



# ANNUAL REPORT 2025

Progreso

# INDEX

<b>Our impact in numbers</b>	<b>2</b>
<b>Foreword Karel Valken</b>	<b>3</b>
<b>Foreword An Ha</b>	<b>4</b>
<b>Progreso in 2025</b>	<b>5</b>
Team and leadership	5
Funding and partnership	5
<i>New partnerships in 2025</i>	6
Events and sector presence	7
Beyco: towards independent sustainability	7
Blueprint: a programme built to last	8
<i>From the field: What a buyer relationship can look like</i>	9
<b>Latin America</b>	<b>10</b>
Technical Assistance	10
Access to Finance	13
Market Linkages	13
Beyco	14
<i>From the field: Coffee, forest, and culture in the Sierra Nevada de Santa Marta</i>	15
<b>West Africa</b>	<b>16</b>
Technical Assistance	16
Access to Finance	17
Market Linkages	18
Beyco	18
<i>From the field: What a track record looks like: Alida N'Takpe-Coulibaly and RASSO</i>	19
<b>East Africa</b>	<b>20</b>
Technical Assistance	20
Access to Finance	22
Market Linkages	23
Beyco	24
<i>From the field: From 20 acres to 20 tonnes: Mary Kebirungi's story</i>	25
<b>Indonesia</b>	<b>26</b>
Technical Assistance	27
Access to Finance	27
Market Linkages	28
Beyco	28
<i>From the field: Koperasi Manik Amerta Buana and Valrhona in Bali</i>	29
<b>Our Supervisory Board</b>	<b>30</b>
<b>Our Team</b>	<b>31</b>
<b>Thanks to our donors</b>	<b>32</b>

# OUR IMPACT IN NUMBERS



48.911

Farmers across the world are linked to Progreso



80

Producer organisations (coffee and cocoa)



Of which

4



Producer Organisations graduated

58

Producer Organisations received Technical Assistance



34

Producer Organisations received Working Capital Finance



3+ Million USD

Working Capital Finance provided, reaching:

8,954

smallholder farmers across five countries



151

Producer Organisations registered on Beyco Farmer Platform

27



Contracts signed on the Beyco Traceability platform in 2025

829 Companies

of which

197 Buyers

552 Sellers

75 Traders

on the Traceability platform (as of December 2025)

Made possible by the

28



team members at Progreso (as of June 2026)

With team members based in

9



different countries

# FOREWORD

KAREL W. VALKEN, CHAIR SUPERVISORY BOARD

The year 2025 was once again marked by turbulence. Cocoa and coffee markets were shaped by climate shocks, structural supply constraints, and geopolitical and regulatory pressures, evolving from cyclical agricultural markets into climate-sensitive structural supply chains, with record-high prices as a result. While higher prices benefited many smallholders, they did not automatically translate into lasting prosperity, as input costs remained elevated and margins across the value chain continued to be distributed unevenly.

The threat of tariffs created real uncertainty, particularly for cooperatives in Latin America, where the United States is a key export market — reinforcing the urgency of diversifying buyer bases. Reduced government support for development institutions further underlines the importance of organisations such as Progreso. Rising input costs compressed margins across the value chain, ultimately impacting smallholders as well.

The European Union Deforestation Regulation (EUDR) remained a central topic throughout the year. Large and medium-sized companies must comply by December 2026, with SMEs following by June 2027. Progreso has a clear role in supporting smallholder organisations within this new regulatory landscape, and Beyco's digital solutions are proving instrumental in accelerating compliance, transparency, and data proficiency.

These developments further strengthen Progreso's relevance. Our three strategic pillars, Technical Assistance, the Progreso Fund, and Beyco, form a unique and integrated proposition, reflected in both the growing number of smallholder organisations we support and the increasing diversification of our funding base.

The combination of Technical Assistance and Finance enables us to scale responsibly while creating sustainable impact.

At its core, Progreso is a people-driven organisation. During 2025, we further strengthened our teams and completed the first full year with our renewed Supervisory Board. Anneke Goede, Managing Director, left to pursue a new opportunity, I sincerely thank her for her outstanding contribution. We are pleased that An Ha has joined as Managing Director, bringing highly relevant experience from Rabobank Foundation and Solidaridad. My appreciation also goes to Daan Mulder for his leadership during the interim period.

Fragmentation remains one of the greatest challenges in the sustainability landscape. We should not compete to do good; we should embrace cooperation. Progreso depends on the trust and commitment of loyal donors and partners, and we are deeply grateful for their continued support. As prices declined from 2025's record highs, we must remain alert to the challenges facing smallholders. Agroforestry, and the financing models that make it viable at scale, has emerged as a defining approach to sustainable agriculture.

Progreso has developed a distinctive model here: we successfully completed our pilot in Latin America, are now scaling across the region, and are preparing to bring this approach to Africa. Our teams are committed, energised, and ready to make a meaningful difference.

*Karel W. Valken*



# FOREWORD

AN HA, MANAGING DIRECTOR

The markets our cooperative partners depend on spent much of 2025 in turbulent territory. Coffee prices hit near 50-year highs, cocoa remained volatile, and the EU Deforestation Regulation moved closer to enforcement. Within that environment, joining Progreso as Managing Director felt like arriving at exactly the right moment.

Across Latin America, East Africa, West Africa, and Indonesia, cooperatives deepened their market relationships, accessed finance on fair terms, and built the internal systems that make commercial sustainability possible. First-time exporters fulfilled international contracts. Quality competition results validated years of agronomic support. And cooperatives that had invested in governance, processing, and traceability found that premium buyers took notice. These are not isolated moments, they are what sustained, integrated support to farmer organisations can produce over time.

The combination of technical assistance, access to finance, and digital tools working together in direct service of farmer organisations is what makes Progreso's model distinctive. What has been built here, across seven countries and through long-term partnerships with donors and cooperatives alike, is both rare and necessary.

In the years ahead, we want to make the integration between our three pillars more deliberate and consistent. Technical assistance prepares cooperatives for financing.

Financing turns market relationships into real contracts. And data, owned by the cooperative, builds the trust that makes both sustainable over time. When these three work together, as the stories in this report show they can, the impact is real and lasting.

2025 was not without difficulty. In Indonesia, we faced serious challenges that tested the organisation and required hard decisions. We are emerging from that period with stronger governance, clearer systems, and a renewed team committed to the next phase of the programme.

