Entrepreneurs are everywhere
Solving poverty with profit

iDE Canada creates income and livelihood opportunities in developing countries around the world. We invest in local entrepreneurship, building businesses with a focus on agriculture and sanitation. With access to the right products, services and advice, farmers can transform their small farms into small businesses. With access to research and development, sanitation business owners can produce the life-saving products their customers want and can afford.

Thirty-five years ago, we recognized that those experiencing poverty were some of the savviest customers in the world, willing to invest in products and services that provide real benefits to their health and income.

In 2017, Canadian funders, donors and sponsors invested in business solutions that helped 40,816 people in four countries: Ghana, Ethiopia, Cambodia and Nicaragua.

In partnership with iDE programs around the world, we have helped 30 million people so far.
iDE works in eleven countries.

- water, sanitation and hygiene
- agriculture

office locations
- Global headquarters, Denver, Colorado, USA
- Canadian headquarters, Winnipeg, Manitoba
- European headquarters, London, UK

Global locations:
- Burkina Faso
- Mozambique
- Ethiopia
- Ghana
- Zambia
- Honduras
- Nicaragua
- Nepal
- Bangladesh
- Vietnam
- Cambodia
- Nepal
- Bangladesh
- Vietnam
- Cambodia
2017 contents

06 welcome

08 return on investment

10 donors

12 projects

20 events

22 financials

14 Ghana | sanitation and hygiene

16 Ethiopia, Ghana and Cambodia | agriculture

18 Ethiopia | agriculture and sanitation

photo credits
(cover) iDE staff; (p. 5) iDE staff; (p. 9) iDE staff; (p. 12) Fahad Kaizer / iDE; (p. 15, top) Lindsay Smith / iDE; (p. 17) Sam Faulkner / iDE; (p. 19) Antonio Fiorino / iDE; (back cover) The iDE Canada office got a makeover in 2017. This large-scale installation was created by award-winning artist Annie Bergen and was commissioned in partnership with our friends at Take Pride Winnipeg.
mission

iDE creates income and livelihood opportunities for poor, rural households.

values

| Poor women and men have the right to a secure livelihood. |
| Markets are the most powerful force for significant, widespread and lasting impact on rural prosperity. |
| The rural poor are customers, producers and entrepreneurs. |
| We listen to and learn from the people we work with. |
| We value innovation and entrepreneurship. |
| We are results-oriented, aiming for significant impacts for large numbers of people. |
| We strive for economic, social and environmental equity and sustainability. |
"We used to take care of other people’s cattle; now we are herding our own,” Adise Bushura.

This comment has stuck with me as a great example of the change that is possible when people are able to take control of their own resources, labour and identity. Adise is a member of a women’s farmer group in southern Ethiopia. Marginalized in her own community for years due to her status as a woman with little money, she was inspired by advice from a farm business advisor who connected her group to loans from a local financial institution. Her story is not only one of financial results—she has gradually built a small herd of healthy cattle—but also social transformation. She has become a respected leader in her group and in her community.

While we are excited by the numbers—significant increases in annual income, millions of people with new access to agricultural markets and safe water and sanitation—we celebrate the stories that remind us why we do this. For 35 years, iDE has been accelerating economic growth for poor and marginalized populations. While we often get caught up in the technical aspects of market analysis, design, business models and impact measurement, our key driver remains the human element: people realizing their dreams and aspirations for themselves and their families, with dignity, ownership and choice. That human element also includes the generosity and creativity of our supporters and the dedication and talent of iDE staff in offices and in the field.

This annual report gives you the numbers: impact, scale, financial results. Behind each statistic there is a story and for each number, there is a name. I hope you are equally inspired by the stories behind those numbers.
Len Penner, board chair

At iDE Canada, we see the promise of smallholder farmers and we treat them as worthy customers. When farmers prosper, communities prosper. In my decades-long career in agriculture and through my work with iDE, I have learned this: all farmers need the same things to succeed but not all farmers in the developing world have the same access. We’re working to change this.

With your support, we’re helping smallholder farmers in the developing world prosper by giving them access to a suite of inputs, agricultural advice and access to credit. Inputs can include irrigation equipment, quality seed and fertilizer. Advice can include information on crop diversity and helping farmers bring their products to market. Access to credit is important as farmers often lack the regular income to qualify for traditional bank loans. Without credit, farmers can’t invest in and grow their businesses.

With your support, we’re seeing incredible results. In 2017, we concluded the successful Innovation for Rural Prosperity program, which saw over 100,000 farm households in Ghana, Ethiopia and Cambodia benefit from increased incomes. Between harvests, smallholder farmers can experience extended periods of no income and hunger. By focusing on irrigated vegetables, we’ve made it possible for farmers to grow crops in the dry season when their land would typically sit idle. Using the information and tools you’ve made available, farmers have extended their growing season, reduced the time between crop sales and can provide their families with the nourishment they need to thrive.

