

PUM.
Together we grow



HOPE Programme

Annual report 2025

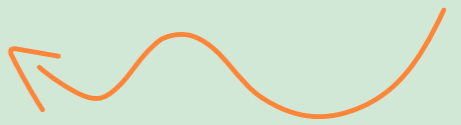
Bolivia - Colombia - Peru

Table of content

1. Preface	5
2. The year 2025 in numbers	6
3. Bolivia	7
4. Colombia	13
5. Peru	19



Story
Improving
potato farmer
knowledge in
Bolivia



Story
Enabling international
growth in Colombia

Story
From quality coffee to
community impact in
Peru



Preface

Towards systemic change and thriving communities

In 2025, PUM continued its commitment to building inclusive and sustainable economies in Colombia, Bolivia, and Peru. Through the HOPE Programme, PUM and its partners, the Argidius Foundation and a silent donor, strengthened small and medium-sized enterprises (SMEs), particularly in the food security sector, by providing tailored expert support. At the heart of this collaboration lies a shared belief: that strong local businesses, rooted in their communities and supported by the right expertise, can drive meaningful system change and create lasting opportunities for growth.

During the year, PUM implemented 113 projects with 103 small and medium-sized enterprises (SMEs). Through the HOPE Programme, we deliberately expanded our reach in Bolivia and Peru, welcoming 24 new SMEs in Bolivia and 47 in Peru, while continuing to support both new and existing partners in Colombia.

This progress was achieved despite challenging circumstances, particularly in Bolivia, where political transition and economic pressure shaped the operating environment. The dedication of our local team ensured that 28 projects were successfully finalised.

Through targeted social media campaigns PUM reached more than one million people. This resulted in 121 new business contacts and a strong pipeline for future engagement was established.

A defining achievement of 2025 was PUM's focus on women-owned and women-led businesses. With 47 such SMEs supported across the three countries, we exceeded our annual milestone. Besides contributing to equality and emancipation, these women-led businesses play a significant role in creating employment opportunities, generating income and providing for their family and community.

Looking ahead to 2026, PUM aims to deliver 133 projects across the three countries. With a strong pipeline and committed local teams, we move forward with confidence. We continue to invest in people, cooperatives and businesses that contribute to sustainable change.

PUM. Together we grow.



ARIETTE BROUWER
CEO PUM

PETER BONGAERTS
COO PUM

ACTIVITIES

Total number of projects

Advice on location	80
Remote advice	33

113

Number of projects per country



How do we calculate the median % Compound Annual Growth Rate (CAGR) and the created jobs?

This is calculated for businesses that have at least one measurement after the baseline year, up to and including 2 years after the project. The CAGR is measuring the average annual growth in revenue of the business, the median CAGR is the calculation of the median revenue growth of all businesses.

Median % CAGR in 2025 **17%**

Bolivia	39%
Colombia	14%
Peru	30%

JOB

Full-time jobs created



Bolivia	24
Colombia	272
Peru	4

Women-owned/led SMEs

Bolivia	10
Colombia	19
Peru	18

47

Networking events # of participants



3	Bolivia	67
3	Colombia	60
8	Peru	190

03

Bolivia

In 2025, Bolivia faced a challenging operating context shaped by political transition and sustained economic pressure. Despite these conditions, our work delivered clear and measurable impact, achieving a 39% CAGR growth rate, creating 24 full-time jobs, and supporting 25 SMEs through a mix of location-based and remote advisory services. Of these businesses, 10 were female-owned or women-led, demonstrating a strong commitment to inclusive and sustainable economic growth in an uncertain environment.





Story

Improving potato production knowledge in Bolivia

In the rolling hills of Villa Charcas, the lives of potato farmers are changing as the Association of Potato Producers of Los Cintis, is on a mission to improve potato yields and productivity per hectare. Under guidance of agricultural extension specialists Alex Villca and Félix Roque Castro, and in close collaboration with PUM expert Harrie van Wijk, about 50 farmers of the association are discovering how new techniques can turn modest harvests into thriving crops.

During a 10 day stay in Bolivia, Harrie made several farm visits and soil analysis, and identified key areas for improvement, including seed potato quality, fertilisation strategies, and pest management.

By addressing these challenges, farmers can increase yields and reduce losses, fostering greater food security and economic stability within the region.

Practical solutions for enhanced yields

“One of the main issues identified is the quality of seed potatoes, some of which are affected by Rhizoctonia, a disease that reduces yields”, explains Harrie. “I encouraged the farmers to treat seed potatoes with recommended products and experiment with small test plots to observe improvements.” Fertilisation practices are also being optimised. By testing slightly higher and lower fertiliser applications across different rows, farmers can see firsthand what works best for their soils.

