

SNV

Connecting People's Capacities

Sustainable Poverty Reduction *SNV Asia Regional Results and Strategies 2007-2010*



Netherlands

Development

Organisation

May 2008

ABOUT SNV

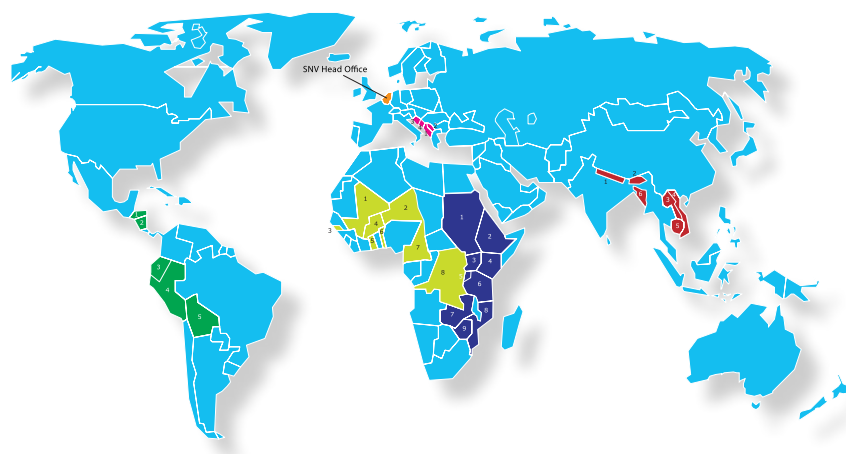
SNV Netherlands Development Organisation is a Netherlands based international NGO that delivers capacity development advisory services to over 2,000 clients in 32 countries in Africa, Asia, Latin America and the Balkans. In Asia, SNV provides capacity development services to government, non-government and private sector organisations in Nepal, Vietnam, Bhutan, Lao PDR, Cambodia and Bangladesh as well as to a number of regional organisations and networks. Our 140 advisers in Asia work with local capacity builders and local actors, primarily those who operate at national and meso levels, in strengthening their capacity to effectively realise poverty reduction and good governance. SNV aims to achieve development results in two areas:

(1) Reducing extreme poverty by increasing production, employment and equitable income opportunities via our work in three sectors:

- Smallholder Cash Crops,
- Pro-poor Sustainable Tourism, and
- Forest Products.

(2) Improving the access, coverage and quality of basic services via our work in two sectors:

- Water, Sanitation & Hygiene, and
- Renewable Energy.



Global Presence – Local Impact

Latin America	West and Central Africa	East and Southern Africa	Balkans	Asia
1 Honduras	1 Mali	1 Sudan	1 Albania	1 Nepal
2 Nicaragua	2 Niger	2 Ethiopia	2 Macedonia	2 Bhutan
3 Ecuador	3 Guinea Bissau	3 Uganda	3 Bosnia Herzegovina	3 Lao PDR
4 Peru	4 Burkina Faso	4 Kenya	4 Montenegro	4 Vietnam
5 Bolivia	5 Ghana	5 Rwanda		5 Cambodia
	6 Benin	6 Tanzania		6 Bangladesh
	7 Cameroon	7 Zambia		
	8 DR Congo	8 Mozambique		
		9 Zimbabwe		

Copyright 2008 © SNV Netherlands Development Organisation

Content, layout and editing: Que Nguyen
 Case descriptions supplied by: Sundar Bajgain, Marianne Meijboom, Anne-Maria Makela, Rik Delnoije, Helga Duhou, Nico Jansen, Wim van Nes
 Country results supplied by: Megan Ritchie, Araceli Lloret, Nicolette Matthijsen, Pieter de Baan/Nguyen Dao Tuyet Nga
 Financial statistics supplied by: Rajendra Shakya
 Photos: Virginie Noel and SNV advisers
 Editors: Davide Greene (Able Communication), Andy Wehkamp, Bill Tod
 Design: Luckhouse and Erik Nomden

We would also like to thank many others who contributed to this publication.

1. FOREWORD

Dear readers,



Despite impressive economic growth, Asia is still home to two thirds of the world's poor, with 631 million people living under \$1 per day. Although the region as a whole is likely to meet the Millenium Development Goal (MDG) of halving poverty by 2015, at current rates of progress there will still be 352 million people in poverty in 2015 (compared with 326 million in Sub-Saharan Africa). Natural resource depletion, unsustainable energy demands and air pollution threaten livelihoods and health. In 15 out of 21 countries in the region, inequality has risen over the last decade, between the richest and the poorest, urban and rural areas, majority and minority populations.

Everyday, 140 professional advisers from SNV Asia are working hard to address these challenges, to bring sustainable development impact on the ground. Two examples of such impact include:

- Our biogas and renewable energy activities are helping to address both the environmental and energy problems of Asia. In 2007 alone, over thirty four thousands additional households in Bangladesh, Nepal, Cambodia, Lao PDR and Vietnam got access to biogas and improved sanitation through programmes supported by SNV, bringing the total number of households in Asia to over 215,000. We are mobilising the carbon market for biogas plants, scaling up our contribution to poverty reduction and at the same time contributing to the mitigation of climate change.
- To address the problem of inequality, SNV has been actively involved in promoting gender and social inclusion. In Nepal, SNV supported the organisation of Madhesi Dalits, an ethnic minority in the Terai, to get citizenship for 53,000 excluded people. These citizenships are a basic condition for access to a number of basic services and to formal employment. Through capacity development of their organisations, SNV Nepal is also helping to empower other ethnic minorities such as Chepang and Janajatis, with a special focus on disadvantaged, mostly single women.

Since starting up in Nepal in 1980, SNV's presence has expanded to Bhutan (1988), Vietnam (1995), Laos (2003), Cambodia (2005), and Bangladesh (2005). Currently, our advisers are working hand-in-hand with 255 clients, 30% of whom are Local Capacity Building organisations, to strengthen their capacities for poverty reduction.

We invite you to read the following sections, where you will learn about SNV's development results, the ways we work, as well as our strategic directions for the 2007-2010 period.

During our journey to contribute to sustainable development, we are always searching for potential partners, to join hands in accelerating development impact in reducing poverty and improving governance in Asia. We look forward to collaborating with you!

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Andy Wehkamp'.

Andy Wehkamp
Regional Director – SNV Asia



CONTENTS

Page

1. FOREWORD

2. CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

6

- 2.1. Overall Goal 6
 - 2.2. The ways SNV works 6
 - 2.3. Clients and Partners 7
 - 2.4. Strategic Focus 8
-

3. MAKING A TANGIBLE IMPACT

8

- 3.1 SNV Bangladesh 9
 - 3.2 SNV Bhutan 10
 - A case from SNV Bhutan: Promoting sustainable management, marketing, product and business development of cane & bamboo in Bjoka, Zhemgang district* 11
 - 3.3 SNV Cambodia 12
 - A case from SNV Cambodia: Ensuring poor communities benefit from tourism development – the Mekong Discovery Trail, Cambodia* 13
 - 3.4 SNV Lao PDR 14
 - A case from SNV Lao PDR: Strengthening Clients' Capacity through Leadership Learning Programme* 15
 - 3.5 SNV Nepal 16
 - A case from SNV Nepal: Working with a local capacity building organisation to implement Codes of Conduct in orthodox tea, East Nepal* 17
 - 3.6 SNV Vietnam 18
 - A case from Vietnam: Using the value chain development approach to support Longan Producers with the assistance of extension service providers* 19
-

4. MAINTAINING OUR CONTRIBUTION TO DEVELOPMENT IMPACT

20

- 4.1. Renewable Energy 20
 - 4.2. Water, Sanitation and Hygiene 21
 - 4.3. Smallholder Cash Crops 21
 - 4.4. Pro-Poor Sustainable Tourism 22
 - 4.5. Forest Products 23
 - 4.6. Regional Coherence and Cross-Cutting Strategies 24
 - A regional case: Using the multi-stakeholder sector development approach to develop viable and market-oriented biogas sectors in Asia* 25
-

5. LOOKING FORWARD

26

6. FINANCES FOR SNV ASIA

27

2. CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

2.1. Overall Goal

SNV's overall strategic goal is "to support local actors to strengthen their performance to effectively realise poverty reduction and good governance".

