

Connect

SNV

CONNECT IS AN ANNUAL
PUBLICATION PROFILING SNV'S
WORK AROUND THE WORLD

2016

Empowering the world

Interview with **SEforAll's**
CEO - Rachel Kyte

**Innovating for development with
smartphone and mobile technology**

**Our highlights in Agriculture,
Energy, and Water
Sanitation & Hygiene**



Welcome to Connect 2016

Our annual publication exploring SNV's work around the world

2015 was a stellar year for SNV! It not only marked our 50-year anniversary but it also marked the final year of institutional support from the Dutch Ministry of Foreign Affairs (DGIS). It was an anxious but exciting time. It was the final year to get everything in place to fly completely solo.



Koos Richelle,
Chairman,
SNV Supervisory Board



Allert van den Ham,
SNV Chief Executive Officer

In 2011, SNV set out to redefine its mission and vision, its organisational culture, structure, work processes and systems. It managed this while simultaneously finding ways to replace the yearly guaranteed income from the Dutch government (gradually decreasing from €76 million in 2011 to €55 million in 2015) with funds from alternative sources. To do this, it had to take on a business approach, scan the market for new opportunities with new funders and partners, operate more efficiently and be more cost-competitive. It was a crucial and difficult time for SNV.

By being proactive and implementing these transformational changes early, SNV has not only achieved its goals but exceeded them. In 2011, revenue from external funding amounted to just over €31 million. In 2016, SNV is on target to reach revenues of at least €115 million. This shows that the international donor community at large values SNV's work.

SNV is now more focused. Each of its three sectors ([Agriculture](#), [Energy](#), and [Water, Sanitation & Hygiene](#)) has refined and adapted its approach to tackle some of the most challenging aspects of poverty alleviation, such as climate change and pressure on water resources. Overhead costs have significantly reduced, productivity has increased and savings have been invested in programmes.

The hard work will not only serve the continuity of SNV as an organisation, but, more importantly, contribute significantly to SNV's main objective of reducing poverty worldwide. Throughout its transformation process SNV has ensured its mission prevailed. SNV uses a

"In 2016, SNV is on target to reach revenues of at least €115 million."

development model that works – a model that bridges the gaps between governments, businesses, civil society and low-income communities, and strengthens their capacities to produce results. In 2015, this model helped SNV improve the life of over 8 million people, with increased income, food security and employment; with clean, safe water, sanitation and hygiene; and with access to basic goods and services such as solar energy products.

SNV developed a new [strategy for 2016 to 2018](#). It consolidates the progress that has been made in the previous period (2012-2015) while intensifying our engagement in combating the impact of climate change, investing in integrated water resource management, addressing challenges in the urban context and in applying new technologies to achieve and account for results. More than ever SNV will do everything possible to bridge the gap between policies and implementation, take proven interventions to scale and increase their effectiveness and reach. SNV hopes to continue growing in the coming years and strengthen its position in the international development arena.

We would like to thank DGIS for 50 years of support, our staff, donors and partners, who have all made SNV's work meaningful. Let's continue towards achieving our goal – a world where all people, irrespective of race, class or gender, enjoy the freedom to pursue their own sustainable development. ●

*Koos Richelle
and Allert van den Ham*

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Sustainable Energy for All



Rachel Kyte,
SEforAll Chief Executive Officer

In September 2015, world leaders came together to formulate 17 Sustainable Development Goals (SDGs). The 7th goal aims to ensure access to affordable, reliable, sustainable and modern energy for all by 2030. A few months later, 195 countries signed an agreement in Paris to limit global warming to less than 2°C.

The United Nation's initiative, [Sustainable Energy for All \(SEforAll\)](#), is working to reach these targets while lifting over a billion people out of poverty. SEforAll has three objectives: ensure universal access to modern energy services; double the global rate of improvement in energy efficiency; and double the share of renewable energy in the global energy mix. Rachel Kyte is Chief Executive Officer of SEforAll, and Special Representative of the UN Secretary-General. SNV had a chance to talk to Rachel about what is needed to live in a world where everyone has access to clean, affordable energy.

195 countries signed the Paris Climate Agreement, which is a great step forward. However, even if governments start to implement national policy changes, more action is needed in practical implementation. How can policy be turned into action and results effectively?

The innovation in Paris was that it was a bottom-up agreement, which is a similar structure to the SDGs. The vision of more sustainable development and an economy in balance with a world well below a 2 degree increase, comes from domestic economic planning. Around the world countries are adjusting their economic and development plans, or thinking through what kinds of targets they need to set domestically in order to get onto the right path.

An important thing to note is that the INDCs¹ as defined prior to the Paris Agreement would still cause a global temperature rise of 3-3.5 degrees, which is insufficient to prevent severe climate impacts. This means that even those countries that have robust NDCs² with inclusive and positive processes across government, civil society and business, need to be recalibrated for a 2 degree target. Some NDCs have been well thought through, and governments know where they are now, where they want to go,

¹ Intended Nationally Determined Contributions (the reduction in greenhouse gas emissions pledged by a country prior to COP21)
² Nationally Determined Contributions (country commitments to reducing greenhouse gas emissions post COP21)

and what they need to do to get there. The question there is really making sure they stay on track and build the need for political and economic consensus. There are other examples where the NDCs are a starting point but probably need more work and inclusion from different actors to have sufficiently ambitious targets. And those countries will need support from the international community to get those targets right.

There is a third group of countries, who are in conflict or restricted in other ways, and their NDCs will need remedial work.

But it is really important that all NDCs have to be owned by government and the people. All the international processes to support the implementation of NDCs have to allow for integration in domestic planning processes.

SNV has been working to provide energy for low-income people, especially those in remote rural areas for many years. How can SNV and other NGOs increase involvement and improve our work in order to reach more people?

The kinds of partnerships SNV has been involved in in pursuing access to renewable energy, are becoming more and more important. SNV's work has been ahead of its time, but time has now come for all to get involved. What I mean by that is if we look at

the energy transition, which is needed to realise the Paris Agreement and SDG 7³, countries need to build an integrated plan of how everyone will have access to clean and affordable energy sooner rather than later. Distributed energy has quickly become more competitive because of the tumbling price of renewables, new business models, an interest of the financial sector to be part of this fast-growing area, and the fact that the risk-adjusted returns in investing in some of these businesses are beneficial. Governments need to realise that distributed renewables can help close the energy access gap while simultaneously working on grid improvements and grid-connected projects. For most governments, this has not been a traditional way of thinking about their future energy system. So organisations like SNV are essential in supporting off-grid business models and operators, providing technical support to small social enterprises as the market is burgeoning. I believe SNV and its partners have played a very important role in getting us to this point, and now I hope this can be a point of take-off and off-grid energy can go to scale.

Private sector investment is crucial if we are to meet our energy goals. How can we work to increase private sector involvement in this area? >

³ SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all by 2030.



Elizabeth Mukwimba now has solar lighting and electricity in her home thanks to SNV's (DFID funded) support to the Tanzanian solar company that supplied the system. The system uses a pay-as-you-go model so she can pay in daily instalments, which is cheaper (and cleaner) than her previous spending on kerosene for lighting.

We can't do it without the private sector. It's the private sector that invests in infrastructure, and innovates modern technology. They also adopt innovative business models, such as pay-as-you-go, to bring already cheaper renewable technologies to people living on 2 dollars a day. The public sector is now increasingly using innovation labs and competitions to focus innovation efforts of the private sector to address public problems.

There's plenty of money in the global economy; it's just about inducing that money into the solutions we need now and getting the risk-adjusted reward correct for the operators and investors to invest in renewables, off-grid and access solutions. The technology is mostly there, the finance is available, but needs to be redirected, and public policy could actually be an accelerator. There is truly a role for private-public partnerships. It's about government setting the right climate, regulations and incentives.

Off-grid electricity and clean cooking especially benefit women. How can adoption of sustainable energy be accelerated through women's leadership?

The vast majority of micro and small business owners in emerging markets are women. Reaching out to, enabling and empowering women to start and build businesses makes just as much sense in the off-grid distributed clean energy sector as it does in any other. There are also other phenomena when working with women as business owner: they have much higher commitment to repayments, and are more loyal as clients for banks. The whole phenomena around women in business that the energy sector should understand when trying to speed up the adoption of off-grid clean energy, is that if women don't have access to power, then their participation in the economy and ability to support their

“Reaching out to, enabling and empowering women to start and build businesses makes just as much sense in the off-grid distributed clean energy sector as it does in any other.”

children will be compromised. So there is a very significant gender impact on bringing power into a community.

We are making progress in getting clean cooking technologies in the hands of women but not as much as we need. There has been a revolution in clean lighting solutions because rather than paying for a dirty kerosene lamp, we have been successful in making the business case to buy a clean one. It's different with clean cooking. When a woman walks for five hours to collect dung or wood, the only thing that is being spent is her time. And her time is not valued. So there is no economic imperative to shift from something which people think is free to something they have to pay for. There is a deeper social barrier around getting people to pay for clean cooking. Women suffer the most from unclean cooking, but we have to look at women not as victims, but as part of the solution. This is something that the Netherlands and SNV have been really pushing forward in recent years.

SEforAll's mission states that to achieve its three objectives, a radical rethink of the way we produce, distribute and consume energy is required. What are some examples of radical thinking that have worked in the past and could work now?

Efficiency is very important. Every country needs to put an energy efficiency lens on the view of the future of our energy systems, also developing countries. If you think about how to maximise energy productivity by using the cheapest, easiest power source that is available, you can achieve real savings. That is very true in developed and fast-growing economies, where the pathway to efficiency has to shift considerably. Put efficiency first and then focus on access.

We also have to change the energy mix. Countries need to ask themselves some questions: Can we import a cleaner energy? Can we get access to resourceful hydroelectricity; access to gas instead of coal; access to wind energy? Do we have geothermal as a resource available? The energy mix has to shift to become cleaner.

If we focus on a truly integrated energy plan, distributed and grid-connected, embracing mini-grid and homebased solutions, and working out how to connect the grid to off-grid solutions down the line – if it's an integrated vision, I believe we can close the access gap quicker and there is a huge economic benefit to doing so.

We are encouraging an approach that many countries aren't use to. Up to now it has really been focussed on generation capacity and going with what is perceived as the 'cheaper' source without factoring in sustainable development.

What are your plans and targets for SEforAll in the next few years? How do organisations such as SNV feature in them?

We've just pivoted in 2015 from advocating for goals on sustainable energy and securing an ambitious Paris Agreement, to supporting action and driving implementation.

We have produced a strategic framework which lays out a theory of change about how our three goals can be pursued. The access goal should be achieved earlier than 2030, or at least we should set our sights on fast forwarding it. It is part of the fundamental promise that we wouldn't leave anybody behind in the transition to a low-carbon economy.

Globally we are working on marshalling the evidence and helping people see what kind of policy action they need to take. We've already produced a global tracking framework together with many of our partners, and there are more knowledge products coming forward under the SEforAll banner.