Crop protection

Training has also emphasised personal safety when using crop protection products. Demonstrations showed farmers simple, effective ways to protect themselves, such as using improvised barriers and applying sprays with the wind behind them. These practices help safeguard the health of farmers and farm workers, contributing to a safer, more sustainable agricultural community. Innovative ideas such as growing winter cover crops to improve soil health and establishing small-scale production of speciality products like native potatoes or onion oil, have the potential to open new markets.

Young farmers, new ideas

One of the recommendations Harrie made was to start study groups and youth farmer clubs as vital tools for knowledge exchange. By visiting fields together and learning from each other, farmers build stronger networks, share best practices, and accelerate the adoption of improved techniques. Hopefully these groups will inspire other young people in the community to see agriculture as a path to opportunity rather than just tradition.

Strengthening the community

The most profound impact is on the community itself. Farmers are sharing what they learn, supporting one another, and building networks that extend beyond fields and harvests.

Families see the benefits through better yields, more reliable income, and opportunities for young people to stay in agriculture. As Alex Villca puts it, “This isn’t just about potatoes. It’s about our future, our families, and our community.”

“Working with PUM expert Harrie van Wijk strengthened our knowledge of potato crop management and sustainable practices, which we are pleased to share with our community.”

ALEX VILLCA
ASSOCIATION OF POTATO PRODUCERS
LOS CINTIS - BOLIVIA

WATCH THE VIDEO



Scan the QR-code

Story

Andes Trópico: A healthy future for people and planet

Andes Trópico is a Bolivian family-owned company based in Cochabamba, dedicated to producing nutritious foods from native Andean grains and tropical fruits. Established in 1996 by a couple of passionate entrepreneurs, the initiative emerged in response to the migration of rural families from the Andes to urban areas, driven by challenges such as limited agricultural support and market access. Their mission helps to enhance the livelihoods of farmers in both the Andean and tropical regions by promoting healthy food from sustainable agriculture and fair-trade practices.



Andes Trópico believes in the power of food that cares for people and the planet and offers a range of natural products, including energy bars, baked goods, powdered drinks and instant meals. The vegan and gluten-free products are also fit for people with special dietary needs, like celiac disease. Respecting the labor of those who grow these foods and combining nutrition, quality, and responsibility, Andes Trópico aims to make healthy food available to more people.

Collaboration with PUM

The collaboration with PUM has started a new and exciting phase for Andes Trópico. With his deep knowledge of food and markets, PUM expert Hans de Heus worked together with the team creating a strong business plan. This plan focuses on long-term growth by setting clear goals and improving how the company works. A key part of the strategy is to build a stronger brand.

Hans sees great potential in the company, but also notes that growth has slowed. While the products are strong and the customer base is loyal, future success depends on increasing sales and reaching new markets.

New product launch

As part of the plan, Andes Trópico is launching a new premium native energy bar. This high protein nutritional product is targeting a new and fast growing customer segment. But the company is also looking at new products and partnerships to support child nutrition. Many children in Bolivia go to school without a proper breakfast or snack. Andes Trópico wants to help by offering healthy, tasty and affordable options based on their strong heritage and nutritional knowledge.

Looking ahead

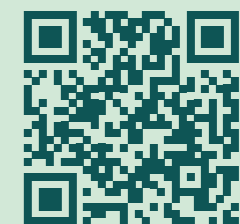
The road ahead requires perseverance and belief. The strategy developed with Hans includes detailed plans for strengthening trade capabilities, reviewing product opportunities and refining organisational structures. Core values, such as teamwork, integrity and a shared commitment to social impact, will continue to guide daily operations. The success of this plan, however, will depend not only on vision but on execution. Regular monitoring, open communication and collective responsibility will be key to keeping the company on track. As Hans says: "You have to believe, focus and work hard!"

The story of Andes Trópico shows what's possible when social impact, care for the environment, and smart business planning work hand in hand. With its strong values and clear vision, the company has a bright future ahead.

"It was a pleasure working with Raquel and the Andes Trópico team to develop a business plan. They continue to make great progress with strong energy."

