

ALPINA FOUNDATION

• **15 YEARS** •

TRANSFORMING HOPES
INTO LIFE PROJECTS



MANAGEMENT REPORT

2023

We are the social laboratory for inclusion and sustainable rural productivity



Fundación Alpina

Management Report

2023

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01.

MESSAGE FROM THE DIRECTOR

The year 2023 constituted a meaningful milestone for us, as we celebrated **15 years** since the creation of the Foundation. It was a time of meeting to reflect and evaluate results and challenges, with the purpose of continuing the path of strengthening ourselves as a **SOCIAL LABORATORY** and continuing to shape new realities in the Colombian countryside.

Looking back over the last 5 years in a special way, we have been able to structure in a comprehensive manner the three fundamental commitments of the Foundation as a Social Laboratory: the productive commitment, the knowledge commitment, and the country commitment. During this period, we consolidated not only the Foundation's theory of change, but also the knowledge and innovation management model, as well as the valuable agro-ecological characterization instrument.

Meanwhile, we devoted considerable efforts to strengthening our strategic relationships. We focus on building medium- and long-term partnerships to contribute to the consolidation of sustainable conditions in each process. This focus on strategic collaboration not only enriches our initiatives, but also reinforces our commitment to a sustainable and significant impact on the communities wherein we operate.

As a private organization, we firmly believe that our contribution goes beyond individual projects. We have the possibility and the responsibility to innovate, contribute methodologies and evaluate our actions in order to share lessons learned that allow us to enhance the initiatives wherein we invest our efforts. We remain firmly committed to this purpose.

We recognize the diversity of producers in family and community farming, from small, low-income producers to large ones. We observe an abundant supply directed towards medium, and large producers, prioritizing short-term results. However, we recognize the need to work

with the small producers, correcting inefficiencies that affect their growth and development potential, allowing them to integrate into sustainable economic dynamics and become part of ecosystems such as impact investment.

In the context of this reflection, we validate the relevance of the work we strengthened during 2023 in family and community farming, especially with the smallest producers. These low - income farmers, who grow crops on farms of less than 5 hectares and produce 70% of the food consumed by Colombians, need resources for capacity building and productive assets that enable the conditions for social, economic, and environmental transformations in agrifood systems. We especially highlight the changes that we were able to observe and measure in the lives of rural women and how they impact their families and communities.

A crucial milestone in 2023 was the launch of the Rassa-SER Rural Extension System Toolbox (Sustainable and Healthy Agri-Food Rurality) (Caja de Herramientas del Sistema de Extensión Rural Rassa-SER (Ruralidad Agroalimentaria Sostenible y Saludable)), consolidating the experience and knowledge accumulated by the Foundation since its creation.

We ratify the value of working in partnerships, which are fundamental to achieve the desired results. We recognize that the contribution of different partners in a process is priceless, and that collective construction is what constitutes true development.

I would like to express a special recognition to the Alpina Foundation teams, not only to those who were with us in 2023, but to all those who have been part of this team for the past 15 years. Nothing would have been possible without the professionalism, commitment, and energy of everyone. We also thank the communities and families who have always been at the core of our work.

On the horizon, we face great challenges not only as an organization, but also as a society. We join the urgent call to comply with the 2030 Sustainable Development Goals and the essential need to focus efforts on rural areas, since the fulfillment of the Global Agenda depends on it. We recall that, of the 169 indicators, 78% depend, at least partially, on rural areas and 1 out of 5 depend exclusively on rural areas.

We will continue to contribute to this purpose from our field of action. From the Alpina Foundation we are committed to family farming and rural women who are the driving core of this population; to continue contributing to transformations in agri-food systems and, thus, contribute to the sustainability of the planet and the welfare of those who inhabit it.



Camila María Aguilar Londoño
Executive Director

02.

OUR PROGRESS AS A SOCIAL LABORATORY





Below, we highlight other actions and achievements of the year by commitment.

» PRODUCTIVE COMMITMENT

In 2023, we set ourselves several challenges that took the form of initiatives. The first to be highlighted is the RASSA (Agri-Food Rurality, from its name in Spanish) Sustainable and Healthy Rural Extension System Toolbox, which is the consolidation of knowledge and lessons learned by the Alpina Foundation during its 15-year history. It is a practical guide to strengthen social, technical, and productive capacities with small farmers, within the framework of Peasant, Family and Community Agriculture (ACFC, from its name in Spanish). It contains fundamental knowledge, pertinent strategies, and pedagogical resources to implement in the face of day-to-day challenges in the field, supported by methodological guides that are updated through the Foundation's knowledge management process.

