, incomes and livelihoods in an inclusive and environmentally friendly way; this is the overall development outcome that Trias strives for. Business development and market access therefore continue to be a key focus in Trias' OS/ID work, paying special attention to the needs of the MBOs' underprivileged members. Trias will support MBOs to facilitate business development and market access without harming the environment.

In addition to our focus on inclusivity and environmental sustainability, Trias envisions increasingly financially self-sufficient MBOs in terms of their capacity to mobilise internal and external resources. In this vision, MBOs provide environmentally sustainable services to their members aiming at increasing personal and entrepreneurial capacities, introducing new technologies and providing access to markets and financial services. Furthermore, the MBOs have the resources to defend members' interests in their lobby and advocacy efforts.

A strong membership base provides the potential for strong political power and agency. This is also part of the capacity-building process which aims to create a better and more inclusive business enabling environment. Trias actively fosters the entrepreneurial spirit, attitudes and capacities of the MBO leaders and management, highlighting a cooperative spirit.

Regarding market access, Trias aims to strengthen MBOs to overcome market and marketing barriers. MBOs are one of the many players in the local entrepreneurship ecosystem. Therefore, Trias continues to support MBOs to analyse the local entrepreneurship ecosystem and to broker or provide necessary services to their members. This may include facilitating training on entrepreneurial skills and attitudes. It may also include support with market access e.g. input and consumer markets, or strengthening the MBO to increase their access to financial services such as credit, savings and insurances. Lastly, it may include providing access to support systems such as the regulatory environment, research institutes, new technologies, etc.

9. Management approaches

a. Overall corporate I-V-X planning cycle

The principle of bottom-up planning governs Trias' overall planning cycle. The programmatic and operational decisions need to originate as much as possible from concrete field actions and the key actors themselves. Trias' strategic choices are strongly informed through this bottom-up approach as well.

Trias' strategic planning cycle covers a ten-year period. This is the minimum duration for a long-term development endeavour to effectively achieve sustainably impact. Every ten years the organisation scrutinises its fundamental strategic orientations and defines a new strategy. The present strategy concerns the period from January 2022 to December 2031 and has been elaborated via an extensive consultation process with its internal and external stakeholders during 2020, including the Flemish MBOs Markant, Unizo, Neos, Landelijke Gilde & Boerenbond, KLJ and Ferm and our MBO-partners elsewhere.

Trias works with a single organisation-wide strategic framework that creates major opportunities for scale and cross-divisional and cross-regional learning. At the start of the ten-year cycle, each region develops a tactical note that spells out the context-specific elements and regional and country sub-strategies within the overall Trias strategy, as an additional reference framework for its programmes and projects.

Halfway through the planning cycle, the organisation carries out a strategic mid-term review to make any adjustments necessary to render the strategy more relevant, effective and impactful in the remaining five years of the cycle. The next review will thus take place at the end of 2026.

Trias defines its corporate action plan yearly, again through a bottom-up process in which the individual and institutional key actors, being the farmer and non-farmer family entrepreneurs and their member-based organisations, contribute to Trias' corporate priorities. The management team leads and monitors this yearly corporate plan.

Each division translates the orientations of the strategy note and the corporate plan into their own yearly plan.

Every three years, Trias conducts both its Trias Employees Satisfaction Survey (TESS) and partner satisfaction survey, where our important stakeholder groups are offered a structural and in-depth opportunity to give feedback on the work of the organisation. Additionally, online feedback channels are permanently open to allow all development partners and staff to provide ongoing feedback on their collaboration with Trias.

Together, all these elements constitute Trias' I-V-X planning cycle.

The governance structure

Trias has consciously selected a **hybrid organisational structure** combining elements from a classic hierarchical configuration with a deeply networked organisational model.

As part of the **hierarchical structure**, the governing bodies are the: (1) General Assembly, (2) Board of Directors, (3) Executive Meeting and (4) Management Team. These groups collectively steer the work of the ten divisions of Trias.

These **ten divisions** are the seven programmatic regions: West Africa, Central Africa, East Africa, Southeast Asia, Central America, South America and Flanders; and the three supportive divisions: Quality & Resources Department, Programmes & Partnerships Department and the General Management.

The General Assembly and the Board of Directors are composed of representatives of **different stakeholder groups**: (1) the rural MBOs in Flanders, (2) the entrepreneurial MBOs in Flanders, (3) other relevant external actors, including CD&V. In line with our drive to diversify our governance and to render the governance structure more inclusive, Trias looks for concrete ways to actively involve MBO partners worldwide in our governing bodies.

The General Assembly is Trias’ highest governing body and elects a Board to strategically steer the organisation. Within the executive branch of the organisation, the Executive Meeting is the prevailing body, designating a Management Team to perform the daily steering of operations under the guidance of the General Director.

Trias has also founded an International Advisory Council composed of high-level national and international development leaders that fully support the work of the organisation. The International Advisory Council functions in a virtual setting and links directly to the president of the Board of Directors.

As part of our **networked organisational culture**, Trias actively and systematically promotes cross-divisional cooperation and reflection platforms. Any division or multiple divisions can create a Taskforce without a formally approved mandate or specific timeframe. **Working groups** are always cross-divisional and have a formal mandate and predefined timeframe approved by the Management Team. Steering Committees are equally cross-divisional, are set up by the Executive Meeting with a mandate for an unlimited duration. Examples of **Steering Committees** are: Human Resources, Finances, Internal Audits, etc.

The main underlying principles that guide our work and way of functioning are **subsidiarity** and **participation**. Hence, recommendations and conclusions formulated by Taskforces are followed as much as possible. The same applies to the findings of Working groups and Steering Committees when they report back to the Management Team and Executive Meeting respectively.

A performant ICT-infrastructure supports the whole networked dimension of Trias, including appropriate hardware and software.

b. Geographical coverage and regional decentralisation

Trias wants to address global problems of poverty and inequality that are present all over the world and need action across borders. That’s why Trias works in four continents namely Latin America, Africa, Asia and Europe. We consider our presence in these different

parts of the world essential for the unique opportunity it offers to stimulate worldwide learning and alliances among MBOs. Trias’ interventions are concretely at the regional level, particularly the programmatic regions: West Africa, Central Africa, East Africa, South-east Asia, Central America, South America and Flanders. For each of these regions, a regional team is operational. That regional team steers the program implementation and development in the country where its regional office is based, but also in the neighbouring countries. Financial viability, strategic importance, partnership opportunities and added value to the strategic goals of Trias determine geographical extension towards potential new countries.

We consciously and strategically decide to maintain a programmatic presence in each of the seven regions we are operating in, also allowing to develop actions in new countries. The choice for a new country needs to be balanced with the principle that there should be no additional financial burden for the organisation.

In this way Trias’ programmatic outreach is more flexible than in the past and no longer confined to a very strict geographical location. This allows to make better use of opportunities, and to consolidate Trias’ financial basis, combining our traditional programs and projects based programmatic approach with the complementary and new Short-Term Service Delivery Action Modality (STAM) approach.

Having such a wider geographical coverage comes with several challenges but also opportunities. A richer range of experiences and worldwide exchange possibilities, and potential greater financial leverage counterbalances the challenge of potential dispersion of our limited resources.

Another strategic opportunity of working in different countries is the possibility to building up in-depth knowledge of the country and partners’ contexts. This opportunity is strategically taken up by (1) having the local member-based organisations taking a clear lead in their own organisational strengthening and institutional development, and by (2) establishing strong, well-developed and knowable teams in each country before expanding to new countries in the region.

c. Solid financial management as the foundation

Financial management refers to several key components of our organisation-wide management system that we have elaborated in the past decade and that we will further refine in the coming period.

