

A woman wearing a blue and white apron and a blue headscarf with orange and white patterns is cooking. She is leaning over two traditional clay stoves (medija) on the floor. Steam is rising from the pots on the stoves. The background is a bright blue wall with a window. The SNV logo is in the top right corner.

SNV

**ANNUAL
REPORT**
ANNUAL ACCOUNTS
2022

Who we are

SNV is a mission-driven global development partner working in more than 20 countries across Africa and Asia.

Building on 60 years of experience and together with our team of over 1,600 people, we strengthen capacities and catalyse partnerships that transform the agri-food, energy, and water systems, which enable sustainable and more equitable lives for all.

Grounded in the 2030 Agenda for Sustainable Development, we work on the core themes of gender equality and social inclusion, climate adaptation and mitigation, and strong institutions and effective governance.

ANNUAL REPORT 2022

List of acronyms

ASAL	Arid and semi-arid lands
BCC	Behavioural change communication
CRAFT	Climate Resilient Agribusiness for Tomorrow
DFAT	Australian Department of Foreign Affairs and Trade
DFCD	Dutch Fund for Climate and Development
DGIS	Dutch Ministry of Foreign Affairs (Directorate-General for International Cooperation)
EKN	Embassy of the Kingdom of the Netherlands
EnDev	Energising Development
EU	European Union
FCDO	Foreign, Commonwealth and Development Office, United Kingdom
FAO	Food and Agriculture Organization
FSTP	Faecal sludge treatment plants
FX	Foreign exchange
GESI	Gender equality and social inclusion
HR	Human Resources
ICS	Improved cookstoves
IDF	Impact Driven Finance
IE	International employee
ILO	International Labour Organisation
ISF-UTS	Institute for Sustainable Futures of the University of Sydney
ISW	Initiative for Sanitation Workers
IWRM	Integrated Water Resources Management
JMP	Joint Monitoring Programme of the World Health Organisation
KPI	Key performance indicator
KOSAP	Kenya Off-Grid Solar Access Project
M	Million
MSME	Micro-, small- and medium-sized enterprise
NGO	Non-governmental organisation
ODA	Official development assistance
OF	Origination Facility
OPD	Organisations for People with Disability
OYE	Opportunities for Youth Employment
P&L	Profit and loss
PUE	Productive use of energy
RBF	Results-based finance
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
Sida	Swedish International Development Cooperation Agency
SME	Small and medium-sized enterprise
SN4A	Sustainable Nutrition for All
SSH4A	Sustainable Sanitation and Hygiene for All
STAMP	Sustainable Technology Adaptation for Mali's Pastoralists
SWA	Sanitation and Water for All
USAID	United States Agency for International Development
UNFCCC	United Nations Framework Convention on Climate Change
VSLA	Village savings and loan association
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WWF	World Wildlife Fund
YEE	Youth Employment and Entrepreneurship

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In 2022, SNV
contributed to
measurably improving
the lives of

6.2
million
people

MESSAGE FROM THE SUPERVISORY BOARD



We continue to find ourselves in a world that is changing with dramatic speed and that is vulnerable to an increasing frequency of shocks and disruptions. From pandemics to conflicts to environmental crises, hundreds of millions of people still lack access to energy, food, and water.

In 2022, SNV developed a [new strategy](#) to ensure we are able to respond effectively to this changing global context, enabling us to best seize the opportunities that exist to build a better world through collaboration and partnership. The Supervisory Board is excited as SNV embarks on this new strategy of accelerating and scaling SNV's impact to 2030, contributing towards the achievement of the Sustainable Development Goals (SDGs).

The Supervisory Board expresses its gratitude to SNV's management, team members and all who worked to create impact at scale throughout 2022. The commitment and professionalism of the organisation's team members around the world is an inspiration in these challenging times. This appreciation also extends to all of the partners and donors with whom we work to implement our projects.

KOOS RICHELLE, CHAIR
ON BEHALF OF THE SUPERVISORY BOARD
JUNE 2023

MESSAGE FROM THE CEO

Our world is changing with great uncertainty and rapidity. Progress towards the SDGs is inadequate, with persistent inequalities deepening, making our mission and the acceleration and scaling of impacts we and our partners contribute to of increasingly vital importance.

Global and local crises have revealed and exacerbated disparities, resulting in pervasive and entrenched marginalisation. The climate crisis, inclusive of loss of biodiversity, is perhaps the world's greatest challenge and its impact on the most vulnerable is increasingly and devastatingly evident. Prevailing power structures, weak institutions, and ineffective governance are barriers to redressing these inequities.

This past year, in response to these complex times, we developed our new longer-term strategy through to 2030. Maintaining our focus on agri-food, energy, and water, and with a deepened emphasis on systems transformation, we have placed **climate adaptation and mitigation, gender equality and social inclusion (GESI)**, and the building of **strong institutions and more effective governance**, as core themes across all of our work.


In our 2030 Strategy, we underscore our commitment to strengthening the agency and capacity of those facing the most significant challenges of inequity and poverty, to enable sustainable and more equitable lives for all.

Given demographics and inequities of opportunity, we know it is a requirement to have a central focus on generating opportunities and strengthening the agency of **young people**. For example, our projects are creating more viable and sustainable

employment opportunities for young people in agriculture – this includes the Emploi des Jeunes pour l'Amélioration de la Sécurité Alimentaire (EJASA) project in Benin, for which a second phase started in 2022, as well as our Boosting Green Employment and Enterprise Opportunities (GrEEn) project in Ghana, which I was privileged to see earlier in the year.

Cognisant of the fact that those living in extreme poverty are increasingly located within **fragile contexts**, we have deepened our capacity to work alongside such people wherever we are able to deliver the long-term commitment required to contribute to meaningful change. An example of this is the Accountable Local Governance Programme (PGLR+), where we are working to strengthen democratic institutions in 240 municipalities in Mali.

I am convinced that more intentional, strategic partnerships are key to reaching the impact we strive for. Notably over this past year, we have endeavoured to deepen collaboration with financial institutions, within our focus on **impact-driven finance**. As a key pathway to scaling impact, we are pursuing innovations to extend our reach to more marginalised and excluded groups – particularly women and young people. We do this with a range of innovative financing instruments and partnership modalities, and with increased emphasis on **digitalisation**. Our Livelihoods Improvement for Women and



While the challenges are significant, we are determined to seize the opportunities to accelerate and scale impact.

Youth (LIWAY) project and team in Ethiopia, who I spent time with towards the end of the year, aims to create job opportunities through digital platforms for women and young people.

In line with this recognition of the centrality of partnerships to our work, 2022 saw us step into the Co-Presidency role of the [Practitioners' Network for European Development Cooperation](#), alongside [FIIAPP](#). Our focus has been on enabling more efficient and impactful partnerships among these key European stakeholders, embracing the momentum behind a more cohesive and collaborative European development agenda.

Likewise, in the run up to the 27th Conference of the Parties (COP27) in Egypt, we worked alongside others to initiate the first ever [Food Systems Pavilion](#), as well as being one of the core partners of the Water Pavilion. In line with our influencing objectives, wherein we recognise and embrace the growing importance of partnerships, we held extensive discussions and panel sessions with a host of like-minded organisations, donors, and partners.

In this Annual Report, you will read about our deepening focus on systems transformation; with notable examples being how we have

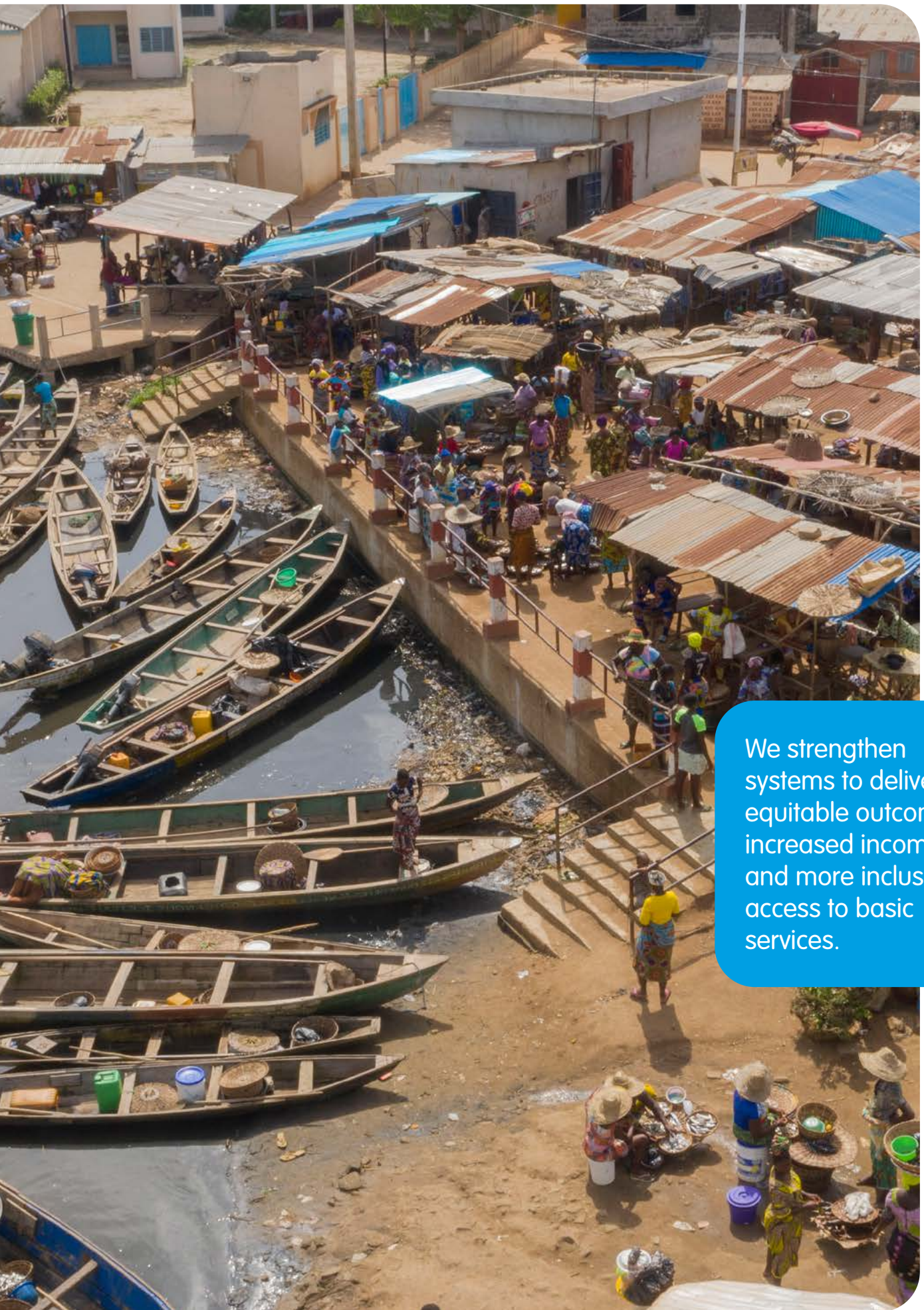
influenced the regulatory framework for off-grid energy access through our [BRILHO project](#) in Mozambique, and our contribution to the achievement of [Bhutan becoming Open Defecation Free in 2022](#). These examples of systems transformation are absolutely at the heart of what we do.

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 continuously seek to grow and maximise the potential and diversity of our global talent. Investing in our people, nurturing our culture, and enhancing talent remains a central priority for us in 2023.

I am humbled and grateful to be at the helm of a global organisation comprised of such dedicated, passionate, and capable team members, and I am inspired by the myriad of partner organisations we work alongside. I also want to thank our Supervisory Board for their steer and guidance as we developed our new strategy, and for their supervision of the Managing Board.

With thanks for your interest in our work.

SIMON O'CONNELL, CHIEF EXECUTIVE OFFICER
ON BEHALF OF THE MANAGING BOARD



We strengthen systems to deliver equitable outcomes, increased incomes, and more inclusive access to basic services.

SNV IN 2022

In 2022, SNV contributed to measurably improving the lives of 6.2 million people through strengthening systems to deliver equitable outcomes, increased incomes, and more inclusive access to basic services.

Our world is vulnerable to more frequent shocks and disruptions. Progress towards achieving the Sustainable Development Goals (SDGs) is backsliding, with parts of our world, such as the Sahel, becoming increasingly fragile. Considerable opportunities to accelerate progress exist, for example through greater financial inclusion and more equitable access to digital tools and technologies. However, from pandemics to conflicts to the deepening climate crisis, hundreds of millions of people still lack access to energy, food, and water. And development progress is vastly unequal, with gender inequalities particularly persistent and widespread.

These global and local crises have revealed and exacerbated social inequalities – with inequity of opportunity and discrimination resulting in pervasive and entrenched marginalisation. Prevailing power structures, weak institutions, and ineffective governance are barriers to redressing these inequities. This is why we committed in our new strategy through to 2030 to focus on gender equality and social inclusion (GESI) as well as to supporting the building of strong institutions and more effective governance.

At the same time, the global economy is going through a period of turbulence and volatility not seen for decades. The Russian war in Ukraine is causing devastating effects for food systems, with widespread disruption to supply chains and soaring food prices that are severely impacting the world's poorest and most food insecure. Amidst these formidable global challenges, official development

At SNV, we envision a world where, across every society, all people live with dignity and have equitable opportunities to thrive sustainably.

assistance (ODA) budgets are increasingly constrained to meet such extensive needs. Substantial declines in foreign direct investment (FDI), rising interest rates, and soaring inflation are also influencing the provision of financing required to get the SDGs on track.

In the face of such pressures and rising needs, it is evident we must strive to scale the impacts of development interventions. With a solid reputation and a wide network of relationships and trust across the geographies where we work, dedicated and talented team members, and a strong financial position, we are in an increasingly robust position to embrace and respond to these challenges.

WHAT WE DO

We apply our strong foundations and technical expertise within and across three inter-related sectors of agri-food, energy, and water, which are critical to enabling people to lead dignified lives and thrive.

Within and across these sectors, we work on three core themes: GESI, climate adaptation and mitigation, and strong institutions and

We are a highly diverse organisation – we employ over 50 nationalities and the vast majority of our team members come from the contexts where we work.

effective governance. Integral to our core themes, we explicitly focus on power dynamics, inequalities, and a rights-based approach.

Across these sectors and themes, we align our efforts with the relevant SDGs and measurably contribute to specific elements of nine SDGs.

WHERE WE WORK

In 2022, we had a core in-country presence in 22 countries across Asia and Africa. SNV has operated in most of these countries for decades, enabling us to acquire deep contextual understanding

and knowledge, and allowing us to build long-term trusted partnerships with governments, the private sector, and civil society organisations.

SNV employed an average of 1,376 people during 2022 and engaged 163 consultants as part of our global team, with the vast majority coming from the contexts where we work. SNV remains a highly diverse organisation, employing over 50 nationalities.

Many of the people and communities who we work with are located in, conflict-affected and fragile areas. In the past year, we have seen increased insecurity in several of the countries where we work. As such, we have deepened our operational and security and safety management capacity to enable our teams to continue operating effectively and responsibly in these contexts.

HOW WE WORK

We are committed to collaboration and partnerships as key elements to enable the acceleration and scaling of impact, as we contribute to the global transformation envisaged by the 2030 Agenda for Sustainable Development.

We strive to strengthen the agency and capacity, and the rights and wellbeing, of those facing the most significant challenges of inequity and poverty, to enable sustainable and more equitable lives for all.

HOW WE MAKE CHANGE HAPPEN

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



We are focused on the interaction of two key levers for change:

1. 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
2. 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 contribute to systems transformation.

TRANSFORMING SYSTEMS

With awareness that our project structures and cycles can at times 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 changed



structurally in line with locally or nationally self-determined priorities – with durability and scale beyond the single, or even multiple, project level. 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.

LOOKING FORWARD

A new strategy takes time to internalise, to operationalise, and, finally, to realise. It is a gradual process, which we started towards the end of 2022 and will continue over the coming years.

Through this strategic chapter, we are committed to collaboration and partnerships as key elements to accelerate and scale impact. We endeavour to strengthen capacities, enabling others to lead, and to build more strategic partnerships with governments, donors, local and international non-governmental organisations (NGOs), civil society organisations, international organisations, and the private

We accelerate and scale impact aligned with the 2030 SDGs.

sector. In particular, we are investing in the areas of impact-driven finance, digitalisation, and fragile contexts.

We are also investing in our capability to influence more effectively the policies and practices of local, national, and global actors. 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 have a strong team in place and are further investing in developing our team members' skills and capacities. We continue to nurture our culture and to enhance our work environment. We are committed to the wellbeing, diversity, and inclusivity of all team members.

2022 IN NUMBERS

We measurably improved the quality of life of **6.2 million people**



WATER

375,000

people who gained access to and made use of sanitation services



324,000

people who gained access to (at least) basic water supply services



95,000

more people practising handwashing with soap after defecation



Note: differences can occur due to rounding and double counting across indicators



AGRI-FOOD



2,636,000
people with increased income



192,000
people with increased food
and nutrition security



169,000
farmers with increased
resilience to climate change



ENERGY



1,912,000
people with access to
improved cookstoves

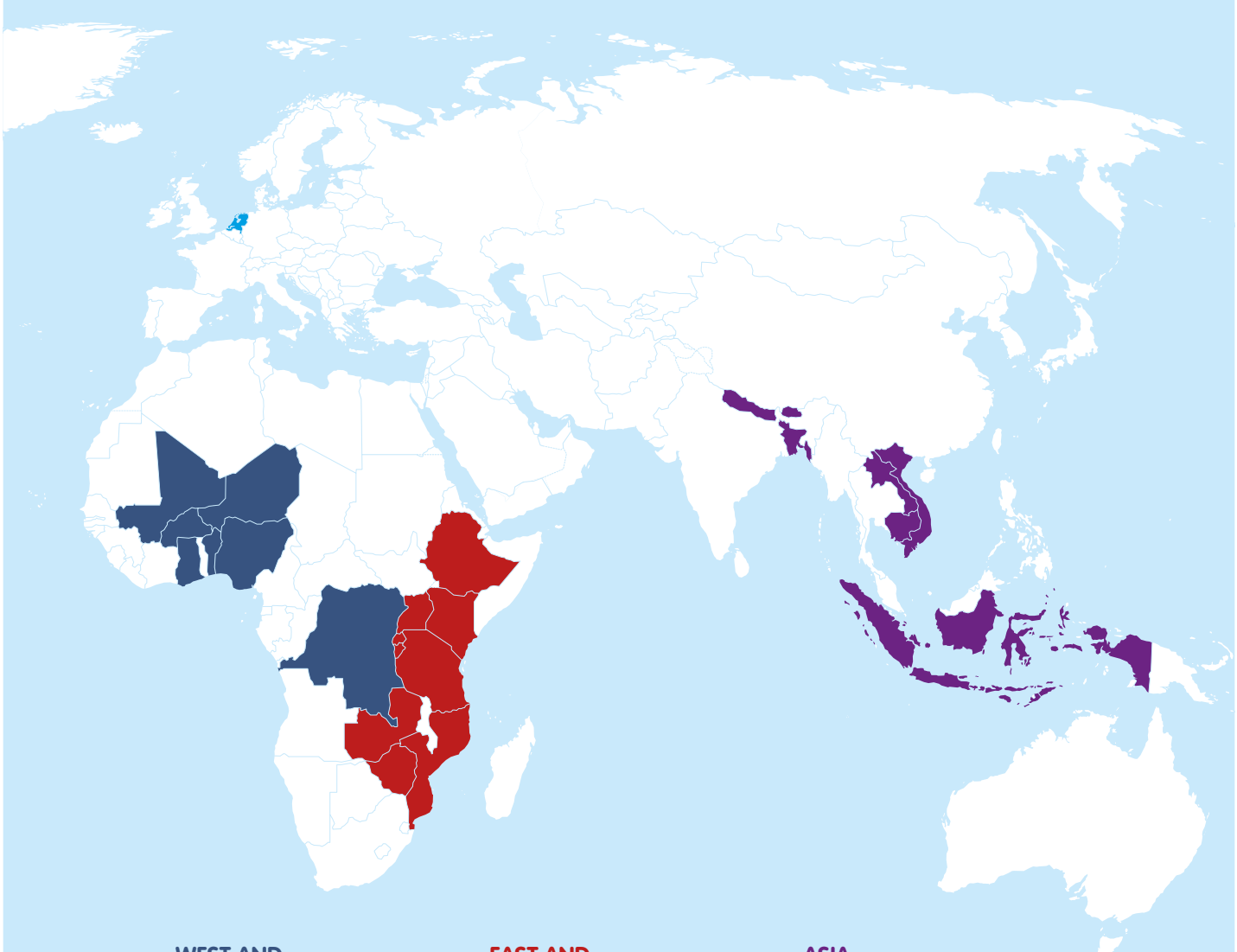


708,519
people with access to
off-grid solar



30,884
people with access to
biodigesters

OUR REACH



**WEST AND
CENTRAL AFRICA**

- Benin
- Burkina Faso
- DR Congo
- Ghana
- Mali
- Niger
- Nigeria

**EAST AND
SOUTHERN AFRICA**

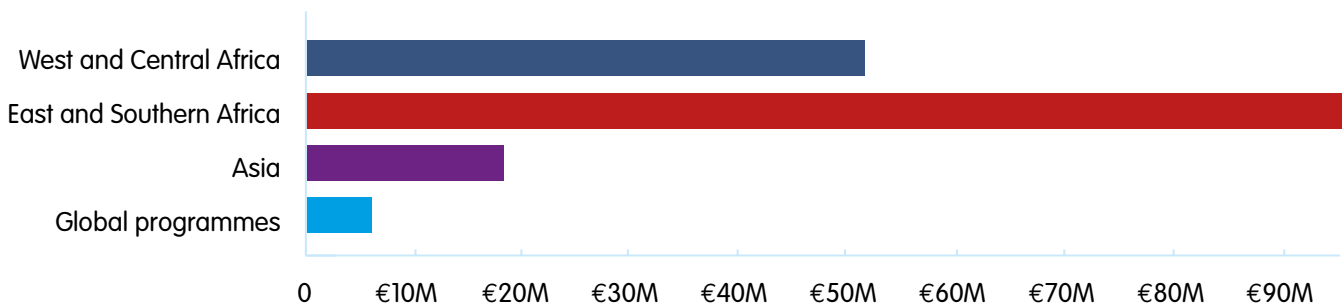
- Burundi
- Ethiopia
- Kenya
- Mozambique
- Rwanda
- Tanzania
- Uganda
- Zambia
- Zimbabwe

ASIA

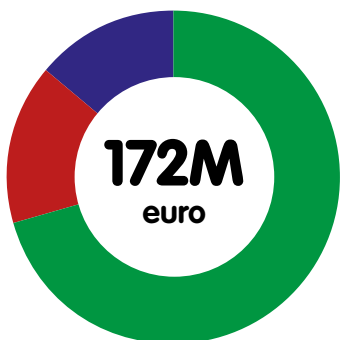
- Bangladesh
- Bhutan
- Cambodia
- Indonesia
- Lao PDR
- Nepal
- Vietnam

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.

REVENUE PER REGION

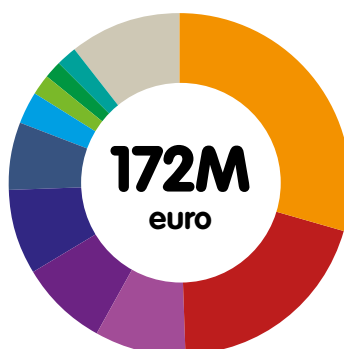


REVENUE PER SECTOR



- Agri-Food
- Energy
- Water

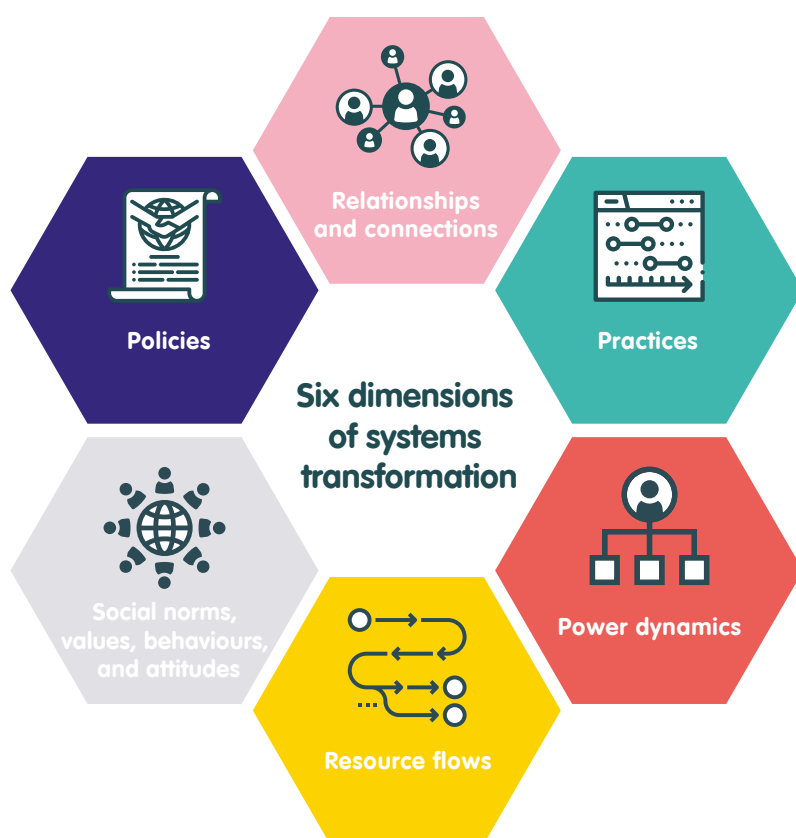
REVENUE PER DONOR



- Embassies of the Netherlands
- DGIS, the Netherlands
- Sida, Sweden
- EC, European Union
- FCDO, United Kingdom
- SDC, Switzerland
- Mastercard Foundation
- EnDev
- DFAT, Australia
- Ikea Foundation
- Others

COMMITMENT TO SYSTEMS TRANSFORMATION

As enshrined in our mission, our overarching focus is on contributing to a transformational 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 – together – our programme and influencing levers for change impact positively on:

- Policies – government, institutional and organisational rules, regulations, and priorities.
- Practices – activities of institutions, coalitions, and 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 – 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.

