SNV is a not-for-profit international development organisation. Founded in the Netherlands 50 years ago, we have built a long-term, local presence in 38 of the poorest countries in Africa, Asia and Latin America. Our global team of local and international advisors works with local partners to equip communities, businesses and organisations with the tools, 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.


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It gives me great pleasure to present the SNV Rwanda Annual Report for 2014.

A positive year for SNV in all aspects, 2014 was significant in a number of ways. We successfully implemented 16 projects, including five new ones, in Agriculture, WASH and Renewable Energy—improving quality of life in the areas of food, water and energy for nearly 530,000 Rwandans.

Our work in the Agriculture sector has resulted in increased yields and income for farmers. Together we have transformed non-profitable coffee washing stations (CWS) into profitable ventures, supported the setup of new coffee cooperatives, and enhanced governance in the coffee sector using smartphone technology. We consolidated our work in dairy and beekeeping. In the WASH sector we scaled up our work in sustainable sanitation and hygiene, reaching over 270,000 people through hygiene behaviour change messaging, which resulted in behaviour change and improved sanitary facilities in public places, households and schools. In the Renewable Energy sector, we implemented new projects in solar and pico-hydro, and accelerated the implementation of the Opportunities for Youth Employment project, which works with youths and the private sector.

A noteworthy milestone is our diversified partnership base, which now includes the MasterCard Foundation (MCF), the International Fund for Agricultural Development (IFAD), the United Nations Children’s Fund (UNICEF), the Bill & Melinda Gates Foundation (BMGF) and the World Bank—alongside our traditional partnership with the Ministry of Foreign Affairs of the Netherlands (DGIS) and the Embassy of the Kingdom of the Netherlands (EKN). This is in line with our strategy to transition into an organisation that implements large scale projects, with impact, through a diversified resource base. We continue to work closely with the private sector and our key Rwandan partner ministries and their agencies, including the ministries of local government (Districts), agriculture (RAB, NAEB), infrastructure (REG, WASAC), natural resources (RNRA, REMA), youth and ICT, and education (WDA). In 2015 this partner base will extend further in order to reach more people.

Even as I remain inordinately proud of the SNV Rwanda team and our partners for marked improvements in our work, demonstrated by timely implementation and realisation of targets, our focus is clear: scaling up our interventions in order to leave a visible footprint in the coming years.
We have taken a different approach to our reporting this year. In a bid to bring readers face-to-face with the end-user—our clients, the people who matter most—this year’s annual report brings you the stories of some individuals/cooperatives who have benefitted from our work. Individual stories but with an overall reach of nearly 530,000, as each individual or cooperative featured here represents over 100,000 others who we have benefitted directly. Many more indirect end-users exist. More than figures, graphs and the profitability of coffee washing stations, the experiences of these individuals highlight how lives are changing as a result of SNV interventions. This report shows you where and how this impact was made.

I wish you happy reading.

Phomolo Maphosa  
Country Director  
SNV Rwanda
### Acronym List

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<td>Cooperative Canarumwe Urengere Ibidukikije (Cooperative “Use Canarumwe and protect the environment”)</td>
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SNV Netherlands Development Organisation is an international not-for-profit development organisation, founded in the Netherlands 50 years ago, and currently working in 38 countries in Africa, Asia and Latin America. We believe that no one should have to live in poverty and that all people should have the opportunity to pursue their own sustainable development. SNV advisors work with partners to develop capacities, enhance private sector organisations, and deliver visible results that empower people to break the cycle of poverty and guide their own development.

SNV’s core business is the strengthening of the capacities of local organisations in the private and public sectors. By sharing specialist expertise in Agriculture, Renewable Energy, and Water, Sanitation & Hygiene (WASH), we help to find local solutions to global challenges. Good governance principles like accountability, transparency and participation are at the heart of our work. We believe that youth and gender equity, and the inclusion of poor and marginalised people, are vital for achieving sustainable development.

SNV started operations in Rwanda 35 years ago. Programme interventions are embedded in national priorities and are aligned with the government’s policies, the Economic Development and Poverty Reduction Strategy (EDPRS2), and the Millennium Development Goals (MDGs). In support of these policies and strategies, SNV provides advisory services in Agriculture, Renewable Energy, and WASH. The recipients of these services include public and private end-users, farmer groups, and Civil Society Organisations.

SNV aims to upscale its activities, have high impact on development, and localise capacity development services. SNV Rwanda currently implements its programmes with 51 staff members and local organisations in 22 districts.
Our work in Rwanda has the ultimate aim of improving livelihoods and increasing incomes for disadvantaged groups. SNV’s values of youth and gender equity, and the inclusion of disadvantaged and marginalised people, are closely aligned to the Government of Rwanda’s aspirations for its people. Over 80% of Rwanda’s population live and work in rural areas and the government’s Vision 2020, a framework for the country’s development, is especially targeted towards this important part of the population.

In 2014, SNV Rwanda focused on quality implementation of projects and scaling up interventions through a diversified resource base. In agriculture we phased out of core funded coffee, dairy and beekeeping projects. We launched two new projects in the coffee subsector (i) the *Coffee Turnaround Programme* aimed at strengthening the capacity of 25 existing cooperatives and 20 new ones, and (ii) *Smart Accountability in Rwandan Coffee Sector* aiming at getting the voices of 10,000 coffee farmers heard. Two important new projects were secured in the WASH sector: *Promotion of Sustainable Sanitation and Hygiene Behaviour Change* in partnership with the United Nations Children’s Fund (UNICEF), and the *Integrated Water Resources Management (IWRM)* project. In the Renewable Energy sector we surpassed our targets and embarked on two new projects: *Integrated Renewable Energy Service* and *AWAC-Hydro Power*.

