Meet the change makers of Niger

Scaling up access to Renewable Energy

Hygiene and the pursuit of happiness

Faecal attraction

Leave no one behind
We believe that no-one should have to live in poverty.

We are dedicated to a society in which all people enjoy the freedom to pursue their own sustainable development.

We focus on increasing people’s incomes and employment opportunities in productive sectors like agriculture as well as on improving access to basic services such as energy, water, sanitation and hygiene.

We have over 50 years of experience, technical knowledge, passionate staff, extensive local presence and a global footprint.

We strive to make a lasting difference in people’s lives.

The clock is ticking
With the number of people living in extreme poverty decreasing, there is sufficient cause to celebrate. However, there is still much work to be done.

Supporting companies that bring healthier food to the market
It is kind of ridiculous to say we don’t want to engage the private sector in food and nutrition, because consumers have already made that decision.

Hygiene and the pursuit of happiness
Bhutanese national happiness is on the rise. Having said that, one limiting factor still needs to be tackled.

A call to action: 5 years, 5 countries, 5 households
SNV invites funding partners to join forces with us and light up the lives of millions of people in the developing world.
Over the past decades, tremendous progress has been made to eradicate poverty worldwide. And hopeful voices have already heralded the end of extreme poverty in our lifetime. But making sure that no one is left behind still requires firm determination to act! And that’s why we need the continuous involvement of governments and civil society organisations. They should balance the benefits of development; by ensuring a stable environment, by providing basic facilities, by encouraging small producers to organise themselves into cooperations, and by establishing laws and taxes that let companies take responsibility for the environment and the social effects of their actions. SNV supports governments to act on their responsibility by providing best practices, based on our work with small producers and poor consumers, and by helping civil society organisations raise their voices.

While we firmly believe that market development is the way to go, and while it is absolutely doable to eradicate extreme poverty, alarming signs point out that progress in the battle against poverty will not come easily. Take a look around. Climate change is already putting millions of people on their feet, forcing them to flee. Last year the total amount of people living on an empty stomach has grown for the first time after many decades of progress. Population growth combined with inadequate education in the developing world is creating enormous contingents of youth roaming around idle, which adds to the fragility of these regions. At a global level, inequality has been steadily on the rise, making poverty less an issue of poor countries and all the more a matter of marginalised groups. A lot of these people are fleeing rural areas in search of a better life, but their journey oftentimes ends in crammed city slums right at the feet of modern high-rise buildings, forcing them to look up at their failed dreams on a daily basis. Modern day poverty is a youth without a job, checking his smartphone on an empty stomach. Facing these new challenges, the world cannot lean back and continue on the designated path at the same pace and in the same way. All hands are needed on deck! Creativity, innovative approaches and up scaling are needed.

SNV remains fully committed to providing people with the tools to improve their lives. Over the last number of years, we have transformed ourselves to an agile organisation, able to respond to the changing dimensions of contemporary poverty. Last year we positively impacted the lives of over six million people and this year we expect to reach more. This growing impact substantiates the continuous push towards steering markets in agriculture, energy and WASH.

The good news is that we basically know how to solve these problems. As a global community we have the knowledge and the resources to make poverty history. We know what works and what doesn’t. But it requires the threesome of political will, sound policies and effective practices to make it happen, to make it happen at scale and to make it happen fast.

Agriculture, Energy and WASH.

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The clock is ticking

We encourage companies to enter markets that serve low income groups or work with small producers. Their involvement is essential to professionalise sectors and realise growth.

SNV has always played an important role in influencing and supporting governments to act on their responsibility by providing best practices, based on our work with small producers and poor consumers, and by helping civil society organisations raise their voices.

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Over the past six years SNV has made a serious effort to speed up progress in all three areas. Firstly, we stimulated political will by engaging politicians and top administrators in debates and introducing them to relevant hard evidence for their decision-making. Secondly, we translated these decisions into workable policies, rules and regulations by working closely with civil servants. These rules and regulations provide the basis for government interventions. They also shape the contours of a policy environment that enables the private sector and civil
society to play their role in sustainable development. And thirdly, we work closely with government officials, businesses and communities to directly realise lasting results in practice and improve the quality of life of millions of people. Through more than 300 projects in 33 countries, SNV has directly improved the lives of more than six million people. Yet, the one encounter that inspired me most this year involved a woman who did not participate in one of our programmes!

It was in Kenya. We were visiting a community there where local health officials and SNV staff of the Sustainable Sanitation and Hygiene for all programme had motivated the inhabitants to construct basic toilets themselves and practice safe sanitary behaviour. While talking to the audience, I noticed a woman standing by. When enquiring for her opinion about the WASH initiative, she told me that of course it was essential for health reasons. But, as she continued cooperation.

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We focus on farmers that produce vegetables for local consumption as well as on horticulture initiatives that serve the export market. These are the results of a collective effort of thousands of SNV’s staff, civil servants, local development partners, private sector colleagues and end users. They combined the global experience of SNV with their own ingenuity and deep knowledge of the local contexts. I thank all of them for their inspiration, their perseverance and their devotion.

It was the prospect of working directly with these local heroes that encouraged me to step down from the Managing Board and start working with the SNV field staff in Laos as country director, after more than six years as a CEO. It has been a privilege to work with SNV staff in Laos as well as on horticulture initiatives that serve the export market. These are the results of a collective effort of thousands of SNV’s staff, civil servants, local development partners, private sector colleagues and end users. They combined the global experience of SNV with their own ingenuity and deep knowledge of the local contexts. I thank all of them for their inspiration, their perseverance and their devotion.

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Supporting companies that bring healthier food to the market

Lawrence Haddad, executive director of the Global Alliance for Improved Nutrition (GAIN) on working with the private sector to improve nutrition.

GAIN mobilises public-private partnerships on improved nutrition. But evidence and robust examples are scant.

How can the market angle be developed? The private sector is involved at every step in the food value chain; from shaping demand to shaping what is produced, and every step in between. So, it is kind of ridiculous to say we don’t want to engage the private sector in food and nutrition, because consumers have already made that decision. The question is how can we support the good things businesses do and stop the bad things. Let me break the answer down into a few buckets:

Fifteen years ago, GAIN was set up to work with businesses to get more nutrition into the food system without really changing consumer habits. Fortification is a big part of that, adding vitamins and minerals to food staples, such as rice, wheat, flour, edible oil and milk which consumers already eat. Additionally, in the last five years GAIN has developed a set of additional programmes that are trying to change the food system in two ways: The first way is via policy, programmes that are trying to change the food value chain; from shaping demand to making the policy and fiscal environment more supportive of nutrition. An example of one of our programmes for several years now in Kenya, Tanzania, Mozambique and Rwanda, and are learning how to improve them. The key is to think about scalability right from the beginning. We try to create spill overs for the second set of companies and a less intense level of technical assistance to the first set of companies working with small, medium and large companies working in fruits, vegetables, pulses, nuts or dairy for example. We are supporting them through small grants and technical assistance. We link them up to larger funding sources, so that they can get more nutritious food to the market at lower price points. External evaluation is very important. We work in countries to build demand for healthy foods, support businesses to meet and shape that demand and support governments to create an environment that makes it easy for businesses to do good things for nutrition and harder to do bad things.

For example, together with the World Food Programme we co-convene the SUN Business Network that helps governments understand what businesses can and cannot offer, helps businesses understand what government priorities are and helps both to understand how to make the policy and fiscal environment more supportive of nutrition. SNV’s Access to Nutrition Index (ATNI) is an independent number of indicators. ATNI is an independent programme we co-convene the SUN Business Network that helps governments understand what businesses can and cannot offer, helps businesses understand what government priorities are and helps both to understand how to make the policy and fiscal environment more supportive of nutrition. SNV works with in-country companies in developing countries. The dilemma is that it requires a lot of on the ground effort. If you want to get the ball rolling, you encounter system dynamics with the risk that efforts remain a drop in the ocean. If you want to support concrete positive change - you need to be where the change will happen. GAIN has programmes in nine countries. Half of our staff is in Africa and Asia. This proportion will grow in the coming years. Why? To develop effective and enduring programmes you need to understand the needs of the country, the priorities of the government, the politics of possibility and the capacities and bottlenecks that exist. We work in countries to build demand for healthy foods, support businesses to meet and shape that demand and support governments to create an environment that makes it easy for businesses to do good things for nutrition and harder to do bad things.

First, for a smaller set of companies in African and Asian countries we try to link the small and medium businesses to more formal financing, preventing dependency on Official Development Assistance (ODA) funds. Second, we support a community of practice for a bigger set of companies in those countries. We provide in depth technical assistance to the first set of companies and a less intense level of technical assistance to the larger set of companies. We try to create spill overs for the second set of companies by learning from the first.

So, it is a threefold approach; intense work with a few companies, the community of practice to share the examples with other companies, and the government to make it easier for those companies trying to do the right thing and harder for those trying to do things that are not good for nutrition. It is challenging, but if we can’t make these approaches work to help transform markets to be more pro-nutrition we risk our programmes (and those of others) being just a drop in the ocean.

With the aim of accelerating towards SDG 2 (end hunger), I would expect you to involve multinationals, next to in-country companies. Multinationals are powerful and that makes them important. We try to link the ones who behave responsibly to national companies.
published that others and ourselves can and must learn. Soon a stream of high quality studies will be done by an Australian university showed it had a significant impact. When we scale it nationally. But in general, we find that governments should create strong incentives for consumers to reward businesses that provide affordable healthy foods. Another interesting area is food standards. In India, the food safety and standards authorities are moving into the healthy foods’ area quite strongly, even experimenting with healthy food standards and labels. The poor generally don’t buy in supermarkets, not in Africa. The middle class does. What is the link with poverty reduction? I would agree with you up to a point, but you have to be realistic about market-based approaches. You will reach the $3 to $5 per day population, but not the $1 a day. For the latter group the public sector is vital and we work with public sector providers to make that food as nutritious as possible. But if you can create momentum for three to five dollar a day groups (realising that this population is still very poor), you help businesses inch towards the one dollar a day group (recognising that this population is still very poor). You help businesses inch towards the one dollar a day group (realising that this population is still very poor). You help businesses inch towards the one dollar a day group (realising that this population is still very poor).

