

SNV

Delivering professional WASH services at scale

SNV in WASH





About us

SNV is a not-for-profit international development organisation that makes a lasting difference in the lives of people living in poverty by helping them raise incomes and access basic services. We aim for premium quality and focus in three sectors: agriculture, energy, and water, sanitation and hygiene (WASH).

Our team of more than 1,300 staff is the backbone of SNV. With a long-term, local presence in over 25 countries in Asia, Africa and Latin America, we know how governments work and how relationships are built. By applying our know-how, we can deliver impact at scale, through direct results and systems change.

We implement our programmes entirely through project funding awarded by public development agencies, foundations, multilateral banks, governments and the private sector. This requires us to work efficiently, realise effective solutions and invest in operational excellence every day.

Investing in water, sanitation and hygiene

In 2018, we had an active portfolio of €197 million. Through programme implementation, integrated approaches and our research – conducted with partners in government, the private sector and civil society – we provide evidence for integrating water and sanitation information in district, provincial and city planning; help public authorities better target investments and oversee the efficient implementation of services; enable private-sector engagement in WASH; and instil long-term sanitation and hygiene behaviours in consumers and professionals in the front line of WASH service delivery.

Our WASH team is made up of experts in rural sanitation, rural water supply, urban sanitation and/or urban water supply. Over the years, we have been engaged in the continuous development and adaptation of

our WASH products – **Sustainable Sanitation and Hygiene for All (SSH4A)**, **Area-wide Rural Water Supply Services (ARWSS)** and **Urban Sanitation and Hygiene for Health and Development (USHHD)**.

Youth and gender approaches are pertinent in our work. Through our cross-sector product, **Opportunities for Youth Employment (OYE)** and our application of a **Gender Equality and Social Inclusion (GESI)** approach, we co-create an environment that leaves no one behind.

In 2018, our interventions led to:

more than 1.89 million people gaining access to (at least) basic sanitation

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

747,000 more people washing hands with soap after defecation





Global trends in water, sanitation and hygiene

The UN's Sustainable Development Goals (SDGs) bring heightened ambition levels for global WASH: **universal coverage** ('leaving no one behind') and renewed attention to **quality and sustainable service delivery** (including safe management). As the world struggles to close the access gap for people without basic drinking water and basic sanitation, this heightened service level ambition has increased the number of people to be reached.

The colossal task of delivering against SDGs 6.1, 6.2 and potentially 6.3 (ensuring access to safely managed water and sanitation services, as well as improved ambient water quality) underscores the imperative for systems change that takes achievements to scale while focusing on equity and inclusive development.

For **rural sanitation**, meeting the needs of everybody requires

a comprehensive approach that addresses demand creation, supply chain, behavioural change and good governance.

For **rural water supply**, the challenge lies in developing responsive and accountable management systems that are 'fit-for-purpose'. Lessons in post-construction support, oversight and accountability need to be implemented.

Rapid urbanisation is placing increasing pressure on already overburdened structures, and there is mounting recognition that addressing the challenge of **urban sanitation** requires city-wide efforts, including a mix of both on-site and off-site services.

Countries differ substantially in their levels of Millennium Development Goal achievement and in their water and sanitation aspirations. Some

have set new targets aiming at basic services, while others have voiced explicit ambitions to move towards safely managed services and/or broader environmental sustainability. A commonality across many countries is in their limited national budget allocation to WASH.

Forecasts show that national WASH budget allocations are not in line with SDG ambitions. In 2016, a World Bank study¹ estimated that the average **annual capital expenditure** required to fulfil SDGs 6.1 (drinking water for all) and 6.2 (sanitation for all) is US\$ 22 billion for rural sanitation, US\$ 45 billion for urban and rural water supply, and US\$ 46 billion for urban sanitation.

