

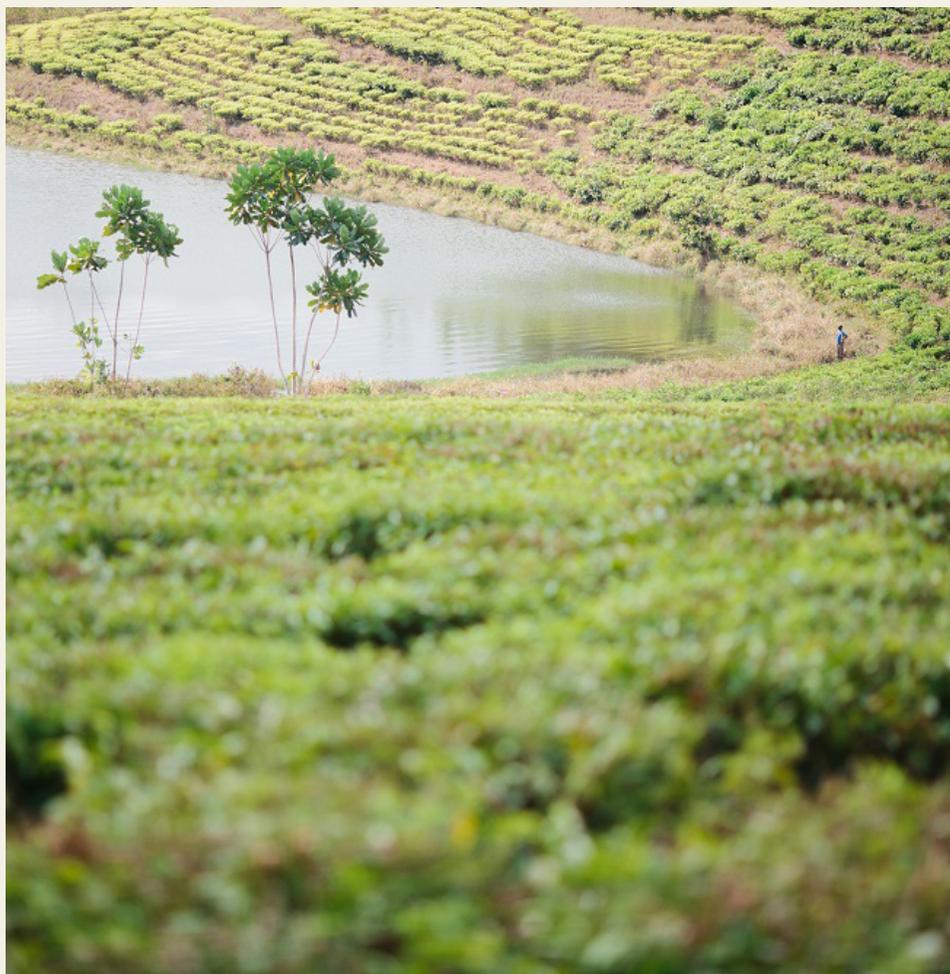
2030 STRATEGY

Our contribution to accelerating and scaling SDG-aligned impact

SNV



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WORKING TOGETHER TOWARDS 2030

CEO Simon O'Connell introduces SNV's new strategy



It is a humbling experience for any organisation to ask: How are we doing? What could we do better? Where is our biggest added value?

Looking at what we do, and how we do it, through this strategic review has been motivating. We have listened to our SNV team members and to a diversity of people and organisations globally – with input from academic experts, governmental and private sector partners, development agencies, and the United Nations. Our new strategy is the result of a 9-month review – building on our six decades of experience.

Our world is changing with dramatic speed, with the pace of this change highly unequal. Like other global organisations working for a better, more equal, more sustainable world, the backdrop is one of upheaval - where for billions of people the world is unsafe, uncertain, and unpredictable. Pervasive and ongoing gender and social inequalities, the climate crisis, weak institutions, and ineffective governance compel us to step more boldly into a new strategic chapter. One where we recognise and build on our strengths, while committing to increasing our contribution to accelerating and scaling impact.

While the challenges are daunting, we are determined to seize the opportunities that exist to build a better world. These opportunities come from the resilience of those we work with, the prospects that are unlocked by new and emerging technologies, the energy of young people demanding change, and the chance to work with committed partners across the globe. In collaboration with others, and in solidarity with those excluded and living in poverty, we know how important it is for us to leverage the knowledge our programmes bring to further influence positive change.

Together, we can inspire action locally, nationally, and globally, elevating the voices of the people and communities with whom we work - with a central focus on transforming the systems that can better enable sustainable and more equitable lives for all.

We realise we need to be more agile in such unpredictable and changing times, and we are confident that our new strategy will support this. We are committed to the deepening of partnerships, to influencing positive change more effectively, and to a central focus on systems as we endeavour to maximise our contribution to the ambitious global transformation envisaged by the Sustainable Development Goals (SDGs). Those goals, agreed by the global community, hold out a powerful hope for a world free from poverty, gross inequity, and social exclusion. A world where the threats of climate change and biodiversity loss are tackled, where young people can see and build a better future, and where everyone has access to the food, water, and energy they need to live dignified lives and thrive. At SNV, we are fully committed to applying all our knowledge and capacity to building this future together.

The promise of the SDG transformation is possible and must be fulfilled, resulting in a world where across every society, all people live with dignity and have equitable opportunities to sustainably thrive.

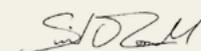
But we know we cannot do it alone. We are committed to collaboration and partnership as the only way to build this world. Our work – and that of the thousands of other partners and actors we work alongside – has never been more necessary. This strategy sets important directions for SNV, accelerating and scaling the impacts for which our history and focus have equipped us.

Whatever our role, wherever we are located, we are unified as one organisation by the unshakeable belief that will not change:

The promise of the SDG transformation is possible and must be fulfilled, resulting in a world where across every society, all people live with dignity and have equitable opportunities to sustainably thrive.

We look forward to working together with you, and hope you will be inspired by reading this strategy which will serve as the compass for SNV's work for the rest of this decade.

Simon



EXECUTIVE SUMMARY

KEY ELEMENTS OF OUR 2030 STRATEGY

This new strategy for SNV responds to a rapidly changing and increasingly uncertain world, in which the 2030 Agenda for Sustainable Development is at significant risk from several intersecting and interlinked crises - including the climate crisis, the COVID-19 pandemic, increased conflict and ineffective governance.

To help accelerate and scale up our work, we are committed to doing a number of key things differently. This strategy builds on our decades of experience, whilst looking ahead to a future inspired by new opportunities and our commitment to addressing both entrenched and emerging challenges.

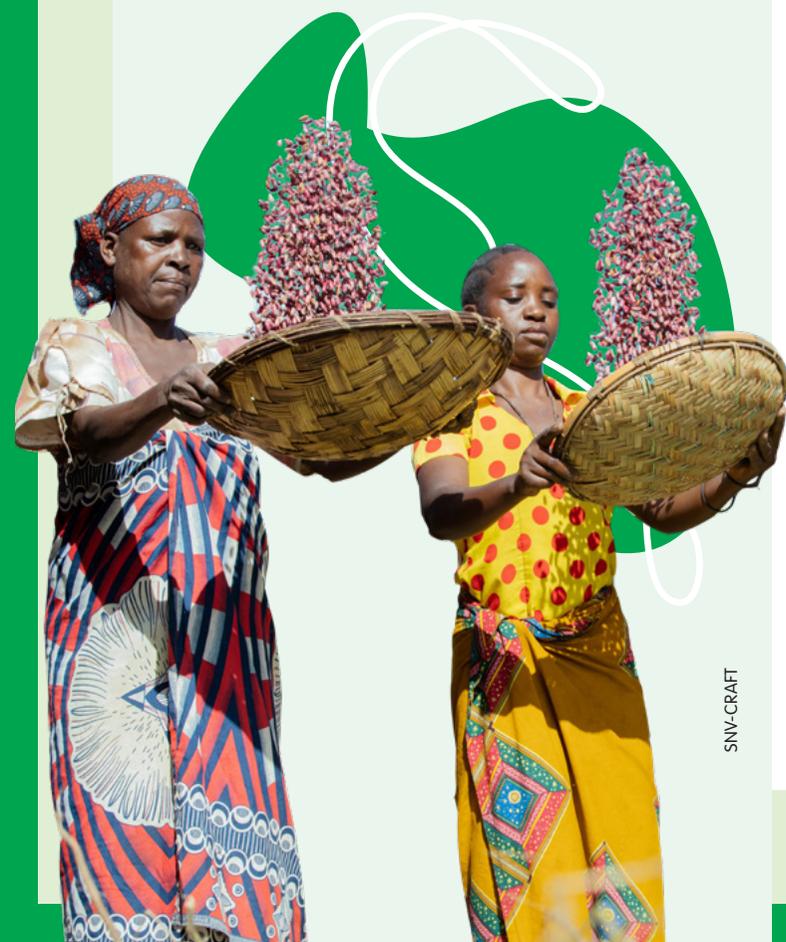
THE KEY STRATEGIC SHIFTS ARE:

