



GLOBAL ANNUAL REPORT 2023



Foreword

The work of AgriCord alliance strives to create added value to tackle global challenges. In 2023, those challenges were not lacking – actually many of them were intensifying.

Changing weather patterns, extreme weather events and climate change triggered droughts continue to negatively impact agricultural productivity growth. In our programmes, identifying and innovating ways for farmers and their organisations to adapt to and mitigate those impacts, is one of the key objectives. Promoting agricultural systems such as agroecology, is one of the ways that our programmes contribute to the efforts to avoid agrobiodiversity loss and improve soil health.

Farmers and farmers' organizations are key actors in driving the urgently needed food system transformations. Yet, ensuring adequate access to finance for agricultural production and investments remains a challenge. This is why facilitating access to finance remained one of the important focus areas within our programmes also in 2023. Also, strengthening farmers' organisations capacities for effective lobby and advocacy for adequate investments in their sector for infrastructure, as well as farmer led research to ensure adaptable and affordable innovations is an important aspect of the agri-agencies work with their farmers' organization partners.

From the perspective of the life of our alliance, year 2023 brought with it some real excitement. Our old friends from the Netherlands are now back! Rumours had been buzzing for quite a while, but we are delighted to formally inform you that Agriterra rejoined AgriCord alliance as of November 2023. Agriterra was founded by Dutch farmers' organisations and cooperatives almost 25 years ago and their expertise focuses on supporting cooperatives in their trajectory towards bankable and flourishing farmer-led businesses.

As you will learn when reading this report, year 2023 was a busy one for our alliance and its partners and we are proud to share some of the results with you. There is no lack of challenges, but we believe that together we can turn many of those into opportunities. Opportunities to learn, to grow and to transform our agricultural systems for the better.

Wishing you an interesting read,

Katja Vuori
CEO, AgriCord

Who we are

AgriCord was founded in 2002 as a global alliance of agri-agencies. Today, we have 13 members, mandated by farmers' organisations from countries in Africa, Asia, Canada, Europe, and Latin America.

The agri-agencies are currently active in 53 countries with 65 country offices. AgriCord implements 7 programmes in the Caribbean, Latin America, Sub-Saharan Africa, South-East Asia and the Pacific Islands.

The programmes are financed by the Agence Francaise de Développement (AFD), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Directorate-General for Development Cooperation and Humanitarian Aid (DGD), European Commission (EC), Forest and Farm Facility (FFF)/FAO and the Organisation of African, Caribbean and Pacific States (OACPS).

Agri-agencies provide advisory services and technical support to:

- Develop organisational and managerial capacities
- Increase and improve farmers' organisations technical and economical services to their members
- Promote sustainable production practices – including agroecology, agroforestry and regenerative agriculture
- Increase farmers' and farmers' organisations' climate adaptation and mitigation awareness and capacities
- Enhance staff, leaders' and members' competencies on lobby and advocacy
- Formulate and implement strategies on gender and youth inclusion
- Develop farmers' organisations competencies in leading research and innovation in collaboration with research and private sector

Vision



The vision of AgriCord is to foster the economic viability of farming activities, aimed at improving the livelihood conditions of farmers, their families and the rural communities they work and live in and strengthening the contribution of the farming community – through strong farmers' organisations to tackling the global and local challenges.

Mission



The mission of AgriCord is to promote and help to build other farmers' organisations and cooperatives of family farmers- through peer-to-peer approach, in the long term and in a structural way, to organise family farmers in an effective, efficient, inclusive and democratic manner to spur their development.

AgriCord builds bridges between its member agri-agencies and strategic partner farmers' organisations. AgriCord acts also as broker between financial and implementing partners with a role to consolidate and coordinate activities and manage complex program for changemaking results for farmers.

