

SNV



SNV in 2018

We lift up incomes and 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 Annual Report 2018

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In 2018,
SNV improved the
quality of life of
4.4 million
people living
in poverty

Message from the Supervisory Board

In the past three years, SNV improved the quality of life of nearly 17 million people living in poverty. Projects in Africa, Asia, and Latin America contributed to this result.



SNV underwent a transition from core funding to project financing. As it enters a new strategy period, the organisation is experiencing high levels of trust from the communities, governments, firms, and partners it works with and the donors that finance SNV's projects. This is an excellent point of departure for scaled up impact by implementing projects that create direct results and bring about systems change.

The Supervisory Board appreciates the growth in revenues and the continued strong order intake. Knowing the low-margin environment in which SNV operates, we have encouraged the Managing Board to further streamline and tighten project execution.

SNV achieved the results presented in this Annual Report through its professional and committed staff members around the globe. Indeed, SNV's extensive on-the-ground presence is at the heart of the lasting solutions it creates. The Supervisory Board would like to express its gratitude to all who worked to create impact at scale.

KOOS RICHELLE, CHAIRMAN

ON BEHALF OF THE SUPERVISORY BOARD
JUNE 2019

Message from the CEO

Some of my most joyous moments in my first year with SNV have been meeting women and men who have directly benefited from our projects.

Some show me how they have improved their livelihood. A female farmer in Amhara in Ethiopia told me how she multiplied her income by shifting from cereal to vegetable production. A rice farmer in Kinzau Mvute in the Democratic Republic Congo showed me that the harvest is going well this year as we walked around the courtyard of the cooperative filled with bags and heaps of rice. She narrated how her group now sells rice in larger quantities and at better pre-set prices thanks to technical assistance on commercialisation.

Others tell me about new or improved services they now have access to, such as energy, water, sanitation and hygiene (WASH), and nutritious food. I met pig farmers in Vietnam who demonstrated how they use biogas for cooking their own meals and that of their animals. I was welcomed by village elders to an open defecation free village before getting a tour of latrines in rural Cambodia. Not far from there, island dwellers shared their enthusiasm of getting access to electricity for the first time.

Often lifting incomes and improving services are interlinked. The chair of a women's cooperative that I met in a fishing village in Ghana showed me how her improved oven helps her to process fresh fish into smoked fish, resulting in increased income. Women cultivating more nutritious crops in Mali explained to me how they are now able to serve healthier food to their children.

These are just some examples of the 4,400,000 people whose quality of life improved in 2018 as a direct result of our projects in Africa, Asia, and Latin America.

While meeting these women and men is a great inspiration, I am convinced that our most important impact is often less tangible. The changing of systems from within - so that many can work their way out of poverty - is a far-reaching result that goes well beyond the immediate scope of our projects.

"Our extensive local presence means we know how governments work, which written and unwritten rules exist, and how relationships are built."

So in Ghana, we do not only directly improve water and sanitation services. We also work with a private bank to leverage additional financing for WASH entrepreneurs. In Ethiopia, we apply our inclusive value chain approach to link input suppliers, cow farmers, dairy processors, and buyers. The market for dairy products we helped create will sustain itself and grow over time. In Cambodia, we not only helped homestead gardeners and commercial farmers to increase their household income, we also built the capacity of private firms, government, and civil society working on horticulture. The improved business models and professional networks will far outlive the project duration. In Rwanda, over fifty biogas entrepreneurs will serve additional schools, prisons, and homes for years to come. In Kenya, we have supported pastoralists in finding a voice on



The Managing Board during a strategy and planning meeting in Tanzania.

climate adaptation policies to hold governments accountable. Our rural sanitation programme has built capacity to modernise institutions and develop and implement policies in 15 countries in addition to extending services to millions of people. And so on.

My first year in SNV has convinced me that our 1,300 staff around the world are our unique strength. Our extensive local presence means we know how governments work, which written and unwritten rules exist, and how relationships are built. Our staff are regarded as honest brokers. We adjust our approaches when circumstances change on the ground. And we generate know-how that we share among ourselves and with our partners. We know that the main predictor for a successful solution in a given country or context is the enthusiasm with which our staff and partners embrace it. Only by listening can we adapt our global expertise to each specific setting.

SNV is an organisation that renews itself constantly. In 2018, we took stock of the lessons learned from the previous strategic period to position ourselves for the future. As a Managing Board, we welcome what the future will bring and look forward to working with colleagues across the globe, to consolidate progress, to step up on implementation, and to scale up our impact.

MEIKE VAN GINNEKEN, CHIEF EXECUTIVE OFFICER

ON BEHALF OF THE MANAGING BOARD



SNV provides
locally owned
agriculture, energy,
and WASH
solutions

SNV in 2018

2018 was a year of renewal. It was the last year of our three-year strategy period 2016-2018, during which we improved the lives of **16.9 million people** living in poverty. We developed the new Strategic Plan 2019-2022 as a basis to solidify our position as a global premium development organisation with a strong local presence.

In 2018, SNV helped to improve the lives of 4.4 million people living in poverty through increased incomes and access to basic services. In agriculture, energy and WASH (water, sanitation and hygiene) we developed locally-owned approaches, strengthened governance systems and improved markets for people living in poverty.

Over the past three years, we reached 94% of the target set out in our 2016-2018 Strategy Paper. While we are proud of the impacts we have made, we also realise that we fell short of the target we set ourselves. Results in agriculture were lower than expected due to challenges in the accurate data on income and climate resilience.

Our footprint

In 2018 we worked in 27 countries in Asia, Africa and Latin America. We have been in most of these countries for many years, have built long term partnerships and speak the language – literally and figuratively. Our portfolio in sub-Saharan Africa remains the largest, comprising of 76% of expenditure and 71% of 2018 order intake.

In 2018, the number of staff worldwide increased by 7% and at the end of 2018 we were 1,308 people strong. This team of specialists and generalists, nationals and internationals, males and females, young and more seasoned colleagues are the backbone of SNV. Our staff expanded fastest in East and Southern Africa.

Only 6% of our team is based in The Netherlands, the country where SNV was established 53 years ago. In addition, we have a small office in Washington DC, USA. Legally SNV USA is a separate non-profit organisation which facilitates strategic partnerships with the USA government.

Our approach

We apply practical know-how to support people living in poverty. We attained agriculture results in 19 countries, energy results in 14 countries and WASH results in 15 countries. We constantly renew our expertise with innovative global knowledge and lessons learned from practice. 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 long-term in-country presence is the basis of our local credibility and our alliance building with and between stakeholders. We extensively collaborate with partners that complement and re-energise us, such as knowledge institutes, private consultancy firms, and non-governmental organisations. We invest in market-based approaches and work extensively with the private sector. We are a trusted partner to local and national governments.

Our sectors: agriculture, energy and WASH

Our continued focus on agriculture, energy, and



WASH allowed us to expand our approaches within the three sectors and improve the quality of our work. Many of our projects span across sectors and have an integrated approach to sustainable development. We increasingly focus on providing employment opportunities to youth through our projects. Notably, over 30,000 young people gained new employment through our cross-sectoral Opportunities for Youth Employment (OYE) product. We invested in rolling out our gender approaches in all projects. We also grew our work on energy for agriculture value chains.

Our agriculture programme helped to improve the lives of 1.3 million people in 2018. Over the past three years, we reached 82% of our agriculture target: we improved the lives of 4.9 million people against a target of 6 million lives. Reducing poverty through increased sustainable agriculture and resilient food production systems spans multiple Sustainable Development Goals (SDGs). The SNV agriculture programme contributes to the SDGs through a private sector, market-based and innovation driven approach. In 2018, 1.1 million people benefitted directly through increased income from our projects on

inclusive value chain development. SNV integrates its interventions across agriculture value chains, nutrition and climate adaptation. Our food and nutrition security programme matured in 2018 and improved food access and nutrition security for 85,000 people. We stepped up on our climate and business programme. The bulk of impacts will be created in years to come. In 2018, we helped make the livelihoods of 98,000 people more climate resilient. Alongside these direct results, SNV projects also built the capacity of private firms, governments, and civil society. The improved business models and networks of these actors will help sustain and expand the impact of these projects in years to come. Our new order intake in agriculture exceeded expectations which provides a good basis for future growth including in climate and business, youth employment, and food and nutrition.

