The Oxfam Enterprise Development Programme

SUPPORTING PEOPLE TO BUILD SUSTAINABLE BUSINESSES WHICH LIFT THOUSANDS OF THE WORLD’S POOREST FAMILIES OUT OF POVERTY

"I PAID MY CHILDREN’S SCHOOL FEES THANKS TO MY PINEAPPLES.”

Tuzamurane cooperative members stand outside the cooperative centre in Eastern Rwanda, Kirehe District.

Photo: Aurelie Marlier (@AurelieM) / Oxfam
ABOUT EDP

Oxfam has more than 70 years’ experience working with the world’s poorest people. Time and again these people tell us that what they need – more than anything else – is a stable income so they can provide the basics for their families.

The World Bank says the most effective way to reduce extreme poverty in remote rural areas, where most of the world’s poor live, is to create successful, sustainable small and medium sized businesses.

A big business has access to bank loans. A small business can access micro-finance. In the middle of these two extremes almost no support is available, and too many families continue to suffer as a result.

Oxfam’s Enterprise Development Programme is helping to fill this gap, investing money donated by entrepreneurs, philanthropists and partners to help promising businesses grow, providing a tailored package of loans, grants or bank-guarantees combined with expert advice, guidance and training.

The jobs and associated opportunities created from growing sustainable businesses have the power to lift thousands of the world’s poorest families out of poverty.

By investing in business, we are transforming lives.

THE BOARD

Rajesh Agrawal, Board Chair
Gavin Stewart, Chair of Investment Committee
Isabelle de Wismes, Member
Stuart Sweeney, Member
Philip ten Bosch, Member
Ursula van Almsick, Member
Charles Baden-Fuller, Special Adviser
This report offers a comprehensive summary of our activities and results achieved during 2016, the first full calendar year in the second phase of Oxfam’s Enterprise Development Programme (EDP). Our key focus remains to identify viable businesses and business models that generate sustainable incomes for smallholder farmers, promote a fairer distribution of value and create opportunities for women’s economic empowerment.

A key success factor for our strategy is the EDP team. 2016 has been a year marked by key recruitments including Brenda Pennell as global EDP programme officer, Shafiqur Khan as EDP lead in Bangladesh and Prakash Subedi as EDP lead in Nepal. Out of eleven full time EDP staff, two are in Oxfam GB’s head office; the remaining nine are based across our five focus countries: Bangladesh, Ethiopia, Honduras, Nepal and Rwanda.

Our Board, chaired by Rajesh Agrawal, Deputy Mayor of London for Business, elected to open the EDP fund for new investments in Nepal and two exciting Nepali enterprises have already made it to the second (and last) stage of our approval process.

Over the past 12 months we have focused on identifying and selecting those businesses that best fit the EDP profile. Our country teams have opted for different strategies based on the local context, ranging from launching a public call for proposals advertised through popular media (radio and newspapers) in Bangladesh; to strengthening our partnership with Nepal’s first and leading social business accelerator programme. As a result, in 2016 we have collectively assessed over 200 applications—a new record for EDP.

In 2016 we presented a total of 13 proposals to our Investment Committee and it is my pleasure to report that two new enterprises were approved and have entered the EDP portfolio: Chetona Fish Hatchery in Bangladesh and Apis Lilian honey enterprise in Honduras. Four enterprises have made it to the last stage of our approval process and their full proposals will be analysed by our Investment Committee in the first quarter of 2017.

Our active portfolio at the end of 2016 was composed of 14 enterprises - four of which have joined since we launched EDP’s second phase. With seven enterprises reporting profit at year end, we have achieved our initial target (50% viable enterprises) and our best result to date.

I look forward to 2017, where we have the ambitious goal of expanding our portfolio by 10 new enterprises. Together with our partners and supporters EDP will continue to work towards sustainably transforming the lives of tens of thousands of the world’s most vulnerable people.

Fabian Llinares
EDP Manager
2016 HIGHLIGHTS

PORTFOLIO REVENUES

Total combined sales of all EDP enterprises amounted to £1,396,000 in 2016.

Total enterprise revenues have nearly tripled since joining EDP between one and seven years ago.

7 out of 14 enterprises (50%) reported profits in 2016.

* All figures are for the 14 portfolio enterprises

PORTFOLIO STATUS

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* Green indicates that the enterprise is performing very well, orange indicates that the enterprise has needs to address, and red indicates that there is cause for concern. ↑ Sales increased = Sales level ↓ Sales decreased

NEW EDP INVESTMENTS

In December 2016, two new enterprises were approved for funding by the Investment Committee—a fish hatchery in Bangladesh, and a honey enterprise in Honduras.

