

# ALPINA FOUNDATION

MANAGEMENT REPORT



**We are the social laboratory** for  
inclusion and sustainable rural productivity



Fundación Alpina

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Econometría e i+volución

## Management Report - **2021**

*“Change does not happen when we acquire knowledge. Change happens when we use that knowledge to act differently”.*

***Taken from the “Appealing to Women Donors” document, Chronicle of Philanthropy, 2016***

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Fundación Alpina

.....

**“GENERATING  
KNOWLEDGE IN  
ORDER TO REACH  
MORE PEOPLE”**

.....

A MESSAGE FROM OUR DIRECTOR

**01.**

At the Alpina Foundation, we are convinced that we have to make a joint effort in order to achieve social transformations, especially in the countryside, where there are hefty challenges to overcome. That is why, as a social laboratory, we seek to contribute beyond what we are doing with our projects, and build knowledge which can lead to us and others having better tools for facing the problems associated with family agriculture in sustainable farming systems.

In 2021, we believed that we had already overcome the difficulties associated with the pandemic; not only was this not the case, but on top of these we faced other challenges brought about by Colombia's current context. As a result of the roadblocks which were part of the National Strike, there were problems with the provision of, access to and sale of foodstuffs and supplies for agricultural production, coupled with a significant increase in their prices.

This did not stop us from continuing to work for the country's small-scale farmers, looking for the best way to contribute with sustainable solutions. These situations were counteracted in a timely fashion, by strengthening the production of foodstuffs with a high nutritional value in the specialised agroecological allotments and strengthening the markets around the settlements. Additionally, the systematisation and analysis of the situation and the information gathered allowed us to consolidate replicable results.

The challenges related to access to and prices of agricultural supplies persist, and this is unlikely to improve. The availability of foodstuffs will, without doubt, be a pertinent topic in the national and international agenda over the coming years. In 2021, the United Nations Food Systems Summit took place, laying out an important

agenda for this issue on a global level. Agnes Kailbata, UN Special Envoy, said: "food systems have incredible power to end hunger, build healthier lives, and sustain our beautiful planet." The importance of putting small-scale producers and family and community farming at the forefront of the agenda was made plain, given the fundamental role they play in guaranteeing food security and ensuring a healthier, more sustainable and more inclusive world. We are proud to know that we are on the right track and working towards one of the most important goals in the world today.

In 2021, we carried out a series of conferences called Proposals for sustainable farming systems in Colombia, organised in conjunction with Econometría. In total, there were five conferences, during which, based on Econometría's experience in evaluating rural projects and programs as well as our field experience, we proposed contributions to a sustainable farming systems strategy aimed at small-scale producers. We also invited experts to offer up a different viewpoint and complement our proposals.

In terms of knowledge management, we fine tuned our instruments for measuring results, aligning them with the country's social priorities, measuring the reduction in the MPI (multidimensional poverty index) of our projects' participants, calculating the social return on investment (SROI) of the Productive Indigenous Alta Guajira project. Furthermore, we created the composite product diversification indicator in order to demonstrate the contribution to reversing climate change and the agroecological characterisation, upon which the producers' agroecological transition plan is built.

Elsewhere, in 2020 we had identified some challenges which we managed to make progress on in 2021:



- » **We began interventions in new territories, such as those in Chocó, in partnership with the UNDP, and in Cundinamarca, alongside the Cundinamarca government.**
- » **We made progress in our contribution to mitigating and adapting to climate change, with the design and pilot launch of an instrument for categorising the agroecological situation of each of our producers' farms.**
- » **We carried out innovation challenges in partnership with universities, in order to identify applicable solutions to La Guajira's water problems.**

In 2022, we aim to continue supporting the country's food systems, through the strengthening of capacities and transfer of relevant production supplies which will permit increased incomes, greater productivity and the

subsistence of rural families. We want to identify those families with promising results, that is to say those that capture and materialise the Foundation's processes and guarantee their ownership and replicability, in order to explore, alongside these families, other ways in which they can continue to grow and see the Foundation as a strategic partner.

It is our goal to put the knowledge we have generated into practice in order to complement our strategy with investments that have a financial output, as well as the social transformations we have achieved.

At the Alpina Foundation, we believe in the power of the stories of each producer, their families and communities, who we work with, side by side, in order to generate changes and the necessary knowledge for building our country from a rural perspective.



Camila María Aguilar Londoño  
**Executive Director**

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# MAIN RESULTS 2021

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# 02.

The Alpina Foundation continued to facilitate processes with rural families and communities, with the aim of guaranteeing changes in their living conditions by strengthening agribusinesses, generating income, diversifying the production and consumption of foodstuffs, and promoting cooperatives, thus ensuring the proper management of natural resources and conserving biodiversity.

In order to do this, we developed new capacities and strengthened the agricultural extension system in order to offer support that is more relevant to the conditions of the participants and territories in Cauca and La Guajira, where we have been working since 2008, and in 2 new territories, Chocó and Cundinamarca. In particular, we made progress with the development of the operational manual, the methodological fieldwork guides for each of the components, and the agroecological characterisation instrument.

We implemented the knowledge management model in all of the projects, guaranteeing evidence of the transformations of living conditions of participants and the lessons learnt which ensure, on the one hand, progress with the country commitment, and on the other hand, the collection of lessons which allow for a continuous improvement of our methodology.

We launched the Foundation's first volunteer scheme, Empoderamiento Rural (Rural Empowerment), with Alpina employees, with the 'agricultural advisor for a day' method: the experience involved a group of Alpina employees working on the allotments with the women from the Rural Families of Cundinamarca project. Similarly, we carried out two sessions of the 'time bank' methodology, with 10 participants from our initiatives as well as agricultural advisors, with Alpina supporting the image and brand of the products of the women participating in the projects.

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*"Thanks to the support and guidance of the Foundation, we managed to strengthen the Choconta women's group, from which an organisation of extremely enthusiastic and hard-working agroecological producers was born, made up of and led entirely by women"*

**Violeta Barrero, participant of the training sessions of the Time Bank volunteer scheme on Image and Branding.**

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In terms of the results to support the transformations behind our projects, we have highlighted six:



**1. 3% of participating households that were multidimensionally poor at the start of the project ceased to be so by the end.**



**2. 77% of households overcame 3 out of 5 deprivations from the Multidimensional Poverty Index.**



**3. 11% of participating households that were monetarily poor at the start of the project ceased to be so by the end. Income generation also contributed to access to other social protection services.**



**4. Access to water improved to 24 hours a day, 7 days a week in all the communities in Alta Guajira.**



**5. All participants increased their productivity by between 14% and 25%.**



**6. The average increase in income as a result of agricultural activity was 20% for all participants.**

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# OUR WORKING COMMITMENTS

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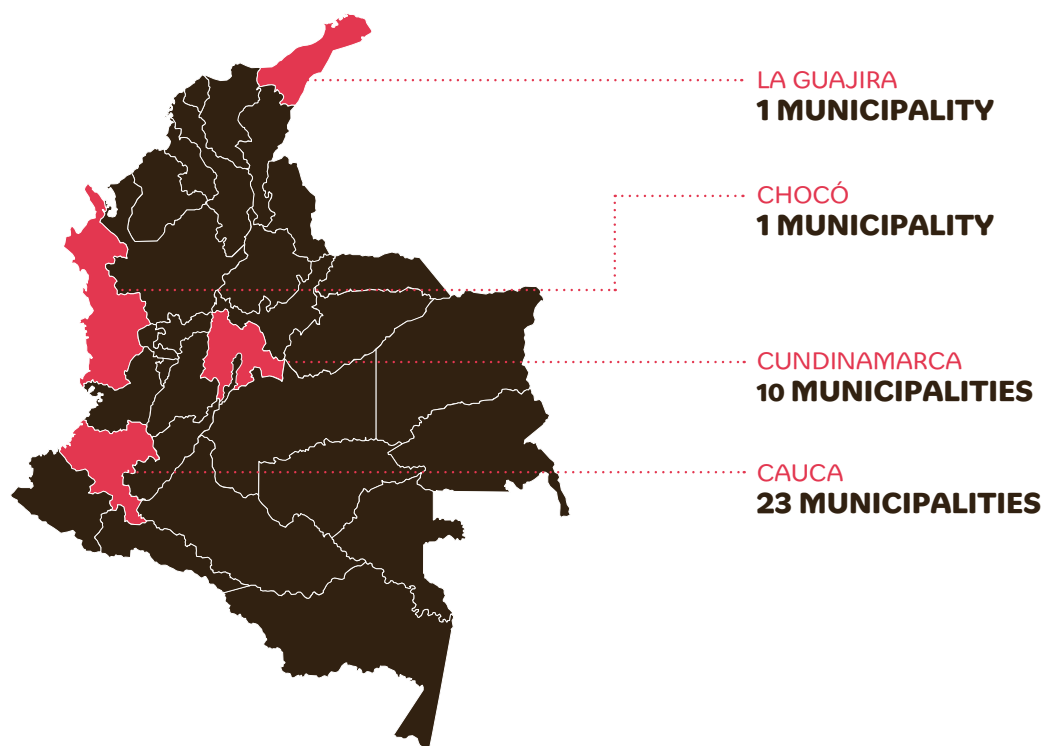
03.

