



Annual Report

Same goal,
sharper focus

2014

FARMERS
FIGHTING
POVERTY

Advice • Training • Exchange



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Foreword by Albert Jan Maat

New Agriterra ready for agrifood advisory role

Farmers and horticulturalists have the answers to global food issues. Theirs is the profession of the future. This is why the development of farmers' entrepreneurial skills is of such central importance to Agriterra. Entrepreneurship at every stage of the agri-food chain: from farmers' organisations to agri-business companies; from members, members councils and supervisory boards to managers; from production to the processing of primary products, and from sales to marketing. At Agriterra, we are concentrating increasingly on providing advice when faced with clients' demands. And we plan on developing that focus on advice still further in the near future.

A new organisational direction was embarked upon in 2014; in terms of the services we provide, the emphasis shifted away from co-financing and towards acting in an advisory capacity, focussing on a select number of programme countries and regions. I have respect for the way in which our employees have responded to this radical reorganisation.

The downturn in public development funding is compelling us to look ever more critically at our business profile: 'being better with less'. Last year, Agriterra focussed its full attention once again on collaborative efforts, not only with social organisations and policy-makers, but also with the agricultural business community in particular. The speed with which we have jointly got things done has made an impression, and not on me alone.

Agriterra's strength comes from our 'agripoolers': experts who pool their knowledge to Agriterra's benefit. Through this peer-to-peer approach, they advise farmers' organisations and agribusiness enterprises that want to take the next step. Thanks to Agriterra being firmly established not only within Dutch organisations for agriculture and horticulture, but also within the agri-business community, we are able to furnish, for example, farmers' organisations, procurement and sales cooperatives, and farmers' lending banks with peer-to-peer advice, which might involve members' issues, operational matters, or governance and financial management.

One of the countries where we have been working successfully with the new model is Ethiopia. In a relatively short time, we have developed value chains there together with entrepreneurial farmers' organisations. These have been set up in such a way that they are of economic interest not only to farmers and their organisations, but also to market players. Over the coming year, Agriterra will be continuing on its charted course, with the goal of intensifying the reciprocity between the supporting organisations and the business community. That is because, in addition to farming, agri-food and entrepreneurship are in our genes.

Albert Jan Maat,
Chairman

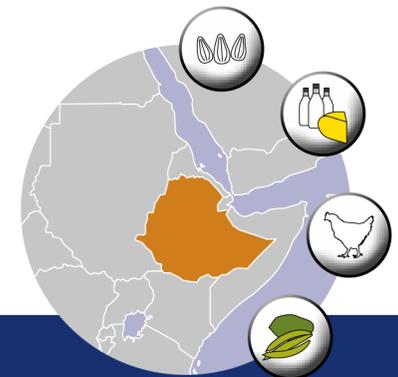
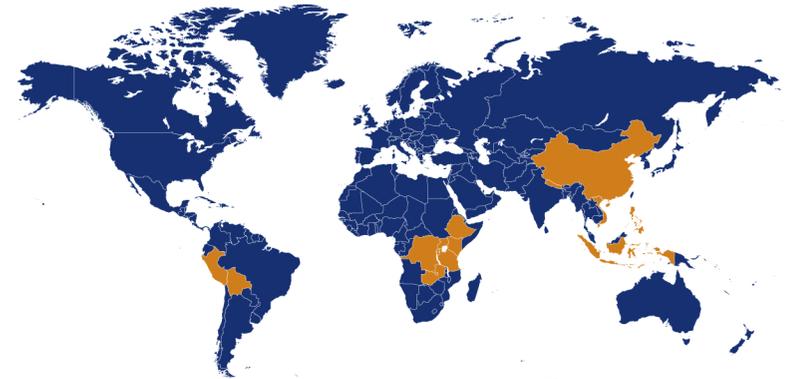


Same goal, sharper focus

Fewer clients, more private partnerships, more cooperative business development, more strengthened and new groups, more producers being reached directly and farmers' organisations with better networking capacity; in a nutshell, these were Agriterra's achievements in 2014.

The Farmers Fighting Poverty Programme 2011-2014 is achieving results and a new 2015-2019 programme is being prepared. During this follow-on period, and in anticipation of a gradual downturn in public development financing, Agriterra has decided to take a keener-edged business approach. Throughout the ensuing programme period, and building on its lengthy experience, the agri-agency will be concentrating its efforts both on three service pillars and on four economically emerging

regions (Ethiopia, East Africa, Southeast Asia and the Andean region). All services will focus on enabling business development in farmers' cooperatives, strengthening entrepreneurship in farmers' organisations from the bottom up, and developing policy elaboration and advocacy in farmers' organisations. Agriterra shall remain ever-faithful to their principal goal: achieving tangible results for farmers and their organisations.