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For example, we bring multinationals to work with companies in Nigeria to reduce post-harvest tomato loss. These tomatoes are nutritious, consumed in country, but are highly perishable. Working with the Rockefeller Foundation we are supporting the companies to replace grass tomato crates with reusable plastic ones, reducing food loss by 25-

Do we have evidence of results? We want to get impact evaluations done on all programmes where there is some doubt that they are effective, whether because they are a new type of programme, a new geography, or with a new partner. In Indonesia, we have a large-scale programme in four districts, involving hundred thousands of people. Ahead of time, we were unsure about the impact on diets of the programme because it only focused on dietary behaviour change, not on supply. We did consumer insight analysis with Indonesian partners and used the learnings for a mass and social media campaign including TV. The evaluation done by an Australian university showed it had a significant impact on diet diversity. We will now expand from four to nine districts and if the results held up we hope the government will scale it nationally. But in general, we would like more impact studies to be available and we have been strongly investing in them for the past three years. Soon a stream of high quality studies will be published that others and ourselves can and must learn from.

Behaviour campaigns in rural areas can be effective because there is an alternative supply - as people can grow crops. But the urban poor pay for their food in cash. Awareness campaigns could create an appetite for certain diets they cannot afford. How should we adapt our methods from rural to urban? Urban environment is more challenging, but in most countries the differences are not binary. For example, the Indonesian project I was telling you about was both urban and rural. It surprised me that we could use social media awareness in rural areas as well, since rural penetration of mobile phones was only slightly lower than urban. In urban areas, where population density is high and people are more likely to buy their food, there are indeed fewer ways of accessing food other than the market. But more and more welfare programmes are being cashed out, where they used to hand out food, giving people a bit more income to buy food. That’s when businesses should get more interested, and where governments should create strong incentives for consumers to reward businesses that provide affordable healthy foods. Another interesting area is food standards. In India, the food safety and standards authorities are moving into the healthy foods’ area quite strongly, even experimenting with healthy food standards and labels. The poor generally don’t buy in supermarkets, not in Africa. The middle class does. What is the link with poverty reduction? I would agree with you up to a point, but you have to be realistic about market-based approaches. You will reach the $3 to $5 per day population, but not the $1 a day. For the latter group the public sector is vital and we work with public sector providers to make that food as nutritious as possible. But if you can create momentum for three to five dollar a day groups (realising that this population is still very poor), you help businesses inch towards the one dollar a day group (realising that this population is still very poor).

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For example, we work with the garment industry in Bangladesh to provide better quality food in factory cafeterias. We were trying to convince factory managers that it was good to reduce absenteeism rates, productivity and certainly beneficial for their image. But cafeterias based solutions turned out to be not that effective because workers don’t want to stay in the factory at lunchtime, instead they go out to nearby vendors in the streets. So we will start to work with these vendors, trying to support them to raise the quality of their food. It might be about the kind of cooking oil they use, or the amount of salt, helping them to reduce the use of these products. Creating a healthy competitive edge for them. It is in an early stage. Market based approaches need to be opportunity driven. That might not be the ideal way, but we need to be pragmatic. We are at early stages in knowing how to make markets work better for nutrition. But if we can figure it out - it will be transformational. We feel we are at the forefront of developing methods. And we try to be accountable in our aims by basing our work on evidence we generate and that is generated by others. And we are committed to making this evidence available to everybody.

Our funders know that the private sector is important but they are, by and large, cautious and tentatively about what to do. They are dipping their toes into the water and we want to de-risk the space for them.

You describe market based action to promote the availability of healthy food. What about mitigating price volatility in cities? More people in urban areas buy from markets. But in most countries, most households buy a significant portion of their food from market. So volatility in prices is a rural as well as an urban issue. Food price volatility kills infants so we need to reduce it, fast. If our post-harvest-loss is effective, it will improve storage and transport facilities and reduce price volatility. Most focus on post-harvest loss has been on cereals. This is important of course, but price volatility in more nutrient dense food is also important but efforts to address this has been hampered because governments are focused almost exclusively on cereals and food security. They need to focus on nourishment too. For example, in Bangladesh, food prices for non-cereals are very expensive.
Over 40 years ago the King of Bhutan first introduced the phrase Gross National Happiness. Research shows that happiness is not only influenced by prosperity, but also by freedom, tolerance and civil rights - on the bright side, and changed behavior - on the dark side. Bhutanese national happiness is on the rise. Having said that, one limiting factor is acutely evident amongst nuns who live in the rural areas. Bhutan has over a thousand nuns living in several nunneries situated on the slopes of its mist clad mountains.

In Bhutan, the root of the stigma lies in the local belief of ‘dep’ (impurity), considering women impure during menstruation. Women themselves also tend to perpetuate these mistaken beliefs, rendering them unable to perform simple tasks like drinking tea or coffee for fear of increasing their flow. Buying sanitary pads or reusable sanitary cloths poses a challenge in rural areas because these pads are difficult to get and if available are far too expensive. Only one in ten shops in rural areas sells pads and most women are unaware of their existence.

While the silence around menstruation can be observed through most of Bhutanese society, it is acutely evident amongst nuns who live in the heart of the rural areas. Bhutan has over a

Women are often considered less capable than men and this outlook percolates into all areas, including basic needs like safe sanitation and hygiene. “Poor sanitation and hygiene perpetuates gender inequity,” says Thinley Dem, SNV’s WASH advisor in Bhutan. “Girls miss days from school during their monthly period, because they don’t have access to a hygienic toilet or sanitary napkins.”

The influence of menstrual taboos and secrecy across vastly different contexts is increasingly documented all over the world. One study confirms that poor menstrual hygiene, stigmatization, cultural, social or religious practices can limit menstruating women’s and girls’ health, their education, and their capacity to work and engage in society.

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Silence of the nuns

Most nuns are led by a monk. This makes the nuns reluctant to talk about the lack of water and soap to manage their menstruation safely and privately.

“It is considered disrespectful to even mention menstruation to the male head teacher and secondly, even if we did do it, it would be difficult for them to understand issues like physical pain,” said a nun from Pema Thekshog Chholing at an event, organised by SNV and the Ministry of Health, celebrating menstrual hygiene day in May 2017, which aimed at changing the discourse around menstruation.

Although nuns sometimes buy disposable sanitary pads, their stipends are not sufficient to cover all the costs of sanitary napkins. To economise, some of them wear these pads for far too long which brings forth a risk of infection.

Breaking the silence

To improve the health and sanitation for women in rural areas, SNV has been working with Bhutan’s Ministry of Health and the Gross National Happiness Commission, with the support of the Australian Government. We promote access to improved sanitation and hygiene practices.

At the event in May 2017, participants talked about menstrual hygiene management, involving both men and women - including the monastic community. It was the third such event in Bhutan. The first, in 2015, focused on Bhutanese school girls. The second, in 2016, focused on nuns. And at the 2017 event, a wider audience participated including teachers and students, mothers and fathers, boys and girls, plus nuns from various monasteries. During those sessions, we spoke candidly about menstruation. We introduced re-usable sanitary pads as an alternative to expensive store-bought pads, with the commitment of the Bhutan Nuns Foundation to provide training in how to make these pads.

“The global celebration of Menstrual Hygiene Day was vital, as it helped to build awareness on menstrual hygiene issues, build support amongst male teachers, and encourage both men and women to address this taboo subject. Bhutanese girls and women should be able to manage their menstruation hygienically and with dignity,” said a nun present at the event.

Towards happiness

Our approach in Bhutan follows in the footsteps of the successful interventions made by the multi-country programme Girls in Control, launched in 2014 in Africa. After witnessing its positive impact, for example - a 16% decrease in girls missing school in Tanzania, we have scaled up our programmes by integrating Menstrual Hygiene Management into our ongoing rural and urban WASH programmes. Our menstruation activities in Bhutan are part of the broader Sustainable Sanitation and Hygiene for All programme.

By changing the negative narrative surrounding menstruation and by improving menstrual hygiene, we aim to contribute towards improving the lives of Bhutanese women. And since they contribute half the country’s Gross Happiness Index, it will be a step forward in the country’s pursuit for happiness.
Faecal attraction

“People come here with their families to have a picnic because they think it is a park. If I hadn’t told them that it’s a disposal ground on top of an old garbage dump, they would never have guessed!” says Md Forkan Sarder, caretaker of the Faecal Sludge Treatment Plant in Khulna, Bangladesh. The plant is owned by the Khulna City Corporation and its operations are supported by SNV.

“I take them around, and explain how the treatment is done. They are surprised that there is no foul stench, you only smell the flowers.” Indeed, the area surrounding the plant is fresh and green, birds are singing and everywhere you look there are fiery red flowers.

No one really wants to discuss faeces. Let alone how it is treated. In Bangladesh, this disgust runs so deep that the faecal sludge from septic tanks is collected unseen by cleaners in the shadow of the night. This is not a small issue because there is no sewage system in Bangladesh, except for a small area in its capital Dhaka.

The city of Khulna has a population of one and a half million inhabitants, of which not a single household is connected to a sewage system. In Khulna, the city is expanding rapidly in an unplanned manner and constructing a sewage system would cost a fortune, and the city authorities have more immediate issues to solve. They need to provide drinking water, and open defecation and collect huge piles of garbage people produce on a daily basis.

Now that progress has been made in these areas, focus is slowly shifting towards faecal sludge. But over time, people have taken matters into their own hands, installing underground septic tanks to get rid of their faeces.

They sporadically call for cleaners to descend into their tanks and scoop out the waste manually, bucket by bucket. Often, these septic tanks are left uncleaned and quietly overflow, letting the problem seep inside the city’s ground water. Either way, the sludge usually ends up in drains not far from people’s houses.

