

# Sustainable Health Enterprises (SHE)

## Quarterly Report-First Quarter 2011



# Letter from the Chief Instigating Officer

Dear SHE Supporters,

Over two years ago, SHE hatched in a “cozy” rented room in Brooklyn with limited resources, but unlimited potential. Now, we are a high impact, burgeoning global social venture. Thank you for your support and accelerating our progress to tackle some of the world’s most pressing problems with sustainable solutions.

2010 was a significant growth year for us. Our Chief Operations Wizard, Julian Kayibanda, spurred the growth of our first initiative, SHE28, in Rwanda by kicking off our menstrual health and hygiene education trainings in five different districts reaching 5,000 plus. Fatima Sabar, a SHE Fellow who is off to do a Rhodes Scholarship in 2012, monitored and evaluated our impact in the field. We then coupled the education with simple business skills training so that 50 community health workers could start their own small distribution businesses selling pads among other items. CeCe Camacho, a volunteer for over a year and a half, joined the SHE staff and truly reflects her title (VP of Everything/Magic Maker) as she leads the charge in developing sustainable partnerships, raising capital, launching our website as well as implementing operational systems.



*Julian and Fatima in Rwanda.*

If Q1 2011 is any indicator of the rest of the year, then buckle your seatbelts and put on your motorcycle helmets. The quarter began with kicking off the implementation of our national hygiene education strategy and ended with identifying the Centre for Innovation and Technology Transfer as the leading pad machine fabrication candidate. We are in the midst of a pivotal and exciting time here at SHE as we look to Q2 and Q3 2011. Among the many milestones in our outlook is the piloting of pad manufacturing which has been developing in the US, and is now ready for replication in Rwanda.

In this report, we look forward to sharing with you our accomplishments to date as well as our roadmap for this quarter.

Sincerely,

Elizabeth Scharpf  
Chief Instigating Officer and Founder

# SHE28 Initiative

Our first initiative, SHE28, is putting our approach into practice and is piloted in Rwanda to address girls', women's and communities' significant losses to education, health, and productivity due to a lack of access to affordable, eco-friendly, menstrual products and services.

## Milestones Summary

SHE's solution incorporates three components: education, advocacy, and business development. Education equips all members of the community with essential information about reproductive, sexual health and menstrual and hygiene management. Advocacy mitigates the taboo of menstruation causing improved health status and positive policy change. This, coupled with helping local entrepreneurs launch distribution and small-scale pad manufacturing businesses, ensures long-term sustainability increasing education, health, economic growth, and dignity.

## Education

### Q1-Q4 2010:

- Trained 50 Community Health Workers (CHWs) in menstrual health and hygiene education;
- CHWs reached 5,000 plus Rwandans in menstrual health and hygiene education across the country; and,
- Established new partnerships with leading school districts (FAWE) to adopt the curriculum in the classroom.

### Q1 2011:

- Kicked off national health education roll-out in partnership with Community Health Workers and local authorities to train 56 trainers of trainers and local community leaders in Rwandan Eastern Province, Ngoma.
- Hired Alphonsine Uwimana (experienced Trainer Of Trainers) to lead national health education roll-out;
- Had in-depth conversations with new NIKE/Girl Hub initiative for girl health education, entrepreneurship--any partnership would be 2012 around economic activities/pad distribution; and
- Disseminated health and menstrual management content to actors worldwide requesting it: India, Ghana, Kenya, South Africa, and Haiti.



### Q2 2011 Outlook:

- In May, SHE will meet with consultant to Ministry of Education, Jamshed Khan, and Ministry of Education to incorporate menstrual health and hygiene content into National Strategic Plan;
- Begin implementation of grassroots community training in Rwandan Eastern Province, Ngoma to convey essential menstrual health and hygiene to community leaders who will then train other community members,
- Tentative—roll-out of training with FAWE (school districts); and
- In May, SHE will conduct follow-up meeting with UNFPA for potential in-country financial support.



# Advocacy

## Q1-Q4 2010:

- Led grassroots advocacy campaign (with 10 other leading orgs.) entitled “Breaking the Silence on Menstruation,” catalyzing hundreds of Rwandans to march across the capital and engage in public discussion on how to break down barriers to girls’ education;
- As a response, the Rwandan government passed the 2011 budget which includes a new line item of \$35K to procure menstrual pads for girls in the poorest regions of Rwanda; and,
- Local leaders advocated for Rwandan Parliament to vote on the abolishment of an 18% VAT on menstrual pads.

## Q1 2011:

- Met with campaign committee (i.e., head of FAWE) and reviewed SHE internal recommendations on national strategy to remove pad tax; and
- Sparked interest from diverse stakeholders (i.e., UNICEF, Walmart and large girl-focused foundations such as Novo-Buffer and Belinda Stronach Foundation) to potentially collaborate on global campaign to remove pad tax.



## Q2 2011 Outlook:

- Stronach Foundation will complete compilation of national pad taxes around the world; and,
- SHE will follow up with Walmart policy person (who launched campaign with Michelle Obama in 2010), UNICEF, etc.

