



Annual Report

Annual Accounts
2023

Who we are

Transforming vital systems for sustainable and more equitable lives for all

SNV is a global development partner, deeply rooted in the countries where we operate. We are driven by a vision of a better world: **A world where across every society all people live with dignity and have equitable opportunities to thrive sustainably.** To make this vision a reality, we need transformations in vital agri-food, energy, and water systems. SNV contributes by strengthening capacities and catalysing partnerships in these sectors. We help strengthen institutions and effective governance, reduce gender inequalities and barriers to social inclusion, and enable adaptation and mitigation to the climate and biodiversity crises.

Building on 60 years of experience we support our partners with our technical and process expertise and methodological rigour. We do this in more than 20 countries in Africa and Asia with a team of approximately 1,600 colleagues. By being adaptable and tailoring our approaches to these different contexts, we can contribute to impact at scale, resulting in more equitable lives for all.

Addressing the root causes

For billions of people the world is unsafe, uncertain, and unpredictable. Inequity is increasing. The climate crisis is already deeply impacting the lives of those who are least resilient. More people are living in increasingly fragile contexts. Hundreds of millions of people still lack access to energy, food and water. To counter the challenges the world faces, we need to address the root causes of poverty and inequality, at scale.

Striving for systemic change

Today's problems are not just technical puzzles, they represent complex systemic challenges. That is why we strive for systems transformation that goes beyond surface solutions and fighting symptoms, and that we look beyond project boundaries.

True transformation is never just one change

It starts with curiosity – asking why a problem persists. This requires sensitivity to the local context, to power dynamics and the relationships and connections between stakeholders. By being deeply rooted in the countries where we work, we have developed a solid understanding of and strong relationships with these stakeholders. We partner with them in envisioning outcomes and the processes through which change can occur, recognising that change must be locally led.

That is why we facilitate inclusive and collaborative processes at different levels – linking needs to opportunities, delivering outcomes and enabling conditions for impact. We work with a wider set of system actors, blending their and our own capacities, knowledge and innovations to craft approaches that catalyse change. We see this as an iterative process, in which we pursue multiple options, and throughout which we reflect, learn and adapt – together with our partners.



Impact
that matters

Annual Report 2023

List of acronyms

ARC	Audit and Risk Committee
BEAM	Bangladesh Energy Access to Modernization
BMUV	German Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection
CRAFT	Climate Resilient Agribusiness for Tomorrow
CSA	Climate-smart agriculture
CEO	Chief Executive Officer
Danida	Danish International Development Agency
DEIB	Diversity, Equity, Inclusion and Belonging
DFCD	Dutch Fund for Climate and Development
DGIS	Dutch Ministry of Foreign Affairs (Directorate-General for International Cooperation)
EEP Africa	Energy and Environment Partnership Trust Fund
EJASA	Emploi des Jeunes pour une Amélioration de la Sécurité Alimentaire au Nord Bénin
EKN	Embassy of the Kingdom of the Netherlands
EnDev	Energising Development
EU	European Union
FCDO	Foreign, Commonwealth and Development Office, United Kingdom
FFS	Farmer Field Schools
FX	Foreign exchange
GESI	Gender Equality and Social Inclusion
GHG	Greenhouse gases
HR	Human Resources
ICT	Information and Communications Technology
IMEU	Inclusive Markets for Energy Efficiency in Uganda
IOC	Intelligent Operating Centers
IWET	Inspiring Water Entrepreneurship in Tigray region
K	Thousand
M	Million
LIWAY	Livelihoods for Women and Youth
MOPSS	Peaceful Cross-Border Pastoral Mobility and Social Stability in the Sahel
NBPE+	The National Biogas Dissemination Scale-Up Programme
NGO	Non-governmental organisation
OYE	Opportunities for Youth Employment
PADANE	Projet d'Appui au Développement Agricole pour la Nutrition et l'Entrepreneuriat
P&L	Profit and loss
PURE	Productive use of renewable energy
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SEFFA	Sustainable Energy for Smallholder Farmers
Sida	Swedish International Development Cooperation Agency
SRC	Selection and Remuneration Committee
SWaSSH4A	Sustainable Water Supply, Sanitation and Hygiene for All
T-WASH	Transforming Access to Water, Sanitation and Hygiene and Nutrition Services
WASH	Water, Sanitation and Hygiene
WUA	Water User Associations
WWF	World Wildlife Fund
YEE	Youth Employment and Entrepreneurship

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**6.4
million people**

had their lives
measurably improved
in 2023 by contribution
of SNV.

Message from the Supervisory Board



Pervasive and deepening inequalities, political turmoil and an increase in conflict, the rising cost of living and the ever present – and growing – threats from the climate crisis continue to add pressure to people across the world. Organisations such as SNV must understand these threats, as well as the connections between them and consequences, whilst striving more than ever to address root causes and harness opportunities for meaningful positive change.

Since taking on the role of Chair of SNV's Supervisory Board in January 2024 I have been deeply impressed by the positive and dedicated approach within the organisation. Building on the longer-term strategy that was launched in 2022, over the past year the team has created and delivered some groundbreaking programmes that are contributing to important positive impacts.

I am very grateful to my predecessor Koos Richelle for his outstanding contributions over the last eight years, as well as to Vice Chair William Van Niekerk. Their leadership and steadfast commitment have enabled SNV to build on its solid foundations into this new strategic chapter. They have also both, together with the rest of the Supervisory Board, been a huge support to me as I settle into the role.

On behalf of the Supervisory Board, I'd like to thank the Managing Board for their leadership, along with every team member at SNV for their commitment, as well as that of our funders and our partners. The future is challenging but SNV is well placed to make an important, positive difference, and I have no doubt that together we can continue to support people and communities in building more equitable lives for all.

Melanie Maas Geesteranus, Chair

On behalf of the Supervisory Board

June 2024

Message from the CEO



Our world continues to change at both extraordinary and unequal pace, with almost unprecedented levels of uncertainty in the face of numerous global, local, and invariably interconnected crises. Progress towards the SDGs is lagging, inequalities are deepening, and those most vulnerable to economic and climate-related shocks continue to bear the brunt of their consequences.

During these tumultuous times, SNV's mission is of increasingly vital importance. Whilst we are proud of the impacts that we and our myriad of partners are contributing to, we know we have a responsibility to find new and better ways to generate deeper, larger scale, lasting positive impact; **impact that matters.**

Outlined in this report you will read about our work through the lens of three key topics – systems transformation, climate mitigation and adaptation, and equity and inclusion.

Systems transformation lies at the core of our [2030 Strategy](#) and has continued to be central to our work over this past year. Across our portfolio of projects and programmes is a commitment to influencing and positively contributing to the shaping of policies, practices, resource flows, social norms, values and behaviours, and relationships and connections. Most importantly, we recognise the centrality of power dynamics – the distribution of decision-making power, authority, and influence among individuals and organisations – to being either a positive catalyst or barrier to enabling the sustainable and more equitable lives that we are working for. In this annual report are some highlights of the progress we have made in this regard, whilst noting that pervasive inequities of opportunity and, in places, widening disparities continue to hold back progress.

Across every country where we work the **climate crisis** is being experienced increasingly severely. Despite the depth and scale of climate-related impacts being experienced, we continue to see vast gaps between the political and private sector rhetoric around climate adaptation and mitigation pledges and commitments, and the reality; we are still falling alarmingly short in meeting increasingly urgent targets. Across SNV's portfolio, we increasingly work to ensure that all of our work takes into account the deepening challenges presented by a warming and more climate volatile world. Within this report you will see examples of this, with a deepened emphasis on connections and interrelations across water, energy, and agri-food, and how our impact-driven finance initiatives are leveraging new forms of financing and partnerships in furtherance of climate adaptation in particular.

Equity and inclusion is central to all that we do. In full alignment with our focus on systems transformation, this past year we have substantively deepened our understanding of and commitments towards Gender Equality and Social Inclusion (GESI). This affirms the intentions outlined in our 2030 Strategy to advance from sensitivity, through responsiveness, towards enabling more meaningful, transformative change. This has required us to better understand who we are working with and for across all of our work, with women and youth being of central focus. We want to ensure we can adjust and adapt more nimbly as contexts change. Examples in this report highlight some of our work in advancing access to productive resources for women and marginalised groups, promoting social cohesion, and developing business opportunities and more viable economic livelihoods for women and youth.

Spurred on by a conviction that we can forge more effective partnerships and contribute to deeper and larger scale impacts, I am humbled to see the impacts we contributed to in 2023, despite the breadth of challenges our world is facing in this era of polycrisis. With the dedication and expertise of our team members globally, guidance from our Supervisory Board, and the commitment of our partners and funders, we are resolute in striving to build on these impacts and enabling sustainable and more equitable lives for millions more people over the year ahead.

Simon O'Connell, Chief Executive Officer

On behalf of the Managing Board

June 2024



Reflecting on 2023

In 2023, SNV contributed to measurably improving the lives of 6.4 million people through strengthening systems to deliver equitable outcomes, increased incomes, and more inclusive access to basic services.

Our contribution to the SDGs

Globally, we are a team of 1,600, with over 90% coming from the contexts where we work.

Our team is inspired by the transformational principles and objectives set out by the Sustainable Development Goals (SDGs), and we are committed to:

- building resilient agri-food systems that deliver food security and adequate nutrition

- improving access to affordable and sustainable energy for all
- increasing the reliability and availability of water and sanitation at an acceptable quantity and quality

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



SNV is a global development partner driven by a vision of a better world.

Supporting sustainable and resilient agri-food systems

Our goal through our work across the agri-food sector is to support the equitable transition to a sustainable and resilient agri-food system. In line with SDG 2, one that delivers food security and adequate nutrition for people in all their diversity in such a way that the economic, social, and environmental bases are safeguarded for future generations.

The agri-food system is at the heart of a complex challenge: how to provide healthy and sustainable diets to a growing global population. Today, around 735 million people go to bed hungry, while small farmers, herders, and fishermen - who produce around 30% of the world's food - face poverty and food insecurity. Climate change might cause an additional 130 million to suffer from hunger by 2050. While at the same time, food production systems are the main underlying cause in the decline of water and land resources.

At SNV, we believe that the only way to tackle these challenges is to transform our agri-food systems. We have identified three impact goals to achieve this:

1. Improving food security and healthy diets
2. Achieving sustainable agri-food production
3. Increasing economic participation and social inclusion

In line with SDG 2, we leverage our deep knowledge of local agri-food systems to deliver on these goals.



In numbers

In 2023, our agri-food programmes and projects measurably improved the lives of 1.9 million people in over 20 countries through increased incomes, enhanced food security, and enabling solutions to the climate crisis.

1,477,000 people
with increased farm income

325,000 ha
brought under sustainable land management

355,000 people
gained increased access to nutritious food

85,000 people
meeting minimum dietary diversity

Sustainable energy transition is key for development

Our ambition through our work across the energy sector is to support the development of inclusive markets for sustainable energy. Primarily guided by SDG 7, we are working towards ensuring access to affordable, reliable, sustainable, and modern energy for all by 2030.

Energy is essential for human development. Access to clean energy has been a key element on the global climate and development agenda, and the ambitions of SDG 7 are high: to achieve universal access to energy by 2030.

And yet as of 2021, globally, 2.3 billion people lack access to clean cooking, while 675 million still live without access to electricity. Not only is energy an enabler for many SDGs, but the energy transition is critical for climate change mitigation and adaptation. Using renewable and efficient energy systems leads to reduced emissions of greenhouse gases and increased resilience – hence supporting governments’ climate targets.



SNV supports the development of inclusive markets for sustainable energy, contributing to more equitable livelihoods for all. We have identified three specific impact goals to achieve this:

1. Improving universal energy access
2. Addressing climate change mitigation and adaptation
3. Facilitating economic participation and social inclusion

In line with SDG 7, our projects are applying renewable energy options and focusing on improved energy efficiency.

In numbers

Our energy portfolio measurably reached over 2.8 million people in 18 countries in 2023, the vast majority of whom gained access to sustainable and affordable clean energy. We contributed to climate change mitigation by reducing greenhouse gas emissions equivalent to nearly 1,165,000 tonnes of CO₂.

2,219,000 people
gained access to improved
and clean cooking and heating

582,000 people
gained access to off-grid
electrification

62,000 people
gained access to
biodigesters

Contributing to water security for all

Our goal through our work across the water sector is to contribute to water security of all people and the natural world. Guided by SDG 6, our focus on water seeks for improvements in its use and management, prevention of pollution, mitigation of risks and hazards, and development of water resource security.

Access to water, sanitation, and a clean, healthy, and sustainable environment are human rights. Increased demand for water, pollution, and the effects of climate change are threatening the realisation of these rights. In the face of failing collective strategies to address water issues, individuals and organisations find their own coping mechanisms, not necessarily guided by the needs of others or the environment. As a result, water security is not only an ecological and economic crisis, but also very much a crisis of governance and equity.

Our ambition is water security for all – including the natural world. We focus on equity: between people, current and future generations, and humans and the environment. We distinguish four dimensions of water security:

1. Water use: The quantity, quality, accessibility, and reliability of water for different uses
2. Water pollution: The ability to live hygienically and in a clean environment
3. Hazards and risks: Protection of people from the most severe water-related risks
4. Water resource security: In terms of quantity, quality, and reliability of water bodies on which people rely



In numbers

In 2023, our projects and programmes directly contributed to over 1.6 million people in 18 countries gaining access to improved water security.

974,000 people gained access to basic and safely managed waste and sanitation

562,000 people gained access to and use of water

664,000 people who practise improved hygiene practices

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

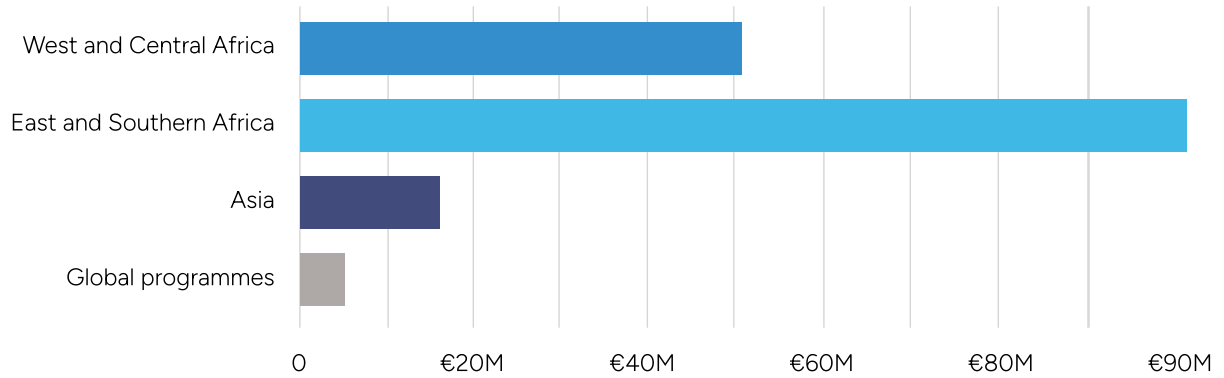
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Asia

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

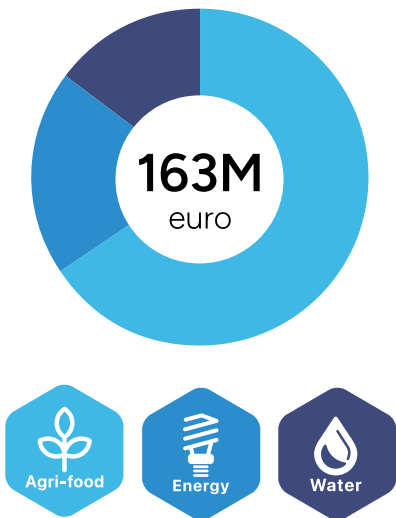
The map shows where we have core in-country presence. Some of our work, notably around impact driven finance and supporting institutions, reaches geographies beyond this map.