It is also important to benchmark progress. Not for ranking but to see who's moving, how fast they are moving and where success lies. Stories of success travel very slowly. People don't know how much is going on, even in their own domestic market. So it's important to share this knowledge in order to drive action on access.

SEforAll offers a platform, which SNV is already committed to, to get access at the highest level so they can bring entrepreneurs and social enterprises in the same room with policy makers. This platforms provides access to the best quality data analysis, case studies and stories, to share what works and show how it can go to scale. We are the place for everyone who is really committed to SDG 7 – governments, businesses, social enterprises, NGOs – to do the things that they can do in partnership but can't do alone.

For organisations like SNV who identified this as a priority issue a number of years ago, now is the time to push forward. Everybody is lined up and pointed in the same direction. There is no global disagreement about which points on the horizon we are headed towards. There may be disagreement about how long it is taking to get there, but it is important that SNV stays the course and continues to be a long-term partner for change. ●

Ending energy poverty

According to the World Health Organization, nearly 3 billion low-income people still rely on unsustainable wood, coal, charcoal or undigested animal waste for cooking and heating; 1.1 billion people lack access to modern electricity.

SNV tries to reach this group of people with innovative solutions to their energy needs. While mitigating and adapting to climate change is increasingly prominent in our work, our focus is on improving the lives of people living in poverty. We want to ensure that every man, woman and child has the opportunity to progress in life and improve their well-being and standard of living. Children need light to study at night; women need ways to cook efficiently and not be at constant risk of disease; businesses need efficient ways to fuel their production. Access to clean, affordable energy is key in achieving these goals.

We work to ensure people have a voice in their local communities and at the level of local and national government to be able to change policy, laws and service delivery systems. By supporting them to stand up and be drivers of their own sustainable development, results are more likely to suit their needs and last longer. It is essential that they, and the organisations that represent their interests, have the knowledge, skills and power to effectively advocate for change so that decision makers not only acknowledge their opinion but also take necessary steps to implement actions that contribute to issues of common interest.

Our work in 2015 provided almost 1.5 million people at the bottom of the pyramid with access to renewable energy sources. These are mostly people in remote areas whose interests are often not taken into account. They are not connected to the energy grid and private companies often fail to see the market potential in providing them with decentralised energy. We work to change that. Together we build markets for lightning and clean cooking products that reach the rural poor.

With the global community on the same page, now is the time to eradicate energy poverty once and for all.



Allert van den Ham, SNV Chief Executive Officer

Sizi a wattsi

Working towards solar energy in Tanzanian villages

Africa's population is exploding. It is estimated that in the next 35 years the number of people on the continent will double. Yet when you roam the Tanzanian countryside, you find yourself in vast emptiness. Endless grasslands with herds of zebra, an occasional Masai leaning on his stick, one foot crossed over the other. Rolling hills dotted with villages where not much is happening outside the harvest season and youth hanging around without much to do. This is rural Africa.

At night time these tiny villages glow in the darkness: kerosene lamps, charcoal stoves, an occasional flashlight (but batteries are expensive) and mobile phone screens lighting up. Moon and stars provide some additional light, how romantic. And how frustrating when you live there and find your mobile phone empty once again, knowing the nearest possibility to charge it is an hour's walk away.

You might wonder, why don't these people use solar? The answer is simple. There are hardly any shops selling solar products. And even if solar came their way, how could they distinguish between good quality and junk? Besides, solar is quite an investment for a small farmer. In other words, the solar market is failing them.

Igniting a failing market

So, how can you ignite a failing market? Actually, this is what SNV has been doing for some years now. First of all you must be well rooted in the country. Know your way around; the businesses, the government officials, the way people think. Is there any demand for solar? Well, the answer is simple; 35% want it, but only 3% have it. The difficulty is on the supply side. Solar is easily sold in densely

populated cities. But out in the country, distances are vast and qualified personnel absent.

Any NGO can load a truck with solar panels and give them away for free. For sure people will appreciate and might use them wisely. But your donation reservoir will empty soon. By the time all is gone, this handing out will come to an abrupt standstill. "When we make markets, we remove thresholds, striving to be disposable as soon as possible. We call it our 'hands off' approach," says Martijn Veen - SNV Energy Sector Leader Tanzania. "We want to catalyze a market that continues and multiplies after we have left."

A few years ago, funded by a grant from [DFID channelled through the GIZ-managed Energising Development \(EnDev\) programme](#), SNV reached out to solar companies in Tanzania and offered them a temporary incentive if they would start selling in rural areas. This incentive covered roughly one third of their investments. After three months three companies had already expanded their business. By now it is eight. They have covered the last rural mile. In fact, the challenge to let your solar panels survive these bumpy rides to the remote villages is far

greater than the term last mile suggests. But these companies took the step and have turned into professional solar companies.

The incentive is limited to solar systems that meet the quality approval standards of Lighting Global (the World Bank Group's platform supporting off-grid lighting). For larger solar systems that need to be installed, pay-as-you-go schemes have been developed. Customers pay no more than they regularly do for kerosene, charcoal and mobile charging. Payment is done by mobile banking thus overcoming distance. If they lag behind, their system is switched off by the solar company. Sometimes it takes some family members to transfer money on their behalf. After payment customers receive a code to switch their solar power on again.

Rural youth to do the job

But who sells and installs these small solar systems? Here came SNV's double edged sword. We not only encourage solar companies to reach the rural areas, but also bring in rural youth to do the job. Thanks to funding from the MasterCard Foundation and the Swiss Agency for Development Cooperation, we can train rural youth lacking formal education and match them with the companies. >



At first companies were hesitant to hire these rural youth, who at best have a few years of primary school. But we convinced them to test the water. We taught these youths basic skills such as how to keep appointments and make simple calculations, plus basic solar installation techniques. Not that all went smoothly. In the beginning dropout rates were high, some youths just gave up. So now we first screen them on their motivation. "I love it when they get really ambitious and their small dreams about having a bit of cash turn into bigger dreams about doing business. They themselves have to grab the career opportunity we provide. We just give a little push," says Kai Maembe, a youth skills development advisor.

More panels, less emission

The results of our market approach: rural houses with solar panels on their roofs. In Tanzania alone over 100,000 people enjoy solar energy via SNV-supported interventions, saving a total of 30,000 tons of CO2 emissions since we started. Next to that, in our youth employment programmes in Tanzania over 12,000 youth have been trained; 3,000 of them still employed after three years. Making a living in the village might reduce their urge to seek a better life in the city.

So, go to the villages one more time and inhale your last bit of battery fumes, coughing charcoal chimneys and kerosene lamps. Hopefully, this will all be history soon. ●



Kai Maembe, SNV Energy Advisor Tanzania

"I love it when the youth get really ambitious and their small dreams about having a bit of cash turn into bigger dreams about doing business. They themselves have to grab the career opportunity we provide. We just give a little push."

Early morning in a Lutheran guesthouse high up in the mountains. White curtains dancing like spooks in the cold wind blowing through the open window, followed by church hymns from a neighboring room. Twenty youth sit silently around a table, both boys and girls. They came from far and wide to join a two-day training session on solar panel installation.

In front of the class the trainer scribbles on a whiteboard. A solar panel installation at his side. Tomorrow they will install it themselves, but at this very moment they don't know the first thing about solar, except that it could be their ticket to the future. They have watched their parents toiling on the soil and dream of a better life. But at best they have had a few years at primary school, they have no jobs and therefore no money.

The trainer trains. The young ones nod and you can hear their continuous scribbling. The trainer drills in Swahili, 'Sizi a wire and battery a maji.' What's that? It's the size of the wire they should use, and the batteries they need. The students tune in with concentration, 'Ehee, dio dio.' Meaning, yes, yes I see. A finger in the air. Question and answer, 'Kidogo kidogo!' No, don't use a car battery when installing the system, it releases a lot of energy at once, while a solar battery goes slow slow.

It is surprising how these youngsters manage to concentrate for hours at a stretch. But there's a lot at stake: tomorrow solar companies will visit with a selective eye and they shall show their brand new expertise. When hired, SNV will stay with them, coaching them well into their job.

Our impact in Energy

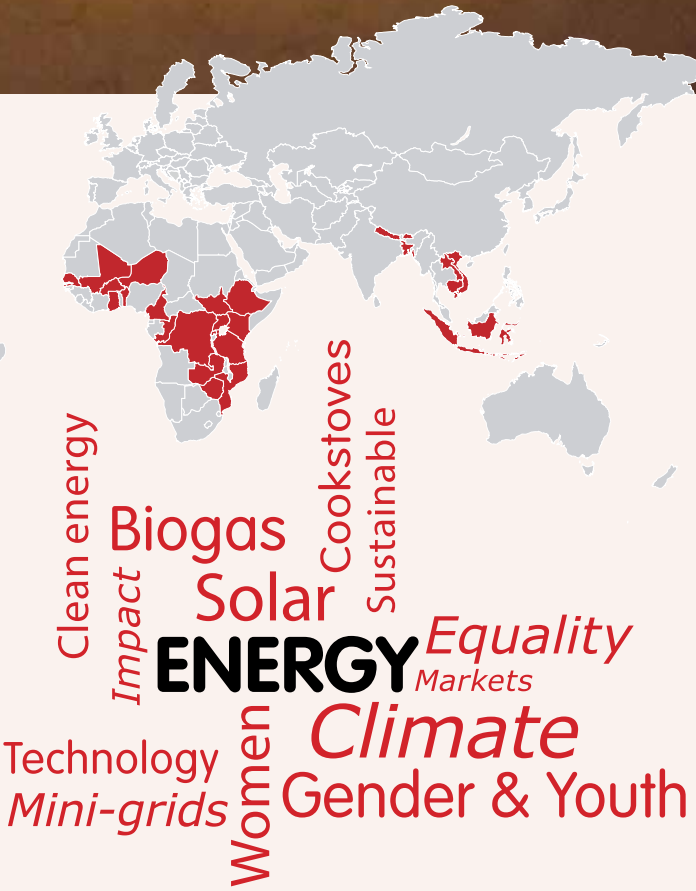
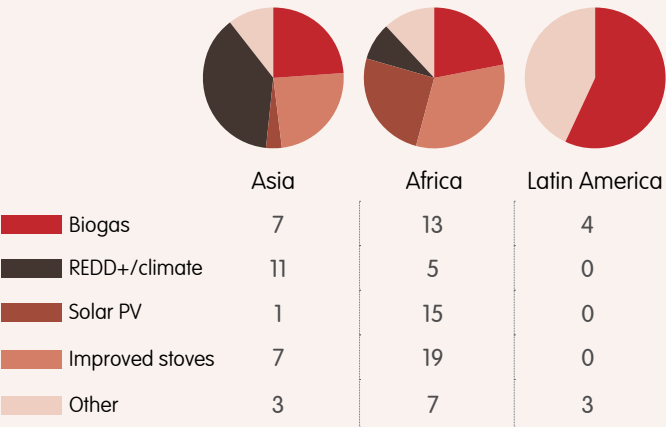
SNV's energy initiatives in 2015 impacted the lives of over **1.6 MILLION PEOPLE WORLDWIDE**

Almost **1.5 MILLION PEOPLE** extra use renewable energy sources

An additional **140,000 PEOPLE** have increased their income

Over **2,500 JOBS** MORE PEOPLE now have a job in renewable energy

In 2015, SNV implemented **95 projects** in the energy sector across **26 countries** in Africa, Asia and Latin America.



