

# VALUE VILLAGES

A Blueprint for sustainable  
Development in  
remote Africa



# WELCOME TO VALUE VILLAGES

In my home Bavaria, to be rooted in our traditions and the love for our region is a strong asset. In Africa, I frequently find then same pride and sense of belonging from people living in the remote places. Even though their life is full of hardship, they stay grounded and resist the temptation of leaving their native region on the false promise of a better future elsewhere. However, the demographic explosion in this area is a problem that cannot be ignored and has the potential to be one of the greatest challenges of our generation. With every second child for the next decades being born in Africa, the largest number in impoverished areas, the resulting migrations and conflicts can rip more than one continent apart.

How to make it possible for people to stay in their home region, or even to return there in the future, is one of the more difficult questions. Especially if these areas lack all infrastructure and necessities of a working society. It is, however, a question that needs to be asked. Value Villages is the best response the Hilfsverein Nymphenburg can give. We combined years of experience, especially from our local partner organizations, with new ways to solve problems and new technological opportunities. While especially the Fair Trade income generating aspect and the reporting-data collection mechanism of the project are innovative, it also entails many classic interventions, such as the construction of schools and access to water.

I want to thank all the supporters both in Africa and Europe, without whom this initiative could never have been launched. My special thanks goes to the initiators of the charity auction Helfen Ohne Limit, it was the necessary push to get a project like this under way.



**Ludwig Bayern,**  
Project Director  
Stiftung Hilfsverein Nymphenburg

I grew up in this small rural fishing village at the shores of lake Turkana, the village is blessed with beautiful landscape and rich culture. Unfortunately, malnutrition, poor fishing practices, poor infrastructure and negligence have invited poverty and left my local community unable to take advantage of economic opportunities.

When I joined the international team of Hilfsverein Nymphenburg, I was privileged to be part of a team that has continued to make decisions and implemented development projects that have directly affected the very rural vulnerable communities like the one I come from. It's here that I came face to face with nomadic young children who had never thought of joining school, smiling happily now in clean blue school uniforms.

This is a future generation of empowered communities that is slowly beginning to change the narratives of their lived realities. I cannot forget the joy and celebration that I witnessed in the mountainous community of Atapar (Turkana North). Previously the women walked 8 kilometers every day in search of water, until we finally brought a drilling machine and struck water in their village!

As we launch this new exciting project, I have the confidence that this is what our communities need. This has very little to do with communities receiving aid, which I grew up with and which has proven to be unsustainable. Value Villages comes in to empower communities with a full set of measures to help to be self-reliant.

I believe in Value Villages because its built on a strong foundation of our experiences and lessons learnt through daily interaction with local communities. This requires the adaptation to projects that meet the local needs, circumstances and social contexts. Help us change our narrative, I believe my people have the potential to add value to this planet!



**Brizan Were,**  
Project Manager  
Value Villages

# INDEX

Origin of Value Villages	1
A Path for Every Village	3
Towards a Sustainable Development	4
Income Generating Skills	5
Value Village Center	5
Vocational E-Learning	6
Integration in the Global Chain	7
Follow Up and Supervision	8
Value Villages in the Rainforest	9
Value Villages in the Desert	10
Status Quo and Next Steps	11
Who is Value Villages?	12





## ORIGIN OF VALUE VILLAGES

**Within the next 25 years the population of Africa will roughly double from 1 to 2 Billion, most babies being born in rural villages. These rapidly growing Communities can either become desert slums dependent on Western Food Aid, or... Value Villages.**

Since 2011 the German foundation Hilfsverein Nymphenburg has made East Africa one of its focus regions for funding projects. Our special advantage was, that we were working with a variety of very different partner organizations, such as Catholic Missionaries, Agriculture Organizations from Israel, local governments, and small Self-Help groups from local communities. All of them had a different structure and approach to tackle the same basic problems.



In 2018 the Board decided to use all this experience, including the knowledge of all our partners, to create a new framework for our projects: Value Villages. It will bring about a better cooperation between our partner organizations and help to fill in the gaps on the path to more sustainable development, with new and specifically designed projects that aim to tackle adult education and income generation.

Value Villages will officially be launched on the 85th Birthday of Duke Francis of Bavaria, the Chairman of Hilfsverein Nymphenburg and for the first time be presented at the Charity Auction Helfen ohne Limit.