Our revenue

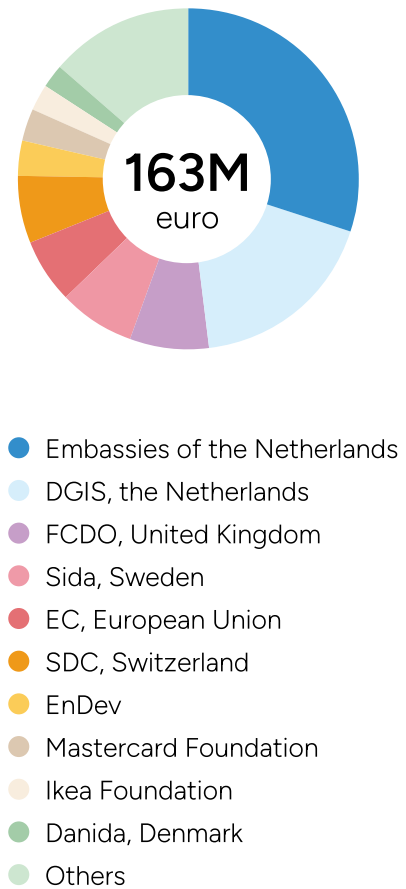
Revenue per region



Revenue per sector



Revenue per donor





Three highlights from 2023

In this Annual Report we frame our activities from 2023 through the lens of three important topics:

1. systems transformation
2. climate change
3. equity and inclusion.

Across these pages you will see how these themes manifested in our work across the agri-food, energy, and water sectors in 2023, together with some key examples of how we are delivering impact that matters in projects across the globe.

We are delivering **impact that matters** in our projects across the world.

1. Supporting systems transformation

We aim to contribute to lasting change, delivering long-term results and effective engagement with communities. We are committed to ensuring that we measure, track, and better articulate our contribution to systems transformation across our work.

Hundreds of millions of people still lack access to energy, food and water, and to counter the challenges the world faces, we need to pursue a level of change that goes beyond treating symptoms and addresses the root causes of poverty and inequality, at scale.

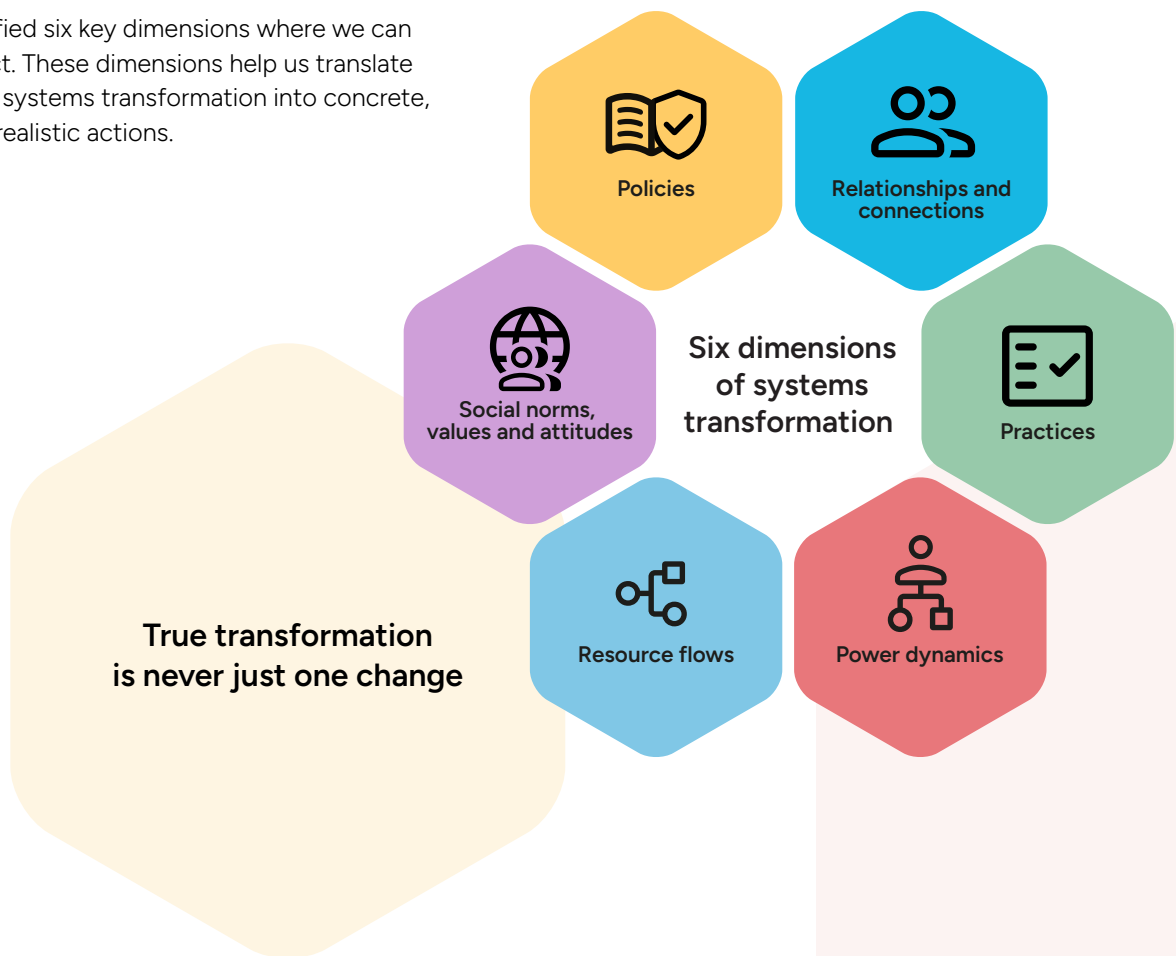
To contribute to holistic and inclusive change, we need to recognise and understand the policies, practices, mindsets, and power structures that underlie the prevailing way of operating in society.

We have identified six key dimensions where we can track our impact. These dimensions help us translate the concept of systems transformation into concrete, hands-on, and realistic actions.

Transformed systems can deliver food security and adequate nutrition, improved access to affordable and sustainable energy, and increased water security, ultimately contributing to more equitable lives for all.

We contribute with our technical and process expertise and our methodological rigour. We work with a wider set of system actors, blending their and our own capacities, knowledge and innovations to craft approaches that catalyse change.

Applying a systems transformation lens to all the work we do, allows us to amplify our impact and contribute to the SDGs closely related to our core strengths.



Systems transformation in agri-food

A coordinated and integrated approach is needed to tackle poverty, climate challenges, food security, and nutrition.

Mapping interconnections in the way food is produced, transported, traded, consumed, and disposed of helps us understand how this can lead to environmental degradation, food-related health concerns, greedflation following market domination by large food corporates, widespread hunger, stunting, and wasting.

We work towards a more sustainable, resilient, inclusive food system that delivers healthy diets.

Paving the way to true change

Our agri-food projects have made important strides towards systems transformation in 2023. Thanks to insights into what triggers and limits the uptake of climate-smart agriculture (CSA) practices and technologies, the DGIS-funded Climate Resilient Agribusiness for Tomorrow (CRAFT) project has adapted its strategy to focus on demonstrating the positive financial impact of CSA for farmers and the willingness to invest in CSA by agribusiness in East Africa.

The EKN-funded Horticultural Livelihoods, Innovation and Food safety in Ethiopia (Horti-LIFE) project's Farmer Field Schools (FFS) are now formally being adopted as best extension practice and already co-financed by the Ethiopia Ministry of Agriculture. This has opened the door for a full-fledged institutionalisation and financing of FFS in the horticulture sector by the government.



Our goal is to achieve a more sustainable, resilient, and inclusive food system that makes healthy diets accessible to all.





Project highlight: Café-REDD aids the transition to sustainable coffee production

In the Central Highlands region of Vietnam, the expansion of coffee farming to meet global demand has led to significant deforestation and degradation of forests. As populations have grown and the economy developed, capital-endowed investments in land have displaced smallholders – particularly socially vulnerable groups such as ethnic minorities – towards forest margins. These smallholders are then often blamed for deforestation while also facing economic insecurity and commodity price fluctuations.

Awareness of these problems is growing among consumer markets, prompting the EU to introduce regulations against deforestation-linked commodities. To address these challenges, the [Café-REDD](#) project was initiated. Supported by the German Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), the project aims to reduce deforestation and forest degradation in the Lac Duong district of the Central Highlands. SNV brought together stakeholders in public, private, and producer partnerships, strengthening relationships and

connections. This integrated a digital forest monitoring and traceability system into district Intelligent Operating Centers (IOCs), ensuring deforestation-free agricultural production.

SNV designed and implemented innovative methods such as drone mapping and satellite monitoring to track changes in forest and coffee areas, with improved information flows allowing for swift action if needed. This not only helps companies meet sustainable sourcing commitments and keep forest cover very high at 85%, but it also adds value by embedding the farm-to-cup story, helping increase prices for farmers at the same time as reducing deforestation.

Recognising the effectiveness of these digital monitoring and traceability systems, the provincial government has allocated funds to scale up district IOCs for forest management and protection across the whole province. Café-REDD has helped strengthen resource flows, supporting increased financial investment by government towards improved accessibility of actionable information on deforestation.

Looking ahead, SNV's [VN-ADAPT](#) project aims to replicate Café-REDD's success on a larger scale, focusing on mobilising investments in nature-based solutions and enhancing climate resilience in the Mekong Delta and Central Highlands regions.

Systems transformation in energy

Access to clean and sustainable energy is an essential element in development. Population growth is outpacing the annual growth in securing access to clean fuels and cooking technologies. Barriers exist in governance, supply and demand dynamics, financing, and behaviours. Applying a systems transformation approach in the energy sector has potential to break these barriers.

We have seen substantial results from this approach in 2023. We incorporated small and medium-sized enterprises and social institutions such as schools and health facilities into our project scope, alongside households. We also renewed our focus on specific groups, such as refugees and youths, to ensure no one is left behind.

Our global experience helps us fine-tune our approaches to different maturities of energy markets and local contexts. In addition to the goal of increasing energy access, we also focus on renewable energy and energy efficiency in agriculture value chains and enterprises.

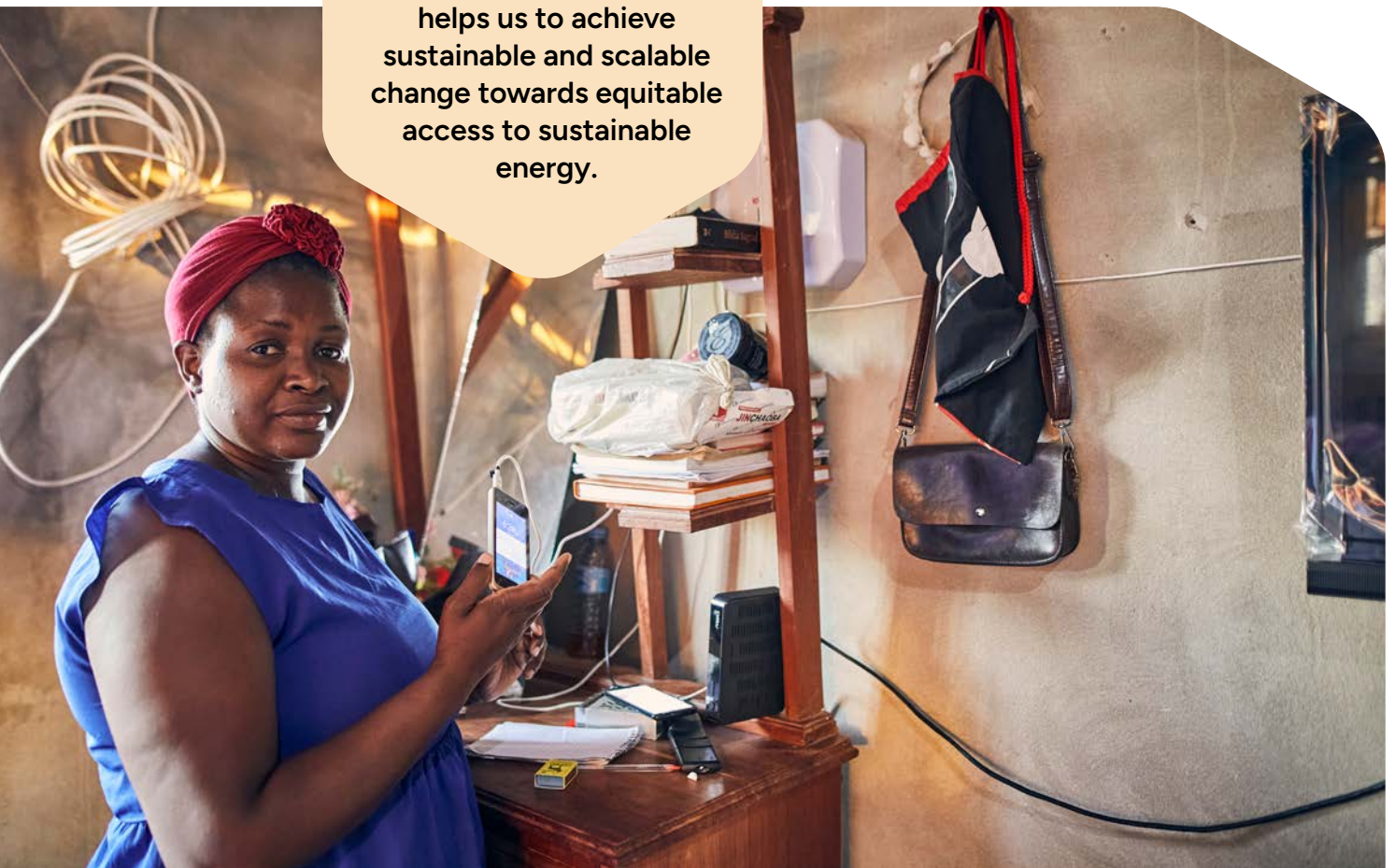
Scaling our projects' success

Communities are seeing and appreciating the benefits of our approach throughout our projects. Thanks to good results in 2023, the EnDev-funded Smoke Free Village campaign, which was initiated in Cambodia, will be scaled and replicated in other countries to stimulate behavioural change and adoption of clean cooking alternatives.