The Secretariat in 2023

Key figures

9

Core staff

7

Global programmes

86

Projects

5,905,365

Funds disbursed in euro

31

Countries in Africa, Latin America,
Caribbean, Asia and Pacific Regions

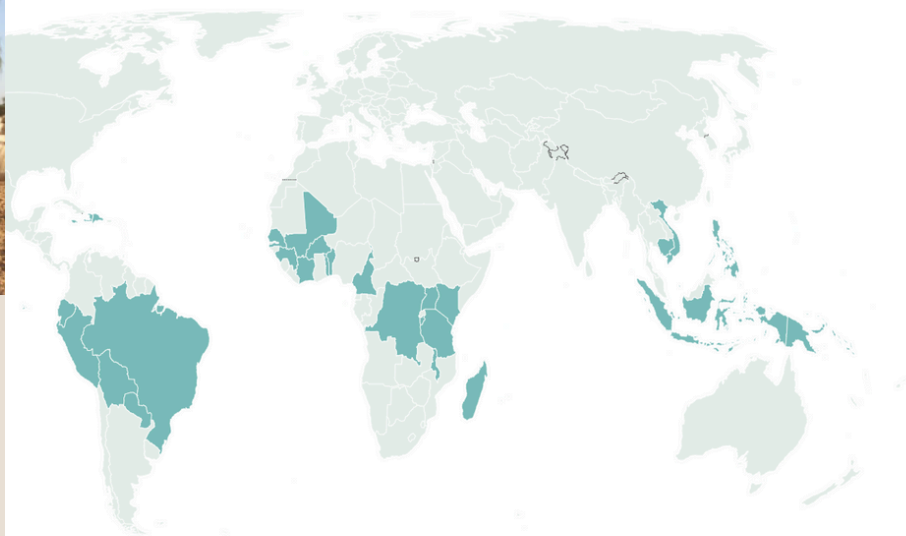
What we do

The AgriCord Secretariat consists of small, but dynamic team, based in Brussels (Belgium). Our job consists of:

- Administering and managing a diverse portfolio of 7 programmes in the Global South in support of smallholders and FOs, including second-line quality assurance and consolidation and submission of technical and financial reporting of our programmes;
- Organizing capacity-building and coordination activities between and within programmes to further efficient and effective programme management;
- Providing learning experiences in support of our agri-agency members and partner farmer organizations;
- Building strategic partnerships, including with funding entities, and engaging in resource mobilization at the behest of our members.



In 2023, we managed active projects in 31 countries to strengthen family farmers and farmer organizations!



Processes & Events in 2023

The AgriCord secretariat managed 7 programmes with a global reach, being in charge of donor relations, consolidated reporting and technical backstopping. Spread across 3 units, dedicated to programme management, financial management and strategic partnerships, our core team of 9 worked to support these programmes with a variety of activities.

1) Quality Assurance, Consolidation and Reporting

Our team conducts a variety of verifications to monitor the quality of the implementation and the consolidated reporting of the results. In 2023, the team processed 426 technical and financial reports across our 86 projects.

2) Capacity-Building & Coordination

In terms of capacity-building, our programme and finance teams organize needs-based training for our agri-agency members. In December 2023, two sessions in English and French were held to clarify the indicator definitions and to share the best practices on logical framework results reporting in the context of the FO4 programs. In support of financial management and reporting, 6 sessions were held in the second half of 2023 in the context of FOFS (on budget preparation), SEPOP and IFAD programmes (on general financial reporting & admin).

In addition, 57 coordination sessions were held with a variety of internal and/or external actors to discuss programme progress. These included:

- steering committee meetings of various programmes, such as FFF and FORI;
- major donor review processes, including the FO4A mid-term review process;
- internal governance and monitoring processes, including Programme and Audit Commission work.

Last but not least: in June 2023, our Swedish agri-agency We Effect kindly hosted our General Assembly in Stockholm, Sweden.

3) Knowledge Management and Learning

Steering knowledge management and learning across programmes is another matter within the purview of the Secretariat. These efforts are guided by an annually updated strategic document and action plan. During 2023, seven knowledge management webinars and in person workshops were organized. These sessions focused on themes such as business development, seed management, soil health, climate adaptation and gender and inclusion approaches. The Secretariat produces also a digest, called Crossroads, which showcases the latest lessons learnt from our projects. In 2023, three issues of Crossroads were published on the AgriCord website. In terms of data management, the Secretariat has continued to improve its SharePoint/OneDrive system, expanding on the available features.