Chetona Fish Hatchery sells 12 varieties of fish spawn to fish nurseries, fish farmers and traders, and is the current market leader in the region. EDP will support plans to increase farmers’ (and particularly women’s) income and resilience through “modern” fish farming.

Apicultura Lilian purchases honey from a network of smallholder farmers. It has a small processing plant, where the honey is processed and bottled. Its branded products are sold through supermarkets and other retail outlets across the country. With EDP’s support we expect the business revenue to grow by 50%, as the enterprise expands into the wider Central American market.
HIGHLIGHTS 2016

PIPELINE DEVELOPMENT IN 2016

- 200+ businesses identified
- 50 businesses visited & reviewed
- 16 submissions to Investment Committee
- 2 approved in 2016

It’s important that businesses fulfil a number of our carefully selected criteria to ensure they have maximum social impact. We therefore have a rigorous review and selection process to choose only the very best opportunities to make a difference.

IMPACT IN 2016

- COMBINED REVENUE: £1,395,647
- COMBINED PROFIT: £105,000
- DIRECT BENEFICIARIES: 36,145
- NUMBER OF ENTERPRISES: 14
- % WOMEN SUPPORTED: 34%
- JOBS SUPPORTED: 294
- LOANS DISBURSED: £1,426,684
- LOANS REPAID: £ 577,832

EDP TEAM

GLOBAL TEAM

- Fabian Llinares EDP Manager
- Brenda Pennell EDP Officer

HONDURAS
- Victor Aplicano EDP Country Lead
- G. F. Rabbani EDP Officer

BANGLADESH
- Shafiqur Khan EDP Country Lead
- Bhim Khatri EDP Officer

NEPAL
- Prakash Subedi EDP Country Lead
- Swikriti Sharma EDP Comms.

RWANDA
- Donnah Mariza EDP Country Lead

ETHIOPIA
- Kidane Seyoum EDP Country Lead
- M.G. Mujawimana EDP Officer
Bangladesh is one of the world’s most densely populated countries, and one of the most vulnerable to climate change. With a long history in providing microfinance, the country is now trying to develop strong agricultural, and small and medium enterprise (SME) sectors.

Oxfam has long had a strong livelihoods programme in the country, with activities in enterprise development, agriculture, women’s empowerment and climate change adaption.

**ENTERPRISES**

**CHETONA FISH HATCHERY**  PRODUCE: FISH SPAWN & FINGERLING

**BACKGROUND**

The investment — EDP’s second in Bangladesh — was approved in December 2016. Chetona Fish Hatchery is based in the Rajarhat sub-district of Kurigram, in the Rangpur Division of northern Bangladesh.

- Founded by Mr. Ishaq Ahmed in 1998, Chetona Fish Hatchery currently sells 12 varieties of fish spawn to fish nurseries, fish farmers and traders and is the current market leader in the region, with a great reputation amongst the local community.

- The enterprise plans to grow annual revenue from £44,662 to £81,289 by 2019, which requires an investment in new infrastructure. Applications for credit from formal financial institutions to finance this growth have been unsuccessful as the business falls short of the minimum collateral requirements.

- With EDP’s support, Mr Ahmed plans to increase farmers’ — and particularly women’s (about 20% of all fish farmers in Kurigram) — income and resilience through “modern” fish farming. This will be achieved by providing training, supporting subsistence farmers to grow into commercial fish farmers, and supporting women’s groups to establish 10 new women-led nurseries by 2019.

‘As a rural enterprise we were not able to get financing from the formal financial institutions and that is why, despite good potential to grow my business, I was not able to do so earlier. Now, with Oxfam-EDP support I will be able to establish a modern fish hatchery in this area which will benefit our rural people. Improving the quality of fish farming will result in higher incomes for the household.’

Mr. Ishaq Ahmed is renowned in Kurigram as a successful entrepreneur who has worked hard to provide motivation to the rural people in the region, encouraging fish nursing and commercial fish farming as a sustainable economic opportunity.

With over 30 years of experience and numerous trainings in fish hatchery management he is the leading expert in his district. He has also worked with different INGOs as a technical expert and local service provider, training hundreds of women in fish farming.
'As a woman fish farmer I was not able to purchase good quality fish spawn for my pond because of the long distances to other hatcheries. Now I can get good quality spawn from Chetona Fish Hatchery which helps me to earn more money for my family.'

