

Access²innovation

PARTNERSHIPS FOR SHARED GROWTH IN AFRICA

Access2Innovation
Strategy
2024 – 2026

March 2024



The Strategy

Access2innovation’s Strategy 2024-2026 – *Partnerships for Shared Growth in Africa* – takes outset in the organization’s mission, vision and values.

The strategy outlines concrete goals for the coming three years within the four strategic priorities, as well as related to Access2innovation’s membership base, networks and partners, communication, organization and financing.

Introduction

Access2innovation is a Danish, member-based, non-profit organization and network for civil society organizations, private companies, investors, research institutions, business associations, public institutions and individuals.

Since 2007, Access2innovation has utilized a partnership approach to create innovative, sustainable business opportunities and market-based solutions for Danish organizations in Africa. The approach has included projects, prototyping of products, facilitation of B2B, market penetration, networking, knowledge sharing and financing. This has grown companies, and created jobs and development in Denmark and Africa, while providing Access2innovation with solid understanding of markets and value chains in Africa.

Access2innovation has a growing member base, experience from successful facilitation of more than 85 partnerships and projects, and expertise within food systems, water and sanitation, renewable energy, green transition, climate change adaptation, financing, market and value chain analysis and business development. This makes the organization strongly positioned to contribute to green growth and development in Africa – to the benefit of Danish and African organizations.





Trends

Africa is characterized by both huge youth unemployment and economic growth. With the growth exceeding five percent in 15 countries in 2023, Africa maintains its position as the second fastest growing region, after Asia.

China and Russia are heavily investing in building alliances with African nations to the detriment of Western political and commercial influence and interests. Meantime, the Danish government has announced its ambition to strengthen its engagement in Africa, emphasizing equitable partnerships and respect.

Climate change threatens sustainable development in Africa, particularly among poor and vulnerable countries, which have contributed least to greenhouse gas emissions. At the same time, addressing climate change in Africa will create significant market opportunities for green growth.

Hence, the need and opportunities is larger than ever to connect Danish and African organizations and their knowledge, products and technology through equitable, multistakeholder partnerships, and contribute to green growth and sustainable development in Africa.



Mission

Access2innovation is a Danish, member-based, non-profit organization and network for civil society organizations, private companies, investors, research institutions, business associations, public institutions and individuals.

The purpose is to facilitate and develop sustainable, commercial solutions and business models to growth markets in Africa. This Access2innovation will do by supporting the innovation eco-system and promoting market-based approaches through risk sharing, as well as by facilitating members' participation in partnerships and projects, which strengthens African solutions with Danish expertise and reinforces Danish solutions with local knowledge.

Vision

Sustainable development and inclusive green growth created in equitable partnerships between organizations in Denmark and Africa.

Values

Access2innovation takes outset in the values of the organization, which guide the decisions, actions and communication of both management and colleagues.

- **Business Orientation**
We promote market-based approaches and solutions.
- **Sustainability**
We take outset in UN's Sustainable Development Goals and Global Compact's principles, and work for societal and environmental sustainability in our projects and partnerships.
- **Partnership Focus**
We cooperate, co-think and co-create across sectors and interests. We facilitate equitable partnerships and share knowledge and experience with others.
- **Innovation**
We experiment and promote new ideas. We are proactive and facilitate innovative partnerships, solutions, business models and financing.
- **Localization**
We take outset in local needs and interests and promote solutions based on local knowledge, experience and resources. We cooperate with local actors.

Strategic Focus Areas

In the strategic period 2024-2026, Access2Innovation focuses on four strategic priorities to the benefit of members and the broader innovation ecosystem:



Partnerships and projects



Networks and knowledge sharing



Member servicing



Impact financing





Partnerships & Projects

Partnerships across sectors and competences are essential to tackle the crises in Africa and develop innovative solutions that contribute to sustainable development and green transition.

Therefore, Access2innovation builds on its solid experience and competences stemming from the facilitation of more than 85 multistakeholder partnerships and projects between NGOs, companies and research institutions.

At the same time, Access2innovation continues to contribute with technical expertise within food systems and agriculture, renewable energy, water and sanitation, and innovation in design and implementation of partnership-based projects.

Access2innovation works to increase the number of partnerships and innovative projects that involve members of the organization.

Beside specific projects working on single solutions or products, focus is on ecosystems that comprise entire value chains inclusive of financing.

Increasingly, Access2innovation promotes that Danish expertise is added to African products, business models and processes, and that Danish solutions are reinforced by local knowledge. Hence, the organization promotes partnerships and projects between Danish and African organizations and actors.

During the strategic period 2024-2026, activities include the following:

- Facilitating partnerships for the design and implementation of innovative products and business models.
- Match-making between members and between other Danish and African stakeholders.
- Designing and implementing projects which strengthens business development, de-risks investments, and promotes sustainable development and the green transition.

GOALS 2026:

- ✓ 40 partnerships facilitated.
- ✓ 20 projects engaged in.