The FCDO and Sida-funded BRILHO programme in Mozambique continues to gather pace, with more than 2 million people gaining access to energy so far. Following 2022 governmental approval of the regulatory framework for off-grid energy access, a package of technical rules and legal instruments was published in 2023, paving the way for further private sector investment and improved access to energy in remote areas in Mozambique.



Applying a systems transformation approach helps us to achieve sustainable and scalable change towards equitable access to sustainable energy.





Project highlight: Biogas Dissemination Scale-Up Programme

The EU and government of Ethiopia co-funded [Biogas Dissemination Scale-Up Programme \(NBPE+\)](#) is a public-private partnership at federal, regional, and district levels. Between 2017 and 2023, the programme has supported the adoption of over 25,000 biodigesters in Ethiopia, improving the living standards of more than 132,000 farmers, their families and those working in related services.

NBPE+ has contributed to significant systems changes around the demand and supply sides. This has built on the results from the earlier phases, while introducing many innovations and new practices around design improvement, bio-slurry utilisation, cluster-based market development, and private sector development. With technical support from NBPE+, the federal government developed a national biodigester sector development strategy (2023-2030), aligning it with its 10-year perspective plan and the SDGs, setting an enabling policy environment.

Although primarily an energy project, NBPE+ has made a significant impact on agri-food system development, particularly through extensive promotion of bio-slurry as an organic fertiliser, in partnership with the ministry of agriculture and the agriculture bureaus or offices at the sub-national levels. Regional governments have now made construction of biodigesters a priority and allocated budget, specifically for its promotion. Significantly contributing to changing practices, NBPE+ saw growing adoption of the use of bio-slurry, including through the innovative bio-slurry seed dressing, which resulted in use of bio-slurry on more than 20,000 hectares of land in 2023.

We are also seeing biodigester enterprises progress from participation in the programme to being more in the drivers' seat. They are adding investment, marketing, and direct engagement with farmers, rather than relying on local government support in demand generation. Biodigester companies are influencing power dynamics by strengthening their collective voice through organising private sector associations to facilitate collaboration, advocacy, and knowledge sharing.



SNV strengthens the water sector systems that interlink stakeholders to enable responsible water use.

flows, stakeholders at multiple levels, and their relations. Recurring themes emerging from our country analyses were the tensions resulting from decentralisation and urbanisation.

Systems transformation in water

The way in which humanity has managed water resources and water use for centuries is becoming untenable due to our increasing water footprint, pollution, and the impact of climate change on the hydrological cycle.

By 2050, around 52% of the world's population will be living in water-stressed regions and the world will face a [\\$5.6 trillion water risk](#). Without intentional rethinking and reform, less powerful groups will become increasingly marginalised, as will the environment.

The systems transformation needed in the water sector must be comprehensive, particularly considering the complexities surrounding safeguarding common pool resources, public goods, and related regulation.

Over 2023, we expanded our approach to Water, Sanitation, and Hygiene (WASH) service delivery systems to analyse WASH connections with the broader water sector and its subsectors in 13 countries: water resource management, rural WASH, urban WASH, and irrigation. This was an extensive effort, which entailed the examination of existing legislation, policies, financial

Working with stakeholders to transform water systems

Systems transformation is central to SNV's approach in the water sector and is being operationalised in both practice and monitoring. Central to this is our facilitation of reflection by stakeholders about their system and their own role in it. For example, we co-developed sustainable maintenance models for rural water supply in the Austrian Development Cooperation-funded [SWaSSH4A project](#) in Uganda, the Helmsley Trust-funded [Healthy Future for All](#) in Ghana, and the AFAS Foundation-funded [Inspiring Water Entrepreneurship in Tigray region \(IWET\)](#) programme in Ethiopia, and investment processes in the FCDO-supported T-WASH project in Mozambique (see project spotlight).

In the DGIS-funded [WASH SDG](#) programme, we helped shape the roles and responsibilities of different government entities, private sector, and community-based organisations in the non-sewered sanitation service chain in 17 cities. Thanks to the project, non-sewered sanitation has been made a high priority and mandates have been clarified, strengthening relationships and connections and power dynamics. SNV further supports stakeholders to operationalise and refine these new ways of working through the development of policies, coordination mechanisms, and standard operational procedures.

Project highlight: Spotlight on T-WASH II

The second phase of the Transforming Access to Water, Sanitation and Hygiene and Nutrition Services (T-WASH II) programme is contributing to a shift in how investments in WASH are made in Mozambique, improving the quality and transparency of government processes.

In 2023, the programme helped increase access to new water supply services for over 62,000 people by constructing 17 climate-resilient water supply systems and 96 boreholes with handpumps. In addition, the government built nine inclusive and climate-resilient sanitation blocks in schools and reached over 57,000 people with hygiene behaviour change messages.

The FCDO-funded programme strengthens Mozambique’s governmental systems at all levels, improving sector monitoring, alignment, and regulation in support of the National Rural WASH Program and

national strategies. This supports an enabling and transparent policy environment.

Data from the national management information system informs plans and decisions and influences the national Directorate to further decentralise services and invest strategically. A results-based financing model is also being embedded to incentivise high-performing districts to deliver climate-resilient WASH services. T-WASH II is influencing financial resource flows towards supporting evidence-based practices.

The programme’s area-wide approach engages beneficiaries via community committees. Communications to drive social behaviour change will accelerate the adoption of nutrition-sensitive WASH practices, with women, young girls, and children being the top priorities.





Our market systems approach empowers young people with skills and resources to identify employment and entrepreneurship opportunities

Spotlight on: Improving youth opportunities

Young people, particularly those living in rural areas, face systemic obstacles to achieving economic empowerment. These include limited access to decent employment or entrepreneurship opportunities, skills and business development training, productive resources (such as land and affordable finance) and markets. People with disabilities, those living in fragile contexts, and socially excluded groups face additional and intersecting barriers.

SNV's [Youth Employment and Entrepreneurship \(YEE\)](#) project portfolio addresses key systematic and contextual barriers to inclusive youth employment and entrepreneurship. We utilise a market systems approach to enhance youth agency, confidence, and voice, empowering disadvantaged young people with skills and resources to identify enterprise development and employability opportunities.

Our Pull, Match, Pull, Enable (PMPE) framework approach goes beyond direct results to develop long-term impact, contributing to systems transformation by creating more inclusive markets and increasing resource flows that target young people. At the core of our YEE work is addressing wider challenges such as climate adaptation

and mitigation, gender equality and social inclusion, radicalisation, sustainable food systems, and good governance.

We work with the private sector to develop sustainable and mutually profitable youth-inclusive opportunities, improving system-wide access to resources for young people and marginalised groups. YEE also generates evidence for advocacy efforts to contribute to making the legislative, financial and policy environment more youth responsive.

Giving young people a voice

YEE programmes seeing success in 2023 include [OYE Tanzania](#) with the introduction of youth champions to support the development of leadership skills and peer mentoring, supported by the Swiss and Danish embassies. The Sida-funded [Livelihoods for Women and Youth \(LIWAY\)](#) project in Ethiopia is working to ensure the skills of training college graduates match the needs of the labour market.

Other YEE programmes are seeking to give young people better access to training in digital technology and supporting access to funding for entrepreneurial activity, either in solar-based projects such as the SDC- and Sida-funded [OYE Zimbabwe](#) or agricultural development through the EU-funded [SUPREME](#) project in Uganda.

2. Climate mitigation and adaptation

In 2023, SNV embarked on a journey to establish a new, organisation-wide climate practice and make low-carbon and climate-resilient considerations a mainstream element of project portfolios and our own operations, thereby contributing to SDG 13.

2023 was the hottest year on record and [evidence suggests](#) that the number of extreme weather events will continue to grow. Climate change triggered losses and damage could cost USD 1.7-3.1 trillion per year by 2050. It has the potential to reverse hard-won and significant development gains across the world, with developing countries most impacted and least able to prevent and respond to the impacts.

Attention on climate change continues to grow but the world is not on track to stay within a 1.5C temperature increase. The current trajectory, which [suggests](#) a 2.9C increase, will be catastrophic for planetary health, people, and ecosystems. Responsibility for climate action does not just lie with governments and large businesses, development actors also need to ensure their actions are climate responsive.

SNV's strategic approach to climate action

Our work in agri-food, energy, and water is central to both adaptation and mitigation climate change measures. Our positioning and influencing in 2023 contributed to the growing recognition that agri-food, energy, and water systems are key action areas where climate-smart solutions can deliver significant low-carbon and climate resilient benefits. They can also have a long-term positive impact on the prosperity and well-being of local communities and people.

SNV is increasingly encountering communities in fragile settings – those where climate change impacts are crisis multipliers and where climate smart solutions could significantly contribute to decreased conflicts, humanitarian emergencies, displacement, and migration.

Responsibility for climate action does not just lie with governments and large businesses, development actors also need to ensure their actions are climate responsive.





We assist farmers and rural communities, who are among the most vulnerable to climate change, to improve their resilience to climate shocks.



Climate change and agri-food

Climate change undermines all aspects of food security and sustainable development, threatening to erode and reverse gains made during the last decades in ending poverty, hunger, and malnutrition.

Food systems are contributing to and affected by extreme weather events associated with climate change, land degradation, and biodiversity loss.

Globally, climate change has already led to around 20% loss of agricultural productivity compared to the mid-20th century. Furthermore 700-900 million people faced severe food insecurity in 2022.

Farmers are among the groups most vulnerable to climate change, and building the resilience of farmers and rural communities, who produce a significant amount

of the world's food, is essential for meeting many SDGs. SNV is committed to supporting a transition to resilient agri-food systems that deliver food security and adequate nutrition in such a way that the economic, social, and environmental bases are safeguarded for future generations.

Increasing climate resilience of farmers

The Sida-funded INCREASE programme in Zambia combines integrated soil fertility management with agro-forestry, bio-slurry, renewable energy, and irrigation, leading to more climate-friendly, stable, and higher yields. Between 2020 and 2023, INCREASE reached 25,364 farmer households and trained 12,380 farmers on climate-smart practices.

Project highlight: Seeds of Change: Elevating climate resilience and food security in East Africa with DFCD initiatives

In 2023, the Dutch Fund for Climate and Development (DFCD) continued its mission to catalyse private sector investment in climate adaptation and mitigation in developing countries to increase climate resilience of vulnerable people and ecosystems, focusing significantly on East Africa.

Managed by SNV and WWF-NL, the DFCD's Origination Facility identifies promising climate-focused projects in vulnerable countries and helps them develop into scalable, bankable solutions.

The facility secured an additional €40M in funding in 2023. So far, SNV has been active in 10 countries through the Origination Facility.

Supported by SNV's technical assistance and grants, nine businesses graduated from the programme in 2023, three of which were in Africa. These businesses, now de-risked and investment-ready, exemplify the DFCD's commitment to fostering sustainable, climate-resilient growth.

SokoFresh stands out for its innovative approach to reducing post-harvest losses through smart storage solutions and digital market linkages for small and medium-scale farmers. By providing solar-powered cold storage, SokoFresh enhances the quality and marketability of agricultural produce and contributes to reducing greenhouse gas emissions and improving food security.

“With SNV’s origination facility, we’ve been able to review and refine the business model, making it more attractive to investors and paving the way for sustainable growth. Together, we are not only transforming the agri-food landscape but also empowering farmers and enhancing climate resilience across East Africa.”

Denis Karema, CEO, SokoFresh.



Climate change and energy

Fossil fuels are the biggest contributor to global warming. The energy transition is an important pathway towards the objectives of the Paris Agreement to keep global warming to 1.5°C.

Renewable energy and energy efficiency help to reduce greenhouse gas (GHG) emissions and increase climate resilience. With most of our energy portfolio focusing on renewable energy alternatives, SNV is contributing to reduced emissions of GHGs and, with that, to mitigation of climate change. We support the development of sustainable and inclusive markets for decentralised renewable energy and energy efficiency technologies and services such as biogas, clean cooking solutions, and solar and other renewable off-grid electricity solutions.

Climate change and energy security are two interconnected and mutually reinforcing issues. On the one hand, climate change impacts can decrease energy security, especially if communities are dependent on climate sensitive energy sources or traditional fossil fuels with high price volatility. On the other hand, limited access to energy leads to energy poverty and increases vulnerabilities of households, including to climate change impacts.

Building on our solid track-record in reducing carbon emissions in our energy access work, SNV has mobilised carbon financing from both public and private funding sources. Our interventions in the energy sector also contribute strongly to climate change adaptation.

Focusing on the nexus opportunities

Future agri-food systems must be accompanied by cleaner, and more efficient and sustainable energy use. To meet demand and feed a growing global population, food production per hectare must increase, while at the same time, GHG emissions need to fall. In addition, reliable access to energy and water resources can fundamentally change livelihoods.

Building upon our experience of agriculture and energy needs in developing markets, our projects identify high-value opportunities to demonstrate innovative “nexus” approaches, business models, and technologies.

Gathering knowledge and learning in this area was a key activity in 2023, for example through the [Sustainable Energy for Smallholder Farmers \(SEFFA\)](#) project, funded by IKEA Foundation. In this project SNV supports the validation of innovative business models applying Productive Use of Renewable Energy (PURE) applications in dairy and horticulture value chains in East Africa, to increase productivity, improve nutrition, increase incomes, and improve climate resilience.



We recognise the urgency and importance of integrating renewable energy and agri-food value chain interventions.





Project highlight: Catalysing energy efficiency markets in Uganda

Uganda faces increasing energy demand due to population growth and urbanisation, impacting essential services such as lighting. Limited awareness, access to technology, and high costs hinder energy efficiency adoption across sectors.

Implemented by SNV in partnership with Makerere University and the Private Sector Foundation Uganda, [Inclusive Markets for Energy Efficiency in Uganda \(IMEU\)](#), funded by the Swedish Embassy, seeks to create sustainable markets for energy-efficient products and services in agriculture and the built environment. With oversight from the Ministry of Energy and Mineral Development, IMEU has promoted energy efficiency through campaigns, training, and financial de-risking.

Uganda faces increasing energy demand due to population growth and urbanisation, impacting essential services like lighting.

By 2023, over 23,000 individuals, 48 social institutions, and 60 businesses had benefited from energy-efficient technologies. The project supported energy service companies, leveraging private financing. Testimonials from partners highlight cost savings and improved operations. Additionally, the Ministry of Energy and Mineral Development launched the Energy Efficiency Accelerator Network, demonstrating a commitment to systemic change in Uganda's energy use approach.



At SNV we promote an inclusive, holistic approach to water, which creates the foundations for greater resilience of rural and urban populations.



Climate change and water

The climate crisis is also a water crisis. Almost everywhere in the world, both human activity and (human induced) climate change is altering the hydrological cycle to a degree that is difficult for societies to accommodate. The effect is acutely visible in floods and droughts, but also in slow-onset changes to the environment. Stronger groups in society are increasingly safeguarding their own interests, whereas more vulnerable groups are exposed disproportionately to climate impacts.

