

Role 1

Bringing system in to the room

**Case:**  
**Energy efficient stoves  
in Sudan**

**In Sudan there are 8 large refugee camps, with  
approximately 50 000-100 000 people in each camp**

**This worries you.**

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Role 1:

**Woman in refugee camp  
(only speaks her local language)**

You are from the village Bijero, where your family lived in a house with quite a large farming area around. You mainly farmed cassava. But due to the unrest you had to flee from home. Now you live with your two children, 5 and 8 years old, and your husband and his cousin in the Red Cross refugee camp. It is not a nice place, but at least you are safe, kind of safe. And the children can go to school. Your daily routines include queuing for water and food, collecting firewood in the nearby forests, cooking and trying to keep your little space as clean as possible. The temporary school the children go to is the most important thing, however the older one is having trouble concentrating and he is terribly homesick.

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Role 1

**YEAR 1**

Case : Energy efficient stoves in Sudan

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You are increasingly worried about your older son, who is not doing so well in school, and your husband has caught a frightening cough. You do not speak English! (Remember this) so even if you at times have been in the same places as the foreigners, some NGO called Star of Hope, you do not know what they are talking about and it's not clear for you what their business in the camps really is. More interesting meetings are the ones at the health center each Wednesday. There a Sudanese nurse and a group of women are talking about easy means to maintain the health of your family while in the camps. There are no medicines and very few doctors, but you get advice and information. Your main aim is to keep your family healthy and to return home as soon as possible.

Role 1

## YEAR 2

Case : Energy efficient stoves in Sudan

Last year, there was a lot of talk about stoves, and some sort of clay stove. Quite few women wanted to become sellers of the stoves. Of course, nobody has money in the camp – to buy anything. Most of the purchases are done with coupons that we get from the camp organizers. But the NGO's are really into these stoves. You realize that they want to do you, so this year you will try to tell them that they should focus on healthcare. There are no fridges to keep medicine cold, and women in the camp could be educated as nurses to take care of the increasing number of ill people.

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1. cut here

Role 1

## YEAR 3

Case: Energy efficient stoves in Sudan

Now you are really irritated. You have an interpreter, and you will make you voice hear. This mess with the stoves is unacceptable. The food tastes bad, and resources and other programs have been pulled back. People are in debt and angry with each other, this needs to stop now.

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## Role 2

Bringing system in to the room

# Case : Energy efficient stoves in Sudan

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Role 2

## NGO 1: Star of Hope

Star of Hope is an American charity that works for the benefit of women and children. Their activities are increasingly focused on conflict regions. As such, much attention is given to humanitarian aid and logistics of supplies to the beneficiaries.

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## Role 2

# YEAR 1

Case: Energy efficient stoves in Sudan

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Star of Hope has a new boss, who previously has worked UNDP (United Nations Development Program). She is very enthusiastic about market-driven approaches to poverty reduction, and she is of the opinion that this would be a very good method also in the post-conflict reconstruction in Sudan. She has ensured some funds for this purpose. In all honesty, you do not quite understand the point of all this, and you doubt it will work. But you are the responsible for operations in Sudan, and you will have to see that such a program is in place during this year – although you still have no idea what the content of that program should be. Hopefully you will get some ideas.

Role 2

## YEAR 2

Case : Energy efficient stoves in Sudan

Your financing for the stove project is very strong. Now is the time to roll it out. You need to get this project out in all camps to reach scale as soon as possible. That will be essential in getting the system up and running. Last year you tried to engage women as entrepreneurs, but it didn't work so well. Instead, no large investment should be needed. People don't need to own the stoves, as long as they use them and save fuel. You need to get this business model out there.

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Role 2

## YEAR 3

Case: Energy efficient stoves in Sudan

The leasing model seems to work, people are enrolling in the program. We just have to keep this up now, and aim for scale.

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### Role 3

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## Case : Energy efficient stoves in Sudan

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Role 3

### NGO 2: Sudan coalition

Sudan coalition is an organization that was created in Sudan as a reaction to the conflict between North and South Sudan. The coalition has a mandate to work as a peace building entity in all regions of Sudan. The aim is to engage in activities at the grassroots level, which can contribute to preventing conflict, reduce tensions, normalizing daily activities and in the longer term contribute to rebuilding the society.