By 2050, the United Nations projects that the world’s population will reach 9.1 billion and world food production will need to increase by 70%. Smallholder farmers will be key to feeding a hungry, growing planet and we are already seeing them move the needle from potential to real results. Thank you to our donors, supporters and friends for joining us in our fight to end food insecurity and poverty.
Return on investment measures the impact donors make with each dollar invested in iDE. Across all programs, we commit to a minimum average return of $10 in annual income generated or saved by a person in poverty for every dollar received by iDE.

In 2017, we exceeded our commitment.

Across all agriculture and water, sanitation and hygiene programs.

In the print version of this report, ROI was reported in error as 18:1.
donor recognition | $2,500 +

**foundations**

The Cloverleaf Foundation  
DeFehr Foundation Inc.  
The Bill and Margaret Fast Family Foundation Inc.  
The Lawless Family Foundation  
Mazur Family Foundation  
Ken and Helen Penner Foundation Inc.  
The Pindoff Family Charitable Foundation  
The Sawatzky Specialties Foundation

**individual donors**

James Barkman  
Vince Boschman  
Andrew and Kristin Bracewell  
Mike Burke  
Brian and Joanne Clark  
Frank and Agnes DeFehr  
Randy and Jolene Dyck  
James and Rebecca Ehnes, in honour of Curtis Steiman  
Irene and Ron Enns  
Terrence and Bronwen Enns  
Mark Epp  
Patricia and Glen Fehr  
Norm and Jean Fiske  
G. Roger and Anne Friesen  
Ken Friesen and Judy Boldt  
Jacob Goertzen  
Albert and Elvera Heinrichs  
Eric Johnson  
Keith and Karen Kuhl  
Dirk and Joyce Klassen  
Judy and Philip Klassen  
Mark and Karen Kroeker

**funders**

Global Affairs Canada  
Affaires mondiales Canada  
MCC: Manitoba Council for International Cooperation

John Kuhl  
Mark and Bonnie Loewen  
Mavis McRae  
Ian and Terri Mankey  
Paul and Shirley Martens  
Ted and Mary Paetkau  
Len and Carol Penner  
Eric and Joyce Peters  
Nolan and Rachel Ploegman  
David and Cathy Poggemiller  
James and Sherry Redekop  
Ken and Cyndy Regier  
John and Kelly Schroeder  
Vern and Charleen Siemens  
The Curtis Steiman family, in honour of Curtis Steiman  
Gary and Gwen Steiman, in honour of Curtis Steiman, a long-time director of iDE and iDE Canada  
Martin and Avril Taylor  
Stuart Taylor and Kira Rowat  
Fred and Sharon Thiessen  
Jamie and Lisa Townsend  
Edward and Irene Warkentin
A CELEBRATION OF LIFE and GIVING

Curtis Steiman
Curtis Steiman, a long-time supporter, board member and former director, passed away on September 2, 2017, at the age of 79.

Curtis was a chartered accountant, which served him well in his entrepreneurial ventures in real estate and other businesses. Throughout his 20 years of service to iDE Canada, we benefitted greatly from his business acumen.

Curtis enjoyed time with his family at their cottage, serving other not-for-profit organizations and travel, which included several visits to iDE projects in Nepal and Bangladesh.

We extend our sympathies to Curtis’ family, especially Lorane Steiman, his wife of 58 years. Curtis’ intelligence, feisty sense of humour and dedication to those in need will be greatly missed.
iDE builds markets in two main areas: agriculture and water, sanitation and hygiene. Through an iDE agriculture initiative, a small-scale farmer can invest in irrigation equipment, seed and fertilizer and earn additional income during the dry season.

In the water, sanitation and hygiene sector, we help local entrepreneurs build a market for items such as toilets, hand-washing devices and water filters. Families can then invest in these products, reducing their time away from work due to illness and saving money on health care costs. Their purchases also support the local economy.
Agriculture

Through our agriculture strategy, we are showing that any small farm can transform into a small business, if it has the right support.

We start by listening to farmers and learning about the challenges they face. Then we develop solutions to overcome these barriers. Technology is one part of our strategy. We evaluate and modify current technologies and investigate new ones to meet environmental and climate challenges.

We work closely with local entrepreneurs to manufacture, supply and service the equipment farmers need. If no local businesses are present, we help establish new ones. iDE also trains farm business advisors who work with small-scale farmers. Advisors are often farmers themselves and live in the communities in which they work. They provide farmers with access to the inputs and services they need:

- high-quality seed
- pest control
- fertilizer
- money-saving technology
  (solar pumps, irrigation)
- access to credit
- access to markets

Farmers learn about efficient agricultural practices and business skills such as crop diversity, planting techniques, water storage and market strategies. We also teach farmers to form collectives, which increase their purchasing and selling power.

