

# ANNUAL REPORT 2022

RESULTS AND ACHIEVEMENTS



**AGRI  
TERRA**



**FOR COOPERATIVES**



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## COLOPHON

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# PREFACE

With pride we present you the progress made by Agriterra and our partners in this annual report 2022 in pursuit of our mission of strong farmer organisations.

Agriterra is a Dutch non profit foundation with the purpose to strengthen farmers cooperatives in developing countries. We were founded in 1997 by the Dutch agricultural top sector and have evolved into a professional international organisation with a turnover of € 15 million and 180 staff. Our head office is based in Arnhem, the Netherlands. Through regional offices and over a dozen project offices we ensure our impact on stronger agricultural cooperatives and farmer organisations. For more information, visit our website [www.agriterra.org](http://www.agriterra.org).

Thankfully halfway 2022 most of the COVID-19 related restrictions were lifted worldwide. During the pandemic, we made the most of the possibilities and managed to continue working. Yet, ending the insecurities on health and international mobility was warmly welcomed during 2022. Labelling the year 2022 for Agriterra in one sentence would be to say: we brought our Route 2030 strategy from paper to practice. Our Route 2030 strategy was approved and embraced at the end of 2020; in 2022 its implementation gained momentum. We implemented a geographical focus on exclusively 12 countries, we embarked on the implementation of the project based working, and we introduced a new organisational structure. Not forgetting at the same time, our 'regular job' in strengthening hundreds of farmer organisations around the world.

The success of 2022 has truly been a collective effort. We want to take to opportunity to thank firstly our partner farmer organisations all around the world. They demonstrate every day the value of strong farmer organisations for society. A special word of thanks to our long-standing partner the Dutch Ministry of Foreign Affairs for their incredible support.

Last, but not least, we thank our staff, our board members, and all partners that work with us on a daily basis in supporting farmer organisations around the world. We are proud of their hard work, passion, and commitment. Jointly, we have embarked on a journey of transformation for the betterment of Agriterra. In today's world, the only constant is change. Learning how to adapt is key to becoming a future proof organisation. We are confident that every person with a heart for Agriterra is ready to learn and has the willingness for all of us of succeed.

What is true for farmer organisations, is also true for Agriterra: unity makes strength!

I wish you a lot of reading pleasure!

Sjaak van der Tak,  
Chairman of the Board of Stichting Agriterra



# PROFILE OF AGRITERRA

## Our purpose

We are a purpose-driven organisation, aimed at **strengthening farmer cooperatives in developing countries**.

Engraved within our DNA, our purpose is inspired by the transformative power wielded by farmer cooperatives as a motor of the development of the Dutch society after World War II. Nowadays Dutch farmer cooperatives, and the Dutch agricultural sector as a whole, are generally regarded as a best practice. This instrumental role of robust and resilient farmer cooperatives for the interest of the member farmer, and societal development in general, has been continuously re-confirmed in our work since Agriterra was established in 1997. Our work, spanning hundreds of farmer cooperatives in developing countries, has provided us with irreplaceable insights and deepened our conviction in the effectiveness of our approach.

The Agriterra wheel of impact (see figure below) depicts how strong farmer cooperatives attribute to five dimensions of societal development. They are key for establishing economic growth, poverty

alleviation, food and nutrition security, climate resilience and mitigation, and promoting inclusiveness in societies. The outer layer shows the relevancy of strong farmer cooperatives, contributing to many of the Sustainable Development Goals of the United Nations.

Impacting farmer cooperatives at the heart of our identity, is reflected in our legal entity as a Dutch non-profit foundation (stichting) still governed by our founding organisations (the Dutch organisations LTO, Vrouwen van Nu, NAJK and NCR) and our designated status by the Dutch tax authorities as a 'Public Benefit Organisation' (Algemeen Nut Beogende Instelling, ANBI).

## Our identity

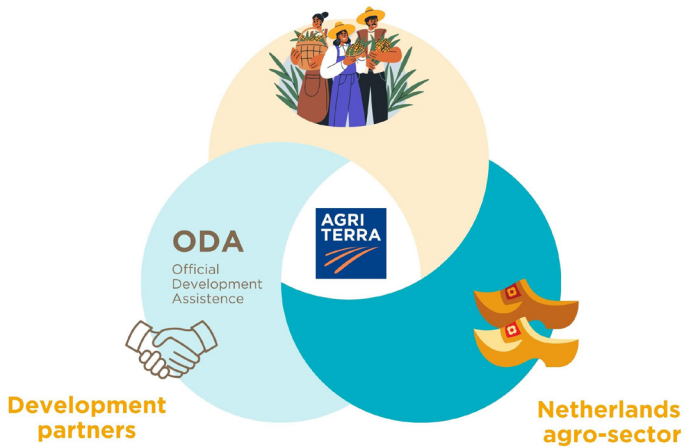
Having a purpose only partly defines our identity. The tough question we need to ask ourselves is: why Agriterra? What makes Agriterra specifically suited and able to pursue our purpose? The answer to this question is what truly defines our identity and describes our Unique Value Proposition, distinguishing us from other organisations.

Balancing the interests of three groups of partners is our engine for impact: the farmer organisations in developing countries, our development partners, and the Netherlands' agro-sector. A tailor-made approach is a pre-requisite to achieving this due to the large variety and changes in value chains, sizes, stages of development, and countries. Secondly, to achieve impact at scale, we continuously ensure our relevance to the policy interests of development partners. And finally, we find the common ground with the interests of the Dutch top agro sector, including leading partners as the cooperatives Rabobank, Royal Cosun, Agrico or Royal Flora Holland; academic top institutes as Wageningen University and Research; organised farmers; and strong specialty organisations as LTO, NAJK, NCR or



The Agriterra Wheel of Impact, showing the impact areas and SDGs relevant to our purpose

## Farmer cooperatives in developing countries



### Our unique value proposition

Vrouwen van Nu. We give practical content to the reciprocity of the interests of the Dutch agricultural sector and offer attractive ways to express solidarity to exchange knowledge between cooperatives. The engagement and unlocking the experiences, expertise and interests of the Dutch agro powerhouse parties is attributing tremendously to the quality and legitimacy of our services as a purpose-driven organisation.

Much like a seasoned farmer, we are ceaselessly cultivating the fertile field of mutual interests that lay between our targeted farmer cooperatives, development collaborators, and the Dutch top-agro sector. Not unlike the farmer, who ploughs his land, tends to his crops and nurtures them to bloom, we too are tirelessly working to guarantee the harmony of these interests, adapting and evolving with the rhythm of the ever-changing seasons. Our commitment mirrors that of a farmer, relentless and persistent, adapting to the ever-shifting landscape of our field.

### Our products and services

Given our adaptive character, our portfolio of online/offline tailored products and services is subject to constant innovation and change to ensure their relevancy. The figure below presents the current menu of products and services:

- **Scopings and assessments.** Through scoping and assessments, we offer a comprehensive insight in the strengths and weaknesses of farmer cooperatives.

**Advisory services.** Based on our in-depth knowledge on best practices of farmer cooperatives around the world, we offer tailored advice to enable cooperatives to achieve their full potential.

- **Training and exchange visits.** We offer training tailored to the challenges of farmer cooperatives in classroom settings through in-house modules or external trainings. Complementary to the classroom trainings, Agriterra facilitates exchange visits to exemplary firms and cooperatives to allow cooperatives to adopt best practices.
- **Mobilising peer support.** We match the demand and supply for peer-to-peer support for farmer cooperatives through utilising our Agripool network and proactive facilitation of effective knowledge transfer.
- **Smart grants.** We transfer economic resources to farmer cooperatives for the execution of pre-defined activities by the farmer cooperative, while requiring a financial commitment from the cooperative to demonstrate mutual commitment to the set objectives.
- **Executive coaching.** We coach senior management of farmer organisations in their day-to-day activities pursuing longer term growth paths (both personally as organisationally).

Our products a services make a good basis to innovate, prioritise and distinguish between the various products and services currently at our disposal; and offer them also as a stand-alone service.



Our menu of products and services

# OUR BOARD

Agriterra was founded in 1997 by the following farmer organisations:

- LTO Noord, ZLTO and LLTB (which together form LTO Nederland),
- the National Cooperative Council for Agriculture and Horticulture (NCR),
- the Dutch Foundation of Cooperating Women's Organisations (SSVO),
- the Dutch Agricultural Youth Organisation (NAJK).