Our energy programme helped to improve the lives of 628,000 people and reduced greenhouse gas emission by close to 600,000 tonnes. Over our three-year strategic planning period, SNV reached its revised target to provide energy access for 2 million people, contributing to the SDG 7 target to ensure access to affordable, reliable, sustainable and modern energy for all. We increasingly provide people with off-grid electricity while continuing to build on our track record in biogas. In addition to these direct benefits, our energy portfolio helped develop sustainable energy markets. Our new order intake in energy was below target which limits future growth.

Our WASH projects reached 2.5 million people in 2018. Our projects resulted in 1.9 million people gaining access to, and use of, sanitation, and 620,000 people gaining access to basic drinking water supply services. In addition, close to 750,000 people commenced handwashing

with soap. The aggregated results over the period 2016 to 2018 were in line with our three-year target of 10 million people. Our contribution to SDG 6 (ensuring availability and sustainable management of water and sanitation for all) goes well beyond the number of people who benefit directly from our programme. Our programme supported the development of public institutions and built markets that will ultimately provide many more people with WASH services. Our commitment to leaving no-one behind translates to a focus on universal access. Sustainability remained key to our work in 2018 as we implemented local solutions and deepened our experience of what it takes to pragmatically ensure lasting results in all settings. We explicitly focused on schools, health facilities and last mile provisions. We strengthened the exchange on rural sanitation between Asian and African experiences. Our focus on small towns and city-wide urban sanitation services intensified. New order intake in WASH was below target and needs more attention.

Increase in income and working towards a sustainable break-even

From 2016 to 2018, our operating environment evolved and we adjusted our modus operandi as we transitioned from core funding by the Dutch Government to project financing. 2018 was the third year that we generated our income entirely from business revenues acquired on a project basis. The majority of our projects are financed through grants from public development agencies, but we increasingly implement service contracts with governments, multilateral donors, and other entities. Our 2018 financial results show that we are still learning and we need to continue focusing on implementation.

2018 was a year of strong growth. Our income grew to €124 million,

a 15% year-on-year increase after two years of stagnation.

We signed €152 million of new contracts in 2018. While this is 10% below target, we are well on our way to our average €170 million annual target when taking into account unavoidable yearly variations. The agriculture sector accounted for 79% of the total 2018 order intake, WASH for 11%, and energy for 8% (with 2% of order intake being categorised as other).

We made a considerable loss of €2.7 million. This is of concern, especially in a year in which we grew our revenues. The 2018 loss is explained by write-offs to resolve legacy issues. We took an additional provision against receivables and future expenditures. The loss underlines the need for continued focus on uniformity and conformity in the execution of our projects.

Looking forward

In the coming four years, we will continue to blend our global agriculture, energy, and WASH expertise and local know-how to lift 20 million people's incomes and access to basic services. While creating these direct results, we will more explicitly focus on systems change. Our projects will kickstart markets, strengthen government service delivery, and improve government and market accountability that will help millions more to escape poverty over time.

We look forward to bringing SNV to the next level in our transition to a project-financed organisation. In order to do this, we will invest in know-how and people, and strengthen (the support to) the primary process of project implementation.





