



20 / 22

*Annual
Report*

On the Cover:

Left: In Khulna, Bangladesh, a lead farmer named Anima and her child stand in front of their family farm. The USAID Farmer-to-Farmer program trained Anima on climate-smart agriculture so that she, in turn, could train other farmers in her vicinity. Through the training, Anima and other lead farmers learned how to use organic fertilizers, construct tower gardens, and cultivate saline-tolerant crops, like watermelon. Photo credit: Farzana Tabassum.

Top Right: In Rwanda, a partner field veterinarian collects a drone delivery containing a pig artificial insemination kit. Through the Feed the Future Rwanda Orora Wihaze Activity, farmers are able to crossbreed their pigs with more desirable varieties. Photo credit: Rosalie Rizinjirabake.

Bottom right: Veterinary student, Tamuna, examining a newborn calf's health as part of practical training for veterinary students offered by the USDA SQIL project. Photo credit: Maka Gogoladze.

Back Cover:

Dr. Candida Nakhumwa, Vice President of Foundation for a Smoke-Free World (FSFW), and Country Director of the Agricultural Transformation Initiative (ATI) in Malawi test drive a tractor during a farmer field day in Lilongwe, hosted by the Centre for Agricultural Transformation, funded by FSFW-ATI. Photo Credit: Mike Chipalasa.

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37.

That's the percentage of our earth's land where farmers grow their crops and raise their livestock to nourish the world.

A Message From Our Executive Director

RESILIENCE IN ACTION

Reflecting on 2022 has brought me great pride on behalf of my team. Although global challenges persisted, the year somehow felt lighter and more optimistic than its predecessors. Why is that?

More Than a Buzzword

For one, I believe that we – the development community – have truly come to embody the now-familiar term: resilience. Although the term has many interpretations, I've noticed a marked shift in its usage. Whereas it was formerly leveraged as an end goal for development practitioners, it's one that now encapsulates our daily work – it's resilience that keeps us going. Our attitude has also shifted: as challenges become more familiar, we're learning to face them head on.

What has resilience looked like for us?

Displays of resilience have sprouted up in all kinds of ways last year. Amidst a changing climate, we made strides in



climate-sensitive approaches to agriculture. For example, we harnessed applied research [in Mozambique and Malawi](#) to promote climate-smart farming practices like organic farming, vermicomposting, and intercropping.

Knowing that our population is growing exponentially, amidst recurring shocks and stressors, we prioritized efforts to drive food security. In 2022, we shared our innovations in climate solutions at global conferences like the [Borlaug Dialogue](#) and [COP 27](#), and also by working with national governments, regional organizations, and local communities... right down to

individual farmers.

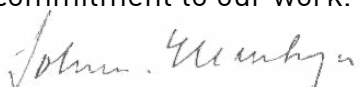
Against the backdrop of the pandemic, market disruptions, and border closures, we've managed to make progress with partners from all levels of society – from government to grassroots. On the macro scale, our colleagues have helped establish a new forum for African food inspectors and regulators to promote food safety across the East African Community (EAC) states. We also partnered with government officials in Egypt to share findings on import refusals, which will help expand food and agricultural trade. At the grassroots level, we've worked with cooperative members in Rwanda and Malawi to identify and address barriers to participation for women in agriculture, for example.

To further our work in supporting resilience, we were awarded a new contract for the Feed the Future Programme d'Appui a la Rentabilisation de l'Elevage (PARE), which will increase the resilience of households in Haiti by improving livestock market systems.

Thanking Our Partners

Throughout our 40+ years of development work, we've prioritized our partnerships with the private sector, clients, and government stakeholders, among others. These partnerships are pushing us to innovate and tackle challenges from new angles, driving our resilience. To our partners: thank you for inspiring us to innovate and grow.

Although our challenges certainly haven't become any less prevalent in 2022, I'm grateful for a year that has brought us a new understanding of the word that drives our commitment to our work.



JOHN ELLENBERGER

Executive Director, Land O'Lakes Venture37
Senior Vice President, Land O'Lakes, Inc.



It's resilience that keeps us going.