Trias works with a central accountancy database and all divisions of the organisation feed data into it. The database generates financial reports focusing on the financial management needs of the different segments of the organisation. This is, in so far as is possible, real time data.

The Financial Management Steering Committee (FMSC) monitors and steers the deployment of the financial management system and gives advice and support to Trias' relevant governing bodies. The FMSC analyses the financial data available and takes appropriate decisions based upon this data.

As an important part of the elaboration of this strategy note, we developed a financial simulation instrument that applies different scenarios to generate projections of what Trias' future financial reality could look like. (See [Appendix 10., which presents this instrument](#))

In all scenarios, the multi-annual DGD programmes financed by the federal Belgian government will remain the major source of funding for Trias. However, this component is expected to diminish over time, both in absolute and relative terms. Because of the structural importance of this funding source for all regions and for the Brussels office, available resources will be allocated according to divisions' capacity to absorb resources and their potential to generate co-funding, in combination with the principle of inter-regional financial solidarity.

Crucial in 2022–2031 is our focus on generating a sustainable inflow of co-funding and the corresponding international fundraising effort. Key elements in this new financial mobilisation approach are the Joint Action and Communication Model (JACM) implemented with our Belgian constituency and the deployment of a Short-Term Service Delivery Action Modality (STAM) to broaden our intervention options. Together, these elements need to create a financially stable structure for Trias, largely aiming at

stabilising financial income at around 14,000,000 euros/year from 2024–2025 onwards.

With regards to risk management, Trias will align our current organisational risk management system with the COSO risk management framework. COSO, which is short for the Committee of Sponsoring Organisations, was initially established by five major accounting associations and institutes in the U.S. in the mid-1980s.

d. Human Resources: another centrepiece

Trias fully recognises that we can only succeed with the full engagement and commitment of our employees and our volunteers. In addition, as Trias is a movement-NGO the involvement of our members, board members and the employees of the Flemish movement MBOs is decisive for our work. As Trias, we will therefore work on a broader and more versatile deployment of the people who are actively participating in our strategy.

We value our people and create a culture of empowerment and involvement. Trias strives for a good balance between achieving organisational and personal goals. Notwithstanding the high diversity and clearly decentralised setting of its operations, Trias consciously opts for an integrated personnel policy that covers all Trias staff worldwide and our volunteers.

We build a culture of quality and excellence and our employees demonstrate strong skills, values and commitment and clear support for Trias' mission. In order to contribute to sustainable development and greater inclusion at all levels, locally available competencies are actively strengthened and promoted. This is also why Trias always gives priority to local staff.

That said, a multicultural environment also contributes to openness, innovation and mutual cultural enrichment. Our structural relationship with Belgian stakeholders requires in-depth knowledge of their realities as well as a profound understanding of the realities our regional teams experience. For this reason, Trias strives to work with mixed teams of local staff and expats (which we define as any employee working outside their home country), but with a clear majority of local employees.

Creating adequate policies for internal mobility is also a cornerstone in the 2022–2031 strategy. Through better recruitment and selection procedures and the development of flexible work profiles, Trias aims to promote internal transfers between its all its divisions, thereby stimulating internal cooperation, mutual understanding and diversity.

Trias will also actively invest in its people by developing a well-established training policy. We aim for high employee satisfaction, through a reasonable workload which offers good balance between professional and personal life and between organisational and individual objectives.

Empowerment, development and training are central to Trias' personnel policy, both individually and at team-level. This needs performant ICT applications and opportunities to support flexibility, performance and motivation of staff. Leadership development and coaching skills will receive special attention. Trias aims to have inclusive, people-oriented and result-driven leaders at all levels and will provide support to develop these competences.

Conscious knowledge-transfer and training, for both Trias' employees and MBO employees, are an integral part of Trias' approach to development work. Motivation is built through participation and delegation of responsibilities. Trias emphasises not only high performance in output, but also working in teams, working methods and personal competences (See also [chapter 9.h on the link between human resource management and knowledge management](#)).

As a competitive, attractive employer in the non-profit sector, Trias offers a package of wages and fringe benefits that meets the demands and expectations of its employees while assuring internal coherence and equity and considering flexible and adapted working conditions. Regular repositioning based on the surrounding labour markets will be a guiding principle, where we aim for a mid-market position.

e. ICT as a crucial management tool

Internet-based communication technology will provide increasingly important support for Trias' work over

the coming decade. We will therefore continue to build upon our existing ICT infrastructure and achievements.

Regions that lag behind in internet and ICT possibilities will receive special attention. Trias will make substantial investments to guarantee, as far as is possible, a level playing field for all Trias teams worldwide.

In each regional office and in the Brussels' office, a performant ICT infrastructure and functional teleconference set-up will be available to Trias team members. MBO partners will use this infrastructure to participate in a new and performant e-learning approach and online peer-to peer exchanges.

The Microsoft environment and existing applications are central to the Trias ICT environment. Microsoft's socialware options substantially increase their competitiveness; but equally important arguments in favour of this choice are the possibilities to create interconnected applications and the easy access to external support worldwide.

Optimally digitalising and automatising important Trias processes is a key objective. We will focus on, in so far as is possible, standardised ICT systems and applications. The Quality and Resources Department will ensure the successful deployment of the ICT platforms and access will be provided to the regional teams. Regional offices will contract local ICT support to ensure they can access the necessary assistance and backup.

Particular importance will be given to the development of performant internal communication platforms and the integration of financial and programmatic data. To this end, Trias will establish a Programme Coordination System (PCS). All systems will need to be user friendly and aligned with Trias' needs. Trias will develop and strengthen the competencies of our staff to optimise the digitalisation of processes and ensure the systems are used to their full potential.

As key elements of our ICT risk management, a regular check-up and back-up is assured. Spam and anti-virus filters are operational at all times. Platinum, as an external services provider, offers rapid interventions and easy, permanent access to a central helpdesk.

f. Quality management as a transversal approach

Quality is central to the functioning of Trias. All our policies, processes and data gathering are documented, standards are established, objectives are formulated. Integrated and high-quality follow-up facilitates steering, learning and adoption. Transparency and accessibility of all relevant information are central principles which are supported by our digital infrastructure.

Continuously strengthening the quality of all aspects of our work as an organisation is necessary and remains a crucial attention point in the strategic period 2022-2031. Central to Trias’ work on quality is the Plan-Do-Check-Act cycle (PDCA) for continuous improvement, which is visualised below.

Trias’ staff pay attention to the definition of clear results and objectives. Planning and budgeting are embedded in processes and procedures at all levels of our decentralised set up and implementation is guaranteed.

To ensure adequate follow-up, data is gathered and organised into a clear structure, which is in itself an ongoing improvement process. Structured reports are produced to make coherent analysis possible in order to steer, to learn and to adapt operationally and systemically.

