

SNV in Africa

People, Partnerships, Progress



SNV

Making development smarter

At SNV we believe that with the right approach an **end to poverty** is possible. We believe **sustainable development is** about **building capacities** and **learning** from each other.

With almost 50 years experience on the ground in developing countries, **expertise** is our main asset. We've learned that there are four factors essential to breaking the cycle of poverty and creating opportunities for growth:

- **Inclusive development**—actively listening to people living in poverty and engaging them in development processes
- **Systemic change**—changing the systems that keep poverty in place
- **Local ownership**—ensuring development agendas are shaped and owned by local partners
- **Contextualised solutions**—tailoring proven solutions to meet local problems and contexts

Wherever we work, these factors are always at the core of our approach—creating the conditions for lasting change.



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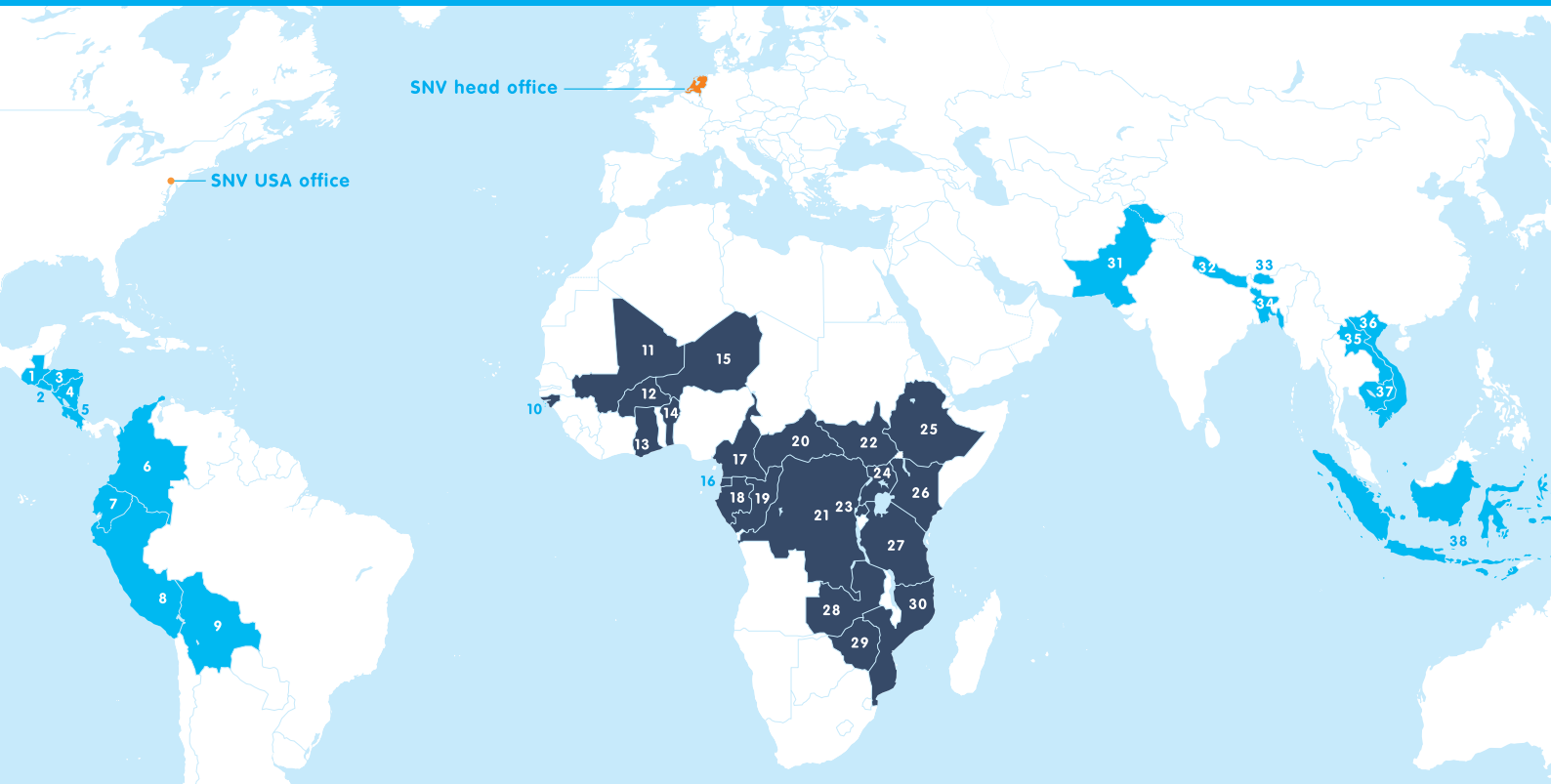
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Acronymns

ABPP	Africa Biogas Partnership Programme	NAWASCO	Nanyuki Water and Sewerage Company
APTM	Association of Producers and Processors of Cassava	NDBP	National Domestic Biogas Programme
ASFF	Advisory Services for Family Farm	NETWAS	Network for Water and Sanitation
BOAM	Support to Business Organisations and their Access to Markets'	NGO	Non-Governmental Organisation
BPR	Banque Populaire du Rwanda	OD	Open Defecation
CIG	Common Interest Group	ODF	Open Defecation Free
CLTS	Community-Led Total Sanitation	PNB-BF	National Programme of Biodigestors in Burkina Faso
CPC	Centro de Promoção do Caju	PROCAJU	Programa de Desenvolvimento da Cajucultura
CPO	Cotton Producers' Organisation	PSNP	Productive Safety Net Programme
CRS	Catholic Relief Services	PSNP Plus	Productive Safety Net Programme Plus
DFID	Department for International Development	RADF	Rwenzori African Development Foundation
DRC	Democratic Republic of Congo	RARP	Rural Agro-dealers Restocking Programme
EFP	Essential Family Practices	REDD+	Reducing Emissions from Deforestation and Degradation
EKN	Embassy of the Kingdom of the Netherlands	SCC	Samburu County Council
EU	European Union	SIDEP	Samburu Integrated Development Programme
FAO	Food and Agriculture Organisation	SNV	SNV Netherlands Development Organisation
FEICOM	Special Council Support Fund for Mutual Assistance	SSHA	Sustainable Sanitation and Hygiene for All
FMO	Netherlands Development Finance Company	SHC	School Health Clubs
FUNDEI	Fundação Guineense para o Desenvolvimento Empresarial Industrial	UGAMA CSC	Centre of Services to Cooperatives
GIS	Geographic Information Systems	UNICEF	United Nations Children's Fund
GIZ	Gesellschaft für Internationale Zusammenarbeit	UR FBV	Regional Union of the Livestock Meat Sector
GPS	Global Positioning System	USAID	United States Agency for International Development Aid
HELP	Hilfe zur Selbsthilfe e.V (Germany)	USD	United States Dollars
IRC	International Resource Centre	VEP	Visionary Empowerment Programme
IWASCO	Isiolo Water and Sewerage Company	VSLA	Village Savings and Loans Associations
JICA	Japan International Cooperation Agency	WASH	Water, Sanitation & Hygiene
KLMC	Kenya Livestock Marketing Council	WPM	Water Point Mapping
LCB	Local Capacity Builder		
LMA	Livestock Marketing Association		

SNV countries in Africa



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|---------------|----------------------|-----------------------------|---------------|
| 1 Guatemala | 10 Guinea Bissau | 20 Central African Republic | 31 Pakistan |
| 2 El Salvador | 11 Mali | 21 DR Congo | 32 Nepal |
| 3 Honduras | 12 Burkina Faso | 22 South Sudan | 33 Bhutan |
| 4 Nicaragua | 13 Ghana | 23 Rwanda | 34 Bangladesh |
| 5 Costa Rica | 14 Benin | 24 Uganda | 35 Lao PDR |
| 6 Colombia | 15 Niger | 25 Ethiopia | 36 Vietnam |
| 7 Ecuador | 16 Equatorial Guinea | 26 Kenya | 37 Cambodia |
| 8 Peru | 17 Cameroon | 27 Tanzania | 38 Indonesia |
| 9 Bolivia | 18 Gabon | 28 Zambia | |
| | 19 Congo-Brazzaville | 29 Zimbabwe | |
| | | 30 Mozambique | |

SNV works in 38 countries worldwide. With offices across five continents, our strongest presence is in Africa, where we have been working since we were founded in 1965.

SNV in Africa: People, Partnerships, Progress

SNV is a non-profit international development organisation. Founded in the Netherlands nearly 50 years ago, we have built a long-term, local presence in 38 of the poorest countries in Asia, Africa and Latin America.

SNV's mission is grounded in the principle that all people, irrespective of race, class or gender, should have the freedom to pursue their own sustainable development. That is why we believe in inclusiveness as an essential feature of lasting success in development. Finding solutions that address local needs means adopting context specific and affordable approaches that are informed by a robust global knowledge base.

Our team of national and international advisors work with local partners to equip communities, businesses and organisations with the methods, knowledge and connections they need to increase their incomes and gain access to basic services—empowering them to break the cycle of poverty and guide their own development.

SNV supports the resourcefulness of development actors. We improve performance and service delivery, strengthen governance systems, help create access to basic services for excluded groups, and make markets work for low income women and men.

At SNV, we aim not only to improve individual lives, but to contribute to global challenges in three key areas that strongly impact the poor: Agriculture, Renewable Energy, and Water, Sanitation and Hygiene.

By sharing our specialist expertise in these sectors, we contribute to solving some of the leading problems facing the world today—helping to find local solutions to global problems and sowing the seeds of lasting change.

To achieve maximum effectiveness, scale and sustainability, we combine our local presence with a focus on three key roles:

- Advisory services: to create solutions with local impact
- Knowledge networking: to expand knowledge bases for sustainable poverty reduction
- Evidence-based advocacy: to foster an enabling environment

SNV has worked with communities in Africa since 1963, strengthening the capacities of local organisations to improve livelihoods. Our advisors work with local organisations, successfully integrating innovation and experience with in-depth knowledge and an understanding of local contexts. In Africa, SNV works in Benin, Burkina Faso, Cameroon, Central Africa Republic, Congo Brazzaville, Democratic Republic of Congo, Equatorial Guinea, Ethiopia, Ghana, Guinea Bissau, Kenya, Mali, Mozambique, Niger, Rwanda, South Sudan, Tanzania, Uganda, Zambia and Zimbabwe.

This compilation of case studies written by our advisors takes you through a journey of Africa, illustrating the impact of our work on the lives of millions of people in the continent.



Agriculture

History teaches us that one of the most effective ways to pull people and entire nations out of poverty is to invest in their agriculture.

President Barack Obama
at the Symposium on Global Agriculture and
Food Security, 18 May 2012





Equity and growth for smallholders

The need for increased agricultural productivity is putting pressure on natural resources. Weather variability caused by climate change is an added challenge to agricultural and livestock production. SNV's response is to provide market-based solutions through value chain development and innovative business initiatives.

In **Agriculture**, SNV works to **increase income and employment** for smallholders; **improve food security** and living conditions for poor and vulnerable groups; and **strengthen the environmental sustainability** of agricultural production while meeting the challenges of a changing climate.

Sector scope

We focus on three sub-sectors: **staples, cash crops** and **milk and meat**.

- **Staples** include food crops such as rice, cassava, maize, millet, sorghum and pulses.
- **Cash crops** cover a wide spectrum of commodities classified into horticulture (fruits, vegetables and cashew nuts); oilseeds (sesame, palm oil, sunflower and safflower); tree/plantation crops (tea, coffee and cotton); and non-timber forest products (bee products, gum acacia and shea butter).
- **Milk and meat** focusing on milk and dairy products, camel milk and red meat.



Approach in agriculture

Our main approach in the agriculture sector is Value Chain Development. Specific services include value chain financing, strengthening business service providers, market intelligence, sustainable production and effective public policy management.

Other selected key practices SNV deploys include:

- **Inclusive Business:** inclusion of low-income communities within the value chains
- **Impact Investing Advisory Services:** connecting social investors to opportunities in emerging markets, with a focus on financing the 'missing middle', and
- **Inclusive Policy Development:** working to secure smallholders' access to key assets and natural resources so that they can respond to market opportunities and improve food security.

65 per cent of the people in Africa derive their livelihoods from agriculture and natural resources. Rural development plays a crucial role in reducing poverty worldwide. Almost 1.8 of the world's two billion smallholder farmers and pastoralists live in developing countries, where agriculture is vital for local food security, and contributes to economic growth.

SNV focuses on smallholder farmers and pastoralists as viable economic actors in rural development. These groups require an enabling environment to meet market demands and contribute to food security. By strengthening agricultural value chains, we enable smallholders to seize market opportunities—boosting local economies and food security. Our interventions help smallholders to preserve agro- and

biodiversity, making them less vulnerable to sudden changes in price and climate.

Over the years we have learned that four factors are key to success:

- **Inclusive development**

In recent years many countries have grown economically. Evidence shows, however, that economic growth alone does not reduce inequity. Better inclusion of farmers and pastoralists in agriculture policy agendas and markets will enable change for large numbers of people.