# PRODUCTIVE COMMITMENT

In 2021, the Foundation carried out 7 projects in 4 departments and 35 municipalities. This included 23 municipalities in Cauca and 1 municipality in La

Guajira. We began operations in 10 municipalities in Cundinamarca and 1 municipality in Chocó.

## Departments with an Alpina Foundation presence



Source: Prepared by the Alpina Foundation using its own data.

There were 2,593 small-scale producers who participated in our processes: 2,003 in Cauca, 250 in La Guajira, 300 in Cundinamarca and 40 in Chocó. We strengthened 72 cooperative frameworks.

A variety of agricultural production lines were developed, including dairy, coffee, beekeeping, fish farming, pork, poultry (broiler chickens and egg-laying hens), sheep and goats, fruits such as bananas, passion fruit,

mango and granadilla, legumes and vegetables such as tomatoes, peppers, coriander, beans and corn, and roots such as yucca.

Standout aims for 2022: gastronomy for ancestral foodstuffs and seeds with high nutritional value to be incorporated into diets, promotion of female empowerment, planting calendar and an egg brooding coop.

# » LA GUAJIRA

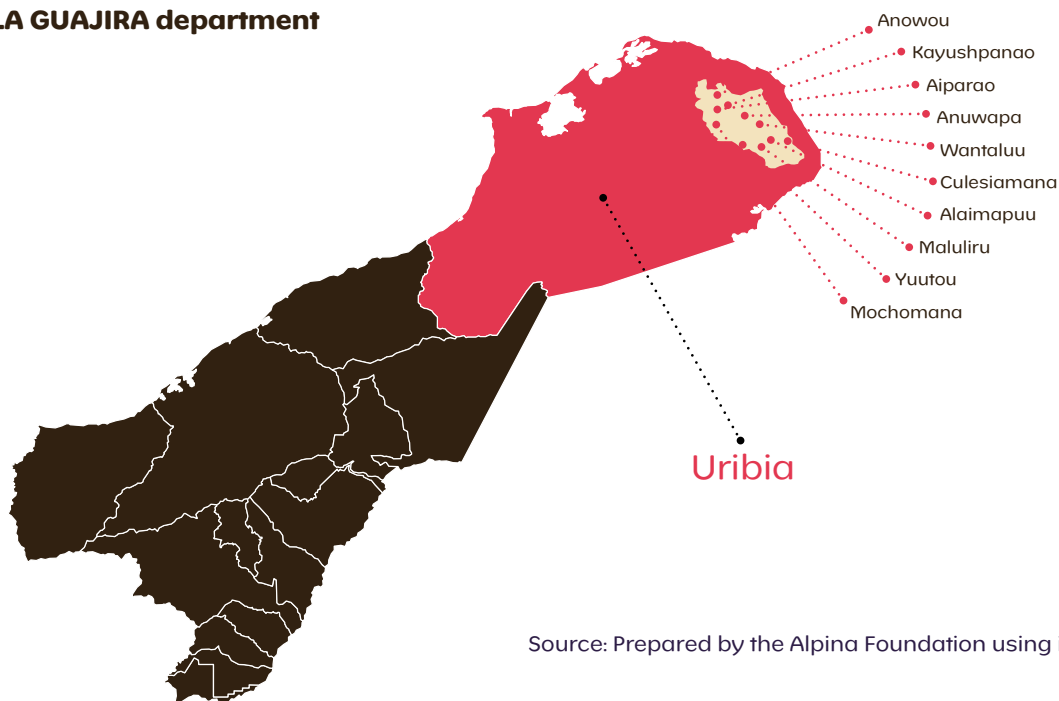


## 1. Productive indigenous Alta Guajira

*"Before the project, the responsibility of supporting my family fell solely on my dad. (□) Now, I help him with the egg-laying hen coop, and he continues to grow crops permanently on the community allotment, which has improved our quality of life"*

**Leandry Echeto Eirukuu Pausayu**

**Map of the distribution of producers in the  
LA GUAJIRA department**



Source: Prepared by the Alpina Foundation using its own data.

## OBJECTIVE:

To strengthen agricultural production systems in order to generate income and increase subsistence for Wayuu communities and migrating and returning Colombian families.



# WHAT WE DID...



In 2021, we increased our coverage to 2 more communities, where we have carried out activities related to sustainable production lines, food practices and associativity. This is on top of the work done in 2020 in 9 communities, including the construction and maintenance of 8 water solutions using photovoltaic energy and irrigation systems, launching 9 community allotments, with crops grown for sale, 52 specialised agroecological allotments and 9 self-managed savings groups.

In 2021, in terms of sustainable production, we launched 5 additional poultry units (3 for broiler chickens and 2 for egg-laying hens), which meant that participating families and the Nazareth area benefitted from the consumption of high-quality eggs and chicken. We also implemented 2 community allotments with crops grown for sale, each occupying 10,000 m<sup>2</sup> and including photovoltaic systems for powering the installed pump system and a tower with a 10,000 litre tank for supplying the modular drip irrigation system, growing vegetables such as tomatoes, chillies, peppers, carrots and beetroots, among others, and traditional products such as yucca, corn, beans, pumpkins and watermelon, among others.

In the Yuutou community, as part of the innovation process, we began the installation and implementation of a new production unit, the incubator. This component seeks to meet the challenge of guaranteeing the provision of chicks. There is a production shed with 50 hens and 10 cocks. The aim is to produce fertilised eggs and take them to the incubator in order to produce chicks for the area's 14 broiler chicken sheds.

In terms of healthy food practices, we promoted the self-production and self-consumption of food as a contribution to food and nutritional security, with the implementation of 33 specialised agroecological allotments

which contribute to the strengthening of sustainable agricultural systems, through the planting of various species, such as beetroots, carrots, coriander, chives, lettuce, tomatoes and beans, among others. Thus we managed to enrich the diets of families, contributing nutrients and vitamins, with organic processes which improve the quality of the products. We worked on a gastronomy component, for the use, processing and incorporation of the allotments' products into their diets, also recovering their traditions and ancestral knowledge.

In terms of fostering cooperatives, we created 2 self-managed savings and credit groups, which shaped the committees and regulations in a participatory process. Resources were allocated to productive reinvestment, maintaining infrastructure, microcredits, incident and accident solution, and saving, as well as promoting new community integration and relationship dynamics.

With the ACIDI VOCA's Decide To Be Without Limits methodology and the Alpina Foundation's strategies for strengthening the participation of women and young people in the processes of allotments and self-managed savings and credit groups, we managed to empower the communities in terms of decision-making, strengthen the voice of all participants, secure their conditions for autonomy and generate new community integration dynamics. Finally, we should highlight the psycho-social support that has contributed to strengthening the cultural fabric, community empowerment and new leaderships which act as agents for change, in particular women and young people. Similarly, it is worth mentioning the process which incentivises the proper use and conservation of the natural resources of the northern area of Alta Guajira, in the vicinity of the Macuira National Park, a strategic ecosystem for the region and department.