We aim to:

Eliminate poverty through improving capacity: SNV believes that eliminating poverty requires more than economic or technical improvements. Eliminating poverty entails empowering the poor, improving governance, and increasing people's ability to provide for their own needs and make informed choices. As a result, SNV works to improve the capacities of individuals, organisations and societies to take action to solve their problems and to continue to do so in the future.

Enhance effectiveness through increasing local capacity: SNV has a deliberate policy to engage with local capacity builders¹ in all of our key activities to secure sustainable, locally owned and relevant impact that will lead to lasting poverty reduction. Local capacity builders increasingly provide advisory services to our clients. Often these capacity building services are linked to programme funding from third parties, to enhance the effectiveness of our interventions.

Achieve results through targeted strategies: Together with other development actors, we have been contributing to the achievement of impact targets set in MDG-based national poverty reduction strategies (MDG-localisation). Our development results are measured in two areas:

- Improving the access, coverage and quality of basic services; and
- Reducing extreme poverty by increasing production, employment and equitable income opportunities.

1. For SNV, a local capacity builder is a national (sometimes regional) organisation that provides a significant volume and quality of capacity development services to meso-level organisations. Such organisation can be from the public, civil society or private realm. Services can include a variety of roles and techniques, such as training, advice, organisational development, change trajectories, coaching, multi-actor processes, institutional and policy development work, knowledge brokering and learning programmes.

2.2. The ways SNV works



As an **advisory organisation**, SNV's role is to listen, challenge, support and facilitate the change and reform that local organisations are working towards. Implementation is in the hands of local actors. This SNV characteristic contributes to sustainable, nationally owned impact on development that will lead to lasting poverty reduction, and contributes as well towards achieving the MDGs.

SNV advisers comprise of both international and national staff in order to bring the best possible combination of skills and inputs to clients. A typical capacity development package negotiated between SNV and the client organisation consists of one or more of the following services: process facilitation; specialist sector-based advice; training and coaching; networking and linking; knowledge facilitation and development; advocacy and lobby support; and support in programme and financial management.

In addition to our **advisory services**, SNV also plays a role in **knowledge brokering, advocacy and improving local capacity development financing environments**:

- Through **knowledge development, brokering and networking**, SNV aims to ensure that local organisations and capacity builders are able to access and continuously renew knowledge on

technical and non-technical areas, change management and leadership.

- Through **advocacy**, SNV aims to bring to the attention of (inter)national actors the need for effective local capacity development and shared concerns of clients in specific sectors or regarding general development policies.
- Through the **local capacity development facility initiative**, SNV aims to improve the service environment (demand and supply) for local capacity development services in a way that empowers local actors and allows them to acquire tailor made services, geared towards their needs. This includes the creation of funding mechanisms from 2009 onward, with local and international actors, which will be self propelled, independent and locally owned.

2.3. Clients and Partners



Clients: SNV services are offered to local organisations who cannot afford such services in a commercial market. They include:

- **Government:** national and local government authorities;
- **Private sector:** local business development service providers, producer and business associations, small and medium enterprises, finance institutions;
- **Civil Society Organisations:** local not-for-profit organisations such as student unions, women unions, farmer groups etc.

SNV will continue to strengthen linkages between the macro (national/international) and micro level, as well as networking and

coordination with other organisations at sub national level. Local and national governments and government departments will continue to be the most important clients, but support to the private sector and civil society organisations will continue and increase.

SNV clients are selected based on leadership, impact potential, strategic importance, learning potential and willingness to achieve change.

Partners: SNV facilitates cross-sectoral, multi-level and multi-stakeholder partnerships. These partnerships help leverage our services in each sector. Examples include:

- The Embassy of the Kingdom of the Netherlands (EKN) and other interested organisations to support sector-wide programmes. Vietnam and Bangladesh are Netherlands partner countries with an EKN presence, with more than 50% sector overlap with SNV;
- UNDP for the support of MDG localisation;
- UN World Tourism Organisation and the ST-EP Foundation to promote tourism in the fight against poverty;
- Agriterra and AgriProfocus on "Partners in Support to Producers Organisations";
- WWF (World Wide Fund for Nature) on pro-poor environmental management; and
- World Business Council for Sustainable Development to promote inclusive business.

We also have strong regional partnerships with the Regional Community Training Centre for Asia and the Pacific (RECOFTC) and the International Centre for Integrated Mountain Development (ICIMOD).

2.4. Strategic Focus

Based on context analysis, stakeholder consultations, lessons learned and impact potential, SNV has selected to focus our activities in five sectors:



Strategic positioning

To improve access to basic services

Renewable Energy/Biogas
(Bangladesh, Cambodia, Lao PDR, Nepal, Vietnam)

Water, Sanitation and Hygiene
(Bhutan, Lao PDR, Nepal, Vietnam)

To increase production, employment and income

Smallholder Cash Crops: tea, spices, fruit and vegetables.
(Bhutan, Lao PDR, Nepal, Vietnam)

Pro-Poor Sustainable Tourism
(Bhutan, Cambodia, Lao PDR, Nepal, Vietnam)

Forest Products: bamboo, rattan, medicinal/aromatic plants
(Bhutan, Lao PDR, Nepal, Vietnam)

Innovation (new practices)

Renewable Energy: Cooking stoves and watermills

Smallholder Cash Crops: Bio fuels

3. MAKING A TANGIBLE IMPACT

For each assignment, SNV asks itself the following impact-focused questions, regarding whether our support is:

- **relevant** for the poor?
- **effective** for our clients? and
- **efficient** for our clients?

SNV's result management system regularly:

- **measures** SNV's outputs,
- **assesses** outcomes (client and sector level), and
- **monitors** impact on the poor (beneficiary level).

By doing so, SNV ensures the efficiency and effectiveness of its capacity development services, in contributing to poverty alleviation.

Sections 3.1 to 3.6 outline some key results from SNV Asia's contributions in the six countries where we operate.

"The strength of SNV is its consultation skills with local actors, which produces visible results on the ground."

Mr. Bengt van Loosdrecht, deputy head of mission in Vietnam, the Embassy of the Kingdom of the Netherlands.



3.1. SNV Bangladesh

SNV has been in Bangladesh since 2005 to support the development of the biogas sector of the country. Bangladesh has only 14% of its forest coverage left and 145 million people depend to a large extent on biomass for cooking their meals. To combat environmental problems, producing renewable energy is an important solution. In mid 2006, SNV helped start the National Domestic Biogas and Manure Programme (NDBMP) to improve access of poor rural households to clean cooking fuel, and to ensure a cleaner environment and proper utilisation of valuable bio-manure for crop production.

With SNV's assistance, the programme is expanding throughout the country and had constructed about 2,400 biogas plants by the end of December 2007.

