

LAND O'LAKES
VENTURE37

OUR WORK IN RWANDA

Abundant Food, Unlimited Potential.

March 2023

Welcome to Rwanda!
Here is a glimpse of Land O'Lakes Venture37's
work in Rwanda and around the globe.

www.landolakesventure37.org

TABLE OF CONTENTS

Venture37: Who We Are	4
Our Mission And Vision	5
Venture37: A Name Rooted in Our Mission	5
About Us - Venture37 in a Nutshell	6
Our Solutions Areas.....	7
What is Global Development?	8
Where We Work	9
Venture37's Partnership With Land O'Lakes, Inc.	10
Meet Our TAP Associate in Rwanda	11
Rwanda: A Country Profile	12
Official Languages & Map.....	13
Our Work in Rwanda	14
Our Projects in Rwanda.....	15
Feed the Future Rwanda Orora Wihaze Activity	16
USAID Cooperative Development Activity 4.....	18
USDA Trade in Agriculture Safely and Efficiently Project	20
East Africa Voluntary Third-Party Assurance (vTPA) Project	21
Celebrating Our Successes.....	22
Transforming Supply Chains, From Drones to Electric Trucks	23
Boosting Nutrition Outcomes	24
Addressing Gender Norms.....	25

WHO WE ARE



A farmer milking his cow in the mountains of Gicumbi district, Rwanda. Since 2007, Land O'Lakes' technical and business expertise has been instrumental to the dairy sector in Rwanda.

OUR MISSION

Helping communities around the world thrive through agriculture.

OUR VISION

Abundant food, unlimited potential.

Founded in 1981

200+ staff worldwide

80+ countries assisted

40+ years of development work

37

A NAME ROOTED IN OUR MISSION

Curious about our name?

37 is the percentage of our earth's land where farmers grow their crops and raise their livestock to nourish the world. While the farmland footprint varies by country, Thirty-seven percent is all we've got to work with. With the world's population growing, at an estimated 10 billion by 2050, our global community must work together — across continents, cultures, and markets — to ensure abundant nutritious food is accessible so everyone can reach their full potential. And we need to do this in a way that sustains the health of our soil, water, and air.



A volunteer conducts a training for papaya farmers in Bangladesh through the Venture37-implemented Farmer-to-Farmer Program.

ABOUT US

— *In a nutshell...*

Land O'Lakes Venture37 is a 501(c)(3) non-profit committed to helping communities around the world thrive through agriculture. A Land O'Lakes, Inc. affiliate, Venture37 has more than 40 years of experience implementing agricultural development projects in more than 80 countries around the world. Through the programs we implement, we work with individuals, families, and communities to build a better, more food-secure world.

We provide solutions for...

COMPETITIVE MARKETS



RESILIENT SYSTEMS

HEALTHY, NUTRITION-SECURE COMMUNITIES



INCLUSIVE SOCIETIES



Young veterinary students learn about calf health in the Republic of Georgia, with training from Venture37 through the USDA-funded Georgia Safety and Quality Investment in Livestock (SQIL) project.

What is Global Development, and Why Does it Matter?

Global development (also known as international development) is the industry that deals with human advancement and efforts to reduce poverty, inequality, and hunger, while improving health, education, and job opportunities in developing nations around the globe.

In today's increasingly interconnected world, advancing the wellbeing of people around the globe inherently benefits our own citizens — through improved safety, a stronger U.S. economy, and healthier populations worldwide. International development focuses on tackling root causes to complex global threats — from gender discrimination to malnutrition — with the goal of creating a more peaceful and prosperous world.

Why do we focus on agriculture, specifically? It's not just because we're an affiliate of Land O'Lakes — although that's a large part of it. Agriculture is one of the most effective drivers of inclusive economic growth; estimated to be four times more effective at reducing poverty than any other sector of the economy.

