

AGRITERRA MAGAZINE

SUMMER EDITION 2019



2020 GOALS



YOUTH IN AGRICULTURE



ANNUAL REPORT 2018

AGRI TERRA



FOR COOPERATIVES

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COLOPHON

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Content & editing: Agriterra, JEEN communicatie
Concept & production: JEEN communicatie
Photography: Agriterra

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PREFACE

In 2018, Agriterra continued to focus on strengthening of cooperatives and farmer organisations, contributing to the socio-economic progress of the people in the countries where we are active. For Agriterra, 2 aspects stand out:

Firstly, development is the result of the hard work and dedication of ordinary people, farmers in our case. Agriterra, governments and companies may reach out and lend a helping hand, but there will be no development in the farming families if the adult members do not put 'the hand to the plough'. There is an overestimation of the external input. Most reports on development are recommendations for new governmental policies or for extra credit targeting the so-called missing middle. New investments funds are mushrooming. Very helpful and necessary but not decisive for success! The real success comes from farmers, organised in cooperatives, that decide to build new ventures, by working hard and bringing in their own capital. We have seen new convincing cases in 2018 of factories financed almost completely with farmers' investments.

The other aspect is sustainable intensification of agriculture; the increase of productivity by modernisation and economic growth. People sometimes argue that the developed countries are causing poverty elsewhere. Development is pictured as the cause of climate change in Africa, Asia or Latin America. As if stopping economic growth and slowing down development will reduce environmental impact! There is too little attention for the very detrimental impact of poor men's agriculture, the so-called slash-and-burn agriculture. 60% of the new agricultural lands in Africa came from intact forests in the 1980s and 1990s and were mainly used for small-scale farming. Changes in land use because of agricultural intensification and modernisation help to reduce climate change. If done the Dutch way, it decreases

the total agricultural land surface in the world substantially so the rest could stay or be returned to nature. CO2 emissions from poor farmer practices are considerable, but because it concerns wood burning for cooking, heating and land clearing, these are not considered in the statistics. However, anybody who has been in developing countries before the rainy season, knows how dense and irritating to the throat the smoke can be. Agriterra started therefore at the end of 2018, exploring new potential partnerships to see how climate action could be included in our programmes.

Agriterra has grown exponentially. By the end of 2018 we had 130 employees. New offices have been opened in West Africa and South Sudan. Several new programmes in Myanmar, Indonesia, the Philippines and Tanzania were started. The Climate Smart Agriculture project in Uganda, Kenya and Tanzania was launched. Agriterra signed Memoranda of Understanding with Rabobank, FrieslandCampina and Enza Zaden. We are proud of the work done for the EU Task Force Rural Africa. More governments have chosen us as the preferred supplier of cooperative consulting services.

“We are proud of the work done for the EU Task Force Rural Africa”

This great work will continue in 2019. The challenges and opportunities are big. We will need all our creativity to take advantage of them for the benefit of farming communities worldwide. This requires above all that we cherish our Agriterra community!



On behalf of managers
Cees van Rij and José Levelink,

Kees Blokland

Agriterra wants to see cooperatives improve their business

‘THE MORE DATA, THE MORE WE CAN ACHIEVE’

Data is power. Whether it be successful companies, strong stakeholders’ organisations or major government programmes, decision makers base their choices on quantitative information. The cooperation between Agriterra and its clients is also all about facts & figures.

“The more data we have, the more we can achieve,” states Matthijs van den Berg, client information analyst at Agriterra. He works at Agriterra’s head office in Arnhem (NL) and processing and analysing data from clients’ reports is his daily work.

“If a cooperative has taken the basic financial management training session, we expect its financial performance to improve”

Measuring impact

Agriterra can better align its services to its clients’ needs by using key performance indicators (KPIs), says Van den Berg. “If a cooperative has taken the basic financial management training session, we expect its financial performance to improve. This means we can then move on to advanced training. If the impact is however invisible, we jointly investigate and seek a solution.”

Financial indicators such as turnover development and return on assets are of

primary importance when advising cooperatives. Agriterra uses the number of paying members and the proportion of costs covered by private funding as indicators to provide support to organisations.

Analyst Van den Berg is more interested in the underlying trends than in the absolute figures. Take turnover development for instance. “The gross turnover for a financial year is just a snapshot. We need more information to properly interpret financial health. Imagine a cooperative’s turnover rises 10%. That seems really good, but if the number of members increased 20% over the same period, then it doesn’t represent healthy growth.”

Not just Financial Performance Indicators

The financial results are very dependent on external economic developments which cooperatives cannot directly influence. Agriterra therefore always includes non-financial parameters to determine an organisation’s quality. Van den Berg: “If the global coffee price drops, the financial parameters will provide a negative impression. This doesn’t however have to mean that the cooperative is doing poorly. That is why we also include data on organisational quality.” Examples of non-financial indicators include data on corporate governance, report quality

Our Information analysts



and member commitment. The participation of women and young farmers is also a point of attention.

New tool for return on investment

The processing of quantitative business information is constantly developing. A new tool is currently being developed by Agriterra to visualise return on investment.

Agriterra thereby wishes to better quantify its projects' impact. This is useful as a justification towards financiers and other business partners, but the transparency is also valuable for clients. It contributes to confidence among, for example, buyers and investors. "We want to visualise which efforts we have made as an agri agency and what this resulted in for the client."

Conclusions

Agriterra wants to see improvements over the course of a couple of years and draws its conclusions from the results. "If there is no measurable impact, we have to recognise that this isn't a match," says Van den Berg. And even if things go well, the cooperation is temporary. "In ideal instances, clients attain the objectives set and no longer require our services after 3 to 4 years. That's always our goal."

Performance ranking

Collecting and analysing data also makes it possible to compare the results of various organisations within the Agriterra network. Every year, Agriterra draws up a ranking of its best performing clients; **The Top 74**. Each organisation on that list is scored for various aspects. The final ranking is a weighted average. The financial Key Performance Indicators are leading, followed by the input/output score.

ITEMS	WEIGHT
Non-financial Key Performance Indicators	10%
Financial Key Performance Indicators	30%
2020 goals	15%
Financial Health Check	10%
Governance Health Check	0%
Documents	5%
Input/output	20%
Business Advisor score	10%
Total	100%

AGRITERRA'S BEST CLIENTS

Agriterra assures continuous monitoring of its clients' (financial) key performance indicators. In 2018, data (relating to the audited financial statements of 2017) from 156 clients were collected and analysed. We have ranked our clients in the Top 74, by measuring several aspects and selected a top 3 per category.

TOP 3 SACCOS

1. Rukiga Sacco, Uganda

Rukiga Sacco in Uganda was the best performing Sacco and placed 6th in the ranking of all clients (score 7,11 on scale of 1 to 10). The cooperative managed to achieve its membership target of 13,750, improved its risk profile and improved access to loans (shortened procedures).

Rukiga Sacco, based in Rukiga county, started in 2002 and formalised the year after, with the intention of eradicating poverty among the residents of Rukiga county. They render financial services to their members, mainly farmers. The cooperative has been working with Agriterra since 2014.

Results achieved in 2017:

- Equity growth per member: 45%
- Youth council established
- 33% of board members are women
- Membership target of 13,750 has been reached

BHAG (audacious goal): To be the leading cooperative bank in Uganda. To assure quicker access to money for members, new procedures were introduced.

At Rukiga, it has been inspiring to see the evolution and transformation of what the Sacco has been able to achieve, especially towards women and youth.

Agriterra's key interventions:

- Governance - Strengthening the role of the board and the supervisory board was a focus topic.
- Product development - Improving financial access and inclusion to make it easier for farmers to gain access to working capital.
- Institutional strengthening especially of policy review has led to significant improvements on accountability and transparency.
- Access to working capital also improved with regard to turnaround time for loan applications for members.
- Rukiga Sacco has a soft loan from Rabobank, which improved the liquidity of the Sacco.



"In our recent joint session with clients the Rukiga manager wrote its BHAG, 'To be the leading cooperative bank in Uganda' which is also captured on the flipchart picture below. I did not believe him until I visited his office the following day, where I was surprised. When I stepped in to their Sacco, it gave me the exact same vibe that was stated in their BHAG. Unlike many other Saccos, it looked like a bank. What surprised me more was that he meant it and was living it (look behind the manager). He said he was influenced by Rabobank during an exchange that took place in The Netherlands. All I want to say is "walk, talk and act like your BHAG"; it will come true."

Ysakor Haile Selassie
Agriterra business advisor

TOP 3 BEST SACCOS

- 1 Rukiga Sacco, Uganda
- 2 Adhunik Agricultural Cooperative limited (AACL), Nepal
- 3 Imenti Sacco, Kenya

1. Central Tea Cooperative Federation (CTCF), Nepal

CTCF in Nepal won the Top 74 contest in 2018 based on the 2017 results and figures (score 8,33 on scale of 1 to 10). It contributed well to Agriterra's 2020 Goals, scored high on financial health and financial indicators and lessened its donor dependency to some extent.

