

# SNV



SNV in 2020

## **We lift up incomes and increase access to basic services**

We make a lasting difference in the lives of people living in poverty, helping them raise incomes and access basic services. Driven by the Sustainable Development Goals, we are dedicated to a society in which all people are free to pursue their own sustainable development and no one is left behind. This commitment to equity directs us to focus on gender and youth.

## **We apply our know-how to deliver results at scale**

### **Local presence and know-how to realise effective solutions**

We apply practical know-how to support people living in poverty. By connecting our global expertise with our extensive and longstanding in-country experiences, we help realise locally owned solutions. And we do so in more than 25 countries worldwide.

### **Expertise in three sectors**

We are experts in agriculture, energy, and water, sanitation and hygiene (WASH). Our services include advice, brokering and stakeholder engagement, advocacy, fund management, results-based financing and delegated management.

### **Impact through direct results and systems change**

Our projects directly benefit millions of people. At the same time, our projects also drive systems change – strengthening institutions and kick-starting markets to help many more people work their way out of poverty, well beyond the scope of projects.

## **We commit to operational excellence**

We are proud to be a not-for-profit organisation, implementing our mission exclusively through project financing. This requires us to work efficiently and to invest in operational excellence every day.

# SNV in 2020

In 2020, SNV helped to measurably improve the lives of **5 million people** living in poverty through increasing incomes and access to basic services. At the same time, we made significant contributions to systems change.

2020 has been dominated by COVID-19. People across the world have endured major health, social, and economic effects of the pandemic caused by the previously unknown virus. The progress towards achieving the Sustainable Development Goals (SDGs) saw significant setbacks resulting from the COVID-19 pandemic. While in the past two decades, the number of people living in extreme poverty worldwide has decreased by more than 1 billion people, part of this success is set to be reversed. The economic fallout from the global pandemic could increase global poverty by as much as half a billion people, according to the United Nations University. The past year has shown that people can easily fall back into poverty if interventions do not address the underlying systems that trap people in poverty.

The world is also experiencing a deepening climate crisis. Climate change poses an unprecedented threat to humanity in the 21st century. Weather patterns are changing, becoming less predictable and more erratic. This has huge impact on food security, water security, and people's livelihoods. We need to adapt our systems to climate change and increase resilience amongst people living in

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poverty and vulnerable groups to prevent the potentially catastrophic and irreversible effects of climate change. There was a notable short-fall in funding but slowly, we are seeing this increasingly being prioritised by donors.

2020 was the second year of implementing SNV's 2019-2022 Strategic Plan. Our results were in line with the targets set, even with the challenges of implementation due to COVID-19. We remain on track to improve the quality of life of 20 million people and to significantly contribute to systems change in agriculture, energy, and WASH in 21 countries from 2019 to 2022. SNV aims to drive systems change by strengthening institutions and kickstarting markets, in turn building more resilient communities.

## Our footprint

In 2020, we worked in 26 countries in Asia, Africa, and Latin America. We have had operations in most of these countries for decades, enabling us to acquire a depth of contextual understanding and knowledge, and allowing us to build long-term partnerships.

In 2020, the number of team members worldwide decreased by 6% and at the end of 2020 we were 1,297 people strong. This team of specialists and generalists, nationals and internationals, and young and more seasoned colleagues are the backbone of SNV. The vast majority of our team members (88%) come from the contexts in which we work. The large majority of our team members are based in East and Southern Africa. Six percent



We collaborate extensively with partners - such as knowledge institutes, consultancy firms, and local and international NGOs - to expand and deepen our impact.

of our team is based in The Netherlands, the country where SNV was established over 50 years ago.

SNV operates in high-risk, conflict-sensitive, and fragile areas. This is where most of the communities that we seek to support are located. We saw increased insecurity in 2020 in some of the regions where we work. With the right safety and security measures, SNV managed to stay on the ground, adapt, and continue relevant project activities.