New focus

Ethiopia

Organisations 24

Members 690,427

Projects 8

Oil seed, dairy, poultry, fruit and vegetables

	2011	2012	2013	2014
Women's participation	43%	43%	41%	39%
New/strengthened groups	5,038	7,224	8,314	8,362
Financial health checks	27	27	28	40
Lobbying programmes	x	5	24	23
FACT training courses	x	9	15	16
Consultancy trips	236	386	375	522



East Africa

Organisations	44
Members	5,656,088
Projects	57

Coffee, sugar, dairy, rice, onions, potatoes, cotton



Southeast Asia

Organisations	15
Members	12,775,340
Projects	26

Coconuts, tea, coffee, dairy, vegetables, rice, pigs



Andes

Organisations	22
Members	178,099
Projects	32

Coffee, hearts of palm and palm oil, tara gum, cocoa, quinoa, alpacas, cotton, oil seed, dairy

Strengthening farmers' businesses



Agriterra's common sense approach for 2015-2019

Farmers will not benefit from a rising demand for food unless organised farming is linked to banks, governments and food companies. Agriterra is linking farmers' organisations to market players in order to include farmers in the rapid growth of agribusiness. We refer to this new manner of development cooperation as our common-sense approach. It is conditional on one clear point: it must strengthen the position of farmers.

Agriterra has developed this common sense approach using its three proven pillars for success. In the future, Agriterra will maintain those pillars:

1. Farmers' Advocacy - strengthening the advocacy of farmers' interests, thus enabling farmers to steer local policies in a favourable direction. Examples are projects like 'Farmers' Voice' in Africa and our work with Pakisama in Asia;
2. Farmers' Entrepreneurship - stimulating grassroots entrepreneurship by providing groups of farmers with the necessary knowledge for better farming results, for example the project with QTCA in Vietnam;
3. Farmer-led enterprises - increasing farmers' agribusiness by turning farmers' associations into viable businesses, referred to as bankable co-ops. The Cooperatives for Change programme, Murkuwe-ini Dairy in Africa and the Norandina project in Peru are examples of this approach.

The unique nature of Agripool

The key drivers for success are farmer-to-farmer and peer-to-peer advice. Consequently, Agriterra has set up Agripool, which is a unique pool of experts with roots in agribusinesses in the Netherlands and abroad. They carry out advisory missions on location to support farmers' unions and co-ops, working closely together with local players and Agriterra staff. Agripool is building on the success of the Dutch Diamond Approach in agriculture. By organising themselves into co-ops, Dutch farmers have been able to achieve better conditions for procurement and for sharing in the profits from food processing. Strong farmers' unions and co-ops lie at the heart of this, working closely together with government and knowledge centres.

Consulting farmers' organisations

Agriterra is evolving into an international advisory agency. Agripool is becoming a source of experience and expertise tapped from the world-wide movement of organised farming. With these tools at its command, Agriterra will be connecting agribusiness and food companies with farmers at the bottom of the pyramid.

Connecting farmers to an increasing flow of capital

Agriterra is focussing on a strict business approach in its 2015-2019 plan. The overall goal of the plan is to connect more farmers in developing countries to increasing flows of capital into agriculture.