Together they form Agriterra's Board of Directors.



## SJAAK VAN DER TAK CHAIR

"I am on the board of Agriterra because its existence and continuity is of great importance for the future of agriculture worldwide. It's inspiring to work for a better mankind and a prosperous agri-sector with farmer cooperations and Agriterra's established network."



## JOSÉ VROONLAND VICE CHAIR

"I am on the board of Agriterra from one of the founding organisations, the association Vrouwen van Nu. Vrouwen van Nu strengthens the living environment with the (local) power of women. Vrouwen van Nu is helping to build a world in which diversity is seen as an added value and is acted upon. In this way I like to contribute to the work of Agriterra."

## ROB DONKER SECRETARY

"My motivation is to personally contribute to the importance of making agricultural cooperatives, in the countries where Agriterra is active, develop successfully and thus to get further together than alone."



## DIRK BRUINS

"A strong agricultural and horticultural sector is the basis for a stable society. Sharing our acquired knowledge of a strong agricultural cluster offers opportunities to third countries, while at the same time it teaches us to have an even better overview of the global playing field, which in turn gives us opportunities."





2018

Left to right: Hans Schuil, Roy Meijer, Mirjam 't Lam, Marco Schouten (CEO Agriterra), Sjaak van der Tak, José Vroonland, Rob Donker, Dirk Bruins



### HANS SCHUIL TREASURER

"I think Agriterra is a wonderful organisation. That's why I'm happy to contribute my part on the board. I would also like to be deployed as an Agripooler at some point to experience how it works in practice."



### ROY MEIJER

"I have been an agripool expert for two times in Kenia, where I gave workshops to young farmers. I learned how important it is to exchange knowledge and practical insights then. For the Dutch Young Farmers Association (NAJK) Agriterra is our way to help en inspire young farmers in developing countries. They deserve a future and we can help them!"

### MIRJAM 'T LAM

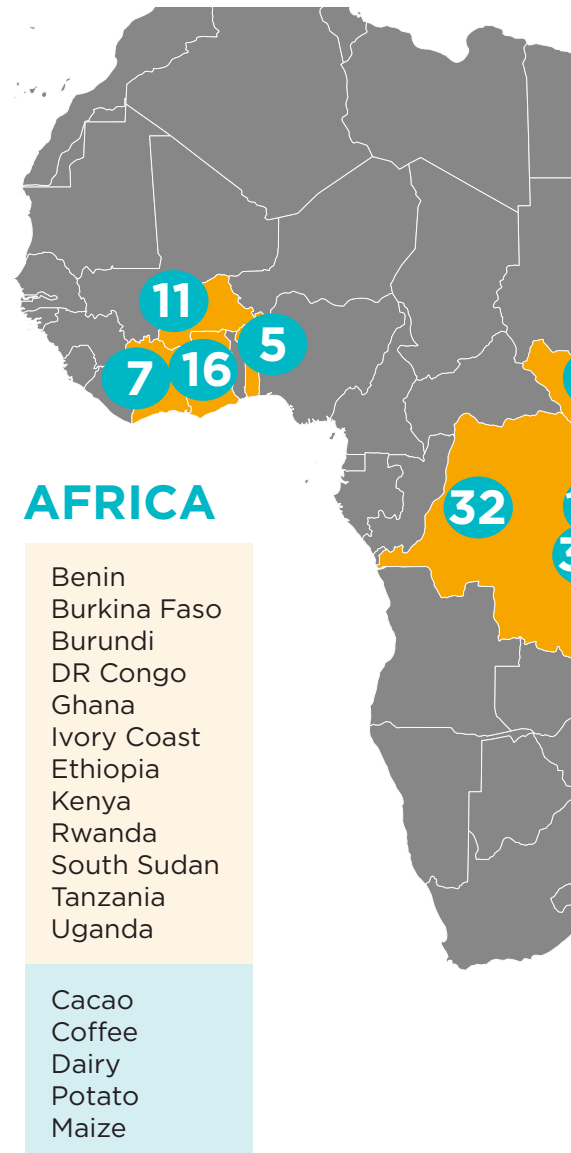
"I have a background in (development) finance and working in emerging economies focusing on people and farmers getting access to finance. I like to share my knowledge, network, and experience with Agriterra, enabling Agriterra to perform their activities even better. Because improving farming practices in developing economies has not only direct benefits for the farmer, their families and their rural communities, it indirectly supports the creation of sustainable food systems which is much needed if we want to protect the planet and create food security for all."



Changes in the board for 2023:  
resigned: mr. L. Faassen, joined: mr. D. Bruins, ms. M. 't Lam

# OUR WORK WITH FARMER ORGANISATIONS

In 2022 Agriterra advises in 23 countries. In this overview you see the number of farmer organisations we work with in every country. Also the top commodities are displayed per region.



## TOTAL COMMODITIES TOP 10 ALL COUNTRIES



1

MAIZE



2

DAIRY



3

COFFEE



4

RICE



5

POTATO





NUMBER OF FARMER ORGANISATIONS

579



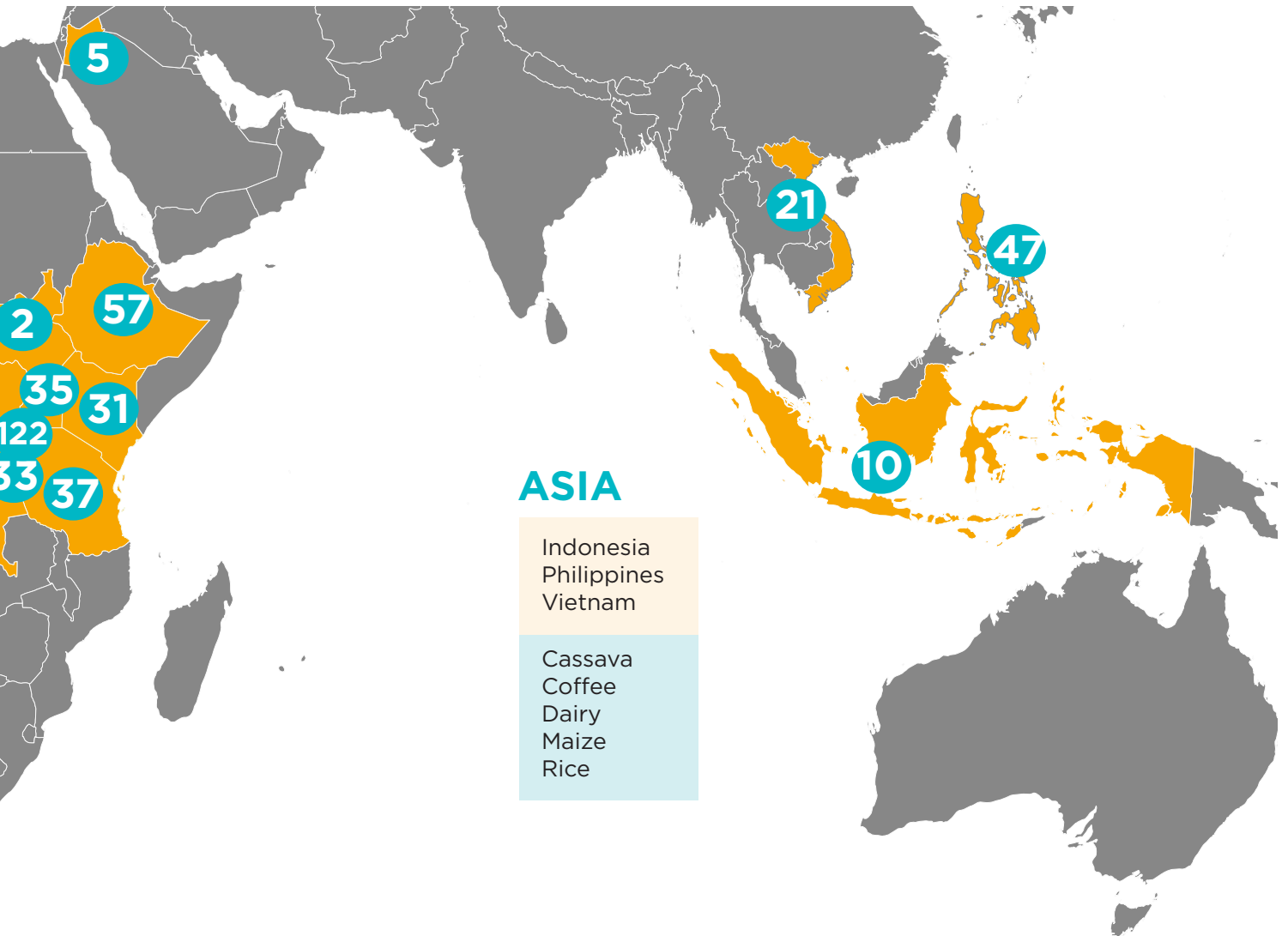
PEOPLE TRAINED

8,989



FARMERS REACHED

3,808,366



6

CACAO



7

BEANS



8

SUNFLOWER



9

CASSAVA



10

POULTRY

# DIRECTOR'S REPORT 2022

**2022 was the year in which Agriterra celebrated its' 25th anniversary. Celebrations were much helped with the end of the Corona restrictions, making it possible again to have face-to-face meetings, to travel, to shake somebody's hand, and to really connect with people.**