The sky's the limit

Working towards sustainable nutrition for all

Titus Nondo, father and smallholder farmer, is observing a string test which demonstrates the stunting of children in his village.

Children in a small Zambian village are taking part in a test. It's not a written test, not a maths test - it's a test to measure their height. One by one they line up against the wall of a house. A piece of string is stretched taut above their heads. The string marks the average, healthy height of a child their age. But no matter how tall the children stand, the fact of the matter is that many of them struggle to reach the string.

These children suffer from stunted growth primarily caused by a lack of a varied diet. And this problem affects up to 45% of children in Zambia and up to 2 billion people globally.

"We decided to do a test - a stunting test," says Mwenya Kabwe Zyambo - Community Awareness Adviser. "We lined up the boys and girls and asked the community to explain

what they were seeing. People from the community responded by saying 'most of the children are below the line; they are stunted.' The community was really surprised. And for me that was a 'wow' moment. I knew that was the beginning of change."

This string test is just one aspect of SNV's [Sustainable Nutrition for All](#) (SN4All) programme. The programme, which is implemented in partnership with the Swiss Agency for Development and Cooperation, promotes agro-biodiversity and dietary diversity within households in Zambia and Uganda.

As simple as the string exercise is, it gives parents and community members a strong visual indication that their children are stunted and brings the issue clearly to the attention of both men and women in the village. With health

messaging typically given to women at the clinics, it is often the first time that men in the village are made aware that there is an issue in their community or even their own home. Awareness training plays an important role in educating the community of the importance of a balanced, nutritious diet, and can be the first step towards changing the community's eating habits. It shows that stunting is indeed preventable.

"I used to think that stunted growth was the result of not feeding enough pap [maize porridge] to our children," says Titus Nondo - father and smallholder farmer. "The awareness training showed me that my wife and I were not taking care of our children properly. I used to think that it was the sole responsibility of my wife to provide enough food for our children. But now I know that I need to grow nutritious food for my family, not only sell it at market."



"The awareness training showed me that my wife and I were not taking care of our children properly. I used to think that it was the sole responsibility of my wife to provide enough food for our children. But now I know that I need to grow nutritious food for my family, not only sell it at market."

Titus Nondo - father and smallholder farmer.

The SN4All programme trains 'nutrition champions' who trigger communities to realise the extent of malnutrition in their homes and in the community. Households draft production and consumption calendars of the foods they grow or eat throughout the year and their nutritional values. This helps the community to identify nutrition gaps throughout the different periods of the year, including deficiencies in the diets of young children and pregnant and lactating mothers. Working together, the community then develops solutions to improve dietary diversity that they can achieve on their own. The purpose of the triggering exercises is to drive the community to identify their own problems and their own solutions.

After the triggering initiatives, villagers form Nutrition Action Groups of five men and five women. >



Sue Ellis,
SNV Country Director

behavioural change effort that takes in the whole village. By targeting the whole village and each and every household, we build community and peer support that helps all members of the village to change their habits.”

"Clean water, good hygiene and effective sanitation also play a vital role. Handwashing with soap, access to clean water and using hygienic toilets helps to avoid illness caused by cross contamination. Changing gender norms, which give boys and men preference to access to food, and control over production and productive assets and resources, takes time."

Every member commits to adopt a minimum of 10 households each to monitor nutrition and support their transition to a more diverse diet.

In Uganda, where the programme also takes place, one of these 'nutrition champions' and supporter of a Nutrition Action Group is the husband and wife team of Ngobi and Betty Jackson. Ngobi is also a chairperson of his local school management organisation. The school operates a kitchen garden and uses it to educate not only the school children but the community at large on how they can grow, harvest and store diverse foods for year round consumption.

"I see so many children stunted in Uganda, I get perturbed," says Ngobi. "But at the same time I know that their families and communities lack knowledge. They can learn from us at school. The students inform their parents, and we take them around to see the vegetables and how we are planting them. So I'm sure, with time, the communities around here will benefit from the programme."

"I hope my grandchild will continue to grow," says Betty. "If I feed her well, she will develop properly and reach her potential."

The SN4All programme has already triggered 4,000 households in Zambia and 1,250 households in Uganda to eat a healthy, balanced diet. ●



Sustainable Nutrition for All is a key component of our work in agriculture. It improves nutrition outcomes through behaviour change, increased and sustainable household agro-biodiversity, women's empowerment, and multi-sectoral policy development.

We are currently implementing this approach in a number of nutrition projects, including the Integrated Nutrition, Sanitation and Hygiene (NOURISH) project in Cambodia, where we have benefitted over 370,000 people with a multi-sectoral approach to reducing malnutrition in targeted rural areas, and the Enhancing Dairy Sector Growth in Ethiopia (EDGET) project, where over 500,000 people have benefitted from increased income and nutrition, through improved production, processing and marketing of nutritious dairy products.

Our impact in Agriculture

SNV's agriculture initiatives in 2015 impacted the lives of over

2.3 MILLION PEOPLE WORLDWIDE

An extra
1.9 MILLION PEOPLE
have increased
their income

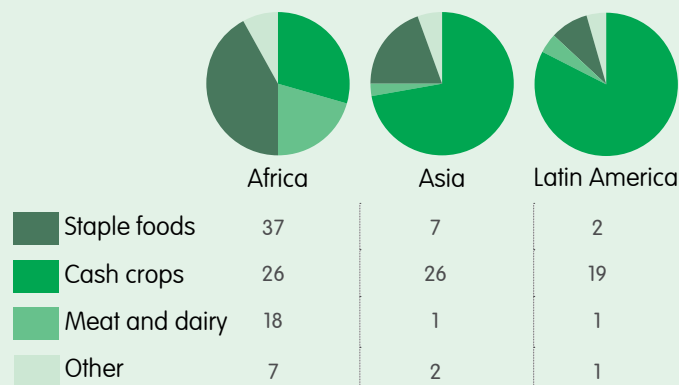


An additional
242,000 PEOPLE
have reached dietary diversity

Over
80,000 MORE
PEOPLE
now have a job



In 2015, SNV implemented **147 projects** in the agriculture sector across **30 countries** in Africa, Asia and Latin America.



AGRICULTURE

Climate

Business

Markets

Youth

Food

Gender

Livestock

Dairy

Employment

Cassava

Palm oil

Cocoa

Landscapes

Rice

Coffee

Sustainable

Horticulture

Deforestation free

Security

Evergreen farms

Nutrition

Climat

Dirty deeds done dirt cheap

The life of a faecal sludge emptier in Bangladesh

The stench is palpable – it burns the eyes, enters deep through the nose and can almost be felt seeping its way through every pore of the body. It is a horrid smell which emanates out of a pit latrine in the slums of Khulna – Bangladesh’s third largest city and home to 1.4 million people. And the person experiencing this ghastly smell is Gopal – a 70-year-old man who manually empties latrine pits.

Gopal has one of the most unenviable jobs in the world. Every day he ventures to some of the most under-developed areas of his city and drains faecal sludge from toilets which are sometimes used by hundreds of people. And he does this with no mechanical equipment whatsoever. It’s a dirty job which considerably affects his health. “I often lose my appetite for food,” says Gopal. “It’s a terrible feeling and I know this work is bad for my health, but I must do this to survive – it is the only way I can make a living.”

Gopal is one of thousands of manual sludge emptiers across Bangladesh. The job of an emptier in Bangladesh is primarily reserved for Dalits¹. Dalits are often marginalised and given the menial and despised jobs. They also live in what are called ‘sweeper colonies’, designated and sometimes built by the city authorities, and they are bestowed little consideration when it comes to the health, safety and compensation of their work. The Bangladeshi media reported that 31 manual emptiers died while performing their jobs between January and October 2015, mostly from inhaling poisonous gas while opening lids or physically entering into pits and septic tanks.

“These manual emptiers are confronted with appalling conditions, and they are usually taken advantage of by other members of society,” says Reza Patwary – SNV WASH Advisor. “They have to open latrine pits which sometimes

¹ In Sanskrit, Dalit means ‘those broken down from those above’. Historically they have been considered outcasts in South Asian societies.

haven’t been accessed for many years, and the only things they use are a couple of buckets, a shovel, a rope and a drum to transport the sludge; they don’t even have basic protective gear like gloves, boots and a helmet. It’s shocking. And the amount of money they receive for their work is minimal. What’s more, faecal sludge management at the moment operates in an informal market. Payments are unofficial, and the emptiers are not insured. This vital urban service is often invisible, mostly taking place in the middle of the night in order to avoid disturbances.”

Under a [faecal sludge management programme](#), which is funded by The Bill & Melinda Gates Foundation and DFID, SNV is working to provide safer, more profitable working conditions for Gopal and his fellow emptiers, while improving sludge-emptying services to households. The programme professionalises their work, links them to viable business models and promotes the adoption of safe, timely emptying, including Occupational Safety and Health (OSH) standards



The main goal is to improve the entire faecal sludge management process: from capture and containment, extraction and transport, to treatment and ultimately reuse.

for workers. This is just one aspect of the programme.

The main goal is to improve the entire faecal sludge management process: from capture and containment, extraction and transport, to treatment and ultimately reuse. The programme shows how a citywide local government-led effort improves the living environment and contributes to the health and well-being of the population, including the workers involved in emptying. It has developed an OSH manual and guidelines for sludge emptying and transportation, which are among the first of their kind in the region. Local authorities are now adopting OSH in their services through the training of emptiers, vacutug-drivers (emptiers who use mechanical equipment), and relevant staff.

“The programme provides health and safety training and access to equipment, such as masks and helmets, and provides skills and knowledge on how to safely >



31 manual sweepers died while performing their jobs between January and October 2015, mostly from inhaling poisonous gas while opening lids or physically entering into pits and septic tanks.



transport the sludge,” says Reza. “This training also works to reduce the stigma surrounding the job by making their work more professional. If they are provided with training and proper equipment, they may have a little more pride in their work.”

The health and safety training materials are already creating ground for use by institutional and independent service providers. Once mainstreamed with local authorities and community organisations, OSH will remain a pre-condition for any emptier, including private sector-led emptying services. “Private companies in Bangladesh have already taken over profitable household kitchen waste collection,” says Reza. “SNV is negotiating with some of these organisations to horizontally integrate waste collection and use their existing workforce to periodically check containments in their neighbourhood.”

The programme is formalising the job carried out by these emptiers, and making their payments officially set by the city authority. This would make it mandatory to recruit only the OSH certified emptiers and follow a payment chart connected to the amount of desludging. Their wages



Reza Patwary, SNV WASH Advisor

“The project provides health and safety training and access to equipment, such as masks and helmets, and provides skills and knowledge on how to safely transport the sludge. This training also works to reduce the stigma surrounding the job by making their [the emptiers] work more professional. If they are provided with training and proper equipment, they may have a little more pride in their work.”

would increase from a mere US\$4 to as much as US\$10 per trip for emptying a pit latrine, which can take up to three hours.