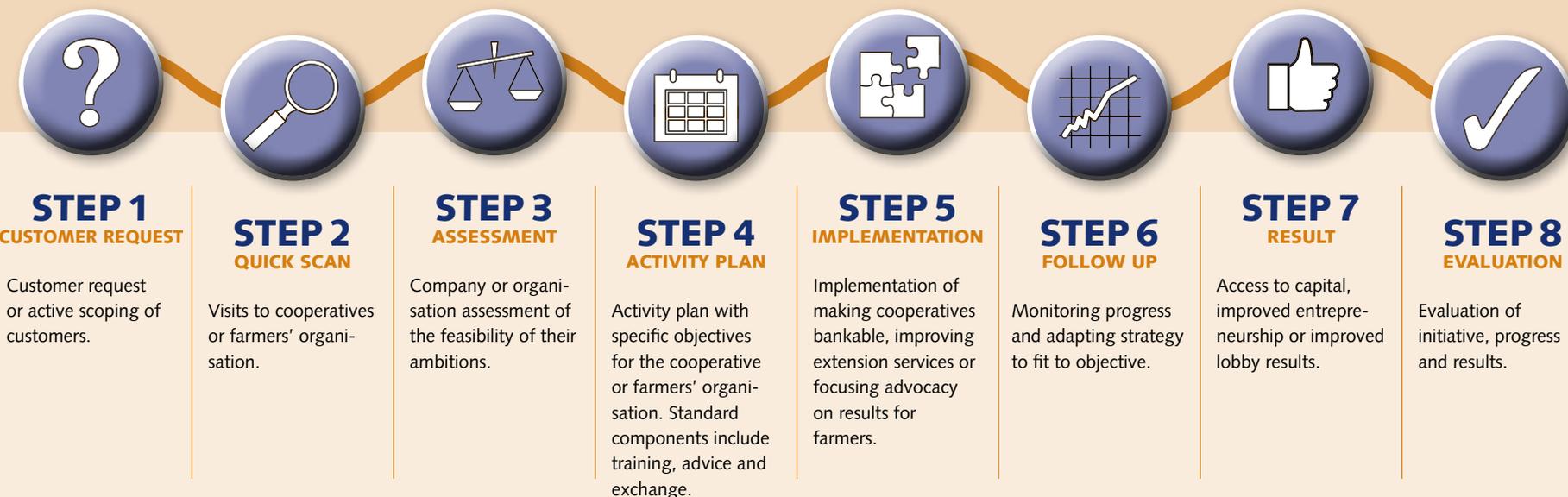
These comprise not only investments made by companies and countries, but also grants from international charities and migrant remittances. The 2015-2019 plan aims at higher leverage on governments grants by attracting more capital for farmers from other, newly available sources.

Agriterra's goal is to assist organised farmers along the road towards entrepreneurship, enabling them to grasp the new opportunities. We know how!

Kees Blokland,
Director



Agriterra's 8-step result management



Ethiopia



Promising public-private partnerships

Digital accounting now standard for cooperative unions

In Ethiopia, the Cooperatives for Change (C4C) programme, which has been running since 2013, has become a new form of public-private partnership. Agriterra is implementer of the project together with the SNV Netherlands Development Organisation.

The main objectives of the project are:

- To raise the income of 42,000 farmers by USD 150 in four years;
- To increase productivity among the same farmers by 25% over four years;
- Greater participation by women in the 12 participating cooperative unions.

Some promising first steps were taken in 2014. Participating cooperative unions have received training with a view to implementing the Peachtree digital accounting program.

The government has shown enthusiasm and wishes digital accounting to be mandatory for all of the country's cooperative unions. Agriterra also provided procurement and marketing training in order to reinforce the relationship between primary

cooperatives and the unions. Various supply contracts were signed in that regard, and there have been some concrete results:

- 14,590 farmers have access to better quality seed;
- 5,949 farmers and cooperative employees have taken courses of training in product sales;
- In 2014, this project reached out to approximately 32,000 farmers in total.

This success explains why C4C training is to be deployed within Agriterra's other projects in Ethiopia. The C4C programme is on schedule and its principal objectives are within reach. In the coming year, Agriterra will be supporting participants with the marketing of their products, aiming also to reach more farmers.

Results

32,000 farmers reached

19 unions using the Peachtree accounting program

Several training courses offered to 63 cooperatives





Better Niger seed marketing thanks to new factory

Among its ambitions, Admas, a cooperative union of 55 Ethiopian cooperatives, wishes to improve the marketing of Niger seed, one of Ethiopia's most important crops but one that is difficult to sell as a raw product. Admas and Agriterra have developed a business plan relating to processing and marketing the seed. The objective is to set up a processing factory for Niger seed oil. The business plan was presented to various investors in 2013; but, although this met with interest, Admas did not have enough equity. Hence, and following an intensive process of building up internal capital in 2013 and 2014, Admas amassed approximately 3.6 million Ethiopian birr (roughly €156,500) member equity. Nevertheless, this was still insufficient for a commercial loan. Through the support of a social investor, enough money has been collected together to obtain a loan for a processing factory. The oil is the brand product and the by-product, the oil cake, is sold as animal feed. This enables the farmers to market Niger seed more effectively. Financing of the processing factory was arranged in 2014 and its construction is now fully underway.

