



# Impact Report

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# 01. A note from our CEO

Almost ten years ago, when we started back in 2014, we founded Hollanda FairFoods with the mission that we could transform the potato value chain of Rwanda. I am honored to share with you the progress we have made over the past years. Our mission has always been to support our Winnaz team and the smallholder farmers we work with helping them overcome critical barriers in achieving productive and profitable livelihoods. This through our delicious locally-sourced kettle-cooked potato crisps.

We recognize that smallholder farmers are at the frontline of climate change which poses significant challenges to food security and access to reliable, stable food markets. At Hollanda FairFoods, we are committed to offering a market-based solution to address these critical development challenges and to build resilience among smallholder farmers. We are proud to report that over the past years, we have continued to expand our impact and support. Our profits are reinvested in: a team of agronomists who daily provide agricultural training and advice, provide smallholder farmers access to micro-finance, offer employee training for our Winnaz team on the Kigali office, and provide above market prices for potatoes to our smallholder farmers. Looking back, we can say that this was harder than ever. Making impact a priority and finding the balance between financial growth and fueling the impact we create. We tried and we succeeded, but there is always room for improvement.

As transformation can only thrive through collective buy-in, we propelled our ambitions and established more audacious objectives for ourselves. In the upcoming years, we will make the shift towards sustainability and initiate a paradigm shift in our daily operations. We constructed an impact unit in our Kigali office, developed a sustainability strategy for the future, and included quantitative measures to gauge our impact. By setting KPIs for our impact, we are molding the perspectives of our employees, and steering our everyday decision-making in a fresh direction.

Although numerous obstacles still lie on our path, we are resolute to press ahead and facilitate change as we envision that tomorrow's world is our world. Whilst we cannot single-handedly solve all of the world's problems, we can play our role in enhancing our industry and leading vital change. The expedition before us is lengthy, and we want to encourage those around us to question our actions so we can accelerate the change. I want to express my gratitude to our staff, valuable partners, and stakeholders for their tireless efforts to support our mission and invite you to join us in our mission.



**Thijs Boer, Founder & CEO**

*"We are Winnaz"*

# 02. About Hollanda FairFoods

Hollanda FairFoods is a potato value chain player contributing to sustainable development by serving potato crisp products to the African market under the brand Winnaz. The end product can be found in the region of East Africa including Rwanda, Uganda, the Democratic Republic of Congo (DRC), Kenya, and Burundi. By locally sourcing potatoes and providing training in the latest agricultural practices, we supply smallholder farmers with the financing and knowledge to build resiliency to climate change, ensure food security and overcome critical barriers to productive, profitable livelihoods. After nine years of operations, Our potato crisp product has successfully reached five different flavors; Salted, Paprika, Salt & Vinegar, Pizza, and Pili Pili flavor and we have also started to produce sweet potato and banana crisps under a new brand called Tsinda (kinyarwanda word for winning).

*"The Winnaz potato crisps brand first appeared on the Rwandan market in 2015, and it is now without a doubt the best potato crisps brand in East Africa" – Egide Niyibizi, Head of Production*

