



LAND O'LAKES

VENTURE 37



ANNUAL REPORT

2023

37

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



On the Cover: Israel Nsengiyumva, a pig farmer, feeds his pigs in Nyamagabe District, Southern Province. The Feed the Future Rwanda Orora Wihaze Activity (ROW) is strengthening supply chains to help farmers like Israel boost production. Photo credit: ROW. Back cover: animal feed from a partner supplier's shop. Photo credit: ROW. Above: Cattle in Machakos, Kenya. Photo credit: Krista Maruca.



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 \$17 billion farmer-owned cooperative with diversified agribusiness in dairy, animal nutrition, carbon markets 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.



In Ethiopia, a forage expert admires a new Desho grass field, which was established with the help of the Nourishing Prosperity Alliance. Photo credit: Aemiro Kehaliew Ashagrie



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ABUNDANT FOOD, UNLIMITED POTENTIAL. ABUNDANT FOOD, UNLIMITED POTENTIAL. ABUNDANT FOOD, UNLIMITED POTENTIAL.





A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Dear partners and colleagues,

Let me start this note in thanks for those who helped in making 2023 an excellent year of progress for Land O'Lakes Venture37! If you're a participant in one of our programs, a team member based in the United States or around the world, a partner in our global efforts, or one of the many organizations who provide funding for our work, thank you for your support. For those readers who we have not yet partnered with, we hope this report will shed light on future opportunities for collaboration.

This past year was one marked by conflict, climate change, and economic instability that continue to threaten global agricultural progress. Yet, in collaboration with many, Venture37 helped address these challenges head on. Agriculture and food systems are foundational to overcoming these obstacles, and they are the core of our work. In 2023, we began implementing seven new projects in eight different countries, expanding our global reach to Haiti, Lesotho, and Zambia. We offered expert insights at major conferences like the Borlaug Dialogue, Market Systems Symposium, and the Africa Food Systems Forum. We launched a new video series, Ask an Expert, to share best practices from our colleagues around the world on topics ranging from agricultural trade to food safety.

Our approach continues to center on partnerships because we know that's how we can make the greatest impact. Whether leading an award-winning private sector alliance that's working to reduce emissions intensity in East Africa's livestock sector, partnering with a California-based drone company to deliver animal genetics to farmers in Rwanda, or leveraging the manufacturing and warehouse expertise of our colleagues at Land O'Lakes, Inc. to improve food safety practices, partnerships were critical to our 2023 successes.

We thank you and look forward to meeting the challenges of 2024 and the years to come.

JOHN ELLENBERGER,

Executive Director, Land O'Lakes Venture37;

Senior Vice President, Land O'Lakes, Inc.



Our Mission

Helping global communities thrive through agriculture.

Our Vision

Abundant food,
unlimited potential.

WHO WE ARE

Land O'Lakes Venture37 is a 501(c)(3) non-profit committed to helping communities around the world thrive through agriculture. Affiliated with Land O'Lakes, Inc., Venture37 has more than 40 years of experience implementing agricultural development projects in more than 80 countries around the world. Venture37 strengthens economies by improving local agriculture, helping agribusinesses create jobs and linking farmers to markets. It delivers integrated solutions that help build and improve food and agriculture systems through competitive markets, resilient systems, healthier and more nutrition-secure communities, and inclusive societies.

