

Annual Report 2016



Agriculture



Renewable
Energy



Water, Sanitation
& Hygiene

SNV
Rwanda



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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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From the Country Director

Dear development partners, it gives me great pleasure to present the SNV Rwanda Annual Report for 2016. We owe all the achievements outlined in this publication to the trust our partners have accorded us; and my staff and I are grateful.

I must attest that 2016 was a positive year for SNV in all aspects. Our portfolio grew significantly with the addition of a new USAID WASH programme valued at USD11.4 million. We successfully implemented 9 projects in Agriculture, WASH and Renewable Energy – thus improving quality of life in the areas of food security, sanitation and energy for nearly 746,000 Rwandans.

Our involvement in the Agriculture sector has resulted in significantly increased yields and income for farmers. We worked with coffee farmers to transform non-profitable coffee washing stations (CWS) into profitable ventures with stable membership and supported the setup of new coffee cooperatives. We started food security programmes and expanded our scope to the new value chains.

The year 2016 was marked by a notable growth in our work in the WASH sector, through new projects, the newest being Isuku Iwacu, a USAID-funded program that fulfills the sanitation needs by linking households to service providers of household sanitation products, in addition to *Gikuriro*, another USAID-funded program that focuses on creating demand for better household sanitation through behaviour change communication with an aim to curb the effects of poor hygiene on nutritional status in households. We also scaled up our work in water resource management within the Water4Growth program framework.

In the Renewable Energy sector, we successfully closed phase one of the RET4Nutrition - a project that through the last-mile distribution approach proved that introducing renewable energies for lighting and cooking in households greatly affects the quality of nutrition.

The MCF funded Opportunities for Youth Employment Program streamlined the linkages of youth to private sector following a mid-term review. The AWAC funded Pico-Hydro Project shifted focus on turbine manufacture and renovation of pico-hydropower sites.

During the year, we grew our partnership portfolio with international development partners to include USAID, the Food and Agriculture Organisation of the UN (FAO), alongside our ongoing partnership with the MasterCard Foundation (MCF), Ministry of Foreign Affairs of the Netherlands (DGIS) and the Embassy of the Kingdom of the Netherlands (EKN).

We will 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 (RWFA, REMA), Youth and ICT, and Education (WDA). In 2017 we expect to grow this partner base further in order to reach more people.



The achievements I have mentioned would not have been possible without your unwavering dedication and support throughout 2016.

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 remains clear: scaling up our interventions in order to lift more Rwandans out of poverty. Enjoy your read!

Phomolo Maphosa
Country Director
SNV Rwanda



About SNV



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 36 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 Sustainable Development Goals (SDGs). 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 61 staff and local organisations in 26 districts.

Introduction

The year 2016 found SNV Rwanda transitioning towards a value-driven organisation that delivers high quality results at a competitive cost and is fully funded from the market. 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, especially targets this important segment of the population.

In agriculture, we link Coffee farmers to export markets for their green coffee. This has motivated farmers to increase productivity and boost their incomes. Our commitment in this sector has led to a tremendous growth in the Coffee Value Chain.

Our WASH Sector firmed up its footprint with three programs: Integrated Water Resource Management (Water4Growth), the newly launched Integrated Nutrition and WASH Project (Gikuriro) and Isuku Iwacu.

In the Renewable Energy Sector we successfully implemented the EKN-funded Integrated Renewable Energy Service project and posted positive mid-term reviews for the MasterCard Foundation Opportunities for Youth Employment project.

Overall we were able to achieve most targets within budget. Our work had a positive impact on the lives of 780,000 people compared to 529,994 people in 2015.

This report presents to you the year's highlights, beneficiary success stories from Agriculture, Renewable Energy and WASH, and an in-depth look at 2016 activities within each sector.



Highlights

In 2016 our portfolio included nine projects namely; Voice4Change Programme in food and nutrition security, Coffee Turnaround II, Nuffic-SEAD, Gikuriro, Water4Growth, Isuku Iwacu, OYE, RET4Nutrition and AWAC Pico-Hydro Project.