Overall we were able to achieve most targets and secure five new projects. Our indirect costs came down and this downward trend is expected to continue into 2015.

This report brings you the year’s highlights, individual success stories from Agriculture, Renewable Energy and WASH, and an in-depth look at 2014 activities within each sector.
In 2014, our portfolio grew by an additional five new projects and we expect this trend to continue in the coming years as we work to reach more end-users. Our total outreach for 2014 was 529,994 people: 129,341 in Agriculture, 275,165 in WASH and 125,488 in RE.

Coffee

- Production of fully washed coffee in 68 SNV-supported cooperatives increased to 1.567 tonnes from 1.456 in 2013.
- Average net income from fully washed coffee for coffee growers increased from € 250 in 2013 to € 306 in 2014.
- 91,403 people (including 46,621 women) from 17,584 households increased their food security by being members of coffee cooperatives.
- 6,831 men and 3,362 women are employed in their own coffee plantations.
- Coffee washing stations provide permanent employment to 54 men and 23 women; and casual employment to 3,609 women and 2,516 men.
- 15 cooperatives renewed their FLO certification and received special training on climate change and mitigation.
- 12 SNV-supported coffee washing stations participated in the Cup of Excellence (CoE) and four received the Rwanda Cup of Excellence award.
Beekeeping

- 895 women and 1,661 men organised into 21 beekeeping groups earned an average € 116 from beekeeping.
- 2,556 people are partially or fully employed in beekeeping in SNV targeted areas.
- 5,582 women and 5,153 men from 2,556 households benefited from SNV outreach.

Dairy

- The programme improved the food security of 18,463 people including 9,500 women.
- 18,157 people (9,442 women and 8,715 men) increased their income by being a member of a farmer group organisation.
- 306 people including 248 men and 58 women have new jobs in the target area.

Renewable Energy

- Trainings improved the employability of 643 youth.
- 132 people (including 40 women) are employed in the sector: 70 as biogas masons with the National Biogas Program; and 62 youth in production units and cooperatives.
- In the Improved Cook Stoves programme, 24,769 stoves were installed in 10 districts, generating an average € 357.50 in gross monthly revenue per cooperative member, and € 21.70 per retailer.
- 700 new households got access to a solar lamp.
- 12 solar companies were supported to establish the last mile distribution channel.
- Five new cooperatives joined the Solar PV sector as retailers.
- In-depth trainings were conducted in pico-hydro for 15 entrepreneurs.

Water, Sanitation & Hygiene

- 4,324 people (including 2,248 females) accessed improved sanitation facilities.
- Strengthened capacity of 8,525 community facilitators to raise awareness in sanitation and hygiene in 2001 villages in four districts of the volcanic region.
- 176,000 people received sanitation and hygiene messages.
- Strengthened capacity of 406 school representatives and education officers to plan and monitor sanitation and hygiene.
- Improved sanitation and hygiene practices were implemented in five schools and 10 neighbouring villages, benefitting 1,800 students and 600 people respectively.
- Messages on the benefits of ecological sanitation on health and agricultural production reached 71,780 people in two districts.
- 100 people were trained in construction, operation and maintenance of dry toilets (30 masons; 30 community mobilizers; 40 household representatives).
- ECOSAN toilet demonstrations were carried out in 20 schools, creating awareness of the risks and benefits of ecological sanitation in children and teachers, and training 20 school representatives.
Our Approach

SNV helps communities to obtain the tools, knowledge and connections that facilitate access to basic services and increase incomes. In a nutshell, we build capacity. We do this through advisory services that promote sustainable solutions for local impact. Knowledge networking further boosts the access, application and regeneration of vital information and techniques. Evidence-based advocacy work allows us, time and again, to influence institutional structures, policies and practices to benefit the poor.

Value Chain Development

A value chain is the system of people, organisations and activities needed to create, process and deliver a product or service from producer to customer. Our value chain approach to pro-poor development allows us to effect change throughout the system—maximising economic, social and environmental sustainability. The technical, managerial, networking and governance capacities that we strengthen increase employment and incomes for the disadvantaged, especially women.

Localisation

Local Capacity Builders are Rwandan agents that play a major role in building the capacity of our clients. Our localisation strategy works to continually strengthen these institutions and individuals so that they, in turn, can work with our clients to increase good governance and incomes. SNV provides on-the-job coaching, special courses, training and information to local partners. They, in turn, provide a range of advisory, knowledge sharing and advocacy services to our clients.

A market-based approach for Agriculture

The market-based approach promotes sustainable and commercially viable solutions that address value chain constraints. It ensures that the solutions for the actors in the value chain will continue once the programme is over and that impact will be sustained. In agriculture SNV uses private sector led market development approaches that are essential to implementing sustainable solutions to agricultural challenges. We use the private sector as an entry point, building their capacity to supply solutions through training, coaching, mentoring and networking. By developing and scaling market-based solutions and collaborating with the public sector to address systemic market constraints and inequities—and with the private sector to build sustainable smallholder supply chains—we position ourselves at the very forefront of development organisations. SNV solutions to agriculture development, sustainable markets, food and nutrition security, climate smart agriculture, and gender and youth inclusion ultimately lead to income and employment for smallholders, improved food and nutrition security for all, and sustainable agriculture to cope with the challenges of a changing climate.
Production of fully washed coffee in 68 SNV-supported cooperatives increased to 1.567 tonnes from 1.456 in 2013.
Nine years ago, an association made up of thirty coffee farmers was selling cherries to a private processor. Today, that association has transformed into a fully-fledged coffee cooperative producing high quality green coffee that fetches premium prices at the marketplace. COCAMU Coffee Cooperative, in the banana-rich highland of Kirehe, has come full circle to stand as the poster child of resilience and a shining example to other cooperatives across Rwanda. What catalysed this change?