## The Problem

**Vast areas of the African continent are so cut off from education and development, that it seems almost impossible to catch up with the rest of the world.**

Rural nomadic villages in Africa have the greatest proportion of people living in extreme poverty. For example, in Turkana County, the area of our pilot project, more than 95% of the population live on less than \$1 a day.

The regions' environmental, epidemiological and geographical challenges - including low-productivity agriculture, a high disease burden, lack of a context-based education system and the high transport costs render these communities vulnerable to persistent extreme poverty. This means that there is lack of basic needs; for example to collect safe drinking water, if it is to be found at all, people must walk several miles every day.

With these rural communities stuck in a cycle of poverty, they are unable to make investments into human capital and infrastructure that is required to achieve self-sustaining economic growth. For many years, people and development agencies in Turkana County, like the rest of northern Kenya, have worked at alleviating extreme poverty so that the poorest people can access basic goods and services for survival; like food, safe drinking water, sanitation, shelter and education. Many organizations and the government are providing aid, but often on an emergency need basis, rather than long term sustainable planning. This can even make the situation worse, since it creates dependency while increasing the demographic problem.

Established approaches to development aid like micro-credits, or investments in agricultural or industrial projects are failing. There is too little of a buying force to start a business, too little rain for agriculture and limited education opportunities or infrastructure to set up a normal business model as it is done in more developed regions. As a result, the gap between the rich and the poor, urban and rural, between groups or between genders reveal huge disparities between those who are well endowed and those who are deprived.

## Why Value Villages?

**We cannot help everybody, but we can see through what we start.**

Rather than trying to solve this problem for the entire region, we look at that one village at the time. We make sure that the selected communities receive not just punctual aid that will increase their dependency, but a full set of measures that will eventually help them to become self-sufficient. We are providing a long-term plan which includes road access, clean water, health,

education and business opportunities.

The role of Value Villages is to coordinate between partner organizations to make this happen and to provide the management and follow up on the ground. If there is no partner organization available for certain aspects of the plan, for example income generation for the illiterate part of the villagers, Value Villages steps in with its own programs, like vocational training and international Fair Trade of locally manufactured products.

Over a 10-year period spanning two five-year phases, value villages will have developed community committee's capacity to continue these initiatives and develop a solid foundation for sustainable growth

## How does it work?

**First, we select the communities to become Value Villages**

Our focus is on remote communities of 100 to 500 households that have little or no connection to the developed world. We are looking at illiteracy levels of up to 95 % for adults, and for children in many cases they have no access to schools. The average household income is less than one US \$ per day, and there is currently little to no other economic income. The normal way of living is in "Manyattas", simple houses constructed out of palm leaves or other available materials, and in many cases, there is no access to medication and medical services. Most of these communities already receive food aid, which has allowed for the community population to grow, but now have become unable to sustain themselves with their livestock or other traditional methods.

The first four locations picked, do not start at zero, as they have already benefited from projects of the Hilfsverein Nymphenburg; such as water solutions and early childhood education. Currently approximately 1200 Households in the four different sites in northern Kenya are beneficiaries of these projects. Each Value Village site is located in a distinct location with numerous challenges.

**Create a Vision for each individual Village**

For every Community we welcome into the program we first develop a Village Vision. It is a blue print for development that follows a number of stages for each location. After taking care of the most basic needs for life in this village, we make sure that every child has an education, and that the adult population starts out on a path to sustainability.

# A PATH FOR EVERY VILLAGE

## Road Access



Even though it might sound trivial, road access is the first intervention we must work on at many of the selected communities. Without the ability to send vehicles for construction, and later for trade, there is not much that can be done. For example, our target area, Tambura, is in a jungle with almost no roads, clearing a road as a first step is essential.

## Clean Water



Clean drinking water is the basis for any sustainable development. Depending on the village location we aim to drill boreholes, rainwater catchments or alternatives, whatever works best for these communities.

## Health Services



Access to even the most basic health services is unknown to many of our selected communities. Most children have not seen a doctor or even a nurse ever in their life. Using expert partner organizations, we try to ensure that all beneficiaries get regular check-ups, that local dispensaries are created and emergency procedures are defined.

## Child Nutrition



Child Nutrition is a top priority. We experience child mortality rates of up to 30%, mostly due to malnutrition. While the government is supposed to provide food for all school children, they are often unable to providing this service and there is absolutely no aid for the new-born until the age of four.



