



## Banda Village Bamboo and Handicraft Project Plan

November 2008



## TABLE OF CONTENTS

<b>Introduction to Kageno</b>	<b>2</b>
<hr/>	
<i>• Statement of Mission; • Statement of Vision; • Brief History and Major Accomplishments; • Rapid Growth</i>	
<b>Description of Core Programs and Activities</b>	<b>4</b>
<hr/>	
<i>• Ventures; • Empowerment; • Education; • Health; • Clean Water; • Environment</i>	
<b>Income Generating Activities</b>	<b>4</b>
<hr/>	
<i>• Ecotourism Craft Production; • Cultural Song and Dance; • Fair Market Fishing Industry; • Goat Breeding Project; • Briquette Making Project; • Other</i>	
<b>The Banda Village Bamboo and Handicraft Project</b>	<b>6</b>
<hr/>	
<i>• Needs Statement; • Project Description</i>	
<b>Goals and Objectives</b>	<b>8</b>
<hr/>	
<b>Evaluation Method</b>	<b>9</b>
<hr/>	
<i>• Kageno's "Balanced Scorecard"</i>	
<b>Finances</b>	<b>9</b>
<hr/>	

## LIST OF ATTACHMENTS

Attachment A: Project Budget.....	10
Attachment B: Project Workplan.....	12
Attachment C: Governance.....	14

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## **INTRODUCTION TO KAGENO**

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Kageno Worldwide Inc. (Kageno) is a federally registered 501(c)(3) organization currently administering three comprehensive community development projects in Kenya and Rwanda from its central offices in New York City, USA. Kageno's flagship project on Rusinga Island (in Lake Victoria, Nyanza Province, Kenya) was established in 2002, and its success has helped to spark its replication on the adjacent Mfangano Island in Kenya, and at Banda Village, in Western Province, Rwanda. These are communities crippled by factors including extreme poverty, lack of education, the spread of HIV/AIDS, lack of access to safe water, rapidly deteriorating ecosystems, and genocide. To address these needs, Kageno projects have provided centralized access to income generation; education; health services; clean water; and environmental protections.

□ **Statement of Mission**

Kageno's mission is to transform communities suffering from inhumane poverty into places of opportunity and hope by identifying and delivering actionable programs.

□ **Statement of Vision**

Kageno's founding vision was one of sustainable solutions to global poverty achieved through a set of interdependent programs that would address the complex web of issues faced by impoverished people. As such, Kageno empowers communities toward diversified economies, more educated populations, and stronger infrastructures for community health, clean water, and healthy environments (through reforestation, preservation, and sanitation), to break cycles of poverty and allow healthier, more sustainable communities to emerge.

In addition, Kageno establishes sustainability for its nonprofit programs by combining the needs-based approach of the non-profit sector with the entrepreneurship of successful for-profit business models. At the local level, microloans and well-designed small business ventures have moved individuals toward self-sufficiency. To create sustainable revenue, Kageno seeks partnerships with for-profit businesses that can help boost dormant revenue streams from the community's existing environmental, cultural, and human resources.

□ **Brief History and Major Accomplishments**

In only five years, Kageno has grown from a grassroots effort initiated in Kenya by a U.S. Peace Corps Volunteer and a local Kenyan community organizer into a robust organization delivering community development projects in two countries that have helped to employ 600 local people and mobilized nearly 1,000 volunteers.

In early 2002, the small village of Kolunga Beach on Rusinga Island in Kenya was in the midst of crisis. The unemployment rate was higher than 80%, with no jobs available outside of the seasonal fishing industry. Women and girls were regularly engaged in "Fish for Sex," avoiding starvation only by prostituting themselves to migrant fisherman in exchange for fish. Rather than attending school, children spent their days scavenging for food in piles of trash strewn with human feces. More than 4 in 10 people had HIV/AIDS, and the village's main source of drinking water was Lake Victoria, which receives millions of liters of untreated sewage each day. The village had only one latrine per 1,200 individuals and no means whatsoever to safely deposit human waste. There was no formal trash removal program, and the area was naked of foliage after having been stripped by a population unable to afford any other form of cooking fuel.

It was in the midst of this chaos that Kageno rebuilt the infrastructure of Kolunga Beach from the ground up. Among its accomplishments on Kolunga Beach are construction of:

- A nursery school where children learn in modern classrooms and receive a nutritious meal each day;
- A Voluntary Counseling and Testing Centre (VCT) that has provided HIV/AIDS testing and counseling to thousands;
- A Dispensary that has provided healthcare services to over 5000 people;
- A clean water pump that delivers an ample supply of safe water to the entire village; and
- 30 new latrines.