## RESULTS<sup>1</sup>



### LESS POVERTY

The number of households living in monetary poverty fell by 18%, and the number of households considered to be in multidimensional poverty dropped by 14%.



### MORE WATER

- The installation of tanks increased the number of hours of water availability; the installation of solar panels guarantees continuous water pumping.
- Six of the nine communities have water available 24 hours a day, 7 days a week; the remaining three have at least 8 hours of availability, 7 days a week.

1. Alpina Foundation (2021) Productive Indigenous Alta Guajira: Policy brief and infographic available at <https://fundacionalpina.org/publicaciones/>







## • FOOD SECURITY

- The availability of foodstuffs increased by 26%.
- An increase of 20% in the consumption of foodstuffs containing a high nutritional value, such as vegetables, eggs, chicken, fruits and roots.
- The communities increased their number of daily meals from 2 to 3. The number of participants who claim to eat dinner on a daily basis rose drastically from 39% to 79%.
- The number of homes which had trouble accessing foodstuffs decreased, and subsistence production rose by 80%.



## SUSTAINABLE PRODUCTION AND INCREASED INCOMES

- Each community has a production unit and community allotments for the provision of food and generation of income.
- Thanks to the availability of water and transfer of capacities for improving productive and agroecological practices, productivity in terms of subsistence increased by 84%.
- At the start of the project, communities reported incomes of between \$0 and \$200,000 COP, and by the end of the project income was reported to be between \$130,000 and \$475,000 COP.



## STRENGTHENED COOPERATIVE PRACTICES

A self-managed savings and credit group was set up in each community, with the aim of creating savings for reinvestment into production, investment in maintenance and unforeseen expenses.



## • EMPOWERMENT

- Greater participation of women and young people in the development of production units, commercialisation and community spaces.
- The leadership of women allowed families to be involved in the entire food production and commercialisation cycle.



## • CHALLENGES FOR 2022

- Consolidating the irrigation systems for production units.
- Strengthening the cycles of harvesting, and replacement of seedlings and animals.
- Strengthening the savings and credit cycles of self-managed groups.
- Strengthening the family and community commercial plan.
- Setting up a commercial location for the stockpiling and sale of products.
- Consolidating a group of volunteers to transfer experience and knowledge.
- Closing the process with 8 communities, guaranteeing their sustainability.
- Seeking partners to replicate the model in more than 44 communities in Nazareth and 420 in Alta Guajira.

## GENERAL INFORMATION

<p><b>LOCATION</b></p>  <p><b>Uribia municipality:</b> Communities</p> <ul style="list-style-type: none"> <li>• Anowou • Kayushpanao • Aiparao</li> <li>• Anuwapa • Mochomana • Wantaluu</li> <li>• Alaimapuu • Yuutou • Maluliru</li> <li>• Culesiamana.</li> </ul>	<p> <b>PARTICIPANTS</b></p> <p>250 families.</p>
<p> <b>PARTNERS</b></p> <p>USAID, IOM (ExE and IPA), French Embassy, Keralty Foundation, USAID ACDI VOCA, Chancellor's Office - Revolving Fund of the Ministry of Foreign Affairs.</p>	<p><b>TIMESCALE</b></p> <p> <b>START</b> 6 June, 2020</p> <p><b>COMPLETION</b> 31 October, 2022</p> <p><b>DURATION</b> 28 Months</p>

**Total cost: \$ 1.595 billion pesos**



# » CAUCA



## 2. Dairy project

*"We now have another incentive to continue improving our lives and those of our families (...) Thank you very much Alpina Foundation for this wonderful project. Hopefully you can continue to help the countryside progress, which is what Colombia needs"*

**Nixón Reyes**

**Map of the distribution of producers in the CAUCA department**



Source: Prepared by the Alpina Foundation using its own data.

## OBJECTIVE:

To develop the dairy chain in order to improve quality of life.



# WHAT WE DID...



In January 2019, using resources from the Cauca department, the “Dairy Project” began with the participation of 1,467 small-scale producers from the municipalities of Jámalo, Calono, Morales, Piendamó, Cajibío, Silvia, El Tambo, Popayán, Totoró, Timbío, Rosas, Sotaró, Puracé, Patía, La Vega, Almaguer, San Sebastián, Santa Rosa and Piamonte. The aim was to develop the dairy chain and benefit rural families by increasing their income through environmentally-sustainable production processes. Using the agricultural extension system, we provided supplies for setting up silvopastoral systems, we set up specialised agroecological allotments and we carried out training sessions and personalised technical assistance and consulting visits in order to strengthen good agricultural practices.

In 2021, the final phase and closing of the project took place. In terms of the sustainable production line, we continue to provide technical assistance on good milking practices in order to improve and maintain the productivity levels and improve the quality of the milk. We maintained the support and technical assistance process for 1,467 specialised agroecological allotments, placing emphasis on product diversification, guaranteeing access to foodstuffs with a high nutritional value. We also strengthened the exchange relationships in local markets.

We continued with the production of supplies, and solid and liquid organic fertilisers in the pastures, allotments and other farms (coffee), reducing the purchase of fertilisers and soil conditioners. These actions reduced production costs, and are highly efficient practices in terms of the circular use of supplies, especially in small-scale production.

On an associative level, we worked in 19 municipalities with 25 associations, of which 10 consolidated commercialisation partnerships and improved the bulk sales and purchasing of their products. Business support was vital to these groups becoming better organised.

One standout activity was the completion of the planting of 900,000 forage trees, in order to provide

food, shade, timber and nitrogen fixation. Producers adopted the proposed technologies, planting within the pastureland, installing electric fences, preparing fertilisers, separating waste, applying proper milking procedures and proper livestock practices, and inseminating the cows.

## FINAL RESULTS <sup>2</sup>

Cauca's livestock is characterised as being dual-purpose, meaning that it is not solely used for milk production. It is only partially milked, which impacts upon productivity and quality, factors which explain the results obtained with this project. In order to improve the livestock in the long-term, we promoted an activity aimed at genetic improvements with specialised milk-producing livestock, the effects of which will be visible in approximately 12 months.



### • PRODUCTIVITY

- Improvement in the carrying capacity, that is to say the amount of cows that can be fed on one hectare; this increased from 0.74 to 6.9 per hectare. This is due to the change in type of pasture (planting of perennial ryegrass and Toledo grass). This increase is greater than that achieved in previous projects, which saw an increase from 0.39 to 2.84. The improved carrying capacity has an impact on freeing up of land.
- Productivity increased by 14%, from 7 to 8 litres per cow per day. It is hoped that, once the genetically-improved animals are producing milk, this productivity will rise to 12 litres/cow/day.



### INCREASED INCOMES

- The price of the milk increased by 10%.
- The average income of the producers increased by 20% compared with the start of the project (it is currently at \$510,703 COP), as a result of greater sales of milk and sale of principal and secondary products from the production unit.
- The sale of milk to marketplaces rose by 18%.

2. Alpina Foundation (2021) Dairy Project: Policy brief and infographic available at <https://fundacionalpina.org/publicaciones/>



## COOPERATIVES

The sale of milk through cooperatives increased from 19% to 26%. That is to say that more producers made up part of milk collecting associations, which indicates greater sustainability of the new income received.



## HEALTHY EATING PRACTICES

- 60% of the production of fruits, vegetables and milk is allocated to self-consumption. This leads to a healthier diet, more disposable income and a contribution to more sustainable food systems.
- The average consumption of chicken in the participating households rose by 54% to a frequency of 3 to 4 times a week.



## GOOD PRACTICES FOR CLIMATE CHANGE

- 94% of households use the pasture rotation system and electric fences, which permits the recovery of pastures and improvement in the soil.
- 43% of participants reduced the use of livestock concentrate feed
- 2,430 hectares were freed up, increasing production diversification as a strategy for adapting to climate change.
- 14% of land was allocated to reforestation and the recovery of soil and forests.
- 63% of producers implement some sort of agroecological practice, such as setting up a silvopastoral system, a biofactory or a waste separation point.
- 27% of producers increased their silvopastoral systems, planting more trees that make up part of a bovine feeding system.