Agriculture Sector highlights

Coffee

- The second phase of the turnaround programme (TAP II) in coffee cooperatives improved business management capacities of 25 existing coffee cooperatives;
- The 25 existing cooperatives increased their membership from 4,785 to 5,496;
- Cherry production rose from 4,981,986kg to 6,690,367Kg with 11% increase in farmer incomes;
- 20 new cooperatives were supported to organise, build governance systems and proceed towards legal registration;
- 11,385 coffee farmers benefited from the TAP II programme;
- 3,000Tons of cherries was processed in CWS producing 596 Tons parchment equivalent to 480T of green coffee, boosting profitability by 10.9%.

Voice for Change Programme

- Inception phase finalised in October 2016;
- Partnership agreements have been signed with 5 CSOs and 1 CSO Alliance;
- Draft Work plan for 2017 developed and baseline studies and planned coaching/mentoring of partners CSOs underway;
- 7 Round table discussions with stakeholders around food and nutrition security held in 2016 two at national level and five in the provinces;
- 2 Capacity development workshops held with partner CSOs.

Nuffic-SEAD

- Activities focused on inception with the plan to start programme implementation in 2017.

WASH sector highlights

Gikuriro: Integrated Nutrition and WASH

- Engaged 7 local implementing partners for program implementation at district level;
- Conducted strategic surveys: Baseline study, Sanitation and Household Water treatment and Safe Storage (HWTS) supply chain and market analysis;
- Commenced capacity building; district staff trained in CBEHPP Knowledge Skills Practice and Incentive (KSPI) assessment, training of trainers in CBEHPP and Monitoring, Evaluation, Accountability and Learning (MEAL) system;
- Organised 7 Learning events (1 event per district) to collect lessons learned from past experiences with Community-Based Environmental Health Promotion Program (CBEHPP) approach;
- Developed concept on mobile reporting ready for rollout in FY 17.

Isuku Iwacu: Rwandan Rural Sanitation Activity

- The program will follow up on the WASH demand creation activities of **Gikuriro** and develop the Rwandan sanitation market.
- Stakeholder consultation meetings held with USAID, WASAC, MININFRA, MoH and Gikuriro.
- Implementation set to start 2017.
- 500,000 Rwandans in eight districts will gain access to improved latrines and handwashing stations
- 1,000,000 residents of target districts set to live in open-defecation free environments

Water for Growth: IWRM

- Catchment plans version 1 ready for the 4 demonstration catchments;
- IWRM basket fund installed;
- District staff of all 4 demo catchments and central staff RWFA trained on IWRM;
- Soil conservation by terracing and afforestation in 20 ha Sebeya and Upper Nyabarongo catchment.



Renewable Energy Sector highlights

OYE Project

- Signed on more solar companies to provide employment opportunities for youth;
- Supported REG and the Biogas decentralization Program by developing the skills of at least two biogas technicians in each sector of Rwanda, thus strengthening the supply side and improved service delivery;
- Facilitated establishment of 18 District youth-led biogas cooperatives which contribute to districts targets with regard to the number of households accessing biogas technology;
- OYE Youth have started establishing youth-led enterprises and are providing employment;
- Linked youth-led biogas cooperatives to receive orders from their respective districts or sub-contracts by biogas companies; biogas digesters constructed in Musanze District (35) and Gisagara District (over 50 digesters), Ngororero (45 digesters) and Kirehe (65).

RET4Nutrition

- Supported last mile distribution of renewable energy technologies (RET) to the bottom of the pyramid;
- Provided capacity development and strategic technical assistance to the private companies and local leaders of Muhanga, Karongi and Nyaruguru districts hence taking knowledge to practice at scale;
- Conducted KAP survey aimed at exploring the success of the RET4Nutrition interventions in producing significant changes in livelihoods of targeted beneficiaries, through promotion of RETs especially Improved Cook Stoves (ICS) and Solar lamps;
- Created evidence that the linkages, strengthening and advocacy of the private sector is crucial in reaching integrated goals;
- Established that 67.1% of women who own ICS have reduced time allocated to cooking - spending about 48 - 65 minutes less per day on cooking compared to those who uses other stoves and the time saved is used to run income generating activities that increase income to households.

AWAC Pico-hydro project

- Provided technical training to 11 local entrepreneurs in manufacturing pico-hydropower turbines;
- The Mukungu site (on Gatare stream), located in Mutuntu Sector (Karongi District) will be rehabilitated in the course of December 2016, as a next step to the turbine manufacturing training;
- The site will provide access to electricity to around 300 households, 1 school, 1 Parish and sector offices;
- Capacitated local workshop ABEM to produce pico-hydro turbines, which will enable local production for any future project.