This Toolbox has allowed the promotion of regenerative agriculture, crop diversification, the preservation of natural resources and the adoption of appropriate technologies. Agroecological production has been promoted and the participation of small producers in short marketing circuits has been encouraged, prioritizing local and regional proximity markets, and providing opportunities for the revitalization of local economies.

In addition, aware of the importance of networking, the exchange of experiences, and the identification of stakeholders, this toolbox provides spaces for meeting and dialogue among small producers, as well as coordination with representative public and private stakeholders in the region. The gender approach, peer-to-peer learning in their role as volunteers and multiplier leaders, collaboration between communities and effective coordination with stakeholders have been key elements for the sustainable development of family farming in 2023.

WHAT DOES THE TOOLBOX CONTAIN?

Social laboratory for sustainable rural inclusion and productivity

WORKSHOPS WITH 4 COMPONENTS



18

METHODOLOGICAL GUIDES

19

METHODOLOGICAL GUIDES

28

METHODOLOGICAL GUIDES

16

METHODOLOGICAL GUIDES

WORKSHOPS WITH 4 COMPONENTS



Learn about the RASSA Toolbox

<https://cajadeherramientas.fundacionalpina.org/>



Another central activity of the year was to create spaces with national and international organizations to enrich perspectives and approaches and share our own, on topics such as the use of digital tools, rural extension systems and costs, agro-ecology, mixed financing mechanisms, carbon credits, to mention just a few.

It is important to replicate the Foundation's model in new territories in Vichada, La Guajira, Nariño, and Santander, contributing to the implementation of the National Government's public policies aimed at economic and social development and food security for vulnerable communities. For this project, we considered the need to incorporate the use of technology to support decision-making by project participants. A pilot project was developed with women from the Asociación Púrpura de Chocontá, with Agrodai, to monitor and make decisions related to agro-climatic risks, product and input prices, and identification of potential markets. Similarly, Galapp Agricultor, developed by the Alpina Foundation with Galápagos Consultants, was adjusted for implementation in the Project with Associations in Rionegro, Santander.



» KNOWLEDGE COMMITMENT

In 2023, we designed and defined the route for the implementation of El Aula's knowledge transfer strategy and the Foundation's innovation cycle, a step-by-step approach to solving external and internal challenges. In the area of data analytics, an important achievement was the consolidation of aggregate results for the Foundation's 3 commitments and the gender approach.

Through a new evaluation perspective -processes and results measurement- we sought to strengthen and enhance the internal capacity for monitoring, evaluation, learning, adoption, and transfer (MELAS). New methodologies, new partners and the design of tools focused on participants and key stakeholders were incorporated.

The first knowledge transfer activities were conducted. With the Rural Development Agency (ADR, from its name in Spanish), within the framework of the program for rural extensionists, the Agroecological Characterization tool, the experience, and results of its application in Guajira were transferred. In cooperation with the Inter-American Development Bank (IDB) and the 'Knowledge 4 Results' initiative (Knowledge for Results and the efficiency of public agencies in Colombia), the Knowledge Management model was shared to solve a challenge faced by the office of the Municipal Ombudsman of Bogota. A space to contribute from our experience to mobilize knowledge and inspire to achieve solutions to challenges that impact the lives of the citizens of Bogota.





» COUNTRY COMMITMENT

In this commitment, our objective is to contribute and learn with diverse stakeholders and partners with whom we share the challenge of contributing to generate systemic changes in family and community farming and agri-food systems.

In this context, we had opportunities for exchange and dialogue with national government agencies, such as the Colombian Family Welfare Institute (ICBF, from its name in Spanish), the Department of Social Prosperity (DPS, from its name in Spanish), the Ministry of Agriculture and Rural Development, the Rural Development Agency, the Ministry of Industry and Commerce, the Ministry of Housing, the Presidential Advisory Office for Youth, and the Ministry of Equality. In these spaces we shared not only the results of initiatives of interest to the Government, but also the lessons learned and "recipes" that had a positive and transforming impact. The aim is to contribute elements so that more communities in peasant, family and community agriculture have tools to improve their quality of life. Based on the dialogues we held, we have defined work agendas, which we expect to consolidate during 2024.