## GENERAL INFORMATION

### LOCATION



19 municipalities: Almaguer, Cajibío, Caldon, El Tambo, Jambaló, La Vega, Morales, Patía, Piamonte, Piendamó, Popayán, Puracé, Rosas, San Sebastián, Santa Rosa, Silvia, Sotará, Timbío, Totoró (7 are PDETs).



### PARTICIPANTS

1,467 families.



### PARTNERS

Cauca Government, 19 municipal councils.



### TIMESCALE

INCIO  
Enero de 2019

FINALIZACIÓN  
Noviembre de 2021

DURACIÓN  
30 Meses

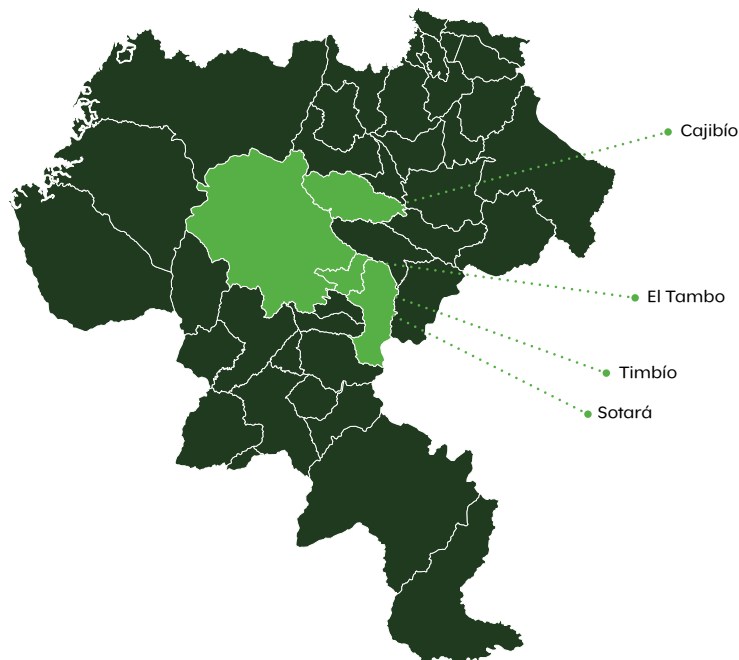
**Total cost: \$ 14.67 billion pesos**





## 3. Silvopastoral systems and production for income generation.

**Map of the distribution of producers in the CAUCA department**



Source: Prepared by the Alpina Foundation using its own data.

### OBJECTIVE:

To establish silvopastoral structures and living fences as an alternative for the conservation of natural forests, the generation of income and as a contribution to the self-production of foodstuffs.



# WHAT WE DID...



As part of the dairy project, and in partnership with the Smurfit Kappa Foundation Colombia, CIAT/Bioversity and Don Maíz, we set up 44 plots in order to evaluate silvopastoral systems which combine native corn, bio-fortified corn and forest matter such as pine and eucalyptus. We are looking to generate alternatives for the conservation of the natural forest and its ecosystem services, generate income, and contribute to the subsistence of participating families.

We set up 4 hectares of silvopastoral systems, using specialised pastures such as *Brachiaria Brizantha*, which has a large production and carbon capture capacity, combined with leguminous tree forage, which not only contribute to the nutrition of animals and the soil, but also to capturing carbon. Additionally, we set up 40 plots of biofortified and traditional corn crops, with the aim of evaluating its industrial quality. As part of the design and setting up of agroforestry agreements, we set up living fences with pine and eucalyptus for timber production as a contribution to reforestation and the generation of future income.

In 2022, we will find out the results of the organoleptic analysis of the native corn.

## RESULTS



- 4 hectares of silvopastoral systems were set up on the plots of 4 small-scale milk producers from the Dairy Project.
- 40 living fences were set up using pine and eucalyptus on the plots of small-scale producers.
- 40 plots of native and/or biofortified corn crops were set up on the plots of small-scale producers.
- Samples were taken in order to carry out the organoleptic analysis of the native corn.

## GENERAL INFORMATION



### LOCATION

Cauca department, Sotar , Cajib , Timbio and El Tambo municipalities.



### PARTICIPANTS

44 families.



### PARTNERS

Smurfit Kappa Foundation Colombia, CIAT/ Bioversity, Don Maiz.



### TIMESCALE

START  
September 2020

COMPLETION  
December 2021

DURATION  
15 months

**Total cost: \$ 44 million pesos**



# » CAUCA

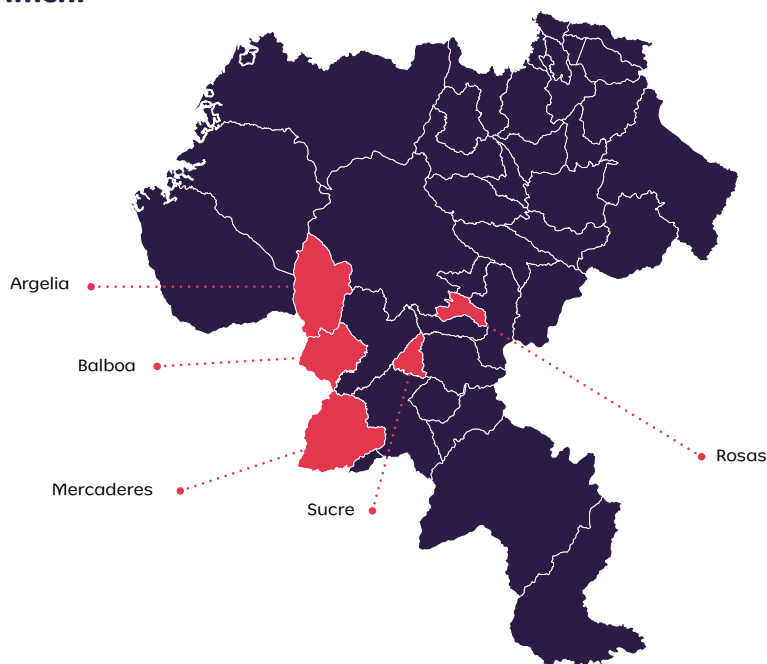


## 4. Empowered Women

*"Thanks to this project, I am an autonomous woman who strengthens friendship ties and who is capable of running her own business. I feel comfortable guiding my companions along the path to prosperity through cooperation"*

**Ángela Zoraida Campos**

**Map of the distribution of producers in the CAUCA department**



Source: Prepared by the Alpina Foundation using its own data.

### OBJECTIVE:

To strengthen the economic independence of 400 rural women in Alto Patía, in the Cauca department.



# WHAT WE DID...



This project began in 2020, as part of a partnership with the European Union and ComfacaUCA, and is the result of a first phase that took place between 2017 and 2019. It includes 3 components: sustainable production, healthy food practices, and the fostering and strengthening of cooperatives, with a cross-cutting gender focus. It is worth highlighting the strategy with 239 consolidation women from the first phase, with whom a process of mentorships is being carried out, taking into account their capacities and experiences, with the idea of forming a support network for the 161 expansion (new) participants.

In terms of sustainable production, in 2021 we carried out activities to consolidate 400 production units, with the delivery of supplies, machines and infrastructure and the provision of consolidation and expansion kits. We accompanied this with workshops on production topics for agricultural and livestock lines. We made progress with the characterisation of production units, and the design and monitoring of said units, through personalised technical assistance and consulting visits. Similarly, we carried out method demonstrations, participatory field schools and technical tours. We have dealt with the processes in a participatory fashion, so that women can make decisions on, among other things, the production lines to be implemented, with the following results: poultry, pork, fish farming, cuy, beekeeping and fruit. One of the key activities was the diagnostic of the agroecological conditions of each of the plots.

With regards to healthy food practices, we launched the specialised agroecological allotments, which were accompanied by demonstrative activities on self-production of foodstuffs and practical workshops on dishes and local flavours.