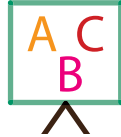
# TOWARDS A SUSTAINABLE DEVELOPMENT

## Kindergarten



Having a kindergarten in each village contributes by freeing up mothers so that they can engage in education and income generating activities; it also contributes to better health for the children which leads to better odds at a good start to their primary education.

## Primary School



We need to ensure that there is an opportunity for primary school education which is in walking distance of the village. However, for locations where there are few households only, boarding schools would be ideal.

## Secondary Education



Access to secondary school education for those children who have had promising results in primary is needed. Since it is not possible to construct a secondary school in every location, our activity here will focus on constructing secondary schools with boarding facilities in the region or to expand existing schools.

## Adult Education



We aim at creating education and business opportunities for the illiterate adult population. Eventually, depending on the individual environmental opportunities for each village, we will be able to analyze what kind of income generating activities are economical and sustainable with the resources locally available.

# INCOME GENERATING SKILLS

Depending on resources that are available for each location, we will focus on the following three areas of income generation:



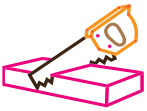
## Agriculture

This is only possible where there is a reliable source of water, which is true for some of the villages. Our focus will be on agricultural products that can be dried and stored, to facilitate profitable transport to other markets, not just cash crops. Moringa trees and chillies would be good options.



## Livestock

Many of our communities are from nomadic origins and are used to making their living via livestock. Due to population growth and climate change this has become increasingly difficult. In some cases, by providing slaughterhouses and value addition, like cheese manufacturing or dried meat, it could be returned to a profitable business.



## Manufacture

Vocational training and income generation will be the cornerstone of the Value Villages concept. Using a specially designed education and business model (see below) we hope to bring a certain level of economic stability to all our communities.

# VALUE VILLAGE CENTER

**A convenient facility for study and work.**

We will use a learning method specifically designed for these communities, in their local language and without the necessity for teachers to be present at every village. This will not be done in a school, but at the Value Centers which are simultaneously used for learning and as a coworking space. These centers are a combination of vocational skill training centers, stores with an administrative office and workshops where people can produce products once they are trained.

They will provide an electrical system than not only powers the workshop but can also extend to the kindergarten, school or other Value Village facilities nearby.

The workspace will accommodate up to 16 people including seven double workbenches equipped with all the necessary tools for producing items. Like this, all necessary tools will be available onsite and the Value Manager will be responsible for managing their daily distribution and collection.





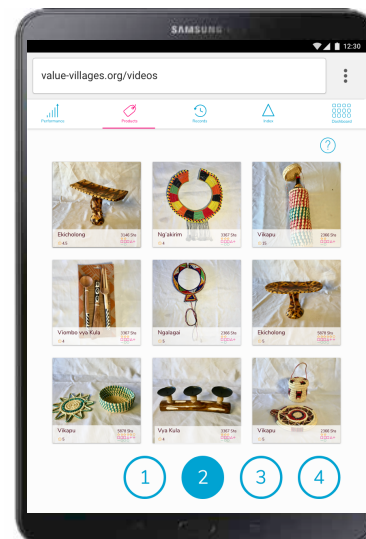
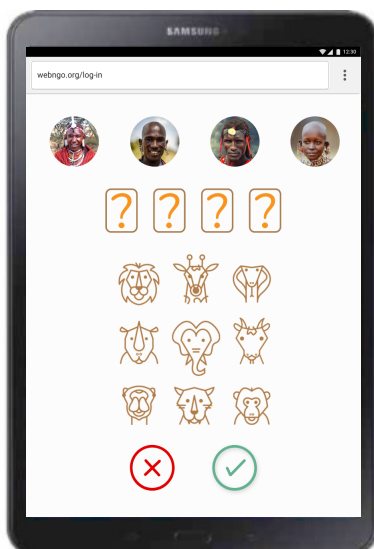


## VOCATIONAL E-LEARNING

Depending on resources that are available for each location, we focus on the following areas of income generation:

The largest difficulty for sustainable growth of the villages is that the vast majority of the adult population is illiterate and have no education. It is not realistic for everyone to catch up with the normal school system. Having trainings at every location is too cost intensive to be realistic, therefore, we need an alternate approach:

Rather than classes, we use an autodidact e-learning system for the beneficiaries. They will learn via video lessons recorded in their local language. These tutorials show step by step how to produce items using the exact materials and tools that are available locally. These videos will be created by professionals when they do a training workshop at one of the centers. Once created, they are shared with all Value Centers in the program.