THE FOLLOWING ARE EXAMPLES OF WHERE, OVER THE PAST YEAR, WE HAVE SEEN SIGNIFICANT POSITIVE SYSTEMS TRANSFORMATIONS.

TACKLING FOOD SAFETY CONCERNS IN VEGETABLES

As is the case in many other countries, food safety is a major concern for the vegetable sector in Burkina Faso, Mali, and Kenya, where pesticide residues pose great health risks for farmers and consumers alike. Individual agribusinesses are starting to bring verified, safe, and traceable vegetables to the market, but they are facing challenges such as lack of agreed standards, small market size, and limited production. Challenges that private-sector actors cannot address alone. To unlock systemic opportunities and bottlenecks, SNV facilitates the formation of so-called Informal Change Alliances (ICAs), where private and public entities can meet with a focus on problem-solving and action. A typical ICA includes producer organisations, aggregators, vendors, and governmental agencies, and is led by a private company. SNV helps the alliance to develop an action plan to address the required systemic changes. An important principle of the ICAs is that actions are co-funded by its members. Since developing the concept in 2021, SNV has supported nine ICAs through the [DGIS-funded 2SCALE incubator and accelerator for inclusive agribusiness programme](#).

As of the start of 2022, the alliances in Burkina Faso, Mali, and Kenya initiated actions to support the production, sale, and consumption of verified, safe, and traceable vegetables, with each ICA following their own, context-specific trajectory. These ICAs commonly address systemic issues such as the development of industry-wide quality norms for ecologically or organically produced vegetables; the promotion of safe production methods among farmer communities; the design of a traceability system from farm to consumer to build trust; and the promotion of increased consumption of safe, healthy vegetables, which contributes to improved nutrition outcomes.

Although it is too early to analyse the impact in these three countries comprehensively, the first signs of systemic change have been observed: practices are changing as safe vegetables become available in the market; new norms and standards are being introduced with the establishment and acceptance of industry-wide norms for organic and ecological vegetables; and financial resource flows are increasing as investors inject capital in agribusinesses that produce, aggregate, and sell safe



vegetables. Importantly, in the three countries, there is an increased recognition by the general public and government institutions alike that safe vegetables should be the norm and not the exception.

THE TRANSFORMATION OF MOZAMBIQUE'S OFF-GRID ENERGY SECTOR

Until recently, Mozambique was considered one of the sub-Saharan countries with the lowest energy access rates (30% in 2020). Although the country has made progress with grid extension and densification, current projections indicate that at least 35%–40% of the population will have to be served through off-grid

alternatives to achieve the SDG target of universal energy access by 2030. However, the off-grid energy sector is mostly non-existent, with only a handful of small business initiatives, an absence of regulatory frameworks, and a lack of consumer awareness. To tackle these issues with local stakeholders, SNV is implementing the FCDO- and Sida-funded [BRILHO programme \(2019–2024\)](#).

Since 2020, BRILHO has been supporting 24 early stage and more mature

private-sector companies with technical assistance and a mix of impact-driven financing mechanisms (including results-based financing and catalytic grants) to bring off-grid energy technologies to rural and peri-urban households. This has enabled companies to leverage over €25M in private-sector funding, resulting in over 152,000 Solar Home Systems connections and the deployment of over 71,000 Improved Cooking Solutions (ICS). In line with leave-no-one-behind strategies, this increased flow of resources (funding and

energy access assets) has benefited over 1.1 million people across all provinces of the country, of whom 85% live in rural and 15% in peri-urban areas. Furthermore, over 16,000 micro and small enterprises are benefiting from access to energy, triggering income generation opportunities and other local economic development benefits. The sector change is accelerating exponentially; in fact, in 2022, 25% of all new electrifications in Mozambique came through businesses supported by BRILHO.

Additionally, BRILHO supports another key dimension of systems transformation through policy reform and institutional strengthening. The programme works with the Energy Regulatory Authority (ARENE) to strengthen its capacity to regulate the sector, as well as with the Mozambique Off-grid Energy Fund (FUNAE) and the Ministry of Energy (MIREME). With programme support, the Government of Mozambique developed and approved the entire regulatory framework for the off-grid sector,

including quality standards, tariffs, and concessions and registrations that will allow further mobilisation of private capital.

These results are shifting the off-grid energy market in Mozambique. In the years that follow, BRILHO will focus on its contributions towards broader application of productive use of energy (PUE) alternatives and the diversity of financing options to achieve a wide and competitive market by 2030.

ACHIEVING OPEN DEFECATION FREE STATUS AND ACCESS TO IMPROVED SANITATION IN BHUTAN

In 2008, after more than 20 years of support to the Royal Government of Bhutan in rural water supply and irrigation, SNV embarked on a journey with the Ministry of Health to develop the systems and processes for a [national approach to rural sanitation and hygiene](#). While open defecation was low, the

predominant pit toilets were of poor quality and access to 'basic' sanitation stood at only 47% of the population. Child stunting remained high relative to the South Asia region.

Recognising the disease burden, the Ministry of Health, with SNV's support, piloted approaches to create demand for sanitation in four socio-ecological zones by addressing existing norms and practices. Enhanced by joint learning with other Asian countries to 2010, this pilot resulted in the Sustainable Sanitation and Hygiene for All (SSH4A) approach, which focused on area-wide coverage, leaving no-one behind, and the role of the government as duty bearers, supported by demand creation and functioning supply chains, without national household subsidies. It relied on solid monitoring of both progress in sanitation and hygiene practices, as well as systems' indicators such as local government alignment and the provision of social support mechanisms. After tailoring the approach and conducting an independent evaluation, the Ministry of Health formally endorsed the SSH4A approach as the basis for a National Rural Sanitation and

Hygiene Programme (RSAHP). RSAHP's successes enabled the government to leverage additional resources from the United Nations Children's Fund (UNICEF) to gradually roll out a district-wide approach, with technical support from SNV nationwide by 2021.

SNV worked with key stakeholders to develop and strengthen the systems and policies in place. Informed by formative research, performance monitoring, and learning, practice was linked to the national dialogue – building and expanding relationships between stakeholders. In 2012, the Ministry of Health and SNV started national and regional consultations on a dedicated sanitation policy. Central government started setting sanitation targets and allocating budgets, making structural financial resources available. A national coordination body and a Technical Working Group on Water, Sanitation and Hygiene (WASH) were established, with representatives from rights-holder organisations. In 2020, the National Sanitation and Hygiene Policy was endorsed and operationalised with national guidelines, strategies, and a roadmap to achieve Open Defecation Free status by 2022.

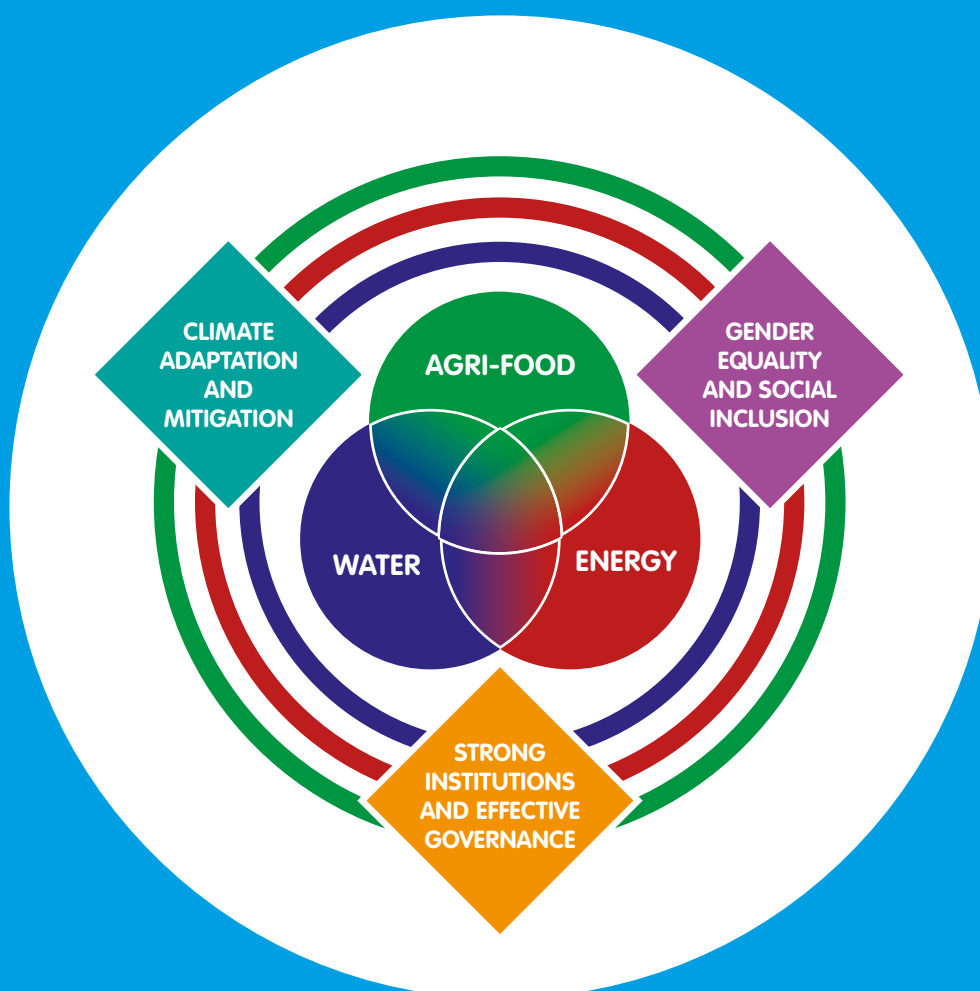
Nationwide, SNV's technical assistance to the RSAHP directly benefited 218,958 people through access to improved sanitation, while the remaining 50% of the country's rural population (of a total of 433,672) now live in more hygienic and open defecation free environments, transforming sanitation for a nation.



Bhutan declared Open Defecation Free with 100% access to improved sanitation in November 2022.

We present our activities in three sectors of focus: water, agri-food, and energy in a chapter each with some specific examples of projects in boxes. In 2022 we invested in the areas of digitalisation and impact driven finance; initial results of these activities are presented in specific sections of the agri-food, energy and water chapters.

One of the core themes in SNV's new strategy is climate adaptation and mitigation. Since addressing the climate crisis is an increasingly urgent priority and we have implemented a substantial number of climate adaptation and mitigation activities over 2022, we have included a specific chapter dedicated to this. Over many years SNV has been working on gender equality and social inclusion as well as governance and strengthening institutions, the other two core themes of our new strategy. In this report we present some results on these themes within the sector chapters; in the coming years we intend to further strengthen and embed these themes across all our activities.



SNV's sectors of focus and core themes, as laid out in our new 2030 Strategy

Water



**0.7
million**

people gained access
to water, sanitation
and hygiene
services.



WATER

Impact: In 2022, our projects and programmes directly contributed to 0.7 million people in 18 countries gaining access to WASH services.

CONTEXT

In 2022, following the 27th United Nations climate conference in Egypt, water was mentioned for the first time in a COP Final Declaration – but only on the need to conserve water and biodiversity. It was not mentioned that it is an imperative to apply a holistic water cycle perspective to address equity issues or increase accountability. There is growing awareness that many water issues will involve trade-offs, and that efficiency gains in water use alone cannot prevent the total water footprint from increasing.

The monitoring of the SDG indicators on water stress and ambient water quality remains incomplete and high-level, with available data being far from encouraging. This is closely linked to the overall deficit in regulatory capacity in many countries, including lack of capacity to ensure compliance with environmental and water resource regulation, as well as to oversee water and sanitation services in both rural and urban settings. A weak regulatory environment and other institutional issues have also been highlighted as a cause of the low uptake of commercial finance in the water sector in ODA-eligible countries (at just over 1% of total commercial finance mobilised by blended finance).

In terms of realising our human rights to water supply and sanitation, the world is severely off track. Indeed, the

Joint Monitoring Programme (JMP) of the World Health Organization (WHO) and UNICEF have concluded that achieving universal access to safely managed water and sanitation services by 2030 will require a four-fold increase in the rate of progress, and even more in fragile contexts. At current rates of progress, the world will reach only 81% of the global population with safely managed water supply services and 67% with safely managed sanitation, leaving respectively 1.6 billion people and 2.8 billion people without safely managed services, the vast majority living in rural areas. There is also a continuing challenge to keep services going, not only due to failing maintenance but also due to new challenges linked to climate change and urbanisation.

Currently, progress is not tracked in any way globally against the realisation of the human right to a clean and healthy living environment that was adopted in 2021.

SNV'S AMBITION IN WATER

Our work in the water sector aims to contribute to improved water security for all, defined by Grey and Sadoff (2007) as 'the 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'. For the realisation of water security,

To achieve water security for all, it is essential to prioritise and allocate resources towards equity and governance.

we thus consider four dimensions of water security:

1. Water use: the quantity, quality, accessibility, and reliability (QQAR) of water for different uses
2. Water pollution: the ability of people to live hygienically and in a clean living environment (free from pollution), e.g., from human excreta, waste-water, drainage, effluent
3. Hazards and risks: protection of people to the most severe ("unacceptable") water-related risks.
4. Water resource security: in terms of quantity, quality, and reliability of water bodies on which people rely

In SNV projects and programmes our focus is on equity: between people, between current and future generations, and between humans and the environment. Governments are the duty bearers of the progressive realisation of water-related human rights, ensuring that no-one is left behind or harmed. Therefore, we facilitate the strengthening of water-sector systems that link governments,



INTEGRATED WATER RESOURCES MANAGEMENT IN A FRAGILE ENVIRONMENT

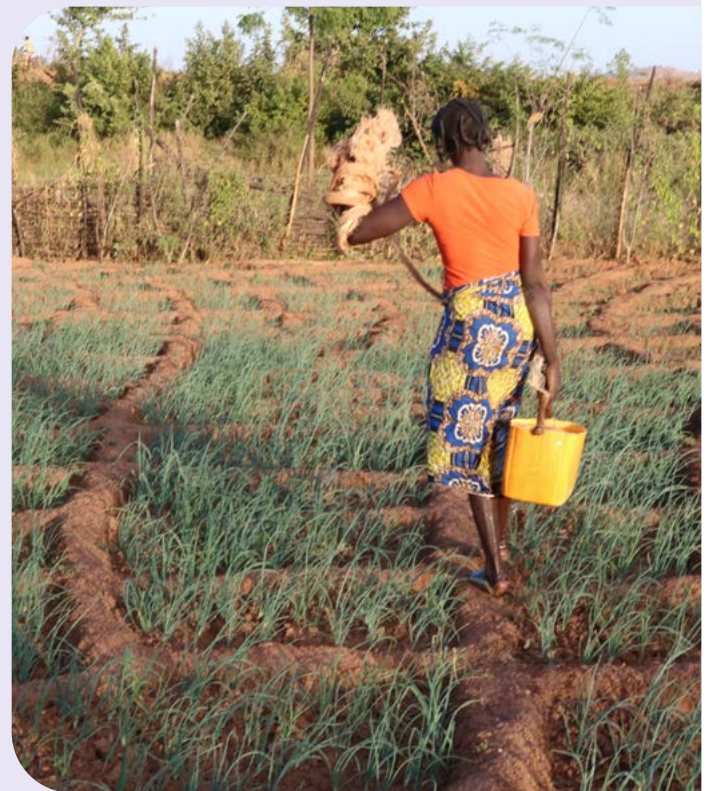
Since 2001, Burkina Faso has adopted an IWRM approach for water resource management, backed by ambitious policy and a comprehensive institutional framework. It has a Permanent Secretariat, working with five water agencies and 17 local water committees (or *Comités Locaux de l'Eau* – CLE in French). These CLE are consultation bodies that bring together regional authorities and decentralised services, water user associations and municipalities. While much progress has been made at the national level, the challenge is to operationalise the approach on the ground and move towards a more sustainable water resource management approach. At the start of the programme, only 50 of the 169 required CLEs were active and the financial sustainability of the overall institutional structure was weak. Moreover, the country's political fragility further weakened the ability of the IWRM structures to ensure sustainable and equitable water resource management.

The *Eau, CLE du Développement Durable (ECDD)* project ('Water, the key to sustainable development') aims to support the Permanent Secretariat and the other partner agencies to contribute to the sustainable management of water resources and their domestic and productive use. The project is funded by EKN and implemented by SNV and the NGO World WaterNet. The project has a comprehensive approach which includes not only institutional strengthening across the different levels of IWRM stakeholders, but also soil and water conservation, and improved access to water in urban areas, agricultural production, and WASH in rural areas. The project promotes coordination and alignment both vertically between the different institutional levels and horizontally between the different sectoral entities, water resource organisations, and local government. Moreover, the project promotes a number of sustainable water management practices and farming techniques to retain water and reduce fertiliser loss. It also promotes phytoremediation to treat water polluted by gold panning as well as water safety planning and rapid composting.

The fragile security context in Burkina Faso puts pressure on WASH services and water and land resources. There is high institutional instability, due to two successive military coups in 2022, and a volatile security environment. In this context, the ECDD project has taken a *faire-faire* approach, meaning to

enable stakeholders to conduct activities by themselves, which is responsive to the situation and supports stakeholders to address issues step by step. These can be issues around access to water for domestic or productive use, conservation of soils and water, water resource conflicts, pollution or sanitation issues, and connections to markets. The project provides support through technical guidance and assistance, infrastructure investment, and training, for example.

Since the beginning of the project, 25 additional CLEs have been made operational, 10 boreholes and three on-site water systems are bringing water to 27,000 inhabitants, crop production has increased by 30%, and 21 villages have become open defecation free.





the private sector, and civil society in ways that enable responsible water use with the required checks and balances. Throughout 2022, SNV developed framework approaches for the four different sub-sectors of water that we work in. These are: [Climate-Resilient Rural WASH](#), [Sustainable Urban Water Cycles](#), [Equitable Water Resource Management](#), and [Sustainable Inclusive Irrigation](#). Across all of our activities, we apply a holistic water cycle perspective and focus on governance and equity. Our new framework approaches build on existing SNV work in the water sector, best practice globally, and experiences across SNV as an organisation.



In this report of our work in 2022 we still focused on WASH for the majority of our work, while we gradually started implementing the new strategic framework.

Climate-Resilient Rural WASH

The highlight of 2022 was the achievement of country-wide improved sanitation in Bhutan – a journey that we have been privileged to take with key stakeholders over the past 15 years (see chapter on Systems transformation for more details).

Increasingly, our rural WASH portfolio comprises integrated rural water supply, sanitation, and hygiene projects, though there are also a few distinct rural water supply and rural sanitation projects, both of course incorporating hygiene. We have ongoing rural WASH projects in Bhutan, Burkina Faso, Ethiopia, Ghana, Lao PDR, Mozambique, Nepal, Uganda, and Zambia, covering more than 50 districts in total. All of these programmes aim for area-wide (district, commune, ward) coverage and sustainability. Whereas much effort is directed at the sub-national level, linkages are made with processes at the national level to influence structural barriers to change. These may be in policy, in financing, in standards, technology or other key areas.

The year 2022 was rich in innovation in rural WASH, in particular around climate resilience, leadership, and behavioural change. In Mozambique, we applied and adapted the 'How tough is WASH?' indicators from the University of Bristol, UK, to measure and consequently improve climate resilience in rural water supply. In Ethiopia and Burkina Faso, climate-resilient water and sanitation safety planning was adopted and piloted for the respective contexts. In Lao PDR, Bhutan and Nepal, climate risk-assessment and risk-informed programming was integrated in all components of the projects, meaning they score as 'Rio Marker 2' according to the Organisation for Economic Cooperation and Development's (OECD) assessment of environment and climate-relevant spending. This recognises that 100% of the project budgets are allocated to biodiversity, desertification, and climate change as a principal objective. With the tools and expertise at our disposal, we aim to support meaningful and sustainable application within the resource-poor setting of the local governments with whom we work.

The [Behavioural Change Hub](#), in collaboration with [Upward Spiral](#), is a leading initiative on behavioural change.

We helped advance area-wide rural WASH improvements in more than 50 districts across nine countries in Asia and Africa.

Using the behavioural-centred design methodology from the London School of Hygiene and Tropical Medicine (LSHTM), our teams and local partners worked together in 2022 to develop innovative and effective behavioural change in a range of settings, both rural and urban, across five countries. Moreover, with the Institute for Sustainable Futures of the University of Sydney (UTS-ISF), we worked to foster leadership potential among local government officials, civil society, and rights-holder groups in the areas of climate, gender, and disability inclusion.

A number of projects in 2022 also worked towards professionalising management models for rural water supply services. In the AFAS Foundation-funded [Inspiring Water Entrepreneurship](#) in Tigray region



(IWET) project in Ethiopia, small- and medium-sized enterprises (SMEs) provided maintenance services to water systems. In the [Improving Water Supply Sustainably \(IWAS-II\)](#) project in Uganda, we supported the development of the national operations and maintenance framework with area-mechanics, while in the FCDO-funded [Transforming Access to WASH and Nutrition Services \(T-WASH\)](#) project in Mozambique, water supply systems in rural growth centres operated under delegated management contracts. Finally, in Kenya, SNV supported the setting up of [Public-Private-Community Partnerships](#) with local government, community representatives, and the private sector in eight counties.

These activities feed into our new Climate-Resilient Rural WASH approach.

Sustainable Urban Water Cycles

Our current work on urban water cycles spans more than 34 cities across seven countries, reaching over 10 million people. In 26 cities, we have implemented a city-wide intervention aiming to reach all inhabitants spatially as well as socially. In addition to working on city-wide urban sanitation, we have begun work on solid waste management, including plastic waste. Moreover, in 2022, we started to integrate the mitigation of floods and drought in urban settings in our ongoing portfolio, which is a growing concern in the cities.

Over the course of 2022 we finalised the upgrading and construction of faecal sludge treatment plants (FSTP) in many cities. Both the process of decision-making and the plants themselves represent innovations for the countries in question. For example, the [newly constructed FSTP in Shinyanga, Tanzania](#), was established as a Centre of Excellence for other cities and utilities to learn from. The Government of Tanzania is replicating



our Shinyanga model in neighbouring cities. In Indonesia, we successfully piloted a composting machine for faecal sludge and organic waste, which contrasts with more traditional re-use approaches using briquettes that are applied in many of the other countries.

SNV also supported institutional development and organisational strengthening of WASH utilities, regulators, and local governments in 2022. In Zambia, we supported the different commercial utilities to develop their strategic plans; in Nepal, we supported the regulatory framework and by-law development for faecal sludge management; and in Vietnam, we started an ambitious programme around material recovery within the plastic waste chains in large cities.

The occupational health and safety of sanitation and waste workers is a priority for SNV. Through our engagement in the global Initiative for Sanitation Workers (ISW), we aim to increase awareness and influence governments and donors. This has contributed to the World Bank integrating the issue of sanitation workers in their formal lending safeguards, and in joint studies on technology and regulatory measures. At country level, there are many activities dedicated to capacity strengthening and improved monitoring of

In 2022, we enlarged the scope of our work in cities by supporting efforts to better manage solid and plastic waste, as well as floods and droughts.

labour conditions. SNV projects and team members in Bangladesh and Nepal are collaborating with the International Labour Organization to jointly advocate for the rights of sanitation workers, and lobby for the implementation of legal provisions to improve the workplace and work environment, and the adoption of standard operating procedures for occupational health and safety at national and sub-national levels.

All of these activities feed into our new Sustainable Urban Water Cycles approach, which integrates water supply, sanitation, solid waste, floods, and droughts in cities.

Equitable Water Resource Management

We are undertaking activities on Integrated Water Resource Management (IWRM) in Burkina Faso, Benin, Ethiopia, Tanzania, and Kenya. A clear shared framework approach is still to be



Strong institutions and effective governance

achieved; however, some common areas of work can be seen. First, there has been a strong focus on strengthening the capacities of water user organisations, as well as lower-level water resource user organisations. Capacity development has included a range of endeavours (also depending on the context), for example water use plans, water quality monitoring, soil and water conservation, irrigation management, landscape restoration, and regenerative agriculture practices. In arid and semi-arid lands (ASAL), rangeland management is also an area of capacity strengthening. Second, we work on diagnostics. Though hydrological watershed assessments overall seem fairly light touch, we have implemented water point mapping (for livestock, irrigation, and domestic use) and general natural resource mapping which then feeds into watershed planning. Third, we have worked on the rehabilitation and construction of micro-dams, ponds, and tanks, as well as other water points. Finally, there are a number of country-specific areas of work, such as river bank restoration and the control of invasive plants in the EKN-funded [OmiDelta](#) programme in Benin, the flood early warning work and the promotion of sustainable fisheries in Nepal, the work on broader institutional strengthening in Burkina Faso, and the focus on pollution control there too. The lessons from these experiences are being integrated into our new Equitable Water Resource Management approach.

Sustainable Inclusive Irrigation

Our irrigation portfolio is growing rapidly. From concentrating on individual small-holders pumping water to their fields, in 2022 we started a water supply and irrigation rehabilitation programme in Ethiopia, which includes multi-village water supply systems, irrigation schemes, and village ponds. Also in this sub-sector, we are working to integrate a water cycle perspective and a focus on equality. This is urgent because the majority of

Spontaneous public demand for sanitation can be low in the contexts in which SNV works, with many people having become accustomed to living in unsanitary conditions. Indeed, sanitation is not prioritised unless there is an outbreak of disease. Better-off households typically strive to keep their own compound clean but may care less about the surrounding environment. Effective governance and strong public institutions are necessary to keep a city sanitary and safeguard public health – this is what we aim to achieve in our city-wide urban sanitation and hygiene programmes.

