

IMPACT REPORT 2015-2019

ENTERPRISES THAT CHANGE LIVES



WE SUPPORT SMALL BUSINESSES LED BY WOMEN TO BUILD A FUTURE WITHOUT POVERTY
VENTURE PHILANTHROPY

ABOUT ENTERPRISES THAT CHANGE LIVES

Close to 800 million people live in rural areas, most of them depending on small-scale agriculture without access to viable markets. **What they need most is a stable income.** All of us in Oxfam Intermón, workers, volunteers, donors, counsellors, local partners, etc. are working to **build a future without poverty.**

We also know that to generate real changes it is necessary to **reduce gender inequality** and empower women. Half of the farming population are women who are still subjected to traditional patriarchal norms. They are only owners of 2 per cent of the land and receive less than 10% of the credit available to small businesses. **Improving their access to training, financing and markets** will reduce these inequalities.

Enterprises That Change Lives (ECV) seeks to promote the creation and development of small and medium-sized enterprises led by women, through which these families can have access to a stable income.

It is a **programme in which the donors are part of the change**, as they are involved in the selection and monitoring of enterprises that will generate wealth and jobs in the communities. The approach is novel because it combines elements of the world of development with those of the business world. In fact, we could say that it is an intermediate point between traditional cooperation and so-called "impact investing".

We are thus **investing where others do not invest and where there is greater social impact:** in enterprises that change lives.

WE ENCOURAGE SMALL BUSINESSES LED BY WOMEN THAT ENABLE THEM TO BREAK OUT OF POVERTY.



WE IDENTIFY SOCIAL ENTERPRISES

We select small businesses with growth potential and high social impact.



WE OFFER ACCESS TO FINANCE

We support enterprises through loans, bank guarantees and seed capital.



WE OFFER TECHNICAL ASSISTANCE

We support the enterprises by providing tailored technical and business advice, as well as trainings.



WE PROMOTE CHANGE

We promote broader change by influencing key actors, such as financial institutions and authorities.



DRIVING THE CHANGE

The emphasis on small and medium-sized enterprises is essential for the economies of developing countries and a very effective way to build a future without poverty and reduce inequalities. SMEs are the main generators of formal and informal employment and are at the root of local, national and international value chains that have a strong impact on people's lives.

However, these small enterprises do not get any support. They are not receiving financial support because their size excludes them from microfinance and from major investments. Nor do they have access to services because they are in remote rural areas. In addition, they have great difficulties since they are principally led by women in a traditionally male business environment.

Through the programme Enterprises That Change Lives (ECV) we support enterprises that are facing these problems, and which are precisely the key element in building a future without poverty. We support small rural enterprises in Bolivia, Paraguay, Burkina Faso and Senegal because we know that people can, given adequate support, develop their skills and create and run viable enterprises.

This report provides an overview of the enterprises supported so far, as well as the main results they have obtained. We are very pleased to present the progress of enterprises that we have been supporting for two or three years, as well as the first steps taken by enterprises that are new to the programme. We focus primarily on rural enterprises, with emphasis given to women's financial leadership and high market potential.

During this financial year we have presented 12 new proposals to the Investment Committee, 6 of which have been approved as ECV and 2 as Pre-ECV. Using the system known as Pre-ECV, we offer a small amount of support to interesting enterprises that do not yet have the market experience needed to enter the programme. Within a period of 6 to 12 months some of these will be able to move on to a second stage and become eligible to receive a higher level of investment.

In addition to this, we have signed agreements with financial institutions in Bolivia (Foundation Profin) and Burkina Faso (Coris Banque), which have enabled loans pending in both countries to be released. These financial institutions have shown confidence in us for the first time, and thanks to this a change in attitude that will improve the long-term relationship with local businesses

We have studied on the social impact of the enterprises which are part of the programme. Social impact is a key element in selecting enterprises to be included in the programme as well as in our advisory strategy.

The key to the success of the model are the people in each country that provide direct support to enterprises and act as the link between enterprises and the programme. Seynabou N'Diaye in Senegal, Laura Ortega in Paraguay, Mathieu Kabore in Burkina Faso and Javier Jungwirth in Bolivia visit enterprises that might be interesting for the programme, establishing relationships with local and international partners and ensuring rigorous monitoring and accountability. We have big ambitions and it's a long road.

MANY THANKS to all the ones who have joined us in this journey,

A handwritten signature in black ink that reads "Josep Ferrer". The signature is written in a cursive style with a large, sweeping flourish at the end.

Josep Ferrer,
ECV Programme Coordinator

ENTERPRISES SUPPORTED

21 ENTERPRISES SUPPORTED since 2015 | 17 IN PORTFOLIO 4 have exited the programme

FUNDRAISING
APPROVED

2 M €.

]since 2015



BOLIVIA

-  **ACUAPEZ**
Feed for fish farming
-  **MIEL GUARANÍ**
Honey marketer
-  **TOMA LA MIEL**
Honey production
-  **CACAO APARAB**
Organic cocoa

-  **APROMAM**
Sustainable cultivation of peanuts
-  **EL HUERTO**
Sustainable cultivation of seeds
-  **MADRE TIERRA**
Superfoods of Amazonia

PARAGUAY

-  **SAN PEDRO II**
Horticulture and dairy products
-  **SALSAS CONCEPCIÓN***
Organic food
(Exit in 2018)

