

SNV



SNV Strategy Paper 2016-2018



SNV is dedicated to a society in which all people, irrespective of race, class or gender, enjoy the freedom to pursue their own sustainable development.

SNV works with governments, local development partners, businesses, knowledge institutes and low-income communities, so that together we can transform ideas into policy, policy into action, and action into results.

From 2016 to 2018, SNV will improve the quality of life for over 20 million people by developing locally-owned approaches, strengthening governance systems and improving markets for the poor.

We will use our technical knowledge, 50 plus years of experience, passionate staff, extensive local presence and global footprint, to make a lasting difference in people's lives.

This strategy paper outlines our approach.



The challenge

Food, water and energy are fundamental to human development. Their importance in eradicating poverty is all too clear, but we still face a world where an unacceptable number of people lack access to the basic goods and services they need to lead a normal, healthy life.

Malnutrition and hunger still affects a large proportion of the world's population; access to clean water and adequate sanitation is out of reach for many; and affordable, clean energy for lighting and cooking is inaccessible.

We have made significant progress over the past decade, but if you look at the numbers, billions, not millions, still suffer. Although absolute poverty is dominant in fragile and conflict-affected areas, two thirds of the world's poor live in five middle-income countries: China, India, Nigeria, Pakistan, and Indonesia. And international security, mobility, regulation of trade and finance, and the spread of infectious diseases will increasingly influence the scope for poverty alleviation.

Perhaps most of all, poor people are increasingly affected by environmental stress – climate change, biodiversity loss, competition for land and water – and by its effect on livelihoods and markets.

Addressing these challenges requires economic growth supplemented by aid targeted at the Sustainable Development Goals. But relying on 'more of the same' will not be enough. We need to look at whether and how policies are implemented. Governments often adopt recommended policies but without proper support fail to implement them. And, barring a few exceptions, the private sector is reluctant to make sustainable development core to its strategies.

We need to convince global leaders of the need for inclusive change; generate and prove new solutions; address production, trade and governance; and build the capacities of those tasked with translating policies, rules and regulations into practical action.

Climate change dramatically impacts the poor

Climate change has a dramatic impact on poverty. Clean, safe water is becoming scarcer and societies are failing to utilise water efficiently and effectively, especially for agricultural use. Ecosystems are threatened, as too are crop yields and the ability to sustain food production for millions.

Proven solutions need to be implemented at scale

We have to bridge the gap between policies and implementation and take proven interventions and increase their effectiveness and reach.

Cities are growing and the majority of people in poverty live in middle-income countries

Cities are growing rapidly and so are their slums. And the majority of the world's poor live in large, middle-income countries, such as China and India. We should not neglect these people if we are to overcome global poverty.

Utilising, adapting and creating new technologies to achieve and account for results

We need to utilise, adapt and create technologies to achieve and account for results that were inconceivable or impractical in the past.

The role of SNV

At SNV, we are determined to tackle this challenge. No matter how complex the international political stage becomes, no matter how the funding landscape changes, SNV will continue to be present, both on a local and international level, with the number one goal of eradicating poverty.

Our work focuses on three sectors: Agriculture, Energy, and Water, Sanitation, & Hygiene (WASH). By continuing to focus on these interconnected areas and adapting and expanding our approach within them, we will reach more people in more countries and ensure that they have every opportunity to lift themselves out of poverty.

We believe that eradicating poverty is possible when local and national governments, the private sector, civil society and communities work together. Each has a role to play to bring about change, and SNV works to bring these often conflicting parties together.

SNV bridges the gap between theory and practice, between policy decisions and effective solutions at scale. We implement approaches that are tailored to local needs and we believe that countries and communities themselves should be the owners of change. With the proper knowledge and guidance, we know that they can implement and maintain their own sustainable solutions to end poverty.

SNV will
improve the
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Our outline for 2016-2018

SNV will improve the quality of life for over **20 million of the world's poor by the end of 2018**. Based on our track record, response from the field and the need for a market responsive approach, we expect to continue our growth path and increase turnover to EUR 150 million in 2018. We also expect to increase our staff accordingly. And in order to innovate and explore new avenues for poverty reduction, we will generate a positive margin in our operations which we will reinvest in these development areas.