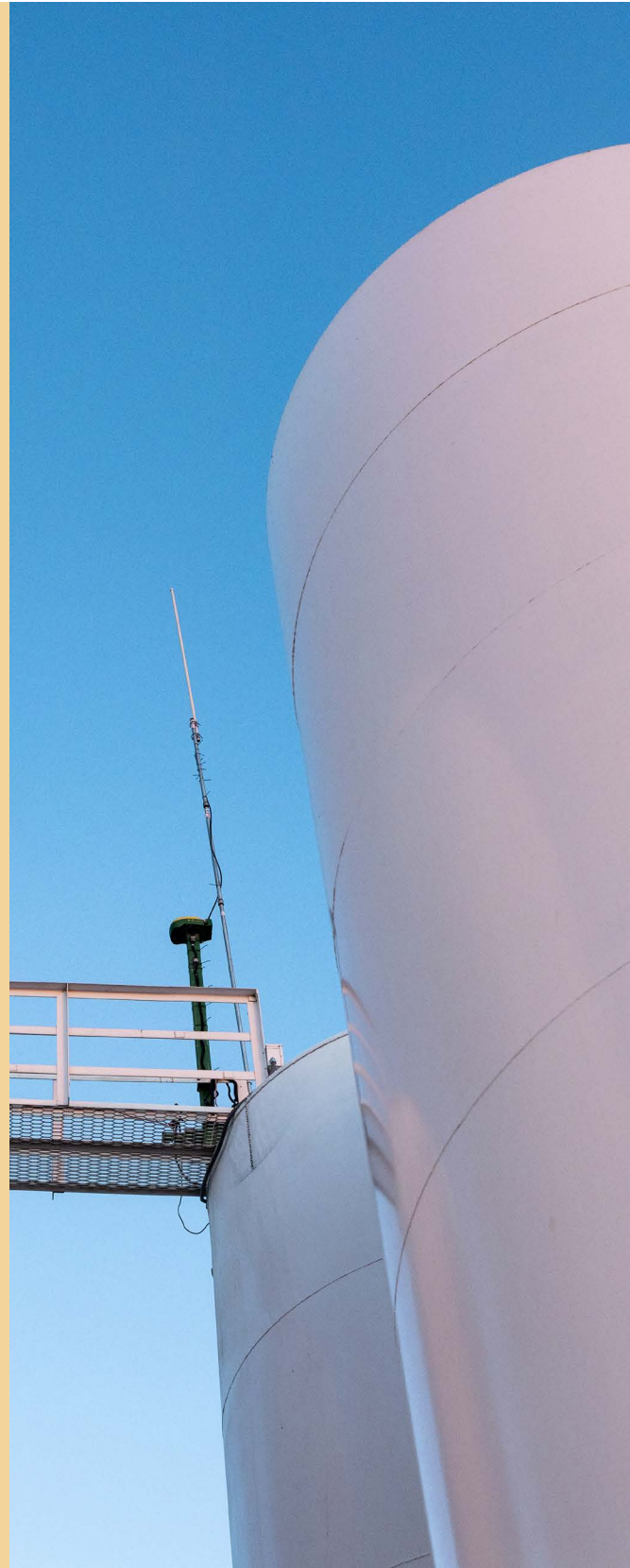


Eugenie, an agro-dealer based in Nyamagebe District, Rwanda, places an order for animal feed. The Feed the Future Rwanda Orora Wihaze Activity helps agro-dealers like Eugenie by strengthening supply chains for input supplies. Photo credit: ROW

A PROUD AFFILIATE OF LAND O'LAKES, INC.

BACKED BY ONE OF THE NATION'S LARGEST AGRICULTURAL COOPERATIVES.

Land O'Lakes, Inc., one of America's premier agribusiness and food companies, is a member-owned cooperative with industry-leading operations that span the spectrum from agricultural production to consumer foods. With 2023 net sales of \$17 billion, Land O'Lakes is one of the nation's largest cooperatives. Building on a legacy of more than 100 years, Land O'Lakes today operates some of the most respected brands in agribusiness and food production, including Land O'Lakes Dairy Foods, Purina Animal Nutrition, WinField United, Forage Genetics International, Villa Crop Protection, and Truterra. The company does business in all 50 states and more than 60 countries. Land O'Lakes, Inc. corporate headquarters are located in Arden Hills, Minnesota.

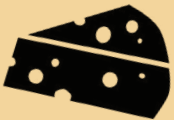


WE LEVERAGE LAND O'LAKES EXPERTISE TO DEEPEN OUR IMPACT.



ANIMAL NUTRITION

Year-round access to high-quality feed is often the key factor that determines whether a livestock producer is profitable or not. Through the Nourishing Prosperity Alliance, in partnership with Forage Genetics International (FGI, a subsidiary of Land O'Lakes), we are expanding access to nutrient-dense alfalfa varieties for small-scale dairy producers in Kenya and Ethiopia. Across our poultry projects, we partner with Land O'Lakes Animal Nutrition to optimize feed formulation for the numerous poultry breeds we work with globally across varied agro-climatic conditions. Our partnership with Land O'Lakes, Inc. also supports our work to ensure livestock feed safety and quality.



DAIRY FOODS

Equipping people and businesses. Increasing the safety and quality of dairy products is not only important for consumers – it is also critical for businesses to access high end and export markets. In the Republic of Georgia, Land O'Lakes staff provides technical expertise on a volunteer basis to improve food safety and quality practices, product innovation and marketing of livestock products.



CROP INSIGHTS

Farmers depend on quality crop inputs to feed their communities and turn a profit. This also hinges on farmers having the agronomic know-how to use these inputs effectively. In the Democratic Republic of the Congo, Venture37 collaborates with Villa Crop Protection Pty Ltd. (an entity operated by one of Land O'Lakes' joint ventures) to promote safe and evidence-based pest management technologies and approaches suitable for smallholder maize producers to prevent crop losses.




SUSTAINABILITY

Dairy processors have a key role to play in reducing the emissions from dairy products — and one of the lowest-cost ways to lower emissions is to improve the efficiency of each animal. The Land O'Lakes Food Safety and Quality team has partnered with Venture37 to assess small dairy processors in Tanzania and provide guidance to improve operational efficiency.

WHAT WE DO

Our Focus Areas

Agriculture is at the core of everything we do. But that's just the start. We know that feeding a growing global population is going to take cross-cutting approaches led by local experts. Our focus areas include: climate-smart agriculture; food safety and trade; gender, youth, and social inclusion; livestock systems; and market systems.



At a packhouse in Luxor, Egypt, packhouse employees slice tomatoes and lay them out in the sun to dry. Photo credit: Farmer-to-Farmer Inclusive Food Systems Program



FOCUS AREA

CLIMATE-SMART AGRICULTURE

Climate change requires customized solutions for each geography and value chain. That's why we align our work with national-level climate change adaptation and mitigation strategies and focus on locally owned solutions that are rooted in agronomic know-how, data, and public and private sector partnerships. We engage host-country governments, the private sector, research institutions, and farmers to bring forward innovative practices, products, services, and policies to fuel climate-smart solutions in crop, dairy, and livestock industries. In turn, farmers and other agricultural market actors are better equipped to seize opportunities that lead to more resilient, inclusive, and competitive market systems.