-  **YERBA MATE OÑOIRU**
Production of Organic Mate
-  **VIA FERREA***
Agricultural services
(Exit in 2018)

BURKINA FASO

-  **YELEEN**
Shea Butter
-  **PLATEFORME LAIT**
Dairy products
-  **AMOKFAT**
Cereal products
-  **APPA**
Shea soap and honey

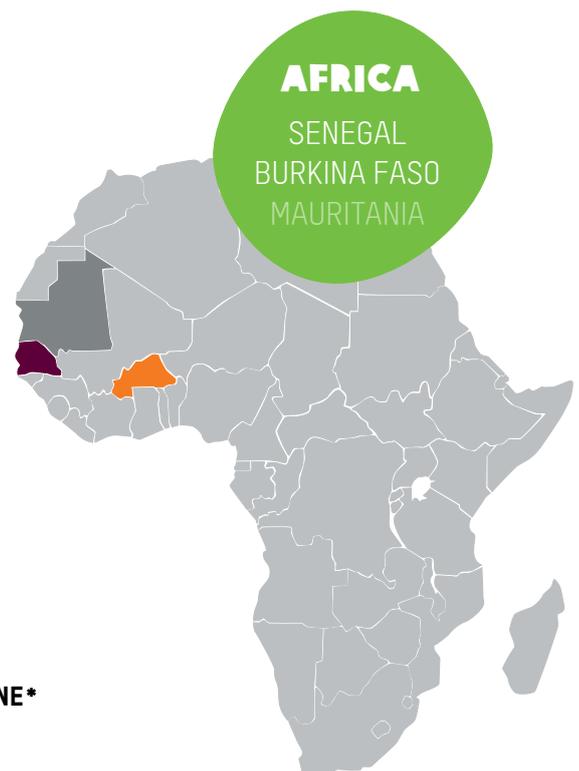
-  **RIZ BANZON**
Rice production
-  **SABABOUGNOUMA**
Sale of Yuka and Attieké
-  **SITALA**
Production and sale of Fonio
-  **GIP/RIZ***
Rice marketer
(Exit in 2018)

SENEGAL

-  **EXPERNA**
Products derived from Baobab

MAURITANIA

-  **CENTRE LA SIRENE***
Fish farming
(Exit in 2016)





Bolivia, El Huerto © Pablo Alonso/ Oxfam internón

IDENTIFICATION OF THE ENTERPRISES (2015-2019)



We identify small businesses with high social impact potential through the national coordinators of the ECV programme with the support of local partners. Each enterprise is subjected to a rigorous process of selection and supervision.

"BUSINESS AS UNUSUAL"

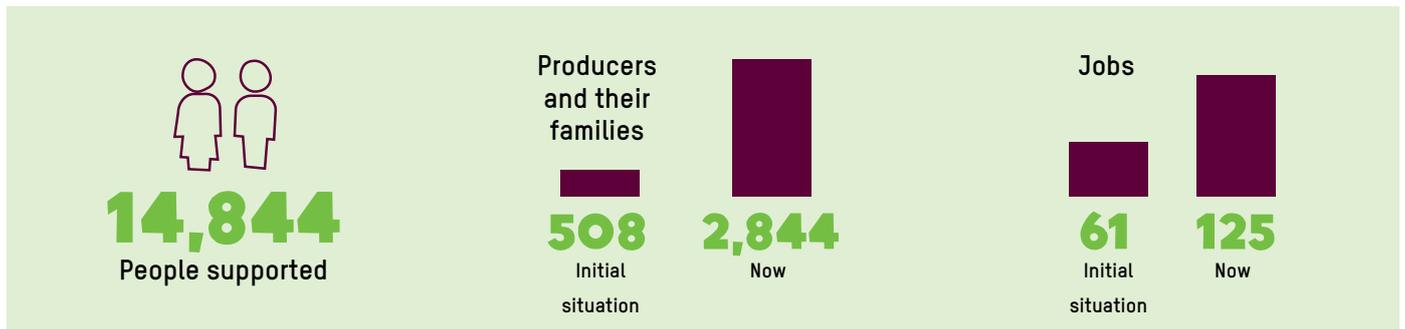
We support enterprises in which no one else would invest because of their size, their rural location or because they are led by women. In the countries where we work there is no ecosystem that supports the growth of businesses with needs greater than micro-credit but less than large investments. We focus on enterprises of medium size with great potential for social impact that do not have access to any financial support or technical assistance, but whose contribution is key in building a future without poverty.

They are enterprises that do not have access to services or good communications since they are located in rural areas. However, in countries such as Bolivia, Paraguay, Burkina Faso and Senegal, the greater part of the population live in rural areas and their activity is crucial for economic development of the country.

They are enterprises that integrate gender equality strategies, and that in many cases have been able to incorporate female leadership in deeply entrenched traditional male environments. In addition, it is women who in many cases manage agricultural production.

OUR IMPACT 2015-2019

SOCIAL IMPACT



* Aggregate and accumulated data of the enterprises in operation from the beginning of the programme until March 30, 2019.

ECONOMIC IMPACT



* Aggregate and accumulated data of the companies in operation from the beginning of the programme until March 30, 2019.

WOMEN EMPOWERMENT



SUSTAINABLE DEVELOPMENT GOALS

Within the framework of the UN 2030 Agenda, we contribute to the Sustainable Development Goals both at the programme level and at the company level.