## Facts & Figures

**2000+**

Smallholder farmers  
served

Active in  
**05**

East African  
Countries

Offices  
**02**

Kigali | Musanze

**5**

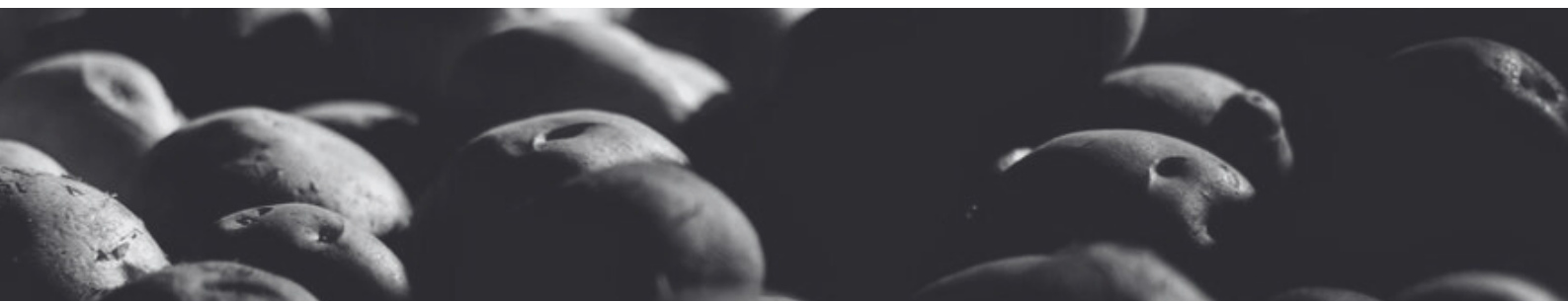
Different flavours of  
Winnaz crisps

Diversity in the  
workforce

**50%**  
Women

Our employees

**70**  
Winners



## Our Value Chain

The Rwandan potato value chain suffers from inefficiencies, a lack of coordination and planning, diverging interest from key stakeholders, and weak linkage between the seed and potato value chain. We aim to contribute to value chain strengthening, market dynamics, and the government's quest for a food-secure Rwanda. At Hollanda FairFoods, we take pride in our fully-managed potato value chain, which spans from seeds, to potatoes, to potato crisps through the production process in our factory in Musanze, and ultimately to the African snack market.



We work closely with smallholder farmers situated on the fertile soils of Musanze, we provide them with access to agricultural inputs, microfinance, as well as training and guidance from our expert team of agronomists, all geared toward empowering them to cultivate and deliver the finest quality potatoes.



Once harvested, our potatoes are transported to our processing facility located in Musanze. The potatoes undergo a series of rigorous quality control checks to ensure that they meet our high standards for quality and safety. Our processing technology is designed to preserve the nutritional value of the potatoes while also maintaining their freshness and flavor. We use advanced sorting and grading systems to ensure that only the highest quality potatoes are selected for further processing.



Our trained local staff, who are experienced in working with the technology and equipment used in the processing facility, work diligently to ensure that every step of the processing and packaging process is executed with precision and care. By combining our technology with the expertise of our skilled staff, we are able to produce high-quality potato crisps that meet the needs and preferences of our customers while also providing employment opportunities and supporting local economies.



The potato slices are cooked in small batches which involves using higher cooking temperatures, allowing to give the crisps a unique texture and flavor. Once the crisps are cooked, they are immediately removed from the fryer and allowed to cool. During this time, any excess oil is removed, and the crisps are lightly flavored. By using high-quality sunflower oil and carefully controlling the cooking process, we are able to produce kettle-cooked potato crisps that are crispy, flavorful, and of high quality.



Attractive bags are designed with traditional African patterns and colors. Our packaging process involves using high-quality materials to ensure that the crisps remain fresh and crispy while also showcasing the vibrant designs of the bags. As a result of our unique and eye-catching packaging designs, we are able to produce a product that not only tastes great but also looks great on the shelves, attracting customers and promoting our commitment to celebrating African culture and heritage.

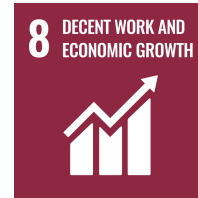


Our Winnaz crisps are distributed to shops and supermarkets across the Great Lakes Region, including Rwanda, Uganda, Kenya, DRC, and Burundi. By making our product widely available to customers in these countries, we are able to contribute to the local economies and support the livelihoods of smallholder farmers who supply us with potatoes. We are proud to offer a product that is not only delicious and of high quality but also supports sustainable and equitable economic development in the region.



# 03. Strategy & Targets

## Linking the SDGs



### Vision Statement:

In 5 to 10 years, Hollanda FairFoods will be the leading kettle snack company in East Africa with a meaningful impact on the value chain.

### Mission Statement:

To be defined

### Social Impact Objectives

- Increasing Smallholder Farmers' Financial Health
- Increasing Access to and Use of Quality Agricultural Inputs
- Increasing Farm Profitability
- Increasing Access to Agricultural Training and Information
- Becoming a Preferred Employer



It has truly been a ride, I built Hollanda FairFoods from the ground up and I am really proud to see how much we have achieved. – **Thijs Boer, Founder & CEO**

I have seen the company grow and scale, we have come to a point where we can really be proud of the impact we are currently making. – **Alex van de Langenberg, COO**



# Theory of Change

To create meaningful social and environmental impact, our strategy incorporates a Theory of Change that identifies the challenges, contributions, and outcomes we want to achieve.