Up until 2006, COCAMU was an association of 30 coffee farmers struggling to eke out a living. Expanding in numbers, starting a CWS and producing quality coffees were but distant dreams.

But from 2006 everything began to change.

That was the year SNV partnered with the National Agriculture Export Board (NAEB), working through its advisors and local organisations to build farmers’ capacity in processing coffee cherries to green coffee that could fetch premium prices in the specialty coffee marketplace. That same year, COCAMU was registered as a cooperative. Led by President Juvenal Bamurabako, the farmers decided to take the first step towards becoming a coffee processor. SNV connected COCAMU to TechnoServe (an international non-profit that links impoverished farmers to business solutions) who enabled them to acquire their first pulping machine.

In the years that followed, SNV supported farmers to formulate a business plan and manage their finances, and connected the cooperative to the Rwanda Development Bank, which lent them money to buy cherries from farmers in their district. Cherries were processed and sold as green coffee and parchment. Initially coffee cherries were bought at € 0.23 per kilo and resold at € 0.25 but thanks to the newly acquired processing skills, farmers could now sell green coffee for an average € 3.50 per kilo.

Key Developments Timeline:

2011:
- COCAMU has a fully functional CWS.
- Participated in the Cup of Excellence competition organised by NAEB at the national level. Even though the cooperative didn’t win the competition, it benefitted from vital exposure to potential buyers.
- Membership increased to almost 500 from 30 members.
- The governing board comprises three men and two women. The vice president is a woman.
- SNV supports them to receive Fair Trade certification.
- Key players start buying COCAMU’s FLO certified coffee.

2012:
- The Rwanda Cooperative Agency awards COCAMU for being the best performing cooperative in Rwanda.
• Participated in the coffee expo organised by the African Fine Coffee Association in Kampala.

2013:

• Participated in Fair Trade Africa general assembly in South Africa

2014:

• Purchased a 3-disk coffee washing machine, stationed on a 4.5ha communal coffee plantation.
• Purchased a truck to collect cherries from members and deliver to the CWS.
• Produced and sold 138 tons of green coffee.
• Purchased a 10,000m² plot of land for more drying beds and a store with a 70 ton parchment capacity.
• A dividend of € 93,768 paid out to 584 members, 226 of whom are women.
• Buyers SUCAFINA and Bourbon coffee buy all of COCAMU’s coffee at an average price of € 3.70 per kilo.
• COCAMU awarded a truck by President Kagame—delivered by the Minister of the President’s office.
• COCAMU receives a visit from the Agriculture Minister.

• Nyiramahoro Theopista, a member of COCAMU, is elected to head the Rwanda Coffee Cooperatives Federation.

Prior to 2006 farmers would sell their ordinary ‘processed at home’ coffee for € 0.35 to 0.60 a kilo. In 2014 farmers were earning more than three times that amount by selling fully washed parchment. Simply by selling cherries to the cooperative, members were able to benefit from better rates, which improved livelihoods for farmers and their families. Increased processing, improved management and governance capacity translated to quality coffees and much bigger payments. Farmers have built better houses and are able to pay school fees for their children. They can take loans from the cooperative and pay in cherries. And they have medical insurance. Through SNV support, COCAMU participated in various learning workshops organised by FLO in South Africa and Nairobi. In the words of President Juvenal Bamurabako: SNV has taught us to produce high quality green coffee that pleases our buyers every year.

COCAMU is one of the 68 cooperatives that received advisory support from SNV in 2014.

“We have come a long way. It has taken hard work and unity to get where we are. Now even young farmers want to join us, because they see how well we are doing and how much farmers are benefiting from coffee.”

Juvenal Bamurabako
President,
COCAMU Coffee Cooperative
2014 Coffee News

In 2014, as part of its sustainability strategy SNV began gradually phasing out from CWS who were demonstrating improved profitability and the ability to independently run their operations. The limited support offered to these cooperatives mainly focused on market access. Our assessments show that the cooperatives are becoming more business-oriented as a result of the support received. Average net income of coffee growers increased by 22% during the year. By participating in various exhibitions, five cooperatives (COCAMU; DUKUNDEKAWA; COCAGI; KOPAKAMA; ABAKUNDAKAWA) were able to generate between € 40,161 to € 80,321 profit in the last coffee season. Eight cooperatives were supported to design websites to better promote their coffee in the international market.

The Turnaround Program in Coffee Cooperatives: Transforming unprofitable CWS into profitable operations.

With extensive experience and demonstrated success in transforming CWS into profitable operations, SNV started implementing an IFAD-funded Coffee Turnaround Programme aimed at strengthening the capacity of 25 existing coffee cooperatives and 20 new coffee cooperatives. Launched in 2014 in partnership with NAEB, this project is expected to benefit 38,410 people by increasing the profitability of coffee cooperatives. The participating cooperatives received support in governance, cooperative management, financial management, strategic planning, CWS operations and maintenance, and development of business plans for access to finance. All 25 existing cooperatives were able to prepare provisional financial statements in June 2014, leading to improved governance and accountability. Eighteen out of 20 new cooperatives registered at the Rwanda Cooperative Agency.