SDG ALIGNMENT, 3 SECTORS OF FOCUS, AND 3 CORE THEMES

DEEPENING OUR CONTRIBUTION TO TRANSFORMING SYSTEMS

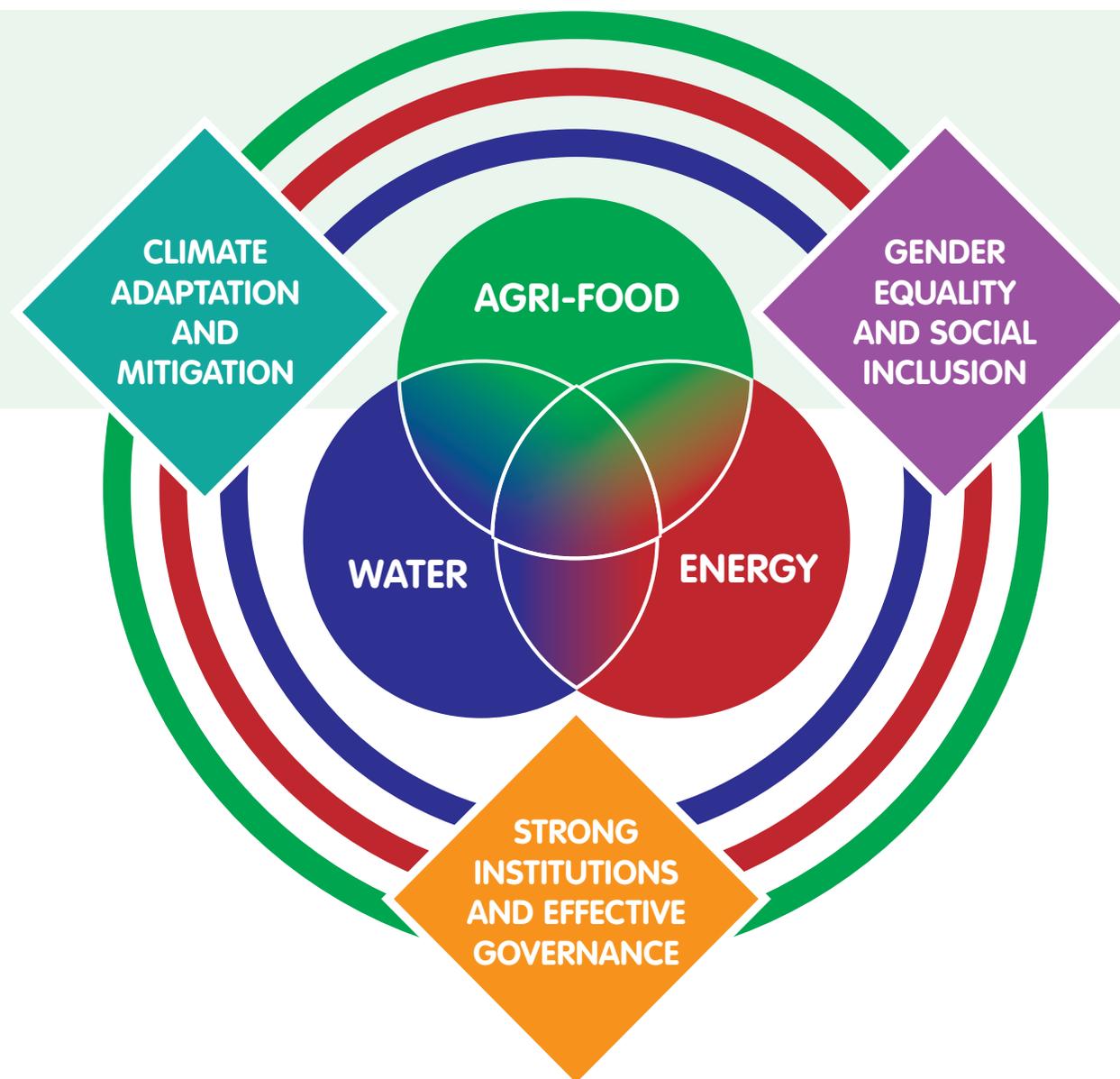
STRENGTHENING PARTNERSHIPS

INVESTING IN PEOPLE AND ORGANISATIONAL CAPACITY



SNV-CRAFT

SDG ALIGNMENT, 3 SECTORS OF FOCUS, AND 3 CORE THEMES



SNV will continue to apply our strong foundations and technical expertise within and across three inter-related sectors that are critical to enabling people to lead dignified lives and thrive: **agri-food, energy, and water.**

We strive to combine breadth and focus, entwining our sector expertise with three cross-sectoral core themes: **gender equality and social inclusion (GESI), climate adaptation and mitigation, and strong institutions and effective governance.** Across these sectors of focus and core themes, we will align our efforts with the relevant SDGs and contribute measurably to specific elements of nine SDGs.

DEEPENING OUR CONTRIBUTION TO TRANSFORMING SYSTEMS

With humility, and awareness that oftentimes our project structures and cycles constrain the depth of change we can contribute to, we are driven to pursuing a level of change that goes beyond symptom and surface levels to address the root causes of poverty and inequality, at scale. We define this as systems transformation. Contributing to systems transformation requires recognising and understanding the policies, practices, norms, mindsets, and, most importantly,

the power structures that underlie the prevailing way of operating in society: locally, nationally, and globally.

As one of numerous actors, a part of systems ourselves, we contribute to transforming systems within and across the agri-food, energy, and water sectors by strengthening capacities and catalysing partnerships. We see systems as being transformed when prevailing ways of operating in society are structurally changed in line with locally or nationally self-determined priorities – with durability and at a scale beyond the single, or even multiple, project level. Transformed agri-food, energy, and water systems can deliver food security and adequate nutrition,

increased water security, and improved access to affordable and sustainable energy for all. In line with the transformational principles of the SDGs - and our own mission - it is this level of transformation above and beyond our projects that we are working towards.

Our project and programme delivery and influencing activities will increasingly focus on identifying, understanding, and seeking opportunities to transform the systems which exclude people and enable inequalities to prevail. We will seek to strengthen those organisations and institutions positively impacting the lives of people facing the greatest challenges of inequity and poverty – empowering them with the opportunities, capacity, agency,

and power to lead change. **Power and rights** are therefore integral across our sectors of focus and core themes. We will focus more explicitly on power dynamics, inequalities, and a rights-based approach across all that we do.

We recognise that the extreme poor are increasingly located within **fragile contexts**, and we are committed to deepening our work alongside them.

Fully maximising our contribution to transforming systems cannot be done through project and programme delivery alone. We will leverage our impact by applying the evidence from programmes, partnerships, and joint learnings towards a **reinforced emphasis on influencing** the policies and practices of other actors - locally, nationally, and globally. Optimising our influence necessitates a deeper capacity for **strategic communications** and a more determined focus on gathering, understanding, and more widely sharing **knowledge, evidence, and research**. We are committed to investing further in these aspects of our work.



MD SHAFUL-SNV-HOV

STRENGTHENING PARTNERSHIPS

While we have always worked with a broad range of partners, the increased emphasis on scaling, influencing, and contributing to transforming systems spurs us to build more comprehensive, strategic partnerships and alliances - with governments, informal power holders, donors, non-governmental organisations (NGOs), civil society organisations (CSOs), international organisations, and the private sector. We will actively seek out partnerships and ways of working with local organisations closest to the people and contexts we are looking to impact, and with organisations led by women, young people and marginalised groups to ensure that their voices and agency are amplified and supported.

We will be particularly bold and intentional in our focus on deepening partnerships with financial institutions, governments, and the private sector to expand our impact-driven finance portfolio. As a key pathway to scaling impact, we will pursue innovations which enable us and other partners to extend the reach and impacts of this portfolio to more marginalised and excluded groups – particularly women and young people – in least developed and lower middle-income countries (LDCs and LMICs). We will do this with a range of innovative financing instruments and partnership modalities, and increased emphasis on digitalisation.



INVESTING IN PEOPLE AND ORGANISATIONAL CAPACITY

These strategic shifts will necessitate investment in developing our internal capacity in key areas - from securing and developing talent, to improving monitoring, evaluation and learning, knowledge management, and internal and external communications.

We will target investments to the development of our teams and team members, to further nurturing of our culture, and to enhancing our work environment. We are committed to the wellbeing, diversity, and inclusivity of all team members.



WALKING THE TALK

We are dedicated to ensuring that our strategic commitments and values are fully and progressively reflected across our own organisation, policies, culture, and behaviours. Specifically on our three core themes:

1 We commit to mainstreaming gender equality, inclusion, and diversity within our team, processes, and structures - working towards a 50% gender balance across the whole organisation and strengthened diversity, particularly at management level.

2 We commit to being on a path to net zero, reducing our net emissions from 2019 levels by at least 50% by 2030. We commit to measuring and reducing our own organisational greenhouse gas emissions. We commit to reducing travel from pre-COVID-19 pandemic levels and to ensuring a flexible and efficient work environment for our team members.

3 We commit to upholding principles of good governance, such as participatory and inclusive approaches in decision-making - being accountable, transparent, and responsive. We will promote collaborative and inclusive leadership. We commit to a greater devolution of power and decision-making authority, enhancing opportunities for locally-led decision-making.



OUR VISION

**A world where across every society,
all people live with dignity and have equitable
opportunities to sustainably thrive.**

OUR MISSION

**To strengthen capacities and catalyse partnerships that
transform the agri-food, energy, and water systems, which
enable sustainable and more equitable lives for all.**

WHO WE ARE

A GLOBAL DEVELOPMENT PARTNER

SNV is a mission-driven global development partner, rooted in the contexts and societies where we work.

Inspired by the transformational principles and objectives set out by the SDGs, we are committed to building resilient agri-food systems that deliver food security and adequate nutrition; to increasing the reliability and availability of water and sanitation at an acceptable quantity and quality; and to improving access to affordable and sustainable energy for all.

In doing so, we aim to strengthen institutions, markets and effective governance within and across the agri-food, energy, and water sectors, reducing gender inequalities and barriers to social inclusion, and enabling adaptation and mitigation to the climate and biodiversity crises.

SNV TODAY AND TOMORROW

We are one team of over 1,600 people, the vast majority of whom come from the contexts where we work, in more than 20 countries in Africa and Asia. Together, we are committed to effective and efficient stewardship of resources and maximising positive, lasting impacts.

Our ability to deliver results rests on our robust foundation of experience, knowledge, evidence and learning; our commitment to strengthening capacities and catalysing partnerships; and the relationships and trust of those we work alongside.

We are deeply aware of prevailing social injustices and entrenched power structures that fuel inequalities, allowing deep disparities to persist. We know that we must deepen our focus and commitment to redressing such power imbalances.

OUR PEOPLE, VALUES, AND CULTURE

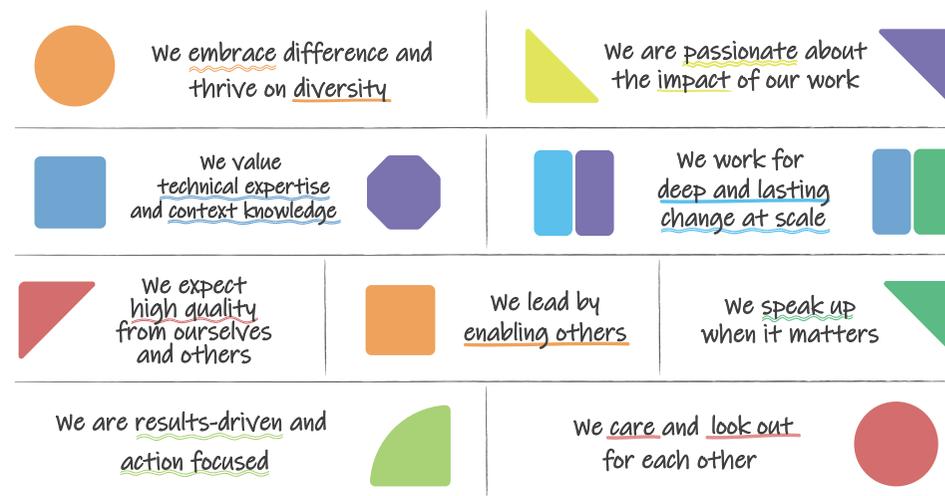


Our core values of trust and respect, equity and equality, and diversity and people-centredness, are fundamental to who we are, and what we do. This is reflected in our vision and mission, and in this strategy - which sets out our aspirations and commitments and will be our compass for the next seven years.

Engrained in our identity is the fact that the very large majority (over 90%) of our team members come from the contexts where we work. Across the diversities of peoples and contexts in SNV, we nurture a culture that is in harmony with our values.

OUR SHARED CULTURE

Our culture can be described in nine features that intertwine and which need to collectively work together to allow for effective delivery of SNV's strategy. We are recognised consistently in this way across our collaboration with partners globally in furtherance of our mission.





WHAT IS DISTINCTIVE ABOUT SNV?

We are one of many organisations working to advance sustainable and more equitable lives, so what is distinctive about SNV?

1 SNV is a decentralised global organisation. While we benefit from global cohesion and shared knowledge and systems, we are deeply rooted in the national and sub-national contexts where we work and are committed to ensuring that those closest to the interventions we contribute to are enabled and empowered to lead.

2 In many ways SNV is a hybrid organisation, originating from inside the Dutch government as a development practitioner from within a member state of the European Union. Today we are a foundation with global reach and an extensive array of partnerships across governments, civil society, financial institutions, and the private sector.

3 We have extensive experience of engaging the private sector within market systems development approaches, and significant expertise with innovative development financing instruments.