One notable knowledge sharing event was the PAFO hosted FO4ACP Knowledge Management Event in May 2023 in Kigali, which brought together programme partners from Africa, Asia, Latin America and the Pacific Islands. AgriCord delegation brought in the lessons learnt from three selected projects. The Programme Commission meeting, hosted by our Belgian agri-agency Trias, held in Entebbe, Uganda provided also an excellent opportunity to share knowledge and experiences between the agri-agencies.

4) Strategic Partnerships

The Secretariat participated in and organized a plethora of events. This includes 9 major events, including COP 28 in Dubai; Food 2030; and a side event with PAFO at the AU-EU Agricultural Ministerial Summit in Rome.

The Alliance's Impact

Key figures

713,180

Direct farmer beneficiaries

3,611,723

Members of supported FOs

243,727

Tons of marketed goods

59,362,607

Euro in marketed goods

573

FOs with increased capacity

247

Peer-to-peer events

Tackling Global Problems

At the global level, our Alliance strives to create added value to tackle major global challenges. The AgriCord Building Resilience toolkit (BR-I) is one such instrument co-developed in the collaboration among agri-agencies. BR-I facilitates climate risk analysis and adaptation planning by FOs' and their members.

A key part of its methodology is a participatory climate risk assessment, done by member farmers/producers. This process guides the planning of efficient and feasible adaptation responses for ensuring resilient livelihoods for FO member farmers.

Key principles for the use of the toolkit, comprise an inclusive and transparent process, with specific considerations for women and marginalized groups, leading to a locally informed and led analysis.

AgriCord's Finnish agri-agency, Food and Forest Development (FFD) has led the toolkit's development and supported its roll-out by other agri-agencies and Forest and Farm Facility/FAO programme partners.

So far, 201 facilitators in 31 countries worldwide, have been trained to apply the methodology. Led by these trainers, 33 workshops have been held in 9 countries together with local farmers.

The AgriCord alliance plans to integrate the use of the toolkit in all future programming and develop further tools and methodologies which support farmers' organisations' climate action and building more resilient agricultural systems.

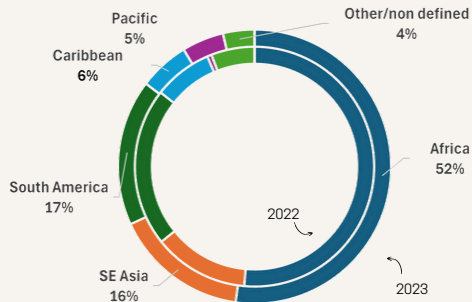
About the Resilience Building Tool

The AgriCord Building Resilience Toolkit is an instrument for Farmers' Organizations (FOs) to conduct a climate risk assessment amongst their member farmers/producers, and to facilitate the planning of efficient and feasible adaptation responses in support of resilient livelihoods of FO members. The tool aims to analyse climate risks and build resilience at the level of FO members, value chains and organizations' internal and external operations.



Financial Overview

Breakdown of expenditure per continent 2022 & 2023



AgriCord Spending in 2023



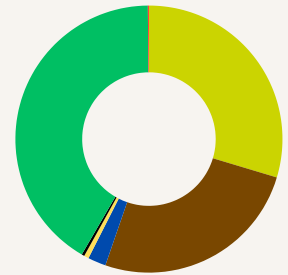
85% of our income flows directly to our programmes run by AgriAgencies and Farmers' Organizations.