Within and through water, there is an opportunity to work intentionally on greater climate justice, at different scales. As the [2020 UN World Water Development Report](#) described it, water is a 'climate connector' that connects the three big domains of targets: targets for climate change (Paris Agreement), sustainable development (2030 Agenda and its SDGs), and disaster risk reduction (Sendai Framework) which illustrates the linkages and trade-offs.

Understanding of the role of water within the climate community is still limited, and often disaster centric. Yet, both rural and urban populations cannot improve their climate resilience without water for their domestic and productive needs. There is no resilience if communities live in polluted and unhealthy environments, if their oceans and rivers are depleted from oxygen or water flows become unreliable. Nearly all carbon capture

efforts require water resources. Yet, these issues are common pool and public good issues, which require a holistic approach. They cannot be addressed by the market alone.

Promoting an inclusive, holistic approach to water within the climate community

Over 2023, SNV has worked at country and local levels as well as international level on greater climate resilience and justice through its water programmes.

At the international level, together with others, SNV strives to deepen the understanding of water for resilience and mitigation among the climate community. Together with a [broad group of organisations and countries](#), SNV raised awareness about pollution, sanitation, water quality, and climate resilience, resulting into the Coalition for Climate Resilient Sanitation. The Coalition is currently working with the Green Climate Fund to integrate sanitation in their Water Security Sectoral Guide.

Within climate-related discussions about water resource management and irrigation, SNV strives to bring in a critical perspective on equity. In 2023 we demonstrated the interlinkages between climate resilience, water resource rights, and access to data at an international learning event on equitable water resource management, which we organised in Kenya.

One of the main coping strategies to deal with more unreliable rainfall patterns is water storage. Across Africa and Asia, we observe an increasing focus on dams of all sizes (at all levels), whereas nature-based approaches to water storage are neglected. Also, within rural and urban water supply the dominant response to water scarcity is to add additional water sources. SNV supports stakeholders to identify alternative water sources, but also works with them to understand and mitigate climate related risks to existing sources and structures, for example in the [Kunzila project](#) in Ethiopia, and the [Gotas project](#) in Mozambique.

Project highlight: Climate resilience through sustainable land and water use in Tanzania

The € 4.5 million Sida-funded Ecosystem Stewardship to Balance Sustainability and Growth (SUSTAIN Eco) programme aims to promote climate-resilient development while maintaining a balance between economic growth, ecosystem health, and social well-being.

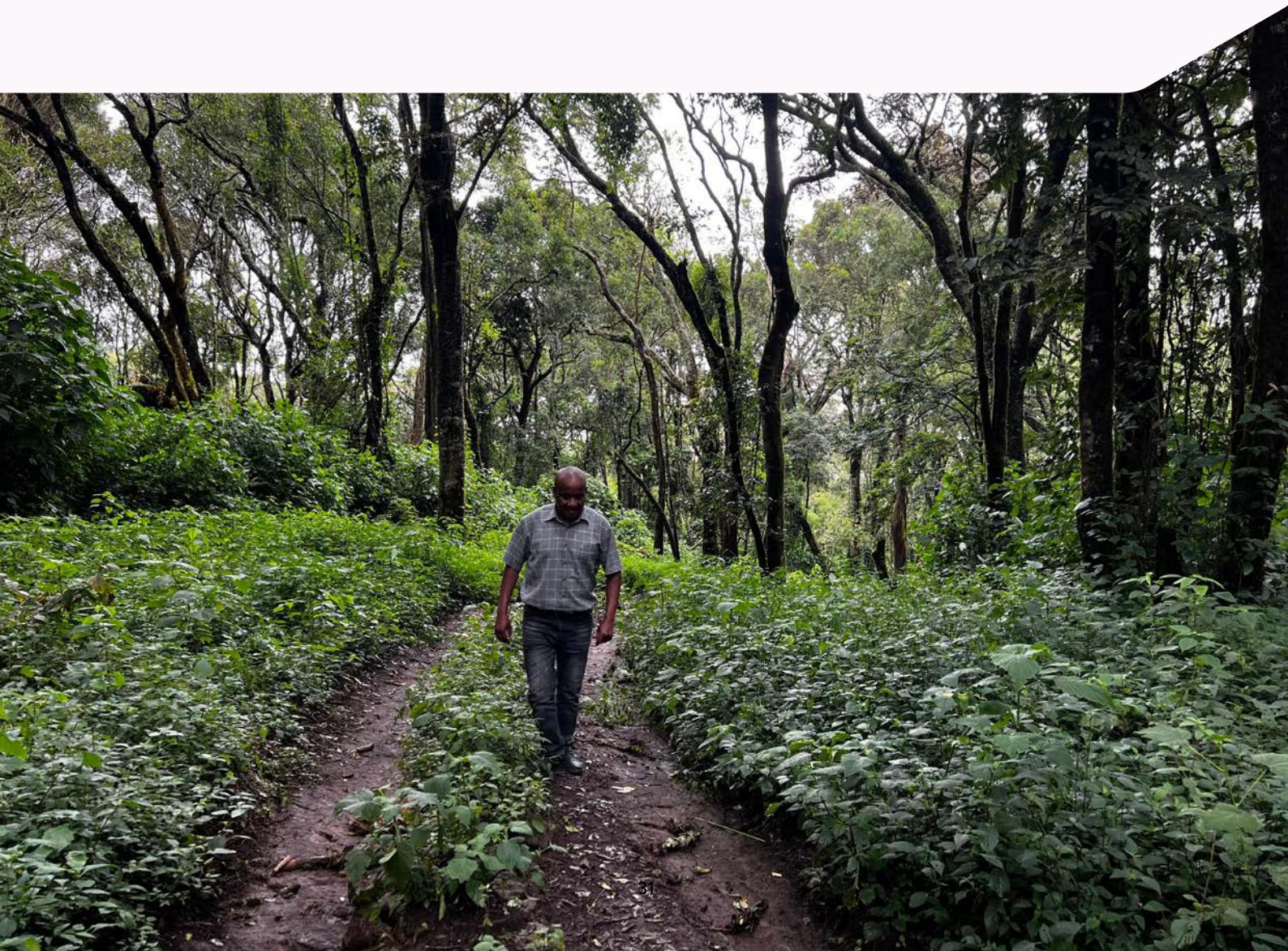
SNV is supporting stakeholders to develop environmentally sustainable and equitable livelihood strategies in four catchments (Katuma, Muze/Lwiche, and Momba catchments in the Rukwa Basin, and the Kalambo catchment of the Tanganyika Basin) in Tanzania.

These catchments face accelerated resource degradation due to slash and burn agriculture, uncontrolled pollution, poorly functioning irrigation, and charcoal production, which is aggravated by climate change.

The neighbouring Katavi National Park has seen approximately 50% of native forests lost and ecosystem services and aquatic habitats are in decline, threatening medium-term community livelihoods.

Based on an in-depth participatory assessment with stakeholders, sustainable climate-resilient conservation and management strategies were developed and communities were engaged in discussions on village land use plans. Additionally, planning sessions were held with the Lake Rukwa Water Basin Board on targeted water resources management approaches. SNV also built the capacity of Water User Associations (WUAs) on guidelines for water permits, conservation techniques, equitable water management principles, and legal frameworks.

Aligned with our 2030 Strategy, these efforts support adaptation to climate change. SNV is working with WUAs and basin authorities to evaluate water availability, quality, and quantity to address community and ecosystem needs amidst our changing climate.





SNV works with enterprises to identify opportunities to invest and blend traditional ODA funding to catalyse market development and to leverage private sector finance.

Spotlight on: Impact Driven Finance

Climate change affects people’s livelihoods and the ability of businesses to function. Costs are huge and entrepreneurs and businesses, particularly in lower income countries, struggle to invest in their resilience in adapting to volatile conditions.

Without de-risking, many investments would simply become impossible. The use of both technical assistance and deal structuring, particularly using blended finance or guarantee constructions is of the utmost importance for companies and entrepreneurs. Progress has been made in approaching impact investors as they are increasingly needed, and at an earlier stage, to crowd in the finance for the companies we work with.

In 2023, we continued to focus on enterprise development in projects such as DCFD, EEP Africa, CRAFT, IAP and 2SCALE. For example, in the IAP Challenge Fund we help businesses get ready for investment and make introductions to potential investors. As the second phase of the programme ended in 2023, we had invested a total of €3.4 million and leveraged €15.2 million of co-finance.

At the same time, proposals for new projects focusing on financing climate adaptation will help make an impact and advance SNV’s innovative finance skills.

3. Securing a more equitable future

We are committed to prioritising Gender Equality and Social Inclusion (GESI) across all of our programmes in order to facilitate long-term, transformative change. To truly contribute to SDG 5 and SDG 10, we look at the root causes and identify ways to achieve positive change together.

This cross-sectorial GESI approach and conceptual framework drive our systems transformation work, our contributions to SDGs 5 (gender equality) and 10 (reduced inequalities) and aligns strongly with the EU Gender Action Plan III. This reflects continued efforts to engage in long-term collective action, better understand the context-specific root causes of gendered and social inequalities and search for innovative ways and partnerships to achieve positive changes in social norms.

Our application of a GESI conceptual approach ensures SNV teams are consistent in the analysis, implementation, and articulation of GESI in our work.

A sharpened focus on processes of empowerment which work across access, agency, and voice for the women and marginalised people we work with provides both an approach and method for capturing our impact.

In 2022, SNV endorsed the [Minimum Standards for Gender Mainstreaming](#), as developed by the Gender Practitioners Collaborative. 2023 was an important year for aligning to and improving organisational wide commitments. These eight standards summarise the basics of integrating gender equality into our work at the project design level, organisational level, and project implementation level.





Equity and inclusion in agri-food

In 2023 we worked to diversify the local partners we engage with in agri-food across all of the countries in which we work, to increase participation of women and vulnerable groups by collaborating with the organisations who know them best.

Investing in women

We have seen significant success in the last year with the EKN-funded Projet d'Appui au Développement Agricole pour la Nutrition et l'Entrepreneuriat (PADANE) project in Burundi where we are partnering with local women's organisations to advocate for better access to productive resources for women and behavioural change

GESI-responsive and transformative projects are vital to ensuring the positive impact we aim for across the agri-food sector.



activities to support women's leadership and economic empowerment.

The EKN-funded Emploi des Jeunes pour une Amélioration de la Sécurité Alimentaire au Nord Bénin (EJASA) project in Benin has seen a 10% rise in participation by women due to tailored communications and the selection process. More than half of all participants are now women.

Project highlight: Empowering peace and social stability in West Africa

In 2023, the Peaceful Cross-Border Pastoral Mobility and Social Stability in the Sahel (MOPSS) programme marked a significant milestone in fostering social cohesion and resilience across five countries in West Africa.

The project is an illustration of the power of collaboration. Funded by Sida, Danida, and SDC, MOPSS addresses critical challenges related to climate and security shocks, peaceful livestock mobility, and an inclusive and integrated local economy.

When it comes to youth participation, young pastoralist ambassadors were trained and they implemented several key local citizen actions such as making public spaces more accessible and attractive.

In a pilot approach to peacebuilding, MOPSS engaged 40 young leaders, including 12 women, in transformative conflict management training. These individuals spearheaded four innovative peace initiatives in their respective municipalities, fostering dialogue and understanding across agricultural and agropastoral communities in three municipalities in Benin and between internally displaced persons and host communities in Fada N'Gourma in Burkina Faso. The Karimama Police Commissioner in Benin has reported that by empowering these young people, the number of violent conflicts in 2023 decreased compared to previous years.

Through diverse activities such as mixed sports competitions, food processing, and radio broadcasts, the programme promoted inter-community exchanges, which helped increase social cohesion and provided platforms for young people and women to amplify their voices.

“I really appreciated the training, which brought together women from several villages. After the training, we kept in touch, and we continue to see each other. When I came back from the training, I reviewed my way of managing the little misunderstandings I had in my home thanks to my new awareness.”

Arzouma Latifatou (female participant), Malanville commune, Alibori department, Benin



Equity and inclusion in energy

SNV recognises the prevalence of women as users and managers of energy for household, community, and productive uses. We also recognise their role as important agents of change as business owners, technicians, and sale agents in market development. Energy solutions, particularly clean cooking, when coupled with empowerment approaches, can signify meaningful changes in women's lives. Time savings and access to energy for production can enable them to be economically empowered or positively impact their well-being.

We implement strategies and tools in the energy sector which contribute to developing equitable energy markets, including multistakeholder processes, supporting inclusive energy and economic participation of women, youth, and disadvantaged groups.

Women also assume roles in energy value chains in producing, assembling, servicing, distributing, promoting, and marketing energy technologies.

To ensure gender equality and women empowerment in project interventions, SNV supports opportunities for the advancement for women entrepreneurs and women-led businesses that constructively work to advance the household and community level status of women.

This approach consists of actions to address GESI issues related to unequal access to paid work, energy access through supporting agency, access, and voice to support transformational change in gender relations. By increasing the share of household income controlled by women, SNV contributes to changes in spending in ways that positively affect future generations.

Growing women-led businesses

We help women grow their businesses and promote inclusion of women in energy supply chains, for example as sales agents, investing in training to enable jobs as technicians, in management or administrative positions.

We invest in women's leadership and work to remove barriers that stop women from gaining market share. Examples include the [Women's Employment Stimulus Fund](#) implemented as part of the [Energising Development programme in Tanzania](#), and the targeted support to women-led enterprises by the [Energy and Environment Partnership Trust Fund \(EEP Africa\)](#).



SNV helps women grow their businesses and promotes inclusion of women in energy supply chains.



Project highlight: Innovative Fund for Energy Access in Bangladesh

The EnDev-funded [Bangladesh Energy Access to Modernisation \(BEAM\) Fund](#) looks at the effectiveness of demand-side subsidies in promoting the adoption of electric cooking. The project tested two hypotheses regarding customer acquisition within low-income households. The results confirmed that providing demand-side subsidies increased the purchase of electric cookers by new customers, including lower-income groups. The fund helped 1,500 households among vulnerable segments of the Gazipur and Jhenaidah districts in Bangladesh receive around €30,000 in demand-side subsidies upon the purchase of an electric cookstove.

On the other hand, conditional subsidies that specifically targeted households already owning an improved cookstove did not show an increase of the share of low-income customers acquiring an electric cooker.

Altogether, the project provided around 7,500 people with access to clean cooking, with almost half of the subsidy recipients being female.

These insights help to optimise demand-side subsidies through customised strategies, propelling access to electric cooking across the country.



Our ambition is not only to see more equitable outcomes and processes, but also to contribute to broader societal change.



Equity and inclusion in water

The water sector links to three distinct human rights: access to water, access to sanitation, and the ability to live in a clean, healthy, and sustainable environment.

Governments are duty-bearers of the progressive realisation of these rights in their area, ensuring that no-one is left behind in the process and they do no harm.