On average, a biogas plant serving a household of 5 or 6 people generates the following, main benefits:

- Reduction of workload: 1.5 to 3 hours/day;
- Saving of traditional cooking fuel such as firewood: 2,000 to 3,000 kg/year;
- Reduction of greenhouse gasses: up to 6.0 tons/year;
- Reduction of indoor air pollution: 3 persons/household are less exposed;
- Toilet attachment: up to 70% of all biogas households have latrines connected to the biogas plants;



- Potential increase of agricultural production or saving on the use of chemical fertiliser (biogas plants produce very high quality organic fertiliser – the bio-slurry): up to 40%;
- Improved sanitation: less pollution to underground water.

Among SNV's other innovative approaches, establishing Biogas Villages is an effective way to help promote wider dissemination of biogas in rural Bangladesh. Using a multi-stakeholder sector development approach, SNV facilitates relationships among various stakeholders such as the Netherlands Embassy, KfW, Infrastructure Development Company Limited, local government engineering department, construction partner organisations and local users groups. SNV advisers provide valuable technical support to the development of construction manuals, promotion materials, quality standards, training of supervisors and construction teams.

"SNV support has been instrumental in establishing the biogas sector in Bangladesh. The dissemination process of biogas plants in rural areas is very effective because a large number of local NGOs are involved in this programme. Farmers who need financial support can easily receive subsidies and loans for a biogas plant construction. User groups and resources are well-mobilised. SNV's biogas programme in Bangladesh is successfully run by its partner organisations."

Mr. Md. Ahashan Habib, Executive Director, SOUL-Save Our Urban Life, Bangladesh.

3.2. SNV Bhutan

SNV has been operating in the small Himalayan Kingdom of Bhutan (population 640,000) since 1988. We work across all 20 districts of the country providing capacity development services at the national, district, and local levels with our primary focus being meso-level organisations. The Royal Government of Bhutan is our primary client, with new clients from within the private sector growing annually.

Some key results from 2007

- **Water, Sanitation & Hygiene** - 250,000 people living in rural areas benefited from improved health standards (a substantial reduction in water and sanitation related diseases due to improved hygiene standards and environmental sanitation) due in part to the success of the 'Community Planning and Management' and 'Community Development for Health' workshop concepts developed by SNV and the Ministry of Health;
- **Smallholder Cash Crops** - 1,000 beneficiaries with increased family incomes as a result of the establishment of a citrus marketing group and pulp processing plant;
 - Business planning and support services established in six offices across the country servicing all 20 districts;
- **Pro-poor Sustainable Tourism** - 1,050 people, across 6 villages, benefited from the first ever community-based tourism initiative in Bhutan;
- **Forest Products** - Management plans were developed for Non-Timber Forest Products (NTFPs), watershed areas, pastures and forest land which will secure access to, and use of, resources for local communities for the next 10 years;
 - 1,500 family members benefited from the training of 300 artisans in the production of quality cane & bamboo handicrafts;

- **Sustainable Infrastructure** - The Environmentally Friendly Road Construction (EFRC) approach, institutionalised in 2007, ensured safer and more environmentally sound road access across the Kingdom;
 - Twelve of the country's 20 districts (350,000 beneficiaries) profited from increased engineering capacity in the field of infrastructure provision (better community schools, health centres, administrative offices, water supply schemes, and rural roads) through training and support to 200 district-based engineers.



"Our Government had been providing everything we needed so far. But through the community level workshops initiated by SNV and Public Health Engineering Division, we have now realised that it is very important for us to make our own share of contribution and not expect the Government to do everything for us every time."

Mr. Ap Daw, farmer, Shengana, Western Bhutan.

A case from SNV Bhutan

Promoting sustainable management, marketing, product and business development of cane & bamboo in Bjoka, Zhemgang district

Sector: Forest Products

The context/challenge: Most rural areas of Bhutan are located substantial distances from market centres. The people living in these areas depend heavily on forest resources, especially Non Timber Forest Products, for their livelihood. Bjoka is an area situated in a remote southern part of central Bhutan. For many generations, people here have made traditional baskets (bangchuks) which account for 66% of their monetary income. The marketing of these baskets has been highly disorganised, resulting in poor bargaining power for local people who have had to accept low prices for their products. Furthermore, because of growing demands for cane & bamboo products, the resources required for production are becoming scarce and the quality of the products is deteriorating.

The client: Renewable Natural Resources- Research Centre (RNR-RC) Bajo Regional Trade and Industry Office (RTIO) - Trongsa.

The method/SNV intervention: SNV worked with different clients along the value chain. As part of the Community-based Natural Resource Management project (implemented by RNR-RC Bajo with technical support from SNV and financed by the International Development Research Centre), SNV supported the people in Bjoka to form a Community Forest Management Group (CFMG) and to develop a management plan. In collaboration with the RTIO, SNV provided further assistance in training in product development, establishment of marketing linkages and development of a business management plan.

The outcome: the client's capacity was strengthened in the areas of group formation, development of a management plan including resource management prescriptions and by-laws, organisation of training on new product development, establishment of marketing linkages and development of a business plan.

The impact:

- Management plan officially approved by the Department of Forests, thus securing access rights for 10 years for the 132 households of Bjoka and excluding outsiders;
- Sustainable management of bamboo & cane resources enhanced and awareness strengthened;
- 132 households trained in product development and provided with toolkits. Bjoka residents now produce a range of about 20 high quality products instead of just the traditional baskets;
- The formation of the CFMG had led all members to agree that whatever they produce will be sold solely through the group itself. This forces buyers to accept the prices as determined by the villagers;
- The total annual income that goes directly to the farmers is about US\$89,100 per year. On average, this means US\$675 per household, more than double what they were earning before the Community Forestry Management Group was formed.



3.3. SNV Cambodia

SNV has been present in the Kingdom of Cambodia since 2005 when the National Biodigester Programme commenced and now operates in five Southeast provinces. The Pro-Poor Sustainable Tourism Programme started in early 2006 and concentrates on Northeast Cambodia, especially Kratie and Stung Treng Provinces along the Mekong River.

Some key results from 2007

Renewable Energy

The National Biodigester Programme, with technical assistance from SNV, achieved the following results:

- 1,150 biodigester plants were built, benefiting about 7,000 household members. Each of these households saves on average US\$130 per year by substituting domestic energy sources such as fuel wood, charcoal for cooking and kerosene for lighting. Households reported that smoke has been reduced and the home environment is cleaner, leading to a healthier family. In addition, women save a lot of time by not having to collect fuel wood;
- 920 households are actively using digested dung as an organic fertiliser, saving about US\$50 each household per year on chemical fertilisers;
- About 2,381,000 kg of firewood was saved in 2007 (7.5 kg per household on a daily basis);
- 200 masons have been certified in biodigester construction and are now making a living in this sector;
- 3 enterprises are manufacturing the appliances for the biodigester systems;
- The Ministry of Agriculture, Forestry and Fisheries has fully accepted the Biodigester Programme as one of its core activities. Biodigester technology is now being integrated in a number of agricultural development programmes/projects.