Sanitation

To improve quality of life through effective sanitation, we develop markets to deliver the products—toilets, hand-washing devices and water filters—people want and can afford.

Each solution begins with learning more about the current market and what customers actually want to spend their hard-earned money on. To achieve this, our measurement and evaluation teams set out to understand the local context: social, cultural, political and environmental. They meet with many locals to collect and analyze data. We then use this information to inform our approach, product designs and business models.

iDE works closely with local entrepreneurs to build and deliver quality sanitation solutions. We train local sales agents to make door-to-door sales presentations that focus on the problem we are trying to solve. Like many people purchasing a larger ticket item, our customers often require financing. This allows them to pay off their toilet or water filter in instalments. When necessary, we connect customers with microfinance loans or assist with in-house loans until we can find the right banking partner.

Overall, an investment in sanitation reduces time away from work and money spent on health care. It increases safety for women and girls and increases a family’s dignity. We’ve proven that when people spend their own money, they’re more likely to embrace the change necessary to improve their lives. By purchasing locally-made products, customers support businesses in their communities.
Ghana | Rural sanitation and hygiene project
Improving health, safety and dignity

The challenge

In rural Ghana, over 85% of the population does not have access to a private toilet, which leads to serious illness, safety risks and indignity. Each year, more than 19,000 Ghanaians—including 5,000 children—die from complications related to diarrhea. Women and girls face potential safety risks when relieving themselves at night and all community members experience indignity when there are no private toilets available. In the three northern regions of Ghana, diarrhea is endemic. Lost wages from unpaid sick days take an economic toll on those least able to afford it.

Our approach

Launched in 2016, Sama Sama is the first sanitation business that builds, sells and delivers affordable toilets in northern Ghana. Most Ghanaians desire a toilet and are willing to save to buy one. Sama Sama makes the purchase process easy and does all the hard work behind the scenes.

We train sales agents who go door to door. We train local manufacturers to build and install toilets to our high-quality standards. We assess customer credit risk, coordinate installations and collect customer payments. By selling toilets rather than giving them away, we build up the local economy.

The Government of Canada provides funding for this project. Additional funding is provided by the Manitoba Council for International Cooperation and individual donors.
In 2017, Sama Sama expanded into nine new districts and prepared the business for further scale-up. This included:

- recruiting 34 new sales agents
- training 15 new local toilet manufacturers
- reducing toilet production costs
- automating customer payment and business tracking systems
- establishing an instalment payment plan and launching mobile payments
- engaging Kiva financing to provide loans to customers
- exploring new ways to more efficiently assess customer credit risk

Alia Fuseini (pictured left) has a hearty laugh and speaks with the confidence of a seasoned sales agent, confidence she says she gained by working for Sama Sama. After Alia became a top-selling agent (often with her newborn baby in tow), she was promoted to sales manager. When mentoring sales agents, she always includes detailed feedback, plenty of encouragement and one item to work on for the following week.

Like Alia, almost all iDE employees are citizens of the country in which they work; 93% of our total workforce of over 1,000 employees are locals. By recognizing the skills of these capable professionals, we provide employment opportunities, reduce costs and build local capacity.
Ethiopia, Ghana and Cambodia
Innovation for Rural Prosperity

The challenge
With limited bargaining power, access to supply chains and markets, farmers struggle to grow and sell their crops for fair prices. Compounding this, Ethiopia, Ghana and Cambodia are experiencing greater variability in rainfall. Climate stress has the greatest impact on farmers who are vulnerable to even the slightest shift in weather conditions.

Our approach
iDE aimed to improve the income and livelihoods of 105,000 individuals by introducing farmers to dry-season irrigated vegetable production. We focused on areas of unrealized potential, where soil and water resources would support intensive horticultural production and proximity to markets offered significant opportunity for sales. iDE worked with existing businesses to provide access to high-quality seed, fertilizer, irrigation technology and financing solutions.

Outcomes
iDE successfully introduced tens of thousands of farmers to irrigated vegetable production. We saw smallholder farmers expand their irrigated areas and improve their productivity for several key crops.

iDE developed promising models to continue the delivery of these products and services into the future. In Ethiopia, where there is a strong public sector, we worked closely with government officials to ensure farmers will have continued access to training centres, markets, technology and agricultural advice. In Ghana and Cambodia, we used a social enterprise model.

The Government of Canada provided funding for this project. Additional funding was provided by the Manitoba Council for International Cooperation and individual donors.
iDE social enterprises working for farmers

In Ghana and Cambodia, iDE used a social enterprise model to sell inputs, provide training and organize collection centres where farmers can bring their produce and benefit from bulk sales and better prices.

In Cambodia, the social enterprise Lors Thmey (New Growth) helps farmers improve the quality, quantity and diversity of their production. The enterprise earns margins on the sale of products such as seed and fertilizer and services such as agricultural advice.