We had the opportunity to participate in national and international events where we shared knowledge and learning on topics such as investment with a gender lens, theory of change and systemic change, transformative philanthropy, agroecology, volunteering, innovation in partnerships, inter alia. We strongly believe that the different conversations in 2023 nurtured our country's commitment and contributed elements for a better country.

» PARTNERSHIPS

For the Alpina Foundation it is strategic to work within the framework of partnerships to coordinate different types of resources and talents that add value to the processes, especially for the participants, their families, and communities.

We highlight the partnerships for the co-creation and implementation of new projects during 2023 with the Promigas, Ministry of Foreign Affairs, Fondo Acción (Action Fund) and National Natural Parks Foundation in La Guajira; with the BIOS Group, Saldarriaga Concha and Bolivar Davivienda Foundations in Rionegro, Santander; and with the Ministry of Foreign Affairs in Vichada and Nariño.

We highlight the beginning of a partnership, still in process, with the Corona Foundation, WWB Colombia, Aurelio Llano Posada and UNDP, to develop an initiative to monitor the situation of rural women and provide them with a voice, so that the design of policies and programs responds to their expectations.

We strengthened complementary actions, with the delivery of bicycles to the Wayuu communities, to facilitate the transportation of products from the gardens to the Kowa point of sale in Nazareth, with World Bicycle Relief, and with Fundación Bancolombia (Bancolombia Foundation), to strengthen financial education with women in Barrancas, with its Cuentas sin Cuento (Accounts without Spiel) program.

To strengthen knowledge management processes, partnerships were also established with 60 Decibels (UK) to complement and strengthen the monitoring and evaluation process, especially to carry out an FTI (Farmers' Thriving Index) measurement, which measures a sample of participants in 5 standard dimensions and compares them with the results of other geographies. With the Innovation Hub of the World Food Programme Colombia and the HZero acceleration program, to achieve a zero-hunger region. Finally, with United Way Colombia to share best practices, methodologies, and innovation routes.

As a Social Laboratory, we recognize the importance of being connected to put on the radar perspectives and trends on issues that are crucial for the Foundation's development and evolution. That is why we are part of networks and coalitions such as Latimpacto, which has given us a better understanding of impact investing with a gender lens at a global level. Within the framework of Redeamérica, we learned about the trends that are shaping private social investment in Latin America. The AFE has been a platform for sharing good practices among Colombian corporate and family foundations and to weave coordination for the development of joint projects. Participation in spaces promoted by the Agroecological Coalition has provided us with knowledge on research, practices, policies, and investment trends to transform food systems.





03.

INITIATIVES
DEVELOPED IN
TERRITORIES



We implemented the **SER RASSA Rural Extension System**, with the purpose of strengthening the capacity of small rural producers and associations of Family and Community Farming and making contributions to the improvement of their living conditions, in a sustainable manner.

This is achieved through **4 components:**



Sustainable production:

Strengthens processes of transition to agroecological practices in regenerative production systems and the growth of socially, economically, and environmentally sustainable agribusinesses.



Healthy nutritional practices:

Promotes food production, supply, and consumption, as a contribution to food and nutritional security.

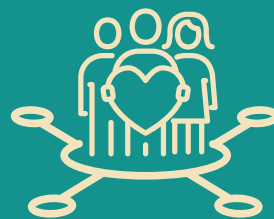
3



Productive partnerships:

Strengthens and promotes associative structures to make them more competitive, increase their capacity for learning and innovation, consolidate productive chains and improve their bargaining power.

4



Differential gender approach:

Promotes affirmative actions to facilitate the recognition and exercise of rights, the possibility of choosing one's own life project, participation, and the ability to make decisions.

With the implementation of these components, families are expected to achieve the following results:

1



Increased productivity and the generation or increase of household incomes.

2



Creation and strengthening of productive organizations.

3



Access to short marketing circuits.

4



Production, supply, and consumption of healthy foodstuffs.

5



Supporting the agroecological transition of rural producers.

6



Increasing leadership and female participation in family decision making.

Projects 2023



N TOTAL

1719

SMALL PRODUCERS TOOK PART IN THE PROJECTS

97

Cauca

1254

La Guajira

101

Nariño

238

Santander

29

Vichada

8

PROJECTS

5

DEPARTMENTS

7

MUNICIPALITIES

In **Cauca in 1 municipality**, in **La Guajira in 3 municipalities**, in **Nariño in 1 municipio** and We started operations in **Vichada (1 municipality)** and **Santander (1 municipality)**.