OYE PROJECT



Solar lady turning a pretty penny

The third born in a family of seven children, 26-year old Rosalie Mukashima completed her Sixth Form in vocational training in 2014 at a technical training institute in Kigali. She always dreamt of working in the field of electronics so when she saw an advertisement for interested youth to apply for admission into the Mobisol Academy in 2015, she had to apply.

Following an admission interview joined other youth to be trained in solar systems installation. OYE training was offered during the theoretical training at the academy. She reports that they were trained in customer care, (how to train customers to use the system properly) and how to conduct after-sales follow-up. After the theoretical training, Rosalie was sent for internship and thereafter she began her work as the Mobisol technician, in charge of the Southern Province.

The OYE business and life skills training that she received at the Mobisol Academy has enabled her to save part of her income and invest it in other profitable ventures. She has saved 700,000RwF so far (almost 1,000USD), and has purchased a piece of land for 300,000RwF (400USD). She has invested in a chicken project in her home district of Ruhango which provides employment for a young man. She is also paying school fees for her younger siblings with part of her income.

Rosalie has installed over 100 solar systems since she became a technician. Depending on the number of lights in the system, she is paid a commission of between 10,000 and 22,250RwF (30USD) per system installed. She says she can install up to five systems per day. Rosalie aspires to open an electronics shop in her home district as an alternative business.



Rosalie Mukashima, 26

She also plans to acquire more land for speculation. Once her siblings finish school, she hopes to build her own house.

Entrepreneur driven to excel

OYE Rwanda aims to create opportunities for employment for 4,000 out-of-school youth over a period of five years. Out of these, the project aims to empower 70 youth to start youth-led enterprises (YLEs). One of the thriving enterprises is in the biogas sub-sector situated in Bugesera and is led by Vedaste Harangirimana.

26-year-old Vedaste completed secondary school in 2013. He is the first son in a family of eight children. Since his father passed away just as he was completing his vocational training, the responsibility of breadwinner fell on his shoulders. When he completed his vocational training, Vedaste took up temporary jobs assisting other masons in Bugesera district.

“When my dad died, I had to support my mum”, Vedaste explained. In 2014, Vedaste was selected by the Ririma Sector authorities to join the OYE Project’s biogas sub-sector. After going through a class in basic business and life skills he received technical training in fixed dome, fibreglass and canvas digesters construction.

Starting point

Vedaste went on to work as a biogas technician for different firms, building 21 digesters and earning 50,000RwF (65USD) per digester.

As the sole breadwinner in his family, Vedaste was using all his income for family support. Life was not easy but he was determined to make something out of it. Things took a turn in mid-2015 when he was invited to join other OYE trainees for advanced business training in Musanze district. The training focused on registering new businesses with access to credit.

“I learnt to spot opportunities and gained skills in Biogas. Now I own a biogas company and I have contracts at district level.”



“That was the starting point in my journey as an entrepreneur, my shovel became my redemption. I was on fire!” he narrates.

Vedaste Harangirimana, right, places a stone in the foundation of a biogas digester. He considers his shovel his salvation. On the left is Jean Pierre Uwitije a fellow biogas technician from the cooperative who works with him.



Back home, Vedaste decided to test the market potential for a biogas enterprise. He went door-to-door, marketing the biogas digester concept to farmers who had cattle. Six farmers signed up for biogas digesters and he was in business.

He officially registered his own company known as BUSOBICO Ltd (Bugesera Solutions Biogas Company) and was licensed by Bugesera District to start building the six digesters. The project required 2,600,000 RwF (\$3,330) to purchase materials. He approached his mother to help him borrow 1.8million RwF (\$2300) from a Sacco where she was a member.

A neighbour gave his land title as collateral.

“I promised to repay the loan in a year”, Vedaste recalls. With the help of three other OYE trainees, Vedaste built the six digesters in three weeks. Following successful quality inspection by the District Inspector, he received 2,180,000 RwF (2,800USD). With the payment, Vedaste paid off his loan nine months early and made 300,000 RwF (380USD) as profit. He never looked back.

Vedaste now mentors fellow OYE youth working under biogas cooperatives. “I consider it a partnership to grow the cooperative since they are still new. I hire some of the members from time to time”, he added.