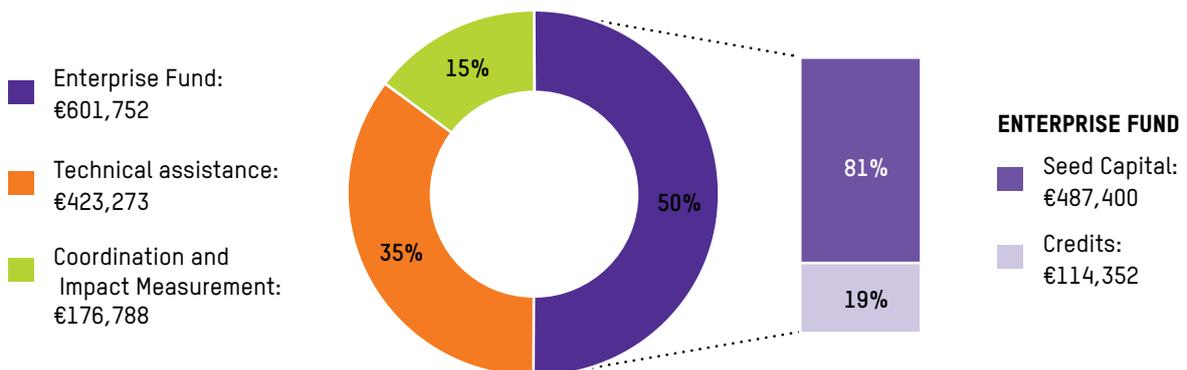
YELEEN IS LED BY A GROUP OF WOMEN AND REACH MORE THAN 140 POOR FAMILIES IN THE SHEA PRODUCTION IN BURKINA FASO

Burkina Faso, Yeleen © Pablo Tosco / Oxfam Intermón

BUDGET UP TO MARCH 2019: €1,201,813

After 4 years of operations, the total budget for the ECV programme is €1,201,813, of which €471,379 applies to the last financial year 2018-2019. As well as this, this year we have started working with 8 new enterprises, bringing the enterprises we support to a total of 21 with nearly 2 million euros in funding approved since the start of the programme.

DISTRIBUTION OF FUNDS



- Technical assistance:** The majority of contracts are with local or international consultants.
- Coordination and Impact Measurement:** This involves strategic orientation, supervision, monitoring of all activities, performance assessment, evaluation of the impact of the programme, and the learnings.

- Seed Capital:** capital invested directly in enterprises, in the form of grants. Primarily for new investments in equipment, technical assistance and social projects.
- Loans to enterprises:** ECV develops partnerships with local financial institutions and offers loan guarantees to help businesses gain access to credit.

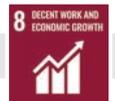
BOLIVIA

Of the 11 million inhabitants 40 per cent live in rural areas and 38% below the poverty line. Women play an important role in the agricultural sector. We have been present in the most neglected areas of Bolivia since the inception of the programme in 2015. The regions of the Chaco in the south and Amazonia in the north are characterized by considerable biodiversity and natural resource wealth but are neglected and poorly connected with the rest of the country. The ECV Programme has 6 active enterprises, 2 or 3 of which are expected to exit the programme during the financial year when their objectives are fulfilled. We especially want to highlight the positive development of ACUAPEZ, MIEL GUARANÍ and TOMALA. In fact, ACUAPEZ and possibly MIEL GUARANÍ are expected to exit the programme since both are on their way to fulfilling their objectives.



ACUAPEZ SRL

YEAR 3/4



PROMOTING FEMALE LEADERSHIP THROUGH THE SUPPLY OF FEED FOR FISH FARMING

Acuapez is a company created in 2015 thanks to the initiative of a group of women fish farmers supported by Oxfam to create the first quality fish feed production enterprise owned by small producers in the Yapacaní region.

The enterprise's activity offers an alternative to agriculture in a rural area and helps to strengthen the resilience of smallholder farmers to the effects of climate change. Proximity to the fish farmers and increased production capacity have allowed the fish farming sector in the region to become slowly independent of imports of raw materials.

PRODUCT: Feed for fish

MARKET: Local level

REGION: Yapacaní

IMPACT KPIS
From 2018 to 2019

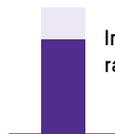
- €186,221 in sales**
+70% between year 1 and 2
- 114 producers and families**
multiplied by 2 between year 1 and 2
- 6 jobs**
+ 20% between year 1 and 2
- 50% women involved**
+ 35% between year 1 and 2

* The KPI "women involved" equals the proportion of women over the total amount of producers and employees.

Progress of the enterprise:



Good development



Implementation rate: 75%



Investment: €62,879

Seed Capital
Credit

* Note on enterprises presentations:

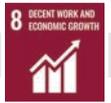
The KPI (Key Performance Indicator) refers to the indicators for monitoring and measuring the impact of enterprises. The evolution of enterprises is based on the monitoring of KPIs and a qualitative analysis of enterprises during the last financial year.





MIEL GUARANÍ

YEAR 2/3



OPPORTUNITIES FOR INDIGENOUS PRODUCERS

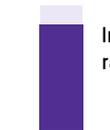
MIEL GUARANÍ is a microenterprise, run by Magali Camacho, dedicated to the commercialization of high-quality honeys from the Bolivian Chaco under the brand "Secrets of my land". The business model is based on the sale of different types of high quality floral honeys from small indigenous Guaraní beekeepers from the Charagua region to whom the enterprise provides market access and technical assistance. The key success factors lie in the creation of a brand that enhances the value of the product through suitable packaging for the requirements of the urban market (supermarkets and organic shops).