“We started the year 2022 with a clear agenda for change based on the decisions made in December 2021. These choices entailed the need to (i) geographically focus, (ii) to regionalize, and (iii) to become result oriented. Being fully aware that such was more easily said than done, we knew we had to put our heads together to give content to what these choices would mean. Hence, we used the first half of 2022 to work on these key notions through participatory task teams composed of a mixture of staff and management. These task teams proved to be a driving force of commitment, change and new energy; giving practical posture to the strategic choices made. The task teams were dissolved per June 2022, we used the remainder of the year to make sure their ideas were implemented.

## **Geographical focus**

The Agriterra Route 2030 strategy emphasizes the need to bring geographical focus to the existing activities spread over 23 countries. The motivation to geographically focus was because we want to increase the effectiveness, efficiency and sustainability of combined efforts and investment, and to reduce the risks. Hence, per November 2021 a clear-cut decision was made to focus on 12 countries for the period towards 2025. The selection of these 12 countries was carefully based on criteria of relevancy of our long standing partner the Dutch Ministry of Foreign Affairs, and the perspective to make impact through critical mass, stability, third party subsidies and embedment in the cooperative sector. Consequently during 2022, a lot of efforts were put to demobilise Agriterra's activities outside of these 12 countries as soon as the existing project commitments allowed.

## **Regionalisation**

Agriterra had been opening 20+ new country offices in Latin America, Asia, and Africa during the period 2016-2020. A beautiful growth, but a huge spurt in a short period,

resulting in managerial challenges related to the span of control, efficiency, compliance, reporting, quality, and HR. Such was reflected in the structure: until 2016 all of Agriterra was concentrated in 1 office (in Arnhem) with about 40 staff that could coordinate matters daily. By 2020 almost 200 staff were spread over offices in 20 countries, reporting based on self-steering to 2 managers in the Netherlands. This flat structure allowed for a high level of freedom for each individual employee, yet also disadvantages surfaced with respect to compliance, accountability, critical capacity, efficiency, effectiveness, and organisational responsibility. Moreover, there were also little or no career prospects for staff because the organisation only had 2 layers.

Acknowledging these historically grown structural deficiencies, the Agriterra Route 2030 strategy formulated the need for a structural transformation. This structural transformation implied an urgent need to implement a middle management layer; and create a line organisation with regionally organised units, each responsible for a project portfolio; supported by staff departments at the head office. Hence, during 2022, the organisation went through a structural transformation process in which the regional and staff departments were set up, including staffing, and a new generic job structure model was formalized. Notably, this structural transformation went hand-in-hand with a cultural change from an organisation based on self-steering to a project-based approach.

## **Result oriented**

Agriterra is a result-driven organisation, that makes tangible impact in strengthening farmer organisations



in developing countries. In the Route 2030 strategy emphasis is put to generate evidence based results of our activities being accountable to numerous stakeholders. Therefore, during 2022 a lot of attention is given to setting up an adequate planning and control cycle and to strengthen our Planning, Monitoring, Evaluation and Learning (PMeL) capacities throughout the organisation. A dedicated team within the Operations Department is leading this effort, relying on the AgriInfoNet software and regionalized PMeL capacity.

Parallel to this transformation process, our regular work continued in giving support to farmer cooperatives. In the financials one can find that during 2022 Agriterra had a turnover of € 13.7 million in total and a surplus of € 137 thousand. Both are considerably lower compared to the original budget of 2022; which can be accounted to a lower level of expenditure on our largest programme of Farmer Focused Transformation. The Farmer Focused Transformation (FFT) programme, is a decade-long alliance between the Dutch Ministry of Foreign Affairs and Stichting Agriterra, supported by the Dutch agricultural sector. The annual progress reports of this programme for 2021 and 2022 indicate an underspending of approximately € 5 million over these two first years of the 10 year programme. A 23% shortfall, attributed to factors like COVID-19 impacts, funding diversification, a shift in geographical focus, organisational transition, and financial system upgrades. Measures are in place to address these issues in 2023, with Agriterra committed to utilising all available funds to achieve set objectives.

It is good to notice that the income through acquisition is higher than originally budgeted. In 2022, we achieved € 6.7 million of other income than from the FFT programme, while we budgeted for € 5.5 million. This is a cause for optimism in view of our ambition to diversify income streams and thus increase our financial resilience.

Summarising 2022 for Agriterra in one sentence would be to say it has been the year of successfully making the key implementation choices from the Route 2030 strategy a reality. This reality entails a transformation of Agriterra towards a future proof organisation, ready and able to become the leading and preferred service provider for cooperatives worldwide. And in parallel, live up to the ambitious project commitments in the various programmes and projects around the world. Moreover, at the end of 2022, a highlight was the success we had in acquisition of a large new programme, called 'Acting now for food security and resilient food systems'. This programme touches the core of Agriterra: practically making a difference for the immediate food security crisis in Africa through our unique capacity in making farmer cooperatives stronger.

**Marco Schouten, CEO Agriterra**





# FINANCIAL REPORT

## 2022

## Reserves

### Reserves

It has been laid down in a Board resolution that any surplus of income and expenses will be added to the continuity reserve. Starting 2021 the policy for the level of continuity reserve has changed and was adopted by the board. Every year during the budgeting process the analysis will be updated, ensuring that the desired level of reserve is in proportion to the development of the organisation. Based on an internal risk analysis for 2022 (see below), Agriterra has defined a desired level of continuity reserve of € 3,1 million.

#### Risk analysis Continuity Reserve

		Calculation base	Impact %	Impact EUR	Occurrence in 10 yrs	Probability	Incidence	Allocation in CR
<i>Reduced and/or fluctuation of income</i>								
Closure Agriterra Nederland	Salaries HQ + Expat	4.352.146	50%	2.176.073	1	10%	10%	217.607
	Overhead HQ	849.800	65%	552.370	1	10%	10%	55.237
Closure Agriterra country offices	Salaries FO's	2.292.521	50%	1.146.261	2	20%	40%	458.504
	Overhead FO's	825.254	65%	536.415	2	20%	40%	214.566
Restructuring Agriterra Nederland	Salaries HQ	3.954.267	20%	790.853	1	10%	10%	79.085
	Overhead HQ	849.800	20%	169.960	1	10%	10%	16.996
Restructuring Agriterra country offices	Salaries FO's +Expats	2.690.400	20%	538.080	2	20%	40%	215.232
	Overhead FO's	825.254	20%	165.051	2	20%	40%	66.020
Bridging temporary average decline 5% income	Income one-off	5.527.283	5%	276.364	7	50%	350%	967.275
<i>Ineligible costs grants</i>								
Underperformance en/of ineligible costs (1% over turnover)	Total grant income	16.527.283	1%	165.273	3	50%	150%	247.909
<i>Other risks and unforeseen circumstances</i>								
ICT (infrastructure not available)	Lump sum	250.000	100%	250.000	3	15%	45%	112.500
Fraud & Crime	Lump sum	4.000.000	100%	4.000.000	1	10%	10%	400.000
<b>Desired minimum level of Continuity reserves</b>				<b>10.766.700</b>				<b>3.050.932</b>

Ultimo 2022 Agriterra added € 154.260 to the continuity reserve, which brings the total level of the continuity reserve to € 1.387.357, being 45,5% of the desired level. From the amount added to the continuity reserve, 51% is related to DGIS contribution and 49% is related to other donors. This is based on the ratio of the level of income between DGIS and other donors, which is the most reliable basis for allocation.