- **Systemic change**

Strengthening the capacity of a single stakeholder cannot achieve inclusive and sustained agricultural development at scale. By conducting system analyses, bringing all stakeholders together and setting a joint agenda for agricultural development, we address underlying systemic constraints. This multi-actor approach takes account of smallholders' associations, small and medium enterprises, private companies and government agencies.

- **Local ownership**

Effective and sustainable growth can only be achieved if local actors shape and drive their own agendas. SNV supports local partners and service providers to find and implement sustainable and equitable solutions to develop the agriculture sector.

- **Contextualised solutions**

Our strong on-the-ground presence and networks enable us to develop and test solutions embedded in local contexts. Working with local stakeholders, we take proven solutions and adapt them to specific challenges—providing effective, economically viable solutions to development problems.

Cash crops

Integrating smallholders into the West African onion value chain

Richard A. Adjobo, SNV Niger

SNV has worked on the onion value chain in Niger since 2005. We started with a value chain analysis that focused on market trends, marketing systems and the nature of relationships among various actors. One constraint was the loosely coordinated arrangement between producers and buyers, which resulted in unfavourable prices for the producers. SNV strengthened the technical and organisational capacities of the Union of Onion Producers of Tsernaoua. In this process, various win-win scenarios to foster business linkages between producers and buyers were identified. One scenario was the creation of a trading centre in the town of Tsernaoua, a traditional crossroads for traders due to its strategic geographical position. In 2006, the union received grants from development partners to fund the initial investment for the centre. SNV, with strong support from local authorities, facilitated the lengthy negotiations over the management and organisational structure of the trading centre. The stakeholders established a Management Committee, assisted by a Pricing Committee.

The Management Committee sets the prices based upon the recommendation of the Pricing Committee, which is in charge of collecting information on onion supply and demand. The Pricing Committee has developed its own pricing information system that uses data on production and prices in rural markets, provided by a network of villages. The Management Committee also ensures product delivery in accordance with purchase agreements and organises the supply of onions to the centre. Primary collection points have been set up in every village of

the production area. Some 1,200 producers, members of the Union's 36 cooperatives, now market their onions at the trading centre. The centre provides the security of established prices and volumes for both producers and buyers. By ensuring regularity in production, it enables producers to better organise the marketing of their products. This business model also reduces the risk of price changes and stimulates improvements in quality.

Thanks to the annual dues of the union members and the fees that buyers pay for the onions, the Management Committee is able to cover operation and maintenance costs of the centre. The professionalism of the producers and the existence of a well-organised trading centre have attracted the interest of other producer organisations in nearby areas, who are replicating the model, and international agri-businesses, such as Nestlé, who are keen to diversify their supply sources. The sustainability of this business model depends largely on the quality of the produce. Keenly aware of this fact, the Tsernaoua Union has sourced technical assistance for its members, including training for those specialising in seed production of the renowned '*violet de Galmi*'. The union has set up nurseries and supplies high-quality seeds to its members.

Since 2007 the trading centre has doubled its annual sales volume from 2,508 to 5,000 metric tons (mt). Average yields have increased from about 11 to 17.5 mt per hectare. Various conclusions can be drawn from this experience. Firstly, strengthening the producers' technical capacities and the union's capacities is a prerequisite for the development of business linkages. Secondly, the implementation of marketing strategies is crucial in fostering market development and offering opportunities at prices that withstand adverse fluctuations for producers. This initiative also showed that multi-stakeholder consultations could improve governance within the value chain by providing greater transparency, participation and accountability.

Women's savings groups boost cooperative development in Ghana

Eric Banye, SNV Ghana



In northern Ghana the main source of income for most rural women is the production and sale of shea nuts and butter, providing employment and income for approximately 900,000 women in three regions. A value chain analysis facilitated by SNV found that women smallholders are strongly disadvantaged as they are compelled to sell their produce to intermediaries at the lowest prices. SNV and its partners supported the adoption and upscaling of community-based micro finance initiatives, enabling women to collectively stockpile their produce and sell them when prices were more favourable. SNV's also facilitated the strengthening of 480 women's groups with a membership of 13,260 women and 180 men, turning them into viable business enterprises and enhancing their links to the market. Shea incomes for the women's groups rose from USD 326.4 to USD 459 per metric ton in 2011 alone; cumulative assets are valued at nearly USD 2.5 million. Members have been able to send their children back to school and buy health insurance. Moreover, female producers have become more assertive in engaging with buyers and middlemen. Transforming women's groups into cooperative societies binds smallholders into business units, enabling them to engage in contractual agreements.

Tools to empower farmer organisations in the West African cotton sub-sector

Joost Nelen, Hans Meenink and Nata Traoré, SNV West and Central Africa

In the mid-1990s, international institutions and donors put pressure on national governments to reform their cotton sub-sectors and transfer chain operations from parastatals to the private sector. Cotton producers set up sub-national and national farmers' associations. As they were gradually becoming chain operators, producers faced the challenge of developing new capacities. Farmers and their organisations also required entrepreneurial and strategic skills to be able to effectively claim a larger share from cotton prices. SNV and the Royal Tropical Institute (KIT) have co-developed different tools that farmers' organisations use to build stronger



organisational and human capacities, including financial accountability systems and soft skills in communication, leadership and assessment of cooperative performance. With support from SNV and local agricultural extension services, several farmers' organisations have simplified and translated manuals and information sheets. They have also set up a network of farmer-trainers and farmer-supervisors. Most support to cotton farmers' organisations addressed basic technical skills (production, primary commercialisation, administration) and entrepreneurial skills related to strategy, networking, negotiation or economic opportunities. An evaluation in 2011 showed remarkable results: 360 village cooperatives in Burkina Faso now use the farm management approach. In these cooperatives, overall cotton and maize yields rose and profits have grown in four years from USD 134 to USD 342 for cotton and from USD 75 to USD 306 for maize, through improved control of running costs—despite rising input prices and varying cotton farm-gate prices. Since 2008, the model has expanded to Benin and Mali.

Transforming cashew processing in Guinea Bissau

Susana Gomes, SNV Guinea-Bissau

Despite political instability, financial and economic restraints and limited state support, the cultivation and export of cashew from Guinea-Bissau has achieved remarkable success, with exports reaching 220,000 tons in 2012. However, the sector has failed to move beyond commodity production as less than 1 per cent of the harvest is processed locally. Most processing units are inactive. SNV, in partnership with a national organisation, FUNDEI-CPC, is implementing an EU-funded project to promote the local processing of cashew. Among other interventions, the project aims to support the development of the



cashew value chain, add more value to cashew products and contribute to improved income and better living conditions for 10 per cent of cashew producers in the Bafatá and Cacheu regions. Achievements so far include consolidation of seven processing centres into two more efficient ones, and creating a common trademark and logo (PROCAJU). Training programmes addressed each step in converting raw cashew-nuts from 60kg sacks to 100g ready-to-eat packages—developing local expertise. New income-generating activities include the production of cashew apple juice and biscuits, and the processing of cashew into white nuts. By 2013, the project will improve living conditions for 2000 cashew producers.

Capacity building and inclusive business in Rwanda's coffee sector

Vénérande Nzayiturinka and Védaste Iyakare, SNV Rwanda

Rwandan coffee, highly sought after in specialty coffee markets world over, contributed 20 per cent to national exports in 2010. In Rwanda, about 400,000 smallholders, of which about 30 per cent are women-headed households, depend on coffee. The National Coffee Strategy positions Rwanda coffee as specialty coffee, which means it must be fully washed (this refers to one of three different ways of processing coffee). The government wants all of Rwanda's coffee to be fully washed, but capacity deficiencies need to be addressed for that to be achieved.

When SNV entered the Rwanda coffee scene in 2005, it first conducted an analysis of the coffee development chain to identify weak spots and then positioned itself for maximum impact. Working with a number of partners, we have made technical assistance, capacity strengthening and financial support available to coffee farmers, cooperatives and cooperative unions. SNV-supported cooperatives are now steadily producing higher quantities of better quality coffee. Coffee farmers are now earning more from their coffee and have a better quality of life. SNV now supports a total of 30 cooperatives and 15 coffee unions. In 2011, SNV clients represented eight of the 32 winners of the Cup of Excellence, the most esteemed award given out to the very best coffee produced in a year.



Kabakanya Cooperative: Coming full circle

Kabakanya Cooperative in south Rwanda has been processing and selling coffee since 1999. However, due to several factors, including mismanagement and lack of transparency, the cooperative fell into heavy debt. In 2009, Kabakanya was blacklisted by the Rwanda National Bank, which meant it could not access credit from any bank in the country. Kabakanya faced the risk of auction; the coffee washing station was working at 39 per cent capacity; supply contracts were lost due to poor negotiation; members lost interest and partners lost trust in the cooperative.

It was at this stage that SNV entered the picture. In 2007, Kabakanya entered into a partnership with SNV and an LCB, the Centre of Services to Cooperatives (UGAMA CSC). The three parties committed to certain actions and progress was monitored through evaluations. SNV focussed on leadership and governance, strategic planning, financial

mobilisation and management, coffee season organisation, credit negotiation and management, audits, and reporting to members. In addition, gender aspects were integrated in overall planning and members were sensitised on child labour. Gradually management and operations improved, increasing production and regaining credibility. In 2011, Kabakanya received awards for two coffee lots out of the 35 competing in the Rwanda Cup of Excellence Awards.

Sector developments help Ethiopian honey break into international markets

Paulos Desalgne, SNV Ethiopia

In Ethiopia, approximately 1.4–1.7 million households keep bees. There are an estimated 5.15 million hives, almost all maintained using traditional methods. About 10 per cent of the honey produced is consumed while 90 per cent is sold. The



global honey market offers huge opportunities for Ethiopian honey, but current production is only 8.6 per cent of potential production. Many donors have supported beekeeping in Ethiopia, but most interventions neglect the wider value chain context. To become a stronger player in the world market, Ethiopian honey production had to be increased through a system level intervention. SNV facilitated the sector's development through a programme called 'Support to Business Organisations and their Access to Markets' (BOAM), which aimed to create a honey sector that was globally competitive—with increased production, improved quality, creation of employment and increased incomes for rural households. The four areas of focus were sector development, business development, service capacity development, and knowledge development and learning. The intervention focussed on the middle of the value chain through support to processors/exporters, with tremendous impact: employment was created, product quality improved and products attracted higher prices, resulting in improved incomes. In total, more than 80,000 households experienced an increase in income. Based on its 122 per cent growth in exports value and 107 per cent growth in its share of the world exports, Ethiopian honey export was categorised by the International Trade Centre as a 'star' in structural performance.

Oilseeds: A new class of farmers emerge in north Mozambique

Hermenegildo Manuel, SNV Mozambique

Most smallholders in northern Mozambique are subsistence farmers, cultivating crops mainly for family consumption. On the other end of the agricultural spectrum are agro-industrial estates, huge company farms of thousands of hectares producing for the export markets. In between there is nothing. However in a changing trend, some farmers are becoming interested in the export market. These are the new **emerging**



farmers cultivating cash crops on 5–10 ha. Support markets and service providers are very poorly developed in Mozambique, and in the northern region in particular any business initiative can be a challenge. Farmers need support and capacity development to improve productivity and quality, and links with markets. SNV acts as advisors to these emerging farmers who grow sesame in the Nampula Province, connecting them to markets and thus developing the value chain of sesame in the province. Mozambique's share of global sesame production is 0.5 per cent, mainly because of low productivity and low quality. SNV works principally with two clients: Export Marketing, a processing agro industrial company, and farmer associations whose capacity is developed through local organisations. In the two years since inception, SNV has worked with 180 farmers, identifying the services of an LCB and improving the service it provides to farmers. The emerging farmers are now cultivating bigger portions of land, with the average area dedicated to sesame increasing from three to eight ha, and productivity increasing from 350 kg/ha to 600 kg/ha. USD 100,000 has been provided in credit to farmers. The quality of sesame has increased, reducing costs related to cleaning the seeds, and trust and market linkages have been built between the company and the emerging farmers.

Oilseeds in Uganda: Combining business-led development and multi-stakeholder dynamics to boost a diverse national sub-sector

Bernard Conilh Beyssac and Edward Kamoga, SNV Uganda

In end-2008 SNV Uganda and the Mukwano Group of companies implemented an inclusive business model to enhance the capacity of rural farmers and allow them to participate in the oilseed value chain. SNV developed a contract farming scheme for more than 50,000 farmers and facilitated multi-stakeholder platforms at both national and regional levels. The intervention facilitated market access by addressing physical access to markets, the structure of the markets, and producer skills. Farmers also learnt about governing themselves as co-operatives. The collaboration

led to improvements in farming practices, business relations and input provision. It also influenced government policies and financing streams, eventually improving the incomes of more than 100,000 farmers. The intervention led to a major rise in productivity and a 350 per cent rise in the price of oilseeds, with a corresponding rise in farmers' incomes and significant substitution of national imports. At least 100,000 farmers now produce oilseed, benefiting more than 500,000 people. It is estimated that in the long term, some 400,000 farmers and their families could benefit. The key growth in capacity has been the development of multi-stakeholder relations, which have been substantially improved through active dialogue, resulting in increased trust among the value chain actors. An external evaluation, using the 'five capabilities' framework, showed that the farmer 'capability to relate' both within the value chain and with external actors has grown strongly.