CTCF is an umbrella organisation of tea cooperatives in Nepal. It has 100 member cooperatives, including 6,500 active members (engaged family as members). In a short time, it has become a major player in the Nepalese tea market.

Name: Central Tea Cooperative Federation (CTCF)

Year of establishment: 2010

Commodities: tea

Processing factory: 31 cooperatives established their own processing plants

Start Agriterra: 2012

Core business: The members of CTCF are involved in different levels of production ranging from tea plucking, tea processing and selling tea.

Goal: to connect cooperative tea in the international market by focusing on building new sales relations through integrated value chain activities.

Results

- Increase from 17% to 35% coverage of operational costs through services/business income
- 9 of the primary cooperatives have formed youth committees
- EUR 40,000 investment due to policy changes.
- Women and youth in board (13% each)

CTCF and their member cooperatives increased their knowledge on how to professionalise their cooperatives and increased their capacity for lobbying and advocacy. Their role changed from farmer to entrepreneur.

“CTCF has been working with Agriterra on capacity development, market access, lobby and advocacy since 2012 to transform into a professional farmers’ organisation. CTCF started by providing different trainings with Agriterra’s help. Through these trainings, CTCF and its cooperatives increased capacity.”

Rabin Rai

General secretary CTCF



TOP 3 BEST FARMERS' ORGANISATIONS

- 1 Central Tea Cooperative Federation (CTCF), Nepal
- 2 Small Farmers Agricultural Cooperatives Federation Limited Makwanpur, Nepal
- 3 Nepal Agriculture Cooperative Central Federation Limited

1. Cacao de Aroma (Central de Cacao Aroma de Tocache - CECAT), Peru

This cacao cooperative in Peru with almost 1,000 members managed to increase turnover, equity and member income. The cooperative ranked third on the overall ranking lists of Agriterra clients (score 7,47 on scale of 1 to 10).

The Cooperativa Agraria Central de Cacao Aroma de Tocache Ltda. is a cooperative of the second degree that groups 6 cooperatives (981 farmers) in the province of Tocache. It was created in response to the needs of increasing production volume, improving negotiating capacity and obtaining greater profitability.

- It managed to increase its production and improve the quality of cacao compliance with the international standards of Organic production and Fair trade.
- Managers and their technical team were trained in financial management and marketing

Goal: To increase volume, so every chocolate maker keeps trusting and following Central de Cacao Aroma de Tocache.

Results

- Increase of total revenue by 627% from EUR 224.157 million in 2016 to EUR 1.63 million in 2017
- Increase of net result by more than 400% from 8.6/k to 95.6/k (PNS)
- Increase of shareholders' equity by 69%
- Increase of total assets by 385%
- Increase of total equity by 161%
- Maintaining net margins
- Received € 1,467,444 in working capital financing from financial institutions since 2017.



'Through the development of capacities we have improved the management and governance tools of the cooperatives.'

Roy Perez Villanueva

Presidente de la Central de Cooperativa Cacao de Aroma



TOP 3 BEST COOPERATIVES

- 1 Cacao de Aroma (Central de Cacao Aroma de Tocache - CECAT), Peru
- 2 CPNCK, Democratic Republic of Congo
- 3 Kibinge, Uganda

TOP 74 CLIENTS OF AGRITERRA

	Acronym	Country	Level	Type	Overall score
1	CTCF	Nepal	National	FO	8,33
2	Makwanpur	Nepal	Subnational	FO	7,53
3	CECAT	Peru	Local	Coop	7,47
4	CPNCK	DR Congo	Local	Coop	7,29
5	Kibinge	Uganda	Local	Coop	7,24
6	Rukiga Sacco	Uganda	Local	Sacco	7,11
7	NACCFL	Nepal	National	FO	7,07
8	Mukurwe ini wakulima dairy	Kenya	National	Coop	6,58
9	Sol y cafe	Peru	Local	Coop	6,56
10	AACL	Nepal	Local	Sacco	6,20
11	Imenti	Kenya	Local	Sacco	6,18
12	Ucoribu	Rwanda	Local	Coop	6,12
13	Uta Wayu	Ethiopia	Local	Coop	6,09
14	Fedepole	Bolivia	Subnational	FO	6,01
15	Ai Nghia Cooperative	Vietnam	Local	Coop	5,99
16	Allima cacao	Peru	Local	Coop	5,97
17	Kigarama Sacco	Uganda	Local	Sacco	5,90
18	Ceibo	Bolivia	Subnational	Coop	5,88
19	CKK	DR Congo	Local	Coop	5,84
20	Lyamujungu Sacco	Uganda	Local	Sacco	5,83
21	Fegasacruz	Bolivia	Subnational	FO	5,76
22	Imbaraga	Rwanda	National	FO	5,67
23	ADPC	Nepal	Local	Coop	5,67
24	Ras Gayint	Ethiopia	Local	Coop	5,55
25	Bamsco	Kenya	Subnational	Coop	5,50
26	Shiling (SPCO)	China	Local	Coop	5,49
27	LDMPCUL	Nepal	Subnational	Coop	5,48
28	MRCFCU	Uganda	Local	Coop	5,47
29	BSFA	Nepal	Local	Sacco	5,44
30	Baixing	China	Local	Coop	5,35
31	Rushere Sacco	Uganda	Local	Sacco	5,33
32	SDMP	Nepal	Local	Coop	5,31
33	Coproca	Bolivia	National	Coop	5,31
34	Minh Toan Loi Cooperative	Vietnam	Local	Coop	5,30
35	Soppexcca	Nicaragua	Local	Coop	5,22
36	Kiambaa	Kenya	Local	Coop	5,21
37	Mviwambi	Tanzania	Local	FO	5,17
38	Twezimbe	Uganda	Local	Coop	5,17
39	WAMSC	Tanzania	Local	Coop	5,15
40	Sopacdi	DR Congo	Local	Coop	5,14
41	Comepcafe	Colombia	Subnational	Coop	5,14
42	IABM	Rwanda	Local	Coop	5,13
43	Tinjure	Nepal	Local	Coop	5,09
44	Joinas Sacco	Kenya	Local	Sacco	5,04
45	MCCCU (coffee coop)	Kenya	Subnational	Coop	5,01
46	Saluyu	Indonesia	Local	Coop	5,01
47	Red Ecolsierra	Colombia	Local	FO	5,00
48	Indupalsa	Peru	Local	Coop	4,95
49	DSFACL (DSFC)	Nepal	Subnational	Sacco	4,93
50	Acopagro	Peru	Local	Coop	4,93
51	APL	Bolivia	Local	FO	4,92
52	Aberdare	Kenya	Local	Sacco	4,92
53	Melik	Ethiopia	Local	Coop	4,87
54	Rubanga	Uganda	Local	Coop	4,84
55	Magoye	Zambia	Local	Coop	4,79
56	Anapqui	Bolivia	National	Coop	4,71
57	Apropal	Peru	Local	Coop	4,62
58	Asovita	Bolivia	Local	Coop	4,62
59	Unicafec	Peru	Local	Coop	4,60
60	Haragu	Ethiopia	Local	Coop	4,58
61	CDFA	Zambia	Subnational	Coop	4,57
62	Raya Wakena	Ethiopia	Subnational	Coop	4,52
63	Wakulima sacco	Kenya	Local	Sacco	4,52
64	AMKA	DR Congo	Local	Coop	4,52
65	Lelan Sacco	Kenya	Local	Sacco	4,46
66	Comcacaot	Colombia	Local	Coop	4,41
67	KPBS	Indonesia	Local	Coop	4,40
68	Rwenzori farmers	Uganda	Local	Coop	4,37
69	Asocafe	Bolivia	Local	Coop	4,34
70	Cercat	Bolivia	Subnational	Coop	4,31
71	Asnikom	Indonesia	Subnational	Coop	4,30
72	Muruny	Kenya	Local	Coop	4,27
73	UCADI	DR Congo	Local	Coop	4,24
74	Fopac	DR Congo	Subnational	FO	4,23

AGRITERRA'S 2020 GOALS: AN UPDATE

Our Farmer Common Sense in Business programme focuses on realising our ambitious 2020 goals. In 2018 we made some major steps again towards realising these goals. A quick update from end 2018 (results obtained since 2016).

1

REACHING 1 MILLION UNIQUE FARMERS

GOAL: 1 million

2018: 845,715

Almost 850,000 farmers

The number of farmers (active members of local cooperatives and farmers' organisations) we reached in 2018 was 845,715 farmers, an increase of almost 168.000 farmers compared to 2017; 36% of them were women.

Status: 85% of targeted result achieved thanks to an increase in number of clients and membership of clients!