SNV works with duty-bearers to develop strategies to reach all, avoid cherry picking by service providers, and enable fair sharing of costs. SNV also works with right-holder groups to access data and information, and influence decision-making that affects their lives, opportunities, and livelihoods. The ambition is not only to see fairer outcomes and processes within the water sector, but also to contribute to broader societal change through these activities.

Marginalisation takes many forms and is manifested in varied ways across water sub-sectors and within different geographical locations and settings. Wherever possible, a GESI-sensitive systems' analysis is undertaken to strengthen existing analysis, formative research, and disaggregated data. Through the application of a

GESI analysis, we try to understand and influence those processes that underpin marginalisation; be it rooted in self-perception, control over resources, or social norms.

Supporting specific marginalised groups

In 2023 we contributed to raising the position of sanitation workers in parts of Tanzania, Zambia, and Bangladesh through the DGIS-funded [WASH SDG Programme](#) and the Bill & Melinda Gates Foundation-supported [CWISE project](#). At the global level, we joined up with leading organisations to advance the advocacy for sanitation workers under the [Initiative for Sanitation Workers \(ISW\)](#). We focus on understanding their priorities and perspectives and have advocated for greater visibility and recognition of the work of sanitation workers at national levels, as well as for occupational health and safety protocols locally.

We also worked extensively with people with disabilities and their organisations across different countries, such as [Indonesia](#). It is important to move beyond practical needs, and support leadership roles and voice of these organisations.

Project highlight: Progressing inclusive access to WASH services

Towards inclusive climate resilient rural WASH is a multi-country project funded by the Australian Government's flagship Water for Women Fund, with the aim of further progressing inclusive access to safe water, sanitation, and hygiene (WASH) in [Bhutan](#), [Lao PDR](#), and [Nepal](#). The project is seeking to strengthen national and local government capacities to adapt to the climate crisis and growing water security challenges across different climatic zones, in the Himalayas, lowlands of the Terai, and the Mekong delta.

One example from [Nepal](#) has seen all four rural municipalities expand outreach of WASH services to people with disabilities through Ward-level disability help desks. These desks have improved data availability for decision-makers, increased voice in committees, and

built connections with both informal and formal disability networks.

Transformative leadership initiatives (training, coaching, mentoring, and networking) provided tailored support to local government and civil society leadership, tapping into their potential to drive and shape climate resilient WASH. In [Bhutan](#), the existing cohort of leaders from local government, health workers, local leaders, and civil society groups continued to grow in 2023.

Targeted support of disability self-help groups at the sub-district level provided a platform from people with disability, including women, to raise their voice and become leaders at higher levels.

"I am delighted to participate in the water caretaker training, since women generally miss out on such training opportunities as they are predominantly taken up by men. However, I am grateful to the programme for giving us the platform and the unwavering support of my husband, who not only encouraged me to participate but urged me to learn and bring back valuable skills to our village. These new skills acquired will not only benefit my own house but also allow me to extend my services to other households in the community."

Dechen Pelden (female participant), Lhamozingkha, Dagana District, Bhutan.





SNV works to bridge the digital divide and build an inclusive future for communities.

Spotlight on: Digitalisation

The increasing availability, adoption and scaling-up of digital technologies affords huge potential for development, by transforming agri-food, energy, and water systems alike.

SNV's focus is on the inclusive availability and application of digital solutions to work more effectively and efficiently, and ultimately to reach vulnerable communities with digital services that are tailored to their needs.

In agri-food, we support the development of an inclusive digital agriculture ecosystem. One example is the [GARBAL](#) service in the Sahel which aims to improve the resilience of climate-affected farmers and pastoralists via tailored advice based on satellite data. More than half a million unique users have engaged with the call centre.

In energy, we are increasing access to sustainable solutions for rural communities, applying digital tools to create affordable electricity and cooking solutions. An example is the integration of AI-powered remote sensors with a digital carbon finance platform for digitalisation of monitoring, reporting and verification of carbon finance in biodigesters. This technology also facilitates remote sensing of faults, improves biodigester functionality, and enables pay-as-you-go provision.

We also use digital tools to promote equitable water resource management, improve urban and rural services, and mitigate water-related hazards. One example is the [digital tool](#) that enables cities in Bangladesh to better manage urban sanitation services – ultimately supporting the government's vision to create smart cities.

Our goal is to contribute to the creation of a digital society that is inclusive for all, one where we leave no one behind.

Organisational developments

Our Strategy

In 2023, we focused our efforts on kickstarting the implementation of our new 2030 Strategy to ensure we can respond effectively to the changing global context. So that we can both harness emerging opportunities and successfully navigate challenges as we strive to build a better world as envisioned in our mission, through collaboration and partnership.

As identified in the strategy, there were a number of areas to be further strengthened and we specifically accelerated and invested in:

- People, culture, and talent
- Systems transformation
- Our core themes and sectors of focus
- Communications and influencing
- Exploring alternative and more flexible revenue streams

With fast-paced and widespread changes occurring, it is vital we deepen our external focus and deepen our partnerships. We see partnerships with philanthropic groups as an important pathway to enabling the transformation of agri-food, energy, and water systems, as we continue to foster strategic partnerships that will enable us to further accelerate impact. Given the pressure on development cooperation budgets from several European country governments, including the Netherlands' government, new types of partnerships which may enable us to access the financing we need to be more flexible and innovative, are increasingly essential.

Our people

SNV employed an average of 1,440 people during 2023 and engaged 153 consultants as part of our global team, with the vast majority coming from the contexts where we work. SNV remains a highly diverse organisation comprised of people from over 58 different nationalities. The share of female team members grew to 33% of our total workforce, and we are continuing our efforts to address the gender balance among SNV team members.

Our people are our key asset, which means that we continue our investment in people management, skill

We see partnerships with philanthropic groups as an important pathway to enabling the transformation of agri-food, energy, and water systems.

building, and learning to grow our capacity on career development and to grow talent from within.

Safety and wellbeing of all team members is paramount. We maintained our investments in safety and security management through training and continuous improvement plans.

Our Global Council, a body comprising one representative from each SNV Country Council, helps us to ensure that diverse perspectives are gathered from across the organisation's teams and geographies on key strategic areas for SNV.

Our ethical standards

In 2023 we continued to reinforce our commitment to prevent misconduct and to enforce our zero-tolerance policy towards any form of harassment, discrimination, and fraud. We require all our team members to complete our annual mandatory ethical standards e-course.

We continue to be grateful to the people who came forward and reported misconduct in 2023, including those who did so anonymously. They are contributing to building a stronger and more effective SNV. We are also grateful for our internal network of inclusion

and safeguarding focal team members who are the “first responders” at country level, by sensitising team members and partners about SNV safeguarding practices, supporting people to verbalise their experiences and, if they wish to do so, file a formal report. We continued our membership of the Misconduct Disclosure Scheme, enabling robust vetting of candidates.

We expanded the possibility for external parties to report misconduct in relation to SNV and our activities (i.e. also from third parties involved in SNV projects). This allows for better monitoring of incidents within organisations SNV partners with, as their team members now also have an opportunity to report and are encouraged to do so, thus allowing us to take swift action when needed.

Overall, the launch and promotion of an online reporting mechanism reflected an increased number of reports (from SNV team members and partners) compared to previous years.

In 2023, we investigated 11 safeguarding reports, from all regions in which SNV works. Eight of these reports named an SNV team member as the subject of concern and three of them referred to a partner. Eight out of the 11 cases reported workplace harassment (non-sexual) or bullying. Nine cases have been closed during 2023 and the remaining two cases have been closed in early 2024. Out of the 11 cases SNV investigated, four resulted in the termination of the subject of concern’s contract or their voluntary resignation, whereas the other seven were concluded with other measures as per our Ethical Standards Policy, including disciplinary measures or remedial support, such as coaching.

In 2023, SNV responded to 24 cases of fraud suspicions, of which 10 were brought forward from 2022, and 14 new cases were reported in 2023. We closed 20 cases in 2023, in which fraud was confirmed for 7 cases while 3 cases could not be followed up due to insufficient information provided by an anonymous whistleblower. In 10 cases fraud was not 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 donor funds by grantees, implementing partners, and suppliers. Most cases were detected through regular internal control mechanisms in place. Only one case brought forward from 2022 had significant material value (€116k), which was closed by the end of 2023. Disciplinary measures (including the termination of employment contracts) were taken against employees where appropriate. Relevant donors were informed of the reported incidents and of the outcomes of fact-finding reviews.

Our carbon footprint

We are committed to bringing SNV onto a path towards Net Zero Carbon, and to reducing our net emissions by at least 50% against the 2022 baseline year levels by 2030. 2022 was the first year in which we were able to base our carbon footprint calculations on emissions data from the operations in every country where SNV is present. With the global carbon footprint assessment methodology in place, which allows us to measure our progress in reducing carbon emissions globally, we are now developing a carbon reduction strategy and a plan for delivering against this strategy.

For each reporting year, the carbon footprint of SNV’s operations globally can be found in the [Carbon Reduction Plan](#) which is updated each summer with the final validated data. The report also contains the details of carbon reduction measures already being implemented by SNV. SNV’s 2023 carbon footprint is expected to be known in the summer of 2024.



Organisational risk management

Risk statement

As a global development partner that operates in challenging environments, SNV recognises the following principal risk areas – strategic risk, reputational risk, financial risk, operational risk, regulatory and legal risk, as well as 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 exposures. 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, we assessed there to be a stable trend in our overall risk levels across principal risk areas for the year 2023. We remain confident in the near-term levels of our reserves and operational readiness to absorb the financial and operational shocks should our key risks materialise.

In 2023, we updated our Internal Control Framework, Crisis Management Protocol, Financial Policies, Country Management, Contracting and Procurement policies as well as integrated risk management approach to improve our ability to detect and respond risk exposures in these areas. In 2024 we will further strengthen our risk management capacity through the continued implementation of an enterprise risk management programme.

Risk profile

The Managing Board has regular discussions on the organisation's top risks, re-assessing and adjusting management actions according to our risk appetite. Our principal risks and ongoing mitigating measures are as follows.

Strategic risk

Alignment with funding partner priorities

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

As part of our strategic priorities, we are actively investigating and pursuing more diverse and flexible revenue streams and business models to reduce concentration risks of income streams. In our 2030 Strategy we identified new opportunities for which we are developing value propositions.

Financial risk

Cost recovery

Our strong reliance on grants exposes us to higher risks related to the cost recovery of direct and especially indirect costs, given the market tendency to restrict indirect costs and risk-premiums.

To address this, we apply considerable effort in budgeting, monitoring, and managing our global and country indirect costs, allowing the maintenance of a healthy level of reserves to account for these challenges. In 2023 we renewed our cost recovery policy and began the exploration of flexible funding avenues, which will continue into the coming years.

Operational risks

Safety and security of SNV team members

In 2023 we updated the global security policy, where all countries have a local security plan in place, local security roles are more clearly defined, and training for in-country staff has become mandatory. SNV recognises that its work increasingly takes place in fragile and conflict affected contexts where additional security risk mitigation is needed, in cooperation with partners. Security of staff in fragile and conflict affected work environments remains a continuous point of attention and is monitored frequently through security risk mapping. In 2024 we will continue our systematic

review and improvement of safety, security, safeguarding, and inclusion for our teams.

Attraction, retention, and flexibility of SNV team members

Increasing talent scarcity in different parts of the world is becoming a risk on workforce planning and staffing, with potential impacts to our operational efficiency and project delivery.

In 2023 we launched the People, Culture, and Talent Strategy which included a standardised global recruitment and staff vetting process, refreshed benchmarking and indexation for all countries, and a duty of care charter. In 2024 we will further strengthen our ability to attract, retain, and nurture talent through implementing our Human Resources Information System, enhancing our performance management methodology, rolling out a talent and leadership programme, as well as designing a total remuneration strategy.

Regulatory and compliance risks

Legal and tax compliance

Compliance with regulations in countries, including tax and licence to operate are ongoing concerns for our countries of operation. In several countries we see increasing restrictions for international NGOs to operate (change in taxation or regulations/ laws). An increasing proportion of revenues are seen as 'business income', leading to potential tax exposures and complexities.

In 2023 we made substantial improvements in our legal, tax, and compliance oversight capabilities. We reorganised the risk and compliance function to ensure appropriate mandates and capacities, alongside the development of country oversight policy area, the development of a global compliance information database, a comprehensive review of our global entity and registration statuses, and the continuation of the multi-year tax and legal health check for all countries. In 2024 we will continue to implement our tax and legal health programme to ensure a strong baseline compliance with all country tax and legal requirements.

Fraud

Fraud by SNV team members, partners, contractors, and grantees can expose SNV to financial losses, fines and sanctions, loss of donors and clients, and reputational damage. The risk of fraud (which includes bribery, nepotism, kickbacks, forgery, theft, and collusion) by team members or contractors is managed closely by SNV through preventive and detective measures.

Continuous awareness-raising, strict follow-up, improved controls from lessons learned, and transparent reporting to donors are our key focus.

SNV has a zero-tolerance approach to fraud. This means that we aim to create a culture where team members and partners understand that ethical behaviour is the norm. In 2023, SNV launched the online reporting mechanism for misconduct to third parties, so that external parties could more easily report any suspicions of misconduct for review. As a response to fraud risks identified, in 2023, SNV has also developed a new procedure on payments via mobile money services, and a country logistics policy with related procedures. To strengthen our fraud and risk management environment, SNV has invested in recruitment of an additional risk management professional.

Integrity, social and environmental risk

Given our mission, SNV necessarily works with communities exposed to wide-ranging, complex, and at times fast-changing social and environmental vulnerabilities. Integrity issues can significantly affect our employees, the partners we work with, and the communities we work for, and can harm our 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 risk to our integrity and reputation remain material given the complexity, sensitivity, and long-lasting impact of these issues.

In 2023, duty of care and diversity, equity, inclusion and belonging (DEIB) became increasingly important. We continued progress to improve our safeguarding and inclusion posture, conducting additional training and awareness sessions in addition to SNV's mandatory ethical standards training and inclusion and safeguarding course as well as the ongoing network of inclusion and safeguarding focal people.

2023 financial performance highlights

In 2023, SNV realised €163.3M in revenue. This is a 5% decrease compared to the previous year's €172.5M. The record high revenues of 2022 reflected significant carry-over and top-ups to budgets due to disrupted activities during 2020-2021 (largely related to COVID). In contrast, activity volume in 2023 was lower, with more projects either starting up or winding down compared to the previous year.

The record order intake achieved in 2023 (€278M) did not represent a large proportion of project revenues and will contribute instead to increase of the revenues in 2024 and beyond. In 2023 we reached 92% of the planned project revenues of €177.4M. This gap relates mainly to new projects starting later than expected in combination with several projects operating in more fragile contexts where SNV and partner could not implement all activities as planned.

Country overhead and global overhead expenditure remained within budget in 2023, similarly to 2022, with effective controls in place. Provisions increased by €0.2M as a result of increased potential tax exposure of €1M which is offset by -€0.8M release of provisions for lower risk after the assessment of accounts receivable.