“This dreadful offloading is like a ticking time bomb that can explode any time, especially in the slum areas where the drainage is in poor condition”, says Rajeev Munankami, SNV WASH’s team leader in Bangladesh. This is an environmen-

tal, health and hazard for the community and even a few drops of sludge can contaminate whole waterways.

Many fast-growing cities like Khulna are dumping untreated human waste. Poor sanitation is a leading cause of diseases like diarrhoea, typhoid and cholera. According to the World Health Organisation, over 250 million children worldwide die because of diarrhoea alone. Due to these diseases, economic losses are profound, and surely higher than investing in decent sanitation. In Bangladesh alone, the economic loss of poor sanitation is 14 billion USD annually, which amounts to 6.4% of their GDP.

Scaling up existing sanitation

The problem is huge. To address the lack of Faecal Sludge Management (FSM) SNV started a learning project, Demonstration of pro-poor market-based solutions for faecal sludge management in urban centres of Southern Bangladesh in three cities, including Khulna. The program is funded by the Bill and Melinda Gates Foundation and United Kingdom’s Department of International Development (DFID).

To prevent high investments in sewage systems, we work our way from the bottom up, taking existing sanitation facilities as a starting point. Big cities in the developing world are chaotic, it’s not like designing your perfect suburb. Entering a Bangladesh slum means that you must squeeze yourself into narrow alleysways where bad odours will lead you to the public toilets that are used by 25 families or more. During the monsoon season rising waters will lift up its contents, spilling it out onto the tight alleysways and into the houses.

How are you going to stay healthy? And how will you ever build a citywide sewage system? The answer is - there isn’t one single sewage solution. The only way to get the job done is by starting with what people have built themselves over the years. Basically, we improve existing sanitation by ensuring safe containment, transport and treatment of faecal sludge. This starts with a careful assessment of the entire sanitation service chain (from consumer demand for sanitation services, to capture, emptying and transport, to ultimately treatment and disposal of reuse). We are determined to remove all hotbeds of disease and contamination, because only by focusing on the entire picture we can sustainably benefit the poor.

Working with city authorities

Growing these safe solutions to realise citywide coverage should be done by involving the city authorities, because they are the ones responsible for proper sanitation, and therefore need to be on board all the way. Ultimately, they are the ones who will organise regular collection.

“It took us a long time to gain the confidence and buy-in of the city authorities and elected councils,” says Rajeev. They saw sewers as the ultimate solution and did not realise the urgency of closing the sanitation loop. To gain much needed government support, we started our project with a knowledge exchange between scientists and city officials to discuss the impact of this unseen problem. We wanted to show them the potential of FSM in a tangible way - by setting up the plant, because the biggest hurdle in FSM is the treatment of sludge. It is sometimes collected and contained, but seldom released properly.” Here, at the edge of the city, we have literally built the capacity to change that.

Bringing about change

Based on the practical knowledge we gathered, we have successfully advocated for changes at policy level; a nation- wide Institutional and Regulatory Framework for FSM has been introduced; the national water supply and sanitation
Let’s talk about sex

Talking about sex is taboo in Bangladesh. However, remaining silent increases risks for millions of women – and those working in the fast fashion industry are especially vulnerable to sex and menstrual health related diseases.

Ensuring sexual and reproductive health will not only benefit the women employed, but the factory owners as well. 

Last summer, around 600 women gathered in front of Northern Torsifa’s factory in Bangladesh. The factory supplies garments for renowned European brands. The security guards and factory management had a hard time controlling the crowd. There was chaos and yelling everywhere. But this was not the scene of a violent workers’ strike like those we have seen erupting since the Rana Plaza disaster of 2013, where over 1,100 garment workers lost their lives. No, these workers had come together for a Hepatitis B vaccination.

The garment industry in Bangladesh is a 28-billion-dollar industry with over 3,000 factories, and roughly four million workers, making fast fashion the largest source of employment in the country. 85% of this workforce consists of young women, most of them originally from rural areas - areas with strict taboos in relation to sex and menstrual health. This makes these women very vulnerable to health risks, especially due to insufficient personal hygiene, unsafe abortion, unsafe sex and inadequate family planning methods. And indeed, over 17% of these female garment workers suffer from sexually transmitted diseases and reproductive tract infections (STI/RTIs). Diseases that are preventable or easily treated even reinforces the status quo. >

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More than just the flowers
Let’s go back to the plant and have another look at the fiery red flowers that draw in curious onlookers. Are they just meant to give a nice appearance to a dirty business? No, these flowers are an essential means to decompose the sludge, turning it into soil that can be readily used as fertiliser. Very soon it will be the health benefits rather than the flowers attracting people to our faecal sludge management.
"We women have all kinds of illnesses, we just can't tell anyone. Especially if the manager of the factory is male," says Ashamoni, an employee at Syed Garments. "Some of the girls are only thirteen years old, they will not speak up."

Working with women
After the Rana Plaza disaster brought to light the appalling conditions of garment workers in Bangladesh, the Embassy of the Kingdom of the Netherlands opted to fund SNV’s ‘Working with Women’ project. The project seeks to raise awareness and reproductive health. SNV encourages garment factory owners to play an active role in their workers’ health and well-being, by providing much-needed health insurance or in-house professional medical advice.

We refrain from using traditional awareness and capacity building programmes that target only workers, since that would create demand without providing supply. Instead we involve all relevant parties to safeguard prolonged access to better health conditions for workers. This involvement is key to our inclusive business concept. We work with companies to gain involvement is key to our inclusive business concept. We work with companies to gain

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억화는 전반적인 생산량과 관련된 일련의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성을 좌우하는 주요 요소를 반영하고 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성을 좌우하는 주요 요소를 반영하고 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 돕기 위한 전략을 수립할 수 있습니다. SNV는 이러한 정보를 바탕으로 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성을 좌우하는 주요 요소를 반영하고 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성을 좌우하는 주요 요소를 반영하고 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성을 좌우하는 주요 요소를 반영하고 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성을 좌우하는 주요 요소를 반영하고 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보를 바탕으로 SNV는 기업의 발전을 도재의 사항에 대한 정보를 제공할 수 있습니다. 이러한 정보는 농업의 생산성.

Monjila Akhter, an employee from one of the factories partaking in the project was pregnant. Due to complications during her delivery she had a Caesarean section - an expensive procedure. Because she had insurance coverage, provided and paid for by the factory, she received the necessary treatment and delivered a healthy baby.

Ensuring sexual and reproductive health and rights (SRHR) will not only benefit the women employed, but the factory owners as well. Losses from absenteeism resulting from such illnesses are costing the industry over $22 million a year. For example, BSR’s Her Project reported that for every $1 (€0.85) invested in women’s health by factory owners brings a return of $3 (€2.50) through higher productivity, lower turnover and reduced absenteeism.

Despite the initial reluctance demonstrated by women like Ashamoni, the Managing Director of Syed Garments decided to cooperate with SNV and invest in his employees’ health and well-being. He installed a booth within the factory’s premises, where a health specialist now provides SRHR information, facilities and products such as contraceptives.

“First, I was scared to go to this specialist, but when I saw my sister-in-law who also works here go into the booth, my friends and I started visiting regularly,” says Ashamoni.

A stitch in time
To reach a wider audience, SNV publicly awarded best practices to factories that supported their female workers’ access to convenient and affordable SRHR services. Further publicity is given via talk shows in partnership with leading media in the country. And we have discussed the importance of incorporating policies with the government and trade bodies so these policies are adequately implemented.

The current phase of the programme came to an end in July 2017 and resulted in SNV having successfully worked with 20 separate factories to make SRHR services and products available for more than 64,000 workers. It’s a promising result, but one that highlights the plight for millions of other women in Bangladesh who remain without proper sexual and reproductive health care. Systemic change at such a scale rarely occurs overnight. But growing numbers of responsible businesses and consumers give reason for optimism. Finding ways to talk about sex not only helps to remove age-old barriers for women in Bangladesh, but also reduces the human cost at which fast fashion regrettably often comes.  

Responding to the voice of African consumers

SNV’s Managing Director for Agriculture, Andre de Jager on the decisive influence of urban markets on the silent green revolution in African agriculture

Your experience with African agriculture is long standing. What big changes do you see?

A silent green revolution is taking place in Africa. Yields are increasing as smallholder farmers are implementing Good Agricultural Practices and using improved seeds and (organic) fertilisers. This revolution is less a result of government interventions or large-scale projects, but is mainly driven by changes in the market, particularly caused by the large-scale urbanisation that is taking place across Africa.

Diets are changing; there is an increasing domestic market for processed agricultural products and consumers are becoming aware of food safety issues. African consumers have found their voice to which the agricultural sector has started to respond. Having said that, agricultural productivity in most countries across the continent is still very low. In addition, there is hardly any growth in other productive sectors. This means that a category of smallholders remains in agriculture production simply because they have no alternative. To raise agricultural productivity the role of technical services, input supplies, processing and trading will increase. This will create new jobs in services and added value rather than in primary production. SNV should ensure that this growth is inclusive and can benefit many. >
The agricultural sector is going through a silent green revolution to meet urban demands, feed a growing population and cope with climate change.

What will this diversification from primary production mean for the majority of small farmers?

At this moment, African farmers are competing with cheaper products imported from countries with professionalised production chains. Both middle class and bottom of the pyramid consumers are looking for quality food at affordable prices. In order to be able to tap into these growing markets smallholder farmers need to produce efficiently and in an ecological sustainable way.

As a development organisation, we want to equip farmers with technical advice, assist in functioning organisational structures and link them to the input and output markets. We don’t want smallholders to be crowded out, but we will target those that want to take up farming as a business. Sectors like dairy and horticulture are for instance, very suitable for smallholder inclusion because they are labour intensive.

For smallholders who don’t take that business direction, opportunities for an ancient profession, on the other hand it is threatened by modern day burdens such as climate change, harsh tax regimes and a poor regulatory environment.