## Analysis 2022

Total income for 2022 was € 13.692.662, which is 17% below budget. Total expenses for 2022 (excluding financial income/expenditure) shows a total of € 13.627.924, which is 14% below budget.

The budgeted result for Agriterra for 2022 was € 657.550. Because of a smaller work force, as well as not meeting the expected chargeable hours in 2022, Agriterra generated € 1.161k less income from chargeable hours and overhead. The operational cost for 2022 were € 626k lower than budgeted. During 2022 Agriterra has written off € 65k due to further clean-up of old balance sheet items. For a couple of specific projects it was budgeted that a part of the expenses would be covered by specific designated funds. The level of received (un)designated funds for these projects however were not sufficient, therefore an amount of € 50k has been allocated to the continuity reserve instead of the designated funds. Overall the financial year 2022 has closed with a positive result of € 137.815. An amount of € 154.260 will be added to the continuity reserve.

Agriterra's workforce consisted of 146 FTEs at the end of 2022. At year-end 2022 Agriterra was employing a total of 148 employees: 38 people in the Netherlands, 5 expats and 105 national business advisors and staff persons. Total budgeted for 2022 was an average of 143,8 FTE.

Next to the commitment from The Ministry of Foreign affairs to Agriterra, Agriterra continues to seek for new opportunities with other donors to further implement our vision. From the total income for 2022, 49% (2021: 36%) is received from other donors than DGIS (contribution to Farmer Focused Transformation). However, for 2022 this ratio reflects a significant underspending on DGIS funds, and is expected to be lower in 2023 as Agriterra intends to fully utilize the unspent funds during 2023-2025. Agriterra's main source of income is based on our services (which are charged through hourly tariffs), and in case of need the size of our workforce can be scaled up or down as required by circumstances. Agriterra has adequate recourses to continue as a going concern for the foreseeable future.

### **Designated funds**

The result of designated funds is based on the cash flow during a year. Contributions received and expenditure on designated funds are recognised to be based on the cash accounting system and not based on the current income and expenditure system, in which the matching principle is applied for costs and income.

The total level of designated funds per start of 2022 was € 165.677. During 2022 a total designated income of € 39.497 has been received. This is more than the € 25.000 budgeted for 2022. Part of the designated income is linked to Agripool activities. Overall withdrawal from the designated funds for 2022 is € 12.584, bringing the total designated funds to an amount of € 153.093.

## Income

The income for 2022 from DGIS (contribution to Farmer Focused Transformation) is € 6.975.588. The total depletion for 2022 has been 36% lower than the budgeted amount of € 11.000.000,-. The income from other donors for 2022 is € 6.677.576, which is 21% higher than the budget of € 5.527.283,-. Overall Agriterra realized less chargeable hours, caused by a smaller workforce (average FTE) over 2022 than budgeted, as well as not meeting the budgeted % of chargeability. Moreover Agriterra has been allocating more hours to opportunities from other donors than DGIS.

## Expenditure

In line with the decline in revenues, the expenditure on the program is also lower than budgeted in 2022 (14%).

- **Personnel costs**  
The average FTE for 2022 was 143,6 while Agriterra has budgeted an average of 143,8 FTE. Total average FTE for both HQ staff and expat staff was 45,6 FTE (budget 49,7 FTE), while total local staff was 98,0 FTE (budget (94,1 FTE). Less FTE for staff at HQ and expats, and more FTE for local staff (at lower costs), as well as less other personnel costs contributed to the underspending on the personnel budget 2022. Total FTE ultimo 2022 was 146,0.
- **Depreciation costs**  
Depreciation costs are € 41k lower than budgeted.
- **Accommodation costs**  
Total accommodation costs 2022 are below budget. Opportunities with other donors allows Agriterra to charge a part of accommodation costs to the donor. Post Covid, we see that staff continues to partly keep working from home.
- **Office costs**  
Office costs in 2022 are over budget (15%). Main reason for overspending is mainly related to consultancy on Dynamics D365. D365 has been implemented in 2021, however still a lot of support is needed for support and desired changes in the system.
- **General costs**  
Total general cost for 2022 is on budget (-1%).

## Future outlook: Budget 2023, Budget & actual 2022

### Budget 2023

(amount in euros)	Budget 2023	Actual 2022	Budget 2022
<b>INCOME</b>			
DGIS contribution to Farmer Focused Transformation programme	12.000.000	6.975.588	11.000.000
Income through acquisition	3.282.320	6.677.577	5.527.283
Income from designated & expert funds	25.000	39.497	25.000
<b>Total income</b>	<b>15.307.320</b>	<b>13.692.662</b>	<b>16.552.283</b>
<b>EXPENDITURE</b>			
▪ Out of pocket direct project expenditures	4.886.836	5.803.622	7.449.373
▪ Personnel costs	7.681.666	6.280.041	6.579.666
▪ Depreciation costs	203.233	124.485	165.644
▪ Accommodation costs	480.777	363.856	470.414
▪ Office costs	684.660	579.787	504.400
▪ General costs	380.975	535.450	482.491
▪ Marketing, staff dev. And project mgt.	126.335	0	178.130
<b>Total expenditure</b>	<b>14.444.471</b>	<b>13.687.241</b>	<b>15.830.118</b>
Balance before financial income/expenditure	862.849	5.421	722.165
Financial income and expenditures	-82.956	132.395	-64.615
<b>Surplus (+), deficit (-)</b>	<b>779.893</b>	<b>137.815</b>	<b>657.550</b>
Workforce in FTE at the end of the financial year	163,9	146,0	143,8



## Annual plan 2023

The 2023 annual plan largely follows the 2021-2030 long-term plan. In 2021, the Farmer Focused Transformation (FFT) programme 2021-2030 started. The long-term plan is divided in 2 '5-year periods'.

*Income 2023.* For 2023 the total income from grants is budgeted to be € 15.282.320 to cover the budgeted project expenses. Like in previous years, the largest part of Agriterra's income is retrieved from the subsidy from the FFT program for an amount of € 12.000.000. This is significantly higher allocation from the DGIS subsidy than was originally anticipated in the programme proposal € 10.500.000. The increased budget of €1.500.000 is derived from the underspending in the programme in the first year of the programme (2021). The total expected charged to objectives for 2023 is planned at € 10.1 million Euro. This is based on the expected chargeable hours registered by employees. In some of the projects the donors do not allow the use of the Agriterra's standard tariffs which include a surcharge for overhead costs. In these projects, lower tariffs are used. This is compensated by certain overhead costs which are directly charged to these projects. In general, the cost recovery on all projects should be similar, regardless of the budgeting methodology used.

Besides the FFT programme, other income is derived from several sources, with a total of € 3.282.320.

*Expenses 2023.* The expenses which are included in the internal operational budget of Agriterra (which are recovered through the tariff system) include the following elements:

- Personnel costs. The costs for staffing are increased due to rising costs levels in combination with an anticipated increase in the workforce from 143.8 FTE in 2022 to 163.9 FTE in 2023.
- Depreciation costs. For most categories the amount of depreciation is like the levels in 2022. The overall increased costs are mainly due to the budgeted costs for the potential moving of office at headquarters in 2023.
- Accommodation costs. Accommodation costs have increased due to inflation and the expansion of some offices to be able to host increased staff numbers.
- Office costs & general costs. The costs under these budget lines are generally expected to rise significantly in the coming year due to inflation. Furthermore, an additional post of 150.000 Euro Agriterra Multi Annual Plan 2023-2025 44 was created for consultancy costs related to the necessary changes in D365. This amount is a rough ballpark figure, as the required changes to the system have not yet been scoped.
- Communication & marketing costs. Budgeted in line with the 2021 forecasted expenditure.
- Staff development costs. Employees are encouraged to invest in their personal development. Agriterra financially supports (part of) the cost of training courses and education programmes that have a clear added value for both the organisation and the employee. As the 2021 budget was fully utilised (with staff requests exceeding the available budget), a budget of € 5,000 is also reserved in 2022 for this purpose.
- Project management & quality assurance costs. Although this budget line was not utilised in 2021 (as national director were not installed as planned), it is envisaged that there will be need for international travel from HQ to the regions, and for the regional managers to visit their countries.

