

ADVICE

Core activities UFA



INTERNSHIP

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Introduction

This rapport is the product of an internship that was done in the past 5 months.

The rapport follows the structure of the Business Model Template from the book *Duurzaam organiseren* written by Jan Jonker and Niels Faber. The template consists out of four phases: the definition phase, design phase, results phase and implementation phase.

Definition phase

The definition phase helps you explore the organization and its issue. It contains information about the cause and context, dream and proposition.

Design phase

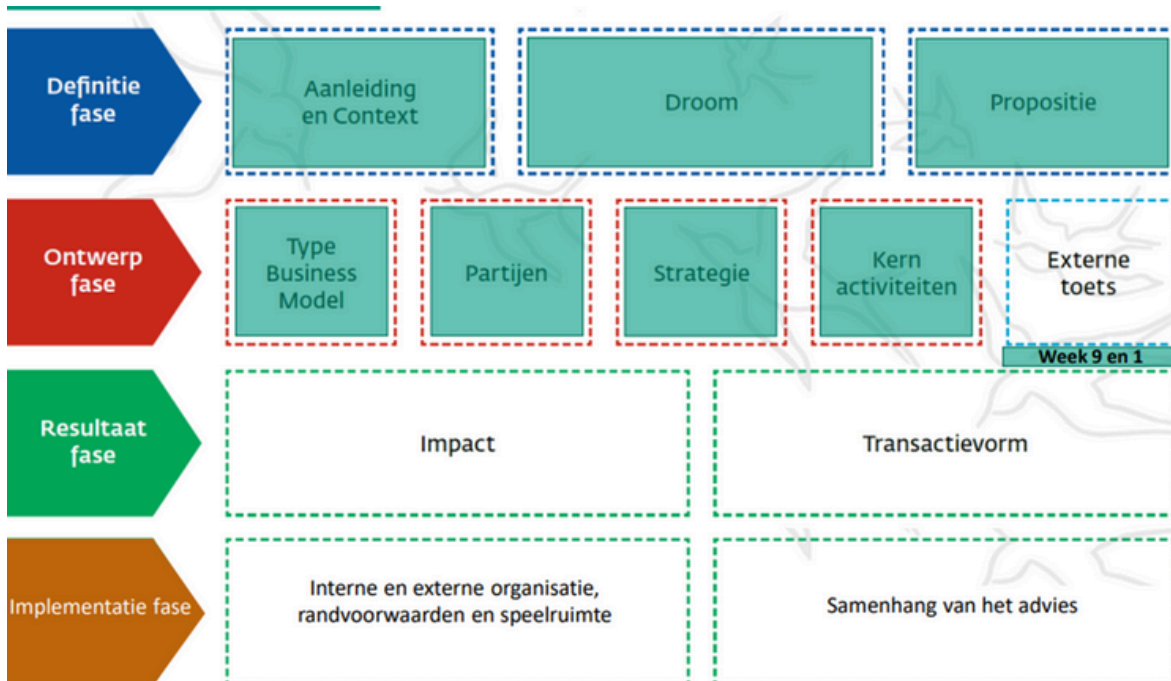
In the design phase you start working towards a circular solution for the main question. It contains the businessmodel type, stakeholders, strategy and key activities.

Results phase

In the results phase impact and transaction forms are described. In a circular businessmodel impact and transactions can be financial, ecological or social.

Implementation phase

In the implementation phase the implementation of the advice is discussed.



Chapter 1: definiton phase

The cause of this research lies in the issue of food security on the island of Aruba. During Covid the dependency on imported goods became very clear. Since then the awareness on the topic of food security has raised and so did the interest in a strong agricultural sector for Aruba.

When one wants to practice agriculture on Aruba they face a couple of challenges. The climate on Aruba is not ideal for plants to grow in. The heat combined with little rainfall make it hard to grow on the soil. Techniques such as growing in a greenhouse or using hydroponic systems have shown that it is possible to grow on a larger scale, but in these practices the farmer still has to deal with high costs of electricity and water.

Through advocacy, education and resources the United Farmers of Aruba Association (UFA) aims to facilitate farmers towards better circumstances. However, the association is still young and is trying to figure out how they can help the local farmers best. In 2024, at the time this rapport was being written, the president decided to step back and an interim president stepped in. Later that year a new board was selected.