We strengthened. **22 groups** self-managed on savings and credit

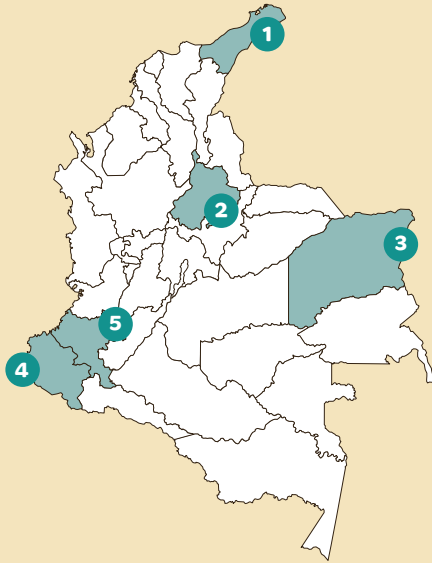
(1 en Barrancas, 1 en Manaure, 1 en Puerto Carreño, 5 en Patía, 7 en Cumbal, 7 en Uribia) y **19 asociaciones de productores**. (1 en Uribia, 5 en Patía, 6 en Rionegro y 7 en Cumbal).

10 partners




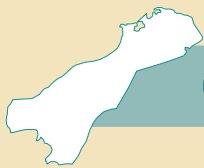
(1 International cooperation / 2 public sector / 7 private sector and foundations).





Projects 2023

 Departments with presence in 2023



1 LA GUAJIRA



Restore to preserve, nurture, and produce.

 **Participants: 303**



Productive Manauere.

 **Participants: 175**



Strengthening of KOTTIRAWA'A WAPUSHUAYA.

 **Participants: 735**



Strengthening of productive processes with women in Barrancas.

 **Participants: 41**



2 SANTANDER



Self-managed associativity and sustainable production.

 **Participants: 238**



3 VICHADA



Indigenous communities for the rescue of their food security and sustainable production.

 **Participants: 29**



4

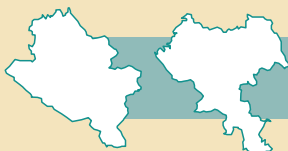
NARIÑO



Agrifood System of the Gran Cumbal Reservation strengthened by the women of its territory.



Participants: 31



5

MULTIREGIONAL



Food security, peace, and social cohesion (Nariño and Cauca).



Participants: 167



SDG 1. No poverty

1.2.1. Increase in income in the reduction of monetary poverty.



SDG 2. Zero Hunger

- 2.1. Universal access to safe and nutritious food.
- 2.3. Doubling the productivity and income of small-scale food producers.
- 2.4. Sustainable food production and resilient agricultural practices.



SDG 5. Gender Equality

- 5.1. Ending discrimination against women and girls.
- 5.4. To value unpaid care and promote shared domestic responsibilities.
- 5.5. Equal opportunity and participation in leadership positions

3.1 RESTORE TO PRESERVE, NURTURE AND PRODUCE







“We have learned more about growing, planting, saving, and managing the resources of what we are going to produce through the training sessions. I am very happy about what is coming for us as a community.”

Alex Santiago Prieto, community leader



Objective:

Restore the natural capital and ecosystem services of the Macuira National Natural Park, through a productive and sustainable reforestation system that contributes to the restoration.

Participants		Length
 65 families	 303 people	 3 communities
 900 students of Nazareth boarding school	 24 months	 (IN PROGRESS)
Location	Village of Nazareth. Municipality of Uribia, Department of La Guajira .	
Partner	Fondo Acción (Actin Fund)	
Allied	National Natural Parks	



Lessons learned and results:

- » Stakeholder mapping should be done from the beginning of the project in order to create spaces for the alignment of expectations and the coordination and implementation of the activities to be carried out.
- » In protected areas, a strategic issue to be agreed upon with community members, National Parks and territorial agencies is land and water use.

3.2 PRODUCTIVE MANAURE





“We have seen the change in the quality of life of those who are participating in this project (...) thanks to the technical assistance and permanent monitoring, we have learned, and we have the knowledge to continue moving forward.”