“I never had any training like this and I did not feel that anybody cared about our safety,” says Gopal. “There have been many instances in my life when I could not work due to illness and I did not get paid. I feel happy for the younger generation knowing that they will be luckier than us when the Khulna City government formally endorses these guidelines for us, the emptiers.” ●

SNV's Urban Sanitation and Hygiene for Health & Development programmes integrate work on city sanitation planning, compliance strategies, behavioural change communication with a pro-poor market based approach that includes business models for toilet upgrading, emptying, treatment, safe disposal and, where possible, re-use. Health and safety of services for both consumers and workers is an essential part of that, and goes beyond the simplistic distinction between manual and mechanical emptying.

We work with communities of manual emptiers to develop service models that are safe, affordable, scalable, and generate employment and income. Furthermore, we work with local authorities to create an appropriate enabling policy and regulatory environment for services at the local level, and guiding stakeholders through a process of informed choice for the selection of treatment and/or re-use technologies.

Our impact in Water, Sanitation & Hygiene

SNV's WASH initiatives in 2015 impacted the lives of almost

4.3 MILLION PEOPLE WORLDWIDE

1.3 MILLION PEOPLE more using an improved drinking water source

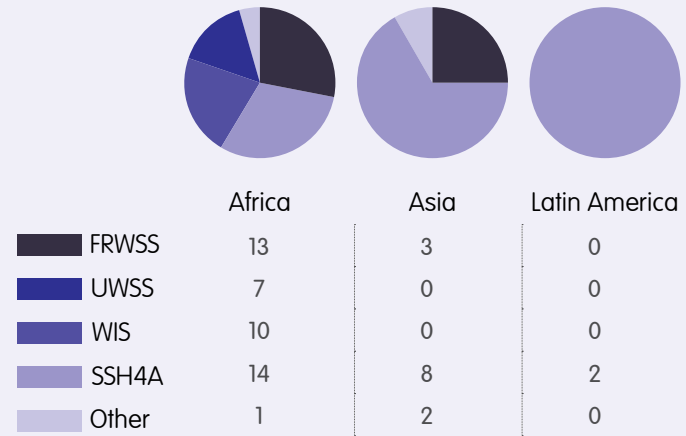


An additional **850,000 PEOPLE** washing hands with soap after defecation



An extra **2.2 MILLION PEOPLE** using a sanitation facility

In 2015, SNV implemented **62 projects** in the water, sanitation & hygiene sector across **26 countries** in Africa, Asia and Latin America.



FRWSS: Functionality of Rural Water Supply Services; UWSS: Urban Water Supply Services; WIS: WASH in Schools; SSH4A: Sustainable Sanitation and Hygiene for All - Rural / Urban Sanitation and Hygiene for Health and Development

Access to **Water, Sanitation & Hygiene** for **Rural WASH** and **Urban WASH** projects. The impact includes **Water supply**, **Health**, **Sustainable**, **Menstruation**, **Development**, **Schools**, and **Functionality**.



Voice for Change

We have all been affected by or involved in advocacy at some point in our lives. When a school provides healthier lunch options for their students, or government bans the use of dangerous chemicals and pesticides on agricultural crops, this may have been the result of a successful advocacy campaign. Advocacy is an effective way to collaboratively work to encourage someone, usually a decision maker, to take action. Everybody can engage in advocacy as a way to create, implement or change policies, laws, regulations or standards for the good of a larger group of people.

Then what is evidence-based advocacy? As the name suggests, evidence-based advocacy uses verified, concrete information as proof to trigger change. Data is gathered, organised and analysed to produce clear and accessible information which can influence leaders and decision makers.

To get a better understanding of the power of evidence-based advocacy, we talked to two of our advocacy experts, Jessie Bokhoven and Rianne Teule. They have worked on successful advocacy projects around the world. Together with their colleagues they are currently working on our new 5-year programme, [Voice for Change \(V4C\) Partnership](#), funded by the Dutch government and implemented together with IFPRI – the International Food Policy Research Institute.

How do you define evidence-based advocacy?

JB: SNV defines advocacy as “the deliberate process, based on demonstrated evidence, to directly and indirectly influence decision

makers, stakeholders and relevant audiences to support and implement actions that contribute to issues of common interest.” Sometimes advocacy is centred on beliefs and what someone feels is good for society. We, however, use facts, research, and lessons learnt from past experience. I’m not saying that one form of advocacy is better than another, but what we do in our practice is based on people’s needs, and for that it is very good to use evidence. In addition, we take a collaborative approach. If we involve all stakeholders, such as governments, businesses and civil society, change is more likely to be widely supported and lasting. Evidence and collaboration are the key words when we talk about advocacy.

Evidence-based advocacy requires the collection and interpretation of data. What forms do the data and information take?

JB: First and foremost, it is important to use examples and lessons learnt from previous projects and experiences. We can use examples that worked well in country A and can be adjusted, adapted and implemented in country B. That is one form of evidence. Another form is

to bring in research done by scientific or policy-oriented institutions. The combination of the two is often the most effective. It is good to have a lot of data, such as figures, but it is also very important to show successful examples or stories.

How can we be sure that the data and information we use is accurate?

JB: It is very important to use data from validated research and trustworthy institutions. If we use data and evidence from projects, we need to be sure the outcome is genuine and replicable, not just an accidental or one-off result.

RT: When we collect data ourselves, we need to use solid research methodologies and ideally work with reputable research institutes. When using data of others, it is always important to validate the information by checking with independent experts or by going back to the original source. Often people quote what other people quoted, which turns into the game of ‘telephone’, where the information becomes distorted.

Does all good advocacy use evidence?

RT: It depends how you define ‘good advocacy’. We believe that good advocacy should be based on solid evidence; not on beliefs, not on ideology but on facts and figures that underpin approaches that support people living in poverty. And no matter what kind of evidence is used, it is important to present the full picture. You may put emphasis on specific facts to favour the outcome you are trying to achieve, however, to be considered transparent and reliable, you should show both sides of the coin. A lot of people, companies, and organisations who are involved in advocacy only present evidence that they want you to see. At SNV, we try to be as politically neutral, transparent and comprehensive as possible, so that the people we are trying to influence can make an informed decision.

JB: Evidence goes a long way towards convincing people. For example, we have done a lot of work in Tanzania on functionality of water points, and the fact that we could show with hard figures that so many water systems were not operational was undebatable. It may be difficult to accept but can’t be disputed. You can debate the reasons why, discuss who should be responsible and how it can be improved, but you can’t deny the fact that something needs to be done. This also empowers government officials who have to act. Bringing evidence and working collaboratively gives a very strong foundation for change.

Advocacy alone doesn’t guarantee results. How can we go beyond advocacy and ensure action is taken?

JB: In our advocacy work we look at the enabling environment as a whole – not only at the decisions taken and the policies approved but also at how they are implemented in practice, what laws and by-laws need to be created, what other regulations, standards and norms need to be applied and what capacities need to be strengthened to implement them. In energy, for example, solar products need to adhere to certain standards, such as safety and quality, in order to be successfully adopted. So by combining our advocacy work with projects on the ground, we really try to ensure that the system changes. When we have good policies, laws and regulations combined with the proper implementation, larger groups can benefit.

Can you mention an example of a successful evidence-based advocacy initiative SNV has undertaken in recent years?

RT: Advocacy is an inherent part of the work in many SNV projects. In an oilseed project in Uganda, we organised multi-stakeholder platforms which connected smallholder farmers and their working cooperatives with groups from the private and public sectors, such as processors, financial institutions and governments. They sat down to analyse the challenges which affected the oilseed sector. This engagement led to government passing the Seeds Certification Act to ensure that seed companies sell good quality seed to farmers and cooperatives. The legislation now benefits every oilseed farmer across Uganda. This is a



Jessie Bokhoven,
Global Project
Manager



Rianne Teule,
Senior Advocacy Officer
- Energy

really good example of our work because it involved stakeholders from all walks of life, strong evidence, and it also empowered people to speak out. In fact, that is why we call our project Voice for Change. We stimulate people to raise their voice and further their interests.

The V4C Partnership focuses on four crucial themes: Food and Nutrition Security, Resilience, WASH and Renewable Energy. Can you tell us a little more about what progress has been made so far?

RT: Civil Society Organisations (CSOs) are the voice of citizens at local, national and international level. This programme strengthens their ability to make their voices heard by decision-makers. Guaranteeing that CSOs have a greater voice ensures that the interests of the communities they represent are better served. We will support the CSOs in fostering collaboration with government and the private sector, influencing agenda-setting and holding stakeholders accountable for their promises and actions. Ultimately, the increased influence of CSOs will contribute to sustainable and inclusive development around our four themes.

We work with 52 CSOs in our six focus countries: Burkina Faso, Ghana, Honduras, Indonesia, Kenya and Rwanda. These CSOs are now formulating their advocacy plans and setting their objectives. They all have the passion and drive needed for this work, and we are guiding them to focus on key issues to increase their impact – impact that will last well into the future. ●



The sustainability of results

SNV's work continues to reap benefits even after 20-plus years

Drive out of the capital city of Nepal, Kathmandu, make your way through winding dirt roads, up and down steep, mountainous terrain and you will find yourself at the small village of Rabiobi in the district of Kavre – home to Durganath Koirala and his family. Duraganath is in his 70s and has been living in this magnificently picturesque place all his life. On the land surrounding his house, he operates a small farm to provide food and income for his family.

As magnificent as this landscape is, however, living in this mountainous region comes at a cost. Being a remote area of the country, villages here are not connected to the national energy grid. People, like Durganath, have to find alternative sources of energy. One such energy source is biogas – an energy source that is sustainable, cost-effective, safe and clean.

In 1994 (2051 in Nepali years), Durganath was fortunate enough to find himself involved in one of SNV's first ever biodigester programmes. "It

was the year 2051 when I visited my cousin in a neighbouring village," says Durganath. "He had an operational biogas digester and he told me how he uses the biogas for cooking. I was very curious about how it worked. So that night I watched his wife cook on the biogas stove, and the next morning my cousin took me outside and showed me the biodigester. I was amazed at the idea of using cow dung to produce gas for cooking. It was then and there that Durganath decided to build a biodigester of his very own.

In the days following his visit, Durganath contacted biogas technicians who were part of SNV's biogas programme, and a week later the process to install his very own biodigester began. "I spent around 25,000 Nepali Rupees (around US\$245 at the time) to build the plant," says Durganath. "I was the first person in my village to install one. It was a very proud and exciting moment."

Following Durganath's successful installation,

many more households in his area would follow the same path.

"It took off like wildfire. After my neighbours saw the benefits, they also installed a digester within 2-3 years of me. Today, around 75% of the households in my village now have their own biogas plants."