4 We have developed deep technical expertise in three inter-related sectors that are critical to enabling people to lead dignified lives and thrive: agri-food, energy, and water. We strive to combine breadth and focus, blending our sector expertise with cross-sectoral core themes of GESI, climate adaptation and mitigation, and strong institutions and effective governance.

5 We focus on systems transformation, combining market-driven and rights-based approaches, working with governments and other actors at all levels as a catalyst to enable others to harness opportunities for themselves.

6 SNV has a long and credible history focused on effective and efficient delivery of high-impact projects.

HISTORY AND PROGRESS

KEY ELEMENTS OF OUR 2030 STRATEGY

Throughout our history we have adapted and evolved according to the changing environment in which we have operated. This new strategy continues that progression, while holding true to the essence and spirit of SNV.

We have always been – and will remain – a decentralised organisation, seeking to grow and maximise the potential and diversity of our global talent. We believe this equips us to develop the contextual understanding and critical long-term relationships that are so important to enabling others to harness their own potential and the opportunities they themselves prioritise.



1965

Established as Stichting Nederlandse Vrijwilligers (Foundation of Netherlands Volunteers) under the Netherlands Ministry of Foreign Affairs - posting Dutch volunteers to low-income countries.

1988

SNV stopped working with volunteers in response to the changing needs of local organisations and countries.

1993

Changed to SNV Netherlands Development Organisation.

1995

Focused on Capacity Development Services: governance for empowerment, market access for the poor, gender equity and intercultural sensitivity, organisational strengthening and institutional development.

OUR CONTRIBUTION

With the support of a wide range of partners, and the dedication of thousands of team members, we have contributed to systems transformation and improved the lives of millions of people in more than 40 countries.

These commitments will not change but will deepen. Embracing the need for agility and innovation, we will invest time, energy, and resources to further build our organisation to remain fit for the future. The future will be different, but our history gives us many of the tools we will need to succeed going forward.

There have been many important milestones for us as an organisation. This strategy is another. We are in a position of strength, well-placed to be courageous as we prepare for a challenging and uncertain future. We are committed to ensuring the legitimacy of our interventions and operating structure, and are prepared to adapt and change - as we have in the past - to be bold and innovative in delivering our reaffirmed mission towards accelerating and scaling impact.

2002

Legally separated from the Dutch Ministry of Foreign Affairs, though continuation of unique relationship through core subsidy.

2007

Narrowed focus to- primary education, water and sanitation, renewable energy, pastoralism, horticulture, forestry, tourism.

2013

Further sharpened focus to agriculture, energy, and water, sanitation, and hygiene.

2015

Last year of the core subsidy from the Dutch Government; SNV transitions to a fully project-financed organisation.

2019

Strategic Plan retains focus on 3 sectors, whilst deepening thinking and commitment to systems change.

2022

Reinvigorated vision and mission and a new strategy to 2030 aligning with the SDGs and building on our focus sectors and core themes to contribute to systems transformation through programme delivery and influencing.

RESPONDING TO A CHANGING CONTEXT



Our strategy is built on seizing the opportunity to accelerate and scale our contribution to the global transformation implicit in the UN's 2030 Agenda for Sustainable Development. We take that hope, that determination, that vision, as our starting point. But we also understand that many challenges must be faced and overcome if that promise is to be realised. Our analysis of the world's opportunities and challenges in the remainder of this decade to 2030 provides the rationale for the priorities, focus, and investment that form the critical elements of our strategic direction.

The world is vulnerable to an increasing frequency and magnitude of shocks and disruptions, from pandemics to conflicts to environmental crises. There are alarming erosions in democracy, freedoms, and effective governance. Hundreds of millions of people are not experiencing progress, and still lack access to energy, food, and water. The majority of those suffering from extreme poverty are living in contexts trapped in cycles of violence and protracted crisis. We will respond to these challenges through our continued focus on agri-food, energy, and water, complemented by our core themes of GESI, climate adaptation and mitigation, and strong institutions and effective governance.



INEQUALITIES PERSIST

Development progress is not reaching everyone. Global and local crises have revealed and exacerbated social inequalities - with discrimination based on age, sex, disability, ethnic or racial categorisations, origin, religion, or other status, resulting in pervasive and entrenched marginalisation. Prevailing power structures, weak institutions, and ineffective governance are barriers to redressing these inequities. This is why we are committed to redoubling our focus and efforts on GESI as well as to supporting the building of strong institutions and more effective governance.

URBANISATION

As urban populations continue to expand, we will deepen our commitment to work in cities, especially to ensure affordable access to food, energy, and water for those living in informal urban settlements.

CLIMATE

The climate crisis, inclusive of loss of biodiversity, is perhaps the world's greatest challenge and its impact on the most vulnerable is already devastatingly evident. Our strategy will embed climate adaptation and mitigation as a core theme connecting and intersecting with each of our other thematic and sectoral priorities.

EMPLOYMENT AND ENTREPRENEURSHIP

Unemployment, particularly youth unemployment, is a major concern. We will continue to work to catalyse and enable access to employment and entrepreneurship for youth - and to recognise, support and value the voices and actions of young people in working for a better future.



MOBILISING RESOURCE

To date, the global commitment of support and solidarity in this changing context has not been equal to the challenges. Despite budget constraints, donor and partner governments are required to allocate more resources to global public goods (such as the climate crisis and pandemic recovery) and to respond to conflicts and humanitarian emergencies.

This means a squeeze on funding for other vitally important country-based projects, primarily through NGOs and CSOs. In addition to maximising and strengthening existing and new partnerships, we will need to do more to both mobilise resources for our work - including through alternative revenue models - and to maximise efficiencies in the stewardship of these.

DIGITALISATION AND INNOVATION

The application of digital technologies and greater global interconnectedness, the multitude of other actors also focused on delivering the SDGs, the advancement of scientific innovation, and new and alternative funding sources, all bring new possibilities in meeting today's challenges. SNV's contribution will only be optimised if we are able to build our own capacities in relevant areas from technology to innovation, knowledge to communication, financing to partnerships.

We have developed our new strategy, and the necessary changes it will involve, to ensure that we are able to respond effectively to the changing global context whilst being confident of our legitimacy to do so, so that more people will have the opportunity to lead dignified and thriving lives.

OUR AMBITION FOR

2030

SNV's vision describes the world we are working towards. Our mission defines how we contribute to that vision – and we are ambitious in the results we want to achieve.

We are contributing, alongside and in partnership with others, to the global transformation envisaged by the 2030 Agenda for Sustainable Development. Our contribution will focus on the SDGs that align with our mission, and on the people and communities in LDCs and LMICs facing poverty, inequality, insecurity, and the increasingly severe impacts of the climate and biodiversity crises.



By 2030, being thoughtful of our role and power alongside others – and working openly and collaboratively with global, national, local, and community-level institutions – SNV will contribute to advancing the systemic transformations required for progress towards the SDGs.

These include:

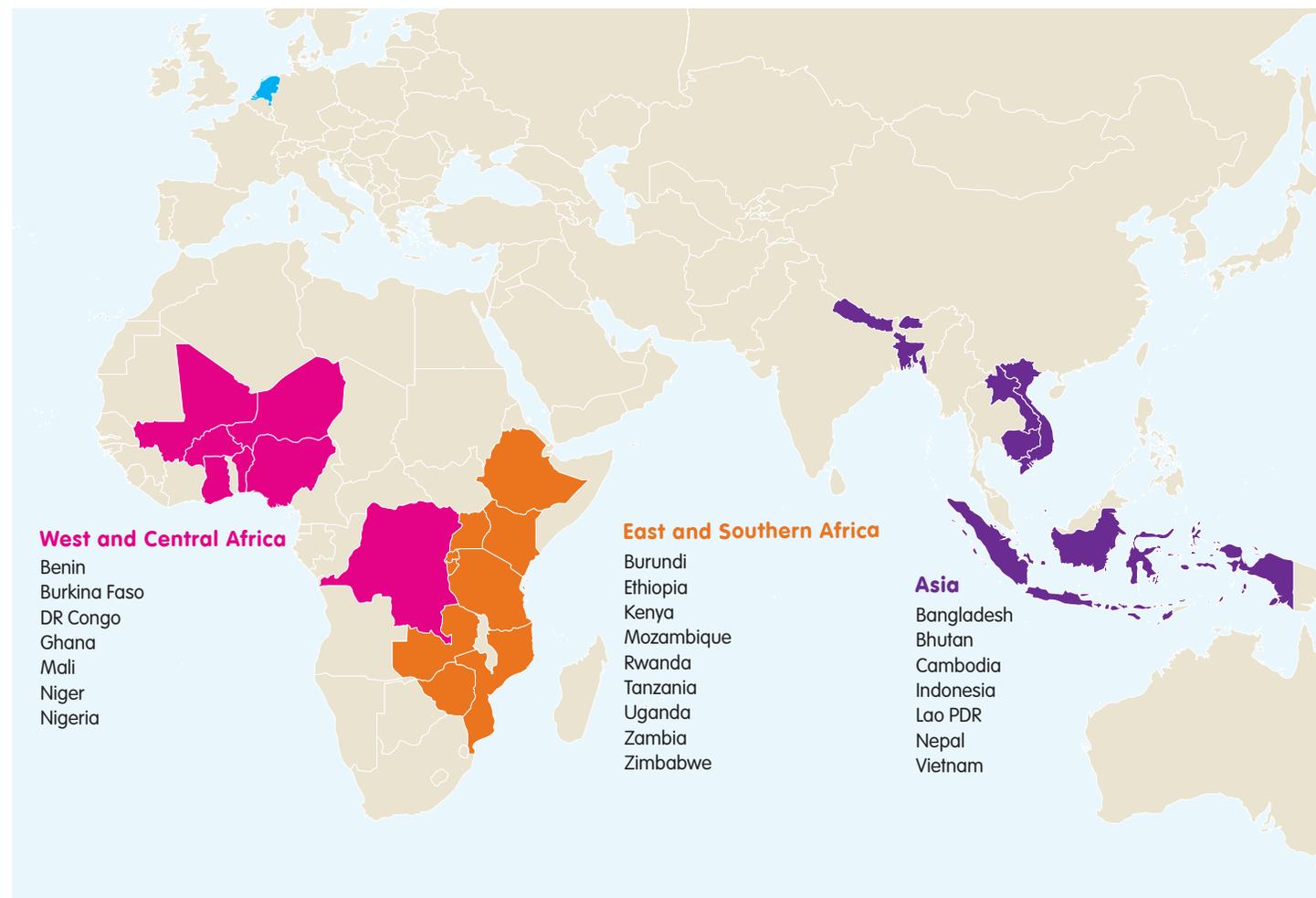
- building resilient agri-food systems that deliver food security and adequate nutrition while safeguarding the economic, social, and environmental foundations for future generations;
- increasing reliable availability of an acceptable quantity and quality of water for health, livelihoods, ecosystems, and production, coupled with an acceptable level of water-related risks;
- improving access to affordable and sustainable energy, with a focus on decentralised renewable energy solutions and energy efficiency;
- realising water security, food security, and energy security where no one is left behind, resilience is increased, and climate footprints are meaningfully reduced.
- improving GESI so that systems, structures, and markets are fairer and more inclusive – enabling all people to have equal opportunities to live with dignity and thrive;
- improving climate mitigation and adaptation so that our projects, programmes, and influence contribute to strengthening resilience and adaptive capacity to climate-related hazards; and
- strengthening institutional capacities to be more accountable, effective, and transparent, and governance systems to be inclusive, responsive, and representative.