## Challenges

## Contributions

## Outcomes

The Rwandan potato value chain suffers from inefficiencies, smallholder farmers lack basic inputs such as fertilizer, seeds, tools, and the knowledge provided by agricultural extension services to increase their yields. They are also frequently isolated from markets because of a lack of access to sustainable markets and suffer from significant post-harvest loss because of a lack of proper storage.

- Locally sourcing potatoes
- Providing access to a sustainable market through value-adding activities
- Providing In-the-field advice by our agronomists
- Potato value chain stakeholder partnerships
- Creating employment opportunities

Access to quality jobs and personal development opportunities for a broad local community whilst simultaneously supplying Rwanda's smallholder farmers with the financing, training, and knowledge to become more resilient to climate change, ensure food security, and overcome critical barriers to productive, profitable livelihoods.





# Six types of contributions

## Locally sourcing potatoes

Smallholder farmers support many of the world’s most vulnerable communities and coexist with some of the most diverse and climate-vulnerable landscapes. According to the UN’s Food Agriculture Organisation (FAO), smallholder farmers are best characterized as having limited resource endowments relative to other farmers. Operating at the sharp end of global food supply chains, smallholder farmers are often locked out from lucrative markets serving value chains. We at Hollanda FairFoods, aim to bridge this gap by enabling smallholder farmers to bring their produce to the African market. By locally sourcing potatoes from smallholder farmers in the Northern Province of Rwanda for fair trade and equitable price, we facilitate access to a stable and reliable market.



## Providing access to a sustainable market

How do we ensure smallholder farmers access a stable and reliable market? Our locally sourced potatoes are processed into value-added potato crisp products in our factory and served to the African market under the brand “Winnaz”. Through these value-added activities, we can provide smallholder farmers with stable, fair trade prices for their potatoes. The development impact logic of our market-based approach is based on the assumption that smallholder farmers who switch from producing for their own consumption (where family food needs are satisfied first, with only the excess being sold) to producing for commercial markets (where market needs are satisfied first, and farmers may have to purchase staple crops to feed their family) results in net positive outcomes.



## Providing in the field agricultural training and advice

Our experienced team of agronomists work closely with smallholder farmers on a daily basis, providing them with expert training and advice on best practices for potato cultivation. They have a deep understanding of the unique soil and climate conditions in the Northern Province of Rwanda and use this knowledge to help farmers optimize their yields and improve the quality of their potatoes. Our team also helps farmers access high-quality agricultural inputs, such as seeds, fertilizers, and pesticides, as well as microfinance services to help them finance their operations. By working closely with our team of agronomists, smallholder farmers are able to improve their yields, increase their incomes, and contribute to the growth and development of their local communities.



## Creating employment opportunities

We are committed to creating job opportunities in both our production facility in Musanze and our corporate office in Kigali. We prioritize hiring locally and invest in our employees by providing ongoing training and opportunities for career development. We offer a dynamic and inclusive work environment where employees can thrive and grow, and we are proud to contribute to the growth of the local economy by creating quality jobs in the region. By investing in our employees, we are able to build a strong and talented "Winnaz" team that is dedicated to delivering high-quality products and services to our customers.



## Stakeholder partnerships

We believe in the power of partnerships to drive sustainable growth and development. As part of this commitment, we are part of the SDGP Potato Value Chain Project Rwanda. Through SDGP, we have established a potato climate-smart storage, as well as a washing and packaging line, to build a more sustainable potato value chain for the future. By working closely with local universities we aim to empower young talent to develop themselves in the agricultural sector. We are proud to be part of such initiatives and look forward to continuing to work with our public and private stakeholders to drive positive change in the industry.



Republic of Rwanda  
Ministry of Agriculture  
& Animal Resources



**2000+**

Smallholder farmers served

**\$934.325**

Additional farmers income earned

## 04. Our Impact



## Research Approach

Our research team conducted fieldwork in the Musanze district in the Northern Province of Rwanda for a week in May 2023 to carry out surveys and interviews with smallholder farmers in the field.