This business model makes it possible to increase the sale price of the honeys, highlighting the bee-keeping tradition of the region and improving payment received by suppliers, nearly 50% of whom are women.

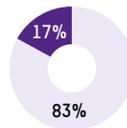
Progress of the enterprise:



Under way



Implementation rate: 89%



Investment: €60,480

Seed Capital
Credit

PRODUCT: Honey and honey products

MARKET: National

REGION: Charagua

IMPACT KPIs

From 2018 to 2019



€ 21,214 in sales

Multiplied by 2.5 since the beginning



80 producers and families



3 jobs

Multiplied by 3 since the beginning

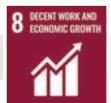


47% women involved



TOMALA

YEAR 2/3



INVESTING IN BEEKEEPING: INCREASING RURAL PROSPERITY AND WOMEN INCLUSION

Young enterprise from the Caranavi region specialized in the commercialisation of honey. It offers an inclusive business model that allows small producers to get started in the world of beekeeping, a novel activity that can offer supplementary income in a traditional area of coffee production. The enterprise provides inputs and technical assistance to beekeepers, so that they can start up their activities, and receives part of the honey as payment. This has led to an increase in the number of families interested in beekeeping and generating income on a regular basis. In addition, the enterprise has a clear strategy for women's economic empowerment at both the administration and management level and for female suppliers.

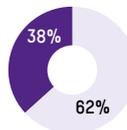
Progress of the enterprise:



Good development



Implementation rate: 96%



Investment: €75,543

Seed Capital
Credit

PRODUCT: Honey and honey products

MARKET: National

REGION: Caranavi

IMPACT KPIs

From 2018 to 2019



€55,440 in sales

Multiplied by 4 since the beginning



111 producers and families

Multiplied by 3 since the beginning



5 jobs

Multiplied by 2.5 since the beginning



18% women involved

Multiplied by 2 since the beginning





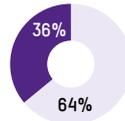
EL HUERTO

NEW ENTERPRISE 3 YEAR PLAN



WOMEN ENTREPRENEUR PROMOTING A MORE INCLUSIVE VALUE CHAIN IN THE VEGETABLE SECTOR

Maria Rosa Chuquimia is breaking gender stereotypes. This ambitious agronomist founded El Huerto along with her husband in order to meet unsatisfied demand for seeds and seedlings of vegetables in the Andean region of Bolivia and offer better quality inputs than those found on the market (imported and smuggled goods). For this entrepreneur having her own enterprise is one of her dream and the joint programme with Oxfam will permit her to professionalize the enterprise, have a strategy for working with vulnerable vegetable producers and integrate women in the enterprise as employees and partners.



Investment:
€100,411
Seed Capital
Credit

PRODUCT: Certified seeds and seedlings of vegetables
MARKET: National
REGION: Cochabamba

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2022
	€ 30,185 in sales	multiply sales by 2
	48 producers and families	multiply the number of producers by 10*
	6 jobs	30 jobs **
	70% women involved	70% women involved

* In El Huerto, small producers are customers of the company. They receive technical assistance from the company.

** Of the 30 jobs planned, 80% will be temporary.



CACAO APARAB

NEW ENTERPRISE 1ST YEAR- ON HOLD



ECONOMIC ALTERNATIVES THAT RESPECT THE ENVIRONMENT: ORGANIC WILD COCOA

APARAB is an association of producers created to promote organic Amazonian farming and present an economic alternative to crops such as soybeans and cattle that cause deforestation in the Amazon. Amazonian Cocoa is a native high quality crop for which there is high demand in the market. The support offered is intended to create a commercialisation structure specialized in organic cocoa and capable of overcoming current organizational and management limitations.

Cocoa paste, its main product, has great potential in the international market due to its quality, so successful operation of the enterprise can have a significant impact on producers' incomes. The challenge is to ensure regular supply, and for this, the enterprise needs good management and internal leadership as well as access to credit, planned for in a second phase.



Investment:
€9,475
Seed Capital
Credit

PRODUCT: Grain and cocoa paste
MARKET: National
REGION: Amazon

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2021
	€ 38,433 in sales	Creation of a commercial structure
	34 producers and families	Inclusion of 30 small farmers in the enterprise's capital
	12 jobs	New inclusive business model
	20% women involved	



MADRE TIERRA AMAZONIA

NEW BUSINESS 3 YEAR PLAN



TROPICAL FRUITS: INCLUSIVE AND ENVIRONMENTAL FRIENDLY PRODUCTION

Madre Tierra Amazonia (MTA) is a Limited Liability Company, owned by two associations of small producers. It offers frozen pulp and other derivatives based on acai and copoazú, indigenous ecological tropical fruits in high demand in the market. Madre Tierra is a mature enterprise with the potential to provide a sustainable livelihood for 300 families. Its model is completely environmentally sustainable. They use agroforestry systems to combat deforestation and dependence on timber exploitation in the region. The enterprise has defined clear social and environmental objectives. However, one of its greatest challenges remains access to adequate logistics to transport their production at a reasonable cost.