Ms. Rosna Begam is a small scale fish farmer who is receiving training and high quality fish spawn from Chetona Fish Hatchery. Sector specific barriers like access to market, lack of capital and lack of quality fish spawn disproportionately affect women fish farmers in this area.

**PIPELINE**

**BOLON SAMMONITO KRISHI FARM**

**PRODUCE: DAY OLD DUCKLING**

**BACKGROUND**

Bolon Sammonito Krishi Farm is a small rural enterprise based in Gaibandha district in Northern Bangladesh. The enterprise was established in 2007 by Mr. Bolon and has played a key role introducing duck farming to local smallholders, especially women, as an opportunity to generate and diversify incomes while improving nutrition for the household and the wider community.

The enterprise uses fertilized eggs to produce day old duckling (DOD) which it markets directly to local back-yard duck farmers (75% women), commercial farmers and traders from adjacent districts. Currently the hatchery produces and markets 180,000 DOD per year, which represents 40% of the current duckling supply in the Gaibandha district. Mr. Bolon has excellent technical expertise and business know how. He is passionate and has a clear vision for the enterprise.

The enterprise has applied for loans from formal financial institutions but was rejected in spite of meeting all criteria on paper. The enterprise requires adequate working capital and new investments to purchase an automated incubator machine through which the production capacity will be doubled, allowing the enterprise to address the currently unfulfilled market demand.

**SUVESHA PHUL GHAR**

**PRODUCE: FLOWERS**

**BACKGROUND**

Suvesha Phul Ghar is a fully-integrated enterprise operating in the fresh cut flower business in Bangladesh. Fresh flowers are mostly procured from a network of contract growers (100% women). The enterprise also cultivates high value varieties in their own farm and sources other more common flower varieties from the local wholesale market.

Flowers are brought to the company’s processing plant where 30 employees (22 of them women) manufacture flower chains and bouquets. These are then distributed to six outlet stores as well as other retailers. Outlet stores are run by independent managers. Suvesha Phul Ghar covers fixed costs but each manager is responsible for the operation of the outlet. Losses are minimized by redistributing unsold flowers among the network of outlet stores.

The enterprise also offers event decoration services for both private as well as business events, including weddings and conferences. The key success factor and opportunity is that Suvesha Phul Ghar is focused on the currently untouched sub-district markets. Ms. Onju Sarker, the entrepreneur, went from being a domestic worker in her home village to receiving the national Agricultural Award for her contribution to the flower sector in Bangladesh.
Ethiopia is a large country, with amazing richness and positive economic growth. However this is combined with recurrent cases of food insecurity; in 2015 it was hit by a prolonged drought, in part due to the El Niño weather phenomenon, the devastating effects of which stretched into 2016.

Oxfam was one of the first non-governmental organisations to work in Ethiopia, and works primarily in the Tigray, Amhara, Oromia and Somali regions.

ENTERPRISES

ASSOSA PRODUCE: FOOD OIL

BACKGROUND
EDP’s first (and largest) investment in Ethiopia was in Assosa, a federation of co-operatives based 700km west of Addis Ababa which trades oilseed crops, and set up a small factory to produce edible oil.

UPDATES
- Assosa’s sales in the six months to end-October 2016 amounted to £428,364, 65% higher than the previous nine month reporting period, which had itself been a record for the company. The company celebrated its third consecutive profitable season, and has been able to repay its loans with Bunna International Bank.

- Growth in sales is primarily attributable to strong sales of soy seeds. Capacity for future growth has been secured through investment in a new oil press machine, and repairs to existing machinery. There are plans to reduce the price of the end product from Ethiopian Birr (ETB) 70 to 65 to further stimulate sales, once improvements in the efficiency of Assosa’s operations have been consolidated.

- Assosa management now have the capability to produce monthly accounts, which are presented to the enterprise’s board. Through this financial discipline, Oxfam has supported Assosa to negotiate a new credit line with Bunna International Bank to finance its future working capital; this has been agreed using the enterprise’s own assets as collateral — a major milestone and critical part of EDP’s aims in order to establish sustainable businesses.

- Farmer membership has reached 17,311, an increase from 6,041 before EDP support. Women now comprise 26% of members, up from 6%. Women also fill 15 of the 17 FTE positions within the enterprise and four of the nine Board positions.

“Before Oxfam came in we were saying...
‘How much will you buy my niger seed for?’