Above all, we are grateful to the farmers and cooperatives whose work fills these pages, and to the Supervisory Boards, the teams, partners, and donors across seven countries whose dedication made this year's results possible. Altogether, season after season, we are building something that lasts. That is what Progreso exists to support.



# PROGRESO IN 2025

Coffee prices hit near 50-year highs. Cocoa stayed volatile. The EU Deforestation Regulation moved closer to enforcement. Within that turbulent environment, Progreso grew its donor base, signed new market and sector partnerships, brought new leadership on board, and continued expanding the cooperatives and communities it works with across Latin America, East Africa, West Africa, and Indonesia.

*"This past year has been remarkable for Progreso. Thanks to the dedication of our teams, partners, and the farmers and cooperatives we work with, we have been able to advance sustainable practices, foster stronger organisations, and create opportunities for communities across the globe." — An Ha, Managing Director*



## TEAM AND LEADERSHIP

The most significant organisational change of 2025 was a change of leadership. Anneke Goede, who had led Progreso for almost three years, left in June. In August, An Ha joined as Managing Director. Her background in development finance, blended finance, and sustainability advisory closely mirrors Progreso's own approach: combining capital with technical assistance to drive lasting impact.

The regional team structure also changed. In Africa, Progreso moved from a single Programme Manager covering the continent to dedicated leads for East and West Africa. In Latin America, country manager roles were formalised in Peru and Colombia. In Indonesia, an experienced new programme manager joined to lead the programme's next phase.

## FUNDING AND PARTNERSHIPS

In 2025, Progreso broadened its funding base through three deliberate strategies. The first is professionalising lending activities and expanding Beyco's user base, supported by a new institutional partner. The second is combining technical assistance with lending: Progreso now provides TA to cooperatives in the pipeline for Fund investment, making them financing-ready before capital arrives. The third is supporting downstream companies with sustainability investments in their supply chains, building a portfolio that connects traditional donors with market partners who source directly from the cooperatives they fund.

Rabo Foundation remains a strong partner across almost all countries where Progreso is active, with the partnership in Rwanda renewed in 2025. Progreso also renewed its engagement on agroecology and food security in Colombia and maintained close collaboration with existing funders.

*"When a cooperative is ready for financing, a small investment in technical assistance can unlock much larger amounts in trade finance. That is the kind of impact that brings donors and market partners to the table." — Daan Mulder, Partnerships Manager*



## New partnerships in 2025

At the World of Coffee Geneva in June, two sector partnerships were signed: one piloting a Beyco-branded digital auction system connecting cooperatives directly with buyers, and one combining Progreso's expertise in planning, strategy, and financial management with deep knowledge of coffee quality and market access.

Among market partnerships, a US-based trader began their first direct sourcing programme from Peru, and a Dutch roaster entered a sourcing relationship with a cooperative in the same region. On the Beyco side, agreements were signed with a cooperative in Indonesia and a service partner in Uganda, extending the platform's reach. These relationships are explored further in the regional sections.



## EVENTS AND SECTOR PRESENCE

Progreso and Beyco were present at over ten sector events across four continents. At the World of Coffee Geneva, the new partnerships above were formalised. At Chocoa in Amsterdam, Progreso attended alongside members of a newly formed Ivorian cocoa cooperative union, returning with concrete sales prospects for the upcoming harvest season. Beyco's Digital Product Manager spoke at the Madrid Coffee Fest Summit on EUDR and how digital traceability supports cooperatives in meeting the regulation.



## BEYCO: TOWARDS INDEPENDENT SUSTAINABILITY

2025 was a year of structural development for Beyco. The platform was rebuilt with a new development agency, launching a refactored Farmer Platform in March 2026 with improved data management, quality tools, and EUDR compliance analysis. The strategic direction for 2026 is for Beyco to operate as an independent unit, focused on building a financially self-sustaining platform genuinely in service of the cooperatives that use it.

*"Reliable data does not just keep you compliant. It gives buyers and partners a reason to trust you."* — Federica Marra, Digital Product Manager, Beyco



With EUDR enforcement approaching, Beyco's combination of plot mapping, deforestation verification, and cooperative-owned data positions it well as the regulation takes effect. How that plays out across each region is described in the sections that follow.



Every month, Beyco publishes market updates on [www.beyco.nl](http://www.beyco.nl) in English and Spanish, developed in collaboration with Jos Algra.

## BLUEPRINT: A PROGRAMME BUILT TO LAST

Blueprint is Progreso's flagship programme for cooperative strengthening, combining microloans, agroforestry, and hands-on technical support into a single integrated offer. The model rests on a simple premise: lasting change in a cooperative requires financial, agronomic, and organisational development to happen together, not in sequence.

Each participating cooperative receives access to a revolving microcredit fund, which members use to invest in their farms, planting shade trees, renewing ageing crops, improving post-harvest practices. Technical assistance runs alongside the lending, covering financial literacy, governance, and quality improvement. The goal is not to deliver a training and move on, but to build the internal systems and confidence that allow a cooperative to keep improving independently.

Blueprint launched in coffee in Latin America in 2023, expanded into cacao in 2025, and is now being adapted for West and East Africa. Lessons on timing, documentation, and group readiness learned in the early phases are built into each new expansion from the start. The results in Latin America, from Cup of Excellence finalists to new direct export relationships, reflect what the integrated model produces over time.



## FROM THE FIELD: WHAT A BUYER RELATIONSHIP CAN LOOK LIKE

Gosling Coffee is a Dutch specialty roaster that has been sourcing from Progreso's cooperative partners in East Africa for several years. The Gosling-Rwandaro relationship is worth highlighting because it brings together three strands of Progreso's work, technical assistance, access to finance, and digital traceability, in a single, sustained partnership. It shows what is possible when all three work in the same direction.

Rwandaro Cooperative in Uganda has been part of Progreso's programme for four years. Over that time, the cooperative received training in financial management and quality improvement, and for two consecutive years Progreso provided trade finance on the sales contracts between Rwandaro and Gosling, giving the cooperative the working capital to purchase from its farmers and fulfil its commitments to the buyer. Gosling, for its part, has visited cooperatives in person, explored new sourcing opportunities in Rwanda with Progreso facilitating visits.