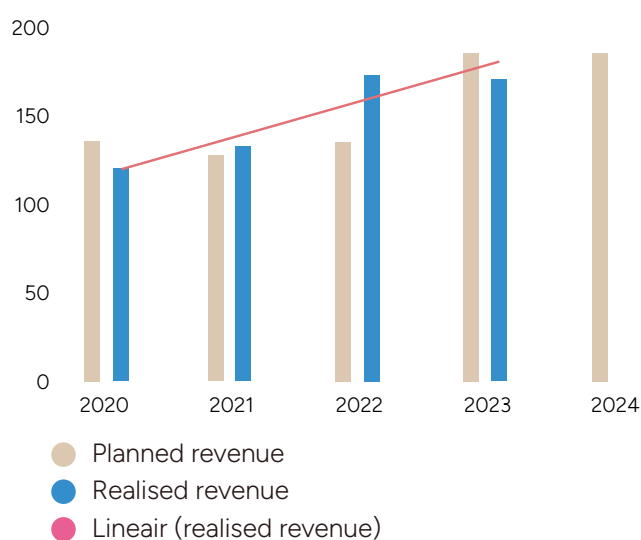
Overall, we realised a positive result of over €2M (1.3% of total revenue) which has been added to our general reserves. Our balance sheet remained strong at year-end 2023, with an equity position of €51M (versus €49M in 2022) and a cash position of €127M (versus €126.3M in 2022). Our working capital increased from €52.7M to €55M, which is well within our financial steering indicators.

Financial outlook

During 2024, we expect revenues to be €177M while the projected order intake for the year is €200M. If this is realised and sustained, we expect our project revenues

to be in the range of €170-€180M over the coming years, which 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. We continue to see fluctuations year to year related to the implementation pace, volatility in fragile and conflict affected contexts, and timing of projects entering and leaving our portfolio.

Annual revenue planned and realised



More structurally, we see increased pressure on development cooperation budgets from a changing political landscape in Europe and beyond. This will require SNV to continue exploring alternative and more flexible revenue streams.

In 2022, SNV launched multiple organisational investment projects to strengthen the organisation and ensure we timely respond to the changing development landscape. In 2023, additional investments were approved to ensure we are future fit to deliver on our strategy and scale impact.

Governance

Our structure

As one global organisation, SNV has branches in the countries where we operate, confirming our country-led model. 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) and/or Operations Manager.

There are nine global teams providing support to our country 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) and three cover our sectors (Agri-Food, Energy, and Water). In addition, in 2023 we added leadership on our three core themes: Climate Adaptation and Mitigation, Gender Equality and Social Inclusion, and Strong Institutions and Effective Governance.

Together, our Global Heads, Country Directors, and the Managing Board form SNV's Senior Leadership Team.

Our boards

The Managing Board is charged with the management of the organisation, including determining and implementing our long-term strategy and policy. 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 2023.

The Managing Board 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.

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 primary function of the ARC 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 supports and advises the Supervisory Board on performing supervisory duties in the appointment, evaluation, and remuneration of the members of the Managing Board.

In 2023, the Supervisory Board met five times in plenary sessions (of which three times online), while the sub-committees met more frequently between full Supervisory Board meetings. The external auditor, BDO, reports annually to the Supervisory Board while SNV's internal auditors report quarterly to the ARC.

Members of the SNV Managing Board



Simon O'Connell

Chief Executive Officer
(December 2020 – present)

Other activities:
none



Hans Heijdra

Managing Director Business/
Chief Financial Officer
(July 2020 – present).

Member of the Managing
Board since 2018.

Other activities:*
Board Member, PARTOS

* Other activities are unpaid



Megan Ritchie

Managing Director Countries
(July 2020 – present).

Member of the Managing
Board since 2013.

Other activities:
none



Andre de Jager

Managing Director Sectors
(July 2020 – present).

Member of the Managing
Board since 2017.

Other activities:
none

Members of the SNV Supervisory Board in 2023

As per 31st of December 2023 the Supervisory Board terms of Koos Richelle and William van Niekerk ended after more than eight years. We thank them for their support throughout the years.

In January 2024, we welcomed Melanie Maas Geesteranus as the new Chair and Torgny Holmgren as a new member of the Supervisory Board. Jenny Ellisen became the Vice Chair. More information about the current members of the SNV Supervisory Board can be found on [our website](#).



Koos Richelle

Chair of the Supervisory Board
(term: October 2015 – December 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). Until 1 July 2023, he was also 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 – December 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 2027)

Background

Audit Partner, KPMG



Stendert Krommendam

Chair of the Selection and Remuneration Committee
(term: October 2020 – October 2024)

Background

Chief People & Sustainability Officer, 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, University of Amsterdam and IHE Delft Institute for Water Education

2024-2025 Co-chair, UN Secretary General Appointed Group of Ten High-level Representatives of Civil Society, Private Sector and Scientific Community to Promote Science, Technology and Innovation for the SDGs - a component of the UN Technology Facilitation Mechanism
Water Commissioner, co-lead expert, Organisation for Economic Cooperation and Development, Ministry of Foreign Affairs
Board Member, Elsevier



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
Supervisory Board Member, Kyndryl Nederland



Laure Wessems-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)

Project list

This list includes all projects in implementation during 2023 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	Countries involved
2SCALE, Phase 2*	Agri-food	DGIS, the Netherlands	2019	2024	> 10M	Ghana, Nigeria, Burkina Faso, Niger, Ethiopia, Kenya, Mali
Biogas Dissemination Scale-Up Programme (NBPE+)	Energy	EC, European Union	2017	2024	> 10M	Ethiopia
Building Rural Income through inclusive Dairy Business Growth in Ethiopia (BRIDGE)	Agri-food	EKN, the Netherlands	2018	2023	> 10M	Ethiopia
Building Rural Income through inclusive Dairy Business Growth in Ethiopia Phase 2 (BRIDGE+)	Agri-food	DGIS, the Netherlands	2023	2026	> 10M	Ethiopia
BRILHO	Energy	FCDO, United Kingdom	2019	2024	> 10M	Mozambique
Climate Resilient Agri-Business for Tomorrow (CRAFT)	Agri-food	DGIS, the Netherlands	2018	2025	> 10M	Uganda, Kenya, Tanzania
Dutch Fund for Climate and Development (DFCD)*	Agri-food	DGIS, the Netherlands	2019	2027	> 10M	Vietnam, Kenya, Mali, Zambia, Indonesia, Honduras, Bangladesh, Cambodia, Nepal, Ethiopia, Burkina Faso, Nigeria
Pro-ARIDES	Agri-food	DGIS, the Netherlands	2021	2025	> 10M	Niger, Burkina Faso, Mali
Eau,Cle du Developpement Durable ECDD Burkina Faso (ECDD)	Water	EKN, the Netherlands	2020	2024	> 10M	Burkina Faso
Emploi des Jeunes pour une Amélioration de la Sécurité Alimentaire au nord du Bénin (EJASA), Phase 2	Agri-food	DGIS, the Netherlands	2023	2027	> 10M	Benin
Livelihoods Improvement for Women And Youth in Addis Ababa (LI-WAY)	Agri-food	Sida, Sweden	2017	2024	> 10M	Ethiopia
Boosting green employment and enterprise opportunities in Ghana (GrEEen)	Agri-food	EC, European Union	2019	2024	> 10M	Ghana
Horti-LIFE II	Agri-food	EKN, the Netherlands	2019	2023	> 10M	Ethiopia
Horti-LIFE III	Agri-food	DGIS, the Netherlands	2023	2026	> 10M	Ethiopia
OYE Cabo Delgado	Agri-food	EKN, the Netherlands	2019	2023	> 10M	Mozambique
Projet d'Appui au Développement Agricole pour la Nutrition et l'Entrepreneuriat (PADANE)	Agri-food	EKN, the Netherlands	2018	2025	> 10M	Burundi
Programme Gouvernance Locale Redevable, Phase 2 (PGLR+)	Agri-food	EKN, the Netherlands	2021	2026	> 10M	Mali

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Project name	Sector	Donor/ Customer	Start date	End date	Budget Range Contract	Countries involved
Realising Aspiration Youth in Ethiopia through Employment (RAYEE)	Agri-food	Mastercard Foundation	2019	2024	> 10M	Ethiopia
Résilience Communautaire Dans le Secteur Agrosylvopastoral au Burkina Faso	Agri-food	Danida, Denmark	2021	2025	> 10M	Burkina Faso
Innovations against Poverty (IAP)	Agri-food	Sida, Sweden	2016	2023	> 10M	Cambodia, Ethiopia, Uganda, Zambia
WASH SDG Programme*	Water	DGIS, the Netherlands	2017	2024	> 10M	Tanzania, Zambia, Indonesia, Bangladesh, Nepal
The Inclusive Dairy Enterprise (TIDE) project, Phase 2	Agri-food	EKN, the Netherlands	2020	2024	> 10M	Uganda
Transforming the Rice Value Chain for Climate Resilient and Sustainable Development in the Mekong Delta (TRVC)	Agri-food	DFAT, Australia	2023	2028	> 10M	Vietnam
Transforming Access to WASH and Nutrition Services (T-WASH), Phase 2	Water	FCDO, United Kingdom	2021	2026	> 10M	Mozambique
Vietnam Nature-based Solutions for Adaptation in Agriculture through Private Sector Transformation (VN-ADAPT)	Agri-food	International Climate Initiative (IKI)	2022	2028	> 10M	Vietnam
African Biodigester Component (ABC)	Energy	EnDev (fund manager: RVO)	2021	2025	5-10M	Burkina Faso, Mali, Niger
BioLive: Biodigesters Programme for a low carbon livestock sector in Vietnam	Energy	SIETCO, Singapore	2022	2033	5-10M	Vietnam
Projet d'Actions Complémentaires PAC-MODHEM+	Agri-food	SDC, Switzerland	2021	2024	5-10M	Burkina Faso
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
Green Jobs for Youth in Northern Mozambique (GeraSol)	Energy	Sida, Sweden	2023	2028	5-10M	Mozambique
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	2024	5-10M	Zambia
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
Mobilité Pastorale transfrontalière apaisée et Stabilité sociale au Sahel Phase 2 (MOPSS 2)	Agri-food	Sida, Sweden	2023	2026	5-10M	Burkina Faso, Benin, Ghana, Mali, Niger
Projet d'Appui au Secteur de l'Élevage au Mali (PASEM II)	Agri-food	SDC, Switzerland	2023	2027	5-10M	Mali
Programme de Cohésion sociale et Résilience des Populations au Mali (ProCOREP)	Agri-food	Sida, Sweden	2023	2026	5-10M	Mali

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Project name	Sector	Donor/ Customer	Start date	End date	Budget Range Contract	Countries involved
Kenya Off-grid Solar Access Project (KOSAP)	Energy	World Bank	2018	2025	5-10M	Kenya
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
OYE SADC Regional	Agri-food	SDC, Switzerland	2019	2023	5-10M	Zimbabwe, Zambia
African Biodigester Component (ABC)	Energy	RVO, the Netherlands	2021	2025	1-5M	Uganda
Inspiring Water Entrepreneurship in Tigray*	Water	AFAS Foundation	2017	2024	1-5M	Ethiopia
Supporting AIAS in Water and Sanitation Service Delivery for Small Towns in Mozambique, Phase 3*	Water	EKN, the Netherlands	2021	2025	1-5M	Mozambique
ATPC Plus	Water	UNICEF	2021	2023	1-5M	Burkina Faso
Biodiverse and Inclusive Palm Oil Supply Chain	Agri-food	Livelihoods Funds	2021	2027	1-5M	Indonesia
Biodiverse Landscapes Fund*	Agri-food	DEFRA, United Kingdom	2023	2030	1-5M	Cambodia, Laos, Vietnam
Sustainable Coffee Programme in Vietnam	Agri-food	Tchibo GmbH	2023	2028	1-5M	Vietnam
Complementary actions to MOPSS	Agri-food	SDC, Switzerland	2022	2023	1-5M	Burkina Faso, Benin
City Wide Inclusive Sanitation Engagement (CWISE) in Khulna	Water	Bill and Melinda Gates Foundation	2017	2023	1-5M	Bangladesh
Integrated & Climate Smart Innovations for Agro-Pastoralist Economies and Landscapes in Kenya (DESIRA)	Agri-food	DGIS, the Netherlands	2021	2024	1-5M	Kenya
Agriculture-driven Private Sector Mini-grids in Ethiopia	Energy	The Rockefeller Foundation	2021	2024	1-5M	Ethiopia
Climate Proofed infrastructure	Water	EC, European Union	2019	2024	1-5M	Kenya
EEP Africa	Energy	Nordic Development Fund	2022	2024	1-5M	Kenya
Emploi et entrepreneuriats verts par et pour les jeunes au Mali	Agri-food	EKN, the Netherlands	2023	2025	1-5M	Mali
Technical Assistance Facility for Improving Business Environment through a Structured Dialogue in ACP Countries*	Agri-food	EC, European Union	2019	2025	1-5M	Netherlands
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
Access to Improved Cooking Technologies and Electrification in Tanzania	Energy	EnDev	2019	2023	1-5M	Tanzania
Access to Improved Cooking Technologies and Electrification in Tanzania, extension	Energy	EnDev	2023	2024	1-5M	Tanzania
Market Development of Clean Cooking and Solar Sector in the Mekong region	Energy	EnDev	2019	2023	1-5M	Cambodia, Laos
Feed the Future Ethiopia: Livelihoods for Resilience Activity*	Agri-food	USAID	2020	2023	1-5M	Ethiopia

Project name	Sector	Donor/ Customer	Start date	End date	Budget Range Contract	Countries involved
GOTAS, Phase 3	Water	SDC, Switzerland	2022	2026	1-5M	Mozambique
Healthy Future for All	Water	Helmsley Charitable Trust	2022	2024	1-5M	Ghana
Beyond the Finish Line - Sustainable Sanitation and Hygiene for All	Water	DFAT, Australia	2023	2025	1-5M	Bhutan, Nepal, Laos
Innovations Digitales pour les Agro-Pasteurs du Niger (IDAN)	Agri-food	EKN, the Netherlands	2021	2024	1-5M	Niger
Invest in Young Businesses Africa - Supporting Entrepreneurship Ecosystem Development (IYBA SEED)*	Agri-food	EC, European Union	2023	2026	1-5M	Benin, Kenya
Strengthening the Entrepreneurial Ecosystem for the Clean Cooking sector - Cambodia	Energy	RVO, the Netherlands	2022	2025	1-5M	Cambodia
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
Land- and SeaScape Solutions for Indonesian landscapes for Green Growth (LASSO)*	Agri-food	GIZ, Germany	2023	2028	1-5M	Indonesia
Climate Change Action Plans for selected ASAL Counties (LISTEN)	Agri-food	EKN, the Netherlands	2020	2024	1-5M	Kenya
Market Development of Clean Cooking and Solar Sector in Mali	Energy	EnDev	2019	2023	1-5M	Mali
Multi-Energies pour la Résilience et la gestion Intégrée des Territoires (MERIT)*	Energy	International Fund for Agriculture Development	2022	2024	1-5M	Mali
Mobile Data for moving Herd Management and better incomes (MODHEM+)	Agri-food	EKN, the Netherlands	2020	2023	1-5M	Burkina Faso
Complementary actions to MOPSS 2	Agri-food	Danida, Denmark	2023	2024	1-5M	Burkina Faso, Benin, Mali, Niger
Opportunities for Youth Employment (OYE), Phase 2	Agri-food	Danida, Denmark	2021	2024	1-5M	Tanzania
Opportunities for Youth Employment (OYE) II	Agri-food	SDC, Switzerland	2021	2024	1-5M	Tanzania
OYE Zimbabwe	Agri-food	Sida, Sweden	2019	2023	1-5M	Zimbabwe
Enhancing Sustainable Sorghum Production in Ghana	Agri-food	Diageo	2023	2028	1-5M	Ghana
Palm Oil Smallholder Hub	Agri-food	Unilever	2023	2024	1-5M	Indonesia
Support Program for the Promotion of Agricultural Entrepreneurship (PAPEA)*	Agri-food	SDC, Switzerland	2019	2023	1-5M	Burkina Faso
Support Program for the Promotion of Agricultural Entrepreneurship, Phase 2 (PAPEA 2)*	Agri-food	SDC, Switzerland	2023	2027	1-5M	Burkina Faso
Programme de Développement des Infrastructures Economiques et Marchandes (PDIEM), Phase 3	Agri-food	SDC, Switzerland	2022	2026	1-5M	Benin
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