How do you see our future role as a development player?

The funding model is going to change. Traditional grants will most likely decline and we see growth in the roles of private sector investment, financial institutions and development banks that provide loans to small and medium enterprises.

I see a lot of potential in combining targeted technical advice with blended finance products. SNV increasingly engages in these kinds of projects in partnerships with financial institutions.

Climate change has a growing impact on agriculture and requires prompt actions at various levels. SNV focuses on increasing resilience of smallholder producers and SMEs through practical and innovative interventions. For instance, smallholder farmers producing beans are given access to technical advice, assist in replanting new varieties of cocoa under shade trees maintaining the forest cover. All this is done in close collaboration with the government and the private sector.

As mentioned earlier, the agricultural sector is going through a silent green revolution to meet urban demands, feed a growing population and cope with climate change. The private sector and governments will play a leading role in further professionalisation. At SNV, we will work with all these parties, ensuring that smallholders will be part and parcel of that process.

Meet Mamadou

Turn on google maps in satellite mode and take a look at West Africa. When your eyes wander from North to South, you will notice an abrupt change. Halfway through Burkina Faso the yellow Sahel gives way to a green zone which extends into coastal countries like Ghana, Benin and Nigeria. Zoom in on Mali and check out the details; dark rocks and deep riverbeds break its yellow monotony. Let’s move on to In-Tillit, a village that looks like a tiny bit of nothing in an endless emptiness, hidden below some trees extending over the seasonal cycle that has repeated itself since time immemorial.

In the olden days Mamadou and his family lived in tents, but now they have settled down. His sisters are all married off into the families of their husbands. One brother runs a shop in the small town of Gossi and his eldest brother is studying in Gao. He is the family’s big investment. Hopes are high that he will one day become a doctor and sustain them all, because they just can’t earn a decent living with their livestock. Mamadou wakes up before the break of dawn. There’s no time to waste because he must get ready for his long trek south. The grasslands surrounding In-Tillit are already turning yellow. The landscape doesn’t allow his family to grow crops, it just serves to let their cows roam around. But this season even that becomes a challenge. Therefore, it is time to move the herd to greener pastures and sell some cows in exchange for cash. It is called transhumance, the seasonal cycle that has repeated itself across generations of pastoralists.

In one of the scattered clay huts, Mamadou and his family trekked across the unforgiving Sahel to reach the bustling markets along the continent’s west coast. For centuries pastoralists like Mamadou have just served to let their cows roam around, but their numbers have increased tremendously and has created a sustainable smallholder dairy sector.

There is a new vibe in pastoralism: West Africa’s fast growing urban centers need a steady supply of meat. Over the years an extensive but highly informal network of Sohellen supply has developed. On one hand this transhumance is creating new opportunities for an ancient profession, on the other hand it is threatened by modern day burdens such as climate change, harsh tax regimes and a poor regulatory environment.

Meating West Africa’s mega cities

Every morning in Nairobi people are busy packing vegetables at the airport; in Ethiopia, the floriculture industry has created new alternative opportunities when the agriculture sector investment, financial institutions and development banks that provide loans to small and medium enterprises.

What will this diversification from primary production mean for the majority of small farmers? At this moment, African farmers are competing with cheaper products imported from countries with professionalised production chains. Both middle class and bottom of the pyramid consumers are looking for quality food at affordable prices. In order to be able to tap into these growing markets smallholder farmers need to produce efficiently and in an ecological sustainable way.

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Mamadou and four of his strongest cousins have been assigned with the task of bringing their herd all the way to Burkina Faso...
Quite a responsibility because cows are their biggest asset; ‘Look at them, I prefer my herd to a scrap of paper telling me I have money in the bank!’ his father always states gruffly before taking another sip of green tea. Five men guide 400 mooing cows in search of fresh grass. They will be gone for over four to five months.

Far from a walk in the park

For centuries pastoralists like Mamadou have trekked across the unforgiving Sahel to reach the bustling markets along the continent’s west coast to sell their livestock. They have a long history of navigating harsh circumstances.

This year’s destination is Fada N’Gourma in South-East Burkina Faso. Mamadou faces a 500 kilometre trek, and in reality, they will cover more ground as they can only steer their cattle through corridors in order to avoid conflicts with farmers while crossing their plots. However, it can happen that these corridors are not well demarcated, or have been taken over by farmers. Whenever their passage is blocked, they seek alternative routes, often resulting in conflicts.

Moreover, they need to go where fresh grass and water can be found. That is not an easy task. Over the years weather patterns have become extremely unpredictable. Where Mamadou once moved on the calendar, he now listens to the weather forecast from ‘Garbal’. An agro-information service from mobile operator ORANGE Mali (set up with support from SNV). Garbal means ‘marketplace for livestock’. The service also helps Mamadou to check the availability of food and water for his cattle. Many water points are crowded with competing herds, therefore he needs to know beforehand which water points are available.

Luckily, two of his uncles and aunts have started small mixed farms on the way, and Mamadou knows they will allow him to use their wells and cross their fields. Other farmers offer access to wells in return for cow dung.

But physical conditions are not the only hurdles. Handling harsh conditions has been their task as long as he can remember, but handling harsh tax regimes of the municipality whose territories they will pass, and passing strict international borders controls pose new challenges. And once, they were even threatened by bandits.

Mamadou knows he faces a risky operation, with unknown and volatile profits waiting for him at the market. He has checked out prices with ‘Garbal’ and no longer needs to rely on middle men or scouts to get this information. While his trade may go back centuries, his practices are contemporary. Since situations may change quickly, he needs his lifeline to feed him information. The Garbal agent tells him at the market. His buyers, Nigerian businessmen, will pay no more.

The spiderweb

Glance at Google maps once more and search for Mamadou’s destination. You will see that Fada N’Gourma is the centrepiece of a giant spider web. This bustling town is an international distribution point for meat, a crossroad of transhumance. Business men from coastal countries go there to buy Sahelian cattle that waked all the way from Mali, Niger and Northern Burkina Faso. Over the course of their trip they have become muscular cows, ready to be turned into a protein rich soak for city people.

Due to the low prices Mamadou will sell fewer cows than he had wanted, but he needs to sell some as he has incurred costs on the way (taxes, food). Ten cows will be sold, the rest of the herd will trek back home with him.

Some years ago, he went all the way to Parakou in Benin, a good 1,000 kilometers journey. The prices were somewhat higher and the countryside greener, but the territory was unknown to him, and with his light Fulani features he had felt uncomfortably foreign.

Meeting an exponential growth in demand

In West Africa alone, the official cross border livestock trade is >
20 years of building trust

SNV has been working with pastoralists since 1997. Both at grassroots level as well as advocating with governments and supranational bodies. SNV supports developing a more vibrant livestock sector in countries like Benin, Burkina Faso, Cameroon, Ghana, Ethiopia, Kenya, Mali, Mozambique Niger, Uganda, Zambia and Zimbabwe. In fact, all along the great green wall from West to East Africa which was planned to halt the greedy desert.

Over the years SNV has put in place pastoral infrastructure such as water points, renewed livestock corridors, markets and veterinary parks. However, this is the easy part – the real challenge is designing rules and agreements (where will we setup a water point? who will maintain it? what fee will we ask? where can the cows walk?) with local parties involved and providing their management committees with the tools to manage these facilities in a sustainable way. SNV has supported local, national and regional pastoralist organisations to advocate for tax and cross border regulations. All these facilities are essential to promote livestock trade and prevent conflicts.

SNV has chaired and mediated conferences with commercial partners (pastoralists, traders, processors) to develop (inter)national agreements on infrastructure and prices. SNV has piloted the mobile information service Garbal that helps pastoralists to decide whether to move their herds or not. SNV has supported local, regional and national pastoralist organisations at the local, regional and national level. SNV continues to support these organisations. For the meeting in Abidjan we have proposed a programme, chaired the discussion and prepared the MoU. This was only possible because we are trusted by every party involved. They know that we respect all parties and that we are knowledgeable.”

Why do they trust SNV? “I have worked in this region for ten years now. The leaders of the pastoralists’ organisations have been in remote places. They tell me how they saw me evolve with them, always speaking up frankly and not just telling them what they wanted to hear. We have been there almost constantly, even at difficult moments. When the jihadists occupied Northern Mali in 2012, SNV didn’t stop its activities until the last moment and even when we temporarily had to work from Bamako we continued to support them. They have experienced how long we have been around, and they know we can provide them with decisive support at different levels.”

Over 20 years of collaboration, SNV has built strong partnerships and trust with pastoral communities throughout the Sahel and across the region. This trust has been built through long-term commitments, consistent support, and a focus on understanding and supporting the needs and aspirations of pastoralists.

worth over €150 million and the potential for expansion is huge. In many countries of the Sahel, livestock’s contribution to the total agricultural output is above 40% and over 250 million people directly depend on pastoralism for their livelihoods.

Sahelian meat from Chad, Niger, Mali and Burkina Faso is also an essential source of life for urban consumers. The Sahel feeds the rapidly growing coastal cities that stretch out from Freetown to Laïs (this city alone is expected to grow from 13 million to 24 million people within the next two decades). Over the years an extensive international network of meat supply has been established. Corridors for cows serve as veins nurturing the beating economic hearts of the West African region.

These cities are facing enormous expansion in the coming decades. Africa’s population is very young and they consume less than average meats. The ballooning population, in addition to a growing appetite for high-protein foods driven by rising living standards (especially in cities), will fuel an unprecedented boom in demand for animal foods over the coming decades. The UN forecasts the demand for meat, milk and eggs to quadruple by 2050!

So, the potential for pastoralists to play a central role in supplying the emerging mega-cities with much needed animal protein is waiting to be tapped, but professionalisation and regulation are necessary to make that happen.

Sahelian meat is competing with imported (sometimes dumped) products from South America or Europe and with intensive livestock production, able to provide standard quality meat. Coastal countries are aware that they cannot produce sufficient meat by themselves, but Sahelian meat is still largely produced in an informal way.