¹ Hutton, G. and M. Varughese. 2016. *The Costs of Meeting the 2030 Sustainable Development Goal Targets on Drinking Water, Sanitation, and Hygiene*. World Bank Water and Sanitation Program. <https://www.wsp.org/sites/wsp/files/publications/K8543.pdf>

Our targets for 2019–2022

In the new strategy period of 2019-2022, we will increase access to drinking water and sanitation facilities for **5 million people** with:

2 million people

gaining access to (at least) basic sanitation



2 million people

gaining access to (at least) basic drinking water

1 million people

washing their hands with soap after defecation





Our approach

Access to water and sanitation is a **human right** and government is a duty bearer of this right. Although governments do not have to deliver all services themselves, they do have to ensure that access for all is achieved, even for those consumer segments that may seem to be, or are, less profitable.

SNV's WASH approach **supports local and national government efforts in designing and implementing service delivery models, at scale**. This entails adjustments in the set-up of service delivery models and amendments in the roles and responsibilities of all involved: the government, the private sector, civil society organisations (CSOs) and service users.

Our **emphasis on scale** is complemented by our advocacy to **leave no one behind**. Traditionally excluded groups must benefit equitably from the SDGs. As such, SNV's WASH programmes are careful not to exacerbate nor deepen existing inequalities. Within our WASH work, we also seek to transform the status quo. Our social inclusion lens pays particular attention to people who are potentially

disadvantaged because of **income, gender, disability** and **age**. Many of our projects are now applying a GESI approach explicitly, following two tracks: (1) supporting a process of empowerment for people who may be disadvantaged and (2) strengthening the capacity of both partner organisations and government institutions to incorporate GESI in their work.

Our commitment to operational excellence and quality reinforces our standpoint that SNV's strategies need to be agile and founded on practical **research, evidence** and **learning**.

Our learning events provide spaces for reflection and strategy adaptation, and form part of our engagement in continuous innovation.

Finally, to **leverage financing** for a sustainable WASH sector, our work contributes towards building **robust public-sector funding coupled with sustainable cost recovery – a combination of tariffs, taxes and transfers – for service delivery**.

As part of our engagement with decision makers, we facilitate a process of strategic reflection and learning in the use of public investments.



SNV WASH products and strategic focus

We shape our work around four distinct products: **Sustainable Sanitation and Hygiene for All, Area-wide Rural Water Supply Services, Urban Sanitation and Hygiene for Health and Development** and **Opportunities for Youth Employment**.

All four products embody the following principles:

- Sustainable service delivery systems **interlink consumers, service providers and government** in ways that ensure an efficient, financially viable and good-quality service with the required checks and balances;
- Solutions to WASH must be **evidence based** and should build on best practice and global learning; and
- The role we play is one of facilitation, i.e., to encourage and support **informed choice and decision making** over WASH investments.



Beyond our four products, we also contribute to professionalising **urban water supply services**. City-wide service arrangements that are inclusive, long lasting and tailored to the changing and growing demands of urban populations are

needed. With utilities (public or private), local governments and user representatives, we tackle the issues of non-revenue water, water quality, illegal connections, decision-making processes and asset ownership in both unserved and underserved areas.



Sustainable Sanitation and Hygiene for All

Our rural sanitation product strengthens the capacity of local authorities to develop and enforce area-wide sanitation service delivery models for their jurisdictions. Placing users in households, schools, health facilities and public places at the centre of our efforts, we aim to create and/or change WASH systems. We use a hands-on approach, working collaboratively towards improved sanitation and hygiene, and continuously reflecting and learning. Our approach creates demand for sanitation services, develops sanitation supply chains in rural areas, builds capacity for behaviour change and strengthens WASH governance systems. Over the past five years, our integrated rural sanitation approach has proven successful in more than 160 districts in 18 countries.

Context is important, so it will always inform our approaches and strategies. In some countries, **reaching full sanitation coverage** remains the primary target. To assist governments in achieving universal access, we emphasise the need to build inclusive facilities and develop inclusive



sanitation arrangements and financing. This usually requires the strengthening of demand creation and behavioural change efforts and capacity; bolstering the supply side of sanitation services; and ensuring robust governance. It also requires working area wide – that is, increasing and improving access to sanitation in households, schools and health facilities.

For areas and countries where close to full coverage has been achieved, **professionalisation of services**

is imperative for a sustainable, good-quality system. Phase two of our Sustainable Sanitation and Hygiene for All product shifts attention from coverage to service delivery models; from universal access to safely managed services. Specific to this phase, we address institutional barriers to equality and support mechanisms for low-income groups. We often do this within the context of decentralisation, a governance system that is typical of many countries in which we operate.



