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What Time Is it?



According to luxury watch and jewelry maker Cartier, it's time for women entrepreneurs to stand out as the world's future business leaders. **SHE's** Julian Kayibanda and Elizabeth Scharpf are 1 of 12 finalists in the Cartier Women's Initiative Awards, an international business plan competition for startups founded by women. The Awards are organized by Cartier, the Women's Forum, McKinsey & Company and INSEAD Business School. Six finalists will receive the grand prize, which includes a year of coaching, US \$20,000 in funding, and valuable networking and media opportunities.

The winners will be announced in October, but in the meantime, let's give a huge high-five to Julian and Elizabeth!

Team SHE Gets Olympomania

Team **SHE** is going for gold by kicking off our industrial-scale pilot program this summer. With **SHE's** Entrepreneur-in-Residence on board, our banana fiber suppliers in contract, and our extraction machines ready to run, we're nearing the finish line to commercialization in Rwanda.

SHE has demonstrated its track record in just 4 years by (1) setting up a network of 50 sole-proprietor distribution companies, which successfully decreased the cost of distribution by 15-20% for 5,000 girls & women; (2) replicating small-scale manufacturing of the **SHE LaunchPad** in Rwanda; and (3) instigating change at the Rwandan national level to procure pads for the poorest girls.

It's time for **SHE** to enter the big leagues and to jumpstart our industrial-scale pilot program. Our goal is to fully integrate our track record in distribution and pad manufacturing with our marketing strategy to ensure full access to our **SHE LaunchPads** and 100% uptake among girls and women.

Our pilot partners will include rural

schools, orphanages, and refugee organizations, with our end consumers being girls, ages 10-14.

SHE kicked off brand development research by interviewing hundreds of girls. These focus groups enable Rwandan girls and women to own the brand and its identity, therefore we are engaging them in the creative process of creating a local brand identity of our menstrual pads to ensure successful uptake.

Thanks to the arrival of **SHE's** Entrepreneur-in-Residence Abenezer Fanta (meet him on page 3), we are ready to go with our pad manufacturing. He will be our go-to expert on replication of industrial-scale production.

SHE is on its way to reach **1+ million girls and women** by 2014!

Got Bananas? An Appealing Deal for Farmers

Team **SHE** is pumped about officially linking 600+ smallholder farmers, the majority of whom are women, to our banana fiber supply chain.

Two banana farmer co-operatives are in contract with **SHE** as suppliers for the industrial-scale pilot program. **SHE** was also able to lock-in the farmers to supply the fiber at the target cost. This is a huge win-win—the lower the costs of our raw materials, the lower the cost of the **SHE LaunchPads!** The farmers also win in this fruitful partnership—they now have an additional income stream for their families.

Extraction Machines

The machines finally arrived in Rwanda, and as a value-added bonus, **SHE** generated additional cost savings by successfully securing a tax waiver for our machinery from the Rwanda



Angelique Karidi, a co-op member and banana farmer, manually extracts banana fiber from the pseudostem. Yes, that is her baby on her back!

Development Board. This waiver signifies that **SHE** is considered a key investor and partner in Rwanda's economic development.

So what's next? **SHE** will provide the farmers training and access to its

extraction machines to ensure a steady supply of fluff needed during the industrial-scale pilot production.

A Harvest of SHE LaunchPads

SHE's technical partner, Kigali Institute of Science and Technology (KIST), is always testing new ideas in the lab to help expand **SHE's** product portfolio.

KIST, who has already replicated small scale pad making, is testing our sourced banana fibers to ensure that product quality standards are upheld.

KIST is also starting a new phase of product development and has begun testing other forms of agro-waste that could be used as an absorbent core, including sisal and papyrus.

KIST is keeping **SHE** on the cutting edge of the green revolution—watch this space!