We will continue to focus and adapt our approach to poverty alleviation within our three sectors: Agriculture, Energy and WASH. Thought leadership; high quality services and project implementation; and our ability to develop innovative solutions to the problems our clients face, are core to our strategy.

What's new for SNV in 2016-2018?

To help us reach over 20 million people in poverty, we will increase our involvement in the following areas:

Mitigation and adaptation to climate change

At SNV, mitigation and adaptation to climate change will garner more focus for our interventions in agriculture and energy. We will also expand our activities into a broader range of clean energy technologies.

Urbanisation

As urban areas expand, so too does urban poverty. We will work more closely in supporting communities and people living in urban areas, adapting and creating approaches for their specific needs.

Water resource management

It is vital to improve how we manage and use our water resources. The agricultural sector, for example, accounts for the majority of global water use and is still highly inefficient. SNV will increase engagement in water resource management in our scope of work, improve multi-sector planning and optimise land use.

Job opportunities for young people

Progress made in successfully creating job opportunities for young people has stimulated SNV to intensify its efforts in that domain, and we will continue to implement job creation solutions for youths across our sectors.

Implementation at scale

The transformation of SNV has paved the way for increased attention for implementing at scale – including managing grants – as the third role of SNV advisors, next to advisory services and evidence-based advocacy.

Smartphone technologies

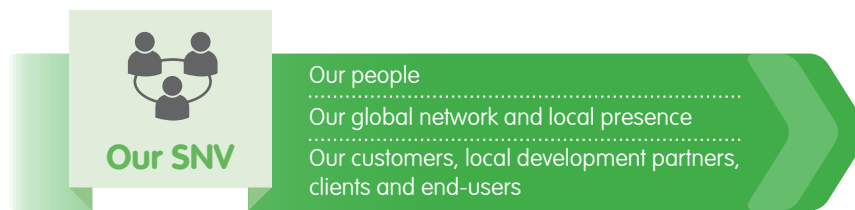
The use of smartphone technologies is rapidly increasing, especially in developing countries. We are developing smartphone applications to be used for development purposes, and we will also further integrate smartphone technologies into our planning, monitoring and evaluation.

Addressing poverty issues in middle-income countries

Five of the seven billion people in the world live in middle-income countries, which also accounts for most of the world's poor. In response, we will also offer our services in these middle-income countries where we traditionally have not been active.



Our SNV



Our people

SNV has a diverse staff of over 1300 specialists and generalists, nationals and internationals, males and females, young and more seasoned colleagues. Comprising of more than 50 nationalities, our people have a myriad of hard and soft skills required to implement our projects.

Our staff combine technical knowledge in Agriculture, Energy and WASH with the skillset of thought leadership, evidence-based advocacy and brokering partnerships within political, corporate and civil communities, at the national and international level. They do this while ensuring that the interests of people living in poverty prevail.

Through training and learning events, we will further invest in our staff to enhance their skills (SNV approach, sector knowledge, business development, project management) so they implement SNV programmes at a consistent quality throughout the world.

Our global network and local presence

We will continue to work closely with specialised local development organisations that provide high quality services to governments, the private sector and civil society. This will ensure that programmes are locally owned and led, and that they foster innovative, long-lasting alliances.

Where needed and possible, we will strengthen their capacities and build their experience with international customers so they can have a catalysing role in the development process in their societies, either in partnership with SNV or on their own.