2

CONNECTING 50 COOPERATIVES SUCCESSFULLY TO BANKS, INCLUDING 25 'SMOKING CHIMNEYS'

CONNECTING TO BANKS

GOAL: 50

2018: 81

SMOKING CHIMNEYS

GOAL: 25

2016-2018: 25

2018: connecting 81 cooperatives to banks, 25 smoking chimneys since 2016

The number of clients (distinct count) that obtained a loan (no grant) in the period 2016-2018 is 81, and 19 other clients benefitted from a grant in the same period.

25 'smoking chimneys'

Agriterra counts 49 clients with at least one processing plant, 25 of which benefitted from Agriterra assistance in obtaining loans (18x) or technical advice only (7x) in period 2016-2018.

Status: targeted result achieved!

3

MOBILISING € 55 MILLION IN INVESTMENTS AND WORKING CAPITAL

GOAL: € 55 million

2016-2018: € 60 million

2018: € 60 million mobilised since 2016

In the period 2016-2018 our clients were able to mobilise an impressive amount of nearly € 50 million in external assets. This amount largely consists (75%) of loans for working capital. Investment loans account for 16% and grants account for 9%.

In addition, an amount of € 11 million in internal capital was added in period 2016-2018, resulting in total fund mobilisation of over € 60 million.

Status: targeted result achieved! Success factors are business-oriented advice and clear registration tools! Remarkable: no clear causal link between establishment of processing factories and investment loans!

4

€ 100 MILLION INVESTED AS A RESULT OF POLICY CHANGE

GOAL: € 100 million

2018: € 23 million

2018: € 23 million since 2016

The total amount of public funds mobilised through lobbying efforts at the end of 2018 was € 20,595,000, a modest increase of € 1.330.000 since end 2017. Including planned mobilisation in 2019 and 2020, this amount is € 22,966,212. Clients that were successful in mobilising funds are VNFU in Vietnam, NACCFL in Nepal and UCORIBU in Rwanda.

Status: not on schedule. We score less than 25% of the targeted results. Reasons are: insufficient priority for this goal in the actual planning process, problems with measurability and quality and availability of FACT trainers.

Next steps: raising awareness, maintaining quality and availability of trainers, involvement of FACT specialists in follow-up trajectories, planning and initiation of FACT trajectories and integration of data in Agro-info.net from existing inventories of potential FACT clients.

5

30% GROWTH IN PAYING MEMBERS

GOAL: 30%

2018: 21%

2018: increase from 64% in 2016 to 85% in 2018 (21 percentage points)

Membership records of about 90 clients with reliable data show an increase of paying members from 397,901 in 2016 to 876,558 in 2018. Paying members, as a percentage of the total number of members, evolved from 64% in 2016 to 85% in 2018.

Status: data show increase in percentage of paying members over time. Next step is to link this to increase of membership revenue and to improve registration of paying members!

6

COVERING 30% OF THE OPERATIONAL COSTS OF AGRICULTURAL ORGANISATIONS BY PRIVATE SECTOR INCOME

GOAL: 30%

2017: 63%

2018: coverage of 63% (business income) and 12% (service income) respectively

Agriterra relies on audited financial statements to calculate the private sector income as a percentage of operational expenses. In 2018 data became available for 2017, allowing a comparison with 2016 (33 and 32 farmers' organisations respectively). The business income (service income including membership revenue) was 62% in 2016 and 63% in 2017. The service income (excluding membership revenue) was 20% in 2016 and 12% in 2017.

Status: no clear improvement over time!
Next steps: identify and initiate private sector deals with farmers' organisations as part of action plans and improve registration of service income in audited statements and KPI-tools.

7

OPERATIONAL YOUTH COUNCIL IN 50% OF OUR CLIENTS

GOAL: 50%

2018: 10%

Youth council in 10% of our clients

The Agriterra efforts to ensure larger youth participation in cooperatives and farmers' organisations has started in 2016. This resulted in more attention for young people. At the end of 2018, 36 clients (10%) had a youth council, 25 of which were operational.

Status: not on schedule.

Next steps: reassess feasibility of 50% target, while intensifying training and advisory efforts in setting up youth councils.

8

PARTICIPATION OF WOMEN (30%) IN GOVERNANCE

GOAL: 30%

2018: 24%

24% women in the Board

Agriterra wants to stimulate the influence of women and young people on the Board of cooperatives and agricultural organisations. Our initial goal was a 15% participation of women in the Board. This proved to be too modest, so we raised this to 30%. At the end of 2018, 24% of board members were women.

Status: increase of female board participation thanks to specialised trainings (female leadership).

Next step: In order to achieve 2020 Goals, female leadership has become a crosscutting issue with all clients.

9

PARTICIPATION OF YOUNG PEOPLE (10%) IN GOVERNANCE

GOAL: 10%

2018: 13%

13% youth in the Board

The percentage of young people in the Board at the end of 2018 is 13%. This is an increase compared to 2017. This also means that we reached our target of 10% (see also Goal 7 on status).

10

30% OF AGRITERRA BUDGET FROM SOURCES OTHER THAN DGIS

GOAL: 30%

2018: 17%

Overall, the percentage of third-party funding increased from 10% in 2016 to 17% in 2018. For the period 2016 to 2018 the contribution of third-party funding was planned to be 19%, but the realised funding for this period is 13%.

Status: Results indicate 17% of third-party funding in 2018 which is still below target of 30%. It is expected that this amount will increase from 2019 onwards thanks to acquisition of projects starting in 2019!



AGRICO, AN AGRIPOOL PARTNER SINCE 2016

DUTCH POTATO COOPERATIVE ENJOYS SHARING ITS EXPERTISE

International potato cooperative Agrico makes its experts available for the development of new, local cooperation through Agripool. 'We can learn a great deal from one another.'

Dutch potato cooperative Agrico saw small-scale potato growers in Kenya quadruple their yields with seed potatoes from modern varieties and the right knowledge.

Agrico constitutes the basis of a local production chain through its Kenyan subsidiary. The latter propagates Dutch basic materials and provides seed potatoes and growing supervision to smallholders, explains managing director Jan van Hoogen. “We have seen how using our varieties enables them to achieve huge yield increases. This enables them to generate additional income. There is great demand for modern varieties of potatoes because these have the right frying characteristics for potato processors, particularly small, local potato chip manufacturers.”

Cooperative of Dutch potato growers

Agrico is a Dutch potato growers’ cooperative. Agrico develops new varieties, produces basic materials (seed potatoes) and actively sells potatoes to the processing industry and retail sector. The cooperative is one of the largest breeders in Europe. Agrico varieties are used by potato farmers in 120 countries. The company exports seed potatoes to 85 countries. There are also countries where growers are licensed to grow Agrico varieties. The principal markets are Europe and North Africa. The company’s future growth will focus on the rest of Africa and Asia.

Potato aligned with sustainable food production

“Globally, potatoes have growth potential,” states Van Hoogen. “Potato growing provides high yields expressed in nutritional value per hectare. Moreover, potatoes require little input i.e. water and fertilizers. This aligns with sustainable food production. In many areas, potato growing can provide a good alternative to currently dominant crops, particularly in areas beset by pests.”

Agrico has been collaborating with Agriterra since 2016. The company’s managers and growers who are cooperative members are available as agripool experts. Over the past two years, 14 advisory assignments took place involving Agrico experts. Cooperative members and Board members participated in seven of these. Seven other advisory assignments involved staff from the company.

“Potatoes require little input i.e. water and fertilizers. This aligns with sustainable food production”

“Our growers are very experienced with propagating and growing potatoes. Furthermore, the company has knowledge on financial



Dutch lobbyist Klaas Johan Osinga

“Outsider makes issues subject to discussion”

Agriterra distinguishes itself as an agri agency through peer-to-peer advisory states Klaas Johan Osinga. He is the senior international policy advisor at LTO Nederland. “Agripool experts are not consultants who come and tell clients what to do. We are farmers or farmers’ representatives just like our counterparts in the clients’ organisation. We are colleagues who share experiences and learn from each other.”

In daily life, Osinga lobbies on behalf of Dutch farmers and growers, primarily in Brussels. He uses his experience as an agripool expert. In recent years he was a member of 15 advisory or evaluation



“We can learn a great deal from one another”

Jan van Hoogen
Managing director Agrico

management, marketing, sales, etc.,” says HR consultant Yvonne Rook who coordinates the selection procedure for agripool experts in conjunction with Agriterra.

‘The farmers are in control’

Agrico also likes to share its knowledge in the field of cooperative governance, adds Van Hoogen. “Agrico is a true cooperative. The farmers are in control. Our members determine policy and supervise management. They decide what to do with the profits and what to invest in. A successful cooperative starts with good cooperative governance.”

“The cooperation with Agriterra is in line with our Corporate Social Responsibility (CSR) policy. Yet of equal importance is the wealth of experience the agripool experts acquire during their mission. Our agripool experts meet colleagues from other cultures working under very different conditions. We can learn a great deal from one another,” says Rook. “This suits our company’s character and we like to express that. Our staff are enterprising.” “Agrico invests in its reputation with every advisory assignment,” states managing director Van Hoogen. “Our slogan is: Say potato say Agrico. We’d like to also achieve this in Africa and Asia.”