Still, deeming informal pastoralism as a thing of the past is unwise, since in fact it turns out to be a resilient strategy to survive in arid areas where the soil doesn’t allow production of crop. Actually, it is the best way to put this fragile territory into use. Quite to the contrary of Africa’s coastal countries, where land is scarce and alternative productive possibilities are abundant. Professionalisation transhumance is a sine qua non to be able to meet the growing demand. This ineluctable development has geared SNV towards working with the pastoralists of the Sahel.

Regional bodies such as the ECOWAS also want to tackle this challenge and fruitful discussions between coastal and Sahelian countries are taking off. Removing the hurdles for transhumance will benefit both the livelihood of pastoralists and satisfy the growing demand from coastal cities.

Let’s take a last look at Mamadou, who is on his way back. Seen from above, his herd forms tiny specks in the sand. Moving targets. He’ll be home in a few weeks, when rains will fill the river that runs through In-Tillit and the grass will respond by growing once more. Unlike his brothers he is continuing with an ancient profession - one that is not expected to go extinct anytime soon.
SNV’s impact around the world

SNV works on over 300 projects in over 30 countries. In 2016 alone, SNV improved the quality of life of over 6 million people.

WASH highlights

- **Sanitation**: Increase in number of people with new and improved sanitation
- **Handwash**: Increase in number of people who have a facility to wash their hands with soap inside the toilet or within 10 paces of the toilet
- **Drinking water**: Increase in number of people having gained access to safely managed basic drinking water supply services

Agriculture highlights

- **Increased income**: People with increased income and improved employment
- **Food security**: People with increased food and nutrition security
- **Resilience**: People with increased resilience to climate change

Energy highlights

- **Energy access**: Number of people with increased access to affordable and sustainable energy
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In 2016, SNV invested €101.5 million in its programmes around the world. This continued support from our donors will allow us to keep on working on improving the quality of life for over 20 million of the world’s poor by the end of 2018.
Linking global knowledge to local realities in dairy

Professionalising the dairy sector in East-Africa

Africa’s population is booming. Within decades, over half of Africans will live in its rapidly expanding cities. All these people will need to eat food with enough nutrients to keep them healthy, since good health is the mother of all development goals. One valuable source of nutrients is milk, as it contains a lot of calcium and proteins. Recommendations for consumption vary between 100 and 150 litres per year. An average African drives about 40 litres. Only Kenya is meeting the recommendations, an average Kenyan now consumes 115 litres per year. And demand is growing by the day. Good news, except for the fact that the country’s milk production will not be sufficient to quench this thirst.

Meeting future demands is no small achievement if you realise that most African farmers are smallholders with just an acre of land for some crops and a few cows, mainly to feed themselves. Relying on traditional subsistence farming alone just won’t do for the task ahead. Let’s take a look at such a smallholder. He sells themselves. Relying on traditional subsistence farming alone just won’t do for the task ahead. Let’s take a look at such a smallholder. He sells most of his milk in small quantities at the back-door. Yesterday evening’s milk has been stored in uncooled plastic containers all night long, where bacteria happily multiplied. The next morning this breeding ground is mixed with fresh milk and sold off to a middleman who scoots away on a motorbike while the bacteria continues its devastating work. When the market matures, some of the smaller farmers will manage to professionalise, but only as a cooperative where testing and cooling takes place before the milk moves on to a processor to be properly treated.

In the dry season, there’s often not enough water for the cows and their fodder is of such low quality that experts speak of ‘empty calories’. Subsequently milk production drops. This year for example, Kenyan shops ran out of butter for two months. Milk is sometimes mixed with water and starch to support them. The rest will turn to other activities.

What is your role as the Friesian? “SNV hired us to share our specialised knowledge and practical skills, of fodder silage for example. They focus on translating this knowledge to pragmatic small-scale solutions for smallholder farmers. Even if those farmers cannot afford professional equipment, they can still use these simplified solutions. Farmers need to find out for themselves that these things work. It takes time though, and I have seen NGOs taking over activities from cooperatives because they have to show results within their three-year project duration. But in the long run, innovations only work when they solve the needs of farmers and are done by farmers themselves.”

Innovations only work when they solve the needs of the dairy sector in East-Africa

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A mere 30% of locally produced milk makes it to the processor where testing and cooling takes place before the milk moves on to a processor to be properly treated.

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So, demand is there, how about supply? “We could just export our abundance of milk powder, since the Netherlands are the most efficient milk producer in the world. But people prefer fresh milk and we need local production as well. I see a commercial opportunity for family farms with 15 to 20 cows. There is a growing group of entrepreneurs who see dairy farming as an income generating business. When the market matures, some of the smaller subsistence farmers that now have a few cows will manage to professionalise, but only as a member of a cooperative that supports them. The rest will turn to other activities.”

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Martin de Jong, technical director at The Friesian about expanding markets

The Friesian is a private consultancy company, focused on optimising dairy production worldwide. Martin de Jong was asked by SNV to join forces in training East-African farmers to improve their milk supply to processors. When asked if investors will be interested in African expansion he confirms “When I was a child, campaigns encouraged you to drink three glasses of milk per day. Soft drinks were for birthday parties only. Over the years milk consumption in the developed world has dropped, preferring soft drinks instead. Now take Asia and Africa, the population is growing, they are drinking more milk and milk production needs to change as well. I see a commercial opportunity for family farms with 15 to 20 cows. There is a growing group of entrepreneurs who see dairy farming as an income generating business. When the market matures, some of the smaller subsistence farmers that now have a few cows will manage to professionalise, but only as a member of a cooperative that supports them. The rest will turn to other activities.”

What is your role as the Friesian? “SNV hired us to share our specialised knowledge and practical skills, of fodder silage for example. They focus on translating this knowledge to pragmatic small-scale solutions for smallholder farmers. Even if those farmers cannot afford professional equipment, they can still use these simplified solutions. Farmers need to find out for themselves that these things work. It takes time though, and I have seen NGOs taking over activities from cooperatives because they have to show results within their three-year project duration. But in the long run, innovations only work when they solve the needs of farmers and are done by farmers themselves.”
The farmers’ pyramid

Farms in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>500 – 1,000 large-scale commercial farmers</td>
<td>&gt;100 cows</td>
</tr>
<tr>
<td>10,000 medium sized farmers</td>
<td>50-80 cows</td>
</tr>
<tr>
<td>10,000 smallholders</td>
<td>10-50 cows</td>
</tr>
<tr>
<td>Roughly 1.5 million subsistence farmers</td>
<td>&lt;10 cows</td>
</tr>
</tbody>
</table>

Targets and interventions

- Raise daily production from 15 to 25 litres per cow. No intervention. Reached through private sector
- Raise daily production from 8 to 15 litres per cow. Reached via professionalising their cooperatives. Set up Practical Dairy Training centres to train small-holder farmers
- Raise daily production from 6 to 15 litres per cow. Reached via professionalising their cooperatives. Become lead farmers within the cooperative.
- Raise daily production from 4 to 10 litres per cow. Encourage them to shift to zero-grazing and join a cooperative. Diversify into mixed family farming by adding crops. Cooperative extension officers train them on the lead farms.

What does that mean to people, this sudden flow of money? One of the farmers told me she literally had no possessions before the project started. Her family slept on the floor in her hut. Now she has improved the structure of her home and bought a proper bed and a mattress to sleep on. Her kids go to school and she has improved the structure of the dairy farm. The herd consists of 1000 female farmers providing a whopping 3600 litres per day.

When cows get ill, their milk would tell this story if tested. Make it more voluminous. When cows get ill, they are randomly treated with antibiotics. Their milk would tell this story if tested. However, a mere 30% of locally produced milk makes it to the cooperative where testing and cooling takes place before the milk moves on to a processor to be properly treated. Consequently, the bulk of milk is sold raw. In other words, dairy farms are still a long way from income generating enterprises and their milk a long way from feeding the city.

Fridah Gacheri, dairy expert at SNV’s KRDP project talks about ‘the giant leap from floor to bed’.

Why a women cooperative?

This project started quite modestly with women around the Mara who were collecting firewood and burning charcoal for a living. They raised being the prey of wild animals and therefore suffered many casualties. Of course, one doesn’t change subsistence farming over night. In the immediate future, the multitude of subsistence farmers at the bottom of the pyramid will remain essential to fulfilling local demand. SNV therefore also implements projects aiming to provide farmers with innovations that might seem modest, but may trigger a chain of transformations improving the quality of their lives. Better seeds for better fodder, access to silage techniques and veterinary advice, biogas installations and the likes all come to play their role.

When money?

Women of the cooperative could sell their milk at a good price, enabling them to buy food at the market and still have some money left. The milk flow dries up. Demand for fodder is still high because farmers generally haven’t stored enough to last the season. You may think that this is an age-old problem, but in fact it has only recently come to light. For centuries, cows freely roamed around and the shrivelling of the abundant green grass during the dry season was just a fact of life. “People think grass just grows, making human intervention seem stamps.” Judith Kitinji and Fridah Gacheri, dairy experts of SNV know all about it. They have profound knowledge about traditional subsistence farmers in the remote and semi-arid Serengeti area. Only now that land is becoming scarce and farmers have started to keep their cows in stables (zero-grazing) the issue is becoming clearer.

However, buying fodder is expensive and many farmers still leave the cows to graze in the low sub-optimal seeds on tiny plots, with insufficient knowledge and technology at their fingertips. This is where SNV steps in, demonstrating the possibilities of silage. Farmers can learn the right techniques themselves or buy fodder from specialised farms that use proper seeds and store their fodder in plastic, making it easier for farmers to concentrate on their cows. The diversification of roles is one of the signs of a professionalising sector.

As for KMTP, basically the mechanism is this;
The future is always bright, but what have we achieved thus far?