He aspires to diversify into plumbing and cleaning services. He is still using his income for the education of his younger siblings while supporting his mother to farm.

RET4Nutrition



Switching to modern cookstoves as one

One cooperative in Mushishiro sector of Muhanga district is fully sold to renewable energy technologies. The awakening came through their president Epiphania Mukarubariza. She may only be five feet tall, but she is an authority over 19 women and two men who are members of Ubumwe Mushishiro Cooperative Society.

The cooperative started in 2010, conceived by women who wanted to grow and sell their maize together. The group owns 2 ha of land on which they produce cocoyam, sweet potatoes, maize and cassava. Their biggest customers are schools in Mushishiro Sector.

"We encourage people to join and take advantage of the collective marketing. Being a group increases our chances of getting funds for any venture we embark on together," Epiphania explained, adding that the purchase of Improved Cook-stoves is one such fringe benefit. "I cannot tell you how much SNV has helped us; even the poorest member has a stove!"

Epiphania lights up when she remembers how she came across the revolutionary cook-stoves that have transformed lives in the households of her members.

"I was invited to a workshop where SNV was informing us about nutrition and improved cook stoves. We saw some modern stoves that were new to us. I came back and told my members what I had learnt. We decided to take a loan from the District Sacco to enable members to buy the stoves.



As we waited for the loan, we attended an exhibition in Muhanga where a number of companies were promoting improved cook stoves. I was so impressed that I placed an order for 21 stoves. Companies who were in the SNV supported exhibition, later delivered them to our village, and all the extra stoves were sold to other villagers," Epiphania narrated.

She remembers how she came across the revolutionary cook-stoves that have transformed lives in the households of her members.



Esperance, Thancien, Esperance and Epiphania, right, pose for a photo at Epiphania's home in Mushishiro sector, Muhanga district. these women are part of Ubumwe cooperative, a group of maize farmers who have discovered the benefits of cooking using Save80 cooksoves.

Mobilisation campaigns

Epiphania and her Coop members realise that renewable energy can only create impact if users experience the technology. They have therefore begun mobilisation campaigns in Mushishiro, during times when they are not working on the farm. The Cooperative members gather together residents of various Cells in Mushishiro for diet clinics where they demonstrate the efficacy of the stoves. Through these clinics, they have been able to convince residents to eat balanced diet and put aside money to invest in stoves.

COFFEE TURNAROUND PROJECT



Farmers increase coffee production with SNV support



Abakangukiyekawa cooperative in Ngoma District, Rwanda's Eastern province almost shut down in 2013. Riddled with a bank loan and producing too little coffee to finance its debt, the governing committee was stranded. That was until the turnaround program in coffee cooperatives (TAP II) came along.

After three years of support and steady growth, the cooperative is sad to see TAP go. In 2014 SNV launched the first phase of the Turnaround Program in coffee (TAP I) and the cooperative was among the 25 existing cooperatives selected to benefit.

The program would support *Abakangukiyekawa*, whose name translates to 'awakened to coffee' until 2016 at the close of TAP II.

"SNV came at just the right time. By then we had no way of paying the loan we had taken from *Banque Populaire du Rwanda* to build our coffee washing station. They taught us to run our cooperative as a business and to be financially accountable to members. You could say they introduced democracy in our cooperative," the cooperative president, Ferdinand Ahobamuteze said at an interview.

By 2016, the cooperative was on track to finish paying off the loan in a year. When SNV took them under its wing, the cooperative had 226 members but they have since received 371 more members and are still vetting applications for membership.

"Members have regained confidence in the vision of the cooperative and are willing to even forego their dividends to ensure we stay afloat and return to profitability," the president said, adding that the 597 members have often chipped in to buy parts for the CWS machines when the cooperative did not have money.

With the support of SNV, the cooperative has opened books of account, producing financial reports and filing all cooperative's documents. The cooperative leaders are transparent and accountable to members.

With the increased membership, the cooperative also saw a rise in productivity. The cooperative recorded 726.5 tons of coffee cherries in 2016, triple the 295 tons harvested the year before. The profit went to servicing the loan and buying health insurance for members as well as advancing micro-credits to members.