The main question in the rapport is:

'How can UFA develop a businessmodel with core activities that, taking into account synergy between the stakeholders and in a circular context, encourage growth and connection within the associaton and of the sector to be able to work towards better food security for Aruba?

Some external factors that influence the context of the UFA are:

Economics

An important credit arrangement for farmers on Aruba is the Qredits Agrifund. The Agrifund offers a credit with reduced interest of 2%. Farmers can open a credit from Afl. 5000,- to Afl. 200.000,-. A total amount of Afl. 3 million is available for commercial farming. There also is a subsidy for commercial farmers on WEB water. Farmers can request a subsidy of Afl. 0,85 per m³ water.

Political-legal

There were elections held on december 6th 2024 for a new government. In time the new plans and focus for farming will become clear. In the Circular Economy Vision 2050 the Aruban Government stated how they will work towards a sustainable and circular island economy.

Technological

New technologies on farming are developing at a rapid pace. New developments could be interesting to make farming on Aruba more easy.

Chapter 2: design phase

The new strategy and businessmodel are based on customer intimacy and community building. Customer intimacy focusses on the direct relationship to the members. UFA should know the members, their struggles and desires. Community building focusses on the relationship between the members and the relationship to stakeholders. How can everyone work together and put in effort to achieve the goals of the association?

When describing new activities based on the strategy and businessmodel a distinction can be made between three focus areas.

The three focus areas community, activities and collaborations form a new strategy for UFA to follow as an association. Focussing on building a community asks for an active role from the members. The community is formed by its members and the strenghts of the members are the strenghts of the community. The recommended strategy uses these strenghts, and aims for the whole association to benefit from them.

Community

This starts by building a solid foundation to work with. The first step in this proces is reconsidering the current mission and vision. It is recommended to form a new mission and vision with input from the members for them to feel more aligned with the association. From there one can start building the community and organizing activities such as regular events.

Activities

Activities are for the members to organize guided by the board. Like stated previously, members can contribute a lot with their strenghts, vision and talent. A schedule helps to maintain consistency and accountability.