Networks & Knowledge Sharing

African markets are known to require special insights if companies and organizations are to navigate successfully in the very different market dynamics, regulatory frameworks and cultures. At the same time, climate change, the green transition and new sustainability directives, demand new knowledge and new competencies.

Building on its extensive experience, Access2innovation strengthens its network of members and the broader ecosystem working on market-based solutions, with a particular focus on inclusion of African actors.

Access2innovation increases the number of member events and activities for joint knowledge sharing, learning, innovation and capacity building.

Access2innovation works for broad participation, dialogue and learning between organizations from both Denmark and Africa.

During the strategic period 2024-2026, activities include the following:

- Community activities and events.
- Learning, support and sharing of experience and best practice between members.
- Capacity development of members and the ecosystem.
- Contributing to knowledge reports and assessments together with other organizations.
- Trade missions to and from Africa.

GOALS 2026:

- ✓ 18 network events carried out annually.
- ✓ Online, interactive member platform developed.



Member Servicing

Generally, there is a need for hands-on support to organizations and companies in market-based solutions and how to enter and sustain business in the African markets.

In this regards, Access2innovation sees itself as the gateway to East Africa – building upon its many years of experience from and representation in East Africa.

While the strength lies in the network, the individual members of Access2innovation also often needs individual, strategic and operational support to strengthen their business and organization.

Hence, Access2innovation strengthens its understanding of the individual members, their interests and needs in order to provide better, tailor-made services.

This includes strengthening the individual sparring, advice and direct support to members within business case development, market analysis and entry, financing, project proposals, strategy development, permits, and so forth.

During the strategic period 2024-2026, activities include the following:

- Individual sparring and advice to members.
- Strategic and operational support to members.
- Servicing the members of member organizations.
- Business-to-business facilitation between Danish and African companies.
- Promoting African companies' access to Danish markets, and Danish companies' sourcing from Africa.

GOALS 2026:

- ✓ Members value Access2innovation as a relevant organization.
- ✓ Members are satisfied with the services provided.
- ✓ Africa-based members access Danish markets.



Impact Financing

Denmark has set aside DKK eight billion in the period 2024-2030 for investments in Africa. However, this capital rarely is accessible to small and medium sized Danish and African, companies.

In this regard, the majority of Access2innovation's members need support to mobilize financing for initiatives that advance the green transition and sustainable development in Africa.

Therefore, Access2innovation builds upon its long experience with expanding the knowledge of financial instruments and facilitating access for its members to public and private capital for partnerships, projects and products targeting African.

During the strategic period 2024-2026, activities include the following:

- Project development and applications for financing by public funds and private foundations.
- Mobilization of private investment capital.
- Strengthening the use of blended finance.
- Contributing to knowledge creation on framework conditions for financing for Africa.

GOALS 2026:

- ✓ Access to financing facilitated for 30 members and partners.
- ✓ DKK 50 million mobilized.

Members

As a membership organization, Access2innovation draws its legitimacy and its impact from the numbers and the types of members. Different members brings diverse perspectives, competences and experience, which strengthens and obligates the organization.

The member base of Access2innovation includes civil society organizations, private companies, investors, research institutions, public institutions, business associations and individuals, all of whom wish to contribute to the vision of sustainable development and inclusive green growth, created in equal partnerships between organizations in Denmark and Africa.

At the same time, the development stage of the members span wide – from small volunteer organizations to large international NGOs, from start-ups to worldwide business groups, as well as a range of member-based institutions and associations who themselves service or invest in their members.

With the diversity of members come diverse needs and demands to Access2innovation. Hence, it is important that the organization continues to embrace the width of its membership and meets the individual expectations of its members, while nurturing community interests for the creation of synergies and partnerships.

During the strategic period 2024-2026, activities include the following:

- **Strengthening the member base** to increase the legitimacy, position, relevance and diversity of the organization.
- **Increasing the number of members** – both strategic and network members – in Denmark and particularly in Africa, to increase diversity and build local foundation and value addition.
- **Improving marketing and positioning of the services and the value added** to different types of members that Access2innovation offers, and proactive recruitment of new members.
- **Retaining members**, through strengthened understanding of the members' different organizational development and needs; and carrying out activities and services, which in the best possible way accommodate each member, while also creating value for the Access2innovation community.

GOALS 2026:

- ✓ 75 strategic members.
- ✓ 100 network members.
- ✓ 15 % members from Afrika.





Partners and Networks

One of the strengths of Access2innovation is the many and diverse partners, collaborators and networks in Denmark and Africa linked to the organization. These include other membership-based organizations and associations, funders, and public-private partnerships. While some are also network members of Access2innovation, common to all is working together in support of Access2innovation's vision of sustainable development and inclusive green growth.

During the strategic period 2024-2026, Access2innovation strengthens its network of partners in several ways, by:

- **Increasing the number of partners** to improve access to new and different services for members, including in countries outside East Africa.
- **Working strategically with other member-based organizations** to strengthen outreach and recruitment base of new members.
- **Building relations with institutional donors and foundations** to gain strategic influence and to position the organization and its members.
- **Expanding the network of strategic partners in Africa** to promote business opportunities and value addition between African and Danish organizations.
- **Supporting like-minded organizations to influence the framework conditions** and financing for doing business in Africa.
- **Working to become the leading member-based network** in Denmark for organizations focusing on market-based solutions and partnerships in Africa.