Above: In Ethiopia, representatives from the Nourishing Prosperity Alliance advise dairy farmer, Bereket Jole, on his forage production. With support from the project, farmers like Bereket are leveraging climate-adapted forages to optimize their dairy cows' diets. Photo credit: Aemiro Kehaliew Ashagrie



An employee at a processing facility displays a tray of fish. The facility benefited from the USDA Bangladesh Trade Facilitation Project's (BTF's) investments in the cold storage and temp-controlled logistics sector. Photo credit: Farzana Tabassum/BTF



FOCUS AREA

FOOD SAFETY & TRADE

Our approach protects consumers from agricultural hazards, increases trade volumes of safe products, and lowers the cost of trade. When it comes to helping businesses improve their food safety and quality, we take a private-sector approach, partnering with producers to address hazards that pose threats to consumer health while helping them strategize about their target markets. When it comes to trade, we support governments as they develop and enforce standards and regulations that reduce risk and efficiently manage the flow of goods across borders. We partner with regional economic trade blocs and national governments to harmonize their standards and procedures with international standards and best practices, such as those itemized in the World Trade Organization's Trade Facilitation Agreement and Sanitary and Phytosanitary Standards (SPS) Agreement, and associated World Organization for Animal Health, Codex Alimentarius Commission, and International Plant Protection Convention standards governing animal health, food safety, and plant health. On the producer side, we partner with market actors to implement improved food safety practices and risk management systems that improve their ability to reach new markets, including export markets.

Above: Avocado processing facility in Kenya. The USDA Trade in Agriculture Safely and Efficiently (TRASE) project worked with the facility's business owner to help him improve the quality of his processed avocados.
Photo credit: Tessa Martin/TRASE



FOCUS AREA

GENDER, YOUTH, & SOCIAL INCLUSION

Social inclusion is not just the right thing to do – it’s also critical to achieving sustained growth in the agriculture sector. Every Venture37 project integrates inclusion principles end-to-end, starting at the design stage. Our inclusion philosophy centers around driving meaningful change through action, acknowledging that progress will only be achieved if we hold ourselves and our projects accountable. We make gender and youth integration a central part of our work to close development gaps. For example, our [Gender Integration Toolkit](#) helps our colleagues and partners ensure that they are integrating gender considerations into three key project lifecycle stages. We also adopt an integrated positive youth development approach that promotes youth asset-building, youth voice, leadership, and gender equality to empower youth in market systems. Using this approach, we enable young people to take advantage of viable agribusiness options, spur income-generating potential across agricultural market systems, and facilitate access to information, skills, and opportunities to support successful business start-ups and sustained employment.

Above: Inclusion expert Eugenie Ingabire leads a gender-sensitivity training session in Rwanda’s Rwamagana district through the Cooperative Development Activity 4 (CD4). Photo credit: Tessa Martin/CD4



Above: Bright Jeke, a young dairy farmer, feeds his cow. Bright participated in CD4 training sessions through his cooperative, which taught him how to better manage his small dairy farm and helped him gain a youth leadership position within the cooperative. As president of his cooperative's youth chapter, he's inspiring other young people to get involved in agriculture. Photo credit: Tessa Martin/CD4 Rwanda



Left: Karen Zgheib, a Food Technology student, helps a cooperative produce preserved strawberries as part of her internship through the Cooperative Development Activity 4." Karen was one of 14 students that participated in the internship, which offered Lebanese food safety students practical experience while pursuing their career goals. Photo credit: Nour Barrak/CD4 Lebanon



FOCUS AREA

LIVESTOCK SYSTEMS

Over 1.3 billion people worldwide depend on livestock for their livelihoods and food security. We believe that systemic, lasting change is only possible when every piece of the puzzle is strengthened. We take this to heart — working alongside our partners to empower them to identify and overcome inefficiencies in livestock value chains. We help them improve productivity while promoting commercial investment. We are best known for our work in dairy – but our programs also work with cattle, goats, sheep, and poultry. That’s because we recognize the value in working across diverse livestock value chains to promote climate resilience and social inclusion. For example, in Zambia and Tanzania we are supporting women and youth poultry breeders and vendors to boost their businesses, while improving consumers’ access to poultry meat and eggs. We also know that diverse diets that incorporate animal-sourced foods can help improve nutrition. With this in mind, we help households increase their consumption of safe, quality, diverse, and nutrient-rich foods. Our projects promote evidence-based social and behavior change strategies across production, marketing, and nutrition interventions.

Above: A calf licks a woman’s hand at the Cattle Expo 2023 in the Republic of Georgia. The expo was organized by the Georgian Animal Breeders’ Association and the Swiss Agrarian School Caucasus, with financial support from the USDA Georgia Safety and Quality Investment in Livestock (SQIL) project. Photo credit: SQIL

Asma Khatun stands with her calf Shundoori. In 2023, the USDA Bangladesh Trade Facilitation project donated refrigerator-freezer vans and equipment to the Department of Livestock Services, which is helping to bring effective livestock vaccines to customers like Asma. Photo credit: Farzana Tabassum/BTF



Veterinarian Clothilde Mukamusoni (left) catches a ride to deliver an artificial insemination package to a pig farmer in Rwanda's Nyamagabe district. Photo credit: ROW