We provided kits with seeds and raw materials for the creation of organic fertilisers, and planting calendars were created.

In terms of fostering cooperation, the actions revolved around leveraging the connection of the women to local markets in order to increase sales in a collective fashion, through the creation of self-managed savings and credit groups. The participants have strengthened management, administrative, financial and commercial skills. We carried out actions to raise awareness of products, with the participation in local fairs and business conferences. These activities resulted in the creation of 21 groups. In terms of strengthening associativity, we carried out a diagnostic of 17 organisations (some of which are from phase 1), applying the Organ-

isational Competency Index, and built the action plan for strengthening these organisations.

In terms of the differential gender focus, we developed activities aimed at improving the understanding of women and their families with regards to GBV and promoting gender equality practices, as a strategy for reducing gender-based disparities and strengthening their economic independence. We carried out awareness and role-play workshops, with the aim of promoting gender equality in the care economy, as well as conflict resolution workshops. This process has been accompanied by tools and methodologies for promoting the participation of all family members in care and domestic activities, working on topics such as trust, recognition, and care and non-violence ethics.

## INTERMEDIATE RESULTS



- On average, the productivity of women has increased by 25%.
- 239 investment plans have been created for the consolidation group and 161 for the expansion group.

## EXPECTED RESULTS



- Increase of the net income of the production unit by 15%.
- Increase of 15% in productivity, using the initial productivity report as a reference.
- Increase in decision-making capacity.
- Increase in commercialisation through production associations.
- Distribution of domestic chores among all members of the household.
- 5 rural women's organisations increased their sales.
- 400 rural women making use of the savings and credit framework through the setting up of 21 self-managed savings and credit groups.
- 21 groups strengthened their production and commercial dynamics through the setting up of participatory guarantee systems.

## GENERAL INFORMATION



### LOCATION

Municipalities of Argelia, Balboa, Mercaderes, Rosas and Sucre.



### PARTICIPANTS

400 rural women.



### PARTNERS

European Union and Comfacaucá.



### TIMESCALE

START  
1 August, 2020

COMPLETION  
31 July, 2022

DURATION  
24 Months

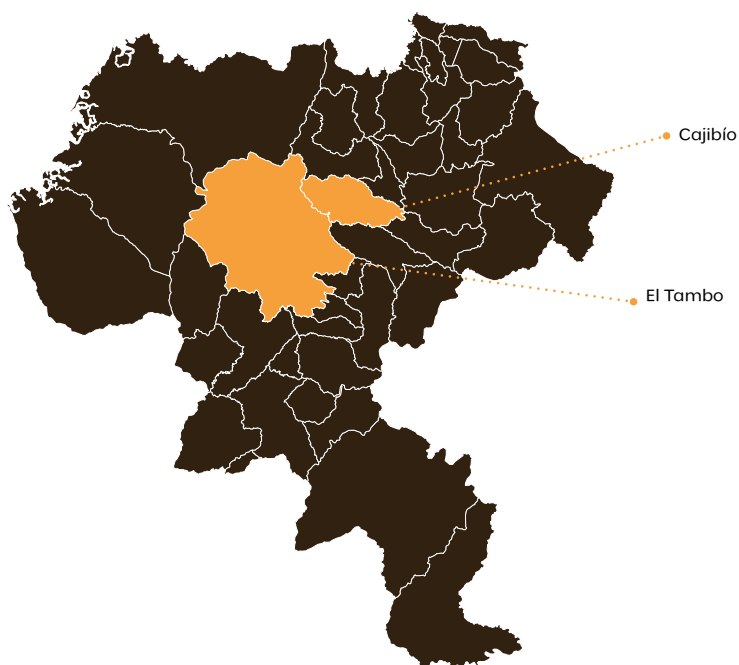
**Total cost: € 794.918**





## 5. Coffee with milk

**Map of the distribution of producers in the CAUCA department**



Source: Prepared by the Alpina Foundation using its own data.

### OBJECTIVE:

To increase the income and improve the quality of life of coffee and milk producers, conserving and protecting the environment.



# WHAT WE DID...



The activities were carried out from April onwards, and focused on sharing the differentially-focused project with the 6 participating organisations; then, we created the measurement instruments for the land planning datasheets and the organisational diagnostics. In a cross-cutting manner, we systematised the information and carried out the group skill transfer sessions, during which the methodology for creating the datasheets was explained. This led to us creating a timeline of field visits for the technical team. At the same time as these activities, we began the management of the solidarity economy course and the application of organisational competencies indices as principal activities of the socio-business component.

The second quarter's activities were focused on the application of the 137 land planning datasheets and the 137 individual agreements and 6 associative agreements which will help define the technological supply for coffee growing and milk production; we carried out the first fieldwork day and took soil analysis samples on the plots, subsequently sending them to the laboratory; furthermore, we began the business and social strengthening of the 6 organisations, as well as the solidarity economy course with 137 participants. Finally, we designed the project's consulting and participation plan.

In the third quarter, we constructed the technical intervention plans for each of the plots and the buying matrix, and we began delivering on agreed upon visits. We carried out the knowledge transfer sessions for the creation of organic fertiliser using the biofactory kits supplied, as well as the sessions on constructing the coffee pulping machines. Finally, in a joint effort between the technical team, the organisational team, our commercial partner Alpina S.A and the producers, we developed the logistical milk commercialisation models which will allow for its formal cooperative commercialisation.

## INTERMEDIATE RESULTS



- 137 coffee and milk producing farms with land planning.
- 137 farms with agreed upon technology being implemented.
- 4 producers' associations with commercial agreements for the commercialisation of coffee and milk.

## GENERAL INFORMATION



### LOCATION

Cauca department, El Tambo and Cajibío municipalities, the Munchique National Park area.



### PARTICIPANTS

136 small-scale agricultural producers and 4 producers' associations.



### PARTNERS

Smurfit Kappa Foundation Colombia, Cauca government, El Tambo and Cajibío councils, Colombia Sostenible Fondo Colombia en Paz-BID, Alpina Productos Alimenticios S.A. and Supracafé S.A.



### TIMESCALE

**START**  
16 December, 2020

**COMPLETION**  
15 February, 2023

**DURATION**  
26 Months

**Total cost:** \$ 3.608 billion pesos

# » CUNDINAMARCA



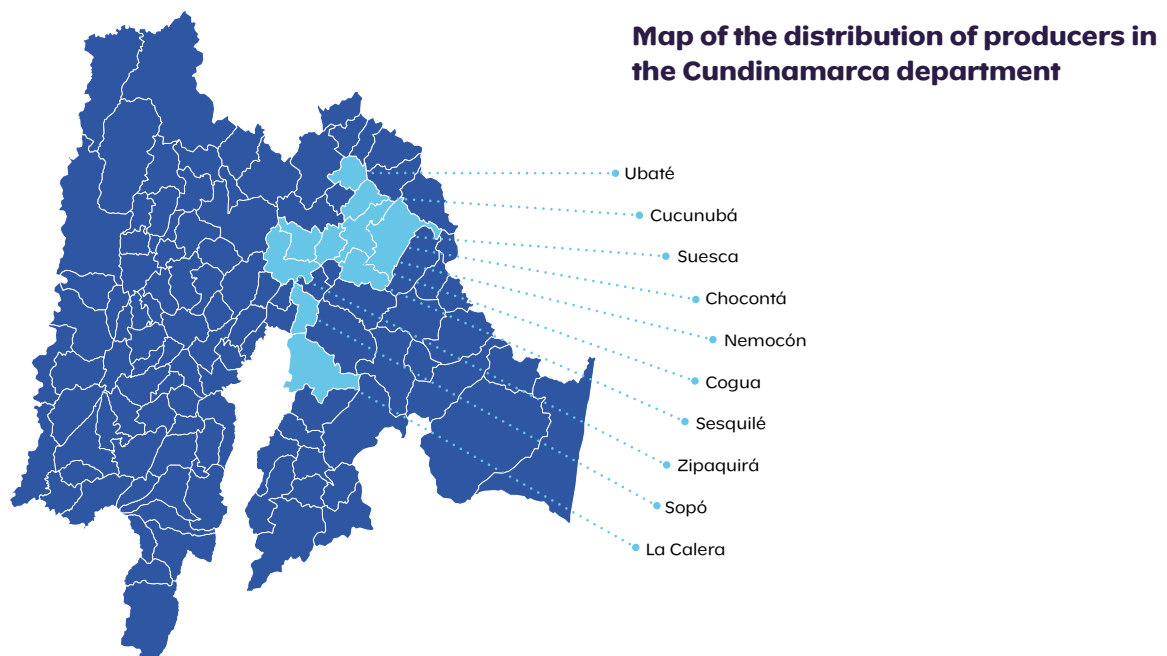
## 6. Rural Families of Cundinamarca

*"Our awareness of healthy eating has changed; you go to the shops and what you get isn't the same as what you produce (...). You can teach people to eat more healthily"*

**Eva Gomez**

### OBJECTIVE:

To increase the production and association capacities of rural women and their organisations in the Sabana Centro, Almeidas, Ubaté and Guavio provinces.