Results

3.6 million Ethiopian birr accrued in equity

Processing factory is in construction



Strengthening processing capacities and farmers' voice in food security policy



Increasing amount of milk being processed

For more than two years, agripoolers Henri Bisschop and Peter van Tweel, both of whom work (formerly) at Royal FrieslandCampina, have been involved in supervising the Murkurwe-ini Dairy cooperative in Kenya. During the first year, the cooperative received advice on how to draft a business plan for a factory. A processing factory was built using the cooperative's own resources and a loan that it succeeded in obtaining by itself. Repayment of the loan began in May 2014, the sum amounting to almost 90 million Kenyan shillings (some €800,000). The factory has now been operational for some six months and the volume of processed milk has increased properly. Murkurwe-ini was processing an average of 11,600 litres of milk a day in December 2014, which rose to 14,000 litres by

the beginning of 2015. Approximately half of this is sold in bulk, while the other half is packaged and placed on the market under the new brand name 'Royal Fresh'. The dairy cooperative successfully weathered the difficult launch period. Together with Agriterra, the agripoolers are now also working with Murkurwe-ini on technical optimisation and on a strategy to ensure an adequate milk supply even during periods of drought.

Results

Loan mobilised to the value of €800,000

New factory built and launched

20% production growth

Giving farmers a voice in food security policy

East African farmer' organisations, their local branches and their members wish to be more resilient in terms of food security. For that reason, the East Africa Farmers' Federation (EAFF) has set up the Farmers' Voice project in conjunction with Agriterra and Trias. The programme's two objectives are to increase farmers' influence in decisions about limiting post-harvest losses and building up strategic food reserves. Small-scale farmers are learning how to get their points of view and ideas heard in policy dialogues and processes. 14 farmers' organisations (from Kenya, Tanzania and Uganda) are taking part in the project, accounting for more than 5 million farmers in total. The Farmers' Advocacy Consultation Tool (FACT), developed by Agriterra, has been successfully implemented. There is an increased readiness to enter into dialogue, to work collaboratively and to understand one another. This changed attitude is visible both among farmers and farmers' organisations and among local and national policy makers. In some regions, such as the Mbarara district in Uganda, this has already resulted in specific results in terms of policy and bye-laws.



That aside, the success of the Farmers' Voice project can also be interpreted in terms of profiling results. Three participating organisations have been involved in the profiling cycle, and there has been a visible increase in excess of 10% in the networking capacity of all three. It appears from this that East African farmers are increasingly able to get their voices heard within policy-making that relates to food security. Future challenges include improving vertical communication within the participating agricultural organisations, from farmer to management and board and vice versa. The implementation of and compliance with policy are further areas for improvement. Moreover, some of the parties concerned have indicated that while the FACT methodology is a good method, it does require a major investment. It cannot be taken for granted that all organisations will be able to shoulder that investment without external support. Agriterra will be including this long-term sustainability issue in future projects.

Results

14 organisations involved in the project

FACT method successfully implemented

Network capacity increased by 10%



Contributing towards coffee cooperatives' independence

2013 saw the launch of a collaborative venture between Agriterra and the Ankole Coffee Producers' Cooperative Union (ACPCU) in Uganda. An investment plan was drawn up in 2013 to enable construction of an export grading factory. Coffee beans were to be brought there in readiness for transportation and adding value to the coffee. ACPCU mobilised USD 1.5 million in loan capital thanks to Rabobank and ABI Trust Finance. This made it possible to build a factory in 2014 to enable quality improvements; it went into operations in March 2015. Since the factory is under the union's ownership, revenue flowing from it remains within the union. Furthermore, the new factory has opened up opportunities for increasing services to third parties. As a result, the union can carry out additional activities and generate more income. This is testament to good business practice on the part of the coffee cooperative, which is operating in a market that includes a limited number of other coffee cooperatives. By strengthening these cooperatives, the farmers are less dependent on other buyers, over which they have no control.

Results

USD 1.5 million mobilised in loan capital

New factory built and launched

Southeast Asia



Value chain development in coconut, pigs and coffee



Fund set up for coconut projects

Pakisama is one of Agriterra's Southeast Asian clients. Pakisama is a national confederation of organisations that aims to give a voice to Filipino smallholder farmers, fishermen, women, youth and indigenous peoples. At present, approximately 60 cooperatives have joined Pakisama. Agriterra has provided advice and financing to set up a campaign that has resulted in the establishment of a fund for coconut farmers in the Philippines. A fund of €1.2 billion was mobilised in 2014 for the 3.5 million coconut farmers. The annual interest on this fund (some €50 million) ends up in regional coconut projects. The interest of this fund (some €50 million) will be invested in further development of the coconut sector. Through Pakisama the farmers will have a say in the spending of the funds.

Pakisama's board of management and employees have the skills required to lobby and achieve concrete results for its members. They are needing less and less support from Agriterra. Significant components from the FACT method (Farmers' Advocacy Consultation Tool) are being actively implemented by Pakisama within day-to-day work, but the training of new people to use this method is not yet going completely to plan. As a result of this, the confederation does not always employ sufficient competent people.