For Agriterra's foundation assets, and specifically its continuity reserve, it is important that a steady build-up takes place in order to cover future risks and unforeseen losses to an adequate extent. For 2023 Agriterra targets to add € 779.893 to the continuity reserve.

# FINANCIAL STATEMENTS 2022

## Balance sheet

Amounts in euros

ASSETS	31-12-2022	31-12-2021
<strong>FIXED ASSETS</strong>		
Tangible fixed assets	174.354	254.620
Financial fixed assets	8.721	12.581
<strong>Total fixed assets</strong>	<strong>183.075</strong>	<strong>267.201</strong>
<strong>CURRENT ASSETS</strong>		
Debtors and other receivables	589.312	607.930
Prepayments	127.997	113.537
Conditioned funds projects	2.567.955	1.544.816
Liquid assets	11.394.558	16.229.777
<strong>Total current assets</strong>	<strong>14.679.822</strong>	<strong>18.496.060</strong>
<strong>Total assets</strong>	<strong>14.862.897</strong>	<strong>18.763.261</strong>

LIABILITIES	31-12-2022	31-12-2021
<b>FUND RESERVES</b>		
Reserves		
▪ Continuity reserve	1.387.357	1.233.097
▪ Revaluation reserve	2.857	6.717
Funds		
▪ Designated funds	153.093	165.677
▪ Guarantee funds	70,000	70,000
<b>Total reserves and funds</b>	<b>1.613.307</b>	<b>1.475.491</b>
<b>CURRENT LIABILITIES</b>		
Creditors and other debts	1.101.511	1.281.234
Accruals	573.929	12.216.038
Conditioned project obligations	11.574.150	3.790.498
<b>Total current liabilities</b>	<b>13.249.590</b>	<b>17.287.770</b>
<b>Total liabilities</b>	<b>14.862.897</b>	<b>18.763.261</b>

## Statement of income and expenditure

Amounts in euros

	Actual 2022	Budget 2022	Actual 2021
<b>INCOME</b>			
DGIS contribution to Farmer Focused Transformation	6.975.588	11,000.000	9.265.750
Income through acquisition	6.677.577	5.527.283	5.168.313
Income from designated & expert funds	39.497	25.000	25.493
<b>Total income</b>	<b>13.692.662</b>	<b>16.552.283</b>	<b>14.459.556</b>
<b>EXPENDITURE</b>			
▪ Out of pocket direct project expenditures	5.803.622	7.449.373	5.302.709
▪ Personnel costs	6.280.041	6.579.666	7.330.981
▪ Depreciation costs	124.485	165.644	140.376
▪ Accommodation costs	363.856	470.414	417.561
▪ Office costs	579.787	504.400	473.685
▪ General costs	535.450	482.491	682.313
▪ Marketing, staff dev. and project mgt.		178.130	
<b>Total expenditure</b>	<b>13.687.241</b>	<b>15.830.118</b>	<b>14.347.625</b>
Balance before financial income/expenditure	5.421	722.165	111.931
Financial income and expenditure	132.395	-64.615	-38.034
<b>Surplus (+), deficit (-)</b>	<b>137.815</b>	<b>657.550</b>	<b>73.896</b>
<b>Allocation result</b>			
Designated funds	-12.584	0	-11.841
Revaluation reserve	-3.860	0	592
Continuity reserve	154.261	657.550	85.145
	<b>137.815</b>	<b>657.550</b>	<b>73.896</b>

## Cash flow statement

Amounts in euros

	2022	2021
<b><i>Cash flow from operational activities</i></b>		
Balance of income and expenditure	137.815	73.896
Depreciation on tangible fixed assets	124.485	135.100
Movement in financial fixed assets	3.860	-592
	<b>266.160</b>	<b>208.404</b>
<b><i>Changes in working capital</i></b>		
Movement in receivables	18.618	-262.891
Movement in prepayments and accrued income	-14.460	17.366
Movement in other liabilities	-179.723	169.733
Changes in accruals and deferred income	-11.642.109	11.570.437
Movement in conditioned funds projects	-1.023.139	-581.884
Movement in conditioned project commitments	7.783.652	831.892
	<b>-5.057.161</b>	<b>11.744.653</b>
<b><i>Cash from from investment activities</i></b>		
Investments in tangible fixed assets	-109.549	-99.574
Disinvestments tangible fixed assets	65.331	6.560
	<b>-44.218</b>	<b>-93.014</b>
<b><i>Net cash flow, internal</i></b>	<b>-4.835.219</b>	<b>11.860.043</b>
<b>INTERNAL</b>	<b>2022</b>	<b>2021</b>
Liquid assets on 1 January	16.229.777	4.369.734
Liquid assets on 31 December	11.394.558	16.229.777
<b><i>Movement in liquid assets</i></b>	<b>-4.835.219</b>	<b>11.860.043</b>

## Accounting policies for the financial reporting

### General

#### General valuation principle

The financial statements for 2022 were prepared in accordance with Guideline 640 (Reporting by Non Profit Institutions) of the Dutch Accounting Standards Board (Raad voor de Jaarverslaggeving).

The financial statements are prepared according to the historical cost principle. In the absence of statement to the contrary under the relevant policy for the specific balance sheet item, assets and liabilities are shown at their nominal value.

#### Comparative figures

The income and expenses in the annual report reflects consolidated figures for the entire Agriterra organisation. Starting 2021 also balance sheet items have been consolidated.

#### Use of estimates

In preparing the financial statements, the foundation's management is required to make certain estimates and assumptions, which partly determine the amounts recognised, in accordance with generally accepted accounting principles. Actual results may differ from these estimates.

#### Foreign currencies

Costs and income, as well as the valuation of assets and liabilities in foreign currency, are stated at the exchange rate on the transaction date. Any exchange differences that may arise between the moment of payment or receipt of obligations and receivables are recognised in the income statement.

#### Cash flow statement

The cash flow statement was formulated using the indirect method. Liquid assets in the cash flow statement relate to the receivables in the current account or the receivables in respect of savings balances with credit institutions of Agriterra itself. The stocks of current account receivables and the receivables in respect of savings in relation to projects are not included in the cash flow statement but are presented separately in the notes to the balance sheet of liquid assets. The movement in the liquid assets of the projects is included in the cash flow statement.

#### Pensions

There is a pension scheme for Agriterra employees at the Zorg en Welzijn sector pension fund. The financing takes the form of contributions to the pension administrator, with the contributions paid recognised as an expense in the statement of income and expenditure (in accordance with the "obligation to the pension administrator approach"). Other than the effect of higher future contributions, Agriterra has no obligation to make additional contributions in the event of a shortfall at the Zorg en Welzijn pension fund. Only the contributions due up to and including the end of the financial year are shown the financial statements. The current funding level of the Pension Fund Zorg en Welzijn ultimo 2022 is 109,2%.

### Policies for the valuation of assets and liabilities

#### Tangible fixed assets

Tangible fixed assets are valued at the acquisition price less accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated economic life of the assets. In the year of investment, depreciation is applied from the moment the asset is taken into use.

## **Financial fixed assets**

The financial fixed assets are valued at market value.

## **Receivables**

Receivables are shown at their nominal value. Provisions deemed necessary are determined on the basis of an individual assessment of the receivables.

## **Liquid assets**

With regard to liquid assets, a distinction is made between liquid assets for internal organisation and project purposes. The liquid assets earmarked for the internal organisation are valued at their nominal value and, in the absence of statement to the contrary, are placed at the disposal of the foundation. The liquid assets earmarked for projects must be used for the related projects.

## **Current liabilities**

The current liabilities have a projected term of less than one year.

## **Conditioned funds projects and conditioned project obligations**

The conditioned fund projects (claim) and the conditioned project obligations (debt) are determined as the balance of project contributions actually received from donors, less actual project expenditure, or as the balance of project cost statements received from partner organisations, less actual project payments.

## **Principles for the statement of income and expenditure**

### **General**

Income and expenditure are allocated to the year to which they relate. A positive balance of income and expenditure is recognised insofar as it has been realised on the balance sheet date. Losses and risks originating prior to the end of the reporting year are taken into account if they were known before the financial statements were prepared.