Our attitude has also shifted: As challenges become more familiar, we're learning to face them head on.

Our Mission

Helping global communities thrive through agriculture.


Our Vision

Abundant food,
unlimited potential.

WHO WE ARE

The world's population will be nearly 10 billion by 2050. This means we've got to work together — across continents, cultures, and markets — to make abundant, nutritious food available, so everyone can realize their full potential. And we need to do this in a way that sustains the health of our planet. Land O'Lakes Venture37 is uniquely positioned to do just that. That's because we have the backing of Land O'Lakes, Inc., a \$19 billion farmer-owned cooperative with diversified agribusiness in dairy, animal nutrition, and crop inputs. Pair this with local insights from over 40 years of agricultural development, and we've got what it takes to unlock the potential of agricultural business ventures around the world.



A woman with her hair in braids, wearing a dark top and a patterned wrap, stands amidst tall corn plants and green ferns. The scene is bright and sunny, with a clear blue sky visible in the background.

Devota, a lead farmer in Tanzania's Kilimanjaro region, stands on her farm, where she hosts a demo plot for other farmers to learn via the Dairy Nourishes Africa - Building Inclusive Livelihoods Through Dairy project.

Our 2022 Impact

BY THE NUMBERS

1,280+

businesses supported

1.2 M+

lives impacted

\$6 M

in investments
leveraged

\$24 M+

in sales catalyzed for
supported businesses &
cooperatives



SINCE 1981

315+ PROJECTS — 80+ COUNTRIES — MILLIONS OF PEOPLE SERVED

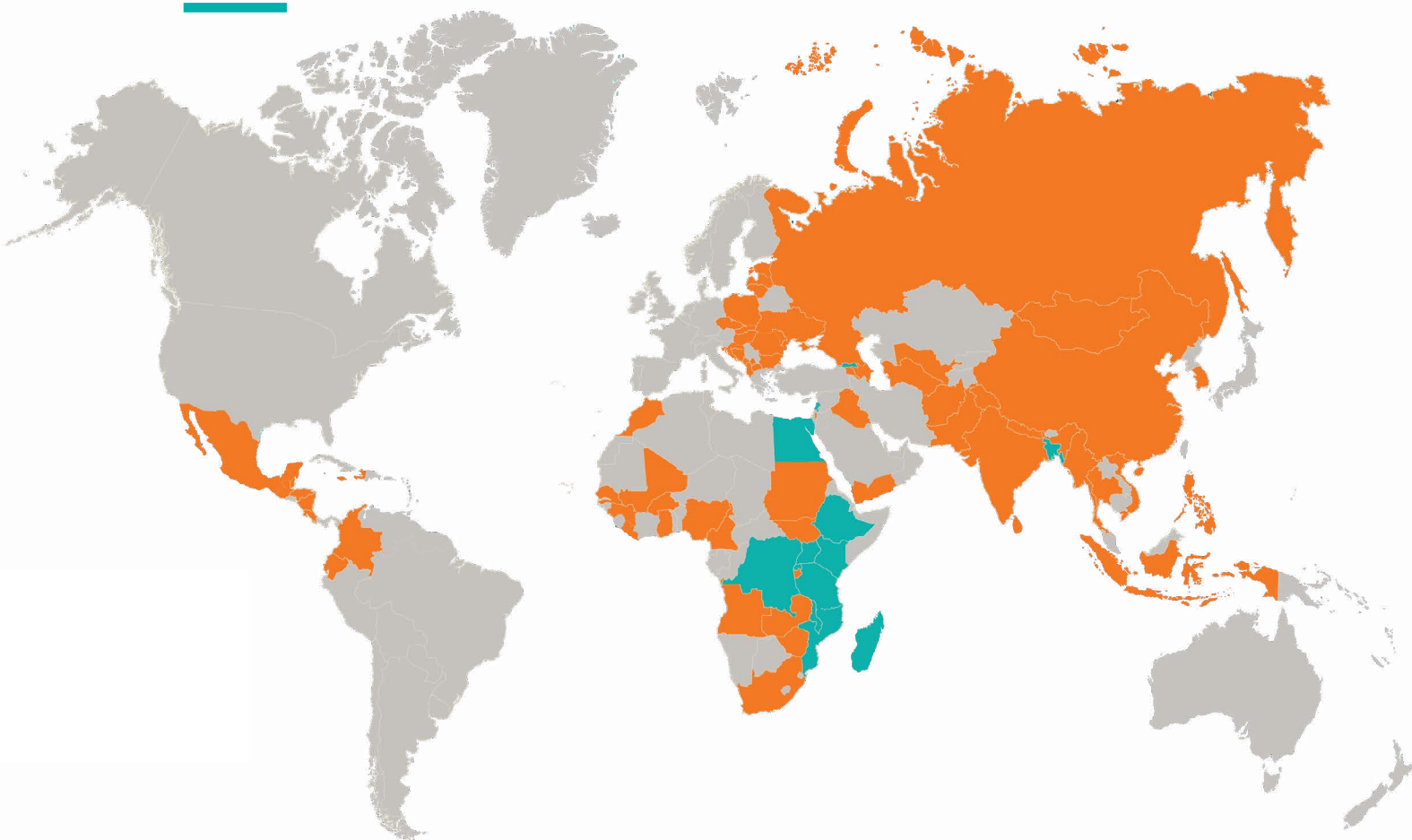


Left: The Feed the Future Rwanda Orora Wihaze team inspects black soldier fly larvae production facility by ABUSOL's SAFE for Health Limited. This pilot is considering using the larvae as an alternative protein source for production of commercial animal feed.

Right: The very first event of its kind, Food and Chemical Laboratories Expo 2022 in Dhaka, Bangladesh showcased the laboratory services and facilities available in the country. The expo was co-organized by the Bangladesh Food Safety Authority and the USDA Bangladesh Trade Facilitation (BTF) project.



WHERE WE WORK



Afghanistan | Albania | Angola | Armenia | Azerbaijan |
Belize | Bosnia-Herzegovina | Bulgaria | Burkina Faso | Burundi