PEER-TO-PEER EXCHANGE BROADENS YOUR HORIZONS

committees for Agriterra. As a farmer’s son from the province of Friesland (NL), a Wageningen University & Research graduate and a specialist in development cooperation (ex-VSO) and international policy he provides an interesting combination of experience and knowledge to Agriterra’s Agripool.

Independent position

Alongside specific knowledge, an agripool expert’s great strength is his independent position. “An outsider can catalyse change. To break out of patterns you sometimes need an outsider to make complicated matters discussable, naturally with respect to the local culture,” states Osinga. “Agriterra encourages us to speak plainly in our reports. Agriterra’s business advisors both in the Netherlands and in the country determine what to do in consultation with the client. The interplay of external, independent advice and deep, local commitment is exceptional.”

Unique experience

To Osinga, Agripool advisory assignments are unique experiences. “There is intense pressure on agripool experts. You often only have one week. You want to prepare yourself before you travel to the organisation, see as much as possible and speak to as many people as feasible during that brief time. You encounter situations you have never experienced before. I have seen agricultural organisations trying to deal with internal divisions or complex political circumstances, how farmers operate under sometimes extreme conditions. So different to home. It is precisely because of these differences that we can learn so much from one another. Peer-to-peer exchange broadens your horizons, making you a better professional. I then take that knowledge back home to LTO.”



Menuka Pradhan
24 year | Nepal |
CTCF Tea Technical officer

The world is waiting for you

“The Youth Leadership Masterclass was one of the best experiences of my life. Many youths migrate in our country in search of profitable jobs. After participating in this training, I gained inside knowledge of how young people can successfully create a sustainable farming business, if they can find the opportunities by analysing the environment. We need future farmers and progress in the agricultural system to feed the world.

In the future, I want to help cooperatives to establish youth councils. To increase youth involvement in agriculture, they need young people with common dreams. Youth technical officers can increase the ability to appreciate our farming practice and increase interest in farming. I understand now that every generation should know that the purpose of youth involvement is not only to engage youth but also to facilitate innovation and to reach high efficiency, to develop new activities, to change the image of farming and to generate future leaders. ‘Think Ahead, Grow Smart and Be Youth Leader, the world is waiting for you.’”

YOUTH IN AGRICULTURE

Young farmers deserve a say in the decision making of cooperatives and farmer organisations. This proves far from simple. Young farmers thereby face major challenges. Think, for example, of access to finance, access to land, the sector’s image and buying farms. These and many other issues were covered by Agriterra’s 2018 Youth Leadership Masterclass and Youth Leadership Academy. Agriterra’s youth programme aims to improve the involvement and participation of young people in the agricultural sector.

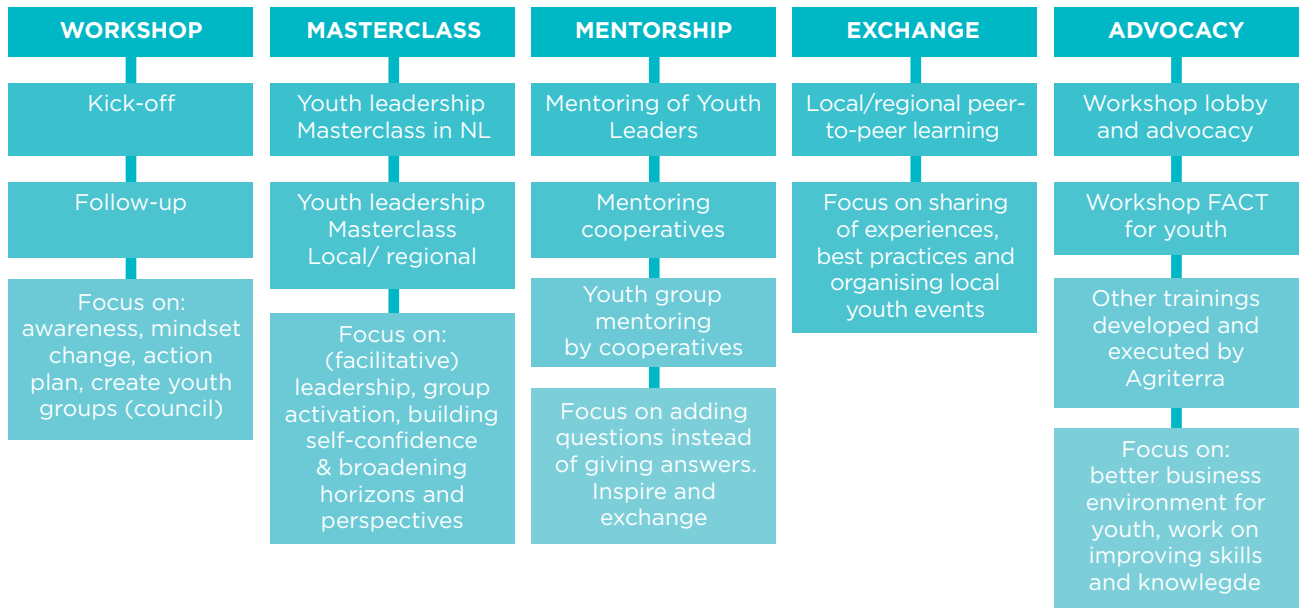
Youth Leadership Masterclass 2018

In 2018 a select group of nine young people from eight different countries attended the Youth Leadership Masterclass. From 6 - 17 October they visited several farms and companies in the Netherlands including FrieslandCampina and World Horti Centre. The Youth Leadership Academy was part of this programme.

Youth Leadership Academy 2018

On 10 October 2018, Agriterra, the Nederlands Agrarisch Jongeren Contact [Dutch Young Farmers Association] (NAJK) and the Nationale Coöperatieve Raad [National Cooperative Council] (NCR) organised an interactive training session: The Youth Leadership Academy. The day brought together young leadership talent from the Netherlands and abroad in Bunschoten-Spakenburg (NL). The academy day’s objective was to strengthen and develop personal leadership. Farm succession was the central topic with emphasis on the social and emotional challenges young professionals encounter. Despite the major differences in the structures and roles of the youth councils in the various countries, attendees were able to learn a great deal from one another.

The 5 step approach for developing leadership for youth



Youth facts-and-figures 2018

NUMBER OF CLIENTS WITH YOUTH COUNCIL



PEER-TO-PEER

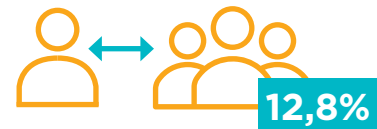
More participants of the masterclass shared experiences with cooperatives in their own country

3 KICK-OFF SESSIONS



With in total 50 young persons in Uganda, Kenia and Zambia

12,8% YOUTH IN THE BOARD



The % has doubled in the last years



1 MASTERCLASS
9 YOUNG PERSONS
FROM 8 COUNTRIES



Mugisha Crescent

29 year | Uganda
Youth council
Rukiga Sacco

My 2018 life-changing masterclass

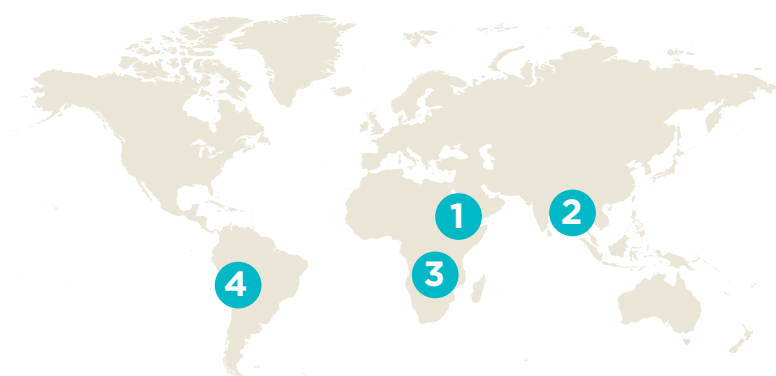
"In early 2018, I was excited to be selected for the Youth Leadership Masterclass in The Netherlands. I honestly did not know what to expect of this magical opportunity because it was not only my first time to The Netherlands but also my first time leaving my country and doing so by air.

On October 6th, 2018, I was in The Netherlands to embark on a life-changing mission for me and my country. I must confess that the state-of-the-art infrastructure caught my eye immediately and so did the kindness of Dutch people. For the next 9 days, I joined my colleagues. We visited farmers and cooperatives, got inspiring training courses and talked to policymakers.

This was very inspiring, empowering, enriching, educative and life-changing for me. I will always be grateful for this golden opportunity. To me, some of the most valuable lessons I carried home were those on farm succession, agricultural policy regulations, agricultural mechanisation, leadership with humility, building strong cooperatives and historical site preservation. Most importantly, I discovered that my dream to become my country's president intensified. When the time comes, I will lead a government that will transform my country Uganda into a first world country and Africa in general. I will keep moving forward."