On the traceability side, Gosling worked with Progreso and Open Atlas to run one of the first EUDR deforestation risk assessments using Beyco data. Five producer organisations in Gosling's supply chain had their geodata analysed against EUDR deforestation risk criteria. Two came back fully assessed and 100% low deforestation risk. The remaining three were at 35% completion at the time of reporting, with 99% of data analysed also indicating low risk. The analysis will be finalised in early 2026.

*"We wanted to be ahead of EUDR rather than scrambling when it comes into force. Working with Progreso felt like the right way to do that: using data that belongs to the cooperatives, not to us, and building something that benefits them as much as it benefits us." - Bonnie van Poortvliet, CEO Gosling Coffee*

A buyer who sources consistently, invests in the communities around the farms they work with, supports cooperatives through trade finance, and uses Beyco data to verify the environmental credentials of their supply chain is doing something qualitatively different from a buyer who simply places an order. The Gosling-Rwandaro relationship is a working example of what Progreso's model is designed to produce and of what cooperatives benefit from when TA, finance, and traceability arrive together rather than in isolation.



# Latin America

<b>3</b>	Countries	<b>38</b>	PO's received Technical Assistance
<b>52</b>	Producer Organisations (PO)	<b>30</b>	PO's exported directly
<b>7</b>	Active Programmes	<b>2.950.000</b>	USD of Trade Finance received
<b>14</b>	Projects	<b>22</b>	PO's received finance
<b>21.551</b>	Farmers	<b>21.557</b>	Trees of native forest planted through
<b>5836</b>	Farmers on Beyco		Blueprint

**Donors and partners:** Rabo Foundation · Crop to Cup · We Wonder Company · SSNUP/ADA · Kampani · IDH · Swisscontact/BioAndino · Peeze · Colombian Cacao Network · Gosling Coffee · Open Atlas

2025 was a strong year for Progreso's work across Peru, Colombia, and Nicaragua. Cooperatives reached the finals of international quality competitions, received investment loans for new infrastructure, and began exporting through channels that did not exist for them a few years ago. Traders and roasters increasingly approached Progreso not just as a service provider but as a trusted partner for identifying and validating suppliers, a signal of what sustained field-level work produces over time.

*“Being trusted by clients to present strong producer groups demonstrates both the credibility of Progreso and the effectiveness of our work on the ground.”— Yasmin Córdova, Programme Manager Latin America*



## TECHNICAL ASSISTANCE

Technical assistance remained the foundation of Progreso's work across the region in 2025, covering agroforestry, soil health, governance, financial management, and export readiness, adapted to the specific context of each country.



### Peru

In Peru, five cooperative partners worked through four interconnected areas: sustainable profitability, Working Capital Finance, EUDR compliance, and continuous improvement. The sustainable profitability component focused on renewing ageing coffee plantations, establishing 50 demonstration plots across 100 hectares by December.

Revolving microcredit funds were structured and activated, with monitoring tools introduced to help cooperatives track their lending internally.

On EUDR compliance, all five organisations completed the necessary documentation and processes, with exports to the EU already reported under the new standards. Diagnostic visits identified the main operational bottlenecks in each organisation, with two key processes per cooperative prioritised for improvement.

### Colombia

In Colombia, new programme strands took shape alongside existing work. Working with Peeze, a Dutch specialty roaster with a long-standing commitment to origin sustainability, Progreso supported an agroecological transition with producers in the Serranía del Perijá. In the Sierra Nevada de Santa Marta, a new programme brought technical training and governance support to indigenous Kogui, Wiwa, and Arhuaco communities, work that requires particular attentiveness to land rights, cultural practices, and the ways in which coffee fits into a wider relationship with the landscape.

Progreso also formalised a partnership with the Colombian Cacao Network to strengthen the cacao value chain and expand access to European markets, and attended the Specialty Coffee Association Expo in Houston, where a new agreement with Solidaridad will enable seven coffee organisations to access carbon repayment schemes through the Dreamfund programme.

*"Working with indigenous communities means understanding that coffee is not just an income source, it is part of a wider relationship with land, forest, and culture. Our role is to support that on their terms, not ours." — Patricia Hurtado, Country Manager Colombia*



## Nicaragua

In Nicaragua, 2025 focused on strengthening the financial and tax foundations of cooperative partners. Tax diagnostics were completed across nine organisations, internal systems were formalised, and a compliance seminar brought eight organisations together to build shared capacity. Commercial advisory sessions reviewed sales contracts, harvest data, and pricing strategies, with buyer contacts established or renewed across Europe and North America.

*“Putting our financial systems in order was not a simple task; however, it transformed the way the cooperative presents itself to buyers and financial institutions. This process enabled us to build greater credibility and institutional trust, which we previously lacked” - Ramón Avenir Méndez Rodríguez , General Manager Coop Santiago*



This work is less visible than market linkages or new buyer relationships, but it is what makes those things possible: cooperatives that cannot manage their finances or meet their tax obligations are not ready for the commercial relationships that Progreso works to build.



## Blueprint in Latin America

Latin America is where Blueprint began, and 2025 saw the programme grow in both scale and crop coverage.

Across the coffee programme in Peru and Colombia, cooperatives implemented a combined 179 hectares of agroforestry systems alongside their coffee crops, with microloans reaching over 150 cooperative leaders across both countries. For the farmers involved, the trees are both an environmental investment and a long-term source of income: shade, timber, and fruit alongside coffee, season after season.

The most significant development was the expansion of Blueprint into cacao. Eight cooperative organisations across Peru and Colombia enrolled in the programme's first cacao phase, working through financial literacy, revolving fund structures, and agroforestry systems. Activities reached indigenous community producers, Ashaninka communities in Peru and Kogui, Wiwa, and Arhuaco communities in Colombia, bringing the model into a context where coffee is inseparable from a wider relationship with land and forest.

In November, a two-day knowledge exchange in Santa Marta brought together participants from six cocoa-producing organisations for combined technical, governance, and financial training: shared learning across organisations working through similar challenges, in the same landscape, at the same moment.





## ACCESS TO FINANCE

The ten cooperative groups participating in Blueprint Café across Peru and Colombia have met their interest obligations consistently throughout the programme. As the initiative approaches its conclusion, with principal repayments due in late 2026, the team spent much of 2025 mapping timelines with each group to ensure they have the resources and planning in place to fulfil their commitments. Successfully closing this credit cycle will demonstrate that the model works: cooperatives can access capital on fair terms, use it productively, and repay it in full.