One such programme is [WASH SDG](#), through which SNV works in 17 cities across five countries: Bangladesh, Indonesia, Nepal, Tanzania, and Zambia. In these cities, we work with local governments, utilities, and private-sector and civil society groups to develop a sustainable city-wide service delivery system. Sustainable sanitation services need to address the full sanitation chain, which can be either sewered or non-sewered (the latter referred to as faecal sludge management). SNV supports the local government and utility companies to ensure quality standards in each sanitation node, from toilets and containment, to transport, treatment, and, where relevant, re-use. There is a sewer system in only four of the 17 cities. Hence, in these locations, we work to integrate sewered and non-sewered services. Governance of non-sewered services is much less developed than that of sewered services.

To operate a functional city-wide sanitation service delivery system, improvements are needed in governance, regulation and enforcement, financing and investment, behavioural change interventions, and the business models and performance of service providers, as well as in treatment and re-use models. Treatment plants will not function without sufficient load, therefore behavioural change interventions are needed to promote the uptake of services. Badly constructed septic tanks and pits cannot be emptied safely, while unsustainable financial models fail to attract investments. To this end, the WASH SDG programme has contributed to all cities now having sanitation policies, strategies, bylaws, and guidelines for the safe management of on-site sanitation services, operationalised through viable and effective service models.

In sanitation in general, but in non-sewered sanitation in particular, there are huge regulatory and quality gaps. These manifest in the quality of on-site sanitation containments and dangerous pit emptying, as well as poor sewer maintenance practices, illegal dumping of sludge, sub-standard treatment, and unsafe re-use practices. Moreover, there is a tendency among (private) service providers to 'cherry pick' only the better-off neighbourhoods within which to operate. The governance, regulation, enforcement, and oversight and accountability of service providers are thus core components of SNV's approach. As non-compliance is the norm, strategies are developed together with local governments to gradually bring the different stakeholders on board. This starts by ensuring that the legal basis for enforcement is in place and that information is disseminated to the public, building owners, and service providers on standards, procedures, and penalties. It also involves internal capacity development on standards and procedures, as well as on protocols to identify and penalise non-compliance. Neighbourhood leaders are incentivised to promote compliance, and SNV engages with government partners regularly to reflect on the progress made towards 'smart' enforcement.



Gender equality and social inclusion

HOW GENDER EQUALITY AND SOCIAL INCLUSION (GESI) PLAYS AN IMPORTANT ROLE IN OUR WATER WORK

Our work on GESI is inherent to SNV's vision for a world where, across every society, all people live with dignity and have equitable opportunities to sustainably thrive. Our ambition is for governments and the private sector to mainstream gender equality, disability, and social inclusion in water governance and WASH service delivery to enable universal rights to safe water and sanitation, in alignment with the SDGs and in the context of a changing climate. We strive for people of all genders and backgrounds to gain the capacity to engage in and make use of these safe water and sanitation services: participating, voicing their opinions, and enjoying lasting access.

We use a twin-track approach in our water programmes to GESI, strengthening the capacities of agencies and utilities to be more inclusive in their policies and practice, and of rights-holder groups and civil society organisations to influence and demand their rights. For example, with line agencies we work on GESI mainstreaming and social support mechanisms within their different services, and we support analysis and promote the institutionalisation of data desegregation (by gender, poverty, disability, ethnicity). We work with rights-holder groups on their access to information, participation, and empowerment. This ranges from work with organisations for people with disability (OPDs), to activities around menstrual health and hygiene for schoolgirls, to activities with potentially marginalised groups to increase their confidence, opportunities, and empowerment through leadership and training.

Through a strategic partnership with CBM Australia, our work on disability inclusion has deepened beyond accessibility considerations to consider the breadth of disabilities and norms change. For example, through partnerships with OPDs in Bhutan, space has been created in the national Technical Working Groups, which has influenced policy and strategies and supported leadership opportunities, including for women with disabilities. Behaviour change communication (BCC) campaigns have been tailored in Bhutan also. In Nepal, SNV supported the establishment of disability helpdesks between OPDs and eight rural municipalities, run by and for people with disabilities. This is in line with Nepal's decentralisation plan and is funded by the municipality. The helpdesks were set up to respond to the needs of persons with disabilities through advocacy, capacity building, networking, and collaboration, and they act as a referral service providing WASH-related information. These efforts have also strengthened the municipalities' understanding of the needs of persons with disabilities, as seen in the allocation of annual budgets and the

inclusion of people with disabilities in the WASH Council.

In the Kunzila project in Ethiopia, we worked to empower woreda-level (district-level) OPD organisations to collaborate with the local government, highlighting their priorities and building their capacity to influence decision-making. At the same time, we sensitised local government staff on the issues of inclusive WASH. Relations and trust were further strengthened through joint monitoring visits between OPDs and woreda and kebele (ward) staff. Meanwhile, teams in Lao PDR, Bhutan, and Nepal partnered with UTS-ISF on the WASH- Gender Equality Measure (WASH-GEM), which recognises that GESI is both a pathway to and an outcome of WASH programmes. It is designed to assist practitioners and researchers to explore gender outcomes and to expand their efforts and analyses beyond women's empowerment, exploring the gender dynamics between women and men within specific domains of change. In 2022, WASH-GEM was expanded to consider the gender impacts of climate change.





irrigation development initiatives focus on water use and do not consider water resource sustainability, pollution, or water-related risks. Promoting fair and sustainable irrigation is a priority for SNV.

IMPACT AND OUTCOMES

In 2022, we implemented nearly 50 water-focused projects across 18 countries in Africa and Asia with SNV activities measurably contributing to 702,000 people gaining access to water and sanitation services. In all, 324,000 people gained access to at least a basic water supply and 375,000 to at least basic sanitation through our activities. An additional 95,000 people now practise hand washing with soap at critical moments.

Our contribution to SDG 6 – ensuring access to water and sanitation for all – goes well beyond the number of people who have gained access as a direct result of our projects. SNV contributed to structural change at different levels and in different domains in 2022. For example, by increasing attention on the performance and accountability of service providers, by strengthening the voice and leadership of potentially marginalised groups, and by working on better monitoring and adaptive capacities, we have contributed to essential systems change.

KNOWLEDGE, LEARNING, AND PARTNERSHIPS

Knowledge management and learning in the water sector in 2022 centred around the development of different water framework approaches and our overall metrics for water security. A large water security learning event was held in Nepal with the participation of teams from 11 countries. The event reviewed and



further developed SNV's four new water approaches. As has become standard practice, the learning event was preceded by an e-group discussion.

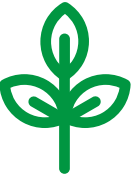
Throughout 2022, SNV contributed to key international conferences, together with our partners. For example, during World Water Week in Stockholm, we presented on GESI, climate, and systems change in the water sector. The [open-source knowledge platform of the Initiative for Sanitation Workers](#) was launched during that same week, a collaboration between SNV, WaterAid, the International Labour Organization, WHO, the World Bank, and SuSanA funded by the Bill & Melinda Gates Foundation. We also contributed to the virtual Water, WASH, and Climate Virtual Symposium organised by the Australian WASH community and the Water Pavilion at COP27.

We continued to promote national-level discussions related to sustainability in rural sanitation and hygiene through round tables discussing the [quantitative and qualitative post-intervention sustainability research studies](#) conducted in 2021 with Emory University. Moreover, through our collaboration around rural sanitation with the Sanitation Learning Hub, UNICEF, the United States Agency for International Development (USAID), WaterAid, and the World Bank, we [jointly](#)

[published a blog series with reflections, evidence, and lessons on six rural sanitation themes to inform future sanitation and hygiene programming.](#)

Additionally, SNV is a member of the Research and Learning Constituency of Sanitation and Water for All (SWA), a multi-stakeholder partnership of governments, utilities, regulators, donors, financial institutions, United Nations agencies, civil society and research organisations, and the private sector, seeking to promote universal access to water and sanitation. As a member of the Research and Learning Constituency of SWA, we contributed to the development of a [briefing paper on climate change, water, sanitation and hygiene, and resilience for the SWA 2022 Sector Ministers' Meeting](#). Later, during COP27, a call to action was launched by UNICEF, the Global Green Growth Institute, the University of Technology Sydney, the Bill & Melinda Gates Foundation, UN-Habitat, WHO, the Asian Development Bank, the African Development Bank, the Resilient Cities Network, WaterAid, and SNV.

Jointly with UTS-ISF, we published in the *Frontiers* magazine our research on the ['Qualities of transformative leaders in WASH: a study of gender-transformative leadership during the COVID-19 pandemic'](#).



**2.9
million**

people's lives were improved.



AGRI-FOOD

Impact: In 2022, our agri-food programmes and projects measurably improved the lives of nearly 2.9 million people in 23 countries through increased incomes, enhanced food security, and enabling solutions to the climate crisis.

CONTEXT

Agri-food systems faced significant challenges in 2022, including conflict, economic shocks, climate extremes, and soaring fertiliser prices. Together, these factors led to high food prices and growing inequalities. The world faced an unprecedented food crisis – 828 million people were uncertain about the source of their next meal and 345 million were projected to become food insecure in 2022, more than double the number in 2020. The number of people worldwide unable to afford a healthy diet increased by 112 million to almost 3.1 billion.

Conflict continues to be the primary driver of global hunger, with 70% of those who are classed as under-nourished living in conflict-affected areas. Of 26 locations experiencing acute food shortages in 2022, 22 were situated in fragile contexts. This underscores the nexus between fragility and food insecurity.

At the same time, climate shocks continued to destroy crops, livelihoods, and food security. According to the FAO, climate variability caused up to 80% of cereal harvest failures in Africa's Sahel region. Rising sea levels in Bangladesh and Vietnam flooded coastal farmlands, killing off rice crops and threatening food security.

Sustainable food systems are critical to food security and nutrition, as well as to adapting to the effects of the climate crisis and reducing our impact on the planet.

And recurrent La Niña conditions since late 2020 caused crop and livestock losses, particularly in East and West Africa, Central Asia, Central America, and the Caribbean. The Horn of Africa was particularly affected by the lack of rain in Ethiopia, Kenya, and Somalia, which saw the lowest rainfall in nearly half a century.

In this context, the steep rise in fertiliser prices threatened to exacerbate the food affordability crisis and turn it into a food availability crisis. The resulting food price hikes, influenced by all of the above factors, hit poor urban consumers hard.

In 2022, youth employment continued to be a global challenge, with 75 million young women and men unemployed and 732 million out of the labour force. Structural barriers and additional challenges were faced

by young women, rural and peri-urban youth, those with disabilities, and socially excluded groups such as refugees. GESI is a critical issue in food systems, with women having lower access than men to healthy food, land ownership, and resources for food production.

These challenges intensify the need for coordinated action to address food insecurity and malnutrition, particularly among the most vulnerable populations. Immediate climate action is crucial to prevent the escalation of hunger, and GESI-sensitive approaches are required to promote resilience in agri-food systems. Agricultural investments, technological adaptations and innovations, and service delivery by the private sector and governments must address the needs of the poorest populations and the increasing demand for food.

SNV'S AMBITION IN AGRI-FOOD

SNV has developed four interrelated and mutually reinforcing framework approaches to address critical issues in agri-food systems and contribute to resilient and sustainable food systems. These are: Youth Employment and Entrepreneurship (YEE) (which is also applied in our water and energy



Youth Employment and Entrepreneurship

YOUTH EMPLOYMENT AND ENTREPRENEURSHIP IN THE AGRI-FOOD SECTOR

In 2022, our portfolio of YEE projects continued to deliver impactful results. One of the key success factors in realising impact at scale and in ensuring the sustainability of our approach has been our focus on collaboration, adaptive learning, and implementation. Through the implementation of several projects, we have gained valuable insights and lessons that have deepened our understanding of the P-M-P-E framework approach, enabling refinements to SNV strategies and approaches for greater impact.

The SDC- and Sida-financed project on Peaceful pastoral cross-border mobility and social stability in the Sahel (MOPSS) demonstrated significant impacts in 2022. This includes significant improvement of the production capacity of youth enterprises through investments adapted to their needs and business plans. For example, the project supported youth in the construction and rehabilitation of their production units, the acquisition of equipment and inputs, and in veterinary services. MOPSS has also worked on strengthening the voice of women and young people through participatory and inclusive project cycle management, rigorous selection criteria with a gender lens, conflict-sensitive approaches, and the inclusion of 'endogenous coaches' who understand the context and dynamics of young people. Another example is the DGIS- and Sida-funded LIWAY project in Ethiopia, which optimised digital solutions to increase employability skills and provide access to job-related skills training and employment opportunities for Ethiopian youth, particularly women. However, recognising that digital platforms can exclude groups with limited literacy levels and access to technology and the internet, the project has introduced offline support services to ensure improved access and inclusion.

In Ghana, the EU-funded GrEEn project highlights the importance of youth savings and lending associations in providing a good foundation for youth self-capitalisation. However, certain gender dynamics can affect village savings and loan associations (VSLAs), so the project integrates gender-sensitive approaches in VSLA financial training and the sensitisation of spouses on the household benefits of VSLAs. In Mozambique, the EKN-funded Value Chain and Youth Development programme stresses the need to continuously re-visit and identify the systemic barriers facing youth, to reflect on what works (or not), to reformulate necessary context-specific solutions, and to support promising young entrepreneurs with business development services. This enables young people to start and sustain enterprises and become future job creators and employers.

The Agrifood Programme for Integrated Resilience and Economic Development of Sahel (Pro-ARIDES) project implemented in Burkina Faso, Mali, and Niger, in partnership with DGIS and DANIDA, emphasises the need to prepare an apprenticeship programme framework before recruiting young people, to involve ecosystem actors, to

place young people in dual training for better apprenticeships, and to integrate certification at the end of training in order to enhance youth employability options. The EKN-funded Projet d'Appui au Développement Agricole pour la Nutrition et l'Entrepreneuriat (PADANE) in Burundi observed that young people have a wait-and-see attitude at the time of selection, leading to low participation in business and training opportunities supported by the project. Raising awareness on incentives, such as the opportunity to benefit from access to finance via the Village Community Bank (VICOBA) has significantly improved active participation and the number of youth engaging in start-ups.

Likewise, the tailored community-based training approach in Uganda's EU-funded Security, Protection and Economic Empowerment (SUPREME) project, explored in the context of Covid-19, presents invaluable lessons. To have greater reach among young mothers, it is important to optimise existing infrastructure and offer training at the community level, provide a supportive quality environment for women and mothers, and secure representation through women welfare champions at every training centre.





In 2022, the RAYEE programme created employment opportunities for more than 157,700 young people, of which 53% are young women.

sectors), [Resilient and Productive Landscapes](#), [Inclusive Markets and Impact Investment](#), and [Healthy Diets and Sustainable Consumption](#).

Youth Employment and Entrepreneurship

SNV addresses the barriers to youth employment and unemployment with a systems approach that supports markets to function more effectively and sustainably for the benefit of young women and men. Our YEE portfolio applies a Push, Match, Pull, Enable (P-M-P-E) framework approach, facilitating linkages between the labour market (the demand side) and skilled youth (the supply side) to stimulate employment and entrepreneurship opportunities. YEE is contextualised strategically to provide out-of-school, underprivileged, underemployed, and unemployed young women and men with the tools, skills, and networks that will enable them to identify enterprise development and employability opportunities in our agri-food, energy,

and water sectors and to contribute to systems change.

For example, the three-year Mastercard Foundation-funded [Realising Aspiration of Youth in Ethiopia through Employment \(RAYEE\)](#) project in Ethiopia, which runs until 2024, has created employment opportunities for 157,764 young people, of which 53% are young women. These opportunities were created through employment in firms (i.e., wage employment) and entrepreneurship pathways. Likewise, in Tanzania, the [Opportunities for Youth Employment \(OYE\)](#) project, funded by SDC and the Danish International Development Agency (DANIDA), utilised strategies to improve the participation, benefits, and leadership development opportunities for young women. The project diversified and prioritised economic opportunities in the value chains that appeal to young women and mobilised credit to address challenges around access to startup capital. As a result, 54% of the nearly 5,000 young

people in the OYE programme were female. The large majority of young women opted to venture into self-employment, while only 3% of the young women secured wage employment with local government authorities, NGOs, and private-sector firms.

Productive and Resilient Landscapes

SNV strengthens the resilience and productivity of landscapes by working to improve sustainable agri-food production and the management and restoration of natural resources and ecosystems, while also improving the capacity of farmers and pastoralists to adapt to climate change and reduce food loss. For example, the EKN-funded [Horti-LIFE](#) project facilitates the development of commercial and climate-smart horticulture value chains in Ethiopia. So far, 63,000 small-scale food producers have joined Farmer Field Schools, of which over 15,000 are women. They learn innovative and sustainable horticulture techniques, use



less fertiliser and pesticides and improve soil fertility. Yields of fruits and vegetables more than doubled - without consuming more water or energy. Net incomes of these food producers almost tripled.

The Integrated and Climate Smart Innovation for Agropastoralist Economies and Landscapes in Kenya's Arid and Semi-Arid Lands (ICSIAPL) programme in Kenya, funded through EU-DGIS-delegated cooperation, has improved resilience against climate shocks for nearly 10,000 agro-pastoralists by upscaling appropriate grazing and feeding innovations. Targeted agro-pastoralists saw a 20% increase in their income. By the end of the project approximately 30,000 hectares of land will have benefitted from the implementation of improved climate-smart agricultural practices and integrated livestock management techniques, leading to increased sustainability and productivity.

Inclusive Markets and Impact Investment

The Inclusive Markets and Impact Investment approach supports the market

In 2022, we improved resilience against climate shocks for nearly 10,000 agro-pastoralists in Kenya.

development of climate-smart and nutrition-sensitive products and services, practices, and technologies for the production, processing, transport, and consumption of food. This includes both formal and informal markets. We work with market actors such as input suppliers, agro-dealers, agro-vets, cooperatives, extension service providers, traders, off-takers, processors, and retailers to improve their operations so that their business models are environmentally sound and inclusive, with a specific focus on women, young people and marginalised groups. We stimulate public- and private-sector investments in climate adaptation and mitigation, sustainable land and water use, and ecosystem restoration. Finally, we support evidence-based advocacy for the design and

implementation of effective policies and practices by the government and private sector in close collaboration with national and international knowledge and research institutes working at the interface between science, policy, and practice.

For example, SNV's origination project portfolio for the Dutch Fund for Climate Development (DFCD) – financed by DGIS, in collaboration with the Dutch Entrepreneurial Bank (FMO), Climate Fund Managers, and the World Wildlife Fund the Netherlands (WWF-NL) – has so far identified and supported 13 projects in Asia (Bangladesh, Indonesia, and Vietnam), Africa (Ethiopia, Kenya, Mali, and South Sudan) and Central America (Nicaragua), with the aim of graduating these into viable business cases for the two DFCD investment facilities to mobilise private capital from commercial lenders and investors.

The Innovations Against Poverty (IAP) project, financed by Sida, is a challenge fund that has supported innovative small companies in Cambodia, Ethiopia, Uganda and Zambia to solve social and



environmental issues while maximising their competitiveness and profitability. The project has helped to ensure that 2.3 million people have new or improved access to basic goods and services and over 800,000 people have benefited from increased income and/or cost savings.

Healthy Diets and Sustainable Consumption

We integrate nutrition objectives in our agri-food projects to increase the impact we have on food and nutrition security. In 2022, many of our agriculture projects increased the availability of nutritious foods, specifically horticultural and dairy products for vulnerable populations and school children. This includes [Cambodia Horticulture Advancing Income and Nutrition \(CHAIN\)](#), [OYE Cabo Delgado, Building Rural Income through Inclusive Dairy Business Growth in Ethiopia \(BRIDGE\)](#), and [The Inclusive Dairy Enterprise \(TIDE\)](#). The [DGIS-funded 2SCALE](#) and [Climate Resilient Agribusiness for Tomorrow \(CRAFT\)](#) projects support businesses that increase the marketing of nutritious products. The [Scaling Sustainable Nutrition for All \(SSN4A\)](#) project in Zambia was closed successfully in 2022, and demonstrated that communities and district staff could be mobilised and motivated to work across sectors to improve the nutrition situation in their villages. An inventory of urban nutrition interventions by different stakeholders worldwide was also conducted in 2022 to further develop an urban consumer approach under our Healthy Diets and Sustainable Consumption portfolio.

IMPACT AND OUTCOMES

In 2022, we implemented 140 agri-food projects across 23 countries in Africa and Asia. We measurably contributed to improved incomes of 2,636,000 people through greater farm productivity,

SUPPORTING YOUTH TO IMPROVE FOOD SECURITY IN NORTH BENIN

The €5M EKN-funded [EJASA](#) project in Benin supports the professionalisation of young agripreneurs in the production and transformation of soya, in horticulture, and in raising poultry and small livestock.

The north of Benin is a region in distress. Food security is diminishing due to climate change and there is a growing threat of extremism from neighbouring countries. Young people find it increasingly difficult to make a decent living and are at risk of recruitment by armed groups, despite the potential livelihood opportunities that the agricultural sector has to offer.

EJASA (Emploi des Jeunes pour l'Amélioration de la Sécurité Alimentaire) helps young people in the agricultural sector to increase their revenue. They are introduced to climate-resilient technologies such as improved seeds, irrigation, soil management, and food transformation techniques. They are also empowered through activities to enhance their life skills, financial literacy, and entrepreneurial spirit. A little more than 50% of the agripreneurs in the project are women, and female coaches ensure that training and coaching techniques are inclusive, while simultaneously serving as role models.

To ensure that improvements and outcomes of the project are sustainable, EJASA is designed to strengthen the enabling environment for agripreneurs. For example, clusters are organised so groups of agripreneurs can buy and sell products through collective bargaining, and savings and credit groups link to micro finance institutions to negotiate financial products adapted to their members' needs. Local governing bodies are established to ensure that barriers are addressed, conflicts are resolved, and opportunities are seized.

In 2022, we successfully coached our second group of 2,300 agripreneurs. They were able to more than double their income to an average of €525 per year. In 2023, EJASA will start its second phase for a period of five years, with the aim to support another 12,500 agripreneurs.

'This year I produced 10 sacks of soya instead of only five. EJASA has shown me that with stronger seeds and new ways of planting I can increase my production. With EJASA I also learned to sell in a group to get a better price. I use the money to send my children to school.'

Female EJASA participant, age 28, Banikoara, Benin



RESHAPING THE LOCAL VEGETABLE MARKET IN CAMBODIA

Horticulture is an important part of the agricultural economy of Cambodia due to the rapid growth in urban consumption of fruits and vegetables. Cambodia used to import more than 50% of its vegetables from neighbouring countries. Today, this has decreased to around 30%. The [CHAIN](#) programme, which ran from 2014 to 2022, promoted the production and trade of locally produced safe vegetables in four of the poorest provinces of Cambodia. An SDC-funded programme, CHAIN was implemented by SNV and national and local governments in partnership with SwissContact, with collaboration from the private sector and local NGOs.

Increased demand for locally grown vegetables enables smallholder farmers to generate better incomes. CHAIN used practical interventions to change the local market system – supporting local input retailers to increase sales, farmers to access inputs and adopt modern cultivation technologies, traders to strengthen their link with farmer groups for sustained offtake and coordinated production planning, and government and company extension workers to collaborate to train farmers. Some of the most valued interventions included smart water technologies, which helped farmers to produce vegetables year-round and made them more climate resilient. Farmers and extension workers used digital technology such as videos

shot with their smartphone and social media groups to exchange information and experiences.

As a result, local supply of vegetables increased to meet 70% of total consumer demand from only 30% previously. During the project lifespan, 6,000 smallholder farmers, the majority of them women, graduated to commercial and semi-commercial levels of production. Farmers invested in drip irrigation, mulching, water storage ponds, and net houses to increase year-round supply to off-takers, improving vegetable quality and safety.

[CHAIN](#) was evaluated externally in 2022 and the results were very satisfactory overall. One of the significant impacts of the project is the transformation of the market system, resulting in higher availability and supply of locally grown vegetables. The evaluation highlighted that the project's impacts are expected to be sustained through the involvement of formal and informal private-sector actors who have found new distribution and supply markets. The project's focus on local markets before national markets was considered valuable too.





employment creation, and increased sales through service provision, trading, and/or processing.

In addition to improving people's incomes, we assisted 169,000 farmers to become more climate resilient by adopting enhanced practices and we helped to improve the business performance of 4,600 enterprises.

As a result of interventions around nutrition and social and behaviour change, the increased production and consumption of nutritious food crops resulted in the immediate improvement of food and nutrition security for 192,000 people.

Together with our partners, we supported 157,000 young women and men with market-oriented business development support services such as mentoring and coaching, skills development, and access to markets and finance, enabling them to find or create jobs in agri-food and energy and, ultimately, to improve their incomes and livelihoods.

The results we achieved in 2022 underline our focus on building resilient food systems in low- and middle-income countries that offer livelihoods centred on economic participation, equality, environmentally sustainable practices, and food and nutrition security.

Knowledge, learning, and partnerships

Throughout 2022, we maintained our commitment to knowledge exchange and prioritised equipping our team with the necessary expertise to address the challenges of transitioning from a focus solely on agriculture to a comprehensive agri-food systems approach.

A significant number of multi-country and project learning events took place in 2022. Sector Leaders and multi-country programme managers met in Kigali in



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September to discuss SNV's new agri-food strategy and how to operationalise it. A horticulture learning event, supported by the [HORTINVEST](#) Rwanda project, summarised lessons learned from horticulture projects in five countries across East Africa. Meanwhile, through work with eight DGIS-funded projects across East and West Africa, the [CORE-Africa](#) project developed and applied frameworks on topics such as resilience, consumer nutrition, and digitalisation to respond to the COVID-19 pandemic and the 2022 global food price crisis.