2018 in numbers

Our results

The quality of life improved of **4.4 million people**

Agriculture



1,177,000
people with
increased
income



98,000
people with
increased
resilience to
climate change



85,000
people with
increased
food and
nutrition
security

Energy



63,000
people with
access to
biogasifiers



351,000
people with
access to
improved
cookstoves



203,000
people with
access to
off-grid solar

WASH



1,892,000
people who
gained access to
(at least) basic
sanitation

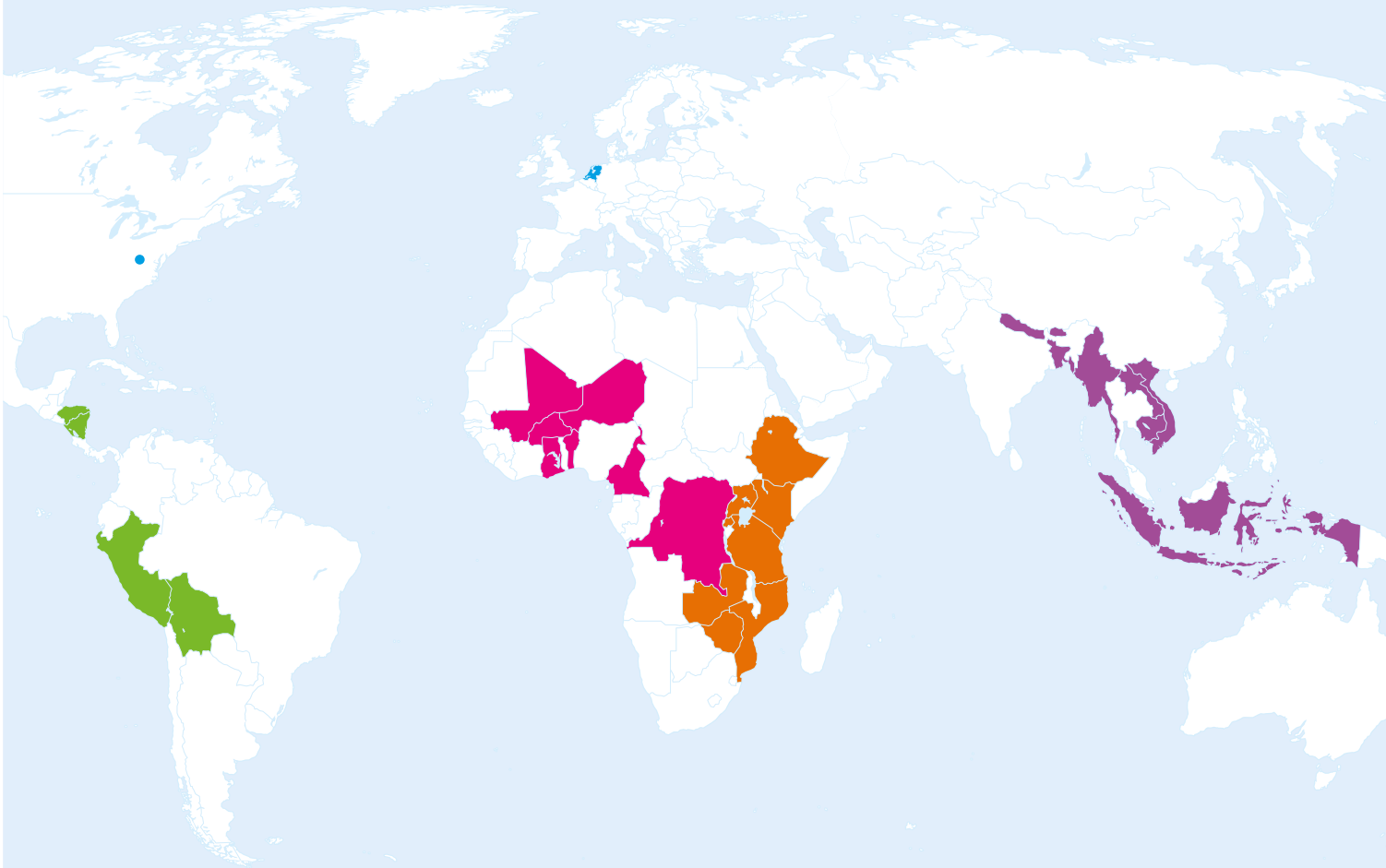


620,000
people who
gained access to
(at least) basic
drinking water

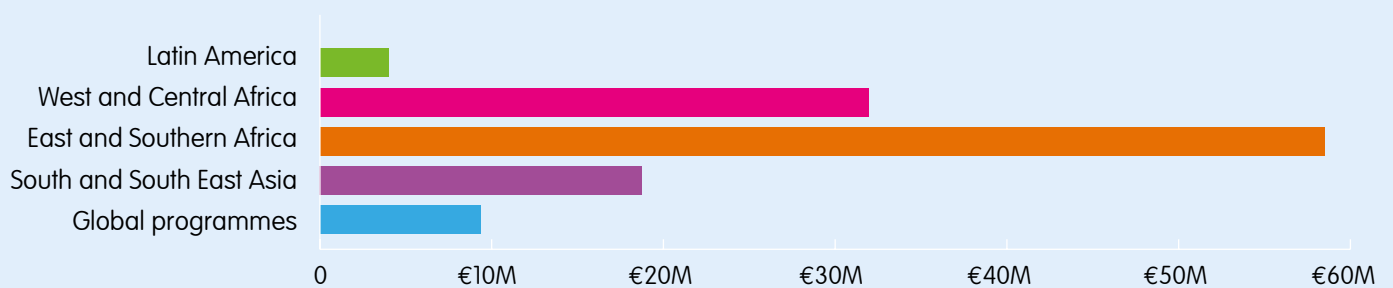


747,000
more people
practising
handwashing
with soap after
defecation

Our footprint



Expenditure by region



Latin America

Bolivia
Honduras
Nicaragua
Peru

West and Central Africa

Benin
Burkina Faso
Cameroon
DR Congo
Ghana
Mali
Niger

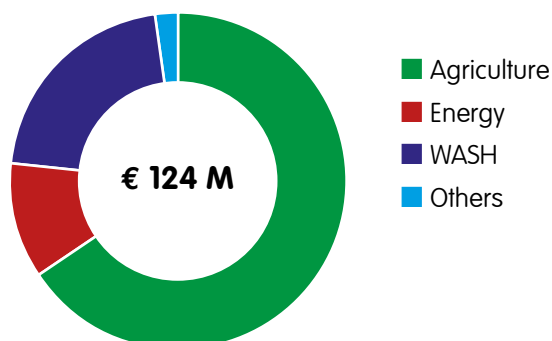
East and Southern Africa

Ethiopia
Kenya
Mozambique
Rwanda
Tanzania
Uganda
Zambia
Zimbabwe

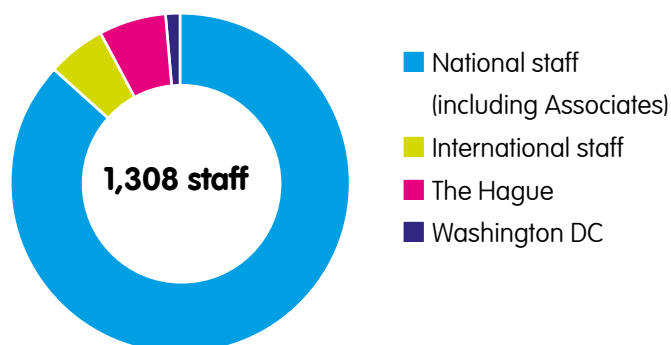
South and South East Asia

Bangladesh
Bhutan
Cambodia
Indonesia
Lao PDR
Myanmar
Nepal
Vietnam

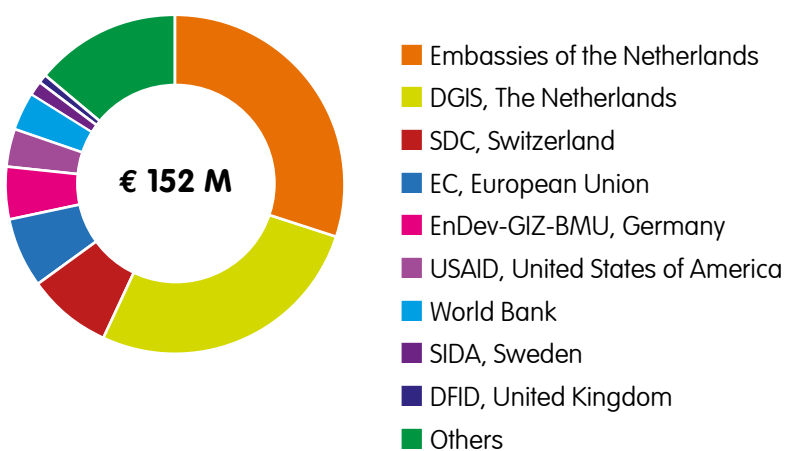
Expenditure by sector



Our team



Order intake by source of financing





**1.3
million**

peoples lives were
improved

Agriculture

SNV implements a large and diverse agriculture programme.

In 2018, we improved the lives of **1.3 million people** through increased income, food security, and climate solutions. The majority of those (1.2 million people) benefitted through increased income.

Projects from 19 countries reported on these direct results. In addition, we helped improve food access and nutrition security for 85,000 people, made the livelihood of 98,000 people more climate resilient and created sustainable jobs for over 20,000 young people. The total number of lives improved fell short of our target, largely due to challenges in the accurate measurements of the diverse impacts of our projects.

Our agriculture programme contributes to increasing sustainable agriculture and resilient food production systems. This is at the core of the Sustainable Development Goals. At SNV, we develop market-based services that increase productivity, link markets to farmers, and strengthen input supply services. We work closely with the private sector to drive innovation and realise impact at scale. We also work with governments to create an enabling environment and to accelerate investments in agriculture. Our projects focus on over 40 value chains of which dairy and horticulture are the largest. In 2018, we continued to successfully integrate food and nutrition security activities in our projects. Our agricultural programme includes several dedicated climate resilience projects which address adaptation and mitigation to climate change in food systems.

Our agriculture project spending was approximately €80 million which accounts for 65% of total project expenses.

Our agriculture order intake was €121 million (above the €100 million target). The order intake was dominated by DGIS/ EKN and EU grants and was concentrated in sub-Saharan Africa.

Inclusive Value Chains

Our Inclusive Value Chain product supports local actors to work together to transform their sector and work towards reaching impact at scale. Our approach identifies systemic market issues and unlocks pathways for communities and households to use development opportunities within their reach. We pay special attention to empowering women and youth. Our product uses different building blocks: We strengthen the productive capacities of smallholder and medium-sized producers through the development of market systems for technologies and inputs combined with innovative methods of knowledge transfer and extension. We support business cases, either as inclusive business deals or public-private partnerships (PPPs) with joint investment between private sector partners. We improve the enabling environment through the facilitation of business-to-business relationships and evidence-based advocacy towards policy makers. We increase access to finance for producers and agri-businesses by enhancing their bankability and linking them to financial institutions.

We implement a number of multi-value chain projects such as the Sida funded

Investing in strengthening the value chain to achieve results at scale

"The HortIMPACT project and Meru Greens, an exporter of green bean, co-invested in a storage facility in their production area. With proper storage, supply from smallholder farmers improved in quantity and quality, with lower rejection rates. This led to higher incomes for both Meru Greens and smallholder farmers. We are using the figures on increased incomes and cost reductions, to advocate with county governments and export companies on the importance of public-private investments in storage facilities."

Sigrid Meijer,
project manager
HortImpact, Kenya





Integrating supply and demand-side approaches to improve nutrition

"The nutrition situation of families in the target areas improved significantly through the promotion of vegetables, fruits and livestock production at the household level and improving access to nutritious foods through income generating activities. Regular media campaigns, monthly cooking demonstrations together with targeted household counselling has been instrumental in changing behaviour in the ethnically diverse communities. To achieve lasting impact the project uses a social and behaviour change communication (SBCC) strategy that is scalable and creates long term sustainable change."

Ranjan Shrestha,
project manager
Enhancing Nutrition
of Upland Farming
Families, Laos



Innovations Against Poverty project, the IFAD funded Partnering for Value project, and the DGIS funded PPP-Lab project. These projects support over 50 business cases in which over 30,000 smallholders participate. In the PPP-Lab project, we developed a scaling-scan which is now applied across our projects to support enterprises in assessing their readiness for growth and scaling.

We are expanding our horticulture projects. The horticulture portfolio spreads across Cambodia, Ethiopia, Ghana, Kenya, Laos, Mali, and Rwanda. An example of what we do in horticulture is the HortiFresh project in Ghana funded by the Embassy of the Kingdom of the Netherlands (EKN) which started in 2018. The project upgrades the knowledge and skills of growers and other supply chain partners as a precondition for improved performance of the commercial vegetable sector. The project promotes the development of private sector-driven extension services. It also provides interested private sector service providers with co-funding support and technical assistance, training, and after-sales services. In 2018, the project supported the Government of Ghana to set up a taskforce to improve the phytosanitary situation for vegetables in order to move towards the lifting of an EU ban on the import of vegetables from Ghana.