FOCUS AREA

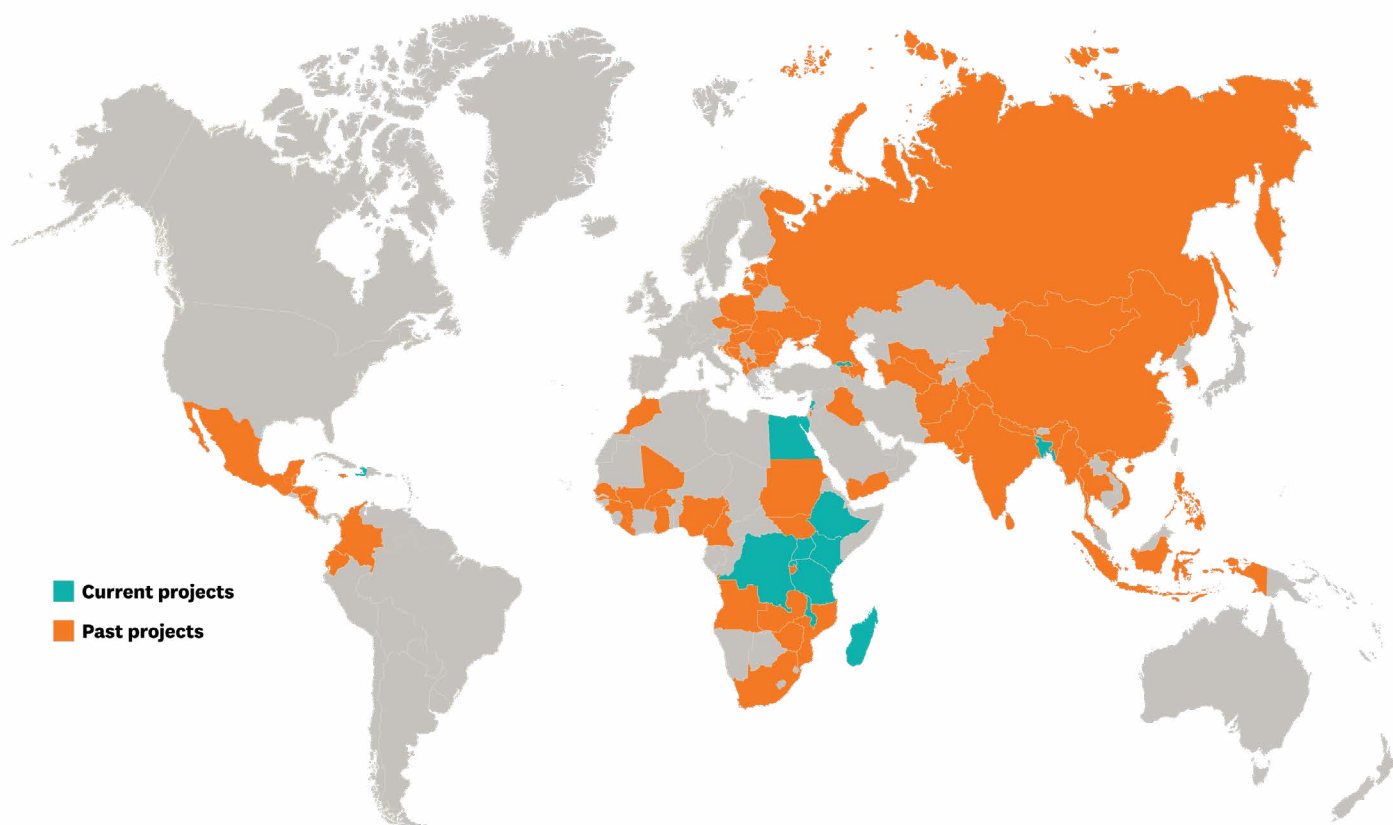
MARKET SYSTEMS

Our roots in agribusiness and our connections to global industry networks help us understand the complexity of market systems, behavioral governance structures, and the motivation of market actors within them. We facilitate linkages and build trust among these market actors to drive market system behavior change and build their capacity to adapt to market fluctuations. Our innovative private sector engagement models ensure enterprises, producer groups, and entrepreneurs offer improved economic opportunities for rural communities and marginalized groups. We help them invest their own resources in business-savvy ideas and, over time, adapt and scale successful innovations, including new business models, technologies, and practices that create transformational opportunities for all market actors, particularly women and youth.

Above: A Zipline drone delivers an artificial insemination kit for smallholder pig farmers in Rwanda's Gakenke district.
Photo credit: Tessa Martin/ROW

GLOBALLY PRESENT, LOCALLY DRIVEN.

WHERE WE WORK



ACTIVE PROJECTS IN 2023

Bangladesh | Democratic Republic of the Congo | Egypt | Ethiopia | Georgia | Haiti | Kenya | Lebanon | Lesotho | Madagascar | Malawi | Rwanda | Tanzania | Uganda | Zambia

PAST PROJECTS

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 | Honduras | Hungary | India | Indonesia | Iraq | Jamaica | Kosovo | Latvia | Liberia | Lithuania | Macedonia | Mali | Mexico | Moldova | Mongolia | Montenegro | Morocco | Mozambique | 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 | Zimbabwe



Above: Agronomy Services Manager Lizzie Kachulu inspects a banana bunch during a Centre for Agricultural Transformation (CAT) monitoring visit at a field demonstration plot set up by Charis Farm in Malawi's Dowa district. Photo credit: Mike Chipalasa/CAT

Below: The Feed the Future DRC Fall Armyworm Activity hosts a volunteer training in Sud Kivu Province, DRC. Photo credit: Thierry Bikuba Cirimwami/Feed the Future DRC Fall Armyworm Activity



Our Impact in 2023

BY THE NUMBERS

890+ THOUSAND

LIVES IMPACTED

1.4+ THOUSAND

ENTERPRISES SUPPORTED

13+ THOUSAND

HECTARES OF LAND UNDER IMPROVED PRACTICES

\$10+ MILLION

IN INVESTMENTS LEVERAGED

64 PERCENT

OF SUPPORTED BUSINESSES HAVE
WOMEN IN LEADERSHIP ROLES

200+

DAYS OF SUPPORT TO OUR PROJECTS BY
LAND O'LAKES, INC. STAFF

Right: In Jugdidi, Georgia, a cheesemaker competes in a sulguni cheese stretching contest. The cheese festival was supported by the USDA Georgia Safety and Quality Investment in Livestock (SQIL) project. Photo credit: USDA SQIL



2030 COMMUNITY IMPACT GOALS

Here is a look at the seven key Community Impact Goals that we aim to achieve by 2030. These metrics reflect the breadth and depth of our work and are aligned with key 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.