In 2022, we continued to position our food systems strategy among knowledge and implementing partners across our agri-food portfolio. For the first time, SNV lobbied the UNFCCC Presidency to

In 2022, our focus on resilient food systems in low- and middle-income countries made a significant impact, fostering economic participation, equality, sustainability, and food and nutrition security.



In 2022, we formed a regional knowledge network to enhance bilateral dialogue between policy-makers and youth representatives.

designate a thematic day to food systems and we co-hosted the first [Food Systems Pavilion](#) at COP27. By sharing our message with African and Asian partners during events such as the [15th session of the United Nations Convention to Combat Desertification \(UNCCD\)](#) in Abidjan, the [56th session of the Subsidiary Body for Implementation \(SBI56\)](#) in Bonn and [Africa's Food Systems Forum \(AGRF\)](#) in Kigali, we, together with nearly 100 organisations, demanded urgent action from policy-makers on the progress of the [Koronivia Joint Work on Agriculture](#). In addition, we called for innovative solutions and partnerships that can support smallholder farmers and improve food production at the [Geodata for Agriculture and Water Conference 2022](#).

SNV renewed its partnership with the [Bilateral Maroobé Network \(RBM\)](#) to improve the governance of natural resources, strengthen value chains and youth employment, build capacity for climate change adaptation, and extend access to information for pastoralist decision-making. RBM represents around 750,000 households in nine sub-Saharan African countries.

We also continued and deepened our engagement with the [European Practitioners' Network](#) by co-Presiding over the network with [FIIAPP](#). We



strengthened our collaboration with the [Netherlands Food Partnership](#) by co-organising a learning event on informal markets.

Under the CORE project, with technical assistance from Bopinc, five [SNV case studies on nutrition demand creation](#) were documented and a [consumer insight tool](#) was developed to help projects and countries in their food product development and marketing to achieve healthier food environments and better nutrition outcomes. Furthermore, in collaboration with the Wageningen Centre for Development Innovation and Tufts University, we assessed the support given to multi-sectoral government coordination under [HortInvest](#) in Rwanda using the [5C methodology](#) and the [Enhancing Nutrition of Upland Farming Families \(ENUFF\)](#) in Lao PDR, using a nutrition governance index. The ENUFF outcomes are documented in a [learning brief](#) to inform future planning and practice and

the [HortInvest learning brief](#) will be published in 2023

A regional YEE knowledge network was formed among projects in Mozambique, Tanzania, Zambia, and Zimbabwe following a knowledge exchange workshop in Lusaka in April 2022. This network approach aims to enhance bilateral dialogue between policy-makers and youth representatives, as well as to increase bilateral trade opportunities for youth in high-market value chains.

Several communities of practice gained momentum in 2022 and produced essential knowledge products. For example, the community of practice on GESI continued to mobilise team members across the organisation to share learnings from SNV projects and external evidence. A YEE community of practice was established as a platform to share learnings on the topic of youth financial inclusion and entrepreneurship development.



DIGITAL SOLUTIONS FOR INCLUSIVE GREEN GROWTH

The twin digital and green transitions are arguably two of the key challenges of our time. They provide great opportunities for sustainable development and can reinforce each other. For example, the use of artificial intelligence (AI) can provide tailored advice to farmers on climate-smart agricultural practices. At SNV, we are supporting these twin transitions in Africa and Asia to boost the growth of green markets. We pay particular attention to vulnerable groups, such as young people, women, and people with disabilities, fostering digital inclusion and supporting them to participate equitably in the digital economy.

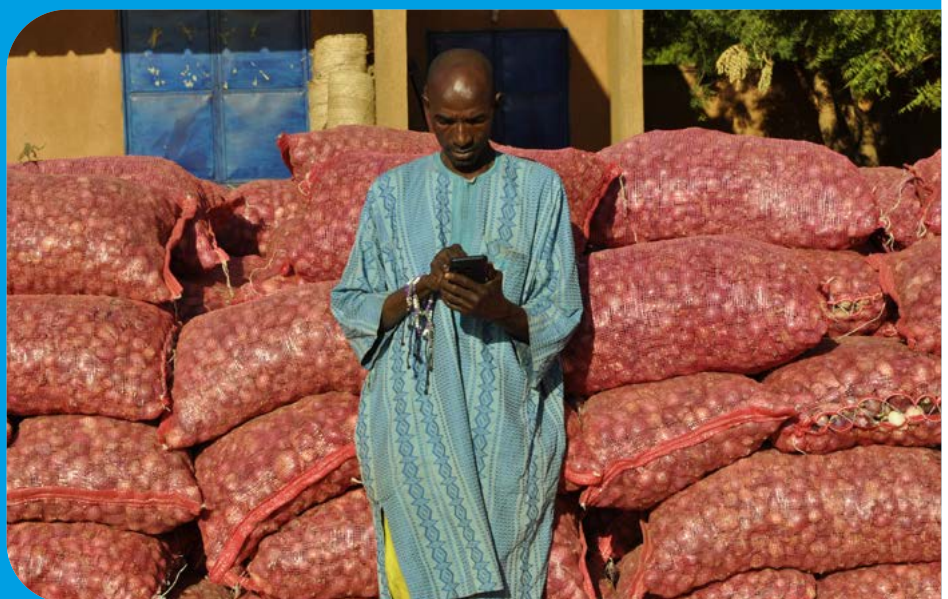
In the Sahel, climate change and insecurity are threatening the assets and incomes of farmers and pastoralists, as they are no longer able to rely on knowledge of traditional practices. GARBAL, a digital climate adaptation service powered by satellite data that is applied in the Sustainable Technology Adaptation for Mali's Pastoralists (STAMP+) and MODHEM+ projects, aims to improve their resilience. It gives farmers and pastoralists instant access to reliable climate-smart agricultural information, a marketplace, and access to digital finance platforms. So far, the GARBAL service has received 1.1 million calls and has more than 400,000 unique users. Of the more than 250,000 actionable calls, 30% were from women, and 93% of all callers made decisions based on the information received.

In Addis Ababa in Ethiopia, women and young people struggle to find jobs or markets for their produce as e-commerce opportunities are limited. To tackle these challenges, the LIWAY project developed online platforms to improve job matching and developed digital marketing services for micro and small enterprises, such as the online marketplace HelloMarket. Despite the limited digital skills of the target groups, the LIWAY project's digital marketing service intervention has supported 5,000–8,000 jobs at 1,600 enterprises.

In Mozambique, the BRILHO project aims to increase access to sustainable energy. A digital system with impact analytics for results-based financing supports the crowding in of private funding to expand renewable energy sources in the country. Moreover, digital

solutions underpin portfolio development, verification, and management through customised dashboards. PAYGO solutions make solar power more affordable for marginalised groups.

The African Biodigester Component (ABC) project in Kenya and BioLive in Vietnam are experimenting with biogas-smart meters. These form 'internet of things' (IoT) networks that are ready for future, digitally enabled carbon finance systems. If successful, the use of smart meters would make operations and maintenance more efficient, prolonging the quality and functionality of biodigesters. They have the added benefit of unlocking carbon credits, by feeding the data directly into digital carbon trading platforms.





2.7
million
people
gained improved
access to energy.

ENERGY

Impact: Our energy portfolio measurably reached close to 2.7 million people in 18 countries in 2022, the vast majority of whom gained access to sustainable and affordable clean energy. Applying renewable energy alternatives, we contributed to climate change mitigation by reducing greenhouse gas emissions equivalent to nearly 738,000 tonnes of CO₂.

CONTEXT

Energy is essential for human development. And yet, today, globally, 2.4 billion people still lack access to clean cooking, while 733 million live without access to electricity. Although the share of the global population with access to clean fuels and technologies for cooking has increased, population growth is outpacing annual growth in access. With the current rate of progress, the world will fall short of meeting the targets of SDG 7, which aims to achieve universal access to affordable and sustainable energy by 2030. Those lacking access are increasingly concentrated in sub-Saharan Africa.

The global use of unsustainable (fossil) energy sources is an important cause of climate change, with low-income groups being particularly vulnerable to climate impacts. The Paris Climate Agreement requires an energy transition away from fossil fuels – a decarbonisation of the energy system by embracing renewable energy sources, which after a transitional period are expected to make up most of the world’s energy production. Donors increasingly integrate climate actions into their funding portfolios and understand

Our goal is to support the development of inclusive markets for sustainable energy.

that the energy transition requires a broader, systems-change approach.

The focus on climate change mitigation and adaptation provides an opportunity for increased investments in renewable energy for households, social institutions, and for SMEs in agricultural value chains. There is an increasing sense of urgency around the need for distributed renewable energy alternatives to support those who need it most. Now, more than ever, we need to ensure that our interventions leave no one behind.

SNV’S AMBITION IN ENERGY

SNV’s goal for the energy sector is to support the development of inclusive markets for sustainable energy, contributing to more equitable livelihoods for all. Within this overarching goal, we identify three specific impact aims:

- 1. Energy access:** Contribute to universal access to affordable, reliable, and modern energy services for households, SMEs, and social institutions – whether that’s off-grid electrification, clean cooking and heating, biodigesters or productive use of energy.
- 2. Climate change mitigation and adaptation:** Increase the renewable energy share and energy efficiency in energy consumption, inclusive of applications in agriculture for improved resilience and reduced greenhouse gas emissions.
- 3. Economic participation and social inclusion:** Build resilient livelihoods and improved incomes for all people including young people, women, and marginalised groups.

SNV’s work in the energy sector is guided by our framework approach on Sustainable Energy Markets, along with our crosscutting engagement in Youth Employment and Entrepreneurship (YEE). Across these framework approaches, we promote market development driven by the private sector for biodigesters, off-grid electricity, and clean cooking and heating. The focus is on achieving



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In 2022, the BRILHO programme provided energy access to more than 350,000 people.

universal energy access, particularly for the hundreds of millions of people experiencing energy poverty today, often living in remote, rural areas. Distributed renewable energy alternatives are in many cases the most effective and cost-efficient way to reach those communities. Our commitment to equity translates into a focus on gender and youth, ensuring equal participation of women, youth and marginalised groups in decision-making processes and opportunities for jobs and entrepreneurship. Productive use of energy is of increasing importance in our projects, with a particular focus on renewable energy applications in agricultural value chains.

We apply a comprehensive approach in the energy sector by stimulating demand, facilitating supply, and improving the

enabling environment. We work towards increased inclusivity and equity in markets for sustainable energy options, while increasing access to and supply of affordable finance for both end-users and private-sector suppliers. We do this through a range of interventions including early-stage catalytic grants, results-based financing, blended financing schemes, and business development support, among others. Combining local know-how with international expertise and digital innovation, this approach offers solutions for energising households, enterprises of all scales, and institutions.

Solar and other renewable off-grid electricity options offer households, businesses, and institutions access to energy for lighting, appliances, and productive use. SNV supports market

development for stand-alone systems (pico-solar photovoltaic (PV), solar home systems) and mini-grids. Different business models, financial mechanisms, and support with technical assistance are needed for each of these markets to develop and implement localised solutions. In 2022, SNV supported access to electricity for more than 700,000 people, through private-sector provision of off-grid power. Our engagement in this field spanned eight countries, with substantial results achieved in Mozambique and Kenya in particular.

In Mozambique, the FCDO-funded [BRILHO Energy Africa](#) programme contributed to the dissemination of almost 85,000 solar home systems, providing energy access to more than 350,000 people in 2022. A major milestone was the [Government of Mozambique approving the regulatory framework for off-grid energy access](#), developed with support from BRILHO. The framework anchors the Government's recognition of the importance of off-grid energy to catalyse rural socio-economic development, leveraging private-sector investment, and improving the living conditions of millions of people. It provides the required regulations for the implementation of mini-grid business initiatives in particular, with clear procedures and conditions in place to ensure viability and sustainability of the

proposed business models. In close collaboration with the Government of Mozambique, support from BRILHO's Market Development Fund has been allocated and companies have been selected to develop the first private sector-driven mini-grids in the country, with further scaling expected in the coming years.

Clean cooking alternatives reduce indoor air pollution and related health hazards, decrease carbon emissions, and lead to

time and cost savings for households, in particular for women. Households use a mix of cookstoves and fuels, and we support their shift to a cleaner mix. While targeting increased engagement in e-cooking, biogas, and advanced biomass stoves, we still consider lower-tier alternatives (improved use of charcoal and firewood) for those segments of the population who cannot access higher-tier options yet. Globally, through projects implemented by SNV in 2022, more than 1.9 million people benefited from access

to improved or clean cooking – almost doubling what was achieved in 2021. Good results were delivered in projects supported by the [Energising Development \(EnDev\)](#) programme in Bangladesh, Cambodia, Kenya, Lao PDR, Mali, Nepal, Rwanda, and Tanzania, as well as in the [BRILHO](#) programme in Mozambique and the [Kenya Off-Grid Solar Access Project \(KOSAP\)](#). Carbon financing for access to cleaner cooking contributed to results delivered as well, particularly in Cambodia and Lao PDR.

IMPROVED COOKSTOVES MARKET ACCELERATION IN TANZANIA THROUGH BEHAVIOUR CHANGE COMMUNICATION

More than 90% of the approximately 48 million people in Tanzania still rely on biomass (mostly firewood and charcoal) as their primary cooking fuel. Tanzania is one of 10 countries where SNV implements the [EnDev](#) programme, which in 2013 set out to improve access and sustained use of cleaner cooking technologies for peri-urban and rural households. The project has since evolved and grown with a core focus on the development of markets and sustainable supply for improved cookstoves. EnDev Tanzania works closely with existing stove entrepreneurs to realise improved performance, quality, and marketability of cookstoves. In 2022, the portfolio of more than 120 producers sold over 140,000 cookstoves collectively in the Tanzanian market.

To complement this supply-side support, EnDev also introduced demand-side activities in the form of a Behaviour Change Communication (BCC) campaign in 2020. The BCC work centres on identifying and training women at the rural sub-district level to become Clean Cooking Advocates in their community. These women act as the local experts on improved cooking technologies and practices, conducting community demonstration events, private workshops with civil society groups, and door-to-door household engagement. The Clean Cooking Advocates partner with the producers of improved cookstoves, supported by EnDev, to help expand their sales through the BCC approach. In 2022, the project expanded the BCC intervention to a new region and focused

on those activities showing the most added value, based on two years of observation and learning. Sales data demonstrated that where BCC activities have been implemented, sales increase by up to 200% in the quarter following the start of BCC programming. Following this success in increasing access to improved cooking alternatives, the project plans to further expand the BCC work in the Tanzania cooking sector.





Productive Use of Energy (PUE), particularly with applications of renewable energy in agriculture value chains, is an important growth area for SNV.

In the Mekong region, an innovative approach aimed at changing cooking behaviours was expanded under EnDev, building on the behaviour change approach used in our water sector. The Smoke-Free Village campaign offers an area-wide, communication-focused approach that combines behavioural change, demand creation and supply chain strengthening in the local context. It engages local government bodies, health and school authorities, and pagodas. In 2022, a report was launched assessing the results and lessons learned so far in this pioneering approach in Cambodia, which is successfully moving people away from the use of traditional, polluting stoves towards higher-tier, clean cooking alternatives such as electric cooking. SNV and our partner 17Triggers also reported on the lessons learned from developing and implementing a behavioural change communication campaign to encourage uptake of improved cookstoves in the Kakuma refugee camp, in Kenya.

Biodigesters reduce indoor air pollution and related health hazards, decrease carbon emissions, and lead to time and cost savings for households, in particular for women. Bio-slurry generated from digesters is equally valuable, providing a potent organic fertiliser for agriculture. Through SNV-supported biodigester programmes in 2022, more than 30,000 people across eight countries in Africa and Asia benefited from access to biogas for clean cooking, and bio-slurry as an organic fertiliser that led to increased agricultural production. Under the



EU-funded Biogas Dissemination Scale-Up Programme in Ethiopia, 4,895 new biodigesters were installed in 2022. An overview of the status of household biodigester market development in selected countries across Asia and Africa was published by SNV in 2022, summarising main barriers and opportunities for market scaling.

It was an important year, in 2022, for SNV's portfolio in the biodigester space, with the roll-out of the DGIS-funded African Biodigester Component (ABC) of the Strengthening the Entrepreneurial Ecosystem for Clean Cooking (SEE-CC) programme, managed by the Netherlands Enterprise Agency (RVO) and implemented in partnership with EnDev. SNV is supporting implementation in Burkina Faso, Mali, Niger, Kenya and Uganda. The EnDev ABC programme aims to facilitate the construction and installation of 50,000 small-scale biodigesters by the end of 2025. In addition, a new carbon finance initiative for biodigesters in Vietnam was approved in 2022, aiming to install an additional 50,000 digesters by 2026.

Productive use of energy (PUE), particularly with applications of renewable energy in agriculture value chains, is an important growth area for SNV. A good example is the IKEA Foundation-funded Sustainable Energy for Smallholder Farmers project, which works to stimulate the use of renewable energy technologies and services for irrigation, cooling, and drying by smallholder farmers in dairy and horticultural value chains in Ethiopia, Kenya, and Uganda. In 2022, we saw the launch of the Distributed Renewable Energy-Agriculture Modalities (DREAM) project funded by the Global Energy Alliance for People and Planet (GEAPP), which facilitates the implementation and private-sector operation of nine renewable energy mini-grids in Ethiopia, combined with irrigation systems and other PUE interventions. These and other new initiatives aim to identify and pilot scalable, innovative business cases for the productive use of renewable energy with smallholder farmers and related local businesses, in order to contribute to increased productivity, higher incomes, and improved climate-resilience, nutrition, and food security.

Youth Employment and Entrepreneurship

Kenya is one of the countries leading the way in PUE. In partnership with the Kenya Renewable Energy Association (KEREAA), a [PUE working group](#) was launched in 2022 to address the recommendations from a study conducted with support from EnDev to assess the market potential in Kenya. Households, businesses, and social institutions are being sensitised on the opportunities available for income generation through PUE in conventional rural markets, for example through the [Access to Solar Water Pump Project in Laikipia county \(A2SPL\)](#) project, as well as in [displacement settings](#) such as in Kalobeyi in Northern Kenya. While many of the above cases use solar PV as an energy source, SNV is also engaged in other technologies for decentralised electrification and productive use. An example is Nepal, where SNV used pico-hydro schemes to provide electricity at the community level, powering agro-processing and stimulating opportunities for entrepreneurship for both women and men, as showcased in an [SNV blog](#) and [video](#) published in 2022.

IMPACT AND OUTCOMES

In 2022, we implemented more than 50 energy projects across 18 countries in Africa and Asia. SNV's work in the energy sector is primarily guided by [SDG 7](#), which aims to achieve universal access to modern energy, a doubling of the improvement in energy efficiency, and a significant increase of the share of global renewable energy production by 2030. However, clean energy and energy efficiency contribute to other SDGs too, notably SDG 1 (on poverty), SDG 3 (on health and wellbeing), SDG 5 (on gender equality), and SDG 13 (on climate action), among others. Energy for all would significantly improve the lives of those currently lacking access and boost their economic prospects. This is especially true for women, who stand to gain by cutting the time spent gathering fuel and cooking and avoiding indoor air pollution.

YOUTH EMPLOYMENT AND ENTREPRENEURSHIP IN THE ENERGY SECTOR

The energy transition and the growth of the renewable energy sector globally provide huge potential to create employment and enterprise opportunities for young people. With the global youth unemployment rate estimated at 13.1% according to UNICEF, SNV's [YEE](#) approach facilitates linkages between the labour market (demand side) and skilled youth (supply side) to stimulate employment and entrepreneurship opportunities.

For example, we have been implementing the SDC- and Sida-funded [OYE project in Zimbabwe](#) since 2019, assisting 6,000 young women and men to have meaningful (self-)employment opportunities. In 2022, through our work in seven rural and four urban districts in Zimbabwe, we worked with private- and public-sector partners to support 3,059 young people to enter employment in the agri-food and energy sectors.

To boost the low employment numbers in the energy sector in Zimbabwe, SNV teamed up with the [Energy and Environment Partnership Trust Fund \(EEP Africa\)](#), conducting awareness campaigns with road shows where seven EEP Africa-supported solar companies enrolled 94 new youth agents. More than 2,000 potential household consumers participated, and GESI activities were implemented to encourage the participation of young women. With solar sector growth hampered by a lack of investment capital for both end-users (households) and solar retailers and wholesalers, we collaborated with EEP Africa and the Zambuko Trust to finance six solar companies to boost their working capital, integrate youth in their supply chain, and avail more green products to difficult-to-reach customers in both rural and urban areas. The project partnered with the National University of Science and Technology and the Harare Institute of Technology to develop youth-friendly – short and practically oriented – courses, which led to 130 young people receiving accredited certificates for solar installation. Finally, to address the barriers to finance, the project set aside a US\$20,000 credit guarantee product, de-risking stocks secured in partnership with youth-led enterprises and private-sector solar companies.

'As I am female and based in the rural areas, I often miss out on business opportunities, but thanks to the OYE project – it introduced me to energy sector jobs, and I can now make a living and pay school fees for my children through selling solar products.'

Female OYE project participant, Zimbabwe



CONVERTING BIOGAS INTO POWER FOR LIVESTOCK FARMS IN VIETNAM

The Bio-energy for Circular Agriculture (BeCA) project aims to scale up electricity generation from biogas at large livestock farms in Vietnam. Funded by the Australian Department of Foreign Affairs and Trade, the project promotes green and sustainable livestock production by converting biogas on commercial livestock farms into clean electricity, producing organic fertiliser and stimulating green investment in the livestock sector through carbon financing. The project offers advanced bio-generator systems and provides a result-based financing incentive for verified installation and operation. Farm owners are offered the installation of the complete system through an Energy Service Company (ESCO) modality, paying for the delivered electricity services only. In this way, the investment threshold for the farms is overcome and the reputation of the technology is safeguarded. SNV works in close partnership with a technology provider of bio-generator systems (EGreen), with financial services via HD-Bank, and carbon services by Nexus for Development.

In 2022, 31 bio-generator systems were installed, ranging from 20 kW to 100 kW, and supplying 2,192 MWh of renewable electricity to the farms. Increasingly, the project is shifting its business development focus to larger farms, increasing the electricity generation capacity. The carbon component is important in the overall feasibility of the project: BeCA's bio-generators reduced greenhouse gas emissions equivalent to 1,583 tCO₂e. The project forecasts that it will reduce 10,000 tCO₂e by early 2024.

SNV, in close collaboration with the provincial authorities, organises awareness workshops on the development of sustainable large-scale livestock farms. These workshops provide a platform to share technical knowledge, policies, and best environmental practices among farm owners, authorities, scientists, and environmental service providers.



In 2022, our energy programmes reached 2,657,000 people, the vast majority of whom gained access to sustainable and affordable energy. Globally, through clean cooking interventions managed by SNV, more than 1.9 million people benefited from access to improved or clean cooking. We supported access to electricity for more than 700,000 people through private-sector provision of off-grid power, while the SNV-supported biodigester programmes supported access for over 30,000 people to biogas for clean cooking and bio-slurry as an organic fertiliser, leading to increased agricultural production. Through these achievements, we also reduced emissions by the equivalent of 738,000 tonnes of CO₂ (tCO₂e). More than 8,000 jobs were created, with almost half of these opportunities benefiting young people and women.

Despite challenges related to political instability and levels of insecurity in some SNV countries (such as those in the Sahel and Ethiopia), we almost doubled our performance against overall impact targets set for 2022. This was due to the outstanding performance and delivery capacity of the private sector and other partners in some of our programmes, particularly in Mozambique, Rwanda, Tanzania, and in the Mekong region (Cambodia and Lao PDR). However, it is clear that more action is required to achieve scale and to significantly reduce the number of people who still lack access to affordable energy.

KNOWLEDGE, LEARNING, AND PARTNERSHIPS

In 2022, consistent with our growing project portfolio in the energy sector, we strengthened our knowledge architecture by appointing several global technical advisors. We now have dedicated global experts in place for off-grid electrification, clean cooking, and biodigester market

IMPACT DRIVEN FINANCE SCALING IMPACT IN THE ENERGY SECTOR

Current ODA levels and international investment to support the achievement of the SDGs leave an average annual funding gap of US\$2.5 trillion according to the United Nations. This gap cannot be filled without innovative financing approaches and instruments and without fostering new partnerships and collaborations to complement traditional development cooperation. Private capital flows at market terms have plummeted since peaking in 2019 due to COVID-19 and the war in Ukraine and rising interest rates are a harbinger of difficult times. Thus, there is a strong case for intensifying the use of blended capital and other de-risking instruments to attract private capital to low-income countries.

SNV works with financial institutions, governments, the private sector, and civil society to employ approaches and tools which aim to de-risk investments and catalyse sustainable businesses and markets, while building reliable funding streams to deliver impact. Our engagement in this field is particularly aimed at increasing the investment readiness of early-stage (local) business

initiatives, with facilities like the DFCD, Innovations Against Poverty (IAP), and BRILHO. For example, in 2022 alone, companies participating in the SNV-led IAP project leveraged over €24M (€20M in debt and €4M in equity) in private financing on received grants worth €7M.