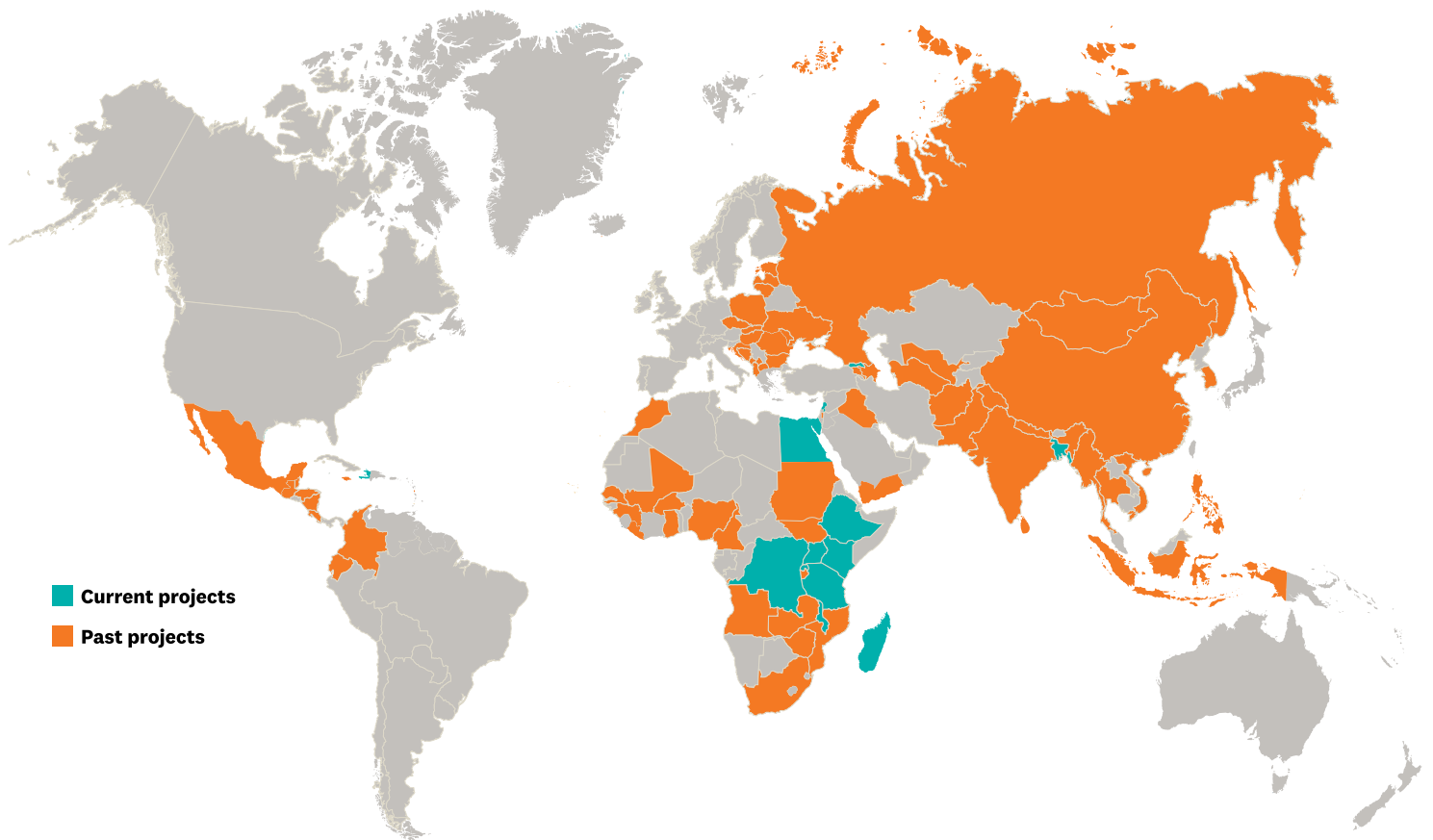
The U.S. government actively invests in many development programs around the world, including through the United States Agency for International Development (USAID) and the United States Department of Agriculture (USDA). Private-sector donors, like the Bill & Melinda Gates Foundation, also fund various programs that complement and build upon government investments.

WHERE WE WORK



Since 1981, Venture37 has been implementing agricultural development projects in more than 80 countries around the globe.

[View all our projects here.](#)



ACTIVE PROJECTS (2023)

*Bangladesh · Democratic Republic of the Congo · Egypt
Ethiopia · Georgia · Haiti · Kenya · Lebanon · Madagascar
Malawi · Rwanda · Tanzania · Uganda*



Better Together

Our Partnership With Land O'Lakes, Inc.