2021 - 2023 ACHIEVEMENTS

2030 TARGETS

2,159

ENTERPRISES SUPPORTED

2,159

58.9%

ENTERPRISES SUPPORTED WITH WOMEN IN LEADERSHIP ROLES

58.9%

266,551

FARMS WITH IMPROVED AGRICULTURE PRACTICES

266,551

99,394

SUPPORTED PRODUCERS APPLYING IMPROVED PRACTICES WHO ARE WOMEN

99,394

107,406

HECTARES OF LAND IMPROVED BY CLIMATE-SMART MANAGEMENT PRACTICES OR TECHNOLOGIES

107,406

\$50,392,128

INCREASE IN SALES OF PRODUCERS, ENTERPRISES, AND COOPERATIVES

\$50,392,128

\$29,852,312

IN INVESTMENTS LEVERAGED

\$29,852,312

OUR NEW PROGRAMS

Here's a look at the new programs that we started implementing in 2023.

NOURISHING PROSPERITY ALLIANCE: FORAGE FOR ANIMAL GROWTH IN EAST AFRICA (NPA-FORAGE) | PRIME, 2023 - 2028

The Bill & Melinda Gates Foundation | Ethiopia & Kenya

NPA-FORAGE is strengthening dairy production in Kenya and Ethiopia, with a focus on animal nutrition. Through an alliance with Corteva Agriscience, Forage Genetics International, and the International Livestock Research Institute, Venture37 is testing innovative models that take a gender-sensitive, market-driven approach to increasing the adoption of climate-adapted forages for smallholder dairy farmers.

SUSTAINABLE COMMERCIALIZATION OF SEXED DAIRY GENETICS IN EAST AFRICA | SUB TO ABS GLOBAL | 2023-2025

The Bill & Melinda Gates Foundation | Ethiopia

Venture37 is working towards establishing a commercially viable sexed semen market in Ethiopia that will inclusively grow the competitiveness of the dairy market by increasing smallholder dairy farmers demand and willingness to pay for sexed semen, improving last-mile delivery of AI of sexed semen to farmers, and improving the enabling environment to establish a commercial market.

ACCELERATED INNOVATION DELIVERY INITIATIVE (AIDI) | SUB TO ILRI, 2023 – 2025

USAID | Zambia and Tanzania

AIDI is a private sector-led, women and youth focused activity that is improving food and nutrition security and rural incomes through poultry markets in Zambia. The activity is improving productivity and availability of poultry meat and eggs in markets and for households in Zambia by promoting increased access to improved breeds, bundled advisory services, livestock financing, vaccinations, and new poultry farm technologies.

USAID COOPERATIVE RESILIENCE AND EQUITY ACTIVITY (CORE) | PRIME, 2023 – 2028

USAID Cooperative Development Program | Rwanda & Zambia

CORE is working with cooperatives and other agricultural stakeholders to foster vibrant, sustainable cooperative ecosystems in Rwanda and Zambia. The activity is supporting dairy, horticulture, and oilseed cooperatives in partnership with local market actors, which will boost cooperative sales.

FARMER-TO-FARMER INCLUSIVE FOOD SYSTEMS (F2F-IFS) | PRIME, 2023 – 2028

USAID Farmer-to-Farmer | Lebanon, Egypt, And Rwanda

The Farmer-to-Farmer (F2F) Inclusive Food Systems (IFS) program is increasing the productivity and profitability of market actors across local food systems through the provision of targeted, sequenced and layered volunteer technical assistance. F2F IFS also facilitates people-to-people exchanges that promote connection and understanding in the global community.

FEED THE FUTURE PROGRAMME D'APPUI À LA RENTABILISATION DE L'ELEVAGE (PARE) | PRIME, 2023 – 2028

USAID Feed the Future | Haiti

PARE is advancing livestock market systems in Haiti to improve the resilience of its households and communities, while promoting food security. The program works with cattle, poultry, goat, sheep, egg, and dairy producers, helping diversify incomes in the Northern and Southern resilience focus zones of Haiti.

Right: Boushra Masri, Dairy Farm Manager at Arc en Ciel, Lebanon. The USAID Farmer-to-Farmer program provided Boushra with training sessions while she was a student. Photo credit: Serge Hamparsoumian/F2F IFS

U.S. DEPARTMENT OF AGRICULTURE FOOD FOR PROGRESS LESOTHO - SUSTAINABLE TRANSFORMATION OF ENTERPRISES IN THE POULTRY SECTOR (STEPS) | PRIME, 2023 – 2028

USDA Food for Progress | Kingdom of Lesotho

The STEPS activity is transforming Lesotho's poultry sector by increasing agricultural productivity and trade for poultry producers in Lesotho through improved inputs and services, access to finance, and market linkages. By increasing the profitability of value chain actors and poultry meat and egg production, the activity aims to boost food security in Lesotho.





In Bangladesh,
Mohammad Robiul
Islam brings his goat
to an animal hospital
for vaccination.
Photo credit: Farzana
Tabassum/BTF



PROJECT SPOTLIGHTS



LOW-EMISSION INTENSITY DAIRY: CONFRONTING CLIMATE CHANGE THROUGH OPTIMIZED ANIMAL NUTRITION

Venture37 is helping to tackle dairy emissions intensity in Kenya and Ethiopia by optimizing animal nutrition.

Dairy is the single largest agricultural sub-sector in Kenya and contributes about 15 percent of Ethiopia's total national GDP. At the same time, livestock is one of the most significant contributors to greenhouse gas emissions, contributing almost 50 percent of Ethiopia's emissions. East African countries will not be able to meet targets for emissions reductions without significant investment in rethinking the livestock sector. With this in mind, how can we reconcile the dairy sector's high rate of emissions with the important benefits that dairy production can bring to East Africa?