Each center has ten video tablets with video capabilities and a local intranet network. The beneficiaries can get a tablet for learning purposes daily. The user interface is designed so that it can be used without any literacy skills, using symbols for numbers and audio messages in the local language. The trained Value Manager in each center helps the locals to use the learning system and follows up on their individual learning progress. Once they qualify for the manufacturing of an item they can immediately go into production and earn an income.

# INTEGRATION IN THE GLOBAL CHAIN OF VALUE GENERATION

## A transparent Fair Trade System

The focus of Value Villages is to get the selected communities to a level where they become self-sufficient through value generating activities. Due to the lack of money in the local market, the primary target will be the international market, but national customers will also be pursued. Even though the logistic challenge is considerable, by only trading products with a high amount of value addition, it can become lucrative. In Turkana the focus will be on wicker and leather products. In Tambura the focus will be on wood carvings from mahogany trees in combination with sustainable forestry.

The design of the products is done in cooperation with Fair Trade stores. Quantities of sales will be agreed upon in advance, this allows for every item manufactured to already be pre-purchased. Also, generous deadlines for deliveries will be set, due to unpredictable production speed. At each center there will be one Value Manager who will oversee inventory, logistics and most importantly quality control. The economic model is, that the villagers first do the training and become qualified. Once qualified, they can use the workbenches and tools at the Value Village Centre for free, whereby the village manager buys the products from them if they adhere to quality standards.



All products will be traded within a fully transparent system, where the customer can get full online information of the products' origin and even details about the person who crafted it. The villagers are guaranteed to profit from each sale more than international Fair Trade standards demand.





# FOLLOW UP AND SUPERVISION

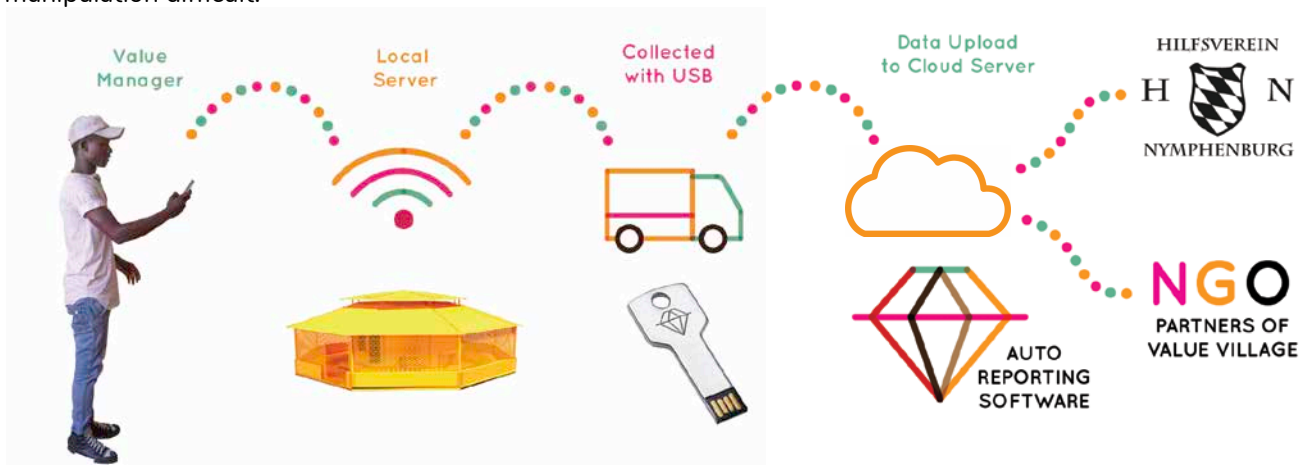
The lack of experienced staff has been the downfall for many projects. We address this problem using software tools, that make it easy for inexperienced trainees to take on responsibility.

Follow up and supervision is the most difficult task at all projects done in remote areas in Africa. It is almost impossible to find qualified and experienced staff, due to the corruption that has developed from practices in the private and public sector over the last 40 years.



For this reason, there will be trained positions called Value Managers. The Value Managers have obtained a secondary school education but are also trained by us specifically for this job. They will rotate regularly from village to village. They are based at each center and do the project supervision not only for the vocational training and production, but also for all other projects of our partner organization on sight.