HANS DE HEUS
PUM EXPERT

WATCH THE VIDEO



Scan the QR-code

03

Colombia

Throughout 2025, our work in Colombia focused on strengthening enterprise development within a fast-evolving economic landscape. We partnered with 30 SMEs, providing tailored support both on the ground and remotely, which contributed to the creation of 272 full-time jobs across multiple sectors. These efforts supported a solid 14% CAGR growth rate, while also advancing inclusion, with 19 of the supported businesses being women-owned or women-led, reinforcing our commitment to inclusive and sustainable growth.



Story

Strengthening cold chain management in Colombia



Facilitated by the Pasto Chamber of Commerce and carried out in collaboration with a PUM expert, leading meat processor in southern Colombia, Frigovito, has taken an important step towards strengthening management practices and improving operational efficiency within the cold chain. With a clearer roadmap and stronger internal alignment, the company is moving forward with confidence, translating strategic ambition into concrete action for the years ahead. This focus on sustainable growth and long-term resilience also contributes to safer food systems and reinforces trust in locally produced meat.

Frigorífico Jongovito (Frigovito) is the largest animal processing plant in the region of Nariño, in southern Colombia. Based in Pasto, the company specialises in animal processing and cold chain logistics for the regional meat sector. With around 70 employees, Frigovito plays a key role in local employment, as well as in food safety and quality assurance.

As the company grew, so did the complexity of its operations. Day-to-day activities increasingly absorbed management attention, leaving limited space to reflect on processes, strengthen coordination or define a long-term vision.

Improving the strategic plan

Frigovito connected with PUM and requested support to review its strategic plan for 2026–2029 and strengthen execution capacity. The objective was not to create a new plan from scratch, but to validate existing strategic thinking and translate it into practical ways of working.

Ashish Dharap, a PUM expert in Management Consultancy, worked closely with the management team and Managing Director Miguel Eduardo Benavides Córdoba. Over several days, discussions focused on organisational structure, process optimisation, leadership practices, internal communication, and the use of management information to support decision-making.

Putting strategy into practice

Together, the management team and the PUM expert reviewed the strategic plan, tested assumptions against market realities and clarified priorities. The focus shifted towards fewer but more meaningful performance indicators, alongside a clearer distinction between strategic, operational and support processes. The strategic plan and market analysis were presented to Frigovito's Board of Directors, leading to the creation of a board-level committee to sponsor and monitor implementation of the strategy. This step strengthened corporate governance and created shared ownership of the company's long-term direction.

The project laid the foundations for more efficient use of existing assets, improved coordination across the cold chain and more robust decision-making based on reliable data. By strengthening leadership and planning capacity, Frigovito is better positioned to grow sustainably, diversify its activities and expand its customer base over the coming years.

Regional impact

The expected impact goes beyond the company itself since the project was carried out in close collaboration with the Pasto Chamber of Commerce. This strong local embedding ensured that Ashish's advice aligned well with the business context, regulatory environment and growth ambitions of Frigovito. A more sustainable company supports stable employment in the region, contributes to safer food systems and reinforces confidence in local meat production.

"The combination of a global perspective and a strong understanding of our local context marks an important step towards a more future oriented Frigovito."

MIGUEL EDUARDO BENAVIDES CORDOBA
MANAGING DIRECTOR FRIGOVITO



Story

Enabling international growth in Colombia

In Boyacá, Colombia, Eurosemillas is reinforcing its internal organisation to position itself more strongly in international markets. The company has been working closely with PUM, both on location and remotely. Over the years, this collaboration has contributed to stronger financial management, quality control and strategic direction. The result is a more structured and measurable organisation, better prepared to expand market presence, strengthen commercial relationships and enhance technological efficiency.

Founded in 2001 in Boyacá, Colombia, Eurosemillas has developed into a national leader in high-quality horticultural production. The company focuses strongly on innovation and has introduced greenhouse-grown tomatoes, grafted plant technology and specialty crop production in the region.

Eurosemillas operates across several activities within the horticultural value chain. It produces premium fresh vegetables such as tomatoes, cucumbers and peppers for specialised markets, while also applying advanced grafting techniques that increase plant vigour, productivity and disease resistance. In addition, Eurosemillas runs professional nursery operations supplying high-quality seedlings to growers and works on the introduction and distribution of innovative seed varieties through partnerships with international breeding companies.

A long-term collaboration

Over the years, several PUM experts have been involved in projects focusing on organisational development and management strengthening. PUM representative Juan Alfonso Contreras has coordinated the collaboration, visiting the company several times and facilitating various expert advice trajectories.

As the company continued to grow, earlier recommendations needed to be reassessed and aligned with new organisational realities. In 2025, the company requested a follow-up project to further strengthen management capacity across financial management, human resources, international market development and quality management for products destined for export.