In all these areas we will set ambitious and measurable objectives, which we will report on annually.

WHO WE WORK WITH AND FOR

In line with our commitment to reducing inequity, we will deepen our work and focus in LDCs and LMICs in Africa and Asia to strengthen the agency and capacity, and the rights and wellbeing, of those facing the most significant challenges of inequity and poverty.

The map shows where we have a core in-country presence. Some of our work, notably around impact-driven finance and supporting institutions, reaches geographies beyond this map.



EQUALITY AND INCLUSION

In line with our core theme of GESI, we are committed to our interventions being inclusive and gender responsive, and transformative where possible. Given demographics and persistent inequalities, we have a central focus on generating opportunities and strengthening the agency of young people. As a partner to governments, private sector actors, and civil society organisations, we will work in those countries and contexts where we can clearly articulate our added value and complementarity, and make the long-term commitment necessary to build knowledge, relationships, and trust. We know this is central to our legitimacy.

FRAGILE CONTEXTS

We recognise that those facing the greatest challenges of extreme poverty are increasingly living in fragile contexts. We will work alongside them wherever we are able to deliver the long-term commitment required to contribute to meaningful change through our sectors of focus and core themes.

WORKING IN PARTNERSHIP

We will always act in solidarity and partnership with communities, organisations, and institutions driving systemic, inclusive, and sustainable transformation towards the achievement of the SDGs.

AMPLIFYING VOICES

We value the importance of amplifying the voices of underrepresented groups - and engaging in partnership with organisations led by those groups themselves. We remain committed to working in partnership to strengthen global, national, and local institutions - aligned with their self-determined priorities, and avoiding duplicating, bypassing, or undermining local and national leadership.





HOW WE MAKE CHANGE HAPPEN

Our new strategy sets out an approach characterised by greater cross-sectoral integration and a further emphasis on the vital interactions between our sectors and themes, and across our projects and programmes.

We are intent on accelerating and scaling-up our impact, building on our experience, whilst affirming and deepening our commitment to contextual understanding, local decision-making,

and leadership. Whilst we foresee continuing to implement many necessary and impactful projects, we recognise the importance of longer term, at times larger, multi-country programmes to delivering impact at greater scale. In implementing projects and programmes, we remain committed to technical rigour in line with our core competencies, robust understanding of contexts and systems, and to having clarity of our role and legitimacy vis à vis that of others.



SNV-CRAFT



TRANSFORMING SYSTEMS THROUGH PROJECT AND PROGRAMME DELIVERY AND INFLUENCING

We will deepen our focus on the interaction of two key levers for change:

- continued effective and excellent project and programme delivery, integral to which are relationships and partnerships, facilitative approaches, and the sharing and strengthening of technical expertise and capacities; and
- harnessing contextual knowledge, evidence, and learning from our projects, programmes, and contexts to influence the policies, practices, and actions of partners, peer organisations, governments, and local, national and global institutions.

Together, the mutually reinforcing impact of projects and programmes and associated influence will help to strengthen and enable transformation in the systems that need to work better if people and communities are to gain and maintain sustainable and more equitable access to food, energy, and water.

LEARNING

The learning from our projects and programmes can, through collaboration and dialogue, be taken to greater scale - accelerating and influencing the work of others, as well as our own. From there we can contribute to the capacity of relevant institutions, markets, and systems to deliver equitable and sustainable change at local and national levels.

INFLUENCING CHANGE

Our extensive project and programme delivery experience, learning, and relationships - combined with a strong understanding of contexts and system boundaries and barriers - will provide the evidence that SNV will share with others to influence change. In turn, our understanding of the policy context, through engagement with networks of influence, will inform and strengthen the design and execution of programmes.

Our experience of influencing systems at local and national levels enables us to support and facilitate more effective communication regarding the realities of those

facing the greatest challenges of inequity and poverty, wherever possible through their own voices.

SHARING WITH OTHERS

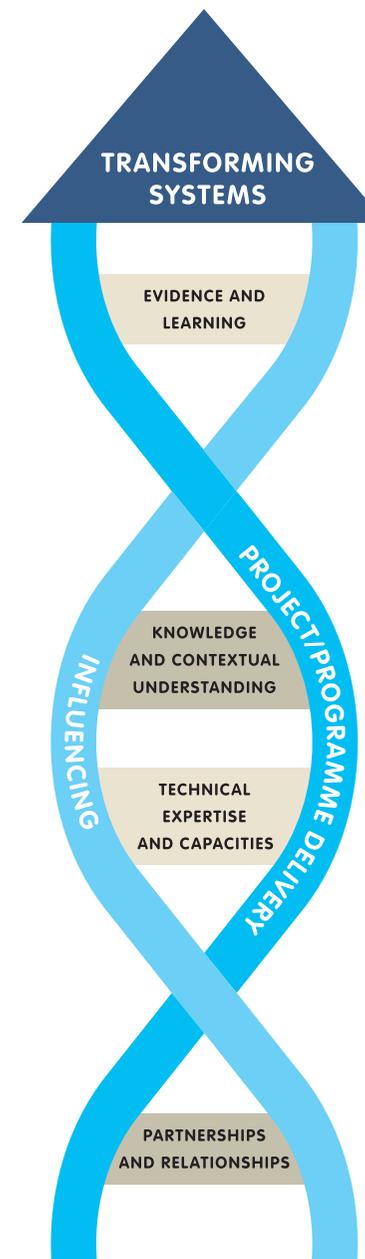
We are committed to sharing our knowledge, expertise, and experience with other actors - governmental, institutional, NGO, CSO, and private sector - as well as adopting and adapting from their experience and expertise. We will be proactive in communicating passionately, critically, and clearly about our work and our learning to build understanding and leverage impact and influence.



LEVERAGE AND INCREASE IMPACT

We will leverage influence by documenting and sharing learnings from our project and programme activities and partnerships, engaging with policy dialogues at multiple levels, and facilitating and amplifying the voices of those we work with on the national and global stage. Through our influencing activities we will leverage and increase the impact of our projects and programmes, and accelerate progress towards our focus SDGs.

Building from SNV's deepened understanding of - and focus on - systems transformation, this new strategic period represents a significant shift in embracing the opportunity and requirement for evidence-based influence and our commitment to speaking up when it matters.





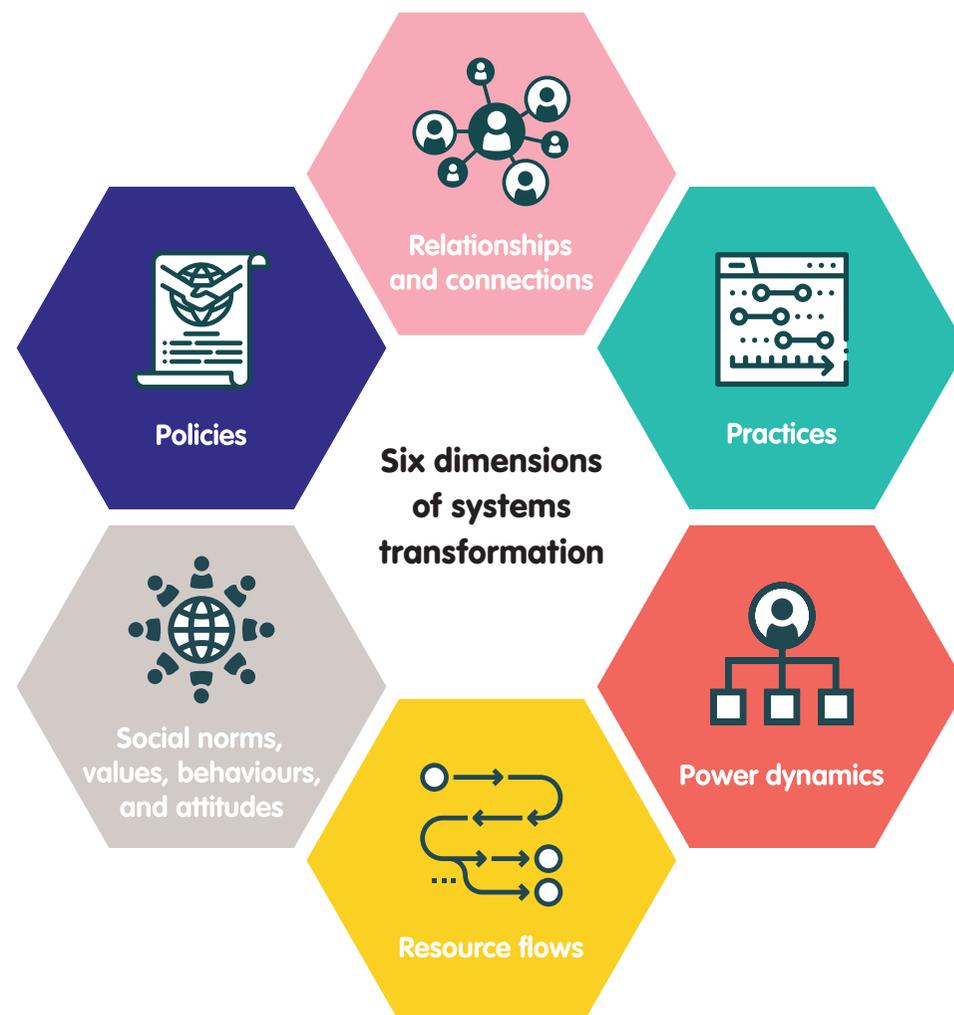
COMMITMENT TO SYSTEMS TRANSFORMATION

As enshrined in our mission, our overarching focus is on contributing to a transformational level of change in agri-food, energy, and water systems - resulting in sustainable and more equitable lives for all. In all our work, the wider goal of transforming systems is embedded in the choices we make, inclusive of the enabling, facilitative, and partnership-centric approaches we take within our projects and programmes.

Transformed systems can deliver food security and adequate nutrition, increased water security, and improved access to affordable and sustainable energy for all. We also recognise that we are ourselves part of a 'system' of international development cooperation, with a voice and power to influence how this system operates.

We will ensure that we can measure and articulate our contribution to systems transformation, tracking how our programme and influencing levers for change, together, impact positively on:

- Policies – government, institutional and organisational rules, regulations, and priorities.
- Practices – activities of institutions, coalitions, networks.
- Resource flows – how money, people, knowledge, information, and other assets are distributed and allocated, alongside development of new inclusive markets.
- Relationships and connections – quality of connections and communications among actors in the system.
- Power dynamics – the distribution of decision-making power, authority, and influence among individuals and organisations.
- Social norms, values, behaviours, and attitudes – beliefs, assumptions, and taken-for-granted ways of operating.



ALIGNMENT WITH THE SDGs

Reflecting our deepened commitment to partnerships and collaboration as central to accelerating and scaling impact, we are grounding our strategy in the 2030 Agenda for Sustainable Development for transforming our world. We are committed to enabling those we work with and for to determine their own priorities and harness their own opportunities.

We will contribute to overcoming the structural barriers that hold back progress, using our programmes and influence to strengthen institutions, enhance effective governance, and support making agri-food, energy and water systems work for all. In all we do, we will be explicit about GESI. We will work to mitigate greenhouse gas emissions and help communities adapt to the impacts of the climate crisis.

SNV'S CORE FOCUS

We will focus our efforts in the SDG areas most relevant to our three sectors of focus (agri-food, energy, and water), our core themes (GESI, climate adaptation and mitigation, and strong

institutions and effective governance) and our ways of working.