Cameroon | China | Colombia | Costa Rica | Croatia | Czech Republic
Dominica | East Timor | Ecuador | Estonia | Ghana | Guatemala | Guinea
Haiti | Honduras | Hungary | India | Indonesia | Iraq | Jamaica | Kosovo
Latvia | Liberia | Lithuania | Macedonia | Mali | Mexico | Moldova |
Mongolia | Montenegro | Morocco | Myanmar | Nepal | Nicaragua | Nigeria
Pakistan | Palestine | Philippines | Poland | Romania | Russian Federation |
Senegal | Slovakia | South Africa | South Korea | South Sudan | Sri Lanka
Sudan | Thailand | Turkmenistan | Ukraine | Uzbekistan
Vietnam | Yemen | Zambia | Zimbabwe

**Bangladesh | Democratic
Republic of the Congo | Egypt
| Ethiopia | Georgia | Kenya |
Lebanon | Madagascar | Malawi
| Mozambique | Rwanda |
Tanzania | Uganda**



Left: In June 2022, Feed the Future Rwanda Orora Wihaze Chief of Party Dennis Karamuzi receives a recognition trophy from Rwanda's Minister of Agriculture and Animal Resources at the time, Dr. Mukeshimana Gerardine, for participation in the National Agriculture Show.

Right: Linda, a smallholder farmer, harvests corn in a demo field in the Democratic Republic of the Congo. Through a Feed the Future project, the Venture37 team established the demo fields to help farmers learn how to sustainably control fall armyworm, a destructive pest.



Our expertise

WHAT WE DO

We support agricultural advancements to help people everywhere realize their full potential. From farmer to consumer, we cultivate competitive, inclusive markets that foster healthy, resilient livelihoods for everyone. Through our affiliation with Land O'Lakes, Inc.'s diversified agribusinesses, our nonprofit provides a unique approach to drive inclusive and sustainable change through agriculture. Our deep expertise drawing from over 40 years of agricultural development projects provides a powerful methodology to transform agricultural systems. Our cooperative roots inform our desire to collaborate with many agricultural players, driving market development, reducing investment barriers for farmers and their families, and strengthening farmer-to-fork food systems. We connect entrepreneurs and businesses to the resources they need to create transformational products and services that fuel long-term growth and profitability. And, we work with smallholder farmers at the grassroots level to help them move beyond subsistence farming – so they can provide food for their families, neighbors and communities.