Area-wide Rural Water Supply Services

Our rural water product seeks to ensure sustainable access to water supply systems that are responsive to the needs of changing communities. In pursuit of this, we contribute to the creation of economies of scale to increase the financial viability of water supply delivery. Our work builds the capacity for sustainable service delivery at different levels in the system: users, operators, service providers, local governments and regulators.

Water security for all is at the centre of our work. We aim to increase the quality and quantity of water, and improve water accessibility and reliability. We contribute to developing better-managed service delivery models in the face of water scarcity.

An estimated 40% of rural water supply schemes/points are now obsolete, so there is an urgent need to upgrade or replace them. And although new management models exist – water utilities, private operators and private maintenance arrangements – community-based management of rural water



supply systems and water points remains the default model in rural areas. This, among others, poses significant challenges to reaching diverse populations within rural areas. For management models to be responsive to all, diversity within a specific rural area must be considered, for example, population density or accessibility issues. Of equal importance is ensuring that management models are embedded within district governance processes.

We professionalise post-construction support and operations, and promote the use of performance standards for water operators, irrespective of whether they are private, public or community run. We support

governments to develop area-wide water supply plans, oversight and investment arrangements, making sure that these cater to the needs of diverse population segments, for example, people living in rural growth centres and those living in remote areas.

The water supply plans we co-design include specific attention to water quality, and where needed, self-supply mechanisms (for locations with low population density). These plans incorporate appropriate benchmarks and performance indicators and processes – for both public and private operations, and service providers – which are essential for accountability.



Urban Sanitation and Hygiene for Health and Development

Our urban sanitation product helps to achieve city-wide inclusive sanitation services for all. With city authorities and utilities, our aim is to change the way human waste is managed, ensuring that this encompasses all parts of the sanitation service delivery chain.

Because different geographical areas require tailored service delivery models, we guide stakeholders through a process of informed choice regarding technologies, financing strategies, regulation and service delivery. We facilitate discussion of the trade-offs linked to choices and give particular attention to low-income groups and slum residents.

Working with the private sector, we develop financially viable, sustainable business models for the treatment and safe disposal of human waste, and we work with communities on service models that are safe and affordable.



Whilst city-wide sanitation services may include both off-site and on-site sanitation solutions, we recognise that in the majority of cities in which we work, the most significant gains are to be realised in improving the safety and management of on-site facilities.

We continue to contribute to the research and development of sludge re-use options, but do so in ways that integrate re-use in the larger context of safe delivery services.



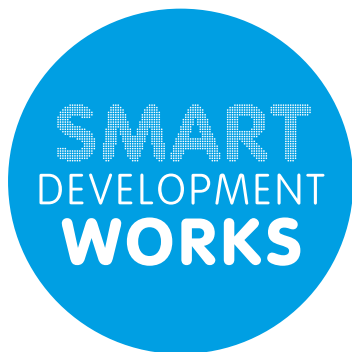
Opportunities for Youth Employment

Our youth employment portfolio is growing rapidly with a major focus on fostering (self) employment and entrepreneurship for youth in the WASH and agriculture and energy sectors. For this, we implement our opportunities for youth employment product, which applies a market-based approach to (self) employment. Alternatively, young people are trained and employed by existing companies, such as those offering, post-construction support in rural water supply systems or urban sanitation services.

Gender Equality and Social Inclusion

SNV's GESI approach in WASH transforms those relationships and spaces that have long barred women and girls, people with disabilities, the elderly, etc. from enjoying their right to water and sanitation. We cascade the know-how to design quality services that are tailored to different consumer needs. We help increase the political influence and voice of potentially disadvantaged groups in the public arena. We facilitate a process of self-reflection, also within organisations, to ensure that WASH interventions contribute to the positive development of identities and societies.





OCTOBER 2019

Photos and graphics © SNV

SNV

Parkstraat 83
2514 JG The Hague
The Netherlands

Phone: **+31 70 3440 244**
Email: **info@snv.org**

www.snv.org
twitter.com/SNVworld
facebook.com/SNVworld
linkedin.com/company/snv