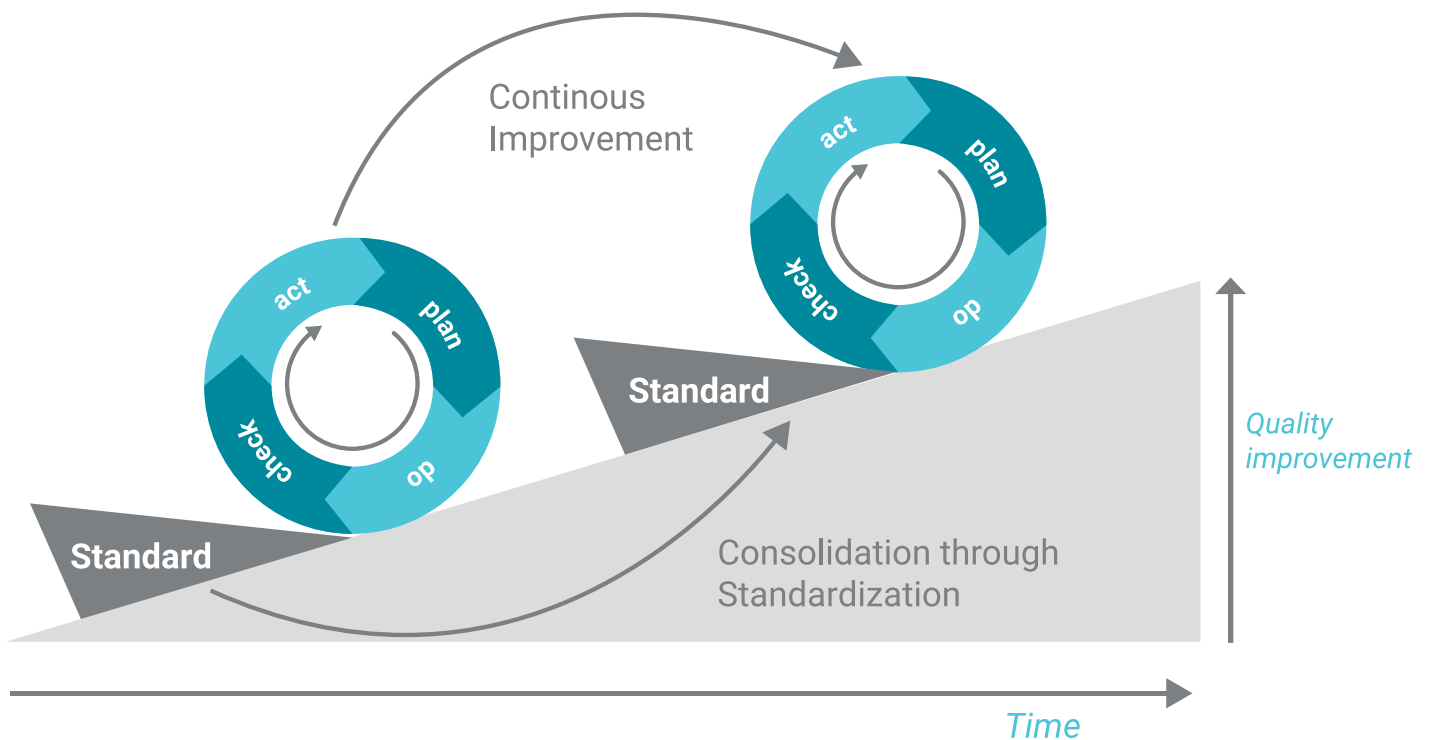
A package of three methodological approaches

To concretely organise and manage the concept of quality within Trias, three separate but interconnected methodological approaches are implemented:

(1) PLATS

Trias programmes are managed through the Planning, Learning and Accountability Trias System (PLATS) of which the Strengthening Partners in Development through Empowerment and Reflection (SPIDER) approach is the backbone.

In 2022–2031, the monitoring and evaluation (M&E) and data management aspects of PLATS will be further developed, integrated in accessible digital platforms, and enriched with new indicators at outcome and impact



Visual: Plan-Do-Check-Act cycle (PDCA) for continuous improvement

level, in particular taking into account the thematic areas of inclusion and climate change and environment. This will result in a more balanced corporate-wide M&E system which is aligned with the knowledge management approach.

(2) EFQM

Trias uses EFQM as our quality management framework. The European Foundation for Quality Management (EFQM) model is a globally-recognised management framework which supports organisations to achieve success by measuring where they are on the path, helping them understand the gaps and possible solutions available, and empowering them to significantly improve their organisation’s performance. The EFQM framework utilises an integrated and holistic approach to consider all aspects of quality in the organisation. EFQM will be used for self-evaluation, both for Trias worldwide or for specific divisions. Trias has already used EFQM to reflect on our strategic direction, execution and results in order to identify the priorities for further improvement in our organisation.

Moreover, Trias aims to achieve the label of R4E during the 2022-2031 strategic period. Every three years, Trias submits a dossier to the EFQM Foundation. EFQM will also be instrumental to support preparation for the certification processes organised by subsidising entities such as DGD.

(3) BSC/KPI

Focus on the balanced scorecard and key performance indicators methodology is key for the strategic management of the organisation worldwide and is linked with deployment of the 2022–2031 strategic plan. The balanced scorecard approach is new and Trias will apply it to support the regions, departments and the global management as well as to provide input for the Management Team, Board of Directors and General Assembly.

g. Programme development and management

We continue to use the Strengthening Partners in Development through Empowerment and Reflection or SPIDER approach in our work with our MBO partners. Trias developed the SPIDER approach and tools during the previous strategic period. In preparation for the new strategic

period, Trias will adjust SPIDER based on an in-depth internal evaluation. We foresee greater integration of the topics of inclusion and climate change and environment in the updated SPIDER to reflect Trias’ strategic choices, alongside other adjustments.

Our collaboration with MBO partners is based on strategic dialogues which use the SPIDER approach and take place at the beginning of a programme. An important part of SPIDER is the MBO scan: an organisational capacity assessment. This is a participatory assessment that results in a thorough analysis of the MBO. The MBO scan determines the direction of the long-term partnership between Trias and the MBO partner. Throughout the programme, Trias actively monitors the capacity building process which targets the core organisational capacities selected by the MBO at the start of the partnership.

In general, the SPIDER tools and activities are flexible and can be applied in very different partnership and donor contexts. For instance, an MBO scan may be deemed unnecessary if the MBO has already performed a similar organisational capacity assessment or depending on the specific consortium of NGOs involved in the programme. Likewise, if MBOs or other stakeholders use similar tools, we align them with the SPIDER approach to avoid double work.

The flexibility of SPIDER is also useful for short-term programmes and actions where Trias does not require long-term follow-up of the MBO partner. For example, Trias does not recommend implementing all phases of SPIDER if only one specific aspect of an organisation needs to be improved. Some SPIDER tools and activities may therefore be more relevant for certain MBOs and they can be flexibly applied according to the MBOs’ stage of development.

Collaboration with other organisations

As detailed in [chapter 7.c](#) of this document, Trias recognises the added value of other organisations (such as NGOs, universities, and government agencies, among others) to contribute to our mission and the objectives of our programmes with MBO partners. Fruitful collaborations increase the coherence and quality of our work and approaches, and lead to increased impact at the level

of our MBO partners. Trias has therefore already developed a broad range of formal and informal partnerships with relevant stakeholders over the past years.

It remains of utmost importance to identify and develop potentially interesting collaboration with new and existing organisations which have clearly complementary expertise and services. In line with our sustainability objectives, Trias prefers to collaborate with local partners. See also chapter 8 on Relationship Management for more details on this topic including specific information on strategic partners.

Identification of opportunities and writing of proposals

To identify opportunities, Trias, both in the Brussels office as well as in the regions, actively monitors calls for proposals. In parallel, we proactively build relationships with selected donors and strategic partners alike to jointly create and identify opportunities.

Once an opportunity is identified and shared, the region concerned considers the relevance of the call and engages in dialogue with the Brussels office to decide whether to invest time in the opportunity or not. This decision depends on a list of criteria including, amongst others, whether partner MBOs are interested in participating and the financial implications.

Programme management

Responsibility for qualitative implementation and follow-up of programmes, including finances, content and M&E, lies with the programmatic divisions of Trias, namely the seven regional offices, including Flanders.

The Programmes and Knowledge management team within the Brussels office coordinates the reporting process for multi-country programmes which extend beyond a single region. The reporting process of programmes within a specific region, even if it involves several countries, is the responsibility of the Regional Office concerned.