Before Durganath installed his biodigester, he and his family used traditional sources of energy for cooking, such as firewood and dried cow dung. This traditional way of cooking and lighting a stove is still common around the world today. It is a major cause of respiratory disease and other serious health problems, with the greatest impact on women and children. They have no other choice but to spend countless hours each day collecting firewood and inhaling toxic smoke.

"When we did not have biogas we used to cook by traditional cook stoves using firewood. Generally ladies from my family had to go to

the nearby jungle and spend up to 6 hours per day collecting around 10kg of firewood. But once we had biogas, all this difficult work disappeared. There is no comparison between using biogas and wood-fired cook stoves. The kitchen used to be filled with smoke – irritating our eyes, making our clothes smell, staining our cooking utensils and blackening our walls. But using biogas has made life easier, particularly for the women who cook. The need for roaming around the jungle for fetching firewood is over now."

The biodigester not only provides clean energy for Durganath and his family, but the by-product, bioslurry, is a rich fertilizer which he uses for his vegetables. "I have a big kitchen garden surrounding my house where I grow seasonal vegetables, fruits, and lentils. I use the highly fertile bio slurry as fertilizer, which helps increase the quality and quantity of my crops. This in turn allows me to get more income to provide for my family."

In the 22 years since Durganath lit his biogas-powered stove for the first time, all is going well. "My wife and children who work in the kitchen are happy. They no longer have to collect firewood and my garden is full of green, fresh vegetables. Since the first day I started

using biogas I have recommended the technology to my neighbours and relatives, and I will continue to do so."

"SNV had the privilege of visiting Durganath after more than 20 years," says Biplav Kafle – SNV Advisor. "It was delightful to see that it was still operational and providing benefits to him and his family after all this time. Imagining all the time they have avoided collecting firewood – an enormous amount of wood not burned – the health benefits and the cost savings he has made, really makes a lasting impression. And that is just one household! Our work has seen the installation of over 330,000 digesters in Nepal! It's great to know that the benefits can still be felt after such a long time." ●

Our biogas programme is still vibrant around the world today. We have been able to transfer our skills, lessons learnt and approach from one project and adapt them to accommodate for different regions and countries.

In 2015, 134,000 more people worldwide gained access to energy and other benefits from the installation of 25,000 new biogas plants through SNV programmes across Africa, Asia and Latin America.



"The kitchen used to be filled with smoke – irritating our eyes, making our clothes smell, staining our cooking utensils and blackening our walls. But using biogas has made life easier, particularly for women who cook. The need for roaming around the jungle for fetching firewood is over now."

Durganath Koirala - farmer and biodigester owner

A chance to succeed

Getting a job can be tough. Especially if you lack the education or skills which make you attractive to a potential employer. And because of social, economic and cultural barriers, young people in developing countries are significantly disadvantaged when trying to enter the job market.

SNV's Opportunities for Youth Employment (OYE) programme works with youth organisations, vocational training centres, local government, and businesses to identify young people who are out-of-school and unemployed, and then builds their life and technical skills so that they can find meaningful employment or become successful entrepreneurs.

Across Tanzania, Rwanda and Mozambique, we have been implementing our OYE approach through a programme funded by The MasterCard Foundation. The programme is in its third year of increasing employment and income for unprivileged rural youths, and has so far seen some 10,000 youths enter employment and the creation of over 500 new youth-led businesses.

While progress has been made in creating jobs and businesses through our OYE programme, the challenge to sustain these results is always prevalent. Setting up a business is one thing, however, maintaining it is another. Economic conditions constantly pose a threat to youth employment, which can only be curbed by sound economic policy. With these challenges in mind, SNV is striving to make improvements for thousands of young people around the world.

Here are a few of the OYE programme's success stories.

Pushed to excel

Vedaste Haragirimana, 26, is the eldest son of eight children. And when his father passed away, his family turned to him to be the family's main breadwinner. A huge amount of responsibility fell on him at an early age.

"When my dad died, I had to grow wiser. My two elder sisters are married so I had to support my mum and younger siblings. I was looking to gain skills while making money for my family," Vedaste explains.

Vedaste applied to join the OYE's biogas programme in Rwanda and soon later he was selected. He first went through SNV organised basic business and life skills training, and then received technical training in installing fixed dome, fibreglass and canvas digesters. After the training, Vedaste started an internship where he impressed his employer so much that after two weeks he was offered a permanent job as a biogas technician. After gaining experience in this job, he was soon offered an even better job with another company.

"In my first job I installed 8 biogas digesters and gained a lot of experience. I then moved to another company and built a further 13. I was really progressing," says Vedaste.

Vedaste gave the majority of the money he earned from these jobs to his mother to help educate his younger siblings, who were in secondary school. Life was not easy but he was determined to make something out of it and keep pushing forward to develop himself even further.

Things took a turn mid 2015 when he was invited by SNV to join other OYE trainees for advanced business training. The training focused on registering new businesses and gaining access to credit. His mind was opened and Vedaste began to see the possibility of working for himself.

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

After the training, Vedaste decided to test the market potential for starting his own biogas business. He went door-to-door speaking to farmers who had cows and he managed to convince six farmers to order biogas digester in a matter of weeks.

With the confidence that he could make it on his own, Vedaste registered his own company and proceeded to gain permission from his district

council to build the six digesters under the national domestic biogas programme. The district agreed.

Building the digesters meant he needed US\$3,330 to buy materials. Because of his family commitments, Vedaste had only been able to save a small amount. He was not about to let his dream go, however, so SNV supported him to borrow the remainder of the money from a bank.

With the help of three other OYE trainees, Vedaste built the six digesters in three weeks. The district sent an inspector who found the work impeccable and approved a payment of US\$2,800. And with the payment, Vedaste was able to pay off most of his loan.

His clients also spread word that Vedaste was good at his work, which has led to more work. So far his business has built 16 digesters and he makes almost three times the money he did working for someone else.

"There is a lot of potential to grow this business. I have made many connections and am able to make a better life for me and my family." >



“OYE trained me to manage money. By writing a business plan I was able to get a loan to buy food and water troughs for my chicks, and a solar panel to light the pen at night. Other youth should join OYE and succeed like me!”

Angelica Benjamin – entrepreneur

Shrugging off poverty

Angelica Benjamin, 28, is a wife and mother of three young children. She dropped out of school when she became pregnant with her first child, and now she lives with her family in a province in the north of Mozambique.

Poverty led Angelica into early wedlock where she became dependent on her husband. To support her young family, she started to bake and sell cakes in the local market and on the streets of her village.

“That business was hard. I often had no money left to buy flour, yeast or sugar. It was very hard to maintain a living,” recalls Angelica.

Angelica was looking to find new ways to make money. She heard about [SNV's OYE programme](#) and after applying was soon part of the first group of youth to be trained in breeding chickens. She saw this as an opportunity to make something out of her life.

“OYE opened a new page in my life, which I had lost because I was unable to continue with my studies,” says Angelica. “OYE gives new meaning to life. There are preconceptions about women and people get surprised when they see me making money from chickens. In my village it was unheard of!”

She receives day-old chicks, chicken feed, vitamins and technical assistance from a local company which partners with SNV, and she was taught how to raise the chicks during their seven-week cycle. At the end of each cycle, the company buys the chicks and deducts costs for feed, medicine, and vitamins. Since she started, Angelica has raised and sold successive cycles of chicken, increasing her turnover from US\$500 for her initial seven-week cycle to US\$2,000 today. This means she has quadrupled her

business in a matter of a few years.

“I would not be successful without the support of SNV. Their programme helped me develop a business plan so I could qualify for a US\$500 loan. I used the money to build a bigger chicken pen and to buy drinking and feeding troughs,” says Angelica.

Angelica also invested in a solar lighting system so she could work at night. “Chicks have to eat and drink all the time. The light makes it easy to spot predators like snakes and dogs.”

She also bought a piece of land where she plans to build a brick house and move from the mud-hut she has called home all her life.

“I bought land where I will be close to important services, while I still run my business here”, Angelica said, referring to her village in remote Rapale.

Through the business skills SNV taught her, Angelica opened her first bank account and continues to hone her financial management skills. Part of her income goes to a savings account and her vision is to build a bigger chicken pen that can accommodate 4000 chickens, which would give her US\$4000 per cycle. Another part is set aside to repay her loan. She also has to pay wages to three workers who help her.

She confesses that although she had hoped of a better life by taking part in the OYE programme, she never expected to earn up to US\$2,000 in seven weeks as a woman who lacks education. She is, however, elated to be an example to other young women.

Angelica has become a peer trainer, lending support to other OYE youth engaged in raising chickens in nearby villages. The confidence with which she handles her work speaks volumes of a woman empowered.



Exploring new heights

Amina Idd is in her early 20s and is the youngest child in a family of four children. She, as with many other children in Tanzania, did not go to secondary school. She has tried unsuccessfully to start two small businesses but she is still determined to succeed.

“I started as a fruit vendor,” says Amina. “It was not profitable so I stopped after a while. Then my brother helped me open a movie rental shop, which was going well until a flood swept away my DVDs and destroyed the shelf I used for storage.”

As fate would have it, SNV went to her town to search for youth to enrol in the [OYE](#) programme. Amina expressed interest and was soon participating in training on how to build improved cook stoves. She undertook technical training as well as basic business training that would help her grow her business.

“The training taught me how to build my own stove,” she says. “But because I had no equipment to make the parts, I would buy each

part already made and assemble the stoves myself. It was a good start but I wanted to be in full control of the production process so I could increase my profits.”

After some time, Amina acquired the tools and equipment she needed to produce the stoves from raw materials. She has increased her profits even more and has established a shop for her products at the local market.

“I take them to the market and in a day I sell about 15 stoves. This is great. The training has really helped me build a successful business.”

Moreover, Amina has made business contacts in the capital city, Dar es Salaam, where she has now started to sell her stoves.

“I am always looking to improve my skills to expand my business. The OYE programme has given me the opportunity to do that and be an inspiration for other rural women in Tanzania.” ●



Balancing Benefits



“I have learnt that without a woman, there is no development at home. I feel good when I see myself contributing to the income of the family. Our life is good now. I love my husband even more and he loves me too.”

Tamino Kage - mother of six and rice farmer in rural Tanzania



“The life of a woman in Tanzania is hard – she has no freedom. A weak creature who has no decision-making power without a man.” This is a very powerful statement from Tamino Kage - mother of six and rice farmer in rural Tanzania. You can feel a sense of despair in her voice, a sense of sorrow and heartache for her and the millions of other women like her. But Tamino is talking about the past – before she gained the skills and knowledge to make a change in her life.

Tamino lives in a small, rural village in Southern Tanzania. Here, as with many places around the world, farming and food production depend heavily on women. They form the majority of the workforce, yet, it is often only men who own farm land, make household decisions and control the family’s income.

“Women are overwhelmingly more disadvantaged than men in Tanzania, and they face continuous discrimination,” says Nico Janssen – SNV Project Manager. “These inequalities are not only a threat to women’s basic human rights but also to the social and economic development of whole societies.”