Staples

Creating opportunities for food insecure households in Ethiopia

Melat Getahun and Nicholas Nyathi, SNV Ethiopia

85 per cent of Ethiopians live in rural areas, with the majority being chronically food insecure and vulnerable to disasters. Famine, soil depletion, low agricultural productivity and shortage of arable land continually threaten food security, necessitating innovative, multi-sectoral interventions. In 2005, the government along with international donors launched the Productive Safety Net Programme (PSNP) to assist very poor households in marginal areas. During seasons of food insecurity, PSNP provides 50 Ethiopian Birr (approximately USD 3) per person to these marginalised households;

economically active households receive the same amount in exchange for labour in public works.

The PSNP helped affected households to build up an asset base, but integrated market-led interventions are needed for such progress to be sustained. In 2008, SNV was invited to co-design a new poverty reduction project, Productive Safety Net

"I am very happy with my life now more than ever! I can take care of my children properly and send them to school. My relationship with my spouse has been great. I now meet the criteria to graduate from PSNP. I advise others to change their attitude, work hard and make a difference." Alebachew Abate, PNSP Plus farmer.

Programme Plus (PSNP Plus), to support 47,414 households in rural Ethiopia to access financial services and functioning markets, generate regular income and become self-sustaining. PSNP Plus was implemented from 2008 to 2011, targeting households facing challenges such as the absence of extension services, low quality and quantity of produce, weak market linkages, and inadequate infrastructure and storage facilities. Additionally, private sector actors do not know or understand the needs of the producers, and rural households lack the negotiating skills to get fair prices for their produce. There is also the gender dimension—most community-based institutions exclude women from credit and income-generating activities. PSNP Plus aimed to address all these issues, focusing its efforts on four value chains—honey, livestock, haricot beans and cereals.

The project was implemented by a consortium of organisations led by CARE Ethiopia, Catholic Relief Services (CRS), the Relief Society of Tigray (REST) and Save the Children-UK (SC-UK). SNV brought its experience in value chain development facilitation to link PSNP Plus households to functional markets. Actors included farmers (producers), cooperatives, traders, wholesalers, retailers, brokers, exporters, input suppliers, financing institutions, value chain associations and service providers. PSNP Plus provided a combination of services: microfinance, and value chain and capacity development. SNV analysed the value chains to identify opportunities and constraints, then introduced multi-stakeholder platforms (MSPs) that generated strategies to address the constraints. In the four value chains, SNV collaborated with implementing partners to, among others, improve product quality; provide market information and facilitate market linkages; train farmers; introduce quality standards, better pre- and post-

harvest technologies and seed multiplication technologies; and provide an overall enabling environment.

SNV's intervention brought about improved coordination amongst value chain actors who were then able to address constraints and enhance relationships. The project contributed to asset accumulation and improved resiliency to drought and other environmental shocks. Women's household decision-making power significantly improved as they were able to access loans and generate income. In 2011, 974 PSNP Plus households 'graduated', meaning they accumulated enough assets and generated enough income to meet graduation bench marks. They have improved their living standards and are no longer food insecure. In total, almost 50 per cent of the households in the initial PSNP graduated.

Integrating Zambian rice farmers into mainstream markets

Etah Manda and Claire van Der Kleij, SNV Zambia

Zambia's rice farmers face a number of challenges: lack of access to technology, training, mechanisation, inputs, finance, and marketing and business linkages. As a result, rice processing companies generally receive poor quality and quantities of produce. Frontier Grinding and Packaging, Chambeshi Rice Mill, New Dawn Milling and Comaco Chinsali are rice processing companies in Kasama and Chinsali districts, Zambia. Chambeshi Rice Farmers Association and Chinsali District Rice Farmers Association have 1,950 members to whom they provide services such as marketing, training, and linking to finance. The rice mills run at less than half their capacity, mainly due to low quality and quantity of rice supplied by farmers.



from 2,660MT in 2010 to 7,113MT in 2011, and in Mungwi district from 3206MT in 2010 to 5205MT in 2012. Comaco is running at 85 per cent capacity, compared to an industry average of 43 per cent, mainly because of a supply chain system that achieves farmer integration. At the start of our support in 2008, many smallholder producers sold their paddy at USD 3.97 per 50Kg. In 2012, they got USD 14.86 to USD 16.84 for the same amount. Processors now buy rice at better prices, processing bigger volumes and entering high-end markets. In 2007 when SNV started supporting the rice value chain, there was no Zambian rice on the Zambian retail shelves. Now local processors such as Frontier Grinding, New Dawn milling and Comaco supply supermarkets with premium local packed rice. Big milling companies are taking notice and buying rice from smallholders, creating much needed competition. SNV mobilised more than USD 500,000 for the value chain, and supported the development

SNV addressed constraints to profitability and growth in the sector, supporting producers to undertake communal bulking and negotiate better prices for their paddy. We also facilitated the setting up of a local microfinance scheme. Several improvements can be attributed to SNV support. Volumes of paddy rice have risen in Chinsali district

of local microfinance schemes that have mobilised USD 12,000 for 254 members, including 112 women. SNV capacity development services to the five rice actors have significantly improved collective capabilities, collaboration, operational efficiency, management and diversity, among others.



Rebuilding the agro-input supply chain for Zimbabwe's smallholders

Sithembile Maunze, SNV Zimbabwe

Zimbabwe's agro-inputs supply chains collapsed during a decade-long economic recession that started in 2000. Smallholders in rural areas were the worst affected, forced to access agro-inputs at exorbitant prices. The government and development agencies tried to solve the problem but their agro-inputs programmes were mainly donation-

based and lacked sustainability. In 2007, the Food and Agriculture Organisation (FAO) invited SNV to develop innovative ways of re-establishing rural input value chains. SNV revived agro-input shops (commonly known as agro-dealers) to avail affordable agro-inputs to rural farmers. By coordinating the Rural Agro-dealers Restocking Programme (RARP) in Zimbabwe, SNV introduced a market-led approach to revitalising agricultural production. The programme, now in its third phase, addresses systemic issues in agriculture with a focus on restocking of agro-dealers. To achieve this, SNV partnered

with wholesalers, agro-dealers, the Danish International Development Agency, FAO, and HELP (Germany) as well as LCBs to improve the performance of sector players. RARP has contributed significantly to farmer access to agricultural inputs. Based at a value of inputs sold of USD 387,899 it can be concluded that over 3,800 households were supported by the first pilot phase of RARP. Through a relatively simple and small investment (a total amount of USD 112,000) in insurance of financial risks, in total 659 agro-dealers were linked to wholesalers to receive agricultural inputs. Some 500 agro-dealers were also trained in retail business management. The agro-dealers distributed inputs worth over 9 million USD through voucher and cash sales. An estimated 113,800 farmers accessed inputs in this way. In the third phase a further link is made—to output marketing (i.e. agricultural produce), ensuring markets for farmers who experienced increased productivity as a result of the programme.

Improved food security and incomes for 51,000 Sahelian cotton producers

Mahamadou Badiel (SNV Burkina Faso) and Noufou Sanogo (SNV Mali)

Since the 1980s, cotton has contributed to the rural economic development of many Sahelian countries, including Burkina Faso, Benin and Mali. The sub-sector has experienced improved access to factors of production, including agricultural equipment and inputs, and stimulated the development and uptake of modern agricultural practices. The improved access to inputs results in a carry-over effect—due to the fertilisers applied on cotton, these areas produce surpluses of grain (cereals), which are sold in local, national and sub-regional markets.



Since the mid-90s, cotton producers have experienced low cotton prices, high production costs, decreased productivity and inadequate advisory services—leading to poor management of income, massive indebtedness and an increase in food insecurity within agricultural households. Upon its request, SNV supported the Cotton Producers' Organisation (CPO) to develop "Advisory Services for Family Farm" (ASFF), a decision-making tool that allows families to improve the technico-economic management of their farms. Contrary to classic agricultural extension services, the ASFF integrates all farm activities and involves all family members.

From 2006 to 2010, ASFF have been established in five provincial unions of cotton producers in the West of Burkina Faso (UPPC Banwa, Bougouriba, Comoé, Kéné Dougou and Tuy) and in three regional unions of cotton producers in south Mali (URSCPC de Koutiala, Sikasso et Fana). These regional and provincial CPOs operate at an intermediary level, acting as intermediaries between the needs in the field and the decision-makers. This level was identified as the most relevant for developing ASFF. While the UPPCs and URSCPCs supervise the services, the implementation is carried out by regional organisations.

Despite the inherent difficulties resulting from producers' low level of literacy, ASFF are growing each year. From 2006 to 2010, 8,488 family farms have used ASFF services in Benin, Burkina Faso and Mali, with positive effects on households' revenues and food security. The higher average gross profit per hectare means higher agricultural revenues for farming households. With regard to food security, in 2010 more than 80 per cent of the families engaged in ASFF in Mali and Burkina Faso were calculating their food needs (for cereals) and storing the necessary amount of cereals before selling the surplus.

Enhancing cassava production and supply systems in the DRC

Sara Mbago-Bhunu and Gerard Lotombe, SNV Democratic Republic of Congo

The persistence of hunger and food insecurity in the DRC is the result of a combination of factors including rising population, the decline of agricultural production and the collapse of purchasing power. DRC is facing challenges on all fronts of the food security grid. Not only is it faced with insufficient supply of food, but it also has to contend with the fact that when food is available it is not equally accessible to all. Globally, DRC consumes the most cassava per capita and the domestic market represents an important opportunity for improving food security. A Congolese consumes, on average, 453 kg of fresh cassava tubers per year or an equivalent of 145 kg of cassava flour. The existing production system is, however, characterised by low productivity. With 53 per cent of the arable land cultivated through the slash and burn shifting agriculture technique and with little or no funds re-invested on the farms, this system fails to meet basic household nutritional requirements. Rural areas do not produce surplus that could be sold to large markets in urban areas.

SNV is supporting the association of producers and processors of cassava (APTM), which has a presence in Bas Congo, Kinshasa, Equateur and Katanga provinces. The APTM comprises 38 large-scale processors and 18 smallholder producer groups. The business model behind APTM is that member processors purchase fresh cassava from smallholder member producers. Before receiving SNV support, the association had two cassava collection and processing centres. It also offered



tractor and warehousing services to its members, but still did not meet processors' requirements of fresh cassava. With support from SNV, and in order for APTM members to realise their business model, a package of value chain facilitation services started being piloted in 2011 and 2012. These services are related to productivity improvement, value chain financing and market linkages.

Various activities were piloted including demonstrating the effects of mechanical tillage and improved varieties on productivity; the diffusion of new varieties, practices and technologies through the training-of-trainers methodology; and setting up cassava cutting multiplication fields. Activities were conducted to raise awareness of gender issues. Some early results have already been observed. About 1,420 (850 women, 570 men) smallholders

can now access three high-yielding early maturing cassava varieties. Three farmer extension networks have been created—comprising 201 lead farmers (86 women, 115 men) to support and train other farmers. Ten demonstration plots, including five multiplication plots, have been set up. The establishment of eight cooperatives has increased APTM membership from 200 to 1,420 smallholders. The APTM's collection capacity has been boosted by the establishment of six new collection sites. While it is still too early to evaluate impact on food security, the emergence and consolidation of commercial relationships between producers and processors are an early indication of change. The participation of government institutions responsible for extension services, agricultural research and the provision of agricultural inputs provides the basis for replicating solutions that work.

Meat and Milk Products

Efficient governance of cattle markets brings progress for Bassila, Benin

Albert Y. Houedassou, SNV Benin

Livestock markets in Benin have traditionally been controlled by influential local businessmen known as *dilaalis*, who act as intermediaries between livestock sellers and buyers. This brokerage role was a long-standing practice that aimed, in part, to help pastoralists negotiate their way in the market. But it had evolved into a secretive transaction that mostly benefitted the broker. When Benin was decentralised in 2000, the *dilaalis* came under increasing criticism from livestock sellers and local governments, who could not collect market fees because of a lack of financial records. The lack of transparency and professionalism in managing the market was a hindrance to

raising the incomes of the local government and producers.

In 2009, UCOPER, a farmers' organisation in the commune of Bassila in northern Benin, solicited SNV's support. SNV began to work with local people to improve the management of the livestock market in Doguè. In order to strengthen management and transparency in the cattle market, SNV helped create a general assembly of all the market stakeholders, and a market management committee to represent each group. The management committee, consisting of 11 members, elected by traders, sellers and *dilaalis*, implements decisions made by the general assembly, which meets at least four times a year. SNV helped the stakeholders to develop a new vision for the market. It established a market fund, which collects parking fees and fees per animal sold. The committee members were trained in budgeting and financial management. SNV also addressed the professionalisation of the *dilaalis*. Rather than brokering individual cattle sales, they were given a new role: supervising market





transactions in their allotted area, ensuring the traceability of all animals sold, and maintaining transparent records to ensure proper revenue collection.