Source: Prepared by the Alpina Foundation using its own data.



# WHAT WE DID...



The project began in April 2021, as part of the agreement with the Cundinamarca government's agriculture department.

It was implemented with 300 women in the municipalities of Cogua, Nemocón, Sopó, Zipaquirá, Chocontá, Sesquilé, Suesca, Cucunubá, Ubaté and La Calera.

This initiative focused on healthy food practices, setting up 300 specialised agroecological allotments, with various products with high nutritional value, developing new products for these women - mushrooms and asparagus - which not only contribute to the food and nutritional security of their families, but which are also expected to become a source of income.

We strengthened the allotments with agroecological practices in the production of foodstuffs such as lettuce, spinach, chard, courgettes, tomatoes, lulo fruit, tamarillo and blackberries, among others, the elaboration of biological supplies, the use of organic waste and bioproducts. We set up 2 seedling nurseries to supply seeds to the allotments and 2 oyster mushroom production centres. The participants, alongside the team of agricultural advisors, identified ancestral seeds and foodstuffs, and set up planting calendars with the aim of guaranteeing the permanent and diversified production of products.

Another important focus was that of gastronomy, with training sessions and practical workshops teaching participants how to prepare and process products, resulting in a cookbook.

In order to strengthen commercialisation channels, we set up 3 product sales days in Alpina's administrative building in Sopó, with the participation of 20 women from the 10 municipalities. More than 70 products were on offer, with sales of \$5,682,400 COP.

## FINAL RESULTS



- The diversity of foodstuffs harvested in the specialised integrated allotment rose by 33%, going from 397 to 722 products with a high nutritional value.
- The participating women used 90% of the products from the allotment for their own consumption.
- The remaining 10% of foodstuffs were put out to market, with farm sales being the main form of sale, followed by sale in shops.
- These sales led to an increase in income of 4% over the 9 months that the project lasted.
- 50% of the households use biofactories to transform organic waste.
- There are 12% more recycling posts and a sanitary plan.
- Subsistence increased by 21%.

## GENERAL INFORMATION



### LOCATION

Cogua, Nemocón, Sopó, Zipaquirá, Chocontá, Sesquilé, Suesca, Cucunubá, Ubaté and La Calera.



### PARTICIPANTS

300 women and 12 associations.



### PARTNERS

Cundinamarca Government.



### TIMESCALE

START  
March 2021

COMPLETION  
December 2021

DURATION  
9 Months

**Total cost:** \$ 855 million pesos

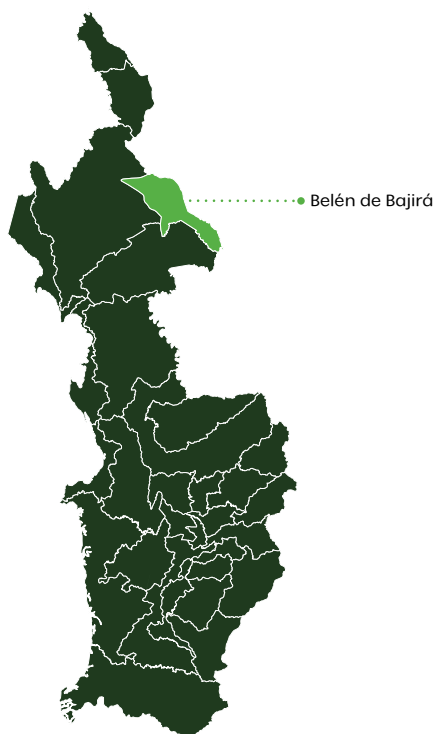
# » CHOCÓ



## **7. Economic independence and community empowerment in Belén de Bajirá**

### **OBJECTIVE:**

To increase the production and cooperation capacities of rural women and their organisations in the Sabana Centro, Almeidas, Ubaté and Guavio provinces.



**Map of the distribution of producers in the Chocó department**

Source: Prepared by the Alpina Foundation using its own data.

# WHAT WE DID...



*“Weaving community ties for education, reconciliation and peacebuilding in the municipalities of Carmen del Darién and Riosucio as part of the PDET”* is a project implemented by the UNDP and WFP, in conjunction with the ART and financed by the Multi-Donor Fund. The Alpina Foundation contributes to the initiative in the production cooperatives component, with the aim of strengthening economic capacities for income generation, leadership capacities, relationships, self-management and commercial capacities of women on an individual and collective level, through the creation of self-managed savings and credit groups.

In order to fulfil the proposal, we designed the agricultural extension system which considers activities such as workshops, training sessions and consultancy for the development of organisational, associative, financial and accounting skills. Similarly, we have provided the tools for strengthening economic empowerment and leadership, saving habits and preparation for formalising businesses in the future. We carried out the participation process which led to the configuration of the administrative committees. These groups have functioned through the voluntary contributions agreed upon by the participants, via the purchase of stocks as a form of saving. The resources are used for a credit system between the women.



## INTERMEDIATE RESULTS OF THE ACTIVITIES



- Sharing of the intervention proposal.
- Awareness workshops on savings, credit and leadership.
- Setting up of the self-managed groups' administrative committees.
- Visits to and/or support for the production units.
- Setting up the project's base line

**In 2022, the self-managed savings and credit groups will be strengthened through the consolidation of saving and the active participation in local markets and the community store, which will be set up as part of the UNDP's project, in order to improve the income of participants.**

## GENERAL INFORMATION



### LOCATION

Cauca department, Sotar, Cajibo, Timbio and El Tambo municipalities.



### PARTICIPANTS

44 families.



### PARTNERS

Smurfit Kappa Colombia Foundation, CIAT/ Bioversity, Don Maiz.



### TIMESCALE

START  
September 2020

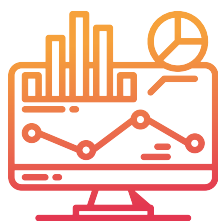
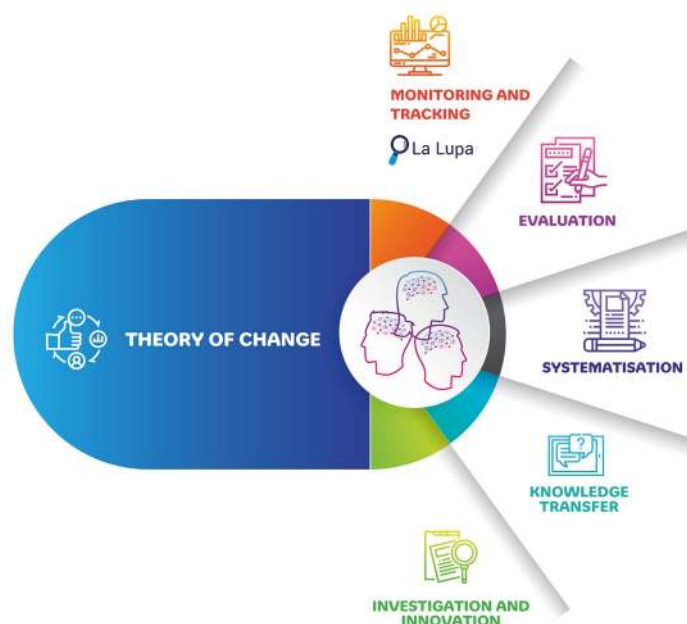
COMPLETION  
December 2021

DURATION  
15 Months

**Total cost: \$ 80 million pesos**

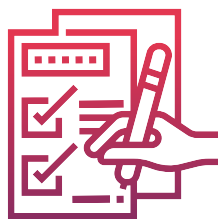
# KNOWLEDGE COMMITMENT

In 2021, we consolidated the Knowledge Management Model, developing each of its components in every one of the Foundation's projects. The following is a description of the activities to do with each of the components:



## MONITORING AND TRACKING

The projects are monitored using the La Lupa (magnifying glass) information system; each project has a characterisation datasheet and a traffic-light tracking datasheet, which allows us to identify progress and challenges to the technical and administrative administration of projects.