We will be conscious in the design of our programmes and activities, ensuring that our sectors and themes are intertwined and interdependent. We know we need to embrace interactions and avoid working in silos. Reflecting the integrated nature of the SDGs is of crucial importance in ensuring that our ambition of accelerating and scaling impact is realised.

SDG 2 (zero hunger), **SDG 6** (clean water and sanitation), and **SDG 7** (affordable and clean energy) align most closely with our sectors of focus.

With gender disparities still enduring, alongside extensive marginalisation and social exclusion, we will deepen our focus on **SDG 5** and **SDG 10** (gender equality and reduce inequality). At the same time, the increasingly drastic impacts of the climate crisis direct us to focus on **SDG 13** (climate action). The importance of effective governance and institutions to ensuring sustainable and more equitable lives for all compels us to focus on SDG 16 (strong institutions).

BUILDING OPPORTUNITIES FOR YOUNG PEOPLE

We understand the livelihood challenges faced by young people, as well as their vital role in bringing about the system transformations that will ensure they inherit a better world.

We are committed to continuing to build opportunities for youth employment, empowerment and entrepreneurship into our projects – and so **SDG 8** (decent work and economic growth) will become a core element in many of our projects.

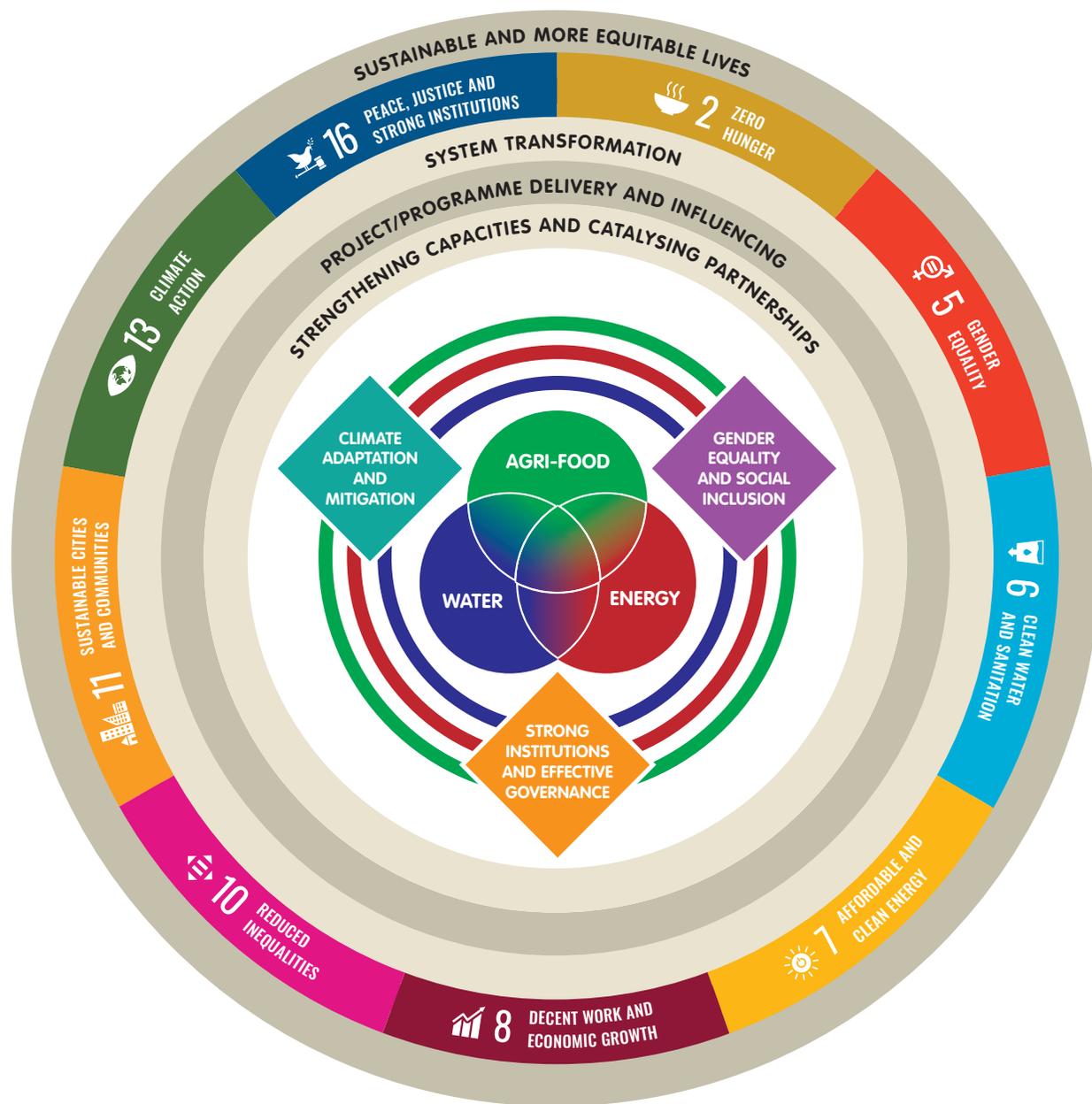
IMPROVING RESILIENCE

The world is urbanising. By 2050, more than two-thirds of the world's people will live in cities. Already, nearly a third of urban dwellers live in 'slum' households.

Accelerated urban growth puts pressure on the services and living environment in cities, but also on natural resources – like water - outside cities. Therefore **SDG 11** (make cities and human settlements inclusive, safe, resilient, and sustainable) is important to our work.

In all that we do across these sectors, themes, and SDGs, SNV seeks to address inequality and focus on those at risk of being left behind, unable to lead dignified lives and without opportunities to thrive. This equality focus, central to our mission, addresses the thematic priority of social inclusion and aligns with the universality principle embedded in the SDGs.

Driven by our mission, our work to 2030 is defined by the intersections between these nine SDGs, and our three sectors of focus and three core themes.



OUR CONTRIBUTION TO THE SDGs THROUGH SECTORS OF FOCUS AND CORE THEMES

2 ZERO HUNGER



SDG 2 aims to end hunger by 2030, ensuring access by all - in particular, the poor and people in vulnerable situations - to safe, nutritious, and sufficient food, thus ending malnutrition. To do this, it seeks to double the agricultural productivity and incomes of small-scale food producers; ensure sustainable food production systems; and implement resilient agricultural practices that help maintain ecosystems and strengthen adaptation to climate change.

Access to quantitatively and qualitatively adequate and sufficient food is a human right. Safe, affordable, and healthy diets are one of the biggest drivers of health and wellbeing and can positively impact economies, health, education, equality, and social development. Agri-food production and consumption are fundamental

components of any economy and every society, providing incomes for billions of people. A range of pressures including rapid population growth, urbanisation, and changes in consumption patterns, are challenging the ability of agri-food systems to provide nutritious food and contribute to enhanced livelihood opportunities in an environmentally sustainable way. Our agri-food systems are contributing to, and affected by, extreme weather events associated with climate change, land degradation, and biodiversity loss.

INTERACTIONS

The agri-food system is complex and interacts closely and directly with all the themes and sectors that SNV works on. It is closely related to many other SDGs, not just SDG 2. Agriculture uses water and energy, and both affect - and are affected by - the climate crisis. Food and nutrition are vital for health, education, employment, and economic growth and livelihoods. Agri-food systems encompass

everything from local water extraction to global trade, markets to governance, dietary preferences to land and inheritance rights, gender roles to technology, and more.

SNV'S ROLE

We aim to contribute to the transformation of agri-food systems, based on our long-term presence and deep local knowledge. In sustainable agri-food systems, food should not be produced at the expense of the environment and climate. Diets cannot be improved and diversified without improving livelihoods and raising incomes. Better food and nutrition security for one population group should not add to inequalities for others. Conflict and insecurity can only add to the challenges.

To improve the agri-food system, SNV will address the systems involved in the production, aggregation, processing, distribution, consumption, and disposal of food - while being sensitive to the interactions with our other sectors and themes. This means working on agri-food production, inputs, wholesale and retail markets, governance systems, and norms and behaviours around food.

Building on SNV's track record and expertise, we will adopt a more comprehensive and systemic perspective on our contributions to the transformation of food systems. We will continue to learn from our experience and from others so we can develop best practices in relation to market system development; climate-smart

and nutrition-sensitive products and services; technology and innovation, especially on environmental and social safeguards; financial participation, entrepreneurship, and self-organisation; and public sector reform and good governance.

We will adopt a systemic approach to integrated landscape management, working to protect, sustainably manage, and restore natural and modified ecosystems. We will help agri-food sector actors to apply suitable technology and innovation, especially on climate-smart agriculture and climate adaptation, including regenerative principles in agro-ecological production. We will work to ensure the protection of the most vulnerable and those in fragile settings.

We will work with poor and nutritionally-vulnerable populations - rural and urban - as consumers requiring and demanding healthy, diversified nutritious diets for their growth, development, and wellbeing.

Linkages and integration with our energy and water sectors will be strengthened, particularly in relation to the productive use of energy, sustainable irrigation, and equitable water management.

OUR CONTRIBUTION TO SDG 2-ALIGNED OUTCOMES

- ✓ Increase the availability and accessibility of safe, nutritious, and sufficient food for people facing the greatest challenges of inequity and poverty.
- ✓ Increase the productivity, incomes, and access to finance of small-scale food producers, in particular women and excluded groups and small- and medium-sized enterprises in the agri-food sector.
- ✓ Contribute to sustainable food production systems and resilient agricultural practices by increasing the application of sustainable land and water use and ecosystem restoration practices - increasing productivity and strengthening capacities for adaptation to climate change.

6 CLEAN WATER AND SANITATION



SDG 6 aims, by 2030, to achieve universal and equitable access to safe and affordable drinking water for all; sanitation and hygiene for all; and an end to open defecation. It seeks to improve water quality by reducing organic and inorganic pollution. It also aims to increase water-use efficiency; substantially reduce the number of people suffering from water scarcity; restore water-related ecosystems; and improve management.

Access to safe water and sanitation is a human right. Unless progress quadruples, it is predicted that billions of people will lack access to safe water, sanitation, and hygiene in 2030. Demand for water is rising owing to rapid population growth, urbanisation, and increasing water needs from agriculture, industry, and energy sectors. Decades of misuse, poor management, over-extraction of groundwater, and contamination of freshwater supplies have exacerbated water stress. Countries are facing growing challenges linked to degraded water-related ecosystems, water scarcity caused by climate change, under-investment in water and sanitation, and insufficient transboundary cooperation.

INTERACTIONS

Clean water and sanitation are fundamental requirements for health and wellbeing, a vital input for all agricultural production - and a central component in local and global ecosystems. Water is used in all economic sectors, including the agri-food and energy sectors. The role of women and girls in fetching and carrying water can impact access to education, expose them to the risk of violence and exploitation, and enable existing disparities to persist. Disputes over water resources are at the heart of many conflicts. Water systems encompass everything from the governance of water supply and management, to cross-border issues, infrastructure investment, distribution and storage, private sector engagement, protection of and access to water sources, and more. Differences in access to water are key drivers and indicators of inequality.

SNV'S ROLE

Water touches upon the human rights to water and sanitation - and to a healthy and sustainable environment. Governments are duty-bearers of progressive realisation of these rights, engaging the private sector and civil society, and ensuring that no-one is harmed or left behind. Therefore, SNV works with governments and other stakeholders to strengthen water

sector systems that interlink governments, the private sector, and civil society in a way that enables responsible, equitable use as well as conservation.