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"This year we were able to pay 10 francs more per kilo of cherries delivered. We have even paid loyalty bonuses to farmers who delivered their cherries on time and to only our CWS. Those whose cherries were of superior quality also received a bonus of up to 100,000Rwf," the president said with pride adding that their coffee scored 87% in the 2016 Cup of Excellence contest.

According to Mr Ahobamuteze, SNV was responsible for the cooperative's initiative to begin roasting and packaging coffee for sale, a project that he says already shows promise. The project linked cooperatives with buyers in the export market and lenders who offer lower interest rates.

"With SNV's support, we are at a much better position than we were before, and for that we are grateful," the coop president said in conclusion.

The Turnaround Program in Coffee Cooperatives phase 2 (TAP II) was a one-year project implemented in 2016 by SNV Rwanda. It was funded by NAEB through the Project for Rural Incomes through Exports (PRICE) with a grant received from IFAD.



VOICE4CHANGE PARTNERSHIP

Putting heads together for better nutrition outcomes



CSOs, guests and private sector players pose for a photo after the roundtable discussion on food fortification. The Voice4Change program aims to make fortification a norm in Rwanda through advocacy

There are few opportunities where a permanent Secretary, UNICEF nutrition specialist, private sector players, members of the academia and civil society organisations sit in the same room, let alone the same table.

SNV and the Voice for Change Partners brought together diverse stakeholders to discuss food fortification as a strategy to combat stunting.

During heated discussion around the cost of fortification, it emerged that cost of mineral supplements and insufficient grain production was usurping the efforts of companies like SOSOMA and Africa Improved Foods to produce affordable fortified foods.

Dr. Hilda Vasanthakaalam, from the University of Rwanda encouraged the private sector players to count both hidden and visible costs, saying that



A woman shows off her harvest from her kitchen garden. Supplementing diet with vegetables is one way to ensure that households eat balanced diet

"The government is supportive of civil society initiatives and fully encourages the private sector to invest more in cost-effective fortification. We have several policies governing poverty eradication and have gained ground" he told the participants.

45% of all child deaths are a result of malnutrition which results from deficiencies in micro-nutrients.

She argued that food fortified with micronutrients improves quality of the diet, which contributes to brain development, yields a more productive workforce and by extension a healthier national economy.

"Families that access fortified foods have improved maternal and child health and this reduces unnecessary expenditures on healthcare, saving the government money," the professor said.

Jean Louis Uwimana, the Permanent Secretary for the Trade, Industry and East African Affairs ministry -who was the chief guest at the round-table event, concurred with other speakers and pledged government support towards making fortification the norm in Rwanda.

SNV Rwanda Country director Phomolo Maphosa outlined SNV's role as collaborator in ending malnutrition in Rwanda.

"We are working with the Rwandan government to address the issue of malnutrition and we are looking at the role of the private sector in using fortified foods to combat the problem. And in this case we are looking at how partners can help address the diverse issues related to the problem," she said.

The Voice for Change Partnership is a five year 2016-2020 multi-country and multi-sector evidence based advocacy program funded by the Dutch Ministry of Foreign Affairs (DGIS) and implemented in six countries - Rwanda, Kenya, Burkina Faso, Ghana, Honduras and Indonesia. In Rwanda the program is implemented under the leadership of SNV in conjunction with IFPRI together with five CSOs (ADECOR, RDO, IMBARAGA, CARITAS, DUHAMIC ADRI and SUN Alliance Rwanda.

Water for Growth



SNV backs Rwanda's Integrated Water Resources Management



Mapping Interventions with RWFA officials and catchment teams

Over the past years, the Government of Rwanda has prioritised the Integrated Water Resources Management (IWRM) approach as the best way to ensure equitable, efficient and sustainable use of the country's water resources.

With a population of over 12.6 million people spread over 26,338 sq Km, Rwanda remains Africa's most densely populated country.

Rain-fed agriculture is the mainstay of the Rwandan economy, representing 34% of Rwanda's GDP (2014) and employing 90% of its inhabitants (both directly and indirectly).

In a situation where population growth and increasing urbanisation are expected to push demand for natural resources beyond 50% by 2040, and over 80% in specific catchments, there is a risk of severe water stress.

It is against this background that the Government of Rwanda signed a Memorandum of Understanding with the Embassy of the Kingdom of the Netherlands in Kigali to put in place a platform that will promote improved management of Rwanda's water resources.