Agriterra has closed the collaboration with Pakisama for the moment. Of course there can be reason to start and work again with this organisation, especially because we can contribute on issues like financial management, human resource management and membership drive.

Results

FACT method implemented successfully

Fund of €1.2 billion mobilised for 3.5 million coconut farmers

Networking and professional capacities have risen by 20%



More income thanks to pig production

In Vietnam, the Quang Tri Cooperative Alliance (QTCA) is operating a project titled 'Rising Income for Smallholder Producers through Value Chain Development'. This organisation has 200,000 members. One of the project's objectives is to create revenue through improvement of the position of farmers in the chain. With advice from Agriterra, QTCA set up a Cooperative Development Fund that gives cooperatives access to investment loans for agricultural technology. Up until now, 43 of the 60 requested loans have been granted, amounting to a total sum of €350,000. Furthermore, there has been a project launch, which aims to position farmers better in the vegetable, rice and pig farming chain. It appears that the greatest profits can be realised in the latter sector. A sample survey among farmers showed that their income from pig raising was increased by roughly 20%. Owing to the fact that the QTCA's processing and marketing capacity is insufficient,

in particular due to the absence of qualified employees, rice and vegetable products are not as well positioned in the market. For that reason, it has been decided not to plan any activities for which the organisation lacks the proper personnel. The QTCA has a great deal of growth potential, and Agriterra sets great store by a continuation of this collaborative venture. The QTCA and Agriterra have decided to focus on better spending management and recruitment and training of personnel. This will enable better future positioning of the QTCA and its members within the chain.

Results

43 loans granted to the value of €350,000

Incomes from pig raising increased 20%

Focus on employee training



Major spring cleaning at Indonesian coffee cooperative

Indonesian coffee cooperative Permata Gayo, with approximately 3,000 members, can be said to be 'on the boil' owing to its mobilisation of loan capital to make quality improvements. This was possible thanks to a successful phase in 2013 based on the sale of organic coffee in the international departures hall at Medan airport and sales to hotels and restaurants. Production amounts to 3,750 m³ tonnes of organic coffee per annum. However 2014 was a more difficult year for the cooperative. The board of management elected in March displayed a strong tendency towards nepotism. This resulted in a lack of expertise and fewer sales. The members forced the board to stand down, and this was followed by new elections held in February 2015. The cooperative has now started off with a clean slate. The plan is for further development of the brand, thus better positioning it in the market. A business plan has also been drafted in which the loan capital will be used to build a structure (a 'canopy') for drying coffee beans. As a result, the cooperative anticipates being able to sell greater quantities of high-quality coffee to large supermarkets in Indonesia and to export the product to Singapore, Korea and Japan. Permata Gayo is now working hard on this project, and Agriterra is lending its support to this in 2015 by giving advice on the drafting of a business plan and providing business and management training courses.

Results

Organic coffee production at 3,750 m³ tonnes per annum

Strength shown by members in electing a new board of management

Sales objective: to supply large supermarkets and to export



Boosting networking, marketing and advocacy skills of coffee and cocoa co-ops



Improving market access for cocoa and coffee cooperatives

The Asociación Verde Amazónico (AVA) operates in the Peruvian Amazon region. It is an association of cocoa and coffee cooperatives. In 2013, AVA and Agriterra entered into a joint venture with two goals. The first of these is to support farmers' organisations in their association with the chain.

A second objective is to improve the position of the farmers' organisations within the chain. This is important because it would seem that commercial stakeholders, such as buyers, sometimes decide not to work through cooperatives. This was well illustrated, for example, when AVA gave a cocoa-buying company access to its members. The buying company sidestepped the association when actual trading matters arose. Agriterra has lent its support to

AVA's work in developing rights and regulations to prevent AVA's exclusion on the part of commercial stakeholders. This embeds both AVA and the affiliated cooperatives more firmly within the chain and also improves the position of farmers' organisations, thanks to the collaborative approach.

Results

Preventing the exclusion of cooperatives by buyers

Cooperatives have an improved position within the chain



Meeting the rising demand for high-quality cocoa

The Peruvian Cooperativa Agraria Norandino Ltda., formerly Cepicafé, trades in coffee, cocoa and panela (unrefined whole cane sugar). Norandino aims for a sustainable cocoa chain. It is the cocoa market in particular which has soared over the past few years. Demand is rising sharply for the richly aromatic cocoa beans produced by the cooperative's members. To add value to the products, the aim is to market cocoa liquor and coatings. A processing plant is required to facilitate their production, and a joint venture is in progress to bring these plans to fruition. Agriterra has supported Norandino in setting up a joint venture with the Dutch firm Chocolatemakers.