With climate change, our evermore thirsty and polluted world needs to adapt to grave alterations in local and regional water cycles. SNV's work centres around equity: between people, between current and future generations, and between humans and the environment.

Water security for all - including nature - is the overall ambition. SNV works for more sustainable and fair water sector outcomes, across a range of water domains: water, sanitation and hygiene, irrigation, water resource management, and the broader urban water cycle.

Water security refers to the reliable availability of an acceptable quantity and quality of water for health, livelihoods, ecosystems, and production - coupled with the management

of water-related risks. The four dimensions of water security - use, pollution, water-related risks, and water resource security - play out differently in different socio-ecological contexts and subsectors. Based on our experience, we will tailor our approach to the structural barriers and persistent challenges in each setting.

OUR CONTRIBUTION TO SDG 6-ALIGNED OUTCOMES

✓ Increase the number of people with access to safely managed water supply, sanitation and hygiene at home, in key institutions and public places.

✓ Contribute to the number of water bodies with good ambient water quality by reducing pollution, dumping, and the release of untreated waste water, and substantially increasing recycling and safe reuse globally.

✓ Increase water use efficiency in agriculture and water supply and ensure greater accountability for sustainable withdrawals of freshwater (reducing water stress).

✓ Contribute to the protection and restoration of water-related ecosystems - including wetlands, rivers, aquifers, and lakes - to reduce water stress.

✓ Contribute to the proportion of local administrative units with established and operational policies and procedures for meaningful and effective participation of women and men in water, waste, and sanitation management.

7 AFFORDABLE AND CLEAN ENERGY



SDG 7 aims, by 2030, to ensure universal access to affordable, reliable, sustainable, and modern energy services, to increase substantially the share of renewable energy in the global energy mix and improve energy efficiency.

We recognise that access to affordable and clean energy is critical to human wellbeing and to enabling people to lead dignified and thriving lives. It is estimated 660 million people will still lack access to electricity in 2030, and 2.5 billion people lack access to clean cooking. People living in poverty are continuously affected by the low availability of sustainable and reliable energy, especially in remote areas. Modern energy services are crucial to human well-being and to countries' economic development. The Paris Climate Agreement requires an energy transition away from fossil fuels, decarbonising by embracing renewable energy, and a broader systems-change approach.

INTERACTIONS

Energy is a critical enabler for many SDGs. The use of inefficient, polluting fuels and technologies is a health risk and a major contributor to diseases and deaths, particularly for women and children in low- and middle-income countries. The global use of unsustainable energy sources is an important

cause of climate change, with low-income groups being particularly vulnerable. Energy is an essential input for all sectors of the economy, including agriculture and food production and distribution.

SNV'S ROLE

SNV is committed to ending energy poverty, ensuring that everyone has access to modern, clean energy services. Applying a market-based approach, we work with public and private partners to enable communities to gain access to energy, build resilient livelihoods and provide improved incomes for all. By increasing energy efficiency and the renewable energy share in energy consumption - inclusive of applications in agricultural value chains - we contribute to climate change mitigation and adaptation.

We will focus our support on the development of sustainable and inclusive markets for decentralised renewable energy solutions - addressing demand, supply, and enabling environment considerations. We will further harness the power of digital technologies, and expand and scale a range of different impact-driven financing tools, to help make modern energy products financially affordable. In turn, we will contribute to enabling more equitable livelihoods for all.

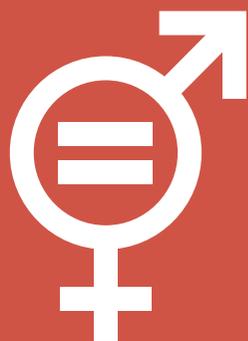
OUR CONTRIBUTION TO SDG 7-ALIGNED OUTCOMES

We will significantly contribute to systems transformation by kick-starting and accelerating the development of sustainable energy markets and related regulatory frameworks. Clean cookstoves and bio-digesters reduce indoor air pollution and related health hazards; decrease greenhouse gas emissions; and help households - in particular women - save time and money. Powered by solar and other renewable energy, our projects offer households, businesses, and institutions access to electricity and opportunities for enterprise development and income generation through productive energy use.

- ✓ We will contribute to universal access to affordable, reliable, and modern energy services.
- ✓ We will increase energy efficiency and the renewable share in energy consumption.
- ✓ We will contribute to the development of sustainable off-grid energy markets in under-served environments.



5 GENDER EQUALITY



SDG 5 is a global commitment to end discrimination and eliminate violence, trafficking, exploitation, and harmful practices against women and girls. It recognises the value of women's work, promotes shared responsibility, and ensures participation and equality of opportunity. It commits to reforms to ensure equal rights to economic resources, land, and property.

The world is not on track to achieve gender equality by 2030. Many countries do not have comprehensive systems for tracking budgets for gender equality, limiting the allocation of public resources for implementation of laws and policies. Discriminatory laws and legal gaps continue to prevent women from enjoying their human rights.

Although over 90% of countries mandate non-discrimination based on gender in employment, almost half continue to restrict women from working in certain jobs or industries. Violence against women and girls is prevalent. One in five young women worldwide were married in childhood in 2021. On an average day, women spend about 2.5 times as many hours on unpaid domestic work and care work as men. In many countries, less than half of women have ownership and/or secure tenure rights over

agricultural land. Intersections with other social categorisations, such as socio-economic status and ethnicity exacerbate these inequalities.

INTERACTIONS

Gender rights and equity are fundamental to every SNV sector and theme. Systems, structures, and institutions that fail to take full account of gender and gender discrimination will not be able to deliver the sound and sustainable outcomes that enable all people to live and thrive with dignity.

SNV'S ROLE

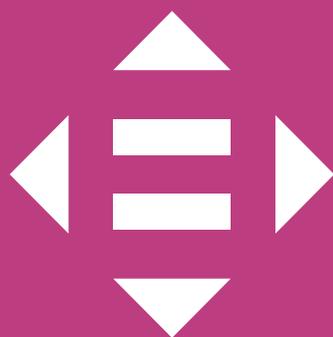
SNV is committed to the achievement of gender equality. We recognise that there are often multiple factors of disadvantage or privilege. That is why understanding gender equality in relation to other social inclusion issues is key to achieving the SDG commitment to 'leave no one behind'.

In all our work - and in the culture, policies, and practices of our own organisation - SNV is committed to the goals and principles inherent in SDG 5. We are committed to urgent action to ensure that these principles are embedded in every project, programme, and activity planned and implemented by SNV. We will learn from our programmes and share knowledge with others to help build greater understanding and commitment at all levels.

OUR CONTRIBUTION TO SDG 5-ALIGNED OUTCOMES

- ✓ We will ensure a focus on GESI is at the forefront of all our projects and programmes.
- ✓ We will ensure GESI-responsive project design and implementation while striving for GESI transformative designs and implementation as the gold standard.
- ✓ We will empower and equip team members across different functions on how to use a GESI lens in their work and the tools available within SNV, including professional development for all leaders on GESI leadership.
- ✓ We will contribute to global knowledge on what works and what doesn't work in relation to GESI within our sectorial work.
- ✓ We will ensure GESI is embedded in our key organisational processes and structures.
- ✓ We will work towards a 50% gender balance across the whole organisation.
- ✓ We will ensure GESI is integrated into our partnership approach. We will seek out partnerships with women-led and -owned organisations and companies.
- ✓ We will ensure 'Do No Harm' is integral to any GESI analysis and project design.

10 REDUCED INEQUALITIES



SDG 10 aims to raise the relative incomes of the bottom 40% of the population; promote social, economic, and political inclusion, irrespective of age, sex, disability, ethnic or racial categorisations, origin, religion, or economic or other status; ensure equal opportunity; end discrimination; and encourage official development assistance and financial flows to states where the need is greatest.

SNV is committed to the overarching SDG principle of leave no one behind - to which SDG 10 is central. Equality is embedded in our vision and mission. Inequality refers to the unjust distribution of resources and opportunities. Inequality is systemic and is often rooted in local socio-economic and political paradigms. The solutions to current inequality problems have to be focused on enabling and promoting the inclusion of all, irrespective of the factors that differentiate us. Action is needed to address the four dimensions of inequality: inequality of outcomes, inequality of opportunity, political inequality, and inequality of treatment (discrimination).

INTERACTIONS

The SDG vision is fundamentally related to inequality. Previous targets for global development specified proportionate gains in key areas, which inevitably left behind the proportion not covered. The SDGs therefore adopted the principle of 'leave no one behind', which is a fundamental driver of every SDG. Inequalities are evident in access to food, energy, and water, and the systems which govern them. Gender and social inclusion are central to the equity agenda. Unless issues of inequality are tackled systemically, they will only be exacerbated by the pressures arising from the climate crisis.

SNV'S ROLE

We will endeavour to influence the structural causes of marginalisation in agri-food, energy, and water systems. Today, not only do people lack secure access to sufficient quality food, energy, and water, but they also lack influence and a voice in decision-making and shaping their own future. We recognise that delivering on this commitment to redressing inequalities requires explicit assessment of the differential impact of our work. This demands that robust monitoring, evaluation, and learning is enshrined in our project design and across our portfolios.

OUR CONTRIBUTION TO SDG 10-ALIGNED OUTCOMES

✓ We will focus our efforts on raising the relative incomes of the bottom 40% of the population.

✓ We will seek opportunities to enable the social, economic, and political inclusion of all, irrespective of economic and social status, identity, beliefs, and personal characteristics - ensuring equal opportunity and non-discrimination.

✓ We will actively promote and support marginalised people's dignity, agency, and access and control over productive resources, decision-making power, and leadership.

✓ In all our sectors and themes, we will seek to ensure that systems, structures, and markets are more inclusive and provide positively differential outcomes to the most disadvantaged.

✓ We will pursue innovations within our sectors of focus which enable inclusion.

✓ We will work to ensure inclusion is a central consideration of strengthened institutions and effective governance structures and approaches, together with key actors.

13 CLIMATE ACTION



SDG 13 seeks to strengthen resilience and adaptive capacity to climate-related hazards; integrate climate change measures into national policies; and improve education, awareness-raising, and human and institutional capacity on climate change mitigation and adaptation. It underscores the goal of mobilising \$100 billion a year to address the needs of developing countries.

Today's fragile and inequitable agri-food, energy, and water systems are both affected by - and drivers of - the climate crisis, resource scarcity, pollution and waste, environmental degradation, and loss of biodiversity. In sustainable agri-food systems, food should not be produced at the expense of the environment and climate. People living in poverty need access to energy to achieve the other SDGs - but expansion of availability of energy must be consistent with global emission reduction objectives. The global energy transition - away from fossil fuels - requires the application of renewable energy technologies and energy efficiency measures in our work. Climate change alters the water cycle, thereby affecting water security, while water demand and pollution continue to increase, all leading to deepening water stress.

INTERACTIONS

Food, energy, and water systems are all clearly impacted by - and impact upon - climate change. The physical environment is the foundation for livelihoods, health, and wellbeing. Climate-related stresses and challenges are likely to exacerbate inequalities and deepen conflicts and disputes over resources.