### **Income**

The income from our fundraising concerns the donations received in the financial year. Income from government grants and income from third party activities are recognised to the extent that the actual costs for the projects concerned are also recognised in the financial year.

The difference between the income from donations and the expenditure in respect of these designated funds is added (if surplus) or deducted (if deficit) from the available designated funds included in the balance sheet at the end of the previous financial year.

## Notes to the balance sheet

Amounts in euros

### Assets

#### Fixed Assets

##### Tangible fixed assets

The book value composition on the balance sheet date was as follows:

	31-12-2022	31-12-2021
Renovations	19.787	24.837
Office and equipment	14.241	22.038
Computer and other equipment	121.309	194.474
Means of transport	19.016	13.272
<b>Total</b>	<b>174.354</b>	<b>254.621</b>

Movements in tangible fixed assets in 2022 were as follows

	Renovations	Office and equipment	Computer and other equipment	Means of transport	Total
<b>Situation as at 1 January</b>					
Purchase value	343,800	240.372	783.464	76.053	1.443.689
Accumulated depreciation	-318.963	-218.334	-588.990	-62.782	-1.189.068
	<b>24.837</b>	<b>22.038</b>	<b>191.896</b>	<b>2.578</b>	<b>254.621</b>
<b>Movements during the financial year</b>					
Investments	0	10.153	72.782	26.614	109.549
Depreciation	-5.050	-7.072	-106.806	-5.557	-124.485
Disinvestments	0	-18.246	-42.574	-61.575	-122.395
Release of depreciation on disinvestments	0	7.367	3.433	46.263	57.064
	<b>-5.050</b>	<b>-7.797</b>	<b>-73.165</b>	<b>19.016</b>	<b>-80.267</b>
<b>Situation as at 31 December</b>					
Purchase value	343,800	232.279	813.672	41.092	1.430.844
Accumulated depreciation	-324.013	-218.038	-692.363	-22.075	-1.256.490
	<b>19.787</b>	<b>14.241</b>	<b>121.309</b>	<b>19.016</b>	<b>174.354</b>
<i>Depreciation percentages</i>	<i>12.5%- 20%</i>	<i>20%</i>	<i>33%</i>	<i>20%</i>	



## Financial fixed assets

The composition and movements of the financial fixed assets in 2022 was as follows

	RABO Bank Member certificates
<b>Situation as at 1 January</b>	
Current value	12.581
<b>Movements during the financial year</b>	
Unrealised exchange rate result	-3.860
<b>Situation as at 31 December</b>	
<b>Current value</b>	<b>8.721</b>

Agriterra does not have a structural investment policy to increase equity. An amount of € 8.721 at current value (originally € 5.865) is invested in Rabobank Type-I shares (formerly Rabobank Member Certificates), with an original acquisition price of € 17. All other investments of (temporarily) surplus funds mainly concern funds made available to subsidy providers and donors. These funds are held in savings accounts.

## Current assets

### Receivables

	31-12-2022	31-12-2021
Debtors	331.750	377.129
Buffers for placement costs expats *)	15.339	36.182
Advances employees Netherlands	11.466	41.763
Advances employees abroad	127.599	62.774
Other receivables	102.560	85.826
Guarantee deposits Netherlands	0	3.659
Guarantee deposits abroad	597	597
<b>Total</b>	<b>589.312</b>	<b>607.930</b>

\*) Advances paid to AON to cover placement costs of expats

### Prepayments

	31-12-2022	31-12-2021
IT costs	3.003	8.170
Insurance illness employees	106.366	101.521
Educational expenses employees	5.064	0
Expenses expatriates	13.187	0
Other	377	3.846
<b>Total</b>	<b>127.997</b>	<b>113.537</b>

## Liquid assets

	31-12-2022	31-12-2021
Cash in hand	301	1.521
Cash in hand abroad	4.228	5.844
Rabobank EURO Netherlands	8.861.999	13.612.448
Rabobank USD Netherlands	1.255.290	927.063
ABN AMRO Bank Netherlands	144.799	136.917
Bank accounts abroad	1.127.939	1.545.983
<b>Total Internal and Projects</b>	<b>11.394.556</b>	<b>16.229.776</b>

## Conditioned funds projects

The composition of the conditioned project receivables as at the balance sheet date is as follows

	31-12-2022	31-12-2021
Producer organisations	109.961	144.112
<i>Donors:</i>		
SNV	962.509	574.255
RVO	492.914	441.402
USAID	344.609	104.854
FAO	44.573	91.822
AJF KSU	16.220	11.258
Amea	8.001	13.103
Bralima	0	15.000
Helvetas	12.859	20.952
Nuffic	15.370	30.362
UNDP	0	12.275
Agridius Foundation	22.472	0
Alaska	28.252	0
BLC	22.076	0
De Heus	20.969	0
GIZ	7.223	0
IDH	158.610	0
Kampani	36.000	0
Safin	12.761	0
Small Foundation	50.089	0
Other	202.488	85.422
<b>Total</b>	<b>2.567.955</b>	<b>1.544.816</b>

## Liabilities

### Reserves and funds

#### Reserves

The composition of the reserves and funds as at the balance sheet date is as follows

	31-12-2022	31-12-2021
Continuity reserve	1.387.358	1.233.097
Revaluation reserve	2.857	6.717
<b>Total reserves</b>	<b>1.390.215</b>	<b>1.239.814</b>
Designated funds	153.093	165.677
Guarantee Funds	70,000	70,000
<b>Total funds</b>	<b>223.093</b>	<b>235.677</b>
<b>Total reserves and funds</b>	<b>1.613.307</b>	<b>1.475.491</b>

#### Continuity reserve

This reserve concerns the capital of the foundation and the movements are as follows:

	2022	2021
<b>Situation as at 1 January</b>	<b>1.233.097</b>	<b>1.147.952</b>
<b>Movements during the financial year</b>		
Result appropriation	154.261	85.145
	<b>154.261</b>	<b>85.145</b>
<b>Situation as at 31 December</b>	<b>1.387.358</b>	<b>1.233.097</b>

The board of management has set the target that the continuity reserve should increase with any profit surpluses until the desired level of continuity reserve has been reached. Based on a yearly assessment the level of desired level is evaluated and adjusted if necessary. See also chapter 'reserves' on page 3.

#### Revaluation reserve

This concerns a revaluation reserve for investments (Rabobank Type I Member Certificates) and movements are as follows:

	2022	2021
<b>Situation as at 1 January</b>	<b>6.717</b>	<b>6.125</b>
<b>Movements during the financial year</b>		
Addition by virtue of unrealised exchange results	-3.860	592
	<b>-3.860</b>	<b>592</b>
<b>Situation as at 31 December</b>	<b>2.857</b>	<b>6.717</b>

## Designated funds

These are funds are designated by the donors or which have a more general designation in line with Agriterra's objectives and activities. This developed in 2022 as follows:

	Position 01-01-2022	Fund movements	Cr: Donations	*) Dr: Spending	Position on 31-12-2022
<b>Organisation and projects</b>					
Financial fund for dairy cooperatives, Kenya	4.320	0	0	0	4.320
WMFCU: Flour, Biscuit and Pasta Factory Ethiopia (financing fund)	130.000	0	0	0	130.000
Recordkeeping and Benchmarking training Nepalese farmers	5.926	0	0	0	5,926
SDGP – Maize Rwanda	23.985	0	12.500	25.084	11.401
Professional development of cooperative managers Rwanda	1.446	0	0	0	1.446
SDGP – Eat Fresh Tanzania	0	0	16.997	16.997	0
SDGP – Low carbon coffee Kenya	0	0	10.000	10.000	0
<b>Total</b>	<b>165.677</b>	<b>0</b>	<b>39.497</b>	<b>52.081</b>	<b>153.093</b>

In 2021 Agriterra received a total of € 39.497 as designated funds. From this amount € 16.997 is allocated to the activities on the SDGP project Eat Fresh Tanzania.