ANIMAL NUTRITION: A KEY PATHWAY TO SUSTAINABLE LIVESTOCK PRODUCTION

In 2023, Venture37 and its partners — Corteva Agriscience, Forage Genetics International, and the International Livestock Research Institute — launched the Nourishing Prosperity Alliance: Forage for Animal Growth in East Africa (NPA-FORAGE) project. The project is reducing the sector's emissions intensity by leveraging climate-adapted forage varieties to improve animal nutrition. In other words, by optimizing dairy cows' diets for smallholder farmers in Kenya and Ethiopia, the cows are becoming more productive and more efficient, therefore reducing



methane emissions per liter of milk. At the same time, by promoting climate-adapted

varieties and training producers on how to grow them using climate-smart practices – such as intercropping, minimal tillage and simple water-saving techniques – the project is enhancing resilience to climate shocks and stresses.

This alliance aims to reach 120,000 smallholder producers in Kenya and 100,000 smallholder producers in Ethiopia. NPA partners with businesses in each step of the forage value chain to deliver training and market linkages to get the products and services that small-scale and early-stage commercial forage and dairy producers need to engage in the forage marketplace. NPA works with emerging micro- and small-scale agribusinesses to promote the business case for commercial forage production while giving them the skills and connections they need to successfully scale up their businesses. By making use of innovative, locally developed digital tools, the project is reaching more farmers and businesses with information on climate smart forages and linkages to each other.

THE VISION: A NET ZERO FUTURE FOR DAIRY FARMING

NPA-FORAGE is aligned with national climate change commitments and contributes to sustainable intensification in the dairy sector. NPA was recognized as an AIM for Climate

(AIM4C) innovation sprint, announced at COP27, and contributes towards the global dairy industry's goal of achieving Dairy Net Zero — an initiative comprising nearly 40 percent of global milk production to cut net greenhouse gases to zero.

Beyond its work in climate resilience, the project will also tackle key policy and regulatory issues and promote inclusive growth across the sector, designing activities that empower women producers and support women in business in the sector.

Above: Cows on Kapiti Ranch in Machakos, Kenya. Photo credit: Krista Maruca/NPA

Below: Jemal, a dairy farmer, showcases the alfalfa forage that he produces on his farm. He was trained by the project on forage production and dairy feeding. Photo credit: Aemiro Kehaliew Ashagrie/NPA





INSPIRING THE NEXT GENERATION OF FOOD SAFETY EXPERTS IN UGANDA

At Bugema University, a lecturer shares how food safety trainings have helped him shape his curriculum.

In a laboratory on the campus of Uganda's Bugema University, dozens of students in white lab coats are busy conducting lab work. Some are examining tomatoes, while others are assessing grain moisture content. When their lecturer Mr. Ronald Mutebi walks into the room with visitors, students jump at the opportunity to share what they learned through his coursework this semester.

Ronald is a food scientist and lecturer at the university. Through the USDA Trade in Agriculture Safely and Efficiently (TRAISE) project, Ronald was able to attend various food safety training sessions, including on allergen

fundamentals, meat inspection practices, and food safety management standards. Ronald explains that these sessions have provided him a sense of "practical confidence" and have helped shape his curriculum at the university.

STUDENTS SPEAK HIGHLY OF THEIR NEW CURRICULUM

Of the many students who seem genuinely passionate about their food safety lab work, a student named Samson Male eagerly shares that Mr. Mutebi's coursework has helped him learn the ins-and-outs of food safety, meat handling, and management of food allergens. For example,



Samson demonstrated how he learned to test the moisture content of dried maize (corn), and he explains that it's a critical component of food safety processes, as high moisture content can cause toxigenic mold growth.

By extending training sessions to university faculty like Ronald Mutebi, the TRASE project has helped to expand and invigorate the curriculum for students like Samson, who will continue to positively impact national food safety systems.

BOOSTING AGRICULTURAL TRADE IN THE REGION

The training sessions offered to Ronald and his peers are just one example of how the TRASE project boosted food safety and trade in the region. Running from 2019 to 2024, the TRASE project expanded agricultural trade for the East African Community (EAC) partner states with a focus on sanitary and phytosanitary (SPS) standards. It drove best practices in SPS, including promoting public-private partnerships and building awareness of the importance of food safety. Through these efforts, TRASE has opened doors for new trade and opportunity in the agriculture sector.

Above: At their on-campus laboratory, Ronald Mutebi's students applaud as he delivers a speech about the importance of food safety. Photo credit: TRASE



Above: Ronald Mutebi sits for an interview at Bugema University. Photo credit: TRASE



DRIVING GENDER INCLUSION, THE COOPERATIVE WAY

How can development implementers work to break down centuries of ingrained gender norms in the short lifespan of a time-bound project? A USAID program in Rwanda shared insights about key pathways that foster inclusion.

Although women make up 43 percent of the globe's agricultural labor force, they consistently face discrimination in ownership, pay, leadership roles, and decision-making authority. Of course, it's no surprise that Rwanda's agriculture sector mirrors these global trends, a country in which approximately 70 percent of women are engaged in agriculture. A 2023 report by the USAID Cooperative Development Activity 4 (CD4) surveyed agricultural cooperatives in Rwanda to reveal, unsurprisingly, that men and women do not benefit equally from participating in cooperatives and that women's domestic workloads are their greatest impediments to their full participation in cooperatives. But, combatting global gender norms is no easy feat — how can development implementers work to transform centuries of ingrained gender norms

in the short lifespan of a time-bound project? In Rwanda, CD4 accelerated gender inclusion through these key pathways:

BRIDGING THE FINANCIAL LITERACY GAP

CD4 saw promising results from carving out dedicated spaces for female entrepreneurs. For example, the project implemented a research and training program that empowered women to move from traditional gender roles into income-earning roles. Through these women's-only learning spaces, women learned skills such as budget keeping methods, customer care skills, consumer preferences, and other concrete business skills that are helping them boost their businesses. The program trained more than 500 women in training sessions relating to entrepreneurship and business development,



and those who participated in the sessions reported feeling more confident in overall finance and business making decisions.