# Business

## Q1-Q4 2010:

- Equipped 50 Community Health Workers with simple business skills so that they can start their own small distribution business selling pads at 15% less than the prior African benchmark price (and ~60% less than premium brand products);
- Collaborated with MIT, North Carolina State, and the Kigali Institute of Science and Technology in developing an innovative process to use local banana fibers as the raw material to make menstrual pads (forecasted to sell 35% less than benchmark and ~70% less than premium brand products and forecasted to create 100 jobs per manufacturing franchise); and,
- Completed in-depth manufacturing center due diligence: gauging potential sites, identifying potential raw material suppliers, national distributors, machinery fabricators, etc; and,
- Kicked off partnership with Bobby Chang of INCASE to take pad 1.0 to higher sophistication in product design and manufacturing processing ensuring consistent quality.

## Q1 2011:

- Planned for local fabrication of machinery using pad 1.0 design: investigating sourcing finished materials from Kenya, engaging local fabricators (CITT);
- Hired Rwanda staff: young business school graduate to be business researcher, Justine Mueteri; and
- Vetted CEOs and “implementers” from two professional shops for pad 2.0: Innovation Edge, run by former Chief Technology Officer of Kimberly Clark (<http://innovationedge.com>)—materials experts, and TC2 (<http://www.tc2.com/index.html>)—machinery, tech transfer experts.



## Q2 2011 Outlook:

- In April, SHE advisor, Dr. Marian McCord (textile engineer), visited Rwanda and identified key technical advisors from the Kigali Institute of Science and Technology (including Professor Elena Kovaleba) who will take local lead in agro-waste fluffing innovation with short DIY videos that can be disseminated internationally;
- In May, SHE will evaluate improved MIT pad assembler;
- In June, SHE will fabricate pad 1.0 machinery with CITT in Rwanda, instigating local innovation; and
- In August 2011, two Global Health Corps Fellows will likely join SHE (health education and business operations experienced; Rwandan + American Fellows).

# From Debunking to Reclaiming: SHE Global Momentum in Review

SHE built a lot of momentum in late 2010 and early 2011. In October 2010, Nicholas Kristof featured SHE's Elizabeth Scharpf in the New York Times Magazine article, “The D.I.Y. Foreign-Aid Revolution” highlighting SHE's entrepreneurial approach to sustainable socio-economic change with communities.

SHE received the Curry Stone Design Prize of 100K—a validation in the social innovation design community that our approach is poised to “launch” girls’ and women’s social and economic opportunities as well as drive change. Please see our Curry Stone Video: <http://tinyurl.com/33qtbc5>

In December 2010, Elizabeth served as a jury member on UNICEF's endorsed INDEX's 2010 Design Challenge: Designing for Education in Copenhagen focusing on using design processes as a means to promote change addressing real challenges and catalyzing real solutions. Please see website: <http://tinyurl.com/3hd8bmc>

In February 2011, SHE was chosen as a finalist for the INDEX Award (please keep confidential): a global biennale design award focusing on design that improves people's life. Please see website: <http://tinyurl.com/6z29yu8>

In April 2011, SHE's Elizabeth Scharpf and CeCe Camacho were selected as delegates to the Skoll World Forum on Social Entrepreneurship in Oxford, England. Elizabeth was selected to speak on a panel, *Social Innovation By Design*, moderated by Debra Dunn, Professor at Stanford at the Hasso Plattner Institute of Design (aka d.school) and Advisor to Social Ventures at the Skoll Foundation.

SHE is also sharing the innovations and insights of our Rwanda staff and that of the girls and women we serve. In April 2011, Elizabeth attended the Social Venture Network's Annual Member Gathering (started by successful entrepreneur and investor Josh Mailman) and was selected to speak on a panel, *Creative Entrepreneurship: Inspiring the Next Generation*.

## Our Global Support

- New York Times Magazine: D.I.Y Foreign Aid Revolution <http://tinyurl.com/63myqoo>
- Corporate Knights: Sanitary Pads for Some, Development for All <http://tinyurl.com/3zxy839>
- Studio 360: Sanitary Pads for the People <http://tinyurl.com/6x8meuq>
- Utne Magazine: Elizabeth Scharpf: Essential Entrepreneur <http://tinyurl.com/6397nwq>
- Beyond Profit: No Girls Allowed: Menstruation <http://tinyurl.com/3b7zf8c>
- Metropolis Magazine: Social Design: Easier Said Than Done <http://tinyurl.com/63vx7tu>

## Venture Philanthropic Investments

- 2008: 15K;
- 2009: \$220K;
- 2010: \$400K;
- 2011 Outlook: ~800K.

## How You Can Continue to Accelerate SHE's Progress

- Introduce us to bold and savvy investors who share our mission and potentially would invest in SHE; and,
- Connect us to experienced manufacturing operations expert looking to have an extended adventure in Rwanda for three months plus.

To contact Elizabeth Scharpf, please email at [ems@sheinnovates.com](mailto:ems@sheinnovates.com) or call at 917 538 5445.