The livestock raisers, previously the weakest players in the value chain, are now empowered and can negotiate a more realistic price for their animals. The *dilaalis* now offer professional services that maintain order in the market and collect revenue for the government. The market has become an attractive place. The number of animals traded has increased, and turnover rose from under USD 2,600 in 2008 to over USD 20,000 in 2011. The market's contribution to the local authority's budget has multiplied tenfold in just two years: from annual revenues of under USD 600 in 2008 to over USD 6,500 in 2011. The donor and the market fund co-financed improvements in the market infrastructure—fencing, an administration building with an office, meeting room and store, a sanitation block, loading ramp, and a water point with a drinking trough.

The bustle attracts still more customers, boosting economic activity in and around the area. Vendors now come to sell things like food, drink, clothes, ropes and even motorbikes. The positive results are an inspiration for other livestock markets in the region. A three-year pilot project has been launched in the neighbouring markets at Atacora and Donga to replicate the approach.

Supplying livestock feed to cattle breeders in Mali

Elie Dembélé, Bonaventure Dakouo and Amadi Coulibaly, SNV Mali

In Mali, the Sikasso region is the second most important region for cattle breeding. During dry seasons, when fodder shortages are common, producers introduce livestock feed to animals. Access to feed is, however, hampered by irregular availability and long distances to sales points. A supply service was managed by the Regional Union of the Livestock Meat Sector (UR FBV) but weak financial and organisational capacities limited

the number of members who could benefit. From 2010 to 2011, SNV supported the UR FBV of Sikasso to address these issues and improve productivity in the sector. The union received a grant to avail 300 tons of livestock feed to at least 30 per cent of its members. A supply strategy was worked out in detail, including identification of needs, formalising contracts with suppliers and organising distribution. In parallel, methods and tools for managing working capital and the stocks were created. SNV Mali made available the working capital (livestock feed) and organised capacity-building activities and training. This project has allowed the purchase and delivery of 340 tons of livestock feed. Close-to-the-customer sales activities took place in 16 sales points. In total, the project benefitted 419 smallholders in 2010 and 1,081 in 2011. Livestock now lose less weight during the dry season. Increased meat and milk production contribute to raised household incomes. At organisational level, this project

contributed to the structuring of the UR FBV of Sikasso—through the consolidation of follow-up and support mechanisms for member organisations. Capacity building activities were instrumental in the success of this project.

Cameroonian women use local resources to improve dairy productivity

Abdoulaye Kora, SNV Cameroon

In the far north of Cameroon, milk is one of the main sources of income for women. The low productivity of dairy cows and the seasonal transhumance of herds, however, impede women from taking full advantage of the opportunities offered by this value chain. The low productivity is partly due to the limited access of cattle-raisers to extension and veterinary services. Agro-pastoral families also face a significant decrease in incomes





during the dry season. SNV supported smallholders from the Common Interest Group (CIG) from 2008 to 2011. In 2011, it supported the creation of a larger platform that regroups more than 40 CIGs in the dairy sector of the Far North Region (ACFILEN). To reinforce the capacities of a large number of cattle-raisers, trainings were organised using the 'training of trainers' methodology. A total of 37 trainers were trained on various topics including the fabrication of feed concentrates and lick-blocks, the valorisation of crop residues, forage production and management, monitoring of animal health status and milk hygiene. These trainers subsequently trained more than 800 others. Increased skills and knowledge about animal health monitoring have contributed to higher productivity. Moreover, by adopting new animal feeding practices, cattle-raisers can now keep a part of their herds close to the villages and increase their milk production during the dry season,

creating economic activities for women. A dairy processing unit has been installed and market research on cheese consumption has been carried out. Value chain actors can now better plan milk sales and sourcing. ACFILEN's leaders have reinforced not only their technical knowledge but also their capacities to organise training activities and market linkages for their members.

Public-private arrangements establish thriving livestock markets in Kenya

Obiero Thomas Were, SNV Kenya

Livestock farmers in Kenya have relied on herds of goats and camels as their single most important source of livelihood for centuries. Besides getting food in the form of meat and milk, they trade livestock to

meet urgent cash needs. The government supported livestock marketing through the livestock marketing division, which enabled communities to get competitive prices. However, the government discontinued its role during the introduction of the Structural Adjustment Programmes that aimed to implement 'free market' programmes and policies in the 1990s. This led to the degradation of the once well-established market—along with ineffective market places, high transaction costs, unstable prices and insecurity. High transaction costs emanate from, among other factors, the long distances to markets. These long distances lead to increased livestock mortality, reduced animal/carcass value, high transport costs, and loss through theft of stock. The only way to avoid these long distances is by selling livestock to middle men for low prices. In 2007 and 2008, SNV, in partnership with the Samburu Integrated Development Programme (SIDEP), Kenya Livestock Marketing Council (KLMC) and Samburu County Council (SCC) explored the potential of interior (primary) markets as a business model to address these challenges.

The interior markets are based on a new business model: co-management by councils and communities, with clear roles re-established for each and the local council cooperating with the local community in managing market activities. The community is represented by the Livestock Marketing Association, (LMA), which oversees market activities and handles trade relationships. The LMA are responsible for collecting taxes on livestock transactions. This revenue is subsequently shared with the council on a 50–50 basis. Implementation involved brokering discussions on linkages, roles and responsibilities between the community and the county councils with regard to the establishment of an interior market. Thereafter, SIDEP, together with SNV, facilitated the formation and strengthening

of the LMA—community based organisations through which the partnership with the county council is actualised. The first market was set up in Loguniani, in Samburu District, and from there the market model initially spread to four other locations within the district.

By end-2011, the co-management model had spread to 21 locations and benefitted about 80,000 households in seven counties. Based on the detailed data of four markets that can be considered as more or less representative of all 21, the figures can be extrapolated a total 504,000 people benefiting from the markets, with each market seeing around USD 54,000 in turnover on a market day (including sale of animals and other business around the markets). Herders are selling their animals at prices 20–30 per cent higher than before. The direct income gains for livestock owners are even higher, since there are now fewer losses and theft of animals. In addition, women and young people are earning incomes as well.

Mpanyoi Lenges, a woman trader, boasts of her success:

"Despite the inability of my husband to provide for the family due to age, I have been able to ensure my four children go to school from this small business that has bloomed because of the vibrant livestock market."

Developing Ethiopia's dairy industry

Malet Yohannes, SNV Ethiopia

Despite having the highest livestock population in Africa, dairy production in Ethiopia cannot keep up with growing demand. USD 20 million worth of dairy products were imported in 2011. Despite the potential for up-grading the local dairy sub-sector, efforts by the government, private sector and development agencies



have been largely successful. Against this backdrop, SNV engaged in the sector from 2005, through its BOAM (Support to Business Organisations and the Access to Markets) programme. SNV/BOAM interventions centred on sector development, business development, knowledge development and learning, and service provider development, enabling more than ten businesses to grow into commercially viable ventures. Daily milk processing capacity increased from 75,000 litres in 2005 to 150,000 litres in 2011.

Dairy processors have increased their sales volumes and the quality of their products, and dairy farmers have received training. In Rut and Hirut Milk Processing Company, BOAM facilitated staff training to improve the quality, type and volume of cheese production. The company's output increased and it opened a second sales outlet. Two milk collection centres were established, where more than 300 women, trained by Hirut, supply milk. Production, income and living standards have all increased for these women.

Cattle economics: Changing attitudes and improving livelihoods in South Sudan

Justin Amos Miteng, SNV South Sudan

Livestock production is key for the Toposa people of South Sudan's Eastern Equatoria state. However, their natural attachment to their animals makes them unwilling to sell them. In a land often hit by drought, this attachment increases dependency on food aid. Changes are being made, however. Since 2006, SNV has partnered with others to help the community market their livestock and animal products. SNV teaches villagers the benefits of forming cooperatives; provides training on cooperative management, livestock marketing, and animal production

and health; helps cooperatives with registration and development of constitutions and by-laws; and links them to markets, traders and transporters. Attitudes have changed significantly. Community members now accept that animals are also a source of income and are willing to sell them. The change in attitude has especially impacted women, many of whom now participate in livestock marketing, a role traditionally held by men. Two markets have been constructed and 16 livestock groups have been formed. Income from livestock sales has grown, with the number of animals sold in the regional market in Kapoeta increasing every year. In Kapoeta north and south 10,000 households have experienced improved food and livelihood security as a result of the interventions.





Empowering women pastoralists in the Kenyan camel-milk value chain

Morgan Meitamei Siloma, SNV Kenya

Camels are reliable milk producers during dry seasons and drought years when milk from other animals is scarce. The Kenyan government, non-governmental organisations (NGOs) and private sector recognise the value of the sector and want to support its growth. Women in northern Kenya are unable to tap into the opportunities the sector offers, mainly due to cultural practices that position men as the camel owners. Insecurity is a major challenge in the area, with earnings from camel milk often being looted. SNV intervened to commercialise the sector; strengthen the socio-economic position of pastoralist women and women's organisations/enterprises; foster market linkages and private sector involvement;

promote efficient use of technologies; develop and disseminate knowledge; and contribute to conducive policy. We promoted market-based solutions that enabled women to engage in commercial production and trade. Specifically, we trained women's groups in cooperative management and linked them to smallholder dairy processors; trained 300 herders, transporters and traders on improved quality standards and hygiene; introduced members to mobile money transfers to prevent losses from looting; and conducted gross margin analysis along the chain to identify areas of possible cost reduction. With more than 60 members, the Anolei women's cooperative now purchases and markets milk from local herders, enabling them not only to meet local demand, but to send up to 5,000 litres of milk to Nairobi each day. Many Anolei women are now earning up to USD 699 per month from camel milk, with traders in Isiolo county bringing in more than USD 221,316 annually from the trade.



2

Water, Sanitation and Hygiene

Water, water everywhere, only if we share.
Slogan contest winner Megha Kumar, World Water Day 2013

Sanitation is more important than independence.
Mahatma Gandhi





Water, Sanitation and Hygiene

Finding Sustainable Solutions

Access to safe, clean drinking water and sanitation is a basic human right. Yet, more than one third of the world's population do not have access to proper sanitation, and many people do not have access to reliable sources of drinking water.

While absolute scarcity of safe water and sanitation is an issue, a critical constraint is inequitable and unjust distribution. Those without access to safe water and improved sanitation are often the poorest and most marginalised groups of society. In Water, Sanitation & Hygiene (WASH) we strive for sustainable basic services. Our work in the WASH sector aims to improve the performance of all parties involved.

We contribute to improved WASH service delivery, specifically:

- access to safe, sufficient and reliable **drinking water supply**
- access to **improved sanitation**
- sustainable positive **change in hygiene behaviour**, and
- the developing and sharing of knowledge products.

Sector scope Sustainable Sanitation and Hygiene for All (SSHA)

The programme creates demand for sanitation, strengthens sanitation supply chain development, improves governance for sanitation, and strengthens local

communication capacities for change in hygiene behaviour. Calling for proper waste water and septic effluent disposal is also a priority in small towns. SNV is known for its adaptation of the Community Led Total Sanitation approach to different local contexts.

Water, Sanitation and Hygiene in schools

The programme advocates for adequate resource allocation, improved local capacity for the management and maintenance of school water, sanitation and hygiene services, hygiene promotion, and development of market-based solutions for menstrual hygiene for school girls.

Functionality of rural water supply services

The focus of the programme is on keeping systems working while ensuring equity of access and investments. It addresses the development of spare parts supply chains, private sector engagement in operations and maintenance and self-supply. Priority is also given to support national and local multi-stakeholder planning, monitoring, evaluations, learning and targeting on the basis of reliable information (such as water point mapping), and on improving the quality of implementation and management.

It is estimated that 565 million people in Sub Saharan Africa have no access to sanitation, and 330 million people live without access to safe water. The poverty link to water, sanitation and hygiene is well proven; addressing these issues leads to improved livelihoods and increased productivity.

Sustainable water supply services in small towns (and peri-urban areas)

The objective of the programme is to enable both public and private entrepreneurs to be accountable to consumers, provide sustainable water supply services, and improve management of water utilities. We offer our services at both the national (macro) and district (meso) levels. We advocate for the poor in WASH and deliberately focus on engaging all actors—private sector, public sector, households and community.

Our approach in WASH

Within the broad sector of water, sanitation and hygiene, SNV focuses on whole systems (service delivery) and 'Sanitation for ALL'. Our approach is 'services and solutions' with aspects of governance, social and gender inclusion, and multi-party interventions. We use a holistic approach by working at national and local levels, and across the beneficiary spheres. Over the years we have learned that four factors are key to success:

- **Inclusive development**
Most of WASH progress in the past years has been made in the wealthier and middle classes in society, and only a minor part of global aid is targeted to basic services that reach all. SNV works with governments and other partners to develop WASH investment and service delivery solutions, tailored to the needs and preferences of different consumer segments.
- **Systemic change**
In order to contribute to inclusive and sustained development at scale, it is not sufficient to strengthen the capacity of a single actor. By bringing relevant parties



together, we can address structural constraints like fragmentation, unclear roles and responsibilities, or a lack of proper checks and balances. SNV strives to develop a joint agenda for change.