The Water for Growth Rwanda programme was set up under the Ministry of Natural Resources and it is led by the Rwanda Water and Forestry Authority (RWFA) through the Integrated Water Management Department, with the support of the Dutch-funded IWRM Programme Rwanda.

SNV Rwanda is one of the three implementing partners of this programme alongside SHER and Mott MacDonald (leading partner).

To demonstrate the value of the IWRM approach across a range of geographic and socio-economic contexts, Water for Growth Rwanda is working in four demonstration catchments to pilot governance frameworks and develop land and water management solutions tailored to their specific contexts.

Since its establishment in May 2015, Water for Growth Rwanda has mapped IWRM issues at baseline level including existing interventions, developed catchment plans version One which have successfully been aligned to the District Development Plans (DDPs) and initiated studies and surveys to inform future interventions. Catchment Task Force committees were also established, trained and are now fully operational.



GIKURIRO

Gikuriro wins leaders' pledge to back sanitation

Gikuriro has recorded an early milestone in the first year of implementation of the program – getting a nod from Vice Mayors.

The Netherlands Development Organization, SNV and Catholic Relief Services in 2015 were awarded the 5-year USAID-funded Integrated Nutrition and WASH Activity (INWA) project in Rwanda (December 2015 – November 2020). The project, later named Gikuriro, aims to improve the nutrition status of women of reproductive age and children under five years of age, with an emphasis on the 1,000-day window of opportunity from pregnancy until a child's second birthday.



In May, Rwanda's Prime Minister and the US Ambassador to Rwanda officially launched Gikuriro Program in a ceremony graced by state ministers, USAID officials and development partners.

The program hit the ground running to fulfill its mandate of supporting the GoR efforts to provide quality nutrition and WASH interventions in eight districts of the country; (Nyabihu, Ruhango, Nyanza, Kicukiro, Nyarugenge, Ngoma, Kayanza, Rwamagana).

SNV handles WASH activities in the partnership. "We endeavour to create demand and supply and to support the community to access water, sanitation and hygiene services", Pascal Gatete, the program manager said.

To achieve this goal, SNV embarked on helping the districts in Rwanda with the implementation of Community-Based Environmental Health Promotion Program (CBEHPP) rolled out by Ministry of Health since December 2009.

However, the project needed to first identify challenges, successes and innovations in CBEHPP. A one-day learning and sharing event organized at each district with district officials revealed that there was no real sense of ownership for the CBEHPP activities by any of the stakeholders despite the willingness to achieve hygiene and sanitation goals.

In August, the project organized a training of trainers in Muhanga district. The training targeted both district hospital and health center environmental Health Officers (EHOs), directors of district health units and sector in charge of social affairs (ASOC).

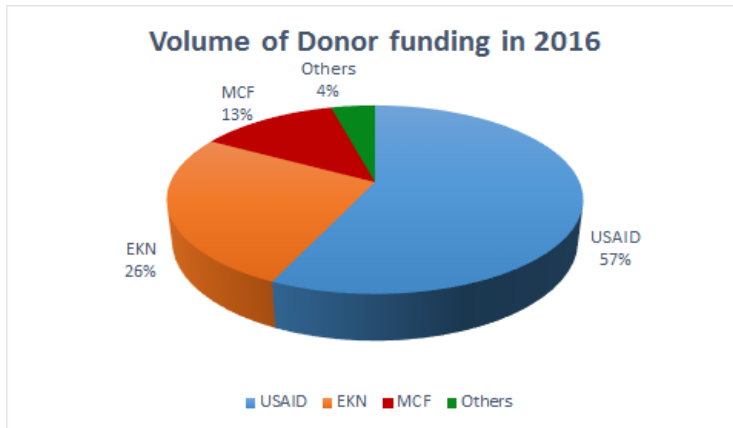
The objective of this training was to increase capacity of districts' and sectors' staff to lead and facilitate the implementation of CBEHPP in their respective districts.

The Vice Mayors appreciated Gikuriro's interventions and encouraged participants to learn from previous failures, challenges and successes and committed to own CBEHPP and improve hygiene and sanitation in their respective districts.