Let’s be clear, we are still a long way from reaching our final destination; sustainable dairy production that will feed the growing cities of East Africa while allowing a sustainable income for farmers. Private companies are not yet lining up to invest in the sector, but we do manage to attract entrepreneurs wanting to innovate. At sector and government level, we join in to advocate these innovations. And our KMDP approach inspires SNV dairy projects in various countries. This broadens our scope and increases the efficiency of our interventions.

The KMDP project works with 18 dairy cooperatives that collect milk from their member farmers and sell it to processors. Three milk processors have also joined in. So what is the result? Well, over the last five years these dairy cooperatives have raised their total production by almost 50%. Sorting out the exact reason for this isn’t an easy thing to do: the whims of nature, demand, legislation and professionalisation all play a role, as they always do in systemic change. Many parties are involved, as they should since they are there to stay.

SNV’s dairy projects beyond KMDP

SNV implements several projects to professionalise the dairy sector in East Africa. The goals are the same everywhere but approaches depend on local context. In the remote areas of Kenya, KMDP insights are used to improve dairy production of subsistence farmers, like the Ene lure women coopera- tive in the Narok for example. In Ethiopia, the Enhancing Dairy Sector Growth in Ethiopia (EDGET) focuses on access to markets for livelihood farmers and providing nutritious milk for children.

In Uganda, our Inclusive Dairy Enterprise (TIDE) project faces a dairy industry that is still in its infancy. TIDE has selected several products that are essential for dairy farmers (such as fodder chopping equipment) and we encourage private enterprises to enter the market by showing them potential demand. Once they are interested, we link them to farmers. Up to 20 innovations have been identified and the first ones are being tested in the market as we speak. The company that sells chopping equipment for example, now visits training sessions for farmers to demonstrate their product. This has translated into a promising uptake of their sales and, more important to us, farmers’ professionalising their business.

Milk safety from grass to glass, a bit of an animal

To improve the quality of processed milk, one Kenyan processor by the name of Happy Cow has been piloting quality based payment to farmers, with support from SNV. For several months, they took samples of milk and discovered high levels of pollution with bacteria, antibiotics and other residues. These were identified as the root cause of the low and uncontrolled prices as they should since they are there to stay. Many parties are involved, as they always do in systemic change. Many parties are involved, as they should since they are there to stay.

The private sector in Kenya is relatively developed. Our implementing partner SNV connects Dutch skills and knowledge to the reality of farmers in Kenya. This is not a matter of just transferring technicalities. You need to embed your project socially, and for that, you need the right networks. To manage a project like this, you must be a jack of all trades, able to balance the interests of farmers, consumers, private parties, civil society and government.

We decided to start at a micro level, with farms and cooperatives, because you can get results in a controlled way. We wanted to structurally feed engagement at a macro level with the content of our micro innovations. Successful projects require a connection on both levels. Before you can go to scale however, you must overcome structural barriers. The complexity of macro engagement with governance is enormous, but it’s feasible if you have credibility, experience and expertise. And when your partners tell the conceptual story, instead of you, yourself. Therefore, it is important not just to run a programme, but to foster an agri-food innovation system. Knowledge institutes, private sector and government should all sit at the table to validate lessons from pro- grammes, using them as evidence for policy advice.

At a policy level, the potential impact is enormous, but system change at a cultural and governance level takes time. Realising results at scale is therefore difficult to define in measurable delivera- bles neatly set within project timelines. That’s where convincing and appealing human stories like the book Dairy Matters come in.

Aid and trade is a balancing act, so how do we realise both sector results and farmer inclusion?

KMDP is a market driven programme, aiming to professionalise the dairy sector and feed the growing population, while at the same time ensuring inclusion of small-holder farmers. Transformation at scale might drive one to focus on commercial farms. Targeting them has immediate impact since their ability to absorb innova- tion is higher; they are entrepreneurs capable and willing to invest their own money. That’s why the private sector tends to focus on mid-sized farms with at least 20 cows. But we are spending public funds with the aim to reduce poverty and therefore we involve smaller farmers as well. Mid-sized and even larger farms can take the lead as pilot farms, but they are not a goal in themselves, we must make small-holder farmers willing to learn from them. We must trigger private investors to move out of their comfort zone. When they start working in Africa they can get involved with our mutual challenges. Inclusion of smallholders is not the easiest task and we face continuous dilemmas, but SNV knows the dairy landscape in Kenya and is well positioned to bring these diverging interests together.

The lessons learned in Kenya can be applied to other contexts as well. The SNV led TIDE programme in Uganda started after the embassy in Uganda came over to see how we were getting along. In East Africa, we exchange a lot of knowledge on dairy. As for the private sector, they don’t see countries, they see a whole continent. And it doesn’t stop at the continent level either, learnings from Asia are exchanged via knowledge platforms as well.
Development is change. On this - and more - we spoke to Reina Buijs, Deputy Director General for International Cooperation of the Netherlands’ Ministry of Foreign Affairs.

We have achieved a lot in fighting poverty, but we need to scale up to achieve our ambitions. How can we do this?

Eradicating extreme poverty is a major goal of our development work, as is promoting inclusive growth. The SDGs provide a challenging policy umbrella for this ambition. The MDGs have set goals for developing countries only, but the SDGs have been embraced by almost all countries in the world. Our commitment goes far beyond being “a donor” nowadays. We are part of a joint agenda which connects us to other countries. We have made great strides in this field, but enough remains to be done. Being part of the joint SDG agenda means that we also have to be accountable to other countries. This summer we did just that at the UN by presenting our SDG report. It showed where we are on track, and where not, for instance when it comes to gender inequality.

A major challenge is how we finance the SDGs. When it comes to development, Official Development Assistance (ODA) will not be enough. That is why we explore how to leverage private money with innovative public funding. In Kenya, for example, we work to convince private parties to invest in water supply by means of issuing bonds. The government can subsequently ensure that this water also reaches the poor. Effective innovative forms of collaboration like this - with governments, NGOs and the World Bank - can be scaled up by converting pilots into business propositions that appeal to the private sector.

In the end countries need to sustainably finance their own development. That is why we support them in setting up fair tax systems. This allows them to enlarge their domestic revenue: from citizens and from the private sector. Including international companies of course: big fish should not swim away. Partnership is key here. Recently I visited Bangladesh, a country that is making great strides to get themselves out of poverty. The Netherlands has been its partner since its independence in 1971. We have invested in 2016 in cooperation with the country. Bangladesh is now specifically seeking our expertise because key actors have come to know us as a neutral broker and reliable partner. In this way, we capitalise on our long-term relationship. It illustrates that you can’t buy trust. You build it.

Turning to agriculture in Africa: investments come with low margins and big risks. How can we leverage private funding? There is indeed some reluctance. Therefore, we need to work on conditions that provide stability and predictability for investors. We may ask companies to produce goods and contribute to the development of ordinary people. But we should not ask them to provide things they are not made for. Partnerships need to define and endorse a common goal to which each partner can contribute from their own role. In that process parties can - and should - hold each other accountable.

At the same time interventions throughout the so called ‘value chain’ are needed. Subsistence farmers don’t produce for the market. Improving local production and access to markets is essential. I saw an inspiring example in Uganda recently. The ‘simple’ insight that a cow without water will not produce milk has led to deploying solar driven water pumps for cattle. It allows farmers to milk their cows twice a day, thus enlarging milk production. And it also sparked off setting up dairy cooperation. This enables them to supply milk in larger quantities and become interesting partners for dairy processors. Small farmers benefit from the cooling facilities, transport and marketing that such cooperation’s offer - providing them with income.

This is still considered ODA. ODA can be the trigger, but once such a cooperative makes more money it is able to purchase a large cooling tanks and distinguish themselves. That is no longer ODA. That is a sustainable way to use public funding. Sustainability may come from unexpected angles. In Myanmar, I met a woman who owned just a small plot on which she grew tomatoes. But she consciously invested in obtaining seeds from a Dutch company. By doing so - and by seeking some advice - she managed to triple her yield. I asked her what she did with the extra money and she told me, “I now have money to buy larger quantities of seed to cultivate more land, I give some money to the temple and my daughter can go to university.” This is how a small intervention can lead to changes that count, like investing in the future of one’s daughter.

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How to improve sanitation for one-million Rwandans?

Involve the right players

Isuku Iwacu (meaning ‘hygiene’ in Rwanda) launched operations in March 2017 and is helping Rwandans gain access to reliable, market-based improved latrines and hand-washing stations. We are also encouraging their correct use in order to reduce malnutrition and childhood stunting, and improve quality of life.

Rwanda’s sanitation context is critical. Although 63% of latrines in rural areas and 59% in urban areas have been improved, the remaining unimproved latrines are often shallow pits. Furthermore, almost all latrines among the lowest-income, rural households are unimproved. These pits are typically shallow, some dug very close to the water table, with rudimentary privacy structures. Pit-emptying services scarcely exist outside Kigali, and solutions for safe removal and disposal of sludge still need to be developed in many areas. Hand-washing behaviours and facilities are also severely lacking, leading to high rates of diseases and illnesses that could be prevented through improved hygiene. Although there are typically very few active community health centres in these rural areas, they experience a high number of admissions due to these preventable illnesses.

Children in these households are especially vulnerable to malnutrition and stunting in part caused by poor sanitation, scarce safe water, and poor hygiene practices, including not washing hands at critical times.

In total, over its four-year implementation, we will help 500,000 Rwandans gain sustainable access to improved sanitation and hygiene through the development of a vibrant sanitation market. The project’s Behaviour Change Communication (BCC) approach will also ensure that an additional 1,000,000 residents of target districts live in open-defecation free (ODF) environments.

How to get started?

“I knew we were in for a challenge when I saw these targets. The project is quite ambitious,” says Eveline Vegas, the project’s Chief of Party. “So how do you get started? And once you know what works, how can you scale this up to reach more than a million people - and effect positive change and behaviours in their lives. The key is involving the right players.”