Blueprint Cacao is entering its first credit placement phase, with eight organisations preparing their applications for submission around June 2026.

In 2025, the Progreso Fund deployed trade finance loans to fourteen cooperative partners across Latin America, six in Peru, three in Colombia, and five in Nicaragua, with a combined value of approximately USD 2.2 million. Together, these loans reached over 3,900 smallholder farmer members, giving cooperatives the working capital to purchase coffee from their farmers during the harvest season, fulfil their contracts with buyers, and build the financial track record that commercial lenders require. For several cooperatives, 2025 marked their first or second year accessing structured trade finance, an early but critical step toward the kind of creditworthiness that opens doors over time.

Beyond financing, the Progreso Fund supported organisations through the direct engagement of its financial and commercial professionals. This accompaniment is understood as an integral part of the value Progreso brings to its partners. In this way, Progreso does not act solely as a capital provider, but as a strategic partner committed to the long-term capacity development of each organisation.



## MARKET LINKAGES

Market linkage work in 2025 centred on building commercial relationships that combine sourcing with long-term technical support.

Market linkage work in 2025 centred on building commercial relationships that combine sourcing with long-term technical support. We Wonder, a Dutch specialty roaster, expanded its agroforestry partnership through the Gold Coffee programme, commissioning Progreso to design and oversee native forest tree planting on cooperative farms. Crop to Cup, a US-based trader and roaster, launched its first direct sourcing programme from the region, pairing commercial purchases with technical assistance, confirmed for continuation into 2026.

In Colombia, a new agreement with Solidaridad will enable seven coffee organisations to access carbon repayment schemes, adding a climate finance dimension to work that has primarily focused on microcredit and agroforestry. The collaboration also explores how farmer-owned data can build trust across supply chains, an approach that aligns closely with Beyco's philosophy of keeping data in the hands of cooperatives. Read more in the article by Progreso and Solidaridad, [From Bean to Claim: How Farmer-Owned Data Builds Trust in Supply Chains](https://solidaridadnetwork.org), at [solidaridadnetwork.org](https://solidaridadnetwork.org).

The November Cup of Excellence results offered independent validation: three producers from Progreso-supported cooperatives placed in the top 20 finalists, scoring between 87 and 88 points -- the product of years of post-harvest coaching and incremental farm-level improvement, not any single season's work.



## BEYCO

Beyco's 2025 work in Latin America focused on building cooperatives' capacity to collect and manage their own traceability data, both as a tool for understanding their operations and as preparation for EUDR compliance. Eight organisations in the Cacao Blueprint Programme began registering members and uploading plot information, building georeferenced, cloud-stored data. In Colombia's Sierra Nevada, 47 community members from two indigenous organisations received training on the platform as part of the IDH programme. Beyco is transitioning to a subscription model in 2026, with a new Beyco Officer for Latin America targeting 10 to 30 organisations onto subscription plans.



## FROM THE FIELD: COFFEE, FOREST, AND CULTURE IN THE SIERRA NEVADA DE SANTA MARTA

The Sierra Nevada de Santa Marta rises from Colombia's Caribbean coast to over 5,700 metres, making it the world's highest coastal mountain range. It is also home to the Kogui, Wiwa, and Arhuaco communities, whose relationship with the land they farm is inseparable from their cultural identity. For these communities, coffee is not simply a crop: it is part of a wider stewardship of forest, water, and soil that has defined how they inhabit this landscape for generations.

In 2025, Progreso began working with producers from these three communities, benefiting two organisations. Thirty-five producers took part in a certified week-long training covering agroforestry, integrated nutrition, bioproducts, fermentation, roasting, and sensory evaluation, with a further 541 community members benefiting indirectly. The content was technical, but the approach was shaped by an understanding that working with indigenous communities means meeting people where they are, on their own terms.

*"Thanks to the training, I learned to produce better quality coffee and understood why we receive the prices we do. Before, in our Kogui culture, farm management was minimal: we planted and then came back to harvest. Now we understand the importance of introducing varieties and applying techniques to produce more, but above all to improve quality."* — José Luis Alberto, Kogui community, Dumingueka, La Guajira

*"The training was a great help, because we gained new knowledge we did not have before. We used to harvest all the coffee together, but now we will select more carefully to achieve better quality. We also learned to take better care of our surroundings: not to burn or fell trees, to plant fruit trees, and to make organic compost. This is important because it means we work in harmony with nature, as our community teaches us." — Karoll Yuliana Montaña, Wiwa community, Peña de los Indios, La Guajira*

”

For Progreso, the Sierra Nevada programme represents something distinct within the Latin America portfolio: a context where agroforestry, quality improvement, and community resilience are not separate objectives to be balanced against each other, but expressions of the same underlying relationship between people and land. The work is in its early stages, but the foundation it is being built on is deep.



# West Africa

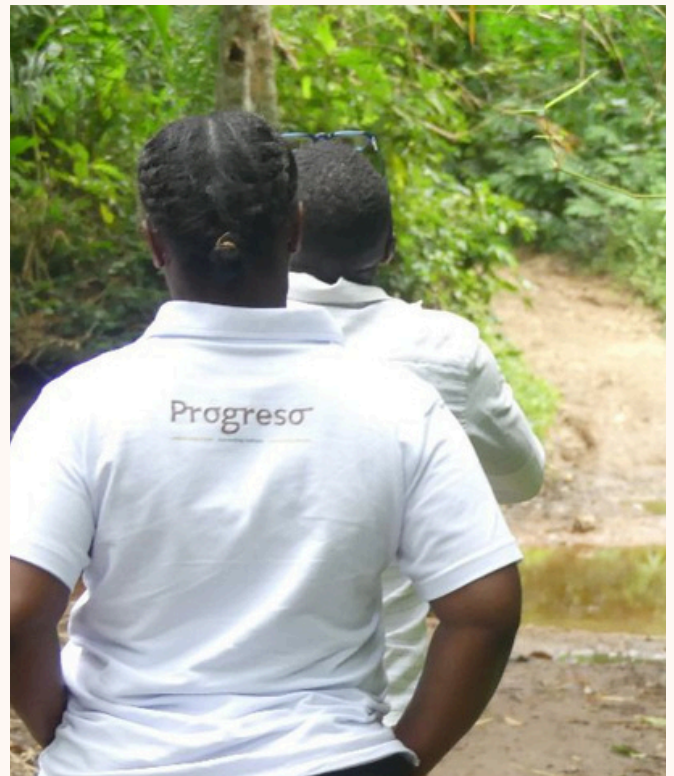
<b>5</b>	Producer Organisations (PO)	<b>5</b>	PO's received Technical Assistance
<b>3</b>	Projects	<b>1.395.649</b>	USD of Trade Finance enabled with partners
<b>5265</b>	Farmers	<b>5332</b>	Trees replanted for restoration