Kageno has also established a formal trash collection program, planted 50,000 new trees, developed innovative recycling programs; and implemented agro-forestry techniques to improve soil quality.

### Rapid Growth

Kageno has proven its methodologies in its early, grassroots phase and is now transitioning into a higher impact, more sustainable institutional phase. This exciting organizational growth has led Kageno into the next stage of its vision – replication of successful projects. *Kageno Kenya* is now being replicated at two new sites, including: (1) *Kageno Mfangano* (Mfangano is an Island adjacent to Rusinga in Kenya) and, (2) *Kageno Rwanda* (in Banda Cell, Rangiro Sector, Nyamasheke District, Western Province, Rwanda). These are communities that have been crippled by factors such as HIV/AIDS, extreme poverty, lack of education, lack of access to safe water, rapidly deteriorating ecosystems, and genocide.

Historically, Kageno has been funded mainly through a small number of private foundations and a larger base of private donors. To maximize this phase of new organizational growth, Kageno must:

- (1) Increase revenue from private, public, and corporate foundations that fund nonprofit entities (to fully fund new capital projects, staffing, and program implementation).
- (2) Forge partnerships with for-profit entities (such as international crafts retailers, ecotourism vendors, and others) that can help to leverage some of Kageno's early-stage Income Generating Activities (IGAs) into larger, more sustainable ventures. This will not only bring in revenue to support new growth, but also help to move communities toward self-sufficiency after Kageno's capital projects are complete and programs are implemented.

### □ Core Programs and Activities

Kageno has realized its founding vision by establishing six distinct but interdependent program areas:

- Program Area: Ventures – Kageno's "Ventures" program is a set of IGAs that have return-on-investment as the priority. Kageno IGAs in craft-production have created jobs for over 200 women who weave baskets, mats, and rugs. In Kenya, Kageno has established a non-exploitive fishing business that has lifted 76 women out of prostitution. Other IGAs include a goat-breeding project, a briquette making project (Kageno is currently producing 100 recycled trash briquettes per day for use as an alternative to firewood as a source of fuel), and a cell phone-charging project
- Program Area: Empowerment – Kageno's Empowerment Program teaches the skills that make the Ventures program possible. In total, Kageno has created over 600 jobs. Skills taught have led to income generation from craft manufacturing, fishing, farming, goat breeding, and tourism. In addition, Kageno's computer centers (now being accessed by approximately 400 people per month) have raised technology awareness and provided IT training, job skills, and access to information for the whole community.

- Program Area: Education – The first Kageno nursery school in Kenya features modern classrooms, a library, and properly working latrines. Salaried teachers and a school nurse are on staff for the 200 children who attend daily.
  - ❑ To support the school, Kageno operates an Orphan Assistance and Sponsorship Program (OASP) that provides access to daily meals, shoes, bed nets, and child counseling for all 200 of the school’s children.
  - \* Also, Kageno operates the Kageno Kids Art and Cultural Exchange, a multifaceted project connecting children in Kageno project areas with those in U.S. schools to exchange art and ideas.
- Program Area: Health – Kageno’s Dispensary Project in Kenya has provided free medical care to 5000 people, including 250 orphaned children and more than 1000 mothers. Its VCT Project has trained local volunteers to become counselors, mentors, and monitors of community health, and provided access to condoms, testing, and counseling to over 2000 people on Rusinga Island.
- Program Area: Clean Water – Without clean water, communities depend on polluted surface water from nearby streams and become prone to waterborne diseases such as cholera, hepatitis, typhoid, and diarrhea. Kageno builds infrastructure for clean water delivery. Pumps are built to be cost effective and sustainable, using solar power when possible. Kageno’s two operational clean water projects (in Kenya and Rwanda) now deliver an ample supply of clean water to a combined 5,000 individuals.
- Program Area: Environment – Since 2003, Kageno has planted over 50,000 trees, facilitated bi-weekly garbage collection for 15,000 individuals, and produced 100 recycled trash briquettes per day for use as an alternative to firewood as a fuel source. In addition, Kageno has reduced the ratio of individuals to latrines from 1200:1 to 20:1, harvested water hyacinth (a common damaging weed) for use in craft-making, and educated the community about the importance of a clean and sustainable environment.