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### Role 3

## YEAR 1

Case: Energy efficient stoves in Sudan

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You have previously worked in Congo, where you headed an investigation about security in refugee camps. The report showed among other things that it is particularly unsafe for women to go outside the camps and collect firewood. There were many incidents of rape. The problem is that the camps are over crowded, which means each day the women have to go further and further to find firewood, leaving them increasingly exposed to potential attacks. Cooking is done on open stoves, so a lot of firewood is consumed every day. While you were working in Congo for another organization, you had a project to develop fuel-efficient stoves. This is something you would like to continue with. You need groups that make the stoves in the camps, and then involve other people as entrepreneurs who will sell the stoves. They might need to take a microloan to first buy the stoves from the producers. This will create a small economy that will create livelihoods. As you are now moving to Sudan, you will have to see if anyone resonates with your ideas and dreams.

Role 3

## YEAR 2

Case : Energy efficient stoves in Sudan

The interest for the stoves has increased. Last year effort where made to engage women entrepreneurs, but it did not work so well. The coalition has another project, where it was found that coupons is the real money in the camps – so you think this could be a solution to finding a working business model.

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Role 3

## YEAR 3

Case: Energy efficient stoves in Sudan

You are more and more confused. On the one hand you believe in market-driven solutions, but you have begun to have doubts when you see the situation in the camps.

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## Role 4

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Role 4

## Interest group in the USA

You are working for an interest group in the US, that lobbies in Washington about how the USAID money should be spent. Although you are young, you are already quite a player in this line of business. You know everyone and you know how to get things done. You have a good feeling of when something is hot, or getting hot, and when the time to strike is to get the funds rolling in the direction you want.

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## Role 4

# YEAR 1

Case Energy efficient stoves in Sudan

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Sudan is upcoming, you can feel it. The conflict is hot stuff, US is involved in many ways. The oil in South Sudan is of course a political factor, and for all of these reasons it's a perfect case to mobilizing USAID money. You have already arranged to that Star of Hope, an NGO, has gained financing to establish operations in Sudan. They have a new boss who believes strongly in market-driven approaches to poverty reduction. Might be something. During this year, this will probably be your strongest portfolio. Your task will be to mobilize money in the US, not only from USAID but also elsewhere, to create hype. The people from the field need to collaborate, and send you good photos, workable statistics and all of the other stuff. Things that appeal to people.

Role 4

## YEAR 2

Case : Energy efficient stoves in Sudan

The engagement with the fuel-efficient stoves has become a personal success story for you. The interest is enormous, particularly since a simple solution like that can solve a horrific thing like rape. Most of the women are African, and the rapists are arabs. This causes even more tensions, particularly here in the US, and the millions of dollars are rolling into this project.

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Role 4

## YEAR 3

Case: Energy efficient stoves in Sudan

Wonderful, Kamala Harris will launch a World Stoves initiative, the fuel efficient stoves solution will be rolled out internationally. Sudan is a pilot, so material will be needed from there. You need to put pressure on the people on the ground to deliver.

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## Role 5

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## Role 5

### Ahtisaari's Crisis Management Initiative (CMI)

You are working for the Ahtisaari's Crisis Management Initiative, with a focus on Sudan. You have been selected to be part of an international fact-finding mission that will monitor and report on the situation in Sudan.

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## Role 5

# YEAR 1

Case : Energy efficient stoves in Sudan

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The conflict in Sudan is escalating. You will have to travel to Sudan for 3 weeks, and during that time you will meet different actors, and try to create a neutral picture of the situation. Your professionalism combined with neutrality is your best contribution to resolving the conflict. In particular the situation in the refugee camps is unacceptable, and new ideas to deal with that is needed. The international community expects a firm grip and clear communication about solutions.

Role 5

## YEAR 2

Case : Energy efficient stoves in Sudan

The discussion about stoves as a means to reduce rape in the refugee camps has come to dominate the reconstruction discussions in Sudan. This is a new area for CMI, and its kind of hard to understand what is really going on. You have decided you will make a report during this year, so your task is to try to get an objective view and publish that.

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Role 5

## YEAR 3

Case: Energy efficient stoves in Sudan

Now its clear to you that this whole stove thing is not very good. The voices of the users have not been heard. You aim this year is to get that message out, and try to change the direction of this ship before it is too late.

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