Pro-Poor Sustainable Tourism

- The National Ecotourism Policy has been drafted in cooperation with the Ministry of Tourism. The process followed a multi-stakeholder approach with 60 stakeholder consultations, 3 regional workshops (141 participants), a tour operator survey (73 operators), and a visitor survey (1,144 visitors) being conducted;
- The Kratie Tourism Master Plan was completed as part of the Mekong Discovery Trail Project. It is expected that 3,500 people in Kratie and 700 people in Stung Treng will

be employed directly and indirectly in the tourism sector by 2017. 4,800 people are estimated to benefit from CBT development in the 4 communities included in the Mekong Discovery Trail;

- A development programme for the provincial tourism departments and management committees in Kratie and Stung Treng provinces commenced in December 2007. Implemented by the Cambodia Community Based Ecotourism Network (CCBEN - a local capacity builder), and supported by SNV, the programme will benefit around 5,000 people in the Northeastern Provinces of Cambodia;
- A Train-the-Trainers course in community based tourism development was implemented by CCBEN with SNV's technical support. 46 representatives from provincial tourism departments and NGOs attended the first course; and 31 were selected to continue to the second phase. The trained trainers are expected to provide training to 900 people around the country.

"SNV is one of the great supporters of Cambodia. SNV has helped CCBEN in promoting Community-based Tourism (CBT) in Cambodia to the Tour Operators and building a network with other CBT networks in the region. Besides, SNV has helped CCBEN to develop proposals for funding and provided two technical advisers to help CCBEN implement the project. SNV has also assisted the Ministry of Tourism to develop a Master Plan for Kratie, an Ecotourism Policy, and so on. We hope SNV will continue to support us more and more to make our capacity stronger and stronger in the future."

Ms. Sok Sophea, coordinator of Cambodia Community-based Ecotourism Network (CCBEN).



A case from SNV Cambodia

Ensuring poor communities benefit from tourism development – the Mekong Discovery Trail, Cambodia

Sector: Pro-Poor Sustainable Tourism

The context/challenge: Kratie and Stung Treng – two northeastern provinces on either side of the Mekong River – consist of 80 communes with a population of roughly 400,000 people, almost half of them living under the provincial consumption poverty line (under US\$ 0.50/day). The region is endowed with several natural attractions and historical sites. Tourism is therefore considered a major option for alleviating poverty and achieving sustained development of the region.

The client: SNV is working closely with the Ministry of Tourism and UNWTO - as part of the Sustainable Tourism – Eliminating Poverty (ST-EP) initiative.

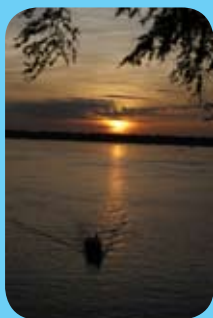
The method/SNV intervention: The Mekong Discovery Trail project is divided into three phases: phase I: Kratie Tourism Master Plan (completed in December 2007); phase II: Planning and Design of the Mekong Discovery Trail (on-going); and phase III: Implementation (will commence in the second half of 2008).

Expected Impact: Increased capacity to deliver Community-based Eco-Tourism (CBET):

- 100 community members along the Mekong received intensive English training to undertake CBET;
- 27 training courses conducted on CBET mechanisms and benefit sharing with the departments of tourism and NGOs (train the trainers courses);
- 27 training courses conducted on CBET establishment, awareness raising, and guiding with target community groups and local enterprise groups;
- CBET committees established in the target communities.

If all recommendations are implemented and based on current estimates, it is expected that:

- 3,500 people in Kratie and 700 in Stung Treng will be employed directly and indirectly by the tourism sector by 2017. Based on the Kratie pro poor tourism review around 50% are from poor backgrounds and support a family of at least five people;
- The Mekong Discovery Trail is being designed to directly involve four communities in tourism development. Around 20,000 people, of which close to 50% are believed to live under the provincial poverty line, reside in these communities. It is estimated that 50% of the poor would be involved in yet to be established CBT committees and their activities and therefore would benefit directly from tourism. Therefore, the number of beneficiaries in the communities is estimated at almost 5,000;
- Improved linkages to the supply chains, especially the agriculture sector, will considerably increase the number of indirect beneficiaries.



3.4. SNV Lao PDR

SNV started its independent programme here in 2003, after 10 years cooperation in a joint programme with United Nations Volunteers. Over the years, in addition to its continuing support for central organisations, including government, the private sector and civil society, SNV has expanded its assistance at both provincial and district level, and now focuses its operations mainly on four provinces: Luang Prabang, Houaphanh, Khammouane and Savannakhet.

Some key results from 2007

- **Renewable Energy** - Biogas Pilot Programme successfully passed its 'inception period' with 110 biodigester plants constructed, benefiting about 700 households. Also, the production and distribution of improved cooking stoves in one district benefited more than 10 stove producers (with increased incomes) and more than 750 families (with income savings);
- **Pro-Poor Sustainable Tourism** - Two UNWTO ST-EP projects were completed and a third project started. In Houaphanh province, more than 2,000 inhabitants (80 households in 17 villages) received training (40-50% women) allowing them to benefit from tourism activities. The developed tourism plans and strategies are likely to benefit many more households in the near future, both in this and the three other provinces;
 - Three training courses (on sustainable product development, business management and marketing) increased the income of about 70 tourism businesses, all members of the Lao Association of Tour Agents;

- **Forest Products** - Training benefited about 800 households directly (and about 7,000 indirectly) throughout the country (particularly in the Southern provinces), who increased income and production. Training, extension and guidance helped about 650 households in the North to increase income and production.
- **Cross-cutting:**
- **Leadership** - More than 120 (mainly senior) managers were trained and coached on Leadership development. Local capacity builders were involved and will become important partners in upscaling the programme in future;
- **Gender Equity** - A convention on equal pay and treatment was adopted with an SNV study on gender in human resources management in one province as a key resource;
- **Access to Finance** - SNV assistance to Credit and Saving Unions in Savannakhet (with support of key partners) benefited 2,222 households with an average loan of more than US\$200 for productive purposes;
- **Business Development** - Also in Savannakhet, training and coaching of 175 heads of Small and Medium Enterprises (mostly women) and business associations benefited an estimated 400 households who increased their production and income. In the North, about 600 households have increased their income from Small and Medium Enterprises development.



"I realise that SNV and the Provincial Tourism Department have the same goal: to make use of tourism to benefit local people so as to contribute to poverty reduction.

With the cooperation and support of SNV, especially by the SNV advisers, we gained experience, and learned how to develop sustainable tourism in the province, enabling us to stimulate continuous tourism growth."

Mr. Sangthong Phimmachack
Director of Provincial Tourism Department,
Houaphanh Province, Lao PDR.

A case from SNV Lao PDR Strengthening Clients' Capacity through Leadership Learning Programme

Sector: Cross-cutting theme - Governance for Empowerment

The context/challenge: Leaders play a critical role in the performance of any organisation, especially in a changing environment. In Lao PDR, the general level of organisational capacity and leadership could benefit from further strengthening. Access and exposure to up-to-date Lao leadership and management thoughts and theories are limited. In organisational performance this leads to sub-optimal use of (scarce) resources and indicates an urgent need for leadership development and organisational strengthening.

The client: Lao National Tourism Administration (LNTA) is the main government agency, with provincial and district branches, responsible for tourism development in Lao PDR, with a strong focus on pro-poor economic development and eco-tourism.

The method / SNV intervention: Based on identified client needs, SNV Lao developed and tested a Leadership Learning Programme, together with several other SNV clients and local capacity builders. The Leadership Learning Programme (LLP) consisted of a sequence of interventions, starting with a leadership competency and organisational effectiveness base line survey, followed by the actual learning trajectory and a post – trajectory assessment. In addition, a phase-out strategy to allow local capacity builders to gradually take over and roll-out the implementation of the learning programme has been developed. The design of the programme allows the participants to apply the acquired knowledge at their workplace.