Income Generating Activities

Kageno has accelerated broken rural economies through by establishing a diverse variety of creative IGAs, including:

- Eco-Tourism – Starting in 2005, Kageno Kenya began offering a “Village Walk” in partnership with Rusinga Island Lodge, an Eco-Lodge near the Kageno Kenya Project. On the walk, tourists would experience Kageno’s Voluntary Counseling and Testing Centre, (where they would learn about the AIDS pandemic), see weavers at work, observe Kageno’s computer center and classes, and visit the nursery school. Authentic cultural experiences were emphasized, and ecotourism principles were adhered to.
- Craft Production - Crafts programs have created over 200 jobs for women in Kenya and Rwanda. Craft projects have had an environmental impact as well, as the thousands of baskets, mats, and rugs woven by the women are all made from water hyacinth, a destructive weed that commonly grows in African waters.

- *Cultural Song and Dance* - Kageno has leveraged the income generating potential of cultural traditions like song and dance as local people perform authentic rituals for tourists.
- *Fair Market Fishing Industry* - On Rusinga Island, Kageno has established a non-exploitive fishing business that has taken power away from non-local and exploitative middlemen and placed it into the hands of local women.



First, Kageno made a series of microloans to local women, which they used to purchase fish, eliminating the need to barter with sex. Second, Kageno trained a female “fish business manager” who replaced predatory middlemen by securing current fish buying prices (accessed through a mobile phone), and purchased the fish from the women at those prices, also using Kageno microloan funds. Then, Kageno constructed a community storage space so that women could store and preserve fish safely. Throughout, Kageno provided education on personal savings and bookkeeping to help the women pay back loans and achieve financial solvency through the fish trade. The fishing initiative has created 189 jobs for women, and lifted 76 women out of prostitution.

- *Goat Breeding Project* - Kageno has worked closely with farmers and government staff to grant one goat to clusters of four families who can support each other in breeding efforts. Offspring then circulate among the cluster until all families have one goat. To date: 11 dairy goats have been granted to 40 families; and 120 new goats will be born out of breeding practices per year.
- *Briquette Making Project* - Kageno has facilitated the conversion of trash into combustible briquettes that substitute for firewood and are being sold as an alternative form of cooking fuel. Since January 2008, Kageno has produced 100 recycled trash briquettes per day - which has recycled over 4000 pounds of trash, and saved 2000 trees.
- *Other successful Kageno ventures* have included cell phone charging, renting of chairs and event space, and computer classes teaching valuable technical skills.

## **THE BANDA VILLAGE BAMBOO AND HANDICRAFT PROJECT**

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In 2008, Kageno conceived and embarked upon yet another innovative IGA at its Rwandan site: the *Banda Village Bamboo and Handicraft Project*. This project will introduce the community to bamboo production as a means for economic diversification and income-generation. In addition, these positive outcomes will be tied to conservation of the nearby Nyungwe Forest, which contains nearly all of the community's rapidly depleting natural resources.

As part of this project, Kageno will:

- (A) Partner with local builders who will learn improved building techniques through the construction of a modern greenhouse;
- (B) Train 5 individual farmers on the cultivation of bamboo;
- (C) Train 30 women in the bamboo handicraft production;
- (D) Execute a series of community workshops to increase conservation awareness; and,
- (E) Implement management infrastructure that will allow the community to self-manage and sustain the project far into the future.

### □ **Needs Statement**

Banda cell is prone to a myriad of problems related to extreme poverty and a history of war and genocide. First, this remote area contains one of the highest population densities in Rwanda, with approximately 500 people per square kilometer, and historically over ninety percent of the population has been engaged in subsistence farming. This means that land grows more and more scarce, and as there is no new land to farm, new earning opportunities simply run out. In addition, Rwanda's legacy of war has all but destroyed the area's infrastructure, and before Kageno, Banda Village had no access to clean drinking water, HIV/AIDS was spreading rapidly, and women and children suffered disproportionately as the number of AIDS orphans increased and local women struggled to find the means to care for them with no access to any health care facility.