Our connection with Land O'Lakes, Inc.'s diversified agribusinesses gives Venture37 a unique understanding of how to drive inclusive and sustainable change through agriculture. Combine this with our 40 years of agricultural development projects, and we've got a powerful approach to transforming agricultural systems.

Whether we are helping a [small family-owned apple farm in Lebanon](#) navigate the ins-and-outs of food safety standards through the expertise of Land O'Lakes food safety experts, or partnering with Forage Genetics International's team to [improve forage markets and animal nutrition in Kenya](#), we know the benefits of farmers helping farmers to build a more food-secure world.

Above: The Kenya Nourishing Prosperity Alliance is just one example of how Venture37 and Land O'Lakes are partnering to achieve common goals. Through the alliance, Venture37, Forage Genetics International, and other partners are boosting forage markets in Kenya.

Land O'Lakes, Inc.'s Talent Acceleration Program (TAP)

The Supply Chain Talent Acceleration Program (TAP) is an internal two-year leadership development program for new and recent college graduates through Land O'Lakes. TAP Associates spend their first year in a manufacturing facility rotation in one of the three main business units of Land O'Lakes, Inc. (Dairy Foods, Purina, or Winfield United). During the second year of the program, TAP Associates explore another area of the company that interests them, either at a manufacturing facility or at the corporate office. TAP Associates come from a variety of educational backgrounds, including Supply Chain, Business, Food Science, Engineering, and many more.

Meet Morgan Callin: TAP Associate and Supply Chain Expert



Morgan Callin joined Feed the Future Rwanda Orora Wihaze in January 2023 as part of her Land O'Lakes, Inc. supply chain TAP rotation. She spent her first year in the program at a cheesemaking facility in Wisconsin working on process improvement, and she spent the following six months in corporate R&D engineering working on product/process development and capital projects. She holds degrees in Biological Engineering and Communications from Purdue University. Morgan works with the Orora Wihaze team to support key areas of food processing and quality improvement in collaboration with project intervention leads and district-based staff. She provides review of quality assessment reports and ongoing mentorship to the teams working with rural-based meat processing enterprises.



New labels for a small family-run apple farm in Lebanon, created by Land O'Lakes, Inc. expert volunteers. The three roots in the tree of the new logo symbolize three generations of family farming.



RWANDA

| COUNTRY PROFILE |

Land of a thousand hills...

Commonly known as the “land of a thousand hills,” Rwanda is a small, mountainous country with a population of 13 million. The country is densely populated, though predominantly rural. By 2035, Rwanda aspires to achieve [Middle Income Country status](#) through a series of national strategies focused on meeting the United Nation’s Sustainable Development Goals.

Agriculture is a critical sector for Rwanda’s economy and its national development strategy. [Exports include](#) coffee, tea, canned tomatoes, honey, French beans, passion fruit, macadamia nuts, and mushrooms. With its high altitudes and year-round moderate temperatures, Rwanda is a fertile country.

Rwanda has made strides in combatting malnutrition in recent years. Stunting rates (chronic malnutrition of children under the age of five) [dropped from 38 to 33 percent](#) between 2015 and 2020. However, this percentage is still high — UNICEF estimates close to 800,000 Rwandan children are stunted. This means it’s critical for the development sector to keep working on solutions to achieve nutrition and food safety goals.

Though Rwanda has been politically stable since 1994, the genocide against the Tutsi is still felt by many. According to the [United Nations](#), “more than one million people are estimated to have perished and an estimated 150,000 – 250,000 women were also raped.” April 7 marks the start of the 1994 genocide, which lasted for 100 days, and Rwanda annually [commemorates the genocide](#) on April 7 and July 4.