We continue to build our dairy portfolio which includes projects in Bhutan, Ethiopia, Kenya, Tanzania, Uganda, and, Zambia. An evaluation of the EKN financed EDGET project, which closed in 2018, verified that the project made significant contributions to strengthening inclusive dairy value chains in Ethiopia. The project tested and demonstrated approaches along the dairy value chain, including forage production, input supply, extension services to smallholders, milk aggregation, processing and marketing. In total the project trained nearly 1,500 extension service providers and reached over 55,000 dairy farmers. Based on

these positive evaluation findings, the Government of Ethiopia and EKN approved a follow-up phase to further scale our dairy sector support, the BRIDGE project.

Climate and Business

Climate change is having far-reaching and ever greater consequences, particularly for the poorest and most vulnerable countries and people. As climate impacts become more evident, SNV is doubling its efforts and building its knowledge in response to this ever-growing challenge. We continue to support more resilient farming practices across our portfolio. We recognise the urgent need to catalyse the expertise and innovation capacity of the private sector to develop new technologies and tap into the financial leverage they provide.

We have been pioneering our efforts to work with the private sector on climate change resilience through the USAID financed Feed the Future East Africa Catalytic Sustainable Agribusiness Investment Project which promotes climate-smart agricultural development. The project identified and helped develop business models that are explicitly climate smart. By the end of the project in 2018, 32 enterprises in Ethiopia and Kenya received support to expand their business and attract investments. As part of this project SNV developed a number of climate screening tools to identify businesses and investors in climate smart agriculture.

In 2018 SNV started Climate Resilient Agribusiness for Tomorrow, a flagship five-year project financed by DGIS. The project aims to increase the adoption of climate-smart practices and technologies amongst farmers and agro-enterprises, increasing investments and business growth in climate-smart value chains. The project has a strong knowledge component and will help advance global understanding of how to engage agriculture and energy companies to drive the



transformation needed to respond to climate change while improving communities' food security.

The STAMP (Sustainable Technology Adaptation for Mali's Pastoralists) project improves resilience among pastoralists affected by extreme climate events through the use of geo-satellite data. The first phase of STAMP (2015-2018), funded by the Netherlands Space Agency (NSO), reached more than 55,000 users. The project was implemented through a public-private partnership. In 2018, we secured a three-year extension supported by EKN to include additional information content services and extend the geographical service coverage.

Sustainable Nutrition for All

The 2018 State of Food Security and Nutrition in World Report concluded that for the third year in a row the number of undernourished people is growing. One out of every nine people in the world is undernourished. 237 million people in sub-Saharan Africa are suffering from chronic undernutrition. There is still a long road ahead to achieve the SDG target for acute and chronic malnutrition.

SNV is expanding its Sustainable Nutrition for All product to improve the safe supply of affordable and nutritious diets. The product integrates supply and demand-side approaches. SNV recognises that diverse farms are important for household dietary diversity. Improved supply alone does not translate into improved consumption, hence SNV projects include behaviour change communication and use an intra-household lens to understand gender dynamics. Our projects address women's role along the agriculture-nutri-

tion pathway. We focus on women's intra-household decision making and resource allocation, women's child care and feeding and work load. Our work is aligned with national and local government targets. To encourage ownership, results, progress and data is shared with community members, who in turn are instrumental in demanding and shaping solutions to improve their own diets, health and nutrition

The SDC-financed Sustainable Nutrition for All project (phase I) improved diets of over 50,000 women of reproductive age and infants (6-23 months) in Zambia and Uganda between 2015 and 2017. The second phase which started in 2018 aims to scale to additional districts and to deepen the approach in existing districts,

looking at nutrition outcomes such as chronic malnutrition and stunting. We are expanding our food security and nutrition work in Burundi, Ethiopia, Mozambique, Rwanda and Uganda.

Knowledge internalisation and learning

In 2018 we further developed our product definition and tools and internalised these in our projects through a series of internal workshops and webinars amongst project staff. We organised learning events on our Balancing Benefits approach and on joint energy and agriculture approaches. SNV presented results and approaches in seven international agriculture events.

SNV is investing in improving monitoring and evaluation of agriculture projects. In doing this, we pay special attention to data quality and consistency for impact on farm household incomes and climate resilience. This will help to strengthen our corporate harmonised indicators to allow for better and easier capture of the various impact pathways in our projects.

Opportunities for Youth Employment

In 2018, we continued to implement our Opportunities for Youth Employment (OYE) approach. This approach has been recognised internationally for creating concrete employment opportunities (pull), basic skills training (push), and market placement and enterprise development (match). Integrating youth employment in our agriculture, energy and WASH projects creates the pull. This distinguishes our approach from many other youth employment initiatives that focus mostly on push approaches such as training.

We wrapped up the Mastercard Foundation funded OYE project in Tanzania (with co-funding from SDC), Mozambique and Rwanda in which we successfully connected close to 17,000 youth with (self-) employment in agriculture and energy value chains. Horticulture, poultry and out-grower arrangements in commercial produce such as sesame have offered particularly large-scale market-led opportunities for young farmers. Installation and retail of solar products, production/marketing of biogas digesters, and manufacturing of improved cookstoves were all attractive and profitable propositions to rural out-of-school youth. In 2018, we increased our youth employment activities in West Africa including large youth employment projects in Mali financed by the EU and EKN and a new EU financed project in Niger. We also completed the inception phase of the Sida funded Livelihoods Improvement for Women and Youth in Addis Ababa project in Ethiopia, that aims to improve the lives of at least 200,000 young people and women, by increasing their income and economic opportunities.



**600,000
people**
gained improved
access to energy

Energy

SNV projects improved access to energy for over **600,000 people** in 16 countries, reaching 88% of our annual target. In 2018 SNV contributed to the reduction of almost 600,000 tons of greenhouse gas emissions by using more efficient energy technologies.

Over 10,000 youth gained new employment through SNV energy projects. Over our three-year strategic planning period, SNV reached its revised 2 million people energy access target.

We promoted private sector-driven market development in clean cooking and heating, biodigesters, and off-grid electricity. We worked with governments on developing and rolling out inclusive energy policies. Energy features increasingly in cross-sector projects with agriculture. These projects aim to energise agriculture value chains. Off-grid systems not only improve incomes of farmers, agriculture and energy entrepreneurs. They also improve food supplies. Renewable technologies can do this in a way that reduces the impact of climate change.

SNV contributes to Sustainable Development Goal 7 which aims to ensure access to affordable, reliable, sustainable and modern energy for all. SDG 7 still requires an extra push. One billion people continue to live without electricity. The International Energy Agency projects that nearly 700 million people will remain without access to electricity in 2030, and 2.3 billion people will stay without access to clean cooking. Most of those left behind will be in rural areas of sub-Saharan Africa. Off-grid and mini-grid solutions are booming, almost half of new access between now and 2030 is

expected to come through these affordable technologies.

Our energy portfolio remains relatively small. In 2018, we spent €14 million on energy projects, which amounts to 11% of our total project spending. Energy order intake in 2018 was €12.8 million (37% of our target). While prospects are better for 2019, this remains a point of concern.

Leadership on off-grid solar

Our projects in Kenya provided access to off-grid solar for 116,000 people in 2018. SNV signed a contract with the Government of Kenya for the implementation of the World Bank financed Kenya Off-grid Solar Access Project. With our partner SunFunder, we are managing a €43 million Results Based Financing and debt facility to accelerate access to stand-alone solar and clean cooking technologies in underserved counties. We extended our work in refugee camps and their host communities, applying our experience in Kukuma (Kenya) to a new project in Kigoma (Tanzania).

Biogas

SNV biogas projects supported by DGIS, EU, EnDev, Sida, IDB, and WB provided access to energy for more than 50,000 people in 13 countries in 2018. At the second West-African Biodigester Conference in Burkina Faso, eight West and Central African governments

We connect young people with real private sector employment opportunities

"To be effective, the employability of young people requires sustained support, well beyond the training that can be given to them. To give participants better access to meaningful employment, we build on our existing partnerships with local companies to connect them with real opportunities that support them with their development through win-win partnerships, individually or in groups."

Sadda Laouali,
project manager L'emploi des Jeunes Crée des Opportunités, ici au Mali, Mali





Kick-starting sustainable markets

"The Nicaragua national biogas programme developed a sustainable biogas market. The project raised awareness and promoted biodigester technology, built local capacity with the public sector, cooperated with private sector suppliers and local NGOs. Access to financial products was also improved, for example by encouraging banks, cooperatives and livestock associations to offer credit facilities for the purchase of a biodigester. Biogas systems were bought by more than 1,500 families in Nicaragua, which translates into more than 8,000 Nicaraguans replacing the use of wood as fuel."