COOPERATIVES AND COMMODITIES

Agriterra advises in several regions: Ethiopia, Asia, Latin America and Eastern Africa. In this overview the commodities we work with are displayed per country.



1 | ETHIOPIA

ETHIOPIA

Chickpea, coffee, cotton, dairy, fruits, livestock, maize, oil seeds, sesame, wheat, nuts, sunflower oil, spices, niger seed, beans, sorghum, honey, barley, cattle, onion, flax, bananas, various

23 COMMODITIES



2 | ASIA

CHINA

Fruits, garden produce, maize, poultry, rice, tea, various

NEPAL

Dairy, fruits, garden produce, maize, potatoes, poultry, rice, tea, spices, honey, fish, various

MYANMAR

Coffee

VIETNAM

Coffee, fruits, nuts, various

INDONESIA

Cacao, coffee, dairy, garden produce, rice, various, cassava

PHILIPPINES

Fruits, rice, cassava, sugar, corn, organic fertilizer, sugarcane, animal feed, organic rice, various

32 COMMODITIES



3 | EASTERN AFRICA

ZAMBIA

Cotton, dairy, rice, sunflower oil

CONGO

Coffee, garden produce, maize, potatoes, rice and various

SOUTH SUDAN

Various

UGANDA

Cacao, coffee, dairy, maize

TANZANIA

Cacao, coffee, maize, rice, tea, cashew nuts en various

RWANDA

Coffee, dairy, fruits, livestock, maize, potatoes, rice, various, beans

KENYA

Coffee, garden produce, maize, potatoes, rice and various

GHANA

IVORY COAST

BURUNDI

Coffee

49 COMMODITIES



4 | LATIN AMERICA

NICARAGUA

Cacao, coffee, livestock, sesame, honey and various

COLOMBIA

Cacao, coffee, honey and various

PERU

Cacao, coffee, fruits and various

BOLIVIA

Alpaca wool, cacao, coffee, dairy, fruits, garden produce, grains, livestock, maize, potatoes, poultry, quinoa, rice, wheat, nuts, sorghum, honey and various

17 COMMODITIES

FACTS & FIGURES



THIS IS WHY LOBBYING IS IMPORTANT

Representation of interests by and for farmers becomes more effective when the members of a cooperative or organisation are closely involved in making policy proposals. That is what the lobbying approach of Agriterra stands for. In addition to business advice for cooperatives, the strengthening of lobbying capacity of our clients remains of great importance.



“One of Agriterra’s goals for 2020 is that by strengthening the lobbying capacity of clients, they can mobilise at least 100 million euros in public funds for the farmers’ business”

Agriterra has been using the FACT method for several years to strengthen lobbying capacity.

FACT stands for Farmers Advocacy Consultation Tool and is a practical approach to create concrete proposals and policy influencing based on member consultation and additional research.

Good results have been achieved in recent years, including in Nicaragua, Bolivia, Myanmar and Nepal. But we are not done yet. One of Agriterra’s goals for 2020 is that by strengthening the lobbying capacity of clients, they can mobilise at least 100 million euros in public funds for the farmers’ business.

Nicaragua

In 2016 ACODEA started working with FAGANIC, the federation of stockbreeders’ associations in Nicaragua. FAGANIC is one of the most representative organisations in this sector (5,000 farmers), but it is far from the only one. During the working sessions throughout 2016-2017 many other lobby-focused institutions were mentioned. Each one of them had their own perspective and different political backgrounds. Given this complex situation, ACODEA proposed FAGANIC to organise a FACT training inviting all these other actors. The idea was to create a neutral environment where the organisations could share their points of view about different issues and come up with proposals to lobby. The FACT training was a success. 8 organisations participated, 2 proposals were designed and an agreement for the formation of a standing working group was signed. In order to support the lobby activities of the 8 organisations, ACODEA decided to create a project called ‘The Cattle Sector United’, developing 2 main proposals with the FACT methodology.

Bolivia

The lobby/advocacy work in Bolivia started in 2013. An important key lobby process started with the beef producers in 2016, when meat export was almost banned by strict regulations and export quotas. As competing with pig and poultry is hard in a low-income country, farmers started going bankrupt. The farmers union was seen as a political enemy of the government.

Agriterra convinced the union to work on evidence-based proposals, to be constructive and strategic in the lobby work and to use FACT. After almost 3 years the union (together with the government) received an approval from the Russian government for Bolivian beef imports in Russia. For the first year of exports to Russia an amount of 165 million dollars in trade is expected. The most recent lobby project in Bolivia is the creation of a Bolivian Instituto de la Carne. This proposal presents how to structure the Institute to facilitate both the domestic market and the international meat market, and the Institute’s financing model.

Myanmar

The government of the Republic of Myanmar, the Cooperative Department and Agriterra agreed to work together in June 2018, on several important topics including increasing trust in the agricultural cooperative model and creating inclusive member ownership and commitment (including women and youth involvement). The Cooperative Department has the ambition to create a mindset change amongst all farmers in all provinces of Myanmar to view cooperatives as enterprises and to inspire farmers to form and join cooperative enterprises. To realise these ambitions, the Cooperative Department aims to have 50 MyCoop Master trainers trained as soon as possible, who will train MyCoop trainers in Myanmar’s 15 States and Regions. Consequently, these trainers are expected to train cooperatives in their States and Regions.

Vietnam

In Vietnam, FACT has been rolled out to a total of 26 provinces, leading to an amount of mobilised grants and loans of 2.2 million euros. The projects achieved the training of more than 40 trainers and 20 Master Trainers and successful lobbying with government funds by rolling out consultations, research, proposal writing and lobbying in 7 Vietnamese provinces. The use of the FACT trajectory led to 17 million euros in funding in 7 provinces. Furthermore, more than 2,000 farmers have been consulted to strengthen proposals for lobbying.

WORKING FOR AGRITERRA

Contributing to productive rural areas in developing countries. That is what Agriterra does. This is what Agriterra's staff works on daily. Maik Voets and Alejandra Bazoberry Egüez talk about their work for the organisation and their personal drives.

How did you end up at Agriterra?

"During my third year at HAS Den Bosch's International Food and Agribusiness study programme I was looking for an internship. Agriterra had a great opening at the time with a concrete assignment in Ethiopia. It concerned improving the quality of the barley malt intended for a local brewery. My task was to set up and implement a quality control system for cooperatives before the harvest season. That is how I arrived in Ethiopia for the first time at the close of 2015."

What was the internship programme like?

"The strange culture, the people; everything was different than in Europe. Nevertheless, I thought it was great fun and interesting. I found a room in Addis Ababa, the capital city of Ethiopia, and Agriterra supported me in organising other matters. To gain a good impression of farm life in Ethiopia I spoke to many farmers and stakeholders and

conducted a field research. I learned so much from these visits. We developed a quality system for the breweries, so the cooperatives would supply good quality barley malt during the pilot. I noticed that good service from the cooperatives is important, so the farmers don't sell their barley malt elsewhere. That's what we were concerned about. At harvest time, I had already left Ethiopia, but a colleague told me it all went well and all the barley was collected."

What happened afterwards?

"After four months I returned to the Netherlands and then took another internship at a start-up in Amstelveen. The company sells organic baby food. From the fields in Ethiopia to an office on the so-called Zuidas [office lined ring road] in Amsterdam, what a contrast! For my graduation internship I went to Uganda - the country in which I am currently working - for Truvalu (formerly Agribusiness Booster). It's entirely coincidental that I worked in the country before I came here for Agriterra. Uganda is just an incredibly interesting developing country. They face major challenges here. Unemployment is high and there are 22 million people aged 0 to 15 who will be entering the labour market in the foreseeable future. Agriterra ensures improved rural areas so farmers can consolidate and can invest more. During the 2.5 years I've been here I have seen cooperatives professionalising. Farmers are also investing in, for instance, improving land, good grassland and they are

cultivating corn on a larger scale to provide silage for feed during the dry season. This makes the countryside more productive, providing more jobs in rural areas"

What does your position entail?

"In essence I am a change manager for cooperatives. I visit them, assess the needs of members and staff and draw up a change plan together with the cooperative. We use knowledge from Dutch agricultural organisations to improve those in Uganda. 'God created the world, but the Dutch created the Netherlands' is a saying you often hear from Ugandans when you tell them you are from Holland. Farmers in Uganda are in awe of Dutch agriculture; the food quality, yields, our scale and the way we market our products."

What do you love about your position?

"No week is the same at Agriterra. I get so many opportunities to develop myself here, but it is the working in self-steering teams that I find particularly rewarding. This allows us to raise the level of service provided to our clients whilst capitalising on the needs of the cooperative."