### Our approach

We apply practical know-how to support people living in poverty. We contributed to agriculture results in 23 countries, energy results in 14 countries and WASH results in 18 countries. We constantly develop our expertise by expanding our global knowledge and drawing on lessons learned from practice across the globe. This adds to our value proposition and distinguishes us from local service providers. We use our extensive on-the-ground track record

to apply and adapt our expertise to local contexts – which distinguishes us from global consultancy firms.

Our often deep, in-country presence and strong relationships are the basis of our local credibility and our alliance building with and between stakeholders. We collaborate extensively with partners such as knowledge institutes, private consultancy firms, and non-governmental organisations - that complement and re-energise us. We invest in market-based approaches and work extensively with the private sector. We are a trusted partner to local and national governments.

We create impact in the form of both direct results and systems change. Our projects directly benefit millions of people. At the same time, our projects also drive systems change – strengthening institutions and kickstarting markets to help many more people work their way out of poverty. We thus sustain and expand the impact of these projects in years to come.

## Our focus: Agriculture, Energy, and WASH

Our continued focus on agriculture, energy, and WASH allowed us to deepen the quality of our work. Many of our projects span across these sectors and have an integrated approach to enabling sustainable development.

Our agriculture portfolio helped improve the lives of 1.1 million people in 2020. The SNV agriculture portfolio contributes to the Sustainable Development Goals (SDGs) through a private sector, market-based, and innovation-driven approach. In 2020, our projects supported 0.9 million people through increased income.

SNV integrates its interventions across agriculture value chains, nutrition, and climate adaptation. Our food and nutrition security programme improved food access and nutrition security for 0.2 million people. We stepped up on our climate and business programme. We helped 50,000 farmers to become more climate resilient and 31,000 young people gained new employment through SNV projects in agriculture and energy.

In this report, we highlight how nine projects came together to respond to the COVID-19 pandemic. The COVID-19 Response and Resilience Initiative for Food Value Chains in Africa (CORE-Africa) aims to strengthen responses to the COVID-19 situation of nine projects across Africa funded by the Dutch Government. CORE-Africa focuses on nutritious food value chains including horticulture, dairy, oilseeds, pulses and livestock.

Our energy portfolio helped improve the lives of 1.5 million people and reduced greenhouse gas emissions of over

600,000 tonnes. The SNV energy portfolio contributes to the SDG7 target to ensure access to affordable, reliable, sustainable, and modern energy for all. Our projects focus on providing people with off-grid electricity, clean cookstoves, and biogas. In addition to these direct benefits, our energy portfolio helped develop sustainable energy markets, using innovative financing mechanisms. For example, the World Bank-financed Kenya Off-Grid Solar Access Project (KOSAP), provides electricity and clean cooking solutions in the remote, low densely populated, and traditionally underserved areas of the country. This flagship project of the Kenyan Ministry of Energy uses

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Results Based Financing (RBF) to provide incentives to private sector companies to establish operations and sell solar and clean cooking solutions in the project areas.

WASH interventions contributed to improving access of 2.5 million people in 2020. Our projects resulted in 1.2 million people gaining access to, and use of, sanitation, and 0.6 million people gaining access to basic drinking water supply services. In addition, close to 1 million people commenced to practise handwashing with soap. With the COVID-19 pandemic, the demand for WASH services, especially handwashing, increased. This included services in healthcare facilities where programming was already ongoing but also in new target areas such as markets, stations, and other public spaces where transmission of the virus could take place.