The outcome: 20 LNTA 'leaders' ranging from ministerial level to heads of divisions followed the learning modules, a post training impact assessment was conducted and results are presently being analysed to be shared with the LNTA. Furthermore, LNTA training staff followed a "Train the Trainers" course for the LLP with the intention of expanding the programme themselves to Provincial level.

The impact: Early results of the post-learning programme assessment do indicate significant higher scores for leadership competency as well as for organisational effectiveness (up 5%). These will directly lead to increased quality / quantity of service delivery of LNTA. This will indirectly lead to increased pro-poor economic development in the tourism sector in Lao PDR.

The leadership programme links leadership to organisational change and institutional development and was successfully implemented with three different groups of clients in Lao PDR, mostly involved in tourism. An inspiring leadership forum was organised, hosted by national partners and clients, and supported by the World Bank Institute.



The "visual exploration" exercise during the Leadership Forum in which participants had to find an image best depicting leadership in their organisation.

3.5. SNV Nepal

SNV began working in Nepal in 1980 as an implementing agency carrying out infrastructure projects, such as trails, bridges and water supply in the Mechi and Karnali zones.

Based on impact potential and resources availability, SNV Nepal now offers capacity development services in all five sectors. Nowadays, we concentrate our activities in four regions: Kathmandu, the West, the East and the Central Terai Region. SNV Nepal has been working for many years in these very poor regions and has built up a good understanding of the situation of the people and the social network.

Some key results from 2007

- **Renewable Energy** - 1,250 Improved Water Mills (IWM) were installed and 300,000 people directly benefited. 1,200 households benefited from electrification, 520 people were directly employed in 16 districts. 8 Water Mills Associations were capacitated through which many mill owners benefited directly. 18,000 biogas plants were installed in 65 districts and 400 plants were installed specifically in the interest of the poor through pro-poor subsidy;
- **Smallholder Cash Crops** - 500 smallholder tea farmers, united in an association with three factories, benefited from capacity development and received an increased price (20%) through a Code of Conduct certificate. A local capacity builder's (TEASEC) capacity was strengthened to implement tea sector certification for local producers;
 - 594 farmers received training in improved cardamom farming practices and 100 improved dryers were installed, leading to higher quality and better priced cardamom products, thus increasing income for about 3,000 people (US\$70/year more income per household);
 - In the West, Seabuckthorn processing has been successfully demonstrated in three districts. This has established a base for upscaling this value chain in a remote area with limited commercially viable initiatives;
- **Pro-Poor Sustainable Tourism** - It is estimated that for every 3.5 additional international tourists one new job is created. Hence, we can estimate that in 2007 approximately 38,000 new jobs were created thanks to the tourism industry.

Within this positive context the MAST-Nepal project- which has already built the capacity of 23 tourism businesses on developing and marketing sustainable tourism products- is mainstreaming pro-poor sustainable tourism and substantially contributing to economic development that is both equitable and sustainable;

- **Forest Products** - In Terai, 183,000 people benefited from collaborative forestry governance, and in the same area capacities were developed of small enterprises based on NTFP products such as bio bricks for improved cooking stoves;
- **Social inclusion** - 53,000 excluded people were granted citizenship through SNV's support for the organisation of Madhesi Dalits. Citizenship is a basic condition for access to basic services and employment. Through capacity development of their organisations, SNV Nepal is helping to empower the ethnic minorities such as Dalits/Madheshi Dalits, Chepang, Janajatis, with a special focus on the disadvantaged, mostly single women.

"Promotion of briquettes has been one of the successes of BISEP-ST in terms of generating alternatives to fuel wood energy and improving the livelihoods of the poor women involved. SNV advisory support has been helpful in this regard."

Mr. Ram Nandan Shah,
Regional Programme Manager,
Biodiversity Sector Programme for
Siwaliks and Terai (BISEP-ST).

"We have been engaged in briquettes for the last 3-4 years and are now expanding this programme to 9 districts. BISEP-ST's support has contributed to the strengthening of our organisation in this area. SNV's advisory support helped us to develop our organisation into a resource centre and to promote this programme for improving the livelihoods of disadvantaged groups."

Mr. Umesh Kumar Gupta,
Programme Coordinator of the Rural
Region and Agro-forestry Development
Centre.

A case from SNV Nepal

Working with a local capacity building organisation to implement Codes of Conduct in orthodox tea, East Nepal

Sector: Smallholder Cash Crops

The context and challenge: Currently 60,000 people including labourers and small farmers are working in the orthodox tea industry, directly benefiting 360,000 family members. However, the opportunity to reach these poor people by developing the tea industry has not yet been fully grasped. Despite increasing recognition of the superior quality of Nepali orthodox tea among international buyers and the declining quality of Indian tea, if Nepal is to succeed in strengthening its position in the international market place, effective brand promotion is crucial.

SNV intervention: Through the promotion and implementation of the newly-established Nepali tea industry Codes of Conduct (CoC) – a set of standards for quality production and social and environmental responsible practices – SNV ensures that all actors in the tea value chain, including labourers, pluckers, and small holder tea farmers, profit from the expansion of the industry. The CoC also ensures environmentally sustainable cultivation thereby safeguarding the long term economic benefits for local people and conserving biodiversity.

The outcome: SNV is supporting the development of organisational and institutional capacity of both the Himalayan Orthodox Tea Producers Association (HOTPA) and the Tea Sector Service Center (TEASEC) thereby strengthening their role as local capacity builders. Services delivered by TEASEC and HOTPA to small farmers and processors have improved significantly in the areas of production and processing, consistent with the Codes of Conduct. HOTPA is now also actively promoting the Codes of Conduct among other industry stakeholders from the public, private and NGO sectors.

The impact:

- **Enhanced income:** in 2007, 500 farmers and 3 tea factories had adopted the Codes of Conduct in tea production and processing, leading to small farmers receiving a price premium of 20% for their CoC green leaves. CoC certified tea has already been sold in international Tea Trade fairs in Geneva and Atlanta.
- **Improved governance:** achieved through the establishment of transparent agreements between farmers and processors consistent with the Codes of Conduct.
- **Reduced environmental impact:** from the activities of 500 smallholder tea farmers through the adoption of organic tea cultivation, covering approximately 200 hectares.



3.6. SNV Vietnam

SNV began working in Vietnam in 1995. Like other SNV Asia host countries, Vietnam has integrated the Millennium Development Goals (MDGs) into its current Socio-Economic Development Plan (SEDP 2006-2010). SNV views the Vietnam SEDP as the framework for its contribution to the sustainable development of the country. Our team of 40 international and national advisers work in all five sectors, focusing on northern and north-central Vietnam.