Maik Voets

Name: Maik Voets
Age: 25
Position: business advisor
Location: Uganda

"No week is the same at Agriterra"



Alejandra Bazoberry

Name: Alejandra Bazoberry Egüez
Age: 26
Position: Business advisor
Location: Bolivia

How did you end up at Agriterra?

“In April 2018, Agriterra was looking for a business advisor for its office in Bolivia. I became enthused about the job whilst reading the description. ‘This is the perfect position for me,’ I thought. I was selected from over 300 applicants.”

What do you help producers’ organisations with in Bolivia?

“Some of the members of the cooperatives wear two hats. On the one side they are producers whilst on the other they have to run the cooperative in a business-like manner. That’s not always easy. Nevertheless, both roles are equally important if

“Making plans together to move the cooperative forward”

What does an Agriterra business advisor do?

“As a business advisor I am an important link between our clients and Agriterra. I provide cooperatives with advice on a range of subjects and put the right agripool experts forward for advisory assignments. Together we plan to move the cooperative forwards. I am also responsible for interim evaluations, audits and monitoring the work. Naturally, I also act as a guide and support the agripool experts who visit my clients.”

you want to generate a decent income for the producer and their family. I enter into talks with the cooperative to find out what I can help them with. This can lead to a variety of client queries. For instance, concerning finance, management, marketing, member organisation and lobbying. My goal is to allow my clients to grow into a sustainable, professional organisation.”

What do you like about your position?

“My position at Agriterra means I maintain close ties with our clients. I discover the cooperative’s dreams and goals and I get to know the people who work there. Knowing my clients well helps me to support

them by providing the right advice. This is the only way I can make an important contribution to the development and economic growth of producers’ organisations and families.”

What do you love about working for Agriterra?

“Agriterra has a unique approach. We consult on the basis of experiences gathered by agricultural organisations around the globe. We watch all the developments in the sector. My work allows me to travel a great deal and I gain a lot of knowledge from our agripool experts. Another plus, in my opinion, is that Agriterra has an inclusive approach by strengthening the role of women and young farmers in the cooperative.”

Why do you enjoy working for Agriterra?

“I enjoy working for Agriterra because it is a solid organisation with a lot of knowledge as well as unique, efficient tools. In Bolivia and many other countries, the entire family plays an important role in the production process. I am grateful that through Agriterra I can make a difference for farmers and their families. It is good to know that our efforts improve the lives of producers’ families.”

INSPIRATION FROM THE NETHERLANDS

Arjen van Nuland, director of the National Cooperative Council (NCR), talks about the Dutch cooperatives. In total, the 2,500 active cooperatives in The Netherlands are good for 18% of the GDP (in Nepal 3%).



NEPAL

In January, 15 guests from Nepal visited The Netherlands for a study tour: 3 representatives of our cooperative clients in Nepal, 11 representatives from the Ministry of Cooperative and Poverty Alleviation (MoCPA), the Ministry of Finance (MoF), the Department of Cooperatives, the Central Cooperative Training Center, GIZ INCLUDE and Cooperative Movements in Nepal, and Agriterra business advisor Trijan Singh.

The main reason for their visit was to obtain insights and inspiration on how to use the recently endorsed new Cooperative Act for the benefit of the cooperative movement in Nepal.

The Nepalese delegation visited John Verkooijen, a fruit grower who grows 2,5 million kilogrammes of apples and pears annually. He is also a member of farmer union ZLTO (Southern Agriculture and Horticulture Organisation). The sales of his apples and pears are done by The Greenery, a large fruit and vegetable trading company owned by Cooperative Coforta. John is one of the 500 members of this cooperative.



Stan and Yvonne Fleerackers have a farm that is built on a hill to protect them against the water. It surprised the Nepalese farmers and government officials when they heard that the farmers do not employ any staff to take care of 110 milking cows and 50 young stock. The farmers are members of 7 different cooperatives, for example for adding value to milk, to provide feed for the cows and for loans.



After a guided tour through the auction/logistics /distribution centre of Royal Flora Holland, the delegation visited the WorldHortiCentre, an innovation centre of the international greenhouse horticulture sector. This innovation centre hosts education, research centres and exhibition of services by 60 private companies.

Nepal study tour key take aways

A delegation from Nepal, consisting of 15 persons, visited the Netherlands. The delegation was divided into three groups looking the key take aways from the perspective of the Role of the Government, the Cooperative Federation/Union and the Primary Cooperatives.

- Business orientation among cooperatives (including associated structures and auctioning)
- Need practical training
- Auditing services through federations
- Measures to enhance members' commitment
- Encourage linkage and networking at different level
- Promote innovation in cooperatives
- Cooperatives may have more than one legal identity depending upon the nature of business
- Professionalism in the board and supervisory board. There is provision of external experts involve in board members and supervisory board members.
- The cooperative is a processing and value adding enterprise that adds value to the products produced by its members
- Merge small cooperatives to reach economies of scale in order to remain competitiveness
- Relationship between cooperatives and members based upon certain commitment on supply of the products, capital investment and risk taking.
- Single purpose cooperatives with less heterogeneous members are relatively less challenging than multipurpose cooperatives with more heterogenous members
- Membership size as per economic benefit

As a follow up process the delegation was requested to share the action plan in their respective organisation. A follow up workshop was held back in Kathmandu to further fine tune and discuss the implementation of the action plan.

RWANDA

A delegation from the IAKIB dairy cooperative from the Gicumbi district of Rwanda visited The Netherlands for an exchange study tour in July. The main aim of this visit was to gain insights and discover options on how to increase milk production to ensure a higher supply of milk to the cooperative. They also hoped to learn from Dutch farmers how to improve farming practices and explore the latest equipment needed for expanding their animal feed factory.



The history of Dutch agriculture, shared by business advisors Alex Danissen and Niek Thijssen, showed the IAKIB team how collective work can lead to sustainable farming systems. The team commented: “We learned that when we, as farmers, share ideas, we can shape our own future and that is very important when you are accountable to your members.”

At Köning Farm, a mixed dairy family farm, the delegation received valuable information not only about production of animal feed and how to use technology to detect heat in cows, but also that being a proud farmer is a key driver. “It is also very important to be proud of what we are doing and to involve young people in farming activities and inspire them in order to keep our activities sustainable.”



The team visited the Open-Air Museum and was delighted to learn about the history of The Netherlands and its agriculture: “We discovered that by learning from our history we can better design and shape our future.”



PHILIPPINES

In September, Agriterra welcomed a group of 14 guests from the Philippines to The Netherlands for a study tour visit. They are representatives from 2 cooperative organisations that Agriterra supports in the Philippines (SIDC and FPSDC) and from Landbank (a government bank that promotes rural development).



Gebr. Verkooyen is a family business that processes manure, among other things. Because there is more cattle than land in The Netherlands, they started to process the manure. They separate the thin manure from the thick into a valuable fertilizer that is being exported. The thick manure is distributed on farm land.

Divina Quemi - chairperson of the FPSDC: "Manure processing in The Netherlands can be an example for the Philippines, because we have a lot of pig waste. I have learned a lot about manure processing and I am inspired by it. I appreciate the knowledge and hope this technology will also be adopted in the Philippines."



Recommendations study tour Philippines

- SIDC - The cooperative to pursue the new technology on hog manure processing, improved feed formulation and the study on the grains topics. The linkages made with topigs will be continued in the Philippines. Explore the business partnership arrangement with Dutch cooperatives on top of big brother-small brother kind of collaboration.
- FPSDC - The cooperative to continue exploring possible linkages with Dutch markets and proceed with the conduct of the business planning with the Agripool.
- Landbank - The program on capacity building for mature and large agri-cooperatives will be developed and implemented in partnership with Agriterra.

The interaction between cooperatives from the Philippines and the Netherlands show vast potential

for exchange of knowledge and technology that can be used to further grow and expand the operations of agri-coops in the Philippines. Furthermore, the interaction between the Philippine coops and the Dutch coops need not be limited to a collaboration based on solidarity or big brother - small brother arrangement but could and should go to the level of business engagements and partnerships.

The study visit also resulted to the following:

- New partnership agreement between Agriterra and LCDFI on a capacity building arrangement for the large cooperative clients of the Landbank of the Philippines
- SIDC has considered adopting the hog manure processing they saw at Gebr. Verkooyen
- Exploring business arrangements between coops (south-south and south-north) has taken a more active status with Agriterra Philippines.

MEASURING PROGRESS

PSD (private sector development) indicators show how Agriterra achieves results. These are the results by the end of 2018 (period 2016-2018).