The remaining **15%** of our income is invested in support for AgriCord's Secretariat regarding:

- administration, management and quality assurance to maximize programme effectiveness
- partnership and fundraising in support of FOs globally

Most important donors in 2023

AFD	2.185.080	FAO	24.697
EU direct funding	1.890.816	EU through IFAD	3.057.826
GIZ	161.391	Other	9.686
DGD via Trias	42.451	Total	7.371.947



Farmers' Organizations for African Caribbean and Pacific - FO4ACP

2019-2024

Africa Key figures

58,510	117,585 44% Women & 29% Youth	124,287
Direct farmer beneficiaries	Members of supported FOs	Tons of marketed goods
11,313,798	263	62
Euro in goods marketed	FOs with increased capacity	Peer-to-peer events

Case: Digital Platforms and Service Delivery (KENAFF - Kenya)

supported by AHA

During the COVID-19 pandemic in 2021, Kenya was under a partial lockdown and other measures. To mitigate the pandemic's impact and keep farmers informed even in the most remote corners of the country, FO4ACP funds were used to buy USSD message system from a telecommunications provider.

With support from the German agri-agency AHA, Kenya National Federation of Agricultural Producers (KENAFF) used this system to disseminate pandemic-related and agricultural information to KENAFF members. In this way, farmers were able to make informed decisions in a time of limited physical exchanges.

The advantage of choosing the USSD based system is that it is a relatively "low-tech" solution. It does not require smartphones.

Another important feature of the systems is that its members must actively register for the services they select. This has proven to be a relatively effective way to prevent the platform from collecting inactive users. Since the service's start up, over 200,000 people have registered. KENAFF's local members' leaders have played a crucial role in mobilising farmers to make use of the system.



© IFAD (Edward Echwalu)

Recently, KENAFF partnered with MasterCard and joined the Farm Pass Project. This innovative digital platform digitizes marketplaces, payments, and workflows within the agriculture sector. It connects farmers, farmer cooperatives, buyers, suppliers, and banks, aiming at more efficiency and transparency, contributing to the transformation of Kenya's agricultural landscape. As part of the process, all registered farmers from the KENAFF USSD code platform were integrated into the Mastercard Farm Pass platform. This allows all the registered farmers to gain access to services. In the end, KENAFF aims to get 2 million users altogether on the USSD platform and will get benefits to support its structural costs from facilitating the farmers connection to the Farm Pass platform.

Farmers' Organizations for Latin America - FO4LA

2021-2023

Key figures		
6,667	5,301	22,433
Direct farmer beneficiaries	Members of supported FOs	Tons of marketed goods
34,177,373	67	74
Euro in marketed goods	FOs with increased capacity	Peer-to-peer events

Case: Developing Needs-Based Loan Instruments for Smallholders (COOPAC Los Andes - Peru)

supported by Cresol AA

Facilitating farmers' access to finance is a key aspect of AgriCord's work. Without access to working and investment capital, farmers cannot get through agricultural cycles and farmers' organisations and cooperatives cannot develop their businesses.

The loan products for coffee farmers, developed by COOPAC Los Andes in Peru, to respond to the specific needs of agricultural businesses are addressing important financing gaps. These credit products are unique in that they were developed in close cooperation with a credit cooperative COOPAC Los Andes advised by the Brazilian agri-agency Cresol and tailored to the needs for individual coffee farmers and in close cooperation with local coffee cooperatives San Fernando and La Florida.

The loan products developed have proven to be highly successful. In less than 1 and half year's period, 256 farmers benefited from loans, of them 103 were women. The credit amounts issued increased from 29,000 EURO in the first semester of 2022 to 203,000 EURO in 2023. These micro-credits were used to finance diversifying agricultural activities, for example, breeding livestock and starting milk production, and to finance primary coffee transformation and commercialization.



© Los Andes

Farmers' Organizations for Asia - FO4A

2021-2025

Key figures		
17,390	951,897	90,190
Direct farmer beneficiaries	Members of supported FOs	Tons of marketed goods
7,311,640	99	92
Euro in goods marketed	FOs with increased capacity	Peer-to-peer events

Case: Diversifying for profitability (COMFAS - Philippines)

supported by AsiaDHRRA

External shocks can pose a significant challenge to FO's commercial activities. Before COVID 19 impact on markets, COMFAS's business model was built on providing high-value grouper to urban areas, restaurants and hotels. However, the COVID 19 crisis caused a sudden and total collapse of the tourism sector. This made COMFAS's business focus completely redundant.