Rwanda's Languages

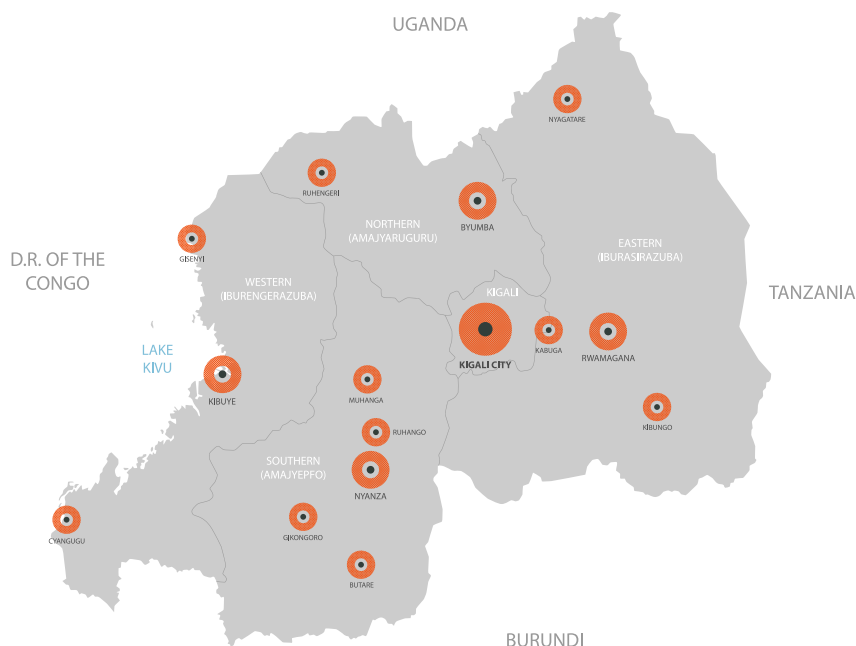
Kinyarwanda: National, official language and first language of most of Rwanda's population

French: Official Language

English: Official Language

Swahili: Official Language

MAP OF RWANDA



“At Rwanda’s Favorite Bars, Forget the Beer: Milk is What’s on Tap”

This [recent New York Times story](#) dives into a favorite Rwanda pastime: Posting up at the local milk bar! “Milk is a favorite drink in Rwanda, and milk bars service it up in abundance, fresh or fermented, hot or cold.”



“When you drink milk, you
always have your head straight
and your ideas right.”



OUR WORK IN RWANDA

Fish farming in Nyamasheke
District, Rwanda

Venture37 in Rwanda

Active in Rwanda since 2007, Venture37 has been contributing to a range of nutrition, food security, food safety, and economic growth initiatives in urban and rural areas.

Rwanda's dairy sector once lagged behind its neighbors. Venture37 helped build up dairy at both the national and district levels, which increased production, improved quality regulations, and increased demand. What does this mean for Rwanda? Profitability for farmers and better nutrition for all.

Our Projects in Rwanda

Venture37 implements four projects in Rwanda:

- USAID Feed the Future Rwanda Orora Wihaze Activity (ROW)
- USAID Cooperative Development Activity 4 (CD4)
- USDA Trade in Agriculture Safely and Efficiently (TRASE)
- East Africa Voluntary Third-Party Assurance (vTPA) Pilot Project



Quality inspection at Fromagerie La Reine, a small cheese business that was supported by a previous Venture37-implemented USAID program.



An employee of a Rwandan egg collection center unloads eggs off a cargo bike. With a grant from Orora Wihaze, the center in Gakenke district acquired two cargo bikes and installed a shelving system at their facility.

Feed the Future Rwanda Orora Wihaze Activity

Driving animal-sourced food markets to boost nutrition.

Orora Wihaze is piloting and scaling locally driven, evidence-based solutions to sustainably strengthen inclusive market systems for animal-sourced food production, marketing, and consumption. This market systems development activity increases the availability and affordability of nutritious, animal-sourced foods, while increasing demand for animal-sourced food consumption for children 6 – 23 months and women of reproductive age. Venture37 implements the activity alongside its partners Catholic Relief Services, MarketShare Associates, the Manoff Group, and Urunana Development Communications.

Project Leadership



Dr. Dennis Karamuzi

Chief of Party

As Chief of Party for the Feed the Future Rwanda Orora Wihaze Activity, Dennis leads a team dedicated to advancing markets and nutrition outcomes in Rwanda. A veterinarian by profession, Dennis has deep experience in developing agricultural value chains — livestock, crops, and cooperative management — and knowledge of the financial services sector, research-in-use, and private sector development. Dennis holds a Master of Business Administration in Project Management from Maastricht School of Management (Netherlands).