Carlos Bueso Varela, project manager National Biogas programme, Nicaragua



launched a regional biogas alliance to enhance regional collaboration. Two SNV staff were awarded the National Order of Burkina Faso by the President of Burkina Faso in recognition of our pioneering work on biogas. Our EnDev supported Tanzania projects provided improved cookstoves to 154,000 people.

Rolling out innovative financial solutions

Lack of finance for consumers as well as service providers is a barrier to universal access to energy. We work with partners to establish clear and consistent policies and to encourage cost-effective investment from various financiers, including local communities. We note an increase in investments in solar home systems. However, investments in biogas, cooking,

and mini-grids is trailing behind. Commercial investors are hesitant to engage due to lack of investment readiness of companies, often still struggling to achieve proof of concept, profitability and scale. Early stage grants, results based financing and technical advice will continue to be needed to leverage investments and achieve further market growth.

Investing in know-how

Know-how development focused on energy in agriculture, energy in informal settlements, Results Based Financing, and gender in energy using SNV's balancing benefits approach. An integrated energy planning pilot project in collaboration with KTH Royal Institute of Technology kicked off in Benin. SNV energy teams exchanged



know-how through frequent electronic exchanges, a global energy sector meeting, as well as staff increasingly working across countries.

SNV continued to share its practical energy experience and know-how through global alliances and events, including COP24 and the SEforALL Forum. Four SNV project featured in an EnDev publication on Results Based Financing. Our work also was featured in a number of articles in newsletters and online media, including a New York Times article on the Rwandan biogas programme.

Gender and social inclusion

We help people to improve their livelihoods. In 2018, we continued to implement our Balancing Benefits approach in many of our projects aimed at better livelihoods. Balancing Benefits aims to change gender norms and relations in order to promote more equitable relationships between men and women, and a more socially enabling environment. Approaches include household dialogues, growing women's businesses, women in leadership, and gender-sensitive markets and governance.

In our youth employment interventions, we pay special attention to balancing benefits. For example, the Comic Relief funded Gender and Youth Empowerment in Horticulture Markets reached 15,000 smallholders (8,000 women and 7,000 men) in Ethiopia.

Our access to service projects, such as energy, water, sanitation and hygiene, and nutrition projects, take a universal access approach. For instance, an independent evaluation of rural sanitation projects in 11 countries showed that SNV helped close the sanitation gap between vulnerable and non-vulnerable groups. Approaches include inclusive and pro-poor sanitation business models, supporting community members on making an informed choice, and training masons on inclusive toilet designs, supporting local leadership for collective community action, and tailoring social mobilisation and behaviour change communications.



**2.5
million**

people gained access
to water, sanitation
and hygiene
services

Water, Sanitation and Hygiene

Our water, sanitation and hygiene (WASH) activities reached **2.5 million people** in 16 countries in 2018. Our projects resulted in 1.9 million people gaining access to, and use of, sanitation, and 620,000 people gaining access to basic drinking water supply services.

In 2018, our expenditure on WASH projects was approximately €26 million, which accounted for 21% of SNV's total project expenditure. The WASH order intake in 2018 was €16.7 million. This represents 11% of total order intake and was 48% of our annual target for the sector. While the lower than expected order intake does not have an immediate impact on our WASH business outlook, it is a point of attention in the coming years.

Our contribution to Sustainable Development Goal 6 (ensuring availability and sustainable management of water and sanitation for all) goes well beyond the number of people who benefit directly from our programme. Our projects support the development of public institutions and build markets that will ultimately serve many more people with WASH services. SNV embraces the increased recognition that service delivery must be both environmentally and financially sustainable. Our commitment to leaving no-one behind translates to a focus on universal access for everyone, in recognition of the 2.3 billion people who still lack access to basic sanitation, and more than 800 million people who still do not have access to an improved drinking water source.

Sustainability remained at the heart of our work in 2018 as we implemented local solutions and deepened our experience of what it takes to pragmatically ensure lasting results in all settings. We explicitly focused on the safe management of services, including in schools, health facilities and last mile provisions. The role of governments as duty bearers for the human right to water and sanitation continued to be the basis of our work. In rural sanitation, we progressed at integrating sanitation in sub-district and district levels. We strengthened the

Impact through direct results and systems change

"By end 2018, our externally verified results showed that 3.7 million people gained access to sanitation, 50% more than our programme target. It is as a result of the intensive work we have been able to do with our government and local partners in strengthening systems to be responsive to local community needs. Our focus on context specific interventions e.g. improving monitoring systems or improving sanitation budget tracking has helped put sanitation and hygiene on the agenda of the local leaders."

Anne Mutta, project manager Sustainable Sanitation & Hygiene for All Results Programme, multi-country





Local presence and know-how to realise effective solutions

"Five years ago, rolling out a programme focused on 'shit' elicited laughter and discomfort. With support from the Gates Foundation, we implemented data-based awareness raising activities and contributed to the Institutional and Regulatory Framework (IRF) for Faecal Sludge management. Urban sanitation became a growing priority as a result. Now, the government is introducing numerous innovative faecal sludge services, small and large in scale. It's also starting to think bigger: collaborating with stakeholders to introduce citywide inclusive sanitation services that are safe for both consumers and workers."

Rajeev Munankami,
project manager
Pro-Poor Market-Based
Solutions for Faecal
Sludge Management,
Bangladesh



exchange between Asian and African experiences. Our focus on city-wide urban sanitation services intensified.

Rural sanitation at scale

The year 2018 marked ten years of SNV in rural sanitation. We deepened our efforts to sustain and embed approaches within government systems through our Sustainable Sanitation and Hygiene for All (SSH4A) projects. Our multi-country projects were linked through shared performance monitoring; resulting in one of the largest multi-country rural sanitation databases globally. This information was then used to improve practice. Knowledge and learning remained key to our success. The multi-country SSH4A Results project and the multi-country SSH4A Civil Society WASH project provided the greatest impact in terms of people reached. Both of these projects were subsequently extended into new phases, focusing on increased coverage, greater attention to gender, and reaching the last mile.

The first phase of the DFID funded SSH4A Results project concluded in early 2018. Over the project period, SNV reached 2.7 million people with access to sanitation across eight countries; Ethiopia, Ghana, Kenya, Mozambique, Nepal, Tanzania, Uganda, and Zambia. This was well above the 2.1 million people for which SNV was paid in this Results Based Financing project. We kicked off the implementation of a second project phase targeting an additional 1.2 million people in seven countries by 2020.

Similarly, the DFAT funded SSH4A Civil Society WASH project concluded in mid-2018, exceeding set targets in Bhutan and Nepal. The strong track record resulted in a third and expanded phase of DFAT support as part of the Water for Women Fund 'Beyond the Finish Line' project (2018-2022). The project

commenced in Bhutan, Laos and Nepal in 13 districts, expanding to new districts and continuing in some districts to consolidate progress.

SSH4A projects in countries such as Burkina Faso, Cambodia, Indonesia, and Rwanda also contributed significantly to the 2018 result.

Our work at scale in rural sanitation confirmed and reinforced the importance of area-wide improved access to sanitation and hygiene for all. Our targeted learning activities focused on approaches across full districts and province areas rather than pockets of population. In line with the global SDG agenda, we heightened our focus on safely managed sanitation, gender, social inclusion and leaving no one behind. These foci will continue in 2019, with explicit attention on professionalising sanitation and hygiene service providers.

Stepping up on urban WASH

Our work in urban sanitation expanded considerably in 2018. We worked on city-wide sanitation services in 20 cities across five countries; Bangladesh, Indonesia, Nepal, Tanzania, and Zambia. This work was undertaken with funding from BMGF and DGIS. Performance monitoring guidance for households, schools and health facilities was rolled out across all cities and formed the basis for subsequent action planning. Climate vulnerability and resilience assessments were undertaken. In addition, we worked on urban WASH components in projects in Ethiopia, Ghana, Kenya, and Mozambique.