General PSD indicators

		2018	2017	2016
Number of companies with a supported plan to invest or trade	Client-beneficiaries of investment loans	8	15	8
Number of jobs supported		2018	2017	2016
	Male	285	294	148
	Female	70	134	5
	Youth	109	17	162
Amount of private co-investment by companies and financial institutions (in EUR)		2018	2017	2016
	Working capital	29.038.038	20.514.165	26.034.587
	Investment loans	6.001.052	9.471.842	532.832
	Allocation Agriterra ¹	12.570.557	13.625.567	18.482.869

¹ This amount is calculated based on a percentage of involvement of Agriterra

1. Improved market access and sustainable trade

		2018	2017	2016
Number of land and factory workers with improved labour conditions in accordance with international agreements	Male	4,715	4,896	4,147
	Female	2,154	2,191	1,684
	Youth	3,355	3,225	2,281
	Temporary staff	2,499	2,450	1,889
Number of trained small farmers in sustainable agricultural production practices		2018	2017	2016
	Male	638,620	501,561	278,494
	Female	207,095	176,224	116,672
	Youth	107,562	69,832	26,866

2. Laws, regulations, policy plans, social dialogue, development strategies adopted

Description of changes achieved in laws, regulations, policy plans, outcomes of social dialogue or development strategies enacted or adopted by local government or social dialogue partners in the reporting

period due to direct intervention by the programme, yielding tangible benefits to the business climate.

[See for example lobby projects page 20](#)

3. Strengthened economic institutions and actors

	2018	2017	2016	
Number of strengthened (farmers'/workers'/entrepreneurs'/traders') organisations for a sustainable local business climate	Cooperatives	244	222	134
	Farmers organisations	46	56	77

	2018	2017	2016	
Number of active members of supported organisations	Male	1,023,269	853,752	768,072
	Female	331,833	241,804	242,549
	Youth	172,348	112,875	68,708

Number of supported Dutch interventions in the local business environment for private sector development

	2018	2017	2016	
74 Dutch companies, cooperatives or farmers' organisations involved in business advice in 2016-2018	Agripool	321	373	286

4. Improved access to infrastructure

	2018	2017	2016	
Number of clients with new processing plants 2016-2018	Clients	9	11	5

	2018	2017	2016	
Number of active farm members of cooperatives with processing plants in 2018	Male	258,538	247,028	176,467
	Female	73,803	59,119	30,250

5. Improved access to finance / financial sector development

Number of firms or individuals that obtain financial services (including people enrolled in pro-poor insurance programmes) in period 2016-2018: **81 distinct clients (cooperatives)**

Amount of private co-investment by companies and financial institutions; amount of donor investment in period 2016-2018:

Total amount:

EUR 700,000 ABTB

EUR 6,024,824 internal capitalisation by clients (cooperatives)

Amount attributed to the work of Agriterra:

EUR 700,000 ABTB

EUR 4,143,704 Agriterra attributed

This amount is calculated based on a percentage of involvement of Agriterra

Agriterra realises each year evaluative case studies of clients that we collaborated with since at least three years. These studies focus both on clients results and performance as well as the validity, logic and sequence of Agriderra support.

RESULTS FROM THE FIELD: EVIDENCE FROM EVALUATIONS

Six leading questions are central

- 1 Why was the cooperative of farmer organisation selected as client?
- 2 Has the client become stronger? Did it perform better over time?
- 3 To what extent did the collaboration with the client contribute to achievement of 2020 Goals? With special attention for youth, gender and environment!
- 4 Cost-effectiveness of Agriderra support?
- 5 What did Agriderra do well. What should Agriderra do better?
- 6 Lessons learnt and recommendations!

The evidence presented below relates to the dairy cooperative KPBS in Indonesia, the coffee cooperative Kibinge in Uganda, the savings- and credit cooperative Joinas in Kenya. Moreover, the findings of a midterm assessment of the East Africa Farmers' Federation are presented.

Koperasi Peternak Bandung Selatan (KPBS)¹

- Dairy cooperative at Java, Indonesia, supported by Agriderra since 2012.
- KPBS is one of the Cooperatives who joined the "FDOV"² project since 2015 to professionalise the milk collection by establishing 7 modern MCP 's (Milk Collecting Points) with cooling tanks, and an accurate registration system, which were financed by their own Rural Bank with help of Rabobank.
- 2018: 2.500 members, 80 tons milk production per day.

Findings from the evaluation

Table 1: Client successes and weaknesses

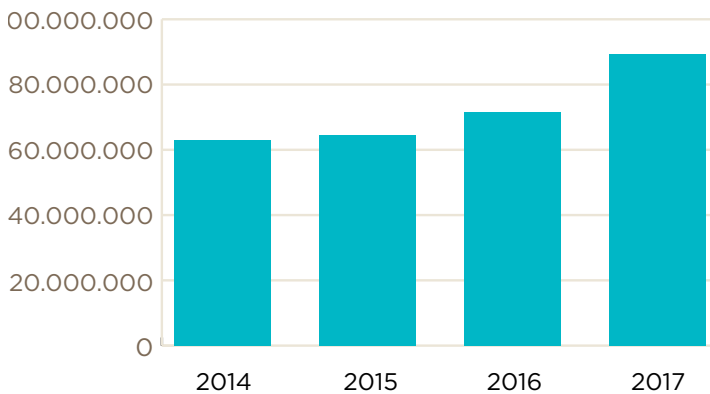
CLIENT SUCCESSES!	MAIN WEAKNESS!	MAIN RECOMMENDATION!
<ul style="list-style-type: none"> ■ Own processing facility ■ Feed company ■ Rural bank ■ Increase of milk price paid to members ■ Increase in efficiency 	Lack of focus on core business (milk procurement and sales)	More attention for suggestions of members

Table 2: Strengths and weakness Agriderra support

WHAT DID AGRITERRA DO WEL	WHAT DID AGRITERRA DO WEL	RECOMMENDATION
Governance and financial trainings and missions resulted in: <ul style="list-style-type: none"> ■ Better performing board members, ■ More knowledge and skills in making decisions ■ Empowering HR ■ Reporting, budgeting is now a standard procedure. ■ Decision making more open ■ Confidence 	Plan follow up of trainings, for instance, how to implement the KPI's, internal capitalisation and the development of operational costs	Validate clients focus on core business before taking decision on continuing partnership



SEQ Figure 1
Average income per members KPBS in period 2014-2017



Conclusion

The evaluation expert is convinced that the trainings given by Agriterra are worthwhile and that KPBS acts on a higher level concerning the governance and management. The governance is better organised, and the financial awareness has improved. Notwithstanding the fact that the core business of KPBS, processing milk of the members,

is still on the same volume level, the milk price increased. In the FDOV project there was no role for Agriterra to focus on the processed milk business. On the longer term the support of Agriterra will have an impact on the business. Because of Agriterra reporting, budgeting, communication improved, and decision making is more open.

1 Peter Brouwers (July 2018): Evaluative assessment of Agriterra advisory support to Koperasi Peternak Bandung Selatan (KPBS).
 2 Fonds Duurzaam Ondernemen en Voedselzekerheid (Food Security and Sustainable Enterprises), Cofinancer of Dairy Development Project Royal Friesland Campina and Agriterra.



Kibinge coffee cooperative in Uganda

- Kibinge is a primary coffee cooperative situated in Masaka District in Bokomansibi county. It was founded in 1995. Membership grew from 1.226 in 2013 to 2.321 in 2017, but declined in 2018 (1.700). Staff grew from 28 in 2013 to 47 in 2017 and 28 in 2018. Kibinge its core business is the procurement, processing and sale of coffee.
- An ambition is to export coffee and to export to certified buyers in Europe and USA. In the words of its leadership: “To be a leading coffee cooperative with exceptional quality, excellent prices and processing at its own facility”.

Findings from evaluation³

Table 1: Client successes and weaknesses

CLIENT SUCCESSES!	MAIN WEAKNESS KIBINGE	MAIN RECOMMENDATION!
<ul style="list-style-type: none"> ■ Kibinge is an advanced cooperative, gradually maturing, and now planning the construction of new offices and a factory for processing of coffee. ■ Plans are well thought through ■ Management and board operate step by step. ■ Respect for results booked 	<p>Lack of focus on core business (coffee) of Kibinge makes business performance suboptimal, e.g. net profit margins are close to zero and we observe a decreasing trend</p>	<p>To put core business before social considerations</p>

Table 2: Strengths and weakness Agriterra support

WHAT DID AGRITERRA DO WEL	WHAT DID AGRITERRA DO WEL	RECOMMENDATION
<ul style="list-style-type: none"> ■ Being more bankable, improving financial systems, elaboration of business plan, setting up youth council and see opportunities for exposure visits ■ Progress with Youth and Gender can be attributed to Agriterra to a significant degree: an outstanding female youth leader (represented in the Youth Council of Fair Trade International) and dynamic Youth Councils; 4 women in the Board 	<p>A more in-depth analysis of its stakeholders (banks, international buyers, etc) and knowledge and marketing networks, would have been beneficial, to be able to plan Agriterra's interventions in a tailored advisory trajectory. For “advanced” clients, it would be best to focus on one commodity, and on certain specific aspects of the value chain only</p>	<p>Improve collection and validation of financial KPI's, use these as an advice and steering tool (instead static ex post analysis tool)</p>

Conclusion

Agriterra, with its links to the impressive cooperative sector in the Netherlands — one of the most reputable of the world-, has access to a large (knowledge) network, which it mobilises in a flexible and practical manner to the advantage of its clients. An example is

sending farmers as advisors (so called “Agripoolers”). It is one of Agriterra’s trademarks. Providing KCFCS access to the cooperative network and farmer-to-farmer experience, are no doubt prime examples of Agriterra’s added value. It is a factor which explains why KCFCS’s appreciation for Agriterra is high.