Project name	Sector	Donor/ Customer	Start date	End date	Budget Range Contract	Countries involved
Reducing Climate Impact of Cooking in Rwanda through improved cooking energy systems (ReCIC)	Energy	EnDev	2022	2024	1-5M	Rwanda
Coffee Agroforestry and Forest Enhancement for REDD+ (CAFÉ-REDD)	Agri-food	International Climate Initiative (IKI)	2018	2024	1-5M	Vietnam
Sustainable Energy for Dairy and Poultry Value Chains in Rural and Peri-urban Ethiopia (SEDP), Micro Pilot Phase	Energy	Ikea Foundation	2023	2024	1-5M	Ethiopia
Shifting Investment Flows Towards Green Transformation (SHIFT)*	Energy	GIZ, Germany	2022	2027	1-5M	Vietnam
Mozambique Small Towns Sanitation Activity*	Water	USAID	2022	2025	1-5M	Mozambique
Sustainable Rural Infrastructure and Watershed Management*	Agri-food	World Food Programme (WFP)	2023	2026	1-5M	Laos
Strengthening Sustainability of Sasol's WASH programme	Water	Sasol	2020	2025	1-5M	Mozambique
SUPREME*	Agri-food	EC, European Union	2020	2024	1-5M	Uganda
Implementation of Ecosystem stewardship to balance sustainability & growth in Tanzania (SUSTAIN)*	Water	Sida, Sweden	2023	2025	1-5M	Tanzania
Productive Use of Energy in Dairy and Horticulture*	Energy	Ikea Foundation	2021	2024	1-5M	Ethiopia, Kenya, Uganda
Sustainable Water Supply, Sanitation and Hygiene for All	Water	Austrian Development Agency (ADA)	2022	2025	1-5M	Uganda
Transformative Land Initiative*	Agri-food	SDC, Switzerland	2022	2025	1-5M	Ghana, Mozambique, Ethiopia
Transform WASH	Water	USAID	2020	2024	1-5M	Ethiopia
Traceable and Sustainable Palm Oil Supply Chain in Jambi Indonesia	Agri-food	L'Oreal	2023	2028	1-5M	Indonesia
Expanding Water and Sanitation Project*	Water	USAID	2022	2026	1-5M	Zambia
Veggies 4 Planet and People*	Agri-food	Ikea Foundation	2020	2024	1-5M	Kenya, Ethiopia
West African Biodigester Programme of Activities	Energy	World Bank	2017	2025	1-5M	Burkina Faso
Water, Sanitation and Hygiene (WASH) for Trachoma Elimination Project, Phase 2	Water	The Fred Hollows Foundation	2022	2025	1-5M	Ethiopia

* SNV is not the lead partner.



Impact
that matters

Annual Accounts 2023

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Balance Sheet as of 31 December 2023

(after appropriation of result in Euro)

Assets	Note	2023	2022
Fixed assets			
Intangible fixed assets			
Intangible fixed assets		14,942	0
	1	<u>14,942</u>	<u>0</u>
Tangible fixed assets			
Terrains and Buildings		516,762	438,784
Vehicles		258,222	281,872
Equipment		381,492	170,240
Assets in transition		0	130,143
Furniture and Fixtures		42,505	35,202
	2	<u>1,198,981</u>	<u>1,056,241</u>
Financial fixed assets			
Financial fixed assets	3	604,386	383,412
		<u>604,386</u>	<u>383,412</u>
Current assets			
Project funding receivables	4	21,301,432	23,462,295
Other receivables	5	343,024	1,382,223
Prepayments	6	13,393,337	9,232,036
		<u>35,037,793</u>	<u>34,076,554</u>
Cash and cash equivalents			
	7	126,975,856	126,328,249
		<u>126,975,856</u>	<u>126,328,249</u>
TOTAL ASSETS		<u>163,831,958</u>	<u>161,844,456</u>

Liabilities	Note	2023	2022
Reserves	8		
Continuity reserves		25,015,308	25,015,308
General reserves		11,876,445	14,781,070
Designated reserves		14,106,539	9,195,453
		50,998,292	48,991,831
Provisions	9	5,345,290	5,146,943
		5,345,290	5,146,943
Long-term liabilities			
Project interest fund	10	826,792	0
		826,792	0
Current liabilities			
Project funding payables	11	84,698,456	68,346,490
Creditors	12	11,486,667	30,095,228
Accrued expenses	13	8,126,786	7,706,204
Taxes and Social security	14	2,056,957	1,241,131
Pensions	15	292,718	316,629
		106,661,584	107,705,682
TOTAL RESERVES AND LIABILITIES		163,831,958	161,844,456

Statement of Income and Expenses

(all amounts in Euro)

	Note	Budget 2023	Realised 2023	Realised 2022
Income				
Project revenue	17	177,400,000	163,330,484	172,460,476
Other non-project revenue	18	400,000	344,752	369,832
Interest received	19	0	1,354,815	59,190
Total income		177,800,000	165,030,051	172,889,498
Expenditure				
Activity costs	20	(103,000,000)	(90,574,781)	(96,714,812)
Employee costs		(55,000,000)	(51,510,813)	(52,496,861)
Facility costs		(9,000,000)	(8,637,377)	(7,696,724)
Vehicle costs		(3,500,000)	(3,067,088)	(3,311,879)
Other general costs		(7,000,000)	(6,434,732)	(8,857,651)
Total		(177,500,000)	(160,224,791)	(169,077,927)
Financial costs including FX		0	247,639	100,770
Total financial costs		0	247,639	100,770
Organisational investment projects		(4,000,000)	(2,957,524)	(1,572,336)
Total expenditure		(181,500,000)	(162,934,676)	(170,549,493)
Balance income and expenditure		(3,700,000)	2,095,375	2,340,005
Attributable to general reserves		300,000	2,095,375	0
Attributable to designated reserves		0	0	2,340,005
Withdrawal from designated reserves		(4,000,000)	0	0
Balance income and expenditure		(3,700,000)	2,095,375	2,340,005

Statement of Cash Flows

(all amounts in Euro)

	2023	2022
Cash flow from operating activities		
Net result	2,095,375	2,340,005
<i>Adjustments for:</i>		
Interest received	(1,354,815)	(56,218)
Proceeds from sale of fixed assets	(345,384)	(216,878)
Depreciation, amortisation and other impairments	321,874	460,899
Provisions	(522,412)	2,151,319
Financing costs incl. FX	(237,735)	(131,929)
<i>Movement in working capital:</i>		
Project funding receivables	3,131,785	(11,794,375)
Other receivables	671,411	(80,767)
Prepayments	(4,211,278)	(2,085,546)
Project funding payables	84,523,982	(23,339,926)
Other current liabilities	(68,223,821)	5,724,404
	<u>13,753,607</u>	<u>(29,369,017)</u>
Cash generated from operations	15,848,982	(27,029,012)
Change in long term liabilities	826,792	
Liabilities for fund management	(17,797,988)	2,870,524
Interest received	1,354,815	56,218
	<u>(15,616,381)</u>	<u>2,926,742</u>
Cash flow from operating activities	232,601	(24,102,270)
Cash flow from investment activities		
Investments in tangible fixed assets	(479,556)	(620,409)
Proceeds from sale of fixed assets	345,384	216,878
Cash flow from investment activities	(134,172)	(403,531)
Cash flow from financing activities		
Financial fixed assets	82,304	(49,663)
FX derivatives (NDF contracts)	(188,657)	96,466
Cash flow from financing activities	(106,354)	46,803
Net cash flows	(7,924)	(24,458,998)
Exchange gains/(losses) on cash at banks and in hand	655,531	(983,056)
Change in cash and cash equivalent	647,607	(25,442,054)
Balance as at 1 January	126,328,249	151,770,303
Movement during the financial year	<u>647,607</u>	<u>(25,442,054)</u>
Balance as at 31 December	126,975,856	126,328,249

* The 2022 Prepayments and Accrued Expenses balances have been adjusted in alignment with the 2023 classification presentation of prepayments to the partners and accruals for consistency and comparison purposes.

General notes to the Annual Accounts

SNV is a global development partner, deeply rooted in the countries where we operate. We are driven by a vision of a better world: A world where across every society all people live with dignity and have equitable opportunities to thrive sustainably. To make this vision a reality, we need transformations in vital agri-food, energy, and water systems. SNV contributes by strengthening capacities and catalysing partnerships in these sectors. We help strengthen institutions and effective governance, reduce gender inequalities and barriers to social inclusion, and enable adaptation and mitigation to the climate and biodiversity crises. Building on 60 years of experience we support our partners with our technical and process expertise and methodological rigour. We do this in more than 20 countries in Africa and Asia with a team of approximately 1,600 colleagues. By being adaptable and tailoring our approaches to these different contexts, we can contribute to impact at scale, resulting in 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.

Comparative figures

The 2022 figures are, where necessary, reclassified for comparability with the 2023 figures. The comparative figures are derived from the 2022 annual report. In the current year no further audit investigation was done to assure the accuracy of prior year's figures.

Closure or change of status of country operations in 2023

In 2023, we had an in-country presence in 22 countries across Asia and Africa, with a number of global programmes extending beyond these.

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 2023, 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 limited liability entities 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 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. Renovated 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 cash equivalent

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

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 2023, according to their monthly release, was 110.5% (where the funding ratio at the end of 2022 was 110.9%).

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 usually the nominal value.

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 projects 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-incidental 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.

Finance income and costs including FX

Finance income and costs consists of interest income on cash and cash equivalents and foreign exchange results (unless hedge accounting is applied). Foreign exchange results include realised and unrealised exchange rate differences and currency translation differences arising upon the settlement or conversion of monetary items. Finance income and costs 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

(all amounts in Euro)

1. Intangible fixed assets

	Software
Purchasing value	1,447,075
Accumulated amortisation	<u>(1,447,075)</u>
Net book value 31 December 2022	-
Acquisitions	17,241
Total amortisation 2023	<u>(2,299)</u>
Movement in year	<u>14,942</u>
Net book value 31 December 2023	14,942
Purchasing value	1,464,316
Accumulated amortisation	<u>(1,449,374)</u>
Net book value 31 December 2023	14,942

Intangible fixed assets relate to capitalised implementation costs of our cloud-based Enterprise Resource Planning (ERP) solution which was fully amortised in 2022 and payment of software procured in SNV in Ethiopia.

2. Tangible fixed assets

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

	Terrains and Buildings	Vehicles	Equipment	Furniture and Fixtures	Assets in transition	Total
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)
Book value 31 December 2022	438,784	281,872	170,240	35,202	130,143	1,056,241
Investments	146,643	90,926	346,495	31,121	-	615,185
Disposals (purchase value)	(6,341)	(270,922)	(476,734)	(104,197)	(130,143)	(988,337)
Disposals (cum. depreciation)	-	270,922	475,290	104,197	-	850,409
Depreciation	(62,324)	(114,576)	(133,799)	(23,818)	-	(334,517)
Movement in year	77,978	(23,650)	211,252	7,303	(130,143)	142,740
Net book value 31 December 2023	516,762	258,222	381,492	42,505	-	1,198,981
Purchasing value	1,838,665	2,671,864	2,600,389	1,379,968	-	8,490,886
Cumulative depreciation	(1,321,903)	(2,413,642)	(2,218,897)	(1,337,463)	-	(7,291,905)
Net book value 31 December 2023	516,762	258,222	381,492	42,505	-	1,198,981

3. Financial fixed assets

	2023	2022
SNV in Tanzania - IEs social security deposit	359,397	314,873
Other deposits	244,989	68,539
Financial fixed assets	604,386	383,412

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

Other deposits comprise the guarantee deposits held in bank for specific projects (€0.2M), and other deposits which 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

(all amounts in Euro)

4. Project receivables

	2023	2022
Gross project receivables	23,118,191	27,418,837
Provision for unrecoverable costs	<u>(1,816,759)</u>	<u>(3,956,542)</u>
Project receivables	21,301,432	23,462,295

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 2023, the provision for unrecoverable costs amounted to €1.8M (2022 €4M). The reduction of €2.2M in the provision level in 2023 compared to 2022 mainly relates to release of risks of uncollectability (€1M), and to write-offs done in 2023 (€1.5M). Write-offs mainly relate to two projects with uncollectible amounts (€0.8M), and one project with non-refundable costs (€0.5M).

5. Other receivables

	2023	2022
Short-term project	242,537	591,494
Employee work advances	73,125	111,199
VAT receivable	<u>27,362</u>	<u>679,530</u>
Other receivables	343,024	1,382,223

The fair value of the receivables approximates their carrying amount. They are all considered receivable within the next 12 months. No impairments were recognised. The significant movement in VAT receivable position is due to payments received in 2023.

6. Prepayments

	2023	2022
Prepayments to partners and suppliers	13,006,483	8,849,348
School costs	378,985	374,078
Other prepayments	7,869	8,610
Prepayments	13,393,337	9,232,036

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). In the 2023 financial year more advances were issued to implementation partners and suppliers to support contracted activities. The advances to partners and suppliers are subsequently justified after implementation of the activities.

7. Cash and cash equivalent

The Cash and cash equivalent 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 €6,119,818 held in specific bank accounts restricted to usage for particular projects or as related to the third parties (2022: €30,027,944). The significant decrease is mainly related to bank accounts for two of the projects in SNV in Kenya for which SNV administers a fund (€20M in 2022 compared to €2.3M in 2023).

Norwegian Kroner (NOK), Swedish krona (SEK), Swiss franc (CHF), Danish Krone (DKK), Australian dollar (AUD), and United States Dollar (USD) cash balances are used as a natural hedge for the liabilities in these currencies. In addition, €0.33M collateral covers a bank guarantee facility.