## Guarantee fund

This fund was set up to support cooperatives and organisations in applying for bank loans. It serves as a guarantee to the bank. It remains the property of Agriterra but is only freely available again after the loan has been repaid by the cooperative or organisation. The resources of this fund come from designated and expert donations:

	Position 01-01-2022	*) Fund Movement	Result designation	Position on 31-12-2022
Guarantee fund Agriterra	70.000	0	0	70.000
<b>Total</b>	<b>70.000</b>	<b>0</b>	<b>0</b>	<b>70.000</b>

\*) The changes in the fund relate to additions to/withdrawals from the above-mentioned designated fund from the expert fund.

## Other debts

	31-12-2022	31-12-2021
Creditors	555.712	753.863
Current accounts Agriterra local offices	67.478	9.787
Reserve for holiday entitlement	273.870	393.195
Reserve for holiday allowance	100.146	109.096
Reserve severance pay Uganda	76.046	31.850
Reserve severance pay TFR	21.611	15.766
Other points	6.648	15.293
<b>Total</b>	<b>1.101.511</b>	<b>1.328.850</b>

## Accruals

	31-12-2022	31-12-2021
Ministry of Foreign Affairs (BUZA) *	0	11.737.000
Income tax and social insurance contributions	250.585	235.295
Auditors and consultancy fees	97.157	64.510
Placement costs expats	0	12.574
NextGen – LAC	70.362	70.362
Payables Agriterra local offices	105.111	33.360
Other	50.713	15.322
<b>Total</b>	<b>573.929</b>	<b>12.216.038</b>

\* In the annual accounts for 2021 received tranches from the Dutch Ministry of Foreign Affairs (DGIS) for the new financial year have been included as an accrual. For 2022 all new tranches from the Dutch Ministry of Foreign Affairs (DGIS) have been included under conditioned project obligations (see table below).

## Conditioned project obligations

The composition of the conditioned project commitments as at the balance sheet date is as follows:

	31-12-2022	31-12-2021
<i>Donors:</i>		
DGIS: Farmer Focussed Transformation/Acting Now**	10.139.539	1.821.516
IFAD	774.579	1.000.065
Enabel	195.937	465.473
Cordaid	140.005	66.451
ZOA	217.700	319.616
Bralima	10.785	
Global Shea Alliance	18.785	
Rabobank Foundation	47.678	
Other	29.142	117.377
<b>Total</b>	<b>11.574.150</b>	<b>3.790.498</b>

\*\* Balance of DGIS is reflecting the underspending on Farmer Focused transformation as well as received amount for Acting Now 2023.

## Off-balance sheet rights and obligations

### Conditioned project funds and commitments

#### Funds

A subsidy decision was issued to Agriterra by the Ministry of Foreign Affairs (Directorate-General for International Cooperation, abbreviated as DGIS, to which the Sustainable Economic Development theme directorate belongs, abbreviated as DDE) for a total amount of € 81.000.000 for the years 2021 to 2030. The subsidy decision was issued for the Producer Support Programme organisations referred to by Agriterra as the Farmers Focused Transformation (FFT) programme.

#### Lease

The lease agreement for the Willemsplein 41-42-43 building in Arnhem was extended on 1 May 2019 for a period of 4 years (term until 1 May 2023) with a notice period of 4 months. As of 1 January 2017, the agreed annual rent is € 119.023 (excluding service costs). During 2023 the lease has been extended until 31 December 2023. Per 31 December 2023 the contract has been terminated, as Agriterra will move office. The rent is indexed annually on the 1<sup>st</sup> of May, the remaining rent until end of contract is € 165.938.

#### Bank guarantee

A bank guarantee has been issued for the rent of the Willemsplein 42 building in Arnhem amounting to € 6.069,61.

#### Credit facility

Agriterra has a credit facility with the Rabobank of € 975.000 for a period from 1 December till 1<sup>st</sup> of May for an undetermined period. This credit facility can be lowered and cancelled individually by both parties. The interest consists of the average of the 1-month EURIBOR rate determined in a calendar month and a surcharge of currently 4,7%-point.

#### Temporary cash collateral agreement with Admas

In March 2015 Agriterra made € 250.000 available to the AdmasWolkiteFarmers Cooperative Union in Ethiopia for a period of 5 years. The amount has been placed with NIB bank and serves as security and is also intended to leverage financing by NIB Bank to Admas for the establishment of an edible oil refinery plant in Wolkite, Ethiopia. Agriterra receives an interest payment of 6.5% per annum on the amount made available and credited to the account of AdmasWolkiteFarmers Cooperative Union. This is not freely available to Agriterra. Agriterra remains the owner of the cash collateral, including the interest due. In 2014, the ABTB Foundation donated the amount of € 250.000 to Agriterra specifically for this purpose.

#### Temporary cash collateral agreement Co-Operative Bank of Kenya and Kiambaa Dairy Farmers Cooperative

In 2017 Agriterra made € 250.000 available to the Kiambaa Dairy Farmers Co-operative in Kenya for a period of 5 years. The amount has been placed with Cooperative Bank of Kenya and serves as security for a financial facility granted to the Borrower by co-op bank. Agriterra receives an interest payment of 0% for the first year and for the other years 2% per annum. The ABTB Foundation donated a second amount of € 250.000 to Agriterra specifically for this purpose. After this 5-year period, the amount can be used as revolving fund for other organisations in Kenya.

## Explanation of the statement of income and expenditure

Amounts in euros

### Income

#### Government grants

	2022	2021
DGIS: contribution to Farmers Focussed Transformation 2021-2030	6.975.588	9.265.750
<b>Total</b>	<b>6.975.588</b>	<b>9.265.750</b>

The duration of the DGIS contract is 10 years (2021-2030).

#### Income through acquisition

	2022	2021
USAID	512.600	395.483
IFAD	912.461	1.843.817
SNV	2.101.904	1.511.783
Cordaid	165.710	142.249
Rabobank Foundation	245.865	153.001
Enabel	269.535	235.859
FAO	70.405	20.959
RVO	467.657	443.750
ZOA	1.001.916	79.144
IDH	182.067	26.590
Small Foundation BDS	149.804	0
Other contribution to Farmer Focused Transformation	597.653	315.678
<b>Total</b>	<b>6.677.577</b>	<b>5.168.313</b>

Next to income from the Dutch Ministry of Foreign Affairs through the Farmer Focused Transformation programme, Agriterro received income through acquisition from other donors. During 2022 total income from other donors was € 6,7 mln.

From the income through acquisition an amount of € 732.612 has a duration of 1 year or less. A total amount of € 5.944.965 is related to donor contracts with a duration between 1 and 5 years. Of these multi-year contracts, 27 contracts will run until 2022, and 31 contracts will run until 2023 and beyond.

Newly signed contracts during 2022 generated an income for 2022 of € 1.103.318 (included in the total income of € 6,7 mln), of which € 596.369 is related to multi-year contracts.

#### Income from designated funds

	2022	2021
Designation income	39.497	25.493
<b>Total</b>	<b>39.497</b>	<b>25.493</b>

## Out of pocket direct project expenditures

	2022	2021
Out of pocket direct project expenditures	5.803.622	5.302.709
<b>Total</b>	<b>5.803.622</b>	<b>5.302.709</b>

## Personnel costs

The personnel costs were as follows:

	2022	2021
Employees Netherlands	3.247.471	4.029.099
Employees abroad - Expats	669.905	915.838
Employees Abroad - Nationals	2.322.013	2.270.160
External staff and recruitment	40.652	115.884
<b>Total</b>	<b>6.280.041</b>	<b>7.330.981</b>

END OF FINANCIAL YEAR:

Staff establishment in FTE	146	153,3
Number of persons employed Netherlands	38	42
Number of persons employed Abroad - Expats	5	9
Number of persons employed Abroad - Nationals	105	106

The average number of FTE in 2021 was 156,8

The breakdown of personnel costs is as follows:

	2022	2021
<b>Employees Netherlands</b>		
Salaries	2.451.490	2.932.086
Social security contributions and taxes	336.129	481.258
Pensions	240.966	273.614
Health insurance, benefits and Occupational Health and Safety	92.802	93.535
Benefits in kind taxed and untaxed	29.761	85.281
Travel and accommodation expenses	36.153	34.393
Study costs	0	65.012
Final clauses	60.170	63.922
<b>Subtotal</b>	<b>3.247.471</b>	<b>4.029.099</b>
<b>Employees abroad - Expats</b>		
Remuneration and allowances	432.147	595.442
Pensions	67.285	104.747
Insurance	128.575	158.845
Travel and accommodation expenses	35.679	7.434
Final clauses	6.218	49.370
<b>Subtotal</b>	<b>669.905</b>	<b>915.838</b>
<b>Employees Abroad - Nationals</b>		
Remuneration and allowances	2.129.397	2.100.549
Insurance	110.748	89.798
Travel and accommodation expenses	50.494	56.472
Final clauses	31.374	23.341
<b>Subtotal</b>	<b>2.322.013</b>	<b>2.270.160</b>
<i>Transports</i>	6.239.389	7.215.097