SNV'S ROLE

The people and communities we work with and for are facing the daily reality of the climate crisis - not least through the increasing frequency and severity of extreme weather events. We have a responsibility to ensure that our programmes are designed in such a way that they reduce greenhouse gas emissions and help societies to adapt to a changing climate.

SNV will ensure that all our work across our sectors of focus and core themes is integrated and aligned with national and international climate priorities for the regions in which we operate. And that we enhance the capacity of communities to adapt to the worsening impacts of the climate crisis - while enhancing sustainable and more equitable access to food, energy, and water.

OUR CONTRIBUTION TO SDG 13-ALIGNED OUTCOMES

✓ We will integrate climate priorities in design and implementation of all our projects and programmes.

✓ Through our projects and programmes, we will contribute to building resilience and adaptive capacity to climate-related hazards.

✓ In our projects, we will seek the application of technologies, services, and practices that reduce greenhouse gas emissions, and we will endeavour to reduce the climate footprint of the water, energy, and food systems that we seek to influence.

✓ We will align SNV's operations with our climate objectives by setting and implementing targets on our pathway to net zero, reducing net emissions in our operations by at least 50% by 2030. We will measure and track our own organisational direct ('Scope 1') and indirect ('Scope 2 and 3') greenhouse gas emissions.

✓ Where emission reduction is not feasible, we will compensate through emissions avoidance and greenhouse gas removal projects using only high-quality standards such as the Gold Standard, including through our own programmes.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



SDG 16 aims to reduce violence and exploitation, promote the rule of law, combat organised crime, and reduce corruption. Importantly it seeks to develop effective, accountable, inclusive, and transparent institutions; ensure responsive, inclusive, participatory, and representative decision-making; ensure public access to information; and protect fundamental freedoms. SDG 16 requires strengthening of institutions, through international cooperation, to build capacity to promote sustainable development.

The world is facing an increased number of violent conflicts with a quarter of the world's population currently living in conflict-affected areas and tens of millions forcibly displaced. Corruption and violations of human rights are widespread. Within a highly fragmented global system, the institutions that exist to ensure peace, protect residents, and provide equitable and sustainable access to vital goods and services - including food, energy, and water - are not always functioning fairly, efficiently, and without discrimination. Disinformation and weaponization of social media are exacerbating polarisation and a trust deficit. Ensuring that

institutions are more effective, accountable, inclusive, and transparent - and that governance systems are inclusive, responsive, and representative - is fundamental to the achievement of SNV's objectives in all our sectors of focus and core themes.

INTERACTIONS

Every SDG achievement depends on the institution's performance and how governance is regulated and controlled in each of our sectors and themes. It is impossible to make effective progress in systems transformation without addressing the 'strength' (effectiveness, accountability, transparency, inclusivity, and responsiveness) of the relevant institutions in the public and private sectors.

SNV'S ROLE

Our aim is to transform the systems which prevent people from leading dignified and thriving lives. This systems approach requires us to support and contribute to developing effective, responsive, inclusive, accountable, and transparent local, sectoral, national, and global governance structures and institutions. This governance dimension is critical to every aspect of SNV's work across our three sectors of focus and core themes. It is also central to sustainability, and to the exit strategies of our programmes.

OUR CONTRIBUTION TO SDG 16-ALIGNED OUTCOMES

✓ We will ensure that a governance approach is taken in our work at every level.

✓ We will work to contribute to the development of effective, accountable, and transparent institutions - ensuring inclusive, participatory decision-making, public access to information, and protection of fundamental freedoms.

✓ We will generate opportunities for women, young people, and other marginalised groups to meaningfully engage in contributing to formal and informal governance processes and collective decision-making.

✓ We will strengthen capacities for improved natural resource management and governance which enable more equitable access to these resources.

✓ We will contribute to transforming social norms, values, attitudes, and behaviours to enable more inclusive, accountable, and effective governance.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 focuses on driving sustained, inclusive, and sustainable economic growth for LDCs, raising productivity and supporting decent job creation and entrepreneurship, particularly through micro-, small- and medium-sized enterprises, without adding to environmental degradation. By 2030, the aim is to achieve full and productive employment and decent work for all women and men, including for young people and those with disabilities. SDG 8 also seeks action to address forced labour, trafficking, modern slavery, and child labour.

SDG 8 focuses on livelihoods, particularly through employment and enterprise. Access to decent livelihoods is at the heart of efforts to improve access to vital services - and to drive equity and sustainability, ensuring that no one is left behind. Livelihoods are a special challenge for young people, with nearly a quarter not in education, employment, or training as we embark on this new strategy.

INTERACTIONS

Increasing equitable access to food, energy, and water relies on access to livelihoods and income.

SNV'S ROLE

SNV has a long track record of activities that promote opportunities for youth employment and entrepreneurship in the agri-food, energy, and water sectors. SNV works to mobilise sustainable financing for small and medium enterprises. We work with governments, the private sector, and financial institutions to break down barriers which keep inclusive businesses and investors apart, and to leverage private sector finance. We work with partners to catalyse investment and scale in early-stage, impact-driven local sustainable businesses and markets in agri-food, energy, and water systems. We will be bold in exploring opportunities and innovations to enable smaller tranches of financing in more peripheral and fragile environments, in collaboration with fintech partners.

This work will remain fundamental to SNV's future effort to build sustainable and inclusive access to food, energy, and water, promote equity, and contribute to climate resilience.

We will facilitate linkages between the labour market and skilled youth - and stimulate employment and entrepreneurship opportunities. We will support young women and men to gain decent and sustainable employment and entrepreneurship opportunities through business development support services such as mentoring and coaching, market linkages, and access to finance.

OUR CONTRIBUTION TO SDG 8-ALIGNED OUTCOMES

- ✓ We will measurably increase the incomes of small-holder farmers, local enterprises, and workers in our sectors of focus - such as sanitation workers, energy technicians, and food processors.
- ✓ We will increase the number of young women and men who achieve full and productive employment and decent work (formal and informal) and contribute to the growth of micro-, small-, and medium-sized enterprises.
- ✓ We will catalyse and enable access to employment and entrepreneurship for youth, in line with our GESI commitments.
- ✓ We will support access to finance for small and medium enterprises.
- ✓ We will strengthen resilience and increased productivity for those most impacted by the climate crisis and living in fragile contexts.

11 SUSTAINABLE CITIES AND COMMUNITIES



SDG 11 aims to improve basic services and upgrade slums; enhance inclusive, safe, resilient, and sustainable urbanisation; reduce the number of people affected by disasters; and reduce the adverse environmental impact of cities, especially in terms of air quality and waste. Moreover, it supports positive economic, social, and environmental links between urban, peri-urban, and rural areas.

The number of people living in slums has continued to grow to over 1 billion in 2020. Rapid urbanisation will only accentuate the challenges of sustainable provision of nutritious food, clean water, sanitation, clean energy and energy efficiency for a growing urban population - many of whom are living in informal settlements.

INTERACTIONS

Urban environments are characterised by huge inequalities. Rapid urbanisation poses substantial and new challenges for the provision of basic services. It impacts the demands on the environment and on the systems that provide those services.

SNV'S ROLE

SNV, at the outset of this strategy, is already working city-wide on sanitation and waste in 20 cities with populations from 20,000 to 1.2 million people. We also work on specific aspects in another 30 cities. SNV works to increase the number and quality of nutritious products that reach low-income consumers - including school children - in multiple cities and towns in Africa and Asia.

Within the water sector, SNV will work on the entire urban water cycle, including water supply, sanitation, solid waste, floods, and droughts. In the agri-food sector, SNV will pay specific attention to increasing the availability, accessibility, and affordability of nutritious foods for vulnerable populations and low-income consumers in urban contexts. Indoor air pollution from cooking is one of the main health hazards in slums, addressed through clean cooking interventions of SNV. Energy efficiency in the built environment is of growing importance as well, reducing costs and environmental impact.

OUR CONTRIBUTION TO SDG 11-ALIGNED OUTCOMES

- ✓ We will improve water security in cities in terms of access to water supply, sanitation, solid waste, and drainage - as well as improved water resource security and improved management of water-related risks.
- ✓ We will improve access to clean cooking and energy efficiency in urban areas, improving air quality, and contributing to adequate, safe and affordable housing, and basic services.
- ✓ We will improve the nutrition of base-of-the-pyramid consumers in urban areas.



CALL TO ACCELERATING AND SCALING IMPACT

We are excited, determined, and dedicated as we embark on this new strategy to 2030. We understand the importance of balancing continued robustness of focus with deepened and aligned attention on core themes and the embracing of new tools, technologies, and ways of working if we are to maximise our contribution to accelerating and scaling impact.

Many challenges and opportunities are already evident, and more will no doubt emerge. Whilst developing our readiness and capacity to adjust plans, and with the humility to recognise we can continue to learn much from others, we are deeply committed to the changes we know we need to make, and look forward to the partnerships we will build and strengthen over the years ahead.

We are motivated by the power of the transformative vision of the SDGs, by our own mission and history, by our global team members working together - and most importantly by those we work with and for to build the better, more equal, more sustainable world we know is achievable.





MD SHAFIUL-SNV-HOV

INVESTING FOR CHANGE

For SNV to deliver on this strategy over the period to 2030, ensure maximum impact, and achieve our ambitious goals, we are committed to maintaining and reinforcing the necessary capacities related to our sectors of focus and core themes.

There are also a number of areas we are committed to strengthening to best equip us to deliver this strategy. In many of these, progress is already being made, but needs to be accelerated and given greater emphasis. Others are newer areas for development. In each, some level of additional investment - of time, energy, and money - will be required to ensure that SNV is an organisation that remains fit for the future, best equipped to deliver this strategy and able to maximise mission-aligned impacts.

We embrace the requirement to be more agile in a more uncertain world, and to 'walk the talk' by reflecting our strategic approach in the way we work. We want to ensure that the principles we apply with rigour and commitment in our programmes are equally reflected in our internal culture, values, behaviours, and practices - including by setting and implementing ambitious targets.

The following are the key areas for investment we know we need to make to most impactfully deliver this strategy and which will be operationalised through a set of more detailed, internal strategic directions.



INVESTING IN OUR PEOPLE, NURTURING CULTURE, AND ENHANCING TALENT

ONE TEAM

Our greatest strength is in the capacity and diversity of our teams – the overwhelming majority of whom originate from the countries in which we work. We will deepen our investment in training, support, and working practices for our people to develop the new skills and approaches required to achieve our goals - and ensure a diverse, vibrant, and healthy working environment.

Committed to being 'One SNV' and breaking down silos, we will engender a stronger ethos of collaboration and communication, openness, mutual understanding and support, and sharing of knowledge and ideas, in line with our values.

AGILITY

We are committed to being more flexible, adaptable, and agile and to developing those capacities across our team members globally. We

need to be equipped to respond effectively to uncertainty and disruption, and prepared to shift course more swiftly in response to changing trends and events. We will deepen our capacities in adaptive management, organisational learning, and cross-team collaboration.

LOCALLY LED

Building from SNV's deep-rootedness in the countries where we have had a longstanding presence, we are committed to maximising opportunities for locally led decision-making, whilst optimising efficiencies through standardised processes and policies as one global organisation. In line with ensuring our legitimacy to deliver projects and programmes in the geographies where we operate, we are committed to further enabling and empowering leadership from within those same geographies, both at the country or global level.

SKILLS AND TALENT

We will also strengthen our ability to recruit for the skills that we will need to deliver the new elements to this strategy, whilst developing our capacities to better attract talent from within the contexts where we work.