Lucia Zikiriza

Deputy Chief of Party

Lucia Zikiriza is the Deputy Chief of Party for Feed the Future Rwanda Orora Wihaze Activity. She designs, implements, and monitors project interventions to strengthen private sector-led animal-sourced food (ASF) value chains, which helps increase demand for ASF and nutrition outcomes, especially for women and children. With more than 12 years of experience working in national and international agribusiness and development organizations, she has a wide range of expertise in private sector-led agribusiness development; market systems; agriculture finance; post-harvest handling; and nutrition. She holds a Master's in Food Science and Nutrition from Tamil Nadu Agriculture University (India) and a Bachelor's in Food Science and Technology from the University of Rwanda.



USAID Cooperative Development 4 Activity (CD4)

Building up the power of inclusive cooperatives in Lebanon, Malawi, and Rwanda.

The USAID-funded CD4 activity is increasing the performance of agricultural cooperatives in Lebanon, Malawi, and Rwanda to improve the livelihoods of cooperative members and their communities. CD4 partners with cooperatives that have leveraged economies of scale through horizontal or vertical integration — working with each partner in the dairy, maize, and horticulture sectors to improve operational management, organizational governance, and business decision-making.

In Rwanda, the activity is working with 25 cooperative organizations from different parts of the country — supporting them to increase profits, and therefore provide better services to their members and their communities.

The activity is also making strides in women’s empowerment and gender inclusion — improving women’s confidence, leadership, decision-making power, and economic resilience — against the backdrop of deeply ingrained gender norms and inequitable distribution of gender roles. The activity is currently completing gender-focused research which reveals some of the unequal, harmful power dynamics in rural Rwandan households. The full report will be released in the summer of 2023.

Project Leadership



Kari Onyancha

Chief of Party

Kari has nearly 15 years of experience supporting agricultural development globally. At Venture37, she manages the \$11.4M USAID-funded Cooperative Development Activity 4, which operates in Malawi, Rwanda, and Lebanon. Prior to working with Venture37, Kari worked in the Foreign Agriculture Service at USDA. She holds a Master’s degree in Evaluation Studies and a Bachelor’s Degrees in Entrepreneurial and Non-Profit Management from the Carlson School of Management at the University of Minnesota.



Willy Nyirigira

Deputy Chief of Party

Willy is an international development expert with 15 years of experience transforming rural African agri-businesses into lucrative and resilient enterprises. For the past six years, he has been the Rwanda team lead for the USAID Cooperative Development Activity 4, and technical advisor for the activity in Malawi and Lebanon.



An analyst peers through her microscope during a laboratory training session, hosted by TRASE. Through TRASE, Venture37 has trained more than 100 analysts and supported 28 private and public sector labs across the EAC region.

USDA Trade in Agriculture Safely and Efficiently (TRASE)

Promoting food safety in East Africa.

The USDA-funded TRASE project is expanding the trade of agricultural products domestically, regionally, and internationally in the East African Community (EAC), an intergovernmental organization composed of seven countries in the Great Lakes region of East Africa: the Democratic Republic of the Congo, the United Republic of Tanzania, the Republics of Kenya, Burundi, Rwanda, South Sudan, and Uganda, by domesticating the EAC Sanitary and Phytosanitary (SPS) legal framework and building capacity among key public and private institutions to ease SPS barriers to trade.

Project Leadership



Martha Byanyima

Chief of Party

Martha Byanyima is Chief of Party of USDA TRASE. She is a food technologist/sanitary and phytosanitary (SPS) specialist, with a strong lens of regional integration and trade facilitation. She has spent several years supporting member countries of the Common Market for East and Southern Africa (COMESA) to harmonize SPS policies, measures, and regulatory frameworks for more efficient intra-regional and international trade.

OUR NEWEST PROJECT IN RWANDA...