These desperate conditions have resulted in increased demand for the resources of the Nyungwe Forest, which is the largest remaining mid-altitude forest block in Africa, and a crucial watershed that provides to water to about 70% of Rwanda. This tropical rainforest is home to nearly 300 bird species (including 27 endemic bird species), and 13 species of primates including chimpanzees, owl-faced guenons, and Angolan black and white colour monkeys living in impressive groups of more than 300 individuals. This wildlife population makes the area ideal for bird and primate viewing. In fact, Kageno is working an ecotourism initiative for the area that when realized could become a major source of sustainable revenue for the community and improve the quality of life in Banda dramatically - if the forest is not destroyed.

Survival tactics like poaching and deforestation are devouring the forest at a non-sustainable rate, and alternatives must be found both to protect the forest's ecosystem, its ecotourism potential, and the preserve the natural resource-based livelihoods of local people.

□ **Project Description**

The *Banda Village Bamboo and Handicraft Project* will combat these problems by providing the community with the materials and knowledge needed to enter the bamboo market. Bamboo is strong, resilient, and has a wide variety of uses, making it an eco-friendly resource with the potential to drive a new, profitable and sustainable enterprise to create jobs and diversify the community's economy. In addition, the production and utilization of bamboo as a building and craft making material will have a positive impact on the forest and the local environment.

The project will promote conservation and a healthier environment by providing an alternative source for building materials (wood especially), while teaching local people how bamboo can be used to prevent soil erosion and how to use bamboo to protect agricultural land through the building of fences. All project activities will help to build a connection between the project's positive outcomes (like income generation) and the conservation of the forest. Kageno will work closely with the Wildlife Conservation Society, which has been working in Nyungwe Forest for more than twenty years in order to better deliver conservation information and efforts.

The project will be carried out in two phases:

*Phase 1: Identification and Material Development*

Twenty local builders will be taught improved building techniques as they work to construct a greenhouse under the supervision of the Rwandan Bamboo Society. After the greenhouse is complete, the skills they learn will be transferable to other structures through the community. Simultaneously, Kageno will consult with the Rwandan Bamboo Society to identify an appropriate bamboo species for the area. Once a species is identified, Kageno will invite technicians from the Rwandan Bamboo Society to visit the site and train five local individuals on how to plant and grow the bamboo.

Staffing for these activities will include several local and regional experts, a general manager, four technical support officers and ten local builders.

*Phase 2: Training*

Thirty women will be sent for training on the production of bamboo handicraft products, including floormats, baskets, placemats, toothpicks, and skewers. They will also be trained on building (such as using bamboo for fencing, roofs, and floors), and agricultural techniques such as soil erosion prevention. In addition, the women will be taught basic principles of business, focusing on craft production management, quality control, and marketing.



□ **Goals and Objectives**

The overarching goal of the *Banda Village Bamboo and Handicraft Project* is to accelerate rural economic growth in Banda Cell by giving the community the knowledge needed to succeed in the bamboo business, while also improving biodiversity conservation in the area by decreasing the impact on the forest and the need for activities like deforestation and poaching.

The long-term objective of the project is to develop bamboo as sustainable resource for Banda by turning it into a cash crop for wood substitution and for handicraft production. Once the project is fully operational, the income generated from the sale of the raw material and products will exceed the total project cost, keeping the project solvent and making its outputs sustainable.

There are two primary short-term project objectives: (1) Develop a fully operational bamboo production center, including a greenhouse, nursery, and distribution center; and, (2) Identify and train local women in the production of handicraft products. The figure below lists both qualitative and quantitative outputs for these objectives.

FIGURE 1. BANDA VILLAGE EXPERIENCE PROJECT EXPECTED PRODUCTS AND OUTPUTS

□ <b><u>Products and Outputs for Objective 1 (Develop a fully operational bamboo production center, including a greenhouse, nursery and distribution center).</u></b>		<i>Anticipated Time to Achieve</i>
1.1	Banda Cell will have a more diversified range of handicraft products to sell locally, regionally and internationally.	1 year
1.2	Minimized negative impact on Nyungwe National Park and the Banda community, as the planting and provision of raw materials will help the community to understand the importance of conservation (as opposed to the current norm of using raw material from the forest)	1 year
1.3	Increased number of employment opportunities for the local community.	1 year
1.3	Increased numbers of locally available resources for the building of structures and the production of handicraft products.	1 year
1.4	Provide 10 jobs to local builders (for the green house and land preparation)	3 months
1.5	Decreased threats to biodiversity, including: wood harvesting, bushfires, mining, poaching, due to alternate employment activities, planting of raw materials, and the ability of people to afford alternative fuel sources.	1 year
□ <b><u>Products and Outputs for Objective 2 (Identify and train local women in the production of handicraft products)</u></b>		<i>Anticipated Time to Achieve</i>
2.1	Improved skill of local crafts producers	6 months
2.2	Pride in local traditions, customs and products will be promoted among residents, and greater understanding of those traditions and customs will be manifested	6 months
2.3	The value of environmental conservation will be more evident to the local community, and traditional and will be preserved	1 year
2.4	Increased number of skilled local individuals via the Bamboo and Handicraft Program training.	1 year