Sugeidys Pushaina - Pirruwaitamana Community



Objective:

To establish productive initiatives that increase family income and promote the sustainable use of ecosystem resources.

Participants		Length	
 34 families	 175 people	 12 months	 (IN PROGRESS)
Location	Municipality of Manaure. Department of La Guajira.		
Allied	Promigas Foundation, Ministry of Foreign Affairs.		



Lessons learned and results:

- » Diversification of orchard products must go along with strategies that lead to changes in their eating habits, in order to make them sustainable.
- » The permanent presence of extensionists in the territory was decisive for the timely activation of a contingency plan with the whole community that allowed the recovery of the orchards affected by the winter wave, thus strengthening resilience.

3.3

STRENGTHENING OF KOTTIRAWA'A WAPUSHUAYA






“Now the Wayúu communities are implementing advanced techniques to produce all year round and not only during the rainy season as our ancestors did (...) this association is not only a source of employment, but it has transformed the quality of life of these 8 communities”

Nicolás Alberto Gonzales - Anwapa Community



Objective:

Strengthen sustainable agri-food systems in the villages cores of the former territorial spaces for training and reincorporation, supported by proximity markets and developed through autonomous associative models that guarantee timely access to food and contribute to the empowerment and economic autonomy of participants, giving priority to women.

Participants		Partnerships	Length
 176 families	 735 people	 1	 12 months 
Location	Village of Nazareth. Municipality of Uribia, Department of La Guajira .		
Allied	World Bicycle Relief		



Lessons learned and results:

- » Total sales in 2023, in the amount of \$344´678.871
- » The diversification of marketing lines, incorporating personal care products, handicrafts, pharmaceuticals, grains, groceries, and agricultural supplies, has been the key to the financial sustainability of Kowa's point of sale in Nazareth.
- » Conflicts are inherent to the associative processes and therefore it is important to facilitate the design of mechanisms for their resolution, in order to strengthen governance.

3.4 STRENGTHENING OF PRODUCTIVE PROCESSES WITH WOMEN IN BARRANCAS





“We are eager to move forward, to work (...) we are entrepreneurial women, with projections and motivation to be a support for our families and communities in the countryside.”

Adelaida Pinto - Producer in San Pedro de Perijá



Objective:

Strengthening of social, associative, productive, and commercial capacities of Afro-Colombian women belonging to the Council of Black and Afro-Colombian Families of San Pedro de Perijá, to consolidate their local agrifood system in pursuit of food autonomy and promote alternatives for income generation and improvement of living conditions.

Participants		Length	
 41 African Colombian women	 250 people	 10 meses	
Location	Municipality of Barrancas. Department of La Guajira.		
Allied	Ministry of Foreign Affairs, Bancolombia Foundation		



Lessons learned and results:

- » Home orchards contribute to supplement family incomes through the sale of surpluses and the exchange of products.
- » Intergenerational interaction strategies, around social and productive inclusion processes, strengthen links that transcend from families to communities.
- » With the participation of young professional women, it became evident that it is possible to establish a life project in the territory, combining agricultural activities with their professional practice, which also enriches the collective process.

3.5

SELF-MANAGED ASSOCIATIVITY AND SUSTAINABLE PRODUCTION





“We have been training the group, identifying the gaps that each family has to improve the living standards of all (...) this project has been key to have more knowledge and tools so that we, as rural women, can set up our own business.”

Asociación Aromas de Paz (Association)



Objective:

To strengthen local agrifood systems through economic, social and technical inclusion processes that consolidate 6 associative models in force in the territory.

Participants	Partnerships	Length
 <p>238 producers</p>	 <p>6</p>	 <p>18 months (the project started in September).</p>  <p>(IN PROGRESS)</p>
Location	Municipality of Rionegro. Department of Santander	
Allied	Grupo BIOS Foundation, Saldarriaga Concha Foundation, Bolivar Davivienda Foundation	



Lessons learned and results:

- » It is necessary to change the strategies for the promotion of associativity, which are still focused on incentives such as the provision of resources or inputs, without accompanying capacity building.
- » The ICO should be developed with a broad base of associates and not only with the management structures, so that all voices can be heard in order to have a diagnosis that is closer to reality.

3.6 INDIGENOUS COMMUNITIES FOR THE RESCUE OF THEIR FOOD SECURITY AND SUSTAINABLE PRODUCTION





“Now we have a savings to fall back on for any emergency (...) I had never imagined having a cashew tree and now I know that from now we will continue planting and growing more.”