We continued to reap valuable experience from our longest running urban WASH intervention in Bangladesh where we expanded our intervention area from three to six cities. In addition, we commenced working with the Bangladesh



National Urban Poverty Reduction Programme on slum sanitation, and with the Association of Mayors of Bangladesh on advocacy around urban sanitation. We incorporated lessons learned to date in our work, including the need for a mix of on-site and off-site sanitation services in faecal sludge management, safe slum sanitation, integration of information between housing, taxes and sanitation, occupational health and safety, and articulating sewer and sludge services in cities.

We increased our focus on informed choice for urban sanitation infrastructure investments, bringing together experiences from the Bangladesh BMGF funded project, the EU funded Nakuru County Sanitation project in Kenya, and the DGIS funded Voice for Change and WASH SDG project. This global learning helped to further develop our thinking on services as well as treatment and re-use.

Climate resilience for water supply

Climate resilience is a key factor in ensuring the sustainability of drinking water systems. In the DFAT funded rural water

supply project in Nepal we focused on district-wide rural water supply governance. District support structures are proving critical in reducing the vulnerability of individual water schemes and water points to extreme events. Under Nepal's new federal structure we worked with local and national authorities to position area-wide rural water supply governance into the new mandates and structures.

In Kenya, under the DFID funded Climate Resilient Water Services (CREWS) project we designed a strategy to improve climate resilience of arid and semi-arid land areas and urban water services. The project introduced public-private partnership models, performance based contracting and greater private sector involvement. Implementation involved using a market systems approach to water services delivery and addressed key barriers to systemic issues such as policy, pricing mechanisms, governance, accountability, and capacity. Five private operator models and three professional management models were operationalised. This resulted in an average reduction of 11% in non-revenue water. In addition to the development of several

types of service delivery models, there was strong emphasis on policy, advocacy, and knowledge dissemination to better facilitate systemic change in the Kenyan water sector.

A focus on evidence and learning

Our investments in knowledge and learning helped define and roll out our intervention frameworks. This included three global learning events in 2018: on rural sanitation in Ethiopia, on rural water supply in Kenya, and on urban infrastructure investments in Zambia. Each event combined practical field-based assignments with workshop sharing sessions for partners, government representatives, and SNV staff from 14 countries. More than 160 written contributions were also made during the three preparatory discussions.

Our rigorous monitoring resulted in valuable data regarding what works best, and where. For all SSH4A projects we updated our performance monitoring indicators to fully incorporate schools and health care facilities, as well as faecal sludge management (maintenance of containment).

Knowledge partnerships, including those with the Institute of Sustainable Futures - University of Technology Sydney, and Emory University continued to strengthen our evidence base. Our comparative study across 5 countries and cross-sectional household research across 11 countries over 4 years was published and well received by donors and partners globally. We conducted climate vulnerability and resilience assessments in our urban work, and produced follow-up learning papers on the same topic.

Looking back at the 2016-2018 Strategy Period

Our 2016-2018 Strategy Paper was written in 2015, the last year in which SNV received a core subsidy from the Netherlands government. It included an impact target to improve the quality of life for over 20 million of the world's poor. Our business target was to reach annual revenues of €150 million by the end of 2018.

Our footprint and impact

We maintained focus on our three priority sectors. Agriculture and WASH have seen healthy growth. Energy faced challenges to grow. Agriculture represented around 62% of total revenue between 2016 and 2018 compared to 37% in 2015.

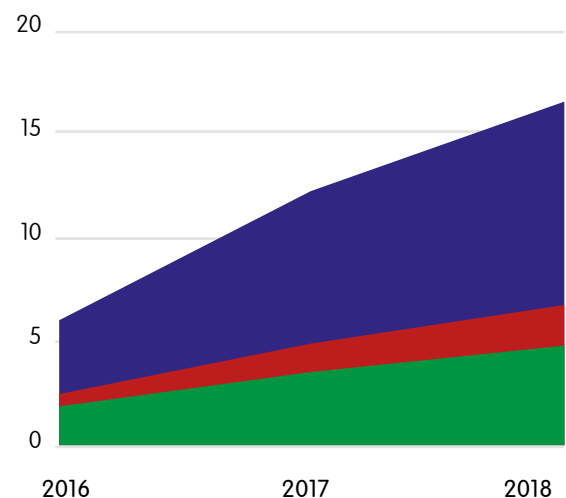
SNV's geographical footprint was stable over the period 2016 to 2018. We closed our operations in South Sudan in 2017 due to security reasons. We opened operations in Myanmar in 2018. Our portfolio became more concentrated in sub-Saharan Africa, representing over two thirds of total revenues in the Strategy period, compared to 48% in 2015 when SNV still had considerable unrestricted core financing.

The Strategy Paper put emphasis on several new areas of engagement. We built up a healthy portfolio of youth employment projects. Gender equality is increasingly built into projects but our gender performance leaves room for improvement. We made mixed progress on other planned new areas. We increased our scale of implementation. We successfully positioned ourselves on urban sanitation, but less so on other aspects of urbanisation. We made limited inroads in engagement with smartphone technologies and in addressing poverty issues in middle-income countries.

We revised our impact target to 18 million during the mid-term review of the Strategy Paper due to a downward revision of the energy target. Over the strategy period, SNV improved 16.9 million lives, which corresponds to 94% of the target. We reached the (revised) energy and WASH targets and achieved 82% of the agriculture target.

SNV is proud of the impact we achieved, however, we also realise that we fell short of the target set for this period. This is at least partly due to the complexity of getting reliable data. We prefer to take a conservative approach and only count those impacts we accurately measured.

Cumulative number of people whose quality of life was improved as a result of SNV projects (millions)



■ Agriculture ■ Energy ■ WASH

Our transition to project financing

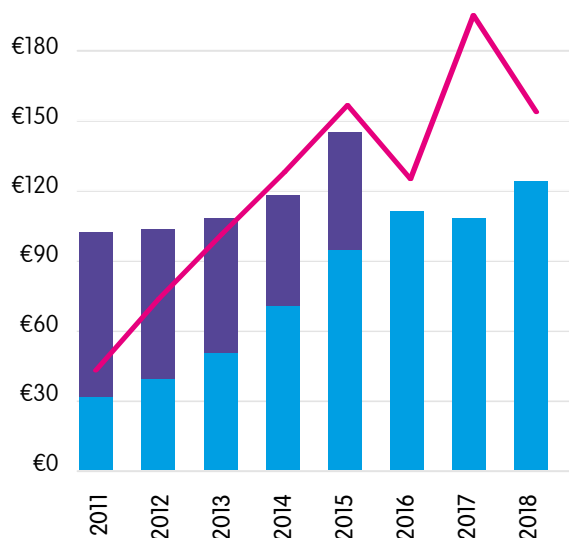
Over the past three years, we have shown that it is possible albeit challenging to function as an organisation relying solely on project financing. In aggregate, we reported a small positive net result (before FX) over the three year strategy period. However, the loss in 2018 made us aware that we need to further improve on project implementation.

SNV did not reach the projected annual revenues of €150 million at the end of the strategy period. Order intake met expectations and shows a positive trend, although it has quite some year-on-year variation. However, the strategic period was characterised by a considerable gap

between order intake and revenues as the pace of implementation of projects trailed behind the growth in order intake. The 15% increase in revenues in 2018, the last year of the strategy period, signals that we are successfully closing that gap.

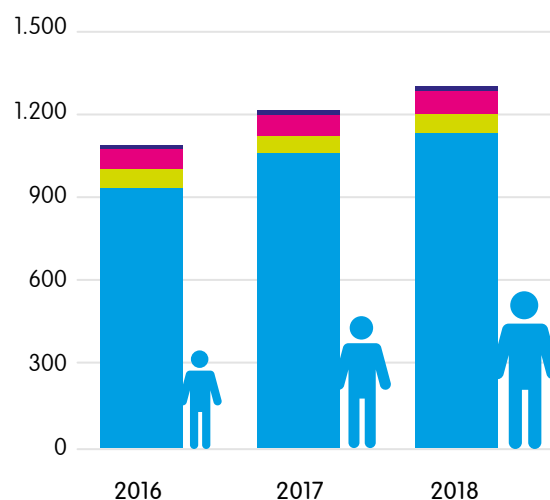
SNV continued to use technical knowledge, 50 plus years of experience, passionate staff, extensive local presence and global footprint, to make a lasting difference in people's lives. In the 2016-2018 period staff numbers increased by 20%. This puts us in an excellent position to focus on enhanced implementation.