Now we are saying...
‘Do you want to buy at this price?’”
BACKGROUND
In 2010, EDP made an investment in Zembaba, based 550km north of Addis Ababa, in Bahir Dar, to help the cooperative set up a workshop to produce beehives. The Union also processes and sells honey.

UPDATES
- After delays exacerbated by political unrest, and protracted negotiations with its export customer, Zembaba has exported its first honey shipment to Europe. This success not only increases the potential for future export sales (two new shipments are already being negotiated), but has also alleviated cash flow problems that were threatening Zembaba’s ability to repay its loan obligations.
- The number of farmers involved exceeds 6,000, from a starting level of 5,200. Significantly, women membership has increased from 24% of total membership to 29%.
- Women have directly benefitted from loans for inputs arranged by the Union, to enable them to increase production. The enterprise also supports 15 jobs, six of which are held by women.
- Beehive production has now surpassed 300 units per month, reaching its operational break even point. Zembaba beehives significantly improve yields and create an opportunity for women, who find it difficult to operate traditional beehives.

PIPELINE
While we work with current enterprises to fully establish them, we have started to develop a pipeline of potential EDP investment candidates, as we plan to support a small number of new enterprises in the future.
Honduras is one of the poorest countries in Latin America, and sadly one of the most violent. Oxfam has strong links with a number of banks and government programmes, which look at EDP as one of the few models with a diverse set of financial and non-financial services, as well as a strong emphasis on commercial viability.

With the newest investments, Oxfam is trying to work with enterprises which support poor people in rural areas, and in particular women, which are particularly innovative and more resilient to unreliable weather patterns.

ENTERPRISES

APROALCE  PRODUCE: FRUIT AND VEGETABLES

BACKGROUND
EDP’s first investment in Honduras was in 2009 in the Asociación de Productores del Altiplano de Celaque (APROALCE), a local co-operative that trades fruit and vegetables. APROALCE has seen a massive increase in sales of vegetables in their time with EDP, going from £7,000 in 2009 to £124,000 in 2012.

UPDATES
• In the last three years the enterprise has struggled to maintain its previous level of sales, largely due to changes in weather patterns which have reduced production. The main strategy to recover profitability is setting up irrigation schemes. Oxfam has helped the enterprise access additional support from a government programme which is financing irrigation schemes and new investments in working capital.
• The enterprise has an experienced Board and a committed management team. EDP is providing support through a partnership with local BDS provider FUNDER. This, together with stronger marketing efforts, should allow the enterprise to restore sales levels and recover profitability.

CREPAIMASUL  PRODUCE: CASHEW NUTS

BACKGROUND
In 2015, with support from Fundación para el Desarrollo Empresarial Rural (FUNDER), Oxfam approved an investment in Cooperativa Regional de Productores Agroindustriales de Marañón del Sur Limitada (CREPAIMASUL). CREPAIMASUL works in the dry department of Choluteca, in the Corredor Seco, but has specialised in organic certified cashew nuts, recommended by the government and experts as a suitable crop in such dry climates.

UPDATES
• The enterprise exceeded targets and projections, reaching profitability in 2016. Sales grew by 72% reaching £62,000. Gross margins were higher than expected (24%) due to better prices and improvements in processing. Additionally the enterprise had lower than expected fixed costs.
• Contracts with existing clients in the US and Germany have already been signed for the 2017 season. The key challenge to achieving planned growth is implementing a successful procurement strategy. EDP is providing working capital to enable advance payments to farmers.
• In 2016 a new manager was hired. Karina Galo, a local woman with experience in agri-business and a degree in management is now leading the enterprise with the support of former manager Jose Leon (now production manager) and a newly hired accountant. This year the enterprise purchased cashews from a total of 283 farmers (35% women), an 80% growth on 2015.
**APIS LILIAN**

**PRODUCE: HONEY**

**BACKGROUND**

In December 2016 the EDP Investment Committee approved an investment in Apicultura Lilian, a private limited company trading in honey, founded and managed by entrepreneur David Mejia.

- Since its foundation in 2000 the enterprise has gradually grown to reach yearly sales volumes of over 42.9MT worth £190,000 which has helped the enterprise to access additional support from a government programme.

- Apicultura Lilian currently purchases honey from a network of 125 smallholder farmers across 10 departments in Honduras. With EDP support this network will double by 2020.

- The enterprise has a small processing plant, where the honey is processed and bottled. Its branded products are sold through supermarkets and other retail outlets across the country. Apis Lilian is the leading national brand of honey.

