

JUNE 2019

CASE STUDY: ASHEBA ENTERPRISE'S SOCIAL IMPACT



I. ASHEBA ENTERPRISE

Sector: Agricultural products processing
Location: Tamale, Ghana
Year of creation: 2013
Revenue 2018: 113.381 €
Employees: 10
Female Employees: 10
Direct Beneficiaries: 700

ASHEBA'S WORK AND BUSINESS MODEL

In a country where almost 50% of the population lives with less than 2\$ a day, the cooperative Asheba Enterprise provides a sustainable way out of poverty for women lacking education. The cooperative is based in the rural areas surrounding Tamale where the main source of income comes from farming. The land is predominantly owned by men and the only way for women to make a living is to gather the nuts from the shea tree. Through its shea butter processing plant, more than **700 women** are now able to produce natural value-added shea butter products. The cooperative provides solutions for the flaws that shea nuts pickers face in the rural areas; it brings technology, training, access to markets and a support network. Asheba Enterprise is growing at a yearly pace of 100 women and has recently started to sell its products online.



Ayisha Fuseini, the founder, has been awarded several times, nationally and internationally, for her success as an entrepreneur and for her ambition to empower women through work and education. In December of 2018, she decided to take a step forward by launching the **Asheba Foundation**. The foundation aims to provide safety nets for girls and mentorship concerning their rights and opportunities.

IMPACT VALUE CHAIN - ASHEBA'S MODEL



OUR WORK WITH ASHEBA

Since joining **Fledge Barcelona** in October 2017, Asheba Enterprise has been able to benefit from financial support, personal mentorship, business consulting and access to new partnerships and clients. Some concrete actions overtaken in the past year include:

- 15K€ of initial investment
- Improving the business model to generate more margin and increase social impact
- Creating new products (different flavors/sizes) and improving packaging, quality and design
- Launching a new website and presence in social media and networks
- Building a pitch and improving Ayisha Fuseini's public speaking skills
- Integrating Asheba Enterprise as a new member of the Global Shea Alliance
- Attending an international fair in Dubai and being a guest speaker at EVEprogram in Dakar
- Obtaining distributors in the natural cosmetic sector in Spain and in international markets.

The acceleration has enabled Asheba's Enterprise to grow by **60%** in the past year and to implement an action plan with new strategic objectives in the medium-term such as a franchised model and online selling.

II. ASHEBA'S SOCIAL IMPACT MEASUREMENT

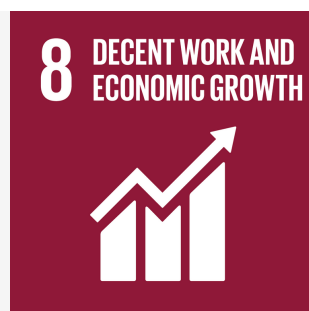
OBJECTIVES, METHODOLOGY AND RESULTS

OBJECTIVES & METHODOLOGY

Asheba Enterprise's social impact has been measured through an interview-based survey carried out among 99 of Asheba's women beneficiaries in **6 communities** in the **rural** areas North of Tamale (Sorugu, Napagyili, Nwodua, Bogu Palgu, Langa, Yong Duuni). The typical profile of Asheba's women is to be **unschooled**, aged between **25 and 67 years old** (average age being 46), **married** and with an average of **5 children**. Most of the respondents have been working with Asheba for **more than 2 years** at the moment of the interview and use Asheba's processing plant **5 times a month** on average. Asheba's workers perform one or more of the following activities: **collecting nuts; processing their own nuts; processing Asheba's nuts**. Around **60%** of the women interviewed engage in the **three activities**. Only 1 out of 10 women earns additional income from other activities.