Some key results from 2007

- **Renewable Energy** - The Vietnam Biogas Programme supported by SNV won the prestigious international Energy Globe Award (Air category) in April 2007 for its contribution to reducing global warming, as well as its sector-based dissemination approach. The programme involves both public (e.g. Ministry of Agriculture and Rural Development, MARD) and private actors in the promotion and construction of domestic biogas. Since 2003, the programme has reached over 45,000 farming households in 30 provinces in Vietnam, in a commercially viable manner. In September 2008, we will celebrate the success of reaching 50,000 households. By 2011, the programme aims to have installed a total of 158,000 plants throughout 55 provinces in Vietnam;
- **Water, Sanitation & Health**: As a member of the Rural Water and Sanitation Sector Partnership, SNV supports the National Targeted Programme in the three northern pilot provinces (Lao Cai, Lai Chau and Dien Bien). We focus on strengthening the capacities of the local implementing agencies and their non-state partners, looking specifically at sustainable operation and maintenance systems, as well as the involvement of local entrepreneurs;
- **Smallholder cash crops** - In Thai Nguyen province, local authorities adopted a comprehensive plan for the development of the tea sector, based on new approaches introduced by SNV. In Son La province, our pilot support to the longan value chain has yielded good results, including development of a longan network, establishment of 12 longan orchard management farmer interest groups with 130 member households, construction of 5 ovens that are operated by private processing companies. All of these promise good results for longan producers, who make up 15% of the province's population. In Quang Tri province, we are assisting in

linking business to smallholder farmers in the pursuit of sustainable local production of biofuels;

- **Pro-Poor Sustainable Tourism**: SNV's technical support to the ADB-funded Mekong Tourism Development Project was highly appreciated by the implementing agency, Vietnam National Administration of Tourism, who has asked SNV to continue to offer inputs for the 2008 extension phase;
- **Forest Products** - The Pro-Poor Forestry Programme in the North Central Agro-ecological Zone was approved by MARD in April 2007. Building on a successful programme of transferring land use rights to smallholders and communities in remote areas, SNV provides advisory services to make the next step to market access and increased incomes, supporting the national and sub-national forestry agencies in four target provinces (Nghe An, Quang Binh, Quang Tri and Thua Thien Hue);
- **Gender Equity** - The Training for Income Generation Programme – funded by the McKnight Foundation – completed its activities in December 2007, in Quang Tri and Thua Thien Hue provinces. The overall aim was to achieve substantial and sustainable income increases amongst poor women through improved economic activities linked to market access. Through this programme, we assisted about 6,000 poor ethnic minority women to gain access to bank loans to start economically viable activities. Our support has provided them with sound business planning skills, together with technical and business skills. As a result, in many cases income has increased by 50% within one year.

"SNV was among the many INGOs that we contacted, the only one that not just understood our proposition to connect with smallholder farmers, but was willing and able to engage on the basis of a solid appreciation of our business-based approach to achieve sustainable development results in clean and renewable energy."

Mr. Jamey Hadden, Strategic Development Manager, Green Energy, Vietnam.

A case from Vietnam

Using the value chain development approach to support Longan Producers with the assistance of extension service providers

Sector: *Smallholder Cash Crops*

The context and challenge: *Longan is an important cash earner for many farmers in Son La province, North West Vietnam. It provides direct income to around 20,000 households and many more are employed as seasonal labour during the harvesting and processing season. However, processing and production is outdated and access to necessary services is poorly organised.*

SNV intervention:

The value chain analysis provided proof that there is strong demand for dried longan. One of the main weaknesses identified from the analysis was that poor producers had limited access to technical knowledge, production skills and markets. This was addressed by strengthening the capacity of extension service providers in establishing linkages with knowledge centres and supporting producers to form informal learning and marketing groups.

Outcome/Impact:

Input service providers

Private nursery owners and input service cooperatives have been supported to develop embedded services for producers on upgrading old longan varieties to new varieties through tree grafting.

Technology upgrading for producers

*The **agricultural extension workers** have started to organise interested farmers into producer groups. With the groups, action plans have been developed based on identified needs. **Group management training** was provided by the extension service providers and **technical training** was provided by a fruit research institute who have identified suitable varieties. So far, 17 farmer groups (150 families) have been supported and momentum is growing to replace a large part of the old varieties.*

After one season farmers have indicated that working in groups has improved their confidence and that they have managed to negotiate better prices with the traders. As a result farmers can earn up to six times more cash income per hectare of longan (from around US\$400 to well over US\$2,000) which would bring a family above the Vietnam poverty line.

Support for processors

*The output of processing often smelt like smoke and was too dark in colour. Processors were interviewed to identify their willingness and capacity to invest in new technology. Two **technology experts** were invited to use this information to design a new drying oven that produces output with a consumer demanded quality and fitted to the investment possibilities of processors. Together with **a provincial agriculture vocational school**, a new model has been constructed which serves as demonstration and training location for interested processors. The processing model has been introduced in a number of key communes for replication by private, family businesses on their own investment.*

Support to traders

Study and exposure visits to the capital Hanoi and Lang Son border gate with China were organised for local traders from the province to increase their understanding of consumer demand, quality and standards and also to provide them with an opportunity to strengthen direct trade relationships with wholesalers and shop keepers.



In 2007, SNV invested € 11.1 million in Asia to produce 24,600 service days for 255 clients.

4. MAINTAINING OUR CONTRIBUTION TO DEVELOPMENT IMPACT

At the end of 2009, SNV Asia expects to have, through its clients, an outreach of some 4 million people (approx 900,000 households) that will benefit from impact in employment, increased income, food security, access to renewable energy and related time saving devices, and access to water, sanitation and improved hygiene.

The following sections outline the strategies which will drive our activities in the five sectors in which we work in Asia:

- Renewable Energy;
- Water, Sanitation and Hygiene;
- Smallholder Cash Crops;
- Pro-Poor Sustainable Tourism; and
- Forest Products.

4.1 Renewable Energy

Vision

- To expand access to renewable energy, and more specifically, domestic biogas, improved cookstoves and improved water mills to rural households;
- To develop commercially viable renewable energy sectors in Bangladesh, Cambodia, Lao PDR, Nepal and Vietnam.

Context

- Renewable energy is the signature programme of SNV with partners in the region;
- Domestic biogas plants use animal and human waste for producing gas, which can then be used for cooking and illumination. The associated bio-slurry is a good organic fertiliser. Biogas reduces poverty, protects the environment and enhances the lives of women through increasing household incomes, reducing expenditures, and improving living conditions, including family health;
- Many households in the mid and high hills depend on the water mills, to process food for their daily needs. Adequate water mill services reduce the burden of

carrying loads over long distances, a task often performed by children and female household members.

Our core expertise

- Using a multi-stakeholder approach, we assist in the development of a commercially viable and sustainable market-oriented renewable energy sector that brings direct and indirect long-lasting benefits;
- We work closely with our clients to develop carbon funding projects and link them to pro poor interventions in the sector;
- We have successfully transferred practices and experiences in developing the sustainable renewable energy sector of Nepal and Vietnam to other countries, including some countries in Africa.

Our objectives by 2010

- Reach more than two million people by 2010 (in existing countries Bangladesh, Cambodia, Lao PDR, Nepal and Vietnam, where expansion will continue), and explore possibilities in new countries (e.g. Pakistan);
- Research and development into fuel efficient, environmentally-friendly cooking stoves as an opportunity for households without livestock;
- Research and development into improved traditional water mills to increase incomes, create employment and reduce women's workloads.



4.2 Water, Sanitation and Hygiene

Vision

- To increase sustainable and equitable access to improved drinking water sources and sanitation, especially of poor communities and excluded groups in rural areas and small towns.

Context

- In spite of recent progress, access to and utilisation of improved water sources and sanitation remains a priority in the region, especially in rural areas and for the poorest segment of the population.

Our core expertise

- Solid track record of successful capacity development in the sector in Nepal and Bhutan;
- Organisational competencies that have been developed in the region will help to position SNV in the sector, including governance for empowerment, multi-stakeholder sector development approaches, strengthening service delivery chains and facilitating micro-meso-macro linkages;
- Advancing community ownership and sustainability, through the strengthening of collaboration and performance of local public, private and civil society organisations for improved service delivery and community empowerment;
- Contributing to improved communication and alignment within the sector.