- **Local ownership**
Lasting change in WASH can only be achieved if local actors shape and drive their own agendas. SNV supports governments, line agencies and other (local) partners to develop water and sanitation infrastructure and services, so that sustainable and equitable solutions are found and implemented.
- **Contextualised solutions**
SNV's long-term presence on the ground and our local network of professionals allow us to develop and test approaches in practice. We take effective solutions and work with local stakeholders, supporting them to adapt to challenges in their contexts, and enabling effective, economical answers to development problems. Specific attention is given to behavioural change, contributing to the sustainability of our initiatives.

Rural Water functionality

Sustainable water point management for rural Tanzania

Agnes Sigareti, SNV Tanzania

In 2009, an SNV survey of water facilities in four Tanzanian villages showed that poor planning and management at all levels (user, enabler and provider) was a key reason for poor functionality of the facilities. There was no coordination amongst actors and within government WASH sectors, and no plans for operations/maintenance. There were no funds allocated for water scheme running costs. Enablers and providers were inefficient in carrying out responsibilities, and users were reluctant to pay for water services. The dissemination and flow of information was inadequate at all levels. Water by-laws

and regulations were not clear and law enforcement was poor. There is misuse of resources, along with a lack of accountability and transparency, and inadequate monitoring and follow-up.

Water service financing has been related to supply side investment for years, which is no longer sufficient in community water scheme demand management. Although it's clear that communities are responsible for operation and maintenance, schemes are poorly managed. Some of the oldest schemes are not maintained properly. Communities have inadequate financial management skills to support them in planning, operations, maintenance and auditing.

The baseline exercise was an eye-opener to all stakeholders and Mvomero District Council took the initiative to respond to the findings. Based on good collaboration in the past, SNV was requested to facilitate the process, and came up with a framework that actors could use to identify and address underlying issues. SNV was also commissioned by the Ministry of Water and Infrastructure to support the ministry in a national Water Point Mapping exercise for 2009/10.

Since then, models for sustainable management of water points and schemes have been designed and successfully piloted. SNV has facilitated the change process by sharing the water point mapping with key stakeholders in Mvomero District. This also helped the district to prioritise scheme rehabilitation rather than building new schemes to increase the service points. Coordination between district departments in terms of communication flow has a positive impact into effectiveness of the districts' performance, e.g. the effort made by Mvomero District Water Sanitation Team to include Konga village in rehabilitation process is highly recognised since they both benefit from the same scheme.



Following these positive experiences, the Tanzanian government has adopted water mapping as national policy. SNV has also adopted water point mapping to improve water supply in rural areas of Kenya, Ethiopia, Mozambique and Zambia.

Strengthening management structures to improve water supply in rural Uganda

Wilbrod Turimaso, SNV Uganda

Sustainable water supply to the rural poor remains a major challenge for the Ugandan government. Thirty-six per cent of Ugandans do not have access to safe water. Bundibugyo District in western Uganda uses a variety of water supply technologies, but still suffers from poor water supply, attributable to technical issues and poor management in local water authorities. In 2011, the district requested SNV to strengthen the capacity of management structures in three sub-counties. SNV, in turn, engaged Rwenzori African Development Foundation (RADF), a civil society organisation, as an LCB. RADF helped clients to analyse the situation and craft a capacity building plan that clearly spelt out roles and responsibilities of all stakeholders—from district level to water-user level. Training was conducted on roles and responsibilities, management of funds; community mobilisation; communication skills; water, sanitation and hygiene; formation and election of water boards; transparency and accountability; and action planning. Key was the promotion of YY (Yahura-Yehoza), a microcredit scheme that has been used successfully in other areas to improve user contribution and involvement.

Several positive changes have been realised. A knowledgeable and functional central water board was formed to implement action plans.



The community has responded positively to developments. Water-user committees are now in place and four communities have finished fencing their tapstands. The number of functional tapstands has risen from 27 to 33. Women are now participating in water issues, evidenced by meeting attendance and the composition of the new water board, on which two of five members are women. Before this activity, only 14 tapstands out of the 45 in both Ndugutu and Bubandi subcounties were functional. This number has increased to 33 tapstands by the simple installation of new tapheads. The 19 newly functioning taps serve about 3,500 people with an investment of about USD 0.5 per household.



The Operations & Maintenance Logbook and the sustainability of community water points

Edmundo de Almeida, SNV Mozambique

In 2007 about 90,000 people in Mozambique's Sofala province lacked a safe supply of water. About 7.2 per cent of water pumps in the six districts were non-functional, affecting 25,500 people. In the central provinces of Mozambique a number of factors affect the sustainability of community water points: deficient community participation in operation and maintenance (O&M); difficulty in accessing spare parts; lack of routine/preventive maintenance of hand pumps; and deficient and irregular capital for O&M of water points. A lack of funds is the main cause of these problems. An instrument that would allow contributing communities to feel confident that funds destined for O&M are used correctly would also help. In Dondo district of Sofala Province, SNV worked with local communities, relevant government bodies, district services and the Technical Unit of Water Supply & Sanitation of Dondo to create such an instrument—one that would facilitate the transparent management of funds collected for the decentralised maintenance of community water points. The Operations & Maintenance Logbook was thus conceived to address local communities' need for good management of water points. It consists of a set of cards that are filled in to allow for transparent management of capital collected for pump management. The logbook was tested, disseminated, evaluated, revised and replicated for mass distribution. SNV promoted the adoption of the logbook at national level; provided capacity development services to LCBs that facilitated the replication of the logbook at provincial, regional and national level;

monitored and improved the logbook using feedback received by LCBs; and shared knowledge and information with relevant parties. As a result of these interventions, the central provinces of Mozambique have shown a substantial improvement in the sustainability of water points.

Water Point Mapping: Analysis of water point functionality and water quality in DRC

Claver Hambadiahana and Ethjel Tolsma, SNV DR Congo

Africa's most "water-rich" country, the Democratic Republic of the Congo, is facing an acute drinking water crisis. It is estimated that only 26 per cent of its population have access to safe drinking water, well below the approximated 60 per cent average for Sub-Saharan Africa. Years of underinvestment and conflict have deteriorated the water infrastructure. Combined with a rapidly growing population, the trend in water supply coverage was, until recently, in regression. The Water, Sanitation and Hygiene (WASH) sector is also confronted



with data that are poorly harmonised, structured and documented. Furthermore there is a lack of information on the current status of water points, including on water supply coverage, functionality, management systems and water quality.

In order to improve the access of decision-makers to quality information on water supply, SNV reinforced the capacities of governmental organisations in using the data collection tool "Water Point Mapping" (WPM). These new capacities will help improving organisational performance with regard to coordination and planning of WASH activities. The WPM exercise was realised in ten health zones in Bas Congo, Equateur and Kinshasa. In the provinces of Equateur and Kinshasa, SNV organised a learning-by-doing process with the Provincial Committees for Action on Water and Sanitation. In the province of Bas-Congo, the exercise was conducted by the Centre for the Promotion of Rural Areas and data were transferred to the National Service for Rural Water Supply.

Trainings included sessions on the use of the WPM tool, the use of a GPS, mapping through Geographic Information Systems (GIS) and processing data collection. In Bas Congo and Kinshasa, bacteriological tests were also conducted. The software WPM, Map Source, Epidata, SPSS and ArcGIS were used for data processing, analysis and the production of thematic maps.

In 2012, three reports were finalised and discussed with the stakeholders of the respective health zones. The analysis of 2,051 water points (295 in Bas Congo, 480 in Equateur and 276 in Kinshasa) showed a higher level of protected water points in Kinshasa (58 per cent) compared to Bas Congo (45 per cent) and Equateur (32 per cent). With regard to functionality, 68 per cent of the protected water points were non-functional or partially functional in

Bas Congo, compared to 24 per cent in Kinshasa and 14 per cent in Equateur. Most of the boreholes with hand pumps in Bas Congo are non-functional and require rehabilitation. This is mainly due to the lack of an effective management system and water payment mechanism. In Equateur,

Water for the people of Isiolo

In 2006, the Isiolo Water and Sewerage Company was created to provide water to over 60,000 residents of Isiolo town in northern Kenya. The company inherited a dilapidated infrastructure and inefficient operational systems. SNV worked with the company to improve its internal operations and management. A customer satisfaction survey greatly helped to identify areas needing improvement. The company developed an explicit policy to serve the poor, subsidising major costs such as the installation of meters, which customers could repay in manageable instalments. Within two years, unaccounted for water had declined from 65 per cent to 41 per cent, while the company's revenue increased more than four-fold, to USD 36,670 per month.

After two years of interventions:

- an additional 10,000 people gained access to safe drinking water through residential connections;
- hundreds of underserved customers gained access through six new communal water kiosks;
- extension of the sewerage system and initiating the provision of exhaustor services enabled 2,000 people to gain access to improved sanitation;
- monthly revenue increased from KES 2.4 to 4.0 million, (USD 24,000 to USD 48,000) while late payment charges of 2 per cent were abolished.

the number of non- or partially-functional boreholes is also very high (52 per cent) compared to Kinshasa (33 per cent). In the peri-urban areas of Kinshasa, 32 per cent of water points provide potable drinking water, compared to 39 per cent in Bas Congo.

The results and recommendations of the WPM exercises will be used by various clients. This knowledge will enable them to produce rehabilitation plans to improve the water supply and usage, and to conduct advocacy towards their ministry. It will also allow donors to mobilise resources to finance the sector. Regular updating will ensure better planning, coordination and management.

Fostering local leadership and ownership in drinking water for rural Cameroon

Moussa Charlot, SNV Cameroon

Like many African countries, Cameroon had initiated a process of decentralisation whereby councils are responsible for the provision of basic services. However, the councils rarely receive the financial resources that are needed to put in place and maintain water and sanitation infrastructures, posing a significant challenge and threatening the achievement of Millennium Development Goals. To address this, the Government of Cameroon is currently implementing the Rural Drinking Water Supply and Sanitation Project, which will allow, among others, the rehabilitation and construction of drinking water supply networks, and the construction of ventilated pit latrines and gender-sensitive toilet complexes. A part of the project's resources will be reversed to the councils through the Special Council Support Fund for Mutual Assistance (FEICOM). While FEICOM will finance councils to implement infrastructure works, SNV will design and

implement various capacity-building activities that will ensure a better management of the infrastructure in 118 councils.

From March 2011 to December 2012, SNV conducted two types of activities. 2,500 people were trained on the follow-up of construction works; the management of contracts; archiving and bookkeeping; and hygiene and sanitation, among others. Secondly, SNV organised a 'capacity building and leadership development trajectory' to enhance the skills and knowledge of 360 leaders involved in follow-up and management committees, water authorities or local NGOs. The focus was on technical, organisational and personal capacities. Three people per council, two females and one male, participated. The trajectory included training workshops, forums and coaching sessions, and each participant developed an individual action plan for change in his or her organisation.

Over 300 female leaders have been trained to date. By developing their own action plans and trying to realise the goals they set, women consider that they have learned and are advancing. Women's involvement and representativeness in these committees has increased by around 35 per cent. In various councils, the increasing numbers of women in management have led to improved flow of information, fostered a better team spirit and aided in conflict resolution.

Peri-Urban Water

Structural reforms improve urban water service delivery in Kenya

Abdi Wario and Fanuel Nyaboro, SNV Kenya

Poor performance and a lack of sustainability have long characterised water issues in Kenya, where local authorities have been the traditional water operators. High water losses, low water quality, erratic water supply, insufficient maintenance and deterioration of assets, all cause a further decline in the service level. Faced with these challenges, the government embarked on the process of developing a new water policy in 1997, resulting in a National Policy on Water Resource Management and Development in 1999. The enactment of the Water Act of 2002 led to a number of reforms to address weaknesses in the sector. A new institutional framework was developed. Eight Water Service Boards (WSBs) were established and

took over the responsibility of water service provision in their areas of jurisdiction.

SNV's role entailed strengthening the capacity of Isiolo Water and Sewerage Company and Nanyuki Water and Sewerage Company (IWASCO and NAWASCO respectively) to improve access to water and sanitation services to residents. We focused on the development of policies, consumer surveys, advice on how to achieve sector benchmarks, and learning trips. We also supported the establishment of multi-stakeholder forums to enhance collaboration between stakeholders. Human Resource Policies was developed for NAWASCO and IWASCO to enhance staff efficiency in service delivery. 5-year strategic plans were formulated for NAWASCO (2008–2012) and IWASCO (2009–2014). Customer focus, partnerships and stakeholder collaboration were emphasised.

Significant impact has been made. The number of connections rose from 5,000 to 7,700 for NAWASCO and from 3,000 to





5,206 for IWASCO. Similarly IWASCO has expanded water services to the underserved area of Otha and further plans to reach other underserved areas in its jurisdiction. NAWASCO has removed late payment charges on water bills, and IWASCO has introduced payment by instalments, making it easier for users to settle their bills.