Using specially designed software, every Value Manager has a digital to do list, which he must follow every day. Supervising activities include daily accounting of beneficiaries present at the various projects such as students and teachers at the schools and nurseries, managing inventories of food and other materials, as well as other tasks that will be identified. This information feeds directly into a database, hosted on a small local server via a local WiFi network. Using software that runs directly from the managers smartphone, the camera will be used automatically generating timestamps and act as proof of what is happening at the projects, making data manipulation difficult.



## Coordinating between Partner Organizations

We coordinate our efforts and provide assistance on the ground

One of the Core Principals of Value Villages is that we do not try to do all this alone. As a small and new project, we lack expertise in areas of health, or further education. Instead we trust in a network of partner organizations, that can work together to empower each individual village.

Even before selecting a community to become a Value Village we arrange with partner organizations, who can implement each step. Each partner organization commits to doing their part, such as the running of a primary school, the implementation of an agricultural scheme or setting up health facilities. For small organizations, Value Village can also advise and help them to obtain needed funding.

If a partner organization cannot be found for one of the necessary objectives at a selected community, Value Villages can step in with its own funding, wherever we have the capacities. This is the case for drilling of boreholes, supervision of construction and especially income generating projects.

# VALUE VILLAGES IN THE RAINFOREST

## Tambura, South Sudan

Tambura is located in South Sudan, bordering the Central African Republic to the west and the Democratic Republic of Congo to the south. It was originally part of the Azande Kingdom and was the earliest part of South Sudan influenced by Christian missionaries. It has so far managed to stay relatively unaffected by the ongoing civil war, but there is no infrastructure whatsoever. It is a thick rainforest full of mahogany and other exotic trees, and the soil is remarkably fruitful. Hunger is not the most pressing issue, but there are almost no education facilities and job opportunities are scarce. These factors contribute to increasing frustrations in the youth, increasing the odds they will become involved with armed conflict.

For this reason, it is a potential candidate for Value Villages. We have a reliable partner organization in the local Catholic Diocese and the full support of the newly established county government. The ten locations were chosen according to accessibility from the Catholic Mission of Nboko which can be used as a base of operations.