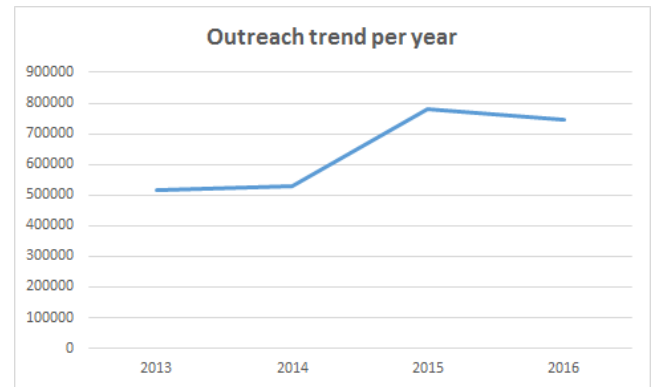


A tippy tap is placed outside a demonstration latrine during Umuganda meeting in Ngoma district. Gikuriro aims to increase awareness about and easing access to improved sanitation for residents of eight districts of Rwanda

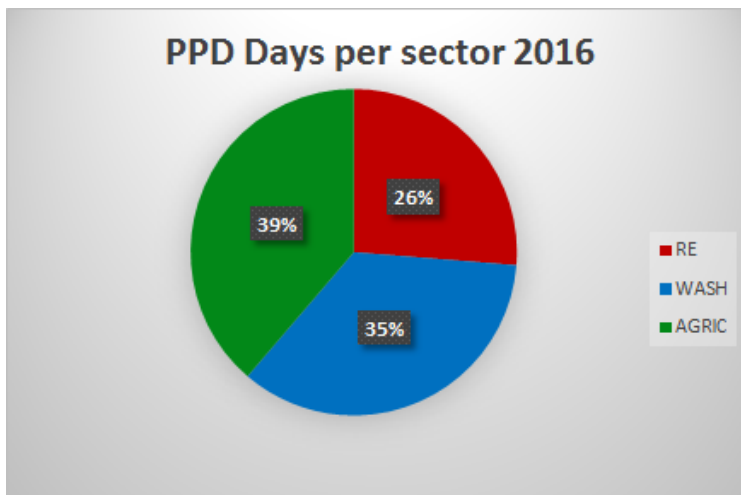
Financial report



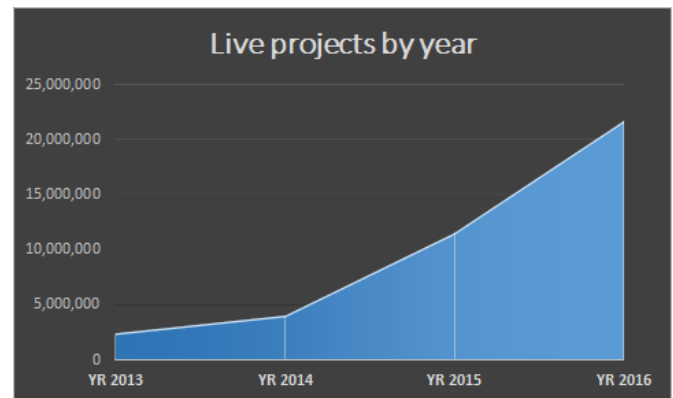
USAID is currently our biggest donor followed by DGIS/EKN. Others include FAO, IFAD and Agriterra



As our portfolio grows, our outreach has shown an upward trend since 2013



Agriculture accounts for most of our advisory work, while WASH runs a close second thanks to the two USAID-funded projects



In 2016 our order intake shot up, which shows donor confidence in SNV's innovative strategy that combines private sector engagement and nutrition with WASH

Priorities for 2017

In line with our future outlook our priorities for 2017 are:

1. Quality Implementation - time, scale and impact.
2. Scaling up - secure new projects in order to increase number of people whose lives are changed through SNV interventions
3. Human Resources- attracting and retaining qualified staff for our work.
4. Partnerships - continue to nurture and explore new partnerships with government, development partners and other organisations in the sector.
5. Results/ Impact - Remain a partner of choice with demonstrable impact in Rwanda.

Outlook for 2017-2018

In 2017 to 2018, our focus will be on the following;

1. Scaling up of work in Agriculture and expansion of SNV work in horticulture and potato value chain
2. More focus on urban WASH interventions
3. Climate change mitigation and adaptation in Agriculture and Energy
4. Intensifying efforts to integrate mobile phone technologies into our Planning, Monitoring and Evaluation.



SNV SMART
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