In 2022 we grew our portfolio in this field. SNV, in partnership with Open Capital Advisors (OCA), was selected by the Nordic Development Fund (NDF) to support implementation of EEP Africa, which provides early-stage grants and catalytic financing to innovative clean energy projects, technologies, and business models in 15 countries across Southern and Eastern Africa,

supplemented by business development support services, investment facilitation, and knowledge management. Inclusive Markets for Energy Efficiency in Uganda (IMEU), a four-year project funded by the Embassy of Sweden, was another innovative finance facility launched by SNV and our partners in 2022. The objective of IMEU is to scale the adoption of energy-efficient technologies in agriculture and the built environment. The IMEU Market Development Fund is a core component of the project, aimed at addressing the challenges around access to finance experienced by the private sector, and to attract commercial capital for sustained impact.



development. In addition, we have global advisors for digitalisation, climate, innovative finance, and GESI to facilitate knowledge exchange and learning across the agri-food, water, and energy portfolios. Those advisors play a central role in global knowledge development and learning, in close coordination with our Sector Leaders at country level. Our knowledge management and learning practice is strongly supported by SNV's multi-programme and multi-partner engagement in which we can build on lessons learned across the organisation. A good example is the multi-donor EnDev partnership programme, co-managed by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Netherlands Enterprise Agency (RVO) and

funded by the governments of Germany, the Netherlands, Norway, and Switzerland. The EnDev programme has been instrumental in SNV securing an ongoing local presence and capacity to deliver impact in the energy sector and has formed the foundation for cross-country knowledge development and learning across the 10 countries where SNV is currently an implementing partner of EnDev. Our long-term, local presence has allowed us to pilot innovations, facilitate replication and scaling, and to further expand our portfolio in the energy sector with a growing number of funding

partners including the EU, FCDO, Sida, IKEA Foundation, the Global Energy Alliance for People and Planet (GEAPP), and the World Bank, among others. We engaged actively in key international events in 2022 with partners including SEforALL, the Clean Cooking Alliance, GOGLA (global association for the off-grid solar energy industry), and the Alliance for Rural Electrification (ARE). SNV team members participated at the SEforALL Forum, European Development Days, Energy Access Investment Forum, Clean Cooking Forum, World Biogas Summit, Global Off-Grid Solar Forum and COP27.



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CLIMATE ADAPTATION AND MITIGATION

CONTEXT

For billions of people, climate impacts make the world unsafe, uncertain, and unpredictable. Indeed, the United Nations estimates that climate change could drive an additional 130 million people into poverty by 2030. In the world's least developed and lower-middle-income countries in Africa and Asia, adapting to changing weather patterns and extreme climate events is a priority.

Reducing concentrations of greenhouse gases in the atmosphere and protecting biodiversity is also crucial. SNV has shown over many years that low-carbon development options, such as more efficient and renewable energy, can benefit both people and the planet, in line with the SDGs.

Yet the climate crisis is undermining energy, water, and food security. It threatens to reverse gains made in ending hunger and malnutrition. Food production needs to grow, but that risks further deforestation, increased greenhouse gas emissions, and environmental degradation. The climate crisis also accelerates water scarcity, and rapidly growing populations make sustainable development more difficult.

The climate crisis is also deeply unfair: the poorest people in the world contribute the least to climate change. The breakthrough

in 2022 at the UNFCCC COP27 climate conference in agreeing to a new 'Loss and Damage' fund for vulnerable countries is a response to those whose lives and livelihoods have been ruined by the very worst impacts.

OUR WORK TO ADDRESS THE CLIMATE CRISIS

Significant financial resources, sound investments, and a systematic global approach are needed to address the worrying trends that we are seeing on climate impacts. Within this challenging context, SNV is taking an approach that puts first marginalised communities and people living in poverty.

At SNV, we focus on addressing issues of climate justice, with emphasis on adaptation to the impacts of the climate crisis. We support faster transitions to low-carbon development where there is good evidence that such approaches can contribute to the SDGs.

We are helping to address the climate crisis at pace, applying our strong foundations and technical expertise within agri-food, energy, and water systems. Transformation is critical to enable people to lead dignified lives and thrive, as set out in the SDGs.

We aim to strengthen institutions and markets, and to foster effective governance to enable adaptation and mitigation to the climate crisis and the closely linked biodiversity crisis. Given demographics and persistent inequalities, we have a central focus on generating opportunities for and strengthening the agency of young people, including in the green economy and digitalisation.

SNV focuses on addressing issues of climate justice, with emphasis on adaptation to the impacts of the climate crisis.

SNV SUPPORTS PROGRESS ON CLIMATE PRIORITIES AT COP27, EGYPT

As a global development partner with active projects in many climate-focused topics and regions, SNV shares concrete lessons from our experiences and those of our partners. This can directly support policy-makers, investors, and other stakeholders towards the goal of more effective and inclusive governance.

One of our priorities in 2022 was to highlight a range of topics at COP27 in Egypt. For the first time, SNV lobbied the UNFCCC Presidency to designate a thematic day to food, and we co-organised the Food Systems Pavilion at the conference. We profiled many of our climate adaptation and mitigation projects, and aligned our approach on tackling the climate crisis with like-minded organisations, donors, and partners. In all, SNV organised or participated in 24 events at the Food Systems Pavilion, with eight different hosts, 14 partners, over 30 sessions

organisers, and 120 speakers during two full weeks of programming. Our joint [Koronivia statement](#) and open letter to the UNFCCC is a prime example of our influencing work that generated wide-ranging and high-profile media coverage. The Food Systems Pavilion secured 346 items of media coverage, with highlights including CNN coverage and articles in [Forbes](#), [The Guardian](#), [Financial Times](#), [China Daily](#) and [Euronews](#).

We also participated as a core partner in the Water Pavilion at COP27, deepening our relationships there and sharing our lessons learned. We were among the signatories of the [call to action for climate-resilient sanitation acceleration](#), and in our engagements we emphasised the importance of improving water governance and management for multiple uses, and of increasing climate attention to water quality.

One of our major activities in addressing the climate crisis is through the €160M [DFCD Origination Facility \(OF\)](#), managed by WWF-NL and SNV. This sources and develops projects and ideas into viable business cases for the two DFCD investment facilities: the Water Facility and Land Facility. The aim is to mobilise private capital from commercial lenders and investors.

By the end of 2022, the DFCD OF had signed contracts to support 27 companies

in getting their business cases ready for investments. Another 13 project proposals have been approved by the investment committee and the corresponding grant funding contracts will be signed in early 2023.

The signed projects have an estimated total value of more than €300M and a potential impact of more than 2 million hectares of sustainably managed farmland, almost 4 million tCO_{2e} in avoided emissions, and climate-resilient livelihoods

for nearly 8 million beneficiaries, many of whom are women and youth.

For example, in [Bangladesh](#), with DFCD support, [Ispahani](#) is developing an investment proposal to introduce and scale climate-resilient seeds and bio-pesticides into the company's 'One Stop Agriculture' platform. [ACI Agrolink](#) is developing a business proposition on climate-resilient black shrimp value chain development.

Another SNV project that has gone from strength to strength in 2022 is the EKN- and SDC-funded [STAMP+](#) project. [STAMP+](#) aims to increase the resilience of pastoral and agro-pastoral households in Mali by generating economic and social benefits, including avoided costs. The first phase, supported by the Netherlands Space Office (NSO), focused on experimentation and product development. The current phase (2019–2024) is focused on scaling the developed services. It is expected that 45,000 pastoral and agro-pastoralists, 15% of whom are women and youth, will access the integrated digital solutions offered by [GARBAL](#), increasing incomes by up to 10%.

IMPACT AND OUTCOMES

Our impact in addressing the climate crisis is achieved through our work in agri-food, energy, and water projects, and is showcased in earlier chapters of this report. Looking at top-line figures alone, in 2022 we measurably increased the climate resilience of 169,000 farmers, and through our work to implement more renewable and efficient energy, we have reduced greenhouse gas emissions by 738,000 tCO_{2e}.

KNOWLEDGE, LEARNING, AND PARTNERSHIPS

In our work to address the climate crisis, we have collaborated with a range of partners whose efforts and activities align with our climate priorities. For example, together with WWF and the Dutch Entrepreneurial Bank (FMO) – both partners in the [DFCD](#) – we shared experiences at COP27 and other events on how to leverage private-sector financing for climate adaptation. We also align and target common messages with advocacy partners such as the [Climate Action Network \(CAN\)](#), to maximise our reach and impact.

In 2022, SNV conducted an internal review on our potential role in the Voluntary Carbon Market (VCM). We see the potential for this market to support faster change in all three of our sectors. In this context, we decided to continue to explore and demonstrate high-integrity, high-impact projects where there are substantial community benefits towards achieving the SDG, with support from carbon finance partners and investors.

In 2022, we elaborated our approach and priorities in climate adaptation and mitigation as a core theme in the [SNV 2030 Strategy](#). We have started to strengthen and further embed climate adaptation and mitigation within our work in the agri-food, water, and energy sectors, intersecting and reinforcing this within other thematic and sectoral priorities. An example of this is the development of our plans to harness the profound and linked transformations of the new green economy and digitalisation.

PAVING THE WAY FOR A MORE RESILIENT AND SUSTAINABLE SAHEL THROUGH PRO-ARIDES

The €100M DGIS-funded [Pro-ARIDES programme](#) aims to contribute to increased resilience, food security, and incomes of farmer and (agro)pastoralist households over a period of 10 years. Focused on the Sudano-Sahel zone of Burkina Faso, Mali, and Niger, the programme is led by SNV, with partners CARE Netherlands, Wageningen University and Research (WUR), and KIT Royal Tropical Institute.

In 2022, political instability, poor governance, conflict, and insecurity all increased in the region. Levels of forced displacement broke previous records, with over [2.9 million refugees and internally displaced people across Burkina Faso, Mali, and Niger](#). Of these, 40% are children. As a result, people experiencing severe levels of undernutrition or famine may reach an unprecedented 7 million in 2023.

Moreover, average surface temperatures have increased by around 1–3°C since the mid-1970s according to the [2022 Sixth Assessment Report of the Inter-Governmental Panel on Climate Change \(IPCC\)](#). In the Sahel, extreme temperatures of over 40°C will happen more frequently, which affects animal health and productivity as well as crop production. Rainfall is more erratic and there are notable inequalities within communities, on top of political instability, conflict, resource degradation, and displacement. This creates a very fragile food and nutritional situation.

Pro-ARIDES works through decentralised institutions and organisations, focusing

on improved service delivery, natural resource and land management, and local economic development, all of which support improved climate resilience.

To do this, in 2022, Pro-ARIDES undertook interventions in 68 municipalities and reached 873 villages. It supported 89 SMEs through diagnostics on their needs as a prelude to providing appropriate support in 2023; 266 farmers' organisations, including farmers' groups and cooperatives; 40 youth organisations; 29 women's organisations; 168 VSLAs; 378 public and community management bodies for natural resource management; and 69 governmental organisations from national to local level, through collaboration agreements. To maximise impact, Pro-ARIDES also partners with other relevant projects in the region. For instance, in Burkina Faso, SNV and partners work with the [Youth Employment Support and Skills Development Project in Rural Areas \(PADEJ-MR\)](#).

Food security is directly linked to agriculture, livestock, pastoralism, and – in the long term – to the health of the ecosystem of which the farm is a part. Pro-ARIDES tackles the drivers of environmental degradation with a holistic approach. Agri-food value chains can be a source of decent income and the fight against malnutrition. Equipped with matching skills, women and youth can be the engine necessary to transform the sector.



REFLECTING ON OUR 2019–2022 STRATEGIC PLAN

Looking back over the past four years, we reflect on the strategic plan which steered SNV during that period. Our primary focus was on our technical expertise and high-quality interventions in the agriculture, energy, and WASH sectors. The emphasis to work in a more structured way on systems change, in addition to direct impact results, was new within SNV and has now evolved into a deeper, more central priority.

We set a target for our projects and programmes to reach 20 million people, which we exceeded. In the end, we measurably improved the lives of over 23.1 million people across the period 2019–2022.

To further increase the scale of our impact, we also set a goal in 2018 to grow our business to an annual turnover of €150M by 2022. In spite of the challenges of the COVID-19 pandemic, we exceeded this target too, reaching €172.9M revenue in 2022. We set out to diversify our portfolio and aimed for larger projects.

Over the course of this strategic period, we had to make difficult decisions, closing our country operations in Honduras, Nicaragua, and Cameroon given funding and operating constraints in these countries and a changed partner landscape. We commenced operations in Burundi and Nigeria.

One of the largest challenges, however, was the COVID-19 pandemic, which started in early 2020. We had to adapt and be flexible, working in ways we had never done before. We showed that we were equipped as an organisation to flexibly adapt to external challenges, in terms of the way we work, the way we provide our services, and the way we organise ourselves.

When writing the strategic plan in 2018, we had successfully managed to evolve from being fully funded by a core subsidy from the Dutch government to having a diverse portfolio of projects funded by numerous different donors. Over this period, the focus had to be on investing in SNV as an organisation to ensure we were fit for the future. The 2019–2022 Strategic Plan focused on getting SNV into a robust position of financial and operational strength by having more insight into our data and processes. We also invested in high-quality technical interventions and project implementation.

We invested as an organisation in cross-unit Priority Projects to spur the implementation of the 2019–2022 strategic plan. These projects were: (1) a review and update of policies and procedures, (2) enhanced business data reliability and internal management reporting, (3) a review and update of employee reward packages, (4) strategic staffing, (5) enhanced tendering capacity, (6) the roll out of leveraging finance and systems change approaches, and (7) internal communication and learning. All Priority Projects were finalised in 2021 and have been integrated within specific Global Teams to ensure continuity. As of 2022 and in anticipation of new strategic directions, a new set of investment projects were started to review and broaden the scope in our sectors, to better structure and strengthen our work on specific topics like digitalisation and innovative finance, and to enhance the organisation in areas such as people and culture, compliance, and communications.

ORGANISATIONAL DEVELOPMENTS

Together, we want to inspire action locally, nationally, and globally, elevating the voices of the people and communities with whom we work.

STRUCTURE

The SNV Managing Board manages the organisation under the supervision of a Supervisory Board. The Managing Board comprises four statutory Directors and is chaired by the Chief Executive Officer (CEO). Managing Directors have a responsibility for sectors, country operations, and business and finance. There were no changes in the composition of the Managing Board in 2022. In July, the oversight responsibility of the water sector moved from the Managing Director Countries to the Managing Director Sectors.

SNV has nine Global Teams, of which six cover a functional area: People; Finance; Information and Communications Technology (ICT); Risk and Compliance; Partnerships and Business Development; and Marketing, Communications, and Public Affairs. Three Global Teams cover our Agri-Food, Energy, and Water sectors. These Global Teams are led by a Global Head.

As one global organisation, SNV has branches in each of the countries where we operate. The Country Director is designated as the representative of SNV in the country and, as such, is ultimately responsible for all operations and results in that country. In each country there is a Country Management Team consisting of a Country Director, Sector Leaders, Country Finance Manager and (depending on size of operation) a Human Resources (HR) or Operations Manager. At SNV, we distinguish between programme and project countries. Programme countries are business units headed by a resident

Country Director. Project countries are separate business units, managed by an assigned Country Director from another country.

2030 STRATEGY

Over the course of 2022, we developed a new [Strategy](#) and a new tagline – Impact that Matters. Through an inclusive consultation process, both with internal and external stakeholders, the new strategic direction for SNV developed.

Taking a unified approach

Our world is changing rapidly, and this strategy demonstrates how we can seize the opportunities that exist to build a better world through collaboration and partnership. Together, we want to inspire action locally, nationally, and globally, elevating the voices of the people and communities with whom we work. Whatever our role, wherever we are located, we are unified as one organisation by the unshakeable belief in a world where across every society, all people live with dignity and have equitable opportunities to thrive sustainably.

Over the last 60 years we have built strong foundations and deep technical expertise – and we remain committed to technical rigour in line with our core competencies and robust understanding of contexts and systems across every country in which we work.

Key strategic shifts

To help accelerate and scale up our work, we are committed to doing a number of key things differently. This strategy builds

The key strategic shifts are:

Deepening our contribution to transforming systems

SDG alignment, 3 sectors of focus, and 3 core themes

Strengthening partnerships

Investing in people and organisational capacity

on our decades of experience, while looking ahead to a future inspired by new opportunities and our commitment to addressing both entrenched and emerging challenges. Our new strategy outlines the ways in which we will deepen our commitments to deliver on our mission through programme delivery and influencing – the two key levers for change – all in furtherance of **Impact that Matters**.

STRENGTHENING OPERATIONS

In 2022, we strengthened our operations through various internal endeavours, funded through our designated reserves. We launched a new SNV Project Execution policy as well as a new SNV Finance policy, and we rolled these out internally through trainings and online courses on SNV’s e-learning platform.

We restructured the risk and compliance function by creating a new global Risk and



Compliance unit responsible for oversight of legal and taxes, contracting and procurement, donor compliance and project execution, our internal policy house, and organisational risk management. We also strengthened the People function, moving forward on a number of important initiatives related to the people, culture, and talent within SNV.

In 2022, we created a dedicated global team for Marketing, Communications, and Public Affairs. We started to develop a new website and to further outline our approach on influencing and communications, with a view to increasing our effectiveness in reaching our intended audiences and strategic partners using evidence and effective storytelling rooted in the contexts in which we work. We aim to influence policy and funding and ultimately to scale up impact that contributes to systems transformation.

OUR PEOPLE

SNV employed an average of 1,376 people during 2022 and engaged 163 consultants as part of our global team, the vast majority of whom come from the contexts where we work.

SNV remains a highly diverse organisation employing over 50 different nationalities. In 2022, the average age of our team members was 40 years old, similar to previous years. The share of female employees grew by 2% to 32% of the total work force, and we are continuing our efforts to address the gender balance among SNV team members.

In 2022, we intensified our commitments on diversity and inclusion through capability building and actions to increase the safety and wellbeing of all team members. Safety is paramount. We thus maintained our investments in safety and security management through training and continuous improvement plans.

Our people are our key assets, which means that we further strengthened our investments in learning and in the selection of a human resources information system to grow our capacity on career development and to grow talent from within. These initiatives will be further developed in our People, Culture Talent strand of the [2030 Strategy](#).

Finally, in 2022 we launched a new Global Council, a body comprising one representative from each SNV Country

Council. The purpose is to enable effective, productive, and timely discussion and input into key strategic areas for SNV, while also ensuring that diverse perspectives are gathered from across the organisation's teams and geographies.

OUR ETHICAL STANDARDS

In 2022, we renewed and extended our commitment to prevent all forms of misconduct and to enforce our zero-tolerance policy towards any form of harassment, discrimination, and financial wrongdoing. By the end of the year, all team members had completed the mandatory training on ethical standards. Furthermore, a new course was created in 2022 that specifically focuses on different aspects of inclusion and safeguarding in the development sector.

During the year, we saw increased use of our online reporting mechanism for misconduct and participation in monthly training, alongside continuous support provided by country-based Inclusion and Safeguarding Focal Points. Through organisation-wide sensitisation efforts made through different channels, SNV is not only making strides in aligning with international standards, but we are leading the way towards a more holistic approach to safeguarding and inclusion.

We are grateful to the people who came forward and reported misconduct in 2022, including those who did so anonymously. They are contributing to building a stronger and more transparent SNV. Meanwhile, we also acknowledge the need to continue developing and deepening trust within our organisation to ensure confidence in our reporting systems and management of incidents of bullying, harassment, or abuse. We are committed to continuing to work hard and even more deliberately to make sure we maintain and deepen the trust of every team

member and of all the people who are directly and indirectly connected with our organisation.

In an effort to bring safeguarding concerns to the surface and increase the trust in our actions to investigate and sanction inappropriate and discriminatory behaviour, we have:

1. Revised our SNV Ethical Standards policy and related procedures, adding a procedure specifically related to Safeguarding, Child Protection, and Protection from Sexual Exploitation, Abuse, and Harassment (SEAH);
2. Established a standardised online reporting mechanism for misconduct (which can be completed anonymously, in four different languages, and can also be used to report suspicions for fraud);
3. Set up a dedicated email address for any related query or request for support in conflict management (before it escalates to misconduct), with restricted access to protect the privacy of SNV team members;
4. Developed highly accessible e-courses to facilitate awareness raising about safeguarding and inclusion; and
5. created and trained a robust network of country-based Inclusion and Safeguarding Focal Points to serve as an entry point for anyone who may need support throughout the reporting process or to address an issue they have yet to report. These Focal Points play a pivotal role in ensuring that every team member and person with whom we work has the opportunity to speak to someone who has the knowledge and sensitivity to address often complex and sensitive issues.

In 2022, we received four reports of misconduct: three of which related to workplace harassment, and one concerning alleged inappropriate behaviour. One case was reported via email and three were reported through

SNV implements a range of policies and procedures to ensure that team members and organisational initiatives meet the highest standards of ethical conduct.

the online reporting mechanism (of which one was reported anonymously). All cases have been investigated using a survivor-centred approach and were closed within an average period of six weeks. One case led to the termination of the employment contract of the offender. The other cases were resolved with appropriate sanctions. The new SNV Safeguarding procedure and related instructions have also been updated to reflect small changes to the fact finding/investigation process, which is gradually getting shorter, thus ensuring a swifter resolution for reported episodes of misconduct.

With the intention to increase our accountability to all stakeholders, and to create a stronger and safer space for all organisations working in the development sector, SNV registered with the Misconduct Development Scheme in 2022. Initiated by the Steering Committee for Humanitarian Response (SCHR), the Scheme aims to facilitate the vetting of prospective candidates in relation to sexual exploitation, abuse, and harassment through the sharing of safeguarding-specific information among organisations.

In 2022, we received and responded to 21 reports of suspected fraud, of which six were submitted through the online reporting mechanism. In seven cases the fraud was confirmed and in three cases it was concluded that the allegations were unfounded. The remaining 11 cases had not yet been closed by the end of the year. Six reports of possible fraud carried

forward from 2021 were closed in 2022, of which four were confirmed. The reported allegations of fraud included breaches in the procurement process, false reporting of project activities, conflict of interest between staff and grantees, and embezzlement of SNV funds. Most cases were detected through regular internal control mechanisms in place. Only one case had significant material value and is being provisioned for in our financial report. An investigation is ongoing. Disciplinary measures (including the termination of employment contracts) were taken against employees where appropriate. Donors were informed of the reported incidents and of the outcomes of fact-finding reviews, where required.

OUR CARBON FOOTPRINT

We have committed in our [2030 Strategy](#) to advance SNV on a path to net zero and to reduce our net emissions from 2019 levels by at least 50% by 2030.

Throughout 2022, we worked on ambitious plans to include the emissions of 23 of our offices globally into the carbon footprint reporting scope for that year. This includes Scope 1 emissions that the organisation generates directly, Scope 2 emissions that we generate indirectly (e.g., through the energy that we buy to service our offices), and Scope 3 emissions that we are indirectly responsible for up and down our entire value chain. Carbon Footprint Focal Points were appointed in each SNV country office and teams from each office have received training on carbon emission data collection, compliant with [ISO14064](#) and the [Green House Gas Protocol Corporate Standards](#).

The reported data has been used to calculate SNV's global carbon footprint for 2022 and set a baseline against which we can measure and monitor changes in our emissions. SNV's Carbon Footprint for



2022 has been calculated to be 3,540 tonnes of CO₂. This has been calculated using actual data for 80% of SNV's country office operations. The remaining 20% is based on extrapolation using regional emission factors. This figure and the emissions data collected under the different categories within each scope will support the design and implementation of a Net Zero Strategy, which will set out measures to reduce the carbon emissions from SNV operations and increase the positive climate impacts of our work.

During 2022, we also published an update to the [SNV Carbon Reduction Plan](#) for the latest reporting year (2021), in compliance with ISO14064 and the Corporate Standard. This will be further updated in 2023 for reporting year 2022.

We committed in our 2030 Strategy to reduce our net emissions by at least 50% by 2030.

ORGANISATIONAL RISK MANAGEMENT

SNV has processes in place to identify, evaluate, manage, and mitigate risk across the organisation. Integrity and accountability sit at the heart of our work and, with clear lines of accountability, the Managing Board and all SNV team members are responsible for acting responsibly, for spending the funds entrusted to us wisely, and for adhering to safety and security policies and moral and ethical principles.

We operate in a low-margin finance environment, which provides us with

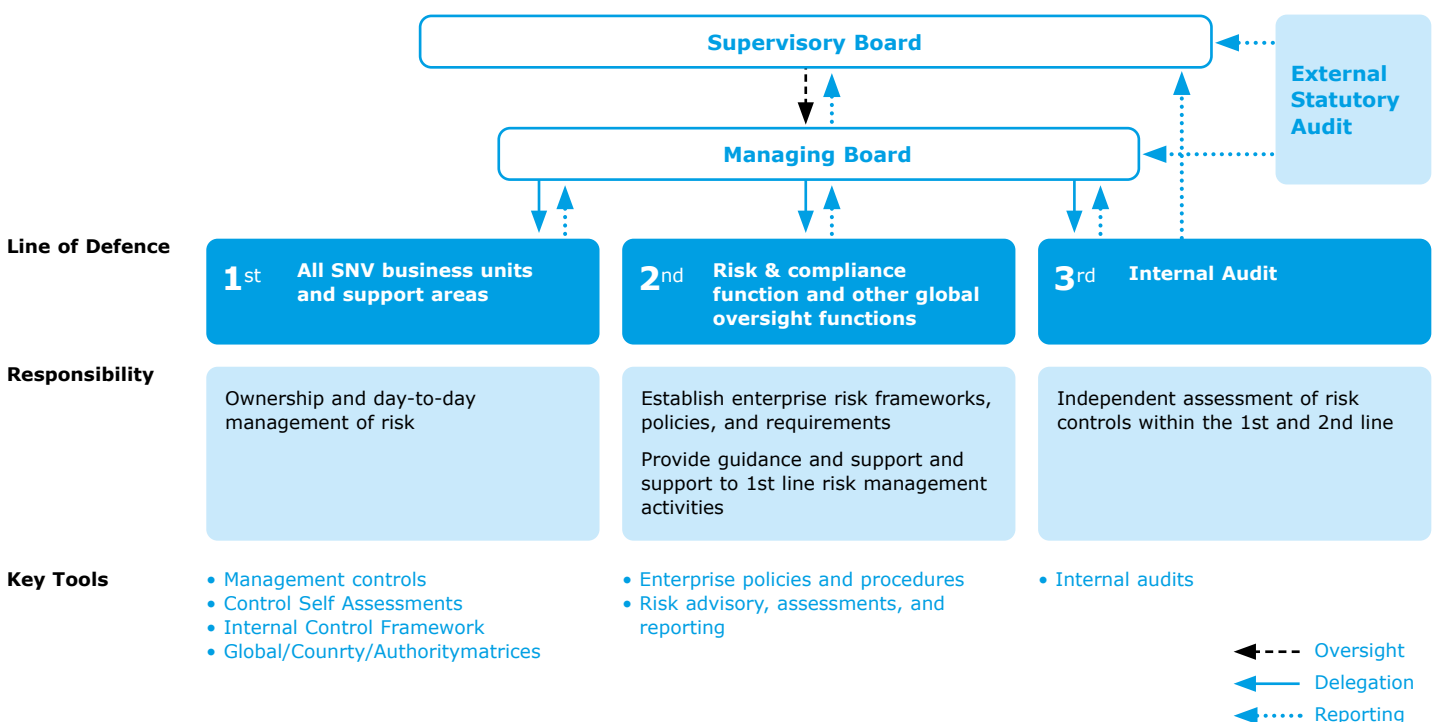
limited space to take financial risks. In the past few years, we have taken important steps forward in managing our financial risks and have succeeded in strengthening our equity position. This put us in a strong place to manage the increased risk levels seen in 2021.