Trias has developed its own M&E system which applies to all projects and programmes. However, working in consortia (where other stakeholders also have their own systems) and meeting the reporting needs

of donors requires a flexible application of our system. For each programme, Trias develops a logical framework and set of indicators at different monitoring levels (output, outcome, impact) based on our corporate Theory of Change. This is done considering the different needs of the MBOs, donors and Trias itself, to ensure the efficient follow-up of progress and results.

h. Knowledge management

In order to become a true learning organisation, Trias' main knowledge management objective is to capture, systematise and share knowledge and experience from programmatic and support processes. A strong and structural connection between knowledge management and our human resources approach is instrumental and crucial.

Our programmatic processes cover knowledge and experience related to our main organisational mission: organisational strengthening and institutional development of MBOs. We give particular attention to the topics of inclusion; climate change and environment; and business development and market access. This also involves strengthening the capacities of Trias staff to work more effectively as change process facilitators with MBOs.

The knowledge and experience from our supportive processes serves to improve our own functioning and to share with our partners to the same end. This includes administrative and accounting knowledge; HR knowledge; fundraising knowledge; stakeholder management; and communication and use of social media.

Benefits of knowledge management for Trias

A good knowledge management system has three main benefits for Trias.

At programme level, improved knowledge management results in streamlined processes and procedures that deliver good quality services to our MBO partners.

At staff level, regular exchange between staff results in sharing lessons learnt and best practices that help the organisation to further improve its programmes, projects, processes and procedures. As a result, staff feels more involved and motivated as they contribute

to the mission of their organisation. In addition, it facilitates the easy identification of staff members with expertise or skills in specific domains. This enables the organisation to swiftly address questions or problems with those who can provide meaningful answers. Strong knowledge management also ensures that there is a handover system in place, whereby knowledge acquired and internalised by an individual staff member remains within the organisation even when the staff member leaves or changes position.

Lastly, for organisations like Trias, knowledge is our primary commodity, our unique selling proposition. Thus, for reasons of organisational visibility and positioning, a good knowledge management system produces strengthened relationships, joint initiatives with other stakeholders, and increased opportunities to obtain external funding.

Trias Knowledge management system

In Trias, knowledge management is a continuum.

On one end of the continuum, there are activities related to the capturing and systematising of explicit knowledge through means such as training tools and methodologies, templates and guidelines, thematic position papers and glossaries, newsletters, stories and testimonials, videos, briefing notes, factsheets and reports. SharePoint is the main digital tool for Trias staff to store and share explicit knowledge. On the platform, it is easy to find and contact Trias' thematic experts and practitioners and to view their competency profile. To ensure proper use of Trias' knowledge, we ensure that the copyright of our methodologies are protected (through contracts with partners and trainers).

In collaboration with the communication team, important publications are shared in printed form or on our website and social media.

The Trias monitoring and evaluation system will strongly integrate thematic knowledge. The thematic areas of inclusion, climate change and environment, and business and market development are well integrated in capacity and performance indicators and our most significant changes stories report on them as well. At input and output level, thematic tools and methodologies

are monitored for quality (effective training delivery and collection of feedback on content to enable methodologies to be regularly improved) and for the adoption of new skills by MBOs.

On the other end of the continuum, Trias staff learns and exchanges with one another.

To effectively carry out their roles as described in chapter 7.c, Trias' staff need to be equipped with a diverse range of skills. These skills include facilitation, coaching and networking competencies. This entails the ability to listen actively and to conduct fruitful dialogues; to identify root causes, to plan and prioritise and to value local knowledge. It also covers the ability to coach, inspire and motivate others to implement attitude and behaviour change, and to employ effective networking skills with other stakeholders.

Working towards a better world starts at home. All Trias staff need to develop greater awareness of our own role in inclusion and climate change processes. To build a more equal and inclusive organisation and society, we must unquestionably start by cultivating awareness of our own privileges. Trias raises awareness of our micro-behaviours (gestures, facial expressions, posture, words, tone of voice and assumptions) which often communicate to others a sense of inclusion or exclusion. Staff need to recognise systems of power and oppression and develop the confidence to discuss these unequal structures and privileges with others to raise their awareness as well. This also involves dealing with our own and others' resistance to change. In addition, Trias raises the awareness of staff members at all levels regarding climate change and the environmental impact of our own actions.

Finally, the skills expected of Trias staff also include familiarity with Trias' vision, key concepts, terminologies, working tools and approaches in thematic areas of inclusion, climate change and environment, and business development and market access.

Staff form communities of practice in which peers from different regions share knowledge, reflect on their respective experiences, and come together in a sphere of mutual learning. The objective is to improve existing

knowledge or create new knowledge. These communities of practice function with clearly defined roles and responsibilities, have a clear purpose and clear knowledge deliverables. Investments in translation are made as necessary to overcome the most important language barriers among Trias staff worldwide and effectively bring our staff together across geographical boundaries.

Trias uses an e-learning platform for collective learning to enhance the core competencies of staff in organisational development process facilitation and to enhance thematic knowledge. Efficient transfer of knowledge to MBOs is another use of this platform. To connect staff, physical workshops remain important on a regular basis. However, in the future, Trias shall also make more use of digital web conferencing tools and will conduct more e-meetings as well.

Mentoring (new) staff through peer-to-peer learning is important. This involves having a good introduction system for new staff in which documents are shared and new staff can learn through interaction with more experienced staff. Staff leaving Trias will undertake a clear and extended handover of tasks and responsibilities as well as knowledge, as pointed out above. Content-related exit interviews with knowledge management staff are part of this, in addition to the already existing exit interviews with the leading officer(s).

Trias actively participates in national, regional and international thematic networks and events to increase learning from other organisations, to profile Trias thematically on inclusion, climate change and environment and business development and market access, and to actively create new partnerships.



10. Appendices

a. Corporate SWOT analysis of the organisation

Strengths = strong elements in Trias, internally:

- Trias employs the SPIDER approach and deploys this tool across all regions to support MBOs as our principal partners in sustainable development
- Trias provides a balanced combination of financial and technical support to MBOs (partner organisations).
- Trias has strong thematic expertise in inclusivity/ gender transformative approach, leadership, and microfinance aimed at the capacity building of MBOs.
- Trias has a well-functioning presence in different regions through a decentralised set-up with competent and stable teams.
- Trias has a good strategic partnership with DGD as one of their key partners.
- Trias already has the EFQM 4 star label.
- Trias deploys a new system of accountancy increasing our financial management capacity, supported by competent staff worldwide.
- Trias staff is very motivated & committed to the cause & mission of Trias.
- Trias is part of the worldwide AgriCord alliance with competence and expertise on building synergies.
- Trias' legitimacy is embedded in our constituency which represents 350,000 individual members in Flanders.
- Trias has a strong content-related profile and expertise (family entrepreneurship).
- Trias has a clear general strategic position, adapted with flexibility to changing contexts.
- Trias has experience in urban development (UNIZO, Philippines and Arusha), a theme of future worldwide relevance.
- Trias has clear knowledge on the current paradigms in official development aid (ODA), is aware of changing paradigms and has the capacity to adapt to them.
- Trias has expertise in facilitating exchange between enterprises and MBOs using peer-to-peer or value chain approaches (e.g. cacao...).

Weaknesses = weak elements in Trias, internally

- Trias experiences financial instability and a complex financial set up related to co-financing requirements.
- Trias has high staff turnover, especially at the Brussels office.
- Trias' data management system is not yet fully developed nor integrated.
- Trias' constituency in Flanders is under-valued.
- Trias has not yet found a good balance between its process facilitation role and thematic advisory role.
- Trias lacks of flexibility and explicit added value with regards to alliances and synergies in a multi-stakeholder context.
- Especially in the African context, Trias lacks expertise and adaptability to work and exchange with public actors.
- Trias' recent investments in knowledge management and fundraising have not yet brought benefits and opportunities.
- Trias has a low visibility in Belgium and abroad because of often weak external communications.
- Trias lacks sufficient scale to attract big donors like the EU, Bill Gates Foundation, and development banks, among others.
- Trias still experiences inefficient internal communication flows and unclear internal organisation between decentralised entities and Brussels office.