Investment:
€51,256 (1st year)
Seed Capital
Credit

PRODUCT: Tropical fruits
MARKET: National
REGION: Amazon

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2021
	€55,674 in sales	multiply sales by 3
	240 producers and families	multiply the number of producers by 3
	15 jobs	35 jobs
	30% women involved	30% women involved

ORGANIC PEANUT: IMPROVING THE LIVELIHOODS OF SMALL FARMERS AND EMPOWERING WOMEN



APROMAM

YEAR 2/3



PRODUCT: Organic peanut

MARKET: National and International

REGION: Mizque

The context

Mizque is a town located in the south east of the city of Cochabamba, in Bolivia, where the peanut industry contributes significantly to the livelihoods of small communities. The Peanut Producers Association of Mizque (APROMAM), was created with the aim of improving the institutional and financial soundness of the peanut producers and promoting the social and economic development of families. Peanut production is traditionally a male activity; the Association proposes alternatives in order to integrate women in the value chain.

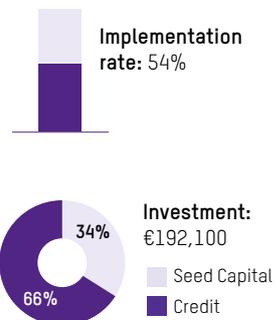
The Solution

The enterprise produces and markets organic peanuts supplied through more than 190 small local farmers, offering them the best prices as well as inputs and technical assistance. Thanks to its strong environmental commitment, their products are sold to public schools in Bolivia, in line with the School Food Law, and exported to an organic company located in Germany.

As a gender strategy, the enterprise promotes positive discrimination and better working conditions for women. Moreover it contributes to the empowerment of women through training in income-generating activities such as production of quality groundnut seeds, a major lack for producers in the area. Through this training fund women receive regular income from their own activities and create synergies with the enterprise.

The Impact

- The growth in contracts for both domestic (large distribution) and export markets has led to increased production of environmentally respectful groundnuts.
- With the expected growth, the enterprise empowers women in the community through new job opportunities and new income. It employs 27 people of which the majority are women and to date trained 9 women in the cultivation of seed and entrepreneurship.



IMPACT KPIs
From 2018 to 2019

- €127,207 in sales**
slight decrease since the beginning
- 192 producers and families**
Stable since beginning of support
- 27 jobs**
Multiplied by 4 since the beginning
- 20% women involved**
+35% since the beginning

* Creation of new positions at the end of the period for the production of this year.

Progress of the enterprise: Good development ●●●●●●●●●●

WOMEN IN BOLIVIA EMPOWERED THROUGH THEIR PARTICIPATION AS PROCESSORS IN THE PEANUT VALUE CHAIN.



PARAGUAY

Of the 7 million inhabitants nearly half live in rural areas and 22% below the poverty line. Paraguay enjoys the economic parameters of a middle-income country but is a country with a considerable level of inequality, both between urban and rural areas, and between agricultural businesses and small producers.

The ECV Programme in Paraguay has featured support to small rural producers in the initial phases of entrepreneurship. The support received has enabled the producer groups to achieve better results, but above all, has introduced some novel concepts relating to market access in all the organizations with which we have worked.

We draw special attention to the progress of the SAN PEDRO II ASSOCIATION and advances in YERBA MATE OÑOIRU. SAN PEDRO II has been consolidated and is opening new lines of business so the assessment is positive. They are expected to leave the programme during the current year. As to Yerba Mate, the first year has been very positive, and a second phase beginning now has been approved.



ASSOCIATION SAN PEDRO II

YEAR 3/3



STRENGTHENING ECONOMIC OPPORTUNITIES FOR FARMING FAMILIES

San Pedro II is an association of small farmers, with a lot of experience in the production and marketing of horticultural and dairy products. The development of an integrated production cycle, an associative marketing model and a growth strategy based on diversification of dairy products with higher added value has enabled the cooperative to become self-financing and offer their members a better and more stable income. Similarly, training 27 women in leadership and management has enabled the enterprise to improve its organization. Their most recent investment, a refrigerated truck of their own, has given them access to the Asunción market, avoiding intermediaries and the related abusive costs.

PRODUCT: Horticulture and dairy products

MARKET: National

REGION: Vaquería

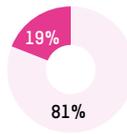
Progress of the enterprise:



Good development



Implementation rate: 85%



Investment: €75,067

Seed Capital
Credit

IMPACT KPIS

From 2018 to 2019



€150,751 in sales
+10% since the beginning



160 producers and families
Multiplied by 2.5 since the beginning



5 jobs
+65% since the beginning



45% women involved
Multiplied by 2.5 since the beginning



INVESTING IN THE ENVIRONMENT: ORGANIC YERBA MATE AS AN ALTERNATIVE TO TRANSGENIC SOYBEAN



YERBA MATE

PRE-ECV TERMINADA-SEGUNDA FASE APROBADA



PRODUCT: Organic Yerba Mate

MARKET: National

REGION: Itapúa

The context

Itapúa is a region known in Paraguay for its large areas of monoculture plantations, mainly of soybean, controlled by large agribusinesses. This is an activity identified by the population as non-sustainable in the long term, unrespectful of the environment and which affects the health of the community.