The nature of the risks that we face when working to meet our strategic objectives has not changed substantially. However, as a result of the COVID-19 crisis and increased instability in certain geographies within which we operate, the levels of

impact and probability of these risks have changed. During 2021, we updated our Internal Control Framework (ICF), which will be rolled out in 2022. The Managing Board has regular discussions on the SNV risk matrix, re-assessing and adjusting the matrix when appropriate.

The table below summarises the principal risks and ongoing risk-mitigating measures for the organisation. The levels of our reserves are sufficient to absorb the financial consequences related to the remedial risks after mitigation.

SNV's 'Three lines of Defence' Governance Model



OUR APPROACH TO RISK MANAGEMENT

Integrity and accountability sit at the heart of our work, and SNV recognises that risk management is part of our everyday activities at all levels. Under the supervision of the Supervisory Board, overall responsibility for the oversight and monitoring of risk management at SNV sits with the Managing Board. Day-to-day management of risk is delegated through to the organisational leadership. Risk roles and responsibilities are further defined by our 'three lines of defence' governance model, which segregates duties among activities, risk oversight, and independent risk assessment to ensure appropriate accountability between those who assume risk versus those who oversee it.

Each line of defence utilises specific tools and processes, which collectively cover risk identification, assessment, management, and reporting activities.

Risk statement

As an international non-governmental organisation that operates in challenging environments, SNV recognises the following principal risk areas – strategic risk, reputational risk, financial risk, operational risk, regulatory and legal risk, and social and environmental risk. We accept varying degrees of these risks in our work, and in response have corresponding frameworks, policies, and mitigation activities to manage our exposure. Our expectation is not to eliminate all risks, but to mitigate threats and maximise opportunities to best achieve our strategic priorities within our risk appetite.

Based on available information, SNV assessed there to be stability across our overall risk levels among principal risk areas in 2022. We remain confident in the levels of our reserves and operational readiness to absorb financial and

operational shocks, should our key risks materialise.

In 2022, we updated our Internal Control Framework, Crisis Management Protocol, Finance policy, Project Execution policy, and Contracting and Procurement policy and their associated procedures to improve our ability to detect and respond to risk exposure in these areas. In 2023, we will further strengthen our risk management capacity through the roll-out of a more structured organisational risk management approach.

Risk profile

Throughout 2022, the Managing Board regularly reviewed the organisation's principal risks, re-assessing and adjusting management actions according to our risk appetite. Our principal risks and ongoing mitigating measures are as follows.

Strategic risk

Availability of funding to meet our programme and project objectives

Given the concentrated volume of our new projects from several key entities, our organisational relevance and overall revenue may be destabilised in the event of significant funding reductions or changes in the priorities of these entities.

As part of our strategic priorities, we are actively investigating and/or pursuing more flexible revenue streams and business models to reduce the concentration risks of our income streams. In our [2030 Strategy](#) we have already identified several priorities of funding partners, including governance in fragile settings, innovative financing, carbon funding, and digitalisation, and we are developing value propositions for these areas.

Financial risks

Cost recovery

Our strong reliance on grants exposes SNV to higher risks in the recovery of direct and indirect costs, given the

market tendency to restrict indirect cost and risk-premium allocation to projects. In turn, this may restrict funding that is needed to build an effective and resilient organisation.

To address this, we apply considerable effort in monitoring and managing indirect costs, including proactively engaging with our main funding partners to agree on budget models that recognise full costs of the projects. Our maintenance of a healthy level of reserves also provides a buffer against cost recovery challenges. In 2022 we embarked on the renewal of our Costing and Pricing policy and we will introduce a Grant and Fund Management approach to be completed in 2023.

Operational risks

Safety and security of SNV team members

Since 2021, we have significantly increased our investment and capability in security management. In 2022, we introduced a new global Security and Safety policy, where all SNV countries have in place a local security plan, defined local security roles, and training for in-country team members. SNV recognises that in some countries our work increasingly takes place in fragile contexts. Additional effort is put on security risk mitigation where needed, in cooperation with partners. The security of team members in fragile work environments remains a continuous point of attention and is monitored on a monthly basis through security risk mapping. In 2023, we will continue our systematic review and improvement of safety, security, safeguarding and inclusion issues.

Attraction, retention, and flexibility of SNV team members

Due to market competition and differing compensation, benefit, and reward frameworks and philosophies, SNV faces challenges in attracting and retaining talent. This represents a risk to ensuring

we have the requisite workforce, with impacts on our operational efficiency and ability to deliver against our targets.

In 2022, we recruited a new Global Head of People, with a mandate to renew our approach to talent management. Our People, Culture, and Talent is one of five priorities set out in our 2030 Strategy, and we have begun strategic transformation across three areas: talent attraction, reward management, and talent and development. In 2023, we will introduce a new global human resources information system to facilitate improved effectiveness and efficiency of talent management.

Regulatory and compliance risks

Legal and tax compliance

Due to the different geographies within which SNV operates, we must stay abreast of in-country regulations, including those relating to tax and our licence to operate. In several SNV countries, we have seen increasing restrictions for international NGOs (INGOs) to operate, in regard to changes in taxation and legislation.

A growing proportion of our contracts are seen as 'business income', leading to potential tax exposures and financial reporting complexities.

In 2022, we made substantial improvements in our legal, tax, and compliance oversight capabilities, including the re-structuring of the global Compliance team to better support operations, the onboarding of in-house global tax advisory personnel, the ongoing support of an external international global tax and legal consultancy firm, and the launch of a country Legal and Tax Health-Check programme for a duration of three years. We also updated the SNV Contracting and Procurement policy and made substantial improvements in our Project Execution policy to improve our risk and compliance controls in these areas. In 2023, we will continue to mature these programmes with more formalised frameworks and

Integrity and accountability sit at the heart of our work. Risk management is part of our everyday activities at all levels.

technology-based solutions to better detect and monitor regulatory and compliance risks.

Fraud, bribery, and corruption

Fraud, bribery, and corruption by SNV team members or by contractors and grantees can expose SNV to financial losses, fines and sanctions, loss of donors and clients, and reputational damage. The risk of fraud, bribery, and corruption by team members, partners, or contractors is managed closely by SNV through preventive and detective measures. Our key focus is on continuous awareness raising, strict follow-up, improving our controls from lessons learned, and timely and transparent reporting to donors. SNV has a zero-tolerance approach to fraud and corruption, and in 2022 we further updated our procedures related to the SNV Code of Conduct. This includes the provision of guidance and protocols on anti-corruption, fraud, and whistleblower protection. Mandatory Ethical Standards training is in place for all employees, and in 2022 we renewed our Internal Control Framework to improve fraud-prevention controls through clarification on the segregation of duties.

Integrity, and social and environmental risks

Given our mission, SNV necessarily works with communities exposed to wide-ranging, complex, and at times rapidly changing social and environmental vulnerabilities. Integrity issues can significantly affect our employees, the partners we work with, and the communities we work for, and they can

harm our organisational reputation and affect future partnerships.

Despite our 'do no harm' approach to our programmes and a zero-tolerance policy related to integrity breaches of the SNV Code of Conduct, residual risks remain given the complexity, sensitivity, and long-lasting impact of issues around integrity and reputation. In 2022, we made progress to improve our Safeguarding and Inclusion framework, with mandatory Ethical Standards training and an Inclusion and Safeguarding course, as well as the creation of a network of Inclusion and Safeguarding Focal Points to strengthen internal learning and knowledge sharing. Additionally, we launched an online global reporting mechanism to ensure that (potential) issues are addressed appropriately.

2022 FINANCIAL PERFORMANCE HIGHLIGHTS

In 2022, SNV realised €172.9M in revenue, the highest in our history, and well above the planned €143M. Thanks to the flexibility of our donors to extend projects following decreased project implementation due to COVID-19-related restrictions, we could use more budget balances than initially anticipated. In addition, over recent years we have been able to increase the depletion of total project budgets significantly, which has also contributed to increased revenue levels.

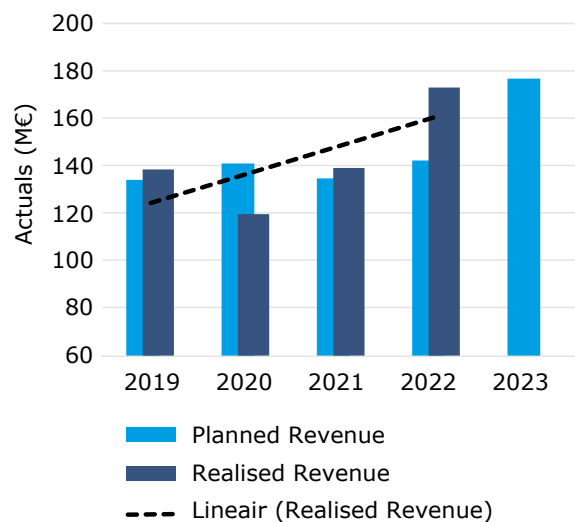
Country overhead and global overhead expenditure remained within budget in 2022 thanks to the effective controls in place, while we had to increase provisions for an additional €2.4M due to increased exposure to tax and accounts receivable risks. Overall, we realised a positive result of €2.3M, which is 1.4% of total revenue. The net result has been added to our designated reserves.

Our Balance Sheet remained strong, with an equity position of €49M at 2022 year-end versus €47M in 2021 and a cash position of €126.3M in 2022 compared to €152M in 2021. In 2021 we experienced a steep increase in cash position compared to the previous years as received high advances from the donors before year-end. The cash balance of 2022 became back in line with the previous years. Our working capital increased from €49M to €53M, which is well within our financial steering indicators.

FINANCIAL PERFORMANCE OUTLOOK

During 2023, we expect the level of project implementation observed in 2022 to continue, resulting in revenues above €170M. While our annual order intake between 2020 and 2022 was below this level, we forecast an order intake for 2023 of €200M, as we have several large and strategic opportunities in the pipeline. If this is realised and sustained over

Annual Revenue planned and realised



the coming years, our project revenues will remain around the level observed in 2022 and expected in 2023, albeit with fluctuations related to the implementation pace and timing of projects entering and leaving our portfolio. Such a revenue level will allow us to sustain our current cost structures, further strengthen our organisation, and, more importantly, continue enabling partnerships and accelerating and scaling our impact.

SNV started 2023 with a solid liquidity position and reserves. In 2022, we launched multiple organisational investment projects funded from our designated reserves to strengthen the organisation and ensure we respond to the changing development landscape in a timely manner. In 2023, additional investments proposals are being prepared to accelerate the implementation of our new strategy and scale impact.

GOVERNANCE

The Managing Board is charged with the management of the organisation, including determining and implementing our long-term strategy and policy. It operates under the supervision of the Supervisory Board, which consists of a chair, a vice-chair and five regular members. The members of the Supervisory Board have complementary professional backgrounds in the public and private sector. Together, they have extensive experience and expertise covering international development, human resources, project management, public administration, sustainability, research, governance, finance, auditing, and marketing.

The SNV supervisory structure complies with Dutch and international standards of good governance. The Supervisory Board has two sub-committees: the Audit and Risk Committee (ARC) and the Selection and Remuneration Committee (SRC). The ARC has three members, and its primary function is to assist the Supervisory Board in fulfilling its oversight

responsibilities relating to the organisation's risk management and internal control framework, the integrity of its financial reporting, and the organisation's auditing processes and activities. The SRC has two members, and it supports and advises the Supervisory Board on performing supervisory duties in the appointment, evaluation, and remuneration of the members of the Managing Board. The chair of the Supervisory Board is not a formal member of any of the committees of the Supervisory Board but has a standing invitation to attend any committee meetings.

In 2022, the Supervisory Board met five times in plenary sessions (of which twice online), while the sub-committees met more frequently between full Supervisory Board meetings.

The external auditor, BDO, reports annually to the Supervisory Board.

MEMBERS OF THE SNV MANAGING BOARD

**Simon O'Connell**

Chief Executive Officer
(December 2020 – present)

Other activities*:
none

**Hans Heijdra**

Managing Director Business/Chief Finance Officer
(December 2020 – present)

Managing Director Operations/Chief Finance Officer
(November 2018 – July 2020)

Other activities*:
Board Member, PARTOS
(as of November 2022)

**Megan Ritchie**

Managing Director Countries,
(July 2020 – present)
Also responsible for WASH sector until July 2022

Managing Director WASH/East and Southern Africa
(April 2013 – July 2020)

Chief Executive Officer (acting interim)
(October 2020 – December 2020)

Other activities*:
Board Member,
Stepping Stone Liberia

**Andre de Jager**

Managing Director Sectors
(July 2020 – present)

Managing Director Agriculture/West and Central Africa
(April 2017 – July 2020)

Other activities*:
none

* Other activities are unpaid

MEMBERS OF THE SNV SUPERVISORY BOARD



Koos Richelle

Chair of the Supervisory Board

(term: October 2015 – October 2023)

Background

Ex-Director-General for departments for International Cooperation in the Dutch Ministry of Foreign Affairs, as well as in the European Commission. He presently serves on a number of non-executive boards of non-profit organisations, including: Deputy-Chair of the Supervisory Board of the European Centre for Development Policy Management (ECDPM). He is also a member of the Advisory Council on International Affairs and Chair of its Commission on Development Cooperation.



William van Niekerk

Vice-Chair of the Supervisory Board

Member of the Audit and Risk Committee

(term: October 2015 – October 2023)

Background

Director, TKI Bouw en Techniek
 Chair of the Supervisory Board, VORM Holding
 Chair of the Supervisory Board, Van Werven Holding
 Former CEO and Board Member in the Water, Energy and Construction sector.



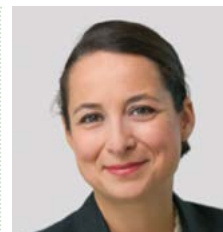
Miriam Hamers-Bodifée

Chair of the Audit and Risk Committee

(term: September 2019 – September 2023)

Background

Audit Partner of KPMG.



Laure Wessemius-Chibrac

Member of the Audit and Risk Committee

(term: July 2021 – July 2025)

Background

Managing Director, the Netherlands Advisory Board on Impact Investing (Stichting NAB)
 Chair of the Supervisory Board and ARC Member, Regional MSME Investment Fund for Sub-Saharan Africa (REGMIFA).



Stendert Krommendam

Chair of the Selection and Remuneration Committee

(term: October 2020 – October 2024)

Background

Group HR and Sustainability Director, Ecotone.



Joyeeta Gupta

Member of the Selection and Remuneration Committee

(term: December 2020 – December 2024)

Background

Faculty Professor on Sustainability and Professor of Environment and Development in the Global South, Amsterdam Institute for Social Science Research of the University of Amsterdam and IHE Delft Institute for Water Education.



Jenny Elissen

Member of the Selection and Remuneration Committee

(term: July 2021 – July 2025)

Background

Founder, NewGenes business impact and Giantleapers.com Supervisory Board Member, Brand New Day Chair of the Supervisory Board, Transavia.

PROJECT LIST

This list includes all projects in implementation during 2022 with a total contracted value to SNV above €1M. We want to thank our donors and partners for their support and collaboration. For more information on a project, including all partners involved, we refer readers to the detailed project description on our website.

Project name	Sector	Donor/ Customer	Start Date	End Date	Budget Range Contract (PRM)	Countries Involved
2SCALE, Phase 2*	Agri-Food	DGIS, the Netherlands	2019	2023	> 10M	Ghana, Burkina Faso, Ethiopia, Kenya, Mali, Niger, Nigeria
Biogas Dissemination Scale-Up Programme (NBPE+)	Energy	EC, European Union	2017	2024	> 10M	Ethiopia
Boosting green employment and enterprise opportunities in Ghana (GrEEen)	Agri-Food	EC, European Union	2019	2023	> 10M	Ghana
BRILHO	Energy	FCDO, United Kingdom	2019	2024	> 10M	Mozambique
Building Rural Income through inclusive Dairy Business Growth in Ethiopia (BRIDGE)	Agri-Food	EKN, the Netherlands	2018	2023	> 10M	Ethiopia
Climate Resilient Agri-Business for Tomorrow (CRAFT)	Agri-Food	DGIS, the Netherlands	2018	2023	> 10M	Uganda, Kenya, Tanzania
Dutch Fund for Climate and Development (DFCD)*	Agri-Food	DGIS, the Netherlands	2019	2023	> 10M	Zambia, Nicaragua, Indonesia, Kenya, Mali, Vietnam, Honduras, Bangladesh
Eau, Cle du Développement Durable ECDD Burkina Faso (ECDD)	Water	EKN, the Netherlands	2020	2024	> 10M	Burkina Faso
Horti-LIFE II	Agri-Food	EKN, the Netherlands	2019	2023	> 10M	Ethiopia
Innovations against Poverty (IAP)	Agri-Food	SIDA, Sweden	2016	2023	> 10M	Cambodia, Ethiopia, Uganda, Zambia
Investing in Horticulture Development in Rwanda	Agri-Food	EKN, the Netherlands	2017	2022	> 10M	Rwanda
Les jeunes entreprennent et s'emploient au Niger (JEEN)	Agri-Food	EC, European Union	2018	2022	> 10M	Niger
Livelihoods Improvement for Women And Youth in Addis Ababa (LI-WAY)	Agri-Food	SIDA, Sweden	2017	2024	> 10M	Ethiopia
OmiDelta	Water	EKN, the Netherlands	2016	2022	> 10M	Benin
OYE Cabo Delgado	Agri-Food	EKN, the Netherlands	2019	2023	> 10M	Mozambique
Pro-ARIDES	Agri-Food	DGIS, the Netherlands	2021	2025	> 10M	Niger, Burkina Faso, Mali
Programme Gouvernance Locale Redevable, Phase 2 (PGLR+)	Agri-Food	EKN, the Netherlands	2021	2026	> 10M	Mali
Projet d'Appui au Développement Agricole pour la Nutrition et l'Entrepreneuriat (PADANE)	Agri-Food	EKN, the Netherlands	2018	2025	> 10M	Burundi
Realising Aspiration Youth in Ethiopia through Employment (RAYEE)	Agri-Food	Mastercard Foundation	2019	2024	> 10M	Ethiopia

Project name	Sector	Donor/ Customer	Start Date	End Date	Budget Range Contract (PRM)	Countries Involved
Résilience Communautaire Dans le Secteur Agrosylvopastoral au Burkina Faso	Agri-Food	DANIDA	2021	2025	> 10M	Burkina Faso
The Inclusive Dairy Enterprise (TIDE) project, Phase 2	Agri-Food	EKN, the Netherlands	2020	2024	> 10M	Uganda
Transforming Access to WASH and Nutrition Services (CEDeS), Phase 2	Water	FCDO, United Kingdom	2021	2026	> 10M	Mozambique
WASH SDG Programme*	Water	DGIS, the Netherlands	2017	2023	> 10M	Tanzania, Zambia, Indonesia, Bangladesh, Nepal
African Biodigester Component (ABC)	Energy	EnDev (fund manager: RVO)	2021	2025	5-10M	Burkina Faso, Mali, Niger
Agriculture Markets Development in the Lichinga - Balama Corridor (DEMA-LIBA)	Agri-Food	SIDA, Sweden	2017	2022	5-10M	Mozambique
Beyond the Finish Line - Sustainable Sanitation and Hygiene for All	Water	DFAT, Australia	2018	2022	5-10M	Bhutan, Laos, Nepal
BioLive: Biodigesters Programme for a low carbon livestock sector in Vietnam	Energy	Shell International	2022	2033	5-10M	Vietnam
Enhancing Nutrition of Upland Farming Families (ENUFF), Phase 2	Agri-Food	SDC, Switzerland	2020	2024	5-10M	Laos
Expanded Livelihoods Improvement for Women and Youth Program in Addis Ababa (Expanded LI-WAY)	Agri-Food	EKN, the Netherlands	2022	2026	5-10M	Ethiopia
HortiFresh West Africa*	Agri-Food	EKN, the Netherlands	2018	2022	5-10M	Ghana
Inclusive Markets for Energy Efficiency In Uganda (IMEU)	Energy	SIDA, Sweden	2021	2025	5-10M	Uganda
Increasing Climate Resilience in Energy & Agriculture Systems and Entrepreneurship (INCREASE)	Energy	SIDA, Sweden	2020	2023	5-10M	Zambia
Kenya Off-grid Solar Access Project (KOSAP)	Energy	World Bank	2018	2023	5-10M	Kenya
Kunzila Integrated Landscape Management and WASH*	Water	EKN, the Netherlands	2020	2024	5-10M	Ethiopia
Market Based Innovations for Nutrition in Ethiopia (MINE)	Agri-Food	Children's Investment Fund Foundation	2022	2028	5-10M	Ethiopia
Mobilité Pastorale transfrontalière apaisée et Stabilité sociale au Sahel (MOPSS)	Agri-Food	SIDA, Sweden	2019	2023	5-10M	Burkina Faso, Mali, Niger, Benin
OYE SADC Regional	Agri-Food	SDC, Switzerland	2019	2023	5-10M	Zimbabwe, Zambia
Programme de Développement des Infrastructures Economiques et Marchandes (PDIEM), Phase 2	Agri-Food	SDC, Switzerland	2018	2022	5-10M	Benin
Projet d'Actions Complementaires PAC-MODHEM+	Agri-Food	SDC, Switzerland	2021	2024	5-10M	Burkina Faso
Regenerative Agricultural practices for improved Livelihoods and Markets (REALMS)	Agri-Food	Ikea Foundation	2020	2024	5-10M	Rwanda, Kenya
STAMP+	Agri-Food	EKN, the Netherlands	2019	2024	5-10M	Mali
Transitioning to sustainable urban water cycles in Bangladesh	Water	EKN, the Netherlands	2022	2027	5-10M	Bangladesh
Access to Improved Cooking Technologies and Electrification in Tanzania	Energy	EnDev	2019	2023	1-5M	Tanzania
African Biodigester Component (ABC)	Energy	RVO, the Netherlands	2021	2025	1-5M	Uganda
AgResults Vietnam Emissions Reductions Pilot (AVERP)	Agri-Food	AgResults (fund manager: Deloitte)	2016	2022	1-5M	Vietnam

PROJECT LIST

Project name	Sector	Donor/ Customer	Start Date	End Date	Budget Range Contract (PRM)	Countries Involved
Agriculture-driven Private Sector Mini-grids in Ethiopia	Energy	The Rockefeller Foundation	2021	2023	1-5M	Ethiopia
ATPC Plus	Water	United Nations Children's Fund	2021	2023	1-5M	Burkina Faso
Biodiverse and Inclusive Palm Oil Supply Chain	Agri-Food	Livelihoods Funds	2021	2027	1-5M	Indonesia
Cambodia Advancing Income and Nutrition (CHAIN), Phase 3	Agri-Food	SDC, Switzerland	2021	2022	1-5M	Cambodia
City Wide Inclusive Sanitation Engagement (CWISE) in Khulna	Water	Bill and Melinda Gates Foundation	2017	2023	1-5M	Bangladesh
Climate Change Action Plans for selected ASAL Counties (LISTEN)	Agri-Food	EKN, the Netherlands	2020	2024	1-5M	Kenya
Climate Proofed infrastructure	Water	EC, European Union	2019	2023	1-5M	Kenya
Coffee Agroforestry and Forest Enhancement for REDD+ (CAFÉ-REDD)	Agri-Food	International Climate Initiative (IKI)	2018	2024	1-5M	Vietnam
COVID-19 Response and Resilience Initiative for Food Value Chains in Africa (CORE-Africa)	Agri-Food	DGIS, the Netherlands	2020	2022	1-5M	Netherlands
EEP Africa	Energy	Nordic Development Fund	2022	2024	1-5M	Kenya
Emploi des Jeunes pour une Amélioration de la Sécurité Alimentaire au nord du Bénin (EJASA)	Agri-Food	EKN, the Netherlands	2020	2023	1-5M	Benin
Expanding Water and Sanitation Project*	Water	USAID	2022	2026	1-5M	Zambia
Feed the Future Ethiopia: Livelihoods for Resilience Activity*	Agri-Food	USAID	2020	2023	1-5M	Ethiopia
GOTAS, Phase 2	Water	SDC, Switzerland	2018	2022	1-5M	Mozambique
GOTAS, Phase 3	Water	SDC, Switzerland	2022	2026	1-5M	Mozambique
Healthy Future for All	Water	Helmsley Charitable Trust	2022	2024	1-5M	Ghana
Innovations Digitales pour les Agro-Pasteurs du Niger (IDAN)	Agri-Food	EKN, the Netherlands	2021	2024	1-5M	Niger
Inspiring Water Entrepreneurship in Tigray*	Water	AFAS Foundation	2017	2023	1-5M	Ethiopia
Integrated & Climate Smart Innovations for Agro-Pastoralist Economies and Landscapes in Kenya (DESIRA)	Agri-Food	DGIS, the Netherlands	2021	2023	1-5M	Kenya
Land at scale	Agri-Food	RVO, the Netherlands	2021	2024	1-5M	Mali
Landscape restoration	Agri-Food	EKN, the Netherlands	2019	2023	1-5M	Rwanda
Local Governance of forest resources (PGLRF)*	Agri-Food	SIDA, Sweden	2019	2024	1-5M	Burkina Faso
Market Development of Clean Cooking and Solar Sector in Kenya*	Energy	EnDev	2019	2023	1-5M	Kenya
Market Development of Clean Cooking and Solar Sector in Mali	Energy	EnDev	2019	2023	1-5M	Mali
Market Development of Clean Cooking and Solar Sector in the Mekong region	Energy	EnDev	2019	2023	1-5M	Cambodia, Laos
Mobile Data for moving Herd Management and better incomes (MODHEM+)	Agri-Food	EKN, the Netherlands	2020	2023	1-5M	Burkina Faso
Mozambique Small Towns Sanitation Activity*	Energy	USAID	2022	2025	1-5M	Mozambique