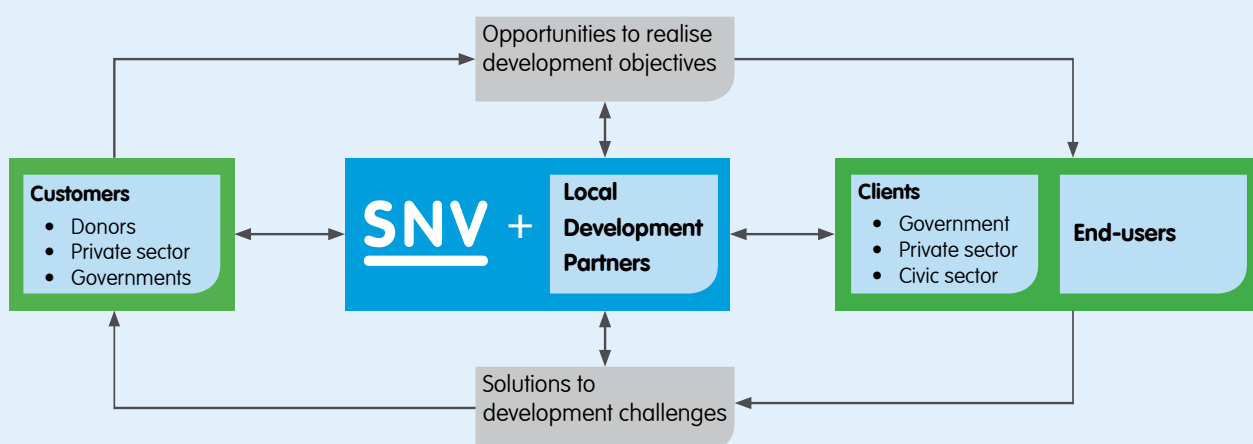
For more than 50 years SNV has been present in some of the most under-developed countries around the world, including fragile states. And we will continue to be present, on the ground, in Asia, Africa and Latin America, covering more than 35 countries. However, tackling world poverty will require SNV to be active not only in these fragile, low-income countries but to also support the poor left behind in middle-income countries.

Our clients, customers and end-users

Change is best led by people who have the greatest stake in its solution. Whether they are central or local government officials, private sector groups, civil society actors, or individuals, SNV brings these players together and strengthens their capacities.

Our long-term, in-country presence and knowledge of historic trends and domestic realities allows us to identify overlapping interests among stakeholders and engage them to jointly pursue their common objectives. We connect the interests of both our paying customers as well as our clients, with the ultimate interests of the end-users.

SNV Business and Delivery Model



SNV's paying customers – governments, donors, and businesses – have high ambitions but often lack the capacities to realise their development objectives. People living in poverty (the end-users), on the other hand, need support to meet the challenges they face in daily life. SNV works to connect the dots. Paid by its customers, SNV and its local development partners improve the services that local organisations, businesses and public entities offer to low income groups so they can improve the quality of their lives.

Our roles



Evidence-based advocacy: enabling environments for effective solutions

Based on our advisory experience and understanding of socio-economic and political contexts, we collaborate with knowledge institutes, governments, private sector and civil society to provide evidence and arguments to enrich policy debates. SNV will guide decision-makers who adopt recommendations resulting from proven interventions and help translate these recommendations into effective policies, rules and regulations that support scaling up.

Advisory services: working towards effective solutions

Advisory services are core to SNV's programmes. SNV will continue to deliver capacity building advisory services to clients and address the systemic constraints they confront. We will step up our support role in adapting market systems, bringing parties together, promoting innovation and developing

capacities in new expertise areas. We will expand our involvement in grant management closely linked to our engagement in advisory services. Access to finance will increase the possibilities for clients to experiment and boost pilot initiatives into mainstream activities at scale.

Implementation at scale: expanding the reach of effective solutions

We will use our long-term, in-country presence and international knowledge network to develop new and adapt proven approaches to local contexts, using the impact of former investments to achieve results at scale. We will strengthen our skills in designing, rolling out, managing and monitoring multi-country development initiatives, and commit ourselves to sharing results globally. By focusing on governments, the private sector and civil society, and by linking their mandates and resources, we go beyond mere individual projects and instead deliver development at scale.

Four essential factors for sustained results of SNV initiatives

- 1. Inclusive development** means actively listening to and engaging people living in poverty, as producers, workers or consumers. Not by creating special niches but by linking them structurally to sustainable development processes that are both fair and just.
- 2. Systemic change** is required to ground inclusive and sustained development in a conducive legal and policy environment and to guarantee progress beyond strengthened capacities of individual players.
- 3. Local ownership** allows local actors to shape and drive their agendas and assume responsibility for leading development processes.
- 4. Contextualised solutions** are key to the effectiveness and sustainability of approaches; they may be inspired by experiences elsewhere but always need to be tailored to the specific political, administrative, financial and socio-cultural conditions.