We recognize that the scope of our research is limited. While we are confident that we have captured the primary impact data, a number of issues remain open and would deserve additional in-depth investigation in the future.

The collected in-the-field data is supplemented by already-existing materials such as reports, quantitative data, surveys, etc. We carried out eleven semi-structured interviews and surveys with smallholder farmers, including two cooperatives representing each 250 smallholder farmers.

In the future we want to continue visiting the smallholder farmers with our impact unit to increase the number of respondents of our impact study. This not only increases the credibility of our impact findings, but also helps us to steer our organization in the right direction in order to improve the impact we are making.

## Impact Overview

**2000+**

Smallholder farmers served

Our **Winnaz** crisps are made from potatoes locally sourced from over **2000** smallholder farmers located in the Musanze district of Rwanda



**The smallholder farmers we work with show an average increase of 67% in potato yield after working with Hollanda FairFoods**

**67%**

increase in crop yield

## Increasing access to information and use of quality agricultural inputs



**100%** of the smallholder farmers we work with claim that they have gained access to at least one additional agricultural input (e.g. fertilizers, pesticides, insect traps, high-quality seeds) compared to before they worked with Hollanda FairFoods. While we see a **2X average increase** in the use of agricultural inputs by smallholder farmers. **70%** of them are **strongly satisfied** with the quality and effectiveness.

## Increasing access to agricultural training and information



Our team consisting of **5 agronomists** weekly visit an average of **75 smallholder farmers** to provide them with the necessary agricultural training and in-the-field advice to produce the highest-quality potatoes. On a yearly basis, our team of agronomists conduct around **6.125 field visits**.

## Increasing smallholder farmers' farm profitability



The smallholder farmers we work with show an average **increase of 67%** in potato yield after working with Hollanda FairFoods. We stand for fair and equitable prices and hence provide our smallholder farmers with potato prices that lay **33%** above the market average resulting in an additional amount of earned income of **998\$** per year on average.