Project name	Sector	Donor/ Customer	Start Date	End Date	Budget Range Contract (PRM)	Countries Involved
Multi-Energies pour la Résilience et la gestion Intégrée des Territoires (MERIT)*	Energy	International Fund for Agriculture Development	2022	2024	1-5M	Mali
Opportunities for Youth Employment (OYE) II	Agri-Food	SDC, Switzerland	2021	2024	1-5M	Tanzania
Opportunities for Youth Employment (OYE), Phase 2	Agri-Food	DANIDA	2021	2024	1-5M	Tanzania
OYE Zimbabwe	Agri-Food	SIDA, Sweden	2019	2023	1-5M	Zimbabwe
Productive Use of Energy in Dairy and Horticulture*	Energy	Ikea Foundation	2021	2023	1-5M	Ethiopia, Kenya, Uganda
Programme d'appui à la sécurité alimentaire et nutritionnelle, à l'agriculture durable et à la résilience (PASANAD)*	Agri-Food	EC, European Union	2017	2022	1-5M	Burkina Faso
Programme de Développement des Infrastructures Economiques et Marchandes (PDIEM), Phase 3	Agri-Food	SDC, Switzerland	2022	2026	1-5M	Benin
R4 Rural Resilience Initiative Financial Education, Access to Credit and Market Components	Agri-Food	World Food Programme	2018	2022	1-5M	Zimbabwe
Reducing Climate Impact of Cooking in Rwanda through improved cooking energy systems (ReCIC)	Energy	EnDev	2022	2024	1-5M	Rwanda
STAMP+	Agri-Food	SDC, Switzerland	2019	2022	1-5M	Mali
Strengthening Sustainability of Sasol's WASH programme	Water	Sasol	2020	2025	1-5M	Mozambique
Strengthening the Entrepreneurial Ecosystem for the Clean Cooking sector - Bangladesh*	Energy	RVO, the Netherlands	2022	2025	1-5M	Bangladesh
Strengthening the Entrepreneurial Ecosystem for the Clean Cooking sector - Cambodia	Energy	RVO, the Netherlands	2022	2025	1-5M	Cambodia
Support Program for the Promotion of Agricultural Entrepreneurship (PAPEA)*	Agri-Food	SDC, Switzerland	2019	2023	1-5M	Burkina Faso
Supporting AIAS in Water and Sanitation Service Delivery for Small Towns in Mozambique, Phase 3*	Water	EKN, the Netherlands	2021	2025	1-5M	Mozambique
SUPREME*	Agri-Food	EC, European Union	2020	2024	1-5M	Uganda
Technical Assistance Facility for Improving Business Environment through a Structured Dialogue in ACP Countries*	Agri-Food	EC, European Union	2019	2025	1-5M	Netherlands
Transform WASH	Water	USAID	2020	2022	1-5M	Ethiopia
Transformative Land Initiative*	Agri-Food	SDC, Switzerland	2022	2025	1-5M	Ghana, Mozambique, Ethiopia
Upscaling livestock intensification	Agri-Food	IDH, the Sustainable Trade Initiative	2020	2022	1-5M	Kenya
Veggies 4 Planet and People*	Agri-Food	Ikea Foundation	2020	2024	1-5M	Kenya, Ethiopia
Water, Sanitation and Hygiene (WASH) for Trachoma Elimination Project, Phase 2	Water	The Fred Hollows Foundation	2022	2025	1-5M	Ethiopia
West African Biodigester Programme of Activities	Energy	World Bank	2017	2025	1-5M	Burkina Faso

* SNV is not the lead partner.

ANNUAL ACCOUNTS 2022

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BALANCE SHEET AS OF 31 DECEMBER 2022

(after appropriation of result in Euro)

ASSETS	NOTE	2022	2021
Fixed assets			
<i>Intangible fixed assets</i>			
Intangible fixed assets		0	39,435
	1	0	39,435
<i>Tangible fixed assets</i>			
Terrains and Buildings		438,784	459,480
Vehicles		281,872	242,322
Equipment		170,240	105,110
Assets in transition		130,143	0
Furniture and Fixtures		35,202	50,384
	2	1,056,241	857,296
Financial fixed assets			
Financial fixed assets	3	383,412	598,759
		383,412	598,759
Current assets			
Project funding receivables	4	23,462,295	13,033,769
Other receivables	5	1,382,223	1,092,084
Prepayments	6	11,956,587	9,812,767
		36,801,105	23,938,620
Cash and Bank			
	7	126,328,249	151,770,303
		126,328,249	151,770,303
TOTAL ASSETS		164,569,007	177,204,413

LIABILITIES	NOTE	2022	2021
Reserves	8		
Continuity reserves		25,015,308	25,015,308
General reserves		14,781,071	14,781,071
Designated reserves		9,195,452	6,827,575
		<u>48,991,831</u>	<u>46,623,954</u>
Provisions	9	5,146,943	4,183,351
		<u>5,146,943</u>	<u>4,183,351</u>
Current liabilities			
Project funding payables	10	68,346,490	91,871,761
Creditors	11	30,095,228	23,317,510
Accrued expenses	12	10,430,755	9,719,707
Taxes and Social security	13	1,241,131	1,210,111
Pensions	14	316,629	278,019
		<u>110,430,233</u>	<u>126,397,108</u>
TOTAL RESERVES AND LIABILITIES		<u>164,569,007</u>	<u>177,204,413</u>

STATEMENT OF INCOME AND EXPENSES FOR THE YEAR 2022

(all amounts in Euro)

	Note	Budget 2022	Realised 2022	Realised 2021
Income				
Project revenue	16	142,000,000	172,460,476	139,166,244
Other non-project revenue	17	750,000	369,832	391,145
Interest received	18	-	59,190	32,240
Total income		142,750,000	172,889,498	139,589,629
Expenditure				
	19			
Activity costs		(77,015,000)	(96,714,812)	(74,400,661)
Employee costs		(47,521,000)	(52,496,861)	(45,257,513)
Facility costs		(7,696,000)	(7,696,724)	(7,695,269)
Vehicle costs		(3,321,000)	(3,311,879)	(3,018,185)
Other general costs		(7,134,000)	(8,857,651)	(4,925,531)
Total		(142,687,000)	(169,077,927)	(135,297,159)
Financial costs including FX		-	100,770	1,056,068
Total financial costs		-	100,770	1,056,068
Organisational investment projects		(1,800,000)	(1,572,336)	(705,439)
Total expenditure		(144,487,000)	(170,549,493)	(134,946,530)
Balance income and expenditure		(1,737,000)	2,340,005	4,643,099
Attributable to designated reserves		63,000	3,912,341	
Attributable to general reserves				4,748,538
Withdrawal from designated reserves		(1,800,000)	(1,572,336)	(105,439)
Balance income and expenditure		(1,737,000)	2,340,005	4,643,099

STATEMENT OF CASH FLOWS

(all amounts in Euro)

	2022	2021
Cash flow from operating activities		
Net result	2,340,005	4,643,099
<i>Adjustments for:</i>		
Interest received	(56,218)	(32,240)
Proceeds from sale of fixed assets	(216,878)	(164,521)
Depreciation, amortisation and other impairments	460,899	634,233
Provisions	2,151,319	658,342
Financing costs incl. FX	(131,929)	(1,138,767)
<i>Movement in working capital:</i>		
Project funding receivables	(11,794,375)	2,819,578
Other receivables	(80,767)	(675,955)
Prepayments	(2,085,546)	(3,867,412)
Project funding payables	(23,339,926)	15,565,925
Other current liabilities	5,724,404	22,366,905
	<u>(29,369,017)</u>	<u>36,166,088</u>
Cash generated from operations	(27,029,012)	40,809,187
Liabilities for fund management	2,870,524	(15,331,018)
Interest received	56,218	32,240
	<u>2,926,742</u>	<u>(15,298,778)</u>
Cash flow from operating activities	(24,102,270)	25,510,409
Cash flow from investment activities		
Investments in tangible fixed assets	(620,409)	(370,156)
Proceeds from sale of fixed assets	216,878	164,521
Cash flow from investment activities	(403,531)	(205,635)
Cash flow from financing activities		
Financial fixed assets	(49,663)	(85,340)
FX derivatives (NDF contracts)	96,466	(18,415)
Cash flow from financing activities	46,803	(103,755)
Net cash flows	(24,458,998)	25,201,019
Exchange gains/(losses) on cash at banks and in hand	(983,056)	292,462
Change in cash and cash equivalent	(25,442,054)	25,493,481
Balance as at 1 January	151,770,303	126,276,822
Movement during the financial year	(25,442,054)	25,493,481
Balance as at 31 December	126,328,249	151,770,303

GENERAL NOTES TO THE ANNUAL ACCOUNTS

SNV is a mission-driven global development partner working in more than 20 countries across Africa and Asia. Building on 60 years of experience and grounded in the 2030 Agenda for Sustainable Development, we work on the core themes of gender equality and social inclusion, climate adaptation and mitigation, and strong institutions and effective governance. Together with our team of over 1,600 people, our mission is to strengthen capacities and catalyse partnerships that transform the agri-food, energy, and water systems, which enable sustainable and more equitable lives for all.

Applied standards

The Annual Accounts are prepared in accordance with Dutch Accounting Standards, as published by the Dutch Accounting Standards Board, paragraph 640 (RJ 640). The accounting policies set out below relate to the Financial Statements. Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost. In the Balance Sheet, Statement of Income and Expenses, and Statement of Cash Flows, references are made to the Notes.

Closure or change of status of country operations in 2022

SNV operated in 22 countries by the end of 2022. In 2022, we closed operations in Honduras and Nicaragua.

Going concern

The accounting principles applied to the valuation of assets and liabilities and the determination of results in the financial statements are based on the assumption of continuity of the organisation.

Group structure

SNV Netherlands Development Organisation (*Stichting SNV Nederlandse Ontwikkelingsorganisatie*, Chamber of Commerce 41152786), founded in 1965, is constituted as a *stichting* ('foundation') under Dutch law and is registered at Parkstraat 83, The Hague, the Netherlands.

For the year ending 31 December 2022, the group structure comprised of the following entities:

- SNV Netherlands Development Organisation (*Stichting SNV Nederlandse Ontwikkelingsorganisatie*)
- SNV Netherlands Development Organisation Company Limited by Guarantee (Ltd), Kampala, Uganda
- SNV Netherlands Development Organisation Company Limited by Guarantee, Accra, Ghana
- SNV Netherlands Development Organisation Company Limited by Guarantee Abuja, Nigeria
- SNV US LLC (dormant)

The operations in the 22 countries are part of the SNV Netherlands Development Organisation (*stichting*), which includes the Limiteds in Uganda, Ghana, and Nigeria. These separate entities are in place as regulations require SNV to incorporate national legal entities to duly operate in these countries. Therefore, their respective Financial Statements are represented in the SNV Financial Statements.

SNV US LLC has been dormant since the end of 2012 and is registered at Parkstraat 83, The Hague, the Netherlands. SNV Netherlands Development Organisation holds 100% of the shares in the issued capital of SNV US LLC.

Related parties

All legal entities that can be controlled, jointly controlled or significantly influenced are considered a related party in addition to statutory directors and other key management of SNV. Transactions with related parties are disclosed in the Notes insofar as they are not transacted under normal market conditions. The nature, extent, and other information is disclosed if necessary to provide the required insight.

Accounting estimates, judgements, and uncertainties

In applying the principles and policies for drawing up the SNV Financial Statements in conformity with Dutch Civil law, Book 2, Article 362, paragraph 1, the directors of SNV make different estimates, judgements, and assumptions that affect the application of accounting policies and amounts disclosed in the financial statements. These estimates inherently contain a degree of uncertainty. Actual results may differ from these estimates under different assumptions or conditions.

The nature of these estimates and judgements, including related assumptions to the uncertainties, is disclosed in the notes to the relevant financial statement items.

Statement of Cash Flows

The Statement of Cash Flows has been prepared using the indirect method. The cash and cash equivalent items disclosed in the Statement of Cash Flows comprise cash at banks and in hand, except for deposits with a maturity longer than 12 months and deposits that are restricted to use for operational activities (e.g., guarantee deposits).

Exchange differences affecting cash items are shown separately in the Cash Flow Statement. Interest paid and received is included in cash from operating activities. Cash flows from financial derivatives accounted for as fair value hedges, or cash flow hedges, are classified in the same category as the cash flows from the hedged balance sheet items. Cash flows from financial derivatives where hedge accounting is no longer applied are classified consistently with the nature of the instrument, from the date on which the hedge accounting is terminated.

ACCOUNTING PRINCIPLES

BALANCE SHEET

Intangible fixed assets

Intangible fixed assets comprise the software and licence costs that SNV intends to use more than one year. These intangible fixed assets are stated at historical cost less amortisation. Unless stated otherwise, the amortisation rate is established at 20% and starts from the acquisition date of these intangible fixed assets.

Subsequent expenditure on a purchased or self-constructed intangible fixed asset is added to the acquisition or production cost if it is probable that the expenditure will result in an increase in the expected future economic benefits and expenditure, and if the allocation to the asset can be reliably determined. If the conditions for capitalisation are not met, the expenditure is recognised as an expense in the income statement.

Tangible fixed assets

Terrains (land) and Buildings are valued at historical cost plus additional costs or production costs less straight-line depreciation based on the expected useful life. Terrains are not depreciated.

Other tangible fixed assets are valued at historical cost or production costs including directly attributable costs, less straight-line depreciation based on the expected future life. All tangible fixed assets are converted using the exchange rates prevailing at the date of purchase. Project assets not owned by SNV but procured for project purposes are not capitalised. Assets are depreciated by asset group over their expected economic lives using the linear method.

The annual rates of depreciation are:

- Terrains 0%
- Buildings 6.67%
- Vehicles 25%
- Equipment 33%
- Furniture and Fixtures 25%

Renovation and related repairment costs regarding buildings are capitalised. Renovation buildings are depreciated in line with the remaining duration of the lease contract/with the rate of 6.67% for the buildings owned by SNV. Other repairment and maintenance costs are reported in the Statement of Income and Expenses in the fiscal year when these activities were carried out.

Financial fixed assets

Bank deposits/guarantee funds presented under Financial fixed assets are recognised at nominal value. These deposits have a term of longer than 12 months.

Impairment of fixed assets

On each balance sheet date, SNV assesses whether there are any indications that a fixed asset may be subject to impairment. If there are such indications, the realisable value of the asset is determined. If it is not possible to determine the realisable value of the individual asset, the realisable value of the cash-generating unit to which the asset belongs is determined.

An impairment occurs when the carrying amount of an asset is higher than the realisable value; the realisable value is the higher of the fair value less cost to sell and the value in use. An impairment loss is directly recognised in the Statement of Income and Expenses while the carrying amount of the asset concerned is concurrently reduced.

Current assets

Current assets include project funding receivables, which are amounts relating to projects carried out by SNV on behalf of donors. The amounts are recognised initially at fair value and are subsequently measured at amortised cost, which is for current receivables the nominal amount, less provisions for doubtful debts. Current assets represent the receivables for work already carried out in accordance with the contract terms for which the funding had not been received from the donor by the balance sheet date. The amounts are due within 12 months. The collectability of the amounts is reviewed and, where necessary, provision is made for the risk of non-collectability. Other receivables and prepayments are also included in Current assets.

Cash and Bank

Cash at banks and in hand represent cash in hand, bank balances, and deposits with terms of less than 12 months, except from those which are restricted to use for operational activities (e.g., guarantee funds, which are included in Other receivables). They are stated in Euro and are carried at nominal value. The foreign currency denominated accounts are revalued based on exchange rates on the balance sheet date.

Reserves

These are reserves at the disposal of SNV and are maintained to ensure that the organisation can continue to carry out its mission. The reserves comprise continuity reserves set aside to enable SNV to carry on operations in the event of unforeseen adverse circumstances, general reserves, and designated reserves.

Provisions

Provisions are recognised for legally enforceable or constructive obligations that exist at the balance sheet date and for which it is probable that an outflow of resources will be required and that a reliable estimate can be made. They are measured at the best estimate of the amount necessary to settle the obligation at the balance sheet date and are carried at the nominal value of the expected settlement value.

Pension provisions

SNV applies the liability approach for all pension schemes. The premium payable during the financial year is charged to the result. Changes in the pension provision are also charged to the result. SNV pays premiums based on (legal) requirements, or a contractual or voluntary basis to pension and/or provident funds and insurance companies. Premiums and contributions take place in accordance with national legal systems and vary from country to country. Premiums are recognised as employee costs when they are due. Prepaid contributions are recognised as deferred assets if these lead to a refund or reduction of future payments. Contributions that are due but have not yet been paid are presented as liabilities.

For employees residing in the Netherlands and international employees who resided in the Netherlands when joining SNV, SNV has a pension scheme with Algemeen Burgerlijk Pensioenfonds (ABP) to which the provision of the Dutch Pension Act is applicable. ABP's funding ratio at the end of 2022, according to their monthly release, was 110.9% (where the funding ratio at the end of 2021 was 110.6%).

For foreign pension plans that are similar to the way the Dutch pension system is designed and operates, recognition and measurement of liabilities arising from these pension schemes are carried out in accordance with the valuation of the Dutch pension schemes.

Termination benefits

Termination benefits consist of transition or severance allowance that might be due upon termination of employment. A benefit resulting from a termination of employment is recognised as a liability and an expense when the organisation is demonstrably committed to paying a termination benefit. If the dismissal is part of a reorganisation, the costs of the dismissal payment are included in a reorganisation payment.

Termination benefits are measured according to the nature of the benefit. If the termination benefit is an improvement of the post-employment benefits, valuation takes place according to the same principles that are applied for pension plans. Other termination benefits are measured based on the best estimate of the amounts necessary to settle the obligation.

Employee benefits

For benefits with accrued rights and sabbatical leave, the expected expense is taken into account during the period of employment. Contributions received from life-course savings schemes shall be taken into account in the period in which these contributions are due. Additions to and releases from liabilities are charged or credited to the income statement.

Project funding payables

Current liabilities include project funding payables that relate to projects being carried out by SNV. The amounts stated represent funding received in advance from donors for which the relevant work had not been carried out by the balance sheet date but that will be completed within 12 months.

Creditors, accrued expenses, taxes, and social security

Creditors, accrued expenses, taxes, and social security are also included under Current liabilities. On initial recognition, current liabilities are recognised at fair value. After initial recognition, current liabilities are recognised at the amortised cost price, being the amount received, taking into account premiums or discounts, less transaction costs. This is the nominal value usually.

Hedge accounting

Fixed-fee contracts with a contract currency other than the Euro are hedged to the Euro insofar as the assumed currency risk outweighs the hedge costs. Such hedges are accounted for under hedge accounting. SNV documents the hedge relationships in generic hedge documentation and periodically tests the effectiveness of the hedge relationships by determining that an effective hedge exists or that no over-hedges exist.

If cash flow hedge accounting is applied, the effective portion of changes in the fair value of derivative instruments is initially recognised in the revaluation reserve. At the moment that the forecast transactions lead to the recognition of results in the profit and loss account, a transfer from the revaluation reserve to the profit and loss account takes place.

If cost price hedge accounting is applied, no revaluation of this instrument takes place as long as the derivative instrument relates to hedging the specific risk of a future transaction that is expected to take place. As soon as the expected future transaction results in recognition in the profit and loss account, the result associated with the derivative instrument is recognised in the profit and loss account.

Foreign currency (FX)

FX transactions

Items included in the SNV Financial Statements are measured using the Euro currency, which is the functional and presentation currency of SNV.

Transactions in foreign currencies are included in the SNV Financial Statements at the prevailing exchange rate of the functional currency on the transaction date. Monetary assets and liabilities in foreign currencies are reported against the closing exchange rates of the functional currency on the balance sheet date. Any FX differences resulting from settlements (transaction results) and conversions to the functional currency (translation results) values reported against the closing rates are credited or charged to the Statement of Income and Expenses, unless hedge accounting is applied. Non-monetary assets valued at historical cost in a foreign currency are converted at the exchange rate on the transaction date.

FX risks

SNV enters into business transactions in other currencies than the Euro and is therefore exposed to FX fluctuations. The core activity of SNV is project implementation in countries funded by a variety of donors. At all times we aim to manage this donor funding with the greatest care. FX exposures result from both assets and liabilities and future cash flows of contracted fixed fees denominated in other currencies than the Euro. We aim to minimise cash balances held by SNV country organisations in in-country bank accounts. Surplus cash balances are held centrally in bank accounts in the Netherlands as much as possible. All country offices have Euro accounts in the Netherlands and most offices also have central United States dollar (USD) accounts. SNV minimises any (negative) impact that fluctuations in FX rates may have on values reported in the Statement of Income and Expenses and the Balance Sheet of SNV. Exposures are hedged to the functional currency insofar as the costs of hedging do not exceed the assumed currency risks.

Financial instruments

Marketable securities such as stock, bonds, and derivatives included in financial and current assets are stated at fair value. This also applies to derivatives unless a hedge is part of a hedge relation for which cost price hedge accounting is applied. These financial instruments are kept off balance.

Financial assets and financial liabilities are recognised in the Balance Sheet the moment that contractual rights or obligations arise in respect of that instrument. A financial asset and a financial liability are offset when SNV has a legal right to offset the financial asset and the financial liability and intends to settle net or simultaneously.

STATEMENT OF INCOME AND EXPENSES

General

The result for the year is the difference between the realisable value of activities executed, and the costs and other charges for the year. The results on transactions are recognised in the year in which they are realised and taken to our reserves.

Revenue recognition

Income comprises the realised income from donor agreements (project implementation income) after deduction of other charges like applicable taxes levied in any country on the revenue. Project implementation income (revenue) is recognised on an accrual basis based on the costs realised up to the balance sheet date in proportion to the total of the agreed implementation income (i.e., project value). If donor contracts include services rendered or units performed for which SNV is paid by the results obtained, revenue is recognised on the proportion to which the agreed results have been attained and can be demonstrated.

Revenue is recognised for separate distinguishable performance obligations within agreements with donors. In order to determine the transaction price, the amount of any variable remuneration is prudently estimated. If there are several performance obligations in an agreement, the total transaction price is allocated to the performance obligations in proportion to the value of the performance obligations.

Other non-project revenue (other operating income) includes the revenue recognised from the supply of goods and services that are not directly linked to normal, non-incident operations (project implementation activities), but that arises from them (such as disposal of assets).

Costs

All project costs related to the activities carried out prior to the balance sheet date are recognised as expenses in the year of their expenditure. These costs comprise direct project costs (including employee costs), indirect costs that can be attributable to the project, and other costs specifically mentioned in the agreements. If there is a reasonable assurance that total project costs will exceed the total project revenue, the expected project losses are recognised immediately and incurred as expenses.

Costs that are not directly attributable to projects are recognised as expenses based on accrual principles in the year to which they are directly related.

Financing income and costs including FX

Unless hedge accounting is applied, financing results include realised and unrealised exchange rate differences and currency translation differences arising upon the settlement or conversion of monetary items. They are recognised in the Statement of Income and Expenses in the period when they are realised.

Operational leasing

SNV may have lease contracts whereby a large part of the risks and rewards associated with ownership are not for the benefit of or are not incurred by SNV. Such lease contracts are recognised as operational leasing, with lease payments recorded on the income statement on a straight-line basis, taking into account reimbursements received from the lessor and the duration of the contract.

NOTES TO THE BALANCE SHEET

FIXED ASSETS

1. Intangible fixed assets

EUR	Global system upgrade
Purchasing value	1,447,742
Accumulated depreciation	(1,408,307)
Net book value 31 December 2021	39,435
Acquisitions	-
Total depreciation 2022	(39,435)
Movement in year	(39,435)
Net book value 31 December 2022	-
Purchasing value	1,447,742
Accumulated depreciation	(1,447,742)
Net book value 31 December 2022	-

Intangible fixed assets relate in full to capitalised implementation costs of our cloud-based Enterprise Resource Planning (ERP) solution. The system was fully amortised in 2022.

2. Tangible fixed assets

The following table sets out the tangible fixed assets by category:

EUR	Terrains and Buildings	Vehicles	Equipment	Furniture and Fixtures	Assets in transition	Total
Purchasing value	2,068,016	2,934,471	2,864,621	1,565,140	-	9,432,248
Cumulative depreciation	(1,608,536)	(2,692,149)	(2,759,511)	(1,514,756)	-	(8,574,952)
Book value	459,480	242,322	105,110	50,384	-	857,296
31 December 2021						
Investments	48,331	170,703	491,088	279,998	130,143	1,120,263
Disposals (purchase value)	(417,984)	(253,314)	(625,081)	(392,094)	-	(1,688,473)
Disposals (cum. depreciation)	417,984	253,314	352,256	197,019	-	1,220,573
Depreciation	(69,027)	(131,153)	(153,133)	(100,105)	-	(453,418)
Movement in year	(20,696)	39,550	65,130	(15,182)	130,143	198,945
Net book value	438,784	281,872	170,240	35,202	130,143	1,056,241
31 December 2022						
Purchasing value	1,698,363	2,851,860	2,730,628	1,453,044	130,143	8,864,038
Cumulative depreciation	(1,259,579)	(2,569,988)	(2,560,388)	(1,417,842)	-	(7,807,797)
Net book value	438,784	281,872	170,240	35,202	130,143	1,056,241
31 December 2022						

3. Financial fixed assets

EUR	2022	2021
SNV in Tanzania - IEs social security deposit	314,873	339,249
Other deposits	68,539	259,510
Financial fixed assets	383,412	598,759

Financial fixed assets comprise mainly of the deposit in Tanzania, where SNV is obliged to deposit the total social security liability following the employment of international employees (IEs).