Opportunities = in the environment, externally

- DGD is a donor with a relatively secure and simple scheme of funding which provides a sound base for deployment of Trias activities.
- Trias' Brussels Office is located near to several important donors (EU) and very central in Europe.
- Trias' constituency movements provide a unique entry point to reach society in Flanders and Belgium.
- Trias' focus on inclusivity, sustainability and climate-related approaches provide new opportunities for funding.
- Digitalisation develops continuously and creates opportunities for Trias in, for example, e-learning.
- New public and private donors are available and active in the sector of development cooperation, at international and at national level.
- Trias could connect to academic research on topics of development cooperation and link with SDGs worldwide.
- Private sector initiatives and related corporate social responsibility initiatives provide new opportunities for collaboration for Trias.
- Many international fora on themes that Trias is working on provide opportunities for Trias to showcase its work.
- There is more openness across the development sector for alliances and synergies with other development actors to jointly implement programmes and projects.
- New development-related donor initiatives in middle-income countries emerge.

Threats = in the environment, externally

- There is a high level of unpredictability regarding the future orientation of DGD and ODA in general.
- It has become more difficult to generate private and unbound funds.
- There is a reduction in traditional project/ programme funding, increased competition between NGOs and private sector applying for donor funding, as well as with local organisations.
- An increased focus on multi-actor approaches mainly centred around investment projects and trajectories is only a very small part of Trias-work, thus provides limited opportunities.
- The shift to the (extreme) right of the political spectrum in Flanders and Europe risks undermining support for development cooperation.
- There is a trend towards big contracts for big projects and partners, versus local and national partners.
- The popularity of member-based organisations is decreasing; members are ageing and young people see MBOs as too ideological and politicised.
- AgriCord is still an unstable alliance.
- The COVID-19 pandemic has had a severe impact on recently achieved development impact worldwide.

b. Critical success factors of strategic objectives

Corporate level objectives

Strategic objective 1:

Trias is a strong development agency that leads with its expertise in inclusive and environmentally sustainable family entrepreneurship.

- Trias excels in knowledge management on its four core themes.
- Trias applies its thematic expertise through an integrated approach.
- Trias has a team that offers high level and specialised competencies to MBO partners.
- Staff worldwide have the capacity to translate knowledge into well-elaborated position papers and effective external communication.

Strategic objective 2:

Trias has put the issues of inequality and climate change on the table and provides insights on how inclusive and environmentally sustainable family entrepreneurship can address them; this in alliance with and based on genuine partnerships with MBO partners and other stakeholders.

- Trias walks the talk: inclusion is a key principle in everything we do, while mainstreaming attention for our ecological footprint and promoting our entrepreneurial spirit.
- Trias undertakes regular action and external communication to influence policy and the public opinion and makes actions visible (for example, organisation of and presence in national conferences and mediatisation of our participation).

Strategic objective 3:

MBO partners worldwide have mandated Trias as a change agent and have recognised Trias as an important and unique partner specialised in the facilitation of organisational strengthening and institutional development (OS/ID) change processes.

- Trias has a well-developed and internalised OS/ID approach and the competencies to implement it.
- Our constituency organisations accept Trias' role

in OS/ID.

- Trias documents successes of OS/ID and showcases these successes to the constituency organisations and all other MBOs.
- Trias ensures equitable and power-balanced relationships with MBO partners.
- MBOs are more able to sustain their own organisation financially.
- Trias is aware of power relations and how these relations can influence a partnership and its objectives towards system change.
- Trias' partner mix/portfolio is more diverse. This portfolio should reflect the diverse ecosystem that we would like to see in society from lobby and advocacy organisations to cooperatives, business associations and farmer unions.
- Trias ensures that more equal partnerships are based on common understanding with our partners (this is a key element in our strategy).
- Trias ensures that partners shape their own trajectories, processes and programmes.

Strategic objective 4:

Important external actors that also work on the promotion of family entrepreneurship have recognised Trias as a top-level organisation and reputable partner

- Trias ensures that partner identification, other actors we collaborate with and the approaches we employ to strengthen MBO partners are all related to our thematic areas.
- Trias employs good and effective relationship management.
- Trias participates in national, European and international fora and networks.

Programme level objectives

Strategic objective 5:

Trias has successfully applied OS/ID in an integrated manner, with an emphasis on ongoing learning-by-doing with its partners.

- MBOs act as change agents in close collaboration with strategic partners.
- MBOs are professionally governed organisations capable of functioning in changing and challenging

contexts.

- MBOs have an organisational culture and structure that is attractive to women and young people (resulting in a sufficiently diverse membership base).
- Members of MBOs have greater awareness of environmental challenges and understand the difference between climate change adaptation and mitigation strategies and the notion of the green economy.
- Members of MBOs and Trias staff have greater awareness about existing power relations and positions, and about what role they could play.
- Trias has a common programme-wide understanding on how to play our role as organisational development facilitator, and all regions apply this in the sameway.
- Trias leads by example, being an inclusive organisation (culture, structure) with a reduced ecological footprint, and increased entrepreneurial spirit leading to enhanced financial sustainability.

Strategic objective 6:

Trias has demonstrated the effectiveness of its strategy, focusing on women, youth and other underprivileged entrepreneurial people and their member-based organisations, to improve their livelihood and to contribute to more inclusive and fairer societies.

- Women, youth and underprivileged people within the MBO partners improve their livelihoods and position in the MBO and society.
- Other stakeholders recognise the Trias approach.
- Trias invests a certain minimum % of its budget in reducing the gap between ‘mainstream’ target groups and women, youth and underprivileged people (for instance, through affirmative action).
- The Trias M&E system manages disaggregated data for analytical purposes (sex, age, ethnicity, rural/urban etc.) and strategy adaptation.

Strategic objective 7:

Trias and its MBO partners have a shared vision and shared experiences of how individual family entrepreneurs and their MBOs play a central role in the rural transformation and in the creation of inclusive, sustainable and climate-smart cities of the future.

- Trias is a professional partner that, through its work with MBOs, contributes to inclusive entrepreneurship in cities, recognised by external stakeholders.
- Trias has internal capacity in the subject and has a vision and a set of good practices.
- Trias develops and implements programmes around inclusive cities funded by organisations who focus on city development such as the World Bank and the UN.
- Trias further develops a coherent and consistent intervention approach in urban areas (which goes beyond supporting entrepreneurs in cities) – considering the linkages between rural and urban areas where relevant.
- Trias has sustainable partnerships with MBO partners that allow us to work in urban settings.

Support level objectives

Strategic objective 8:

Trias has deployed an integrated set of digital systems that is accessible worldwide for all Trias staff, providing them with access to quality information and supporting Trias to achieve its mission.

- Trias ensures that ICT contributes to and supports our programmatic objectives and processes.
- Trias ensures that online platforms operate correctly and are user-friendly.
- Trias ensures that efficient support for the ICT (helpdesk) is available.
- Trias makes e-learning and e-exchanges effective and accessible to all staff.
- Trias adapts the full potential of our systems to meet our internal needs (ICT, financial, CRM...).
- Trias ensures access to the internet and to quality equipment and infrastructure.
- Trias aligns all systems with the concept of ‘inclusion’.
- Trias ensures access to quality information for all Trias staff worldwide.

Strategic objective 9:

Trias has achieved structural financial stability.