Cash and cash equivalent currency	Restricted (in €)	Unrestricted (in €)	Total (in €)
Euro	2,558,611	97,281,533	99,840,144
United States Dollar	16,784	6,936,000	6,952,784
Swiss Franc	1,940,443	2,167,487	4,107,930
Danish Kroner		4,039,874	4,039,874
Swedish Krona		3,781,647	3,781,647
Norwegian Kroner		1,775,805	1,775,805
Australian Dollar		1,143,654	1,143,654
British Pound		611,874	611,874
Other local currencies used in SNV countries	1,603,980	3,118,164	4,722,144
Total cash & cash equivalent balance	6,119,818	120,856,038	126,975,856

Reserves and liabilities

(all amounts in Euro)

8. Reserves

	Continuity reserves	General reserves	Designated reserves for investments	Designated reserves for tax equalisation	Total
Reserves as at 1 January 2023	25,015,308	14,781,070	8,567,580	627,873	48,991,831
Allocation of general reserves to designated reserves		(5,000,000)	5,000,000		-
Appropriation of results		2,095,375			2,095,375
Tax equalisation designated reserves movement				(88,914)	(88,914)
Total as at 31 December 2023	25,015,308	11,876,445	13,567,580	538,959	50,998,292

Continuity reserves enable SNV to be resilient, to carry on operations in the event of unforeseen adverse circumstances and to absorb any financial shocks. 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 2023.

The general reserves (€11.9M as at 31 December 2023) are used for meeting contingencies, to absorb any potential operational losses in any given year, for working capital needs, and to add funds to designated or continuity reserves. In 2023, the Supervisory Board approved the allocation of €5M from general to designated reserves to finance additional investment initiatives.

The designated reserves are part of the organisations reserves which are designated for a specific purpose, it can have an investment and growth function or a spending function. In 2023, additional investments were committed to supporting the implementation of the SNV's 2030 Strategy, bringing the total value of investments for the period 2022-2025 to €15.3M.

The designated reserves for tax equalisation are set up as a tax equalisation measure related to the so-called hypothetical taxation (hypotax) of international employees (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. In 2023 the difference between the total amount of actual taxes paid and the total amount of hypotax withheld was €88,914 and has been withdrawn from the tax equalisation reserve.

The result of the year is added to the general reserves.

9. Provisions

	2023	2022
IE income tax provision	1,617,012	600,427
Other tax provision	1,847,290	2,013,871
Reservation severance	1,502,952	2,041,508
Other provisions	<u>378,036</u>	<u>491,137</u>
Provisions	5,345,290	5,146,943

Total provisions increased in 2023 by €0.2M.

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. In 2023, our estimation for severance provisions to be paid out were decreased by €0.5M.

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 related to previous years identified in relation to taxation on the remuneration and benefits of IEs in several countries.

Long term liabilities

(all amounts in Euro)

10. Project interest fund

	2023	2022
Project interest fund	<u>826,792</u>	<u>-</u>
Project interest fund	826,792	-

For prepaid funds by donors which have been received globally, interest as of 2023 has been optimised by maintaining the funds at interest bearing accounts. In 2023, SNV created a project interest fund for the administration of this interest on prepaid funds.

Current liabilities

(all amounts in Euro)

11. Project funding payables	2023	2022
Project funding payables	<u>84,698,456</u>	<u>68,346,490</u>
Project funding payables	84,698,456	68,346,490

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 increased by 24% compared with 2022 due to large advances received in the last quarter of 2023 and lower activity cost volume in 2023.

12. Creditors	2023	2022
Trade creditors	11,373,335	30,057,746
Employee creditors	<u>113,332</u>	<u>37,482</u>
Creditors	11,486,667	30,095,228

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 significant decrease in trade creditors is mainly due to one project in Kenya for which SNV administers a fund on behalf of the Government of Kenya on separate restricted bank accounts in the name of SNV (€16.4M in 2022 compared to €0.03M in 2023). 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.

13. Accrued expenses	2023	2022
Reservation leave days	1,342,575	1,388,833
Leave allowance to be paid	684,733	627,320
Accruals for international transport and relocation costs	449,316	325,848
Other accruals	5,650,162	5,364,203
Accrued expenses	8,126,786	7,706,204

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 2023 but are not yet reported by implementation partners.

14. Taxes and social securities	2023	2022
Withdrawal PAYE	922,696	230,204
Reservation taxation to be paid	164,975	39,499
Withdrawal social security premiums	157,529	103,228
VAT, WHT and other tax reconciliation amounts	811,757	868,200
Taxes and social security	2,056,957	1,241,131

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

15. Pensions

	2023	2022
Pension premiums payable	292,718	316,629
Pensions	292,718	316,629

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.

16. Commitments and contingent liabilities

Long-term commitments	Sum of expected cost EUR < 1 year (2024)	Sum of expected cost EUR between 1-5 years (2025-2028)	Sum of expected cost EUR > 5 years (2029 onwards)	Sum of total expected cost based on contract (EUR)
Supplier contracts - countries	7,299	4,258	-	11,557
Supplier contracts - The Hague	204,207	436,544	-	640,751
Rent - countries	350,332	1,286,700	-	1,637,032
Rent - The Hague	178,056	138,488	-	316,544
Total	739,894	1,865,990	-	2,605,884

The amounts prepaid by SNV as at the end of 2023 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, no hedge contracts were outstanding.

Legal proceedings and other contingencies

SNV is subject to a few contingencies arising from litigation brought by different parties. At the end of 2023, there were 11 open legal cases against SNV. Management considers the probability of the liabilities arising from ten cases where SNV is the defendant as low, with no expected cash outflow. For one legal case in which the probability is considered as high, a provision of €9 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 of 31 December 2023, SNV management believed that our interpretation of the relevant legislation was appropriate. Where management believes it is 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 2023, SNV had outstanding bank guarantees of €0.29M. These relate to a rental guarantee (these guarantees are secured by €0.33M cash as collateral (see note 7)), and advance payment guarantee for project. 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

(all amounts in Euro)

17. Project revenue

Income from project funding realised in 2023 stood at €163.3M, a 5% decrease on the previous year (2022: €172.5M). 2022 revenues reflected significant carry-over and additions to budgets due to delayed activities (linked to COVID restrictions) in most countries during 2020-2021.

In our 2023 plan, we did not anticipate much growth observing that this backlog was over and more projects were either starting or closing out. Further to this, projects in 2023 started later or slower than expected, while we also experienced a worsened safety situation in several countries. These factors drove down activities and project revenues 8% below our plan for the year.

Revenue segmentation

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

Revenue by sector	2023	2022
Agri-Food	107,476,993	122,260,486
Energy	32,011,979	26,351,880
Water	23,841,512	23,848,109
Total	163,330,484	172,460,476

Revenue by region	2023	2022
East and Southern Africa	90,549,165	99,361,257
West and Central Africa	51,989,620	50,752,277
Asia	15,899,833	16,231,931
Global programmes	4,891,867	5,971,241
Latin America	-	143,770
Total	163,330,484	172,460,476

Revenue by donor¹

Top 10 donors	2023	2022
Embassy of the Kingdom of the Netherlands (EKN)	48,762,423	52,568,849
Netherlands Ministry of Foreign Affairs (DGIS)	29,144,315	34,059,590
Foreign, Commonwealth & Development Office (FCDO)	12,389,008	13,646,599
Swedish International Development Cooperation Agency (Sida)	11,623,014	15,246,497
European Commission (EC)	10,139,755	13,343,564
Swiss Agency for Development and Cooperation (SDC)	10,031,280	11,066,102
EnDev	5,534,996	5,990,705
Mastercard Foundation	5,369,674	4,903,677
IKEA Foundation	4,419,025	2,824,393
DANIDA	3,595,934	2,529,953
Others	22,321,059	16,280,547
Total	163,330,484	172,460,476

18. Non-project revenue

Non-project revenue in 2023 totalled €0.34M compared to €0.37M in 2022. 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.

19. Interest received

In 2023, SNV recognised €1.35M of interest earned on the SNV cash and cash equivalent balances. Out of €1.35M, €0.7M income is interest received from SNV short term deposits, and €0.65M is interest received on interest-bearing bank account balances.

¹ Numbers refer to the original source of the funding, irrespective of the direct contract partner of SNV.

20. Expenditures

SNV expenditures are classified according to expense categories.

Expense category	Budget 2023	Realised 2023	Realised 2022
Subcontracted activities, consultants and local service providers		(29,044,179)	(33,189,048)
Grants and contributions		(21,216,239)	(19,359,012)
Consortium partners		(20,629,375)	(21,120,970)
Workshops/training		(12,830,816)	(16,544,857)
Travel and accommodation		(6,854,172)	(6,500,925)
Activity costs	(103,000,000)	(90,574,781)	(96,714,812)
Gross salaries		(33,958,223)	(33,914,469)
Social securities		(2,596,777)	(2,475,546)
Pension premiums		(3,916,350)	(4,039,623)
Employee costs and allowances		(10,982,709)	(11,754,797)
Temporary staff		(56,754)	(312,426)
Employee costs	(55,000,000)	(51,510,813)	(52,496,861)
Facility costs	(9,000,000)	(8,637,377)	(7,696,724)
Vehicle costs	(3,500,000)	(3,067,088)	(3,311,879)
Professional training and meetings		(720,202)	(871,120)
Interim support		(1,914,477)	(1,723,878)
Audit		(1,143,621)	(1,192,805)
Bank costs and negative interest		(119,558)	(295,456)
Bad debtors provisioning		579,174	(1,623,608)
Other provisioning		(1,173,356)	(993,636)
Publications and communication		(1,132,640)	(935,518)
Other general costs		(810,052)	(1,221,630)
General costs	(7,000,000)	(6,434,732)	(8,857,651)
Total Expenses excluding Organisational investment projects	(177,500,000)	(160,224,791)	(169,077,927)
Organisational investment projects	(4,000,000)	(2,957,524)	(1,572,336)
Total Expenses, excluding financing costs	(181,500,000)	(163,182,315)	(170,650,263)

In 2023, activity cost was €6.1M below the previous year, which was mainly caused by the delayed start-up of new projects and the worsened safety situation in several geographies. Of the total expenditures excluding investment projects, 91.3% was spent by the country offices and 8.7% at the global level, which is in line with 2022. The Organisational investment projects are slightly delayed in implementation.

Activity costs and Employee costs made up 88.7% of all project costs for 2023 (excluding investment projects), Facility and Vehicle costs represented 7.3%, while other General costs accounted for 4.0% of the total 2023 expenditure, which is also in line with 2022. The General costs decreased compared to 2022 by €2.4M, which mainly relates to the impact of the release of bad debt provision created in 2022 for uncollectible amounts.

Other disclosures

Average number of employees

During 2023, we employed an average of 1,440 people (2022: 1,376). Of these, 121 were employed in the Netherlands (2022:108), and 1,242 were employed outside the Netherlands (2022: 1,192). There were an average of 77 IEs in 2023 (2022: 76).

Audit fees

Expenses from audit and other fees amounted to €1,038,136 in 2023 (2022: €1,221,055). Of this €608,230 (2022: €756,732) relates to country project and local audits. The table below specifies fees of our corporate auditor BDO, being €534,728 (2022: €523,248).

BDO audit fees (including value added tax, VAT)

	Fee for audit of the financial statements	Fee for other audit services	Fee for fiscal advisory	Fee for non-audit services	Total
2022	344,860	144,348	34,040		523,248
2023	334,105	198,415	2,208		534,728

Remuneration of CEO and Managing Board members and the Supervisory Board

Remuneration of CEO and Managing Board

All Managing Board salaries for 2023 were based on a contractual working week of 40 hours and were within the *Wet Normering Topinkomens* (WNT) standard.

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	105,589	135,130	135,514	135,514
Non-taxable expense reimbursement (30% tax ruling)*	42,184			
Remuneration (contractual salary including holiday and year end payment)	147,773	135,130	135,514	135,514
Provisions for future payments	16,702	22,408	22,871	13,312
Total	164,475	157,538	158,385	148,826
<i>Social security costs (employer contribution) **</i>	<i>15,065</i>	<i>11,717</i>		
<i>Total incl Social security costs (employer contribution)</i>	<i>179,540</i>	<i>169,255</i>	<i>158,385</i>	<i>148,826</i>

WNT disclosure 2023*

Managing Board member	S. O'Connell	H. Heijdra	M. Ritchie	A. de Jager
Function	CEO	MD	MD	MD
Employment contract:				
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:				
Remuneration and taxable allowances	105,589	135,130	135,514	135,514
Provisions for future payments	16,702	22,408	22,871	13,312
Total remuneration 2023	122,290	157,538	158,385	148,826
<i>Individual WNT maximum</i>	<i>223,000</i>	<i>223,000</i>	<i>223,000</i>	<i>223,000</i>

WNT disclosure 2022*

Managing Board member	S. O'Connell	H. Heijdra	M. Ritchie	A. de Jager
Function	CEO	MD	MD	MD
Employment contract:				
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:				
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>

* The 30% ruling for highly skilled migrants is applied to the remuneration of the CEO. This means that €42,184 for 2023 and €40,430 for 2022 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 Supervisory Board

Details of 2023

Supervisory Board (SB) member	K. Richelle	W. van Niekerk	M. Hamers-Bodifée	S. Krommendam	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	6,000	5,400	4,800	4,800	4,800	4,800	4,800
Total remuneration 2023	6,000	5,400	4,800	4,800	4,800	4,800	4,800
<i>Applicable WNT maximum 2023</i>	33,450	22,300	22,300	22,300	22,300	22,300	22,300

Details of 2022

Supervisory Board (SB) member	K. Richelle	W. van Niekerk	M. Hamers-Bodifée	S. Krommendam	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 2022	5,700	5,100	4,500	4,500	4,500	4,500	4,500
<i>Applicable WNT maximum 2022</i>	32,400	21,600	21,600	21,600	21,600	21,600	21,600

* Only active SB members in 2023 are presented in 2022 overview.

Other employees

No other full-time or temporary SNV employees received remuneration above the WNT maximum level in 2023.

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 2023 included in the annual report

Our opinion

We have audited the financial statements 2023 of Stichting SNV Nederlandse Ontwikkelingsorganisatie, based in The Hague.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting SNV Nederlandse Ontwikkelingsorganisatie as at 31 December 2023 and of its result for 2023 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 2023;
2. the profit and loss account for 2023; and
3. the notes comprising of a summary of the 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 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 2023 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 the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information, that consists of:

- the annual report on page nr 7 - 54

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain 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 regarding the financial statements

Responsibilities of the 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 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 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 the Managing Board 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 engagement 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 detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error 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 judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, 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 error, 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 an entity to cease 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 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, 20 June 2024

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

drs. T.H. de Rek RA

Colophon

Text: SNV

Concept: Friends & foes

Design: Haagsblauw

Photos: ©SNV



Impact
that matters



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