	2022	2021
<i>Transported from previous page</i>	6.239.389	7.215.097
<b>External staff and recruitment</b>		
Temporary workers	37.654	78.137
Recruitment and selection	2.252	36.328
Travel and accommodation expenses	746	1.419
<b>Subtotal</b>	<b>40.652</b>	<b>115.884</b>
<b>Total</b>	<b>6.280.041</b>	<b>7.330.981</b>

### Depreciation costs

	2022	2021
Depreciation on renovations	5.050	7.149
Depreciation on office equipment	7.072	8.931
Depreciation on computer and other equipment	106.806	120.011
Depreciation on means of transport	5.557	4.285
<b>Total</b>	<b>124.485</b>	<b>140.376</b>

### Accommodation costs

	2022	2021
Accommodation / Housing costs abroad	302.685	340.731
Maintenance costs	6.580	5.608
Cleaning costs	30.078	31.486
Business expenses	3.166	3.199
Waste processing	13.103	8.849
Misc.	8.243	27.688
<b>Total</b>	<b>363.856</b>	<b>417.561</b>

### Office costs

	2022	2021
Office expenses	38.625	67.549
IT costs	439.881	306.149
Telecommunication	101.282	99.987
<b>Total</b>	<b>579.787</b>	<b>519.023</b>

### General costs

	2022	2021
General costs	104.244	66.364
Administrative and organisational costs	63.610	38.452
Auditor's fees	106.510	120.423
Consultancy fees	53.921	58.444
Memberships	2.964	8.635
Insurance	35.188	17.378
Literature and photographic material	75	11.136
External communication	17.427	3.764
Bank charges	59.317	50.636
Write off long outstanding balance sheet items	64.075	233.486
Miscellaneous	28.478	73.595
<b>Total</b>	<b>535.450</b>	<b>682.314</b>

## Other information

### Statutory provisions on the appropriation of results

The foundation's articles do not contain any provisions on the appropriation of the result. However, the board of Agriterra has adopted a policy to add surpluses to the continuity reserve until the level of continuity reserve has reached the desired level as indicated in the policy. For 2022 the desired level is € 3,1 mln.

If income is received in the reporting year with a specific spending option designated by third parties and which has not yet been spent in the year under review, this unspent money is added to the funds concerned.

### Proposal on the appropriation of profits

The board has determined the result and its allocation. The balance of income and expenditure for 2022, a surplus of € 137.815, is shown as follows:

	2022	2021
<b>Allocation of deficit/surplus:</b>		
Addition to continuity reserve	154.261	85.145
Withdrawal from designated and guarantee funds	-12.584	-11.841
Withdrawal from revaluation reserve	-3.860	592
<b>Total allocated deficit(-) /surplus (+)</b>	<b>137.815</b>	<b>73.896</b>

## WNT accountability 2022

The WNT (Wet Normering Topinkomens) applies to Agriterra. The maximum remuneration applicable to Agriterra in 2022 is € 199.000, based on the norm for the developing aid sector.

### Senior executive managers

#### Details 2022

Dr. M. Schouten

#### Employment contract

Managing Director

Duration of employment contract	1/1/2022 - 31/12/2022
Scope of employment (in FTE)	1,0
Employment?	Yes

#### Remuneration

Remuneration including taxable expenses	147.246
Remuneration payable in arrears	14.048
<i>Subtotal</i>	<i>161.294</i>

Individual WNT-maximum	199.000
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Amount unduly paid and not yet refunded	0
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<b>Total remuneration</b>	<b>161.294</b>
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Amount of access payment and reason	Not applicable
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Explanation receivable regarding unduly paid amount	Not applicable
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#### Details 2021

Dr. M. Schouten

Dr. C. Blokland

#### Employment contract

Managing Director

Managing Director

Duration of employment contract	15/9/2021 - 31/12/2021	1/1/2021 - 8/10/2021
Scope of employment (in FTE)	1,0	1,0
Employment?	Yes	Yes

#### Remuneration

Remuneration including taxable expenses	57.751	150.760
Remuneration payable in arrears	3.933	10.385
<i>Subtotal</i>	<i>61.684</i>	<i>161.145</i>

Individual WNT-maximum	56.515	159.658
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Amount unduly paid and not yet refunded	-5.169	-1.487
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<b>Total remuneration</b>	<b>56.515</b>	<b>159.658</b>
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Paid for holiday entitlement prior years, allowed remuneration and not to be refunded		13.138
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Unduly paid and to be refunded	5.169	1.487
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Received from	M. Schouten	C. Blokland
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## **Members of the Executive Board and of the Advisory Board members**

The members of the board and the Advisory Council are unpaid and the reimbursement of expenses is arranged by the organisation that nominated them. In the event of unforeseen circumstances, Agriterra may reimburse expenses, but this was not done in 2022. The board members at the end of 2022 are: mr. S. van der Tak, chairman of the board; mr. R. Meijer, board member; mr. L. Faassen, board member; mr. H. Schuil, board member; mr. R. Donker, board member; ms. J. Vroonland, board member.

## **Signature by board members**

Arnhem,  
*October 26, 2023*

Was signed by:

Mr. S. van der Tak  
Chairman

Mr. R. Meijer  
Board member

Mr. D.J. Bruins  
Board member

Mr. H. Schuil  
Board member

Mr. R. Donker  
Board member

Ms. J. Vroonland  
Board member

Ms. M. 't Lam  
Board member

# AUDIT OPINION ON THE FINANCIAL STATEMENT

## INDEPENDENT AUDITOR'S REPORT

To: the Board of Stichting Agriterra

### Report on the audit of the financial statements 2022 included in the annual report

#### ***Our opinion***

We have audited the financial statements 2022 of Stichting Agriterra based in Arnhem.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Agriterra as at 31 December 2022 and of its result for 2022 in accordance with the Guideline for annual reporting 640 'Organisaties-zonder-winststreven' of the Dutch Accounting Standards Board and the requirements of the Wet normering topinkomens (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2022;
2. the statement of income and expenditure for 2022; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### ***Basis for our opinion***

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the 'Regeling Controleprotocol WNT 2022'. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Agriterra in accordance with the 'Verordening inzake de Onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### ***Unaudited compliance with the anti-cumulation clause in the WNT***

In accordance with the 'Regeling Controleprotocol WNT 2022' we did not audit the anti-cumulation clause referred to in Section 1.6a of the WNT and Section 5 subsection 1n and 1o of the 'Uitvoeringsregeling WNT'. Consequently, we did not verify whether or not the maximum salary norm has been exceeded by a 'leidinggevende topfunctionaris' (managing senior official) due to possible employment at other institutions subject to the WNT, and whether the WNT-disclosure as required in relation to this clause is accurate and complete.

## **Report on the other information included in the annual report**

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the management report and the other information as required by the Guideline for annual reporting 640 'Organisaties-zonder-winststreven' of the Dutch Accounting Standards Board.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The Board is responsible for the preparation of the management report and other information in accordance with the Guideline for annual reporting 640 'Organisaties-zonder-winststreven' of the Dutch Accounting Standards Board.

## **Description of responsibilities regarding the financial statements**

### ***Responsibilities of the Board for the financial statements***

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 640 'Organisaties-zonder-winststreven' of the Dutch Accounting Standards Board and the requirements of the WNT. Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless the Board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

### ***Our responsibilities for the audit of the financial statements***

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, the 'Regeling Controleprotocol WNT 2022', ethical requirements and independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of the Board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Was signed, Amersfoort, 31 October 2023.

WITh Accountants B.V.  
Drs. J. Snoei RA





Agriterra is an international specialist in farmer-led cooperative development. Agriterra makes cooperatives bankable, optimises service-provision to farmers, and strengthens farmer-government dialogues. Agriterra is founded by the Dutch cooperative sector and builds on their know-how and experience.

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