Smart Accountability in Rwanda Coffee Sector Project

The Smart Accountability in Rwanda Coffee Sector Project, funded by the Bill and Melinda Gates Foundation and launched in 2014, is aimed at enhancing governance in the coffee sector using smartphone technology. A smart phone application for collecting and recording voices was developed and 17 youth volunteers (nine female) were trained in its use. Approximately 4,800 voices of smallholder farmers, 57% of which were female, were collected. Important issues were raised by farmers in these recordings, and the District Coffee Taskforce took them into consideration when making important decisions on the distribution of inputs (fertilisers, pesticide and mulch). The fact that more than 50% of the voices collected belong to women is significant as it will help to shed light on issues in the coffee sector from the perspective of women. There is scope to upscale this pilot to a fully-fledged project at the end of 2015.
Beekeeping

From a handful of hives in 2012, SNV has seen the group expand to a population of 90 hives:
**Great things abuzz in Nyamasheke**

Only one word can describe COPABU beekeepers cooperative in Nyamasheke: *Indomitable*. These men and women refuse to give up despite acts of sabotage visited on their hard work.

Deep in the treacherous hills of Nyamasheke District, it is business as usual as cooperative President Munyendamutsa Claude and his vice president Mbanzabugabo Zabron spray smoke on their beehives to calm their bees before assessing the progress of production. The bees are soothed and linger around the hive without waging war as is ordinary for the aggressive African bee. Thanks to the training from SNV, these farmers know how to handle bees. And thanks to SNV and Netherlands Senior Experts (PUM), they are also appropriately suited up for the job.

They first began keeping bees in the late 1990s but only started doing it on a commercial scale in 2009. Now they harvest honey by the tonne, with a net harvest of 12–16kg per hive, three times a year. From a handful of hives in 2012, SNV has seen the group expand to a population of 90 hives: six Kenya Topbar hives, four local traditional hives, and 80 langstroth hives—spread across five apiaries, all of which are tended by members. In total they harvested and sold 1,120kg of honey in 2014. When their hives produce optimally, the cooperative fetches € 2.30 per kilo of honey. Members use the proceeds to pay school fees for their children.

Nearly half of COPABU’s members are women. There is no segregation of duties; men and women equally share the tasks of setting up hives, feeding and watering the hives, and harvesting. Muhawenayo Lamberte, who joined the cooperative in 2013 says: This work knows no gender, we all suit up and work. Although Lamberte has been in the cooperative only a short while, she says she has benefited greatly from interest-free loans that go towards school fees for her four children. Cooperative members are now keen to add value to the honey they harvest and are highly

“Our used to harvest 200 to 300kg of honey before SNV came on board, then our production gradually grew to over a tonne. Things like cleaning the hives, feeding the bees, processing the wax and harvesting our honey without completely destroying the colonies were foreign to us until SNV began annual training sessions for us. Then in 2013, they brought PUM along and taught us how to make our own hives.”

Mbanzabugabo Zabron, Vice-President, COPABU Beekeepers Cooperative.
desirous of training that can help them achieve that. Says Vice president Zabron: A while back 14 of us went to Tanzania for a field trip where we learnt to make lotion from wax. We need more such trips so that we can make more money from our honey. COPABU is one of 52 coops supported by SNV in the sector.

### 2014 BeeKeeping News

While we hope to make dreams of learning trips a reality for beekeepers like Zabron of COPABU, on the ground we continue to lay and cement the foundations of basic apiary operations in our focus areas. In 2014, we trained 1,360 farmers on commercial beekeeping practices. They were assisted to set up apiaries, install beehives, and transfer and feed bees—leading to increased productivity. It also led to an increased awareness of the value of beeswax, which used to get thrown out after honey was harvested.

SNV designed and implemented the inclusive business model in the beekeeping programme. Providing for sustainable business development in the honey value chain, this is a very positive development that is appreciated by stakeholders including farmers.

In 2014, farmers were screened to find out who was suitable for commercial beekeeping; 2,556 beekeepers were identified, organised into 21 Beekeeping Group Enterprises (BGEs), and linked to private companies with formal contracts for input provision and access to markets. The BGEs were connected to microfinance institutions (MFIs) that facilitated finance/loans to purchase high quality beehive equipment. Access to finance remains a major challenge.

### Apibusiness Development Project

In 2014, SNV, HAC and partners implemented the Apibusiness Development Project in Gicumbi district as a piloting area. The project aims to enhance honey production and support apibusiness to diversify sustainably and enhance livelihoods. The project reached 416 people, 65% of whom are women. Farmers are organised into clusters and strengthened as honey production hubs; these clusters are connected to MFIs/SACCOs to acquire high production beehive equipment leading to a more efficient and constant supply of higher quality honey. The farmers are guaranteed sustainable markets and a premium price (€ 3.50/kg). A total of 172 lead farmers became master beekeepers through intensive training and a study tour in Kenya. The project aims to reach 2,000 farmers in three districts in two years until 2015. In 2014, 83% of targets were achieved. The project will be upscaled in 2015 drawing on lessons learnt.
Dairy

Twenty-five members of CODERU have received training in animal health and management and can train their peers.
It’s 6am and Cyiza Jonas Nkundakozera is leaving for Kivumu to buy a bull. Later, when he arrives at his cattle yard with a bull and a heifer, he beams with pride.

As the bull and cow are offloaded, Cyiza shows us a nursery where he is preparing Kikuyu grass and desmodium seedlings for fellow cooperative members to replant and use as fodder. He brought the grass cuttings from Bugesera during a recent field trip organised by SNV to learn best practice in animal feeding.