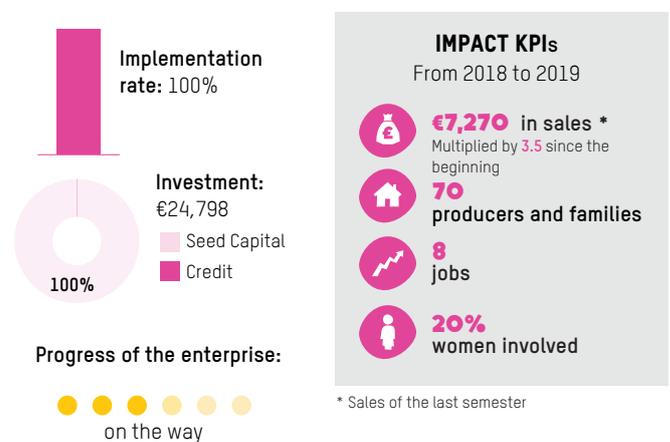
The Solution

Oñoiru and APDI were created by a group of producers seeking an alternative to this trend. They promote an agro-ecological production model while increasing the number of farms with organic certification and creating examples of successful and sustainable businesses. The preservation of the health of the community is the main benefit of this choice, given that the soy grown in the region is mainly transgenic.

Traditionally there has been very low participation by women in the activities of the Associations as the yerba business is traditionally male. For instance, in the group Oñoiru the implementation of a Plan for Equality will facilitate a paradigm shift in the roles that can be assumed by women and men, aiming at the incorporation of women in gainful activities.

The Impact

- Upon satisfactory completion of the pre-ECV support, the Association Oñoiru got into a second phase of support for which a new business model was developed. It will permit an exponential increase in the amount of yerba transformed and create a viable enterprise with people closely involved in the management and marketing of high quality organic Yerba Mate.
- The entry of women producers in the yerba mate value chain in production as well as processing and management.



"THE VALUE OF THIS PRODUCT IS PRICELESS AND INCOMPARABLE BECAUSE IT IS AGRO-ECOLOGICAL, AND AT THE SAME TIME A MAJOR SOURCE OF WORK FOR THE COMMUNITY."
MEMBERS OF THE ASSOCIATION OF AGRO-ECOLOGICAL FARMING OF PARAGUAY OÑOIRU

BURKINA FASO

With a population of around 19 million people, Burkina Faso is among the poorest countries in the world, and on top of that has a level of insecurity that exacerbates the problem of poverty. 92% of the population live in rural areas, where the poverty rate is 40%.

While women represent 52% of the population and are responsible for 60% of agricultural production, inequalities between men and women are marked in all areas of life: social, economic and political.

In this complex context, we currently support 7 enterprises, 3 of which have been introduced this year. We highlight the results that both PLATEFORME LAIT and YELEEN have achieved thanks to our support. PLATEFORME LAIT is achieving very positive sales growth and YELEEN is consolidating previous years' improvements in sales and management.



YELEEN

SECOND PHASE ON HOLD



COSMETICS THAT CHANGE LIVES

Through their group, women are transforming the shea butter sector in Burkina Faso step by step. Designed to contribute both to the interests of women and to the local environment, the business works with three groups of collectors of shea nuts, which are processed to produce shea butter, soap and other cosmetics. The products are marketed directly through a network of sales outlets in Bobo Dioulasso and Ouagadougou.

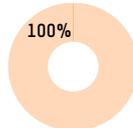
Support from the pre-ECV enabled the enterprise not only to double its productive capacity but also improve the quality of its raw material thanks to a diversification strategy and the loyalty of its suppliers, who were offered training in post-harvest and production. Through access to sufficient stocks of raw material, these women are now able to have a continuous activity in good working conditions.

Progress of the enterprise:



Good development

Implementation rate: 100%



Investment: €15,146

Seed Capital
Credit

PRODUCT: Shea cosmetics

MARKET: National

REGION: Hauts-Bassins

IMPACT KPIS

From 2018 to 2019



€19,202 in sales

Stable since beginning



142 producers and families

Multiplied by 3 since the beginning



17 jobs

+55% since the beginning



100% women involved

Multiplied by 3 since the beginning





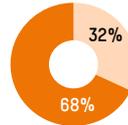
AMOKFAT

NEW BUSINESS 3 YEAR PLAN



EMPOWERING WOMEN THROUGH SUSTAINABLE PRODUCTION OF CEREALS

Amokfat is a company directed by Nacro Bintou, a born entrepreneur, dedicated to the processing and marketing of cereal-based products for the health food market in Ouagadougou. A woman who runs a successful business in Burkina Faso is uncommon, but Nacro Bintou is determined to change that and make sure that women can be empowered through decent jobs all along the value chain. The enterprise is also ambitious to grow and aims to work directly with small-scale producers, limiting costs and keeping better control of the quality of the raw material. But perhaps the most important thing is that she is sending her community an important message: "yes: women can!"



Investment: €40,094 (1st year)
Seed Capital
Credit

PRODUCT: Cereal products
MARKET: National and International
REGION: Ouagadougou

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2022
	€114,474 in sales	multiply sales by 4
	NO direct purchase from small producers	2 contracts with producers' associations
	19 jobs	30 jobs
	95% OF women involved as employees	75% women involved



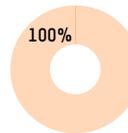
BANZON

NEW BUSINESS 3 YEAR PLAN



INNOVATIVE SCALABLE BUSINESS MODELS FOR WOMEN RICE PROCESSERS IN BURKINA FASO

Banzon is a group consisting of and led by women engaged in the vaporization and sale of rice. It consists of more than 400 members. The vaporization of rice is an activity carried out by more than 12,000 women in Burkina Faso. The support received is part of a process of social innovation offering the following benefits: it enables greater amounts of rice to be processed and marketed, and increases the number of employed women. It also improves working conditions and the quality of the finished product. The objective is to achieve scalability with this new model if it is successful. The rest of the centres in the country are waiting to see the results of this change in business model.