## EVALUATION

Each project includes a results evaluation, which implies the design and adjustment of instruments for data collection (quantitative and qualitative), monitoring information and analysing data. This allows us to make an initial characterisation and analysis of the support report which highlights the influence of the actions on the expected changes. Three (3) completed projects (Productive Indigenous Alta Guajira, Dairy Project and Rural Families of Cundinamarca) have a results evaluation document, with the final analysis and validation carried out by Econometría.



## EXPERIENCE SYSTEMATISATION

The finished projects include a systematisation document, in which the different interested parties (international partners, the public sector, the private sector, academia and civil society) can see the initiative's story, a map of actors, lessons learnt, an analysis of the various components and strategic problems that were faced. The projects in progress are making progress in the collection and analysis of qualitative information, and the execution of focus groups and semi-structured interviews.



## KNOWLEDGE TRANSFER

Based on the knowledge transfer strategy, we created various products (infographics, policy briefs, posters, etc.) which allow us to transfer and share learnings with all actors and partners, such as project participants, international partners, the public sector and foundations. We want these lessons to contribute to the public policy discussions, especially in terms of family agriculture and sustainable food systems. Examples of products created for the participants include: a poster with clear messages, a livestock record book, a cookbook and planting calendars. These are available on the Foundation's website (publications) and are shared on social media, at learning spaces with universities and in knowledge networks (AFE, Latimpacto and Redeamérica).

In terms of gender issues, the Foundation has played an important part, acting as an instructor and sharing its methodology and experiences.



## INVESTIGATION

We carried out two investigations: i) a study on product diversification and how it relates to adaptation to climate change as part of the sustainable agricultural systems framework, through Capstone Project with the Rosario University. This study provided us with the criteria for evaluating the Foundation's activities in terms of climate change; ii) Food for Security: evidence from Cauca, Colombia (SEGURA), in partnership with Econometría and NORHED (Norwegian Programme for Capacity Development in Higher Education and Research for Development). This study began in 2019 and will be completed in 2022, bringing us together in the goal of understanding and contributing to food security dynamics in conflict areas, in particular Cauca.

Furthermore, we designed the methodology and instruments for characterising the 13 agroecological principles and calculating the product diversification as a contribution to climate change.

Finally, the Alpina Foundation joined the Water-Energy-Food (WEF) Nexus in Colombia, an initiative set up by Penn State University for the development of projects which achieve results in terms of water, energy and food, with the participation of various partners including USAID, Universidad Jorge Tadeo Lozano, Universidad Nacional, Fulbright, Icetex, among others. With the Foundation's data on Alta Guajira, Penn State was able to make progress on the design of explanatory mathematical models.



## INNOVATION

We carried out 4 innovation exercises: i) community social innovation workshops with PCIS-Uniminuto for a group of ten (10) small-scale producers in Rosas, Cauca, for the transformation of their products. The result of the workshops was the generation of added value for egg producers in terms of packaging and branding; ii) gender and the rural context, as part of the Jorge Tadeo Lozano University's 'The Art of Debating' seminar, which came up with the idea of radio soap operas addressing sensitive gender and rural issues; the development of a product prototype is expected by the second quarter of 2022; iii) solutions for water availability in Alta Guajira, with the EAN University's Impactia Rural programme, which resulted in the ideation of a system of rain water collection using canals, which did not make it to the prototype stage due to contextual conditions; iv) solutions for lowering the costs of agricultural supplies as part of the Rosario University's Economics Forum. The winning solution was an idea for using organic waste for the poultry line of the women's project in the Sucre municipality in Cauca, which will advance to prototype stage in 2022.





# COUNTRY COMMITMENT

We designed a strategy to allow us to directly assemble our actions alongside the country's public policies. Based on this, we looked to widen our conversation and contribution of evidence to the relevant actors for these policies, based not only on finalised projects, but also on the lessons learnt regarding the Foundation's working commitments.


## ***The strategy is made up of a 5 step path:***

1. Identificar un marco de políticas de la Fundación. . Identifying a policy framework for the Foundation, which is revised every 4 years (at every strategic planning period), with the aim of identifying if there is anything new to be included or if any adjustments are required.
2. Linking policies to projects. Establishing the framework policies which point at each one of the ongoing projects or those being formulated.
3. Identifying lessons learnt in each project.
4. Identifying and prioritising actors and entities, both on a local and national level, related to the policies which frame the execution of the AF's projects.
5. Knowledge transfer for impact. The way in which this transfer takes place will depend on the context of each project and each identified actor.

## **Impact spaces**

We were present at various impact and discussion spaces related to the role of foundations, as well as topics related to rural development, sharing our knowledge and experiences. In these spaces, we contributed to public policy discussions, such as that of the CONPES

document for promoting agricultural competitiveness. Additionally, our Director joined the National Planning Council as a representative of the social sector. As active members of the Association of Business Foundations (AFE, for its Spanish acronym) and Redeamerica, we participated in events which addressed issues of female empowerment and entrepreneurship and had the opportunity to share learnings, focuses and recommendations.

As part of Latimpacto, we shared knowledge with learning communities on innovative impact investment mechanisms and payment by results. We attended the EVPA 2021 C Summit - Mobilizing Corporate Resources for Impact: Invest, Collaborate, Transform  which took place in Portugal. There, we had the opportunity to learn about different experiences of impact investment in other countries.

Alongside Econometría, we spearheaded the "Proposals for sustainable agricultural systems in Colombia" series of discussions, with the aim of putting forward solutions to the challenges faced by rural development and rural family and community agriculture. Five discussions took place, with the participation of leading entities, such as the National Planning Department, the Andes University, FAO and territorial actors who enriched the discussions and outlined proposals.

We participated in the multi-actor discussions in Colombia, promoted by the national government, in preparation for the United Nations Food Systems Summit, which took place in New York in September.

## NATIONAL AND INTERNATIONAL EVENTS

- » FIMA. International Environment Fair. The Economic Autonomy for Women in Cauca project was presented, in partnership with the European Union.
- » Summit EVPA 2021. Mobilizing Corporate Resources for Impact: Invest, Collaborate, Transform.
- » WEF NEXUS. Program Penn State University. State College.
- » Redeamerica. XII International FIR Forum. Participation on the panel on Hunger and Food Security.
- » Redeamerica. Webinar on Female Entrepreneurship in the post-Covid Economic Recovery with Arcor in Argentina, Camargo Correa Institute in Brazil, the Los Andes de Cajamarca Association in Peru and Cemex in Mexico.
- » Ministry of Agriculture/Department of Innovation, Technological Development and Health Protection, IICA, RELASER, FAO and CONSA. Virtual meeting on successful experiences with agricultural extension in Latin America and the Caribbean.
- » Expoagrofuturo 2021. Medellín – Colombia.
- » AFE. Foundations on Gender Week.