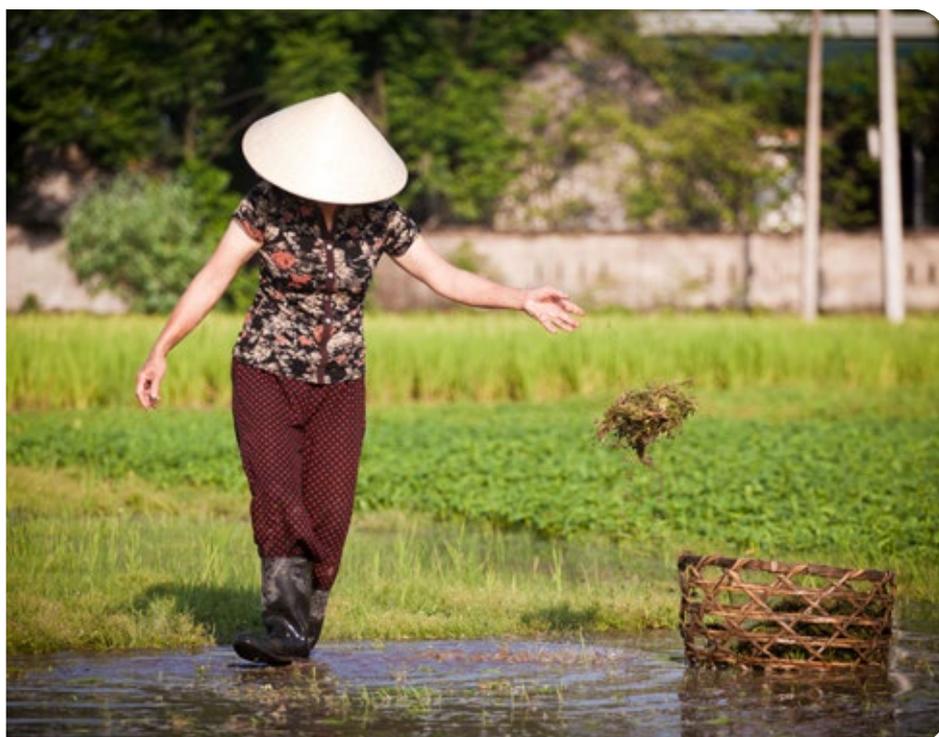
Our commitment to leaving no one behind translates to a focus on universal access with an explicit focus on schools, health facilities, and last mile service provision. Our contribution to SDG6 (ensuring availability and sustainable management of water and sanitation for all) goes well beyond the number of people who benefit directly from our projects. Our projects supported the development of public institutions and built markets that will ultimately provide many more people with WASH services. A good example of this is our work in Nepal which builds long-term capacity of local entities and systems to improve and promote community health. The Swachchhata project, funded by the United States Agency for Development Aid (USAID), strengthens the skills of government actors, health centre personnel, and volunteer committees to serve as role models and spread good hygiene messages.

### Changing the systems which trap people in poverty

Only by changing underlying systems, can we break the low-income poverty trap that millions of people find themselves in. This is why we design and manage our projects in such a way that they do not just deliver direct results but also contribute to systems change to create more sustainable, larger-scale impact. This annual report showcases how we significantly contributed to systems change in some countries while sowing the seeds for systems change in many others.

Our on-the-ground presence and international knowledge helped kickstart markets and services, ranging from dairy and vegetables, to cookstoves and solar systems, to desludging of latrines and





septic tanks. In doing so, we leveraged additional financial resources from companies and governments. We aim for our approaches to be adopted by the public and/or private sector and become the new norms. We do not only influence governments and the private sector to change their behaviours. We also work on behaviour change at the household level whether on hygiene, nutrition, use of cookstoves, or gender roles. The ultimate test of our success is when we create a new normal in which all people can pursue their own sustainable development.

### Our operations during COVID-19

SNV, like the rest of the world, experienced a year of unprecedented uncertainty. The past year has been extraordinary and has brought much external challenge and change. The COVID-19 crisis has impacted the way we work, the way we provide our services, and the way we organise ourselves.

In the midst of this changing context, our commitment is stronger than ever to make a lasting difference in the lives of people living in poverty by helping them raise incomes and access basic services.

We highly appreciate the flexibility of the donors we work with, which has been essential to enabling us to pivot our programmes to a new operating normal. Thanks to this flexibility, we were able to keep our team members on board, systems up and running, and ensure project implementation continued to the greatest possible extent, enabling us to positively impact the lives of 5 million people in turn.