- Trias maintains the same turnover as the previous strategic period and stabilises at around 14,000,000 € annually.
- Trias financially assesses the deployment of volunteers for evaluation purposes.
- DGD remains our main donor globally, but dependency on this major donor will reduce substantially in relative terms.
- Trias focuses on other type of donors (other than DGD) to ensure diversification of funding streams.
- Trias integrates the different financial components of Trias' funding sources (programmes/projects, valuation, co-funding, unbound means from constituency, etc) in a real time data-based financial management system that is performant and user-friendly.
- Trias consolidates financial (and other) support from the Agri Cord alliance.
- Trias obtains structural fundraising income from the constituency-based GACM campaign.
- Trias establishes a structural profit from its STAM approach.
- Trias regularly and critically evaluates its funding strategies and targets against their effectiveness and adapts whenever necessary.
- Trias strengthens the success of our strategies through benchmarking and learning with other similar organisations.
- Trias ensures that we have staff with the necessary competences and sufficient staff capacity to effectively deploy our strategy.
- Trias will closely observe trends in the context of international cooperation.

Strategic objective 10:

Trias has built a diversified, high performing and motivated team that is fully committed to the implementation of its strategy.

- Trias has a reward and salary approach that allows us to attract the profiles we need worldwide.
- Trias attracts the right competences and invests in the development of personnel to maintain these profiles.

- Trias sustains an organisational culture in which the Trias' values are embedded.
- The HR management cycle contributes to the maintenance of a motivated and stable workforce.
- Internal staff mobility supports MBO strengthening and exchange of expertise.
- Trias identifies local competencies.
- Local staff occupy key positions and carry important responsibilities and there are strategies and structures in place to facilitate these processes.
- Trias mainstreams expertise, competencies and methodological approaches and embeds this in a sustainable integrated inclusive strategy by 2031 (knowledge management).
- Regional teams connect with the reality of Flanders and the constituency partners and vice versa.
- Trias deploys strategies for all staff to work in safe conditions.

Strategic objective 11:

Trias has fully consolidated the decentralised organisation model at both regional and corporate levels.

- All staff and partners clearly understand the mandate of the regional teams and of the MBOs.
- A sound framework translates the overall Trias approach and establishes common understanding of the subsidiarity principle.
- Trias establishes systems of transparency to make exchange and organisational learning possible in a systematised way.
- Trias builds corporate systems to enable decentralised and high performing management at all levels.

c. Visualisation key issues



d. Financial simulation and scenarios narrative

Introduction

As part of the elaboration of the Strategy Note 2022–2031, a Financial simulation and scenarios tool – FSST has been developed to help the organisation to plan on the longer term the financial reality. The tool generates a predicted value for a limited number of financial key performance indicators. This simulation is based on the estimated values over time of the main financial components of the financial architecture of the organisation. By changing the values of one or more of the main components, different scenarios can be generated, allowing us to anticipate better on the effects of possible evolutions of those financial dimensions of our work.

The simulation

The financial simulation tool is not a budget tool, but it will be instrumental in the budgeting process. Its values are the translation of a set of realistic but also ambitious targets that should be attainable under regular circumstances. Each year, and based on the historic progress made in the realisation of the financial prognosis, an, if needed, fundamentally adjusted budget will be elaborated. The parameters that are very important and variable are marked in yellow. By changing the values in these field, different scenarios can be built. It provides a framework in which Trias as a whole can work on achieving a financial stable and sustainable situation

DGD

The most important financial component of the current reality of Trias is the DGD program funding. The basic precondition to be able to implement this funding line is that Trias itself contributes with at least 20% of cofunding. The calculation of the total DGD subsidies versus the total needed cofunding also takes into account the fact that apart from operational costs DGD also finances Management costs and that a minimum of 1% of the management costs have to be used for audit & evaluation purposes in the DGD programme.

AgriCord

A second crucial financial parameter is the income generated via the AgriCord alliance. Apart from the funding that is obtained via the central secretariat of the Alliance, and

of which only 35% is considered to be possible to use as cofunding within the DGD program. The remaining 65% are made available as extra funding. Apart from this funding via the secretariat, also bilateral contacts with other agri-agencies generate substantial cofunding. This is estimated at a fixed 300,000 Euro/year.

International Fundraising (IFR)

A third essential component of our financial reality is the mobilisation of funding via our International Fundraising. Trias invest substantial own resources to be able to capture other funding than DGD both at corporate and at regional level. An important increase of this funding stream is projected towards the future, mainly to compensate for the anticipated reduction of DGD funding. The IFR component provides for cofunding (at least 20% in general, but with the objective to increase this figure to 30 or 35% in case of large programmes) and administration income (tentative 7%, which is added to the amount of unbound own means).

Fundraising in Flanders

A fourth vital part of our financial reality is the fundraising in Flanders. Part of this fundraising is generated as bound means and thus constitutes cofunding for the DGD program. A majority of the funding captured in Flanders is nevertheless so-called unbound means. These resources are crucial to cover non-subsidizable expenses and to complement the needed cofunding when necessary. A conservative basic projection is made.

A new element here is the implementation of the GACM approach (Gemeenschappelijk Actie- en Communicatie Model = common action & communication model) that is overarching the individual Flemish MBO-partners and is built on three pillars: (i) Continuous communication efforts (with as focus: "Trias is our NGO"), (ii) BOA (Bewegings Overstijgende Actie = movement transcendent action) which is taking place once a year in a decentralised manner, and (iii) A yearly recurrent and by the top of the Flemish MBOs supported institutional request for donations towards their 350.000 individual members. This should constitute at term a game-changing factor in the financial reality of Trias in the coming years.

The objective is to generate a structural income of 2,5% of the 350.000 members, donating each 40€, starting at 1% in 2022, progressively building up till the total of 2,5%.

Short-Term Service Delivery Action Modality (STAM)

As part of the new Strategy Note and new way of working of Trias, a Short-Term Service Delivery Action Modality will be launched, next to the more regular projects- and programs implementation modality. This STAM approach will generate some additional unbound resources constituted by the profit margin of this approach. The main purpose of STAM is nevertheless not the financial gain we could make with it, but rather the expansion of our intervention modes, and in this way the generation in new contacts and the expansion of our outreach to new stakeholders.

make with it, but rather the expansion of our intervention modes, and in this way the generation in new contacts and the expansion of our outreach to new stakeholders.

The scenarios

The above explained simulation constitutes a first basic scenario that we consider to be at present the more or less realistic but also sufficiently ambitious estimation

we can make of our financial evolutions over the coming ten years. In this tool we define our ambitions for which we will develop and implement strategies striving towards achieving these ambitions. This means also that we'll have to learn and adapt our strategies to the realities which we will face in the next ten years, but always with the starting ambitions in mind.

Three KPI's are then calculated to see not only the net financial result in a given year, but also the dependency ratio of the DGD program funding and the efficiency ratio, calculated as being the ratio between 75% of all our income versus the total costs.

Target values for the three KPI's are: (1) net financial results > 150,000 Euro/year, (2) Dependency ratio evolving from 74% (in 2019) towards less than 50% in the last considered DGD program, and finally (3) the Efficiency ratio around 65% at least.