Cyiza is one of the six model farmers trained by PUM, an SNV partner organisation. He serves as a peer trainer for other dairy farmers in Rubavu district and its periphery. Looking at the health of his cows it’s clear how he earned that title. His farm boasts 13 cows, all Holstein, aged between two and ten years, with six playful calves. He observes a strict hygiene and treatment regimen for the cattle and feeds them a special, nourishing diet. They drink from a special watering trough provided by PUM, which refills automatically ensuring a constant supply of fresh water and minimal water wastage. Cyiza has PUM to thank for not just the feeding troughs, but also the chaff cutter and a spring stool, which his farmhands sit on while milking the cows.

RUBAVU CENTRE ADDS LUSTRE TO DAIRY FARMING
The Coopérative des éleveurs de Rubavu, popularly known as CODERU is 500 metres from the farm. Every morning, Cyiza’s farmhands deliver 75 litres of milk to the CODERU-owned Milk Collection Centre (MCC), where he is a shareholder. Farmers who are further afield have their milk collected by a small delivery truck belonging to the MCC. SNV began interventions at CODERU in 2013, working through its advisors and Inades-Formation, an LCB. SNV provided CODERU with solutions for milk quality improvement.

“Any milk that fails the acidity and temperature tests or has been watered down is rejected straightaway,” states CODERU secretary Michel Habumugisha. As a result of these stringent measures, the MCC has attained Rwanda Bureau of Standards certification. This allows them to sell their 1st quality milk to Kivu Dairy, which collects for Inyange, Rwanda’s largest milk processor and retailer. The 2nd quality milk is sold locally.

Mr Habumugisha recalls the humble beginnings of the cooperative in 2009, when the government established Mukamira Dairy and gave the 69 members who became CODERU, a share worth €12,893. So far 36 members of the cooperative have full shareholder status, having paid the requisite €880.00 for a stake. The other 33 are partial shareholders.

With the share capital and technical and business development services (business planning, market information, provision of input and extension) backing from SNV, CODERU with support from the Ministry of Agriculture purchased two coolers each with a capacity of 5,000 litres. The cooperative provides farmers with aluminium milk cans that are easy to clean, discouraging the use of plastic jerrycans that contaminate milk. Twenty-five members of CODERU have received training in animal health and management and can train their peers. As a result, the MCC has now become synonymous with quality; a brand Mr Habumugisha says has not come by default.

“CODERU has made a remarkable progress in the past year due to SNV support. We now keep updated records and can track our cash flows, thanks to a cashless system. Paying farmers in their accounts promotes a saving culture and helps farmers get loans against their savings. As a result of the proper feeding regime for the cows, we get more, better quality milk”.

Michel Habumugisha
Secretary
“We instil quality starting with the breed of cows the farmer keeps, the types and quantity of feeds that the cows eat as well as farm hygiene,” he says. CODERU stocks commercial feeds, medicines and Artificial Insemination (AI) services. Grass cuttings are seeded in a 3-acre plot for farmers to buy and grow. SNV has facilitated farm visits for farmers to get exposure to best practice. As a result, farmers who had Ankole cows have crossbred them using AI to produce Friesian crossbreeds that yield more milk.

The next important step for CODERU is value addition. Mr Habumugisha explains that raw milk does not give the farmers maximum returns. “We buy 1st quality milk at € 0.21 and sell it at € 0.23, while 2nd quality sells at € 0.18. If we make Ikivuguto (fermented milk) and yogurt, we can get more money per litre of milk”. The value addition plan is detailed in the MCC’s 2013–15 strategic plan developed by INDIGO, a local partner organisation working with SNV. Michel acknowledges that value addition will require stronger management systems, and CODERU is well on course for this next important stage.

2014 Dairy News

SNV is currently exploring options for upscaling its work in the dairy sector. This will not just assist more dairy farmers but also enable current cooperative members to explore options for value addition. In the meantime, in 2014, significant progress was made in the sector.

2,700 dairy farmers from seven MCCs were organised into 63 groups for input provision and extension services. Additionally 1,600 members of households associated with the other dairy cooperatives also benefitted from the programme. 24 lead farmers were trained in dairy production, and this was followed by peer training of 198 farmers. Two MCCs improved capacity in the production of quality cheese and added a new variety of cheese to their production. Also initiated during the year was the Quality Based Milk Payment System, where farmers are paid for their milk based on its quality.

The project focused on seven promising cooperatives for milk supply chain development. The remaining cooperatives received training and awareness on farmer group formation and supply chain development. Various tailored trainings were conducted for farmers, farmers’ organisations, forage seed multipliers, researchers, extentionists and policymakers on relevant topics such as dairy farm management, fodder development, and general capacity building.
Within Community Hygiene Clubs we have learnt about good hygiene practices that impact our health positively by preventing diseases.
COMMUNITY HYGIENE CLUBS CATALYSE HYGIENE BEHAVIOUR CHANGE

Rwanda loses 13% of all children under five to diarrhoea each year. In addition, waterborne, respiratory, and hygiene and sanitation related diseases account for over 90% of consultations at rural health facilities. These research findings led to the inception of the Community-Based Environmental Health Promotion Programme (CBEHPP) in 2009. CBEHPP focuses on empowering households to change their hygiene behaviour. At the Umudugudu (village) level, local authorities mobilise households to form Community Hygiene Clubs (CHC), groups of 50–100 household representatives who meet on a weekly basis to identify health and hygiene problems in their communities and devise ways of solving them. Ndagijimana Fabien is a member of a CHC in Gacurabwenge Village. He tells of the positive changes observed since SNV used the CHC approach to implement the Sustainable Sanitation and Hygiene Behavioural Change Project in his district.