Our cooperative roots inform
our desire to collaborate.

Land O'Lakes, Inc. is a member-owned cooperative with industry-leading operations that span the spectrum from agricultural production to consumer foods. Building on a legacy of more than 100 years of cooperation, Land O'Lakes maintains a steadfast commitment to supporting farmers and communities near and far. That is why Land O'Lakes supports agricultural development globally.



Sisters and owners of Soaring Eagle Dairy – an owner of Land O'Lakes, Inc. – Stacy, Julie, and Kelly stand in front of their cow barn.

Judy of Libertyland Farms, a dairy farmer-owner of Land O'Lakes, Inc., stands in her pasture with her Holstein heifers.



Our areas of focus

HOW WE WORK

We work alongside people operating farms and businesses to deliver integrated solutions that build and improve food and agriculture systems. We've got what it takes to support competitive markets, resilient systems, healthy, nutrition-secure communities, and inclusive societies that foster healthy livelihoods for all.



Farmer-to-Farmer volunteer experts Archie Devore and Lloyd Stephen Willson visited several dairy farms in Lebanon to assess and enhance dairy health and nutrition.



Neema Mrema, Venture37's AgResults Team Leader, provides a program overview about fodder incentives.



COMPETITIVE MARKETS

We believe that when economies thrive, people can realize their full potential. That's why we're committed to working with our partners to improve market access and trade. We leverage a cross-cutting market systems approach to support systemic change in food markets that can ultimately improve profits for small businesses and smallholder producers, increase opportunities for women, and enhance access to nutritious food. Through catalytic access to finance and private sector investment, and by advancing opportunities for entrepreneurs and businesses, we help our partners transform food and agricultural systems.



RESILIENT SYSTEMS

Equipping people and businesses with the capacities to manage shocks and stresses is vital to fostering healthy, resilient livelihoods. We work with our partners to strengthen individual, household, and community capabilities to prepare for, adapt to, and recover from risks, shocks, and stressors, like natural disasters, disease outbreaks, and market disruptions. By supporting agri-food system actors to bring forward innovative practices, products, services, and policies we are able to build resilient systems that help communities respond to threats that jeopardize agricultural progress.



HEALTHY, NUTRITION-SECURE COMMUNITIES

We know that the food we eat plays a critical role in human health, so we promote dietary diversity, while helping businesses produce more nutritious food to increase access at the rural level. We also understand that food security is about more than just quantity of food – it's also about safety and quality. So, we work with stakeholders across the food system to promote proper food safety protocols and quality controls. Furthermore, we recognize that animal, plant, human, and environmental health are interconnected and must be addressed collaboratively to improve global wellbeing, so we work to mitigate challenges like the spread of animal disease.



INCLUSIVE SOCIETIES

Inequity and inequality threaten progress and limit what we can accomplish together, which is why we value diverse societies, cultures, and identities. We inform our practices with social and cultural learnings to respectfully facilitate access to products, services, and markets that equitably enhance opportunities for all people, especially those who have historically struggled for equal access. We aim to engage and empower all members of society, including women, youth, and marginalized populations,

Our Work in Action

SUCCESS STORIES

22

20

Feed the Future Rwanda
Orora Wihaze Contract Officer
Representative takes notes
as the director of a pork
business briefs her about
the progress of a processing
facility supported by USAID.





A Zipline drone takes off in Muhanga, Rwanda.

Disrupting Agricultural Supply Chains:

In Rwanda, drone delivery and other supply chain innovations are boosting markets for livestock farmers.