Our sectors



Energy

SNV's Energy programme will improve the quality of life of **4.5 million people** from 2016 to 2018 by increasing access to clean energy for domestic and productive use. We seek to mitigate climate change by limiting soot and greenhouse gas emissions and avoiding deforestation.

We will work to realise access to sustainable, clean and reliable energy sources for households and businesses, including small producers, while reducing greenhouse gas emissions. We will create an enabling environment where local existing

organisations are strengthened or established, where required, and sound policies, including regulation, quality assurance and governance, are developed.



Sustainable Markets

- Clean Cooking and Heating
- Off-grid and Mini-grid Electricity

Climate and Energy

- Sustainable Wood Fuel Chains
- Climate Smart Landscapes
- Climate Investment Services

Sustainable Markets

SNV's Sustainable Markets approach for low-income groups stimulates the demand for clean energy and changes the behaviour of consumers. Our approach improves the supply of quality devices, the provision of financial, operational, maintenance and after-sales services, strengthens public governance and develops an environment for sustainable business.

Clean Cooking and Heating

Our energy products offer solutions for clean cooking, heating and chilling. They reduce indoor air pollution and related health hazards, decrease carbon emissions and lead to time and cost savings for households, in particular for women.

Off-grid and Mini-grid Electricity

Powered by solar, bio- and pico-hydro energy, SNV offers households access to energy for consumption and production through off-grid and mini-grid electrification.

Climate and Energy

SNV's Climate and Energy initiative decreases the impact of energy production and use on climate change.

Sustainable Wood Fuel Chains

By developing Sustainable Wood Fuel Chains, we will stimulate the production and harvesting of wood for fuel, without degrading forests, for consumers and enterprises that use energy efficient devices.

Climate Smart Landscapes

Our Climate Smart Landscape approach balances land use for energy with food, water and biodiversity needs and incorporates energy solutions in national climate change mitigation plans.

Climate Investment Services

Our Climate Investment Services supports energy producers, companies and public agencies to tap into climate and carbon finance opportunities, and stimulate private sector investment in sustainable energy solutions.

Agriculture

Through our Agriculture initiatives, SNV will improve the lives of **6 million people** from 2016 to 2018, through increased income, food and climate solutions.

We will integrate our interventions across agriculture, nutrition and climate change, and we will promote evergreen farming practices that reduce climate stresses on crop and livestock quality. We will diversify food systems and make them more resilient, improve resource efficiency along value chains, and protect diet quality in the face of supply and food price shocks.

Globally, we will continue to work across a range of 50 commodities, with a focus on eight key commodities: dairy, livestock, horticulture, cassava, coffee, cacao, oil palm and rice. At SNV, we believe agriculture is and must continue to be primarily private sector and innovation driven.



Food and Nutrition Security

Resilient Food Systems

SNV's Resilient Food Systems combines different value chains, usually a food crop with a cash crop, creates market linkages to guarantee a sustainable supply of inputs as well as a market for the produce, and complements it with the provision of commercially viable business services. At the farm level, we promote resilient farming practices, informed decision-making and gender equality.

Sustainable Nutrition 4 All

Our Sustainable Nutrition 4 All solution promotes agro-production and community-wide behaviour change campaigns for healthy, nutritious diets.

The role of women in improving household food and nutrition security is central as is proper sanitation practices, because a healthy diet alone will not solve malnutrition. SNV will address both the agriculture and sanitation aspects of nutrition.

Sustainable Markets

Green Value Chains

SNV takes a value chain approach to increase market access for business-oriented producers and their organisations and catalyses innovations for resource efficient, competitive and environmentally sustainable value chains.

Inclusive Business

Through Inclusive Business, base of the pyramid communities are included in value chains as suppliers, employees and consumers of products and technical or financial services that help reduce poverty. Our work, which we have applied in over

200 cases, connects those at the base of the pyramid to the revenue and business opportunities that local, regional and international markets offer.

Climate Smart Agriculture

Deforestation-free Supply Chains

More and more companies and governments are committing to buying products which are deforestation-free, however, translating such commitments into impact at the production level is a challenge. In response, SNV works with companies and groups throughout the commodity supply chain, in particular smallholder farmers, to increase agriculture productivity without causing deforestation and forest degradation.