“Back then most households in my village had no latrines, some had sub-standard latrines, and handwashing was not a common practice. Incidence of intestinal worms and diarrhoea were rife. We spent a lot of money in health centres. Of course we were not as active as other Rwandans in building our country’s economy,” he explains, “but when SNV revived the Community Hygiene Clubs, we were empowered to solve our hygiene and sanitation problems.”

SNV and UNICEF are key partners in supporting the Ministry of Health in hygiene promotion activities. The team resuscitated existing CHCs and supported the establishment of new ones. Training was conducted on personal hygiene, sanitation, infant care, immunisation, good parenting, and improved latrine construction. Members share knowledge, experiences and skills, and support each other—especially vulnerable families—to meet desired hygiene and sanitation standards.

“Within Community Hygiene Clubs we have learnt about good hygiene practices that impact our health positively by preventing diseases. Aside from receiving peer training, my Community Hygiene Club has also supported me to renovate my house and install a hand-washing facility. Furthermore, we have gained knowledge about latrine standards and the importance of using soap in hand-washing.”

A community can only participate in economic development when people are free from preventable diseases. The SNV-Sustainable Sanitation and Hygiene Behavioural Change Project facilitates economic development by empowering communities to change their hygiene and sanitation knowledge, attitudes and practices. It also contributes to Rwanda’s attainment of the MDG and Vision 2020 aim that all households should “have mastered and be practicing hygiene and waste disposal”.

2014 WASH News

In 2014, five years from the inception of the community behavioural change project that has made such an impact on the lives of low-income groups,
SNV’s highest outreach was in the WASH sector. Over a quarter of a million Rwandans benefitted through access to improved sanitation facilities; received sanitation and hygiene messages; or were trained in the improved construction, operation and maintenance of toilets. We strengthened our presence in the four volcanic districts of Musanze, Burera, Nyabihu and Rubavu by implementing two new projects: *Promotion of Sustainable Sanitation and Hygiene Behaviour Change* in partnership with UNICEF; and *Ecological Sanitation* funded by the Dutch Ministry of Foreign affairs. *Ecological Sanitation* aims to build an integrated intervention model for ecological sanitation in Rwanda.

This year, our focus has been in Water, Sanitation & Hygiene, but our work in the water sector expanded to the very important area of Integrated Water Resource Management (IWRM). In partnership with RNRA, Mott Mac Donald and SHER, SNV will implement a four-year (2015–2019) IWRM Programme in Rwanda to support RNRA to introduce the IWRM approach at national and local government level. SNV will build capacity in water resource management in four catchment areas.

**ECOSAN: Ecological Sanitation in Rwanda**

This project is being successfully piloted and has reached 2,000 families in 10 communities, and 3,600 students in 20 schools—all of whom now have an improved awareness of the benefits of ecological sanitation and understand the use of ECOSAN toilet waste. Communities are starting to view dry toilets as a sustainable solution in areas where soil types pose a challenge to the digging of pit latrines. They are learning how to use human waste to enhance agricultural production—a further motivator for the use of latrines. In 2015, sensitization, trainings and awareness creation will continue to reinforce
sanitation messages in communities and we expect that a significant number of households will require the services of trained local masons to construct “ecosan” latrines. A partnership with the Stockholm Environment Institute will facilitate knowledge development and sharing throughout the project.

**Sanitation Behaviour Change Project**

Despite high pressure in terms of time and ambitious targets, the WASH sector swiftly implemented the SS4All project this year. To date we have strengthened the capacity of 8,244 community facilitators, including 120 leaders, to lead their villages in sustainable sanitation and hygiene. One important emerging result of the project is reduced prevalence of diarrhoea among children under five. Sanitation and hygiene messages reached 176,000 people.

**Public Private Partnerships**

During the year, we also undertook the short-term intervention of strengthening private operators (Aquanet/FEPEAR): 28 local trainers were capacitated to train private operators who manage water supply systems in Rwanda. This was built on WASH project interventions in which we supported WASAC with trainings to their constructed water supply works, which supply water to 400,000 people in Musanze, Rubavu, Nyabihu and Burera.

The outlook for WASH is promising with growing opportunities in the nexus of WASH and IWRM, and WASH and nutrition.
Renewable Energy

The OYE project reached 643 youths in 2014.
Umumrarungu Laetitia is a 22-year-old, like many you might meet in Tumba sector of Rulindo District. Although she could not attend school beyond her final year of secondary school, she wanted to achieve something in life and is now the president of a cooperative in her district. COPECU cooperative, she tells us, was born out of a desire for youth to support themselves financially and create wealth. In December 2013, that opportunity finally came thanks to the new Opportunities for Youth Employment (OYE) project implemented by SNV in partnership with Rulindo District and MasterCard Foundation (MCF).

Laetitia and her group are specialising in the production of improved cook-stoves, (ICS) popularly known as Canarumwe stoves. Three days a week, they mould the stoves from clay, dry them and fire them in a kiln before they sell them. The value they add to the stove is that, unlike traditional three-stone fireplaces, it requires only one piece of firewood to cook a meal.

At first, Laetitia and the other girls who grew up fetching firewood were sceptical about the added value of the new the stove, but the project enabled them to understand and appreciate its efficiency: “Now we are making lives easier for our mothers and making some money,” she says. “We recover our costs and then we divide the extra income among members”.

Laetitia has big dreams for the cooperative: We wish to have electricity so that we can work late. It would also be nice to have more moulds. We plan to expand the workshop SNV and the district helped us build so that we can bring more youth to make Canamake liners (for Charcoal stoves) and ceramic products.