Investment: €54,392 (1st year)
Seed Capital
Credit

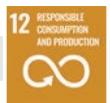
PRODUCT: Parboiled Rice
MARKET: National
REGION: Hauts-Bassins

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2022
	€68,363 in sales	multiply sales by 5
	447 processors	Maintain 447 processors
	3 jobs	5 jobs
	100% women involved	100% women involved



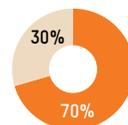
SITALA

NEW BUSINESS 3 YEAR PLAN



PROMOTING ECONOMIC OPPORTUNITIES FOR WOMEN CEREAL PROCESSERS

Sitala is an enterprise specialized in the processing of cereals and spices with high consumption in the country: fonio and soubala. The enterprise, led by Marceline Sanon, aims to improve all levels in its value chain, offering fair and stable income for the supplier families, and producing environmentally responsible products. It also seeks to improve working conditions for the women employees through investments in machinery that eliminates tedious manual jobs, and offer them new work opportunities by including them in the promotion and marketing of the products.



Investment: €88,862 (1st year)
Seed Capital
Credit

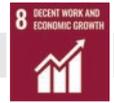
PRODUCT: Fonio and Soubala
MARKET: Local level
REGION: Cascades

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2021
	€17,013 in sales	multiply sales by 5
	10 producers and families	multiply the number of producers by 4
	11 jobs	18 jobs
	50% women involved	43% women involved



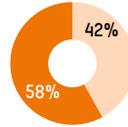
SABABOUGNOUMA

NEW BUSINESS 3 YEAR PLAN



CASSAVA PASTE MADE BY WOMEN

The group of women Sababougnouma was born with the aim of taking advantage of the growth potential of Attiéké, a typical regional dish made from cassava, with high nutritional value. The group produces cassava pulp for catering services. The support will promote rapid business growth by taking advantage of its position in a niche market in order to stabilize the women's currently precarious work situation and increase their income.



Investment:
€67,134 (1st year)

Seed Capital
Credit

PRODUCT: Attiéké and cassava pulp

MARKET: National

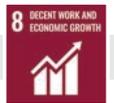
REGION: Cascades

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2021
	€25,354 in sales	multiply sales by 5
	12 producers and families	multiply the number of producers by 10
	30 jobs	49 jobs
	74% women involved	38% women involved



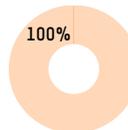
APPA

NEW BUSINESS: 1 YEAR PLAN



YOUNG PEOPLE COMMITTED TO THE PROCESSING AND SALE OF LOCAL NATURAL PRODUCTS

The Association for Small Projects in Africa, aims to increase its impact as a driver for social and economic development. To this end they wish to professionalize their activities in the processing and sale of cosmetics and natural food. Their products mainly include soaps, honey and spices such as soumbala. Our support will enable them to increase purchases from small-scale producers of shea butter in vulnerable areas of the region thus improving their income.



Investment:
€10,000

Seed Capital
Credit

PRODUCT: Honey and shea soap

MARKET: National

REGION: Hauts-Bassins

	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2019
	€11,069 in sales	multiply sales by 2
	113 producers and families	+60% producers and families
	5 jobs	Maintain 5 Jobs
	65% women involved	70% women involved

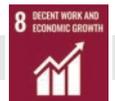


PROMOTING AN INCLUSIVE ECONOMY THROUGH LOCAL MILK PRODUCTION



PLATEFORME LAIT

SECOND PHASE IN PREPARATION



PRODUCT: Dairy Products

MARKET: National

REGION: Banfora

The context

The milk sector in Burkina Faso and in most of the countries of West Africa is developing rapidly. Imported products based on the surpluses of European milk powder and sold at very low cost are beginning to arrive in the big cities. The consumption of these products is generating a large market, but with low added value for the country. This is why it is important to support community business structures that add value to fresh local milk.

The Solution

This is why Plateforme Lait has decided to work with the Banfora local milk sector, to organize and define the roles of each stage in the chain clearly and support community business structures that enhance the value of local fresh milk. This innovative organization is based on a collaborative approach that also reinforces the integration of women at different levels of the value chain.

The Impact

- Professionalization of the relationship between those involved in the value chain through formal contracts, quality control processes for suppliers and steady payments.
- Empowerment of 22 women through training in production, sales (marketing and negotiation) and finance, which made it possible to improve the productivity of enterprises, increase their margins and contribute to the economic sustainability of the businesses.
- The increase in production of yoghurt means increased purchases from small producers of milk.

- The three enterprises that make up the platform have seen their purchases of raw materials and sales increase during the first year and we are currently finalizing the definition of new support for the second and third years.



IMPACT KPIs

From 2018 to 2019



€255,922 in sales

Multiplied by 2.5 since the beginning



235 producers and families

+80% since the beginning



38 jobs

+20% since the beginning



45% women involved

+75% since the beginning

Progress of the enterprise: Good development ●●●●●●



THE PURCHASE OF A TRICYCLE HAS IMPROVED MARKET ACCESS FOR MILK PRODUCERS LIVING IN REMOTE AREAS OF BURKINA FASO

SENEGAL

Senegal is a country of contrasts: on the one hand, the centre of Dakar is a modern city and benchmark for the whole of West Africa and, on the other, agriculture has considerable importance in the economic system; more than 50% of its inhabitants still depend on family farming for their livelihoods.