East Africa Voluntary Third-Party Assurance (vTPA) Pilot Project

Funded by the Standards and Trade Development Facility (STDF), the East Africa Voluntary Third-Party Assurance (vTPA) pilot project is supporting a risk-based approach for food control by leveraging improved data. The project will pilot vTPA programs in Rwanda for the horticultural sector and Uganda for the fisheries sector to improve food safety based on the Codex Principles and Guidelines for the Assessment and use of Voluntary Third-Party Assurance Programs.

CELEBRATING OUR SUCCESSES



Milk quality specialist at BTK milk collection center in Gicumbi. BTK is among many Rwandan cooperatives that have received technical and financial support from Land O'Lakes over the past 10 years.



Animal health products dropped off to pig farms by drone delivery.

Transforming Supply Chains

From drones to electric trucks

In Rwanda, the Feed the Future Orora Wihaze activity is transforming supply chains for farmers and agricultural businesses. Amid supply chain disruptions on a global scale, as well as last-mile issues reaching remote farms and increasing demand for animal feed, veterinary supplies, and animal sourced foods, Orora Wihaze partnered with the private sector to overcome some of these hurdles. For example, it partnered with [OX Delivers](#), a small transportation and logistics business, to get animal feed to local supply shops and farmers amidst the shortage. In 2023, they will introduce electric trucks for clean, affordable transportation and are currently working with the Ministry of Infrastructure to support the first installation of charging stations. Through the partnership, OX was able to expand its fleet from four trucks to 20 trucks, including two cold storage trucks, helping deliver 277 metric tons of animal feed to farmers, while diversifying the feed options available to farmers. This has helped mitigate recurring supply chain issues from unreliable trucks in other markets – which are expensive to fuel and unreliable due to challenging terrain.

The activity also partnered with Vétérinaires Sans Frontières (“Veterinarians Without Borders”/VSF) to improve the delivery of animal health products to remote pig farms in Rwanda working with Zipline Inc., a subsidiary of a U.S. drone company.



Fish farming in Rwanda's Nyamasheke District. These minnow-like fish are known as isambaza and can be used to create high-protein fish flour.

Boosting Nutrition Outcomes

*A new product from a young entrepreneur:
high-protein fish-based flour*

Orora Wihaze is partnering with a small fish business, Triumvirate Food Co., to boost the availability of nutritious, protein-packed food options for people in Rwanda's Nyamasheke District. The fish flour is made from isambaza, a small, minnow-sized fish. The fish are dried and then ground into a fine flour that can be used in cooked together with any type of food, such as porridge, bean dishes, and stews. With Orora Wihaze's support, Triumvirate aims to increase its production from 550 to 4,400 pounds of fish flour per month, as well as improve its packaging, distribution, and marketing. Consumers are delighted to have protein-packed, nutritious options that weren't previously available, while the young entrepreneur who owns Triumvirate is learning more about consumer preferences to boost his local business. Orora Wihaze is conducting a market study to establish consumer preferences of the product presentation and packaging to inform the business model.



Women participate in a leadership seminar hosted by the CD4 activity.

Addressing Gender Norms

Inclusive growth and representation in Rwandan cooperatives

In Rwanda, as in many countries around the world, gender inequality remains prevalent throughout social and economic systems. Discriminatory gender norms hinder opportunities for equity between men and women in many facets of life, including within the agriculture sector. To confront these harmful gender norms, the USAID Cooperative Development Activity 4 (CD4) is taking an evidence-based approach to identify and address discriminatory attitudes and behaviors among agricultural cooperatives in Rwanda. Through this work, Venture37 is enhancing women's autonomy, leadership, and decision-making skills.



...Here are some accomplishments that I've already seen along my journey: women shifting their mindsets and feeling more empowered; women and couples coming to me for advice on gender issues; men raising concerns about the time poverty that women face and changing their behaviors to help out with domestic work; and women receiving medical and psychosocial services that they didn't previously have access to because their husbands didn't allow it."

- Eugenie Ingabire

Gender and Youth Inclusion Specialist, CD4

Minnesota Office

4001 Lexington Ave N, MS 5120
Arden Hills, MN 55126, U.S.A.

Washington, D.C. Office

1200 18th Street NW, Suite 700
Washington, D.C. 20036, U.S.A.

VENTURE37GENERALINQUIRIES@LANDOLAKES.COM

LANDOLAKESVENTURE37.ORG