Other deposits include those for rent, maintenance, and utility contracts for properties in countries where SNV operates and with a duration of more than 12 months from the reporting date.

The amounts are stated at the net expected recoverable value. No impairments were recognised.

CURRENT ASSETS

4. Project receivables

EUR	2022	2021
Gross project receivables	27,418,837	15,542,456
Provision for unrecoverable costs	(3,956,542)	(2,508,687)
Project receivables	23,462,295	13,033,769

Gross project receivables refer to the amounts due from donors for agreed work carried out that are receivable within 12 months. The settlement terms vary by donor and contractual conditions and can extend to several months.

The balance is net of the provision for unrecoverable costs and receivables for which collection is uncertain due to liquidity problems of the funding partner or disputes on disallowable and other non-refundable costs. As at 31 December 2022, the provision for unrecoverable costs amounted to €4M (2021 €2.5M). The main fluctuations in the provision level in 2022 relate to new risks of uncollectability of receivable position for one project (€0.7M) and overspend on two other projects (€0.6M).

5. Other receivables

EUR	2022	2021
Employee work advances	111,199	106,303
Short-term project	591,494	344,466
VAT receivable	679,530	641,315
Other receivables	1,382,223	1,092,084

The fair value of the receivables approximates their carrying amount. They are all considered receivable within the next 12 months. No impairments were recognised.

6. Prepayments

EUR	2022	2021
Prepayments to partners and suppliers	11,573,899	9,493,035
School costs	374,078	313,447
Other prepayments	8,610	6,285
Prepayments	11,956,587	9,812,767

Prepayments relate to advance payments given to project implementation partners and suppliers, as well as for other operational activities of SNV (e.g., school costs). The advances to partners and suppliers are subsequently justified after implementation of the activities.

7. Cash and Bank

The Cash and Bank balance is broken down according to the currencies used most commonly by the organisation and other local currencies used in various countries. The balance includes €30,027,944 held in specific bank accounts restricted to usage for particular projects or as related to the third parties (2021: €23,776,321).

Kenyan Shilling (KES), British pound (GBP), Swedish krona (SEK), Swiss franc (CHF), Danish Krone (DKK) and Australian dollar (AUD) cash balances are used as a natural hedge for the liabilities in these currencies.

Bank account currency	Restricted (in €)	Unrestricted (in €)	Total (in €)
Euros	7,123,667	81,236,995	88,360,662
Kenyan Schilling	16,385,263	545,077	16,930,340
United States Dollar	37,370	4,863,345	4,900,715
Danish Kroner	-	4,606,738	4,606,738
Swedish Krona	-	2,358,870	2,358,870
Swiss Franc	1,605,691	429,103	2,034,794
Rwandan Franc	1,491,665	189,747	1,681,412
Other currencies	3,384,288	2,070,430	5,454,718
Total Cash and Bank balance	30,027,944	96,300,305	126,328,249

In addition, €5M collateral covers a bank guarantee facility.

RESERVES AND LIABILITIES

8. Reserves

EUR	Continuity reserves	General reserves	Designated reserves for investments	Designated reserves for tax equalisation	Total
Reserves as at 1 January 2022	25,015,308	14,781,071	6,227,575	600,000	46,623,954
Appropriation of results	-	-	3,912,341	-	3,912,341
Organisational investment projects	-	-	(1,572,336)	-	(1,572,336)
Tax equalisation designated reserves movement	-	-	-	27,872	27,872
Total as at 31 December 2022	25,015,308	14,781,071	8,567,580	627,872	48,991,831

Continuity reserves enable SNV to carry on operations in the event of unforeseen adverse circumstances. The desired and necessary level of continuity reserve of SNV is based on a risk analysis which is periodically assessed. Based on this analysis, SNV has set the continuity reserve at €25M. Neither additions to nor withdrawals from the continuity reserve were made in 2022. The general reserves¹ (€14.8M as at 31 December 2022) are the result of surpluses in the past. These reserves do not have a specific purpose and will be used for meeting contingencies, to offset future losses, and/or to make specific investments/replenish the designated reserves. The designated reserves include a reserve for initiatives to strengthen our organisation and support the implementation of our strategy. In 2021, the Managing Board and Supervisory Board approved new investment plans for the years 2022–2025 with a total value of €5.7M (of which €1.8M for 2022) to further grow our impact and enhance the organisation. In 2022, €1,572,336 was spent from the designated reserves for such projects. In 2023, additional investments will be committed to support the implementation of the new SNV 2030 Strategy.

With the approval of the Supervisory Board, it is proposed that the result of the year will be added to the designated reserves.

The tax equalisation reserves are set up as a tax equalisation measure related to the so-called hypothetical taxation (hypotax) of IEs. Hypotax is an amount that is withheld from IEs' gross monthly salaries and is used to pay any income tax or equivalent tax due in respect of the employees working abroad. The difference between the total amount of hypotax withheld and the total amount of actual taxes paid was €27,872 in 2022 and has been added to the tax equalisation reserve.

¹ In the financial statements of previous years general reserves were referred to as free reserves and destined reserves were referred to as destination reserves. This is a change in terminology only, objective and nature of the reserves have not changed.

9. Provisions

EUR	2022	2021
Reservation severance	2,041,508	1,555,350
Other tax provision	2,013,871	940,314
IE income tax provision	600,427	1,362,157
Other provisions	491,137	325,530
Provisions	5,146,943	4,183,351

Total provisions increased in 2022 by €0.9M. In several countries where SNV operates, it is mandatory to form a reservation for payables to employees on severance, regardless of the terms of contract termination. The amounts are recognised at nominal value and will be paid upon employee termination. An addition was done in 2022.

We have identified additional potential tax liabilities in some of the countries we operate in due to changes in the composition of the project portfolio and differences in interpretation of prior-year changes in tax regulations. Tax experts are contracted to support the resolution of the exposures. The IE income tax provision is formed for obligations identified in relation to taxation on the remuneration and benefits of IEs in several countries. This provision was released mainly due to the payments made in 2022 (€0.6M).

Other provisions consist, among other aspects, of an amount to finalise operations in the closed countries (Nicaragua and Honduras), the project loss provision, and €0.25M for a possible liability to return wrongly deposited money on a mobile wallet account.

CURRENT LIABILITIES

10. Project funding payables

EUR	2022	2021
Project funding payables	68,346,490	91,871,761
Project funding payables	68,346,490	91,871,761

Project funding payables are amounts that are prepaid by donors. They are classified as short-term payments as they are used to fund agreed project activities to be carried out within 12 months. The project funding payables decreased by 26% compared with 2021 due to exceptionally large advances received in the last quarter of 2021 and increased project implementation activities in 2022.

11. Creditors

EUR	2022	2021
Trade creditors	30,057,746	23,255,086
Employee creditors	37,482	62,424
Creditors	30,095,228	23,317,510

These creditors fall due in less than 12 months. The fair value of these creditors approximates their book value due to their short-term nature.

The largest part (€20M) of the trade creditors amount relates to two projects in Kenya for which SNV administers a fund on separate restricted bank accounts in the name of SNV (€16.4M on behalf of the Government of Kenya and €3.6M on behalf of the Nordic Development Foundation). As SNV is the owner of these accounts, the same amount is recorded as a creditor to the donor who owns the funds. The rest of the trade creditors refer to the liabilities for project implementation partners for the work that has been performed.

12. Accrued expenses

EUR	2022	2021
Reservation leave days	1,388,833	1,434,045
Leave allowance to be paid	627,320	579,686
Other accruals	8,088,754	7,347,915
Accruals for international transport and relocation costs	325,848	358,061
Accrued expenses	10,430,755	9,719,707

The reservation for leave days provision is due to employees not taking their full leave entitlement or pay-out (compensation) for leave days. Leave allowances to be paid relate to holiday pay that employees are entitled to in accordance with country laws and regulations. Other accruals relate mainly to project implementation costs that were incurred in 2022 but are not yet reported by implementation partners.

13. Taxes and social securities

EUR	2022	2021
Withdrawal PAYE	230,204	195,077
Withdrawal social security premiums	103,228	109,641
VAT payable	157,097	175,745
Withholding tax	326,851	348,309
Reservation taxation to be paid	39,499	5,692
Other tax reconciliation amounts	384,252	375,647
Taxes and Social security	1,241,131	1,210,111

The positions are shown for the statutory liabilities in various countries payable to relevant authorities, as per the regulations of various governments.

14. Pensions

EUR	2022	2021
Pension premiums payable	316,629	278,019
Pensions	316,629	278,019

SNV pays premiums to pension funds and insurance companies based on (legal) requirements, or on a contractual or voluntary basis. Pension premiums and contributions are based on national legal systems and vary from country to country. Premiums are recognised as employee costs when they are due. Contributions that are due but have not yet been paid are presented as liabilities.

15. Commitments and contingent liabilities

Long term commitments

Type	Sum of expected cost EUR < 1 year (2023)	Sum of expected cost EUR between 1 - 5 years (2024-2027)	Sum of expected cost EUR > 5 years (2028 onwards)	Sum of total expected cost based on contract (EUR)
Supplier contracts - countries	457,709	61,271	-	518,980
Supplier contracts - The Hague	600,531	953,024	-	1,553,555
Rent - countries	1,634,424	1,640,256	-	3,274,680
Rent - The Hague	241,564	382,476	-	624,040
Total	2,934,228	3,037,027	-	5,971,255

The amounts prepaid by SNV as at the end of 2022 for rent and contract suppliers are recognised as part of the prepayments in the current assets.

Hedges

As at the end of the financial year, SNV had one hedge outstanding to cover our balance sheet exposure of the same amount (accounts receivable). The maturity date of this hedge was 31 January 2023. The underlying contractual value was GBP 3.2M (€3.6M). The market value of the hedge per the reporting date was €4.5 thousand, which is posted in the Statement of Income and Expenses.

Legal proceedings and other contingencies

SNV is subject to a few contingencies arising from litigation brought by different parties. At the end of 2022, there were 12 open legal cases against SNV. Management considers the probability of the liabilities arising from six cases where SNV is the defendant as low, with no expected cash outflow. For two legal cases in which the probability is considered as high, a provision of €15 thousand has been made.

SNV is active in many countries and is subject to different government regulations including those related to taxes. SNV project operations and finances are affected by ongoing political, legislative, fiscal, and regulatory developments. Furthermore, SNV is working in countries that face safety and security risks. In the changing environment in which we work, tax and regulatory legislation is subject to varying interpretations and adjustments that can occur unexpectedly. National governments or authorities may challenge our interpretation of such legislation as applied to programme activities and the associated transactions. As a result, additional taxes, penalties, and interest may be assessed. Under these circumstances, fiscal periods for review may remain open for longer. As at 31 December 2022, SNV management believed that our interpretation of the relevant legislation was appropriate. Where management believed it probable that a position could not be sustained, an appropriate amount has been accrued in these financial statements (see note 9 on Provisions). Based on information available to date, and considering that in some cases it is not practicable to estimate the possible magnitude or timing of any further resultant payments or cost implications, management believes that such an occurrence is not expected to have a material adverse impact on the Financial Statements. However, there remains a degree of uncertainty around these contingencies, as well as their potential effect on future operations and finances.

Bank guarantees

At the end of 2022, SNV had outstanding bank guarantees of €267 thousand. These relate to a rental guarantee and loan guarantees for projects. These guarantees are secured by €5M cash as collateral (see note 7). Bank guarantees that are made in a form of guarantee deposits are included in the Financial fixed assets (see note 3).

NOTES TO THE STATEMENT OF INCOME AND EXPENSES

INCOME AND CONTRIBUTION

16. Project revenue

Income from project funding realised in 2022 stood at €172.5M, a 24% increase on the previous year (2021: €139.2M). This mainly resulted from an increase in project activities. Relatively high amounts of flow-through and partner costs also contributed to the increase in project revenues in 2022.

Revenue segmentation

Revenue is segmented by sector, by region, and by donor. This includes project revenue only.

Revenue by sector

EUR	2022	2021
Agri-Food	122,260,486	99,933,338
Energy	26,364,431	16,977,833
Water	23,835,559	22,255,073
Total	172,460,476	139,166,244

Revenue by region

EUR	2022	2021
East and Southern Africa	96,299,185	81,334,321
West and Central Africa	51,774,418	36,693,009
Asia	18,857,884	15,658,687
Global programmes	5,385,219	4,912,857
Latin America	143,770	567,370
Total	172,460,476	139,166,244

Revenue by donor²

EUR	2022	2021
Top 10 donors		
Embassy of the Kingdom of the Netherlands (EKN)	52,566,331	42,433,655
Netherlands Ministry of Foreign Affairs (DGIS)	34,059,590	28,205,510
Swedish International Development Cooperation Agency (Sida)	15,246,497	12,243,628
Foreign, Commonwealth & Development Office (FCDO)	13,646,599	6,257,306
European Commission (EC)	13,346,081	14,728,556
Swiss Agency for Development and Cooperation (SDC)	11,066,102	10,770,380
EnDev	5,990,705	5,523,443
Mastercard Foundation	4,903,677	2,365,628
Department for Foreign Affairs and Trade Australia (DFAT)	2,832,389	2,312,965
IKEA Foundation	2,824,393	1,736,109
Others	15,978,112	12,589,064
Total	172,460,476	139,166,244

17. Non-project revenue

Non-project revenue in 2022 totalled €370 thousand compared to €391 thousand in 2021. This revenue relates mainly to receipts from the disposal of fixed assets and compensation received for the use of offices and vehicles by third parties.

18. Interest received

Interest received on funds kept in the bank amounted to €59 thousand in 2022, compared to €32 thousand in 2021.

² Numbers refer to the original source of the funding, irrespective of the direct contract partner of SNV.

19. Expenditures

SNV expenditures are classified according to expense categories.

Expense category	Budget 2022	Realised 2022	Realised 2021
Workshops/training	(13,175,000)	(16,544,857)	(12,361,241)
Subcontracted activities, consultants and local service providers	(26,428,000)	(33,189,048)	(29,796,318)
Travel and accommodation	(5,177,000)	(6,500,925)	(3,904,079)
Grants and contributions	(15,416,000)	(19,359,012)	(13,796,348)
Consortium partners	(16,819,000)	(21,120,970)	(14,542,675)
Activity costs	(77,015,000)	(96,714,812)	(74,400,661)
Gross salaries	(30,699,000)	(33,914,469)	(29,462,084)
Social securities	(2,241,000)	(2,475,546)	(2,123,898)
Pension premiums	(3,657,000)	(4,039,623)	(3,569,654)
Employee costs and allowances	(10,641,000)	(11,754,797)	(9,742,598)
Temporary staff and associate advisors	(283,000)	(312,426)	(359,279)
Employee costs	(47,521,000)	(52,496,861)	(45,257,513)
Facility costs	(7,696,000)	(7,696,724)	(7,695,269)
Vehicle costs	(3,321,000)	(3,311,879)	(3,018,185)
Professional training and meetings	(702,000)	(871,120)	(327,303)
Interim support	(1,388,000)	(1,723,878)	(1,416,668)
Audit	(961,000)	(1,192,805)	(1,029,604)
Bank costs and negative interest	(238,000)	(295,456)	(329,062)
Bad debtors provisioning	(1,308,000)	(1,623,608)	(509,136)
Other provisioning	(800,000)	(993,636)	(388,598)
Publications and communication	(753,000)	(935,518)	(879,341)
Other general costs	(984,000)	(1,221,630)	(823,015)
General costs	(7,134,000)	(8,857,651)	(4,925,531)
Total Expenses excluding Organisational investment projects	(142,687,000)	(169,077,927)	(135,297,159)
Organisational investment projects	(1,800,000)	(1,572,336)	(705,439)
Total Expenses, excluding financing costs	(144,487,000)	(170,650,263)	(136,002,598)

Of the total expenditures excluding investment projects, 92.5% was spent by the country offices and 7.5% at the global level, which is in line with 2021. The Organisational investment projects are fully funded through our designated reserves and slightly delayed in implementation.

In 2022, project expenditures were 118% against the 2022 budget, which was mainly caused by the increased volume of operations. Activity costs and Employee costs made up 88% of all project costs for 2022 (excluding investment projects), Facility and Vehicle costs represented 7%, while other General costs accounted for 5% of the total 2022 expenditure, which is also in line with 2021. There was an absolute and relative increase in (consortium) partner expenditures as part of total activity costs, while Travel and accommodation costs increased due to fewer COVID-19 restrictions in 2022. The General costs increased compared to 2021 by €3.9M, which mainly relates to the impact of additions and releases of provisions in 2022 and a greater number of professional trainings and external meetings compared with the previous year.

OTHER DISCLOSURES

AVERAGE NUMBER OF EMPLOYEES

During 2022, we employed an average of 1,376 people (2021: 1,315). Of these, 108 were employed in the Netherlands, and 1,192 were employed outside the Netherlands (2021: 1,148). There were an average of 76 IEs in 2022 (2021: 75).

Audit fees

Expenses from audit and other fees amounted to €1,221,055 in 2022 (2021: €1,038,283), of which €756,732 (2021: €659,931) relates to project and country audits. The table below specifies which part of the total expenses relate to the fees of our global auditor BDO, which amounted to €523,248 in 2022 (2021: €583,225).

BDO audit fees (including value added tax, VAT)

	Fee for audit of the financial statements	Fee for other audit services	Fee for fiscal advisory	Total
2021	363,000	209,834	10,391	583,225
2022	344,860	144,348	34,040	523,248

REMUNERATION OF CEO AND MANAGING BOARD MEMBERS AND THE SUPERVISORY BOARD

Remuneration of CEO and Managing Board

All Managing Board salaries for 2022 were based on a contractual working week of 40 hours and were within the *Wet Normering Topinkomens* (WNT) standard.

Details of 2022

Managing Board member	S. O'Connell	H. Heijdra	M. Ritchie	A. de Jager
Function	CEO	MD	MD	MD
<i>Employment contract:</i>				
Duration	Permanent	Permanent	Permanent	Permanent
Period of service	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec
Full-time equivalent (FTE)	1.0 fte	1.0 fte	1.0 fte	1.0 fte
Remuneration and taxable allowances	101,067	129,380	129,754	129,754
Non-taxable expense reimbursement (30% tax ruling)*	40,430	-	-	-
Remuneration (contractual salary including holiday and year end payment)	141,497	129,380	129,754	129,754
Provisions for future payments	18,200	23,200	20,884	12,383
Total	159,697	152,580	150,638	142,137
<i>Social security costs (employer contribution)**</i>	<i>14,013</i>	<i>11,028</i>	<i>-</i>	<i>-</i>
<i>Total incl Social security costs (employer contribution)</i>	<i>173,710</i>	<i>163,608</i>	<i>150,638</i>	<i>142,137</i>

WNT disclosure 2022*

Managing Board member	S. O'Connell	H. Heijdra	M. Ritchie	A. de Jager
Function	CEO	MD	MD	MD
<i>Employment contract:</i>				
Duration	Permanent	Permanent	Permanent	Permanent
Period of service	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec
Full-time equivalent (FTE)	1.0 fte	1.0 fte	1.0 fte	1.0 fte
<i>Remuneration:</i>				
Remuneration and taxable allowances	101,067	129,380	129,754	129,754
Provisions for future payments	18,200	23,200	20,884	12,383
Total remuneration 2022	119,267	152,580	150,638	142,137
<i>Individual WNT maximum</i>	<i>216,000</i>	<i>216,000</i>	<i>216,000</i>	<i>216,000</i>

WNT disclosure 2021*

Managing Board member	S. O'Connell	H. Heijdra	M. Ritchie	A. de Jager
Function	CEO	MD	MD	MD
<i>Employment contract:</i>				
Duration	Permanent	Permanent	Permanent	Permanent
Period of service	1 Dec-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec
Full-time equivalent (FTE)	1.0 fte	1.0 fte	1.0 fte	1.0 fte
<i>Remuneration:</i>				
Remuneration and taxable allowances	96,662	126,959	128,239	128,239
Provisions for future payments	18,309	21,852	20,502	12,202
Total remuneration 2021	114,971	148,811	148,741	140,441
<i>Individual WNT maximum</i>	<i>209,000</i>	<i>209,000</i>	<i>209,000</i>	<i>209,000</i>

* The 30% ruling for highly skilled migrants is applied to the remuneration of the CEO. This means that €40,430 for 2022 and €38,552 for 2021 are deducted from the gross salary and replaced by a non-taxable allowance of the same amount, which technically is not to be included for WNT disclosure.

** Two MB members are located outside the EU and there are no additional social security costs to the indicated remuneration.

Remuneration of the Supervisory Board

Details of 2022

Supervisory Board member	K. Richelle	W. van Niekerk	M. Hamers-Bodifee	S. Krommen-dam	J. Gupta	L. Wessemius-Chibrac	J. Elissen
Function	Chair	Vice Chair	Member	Member	Member	Member	Member
Period of service	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec
Remuneration	5,700	5,100	4,500	4,500	4,500	4,500	4,500
Total remuneration 20212	5,700	5,100	4,500	4,500	4,500	4,500	4,500
<i>Applicable WNT maximum 2022</i>	<i>32,400</i>	<i>21,600</i>	<i>21,600</i>	<i>21,600</i>	<i>21,600</i>	<i>21,600</i>	<i>21,600</i>

Details of 2021

SB Member	K. Richelle	W. van Niekerk	M. Hamers-Bodifee	S. Krommen-dam	J. Gupta	L. Wessemius-Chibrac	J. Elissen
Function	Chair	Vice Chair	Member	Member	Member	Member	Member
Period of service	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-31 Dec	1 Jul-31 Dec	1 Jul-31 Dec
Remuneration	5,400	4,800	3,948	4,200	4,550	2,100	2,100
Total remuneration 2021	5,400	4,800	3,948	4,200	4,550	2,100	2,100
<i>Applicable WNT maximum 2021</i>	<i>31,350</i>	<i>20,900</i>	<i>20,900</i>	<i>20,900</i>	<i>20,900</i>	<i>10,536</i>	<i>10,536</i>

* Only active SB members in 2022 are presented in 2021 overview.

Other SNV employees

No other full-time or temporary SNV employees received remuneration above the WNT maximum level in 2022.

This WNT disclosure is voluntary, as currently SNV formally stays under the WNT criteria of required disclosures. However, as a relatively large percentage of our income derives from subsidies from the Dutch Government, we prefer to disclose according to WNT requirements. The remuneration of the members of the Managing Board and the Supervisory Board also stays below the sectoral norm based on the policy on remuneration for top managers in the sector of International Cooperation (*Regeling bezoldiging topfunctionarissen OS-sector*).

SUBSEQUENT EVENTS

There are no subsequent events.

INDEPENDENT AUDITOR'S REPORT

To: the managing board and supervisory board of Stichting SNV Nederlandse Ontwikkelingsorganisatie

A. Report on the audit of the financial statements 2022

Our opinion

We have audited the financial statements 2022 of Stichting SNV Nederlandse Ontwikkelingsorganisatie based in Den Haag.

In our opinion, the enclosed financial statements give a true and fair view of the financial position of Stichting SNV Nederlandse Ontwikkelingsorganisatie as at 31 December 2022 and of its result for 2022 in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board and the provisions of and pursuant to the Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2022;
2. the statement of income and expenses for the year 2022; and
3. the notes comprising a summary of the applicable accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the audit protocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting SNV Nederlandse Ontwikkelingsorganisatie in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

No examination of compliance with the rule against overlapping under the WNT

In accordance with the Audit Protocol WNT 2022 Regulations, we have not examined compliance with the rule against overlapping as referred to in Article 1.6a of the Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (Wet normering topinkomens, WNT) and Article 5(1)(j) of the WNT Implementing Regulations. This means that we have not examined whether or not any standards were violated by senior executives as a result of their being employed as a senior executive at any other institutions subject to the WNT nor whether the explanation required in this context is correct and complete.

B. Report on other information included in the annual report

Next to the financial statements and our opinion thereon, the annual report contains other information that consists of:

- the annual report on page nr 7 - 69

Based on the procedures as mentioned below, we are of the opinion that the other information:

- is consistent with the financial statements and contains no material misstatements;
- includes all information as required by the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements

By performing these procedures, we comply with the requirements of the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board and the Dutch Auditing Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit procedures on the financial statements.

Management is responsible for the preparation of the managing board report and the other information in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

C. Description of responsibilities for the financial statements

Responsibilities of Managing Board and the Supervisory Board for the financial statements

The Managing Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board and the provisions of and pursuant to the WNT. Furthermore, the Managing Board is responsible for such internal control as the Managing Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Managing Board is responsible for assessing the foundations ability to continue as a going concern. Based on the financial reporting framework mentioned, the Managing Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

The Managing Board should disclose events and circumstances that may cast significant doubt on the foundations ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the foundations financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have detected all material errors and fraud during our audit.

Misstatements can arise from errors or fraud and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgment and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundations internal control;

- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundations ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the foundation ceasing to continue as a going concern;
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

The Hague, 12 June 2023

For and on behalf of BDO Audit & Assurance B.V.,

DRS. T.H. DE REK RA

Colophon

Concept and design
Haagsblauw

Text
SNV

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SNV IMPACT THAT
MATTERS

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