The cooperative consists of 18 girls and two boys, and three adults who sometimes help out. Laetitia serves as one of the two presidents as well as secretary.

The cooperative is an important part of the Improved Cook Stoves (ICS) supply chain. So far, the cooperative has sold 3,000 stoves, some to neighbouring villages and some more to corporate entities like SORWATHE, a tea milling factory that placed a bulk order for their workers. Each stove retails at € 2.90, a cost that includes installation in the kitchen. The cooperative’s 2014 business model has doubled their 2013 sales and market penetration.

Laetitia’s cooperative is one of the ICS production units that were jointly supported by the SNV OYE project and the National ICS Program in rural areas of Rwanda (which is also supported by SNV Rwanda).

In line with the programme objectives to increase demand for Canarumwe, COPECU ensures that a stall is set up on market days to sell the stoves and demonstrate their use to marketgoers.

Besides its core function of stove production, the cooperative also has specialist teams for installation and mobilisation, which contributes to the success of its market driven approach.
2014 Renewable Energy News

Thanks to the focus, determination and achievements of cooperatives such as COPECU, quality implementation was the most notable achievement in RE. All projects delivered 2014 targets and some exceeded them. Our activities and achievements have strongly consolidated SNV’s presence in the RE sector and laid the foundation for further growth and development in Rwanda. Technical and project management capabilities were proven and alliances established. Two additional projects, IRES and AWAC-Hydro, also commenced in the first quarter of 2014.

Opportunities for Youth Employment (OYE) Project – (Funded by MasterCard Foundation)

The OYE project, which has lagged behind in previous years, reached 643 youths in 2014, comfortably surpassing targets. The youths were trained in life-skills, technical and business skills, and 132 of them are now effectively employed (70 in biogas and 62 in ICS).

Integrated Renewable Energy Service (IRES) Project – (Funded by DGIS)

The IRES project, launched in 2014, aims to improve access to solar photovoltaic (PV) systems in rural areas. We create awareness of renewable energy in rural populations, and identify actors who can partner with solar companies to overcome last mile distribution challenges and provide clean, affordable energy solutions to those populations. The project has supported 700 households to access PV lamps and forged important alliances with private companies and cooperatives. Workshops and meetings were held with the private solar association and individual companies to create awareness, obtain buy-in, and solicit participation in the project. Implementation strategies have been set up with solar companies, including

“It was my first job, but I am now used to keeping records in the ledger books. If I wasn’t here, I would be at home, doing chores. But OYE has helped me become a boss and I am thankful for the opportunity.”

Umumararungu Laetitia, President & Secretary COPECU Cooperative
linking with the OYE project to employ youth as sales agents in rural areas. IRES has demonstrated that, besides the usual donor- or government-funded project/programme model, private sector support and business models are vital to achieving last mile distribution and participation of rural communities. Achievements include the development of inclusive business initiatives, awareness creation within local cooperatives, introduction of micro-finance mechanisms with Atlantis MFI, stakeholder meetings (solar sector association), and the implementation of the Market Intelligence study. Although the project had a late start in 2014, it is expected that the speed of implementation will increase exponentially during 2015.

**ICS Project: Market based for sustainable access to cooking solutions (Funded by the World Bank)**

An ICS dissemination approach was successfully implemented. Stove production cooperatives have increased their production tremendously (from 13,651 stoves in January 2014 to 37,650 stoves in August 2014).

The completed ICS project exceeded its target (38%) by installing 24,769 Canarumwe stoves in 10 districts, contributing to 43% of ICS installed in Rwanda during the year. Looking back, the success of the ICS can be attributed to the establishment of a market-based last mile distribution chain for the “Canarumwe” stoves where all actors were empowered to participate and profit from their participation. The project supported 12 production cooperatives; the establishment of 64 retailing cooperatives; and the training of six private retailers, 176 mobilizers and 367 installers in installation, kitchen management practices, and smoke reduction.

**AWAC Pico-Hydro project**

This pilot project that started in January 2014 has created great expectations within its partners and the national government as the objective is to develop the capacities of selected entrepreneurs and consolidate the pico-hydro sector with local turbine manufacturing. Both of which are recognised problems in the further development of off-grid solutions. The first technical training was carried out. Participants were trained in all aspects of pico-hydro installation, starting from practical exercises on river flow measurement, topography, site preparation and so on. Technicians were advised on how to revive their private pico-hydro project developers association and draft a constitution, which led to increased motivation. The project achieved 25% of targets and will continue the in-depth training that will enable local turbine manufacturing and the registration of a consolidated private entrepreneurs association, both of which will boost the pico-hydro power generation sector in the country.
### Partnerships

#### Ministries

1. Ministry of Agriculture (MINAGRI)
2. Ministry of Commerce & Industry (MINICOM)
3. Ministry of Education (MINEDUC)
4. Ministry of Health (MoH)
5. Ministry of Infrastructure (MININFRA)
6. Ministry of Local Government (MINALOC)
7. Ministry of Natural Resources (MINIRENA)
8. Ministry of Youth and ICT (MYICT)