□ **Evaluation Method**

Kageno will assess the degree to which its objectives have been achieved using its “balanced scorecard” model – which monitors individual project components in both trend form (are we getting better over time?) and snapshot form (where are we right now relative to our annual goal?). By monitoring objectives in this way, the scorecard guides Kageno’s allocation of resources by identifying components of the program, which need to be energized in order to reach the goal.

Therefore, Kageno’s work will be most clearly measured on the immediate results of interventions, which are easily measured on metrics like number of plants planted, number of community members trained, and number of products designed and produced. Placing the Kageno Scorecard at every step of the delivery process helps Kageno analyze strategic decisions, and measure performance.

□ **Finances**

The total cost of the Banda Village Bamboo and Handicraft Project is S16,273. A project budget is provided in Attachment A, on page 10.



**ATTACHMENT A**

**Project Budget**

<b>Banda Village Bamboo and Handicraft Project</b>	
<b>(Phase 1) Identification and Material Development</b>	
<b>Item</b>	
	<i>USD</i>
Land	\$ 1,849
Consulting fees (including transportation and accommodation)	\$ 1,849
Construction Materials (greenhouse)	\$ 5,547
Labor (land preparation and construction)	\$ 555
Bamboo Production Training	\$ 370
Staff (10 months)	\$ 925
<i>Subtotal Phase 1</i>	\$ 11,095
<b>(Phase 2) Training</b>	
<b>Item</b>	
	<i>USD</i>
Accommodation and transport	\$ 925
Training cost	\$ 1,849
Group Identification	\$ 370
Consulting fee (management structure set-up)	\$ 1,849
Materials (start-up materials)	\$ 185
<i>Subtotal Phase 3</i>	\$ 5,178
Global Giving Transaction Fee 10%	\$ 1,627
	<i>USD</i>
<b>TOTAL PROJECT COST</b>	<b>\$ 17,900</b>



**ATTACHMENT B**

**Project Workplan**

## BANDA VILLAGE BAMBOO AND HANDICRAFT: TIMELINE OF ACTIVITIES

<b><u>ACTIVITY</u></b>	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09
Trainings & workshops to help local community understand the project												
Consulting with experts in the field and local interested parties												
Measure impact and write detailed report on progress												
Identification of species												
Prepare the Land												
Purchasing Building Materials												
Construction of Greenhouse												
Hire 10 local builder to construct the greenhouse (including any grounds work needed)												
5 local individuals trained in the production of bamboo												
Begin the incubation and production process												
Production site fully staffed & staff members attend to daily duties												
30 Women train in Bamboo Handicraft Production												
Production of small handicraft items begins												



**ATTACHMENT C**

**Governance**

### **KAGENO BOARD OF DIRECTORS**

- Frank C. Andolino, D.D.S.  
*Kageno Co – founder, Executive Director*  
President Boylan, Andolino & Associates
- Elizabeth Ruman Plumlee  
*Kageno Vice-President*  
Attorney, Mediator
- Louis Peter Re, MD  
*Kageno Secretary*  
Columbia University College of P & S, Riverside Orthopedics
- Michel K. Masozera  
*Kageno Board Member*  
The Wildlife Conservation Society, Rwanda
- Mary Ellen Nitti, M.P.A.  
*Kageno Treasurer*  
Healthcare Consultant
- Elizabeth Stern  
*Kageno Board Member*

### **ADVISORY BOARD**

- Damian Weyand  
Documentary Film Producer
- Dr. Paul E. Farmer, M.D., Ph.D  
Executive Vice President, founding director of Partners In Health
- Scott Zmrhal  
Director, Rosetta Marketing, and returned Peace Corps Volunteer (Kenya)
- Kent Belden  
Entertainment

### **PROJECT DIRECTORS**

- Alphonse Okuku - Kageno Kenya
- Levi Ngilimana - Kageno Rwanda
- Jayne Hinds Bidaut - Kageno Kids