In the face of this challenge, COMFAS's rose to this challenge by reorienting the use of the support FO4A programme. Showing commercial agility, COMFAS shifted its production to meet a more accessible and stable demand in local markets. After exploring and analyzing some options, COMFAS settled on seaweed and oyster production, complemented by oyster sauce processing.



© AsiaDHRRA

In 2022, a new business plan was drafted to provide a roadmap for this pivot. Securing additional financing was one of the main priorities.

In this vein, a marketing agreement was signed with AGROMAR, a well-established seaweed wholesaler.

A substantial contract with an institutional buyer was also secured. The Zamboanga del Sur Provincial Government signed a contract for COMFAS to supply around 50.5 tons of oysters for its annual Foundation Anniversary in February 2024. The advance fee of Ph 704,000 for this order alone allowed COMFAS to expand its oyster plantation.

In addition, the Department of Science and Technology granted PhP 980,000 (equivalent to 16,076.27€) for oyster processing equipment. The processing plant will only be constructed after the programme ends, as there have been delays in approving the plant's site.

However, securing this financing for the oyster business development allowed COMFAS to reallocate FO4A funds to consolidate its seaweed production.

Services et Plaidoyer des OPs - SEPOP

2020-2026

Key figures		
621,365	2,491,071	21,540
Direct farmer beneficiaries	Members of supported FOs	Tons of marketed goods
26,604,567	101	363
Euro in goods marketed	FOs with increased capacity	FO managers trained

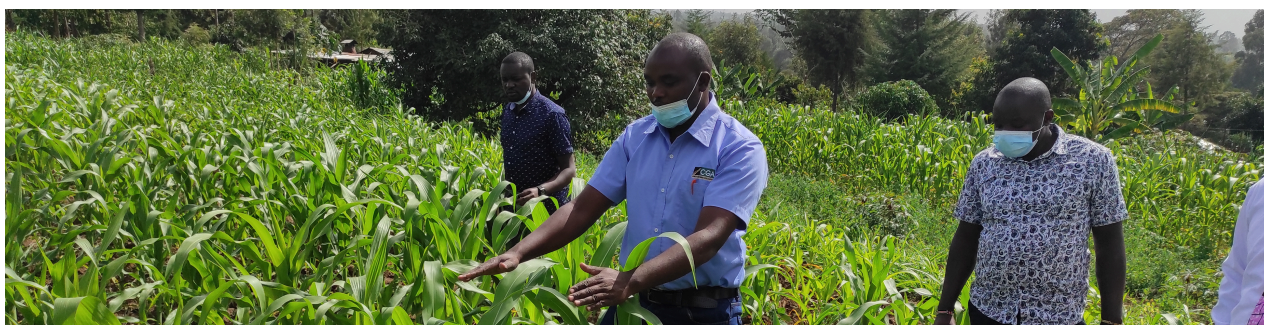
Case: Providing an enabling environment through lobbying (CGA - Kenya)

supported by Fert

Lobbying governmental actors is an indispensable but challenging aspect of FOs' work towards enabling environment and policy framework conducive for farming business, including smallholders. Having a constructive relationship with government can open new sources of public financing or pave the way for new legislation in support of FOs' and their members activities. To this end, working on lobby and advocacy capacities and competences of FO staff and elected leaders is an important aspect of strengthening FOs service provision to its members.

The SEPOP project has played a crucial role in supporting the lobby work of the Cereal Growers' Association (CGA) in Kenya. The longtime partner of CGA, the French agri-agency Fert, has been accompanying CGA's efforts to strengthen its lobby capacities.