Supply chains in Rwanda have been impacted by inflation caused by the war in Ukraine, poor roads, and the high cost of animal feed. To tackle these challenges, the [Feed the Future Orora Wihaze Activity](#) uses a market systems approach to improve livelihoods for small businesses and smallholders, while increasing opportunities for women. Orora Wihaze partnered with [Vétérinaires Sans Frontières \(VSF\)](#), the [Rwanda Agriculture Board \(RAB\)](#) and California-based [Zipline](#) to pilot sending drones with artificial insemination packages to rural vets to administer to pig farmers, providing them access to good quality breeding stock in two districts. This innovation trims delivery times to about 20 minutes, compared to three and a half hours, cutting costs in half, with an initial insemination success rate of approximately 65 percent. In the pilot project, 184 producers were reached, whose sows farrowed 1,212 piglets. This will be expanded to eight districts in 2023, reaching 12,000 farmers.

Orora Wihaze also partnered with [OX Delivers](#) to transport animal feed using a digital platform that enables agro-dealers to place orders by text, allowing more efficient aggregation of deliveries to underserved rural areas. Producers also benefit from backhaul deliveries of their products to urban markets at a lower price. OX has a fleet of 20 trucks and will introduce eight electric trucks and install fast-charging stations by late 2023.



RAMA-BC encouraged farmers to use climate-sensitive practices like intercropping, which increased their yields. Here, a woman inspects intercropped maize and lablab bean.

Facilitating Climate-Sensitive Agriculture:

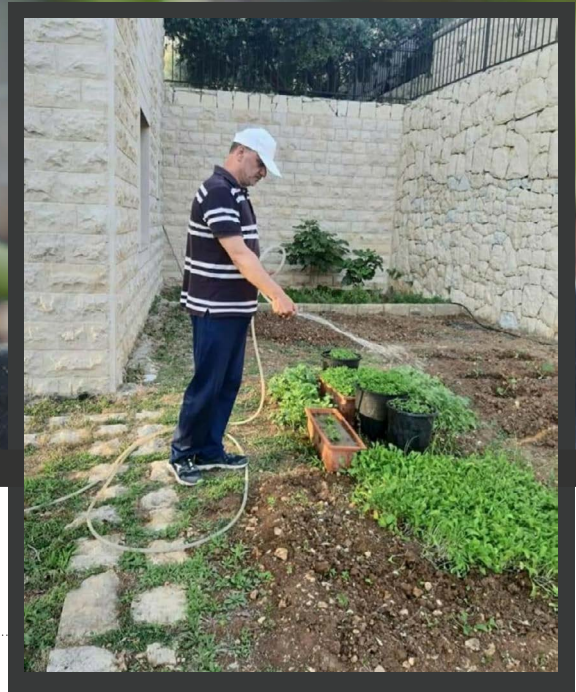
A Feed the Future activity helped farmers adopt environmentally sustainable practices.

In Mozambique, Venture37 celebrated the successful end of the Feed the Future Resilient Agricultural Markets Activity in the Beira Corridor (RAMA-BC), implemented between 2016 and 2022.

Rural households in central Mozambique face a complex web of interconnected shocks and stresses. Farming families struggle to adapt to these reoccurring crises and trends — threatened by unstable markets and climate-related challenges such as drought, flooding, cyclones, and emergent crop and livestock pests/diseases. To address these challenges, RAMA-BC focused on equitably improving agricultural productivity, profitability, and resiliency by increasing the adoption of climate-smart agriculture (CSA) technologies and practices. By implementing CSA skills learned during RAMA-BC training sessions, farmers reported yields that surpassed their household's needs, which they sold for additional income, as well as decreased costs related to fertilizer, pesticides, and herbicides — resulting in a 2.5x higher return on investments in labor and agricultural inputs. In particular, intercropping with leguminous crops that provide maize with the necessary nutrients resulted in 192 to 233 percent higher maize yields, compared to fields where maize alone was planted. Farmers stated that the increased maize yields now meet their families' needs until the following year's harvest, while the legumes provide an additional nutritious food source. Farmers who used this technique also saw 58% less damage from pests, which saves labor time by 33 to 66 percent. The activity's impact report shares more results.



Through the USAID Farmer-to-Farmer – Food Safety and Quality webinar series, participant Edmond learned how to grow his own leafy vegetables in his yard.