For example, Philomene, a member of a dairy cooperative called KAMA who has participated in these training sessions, explained that the business skills she has learned have helped her build out her milk collection operation. She collects and supplies milk to the cooperative on behalf of her neighbors. With the business skills she learned, she shares that her “business is moving swiftly”: She is now collecting milk from 140 different farmers in Rwanda’s Gicumbi district, and she has nearly doubled the quantity of milk that she is supplying to the cooperative.

ENSURING MEN ARE PART OF THE EQUATION

Although creating dedicated spaces for women is important, the responsibility of gender inclusion, of course, should not fall squarely on the shoulders of women. CD4 took an active approach to ensure that men are part of the solution to persisting gender inequalities. Beyond the entrepreneurial training sessions, CD4 hosted training sessions on other topics, such as gender-based violence, power dynamics, and women in leadership roles. These sessions were held for both men and women independently, but also as couple trainings to ensure that men could work with and support their spouses in household decision making. These sessions were tailored to ensure men’s

participation and engagement to support gender inclusion. More than 900 people (441 men and 538 women) were trained in gender and entrepreneurship through the program.

COOPERATIVE SOLIDARITY: INSTITUTIONALIZING INCLUSION EFFORTS

Cooperative business models are inherently conducive to building equity. For rural farmers in particular, cooperatives have created avenues for smallholders to increase their incomes, improve their livelihoods, and gain management skills. This premise was a key tenet for CD4: the project worked directly with 23 agricultural cooperatives in Rwanda to boost their governance and representation so that all cooperative members could have equal access to leadership and income-generating opportunities. The program saw a four percentage point increase in women’s membership after the program concluded. By promoting these key pathways to gender inclusion, the CD4 project boosted representation for women in agriculture.

Above: KAMA cooperative members stand in front of their milk collection center. These women have all benefited from training sessions for female entrepreneurs hosted by CD4’s gender action research plan. Photo credit: Tessa Martin/CD4



MAPPING OUT SYSTEMS DYNAMICS IN HAITI'S LIVESTOCK SECTOR

Market systems resilience analyses provide important insights into the way markets are structured and actors behave.

In 2023, USAID launched the Feed the Future Programme d'Appui à la Rentabilisation de l'Elevage (PARE), in partnership with Heifer International and Papyrus S.A., to increase the resilience of households and communities in Haiti, focusing on inclusive commercialization of the cattle, goat, sheep, and poultry value chains.

To gain a better understanding of how market systems in Haiti's livestock sector respond to recurring shocks and stresses, PARE contracted the Vikāra Institute to conduct a livestock market system resilience analysis between March and July 2023. The study assessed market system dynamics to establish a baseline vision of market system resilience.

DEVELOPING A BASELINE

The data gathered from 60 interviews, focus group discussions, and market observations

contributed to a market systems resilience index (MSRI) score of 1.62 out of 4. The low overall score of the livestock market system shows the fragility of the sector, with weak resilience to shocks and stresses, such as political crises, global warming, and natural disasters. It also showed that competition was particularly weak due to high levels of extractive/margin capture negotiating practices.

The MSRI score indicates that Haiti's livestock system is reactive based on an analysis of structural and behavioral domains. This means that — in order to guarantee income and maintain savings — market actors will often default to strategies that avoid risk and investments. In a reactive market system, competitors seek to undermine each other compared to a proactive system in which competitors find ways to work together while maximizing their profits and increasing markets.



LESSONS LEARNED

Beyond establishing a resilience score, the analysis and baseline assessment also established several useful findings that will inform PARE's programming over the next few years:

Producers avoid putting all their eggs in one basket. The study revealed that Haitian smallholder farmers manage near-term uncertainties by maintaining diverse animals. Each animal plays a different role from a coping strategy perspective.

Smallholders and private sector enterprises manage uncertainty by avoiding risk. The study found that communities, market actors, and market systems have evolved a no-risk/no-invest strategies and tactics to manage uncertainty and are not overly reliant on informal community coping mechanisms, government social safety net services, or donor programs.

Haiti's markets rely heavily on socio-economic conditions in Port-au-Prince. The research also found that, especially in the South, the no-risk/no-investment approaches evolved in a landscape where power (i.e., both political and market) was centralized in Haiti's capital, Port-au-Prince, but this has recently been impacted by insecurity. As a result, most inputs and end markets were in or linked via Port-au-Prince.

Looking forward, the study revealed some opportunities for PARE to tackle pain-points to

build new and stronger connections to stimulate Haiti's livestock markets. Using a market systems development approach, PARE will work with local enterprises and other stakeholders to convene and facilitate positive change, including through a co-investment grant fund, which was launched in December 2023. Prior to the launch of the fund, the PARE team held workshops in November and December 2023 with key stakeholders interviewed for the study to share key findings and validate recommendations. As of June 2024, the program had received over 60 applicants, some of which have been selected and are now in the development stage. Some key entry points include: enhanced access to training and veterinary inputs for small livestock breeders, financial services, water, energy, operations of spot markets, pasture management for cattle and goats, support for butchers and slaughterhouses and opportunities to source inputs and trade with a range of countries.