The Government of Rwanda approved its national sanitation policy and strategy on December 9, 2016, with the ambitious goal of achieving universal access to sustainable sanitation across the country by 2020. “The Government recognises though,” says Eveline “that they cannot do it alone, and that private sector engagement is a critical component.”

SNV acts as a market facilitator, bringing together households, the private sector, local partners and NGOs, and the Government of Rwanda, specifically the Ministries of Health and Infrastructure, to create a flourishing market for improved sanitation in rural Rwanda. This new market will offer affordable and sustainable sanitation and hygiene products and services to the households, allowing them to greatly improve their health. The project is building up both demand for improved sanitation among households and the ability of the private sector to provide the supply, and then connects the two by setting up robust sanitation supply chains.

Creating demand

Isuku Iwacu is working directly with households to build up demand for improved sanitation. This includes a Behaviour Change Communication (BCC) campaign to motivate households...
management and planning. Local government officials are trained to provide Business Development Services (BDS) guidance on topics like business plans, marketing and accounting, to mobilise local enterprises.

"It’s a perfect timing to start this project in partnership with the Government," says Manzi. "SNV has extensive experience in this area, and bringing together government and the private sector will build a market that thousands will engage in, and use to improve their sanitation, and their lives." To prioritise proper sanitation, hygiene, abandon open-defecation, as well as inform them on available options for improving their sanitation. We will work with microfinance organisations and banks to design customised and subsidised loans that households can use to acquire improved latrines. "This is one of the ways that Isuku Iwacu is scalable," says Manzi. "These loans expand the income households of each village. To involve the third player, Isuku Iwacu is working with the Government of Rwanda to support the government in achieving universal access. The business will also provide grants to sanitation businesses run by women and youth. The project will also provide grants to sanitation business groups, such as sanitation cooperatives, to lend money to their members to expand their businesses or become entrepreneurs. As part of supply-side development, the project has formed masons’ cooperatives in three districts and trains them to ensure that they have the labour and skills necessary to start building latrines once the new and expanding sanitation businesses are up and running. Construction of latrines is projected to start by 2017. "SNV is our partner. They train the youth and Amana Farms provides land for them to produce the grain through contract farming. As a result, we have been able to raise our seeds’ production while helping young people to build a career in agriculture and make a living." Rajiv Singh, managing director of OYE project partner Amana Farms in Monagile (Burundi), highlighted the benefits OYE has for his company. "SNV is our partner. "In the past, we all would have immediately spent the money to satisfy our personal wishes. But now we know better. We will buy what we need for the second season and use the money that will remain to build houses for members and send our nephews and children to school,” Ofelia, 1 years old, from Rubambu, Rwanda. The business provides basic life skills training that she received from the OYE programme has instilled in her a discipline to save up her income and invest it in profitable ventures. She has saved over €900 in a bank account and purchased a plot of land for €350. She also bought some goats in her home district of Rubango and is using part of her income to send her younger siblings to school. She aspires to open an electronics shop in her home district when she stops installing solar systems.

Opening up opportunities for youth employment

Youth unemployment and underemployment are chronic problems, affecting over 60% in some areas, particular in Sub-Saharan Africa. Providing education alone is not sufficient to create meaningful employment. Therefore, we go beyond education and training to match young people with opportunities that give them a chance to improve their lives. SNV developed its Opportunities for Youth Employment (OYE) approach from 2012. We use our extensive knowledge of local market circumstances to intermediate between companies and young people without employment. Creating an opportunity to dream about their future again. To date, we have created sustainable employment for 14.000 youth in Africa.

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50% of its loans are for MSMEs run by women and youth.

50% of its loans are for MSMEs run by women and youth.
Meet the change makers of Niger

A large share of Niger’s population is very vulnerable to shocks and stresses that encompass all areas of life: lack of economic opportunities, environmental degradation, civil disruptions, low education rates, and high maternal mortality. Men living in rural areas often resort to permanent or seasonal migration, stressing the already crowded urban areas and the young women who remain in villages have limited options to sustain themselves. With 67% of the population under 25 years of age, youth unemployment and underemployment is an extremely urgent problem in Niger. SNV implements the Youth, Advocacy, Women, Work, Alliances (YAWWA) project, in partnership with USAID, in five regions of Niger to increase civic engagement and create a culture of entrepreneurship. YAWWA strengthens youth leaders and promising social entrepreneurs in their communities by equipping them with the skills and resources necessary to identify, engage, and pursue meaningful opportunities.

Through YAWWA SNV is creating a network of innovators across Niger, and fosters dialogue and a culture of social entrepreneurship. The networks formed by SNV allow for mentoring exchanges and problem solving across the five project regions: Niamey, Maradi, Diffa, Zinder, and Agadez.

Abdou Yechou
Founder and director of Groupe d’ingénierie, de Management, de Formation et de Recherche (Engineering, Management, Training and Research Group) GIMAFOR a social enterprise. GIMAFOR installs solar energy stations in Niger’s off-grid areas. GIMAFOR also trains and employs community members to run these stations, thereby creating employment opportunities in the communities it serves. To support and scale-up its operations, GIMAFOR received a grant and guidance from YAWWA. With this GIMAFOR constructed and installed a solar centre in Niamey’s Seno neighbourhood. Seno is mostly comprised of refugees and displaced families, some of who were relocated after a flood destroyed their previous community. This community had no access to electricity or electricity-based services. With the introduction of the solar station in Seno, GIMAFOR is powering much needed services - including a water pump with affordable clean water, a milling station for household grains, and a charging station for phones and other devices - that expand economic opportunity to a critically underserved neighbourhood. Like the other stations, this one is serviced by community youth. A company made up of people in their 20s and 30s, creating employment opportunities for their fellow young people in a country where unemployment is an acute development issue.
Roumanantou Hama Souleymane
Tailor and seamstress and Founder of Foyer Féminin Tadress.
Roumanantou’s own path to social entrepreneurship began when she studied sewing, embroidery, and tailoring through NIGETECH, a national NGO that conducts vocational training. Despite being handicapped she found work in a foyer in Agadzoo after her training, making her a happy exception to the general rule. She now is one of the women in her community earning an additional income for her family. When YAWWA began operating in her community, Roumanantou volunteered to become a Trainer of Trainers. YAWWA trained Roumanantou in social entrepreneurship, leadership, business plan development, and organisational planning.

She decided to use her knowledge and skills to realise her dream: creating jobs for women like her. She set up the enterprise Foyer Féminin Tadress with her savings. Roumanantou was selected to receive a grant from the YAWWA. She then scaled up the enterprise and now trains women in tailoring, sewing, and knitting. Roumanantou also uses Foyer Féminin Tadress to inform women on entrepreneurship, women’s health and other topics with the hope that the women she has trained will start their own small businesses, and bring more economic opportunity to their community.

Sani Amina Issa Ado
Founder of Fortitude Agence

Amina has been an activist and community organiser since she was in middle school. Not too long ago, Amina worked as a caterer offering organic meals at events and conferences around Niamey, Niger’s capital. But when she saw how much waste was produced from these events, Amina thought there must be a way for the items that normally end up in landfills to once again have value. Amina used that experience as inspiration to found Fortitude Agence, and began reusing items otherwise destined for landfills into benches, ottomans, dustbins, wall decor, and more.

Recently Fortitude Agence received a grant and support from YAWWA to scale up its operations. In addition to financial support, YAWWA provided Amina with financial management, communication, and leadership trainings. Amina went on exchange visits to share techniques and learn new skills such as recycling techniques from fellow social entrepreneurs and participated in YAWWA’s annual social innovations fair and media activities.

With YAWWA’s support Fortitude Agence now has more than $525 in sales in its first nine months. The company has also saved more than 200 plastic containers and tires from ending up in landfills, protecting the environment. After engaging with YAWWA, Fortitude Agence has grown to employ four young people and three interns. Through employing her fellow youth, Amina hopes to tap into their creativity and harness the power of innovation. Amina predicts that Fortitude Agence’s will continue growing.

YAWWA also supported Fortitude Agence to begin training young people in youth activism, recycling, environmental protection, and community organising in partnership with Niger’s Youth Volunteers for the Environment (JVE) association and the Country’s scouting organisation. To date the company has taken on several contracts to conduct youth trainings.

Koen Peters, the Executive Director of the GOGLA Secretariat, gives us a frank overview of the challenges the industry is facing whilst attempting to scale up their initiatives in the developing world.

How can GOGLA help accelerate access to modern energy?
“We try to achieve this goal by building a vibrant and sustainable industry that can grow and scale quickly. However, not so quickly that it will come to a grinding halt because the foundations are not strong enough.” He cautioned.

A major hurdle for the solar industry is governments’ perception of the off-grid paradigm. Peters elaborates, “The prevailing paradigm is still that a proper energy connection is a socket in the house. But who says that every household in Africa or Asia needs an on-grid connection?”

“The challenge is to convince governments that off-grid energy solutions are able to do much more than they think, and can be scaled up quickly. Fortunately, this has reached the hearts and minds of some leading government officials across developing countries and we see increasing support from governments for off-grid solar.” Peters is also keen to highlight that off-grid is not actually a threat to utilities. “Many of these companies have customers who use minimal electricity, therefore the payback time for the connection is too pro...

Accelerating access to off-grid energy

GOGLA, a key partner in SNV’s call to action for solar energy, is an association representing companies in the global off-grid solar energy industry. They help members to build sustainable markets and deliver quality, affordable off-grid electricity products and services to customers across the developing world.
ouP ARTNERS CAll to ACtIoN

With public instruments alone.” In terms of policies, governments should first and foremost aim to create a predictable regulatory environment. He mentions an example where the governments changed the regulatory regime overnight, without warning, creating confusion and a lot of problems at customs bureaus.