The Ripple SHEffect



***SHE** COO, Rwanda, Julian Kayibanda has been leading our health and advocacy campaign, "Breaking the Silence," which kicked off in 2010.*

When **SHE** instigates, people listen! In February, Rwandan Minister of Health Dr. Agnes Binagwaho agreed to explore ways that the Ministry of Health (MOH) can incorporate menstrual hygiene management (MHM) education into all schools.

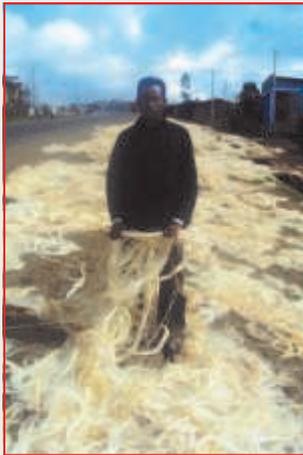
The MOH, along with UNICEF and Emory University, just announced that a MHHM research program will kickoff this summer with 10 rural schools!

SHE will continue to instigate change as a key contributor to this ground-breaking research project. Stay tuned!

SHE + Silicon Valley = iPads?

- **SHE** will be in the heart of Silicon Valley this August at Santa Clara University's intensive [Global Social Benefit Incubator](#), which includes mentoring by top Silicon Valley executives, so who knows? **SHE** may showing off our **SHE LaunchPads** to Yahoo! CEO Marissa Mayer or Facebook's Mark Zuckerberg!
- Reunited and it feels so good! Founder & Chief Instigating Officer Elizabeth Scharpf returned to the Echoing Green's stage as a presenter at its *Be Bold* event. Elizabeth served as a judge in Harvard's Social Entrepreneur Fellowship competition, the same competition that awarded her the [first Harvard Business School Social Entrepreneurship Fellow](#) in 2009.
- The leaders the green revolution and one of **SHE's** first investors, Seventh Generation, [highlighted SHE28's milestones](#) on its website.
- One of the first instigators of social change, Ms. Magazine, featured **SHE** in its 40th anniversary issue! [Get your copy today!](#)
- Women Deliver, a global health advocacy organization for women and girls, invited **SHE** to contribute a [guest post](#) on its blog as one of its 2012 Women Deliver 50 Award winners. **SHE** will be instigating at the 2013 Women Deliver Conference in Malaysia .
- The Segal Family Foundation, a key venture philanthropist investor in sub-Saharan Africa, invited **SHE** to attend its annual conference, which featured 2011 Nobel Peace Prize Leymah Gbowee as the keynote speaker.
- **SHE** and our **SHE28 campaign** received shout-outs on [RH Reality Check](#), a global online newstracker of reproductive health and rights, and [Vitamin W](#), a great dose of news and stories that profile women making change worldwide.

Have you met our new SHE Team Members?



Who knew that we would find someone who loves banana fiber as much as **SHE**? Abenezer Fanta in a sea of banana fiber.

Drumroll, please...introducing, Abenezer Fanta, **SHE's** Entrepreneur-in-Residence! Abenezer will become **SHE's** rock star LaunchPad maker by leading the replication of industrial scale manufacturing in Rwanda this fall. Before he heads over to Rwanda, Abenezer is training with **SHE's** technical partner, Dr. Med Byrd of North Carolina State University, and becoming an expert on the nuts and bolts of our patent-pending mechanical process. He hails from Ethiopia and has a banana fiber textile & mechanical engineering

background. He is also apparently (as described in one reference letter), a good swimmer too!



Monica Gagnon, **SHE's** Global Public Health Intern, is excited to become the in-house menstrual health and

hygiene policy wonk! Monica will be helping **SHE** scale up the "**Breaking the Silence**" campaign to a global level. She is a 2nd-year MPH student at the CUNY School of Public Health at Hunter College. When not thinking about public health, you can find Monica playing field hockey or dreaming about her future goat farm!



Gerardine Benimana is **SHE's** new Junior Marketing Officer, Rwanda. She is passionate about **SHE's** mission, and can't wait to

help contribute to her country's economic development. Gerardine has a bachelor's degree in Clinical Psychology and has previously worked with youth and rural populations. In her free time, she enjoys swimming and travelling.