**Donors and partners:** Rabo Foundation · Oikocredit · SEM Foundation

Progreso's West Africa programme works with cocoa cooperatives in Côte d'Ivoire, which produces roughly 40% of the world's cocoa supply. In 2025, the programme made meaningful progress: deepening financial services, creating a new cooperative union designed to open direct export routes, and strengthening regional leadership through the appointment of a dedicated Programme Manager for West Africa, a role that reflects the programme's growing maturity.



The most significant outcome was the creation of COCOFIE, a new cooperative union formed by merging three cooperatives that Progreso has long supported. Individually, these cooperatives faced structural barriers to accessing international markets directly. As a combined entity, they are better positioned to do so, with a realistic target of independent exports by the late 2027/2028 cocoa season. Years of annual exposure to the international cocoa trade, including attendance at Chocoa, the Amsterdam-based trade fair, built the ambition and readiness that make a project like COCOFIE possible.



## TECHNICAL ASSISTANCE

The focus of technical assistance in 2025 was building the governance, financial management, and market knowledge that cooperatives need to operate more independently in a sector dominated by large buyers with their own tools and requirements.

A regeneration and reforestation programme in eastern Côte d'Ivoire combined demonstration plots on farm renewal techniques with active reforestation. By the end of 2025, four of ten planned hectares had been replanted, contributing to restored forest cover and potential additional income from fruit and timber species. Patient conversations with farmers initially uncertain about allowing use of their land were part of this work, the kind of engagement that makes long-term environmental programmes actually stick.

### Blueprint in West Africa

In 2026, West Africa will implement its first Blueprint programme for cacao. Budget is confirmed, the programme is ready to launch, and the Programme Manager is coordinating closely with counterparts in Latin America and East Africa, both of whom have been through implementation, to build on their experience before starting.



## ◆ ACCESS TO FINANCE

Access to trade finance grew substantially in 2025, with three cooperatives receiving a combined total of approximately 1.2 million euros through Rabo Foundation, a reflection of the track record cooperatives have built in financial management, governance, and meeting buyer requirements, and of the trust Progreso has developed as an intermediary that prepares cooperatives seriously before putting them forward.

*"With trade finance behind us, we could commit to buyers with confidence. We knew we had the capital to deliver what we promised. That is a different conversation than the one we were having before." — RASSO Scoops*

A key priority for the coming period is addressing seasonal liquidity constraints, one of the main barriers to cooperative growth in the region, through a structured soft-loan facility currently in development. COCOFIE sits within this same framing: the goal is not only an entity that can trade independently, but one that can eventually access the structured financing that export-scale operations require.

## MARKET LINKAGES

COCOFIE is itself the primary market development of 2025, its entire purpose being to open a direct route to international buyers that did not previously exist. Progreso's participation in Chocoa alongside COCOFIE members resulted in a concrete list of sales prospects for the upcoming harvest season. For cooperative leaders who made the trip, engaging directly with international buyers was itself a form of preparation that training sessions cannot replicate.

The team is also exploring expansion of the West Africa portfolio into coffee, following a visit to smallholder farmers producing high-quality coffee in the mountains of western Côte d'Ivoire.

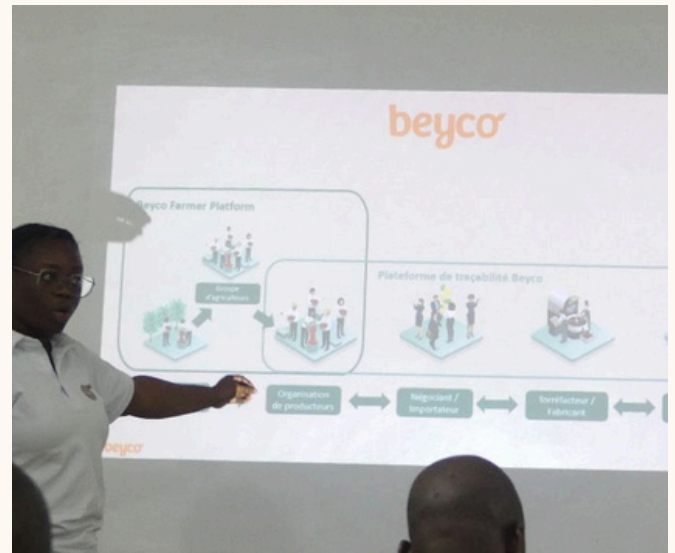


## BEYCO

Côte d'Ivoire is one of the most tool-saturated cocoa markets in the world. Buyers, certification bodies, and technical assistance providers all bring their own data platforms, and cooperatives frequently find themselves managing multiple systems owned by the party that provided them. Beyco's proposition is clearest here: data ownership stays with the cooperative.

*"Through Beyco, the data collected is the property of the cooperative. That is not always the case with the tools provided by buyers. With Beyco, cooperatives are free to share their data with whoever they choose."* — Nataniel Yao Esse, Programme Manager West Africa

In 2025, five cooperatives took part in EUDR preparation training, and three reached the point of being ready for full platform deployment. A dedicated Beyco Officer for Côte d'Ivoire starts in 2026, the first full-time person focused entirely on the platform in the region, with a mandate to engage cocoa cooperatives more widely and position Beyco as a credible alternative to existing tools.



## FROM THE FIELD: WHAT A TRACK RECORD LOOKS LIKE: ALIDA N'TAKPE-COULIBALY AND RASSO

RASSO was founded in 2015 by a group of young farmers who wanted to take more control over how their cocoa reached the market. From the start, women were not an afterthought: today, 15% of RASSO's members are women landowners, compared to a national average of 5 to 10%, and 50% of the cooperative's management bodies are women, a meaningful exception in a sector where female farmers are frequently invisible in governance structures.