The Private Sector Funding Programme has decided to subsidise financing of the business plan, and Stichting Doen is furnishing an interest-free loan. Norandino's most important client, Ethiquable, is also investing in the plan. Some of the significant steps already taken include the design of a production line for a minimum of 1,000 tonnes, inviting tenders to supply machinery, and training factory workers to employ the correct production techniques. This will enable Norandino to continue to meet the increasing demand and high quality standards for cocoa beans.

Results

Approximately €400,000 invested in the new factory

Production line designed for a minimum of 1,000 tonnes

Training courses and advice instrumental in improving farmers' income

AOPEB, one of Agriterra's Bolivian partners, is an umbrella organisation for agro-ecological producers. It assists its 70,000 members to secure funding to set up income-generating initiatives. Examples of what AOPEB does for its members include courses of training and providing business advice. For its part, AOPEB turns to Agriterra for advice on improving and developing the economic capacity of its members. AOPEB has put to good use the advice of Dutch professionals in the field, and good results are being obtained as a consequence. A database has been developed that includes all of AOPEB's member organisations. This enables the organisation to adjust its services quickly to suit the current situation. Marketing courses have been put in place to improve the sale of a variety of products. 82 local leaders participated in this in 2014, and they were then able to pass on their knowledge to their villages. Additionally, there are already 37 organic products that comply with the pertinent conditions and regulations and have an AOPEB quality

label. One notable result of this is that the PROEX export promotion programme has made USD 460,000 available in the form of loans. These loans are for the cooperatives Villa Oriente, Alto Sajama and Ciapec. They can now invest in installations that will improve coffee for export. 2.5% of this loan is paid by the cooperatives to AOPEB for its mediation. AOPEB's strength is steadily increasing, as are its finances, and its representativeness is also stable. Agriterra and AOPEB will be continuing their partnership over the next few years to ensure that the economic capacity of its members improves and that even more initiatives can be set in motion.

Results

37% AOPEB certified products

82 leaders have participated in marketing courses

USD 460,000 mobilised in the form of loans to improve coffee exports



Agriterra through the eyes of ...

Agriterra employee Bas Prins

“The great importance of increasing members’ involvement”

Increasing cooperatives’ commercial results and thus the income of farmer members; as a business advisor for the Andean region, Bas Prins has landed his dream job. “I’m keen to do a job where I leave a legacy behind that’s of real use to people.”

Based in Lima (Peru) since 2012, Prins has joint responsibility for Agriterra projects in the Andean region along with Arnhem-based colleague Ninoska González (Bolivia).

“Two processing factories are already operational and three are under construction,” explains Prins proudly about the cooperatives with which he has worked over the past few years. “Something that hampers the growth of the cooperative sector in this region is the lack of trust: in each other, and in one’s own potential.

With the assistance of study trips, courses of training, advice and the input of agripoolers and local experts, we aim to increase the confidence of farmers’ organisations in their own strength and possibilities. This is made visible by increasing member involvement, farmers feeling more in charge of their cooperative, capital growth, rising sales and farmers’ increasing incomes. They actually achieve their ambitions.”



Agriterra customer Endalkachew Abie, Tsehay Multipurpose Farmers’ Cooperative Union

“Agriterra supports us in the right places”

Endalkachew Abie is multipurpose manager at the Tsehay Multipurpose Farmers’ Cooperative Union in Gondar, Ethiopia. 51 cooperatives are affiliated to the union, producing, among others, edible oils and malt barley. The Tsehay Union is one of Agriterra’s clients and has been part of the Cooperatives for Change (C4C) programme since 2013. In seeking out support to enter the (European) market, they found Agriterra. “Unlike most other organisations, Agriterra thinks about things from our perspective and supports us in the right places. They want to sustain the farmers instead of focusing on their own profit. With that in mind, they focus on the next generation.” New plans of action are developed every year. “This started in 2013 with the preparation of a business plan. We now know how to make



our own business plan. In 2014 we focussed on training our members to produce greater quantities of good-quality seed. Our next goal is to enter the European market." Mr. Abie is enthusiastic about the work Agriterra is doing. "Thanks to Agriterra's support, we can train 9,000 farmers to enhance their production quality and quantity. This has satisfied not only the union, but also our members."

Agripooler Peter Brouwers

"This is what motivates me"

"Improving the position of farmers and horticulturalists, including elsewhere in the world; that's what motivates me." Owing to his expertise as a dairy farmer and board member of the Southern Agriculture and Horticulture Organisation (ZLTO) in the Netherlands, Peter Brouwers carried out a number of advisory missions in Southeast Asia. "In recent years, I've seen the focus shift towards a greater advisory role, towards more cooperative entrepreneurship and towards more focussed choices in terms of the clients with which Agriterra sets to work. The advantage of this 'scoping' is that we now work for clients that have greater motivation and are decidedly ready to invest in their own cooperative."