Joinas Savings and Credit Cooperative in Kenya

- Joinas Sacco has a membership of 6.043, the majority of whom are a member of Kiambaa Dairy, some are coffee farmers or traders in Banana town. In addition, the cooperative also provides other services to members and non-members like supply of farm inputs, extension and Artificial Insemination services. Kiambaa Dairy is situated in Kiambu district in Central Kenya
- Province. It is estimated that 10 to 15% percent of its members are youths and 60% women.
- Due to its excellent performance over time, it was agreed that at the end of 2018, Joinas will no longer be treated as an active client again but a partner in supporting other cooperatives within the region.

Findings from evaluation⁴

Table 1: Client successes and weaknesses

CLIENT SUCCESSES!	MAIN WEAKNESS!	MAIN RECOMMENDATION!
<ul style="list-style-type: none"> Growth in Capacity of the Board, Policy Framework, Strategy Development, Rebranding (Launch) and Relocation to new offices Increase in Membership by 93% in 5 years, New products and services, Growth in deposits by 125% & Loans by 84%, diversifying membership profile to non-farmers Growth in the Capacity of staff members, organisational structure reviewed, creation of new departments Improved liquidity, 90% regulatory compliance, Capital raised internally, full utilisation of the Sacco's MIS 	Recruitment, development and succession planning	Develop a succession plan and include a 'knowledge and competency' requirements for board and Supervisory members

Table 2: Strengths and weakness Agriterra support

WHAT DID AGRITERRA DO WEL	WHAT DID AGRITERRA DO WEL	RECOMMENDATION
Performance increased from 3.5 to 7 and Agriterra did play an important role in this (50%)	Action plan company assessment is the backbone of the whole journey -> action plan (and other plans) must be more SMART and should be updated frequently	Consider advisory role of Agriterra in view of new strategic plan (and partner status client) Planning missions more in accordance with development (in time) of Joinas

Conclusion

Client and expert agree on the relevance and added value of advisory trajectory and collaboration with Agriterra.

³ Justus Twebaze and Bob Hesterman (May 2019): Evaluative case study of the advisory trajectory with KCFCS (draft report).

⁴ Edwin Leenes and Albert Kimani (May 2019): Powerpoint presentation findings of evaluation of Joinas SACCO

BALANCE

After appropriation of the income and expenditures balance

Amounts in euros	31-12-2018	31-12-2017
ASSETS		
FIXED ASSETS		
Tangible fixed assets	171,549	197,379
Financial fixed assets	9,359	10,703
TOTAL FIXED ASSETS	180,908	208,082
CURRENT ASSETS		
Receivables	99,960	99,840
Prepayments and accrued income	20,968	39,180
Liquid assets	12,650,502	2,691,075
Earmarked project funds	1,925,544	1,188,797
TOTAL CURRENT ASSETS	14,696,974	4,018,892
TOTAL ASSETS	14,877,882	4,226,974

	31-12-2018	31-12-2017
LIABILITIES		
RESERVES AND FUNDS		
Reserves		
• Continuity reserve	1,277,784	1,248,295
• Appropriation reserve	0	0
• Revaluation reserve	3,494	4,838
Funds		
• Designated funds	232,461	217,781
• Experts funds	-1,590	43,644
• Guarantee funds	70,000	0
TOTAL RESERVES AND FUNDS	1,582,149	1,514,558
SHORT-TERM LIABILITIES		
Other liabilities	640,412	645,955
Accrued liabilities	435,533	335,259
Earmarked project commitments	12,219,788	1,731,202
TOTAL SHORT-TERM LIABILITIES	13,295,733	2,712,416
TOTAL LIABILITIES	14,877,882	4,226,974

FACTS & FIGURES



AGRITERRA
EMPLOYEES



AGRIPOOL
EXPERTS



NUMBER OF
COUNTRY
OFFICES

845,715
TRAINED

SMALL FARMERS

14,8 MILLION

DUTCH MINISTRY
(CORE FINANCER) **11,0**
OTHER DONORS **3,8**

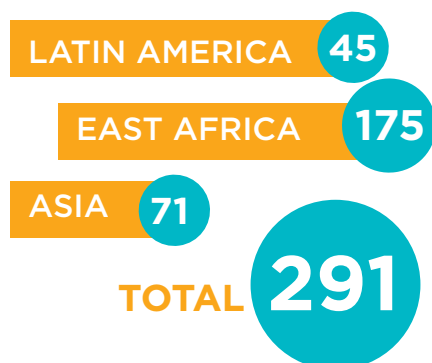
230 NUMBER OF AGRIPOOL
ASSIGNMENTS



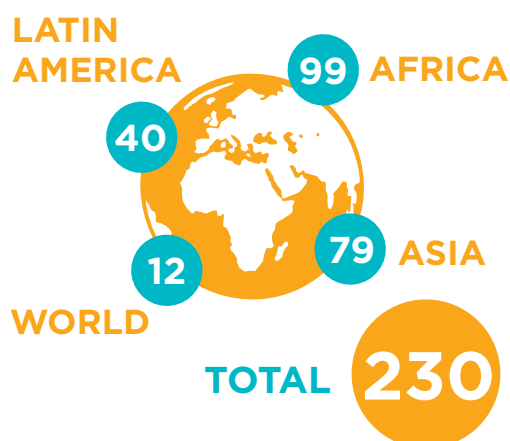
AFRICA **115**
ASIA **120**
LATIN AMERICA **69**
OTHER **17**

2018

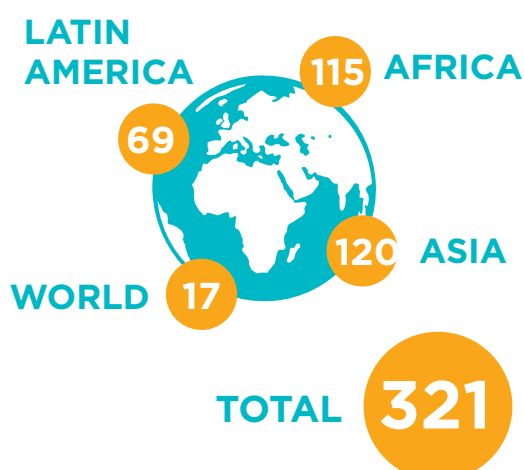
CLIENTS PER REGION



PEER TO PEER ASSIGNMENTS



PEER TO PEER EXPERTS



INCOME AND EXPENDITURES ACCOUNT

Amounts in euros	ACTUAL 2018	BUDGETED 2018	ACTUAL 2017
ASSETS			
INCOME			
Dutch Government grants	11,189,437	11,000,000	14,114,798*
Income through acquisition	2,109,428	3,674,8444	249,866
Income from third-party activities	0	0	165,472
Income from designated & expert funds	157,088	35,000	249,687
Interest income	914	40,145	2,172
Other income	0	0	0
TOTAL INCOME	13,456,867	14,749,989	14,781,995
EXPENDITURE			
Spent on objectives			
• Programme Farmers Common Sense in Business	13,300,583	14,714,989	14,530,688
• Programme investment of designated & expert funds	117,643	200,000	264,662
TOTAL SPENT ON OBJECTIVES	13,418,226	14,914,989	14,795,350
Acquisition			
• Costs designated & expert funds	0	0	0
• Costs of third-party activities	0	0	0
• Costs of obtaining government subsidies	0	0	0
• Interest and bank charges	23,949	2,000	10,550
TOTAL ACQUISITION OF INCOME	23,949	2,000	10,550
Management and administration			
• Personnel costs	6,053,296	6,115,000	5,299,338
• Depreciation costs	101,741	114,000	89,889
• Accommodation costs	201,101	224,000	194,129
• Office costs	569,211	596,000	427,715
• General costs	188,100	288,000	355,686
• Charged to objectives	-7,166,348	-7,628,000	-6,832,860
TOTAL MANAGEMENT AND ADMINISTRATION	-52,899	-291,000	-466,103
TOTAL EXPENDITURES	13,389,276	14,625,989	14,339,797
SURPLUS (+), DEFICIT (-)	67,591	124,000	442,198

* This amount includes the Dutch Government grants and other Government grants



Agriterra is an agri-agency founded by the Dutch agricultural sector and professionalises cooperatives and farmer organisations worldwide to better serve the needs and interests of their members. By their success they make an important contribution to employment and sustainable economic development.