A performance improvement plan for the Chambeshi Water and Sewerage Company, Zambia

Steven Mwale, SNV Zambia

In Zambia, the Chambeshi Water and Sewerage Company delivers water to the urban centres of the Northern Province. Established in 2003, it struggles to provide

adequate services. The company is faced with negative perceptions from customers, the regulator (NWASCO) and potential donors. Building on its experiences in Kenya, SNV partnered with Water & Sanitation for the Urban Poor, a UK-based NGO, to carry out a needs assessment. SNV subsequently helped to facilitate a stakeholder forum to discuss the problems facing the water sector. Following the consultations the company formulated a Performance Improvement Plan aimed at achieving tangible service improvements and restoring its credibility. SNV is currently helping the company to improve management of communal water kiosks in peri-urban areas.

School Wash

Regional education inspectors help promote WASH in Guinea-Bissau's schools

Oumar Coumbassa, SNV Guinea-Bissau

In Guinea-Bissau, very few school structures possess water and sanitation services. In the case of those that have improved toilet facilities (14 per cent), equipment is often inadequate, in poor condition or incorrectly used. There is continued difficulty in managing the facilities. In implementation from June 2012 to December 2015, the SNV project "WASH in school" aims at improving the living conditions of more than 5,000 students in 50 schools. Appropriate behaviours will be promoted through the establishment of school health clubs (SHC), allowing students to involve themselves in the management of school sanitation and hygiene facilities.

This project is implemented in collaboration with the Regional Department of Education (RDE), and more particularly with the regional inspectors of education, who are responsible for training the teachers, who in turn educate the students. In 2012, SNV collaborated with 19 inspectors of the region of Cacheu, chosen as a pilot region. Strengths and weaknesses of the RDE of Cacheu, within the area of WASH, were identified through a diagnostic exercise, which also showed that the inspectors have little knowledge of WASH issues. A plan was formulated to strengthen inspectors' capacities in, amongst others, integrating WASH issues, implementing actions that will favour decentralisation of responsibilities, and increasing the involvement of students. Regional inspectors of education were trained and a team was created to transfer knowledge from the training to targeted schools. The RDE of Cacheu also participated in the production of a training module and a model for statutes and internal regulations for the SHC. These clubs, managed by students, will be set up in each school to





carry out activities related to hygiene and health. In 2013, the inspectors will facilitate trainings in all schools covered by the pilot stage of this project.

Choosing the RDE as gateway for this intervention is an innovative strategy. The sustainability of this intervention will depend on their capacity to integrate WASH issues permanently into their field of competence. This pilot experience will be upscaled with the objective of replication in the 236 schools in the region.

Harmonisation of practices towards improved school WASH in Tanzania

Agnes Sigareti and Mwanaisha Mkumbwa, SNV Tanzania

An SNV and UNICEF commissioned study in 2009, covering 16 districts and 2,677 schools in Tanzania, showed that only 11 per cent of schools met the minimum required standard for pupil:toilet ratios; 6 per cent had no

toilets; 20 per cent had over 100 pupils per toilet; 48 per cent of latrines for girls had no doors; and only 43 per cent of schools had been inspected by local government authorities. Of the available facilities, only 6 per cent were rated as good, 1 per cent had soap on site, 4 per cent had adequate water, 6 per cent had hand washing facilities, and only 4 per cent had facilities for children with special needs. Poor WASH facilities were attributed to the low prioritisation by both government and communities in the face of competing demands on available resources. Lack of funding, weak governance structures, poor resource management and limited financial accountability all contributed to the issue. Furthermore, it was unclear which government ministry held the mandate for school WASH policy and implementation at local level.

The responsibilities amongst the four key government ministries: Ministry of Education and Vocational Training (MoEVT), Ministry of Health and Social Welfare (MoHSW), Prime Minister's Office for Regional Administration and Local Government, and Ministry of Water

(MoW), were not clear and often overlapping, resulting in gaps and duplication of efforts. There was limited or no coordination across ministries. NGOs, the private sector and development partners were all working in isolation.

In its intervention, SNV engaged as clients the four government ministries, development partners, Local Government Authorities (LGAs), village councils and school committees—all of whom had key roles to play. The following priority areas were identified: improved coordination of actors; financial arrangements; operation and maintenance mechanisms; development of the National School WASH Guidelines and its toolkits, and a pilot of the toolkit in at least three districts. SNV carried out a quantitative and qualitative baseline survey; facilitated the signing of an MoU by the four key ministries; collated best practices in school WASH through multi-stakeholder consultations; and developed guidelines on the same. We organised a national ToT to understand, use and provide feedback on the practicability of the guideline; and localised knowledge and skills at district level to pilot the guidelines and provided feedback for their revision. We also facilitated LGA staff to mobilise community participation, supervise construction of latrines, and document field experiences.

As a result of the interventions, the Ministry of Education and Vocational Training developed a Five Year National School WASH strategy (2012–2017). Overall there is increased attention to and a better enabling environment for school WASH. National School WASH guidelines were formulated, with training materials. Approximately USD 25,743 was raised locally for operation and maintenance, and will go a long way towards ensuring sustainability and ownership of interventions. MoHSW received USD 13 million for household sanitation and MoEVT

received USD 7 million for school WASH. The local government of Rukwa Region committed their own funds for mapping in all five districts. Government ministries and development partners have increased attention and commitment for school WASH. Local capacity builders have undergone training and are better placed to train District Water and Sanitation Teams and school teachers. School committees and village governments have a good understanding of the guideline, leading to sound WASH choices. 40,798 pupils (20,914 girls and 19,884 boys) including those with disabilities, now have access to improved and gender-friendly WASH facilities in schools. The intervention will be up-scaled in order to help more schools in the country improve their facilities.

Towards a local solution for menstrual hygiene management in Ethiopian schools

Zinash Tsegaye, Selamawit Tamiru, Adane Kitaba, Fantahun Getachew, SNV Ethiopia

In Ethiopia, like in many parts of the developing world, menstrual hygiene management is one of the critical challenges adolescent girls face while they are in school. A baseline study conducted by SNV in 4 districts in Southern Ethiopia revealed that the school environment is not conducive for menstrual hygiene management. Ninety per cent of schools lack water and separate toilets for boys and girls, and existing toilets lack privacy. Girls use unhygienic rags during the menstrual period and have little knowledge on how to maintain personal hygiene during menstruation. Menstruation is seen as a taboo by communities and school teachers, and parents do not provide guidance. Seventy per cent of adolescent school girls miss 2–3 school days each month, which impacts on school performance.



In recognition of these challenges, SNV Ethiopia strengthened LCBs to improve access, quality and affordability of reusable sanitary pads. A core team comprising female school directors, and representatives of the offices of education and women and children's affairs, was established at district level and facilitated by SNV and Bright Image for Generation Association (a local NGO). The major activities were (1) identification of suitable local materials for making safe, affordable, and reusable pads, (2) designing and testing sample pads, (3) training local tailors on how to make pads, (4) supporting trained tailors in mass production, (5) establishing supply outlets in schools and surroundings, and (6) lobbying stakeholders for up-scaling.

Seventy schoolgirls served as testers, evaluating the samples for absorptiveness, drying time, warmth, smoothness, displacement during movement, comfort during walking and retention of stains after washing. The girls who participated in the trial and others who were aware of this initiative were extremely eager and enthusiastic about the product. The successful results of the trial encouraged stakeholders to plan for mass production and distribution in all primary and secondary schools in the districts. A local

training centre was contracted to train female tailors to manufacture the sanitary pads. Schools were mobilised to make it easy for girls to access the pads. In response, each school established an outlet run by 'advisory committees' of adolescent girls, female teachers and sanitation club members. A manual on menstrual hygiene management was developed and awareness creation sessions conducted with directors, teachers, supervisors, students and Parent-Teacher Associations.

The initiative has been implemented in five primary schools and one secondary school in four districts. In these schools, significant changes have been observed. Facilities for girls have been improved by the installation of separate toilets and a steady water supply, and ensuring privacy while using the facilities. Approximately 1,800 school-girls have gained access to locally produced sanitary pads. The project is showing strong potential for up-scaling in the country. Furthermore, this initiative has been recognised by the Africa Ministers Council on Water as an innovative grassroots initiative, and a primary school director who is one of the initiators of the programme won the AfricaSan 2010 award.

Sanitation

Community-Led Total Sanitation in Mali: When competition between villages reinforces community dynamics

Ousmane IBRAHIM, Danseni KONE, Bani SACKO and Denis EDAH, SNV Mali

To address the problem of low access of rural populations to basic sanitation, the Government of Mali decided to promote Community-Led Total Sanitation (CLTS), an approach that encourages a community to auto-analyse its situation in terms of sanitation, its practices regarding defecation and the consequences thereof. CLTS motivates collective action aimed at reaching and maintaining the Open Defecation Free (ODF) status. The facilitators play an

important role in provoking the 'ignition moment', i.e. the stimulation of a collective sense of disgust and shame when faced with the stark reality of open defecation and the cycle of faecal-oral contamination that spreads disease. This leads inhabitants to make commitments, declaring publicly their determination to dig one or more toilet(s) and equip them with a hand-washing device.

SNV and UNICEF partnered in a CLTS project implemented between November 2011 and October 2012. This project was targeting the inception of CLTS in 60 villages of the Sikasso Region and the post-certification follow-up in 30 villages of the Koulikoro Region. SNV was involved in CLTS projects in 15 villages of the Kolondieba commune. All stakeholders were involved in this intervention, including the administrative authorities, the technical services, the civil society organisations and the media. In February 2012, about thirty persons



attended a 5-day training in order to understand the CLTS approach, to analyse the relations of causality between open defecation and the prevalence of diarrhoeic diseases, and to simulate the facilitation process. After this training, the ignition was organised in the 15 villages. In each village, representatives were then selected to participate in a workshop where the action plan of their village was expounded upon.

The intervention motivated the inhabitants of the 15 villages to make 178 commitments. At the end of the process, 14 action plans were formulated. At the end of June 2012, 113 new toilets with hand-washing devices were built, and 25 old toilets were rehabilitated. New agents were trained on CLTS. Localisation of the expertise will ensure the availability of skills at local level and will facilitate scaling-up of the intervention. The empowerment of communities and the involvement of communal administrations constituted important factors of success. For the communes that have limited financial capacities, this approach can help them achieve considerable progress in terms of access to basic sanitation services.

Ghanaian communities financially empowered to achieve sanitation and hygiene

Rita Salma Ambadire, SNV Ghana

Over 90 per cent of the inhabitants of East Gonja District, Ghana, have poor access to latrines and practice open defecation. Households have a reasonably good understanding of basic hygiene practices, but actual behaviours do not reflect a commitment to practice good hygiene and sanitation. SNV engaged with the District Assembly to improve water and sanitation services in the district. One of SNV's



interventions is CLTS, where communities are mobilised to completely eliminate Open Defecation (OD) and become Open Defecation Free (ODF). Six communities were targeted. Most toilets in the village do not last after the first rainy season. The pits latrines are either too shallow and/or collapse, spilling off content into water bodies. When the toilets collapse, community members are reluctant to rebuild them and return to Open Defecation. Communities expressed the need for cement to build strong and durable toilet sub-structures. Access to funds to buy the cement was, however, a constraint.

SNV explored the Village Savings and Loans Associations (VSLA) methodology, giving households an option to invest in the construction of long-lasting latrines. VSLA is a community-managed micro financing methodology through which communities form groups, mobilise their funds and offer savings and loans to group members. SNV Ghana successfully promoted the VSLA method in the agricultural and tourism sectors through an LCB called JAKSALLY. SNV trained JAKSALLY on the CLTS approach and the main issues related to sanitation and hygiene. JAKSALLY then promoted the approach in four communities of the district. Six associations have been created and



followed-up between June and August 2012, with 187 members in total.

VSLA commenced in June 2012 when the rains were starting. The rainy season is not an optimal time to construct toilets, so it is expected that toilets will be built during the next dry season (May 2013). VSLA has proved an effective way to address an important community need: access to financial services. In the East Gonja families are now much more aware of the importance of investing in sanitation facilities to improve family and community health.

Essential Family Practices: True behaviour change at community level in Niger

Ali Mahamadou, SNV Niger

In Niger, more than one in five children die before their fifth birthday because of diseases that can often be prevented or cured at home. Promoted by the UNICEF, the strategy of the 'Essential Family Practices'

(EFP) is based on the adoption of seven practices that have strong impact on the improvement of child survival. These EFP are: exclusive breastfeeding of infants up to the age of six months, use of impregnated mosquito nets, use of oral rehydration therapy at home, hand washing with soap at critical moments, timely introduction of quality complementary feeding, use of preventive and curative health services, and the recognition of risk signs for the three main diseases (malaria, acute respiratory infections and diarrhoea).

The adoption of EFP is the result of a participative process that involves communities. Results are achieved through intensive communication, dialogue and debate during which opportunities for change are explored, and constraints and solutions are discussed. In order to pilot and develop this approach, SNV Niger carried out an intervention between October 2010 and December 2011 in five communes of the regions of Maradi and Zinder, in collaboration with the NGO Tattali (Maradi) and the NGO AI

Umma (Zinder). SNV was responsible for the overall coordination of the intervention and capacity strengthening of local actors.