RESULTS BY SUSTAINABLE DEVELOPMENT GOALS INVOLVED

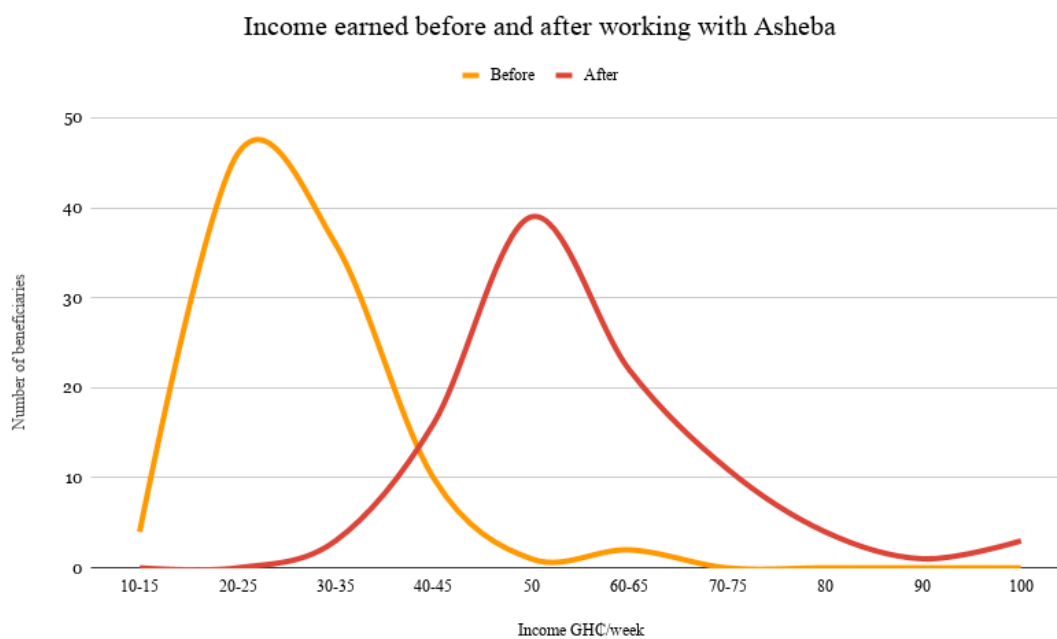
- SDG 1: NO POVERTY & SDG 8: DECENT WORK AND ECONOMIC GROWTH



- 1.2 By 2030, reduce at least by half the proportion of men, women, and children of all ages living in poverty in all its dimensions according to national definitions.
- 1.4 By 2030, ensure that all men and women, in particular, the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services, including microfinance.
- 8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 percent gross domestic product growth per annum in the least developed countries.
- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

PRODUCTION AND INCOME

- 89% of women have processed between 3 and 4 bags of shea nuts per week since they joined Asheba while 84% of women used to process less than 2 bags per week before working with Asheba.
- For the future women expect to increase their production to an average of more than 6 bags of shea nuts per week. All the women expect to involve other family members in the processing of shea nuts in the future.
- On average, women's self-reported weekly income has more than doubled since they started working for Asheba
- Women have reached Ghana's minimum wage, going from 18€/month on average to 40€/month.*



ACCESS TO LOANS AND SAVINGS

- 98% of women have received a loan from Asheba at least once.
- 99% of women have been able to save more since they started working with Asheba.
- 75% of women have saved through community savings (*Adakabila*, a system promoted by Asheba), 5% through personal savings, and 15% through both.

INCOME SPENDING: MATERIAL IMPROVEMENTS

Since they started working with Asheba, all the respondents have invested part of their income in material improvements that they could not afford previously:

- 99% improved their cooking system.
- 98% bought cooking pots.
- 89% spent more in food.
- 81% improved their house flooring.
- 96% bought clothes.

*In 2018, the Ghana's Labour Act 651 established the min. wage in 9.68 GHS/day (1.61€/day)

• SDG 3: GOOD HEALTH AND WELL-BEING



- 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs.
- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Since they started working with Asheba:

- The beneficiaries' subscription to Ghana's National Health Insurance has increased by 6,6%, thus reaching 98% of Asheba's beneficiaries covered by health insurance. The same figure applies to their children, whose coverage has increased by 3,2%.
- 100% of women feel that working with Asheba Enterprise gives them peace of mind and sense of belonging.
- 21% of beneficiaries have found emotional support in the Asheba community for personal and/or family problems.



Asheba's beneficiaries processing shea butter

• SDG 4: QUALITY EDUCATION



- 4.4 By 2030, increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- 4.6 By 2030, ensure that all youth and achieve literacy and numeracy.
- 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development.

Since they started working with Asheba:

- 9% of women have undertaken an activity for their education (professional training/workshops).
- Asheba's beneficiaries have had greater availability of resources to invest in their children's education: 28% have increased the expenditures in school uniforms, 29% in books and 27% in other learning materials. 7% have increased the expenditure in school fees and 5% have been able to send their children to better schools.

• SDG 5: GENDER EQUALITY



- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.

Since they started working with Asheba:

- 100% of women have had an increased say in the household expenditure decisions;
- 100% think that they have had more information and awareness of their rights and opportunities as women.
- 100% of married women have felt more respected by their husbands.
- 99% of married women have financially supported their husbands.
- 99% feel to have been part of a community (of women).
- 90% feel to be considered as mentors in their local communities.
- 15% feel to have become leaders.
- 14% feel that they have gained social involvement and their voice has been taken more into consideration in the community's choices.

III. NEED FOR FURTHER INVESTMENTS

According to the suggestions of the women interviewed, 26% of the respondents expressed the need to **enhance productivity** and **production** with more processing centers and improved technology. Specifically, 20% of the respondents seek more **financial support**; 7% higher availability of **raw materials** and 17% **machines** to sustain their work.



Asheba Enterprise is currently launching an **expansion plan**. With an investment of **€37,000** the cooperative would increase the number of beneficiaries by 1000 going from 700 to **1700** members and the production from 120 tons to **300** tons yearly.



This study has been conducted by Lucia Soldà and Ottavia Brussino, MA students in International Development at Sciences Po Paris.



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