The Senegalese Government understands that giving impetus to small and medium-sized enterprises is a way to modernize the rural area of the country and has implemented various programmes and supporting measures, which so far are only spreading beyond the capital with some difficulty.

During this first year in the country we have worked to get to know the organisations of the sector and the enterprises who need our support. As a result, we have begun to support one enterprise and in the coming months we hope to incorporate 2 or 3 more enterprises.

THE BAOBAB TREE: A CATALYST FOR LOCAL ECONOMIC DEVELOPMENT AND THE FIGHT AGAINST DEFORESTATION



EXPERNA

NEW BUSINESS 3 YEAR PLAN



PRODUCT: Sub-products from Baobab

MARKET: National

REGION: Goudiry

The context

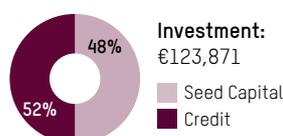
For many years the farmers in the region of Goudiry, have relied on the sale of wood for use as domestic fuel. The forest reserves have been depleted seriously due to lack of awareness of the environmental consequences, as well as the lack of natural resource management system. Mismanagement and the excessive felling of trees in the region has had a devastating impact on its biodiversity, converting one of the regions with most natural wealth into one of the poorest and least developed in Senegal.

The Solution

The sharp decline in natural resources has been a major factor behind poverty, encouraging young people to migrate to big cities in the country and Europe clandestinely to find better job opportunities. Experna is transforming the region of Goudiry through the baobab, a jungle tree that grows in the African savannah. Its fruit is transformed into powder for human consumption, oil for use in the pharmaceutical and cosmetic industries and feed for animal feed.

The Impact

- Using all parts of the fruit makes the new industry more lucrative and more sustainable than cutting down trees.
- The economic activities that result from the exploitation of the baobab create an incentive for young people to consider staying in the region.
- Women are engaged in the production of baobab seedlings and enjoy part of the profits from the inclusive value chain of the baobab.



	INITIAL SITUATION: from 2018	IMPACT OBJECTIVES: to 2021
	€45,487 in sales	multiply sales by 6
	110 producers and families	183 producers and families
	19 jobs	88 jobs
	96% women	70% women

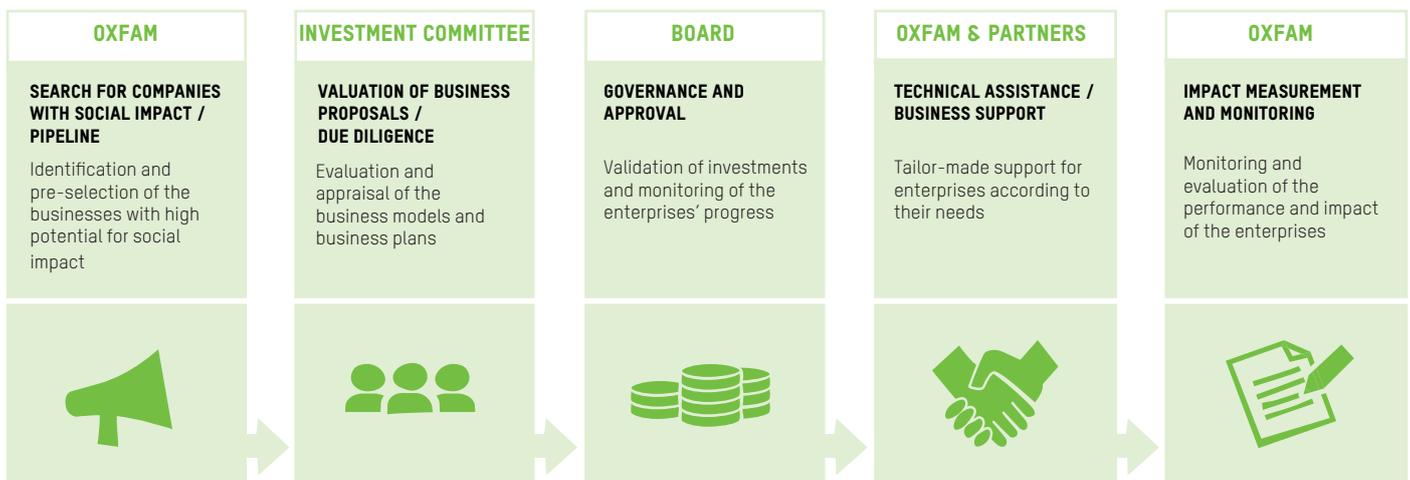


Mathieu Kabore provides technical assistance to the new accounting officer of Yeleen, Burkina Faso © Pablo Tosco/Oxfam

THE DRIVERS OF CHANGE

The success of the programme lies in working in partnership with key actors that provide differential value to the sustainability and impact of the programme and the companies. Donors participate very actively as council members. They provide guidance and financial supervision, shaping the long-term strategy of the programme.

HOW WE WORK



OUR PARTNERS

International technical assistance



THE INVESTMENT COMMITTEE

LUISA ALEMANY ESADE Business School
DAVID GERVILLA Nous Cims Foundation
EMILY KUNZE Diverse Learning Foundation
FABIAN LINARES OXFAM GB
RAFAEL VIDAL Seira Foundation

Local technical assistance



Financial Institutions





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