In a bid to turn this inequality around for thousands of women farmers, SNV has been working with a consortium of partners on the Comic Relief funded project, Empowerment of Women Smallholder Farmers in the Rice Value Chain across four regions in Tanzania.

The project aims to change the strong cultural and traditional inequalities that give men most of the power in deciding how and to whom the farm’s rice is sold and how

the income is used, even though women contribute significantly to its production. It works to lessen the burden of care at household level, strengthen women’s decision-making power at household level and increase their voice in group leadership within their communities.

In Tanzania, women only own 19% of titled land. Not having access to land limits their ability to get a loan. The local government is the main provider of training and education to farmers, but these services are male dominated and targeted towards men. To give women better access to extension and knowledge services, the project has trained over 100 community volunteers, mostly women, to become lead farmers in improved rice cultivation. They support other women, through women producer groups, to increase rice yields and income.

Unstructured rice markets and a male dominated buyers’ market also prevents women’s participation. This project, however, works with private companies who see the benefit in buying from women and including them in business transactions.

Peter Diamon Mlegula of Raphael Group Limited (a rice processing and distribution company), is one businessman who sees the benefits of working with women. “We do our best to empower women,” says Peter. “We used to buy only from a middleman – not directly from the farmers. But through this project, we have now joined hands with women smallholder farmers, to ensure that our factory can get a reliable supply.”

The programme also helps to form farmer producer groups, which gives Tamino, and her fellow farmers, more power and choice with whom to trade with. “Previously, middlemen made three times the profit we did – we suffered a lot,” says Tamino. “But through training we have learnt more and became stronger in our negotiations. The price is no longer fully controlled by the middlemen.”

Tamino is seeing the benefits but what does her husband, Joseph Kage, think?

“I see that this programme benefits us both. We now sit down and discuss business together. For example, this rice behind me, we shared ideas as a family and together decided how to sell it. I am happy to make these decisions with my wife. I like the way SNV connected us with the market for rice. We are now connected to serious businessmen. I love it.”

Life has changed for Tamino and her family. “I have learnt that without a woman, there is no development at home. I feel good when I see myself contributing to the income of the family. Our life is good now. I love my husband even more and he loves me too.”

The [Empowerment of Women Smallholder Farmers in the Rice Value Chain](#) project has benefitted over 10,500 women and men, just like Tamino and her husband, in over 100 villages in Tanzania. It has created almost 400 women producer groups and has brought about more enthusiasm and commitment from stakeholders such as financial institutions, processors, and input suppliers to participate in

the project. It is receiving good support from the local government, to the extent that in some of the project districts they have contributed extension staff for support. ●

SNV’s [Balancing Benefits](#) approach works with women and men to build equal income and business opportunities. It is applied across all our work. It explicitly aims to change gender norms and relations in order to promote more equitable relationships between men and women, and a more socially enabling environment.

“We empower women to take active roles and ownership of farming decisions, while increasing their participation in agri-businesses. Our approach develops confidence and leadership capacities of women to overcome market barriers. If women have the same access to services and assets as men, they will increase productivity and enhance the well-being of their households dramatically. We close the gender gap and generate significant gains for farming families as well as society as a whole.”

“We go beyond the superficial mainstreaming approach to a more fundamental intervention that addresses the core of gender inequality. We emphasise the need for dialogue and broker power shifts between men and women using economic and market incentives. This differentiates SNV’s Balancing Benefits approach from all other approaches that mostly tends to pit men against women.”



Sabdiyo B. Dido, SNV Global Gender Coordinator

Is it a bird? Is it a plane?

No! It's a superhero stove –
and 100,000 have been
spotted all over Laos

There have been many superheroes in our time – from the fictional characters of Superman and Batman, fighting crime and saving people from imminent danger, to the real-life superheroes who don't have superhuman strength, yet make positive changes in people's lives.

In Laos, a new superhero has taken to the stage and his name is ICS Man. ICS Man is a fictional character but is making real changes in people's lives. His only downside: he has a head shaped like a bucket.

ICS stands for Improved Cookstoves, and ICS Man is the mascot of a newly created stove. He has been sweeping the nation with his distinct green lycra jumpsuit and flowing red cape, spreading over 100,000 stoves across the country since 2013. A great accomplishment in just a few years.

But how did this superhero come into being? Superman got his strength from kryptonite and Batman was compelled to fight crime after the death of his parents. ICS Man, however, had a different source of inspiration.

Lao people love their food. From the famous Larb (marinated meat dish) and the popular Lao sausage (Sai Oua), to Khao Niaw – sticky rice which is usually served with grilled meat or fish, steamed vegetables and sauces called Jiao. Lao cuisine is distinct from other Southeast Asian dishes but just as tasty. This obsession with food means that the country uses a whopping 70% of its total energy consumption for cooking. That's right – 70%! What's more, people here rely heavily on inefficient cookstoves that use wood and charcoal. They emit excessive amounts of

smoke, are costly to use and create indoor air pollution that causes the premature death of thousands of people, mainly women and children, across the country every year.

To overcome this problem, SNV decided to develop a market for long lasting, fuel efficient and convenient cookstoves for wood and charcoal that would meet consumer needs. In partnership with OxfamNovib, ARMI and with funding from the EU Switch Asia Programme, [SNV started the Improved Cookstove Programme in 2013](#), with the aim of mass dissemination and uptake of the improved ICS Man cookstove.

"We started to build a market around an improved cookstove and we wanted to create an engaging brand in order to encourage people to buy it," says Bastiaan Teune – SNV Sector Leader Energy Lao PDR. "We started to develop a stove that saves fuel, time and money, and is good for the environment – and we wanted our mascot to reflect that. The result is an effective, fun and colourful mascot which catches people's eye and represents durability and quality of the stove. Of course the main aim was to create a useful, fuel efficient stove. But having a fun brand really helps with promotion and visibility."

These were the first flickers of life for ICS Man – he would soon start to gain more power,

making positive changes across the country.

Getting people involved

The ICS programme has involved a number of groups to research, develop, test, produce, sell, promote and market the stove. The public sector oversees social promotion, consumer outreach and the implementation of national quality standards; civil society organisations provide technical and managerial input; and private producers and retailers drive production and sales.

"We started by finding out what the current status was, what consumers really needed and what the supply looked like. Once we knew that, we worked with the Ministry of Science to test a range of stove models and prototypes until we developed one that ticked all the boxes regarding convenience, safety and efficiency as well as ease of production and profitability. We then started to involve producers and retailers around the country who could spread the stove far and wide with sales records exceeding 100,000 in an area with just 500,000 households, the programme demonstrates how a well-balanced intervention involving the public, private and civil sector, can unlock a greener economy," explains Amphone Souvannalath, director of the NGO coordinating the daily operations of the programme. >



Superwomen

There is an old adage that says ‘Behind every good man is an even better woman’. And that is definitely true for ICS Man. Women are the ones most affected by unclean cooking techniques, so it is only natural that they play an important role in testing, production and sales of this improved cookstove. An overwhelming 90% of the 1,000 retailers are women owned. And the Lao Women’s Union and the project team have so far given over 150 demonstrations of cooking with this improved stove in markets and at festivals.

In addition, one of the 20 producers of the cookstove is the Lao Disabled Women’s Development Centre. The Centre built a production facility on their site and the women have learnt how to construct the cookstoves. They even sell the stoves, along with other locally-made products, in their gift shop which gives them an extra source of income.

Where to now?

The market for [ICS Man](#) and his stove is strong. The stoves themselves are not subsidised and production and sales are still profitable. With the stoves offering clear benefits, and made recognisable by ICS Man, we are convinced that demand and supply will continue to grow.

ICS Man has made a huge impact in the first few years of his life and we expect him to expand his outreach in coming years, with the ultimate goal of conquering all Lao kitchens. And who knows? Maybe we will see him on the Silver Screen in the near future next to some of the great superheroes of our time. ●



Bastiaan Teune,
SNV Sector Leader Energy -
Lao PDR

“We started to develop a stove that saves fuel, time and money, and is good for the environment – and we wanted our mascot to reflect that. The result is an effective, fun and colourful mascot which catches people’s eye and represents durability and quality of the stove. Of course the main aim was to create a useful, fuel efficient stove. But having a fun brand really helps with promotion and visibility.”



ICS Man’s power statistics	
Sold:	100,000 since 2013
Producers:	20 (each producing on average 500 stoves per month)
Retailers:	1,000 (90% are women-owned)
Retail price:	US\$5
Fuel savings:	US\$2 per month (uses 25% less fuel than a normal stove)
Testing facilities:	3
Greenhouse gas reduction:	0.5 tonne per year per stove
Cooking time saved:	20 minutes on average
Customer satisfaction:	95%
Lifespan:	24 months (against 6 for the baseline stove)

Innovating for development

Smartphone and mobile technology is innovating and transforming the way we interact and do business in many ways. Using mobile technology allows for real-time, accurate data to be captured, sorted, analysed and shared more effectively and efficiently. And the growing affordability and availability of smartphones and cheap cloud-based open-source software means that this process is easier than ever.

SNV and [Akvo – a Dutch not-for-profit tech foundation](#) – have developed a range of new mobile and smartphone tools that enhance efficiency, accuracy and accountability.

Using mobile and smartphone technology has three key benefits:

Empowering end-users (producers, suppliers, farmers, etc.)

Smartphone and mobile data provides timely access to accurate information for users on the ground. This can include market prices for cattle, banking and financial services, vegetation scans, and even the ability to test the quality of your water.

Transparency and accuracy

Smartphone and mobile technology allows SNV to share our results with a wider audience: donors, civil society, NGOs, and governments. Data can be easily collected on-site, uploaded into a central database and easily communicated, which allows for practical and strategic decisions to be made more effectively.

Improving implementation

Programme implementation can be based on better (even real-time) analysis, so that interventions can be more responsive and tailor-made. This allows for improved results with greater reach.

Examples of tools developed

Akvo Caddisfly – A smartphone-based drinking water testing system connected to an online data platform, i.e. Akvo Flow. Existing features of the phone combine with software apps and pocket-sized hardware attachments to conduct reliable tests on water samples and then share this data with the people who need to see it. SNV is the lead funding partner for Caddisfly, and we have been successfully piloting this new technology on a project in Mali. Other measurement applications (for quality of agricultural produce, for example) are under development.



SNV Cookstove and Biogas apps – These applications allow SNV to register information, such as the location, quality, sale and use of cookstoves and biogas installations. It helps to show evidence of our results and make our work more transparent.

Drone mapping – By using drones, large areas of land can be scanned to produce high resolution imagery and link this to farm-related information to support greater product traceability.

Field mapping – This technology allows users to map land on the ground and combine this with other field data in Akvo Flow. By using a smartphone, GPS points are referenced and joined together to create a geographical shape.

Akvo Flow – SNV uses this application for many projects around the world. It is a multi-language tool for collecting, evaluating and displaying any quantity of geographically referenced data - using a simple Android smartphone app and an online dashboard. For example, we use Akvo Flow to map and monitor water points, track and trace agricultural supply chains and collect information on the sale and distribution of solar products.