Marisol Barreto - Community of Kanalitojo



Objective:

To strengthen processes of social and productive inclusion, food autonomy and promote alternative income generation and improvement of the living conditions of the indigenous community of Kanalitojo.

Participants		Length	
 29 Families	 120 participants of the Indigenous Community of Kanalitojo.	 10 months	
Location	Community of Kanalitojo , Municipality of Puerto Carreño. Department of Vichada.		
Allied	Ministry of Foreign Affairs.		



Lessons learned and results:

- » When working with communities with a tradition of managing short-cycle crops and crops grown for food, it is important to design pedagogical strategies that transform their perspective, so that they can adopt long-cycle crops, such as cashew tree.
- » The use of animal waste for the production of organic matter has been a new practice incorporated, which has contributed to the improvement of soil nutrients.

3.7 AGRIFOOD SYSTEM OF THE GRAN CUMBAL RESERVATION STRENGTHENED BY THE WOMEN OF THE TERRITORY



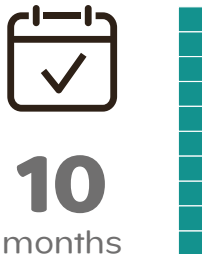
"Today I feel strengthened to say that we have something to work with and that we have maintained this association (...) there must be and there are adversities, but we must be able to fight and move forward."

Cruz Araujo - Producer in Miraflores, Nariño



Objective:

To strengthen processes of social and productive inclusion, food autonomy and promote alternatives for income generation and improvement of living conditions of indigenous women of the Los Pastos de Miraflores-Cumbal ethnic group, in order to consolidate the stabilization and integration of the communities of the Gran Cumbal reservation.

Participants	Partnerships	Length
 31 families	 1	 10 months
Location	El Gran Cumbal Reservation- San Martín Village, Township of Miraflores, Municipality of Cumbal. Department of Nariño.	
Allies	Ministry of Foreign Affairs.	



Lessons learned and results:

- » In territories where host and reincorporated populations converge, self-managed associative models, such as self-managed savings and credit groups and participatory guarantee systems, were the key to weaving and strengthening bonds of trust, sense of belonging and shared visions.

3.8

FOOD SECURITY, PEACE, AND SOCIAL COHESION

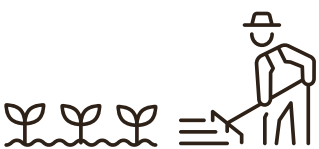


“We are an example for our community that we can associate and that we can move forward because of it (...) we are also transmitting this to our children so that they can also take part, get involved and learn that not everything comes easily.”

Belsia Muñoz - Producer of Alto Patía, Cauca



Objective:

To strengthen sustainable agrifood systems in the village centers of the former territorial training and reincorporation spaces, supported by proximity markets and developed through autonomous associative models that guarantee timely access to food and contribute to the empowerment and economic autonomy of participants, giving priority to women.

Participants	Partnerships	Length
 <p>167 producers</p>	 <p>11</p>	 <p>14 months</p>
Location	AETCR Aldemar Galán del estrecho Patía (Cauca) and NAR nueva área de reincorporación Forjadores de Paz (New Reincorporation Area of Peace Builders), of the Village of Miraflores de Cumbal (Nariño)	
Allies	World Food Program-WFP	



Lessons learned and results:

- » The recovery of native seeds and the promotion of exchanges should come together with activities to strengthen healthy food practices and contribute to improving food security conditions.
- » The strengthening of livelihoods, through the implementation of productive units for income generation and the strengthening of local markets, is an effective alternative for the substitution of illegal economies.
- » Self-managed savings and credit groups have been an effective strategy for strengthening the social fabric among reincorporated individuals and host communities.

04.

DAR

VOLUNTEERING
PROJECT. Leaders
who do good,
knowing to whom
they do good



DAR

Líderes que hacen el bien,
sabiendo a quién

Through volunteering, we seek to raise awareness among Alpinistas and other audiences about the importance of family and community farming in the restoration of agrifood systems and about the different ways in which each person can make a contribution to the restoration of the environment.

In this context with **ALPINA** we had the following achievements:

BrinDAR (Provide)

We want the Alpinistas to live and experience a day in the countryside, conducting the different agricultural activities conducted by small farmers on their farms.