**6.125**

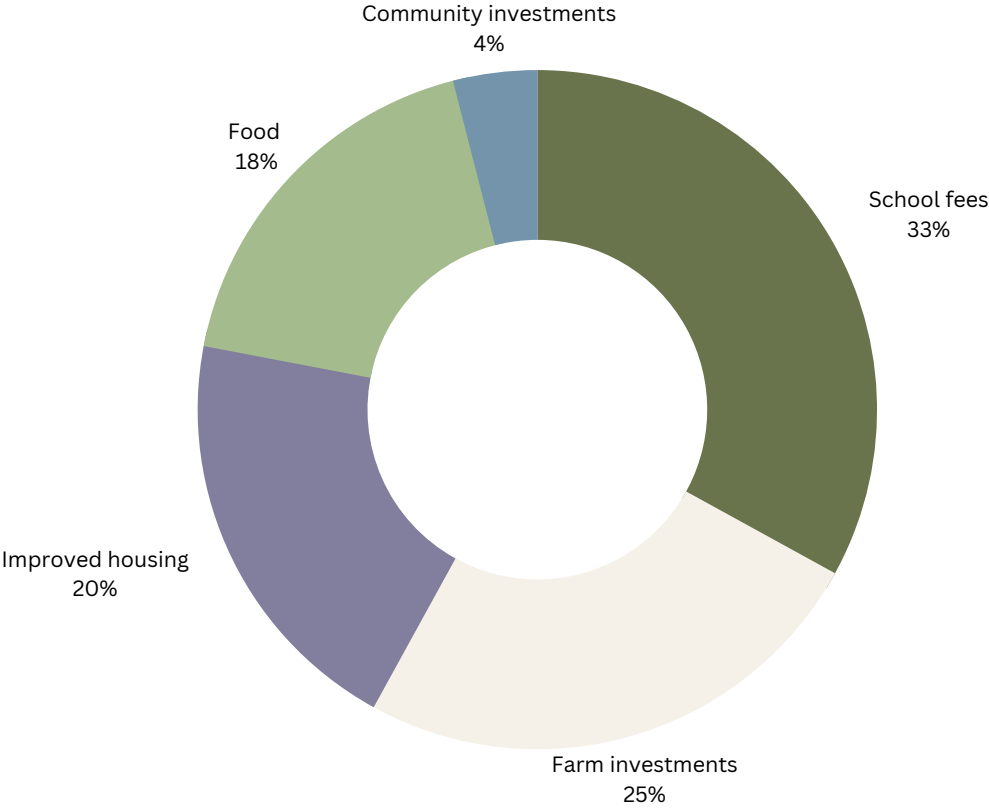
Yearly field visits by our agronomists



# Increasing smallholder farmers' financial health

The smallholder farmers we work with show a significant increase in **financial health**. Every bit of **additional income** helps smallholder farmers to build a better future for their **families and communities**. We hence offer smallholder farmers access to **micro-finance** enabling them to invest in their plots and constantly grow larger harvests, and earn more profit from their farms.

Learn how the **extra income** is invested!





### **Samvura Jean Paul – Musanze District**

Me and my wife are now able to send all of our kids to school. Before working with HollandaFairFoods I was not always able to pay all the school fees. I am now working with Hollanda FairFoods for over 4 years and I learned to effectively use my agricultural inputs. Before I used fertilizers but they were always ineffective, the agronomists taught me how to properly use it.



## Faustin Niyibizi – Musanze District

Hollanda FairFoods buys my potatoes on a regular basis and for a fair price that is better than other suppliers offer me. The training really helped me increase my yield, which went from 1000kgs to 3000kgs. My potatoes don't get damaged anymore and I am even able to invest some money in furnishing our house and improving our land.





” Before working with Hollanda FairFoods I didn't know how to properly use fertilizer, the agronomists taught me how to use this effectively. The training and advice enabled me to develop my agricultural skills and increase my yield from 5 tons to 10 tons. I used the extra earned money to buy more land and pay for my children's school fees.

## Augustin Burimunsi – Musanze District

I started working with Hollanda FairFoods 5 years ago. I made use of the microfinance Hollanda FairFoods provided me and spend it on buying more land and improving my farm. Since then, I grew my harvest from 500-800kgs to 8.000-10.000kgs. I can now easily get a loan and pay it back. My kids are now in high school and studying at the University of Kigali. Over the last 5 years, I was able to buy a TV, furnish my home, invest in bringing water pipes, and bring the first electricity to our village. I even employed people from our village to work on my farm. I am really grateful that my family, friends, and neighbors all benefit from my success thanks to Winnaz.





”



### **Celestin Niragire - Musanze District**

I used to mix different artificial fertilizers like DAP and UREA and various pesticides. Hollanda FairFoods' agronomists taught me how to use NPK and organic fertilizer and how to use the right amount as well. Before these trainings my yield was low and I harvested around 300kgs. Now, on the same plot, I am able to harvest 700kgs. The micro-finance Hollanda FairFoods linked us to solved my financial issues and allows me to easily pay my children's school fees every month. I am really proud of them.





## Becoming a preferred employer

1.

Our inclusive workforce consists of **50% women** and we continue to stimulate women's economic empowerment in the labor force.

2.

We stimulate employee development therefore, the entire workforce can enjoy personal development **training programs**.

3.

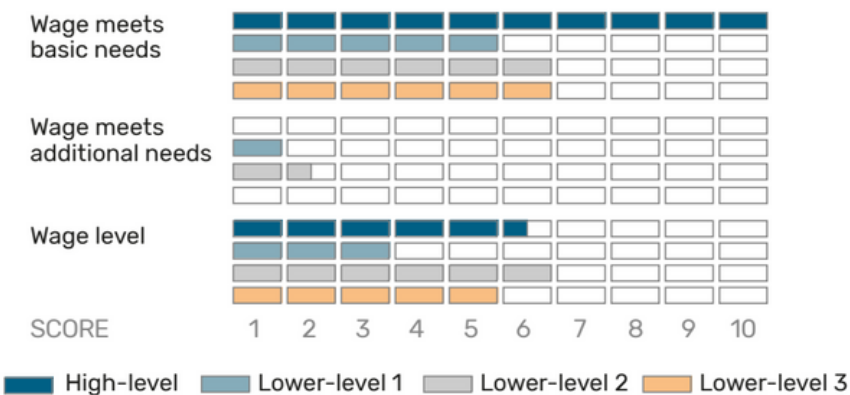
We stand for an **open work culture** with high levels of corporate approachability.