For each scenario that is generated by the tool, the values of these KPI's are also calculated. This enables the user to see the effect of the change not only on the net financial result, but also on the two other KPIs.

e. Long term financial simulation and scenarios 1/2

COMPONENTS Trias corporate budget						
	baseline year 2019	2022	2023	2024	2025	2026
DGD total	9.427.581,83	8.401.000,00	8.536.000,00	8.621.000,00	8.671.000,00	8.621.000,00
DGD budget OC (100%)	8.307.011,48	7.500.000,00	7.500.000,00	7.500.000,00	7.500.000,00	7.500.000,00
DGD subsidy OC (80%)	6.645.609,18	6.000.000,00	6.000.000,00	6.000.000,00	6.000.000,00	6.000.000,00
DGD budget MC (=10% of OC & MC => 100%)	931.581,75	765.000,00	900.000,00	900.000,00	1.035.000,00	900.000,00
MC subsidized max 10% =	11,21%	10,20%	12,00%	12,00%	13,80%	12,00%
DGD subsidy MC (80%)	745.265,40	612.000,00	720.000,00	720.000,00	828.000,00	720.000,00
DGD budget MC (<1% total budget OC & MC)	188.988,60	136.000,00	136.000,00	221.000,00	136.000,00	221.000,00
DGD subsidy MC (<1%) => 80%	151.190,88	108.800,00	108.800,00	176.800,00	108.800,00	176.800,00
MC audit & evaluation <1%	2,00%	1,62%	1,59%	2,56%	1,57%	2,56%
Total subsidy DGD (80%)	7.707.494,81	6.720.800,00	6.828.800,00	6.896.800,00	6.936.800,00	6.896.800,00
total cofin DGD needed	1.720.087,02	1.680.200,00	1.707.200,00	1.724.200,00	1.734.200,00	1.724.200,00
total cofin DGD realized	1.475.361,81	1.562.784,34	1.736.787,50	1.761.037,50	1.868.537,50	1.891.037,50
Cofin AC valorisation corporate	383.524,00	312.734,34	459.987,50	459.987,50	459.987,50	459.987,50
Cofin AC valorisation regional AA	268.370,08	300.000,00	300.000,00	300.000,00	300.000,00	300.000,00
Cofin IFR valorisation (1)	205.969,04	280.000,00	300.000,00	320.000,00	425.000,00	450.000,00
Cofin bound means input (2)	176.519,97	250.000,00	250.000,00	250.000,00	250.000,00	250.000,00
Cofin Valuation	440.978,72	420.050,00	426.800,00	431.050,00	433.550,00	431.050,00
Agricord Portfolio	409.198,73	893.526,69	1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00
Cofin AC valorisation corporate	383.524,00	312.734,34	459.987,50	459.987,50	459.987,50	459.987,50
Cofin AC valorisation bilateral AA	268.370,08	300.000,00	300.000,00	300.000,00	300.000,00	300.000,00
Agricord extra funding	25.674,73	580.792,35	854.262,50	854.262,50	854.262,50	854.262,50
International fundraising (IFR) total	1.306.444	1.400.000	1.500.000	1.600.000	1.700.000	1.800.000
IFR admin income 7% (4)	183.636,68	78.400,00	84.000,00	89.600,00	89.250,00	94.500,00
Cofin-DGD IFR valorisation (1)	205.969,04	280.000,00	300.000,00	320.000,00	425.000,00	450.000,00
Fundraising Flanders Total	1.323.785,87	1.406.000,00	1.445.000,00	1.484.000,00	1.523.000,00	1.562.000,00
Bound means (2)	176.519,97	250.000,00	250.000,00	250.000,00	250.000,00	250.000,00
unbound means traditional	1.147.265,90	1.000.000,00	1.000.000,00	1.000.000,00	1.000.000,00	1.000.000,00
unbound means new GACM	0,00	156.000,00	195.000,00	234.000,00	273.000,00	312.000,00
Total unbound means (5)	1.147.265,90	1.156.000,00	1.195.000,00	1.234.000,00	1.273.000,00	1.312.000,00
Short Term Actions Modality - STAM	13.081,71	240.000,00	260.000,00	280.000,00	300.000,00	320.000,00
total cost	10.465,37	204.000,00	221.000,00	238.000,00	255.000,00	272.000,00
net result (6)	2.616,34	36.000,00	39.000,00	42.000,00	45.000,00	48.000,00
Own means	2.019.372,95	1.822.470,00	1.876.520,00	1.927.070,00	1.969.220,00	2.009.970,00
total unbound means (5)	1.147.265,90	1.156.000,00	1.195.000,00	1.234.000,00	1.273.000,00	1.312.000,00
SC income DGD (3)	688.470,37	588.070,00	597.520,00	603.470,00	606.970,00	603.470,00
Admin income IFR not used as cofunding (4)	183.636,68	78.400,00	84.000,00	89.600,00	89.250,00	94.500,00

2027	2028	2029	2030	2031
7.401.000,00	7.536.000,00	7.621.000,00	7.671.000,00	7.621.000,00
6.500.000,00	6.500.000,00	6.500.000,00	6.500.000,00	6.500.000,00
5.200.000,00	5.200.000,00	5.200.000,00	5.200.000,00	5.200.000,00
765.000,00	900.000,00	900.000,00	1.035.000,00	900.000,00
11,77%	13,85%	13,85%	15,92%	13,85%
612.000,00	720.000,00	720.000,00	828.000,00	720.000,00
136.000,00	136.000,00	221.000,00	136.000,00	221.000,00
108.800,00	108.800,00	176.800,00	108.800,00	176.800,00
1,84%	1,80%	2,90%	1,77%	2,90%
5.920.800,00	6.028.800,00	6.096.800,00	6.136.800,00	6.096.800,00
1.480.200,00	1.507.200,00	1.524.200,00	1.534.200,00	1.524.200,00
1.905.037,50	1.936.787,50	1.966.037,50	1.993.537,50	2.016.037,50
459.987,50	459.987,50	459.987,50	459.987,50	459.987,50
300.000,00	300.000,00	300.000,00	300.000,00	300.000,00
475.000,00	500.000,00	525.000,00	550.000,00	575.000,00
300.000,00	300.000,00	300.000,00	300.000,00	300.000,00
370.050,00	376.800,00	381.050,00	383.550,00	381.050,00
1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00
459.987,50	459.987,50	459.987,50	459.987,50	459.987,50
300.000,00	300.000,00	300.000,00	300.000,00	300.000,00
854.262,50	854.262,50	854.262,50	854.262,50	854.262,50
1.900.000	2.000.000	2.100.000	2.200.000	2.300.000
99.750,00	105.000,00	110.250,00	115.500,00	120.750,00
475.000,00	500.000,00	525.000,00	550.000,00	575.000,00
1.651.000,00	1.690.000,00	1.729.000,00	1.729.000,00	1.729.000,00
300.000,00	300.000,00	300.000,00	300.000,00	300.000,00
1.000.000,00	1.000.000,00	1.000.000,00	1.000.000,00	1.000.000,00
351.000,00	390.000,00	429.000,00	429.000,00	429.000,00
1.351.000,00	1.390.000,00	1.429.000,00	1.429.000,00	1.429.000,00
340.000,00	360.000,00	380.000,00	400.000,00	420.000,00
289.000,00	306.000,00	323.000,00	340.000,00	357.000,00
51.000,00	54.000,00	57.000,00	60.000,00	63.000,00
1.968.820,00	2.022.520,00	2.072.720,00	2.081.470,00	2.083.220,00
1.351.000,00	1.390.000,00	1.429.000,00	1.429.000,00	1.429.000,00
518.070,00	527.520,00	533.470,00	536.970,00	533.470,00
99.750,00	105.000,00	110.250,00	115.500,00	120.750,00

decision at YEM to apply for a maximum of DGD in balance with cofunding capacity = 7.500.000 €, but then degressive in next dgd program to 6.500.000

cost for audit & evaluation, min 1% of DGD budget OC+MC (also 20% less in 2027-2031)

Based on an estimation of the maximum valuation possible (25% of the cofunding)

Based on the formal prognoses of AgriCord secretariat. As from 2023 onwards, for which no data are viable, put on status quo. Allocation key of 7% of totals applied.

Only 35% of the income from AgriCord is possible to be used for co-funding. The rest is used as extra funding.

Via bilateral agreements with We Effect, AFDI, UPA-DI, AHA, INFOCOS and FFD additional structural cofunding is realized.