Evergreen Farms

SNV's Evergreen Farms solution supports smallholder farmers and businesses to adapt to climate change by implementing integrated farming systems, which combine agroforestry practices, water conservation measures and low emission energy solutions.

Climate Smart Landscapes

Solving problems at the landscape level are critical to balance competing land use goals and achieve synergies across multiple sectors, while adapting to climate change. Our approach supports the development and implementation of programmes and strategies for low emission, climate resilient landscape development. To achieve this we involve a wide range of stakeholders in this process by facilitating inclusive Public-Private Partnerships. To support the implementation we pursue efforts to access innovative financing and engage with companies to unlock private investments.

Water, Sanitation & Hygiene

SNV's WASH initiatives will provide access to improved drinking water services and/or improved sanitary facilities for **10 million people** from 2016 to 2018. Our work improves environmental health by reducing pathways for disease transmission, enhances nutrition - especially with regards to stunting in children, and reduces both untreated human waste and wastewater.

Long term sustainability lies at the core of our work. We strengthen public governance around WASH services, support institutional changes and capacity, develop financially viable services, and improve asset management of existing WASH infrastructure. This includes strengthening the roles of civil

society and the private sector in advocacy and operation, as well as promoting sector and stakeholder dialogue and reflection about changing needs and standards in the light of increasing urbanisation and the Sustainable Development Goals.



Sanitation

Rural Sustainable Sanitation & Hygiene for All
Urban Sanitation & Hygiene for Health & Development

Water

Functionality of Rural Water Services
Urban Water Supply Services

WASH in Schools

Sanitation

Rural Sustainable Sanitation & Hygiene for All

SNV's Rural Sustainable Sanitation & Hygiene for All programme aims to increase access to safe toilets and better hygiene practices. It integrates supply chain, hygiene behavioural change communication and governance to ensure sustainability.

Urban Sanitation & Hygiene for Health & Development

Our Urban Sanitation & Hygiene for Health and Development product addresses the reality that for the vast majority of cities and towns in developing countries, wastewater and human waste end up untreated back in the living environment. Our work includes the setting-up of facilities and services for waste management through collaboration between the public and private sectors and communities.

Water

Functionality of Rural Water Services

The aim of our Functionality of Rural Water Supply Services work is to keep water systems functioning long term. This means safe quality drinking water, in reliable quantities, with equitable access for all. The needs of poor consumers are central to this work.

Urban Water Supply Services

Our Urban Water Supply Services programmes focus on working with utility companies to ensure financially viable and sustainable water delivery (bringing down the non-revenue water percentage), with particular attention to access of the poorest people.

WASH in Schools

Our WASH in Schools initiative tackles the structural causes behind non-sustainability of WASH services in schools. It promotes improved awareness of sanitation and hygiene amongst primary and secondary age pupils, with a key focus on Menstrual Hygiene Management, in order to improve school enrolment and retention rates.



Gender and Youth Employment

Across our three sectors, we will work to make sure that all people in society, no matter their age or gender, benefit from our work. This requires us to ensure women have a stronger voice in decision making and that young people have greater opportunities to improve their skills and find rewarding employment.

Gender

SNV's gender solution (Balancing Benefits), which is implemented across our three sectors, empowers women to take active roles and ownership of decisions within the household, invests in their businesses and leadership skills, and addresses market entry barriers.

SNV aims to close the gender gap and generate significant gains for both individuals as well as society as a whole. If women have the same access to services and assets as men, they will increase productivity of their economic initiatives and enhance the well-being of their households dramatically.

Youth Employment

Our youth employment solution (Opportunities for Youth Employment - OYE) connects young people to secure and meaningful employment; enables them to become entrepreneurs; invests in their leadership skills; and enhances the employment ecosystem to be more responsive to their needs.

With at least 600 million new jobs needed within the next 10 years to employ young entrants to the labour market, our OYE solution is high on the agenda across our three sectors.



For more information about SNV, please visit our website and follow us on Twitter, LinkedIn and YouTube:

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