Above: Farmer Joseph Chavannes cares for his cattle in La Colline, Camp-Perrin, Haiti. Photo credit: Rodny Darenard/Haiti PARE

2023

FINANCIALS

Revenue

CONTRACTS & GRANTS

\$25,806,005

IN-KIND CONTRIBUTIONS

\$7,210,076

OTHER

\$4,666,634

TOTAL REVENUE

\$ 36,661,625

Expenses

PROGRAM

\$31,664,095

MANAGEMENT / GENERAL

\$6,022,642

TOTAL EXPENSES

\$37,686,737

Financial Position

NET ASSETS, BEGINNING OF YEAR

\$2,361,980

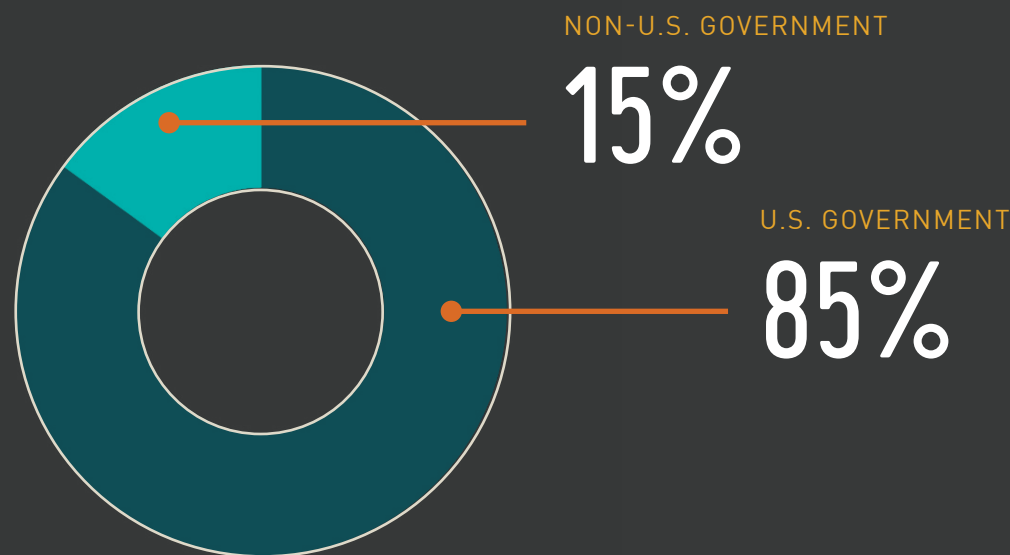
NET ASSETS, END OF YEAR

\$2,357,958

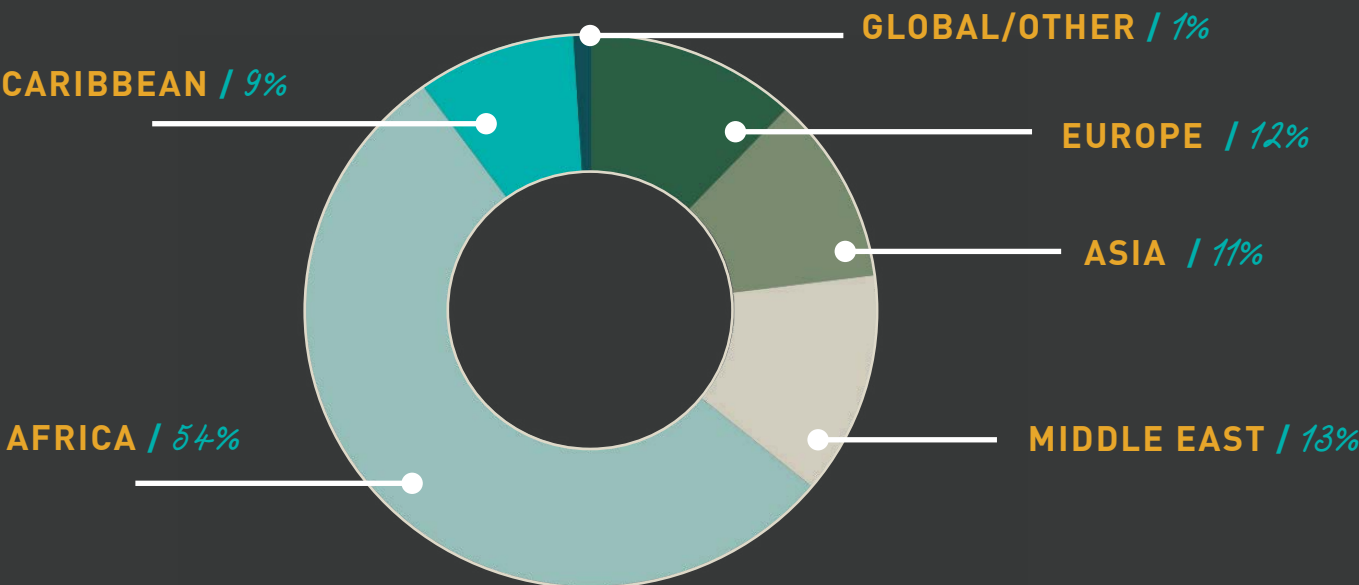
CHANGE IN NET ASSETS

\$(4,022)

FUNDING SOURCES



REVENUE BY REGION





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

WASHINGTON, D.C. OFFICE
50 F STREET NW, Suite 900,
Washington, D.C. 20001 U.S.A.

VENTURE37GENERALINQUIRIES@LANDOLAKES.COM
LANDOLAKESVENTURE37.ORG