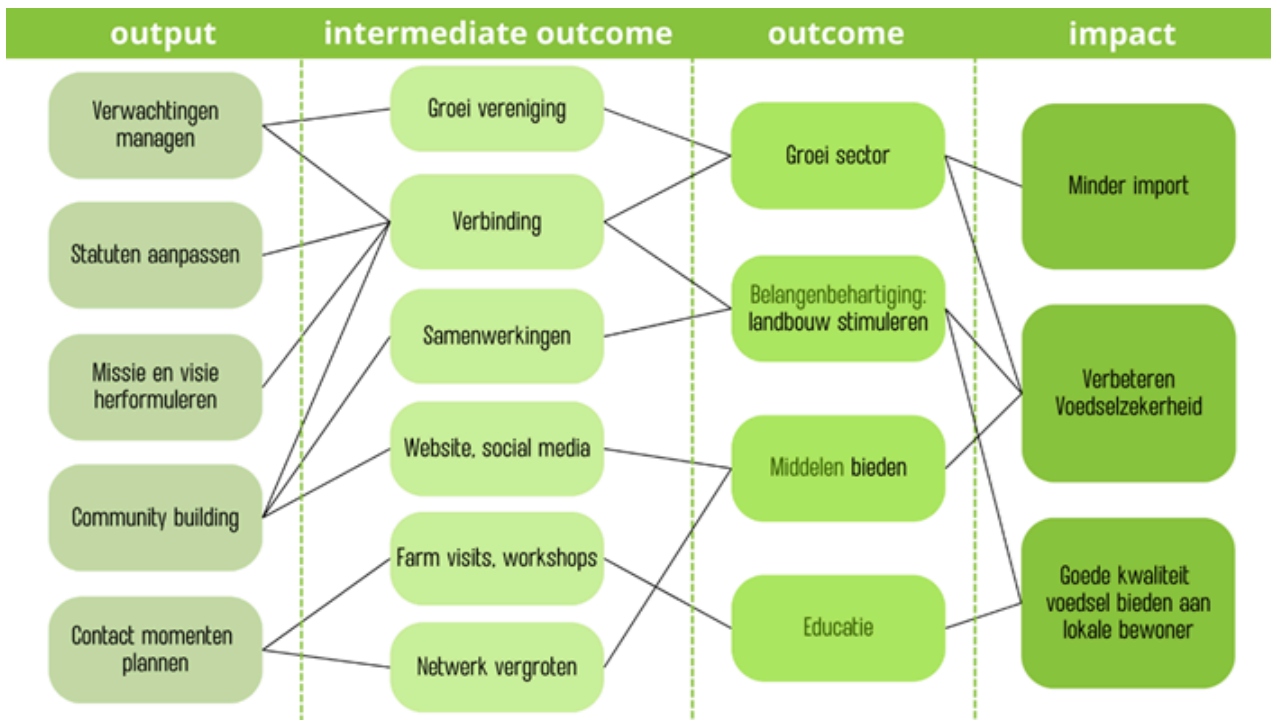
Collaborations

Part of the activities of an association is making use of the network. There are current collaborations with certain stakeholders. These should be maintained and relations should be expanded to create new opportunities. It is valuable for members to be able to learn from others and potentially to share resources. Advocacy too is an important activity for the association.

Using these three focus areas as a guideline for the future should help the association grow. They can function as the foundation for consistency, clarity and action.

Chapter 3: results phase

The actionable steps that lead to social impact are described in the so called Impact Pathway. The pathway involves short term actions (output) and works its way to a long term vision (impact).



The main financial income for UFA at the moment is the contribution from the members. In 2024 the membership fee contained Afl. 35 for a year. Financial transactions can be expanded with single contributions for events. For example:

Lunch meeting (example for 32 members)

An indication of costs:

Tables 8p and seats (Aruba Via Rentals)	Afl. 101,- x 4 =	404,-
Dinner knife + fork (Aruba Via Rentals)	Afl. 1,80 x 32 =	57,60
Catering lunch	+ 34,20 x 32 =	1094,40
Own coffee/tea	Afl.	35,-
Other (decorations etc.)	Afl.	200,-
Total of		Afl. 1756,- (Afl. 54,88 pp)

Chapter 4: implementation phase

There are a few challenges to take into account when you want to initiate change. For UFA the most important ones are:

- Change brings uncertainty. You can't know what the investment of time and resources will eventually bring UFA. And whether or not the new businessmodel will really contribute to working towards the wanted impact.
- How can UFA move along with technological developments and make these available for farmers on the island?
- Changing the businessmodel requires an investment of time. How can UFA ensure the time needed for change is invested? Especially because the boardmembers and members have a lot of other priorities too.

Implementation - short term (example)

Maandag	Dinsdag	Woensdag	Donderdag	Vrijdag	Zaterdag	Zondag
					01/02	02/02
03/02 Enquête uitzetten community building	04/02	05/02 Bestuur overleg statuten + missie & visie	06/02	07/02 Bestuur overleg statuten + missie & visie	08/02	09/02
10/02	11/02	12/02 Leden- vergadering statuten + missie visie	13/02	14/02	15/02	16/02
17/02	18/02	19/02	20/02	21/02 Brainstorm- sessie missie + visie	22/02	23/02
24/02	25/02	26/02	27/02	28/02	01/03	02/03
03/03	04/03	05/03 Bestuur enquête bespreken	06/03	07/03 Leden- vergadering community building	08/03	09/03
10/03	11/03	12/03	13/03	14/03	15/03	16/03
17/03	18/03	19/03 Bestuur contact- momenten plannen (Jaarkalender)	20/03	21/03	22/03	23/03
24/03 Jaarkalender online	25/03	26/03	27/03	28/03	29/03	30/03
31/03						

Summery advice

Food security has become an important topic, especially since Covid. During Covid the dependency on imported goods became very clear. Since then the awareness on the topic of food security has raised and so did the interest in a strong agricultural sector for Aruba.

Through advocacy, education and resources the United Farmers of Aruba Association (UFA) aims to facilitate farmers towards better circumstances. The main question in the rapport is: 'How can UFA develop a businessmodel with core activities that, taking into account synergy between the stakeholders and in a circular context, encourage growth and connection within the associaton and of the sector to be able to work towards better food security for Aruba?

The proposed businessmodel is based on customer intimacy and community building. This means that a shift will be made from a passive membership to an active membership.

When describing new activities based on the strategy and businessmodel a distinction can be made between three focus areas. The three focus areas community, activities and collaborations form a new strategy for UFA to follow as an association.

The actionable steps that lead to social impact are described in the so called Impact Pathway. The pathway involves short term actions (output) and works its way to a long term vision (impact).

When using the Impact Pathway to implement a new strategy, UFA will be able to form a new structure with which the association can hopefully grow farming and connect farmers on Aruba.