Alida N'Takpe-Coulibaly was there from the beginning. As president of RASSO, she navigated the slow work of turning a group of farmers into a functioning cooperative: learning the financial systems, meeting buyer requirements, and keeping members engaged through seasons when the market offered little encouragement.

*"When we started, many of our farmers had never been part of deciding how a cooperative is run. Teaching ourselves to do this well, that was the first step toward everything else."* — Alida N'Takpe-Coulibaly, President of RASSO and COCOFIE



When loans came through Progreso, she made sure they were used well and repaid on time, not because it was easy, but because she understood what a track record is worth.

*"Repaying our loans on time was never just about the money. It was about showing that RASSO could be trusted, by Progreso, by buyers, by our own members."* — Alida N'Takpe-Coulibaly, President of RASSO and Cocofié



That track record is now visible. RASSO has fully repaid its loans, strengthened its governance, and built relationships with buyers who know what to expect. And in 2025, Alida's work was recognised in a new way: when COCOFIE was established, she was chosen as its president, a role created precisely to open doors that were closed to each cooperative individually: direct access to international markets, larger financing, and the institutional weight that buyers and lenders take seriously.

*"RASSO's story is not about one good harvest or one good year. It is about consistently doing the right things, even when the market made it hard."* — Nataniel Yao Esse, Programme Manager West Africa



# East Africa

2	Countries	59.892	Total amount of trade finance received in USD
15	Cooperatives	15	PO's received Technical Assistance
18.282	Farmers	15	PO's exported directly
12.483	Farmers on Beyco	15	PO's received Working Capital Finance from Progreso

Donors and partners: Rabo Foundation · Gosling Coffee · Ethos Agriculture · Open Atlas · GIZ

Progreso's East Africa portfolio spans Uganda and Rwanda, two distinct coffee cultures, one consistent ambition. In Uganda, nine cooperatives are building commercial sustainability from strong community roots. In Rwanda, fast-developing cooperatives are pushing into specialty markets. Across both countries, 2025 delivered concrete results: cooperatives entered international markets for the first time, fulfilled export contracts under structured trade finance, and significantly grew their volumes. The cooperatives Progreso works with are becoming professionally run businesses that export more, provide sustainable incomes to smallholders, and rely progressively less on donor support.

*"If we can't report what we're doing, we can't tell our story to donors, to buyers, to the farmers we serve. We have to be visible." — Ayub Asingataba, Programme Manager East Africa.*

## TECHNICAL ASSISTANCE

Technical assistance in 2025 was increasingly oriented toward solving specific problems for specific cooperatives and buyers. The team starts from what a buyer actually needs, on fermentation profiles, processing standards, logistics, and designs support around that. It is a more demanding approach, but one that produces results the market can verify and is willing to pay for.



## Uganda

The clearest example of what governance support can produce was the turnaround of a cocoa cooperative with over 800 farmers that had been struggling financially. Through sustained board-level engagement, not training sessions, but the kind of support that changes how an organisation makes decisions, the cooperative reinstated effective management, stabilised operations, cleared a significant outstanding loan, and by 2025 was exporting over 350 metric tons of cocoa.

Governance and leadership sessions ran across four cooperatives, helping leadership teams understand their legal frameworks and how to resolve internal conflicts. The response from one cooperative speaks for itself:

*"The knowledge and skills we gained are invaluable. Her guidance and deep understanding of leadership and governance has provided us with practical strategies that will greatly enhance our work and decision-making processes."* — Bwindi Coffee Growers Cooperative Ltd

## Rwanda

In Rwanda, technical assistance was closely tied to quality and buyer readiness. A quality consultant worked with technical staff, managers, and accountants across six cooperatives on fermentation, sugar content measurement, and sorting. Parchment samples from five cooperatives were cupped alongside cooperative representatives, a practical exercise tying training to tangible quality outcomes. Women's and youth groups were incorporated into quality improvement, vermicomposting, and savings activities across several cooperatives.



## Blueprint in East Africa

East Africa is the next region to implement Blueprint, with preparations underway ahead of a 2026 launch. The Programme Manager has been coordinating closely with counterparts in Latin America to build on their experience from the start.





## ACCESS TO FINANCE

Access to finance remained one of the most critical areas of Progreso's work in 2025, with several cooperatives accessing loans that enabled them to fulfil contracts they could not otherwise have honoured, in some cases, contracts that represented their first entry into international markets.

### Uganda

Busongora Cooperative made its international debut in 2025, committing for the first time to supply BELCO, a French specialty green coffee importer known for rigorous quality standards. Rising global coffee prices during the season created serious pressure, but with financing from Progreso and hands-on export support, the cooperative delivered in full. The farmers came away with something no training can fully replace: the confidence of having delivered.

Bwindi Coffee Growers Cooperative fulfilled two export contracts in 2025, supported by Progreso lending. The community had historically depended on the forest for its livelihood, relocated, turned to coffee, now actively protecting the ecosystem they once extracted from. The contracts are the commercial proof that the transition is real.



### Rwanda

In Rwanda, three cooperatives accessed structured trade finance through Progreso for the first time, enabling them to pre-finance coffee purchases under formal buyer contracts with Pact Coffee, facilitated through Keynote Coffee as export intermediary. The barrier had been the same for all three: strong production potential, but no working capital to aggregate volumes, pay farmers on time, and meet the standards of international trade. Financing removed that barrier. The cooperatives fulfilled their export contracts, established performance track records with international buyers, and moved from informal market participation to export-oriented operations. Two significantly grew their volumes year-on-year.



## MARKET LINKAGES

### Uganda

GAIA Cacao, a Dutch organisation specialising in connecting cocoa cooperatives with premium buyers, held brand development and quality enhancement sessions with Kilhubo Cooperative Society in Bundibugyo, a cooperative that has grown from ten founding members to over 500 farmers, currently operating in local markets but preparing for the step beyond.

Gosling Coffee visited Uganda to explore new sourcing opportunities, with Progreso facilitating cooperative visits. Gosling is already buying from Rwandaro Cooperative, and the relationship has extended beyond coffee: the buyer contributed to school facilities near the cooperative's farms, a gesture that speaks to the kind of buyer relationship that earns loyalty and transforms communities.