#### Others

1. Agri-ProFocus
2. Aquavirunga
3. Agence Wallone de l’Air et du Climat (AWAC)
4. Embassy of the Kingdom of the Netherlands (EKN)
5. Rwanda Energy Group (REG)
6. Energy Development Corporation Limited (EDCL)
7. Water and Sanitation Corporation Ltd (WASAC)
8. Forum des Exploitants Privés Eau et Assainissement au Rwanda (FEPEAR)
9. Help a Child (HaC)
10. IFAD/PRICE
11. Integrated Polytechnic Regional Centre (IPRC)
12. Interchurch Organisation for Development Co-operation (ICCO)
13. International Fund for Agricultural Development (IFAD)
14. MasterCard Foundation (MCF)
15. National Agriculture Export Board (NAEB)
16. National Domestic Biogas Programme (NDBP)
17. Rwanda Agriculture Board (RAB)
18. Rwanda Association of Local Government Authorities (RALGA)
19. Rwanda Business of Standards (RBS)
20. Rwanda Cooperative Agency (RCA)
21. Rwanda Development Bank (BRD)
22. Rwanda Development Board (RDB)
23. Rwanda Governance Board (RGB)
24. Rwanda Natural Resources Authority (RNRA)
25. TERRAFINA Microfinance
27. World Bank

#### Local Capacity Builders

**In Agriculture:**

1. Inades Formation
2. Rwanda Small Holder Specialty Coffee Company (RWASHOSCCO)
3. UGAMA CSC
4. Coffee Cooperatives and Cooperative Unions

**In Renewable Energy:**

1. INDIGO
2. African Evangelistic Enterprise (AEE)
3. BILLEM INNOVATIONS
4. ERAGIC
5. ONE LIGHT
6. GLES
7. NOTS
8. AVVAIS

**In WASH**

1. Capacity Development Advisors Ltd (CADEA)
2. Restore Management
3. Les Compagnons Fontainiers du Rwanda (COFORWA)
4. Rwanda Environment Care (REC)
A Plan of Action for 2015

To be at the forefront of the development arena, SNV like other institutions in a dynamic international environment, will have to continually reinvent itself. To offer the best possible services to our clients we have to be willing to change and adapt to new ways of doing business.

In 2015, in all sectors, there will be a keen emphasis on active research to develop knowledge products that provide a better understanding of the needs of clients/end-users, and the impact of the results. These knowledge products will provide valuable inputs in agenda setting and policy discussions, and will help strengthen SNV’s position with customers.

In 2014 we set out to obtain 80% of our programme funding from diversified sources. We fell short of that only by 10% and in 2015 we will continue to strive to make SNV a sustainable viable entity.

We have consolidated our sector-led approach with key long-term and strategic medium-term projects to implement in 2015. Food security and nutrition remain key issues in Rwanda and linkages between agriculture, climate change and clean energy are high on the agenda of development partners. In line with this, we will pilot a solar powered milk-chilling innovation and other relevant activities.

In Renewable Energy we will explore funding opportunities for access to electricity, especially opportunities for off-grid solutions and stand-alone solar systems through the private sector. In WASH we expect to play a more significant coordinating role at the national level and to forge relationships with relevant government authorities to link WASH to IWRM.

Ultimately we aim to reach 700,000 end-users. To achieve that, 2015 will see us working with higher level clients i.e. not just cooperatives but processors and exporters. We believe this will help us to improve the reach and efficiency of our interventions.

“...in 2015, in all sectors, there will be a keen emphasis on active research to develop knowledge products that provide a better understanding of the needs of clients/end-users, and the impact of the results.”
Publications

Articles, End-user Stories, and Case studies

- Organic Fertiliser Links Wash To Agriculture
- Youth Unearth Success In Renewable Energy
- World Toilet Day: Why we can’t wait!
- The least that you can do to contribute to a better world
- Making headway on projects in Rwanda
- WASH goes mobile
- Stepping up to spit out potato taste
- SNV Rwanda takes part in NINGO Expo
- Re-engineering milk buckets that capture better returns for African farmers
- Towards the implementation of Rwanda’s Water Resources Management Strategy
- Establishing a “last mile” retail system for CANARUMWE
- Organic fertiliser links WASH to Agriculture
- Brazil drought drives up coffee prices: will Rwanda benefit?
- Dairy proves that age is nothing but a number
- Giving coffee farmers a smart voice
- Great Things Abuzz In Nyamasheke
- Gicumbi Apiarists Marching On Against Odds
- Commanding Respect In A Man’s Turf
- Coko Tasting The Aroma Of Success
- Striving For Self-Sufficiency
- Gold Is In The Eye Of The Beholder
- Water Is Everyone’s Business In Musanze
- Nyabihu Schools Step Up Wash Charter
- Churning Premium Coffee For Export
- Rubavu Centre Adds Lustre To Dairy Farming
- Bugesera Gets Facelift From Biogas
- Ecosan In Rwanda: A Baseline Study To Identify Challenges And Opportunities
- Assessment and improvement of performance of Water Service Providers for private operators in four districts in the Volcanic region
- SNV Rwanda Brochure
- Rwanda Improved Cook Stoves Program, A Market Based Solutions to Eliminate Energy Poverty
- Turnaround Project In Coffee Cooperatives: Training Manuals In Governance, Accountability And Marketing
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Our 2014 results were achieved with a total of 7,138 Advisory Days (from 5,795 in 2013).

In 2014, the programme was implemented with a total budget of EUR 2,313,123 including 1,383,549 of external funding.

In 2014, the programme was implemented with a total budget of EUR 2,313,123 including 1,383,549 of external funding.

Our main funder is the Dutch Ministry of Foreign Affairs. In 2014, we also received funds from IFAD, MasterCard Foundation, UNICEF, World Bank EWSA, HAC, TERRAFINA, AWAC, BMGF, NUFFIC and AQUANET.
In 2014 our Portfolio grew by an additional five new projects and we positively impacted the lives of over 500,000 people.