Organic Farming 101:

Amidst a severe economic crisis, Lebanese citizens are taking up backyard farming.

In Lebanon, extreme currency devaluation has threatened food security across the country. Because the country imports more than 80 percent of its input supplies, product prices are increasing exponentially — making it difficult for families to purchase basic food items.

One solution is home farming and re-purposing abandoned land, but many people lack the know-how to successfully grow their own food. Through the [USAID Farmer-to-Farmer Food Safety and Quality program](#), our team in Lebanon partnered with the non-profit organization Georges N. Frem Foundation to respond to the mounting need by offering a series of 18 webinar trainings over a period of two months to teach people in Lebanon how to grow their own food. Dr. Amanda Newton, a volunteer expert and instructor at Eastern Florida State College, taught individuals living in rural and urban areas about various methods to successfully grow food, including via soil composting, fruit and vegetable production in containers, crop rotation, soil nutrition management, control of plant pests and diseases, vertical gardening and seed saving. Through the series, more than 80 attendees learned how to grow fresh and sustainable fruits and vegetables in their own backyards. One participant, Serge Mrad, shared the fruits of his labor after attending the training: “I started a rooftop garden as well as a composting project. I started planting Rocca, cucumber, eggplant, and coriander, and I can’t wait to share the results of my little garden.”



Clemence, a cooperative member, attends a women's leadership seminar hosted by CD4.

Driving Inclusive Agriculture:

Dedicated training sessions are improving prospects for rural women in Rwanda.

Like many countries around the world, gender inequality remains prevalent throughout social and economic systems in Rwanda – particularly in rural settings.

In Rwanda, the [USAID Cooperative Development Activity 4](#) helped shift the mindsets of men, women, and communities towards more equitable gender norms by hosting a series of gender trainings on topics such as gender sensitivity, gender-based violence, financial literacy, and entrepreneurship. Through its 115 training sessions, attended by 384 women, the activity also helped improve women's confidence, leadership, and decision-making autonomy to overcome barriers related to social norms, power dynamics, gender-based violence, and "time poverty" – a term which refers to the disadvantages women face due to the unpaid domestic work they are often expected or required to do. One participant shared, "Before I attended the training, I did not know how to check if I made a profit or not. I now record expenses and incomes and I calculate to check if my business makes a profit... If I have a loss, I know what went wrong."

Looking Forward

COMMUNITY IMPACT GOALS

To track our progress and hold ourselves accountable, we have established seven key metrics to achieve by 2030. These metrics reflect the breadth and depth of our work and are aligned with our four focus areas. They also contribute to many of the Sustainable Development Goals. We set these targets based on data from the impact of our work in recent years and our projected work. We commit to tracking and externally reporting on these metrics every year – with the aim of meeting or surpassing them by 2030.



COMPETITIVE MARKETS

- Support **4,500 enterprises** to promote market-led growth.
- Increase sales of producers, enterprises, and cooperatives by **\$350 million.**
- Leverage **\$100 million** of investments to amplify impact.



RESILIENT SYSTEMS

- Improved climate-smart management practices or technologies applied on **800,000 hectares.**



HEALTHY, NUTRITION- SECURE COMMUNITIES

- Improved agriculture practices of **1 million smallholder farms** in low- and middle-income countries.



INCLUSIVE SOCIETIES

- **40%** of supported enterprises have women in leadership roles.
- **45%** of supported producers applying improved practices are women.