“Open source software, internet and mobile accessibility and cloud based computing have created huge opportunities for developing countries. [Akvo](#) is good at building high-end software and professional services, but we need effective implementers like SNV to use them at scale around the world. Our partnership with SNV enables us to expand our reach and really make an impact.”



Jeroen van der Somme,
Founder and Director of Akvo

Keep it flowing

When you turn on the tap in your kitchen or bathroom you expect water to flow – a seemingly endless stream that we use for drinking, cooking and washing. But what happens when it breaks down? We get on our mobile phones and call a plumber, right? Easy! Job done. But now imagine you live in a rural part of Africa and rely on a water pump for all your water needs. What happens then? Well, you can now do exactly the same thing: you can get on your mobile phone and contact someone to repair it.

In Uganda, SNV works on a project which allows people in rural areas to report a fault in their water sources by sending a text message to a hand pump mechanic and their district water office. The mechanic responds within 48 hours and sends an assessment report to the water office, who then coordinates the full response and supply of spare parts.

“Advances in technology plays a big part in improving the functionality of rural supply services,” says Ruud Glotzbach – SNV WASH Global Sector Coordinator. “The ability for rural people to request that their water supply be repaired by sending an SMS is really empowering. This is just one way to ensure water points are not neglected. Because often it is not about building a water point – the biggest challenge is maintenance.”

The average life-span of a rural water system is twenty years, but an estimated 40% of water supply schemes and points have already outlived their design period. Coupled with this are the extreme high levels of non-functioning rural schemes. There is an urgent need for not only upgrading and replacement, but also for broader thinking and approaches to the financial viability and sustainability of water systems and the professionalisation of service delivery.

In Kenya, where 70% of the population depend on their drinking water from wells, rivers, streams, ponds, and sand dams – and where almost one third of these systems are non-functional at any given time – SNV is implementing a public-private-community partnership model as part of the Kenya Market Assistance Programme, to improve water point functionality.

“Key to this work in Kenya was demonstrating the role private enterprises can play in ensuring sustainability of rural water services,” says Ruud. “Working with Water Services Boards using a Markets for the Poor approach, we introduced a way for government, businesses and the community to work in partnership, by forming what we call public-private-community partnership contracts. These contracts involve the community in the partnership and make them part of the decision-making process, whereas before they were only considered as end-users. One thing we are seeing with these partnerships is that vandalism is decreasing.

Local people have more ownership.”

The Markets for the Poor (M4P) approach is a very attractive way to manage water services for the poor. One feature of this approach could be installing prepaid water meters, where users have a water credit card and only pay for what they use. This allows people to better manage their water use in relation to their income. Another feature is the introduction of debt management desks. Instead of disconnecting the user if they can't pay, the water provider assists in putting together a debt management or repayment plan.

“Early results have been promising with 91,000 people benefiting from improved water services by private operators under these contracts. Though support from the national policy framework is needed, the scope to take this innovative management model nationwide is significant, with the potential to benefit millions of poor men and women in rural areas of Kenya.” ●

23 programmes
across
10 countries
to improve the
functionality of rural
water supply services

In 2015,
1.26 million
people (re)gained
access to an
improved drinking
water source

Climate change, satellites and pastoralists

For thousands of years, the life of a pastoralist in Africa has barely changed. They travel from one place to another to find water and pastures for their herds, and to find markets that offer good prices for their animals — using traditional routes which they and their ancestors have used time and time again. But what happens when these routes are no longer abundant with pastures and fresh water due to climate change? What happens when conflict makes it too dangerous to travel traditional journeys? Or if encroachment of farm land leads to enhanced fragmentation of grazing areas?

Knowing where best to travel with their herd is crucial for the livelihood of a pastoralist. However, this information is usually passed on by word-of-mouth and can sometimes be inaccurate or limited in its geographical reach.

This is where satellite and mobile technology can come into play, bringing the pastoralists traditional way of life well into the 21st century.

Through a public-private partnership between government and telecoms companies, [SNV provides pastoralists with innovative information services](#), that are based on a combination of satellite, land use, weather and market data. Data includes the availability of water and pasture resources, the herd density at these locations; weather warnings; market prices; and advice on animal health and whether to move, sell, or restock their herd.

The data will provide instant access to up-to-date information along the different routes pastoralists move their livestock. Available for the price of an SMS, this information is sustaining traditional transhumance, decreasing food insecurity and reducing conflict over resources. It is expected that pastoralists will see livestock mortality reduced by 15%, livestock productivity improved by 10%, and income from livestock sales increased by 10%.

At the moment, SNV is working with no less than 75,000 food producers in Mali, and with 100,000 pastoralist households and 200,000 farmer households in Burkina Faso to provide access to this modern technology.



By adding a sprinkle of modernity to this age-old profession, we hope to see pastoralism not only become resilient to climate change but also become more sustainable. How this will play out, we are not entirely sure. It has never been done before at such a scale. But we have to try out all options before it is too late. And if mobile technology can keep us connected through the likes of Facebook and Instagram, it may also be able to play a role in the survival of the pastoralist way of life. ●

Mobile phone messaging gives pastoralist farmers timely, location specific and reliable information for finding water, food and markets.

New technology working for our forests

Forests are being reduced in size at an astonishing rate. This image shows the before and after effect of deforestation.

Trees are being cut down in the millions. Forests are being reduced in size at an astonishing rate, which threatens the life of their inhabitants. The wildlife and flora of these forests are at times pushed to extinction, and native communities are being squeezed out of places they once called home. Not to mention deforestation's drastic effect on climate change.

This is happening all over the world. Forest and jungle resources are being used to make everyday products. We, as consumers, are sometimes oblivious to the destructive effect their production has on the environment.

More and more companies, however, are taking steps to know where their inputs come from and what effects their cultivation and harvest have on the natural environment. Technology can make this process much easier, giving more opportunity and scope to track, trace and monitor supply.

[SNV has been working on a project in Indonesia that supports this process for the supply of palm oil.](#) Palm oil is used in a variety of products, from snacks and cosmetics to pharmaceuticals and animal feed. But palm oil production is infamous for causing deforestation. This is a big problem in Indonesia, with the country being the largest producer.

Tracing the source of palm oil and monitoring forest coverage around production areas can help reduce deforestation along the supply chain. To do this, we have partnered with Akvo to jointly develop open source, internet and mobile software and sensors, and with Forest Carbon – an Indonesian-based organisation which we work with to collect and analyse high resolution aerial imagery using drones.

Finding the source

Retail companies who worry about losing their sustainability certification or who are looking to become sustainably certified are often hesitant to source from independent smallholders because these farmers can't meet certain supply criteria such as the traceability of their products. It is important that retailers know where they are sourcing from, to avoid products from deforestation areas entering the supply chain.

[Akvo's tool – Akvo Flow – allows for the production of palm oil to be traced](#) back all the way to the farmer or farmer group. Using a simple Android smartphone app and an online dashboard, any quantity of geographically referenced data can be collected, evaluated and displayed.

With this tool we can trace the fresh fruit bunches of oil palm

from independent smallholders and thus allow palm oil mills to identify the independent smallholders who they source from. Using Akvo Flow's smartphone and android-based mobile application, the system locates fields with geo-shape and GPS systems for data collection. The project is collecting data on 10,000 smallholder farmers, allowing users to:

- determine the current plantation location and size of the plot of each farmer;
- determine the total fresh fruit production produced per hectare per year in a plantation;
- monitor the changes of production and inputs in a plantation.

Droning on

Drone technology has really taken to the skies in the last few years. And their application is becoming more wide spread by the day, not to mention their increasing affordability.

SNV and Forest Carbon are collaborating to map out 4,000 hectares, or around 4,000 football fields, of palm oil production area in Muaro Jambi – a province of Indonesia – using drone technology. The drones are programmed to fly a path determined by GPS points and take a photo every 3 seconds. Using imagery software, the images are then pieced



together to create a single image that will allow for subsequent analysis. This information is then fed into the Akvo Flow dashboard.

When deforestation is detected, SNV assists companies in developing and implementing measures to halt forest clearance or ensure that products from these areas do not enter the supply chain. Such measures typically include providing support and incentives to producers operating in deforestation zones to enhance the sustainability of their farm management practices and reduce their impact on forest areas. ●

"With improved access and reduction of costs of technology, we are able to get much better insight into farmer needs and are able to provide tailor made solutions. This leads to innovative and better designs of projects and enabling us to monitor our projects more efficiently, demonstrate impact and enable farmers to access critical information to manage their plantations more sustainably."



Hans Smit,
SNV Project Manager

Change that lasts

Access to sanitation and hygiene for all

For his whole life, senior citizen Ujarnath Chaudhari from Nepal's Saptari district had never laid eyes on a toilet before and thus had no idea what it might be used for. But through [SNV's Sustainable Sanitation & Hygiene for All Results](#) programme, he has become both a proud toilet owner and an inspiration to his fellow villagers – proving change can come at any stage of life!

In partnership with DFID, the Sustainable Sanitation & Hygiene for All Results (SSH4A Results) programme is working to enable access to improved sanitation and hygiene for over 4 million people across Asia and Sub-Saharan Africa from 2014-2017, benefitting not only communities, but whole countries. "Access to sanitation and hygiene is a human right," says Anne Mutta – [SNV's SSH4A Results Programme](#) Leader. "Too often though, sanitation is not given enough prominence, even though it has huge potential to turn around people's lives if we put proper focus on it and people practice safe hygiene."

"One of the aspects of the SSH4A Results programme is that it creates awareness in terms of ensuring that communities understand how they can solve some of the issues that they are facing in relation to bad sanitation and hygiene," Anne Mutta explains. "The solutions are doable, accessible for rural people and relatively low cost compared to other things we do in terms of promoting good health practices in communities." In a report from 2012 on the global costs and benefits of drinking water supply and sanitation interventions, the World Health Organization

estimates that the lack of access to sanitation costs the world an estimated US\$260 billion annually. "From a government perspective, an investment in sanitation and hygiene could thus have huge value for money because it is crucial to so many public health issues, such as diarrheal diseases and nutrition status."

As well as enabling access to improved sanitation (meaning a toilet that actually protects public health by separating human waste from human contact) for over 1.9 million people so far, SSH4A Results has reached almost 5.8 million people with hygiene promotion activities, such as hand washing with soap. This is more than double initial targets. But it's not just the scale of the programme that is making waves, it is also the focus on sustainability.

The SSH4A approach has proven to be effective in achieving sustained sanitation and hygiene practices at household level through integrating best practices in sanitation demand creation, strengthening of sanitation markets, implementing hygiene behavioural change communication, governance, and gender and social inclusion. Moreover, it builds capacity of local governments, local implementing

organisations and private sector, resulting in long lasting institutional changes and sustained changes in local work processes.