- Oxfam’s experience working with women’s groups and networks shows that these networks have potential for honey production and Oxfam estimates that by working with Apicultura Lilian, women beekeepers could start to receive an income of up to $2.50 per day. By year three of EDP’s support, we expect to see farmers with their annual income increased from $205 (today) to $964 by 2020, with the number of women smallholders up from 5% to 46%.

- Over the next three years, we will support Mr Mejia to grow the business revenue by 50%, expanding into the wider Central American market and increasing the yields of small-scale beekeepers. The owner has a commitment to making this type of livelihood more accessible for women, and to gradually increase the percentage share of profits going back to farmers – on top of a fair pricing structure.

**PIPELINE**

Oxfam is working with local partners to identify new socially inclusive and innovative businesses for Honduras. First is an enterprise which emerged from a successful joint venture of a local NGO and a group of Lenca indigenous farmers focused on berry production and processing.
Nepal is one of the world’s poorest countries. Agriculture is essential to the economy and 80% of it depends on the labour of women; however women only own 19% of the land. Oxfam is one of the few organisations working in private sector development, particularly in the mid-west and far western regions.

In April 2015, Nepal suffered a major earthquake that left nearly 9,000 people dead and destroyed more than 850,000 homes. While EDP’s enterprises were unharmed, overall trade has suffered. This was made worse by ongoing political unrest, causing strikes and road blockades.

ENTERPRISES

PAVITRA produce: VEGETABLE SEEDS

BACKGROUND
Pavitra (Pavitra Jankalyan Agriculture Cooperative) was set up in 2001 in Surkhet, mid-west Nepal, 400km from Kathmandu. It was Oxfam’s first investment in Nepal and has since achieved many milestones, being the first such cooperative to supply to large manufacturers, and the first to join the regional Chamber of Commerce and receive a loan by a private bank.

UPDATES
- Sales of processed, packaged seeds have continued to grow (already 33% of sales). This is a high margin product that also offsets the reduced availability of seed due to changing climate patterns. Agreements have been made with nine vendors for 117MT of semi-processed seeds for the summer season, and a further three agro-vets for a regular supply of packaged seeds.
- 236 members (170 women) received financial literacy training. 557 farmers have also received Crop-Specific Post Harvest training to better protect their seeds from disease and pests. Women now account for 47% of the total Board membership (up from 26% before EDP’s involvement).
- The Enterprise has been recognised as “The Best Cooperative in Surkhet District”, an award that it also won in 2012, and “Best Cooperative” amongst 600+ cooperatives by the Division Cooperative Office for its contribution to quality seed production. It is also expected to break even this year.

DAFACOS produce: VEGETABLES AND VEGETABLE SEEDS

BACKGROUND
Dadeldhura Farmers’ Co-operative Society (DAFACOS) is based in Dadeldhura district, one of Nepal’s most remote regions 500km west of Kathmandu. The area’s high altitude, along with its good soil and rainfall conditions, offers the potential to grow seeds as well as off-season vegetables, which are in high demand in lowland markets. The enterprise was established in 1998 and joined the EDP portfolio in 2012. Sales are improving, and the enterprise is expected to break even in the next financial year.

UPDATES
- A co-investment agreement has been reached between DAFACOS and RAP 3 Connect (a UK government-funded project) to replicate the EDP model in three neighbouring districts. DAFACOS will invest £21,411 and RAP 3 will invest £67,243 over the next three years.
- The enterprise membership remains at nearly 100 (50% women) and is supporting 14 full-time equivalent jobs, up from just one at the start of EDP’s intervention. The enterprise has also increased its number of active farmer suppliers from 613 to 1,898.
“Seeds saved me. Without them I would have died already.”

Abandoned by her husband, who blamed her for not having children, Haridevi has been forced to live alone. Health problems have required regular trips to Nepalganj and Kohalpur, where treatments have cost her NPR250,000, and are still ongoing. To survive she grew vegetables. Since joining Pavitra she has been trained in vegetable farming for seed production. Haridevi can now manage both her daily expenses, and the costs of her medical treatment.

NAWALPARASI PRODUCE: RICE

BACKGROUND
The Small Farmer Food Industries rice mill in Nawalparasi (NAWALPARASI) is Oxfam’s newest investment in the country (2014) and is located in the lowlands of central Nepal, 249km from Kathmandu. The area has huge potential for commercial rice production but farmers have found it hard to produce beyond subsistence levels due to limited access to quality seeds, technology, fertilisers and market facilities.