GOALS 2026:

- ✓ Partner of choice for business investments and activities in Africa.
- ✓ 10 Strategic partnerships with relevant networks and business organizations.



Communication

External communication in Access2innovation is primarily centered around monthly newsletters and social media, which brings case stories, announcements and news from the work of the organization and its members. During the past year, Access2innovation has seen an average increase of 40% in its followers and subscribers.

During the strategy period 2024-2026, Access2innovation strengthens its external communication to increase the knowledge about opportunities for partnerships for sustainable development and green growth in Africa.

Access2innovation uses its voice and collaborate with partners and members to inform about relevant framework conditions, research and analyses, programs and events, and promote business and development opportunities in Africa.

Access2innovation adds value to members' engagement in Africa by communicating their success stories and good examples.

Access2innovation highlights the results and the positive role of the organization as the leading Danish gateway to engagement and doing business in Africa.

Access2innovation improves the accessibility and the relevance of the messaging to audiences in Africa, by always communicating in English and developing a communications channel targeting East Africa.

GOALS 2026:

- ✓ 3,000 followers on LinkedIn.
- ✓ 3,000 subscribers to Newsletter.
- ✓ Communication channel targeting audiences in East Africa.

Organization

Access2innovation is governed by a board representing its membership base and setting the strategic direction of the organization.

The secretariat is resourced with strong competencies in technical fields, including food and agribusiness, water and sanitation, renewable energy, circular economy and green transition as well as market and value chain analysis, inclusive business development, financing, project management, and partnership facilitation.

With offices and human resources in Aalborg, Copenhagen and Kampala, Access2innovation is well placed to support its members strategically and operationally in Denmark and Africa.

In order to deliver on the strategy and stay fit for purpose, Access2innovation continues to adapt the organization to the changing environment and new opportunities.

During the strategy period 2024-2026, Access2innovation builds upon the office in Uganda, and expands its representation to include Kenya and Tanzania. Hereby, the organization grows its network of partners and provide even better services to the members closer to the markets.

Access2innovation is committed to diversity and inclusion and to fight bias. The organization works to ensure a board and secretariat with people of different backgrounds inclusive of social status, age, gender, sexual orientation, color, ethnicity, national origin, religion, physical ability, and political affiliation.

The organization continuously updates the web page and aligns the communication – internal and external messaging and images – to reflect the mission, vision and values.

While maintaining adaptability, Access2innovation strengthens its systems and procedures, with a particular focus on value addition to the members; and improves monitoring and measuring of the work and the results created.

GOALS 2026:

- ✓ Representation in Kenya and Tanzania.
- ✓ Diversity in Board and secretariat.
- ✓ New web page reflecting the strategy.





Financing

Access2innovation is primarily financed by membership fees and public project grants. While the organization has experienced a significant increase in members and projects during the past year, competition is increasing from organizations, networks and consultancy firms seeking to promote business and partnerships in Africa.

Hence, during the strategy period 2024-2026, Access2innovation needs to strengthen its resource mobilization to reduce dependency, build robustness and secure economic growth of the organization.

Based upon the planned, expanding member base of the organization, Access2innovation works to increase its unearmarked income.

Access2innovation works to diversify and increase the public and private donor base of both Danish and international institutions and foundations.

Access2innovation builds consortia and partnerships with like-minded institutions in order to position the organization for large, strategic projects and initiatives.

Access2innovation is well placed to plug into and deliver on Denmark's upcoming Africa Plan and the consequent, new Strategy for Development Cooperation, based upon which the organization works to secure core financing to the benefit of the Access2innovation network and its members.

GOALS 2026:

- ✓ Turnover of DKK 10 million.
- ✓ Yearly financial result of DKK 500,000.
- ✓ Core financing secured.

Summary – Goals 2026

Projects and Partnerships

- ✓ 40 partnerships facilitated.
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Networks and Knowledge Sharing

- ✓ 18 network events carried out annually.
- ✓ Online, interactive member platform developed.

Member Servicing

- ✓ Members value Access2innovation as a relevant organization.
- ✓ Members are satisfied with the services provided.
- ✓ Africa-based members access Danish markets.

Impact Financing

- ✓ Access to financing/capital facilitated for 30 members and partners.
- ✓ DKK 50 million mobilized.

Members

- ✓ 75 strategic members.
- ✓ 100 network members.
- ✓ 15 % members from Afrika.

Partners & Stakeholders

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- ✓ 10 Strategic partnerships with relevant networks and business organizations.

Communication

- ✓ 3,000 followers on LinkedIn.
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- ✓ Communication channel targeting audiences in East Africa.

Organization

- ✓ Representation in Kenya and Tanzania.
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Financing

- ✓ Turnover of DKK 10 million.
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