### Rwanda

Four cooperatives supplied specialty coffee to Pact Coffee through Keynote Coffee as export intermediary, with Pact Coffee's Director of Coffee visiting cooperatives in person to deepen the relationship. COCAHU and Maraba both pushed their volumes significantly higher, COCAHU producing five containers, up from three the previous season, and Maraba ten containers, up from eight. Maraba secured a new relationship with JNP Coffee Company in the USA for a specialty microlot and is investing the proceeds in a coffee shop, roasting plant, and lab that will strengthen its role in Rwanda's specialty sector for years to come.



## BEYCO

Beyco's presence in East Africa has become genuinely embedded in how cooperatives manage and share their data, particularly in Uganda. By end of 2025, nearly 6,000 farmers were registered on the platform, with close to 5,000 having GPS-mapped plots. The traceability function had been used to bulk around 78 metric tons of coffee, and over 2,400 plots had completed full deforestation and geolocation verification. Four of seven cooperatives were actively using the delivery registration and EUDR compliance features.

*"When a farmer sees their own plot on the map for the first time, their land, their name, their data, something changes. They are not just suppliers anymore. They are part of a system that recognises them." — Brian Masereka, Beyco Coordinator Uganda.*

”



With 70 to 80% of Uganda's coffee destined for European markets, cooperatives that cannot demonstrate data-backed traceability are increasingly at a disadvantage. Beyco provides that infrastructure at a cost cooperatives can realistically sustain, a straightforward alternative to commercial tools that can run to \$15,000 per year. In Rwanda, two cooperatives completed a refresher session on plot mapping, and Beyco is supporting precise plot-level traceability for specialty grades. Beyond Uganda and Rwanda, a producer organisation in Tanzania was remotely onboarded through Progreso's newly launched e-learning platform, with a French-language version of the course in preparation.



## FROM THE FIELD: FROM 20 ACRES TO 20 TONNES: MARY KEBIRUNGI'S STORY

Kebirungi Mary is a coffee farmer in western Uganda and a member of Rwandaro Cooperative. She farms 20 acres of coffee on land she inherited from her late husband and has turned, through years of work and determination, into a functioning business. This season she harvested 600 kilograms. Next year she expects to reach 20 tonnes.

She is a mother of four. One of her children is studying agriculture, not by accident, but because Kebirungi has built something worth inheriting. Her coffee income funds their education. The farm she was left with has become the foundation for the future she is actively constructing.

*"This land was left for me. What I do with it is my responsibility. I want my children to see that coffee farming is not something to leave behind; it is something to build on." —*  
Kebirungi Mary, farmer and Rwandaro Cooperative member



Nearby, a primary school built by the local community serves 680 learners. Rwandaro has supported it with a clean water project; one of the cooperative's buyers has invested further in the school's facilities. The coffee supply chain, at its best, looks like this: a buyer who comes to see where the coffee grows, and decides what they find there is worth investing in.

Kebirungi's story is not exceptional within the Progreso portfolio, which is exactly the point. It is the kind of trajectory that good cooperative support, access to markets, and a committed farmer produce when they work together over time.



# Indonesia

8	Producer Organisations	140.031	Total Working Capital Finance in USD
8	Projects	5	PO's received Working Capital Finance
3813	Farmers		

Donors and partners: Rabo Foundation · This Side Up · Rikolto · Rainforest Alliance · Saka Dala

Indonesia is one of the world's most geographically and agronomically diverse coffee and cocoa-producing countries, and Progreso's programme reflects that diversity. Fourteen partner organisations spread across five islands operate in distinctly different market conditions, from premium specialty coffee and cocoa in Java and Bali, to fermented traceable cocoa in Sulawesi, an emerging specialty origin in Flores, and Arabica production in Sumatra. In 2025, the programme deepened technical assistance across all five geographies, ran two cycles of working capital lending, expanded Beyco to eight cooperatives for the first time, and saw two partner organisations graduate to direct financing from an external lender, the clearest possible signal that the capacity-building work is producing results.



## TECHNICAL ASSISTANCE

Technical assistance covered financial management, governance, tax compliance, and market readiness, delivered through in-person sessions and field facilitation timed to agricultural cycles. Financial management and tax training brought participants together from across multiple islands to work through obligations, practice digital systems, and integrate financial planning into their broader business strategy.

For cooperatives entering new markets, getting these systems right is a prerequisite for the financing and buyer relationships that growth requires.

Progreso was invited as a speaker at the national workshop of the TRAXIONS Consortium in Jakarta, an RVO-funded initiative connecting Rainforest Alliance, Rikolto, Valrhona, district governments, and cocoa cooperatives, including three of Progreso's partners. Progreso's contribution focused on economic opportunities and financing for cocoa farmers, and coordination sessions with the three partner cooperatives followed the workshop. The TRAXIONS platform connects partners around a shared goal: sustainable, premium cocoa production in Indonesia.

In Sulawesi, SIMULTAN ran training sessions with farmers on organic cocoa production in collaboration with AWINA Japan, focusing on the sorting of fresh beans, the first and most critical step toward achieving premium fermentation. The training built farmer understanding of how sorting decisions directly affect flavour, aroma, and market value. Certified organic cocoa commands better prices and opens access to a distinct segment of international buyers; the transition requires sustained discipline, but the commercial rationale is clear.

## ACCESS TO FINANCE

Working capital loans ran across two cycles in 2025. The first cycle deployed funds to five cooperatives, three of which completed full repayment with interest on schedule. Two required restructuring due to market conditions outside their control, elevated prices delaying sales, and payment delays from a local buyer. Both are under active management with repayment plans in place.

A second cycle was disbursed in July. A timing lesson emerged: the main cocoa peak harvest runs from April to June, meaning a July disbursement missed the highest-volume procurement window. The programme is building this into planning for the next cycle, earlier applications structured around harvest forecasts, to ensure financing arrives when it can have the most impact.

In 2025, two partner organisations graduated to direct financing from Rabo Foundation. For Progreso, this is the intended endpoint of the capacity-building work: to build the conditions under which organisations no longer need support in the same way.

## MARKET LINKAGES

### Cocoa

The most substantial market development was a Sulawesi cooperative signing a long-term supply and farmer support partnership with AWINA Japan. The agreement sets out a supply commitment starting at 1,000 tonnes in the first year, scaling to 5,000 tonnes annually, alongside a fermentation plan and demonstration plots, a level of specificity that reflects a buyer relationship built on genuine alignment around quality and sustainability.