Our objectives by 2010

- Improved water, sanitation and hygiene services delivered by clients of SNV will benefit 200,000 people directly in Bhutan, Lao PDR, Vietnam and Nepal;
- Our capacity development effort will target at improving sustainable and equitable delivery of total sanitation, hygiene education, and water services, always taking into account accountability and transparency, reliable monitoring and information management, and sound water resource management;
- Contribute to improving the enabling environment (i.e. that policies and plans adopt a more pro-poor, gender sensitive and social inclusion approach; sector coordination strengthened; and best practices and experiences shared).



4.3. Smallholder Cash Crops

Vision

- To increase production, income and employment for smallholder cash crops farmers in Bhutan, Lao PDR, Nepal, and Vietnam;
- To build the capacity of key local organisations who can have impact on pro-poor cash crop value chain development.

Context

- The majority of the population living in Asia (particularly the disadvantaged) live in rural areas and work in agriculture;
- Within agriculture there is a good opportunity to increase production, income and employment possibilities for poor farmers through value chain development of selected cash crops;
- Through careful analysis, SNV has identified the most promising commodity value chains for us to support in the forthcoming period, including tea, spices and fruit and vegetables. SNV will investigate the feasibility of biofuels as a smallholder cash crop that can generate increased incomes for poor farmers as well as offering biomass to convert to biogas in the renewable energy sector.



4.4 Pro-Poor Sustainable Tourism

Vision

- To help local partners from the public, private and NGO sectors harness tourism as a driver for job creation and local economic development for the benefit of Asia's poorest and most disadvantaged communities.

Context

- For many developing countries, tourism is a major source of external revenue and employment creation, and the development of tourism is given an important place in national development strategies;
- Tourism is well placed to increase incomes and create employment opportunities for poor households through destination development; local sourcing of produce; local production of handicrafts; new products and services; and strengthening value chains of produce, products and services.

Our core expertise

- Developing agricultural value chains, business development services, strengthening the enabling environment, agricultural extension, microfinance and certification relevant to the sector;
- Working with a combination of government, private sector and civil society clients through a multi-stakeholder sector development approach;
- Using a value chain development approach to identify high-impact products and entry points for adding value;
- Promoting governance for empowerment as a way of ensuring equity, social inclusion and a strong poverty focus.

Our objectives by 2010

- Improve incomes and/or create employment for an additional 500,000 people in Bhutan, Lao PDR, Vietnam and Nepal (through our support to clients);
- Strengthen capacity in the selected smallholder cash crop value chains to provide services in all three areas of the value chain: primary value chain process, supporting services, and the enabling environment;
- Support financing, subsidies and resource mobilisation for the sector.

Our core expertise

We aim to strengthen our clients' abilities to enhance the local socio-economic impact gained from tourism through our services in:

- Improving product quality and commercialisation in tourism destinations;
- Developing market linkages and value chain development for tourism products and services;
- Mainstreaming 'inclusive business'/pro-poor principles in private sector businesses;
- Improving policy making and sector coordination.

Our objectives by 2010

- Benefit at least 750,000 poor people, directly or indirectly, in terms of incomes and employment through tourism-related activities of SNV clients;
- Better connect marginalised and excluded people to mainstream tourism activities;
- Develop new pro-poor tourism destinations, products and value chains benefiting the poor;
- Develop and improve national and local governments' pro-poor tourism policies and plans.





4.5 Forest Products

Vision

- To increase the income and employment of people whose livelihoods depend for a large part on forests.

Context

- 80 million people in Asia, including many ethnic communities, are directly or indirectly forest dependent;
- Forest coverage in South East Asia is decreasing three times faster than elsewhere in the world;
- Timber and non-timber forest products (NTFP) play an important role in the livelihoods of poor rural households, but these households still have limited opportunities to generate income and employment from these resources;
- Non-timber forest products are often the most significant source of household income in remote areas, and women are more involved than men in NTFP harvesting;
- For timber, the economic potential is high but the market is dominated by a few, making access for small timber producers difficult.

Our core expertise

- Supporting value chain development by increasing sustainable production and harvesting, diversifying market channels (certification), processing and value

addition and the creation of market information systems;

- Securing access and user rights for people dependent on forests;
- Supporting decentralised forest governance processes;
- Developing innovative financing methods such as carbon funding (REDD).

Our objectives by 2010

- Ensure 500,000 poor people have benefited directly or indirectly, in terms of their incomes and employment, through SNV's Forest Products activities;
- Achieve sustainable and market oriented production methods for timber and NTFPs by small forest producers through a stronger marketing focus, and the value chain development approach, with the aim of generating more income and employment at local level;
- Create a supportive enabling environment, including secured access and user rights and favourable trade regulations (quotas and taxes), resulting from our continued use of the multi-stakeholder sector development approach.

4.6 Regional Coherence and Cross-Cutting Strategies



To ensure that the poorest and most marginalised benefit from our development efforts, SNV employs a **Governance for Empowerment** approach to guide our activities in all five sectors. This approach is translated into three regional products:

- **Leadership and change management:** covers organisational analysis and change process design and leadership development;
- **Multi-stakeholder sector development:** focuses on inclusive planning and promoting co-ordination mechanisms;
- **Gender-and social inclusion:** offers gender mainstreaming and social inclusion approaches along with gender and social audits and assessments.

In the Smallholder Cash Crops, Pro-Poor Sustainable Tourism, and Forest Products sectors, SNV Asia uses **the value chain approach** for effective poverty reduction (see section 4.3 above).

Pro-poor carbon financing/Clean Development Mechanism (CDM) is also an important regional initiative, which applies in the Forest Products and Renewable Energy sectors. SNV started working on CDM in 2000 and is currently advising clients on carbon financing in five Asian and two African countries.

The CDM advisers assigned by SNV are experts in renewable energy, forestry and carbon markets. Their services can be subdivided into two areas: capacity building and advising on project development. Our advisers are closely following developments in the global carbon markets and exploring pro-poor opportunities resulting from UN negotiations as well as voluntary carbon reduction schemes.

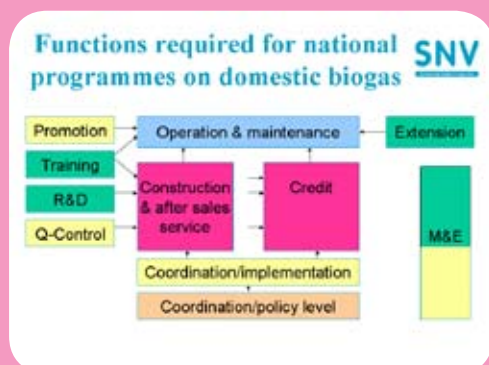
In addition, in partnership with UNDP, SNV is addressing poverty reduction and sustainable service delivery through building capacity for **MDG localisation**, ie MDG-based national poverty reduction strategies, adapted, implemented, monitored and evaluated at the local level. With projects underway in Bhutan, Lao PDR, Nepal, Vietnam and at the regional level, local government capacity to prepare and implement development plans that are more relevant, poverty-focused, results-oriented and supported by all stakeholders is beginning to show results. At regional level good practices are being shared far beyond the four core countries, and a comprehensive advocacy strategy is being implemented to encourage greater investment by donors and governments in local level capacity development for accelerating MDG progress.

"SNV supports the capacity development of Kirat Rai Yaokkha and other indigenous communities in Nepal. Through Organisational Development, Training of Trainers and many other activities, SNV helps empower disadvantaged groups."

Ms. Renuka Rai, Shantinagar village, Jhapa district, East Nepal (ex-president of Mahendra Ratna Multiple student union).