SNV's management and teams across the world reacted quickly to the developments of the crisis. Team member safety was our number one priority, always being compliant with local COVID-19 regulations. We took quick measures and initiatives, adjusting our project implementation to continue our work on the ground as much as possible.

SNV has adjusted where necessary in the face of the pandemic. Already being a lean organisation and having cloud-based systems in place, we were ready to implement in innovative manners. We could continue working because of our broad network of local partners on the ground. As the pandemic endures and the context evolves, we will continue to anticipate changes in needs and opportunities and will

We recognise that at a time of both extraordinary need and opportunity, partnerships are more crucial than ever to realise impact at scale.

seek to work with our donors in aligning priorities accordingly. We will continue to be innovative in the way we work and with the partnerships that we establish.

### Looking ahead

The world is still in the middle of the COVID-19 pandemic. For the first time in 20 years, poverty is likely to significantly increase. For millions of people around the globe this crisis will not be short-lived. Our work has become more relevant than ever.

In the coming years, we will look to scale the impact of our work in agriculture, energy, and WASH, through expanding our existing products and services (especially in the areas of innovative finance and digitalisation), focusing more deliberately on systems change, and building more intentional, strategic partnerships. We will continue to invest in our people, strengthening technical expertise, and expanding and diversifying our talent pool.

As our footprint and impact in fragile contexts continues to grow, we will increase our investments in safety and security management.