Strengthening the company

Preparation for this follow-up project started remotely, allowing the expert and the management team to define a clear and focused work plan. During the project, progress was evaluated, and current management challenges were addressed. The emphasis was on standardising administrative, financial and production processes. Clear structures were introduced to improve coordination between departments and to enable management to monitor performance more effectively. Particular attention was given to strengthening quality assurance procedures for products aimed at international markets, ensuring compliance, consistency and export readiness.

Results and further impact

The collaboration has created a stronger organisational backbone. With clearer processes and measurable targets, Eurosemillas is better equipped to grow sustainably and compete internationally. Improved internal control and quality management enhance the company's credibility in export markets. At the same time, stronger financial and human resource management supports long-term stability and responsible expansion.

By professionalising its internal organisation, Eurosemillas contributes to a more competitive agricultural sector in Colombia. Reliable, high-quality seeds strengthen farmers' productivity and resilience, while the company's growth supports employment and economic development in the region.

"Our long-standing collaboration with PUM has enabled us to strengthen our organisation along the way. We believe that success comes from consistent effort and disciplined work; after all, 'the only place where success comes before work is in the dictionary'."

JAVIER A. GOMEZ
MANAGING DIRECTOR EUROSEMILLAS

WATCH THE VIDEO



Scan the QR-code

03

Peru

In 2025, our engagement in Peru centred on expanding support to a broad base of enterprises through both advice on location and remote advice by our PUM experts. In total, we collaborated with 48 SMEs, contributing to the creation of 4 full-time jobs and delivering a strong 30% CAGR growth rate. Inclusion remained a key focus, with 18 of the supported SMEs being women-owned or women-led, underscoring our commitment to equitable and sustainable economic development.



Story

From quality coffee to community impact in Peru



In Peru, coffee cooperative Cenfrocafe is strengthening its quality control and market position to secure a more sustainable future for smallholder farmers. In collaboration with PUM expert Jeroen Brugman, founder of Ikigai Coffee, the cooperative is investing in advanced roasting and cupping expertise, key steps towards higher-value markets and more stable incomes for its members.

Cenfrocafe brings together small-scale coffee farmers who jointly produce, process and market high-quality coffee. The cooperative exports green coffee that meets international standards, roasts and sells coffee on the national market,

and promotes specialty coffee through its own cafés. It also invests in research, certified seed production and sustainable cultivation methods. Its strategy is clear: diversify activities, move further along the value chain and strengthen its position in international markets while maintaining traceability and social impact.

Stronger in-house expertise

Volatile coffee prices, limited access to finance and the impact of climate change put pressure on farmers and the cooperative's financial stability. At the same time, Cenfrocafe aims to comply with international regulations such as the EU Deforestation Regulation and organic certification standards.

To remain competitive, the cooperative identified a key priority: strengthening its in-house expertise in roasting and sensory evaluation. Greater control over flavour development and quality classification enables Cenfrocafe to offer more consistent and distinctive coffee lots to demanding specialty buyers.

Expertise from bean to cup

Through PUM, Jeroen Brugman delivered a five-day hands-on training programme for farmers, cooperative members and members of the local community. The training focused strongly on the connection between farm-level practices and final coffee quality, flavour and market value. Roasting techniques, the impact of moisture, density and bean defects, and the development of flavour profiles were explored in detail. At the same time, the team strengthened its cupping methodology, allowing for more precise sensory analysis and more consistent quality evaluation. For Jeroen, the shared learning across the value chain was one of the most valuable aspects of the training: strengthening the link between farm practices, cooperative processing and quality control.

Better market opportunities

Stronger quality control translates directly into better market opportunities. With more consistent specialty profiles, Cenfrocafe can access higher-value segments and negotiate improved conditions. This contributes to more stable incomes for its farmer-members

and encourages continued investment in sustainable practices such as responsible water treatment and soil management.

In parallel, Cenfrocafe and its partners are reviewing existing trade relationships with contacts in the Netherlands to explore opportunities to scale up coffee imports into the Dutch and wider European markets. This is an ongoing initiative. The cooperative also aims to diversify into products such as cocoa and to further professionalise its organisation in the coming years.

PUM's training strengthened our quality control team, leading to more consistent, competitive coffees and better incomes for our members.

KEREN SOLANO
CENFROCAFE

WATCH THE VIDEO



Scan the QR-code

Story

Baking a better future in the Andes in Peru



In July 2025, PUM bakery expert Erik van den Einden travelled to the highlands of southern Peru to collaborate with a network of artisanal women-led bakeries in the provinces of Canas and Quispicanchis.