In the 180 villages, it is estimated that 12,668 people per month have participated in sessions led by the 37 animators, and 14,241 in those led by the 717 community relays. Communities can now better identify their health problems. They are also able to identify and implement some (locally achievable) solutions and to organise lobbying in the case of more complex problems. The two local NGOs have developed new competencies in the field of communication for behaviour change and coordination, allowing them to continue and replicate this process at larger scale. The level of involvement and the dynamism of the local leaders enabled the creation of real dynamics at the level of community relays and populations. This intervention has also fostered the emergence of female spokespersons.

Enhancing Sanitation and Hygiene: A learning alliance approach in four Ugandan districts

Kulanyi Rashidah, SNV Uganda

The Millennium Development Goals, created in 2000, aimed to cut the number of people without access to sanitation in half by 2015. According to the WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, Uganda is not on track to achieve this goal. A large part of the problem is that there are three government ministries dealing with water, sanitation and hygiene (WASH): the Ministry of Health, the Ministry of Education and Sports (MoES), and the Ministry of Water and Environment. Recognising the need for better coordination of its WASH activities, the three ministries signed a tripartite memorandum of understanding (MoU). However, enough funds were not allocated for its actualisation.



From 2007–2009 SNV, along with Network for Water and Sanitation (NETWAS) Uganda, and International Resource Centre (IRC) Netherlands, piloted a new intervention in the West Nile districts of Arua and Koboko. Called Learning for Policy and Practice, or LeaPP, it essentially encouraged local governments, CSOs and the private sectors to craft and implement policies together. The success of the pilot prompted SNV, NETWAS and IRC to continue supporting district-based learning, at which point the districts made it clear that better coordination was particularly needed in the WASH sector. Thus, the LeaPP-WASH initiative emerged. From 2010–2011, SNV and its partners facilitated four district learning alliances in the West Nile districts of Arua, Koboko Adjumani and Yumbe. A learning alliance is a consortium of a diverse range of stakeholders from the public and private sectors in a specific field (in this case, WASH) that come together to exchange ideas, document best practices and coordinate activities. The stakeholders were officers from local implementing CSOs; political and technical officers in the districts and subcounties; and staff of NGOs that are active in WASH.

The overall goal of LeaPP-WASH is to generate more cost-efficient and effective water, sanitation and hygiene programmes. An effective WASH programme creates both sustainable facilities and behaviour change. To reach this goal, clients must do three things better: coordinate and collaborate with other stakeholders; adopt approaches and technologies that are cost effective, affordable, sustainable and gender empowering; and prioritise hygiene and sanitation on the political agenda at subcounty, district, national and regional levels.

Using the learning alliance method for WASH has produced several positive outcomes, including improved coordination in the sector in all four districts; political buy-in

for improved sanitation; improved WASH in schools, homes and public places. LeaPP-WASH has contributed to improved access to safe water, sanitation and hygiene for 1,032 households in 13 sub-counties and for 1,800 pupils in 13 schools across four districts.

Advocacy by local leaders triggers toilet use in the villages of South Sudan

Jackson Wandera and Celine Kiden, SNV South Sudan

Over 80 per cent of South Sudan's rural population of 8 million plus have no access to toilets. Sanitation and hygiene-related diseases are rampant and they impact more on women, children and the elderly. South Sudan has unique factors that promote poor sanitation and hygiene practices. People in rural areas have never built or used toilets before. The new South Sudan government has prioritised increasing the access to and use of toilets in the rural areas as an important entry point for improving sanitation and hygiene practices in rural and peri-urban areas. There are several key actors investing in sanitation and hygiene in the Republic of South Sudan and these include UNICEF, USAID, GIZ, JICA, EKN, DFID among donor agencies and several INGOs. However, most of these actors are engaged in the development of institutional toilets and provision of subsidies in urban areas. Only UNICEF, EKN and SNV have a focus on rural areas where 93 per cent of the population live.

SNV in collaboration with UNICEF introduced the concept of Community Led Total Sanitation (CLTS) in South Sudan in early 2011. To implement CLTS, SNV facilitated a state level workshop; trained 7 County level CLTS trainers (CCTs) who in turn trained others; trained LCBs to provide technical back up and quality control; and



commissioned a 3-week inquiry to establish the factors influencing CLTS progress in the villages targeted in 3 counties.

As a result, three counties in Northern Bahr el Ghazal State have increased capacity for the implementation of CLTS. Each county has 50 trained CLTS personnel and implements CLTS to create community demand for construction and use of toilets. There is also one trained LCB in each county, providing support with the implementation of CLTS

by proving technical back up and quality control, and monitoring progress. Triggering of CLTS in villages started in April 2011 and, to date, a total of 60 villages have been triggered with CLTS. Over 1,500 toilets have been constructed and over 1,200 toilets are in use. SNV has therefore contributed to over 6,000 people accessing and using toilets. Most significant is the change in attitudes and mind-set regarding the construction and use of toilets against a background of strong anti-toilet taboos.





District and government leadership in scaling up CLTS in Kenya

Chiranjibi Tiwari, SNV Kenya

As per the Joint Monitoring Programme (WHO and UNICEF, 2010), only 32 per cent of the rural population in Kenya has access to improved sanitation facilities, with 18 per cent using shared facilities. 74.1 per cent use pit latrines and 20.7 per cent (about 8 million Kenyans) go to the bush. Community Led Total Sanitation (CLTS) uptake had been very slow until very recently. In places such as Nyanza province although about 50 villages had been triggered between July 2007 and December 2008, only one village had attained ODF status by December 2009.

SNV supported the establishing and strengthening of institutional mechanisms for scaling up of CLTS in Kenya, including adaptation of CLTS training manuals, process monitoring tools and the CLTS implementation road map. SNV focused on 6 districts in the first phase of CLTS rollout. We monitored 33 villages; facilitated 21 district-level workshops to discuss progress, lessons, challenges and the way forward; and provided inputs for further improvement.

Overall, from 2011 to 2012, a total of 746 villages were declared ODF in less than six months, benefitting 571,231 persons staying in 112,547 households. Based on the confidence gained in the Western and Nyanza provinces, the MoPHS has prepared a roadmap for achieving Rural Kenya ODF by 2013. The process facilitated by MoPHS staff has empowered local women as key agents of social change in the community. Women's participation in CLTS triggering processes and leadership in CLTS committees shows effectiveness of the process in Kenya—from the gender perspective.



3

Renewable energy

Sustainable energy is the golden thread that connects economic growth, social equity, and a climate and environment that enables the world to thrive.

UN Secretary-General Ban Ki-moon, 24 September 2012 at the UN Headquarters during the announcement of new leadership for the **Sustainable Energy for All** initiative





Energy for better lives

Availability of sustainable, clean and reliable sources of energy is an essential driver for development: no country in modern times has substantially reduced poverty without a massive increase in its use of energy. SNV's work in renewable energy focuses on lighting and cooking needs for households, and productive needs for small and medium enterprises (SMEs). Interventions in the renewable energy sector include facilitating commercially sustainable market systems for domestic biogas; solar lighting and biomass based cooking products and services; and activities for Reducing Emissions from Deforestation and Degradation (REDD+).

SNV is working to:

- **realise access** to sustainable, clean and reliable energy sources and technologies for domestic households and SMEs, including small producers, while reducing greenhouse gas emissions;
- create an **enabling environment** whereby local organisations are strengthened and sound policies, including regulation, quality assurance and governance, are developed.

Sector scope

Biogas

SNV has supported domestic biogas activities worldwide for more than **20 years**, and to date has established biogas programmes in seven Asian countries as well as biogas activities in **nine African countries**. The Africa Biogas Partnership Programme, funded by the Netherlands Government and coordinated by SNV and Hivos, is being implemented in Burkina Faso, Ethiopia,

Kenya, Senegal, Tanzania and Uganda. Our expertise focuses on the preparation and implementation of national programmes applying a **multi-stakeholder sector development approach**.

Biomass and solar

SNV's diversification into other renewable energy technologies focuses on facilitating **market-based solutions for cooking and lighting needs**. This largely focuses on Improved Cook Stoves (SNV is a founding partner of the Global Alliance of Clean Cook Stoves) and Pico Solar PV technologies. There is also an emphasis on 'innovation' to provide contextual and **off-grid energy solutions** for associations and **small businesses**, especially **adding value** to agricultural production and transformation using valuable agricultural residues.

REDD+

Building on experience in Asia, the programme for Reducing Emissions from Deforestation and Degradation (REDD+) is currently a pilot innovation area for SNV in Africa. SNV's strategy in the Congo Basin (Cameroon and Democratic Republic of Congo) is targeting the social and economic inclusion of REDD+ actions with a focus on: (i) implementation of high quality **Pro Poor REDD+** actions, (ii) diversification of intervention proposals to **mitigate deforestation** and forest degradation, (iii) improved access to finance pro poor REDD+ actions, and (iv) national legal frameworks supporting the inclusion of the poor in REDD+ actions.



Our approach in renewable energy

Over the years we have learned that four factors are key to success in our approach to capacity development in the renewable energy sector:

Inclusive development

In recent years many developing countries have grown economically. Evidence shows, however, that economic growth alone does not reduce inequity. It is important that poor households and small enterprises can benefit from economic development. Availability of inexpensive clean energy solutions in rural areas is a prerequisite for inclusive development.

Systemic change

Individual solutions are not adequate to tackle energy poverty. We initiate, promote and develop flexible partnerships where various actors (consumers, entrepreneurs, producers, investors, financial intermediaries, policy makers, civil society) independently pursue their own interests whilst collaborating towards achieving goals that they could not have realised individually.

In Africa, 80 per cent of the population depends on traditional energy sources, and only one in four Africans is estimated to have access to electricity. The provision of cleaner and renewable energy can keep or lift households out of poverty, improve the health of households, provide jobs, develop small businesses, and combat climate change.

Local ownership

Effective and sustainable solutions can only be achieved if local actors shape and drive their own agendas. We support local partners to develop the energy sector in such a way that sustainable, clean and reliable energy sources become available to poor households and SMEs.

Contextualised solutions

SNV's strong on-the-ground presence and networks enable us to develop and test solutions adapted to local contexts. We take proven solutions and work with local stakeholders to adapt them to specific challenges and needs in their contexts, enabling effective and economically viable solutions to development problems.

Biogas

Africa Biogas Partnership

The Africa Biogas Partnership Programme (ABPP) is a partnership between Hivos and SNV in supporting national programmes on domestic biogas in six African countries. The programme aims to construct 70,000 biogas plants in Ethiopia, Kenya, Tanzania, Uganda and Burkina Faso, providing access to a sustainable source of energy for half a million people.

25,877 biogas plants have been constructed under the African Biogas Partnership Programme by February 2013.

The overall objective of the ABPP is to develop a commercially viable, market-oriented biogas sector through the promotion of domestic biogas plants as a local, sustainable energy source, thus contributing to the achievement of the Millennium Development Goals.

The programme is financed by the Directorate General for International Cooperation (DGIS) of the Netherlands Ministry of Foreign Affairs and SNV. These funds are channelled through Hivos, which carries out the role of fund and programme manager, operating from an office in Nairobi, Kenya. SNV provides capacity building services in the six countries and takes responsibility for knowledge management at supra-national level.

The programme will tremendously improve living conditions of African households, particularly of women and children as cooking on biogas is smokeless. The fact that fuelwood does not need to be collected frees up time for other activities. Applying bio-slurry improves soil fertility and boosts

agricultural production. Greenhouse gas emissions will decrease and employment opportunities will increase through the newly established domestic biogas business sector.

The ABPP is part of a broader objective of DGIS targeting the provision of sustainable energy to 10 million people by the year 2015.

Translating policies into implementation in Rwanda's domestic biogas programme

Anaclet Ndahimana, Elvine Binamungu and Dominique Owekis, SNV Rwanda

Rwanda faces one of the highest human population densities in Africa with a low urbanisation rate (20 per cent) and most of the rural population (96.5 per cent) relying on small-scale subsistence farming for their livelihoods. As the population increases, land and other resources, including fuel wood, become increasingly scarce and pressure on these resources leads to unsustainable use and destruction. In 2005, the government requested SNV to develop the country's domestic biogas sector using experience from Asia. The National Domestic Biogas Programme (NDBP) was jointly developed by the Ministry of Infrastructure and SNV. Services offered by SNV include policy advocacy, institutional development, technical and operational support, funds brokering, and developing products with banks to enable access to financial services. SNV follows an integrated approach in strengthening the capacities of all actors in the sector, and by optimising institutional arrangements through the multi-stakeholder approach. SNV and NDBP collaborated with districts from the inception of the programme, gaining their commitment and ownership. More than 2,150 families (approximately 9,245 people including 4,715 women) are now benefiting from domestic biogas, by saving on



conventional fuel sources (mainly firewood), reduction of workload, reduction of indoor air pollution especially for women and children, time saving, and improvement in health and sanitation conditions. In addition, agricultural production has been boosted through proper utilisation of biogas fertilizer. This impacts positively on households' incomes, gender equality, reduction in green gas emissions and environmental sustainability. Fifty-two companies and around 100 masons (including 2 companies owned by women, and 5 women masons) have been employed in domestic biogas, and contribute to the development of their families and the Rwanda economy.