Our intrepid youth interns, Amelia Phillips (pictured above) and Sky Swanson (at right),

served as **SHE's** on-the-ground reporters this summer to talk with girls from Kenya and Rwanda about their menstrual health and hygiene needs.



Stay tuned—we will debut the girls' stories soon!

One Pack is Not Enough, Period.



A girls' room at a primary school in the Rwinkwavu sector, Rwanda.

After our **Breaking the Silence** campaign in 2010, the Ministry of Education allocated 282,300 RWF (\$461 US) to each primary and secondary school to set up a girls' room, a private space that allow girl to manage their menstrual hygiene needs discreetly and safely while at school. **SHE** played a big role in instigating change, and while this is a great first step in the right direction, we still have a ways to go!

Schools can spend up to 200,000 RWF (\$326) on menstrual pads. That may sound like a lot, but the cost of a multinational pack of 10 pads is 650 RWF (\$1.06). A school can therefore purchase only 300 packs of pads that are meant to last for an entire school year. With schools having more than 300 schoolgirls enrolled, that means a girl will have access to only one pack, or 10 pads, for the entire year, tops!

SHE is not going to stop there— our affordable pads plus our advocacy efforts to eliminate value-added tax on pads in Rwanda will allow **SHE** to increase access!

Be the Tipping Point

Introduce us to bold and savvy investors who share a passion for our mission and potentially would invest in **SHE**.

Connect us with copywriting gurus, the Picassos of graphic design, and PR pros that want to instigate a new group of **SHE** supporters.

Invest in us because you believe in a sustainable solution in addressing the global urgent need for affordable menstrual pads.

Buy from us because you are a Rwandan business or organization that is seeking affordable, eco-friendly menstrual pads that not only benefit girls and women, but also their communities.



Sustainable Health Enterprises (SHE)

Email **SHE**: supportshe@sheinnovates.com

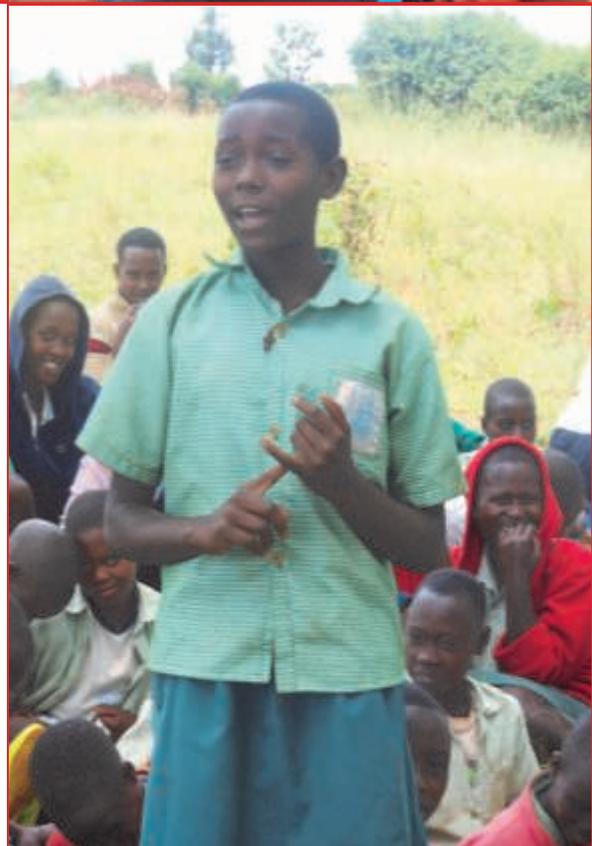
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***SHE** is a social venture that invests in people and ideas that are typically overlooked (and often taboo) as vehicles of socio-economic change. Our first initiative, **SHE28**, is addressing girls' and women's lack of access to affordable menstrual pads causing significant costs to their health, education, productivity, and dignity.*