What began as a request from a single bakery in a remote village soon grew into a broader initiative in close collaboration with FONCODES, the national programme for social development. Through hands-on expertise, strategic analysis, and a strong partnership, the project laid the foundation for long-term improvement and future cooperation. The project started with a request from a small artisan bakery in Hampatura, a village located in the Andes at an altitude

of 3,800 metres. Like many bakeries in the region, it is run by women and operates with limited means: basic tools, a simple wood-fired oven, and no clear strategy for business continuity. While production is rooted in traditional methods and local ingredients, opportunities for growth and sales remain limited.

This bakery, it turned out, represented a much larger group. PUM recognised the potential for broader impact and reached out to FONCODES, Peru's national programme for social development and part of the Ministry of Development and Social Inclusion. FONCODES supports vulnerable families across the country, promotes social inclusion, and facilitates access to economic opportunities.

Together, PUM and FONCODES expanded the scope of the project to include ten bakeries and bakery associations in the provinces of Canas and Quispicanchis.

Hands-on advice

The goal of the project was twofold: to support the bakers directly and to build a framework for structural improvement. Over the course of two intensive weeks, PUM Bakery expert Erik van den Einden visited all ten identified bakeries and associations in the region. He worked closely with the entrepreneurs, observing their processes, and offering immediate, practical advice. Small changes were implemented on the spot, from recipe adjustments to more efficient baking methods. These hands-on sessions were followed by discussions on cost structures, product pricing, and how to better present and sell their goods. The bakeries, play a vital economic role in their communities. Despite the tough working conditions and limited resources, they produce goods based on traditional recipes. This offers valuable opportunities: use local grains and natural ingredients to position these products as healthy and authentic with unique regional character. But to realise that potential, collaboration is also needed in areas such as branding, marketing, and access to new markets.

Based on this, a detailed report and action plan were created in collaboration with FONCODES' Ing. Arcadio Molina Navarrete.

The proposal outlines how the bakeries could be structurally supported within FONCODES' existing programmes and with tailored follow-up from PUM experts, both remotely and in the field. The project's findings were presented to the FONCODES regional office in Cuzco at the end of July. A final presentation was held at the head office of Foncodes in Lima.

A promising partnership for rural entrepreneurship

The collaboration between PUM and FONCODES has proven to be highly promising. By combining targeted PUM expertise with local networks and government engagement, the Panes de Canas project has both improved bakery practices on the ground and created a roadmap for supporting SMEs in Peru's rural highlands.

For the women running the bakeries Canas and Quispicanchis, this collaboration could mean more than just better bread. It could mean long-term business security, a stronger community, and a brighter future.



"It is great to observe the results of the synergy between Quesos Salinero and the expertise and enthusiasm offered by PUM expert Dominicus and PUM!"

- MICHA VOSSE
PUM REPRESENTATIVE - COLOMBIA



"These entrepreneurs have a real passion for what they do. I admire their drive to keep pushing forward and always find ways to make their products even better while meanwhile supporting their community in Bolivia."

- MAARTEN VAN WALSEM
PUM EXPERT



"The PUM project gave us clear insight into our financial challenges and helped us develop a plan to improve profitability. I'm grateful for Peter's professionalism, dedication, and ability to connect with our team."

- FERNANDO VILLAIZAN
CEO OF VILLAIZAN - PERU



"The collaboration with PUM has empowered the women of our association and opened opportunities for growth. It has strengthened our rural and indigenous women, inspiring us to move forward together with confidence and equality."

- GHINA GARCÍA SIFUENTES
ASOCIACIÓN DE PRODUCTORES AGROPECUARIOS
PIEDRA TOMPRA - PERU



"Drawing on extensive experience across international markets, Els as a PUM professional, has offered valuable insight into the company's strengths and weaknesses, with recommendations that play a key role in enhancing overall performance."

- TRIGIDIA JIMÉNEZ FRANCO
CEO GRANGA SAMIRI - BOLIVIA



"We highlight PUM's valuable cooperation and commitment, which have been crucial in promoting these sustainable initiatives. We look forward to continuing to advance this path together towards a greener, more sustainable and inclusive future."

- FONCODES
MINISTRY OF DEVELOPMENT & SOCIAL INCLUSION
PERU





“We empower ambitious entrepreneurs in building a structurally better future for their community: socially, ecologically and economically.”

- ARIETTE BROUWER CEO PUM

PUM.
Together we grow 