Bio-slurry: A fertilizer in the making?

Getachew Eshete Beyene, SNV Ethiopia

Agriculture provides more than 50 per cent of Ethiopia's GDP, 90 per cent of foreign exchange earnings, 70 per cent of raw material for domestic industries, and 85 per cent of employment for the population. Ethiopian farmers were first introduced to chemical fertilisers in the late 1960s. After half a century, the chemical fertilizer

consumption is still a mere 35 kg/ha, the lowest in Sub-Saharan Africa. Under such circumstances, low-cost organic manure becomes an attractive option. Proper use of bio-slurry can reduce the dependency of many farmers on increasingly expensive chemical fertilizer. SNV Ethiopia engaged a LCB to help document knowledge on the use of bio-slurry. Two surveys were conducted, in December 2009 and August 2010. The utilisation of bio-slurry was found to vary from region to region. From the 71 households that installed biogas in 2008, 91.6 per cent use bio-slurry as fertilizer. Of those, 3 per cent use both bio-slurry and compost, 29.6 per cent only in compost form and 24 per cent as liquid bio-slurry. Although there are still some farmers who need serious follow-up most of the farmers prepare and utilise the bio-slurry according to the guidelines. Even the farmers with poorer fields benefitted from the use of bio-slurry compost. For wheat the average yield for a poor field fertilized with bio-slurry compost was more than double from 1,170 kg/ha (117 g/plot) to 2,450 kg/ha, while that for barley increased from 1150 to 2,270 kg/ha. More research is needed to substantiate the preliminary results.



The Biogas Digester: A tool for sustainable development in Burkina Faso

Sylvain Thombiano and Hamidou Sama,
SNV Burkina Faso

In Burkina Faso, less than 20 per cent of the population have access to energy sources other than wood and charcoal. Consequently, about 250,000 ha of forest are decimated each year to meet household energy needs. Alternative energy sources are a critical need. The biogas digester technology uses animal and human waste to produce biogas, which is used for cooking and lighting, as well as an effluent that can be composted or directly used to fertilise agricultural lands. SNV supports Burkina Faso to encourage the adoption of biogas digester technology. Since 2009, SNV has been working with the National Programme of Biodigesters in Burkina Faso (PNB-BF), supported by the ABPP. The PNB-BF focusses on: promotion and marketing; development of the private sector; technical services; and agricultural extension service. After three years 1,806 biodigesters have

been built; and technical and management capacities have been strengthened. Private sector enterprises can now build biogas cook-stoves and pressure gauges. Two cooperatives of masons have been set up in Lao and Banfora cities. Thanks to promotional activities, other organisations are now committed to supporting the construction of biodigesters. The 1,679 biodigesters built have facilitated the access of more than 8,000 people to renewable energy. Agricultural land is now more fertile, and the biodigesters have allowed a 4,000 ton reduction in wood consumption per year.

Local artisans contribute to the promotion of domestic biogas in Benin

Edouard Fagnon and Marcel Toni, SNV Benin

Following studies that confirmed the feasibility of domestic biogas in Benin, SNV started to promote this renewable energy technology. Partners include the General Department of Energy, the Department of Livestock, the Benin Agency for Rural

Electrification and Energy Control, and the Songhai Centre. SNV focused on empowering local actors, with the aim of developing the market. In 2011, capacity strengthening was conducted for artisans and supervisors to enable them to construct bio-digesters, monitor construction works and conduct quality control on biogas units and services. A domestic biogas promotional campaign was carried out; technicians of the Songhai Centre and artisans from six communes were trained on domestic biogas technology. Expertise is now locally available: 7 technicians of

the Songhai Centre and 25 local artisans were trained, and 20 domestic biogas units were constructed. The intervention has promoted and extended biogas technology, increasing community knowledge about this alternative. Professional skills of the masons and plumbers have been diversified, and their incomes are now higher. Local artisans and biogas users are collaborating better. Households equipped with bio-digesters have access to gas for cooking and lighting, which has reduced women's workload and family expenses related to the collection and transport of firewood.





RURAL VETERINARY SUPPLIES

September							October						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31											

November							December						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31											

Solar

Making clean energy accessible for low-income households in Kenya

Caroline Toroitich, SNV Kenya

In Kenya, overreliance on conventional biomass and carbon fuels has continued to cause over-exploitation of natural resources through deforestation. More than 70 per cent of Kenyans use biomass for cooking and kerosene for lighting, and are unable to access clean and efficient energy sources. This overdependence on non-renewable energy forms leads to more poverty because they are expensive and scarce. Additionally, non-renewable energy sources are not clean and cause health complications. To reduce poverty, attain the MDGs and improve the quality of life for the majority of Kenyans, there is a need to improve access to renewable energy technologies, products and services. However, there are many barriers to renewable energy, including: lack of awareness of renewable energy technologies; inefficient distribution channels; poor product and service quality; and lack of financing mechanisms across the renewable energy supply chain.

SNV has partnered with the Visionary Empowerment Programme (VEP) to address some of these issues. VEP's core business is micro-lending, however since November 2011, through SNV support, VEP has expanded its portfolio to include promotion and distribution of renewable energy technologies such as biogas, solar lanterns, solar home systems and improved cooking stoves. In January 2012, VEP was selected as an implementing partner to the Kenya NDBP, and charged with the responsibility of credit provision, marketing, promotion and quality control. SNV introduced VEP

to solar energy technologies and brokered business linkages with central distributors. We facilitated the development of a business plan to guide the new line of business and ensured that technical training on products was carried out by the central distributors. We also provided support to marketing strategy development, market assessments, adapting the products and services to the specific needs and purchasing capacity of the customers, and expanding outreach to a greater number of consumers.

From January to October 2012, VEP has shown tremendous progress in reaching out to their constituents with energy technologies. VEP's outreach has expanded, and linkages have been established with producer organisations such as tea and coffee. Some women's' groups are points of sale at the grassroots, enabling them to earn a livelihood from the sale of solar lanterns. In responding to the needs of the sector, VEP has established a savings and credit society to enable biogas enterprises and companies benefit from the credit scheme. More than 7,000 solar products have been sold (75 per cent through credit) reaching more than 10,000 people with clean lighting. As an implementing partner of the Kenya NDBP, VEP had by end of November 2012 facilitated the construction of 812 biodigesters, half of which were financed through credit provided to women. VEP being a women organisation has enabled it to reach the real base of the pyramid using the social capital approach. Some of the products require large upfront investments and the credit provided by VEP at low interest rates on reducing balance makes it possible for low income households to acquire the technologies.

Biomass

Improved cookstoves reduce charcoal expenses in Zambian households

Chanda Mongo, SNV Zambia

Only 20 per cent of over 13 million Zambians have access to electricity. The remaining 80 per cent are dependent on firewood and charcoal for cooking and heating. In the rural areas, the electrification rate is even lower, at only 3.3 per cent, and most cooking is done on three-stone fires, which are inefficient and smokey. The charcoal dependent urban and peri-urban households mainly use the traditional brazier. These cooking methods contribute to respiratory tract infections, sore eyes, and high deforestation rates. According to an FAO report, Zambia has the fifth highest rate of deforestation in the world.

There have been efforts to introduce improved cookstoves in Zambia but at USD 2–2.5, they prove too costly for the average rural household. SNV Zambia's Renewable Energy team, started a pilot project in Kanyama township of Lusaka to train 12 cookstove producers with a different approach, and assess the acceptability of an improved stove before deciding to upscale to other areas. SNV partnered with ministries, the Samfya district council, Caritas Zambia, traditional leaders and community radio stations. Communities were sensitised on the benefits, to households and the environment, of using improved cookstoves. SNV structured and implemented a pilot training programme for 12 tinsmiths who were retrained to produce improved cookstoves. An experienced LCB was identified to assist with training and demonstrations to show the efficiency of the stove as compared to the traditional charcoal stove. Although the





improved cookstove was more expensive than the traditional stove, families would cut down their charcoal expenditure by 50 per cent. This saving, in fact, pays for the improved cookstove within a month.

At the end of the three months pilot, more than 600 stoves were produced, sold and in use in homes. Based on this success, the project was rolled out to several other towns and districts. It was decided at the beginning of the project that of all stove producers to be trained countrywide, 80 per cent should be women. Apart from the gender consideration, it was felt that it would be easier to market the stoves if the predominant users in the homes, namely women, are involved in their production and marketing. At the end of the project, 77 per cent of the 229 stove producers trainees were women. In total, at the end of the review period, 8,009 stoves were produced, of which 6,372 stoves were sold and are in use—and households have reduced their charcoal expenditure by 50 per cent. The producers have increased their income by USD 16,516, which was raised through sale of stoves. All in all, 229 producers in 16 groups were trained in stove production and marketing, and are consequently supplying improved cook stoves in eight districts of Zambia.

Improved cookstoves for refugees in Niger

Hamadou Tchiémogo, SNV Niger

In 2012, there were an estimated 40,000 refugees in Niger having fled conflict in Northern Mali. The Cooperation and Cultural Action department of the French Embassy approached SNV for help in finding a solution to the environmental degradation associated with the refugees collecting wood around the camps. SNV organised a project that was completed in five months,

providing cookstoves to 14,200 households and affecting approximately 71,000 people. This project reduced the environmental footprint of the refugees' presence through an improved wood fuel efficiency of 35 per cent over the traditional three-rock stove.

Eighty-nine metal workers were trained and improved their capacity to make and repair cook stoves. Five-thousand multi-pot stoves were produced via local associations in Burkina Faso and 9,200 stoves of the Mai Sauki type (GIZ design) produced via metal workers across Niger.

From agricultural residues to thermal energy: Gasification of cashew nut shells in Burkina Faso

Gregory Miller and Sylvain Thiombiano, SNV Burkina Faso

The South-West of Burkina Faso is an area of high agricultural activity. The lack of affordable energy however limits the development of semi-industrial and artisanal transformation activities in the region. Despite having substantial energy content, biomass from agricultural residues such as cashew-nut shells is rarely pursued. There is significant potential to facilitate economic, social and environmental benefits with an off-grid and contextualised renewable energy technology. The latter is known as gasification, a set of chemical reactions that uses limited oxygen to convert a carbon-containing feedstock into a synthetic gas. While this technology already exists in other countries, there was no gasification system or 'gasifier' available in Burkina Faso.

Through a one-year project, the technology was manufactured and installed by a private enterprise called ISOMET. The pilot gasification system was installed at Wouol,



an association of 46 groups of agricultural producers and transformation entities, totalling about 2,000 members, 70 per cent of whom are women. The association owns a facility that processes cashew nuts, dried mangoes and mango juice. SNV was the project leader/coordinator and provided technical assistance. SNV mobilised the necessary resources and insisted on rigorous testing through a link to 2IE (a training centre in Burkina Faso), which enabled ISOMET to come up with a gasification model that was suitable for cashew nut shells. From February to July 2012, the first gasification system that valorises the energy content in cashew nut shells was installed. ISOMET was responsible for ensuring that the technical issues and capacities were transferred to Wouol technicians. SNV helped to produce an installation manual.

A significant knowledge gap about the potential for improving lives through renewable energy existed among rural populations and organisations, so SNV and ISOMET incorporated a renewable energy campaign into the project. Women members of Wouol were involved in this campaign and were responsible for promoting renewable energy, including gasification, to rural populations in the region. SNV trained the women; monitoring and evaluation of the campaign were also conducted. ISOMET has now begun manufacturing the technology. At Wouol level, the use of renewable energy in the transformation processes will provide significant advantages: decreased workloads from gathering wood, reduced environmental degradation and reduced operating costs



(80–100 per cent). The cost of this project was about USD 83,000, financed at 54 per cent by Wisions. Wouol has contributed around 10 per cent of the cost and will save roughly USD 2,011 per year when processing 350 tons of cashew nuts.

Building a sustainable fuel briquettes sub-sector in Mali

Pierre Gravel, SNV Mali

Mali essentially depends on wood for its energy needs. The demand for wood and charcoal creates significant pressure on national forests, undesirable environmental consequences and a rapid rise in fuel prices. 'Fuel briquettes', a fuelwood substitute made of biomass residues, are proving to be an important solution to the issue. Although producing fuel briquettes is technically feasible and financially profitable, production remained underdeveloped. The fuel briquette project of SNV Mali encourages

the development of private sector production and commercialisation of fuel briquettes. Service providers support entrepreneurs with relevant analyses, information and advice. These include studies on technical feasibility and economic profitability; a business plan; market analysis, and a marketing and communication plan. The project will also collect data on production costs and end-markets. The studies confirm the potential profitability of production and facilitate the search for funds needed to construct the production unit and put it into operation—planned for January 2013. SNV meet once a month with entrepreneurs, document activities and look into finance solutions for the project. A national workshop was organised in June 2012 to share progress made and challenges encountered. This was the beginning of the creation of a permanent exchange framework between key stakeholders, in which a common vision and priority actions to be implemented will be identified.

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