3

Experiences in Chocontá

2

With Alpinistas

1

Experiences with



90

Voluntary participants

RespalDAR (Give support)

We generate training spaces for Alpinistas volunteers to share their knowledge and talents in different topics with participants of the Foundation's projects.



Topics:

assertive communication; stress management; nutrition; digital channels and networking; salt, sugar and labeling, public speaking.

6

Virtual Sessions



81

Participants

AyuDAR (Give help)

We encourage volunteers to make monetary donations (through payroll deduction or bank transfer) to join efforts to strengthen the capacities and improve the living conditions of small rural producers.

Donation rally for **3 women from Cauca** affected by the collapse of the Panamericana Highway, which allowed them, at the time, to meet pressing needs.

Commissioning of **9 agroecological home orchards** in Alta Guajira that contribute to improving the food security conditions of **12 families**.

A group of approximately ten women are posed in a field of tall grass. Some are standing in the back rows, while others are sitting or kneeling in the front. They are dressed in casual outdoor attire like jackets, hats, and sweaters. The overall scene is bright and natural.

05.

WHAT DID WE
LEARN AND WHAT
WOULD WE DO
DIFFERENTLY?



1

The identification of allies to develop complementary actions within the framework of the Foundation's different commitments must be done in coordination with the stakeholder mapping process in the territory.

2

It is necessary to invest in strengthening processes with small (small-scale) producers, because they are a key link in meeting the demand for food and boosting the impact investment ecosystem in Colombia and the region.

3

Working with indigenous communities that were once nomadic requires the development of long-term social and economic inclusion processes that allow for building roots in the new territories.

4

In territories where host communities and the reincorporated population have converged, the strengthening of associative schemes through Self-managed Savings and Credit Groups has been the key to building trust and strengthening social capital.

5

The coordinated work with women from different generations (intergenerational coordination) has generated dynamics of horizontal relations and consensual decisions in the economic sphere.

6

It is necessary to be aware of the territorial complexities and to recognize the budgetary needs that these may imply in the financial planning of the project.

7

It is essential to strengthen the messages and communication channels with our stakeholders, which allow us to generate greater visibility of our projects and identify their needs and expectations.

8

Capacity-building processes with project participants are hampered by connectivity problems; therefore, it is necessary to innovate pedagogical resources, formats, and channels (within the framework of the RespalDAR Voluntary program).



06.

2024

HIGHLIGHTS AND
CHALLENGES



In 2024 we have set several goals and challenges with a view to strengthening agrifood systems, with special emphasis on continuing to add value to processes with small producers, their families and communities.



Technology:

To strengthen participants' decision making through the use of digital tools, such as apps and specialized platforms.



Carbon sequestration:

To deepen our understanding of family and community farming production systems and their contribution to carbon sequestration, identifying the reduction of greenhouse gas (GHG) emissions.



Digital rural extension:

Implementation of pilot projects of digital solutions to scale up training processes with project participants.



Knowledge transfer:

of internal processes and projects, we want to transmit results, lessons learned, data and tools to stakeholders located in the territories and thus contribute to the sustainability of our processes.



In monitoring, evaluation, and learning:

To develop a framework to strengthen the strategic measurement of the Theory of Change, new instruments and measurements. Ex-post evaluation exercises to contribute with data to the sustainability strategy.



Advocacy:

To identify advocacy spaces to coordinate and expose the Foundation's learnings, in order to replicate and disseminate.



Systemic change:

To focus the strategic relationship on realizing long-term partnerships that enable conditions to achieve systemic changes in the territories.



Stakeholders mapping:

To strengthen the process of identification and characterization of stakeholders and to specify their coordination from the formulation and during execution, with a view to strengthening the connections between them and the participants in order to ensure our objective of transferring knowledge to others in the territory.



Marketing:

To strengthen the systems for supporting and working with producers in the commercialization of products, developing specialized markets.



Parametric insurance:

To develop frameworks to engage participants in parametric insurance and achieve risk management in their agribusinesses.



Financial sustainability:

To structure a portfolio of services to diversify the Foundation's income sources.



Key topics placement:

To design and develop a communication strategy that allows for greater visibility and impact on the ecosystem, around issues such as rural women, agroecology, and productive associativity.



2023 MANAGEMENT REPORT



Fundación Alpina

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