Revenues and order intake (millions)



■ Revenue (from core finance)
■ Revenue (from project finance) ■ Order intake

Staff numbers



■ National ■ International ■ NL ■ DC



SNV Strategic Plan 2019-2022

In the new strategic period, our aim in all we do is to scale up our impact by implementing projects that create direct results and bring about systems change. Our extensive local presence remains our distinctive feature. We constantly learn about what works and what does not work. This enables us to adapt our approaches to local circumstances. It enables us to adapt interventions during implementation as circumstances change.

Lifting incomes and access to basic services

Ensuring all our interventions are high quality is an intrinsic part of our mission. We are deliberate in what we do, where we do it, and how we do it. During the Strategic Plan period, we will further deepen our expertise in eight products within and across agriculture, energy and WASH. Increasingly, our projects span products and take an integrated approach to sustainable development.

Direct results and systems change

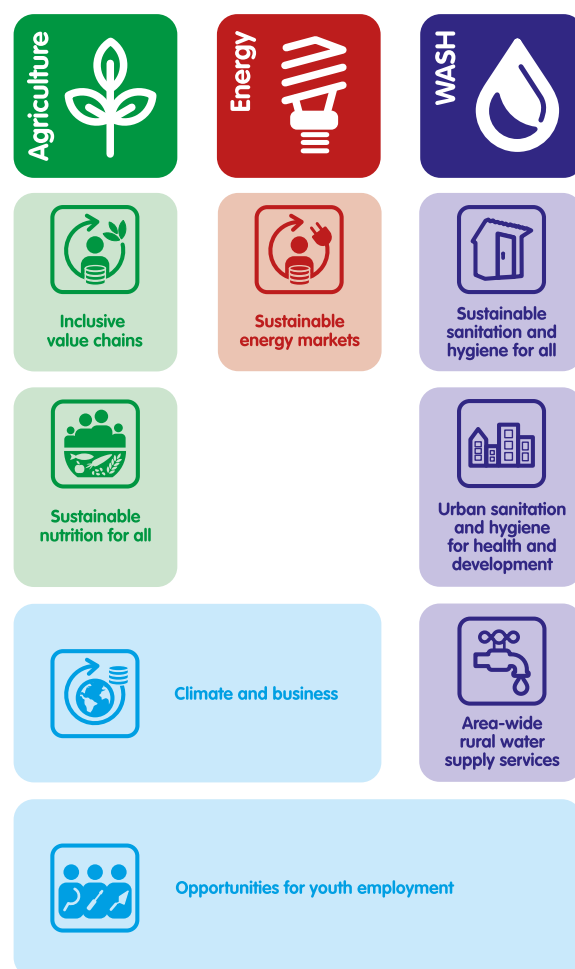
We will change-by-doing, emphasising systems change while at the same time continuing to create direct results. We aim to improve the quality of life of 20 million people in 2019 to 2022. We will design and implement projects so that we change systems from within by strengthening institutions and kick-starting markets that help many, also beyond the scope of our projects, to work their way out of impoverishment. SNV will significantly contribute to systems change in agriculture, energy and WASH markets in 21 countries. We will report on this in a qualitative manner.

Global premium organisation with a local presence

We work in selected countries where we have long-term partnerships and speak the language – literally and figuratively. We will only work in low-income and lower-middle-income countries where our expertise has added value and can make an impact, we can safeguard the security of our staff, and we have a solid financial outlook. We expect a mostly stable footprint in 2019–2022 given the importance of local rooting of our activities.

Practical know-how

We focus on providing practical know-how. We use our extensive on-the-ground track record to apply and adapt our global expertise to local contexts. Our services include technical advice, brokering and stakeholder engagement, advocacy, fund management, results-based financing and delegated management. Investing in monitoring will strengthen our evidence of what does and does not work. The quality assurance systems we are putting in place will support full accountability to those whose lives the projects are intended to benefit, and those entrusting us with their funds.



Organisational developments

SNV is proud of its transition from core funding to a **project-financed organisation** that generates its income entirely from business revenues acquired on a project basis. This means that we partner with a variety of donors, each with their own specific requirements. The transition is ongoing and included several initiatives in 2018 that took us to a next level.

The Managing Board (MB) manages SNV under the supervision of the independent Supervisory Board (SB). The Managing Board consists of five statutory Directors and is chaired by the CEO. Managing Directors (MD) have specific responsibilities for sectors, countries, and functional areas. Meike van Ginneken started as CEO on January 1, 2018. Hans Heijdra became MD Operations on November 1, 2018. He also serves as our CFO. Hans Heijdra replaced Michel Farkas, who stepped down as MD Global Support Services in November 2018.

The roles and the responsibilities within the Managing Board were redistributed. We strengthened the oversight function for programme execution in a cluster of countries of the three Managing Directors who also steer a sector. We updated the mandate and title of the MD operations with an emphasis on being the process owner of the project implementation process.

We also clarified roles and responsibilities beyond the MB. We updated the corporate competency table and reviewed the structure of various Country Management Teams to reduce the variances in how they are organised. We established an Extended Management Team including Country Directors, heads of units in the

Global Support Unit, Global Sector Coordinators and the Executive Director of SNV USA. This provides a platform to involve managers more directly in corporate and strategic priority setting and to rollout various initiatives in the organisation.

The ongoing transition is as much a culture shift as it is a policy shift. We invested in better internal communications and paid attention to optimisation of business processes and staff development. As SNV transitioned from core financing to project financing, our emphasis has been on contractual gross margins at time of signing new contracts and controlling overhead expenditures. This emphasis has served us well.

A focus on quality implementation, the realisation of gross margins of our contracts, and limiting project-related expenditures that are not paid by donors are logical next steps. This requires a portfolio and project life-cycle lens.

In 2018, we invested resources in a boost for business development in the energy sector. During 2018 we aligned unrestricted funds for global sector teams to sector volume. This meant a shift towards agriculture, by far our largest sector. The global agriculture team was reorganised and staff capacity increased



including the appointment of a number of global technical advisors that work on specific value chains or technical issues.

In 2018, the Supervisory Board met five times in plenary sessions, whereas sub-committees such as the Audit & Risk Committee, and the Selection & Remuneration Committee met between full SB meetings.

Growing our business

Our income was €124 million. This is a 15% increase from 2017 (€108 million) and in line with our target of €125 million. Our portfolio of projects continues to grow as the inflow volume of new contracts is larger than the volume of exits. Our efforts to bridge the divergence between secured revenue and implementation are starting to pay off.

SNV realised a consolidated net deficit of €2.7 million in 2018. This loss is explained by the resolution of legacy issues, which came to the surface after the transition to a new ERP system in 2016/2017. This led to an exceptional amount of write-offs. At the same time, as we increased our understanding of our portfolio through better data, we took an additional provision for receivables and future expenditures that are unlikely to be retrieved in the coming years.

Country teams, with the support of our Business Development team in the Global Support Unit submitted €300 million of proposals to donors in 2018. We signed €152 million in new contracts which was approximately 10% below our 2018 target of €170 million. The agriculture sector accounted for 79% of the total 2018 order intake, WASH for 11%, and

energy for 8% (with 2% of order intake being categorised as other).

The average size of new contracts we signed remained approximately €2 million. We have been consciously moving towards larger contracts. In 2018, 91% of our order intake revenue comes from contracts above €1 million. Our three largest new contracts in 2018 are above €20 million and represent more than half of the annual order intake.

SNV worked in 27 countries at the end of 2018. We started operations in Myanmar in 2018 and prepared to start operations in Burundi and Nigeria in 2019. We are winding down our operations in Bolivia and Peru and will exit these countries in 2019. Most of our country programmes are business units headed by a resident Country Director. Some countries report



to a Country Director in a neighbouring country (Benin reporting to Burkina Faso, Bhutan reporting to Nepal, Bolivia reporting to Peru, Cameroon reporting to Mali, DR Congo reporting to Ghana, Honduras reporting to Nicaragua, Myanmar reporting to Laos). We recruited a resident Country Director in Niger as the country programme was expanding. During 2018, SNV restructured its operations in Zimbabwe to adapt to its limited country programme, combining the management of Mozambique and Zimbabwe.