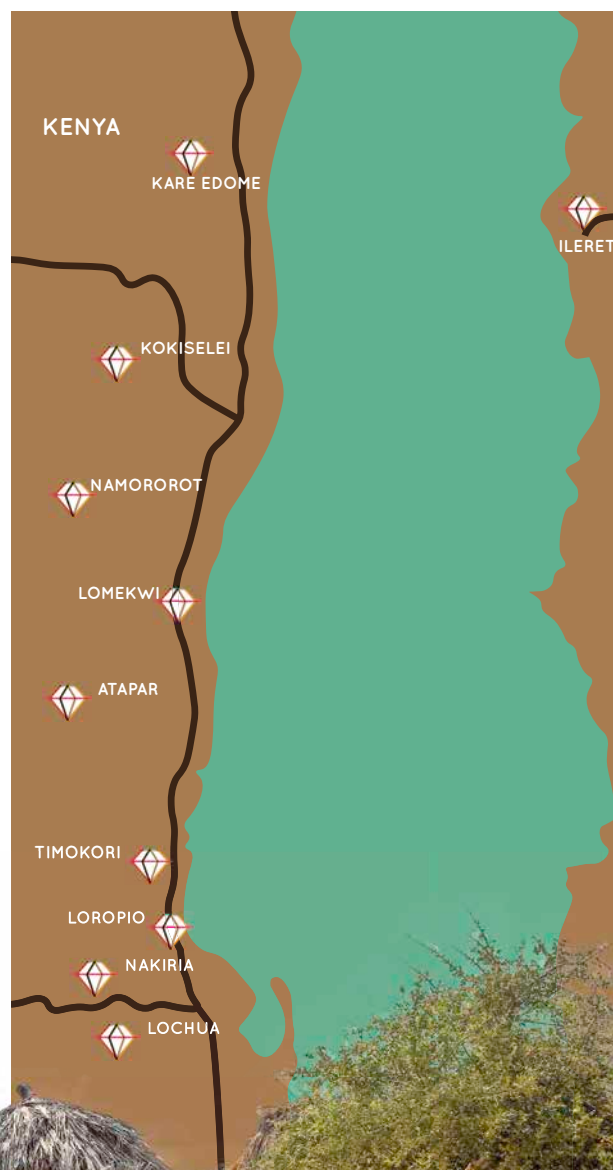


# VALUE VILLAGES IN THE DESERT

## Turkana, Kenya

Kenya has been ranked eighth globally and sixth in Africa among countries with the largest number of people living in extreme poverty, according to the recent World Poverty Clock report. According to the report, Turkana County in the northern Kenya has the largest number of people living below the poverty line with 87.4 per cent (800.000 people). Turkana County has about 1 Million inhabitants and are nomadic pastoralists who mainly keep cattle, donkeys, camels and goats. The animals are their main source of food and wealth. They are the second largest pastoral community in Kenya after the Maasai people.

Hilfsverein Nymphenburg has been active there since 2012 financing water projects and schools, and we have a stable network of partner organizations. At four of the ten chosen villages, the Hilfsverein has already implemented projects, and counting in our partner organizations even at eight of the ten. This is therefore the perfect area to roll out the new Value Villages plan.




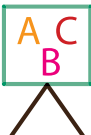

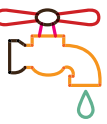


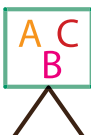



# STATUS QUO AND NEXT STEPS

Since the Value Village program is essentially a reconceptualization of many existing programs of Hilfsverein Nymphenburg and its partner organizations, we do not start from zero. The following numbers represent planned interventions until 2022, together with our partner organizations:





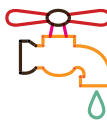


## Kenya

In Turkana where eight of the selected ten locations are situated, either Hilfsverein Nymphenburg or one of its partner organizations already have programs running that cover a part of the development plan. In the years between 2018 and 2021 we hope to accomplish the following:

- 10 X  Vocational Skill Training
- 4 X  Dispensary
-  Kindergarten
- 3 X  Dormitory extension of existing primary schools
-  Agriculture Project
-  Borehole with Solar pump
- 2 X  Butchery
- 1 X  Fishing Project
-  New Primary school
-  Secondary School

## South Sudan

In Tambura, the Hilfsverein is not as linked as in Turkana, but having had our first exploratory trip has found a close partner in the local diocese. Many facilities from missionaries could be reactivated and we could run operations together with the Missionary Community of Saint Paul, who is one of our established partner organizations in Turkana.

- 10 X  Vocational Skill Training
- 4 X  Dispensary
-  Kindergarten
- 3 X  Dormitory extension of existing primary schools
- 2 X  Borehole with Solar pump
- 1 X  New Primary school
-  Secondary School

# WHO IS VALUE VILLAGES

Value Villages is a project initiated by Stiftung Hilfsverein Nymphenburg and its partner organizations, on the ground and internationally.

The funding for our action plan will mostly come from the donor organizations (e.g. Stiftung Hilfsverein Nymphenburg) directly to our local partner organization (e.g. Diocese of Lodwar to construct and operate a school).

There are some activities, concerning the Fair Trade activities and the project supervision that will be run by Value Villages as an organization itself. For this purpose, we will set up a non-profit company, registered in Germany with subsidiaries in Turkana and in South Sudan. Hilfsverein Nymphenburg will retain a controlling interest in this non-profit company.

The mandate of the Value Villages organization will be to select new locations, coordinate between partner organizations, train and employ the Value Managers and facilitate the logistics and international sales necessary for the Fair Trade program to work.

## The Founding Team



**Brizan Were**  
Project Manager Africa

Born and raised in Turkana, Kenya Brizan started his career as a school teacher. He soon became an internationally recognized human rights activist, winner of the 2016 Upcoming Human Rights Defenders Award. Using stipends, he continued his education in South Africa and the United Kingdom. He has been a local adviser for Hilfsverein Nymphenburg projects since 2014.

**Antonius Stotzingen**  
Finances, Planning and Constructions

Antonius has a Business Administration background and has seven years working experience in sales and logistics. Since September 2015 he is based in Turkana and is working on several development projects.



**Kike Tordera**  
Software Development and UX /UX designer

Born in Spain, Berlin-based. He studied Computer Engineering in the Polytechnic University of Valencia. During his studies he got scholarships for making different internships across the globe. As for the final project he landed in Kenya to build up the technological system of Value Villages.



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