Countering the counterfeit

The quality of products is also essential and Peters firmly believes that quality control mechanisms are necessary. People who buy a cheap copy or an outright fake product, which lasts less than the 3 years promised, will see the solar product as poor value for money – and share this view with their neighbours and relatives. “It is hard to convince people that next time, they should invest their limited funds in a quality product instead,” he says. Currently, the market is not scaling. “We actually see a dip in sales of the smaller product categories. We see continued growth in the larger pay as you go systems (payment in weekly instalments), but less than expected. Whether this is due to too many low-quality products coming into the market, is not very clear yet from this data.” Peters continues: “We also need to accept that the market is still young and vulnerable to external shock. In India, a demonetisation scheme removed a lot of cash from the market; while in East Africa the drought had major impacts. This is not a market for the faint hearted, but ultimately the potential is significant, so this is an attractive industry for those with an entrepreneurial mind set.”

Building markets from the bottom up

Koen believes that SNV’s adds value as a professional market builder with “it’s the feet on the ground presence”, working with local entrepreneurs in difficult environments, helping them to scale and form part of the supply chain and also connecting many of the players in this space. SNV looks at energy access from a market perspective, providing the support to build markets for hard to reach consumers. “The result based financing scheme which SNV ran as part of the Energizing Development programme worked well especially for our pay as you go companies in North Eastern Tanzania. We need more of these examples. We also need people that provide leadership, who deploy their experience and expertise not on theoretical solutions but to actually get things moving in practice. My message to SNV is: we need you for this. We encourage you to be out there, igniting and activating these markets.”

GOGLA’s message to governments is simple: empower/enable.

SNV invites funding partners to join forces to ignite rural (“last mile”) solar energy markets in 5 countries over a period of 5 years – to light up the lives of millions of families across the developing world for many years to come. The proposed countries are Benin, Burkina Faso, Eritrea, Ethiopia, Mali, Nigeria, Uganda and Zambia.

Four reasons to partner with us

1. Our goal is to stop the cycle of poverty and reliance on grant funding by de-risking solar distribution to rural areas. The markets we ignite will expand even after we have gone.
2. We aim for 100% energy access, including hard to reach rural areas, to realise SDG 7 – sustainable energy access for all.
3. Our belief is that clean energy makes people’s life brighter and enables them to develop economically.
4. We have proven experience. In 2016 our market based approach helped 620,000 people gain access to improved energy.
Reliable and affordable solutions

With the current level of energy access in developing countries and the slow pace of grid extension, off-grid solutions will be needed for many decades to come. Therefore, it is imperative that we support the development of sustainable, inclusive markets and ensure that people on low incomes have access to affordable, reliable and economically viable technologies.

Small solar lamps that pave the way for further solar market development are the focus of this call to action. The impact of entry level solar solutions cannot be underestimated. Lives are literally lit. And a solar lamp saves end-users almost 15-45 times the cost of kerosene during its lifetime.

Help us to build solar markets, bringing energy to communities who need it the most.

Join us now and ignite solar energy markets!

Email Sinead Crane scrane@snv.org to find out how you can get involved.

Results Based Financing
Scaling up renewable energy markets

Low budget – big challenge

Over 1.1 billion people worldwide live without access to electricity and almost 3 billion people lack clean cooking facilities. Access to modern energy is crucial to human well-being as well as to countries’ economic development, but these services are still out of reach for the world’s poor and public budgets are insufficient to end this energy poverty.

Private sector

Private sector involvement in the sector is essential if we are to reach the Sustainable Development Goal 7 target of affordable and clean energy for all. However, their market entry into developing countries is fraught with risk. So how can we reduce these risks and stimulate companies to reach the huge number of people still living without access to energy?

Igniting the market while minimising risk

One of the innovative financial tools SNV incorporates into a number of its projects is Results Based Financing (RBF). RBF uses incentive payments to stimulate local businesses to deliver clean energy products, services or systems to markets that serve the bottom of the pyramid, oftentimes in remote communities. RBF helps to grow these markets by overcoming the hurdles of these seemingly less attractive markets. The key feature of RBF is payment upon result, which the involved companies are expected to pre-finance.

KOEN PETERS, GOGLA

GOGLA wholly supports this call to action from SNV. Every year millions of entry-level off-grid lighting products are being sold in Africa. These products deliver huge social benefits directly, as well as lay the foundations for higher-level electrification services on offer further down the line."

"Previously, I would walk to a relative’s who had electricity in his house, to charge my cell phone. Now I charge my phone at home and no longer have to feel ashamed of being the head of an underdeveloped household," a farmer in Misingwi district of Tanzania.

"With the RBF incentive, ARESS has been able to provide access to energy through solar devices to 40,000 people so far," Leonide Sinsin, Director of solar company ARESS in Benin at SE4All forum New York.

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In addition, since November 2016, the Vietnam biogas RBF programme has used an online verification tool from the Alve foundation. This tool provides an online dashboard with a map that shows the geography of dissemination and gives important visual updates on progress. During first half of 2017, almost 10,000 digesters were registered from 18 provinces, and for almost 6,000 digesters RBF incentives were claimed. The verification process was supported by the online tool, both for acceptance of digesters and the physical check of results. Direct uploading of information, using mobile phones, allowed for fast verification. So far, over 4,000 digesters qualified for payment. RBF in combination with online tools has proven to be a successful approach. Therefore, the project will expand to 48 provinces in Vietnam.

Case study – Solar PV in Tanzania
With the vast majority of Tanzania expected to remain off-grid for the foreseeable future, innovative financing mechanisms are needed to spur last-mile distribution of solar lighting and power solutions. In collaboration with EnDev and DFID, SNV is accelerating market development of solar lanterns, phone chargers and small solar home systems in rural areas of Tanzania. The objective is to facilitate access to energy for 360,000 rural Tanzanians by August 2018. To date, the project has shown very promising results; 297,000 people have directly benefitted from the project; over 1,100 new jobs have been created and 25 new solar products have been introduced into the market.

Conclusion
Tom Derksen, Managing Director for Energy, SNV concluded at the SE4All forum in New York – “although RBF is not the silver bullet, it is an important part of a broader toolkit to support market development for access to clean energy. However, it is imperative to get the incentives right and take into account local market conditions to ensure the mechanism helps overcome market barriers.” Finally, it is very clear to see from the examples that RBF is scalable, provided that the design allows for flexibility and fits the local context. It is definitely a tool that development partners can seriously consider when aiming to serve emerging markets.

Facts about our funders

1. The Netherlands Government continues to be one of our main customers; over the past three years their order intake share was 29%.
2. Diversification makes us less vulnerable to policy changes of individual donors. In the last three years, SNV has signed contracts with 79 different parties, including most of world’s major donors.
3. Our top ten donors covered 90% of last year’s annual order intake: World Bank, Netherlands Government, USAID, SDC, SIDA, German Government, DFID, EnDev, Comic Relief, and UNICEF.
4. Our contract funding is steadily growing: Last year’s revenue from donor contracts was € 110.5 million, compared to € 94 million in 2015.
5. Funders entrust SNV with larger projects. Last year we signed 22 contracts with a value of over € 1 million, and the average value per contract increased by 30%.
6. The signing of two contracts of € 20.4 million was postponed to January 2017. As a result, the actual 2016 annual order intake was € 123 million instead of the targeted € 140 million. Consequently, SNV has increased its order intake target for 2017 from € 150 million to € 170 million.
7. The largest deals of last year were:
   - a € 15.5 million contract with the Government of the Democratic Republic of Congo (World Bank funded) for agricultural development
   - a € 14.7 million contract with the Netherlands Embassy for a WASH and Water Resource Management project in Benin.
   - a € 15.2 million (RBF) extension from DFID for the successful WASH Results Programme

SNV’s cumulative annual order intake by donor, from 2013 to 2016

After 90 years of continuous funding from the Netherlands Government, our revenues are now entirely (100%) based on project contracts.
Networks that work!

To catalyse large scale change we use all the tools we have at our disposal - including the powerful tool of social media. Our vast network of highly motivated local and international staff and partners actively uses social media to share their efforts in the fight against poverty. Through their tweets you can hear about our work straight from the field. To become a part of this growing network - follow us at @SNVworld

Zipporah turned her dairy farm into a business after enrolling in a training from @NL DairyKenya @SNVworld #KENYA

Harm Duiker
@hduiker

Read the real stories of pit emptiers, the backbone of urban sanitation http://bit.ly/2sMFKWO #wwweek @SNV WASH @DFID UK @gatesfoundation

Harm Duiker
@hduiker

Wow! @Dannon & @BBCWorld are framing as #ClimateSmart what FRIDA @SNV AGRI @Heifer have been promoting for ages!

Livestock Lab
@Livestock_Lab

This is great! Milk & other animal-source foods are critical to prevent malnutrition! Keep up the good work @SNVworld #WorldMilkDay

Gerda Verburg
@GerdaVerburg

Had a first promising meeting with @SNVworld to start mapping per country on how to join forces 4 #nutrition impact 4 people @SUN Movement

Harry Verhaar
@Harry_Verhaar

#COP22 Speaking with Dutch Minister Ploumen @SNVworld "How Technology & business are Mobilising Climate Action"

Gerda Verburg
@GerdaVerburg

Engaging men as equitable, involved husbands in our #EOWE program can reduce #GBV http://bit.ly/1M4QHEG #FlowNL #HLPF2017

Leah Njeri
@LeahnjeriLeah

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JoIN uS JoIN uS
“We need to do a better job with policy makers and business leader behaviour change because they can unlock a lot of possibilities.” Lawrence Haddad, GAIN

Supporting companies that bring healthier food to the market, page 8

“This dreadful offloading (of faecal sludge) is like a ticking time bomb that can explode any time, especially in the slum areas where the drainage is in poor condition.”

Rajeev Munankami, SNV WASH, Bangladesh

Faecal Attraction, page 14

“It was the first time I heard something like that. Some people were so embarrassed that they didn’t talk to them at all.”

Employee at garment factory in Bangladesh

Let’s talk about sex, page 16

“This Call to Action is a good example of market creation and transformation at scale.”

Rachel Kyte, Sustainable Energy for All

5 years, 5 countries, 5 million households with solar, page 45