4.

We stimulate empowerment and encourage an **entrepreneurial mindset**. As a result, **two employees** were able to start their own business

### Level of satisfaction with salary/wage on a scale from 0-10 among high-level and lower-level employees

*\*lower levels 2 and 3 stated that the possibility of their current salary meeting additional needs was 0/10*



We determine our salary scales by looking at **comparable companies** in the country and based on the **performance** and individual **needs** of our employees.

Our employees earn an income that is **above the national average** in their area of expertise and earn an annual wage increase.

According to an employee satisfaction survey, not all employees are satisfied with their current wage levels. Despite this, salaries and wages are sufficient to provide for **families' basic needs and to ensure no side jobs are needed**. We try to balance wages and benefits to the extent that employees can carry out their work in a good way while being empowered to continue to **develop personally, and professionally**.

## Happy Trésor Ineza

### Administration, Finance and Accounting

I started working at Hollanda FairFoods as an administrative assistant intern with an educational background in Business and Management where I learned some basics in administration, finance, and accounting. After the internship of 6 months, I started working as a bookkeeper. When I started working, I really liked accounting and wanted to specialize further in accounting and follow an accounting course. I learned about preparing taxation, using quick books software to prepare financial statements, etc. Because of this, I felt more valuable to the company. In the future, I have the ambition to apply for an ACCA (Association of Chartered Certified Accountants) qualification or become a Certified Public Accountant (CPA). I am really grateful to Hollanda FairFoods for covering the expenses and giving me the opportunity to keep developing myself personally and careerwise.



## Doria Igiraneza

### Communications Coordinator & Young Expert

I began working as a social media intern at Hollanda FairFoods, they recognized my potential and I got a full-time job. Despite having only a passion and a bachelor's degree, Hollanda FairFoods provided me with valuable experience. I also was fortunate to be given the opportunity to participate in the YEP program. This program specifically caters to young professionals in Agro Food and other sectors and aligns with various Sustainable Development Goals. The YEP program emphasizes personal development and growth for its active members, offering intensive training and coaching. I still hold ambitious dreams and remain optimistic about my potential for growth and achievement within Hollanda FairFoods.



## Employee Engagement.



” At Hollanda FairFoods we aspire to be a driver for empowerment for our employees in their (work)life journey and encourage them to reach their full potential.

### Nationality

**98%** Rwandan

**2%** Dutch

### Gender balance

**50%** Female

**50%** Male

### Age group

**60%** Age <30

**40%** Age > 30



Employee engagement is a cornerstone of our success. We offer personal development plans and internal training that empower our employees to acquire new skills, enhance existing ones, and grow professionally resulting in employees advancing within the company, highlighting our commitment to their growth. By investing in employee development, we create a strong workforce and contribute to the overall success of our community. We believe in supporting employees' financial and personal well-being, enabling them to thrive and make significant contributions to Winnaz's continued success. We are a proud partner of the Young Expert Programmes (YEP), offering young Rwandan talents the opportunity to gain experience with working in an international environment through a Dutch organization.

# 05. Looking into the future



Looking back, we are proud of the steps in our journey to become a business with a clear purpose while making significant strides in advancing our impact objectives and contributing to sustainable development in Rwanda and beyond. It is our main ambition to keep improving the impact we are making through our value-adding activities by creating Winnaz crisps, in-the-field agricultural training, and advice by our agronomists, stakeholder partnerships, and the creation of employment opportunities. The annual impact report is a great way to reflect on our impact objectives and learn to do better in the future.



## What is the future holding for us?

As we look to the future, we are well-positioned to expand our impact and strengthen our commitment to sustainable development. Through a continued focus on stakeholder partnerships and collaborations, Hollanda FairFoods can ensure that its impact remains aligned with the needs and priorities of local communities, smallholder farmers, and other key stakeholders in our value chain, ultimately contributing to the long-term resilience and prosperity of the regions we serve. I am proud of the fact that we are running a business where return and impact are mutually reinforcing rather than impact being either just the by-product of a business model. Our focus is therefore a "win-win" involving running a profitable, scalable business that creates shared value and improves its impact over time.