SSH4A is a Payment by Results (PbR) programme which implies that SNV only gets reimbursed by DFID after results on the ground have been validated by independent, external assessors – thereby also making our impact more tangible. PbR is a relatively new form of financing for the WASH sector, but SSH4A Results is proving it can work – with stringent verification requirements strengthening the programme's monitoring and evaluation systems and the flexibility of financing enabling us to determine how best to mobilise our resources and activities in order to achieve the results we committed to.

"One of our strengths is our on-the-ground experience," says Anne. "We are using internationally validated approaches, but these can be adjusted to meet the specific needs of each country context. New learning is constantly being generated in each country, and the scale of the programme means some of that is applicable across other countries." But change has to come from within, and ultimately SSH4A Results is about >



supporting local governments to empower their people to take charge of their own sanitation situation – and to maintain the behaviours that lead to healthier, happier communities.

SNV supports health workers to provide technical information and advice on different toilet options and works with entrepreneurs to develop the sanitation supply chain. However, we do not promote one single latrine model, rather we ensure that people can make an informed choice for a design that suits their situation. “Once they understand the need for change,” says Anne, “I am often impressed by people’s abilities to come up with their own creative solutions.” From using locally available construction materials, to working together as families and communities to build sanitation and hygiene facilities, to adapting latrine and handwashing station designs to meet their own needs, it is this commitment to taking charge of their own sanitation situation that enables communities to achieve lasting change.

1.9 million gained access to sanitation

5.8 million reached through hygiene promotion



Anne Mutta, SNV SSH4A Results Programme Leader

“One of our strengths is our on-the-ground experience. We are using internationally validated approaches, but these can be adjusted to meet the specific needs of each country context. New learning is constantly being generated in each country, and the scale of the programme means some of that is applicable across other countries.”

In the early stages of the programme intervention, Ujarnath Chaudhari was not an exception in showing his reluctance to build his own toilet. But now he is leading the way, showing that whatever your situation and however old you are, change is always within reach. “I never imagined that having a toilet and defecating in it at this age would bring me dignity and the respect of my fellow villagers, government officials and development workers. This has brought me an immense happiness which I can’t express in words.”

With millions of lives already changed, SNV is looking to expand its SSH4A programmes and to create the foundations for future scaling up. The evidence gathered through our programmes is being used in our ongoing advocacy for increased donor and government priority for sanitation and hygiene. ●

Sustainable Sanitation & Hygiene for All (SSH4A) is SNV’s comprehensive approach to ensuring equitable access to improved sanitation and hygiene for those who need it most.

Developed since 2008, the SSH4A approach is now implemented with rural communities in over 15 countries across Asia and Africa, with our programmes having benefitted more than 9 million rural people and resulted in additional access to improved sanitation for 2.7 million people.

50 years of development

In 2015, SNV celebrated its 50th anniversary by reflecting on the past but also looking ahead to the future.



If gold commemorates your 50th anniversary, then 2015 was definitely a golden year for SNV.

The 1960s were a time when many western countries were looking beyond their borders to do good for less-developed nations. There was a growing desire, even a moral duty, to be involved in development issues and to help eradicate poverty. The Netherlands was one of those countries, and SNV would be one of the products of its ambitions.

Since its inception in 1965, SNV has shaped itself into a results-driven development organisation that empowers people to pursue their own sustainable development. To celebrate 50 years of success, SNV organised two anniversary events: one for distinguished guests, including the King of the Netherlands – His Majesty King Willem Alexander – and one for SNV staff both past and present. It was a time to not only reminisce about the past but to primarily look towards the future and discuss where the next half a century would take SNV.

Apart from His Majesty King Willem Alexander, who visited SNV projects in Tanzania himself on one of his first foreign visits together with his father – former SNV chairman Prince Claus, the first event was attended by around 350 guests, including politicians, ambassadors, donors and partners. The event showcased major events and milestones SNV achieved over the past 50 years and also featured a panel discussion on the present and future state of development cooperation.

Naa-aku Acquaye Baddoo – SNV Country Director Zimbabwe and long-time member of SNV – had the opportunity to take part in both events and meet the King herself. “The event gave me a huge sense of pride to be an SNVer – to be associated with SNV’s concrete achievements over the last five decades but also confirmation of SNV’s continued relevance. Meeting the King was quite an honour. We talked about the challenge of being a country director in a self-sustaining SNV and the sense of responsibility that goes with it. He was genuinely engaged and listened intently to all our stories.”

The second event was attended by around 1,000 past and present SNV staff. This less formal event provided an opportunity for staff members to reunite and exchange stories of their time with SNV. It really emphasised the variety and depth of SNV staff and their commitment to our mission.

“I am so proud to be part of this huge ‘SNV family’ and humbled by how much others have given before me,” says Naa-aku. “Some of the older SNVers had set out in their 20s to lands unknown, and they simply got on with the job at hand. They were given a huge amount of responsibility – responsibilities that no one would give to such young people today. Clearly, SNV was and still is a significant part of their life story. And I’m sure SNV will play a significant role in many people’s lives for decades to come.” ●

Donors

Over 70 different donors currently invest in SNV's quality programmes and services globally. We work together to promote sustainable development and alleviate poverty.

Leading SNV donors in 2015

Netherlands Government	DFID - UK Department for International Development	BMU – German Ministry of Environment
SIDA - Swedish International Development Cooperation	UNICEF - The United Nations Children's Fund	Comic Relief
USAID - United States Agency for International Development	IFAD - International Fund for Agricultural Development	
GIZ - German Development Agency (including EnDev)	The World Bank	



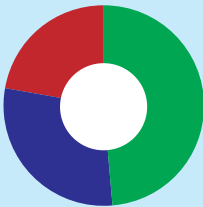
Partners

Partnerships improve outreach and extend the impact of our work. We work with national governments, private sector innovators and local NGOs. Together we scale up our programmes, replicate our successes and learn from each other. A number of our partners are featured on the right.



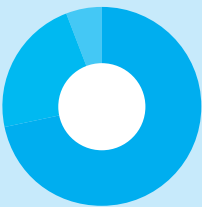
Finance

In 2015, we invested €138 million in sustainable development programmes and services.



SNV Sector Expenditure 2015

● Agriculture	49%
● WASH	29%
● Energy	22%



SNV Regional Expenditure 2015

● Africa	72%
● Asia	22%
● Latin America	6%

Our impact

Our work in 2015 contributed to alleviating poverty for 8.2 million people around the world.



We focus on 3 SECTORS WHICH ARE FUNDAMENTAL TO HUMAN DEVELOPMENT



In 2015, we spent €138 million in support of fighting poverty

We have a global team of 1,300 experts

The majority of our staff in the field is local

We are a solid partner to almost 70 donors

As a result of our work in 2015:

2.2 MILLION more people using a sanitation facility

242,000 additional people with dietary diversity

An extra 850,000 washing hands with soap after defecation

71,000 more with increased resilience to climate change

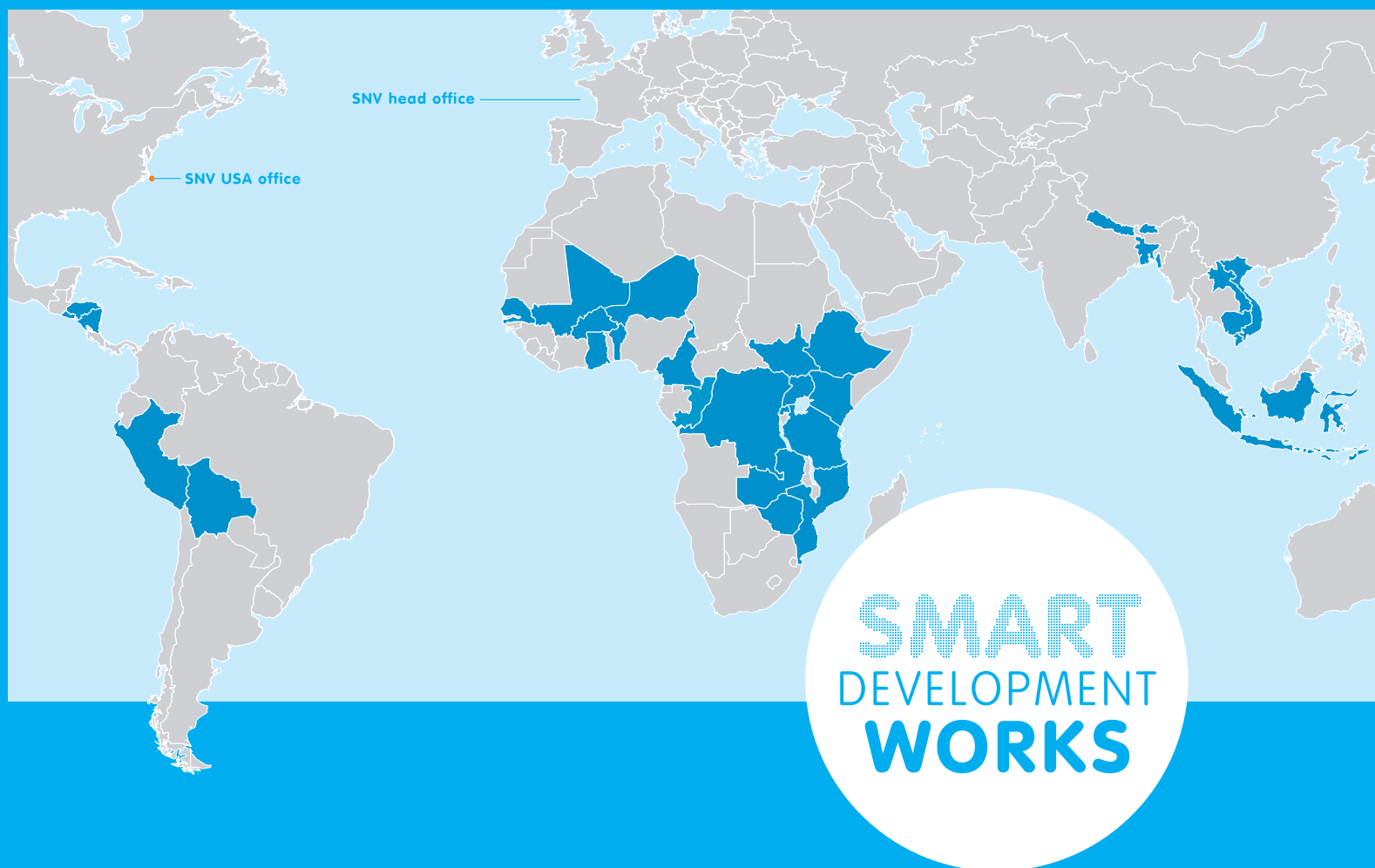
1.5 MILLION new users of renewable energy sources

2.1 MILLION people with increased income

1.2 MILLION more people using an improved drinking water source




81,000 extra people with employment






SNV is a not-for-profit international development organisation. Founded in the Netherlands in 1965, we have built a long-term, local presence in over 30 countries in Asia, Africa and Latin America. Our global team of local and international advisors works with local partners to equip communities, businesses and organisations with the tools, knowledge and connections they need to increase their incomes and gain access to basic services – empowering them to break the cycle of poverty and guide their own development.

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