In Ghana, the social enterprise Korsung (Good Farming) built a model farm and training centre for a more hands-on approach to helping farmers. They also sell inputs and technology. Both Lors Thmey and Korsung are on paths to profitability, with Lors Thmey aiming for commercialization in 2018.

female farmers trained

<table>
<thead>
<tr>
<th>goal</th>
<th>7,770</th>
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<td>actual</td>
<td>11,408</td>
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</tbody>
</table>

Women’s participation helps supplement household incomes and ensures healthier diets for families as new varieties of produce are consumed at home and sold for profit.
Ethiopia | Agriculture and sanitation
Resilient Economy and Livelihoods

The challenge

Farmers in the Wolayta Zone experience repeated cycles of crop failure and hunger. Most years, 50% of the rural population faces temporary food shortages; this increases to 90% in years of extreme drought. In addition, less than 30% of rural households in Ethiopia have adequate sanitation, leading to high rates of diarrheal disease and malnutrition, particularly in young children.

Our approach

iDE is ensuring smallholder farmers have access to the fundamentals all producers need to be profitable: agricultural advice, affordable irrigation, high-quality seed, fertilizer and access to credit. We are empowering them with the options and knowledge they need to have more productive farms, leading to more income and stability for their families. In parallel, iDE is building a market for affordable toilets in the region.

Progress

In 2017, we identified the rope and washer pump as the most affordable and effective solution to lift underground water. We then trained two manufacturers, two well drillers and four village mechanics to produce, install and maintain them. Through a local microfinance institution, 58 households have received loans to purchase the pumps and 2,375 farmers purchased improved seed and fertilizer through similar loans. We trained 40 farm business advisors to deliver extension services to farmers and established six sites to demonstrate technologies and best practices.

For the sanitation initiative, iDE is training toilet manufacturers and sales agents, arranging finance partnerships and establishing essential government support. In total, eight latrine manufacturers and 36 sales agents have been recruited and trained, 289 product orders were received and 10,553 people attended information sessions on hygiene, water and sanitation.

The European Union provides funding for this project. Additional funding is provided by individual donors.
notable events

Annual Manitoba Fundraising Gala
On November 1, 2017, 433 friends and donors set record attendance at iDE Canada’s annual gala. Together, we raised over $280,000, which will help 20,000 families out of poverty. Our title sponsor was Concord Projects.

PHOTOS
1. To celebrate our agricultural theme, guests enjoyed the farmers market-inspired photo booth.
2. Keynote speaker, Edward Mabaya (bio next page).
3. Dancers from the Ethiopian Society of Winnipeg entertain the crowd.
4. Ted Paetkau (left), board chair (2010–2017), is honoured for his past and ongoing commitment to iDE Canada; Stu Taylor (right), CEO, iDE Canada and event emcee.
5. Andi Kuhl, iDE Canada gala committee member, reads a poem of gratitude before dinner.
6. Len Penner, chair, iDE Canada board of directors, shares his experiences working in global agriculture for over 25 years at Cargill Inc.
Bio | Edward Mabaya, keynote speaker
Growing up on a small farm in rural Zimbabwe, Edward Mabaya saw his family move out of poverty because they had access to quality seed—seed that meant the difference between surviving and thriving. Motivated by his childhood experiences, Edward is dedicated to improving the lives of African farmers through improved access to modern agricultural inputs and markets. A star academic, he earned his PhD from Cornell University where he is now a senior research associate in the Dyson School. In 2007, Edward was a Tutu Leadership Fellow at the African Leadership Institute at Oxford University.

Fundraiser at Mt Lehman Winery
Our supporters from Abbotsford, British Columbia attended a fundraiser in support of Sama Sama, iDE’s sanitation start up in Ghana, West Africa. This special event, held at the beautiful Mt Lehman Winery (pictured below), was hosted by Vern and Charleen Siemens and Fred and Sharon Thiessen. Seventy guests raised over $170,000 in donations and pledges for Sama Sama, a business that will provide income opportunities and a life-saving product for years to come.
We follow Canada Revenue Agency guidelines and Canadian accounting standards for non-profit organizations. Our audited financial statements are available online at idecanada.org.

### 2017 revenue

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<th>Source</th>
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<td>institutional grants</td>
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<td>program services</td>
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<td>interest and other</td>
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### 2017 expenses

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<td>administration and fundraising</td>
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<td><strong>total</strong></td>
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iDE Canada’s registered charity number is 11889 3130 RR0001.
“Getting involved with iDE in the Sama Sama program in Ghana has been both exciting and satisfying for us. It really feels good to make a difference in the world by helping bring positive changes to families in rural Ghana!

— Vern and Charleen Siemens, donors and entrepreneurs
To donate or to find out more, please contact us.
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204 786 1490

Visit us online at idecanada.org.