CGA's engagement in various lobby and advocacy processes has achieved resounding successes in 2022 and 2023. For one, they have been intricately involved in negotiating wheat prices with the Cereal Millers Association (CMA) and the Agricultural Food Authority (AFA) to agree on a pricing policy for the benefit of cereal farmers. In addition, their lobbying activities have also encouraged the purchase of local production for public programmes. Furthermore, CGA communicated with county authorities, traders and farmers on the state cereal storage system. The discussions held with government actors enabled 83,870 tons of cereals to be stored and sold in 2022 at a more advantageous price than the usual market rates.



© Fert

Farmer-led Research and Innovation - FORI

2022-2026

Key figures		
313	569	126
Experiments	Women and youth in experiments	Peer-to-peer events
714	43	5,950
Farmers in experiments	FOs with a research partner	Participants in peer-to-peer

Case: Towards a holistic approach on action research (UNCPM - Mali)

supported by Afdi

In Mali, market garden production is limited by access to seeds. Seeds come from long circuits, sometimes even from Europe or America, are expensive and often unsuited to the soil and climate, but also to the farming practices of Malian producers and the expectations of consumers.

As part of the EU-financed FORI programme, the AgriCord project to develop a supply chain for quality farmers' market garden seeds based on agro-ecological practices.

One of the main lessons learnt so far has been that a holistic approach towards action research is required for such research to be effective. More specifically, a holistic approach has to take into account:

- Technical aspects, e.g. through a diagnostic study to identify endogenous practices, production routes and training for producers;
- Organizational aspects, linking seed management within the FO to the project (i.e. UNCPM in this case) and a system of relay farmers ('ambassador network') to promote best practices.
- Socio-economic and cultural factors, including e.g. elevated cost of improved seed and how it impacts farmers.



© UNCPM

Check out the FORI project factsheets [here](#) or scan here:



Farmers Organizations within Food Systems (FOFS)

2023-2026

About this Programme

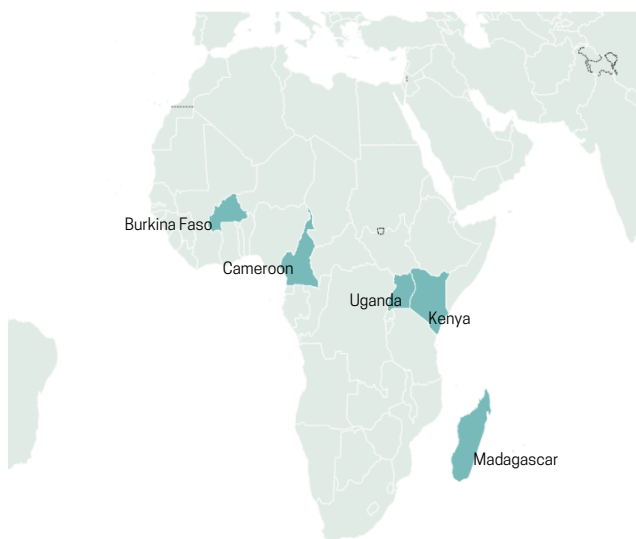
While FOFS did not yet start active implementation in 2023, this programme is of key importance to the alliance. FOFS contributes to the agricultural transformation towards more resilient and inclusive food systems. farmers' organisations as part of civil society must be key actors in shaping current food into systems fit for tomorrow.

The AgriCord alliance administrates this programme with the financial support of the The German Agency for International Cooperation (GIZ). FOFS program is part of the global programme StäBo, which focuses on working with national, regional and global farmers' organisations. Important partners in the implementation of the project along AgriCord are the Andreas Hermes Akademie (AHA), the Deutsche LandFrauenverband e.V. (dlv), BBV-Landfrauen Internationale Zusammenarbeit GmbH (BBV-LIZ), the PanAfrican Farmers' Organisation (PAFO) and the Intercontinental Network of Organic Farmers' Associations (INOFO).

It is being implemented in Burkina Faso, Kenya, Cameroon, Madagascar, and Uganda by agri-agencies Afdi, Asprodeb, CSA, Fert, FFD, and Trias.



© Elise Lortie



Check out the FOFS project factsheets [here](#) or scan here:



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Global Alliance of agri-agencies



Our financial partners



AGRICORD



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