I consider it a privilege to assist others in the world in some way - because, as Bono sang so expressively, 'we are pilgrims on our way'.

If you're an agripooler, it's because of your passion for it and your expertise, as well as because you love working in a team. But getting your expertise to take root also means having to develop the radar to approach issues from the political and cultural perspective of the local farmers and horticulturalists. I'll soon be off to China for the second time: building trust and joining forces to take the next step."



2014 Facts and Figures

Of the **€25.4 million** that has gone towards projects, **€10.4 million** has been contributed by the organisations themselves.

48 Agriterra staff

36 countries

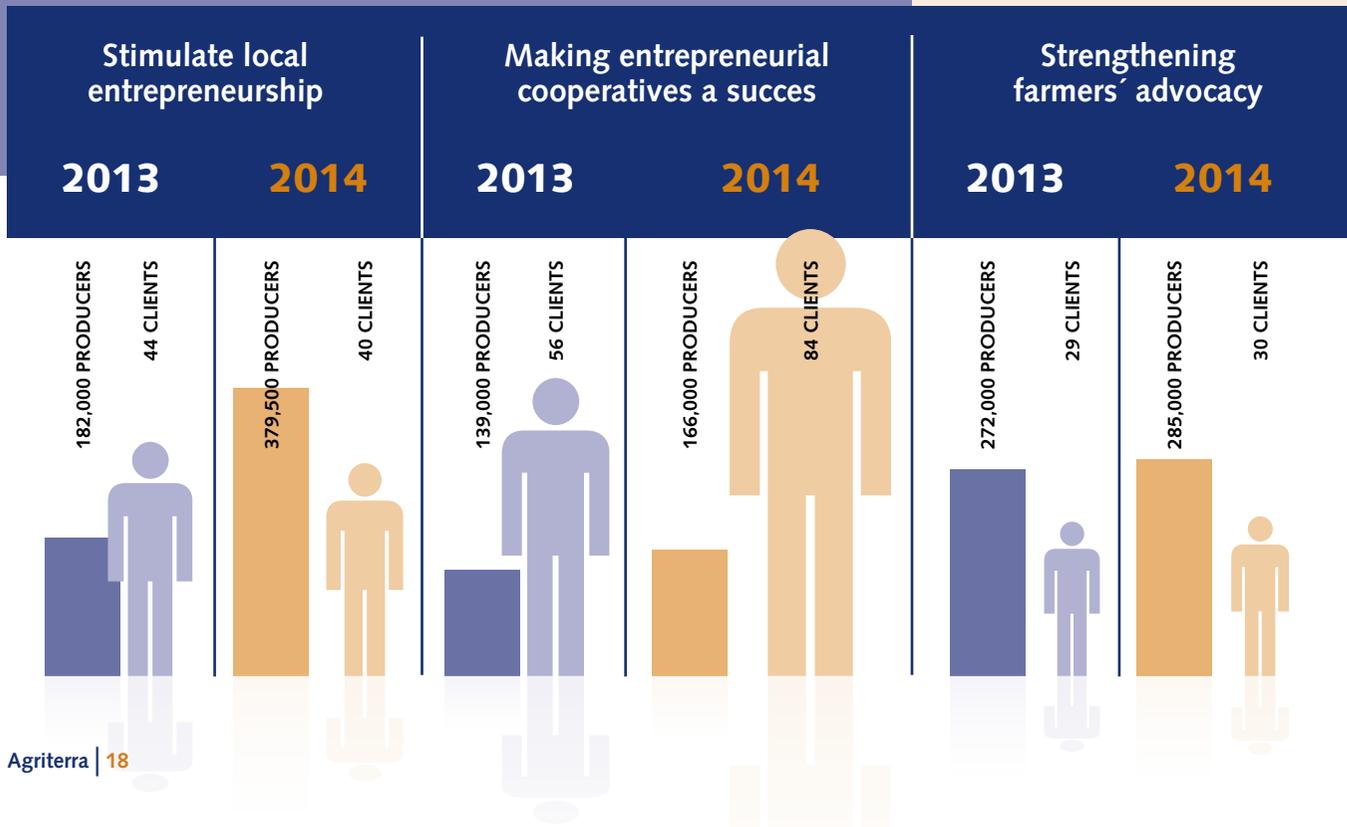
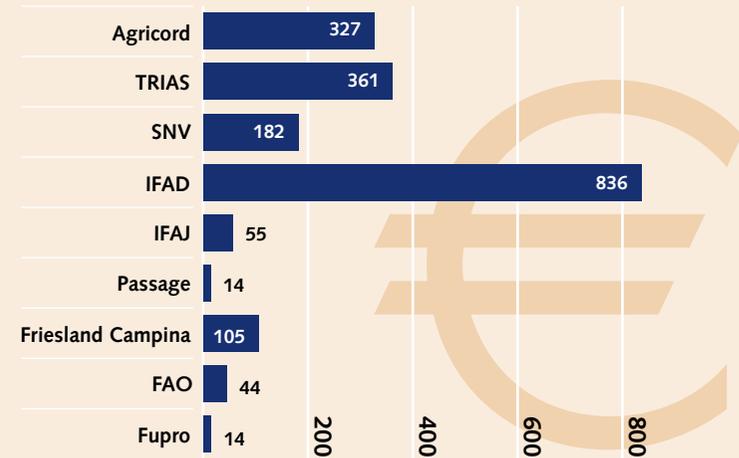
224 peer-to-peer experts on consultancy trips