A regional case

Using the multi-stakeholder sector development approach to develop viable and market-oriented biogas sectors in Asia



Left: Mr. Dirk Elsen, Chairman of SNV, Dr. Nguyen Thanh Son, Director of the Programme and Vice Director of the Livestock Development Department of Vietnam's Ministry of Agriculture and Rural Development, and Reindert Augustijn, biogas adviser, at the Energy Globe Awards at the European Parliament.

In a national biogas programme, distinguished functions need to be executed in a comprehensive and coordinated manner by suitable actors from the government, private and/or civil society sectors at different levels (micro-meso-macro). Examples of such functions are promotion and marketing, financing, construction & after sales, operation & maintenance, quality control, training & extension, research & development, monitoring & evaluation, and programme management.

During the implementation of a national programme, SNV follows an integrated approach in strengthening the capacities of all required clients in the sector and in optimising institutional arrangements. SNV aims to involve a maximum of organisational and institutional capacities already available in the country and to strengthen these capacities through local capacity builders. It is envisioned that with our contribution, both institutional and financial sustainability for the biogas sectors in Nepal and Vietnam will be achieved by 2012, while the other countries in Asia (Cambodia, Bangladesh and Lao PDR) may need an additional period of five years (by 2017).

The results so far are encouraging. In 2007, 30,000 households in Asia gained access to biogas through programmes supported by SNV. So far, 1,300,000 people in Asia have access to renewable energy through biogas, improved cooking stoves and water mills, a result SNV has achieved in collaboration with many partners including national and local governments in 5 countries, private sector companies, the Netherlands Government, and the German Development Bank (KfW).

The biogas programmes of Vietnam and Nepal won prestigious international prizes, including the Energy Globe Awards and the Ashden Awards for Sustainable Energy.

SNV is increasingly recognised as an organisation with expertise in domestic biogas throughout the world. Asia's biogas experience was used in the start up of biogas programmes in Africa. Agreements for the use of carbon market revenues (CERs and VERs) by poor households have been signed with World Bank, rock group "Normaal", MDF Indochina and the HIVOS climate fund. Smokeless kitchens, clean farms, considerable timesaving (2.5 hours per family per day) and cost reductions are some of the benefits for the well over 200,000 rural households that now use biogas and increasingly also bioslurry.



5. LOOKING FORWARD

With our motto 'Connecting People's Capacities' in mind, every day more than 1,400 SNV professionals across the world call forth their idealism and proven expertise in support of local organisations that have the potential to make a significant contribution to their country's development. In six countries in Asia, our advisers are on the ground to listen, connect, advise, facilitate and exchange expertise.

Our success continues to be based on our corporate values:

- **Trust and respect;**
- **Equity and quality;**
- **Diversity and people-centredness.**

It is also based on our comprehensive understanding of the results chains for the five sectors in which we work, and our commitment to 'Capacity Development for Impact'. With our experienced experts on the ground and our connections with the best local providers of capacity development services in each country, we are ready to support the transformation of key local organisations that have the potential to make giant strides going forward.

SNV would welcome any feedback you may have on our strategies and suggestions regarding how we can support your organisation in bringing sustainable impact to the disadvantaged people of Asia. We invite you to share them with us by contacting Andy Wehkamp, Regional Director, awehkamp@snvworld.org



***For further information and a copy of our latest publications, please visit our website:
www.snvworld.org***

6. FINANCES FOR SNV ASIA

Actual Expenditure 2007, Budget 2008 & Forecast 2009

(in thousand €)

Actual Expenditure 2007								
Category	Bhutan	Lao PDR	Nepal	Vietnam	Cambodia	Bangladesh	Regional Office	Total Asia
Personnel Costs	1,396	1,814	2,046	2,019	322	102	1,630	9,329
Operational Costs	181	147	198	171	6	0	31	734
General Costs	34	48	66	105	1	10	88	353
Programme Support	307	98	99	49	21	-	93	667
Revenues (incl.Resource Mobilisation)	(83)	(120)	(581)	(187)	(5)	-	(7)	(984)
Total SNV (DGIS funds)	1,835	1,987	1,828	2,156	345	112	1,835	10,099
Externally Financed Projects	-	171	3,984	1,012	268	244	69	5,749
Total	1,835	2,158	5,813	3,168	614	356	1,904	15,848

Budget 2008								
Category	Bhutan	Lao PDR	Nepal	Vietnam	Cambodia	Bangladesh	Regional Office	Total Asia
Personnel Costs	1,496	1,728	2,354	2,146	439	127	2,484	10,774
Operational Costs	192	170	261	203	42	1	48	917
General Costs	37	39	70	116	7	23	235	526
Programme Support	80	78	78	59	14	-	175	484
Revenues (incl.Resource Mobilisation)	(20)	(46)	(486)	(123)	-	-	(327)	(1,001)
Total SNV (DGIS funds)	1,785	1,969	2,278	2,400	502	151	2,615	11,700
Externally Financed Projects		350	2,900	1,150	350	500		5,250
Total	1,785	2,319	5,178	3,550	852	651	2,615	16,950

Forecast 2009								
Category	Bhutan	Lao PDR	Nepal	Vietnam	Cambodia	Bangladesh	Regional Office	Total Asia
Personnel Costs	1,496	1,922	2,354	2,146	437	106	2,309	10,770
Operational Costs	192	187	261	203	42	1	48	934
General Costs	37	43	70	116	7	23	235	530
Programme Support	145	144	199	89	14	-	175	766
Revenues (incl.Resource Mobilisation)	(70)	(96)	(585)	(223)	-	-	(327)	(1,300)
Total SNV (DGIS funds)	1,800	2,200	2,300	2,330	500	130	2,440	11,700
Externally Financed Projects		350	1,650	1,150	350	500		4,000
Total	1,800	2,550	3,950	3,480	850	630	2,440	15,700

SNV is dedicated to a society where all people enjoy the freedom to pursue their own sustainable development. We contribute to this by strengthening the capacity of local organisations.



SNV Bangladesh

IDCOL, UTC Building (16th Floor)
8, Pathapath Kawaran Bazaar
Dhaka -1215, G.P.O Box 619
Bangladesh
Tel: +880-2-9114385/ 8111235 ext 24
Email: bangladesh@snvworld.org

SNV Bhutan

P.O. Box 815
Langjophaka, Thimphu,
Bhutan
Tel: +975 2 322900/322732
Fax: +975 2 322649
Email: bhutan@snvworld.org

SNV Cambodia

House # 21A, Street 302
Sangkat Boeung Keng Kang I
Khan Chamcar Mon
Phnom Penh City
Cambodia
Tel: +855(0)23726424
Email: cambodia@snvworld.org

SNV Lao PDR

P.O. Box: 9781
Nongbone Road, Vientiane
Lao PDR
Tel: +856 21 413290/291
Fax: +856 21 414068
Email: laos@snvworld.org

SNV Nepal

Bakhundole, Lalitpur
P.O.Box: 1966, Kathmandu,
Nepal
Tel: +977 1 5523444
Fax: +977 1 5523155
Sat Ph. +88 216 877 00286
Email: nepal@snvworld.org

SNV Vietnam

6th Floor, Building B, La Thanh Hotel
218 Doi Can, Ba Dinh, Hanoi,
Vietnam
Tel: +84 4 8 463791
Fax: +84 4 8 463794
Email: vietnam@snvworld.org

SNV

Connecting People's Capacities

Regional Office

SNV Asia

6th Floor, Building B, La Thanh Hotel
218 Doi Can, Ba Dinh District, Hanoi
Vietnam
Tel: +84 8 8463791
Fax: +84 8 8463794
Email: asia@snvworld.org

Netherlands

Development

Organisation

Visit our website: www.snvworld.org