CULTURE AND VALUES

All important is the centrality of culture and values in our organisation. As part of this, we are aware that there are power imbalances across SNV, and we have pledged to review and revise levels of decision-making authority. Our intention is to improve representation of our team members, to ensure the rich and vibrant voices of our diverse work force are listened to and heard.

We will 'walk the talk' by ensuring greater diversity and gender balance within our teams, at all levels. We will promote inclusive hiring practices, a safe and healthy working environment, and internal policies that support belonging, dignity, and justice - as well as enabling greater flexibility. We will empower and provide equitable opportunities for all our team members.

INCLUSIVITY

The achievement of our mission depends on us making these changes, and that is why this strategy has been formed through a comprehensive consultation across SNV's teams globally. This investment in our people, culture, and talent will be our highest and most urgent priority to equip us for the new strategy.

DEEPENING CAPACITY TO ACCELERATE AND SCALE IMPACT IN FRAGILE CONTEXTS

Extreme poverty and the SDG deficit are increasingly clustered in fragile contexts. These are disproportionately affected by natural disasters, the climate and biodiversity crises, and conflict and displacement - alongside a lack of strong institutions and effective governance.

Our mission – focused on enabling sustainable and more equitable lives – compels us to not leave those living in states of fragility behind, to be exposed to greater risks of poverty and inequity of opportunity. We also know that fragile contexts are not static, with several geographies where we currently work likely to become more, or less, fragile over the coming years. Among other things, we see that better use of – and inclusive access to – digital technology, will play a key role in such contexts.

WORKING TOGETHER

In these fragile contexts - in partnership with other actors with complementary expertise and shared values - we will increasingly engage in the triple nexus of development, peace, and humanitarian sectors, including working with displaced populations. This will be in full alignment with our sectors of focus, core themes, and intentionality towards systems transformation.

For SNV to operate most impactfully in more volatile, fragile environments, we will deepen our operational and analysis capacities along with our commitment to developing and building strategic partnerships, inclusive of exploring innovative ways of collaborating more effectively with other actors, both locally and globally.

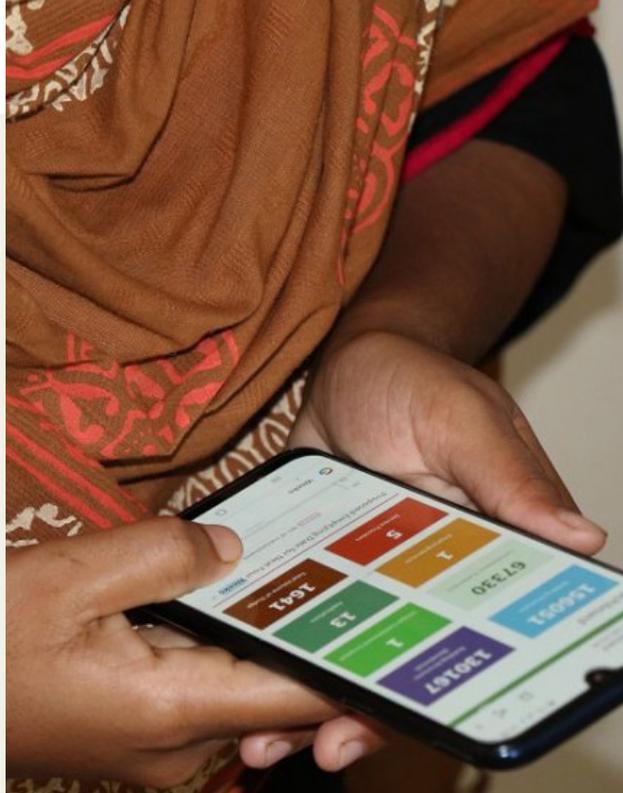
STRENGTHENING MONITORING, EVALUATION, AND LEARNING (MEL)

To achieve our intended results, we need to continuously understand and adapt to trends, developments, and changes in the systems we work in. High-quality MEL plays a central role in project adaptive management and quality assurance. It feeds teams with data and information needed to validate our assumptions about change processes, track our progress towards intended results, be accountable to our partners - and steer project and programme strategies to align with realities on the ground.

SCALING

Through the application of high-quality MEL, we can evidence that our approaches work and help to fill knowledge gaps where we are not sure how change is best achieved. It shows us where strategies can be accelerated and scaled within and across countries.





MEL challenges our views on what we think works and stimulates learning, adjustment, and innovation where needed. MEL is critical to making change happen as an organisation, and to enabling us to effectively elevate influence in furtherance of transformational change.

INVESTING IN MEL

We will more fully embed MEL as a central feature of our work from project and programme design, through execution, to closure and beyond. This includes ensuring fit for purpose MEL skills, budgets, and access to appropriate technologies to collect data, and share results, knowledge, and learning.

DEVELOPING AND SHARING KNOWLEDGE, EVIDENCE, AND RESEARCH

With our decades of experience and depth of expertise, we know we can do more to make our extensive knowledge base more accessible and more widely shared across countries and teams, as well as with other organisations and institutions, to maximise opportunities for learning. This is especially vital as we work to deepen and strengthen the interactions between our sectors of focus and core themes.

EVIDENCE

Evidence is a vital component of SNV's toolbox. It is evidence that drives improvements in project design and execution, and provides the credibility necessary to leverage scale, impact, and influence.

We will invest in our knowledge management systems for gathering, documenting, and sharing evidence - internally and externally - and for ensuring that our work is as evidence-based as possible. We will harness this evidence from across our programmes and sectors to leverage our experience and inspire others.

RESEARCH

We will deepen our internal research capacity in key areas related to our sectors of focus and core themes, combining external data sources with our own MEL. Simultaneously, we will strengthen partnerships with academic and research institutions.

This will enable us to address more complex and specific evidence gaps to help push development cooperation forward. To use our evidence for influence, we will deepen our understanding of global policy debates, developments, and processes.

Through this we can facilitate the perspectives of those we work with to be heard more effectively, and work with partners at the country level to maximise their own leverage over these global processes.

REINFORCING STRATEGIC INTERNAL AND EXTERNAL COMMUNICATIONS

Communication is not just about telling our story, and it is not about promoting SNV. Rather it is a fundamental ingredient in championing change, changing perceptions, sharing knowledge, and understanding and amplifying the voices of those who face marginalisation or vulnerability - to influence global debates and policies.

It is a central tool in leveraging change, and as such we need to incorporate it as a consideration in all aspects of our strategic thinking. We know we need to build our communications capacity at all levels.



TASSAGHT

PROFILING

We will enhance our external profile to increase awareness of the challenges - and the opportunities for change - in the world. We are committed to communicating failures and associated learnings, whilst sharing the inspiring stories of how SNV and our partners are contributing to more sustainable and equitable lives for all.

INVESTING IN PARTNERS AND TOOLS

We will invest in ways to better share, connect, and collaborate across our partners, our projects, and our people, including through the application of strengthened and inclusive digital communications technologies.

DEEPENING AND EXPANDING PARTNERSHIPS AND ALLIANCES

We are committed to building on existing relationships and seeking new, more comprehensive partnerships to scale impact and enhance influence in furtherance of transformational change.

We will continue, and deepen, partnerships with local and national actors, inclusive of small- and medium-sized enterprises, civil society organisations, and governmental agencies - being clear on our role and legitimacy, and theirs. We will actively seek out partnerships with organisations led by women, young people, and marginalised groups to ensure that their voices and agency are amplified and supported.

PRACTITIONERS' NETWORK

From within Europe - leveraging our engagement with the Practitioners' Network for European Development Cooperation and extensive relationships and interactions with European development actors - we will deepen our endeavours to develop more effective and efficient collaborations within more cohesive partnership frameworks.

PARTNERSHIPS IN FRAGILE CONTEXTS

We acknowledge that it is of particular importance for SNV in fragile contexts to work in partnership with other actors that have complementary expertise and aligned values. We will be thoughtful in looking for opportunities to access and utilise this expertise whilst directing our resources where they can be most effectively harnessed to accelerate and scale impact.

CHAMPIONING COLLABORATION

We will encourage - as part of our culture - an open and collaborative approach with others who share our goals. We will aim to build long-term and deep alliances that span beyond single projects or assignments.

We will engage actively and deliberately with coalitions around issues wherever we are able to add value based on our knowledge and expertise. We will ensure that teams have the resources and space they need to devote to building these important relationships.

AGGREGATING AND SCALING IMPACT DRIVEN FINANCE

We will focus on expanding on our extensive experience with a range of financing mechanisms (such as results-based finance and outcome-oriented financing). We will deepen our understanding and knowledge of demand for alternative financing mechanisms, while building partnerships with financial institutions, governments, and the private sector to innovate and blend finance - and increase access to finance for those still unable to harness the opportunities and benefits financial inclusion brings.

INNOVATIVE APPROACHES

Our interventions aim to break down the barriers which keep inclusive businesses and investors apart. We work with partners to employ approaches and tools which aim to de-risk investments and catalyse investment and scale in early-stage, impact-driven local sustainable businesses and markets - while building reliable funding streams for agri-food, energy, and water systems.

OPPORTUNITIES AND INNOVATIONS

We will be bold in exploring opportunities and innovations aimed at de-risking commercial finance, lowering transaction costs, and enabling smaller tranches of financing for inclusive finance in more peripheral and fragile environments. We will do this in collaboration with fintech partners and in furtherance of GESI, climate adaptation and mitigation, and strong institutions and effective governance outcomes.



HARNESSING INNOVATION AND TECHNOLOGY

To be an ambitious and agile organisation in times of rapid change, we must be innovative (in a broad sense, not just technological).

We will proactively develop mechanisms which better enable innovative ideas to be generated and those identified as having potential to be resourced for testing, iterating and ultimately scaling. We also know that oftentimes what is most needed are skills, capacities, and empowerment, and more inclusive access to existing tools and technologies, rather than new ones.

INTENTIONAL PARTNERSHIPS

Building on existing partnerships and learnings from working with numerous digital information service providers, we are well positioned to support the scaling of digital innovations in a wide range of geographies. We will be intentional in partnering with smaller scale innovation-oriented organisations and companies.

STRENGTHEN OUR SKILLS

We will continue to strengthen our organisational capacity to take full advantage of the technological opportunities that can help improve our efficiency and effectiveness. We will strengthen our information technology and digital systems to ensure better internal and external communications, knowledge sharing, and accountability.

As well as working on technology for organisational efficiency, we will also strengthen the digital skills of our teams and partners, and apply those skills and techniques to our programme and influencing work to increase engagement, participation, and impact.



EMBRACING ALTERNATIVE BUSINESS MODELS

With extensive challenges in the development funding environment - and the constraints of projectised financing models - it is vital that we actively explore new alternative revenue models.

FLEXIBILITY

The need for flexibility and agility to respond to uncertainty, at times at great speed, and the expansion of the range of our sectors and themes, all highlight the need for more flexible and diverse funding streams. Such flexible financing is key to enabling adaptation, agility, and innovation, to the development of our capacity to leverage influence, as well as for the development of strategic partnerships in furtherance of common goals beyond the direct results of projects.

SCALING IMPACT

We will deepen and expand exploration into the potential for new, more flexible, and innovative revenue streams, and consider additional, alternative entities as vehicles to enable the scaling of impact.



For further details and other related strategy documents, visit www.snv.org/2030-strategy

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