154 clients, of which **112** with at least one project in progress

131 ongoing projects

Breakdown of donations from sources other than the DGIS in 2014

Total amount: €2.088.862



Bankable business plans
+85% compared with 2013

26

Loans raised

€12.5 million

+74% compared with 2013

Policy proposals

+433% compared with 2013

26

Funds mobilised for agricultural development

€63 million

Balance sheet

Amount in euros

Assets	31-12-14	31-12-13	Liabilities	31-12-14	31-12-13
FIXED ASSETS			RESERVES AND FUNDS		
Tangible fixed assets	94.998	124.587	<i>Reserves</i>		
Financial fixed assets	9.268	8.625	Continuity reserve	1.743.801	1.817.756
			Appropriated reserve	132.294	132.294
CURRENT ASSETS			Revaluation reserve	3.403	432
Receivables	59.859	65.635	<i>Funds</i>		
Prepayments and accrued income	116.954	125.782	Appropriated funds	570.019	33.276
Conditional project funding	475.685	1.598.660	Experts funds	41.437	8.170
Total current assets	652.498	1.790.077	Total reserves and funds	2.450.259	1.991.928
Liquid assets	4.861.216	2.628.780	SHORT-TERM LIABILITIES		
			Other liabilities	570.019	402.818
			Accrued liabilities	195.855	230.177
			Conditional project commitments	2.401.846	1.927.147
			Total short-term liabilities	3.167.722	2.560.142
Total assets	5.617.980	4.552.069	Total liabilities	5.617.980	4.552.069

Income and expenditure account

Amounts in euros

	Actual 2014	Budgeted 2014	Actual 2013
Income from own fundraising other income	560.817	137.373	101.791
Subsidies from third parties	1.617.076	3.801.805	2.088.862
Subsidies from government	13.153.028	15.166.840	13.960.708
Total income	15.361.586	19.106.015	16.151.362
EXPENDITURE			
<i>On achievement of objectives</i>			
Farmers Fighting Poverty programme	14.787.467	19.028.645	16.072.444
Appropriated reserves for programmes	31.500	50.000	79.403
Total expenditure on achievement of objectives	14.818.967	19.078.645	16.151.848
Total costs of generating funds	2.298	1.000	2.276
<i>Management and administration</i>			
Staff, premises and other costs	4.372.108	4.110.000	3.554.677
Charged to objectives	-4.290.119	-4.296.955	-3.636.269
Total management and administration costs	81.989	-186.755	-81.592
Total expenditure	14.903.254	18.892.890	16.072.532
Surplus (+), deficit (-)	458.332	213.125	78.830



Agriterra supports farmers' organisations in fighting poverty, with advice from experts from the Dutch agricultural sector and with finance from the Dutch government. Agriterra has developed a common sense approach using three proven pillars for success: Farmers' Advocacy, Farmers' Entrepreneurship and Farmer-led Enterprises.



Agriterra is a member of AgriCord, a network of agri-agencies, non-governmental organisations for development cooperation with structural links to the farmers' and rural members' organisations in their home countries. The agri-agencies provide support to 220 farmers' organisations in more than 60 developing countries. AgriCord optimises synergies, efficient use of efforts and the lessons learned between agri-agencies.



AgriCord's 'Farmers Fighting Poverty' concerns the worldwide fight of family farmers against hunger and poverty.



Agriterra was founded in 1997 and the following organisations make up the board of Agriterra:

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

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