Projection on basis of the expected results of 2020 and 2021 and afterwards each year 100.000 extra income form IFR efforts.

An estimated 7% administration income on the total of non-DGD funding is calculated.

objective is to apply a minimum of 25% of IFR in cofunding for DGD, in case bigger programmes can be applied for this need to be increased to 30% or 35% in consensus with DGD programme. Budgetwise the 20% is maintained. Once the needed cofunding is realised, the rest is for extra activities.

Vlaanderen, privé? Provincies

Income from NFR efforts stabilized on the level of 2019 and 2020.

Extra NFR income coming form the new GACM estimated at 1% in 2022 of all 390.000 members giving 40Euro, and raising each year 0.25% until a level of 2.5% is reached.

Costs are a mixture of direct costs (mainly fees 60%) and fixed costs (Lead consultant, office costs)

The profit margin is estimated at 15% of the total volume of STAM tasks (lower in start-up year 2021).

e. Long term financial simulation and scenarios 2/2

Internal balance cofin						
	2019	2022	2023	2024	2025	2026
20% cofin dgd goal	1.885.516,37	1.680.200,00	1.707.200,00	1.724.200,00	1.734.200,00	1.724.200,00
realisation cofin	1.475.361,81	1.562.784,34	1.736.787,50	1.761.037,50	1.868.537,50	1.891.037,50
difference	-410.154,56	-117.415,66	29.587,50	36.837,50	134.337,50	166.837,50
FINAL budget & balance						
	2019	2022	2023	2024	2025	2026
Income	12.930.954,28	12.639.581,03	13.516.357,50	13.779.157,50	14.088.807,50	14.232.057,50
DGD subsidy OK & MC	7.707.494,81	6.720.800,00	6.828.800,00	6.896.800,00	6.936.800,00	6.896.800,00
IFR subsidy grant	1.306.444,27	1.400.000,00	1.500.000,00	1.600.000,00	1.700.000,00	1.800.000,00
own means total	2.019.372,95	1.822.470,00	1.876.520,00	1.927.070,00	1.969.220,00	2.009.970,00
turnover STSD Modality	13.081,71	240.000,00	260.000,00	280.000,00	300.000,00	320.000,00
total agricord	409.198,73	893.526,69	1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00
realized cofin	1.475.361,81	1.562.784,34	1.736.787,50	1.761.037,50	1.868.537,50	1.891.037,50
Cost	12.778.374,23	12.498.526,69	13.392.837,50	13.637.927,50	13.938.984,30	14.075.772,24
DGD budget OC	8.307.011,48	7.500.000,00	7.500.000,00	7.500.000,00	7.500.000,00	7.500.000,00
dgD budget MC	1.120.570,35	901.000,00	1.036.000,00	1.121.000,00	1.171.000,00	1.121.000,00
IFR subsidy core funding	1.306.444,27	1.400.000,00	1.500.000,00	1.600.000,00	1.700.000,00	1.800.000,00
Extra programs due to overspending cofunding		0,00	29.587,50	36.837,50	134.337,50	166.837,50
total agricord	409.198,73	893.526,69	1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00
cost own means	1.624.684,03	1.600.000	1.632.000	1.664.640	1.697.933	1.731.891
costs own means for extra ambitions			160.000	163.200	166.464	169.793
cost consultancy	10.465,37	204.000,00	221.000,00	238.000,00	255.000,00	272.000,00
Net financial result	152.580,05	141.054,34	123.520,00	141.230,00	149.823,20	156.285,26
Dependency Ratio of DGD	73,78%	67,22%	63,74%	63,21%	62,21%	61,25%

2027	2028	2029	2030	2031
1.480.200,00	1.507.200,00	1.524.200,00	1.534.200,00	1.524.200,00
1.905.037,50	1.936.787,50	1.966.037,50	1.993.537,50	2.016.037,50
424.837,50	429.587,50	441.837,50	459.337,50	491.837,50
2027	2028	2029	2030	2031
13.348.907,50	13.662.357,50	13.929.807,50	14.126.057,50	14.230.307,50
5.920.800,00	6.028.800,00	6.096.800,00	6.136.800,00	6.096.800,00
1.900.000,00	2.000.000,00	2.100.000,00	2.200.000,00	2.300.000,00
1.968.820,00	2.022.520,00	2.072.720,00	2.081.470,00	2.083.220,00
340.000,00	360.000,00	380.000,00	400.000,00	420.000,00
1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00
1.905.037,50	1.936.787,50	1.966.037,50	1.993.537,50	2.016.037,50
13.268.805,93	13.564.350,30	13.818.170,56	14.043.032,22	14.183.701,11
6.500.000,00	6.500.000,00	6.500.000,00	6.500.000,00	6.500.000,00
901.000,00	1.036.000,00	1.121.000,00	1.171.000,00	1.121.000,00
1.900.000,00	2.000.000,00	2.100.000,00	2.200.000,00	2.300.000,00
424.837,50	429.587,50	441.837,50	459.337,50	491.837,50
1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00	1.314.250,00
1.766.529	1.801.860	1.837.897	1.874.655	1.912.148
173.189	176.653	180.186	183.790	187.466
289.000,00	306.000,00	323.000,00	340.000,00	357.000,00
80.101,57	98.007,20	111.636,94	83.025,28	46.606,39
55,78%	55,56%	55,15%	54,62%	53,73%

When negative = need for own means!

The costs for the functioning of Trias that can not be covered by operational funds that are part of the implemented programs is estimated on the basis of the situation in 2019-2020 and kept more or less stable, with a 2% inflation rate and a 3% growth rate.

10% rate on the total own means of year before

before provision

f. Glossary

ABC Fund – Agri-Business Capital Fund

ACT – one of the three organisations that merged to found Trias

BRS – Belgische Raiffeisenstichting

CD&V – Christen-Democratisch en Vlaams | Flemish Christian Democrats

COSO – Committee of Sponsoring Organisations

CSO – civil society organisation

DGD – Directorate-General for Development Cooperation and Humanitarian Aid of Belgium

EFQM – originally the European Foundation for Quality Management, now known only as EFQM

ENABEL – the Belgian development agency responsible for implementing and coordinating the Belgian international development policy

EPSC – European Political Strategy Centre

EU – European Union

FMSC – Financial Management Steering Committee

GACM/JACM – Gemeenschappelijk Actie- en Communicatie Model | Joint Action and Communication Model

GDP – gross domestic product

ICT – information communications technology

IFAD – International Fund for Agricultural Development

KLJ – one of Trias' Flemish constituency organisations, a rural youth organisation. Katholieke Landelijke Jeugd | Catholic Rural Youth

KU Leuven – Katholieke Universiteit Leuven | Catholic University of Leuven

MBO – member-based organisation

M&E – monitoring and evaluation

MSME – micro, small and medium-sized enterprises

NGA – non-governmental actor

NGO – non-governmental organisation

ODA – official development aid

OS/ID – organisational strengthening and institutional development

PLATS – Trias' programme management system: planning, learning and accountability Trias system

SDGs – sustainable development goals

SDNS – Sustainable Development Solutions Network

SOGIE – sexual orientation and gender identity and expression

SPIDER – Trias' participatory capacity building approach: strengthening partners in development through empowerment and reflection

STAM – action model

SWOT – strengths, weakness, opportunities and threats

ToCh – theory of change

UN – United Nations

VKW – Flemish employers' federation

VOKA – Vlaams netwerk van ondernemingen | Flemish employers' organisation.



TRIAS

TURNING DREAMS INTO
OPPORTUNITIES

www.trias.ngo

Trias, Kunstlaan 7-8, 1210 Brussels - info@trias.ngo

Responsible publisher: Lode Delbare

Follow @triasngo on





TRIAS

TURNING DREAMS INTO
OPPORTUNITIES