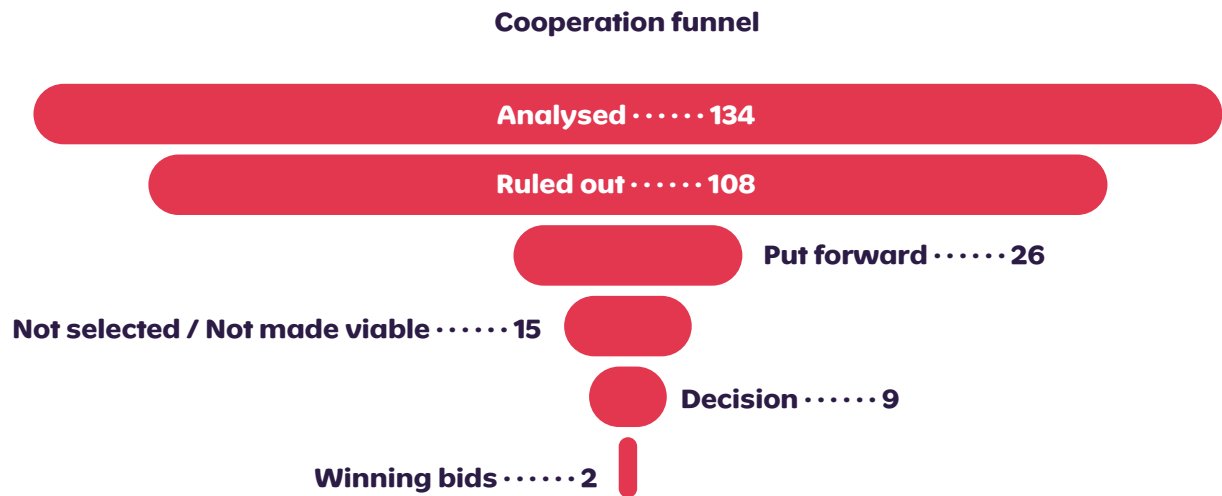
# PARTNERSHIPS



04.

The Alpina Foundation has a defined process for managing partnerships and international and national cooperation opportunities, for each of the 3 commitments. In 2021, we managed a total of 40 initiatives with more than 50 partners.

In order to identify cooperation opportunities, every week we look into various platforms and carry out an analysis to define those that are eligible for nomination. The result of this process in 2021 is the following “funnel”:



Fuente: elaboración propia con datos del Pipeline

At the same time, we have strengthened **partnership** management for the development of initiatives with various partners in the following way:

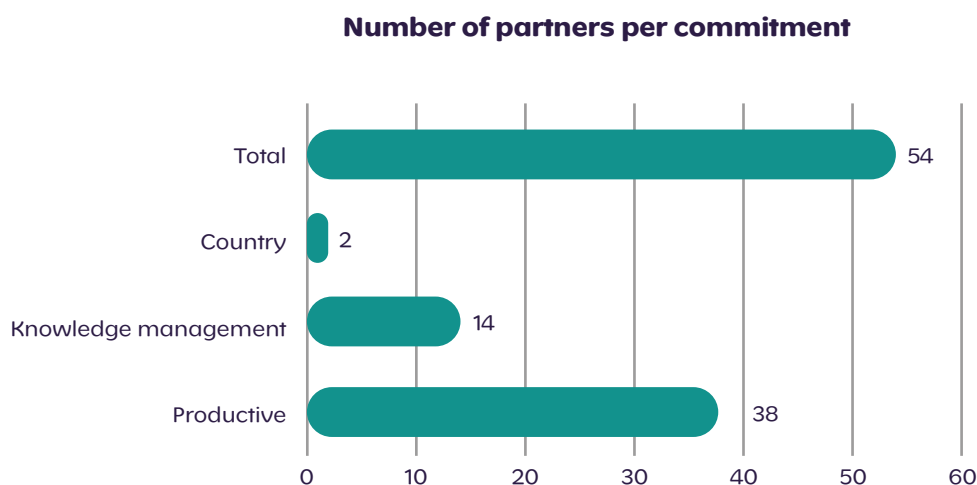


Source: Prepared by the Alpina Foundation using data from Pipeline.



The achievements are collective and have been possible thanks to the participation and contributions of various partners, such as universities and research centres, international cooperation, foundations, private companies, the public sector (councils and governments), among others, who contribute their resources, talent and knowledge.

In 2021, we consolidated important partnerships for each commitment, with the following results:



Source: prepared by Alpina Foundation using data from Pipeline.

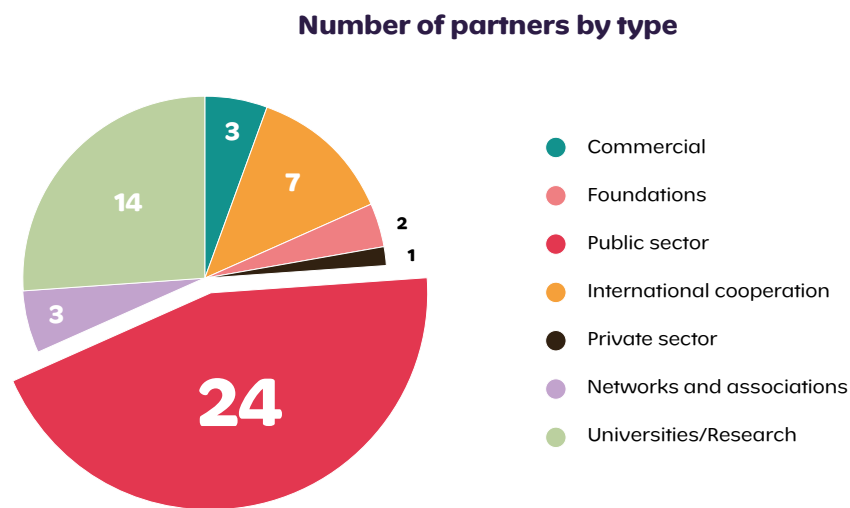
**The following is the list of partners by commitment:**

**Productive (38):** 19 municipal councils in Cauca, USAID, International Organisation for Migration, ACDI VOCA, Keralty Foundation, Chancellor's Office, French Embassy, Cauca government, Smurfit Kappa Foundation Colombia, CIAT/Bioversity, Don Maíz, Comfacauca, European Union, Cundinamarca government, United Nations Development Programme UNDP, IDB/Sustainable Colombia Programme, El Tambo and Cajibío councils, Supracafé SA, Alpina Productos Alimenticios.

**Knowledge management (14):** Universidad del Rosario, Universidad Escuela de Administración de Negocios EAN, Universidad de Bogotá Jorge Tadeo Lozano, Penn State University, Universidad Uniminuto/PCIS, Universidad de los Andes, Universidad del Cauca, Universidad de la Guajira, Econometría, NORGLOBAL/Research Council of Norway, Banco de la República, Asociación de Fundaciones Empresariales AFE, Redeamérica, Latimpacto.

**Country (2):** Econometria, NORGLOBAL/Research Council of Norway.

Similarly, we have consolidated cooperation frameworks, with the standout participation of public entities, mainly municipal councils, local governments and universities and research centres, as follows:



Source: Prepared by Alpina Foundation using data from Pipeline.

# GOALS FOR 2022

We are working on a number of fronts in 2022:

- » Continuing to work on innovation, this time bringing to fruition 3 challenges for strengthening the Foundation's management and the impacts on the families we work with.
- » Applying the agroecological characterisation in all of our projects in order to understand the current situation and the main needs, and strengthen an agroecological transition for the country's small-scale producers.
- » Closing the process with 8 communities in Alta Guajira, leaving them with a sustainable dynamic and making an emphasis on commercialisation.
- » Managing to replicate the Alta Guajira model in more communities around the settlement of Nazareth
- » Designing innovative investment and partnership management models for the transformation of the territories.
- » Strengthening the sustainable agricultural systems in the territories with ongoing projects.
- » Putting the "Join the Cause" volunteer scheme into practice.
- » Setting up frameworks which promote progress on the Foundation's financial sustainability.

Currently, we have a presence in 3 departments: Cauca, Chocó and La Guajira. We are managing 15 initiatives totalling a cost of approximately \$65.48 billion pesos in the Cundinamarca, Cauca and La Guajira departments, as well as a new territory, Nariño.



Fundación Alpina

## MANAGEMENT REPORT 2021

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