2022

FINANCIALS

Revenue

CONTRACTS & GRANTS

\$ 23,790,599

IN-KIND CONTRIBUTIONS

\$ 6,329,918

OTHER REVENUE

\$ 6,541,108

TOTAL REVENUE

\$ 36,661,625

Expenses

PROGRAM

\$ 29,772,064

MANAGEMENT AND GENERAL

\$ 7,052,766

TOTAL EXPENSES

\$ 36,824,830

Financial Position

NET ASSETS, BEGINNING OF YEAR

\$ 2,525,185

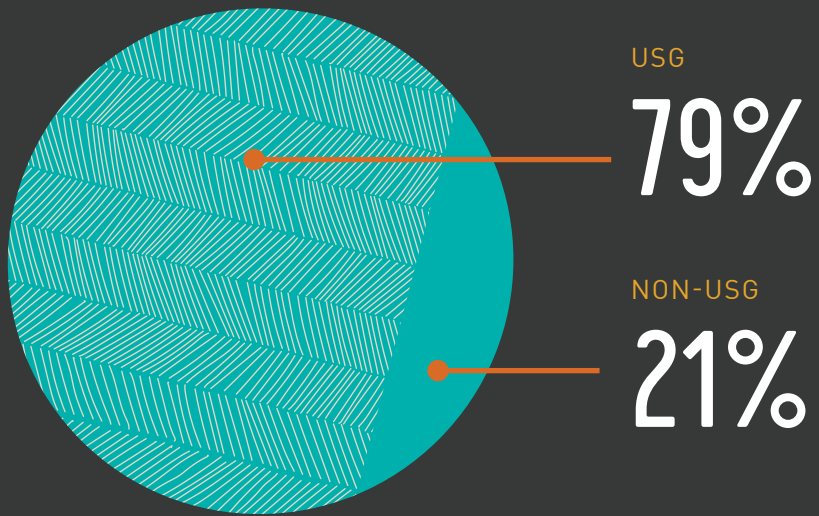
NET ASSETS, END OF YEAR

\$ 2,361,980

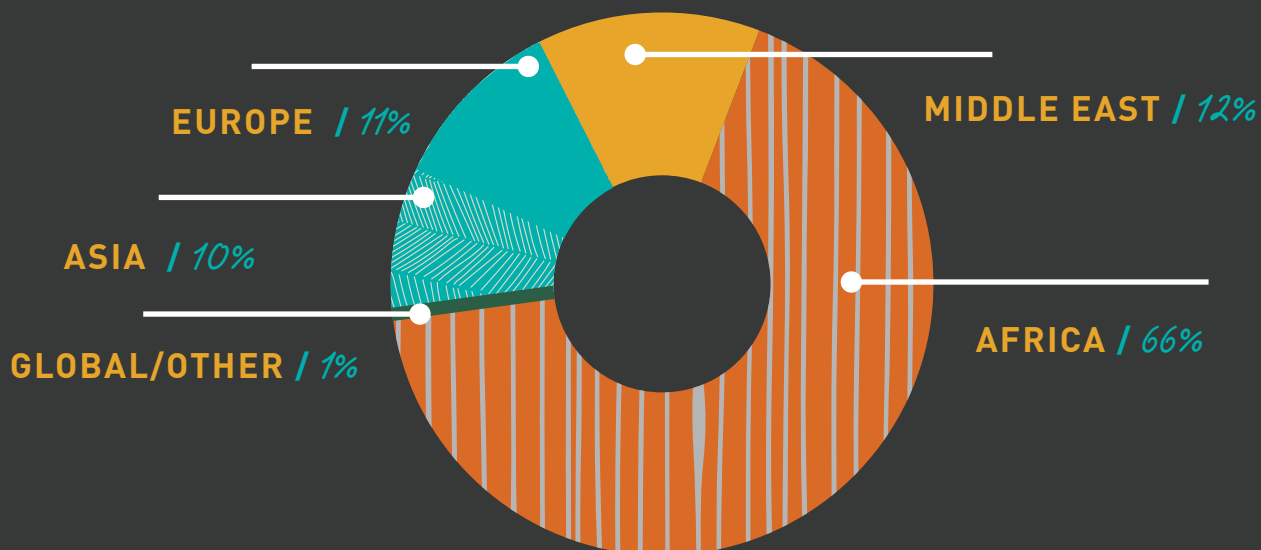
CHANGE IN NET ASSETS

\$ [163,205]

Funding Sources



Revenue by Region





MINNESOTA HEADQUARTERS
4001 Lexington Ave N, MS 5120
Arden Hills, MN 55126 U.S.A.

WASHINGTON, D.C. OFFICE
1200 18th Street NW, Suite 700,
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