UPDATES
- Sales are up by 69% compared to 2015 and the enterprise is on track to reach profitability by mid-2017.
- 700 farmers (85% women) were trained in 2016 in improved paddy farming, harvesting and pest management.
- Ten irrigation systems have been established for the benefit of 143 member farmers. These farmers had suffered particularly badly during last year’s drought, but can now expect a good harvest in the new season.
- Participatory Learning Centres were set up to encourage and facilitate women’s empowerment holistically. We continue to use the strategy of providing training and the groups have recently worked on the issues women face around Joint Land Ownership.

PIPELINE
Oxfam is identifying new potential enterprises in Nepal and started a partnership with business incubator Rockstart to identify and build the capacity of new enterprises.
Rwanda is a small, landlocked country, with a population of 12 million people. Over twenty years since the 1994 genocide, the economy is now growing at 7% a year. The government is very supportive of private sector development and new models of support are emerging.

Oxfam is prioritising businesses in the food sector that help women and young people.

**ENTERPRISES**

**SHEKINA**  
**PRODUCE: CASSAVA LEAVES**

**BACKGROUND**  
Oxfam began supporting Shekina in 2014. It is led by local food entrepreneur Damien Mbatezimana. The enterprise sources cassava leaves from local women, now organised into local collection centres. The leaves are then dried and packaged into various final products for consumption in Kigali, and exported to diaspora in the European and US markets.

**UPDATES**

- The enterprise continues to innovate, and is in the process of launching a new “instant cassava” product. There is considerable export demand, and Shekina expects to significantly increase its network of supplier farmers in order to meet demand. 9,000 young cassava trees have been distributed to 80 farmers (including 60 new entrants to the supply network), and the enterprise plans to create a number of new collection centres.

- One of the conditions of continued EDP support was that Shekina increase the price paid to farmers for fresh leaves. This agreement has been implemented, and now farmers are paid 13 RwF per bundle of leaves — a 30% increase from the start of the year. Further, Shekina has trained 100 women in the formation of cooperatives with a view to increasing its supply network.

- The enterprise is working with 1,440 women farmers, a 20% increase over the previous year. Nearly 80% of these farmers are women. Each farmer harvests leaves from 130-720 trees. They also supply Shekina with smaller amounts of grain and root for milling into flour.

- EDP has successfully negotiated an extension of the enterprise’s credit line with GT Bank. We are also initiating discussions about possible future support through establishing new collection centres and increasing processing capacity through the purchase of new drying machines.

"I want to inspire other people to work together, so they can achieve and together we can achieve our goals. We want this to be the leading food processing factory in Rwanda."

Damien Mbatezimana  
Entrepreneur and owner of Shekina Enterprises
Christine Banguwiha, Tuzamurane cooperative member, genocide survivor and widow weeds her pineapple field.

Provision of seeds, an additional 16,000 pineapple suckers, and organic manure has helped her to expand her organic pineapple farm. She estimates that she can now earn 500,000 RwF from each of her quarterly pineapple harvests, equivalent to 500 GBP. Christine has been able to build a house, buy livestock, and raise her grandchildren through the proceeds of pineapple farming.

TUZAMURANE PRODUCE: PINEAPPLE

BACKGROUND
Tuzamurane is a local co-operative that grows organic pineapple for sale as dried pineapple slices. EDP invested in Tuzamurane in 2015, assisting with the development of a processing plant. Since then EDP has commissioned a technical consultant to review operating procedures in the plant and assist with implementation of HACCP certification procedures.

UPDATES

- Through EDP support, 149 Tuzamurane members and suppliers have received agricultural equipment, organic seeds, and compost. A further 35 have received efficient stoves that are already leading to significant savings in time spent by women sourcing firewood, cooking, and money spent on firewood.

- The enterprise has secured an agreement to export 4.5 tonnes of dried pineapple to France in 2017, an increase from 1.5 tonnes.

- The area under cultivation has grown to 800 hectares (was 660) and 60 farmers have benefitted from capacity building training, and support with improving quality and compliance with organic standards.

- In 2016 the cooperative produced a record harvest of pineapple. Fruit not required to fulfil dried export orders are then sold fresh in the Kigali market. This strategy ensures the availability of raw material to fulfil higher margin orders for dried pineapple.

PIPELINE
Oxfam has continued to work with local partners and enterprises to develop a strong pipeline of future investments. At present, the most advanced prospect is a local soybean processor which sources from local farmers to produce soy-based flours and drinks.
Cassava from Shekina enterprise, Rwanda.

Photo: Eleanor Farmer / Oxfam