Each year, we will review our country portfolios to ensure they continue to be relevant and add value. However, we expect a mostly stable footprint in 2019-2022 given the importance of local rooting of our programmes. We are increasingly working in fragile environments and are expanding our know-how on how to work there.

Our people – the core of our success

The number of staff increased to 1,308. At the end of 2018, 87% of our staff consisted of national staff members. The share of our staff based in our Global Support Unit in The Netherlands and staff in Washington DC remained stable. Staffing trends by sector and by cluster of countries are generally in line with revenue trends. The share of senior staff

and the share of international staff both increased slightly in 2018 after a period of decline. Annual staff turnover was 20%. Turnover of Netherlands staff and international staff was well below that average – as planned.

SNV remains a highly diverse organisation with 50 different nationalities. On average, we became slightly younger. We need to pay attention to the aging of expat and NL staff cohorts. 33% of all SNV staff are female. The share of female senior staff grew from 28% to 30%. Slow progress on gender diversity remains a point of attention.

At the country level, each SNV country (or combination of countries) is managed by a Country Management Team consisting of a Country Director, Sector Leaders, Country Finance Manager and (if the size of the country allows it) a HR or Operations Manager. Four new Country Directors came on board in 2018. Through new managerial appointments, SNV increased its business development and project management capacity.

In transforming into a project-financed organisation, SNV is paying much attention to staff development. In 2018, we conducted our SNV Way skills training programme eight times around the globe. We strengthened our M&E and financial management communities of practice, including various face-to-face and web-based trainings. We strengthened the people management focus of our extended management team, including through a 360 degree leadership assessment.

Strategic Planning process

The planning process for our new Strategic Plan to guide us for 2019-2022 provided an opportunity for staff engagement and community building. Hundreds

of SNV staff contributed to the plan through face-to-face country consultations and through global electronic consultations. The consultative nature of the strategic planning process formed the basis for the rollout of the plan across the organisation. This is a plan of all of SNV.

We also carried out substantial background analytics on our portfolio and organisational developments for the Strategic Plan. The analytics not only form an evidence-based foundation to decide on who we want to be as an organisation. They also are an important step in improving how we monitor progress on our projects, collect evidence of what works and what does not work, evaluate the data and learn from the results. The focus on data and analytics contributed towards a change in culture as we build a more business focused and professional organisation.

The main output of our strategic planning process was our internal Strategic Plan, which outlines our objectives and results, our business model, positioning, financiers, our geographical footprint, as well as our sectors and products. The main focus areas are investing in know-how and people and strengthen (the support to) the primary process of project implementation. An external version of the Strategic Plan has been published and is summarised in this Annual Report.

Supporting our country programmes

A Global Support Unit in The Hague (The Netherlands) supports the implementation of SNV's programmes. In 2018, its focus was on improving data reliability and timeliness of reporting, strengthening SNV's implementation capacity, and safeguarding the (financial) integrity of the organisation.

We focused increasingly on portfolio management in addition to our annual budgeting and reporting cycle. We introduced a new project- and country-level reporting cycle. We singled out financial data reliability and timeliness as this is pivotal to steering the organisation at various levels. We followed up on the system migration to a new cloud-based ERP system through training and embedding of the revised (financial) processes and a focus on the correct usage of the system.

SNV management continued to carefully monitor and manage risks. Our financial risk management requires continued attention as SNV does not benefit from any untied funding and depends fully on project financing.

We reinforced the treasury function in the Global Support Unit, introduced a foreign

exchange policy, signed a first forward payment (hedge) contract and initiated a bank rationalisation process.

SNV actively contributed to the global body of knowledge on sustainable development through publications and presentations in various knowledge events on agriculture, energy, WASH and international development. SNV is appreciated for its field perspective and its hands-on experience in implementing innovative solutions at scale. Our knowledge agenda is a two-way street where we also invite other development and research agencies to contribute to our programmes and knowledge products.

We continued to communicate the results of our programmes, including through our website (www.snv.org) which saw more and longer visits. Our reach on social media increased by approximately 20%.



SNV USA

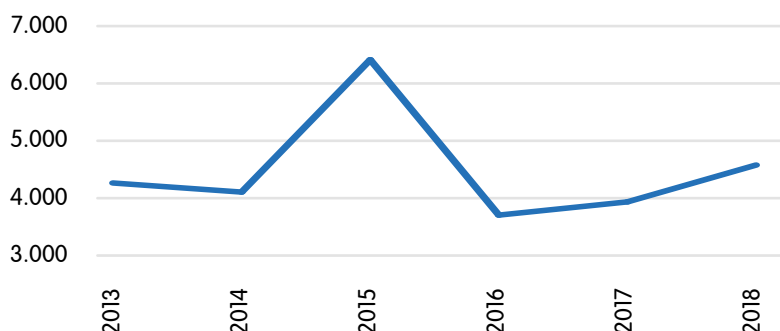
SNV USA is a separate non-profit organisation with a small office in Washington DC that facilitates strategic partnerships with the USA government. As an independent 501 (c) 3 organisation, it has its own governing structures. SNV USA is bound by all SNV Netherlands Development Organisation Foundation (SNV Foundation) policies and procedures except when there is a strong (legal or donor-imposed) reason to diverge (*"Act the same if possible, act differently if needed"*).

Revenues of SNV USA amounted to €10.9 million in 2018, stable from 2017. All revenues were from US government grants and contracts. SNV USA revenues represent approximately 10% of the consolidated SNV revenues. Projects won and supported by SNV USA contribute to the growth of our portfolio and the diversification of our funding base. This contributes to the stability of our programme as US government priority countries and themes complement – and sometimes are counter-cyclical to – priorities of European donors.

In 2018, SNV USA realised an order intake of €11.5 million. It has maintained its win rate on proposals submitted, but the number and value of proposals submitted was constrained by the pace at which solicitations are being released by USAID missions.

In 2018, SNV USA focused on consolidation of internal processes and procedures, including the ongoing integration in the SNV cloud-based ERP system. The step up in project implementation of US government contracts through SNV USA in 2017 and 2018 resulted in a number of lessons learned which will be used to tweak how we work together in the future.

Emissions from SNV staff flights (in tons of CO₂)



Code of conduct

SNV has a zero-tolerance policy with regard to irresponsible behaviour – whether it is sexual abuse, fraud and corruption, child labour, or discrimination on the basis of gender, ethnicity, or sexual orientation. This starts with clear rules, including a code of conduct, to which each employee personally commits with a signature. We realise that in spite of this, the risk persists that something may go wrong in practice. SNV regularly commissions internal and external audits. We also find it important to discuss these types of risks within our organisation.

In 2018 SNV rolled out an updated Workplace Discrimination and Harassment policy with a strong emphasis on internal awareness raising and encouraging staff to come forward in case they experience or have witnessed incidents of discrimination or harassment. Trust persons are now appointed and trained in all SNV offices. The updated policy is aligned with various donor procedure on prevention and awareness on (sexual) harassment. In 2018, we received six reports of alleged incidents. Allegations included two suspected cases of bullying, three harassment cases, and one case of abuse of power. Investigations were concluded for all six allegations. In one case, a staff member's contract was terminated because of a credible and serious harassment allegation. In the other cases, no serious workplace discrimination or

harassment was found but some staff received warnings. Donors were informed in a timely fashion where relevant.

In 2018, 20 cases of suspected fraud and corruption were reported. Based on an initial risk assessment, 13 cases were investigated in detail. Irregularities include breach of procurement procedures, conflict of interest, theft and embezzlement. All cases represented limited material value. All pending 2017 investigations and 11 of the 13 investigations were closed in 2018. Disciplinary measurements (including dismissals) have been taken against involved staff. Relevant donors were informed in a timely manner.

CO₂ footprint

We are committed to reducing greenhouse gas emissions. In 2018, SNV's projects contributed to a reduction of over 600,000 tons of greenhouse gas emissions. Our organisational CO₂ footprint was approximately 4,500 tons, for which we bought Gold Standard Biogas credits for projects in Cambodia, Kenya, and Tanzania. Our CO₂ footprint increased by 17% from 2017 (4,000 tons), which is in line with the growth of our revenues. The number of tickets booked increased by 23%. This is due to more one-way and shorter flights. Wherever feasible we continue to use electronic communications to reduce travel.

Colophon

Concept and design

Haagsblauw

Text

SNV Netherlands Development Organisation

Print

Opmeer bv

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