The Bali-based cooperative, Koperasi Manik Amerta Buana, combined a working capital loan from Progreso with infrastructure investment from a local partner to produce a striking result. New warehouse and roasting facilities gave the cooperative control over its quality processes, which in turn gave French chocolate maker Valrhona sufficient confidence to visit the facilities, taste cocoa on-site, and quadruple their contract value within a single year. The full story is told in the feature below.

The cocoa sector in Sulawesi faced a serious setback during the second half of the year when laboratory tests by a major buyer detected pesticide residues, leading to a temporary halt in purchases and a sharp drop in farm-gate prices. Cooperatives responded by exploring alternative channels and intensifying their focus on fermentation quality. The episode reinforced what the Japanese partnership already reflects: that sustainable, traceable supply is not just a market preference but a commercial necessity.

## Coffee

Through Ontosoroh Coffee, various of Progreso's cooperatives contributed to deliver two containers of Arabica to the Dutch specialty trader This Side Up. Ontosoroh also maintains domestic supply to Catur Coffee Company and supplied Robusta through Sucafina, a diversified commercial footprint that reflects genuine market presence rather than reliance on a single buyer.

In October, one of Progreso's coffee cooperative partners won first place at the Jakarta Coffee Week Cup of the Year with a Robusta Natural Anaerobic: beans that will feature on the menu at Dua DC Coffee in Washington D.C.

## BEYCO

The Beyco rollout in Indonesia was one of the platform's most significant expansions in 2025, moving from a standing start to eight cooperatives onboarded across three phases and three distinct geographies, exceeding the Year 1 target. The rollout covered coffee cooperatives in West Java, cocoa cooperatives in South Sulawesi, and both coffee and cocoa organisations in Flores, where interest in digital traceability is growing as EUDR requirements approach.

One of the most notable developments was the launch of a farmer data management system at a Javanese coffee cooperative, led by a data management team of young, digitally fluent cooperative members inputting farmer profiles and plot data for the first time. The cooperative's coffee is already reaching European markets, making traceability a practical commercial priority rather than a future concern.



## FROM THE FIELD: KOPERASI MANIK AMERTA BUANA AND VALRHONA IN BALI

Koperasi Manik Amerta Buana (MAB) sits in the cocoa-growing region of Tabanan, Bali, where volcanic soil and elevation create ideal conditions for quality cocoa. But conditions alone do not secure premium buyer relationships. For that, cooperatives need infrastructure, processing capacity, and the financial breathing room to invest in quality when it matters most.

In 2024 and 2025, global cocoa prices swung wildly. MAB chose to use the moment to build. A working capital loan from Progreso gave the liquidity to purchase cocoa from members during harvest season, ensuring farmers were paid promptly and the cooperative could aggregate volume when quality was at its peak. New warehouse and roasting facilities, supported by Astra through Kalimajari, gave MAB control over fermentation, drying, and roasting processes that had previously been handled inconsistently or outsourced entirely.

When French chocolate maker Valrhona visited MAB's facilities in 2025 to evaluate the cocoa and taste nibs on-site, the cooperative was ready. The beans were well-fermented, properly dried, and traceable to specific farmer groups.

*"When Valrhona confirmed they wanted to expand the contract, it wasn't just about the volume, it was validation that our investment in fermentation and quality control was working. Our farmers have always grown good cocoa. Now we can finally process it the way it deserves." - Mr. Nyoman Suparman, Chairman of MAB*



The result was a fourfold increase in Valrhona's contract value within a year. MAB is now positioned as a reliable premium cocoa supplier to one of the world's most quality-focused chocolate makers, not because market conditions were favourable, but because it made strategic investments when it had the chance. It is a demonstration of what can happen when financial access, infrastructure support, and cooperative discipline converge at the right moment.



# OUR TEAM

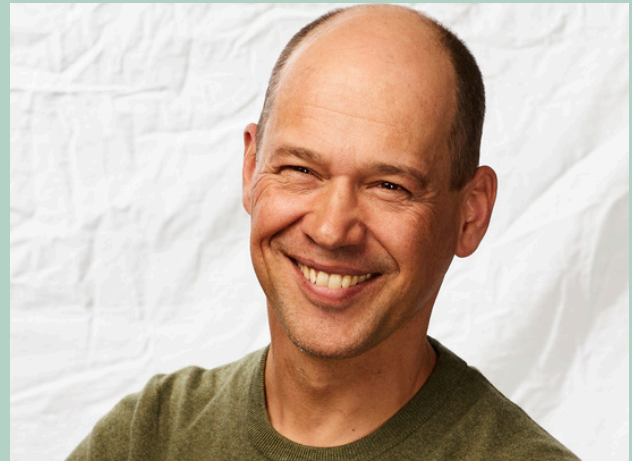


# OUR SUPERVISORY BOARD



**Karel Valken**  
Chair Supervisory Board

*Vice Chairman Global Coffee Platform (GCP)*  
*Advisory Board Member Sucafina SA*  
*(ex) Rabobank Global Head Strategic Accounts & Sustainability TCF Agri*



**Rodney Nikkels**  
Supervisory board member

*Founder Progreso Fund*  
*Founder Green Development Foundation*  
*Founder the Chocolatemakers*



**Jacoline Plomp**  
Supervisory board member

*Partner & Unit lead Impact House - Grant Thornton*  
*Senior Impact Expert & Partner at Avance Impact Co—director Solidaridad Eastern and Central Africa Expertise Center (SECAEC)*



**Iris van der Velden**  
Supervisory board member

*Program Director (Social) Equity Action - Head of AtSource Insights & Data at Ofi - Global Director Innovation and Insights at IDH - Senior Manager Learning & Innovation Smallholder Inclusion - Rabobank Foundation Region manager Asia*

# With thanks to our donors



Rabo  
Foundation



A close-up photograph of a person's hands sorting through a large quantity of cocoa beans on a wooden tray. The beans are a mix of brown and dark colors, and the hands are dark-skinned. The background is a soft-focus view of more beans.

Progreso Annual Report 2025

June 2026

Marketing & Communications:  
[admin@progreso.nl](mailto:admin@progreso.nl)

Progreso Foundation  
KIT ROOM BB-9  
Mauritskade 64  
1092 AD Amsterdam

[www.progreso.nl](http://www.progreso.nl)  
[www.beyco.nl](http://www.beyco.nl)

Progreso