# 2020 in numbers

We measurably improved the quality of lives of **5 million people**

## Agriculture



**856,000**  
people with  
increased  
income



**50,000**  
people with  
increased  
resilience to  
climate change



**215,000**  
people with  
increased  
food and nutrition  
security

## Energy



**47,000**  
people with  
access to  
biodigesters



**824,000**  
people with  
access to  
improved  
cookstoves



**601,000**  
people with  
access to  
off-grid solar

## WASH



**1,266,000**  
people who gained  
access to (at least)  
basic sanitation

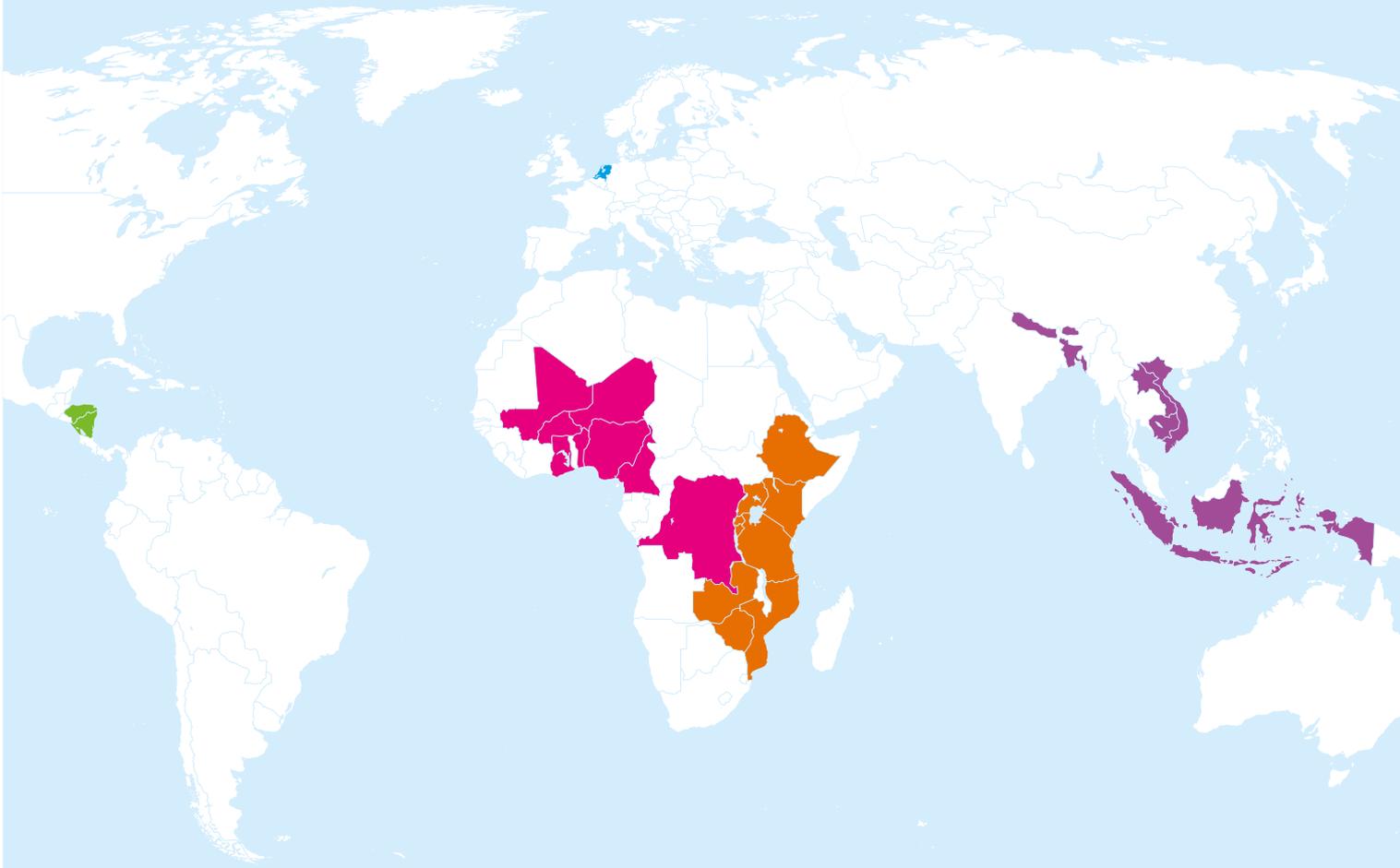


**667,000**  
people who  
gained access to  
(at least) basic  
drinking water



**976,000**  
more people  
practising  
handwashing  
with soap after  
defecation

# Our footprint



## Revenue per region



**Latin America**

Honduras  
Nicaragua

**West and Central Africa**

Benin  
Burkina Faso  
Cameroon  
DR Congo  
Ghana  
Mali  
Niger  
Nigeria

**East and Southern Africa**

Burundi  
Ethiopia  
Kenya  
Mozambique  
Rwanda  
Tanzania  
Uganda  
Zambia  
Zimbabwe

**Asia**

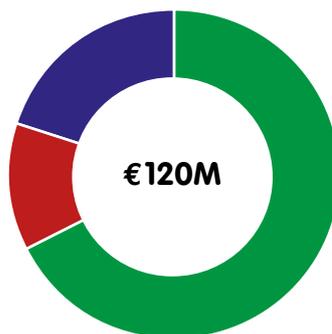
Bangladesh  
Bhutan  
Cambodia  
Indonesia  
Lao PDR  
Nepal  
Vietnam

**Our team**



- National
- International
- The Hague

**Revenue per sector**

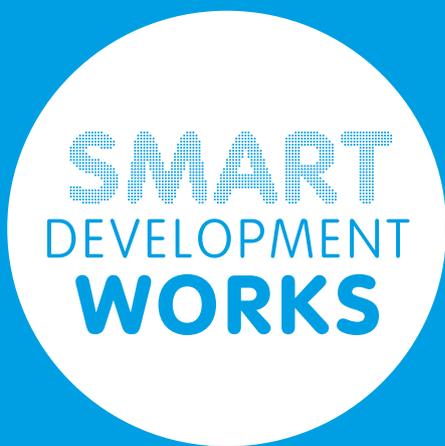


- Agriculture
- Renewable Energy
- WASH

**Revenue per donor**



- Embassies of the Netherlands
- DGIS, the Netherlands
- EC, European Union
- SIDA, Sweden
- SDC, Switzerland
- EnDev
- FCDO, United Kingdom
- USAID, USA
- World Bank
- DFAT, Australia
- Others



SNV  
Netherlands Development Organisation

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