

# Connect 2017

CONNECT IS AN ANNUAL MAGAZINE HIGHLIGHTING SNV'S WORK AROUND THE WORLD

## SNV

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.

# Inside this year’s Connect



**5** [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.



**8** [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.



**12** [Hygiene and the pursuit of happiness](#)  
Bhutanese national happiness is on the rise. Having said that, one limiting factor still needs to be tackled.

- 4 [Welcome to Connect 2017](#)
- 14 [Faecal attraction](#)
- 17 [Let’s talk about sex](#)
- 21 [Meating West Africa’s mega cities](#)
- 26 [SNV’s impact around the world](#)
- 34 [Changing aid modalities](#)
- 39 [Opening up opportunities for youth employment](#)
- 40 [Meet the change makers of Niger](#)
- 43 [Accelerating access to off-grid energy](#)
- 47 [Results Based Financing – Scaling up renewable energy markets](#)
- 49 [Facts about our funders](#)
- 50 [Networks that work](#)

**Editor:** Bipasha van der Zijde  
**Contributors:** Karin Bokhove, Sinéad Crane, Asif Kamal, Catherine Le Côme, Samara Mortada, Johan Martens, Will Thompson  
**Photography:** Karin Bokhove, Aidan Dockery, SNV  
**Concept and Design:** Haagsblauw, Den Haag  
**Print:** NPN Drukkers, Breda



**19** [Responding to the voice of African consumers](#)  
A silent green revolution is taking place in Africa, and is less a result of government intervention or large scale projects, but is driven by changes in the market and urbanisation.



**28** [Linking global knowledge to local realities in dairy](#)  
Africa’s population is booming. Within decades, over half of Africa’s population will live in its rapidly expanding cities.



**36** [How to improve sanitation for one-million Rwandans?](#)  
Once you know what works, how can you scale this up to reach more than a million people? The key is involving the right players.



**45** [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.



# Welcome to Connect 2017

**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!**

**A**t this very moment, one out of eight people on earth still live in appalling conditions. Making sure that everyone will be able to meet their basic needs will require a step-up in efforts. Until now, government institutions and non-governmental organisations have always played an important role in fighting poverty, but their means will not suffice for the final round ahead. There is a chasm between the ambition to sweep poverty from the face of this earth and the public resources available.

Given the limitations of current budgets, hopes are high that markets will play their role in closing this gap. Involving the private sector is seen as necessary to ensure continuity and upscaling of interventions. And yes, SNV is at the forefront of triggering markets in agriculture, energy and WASH. 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. Having said that, working with markets will not be the Holy Grail. Implementation of market based approaches comes with its own successes and pitfalls. The ultimate aim of the private sector is to generate profits, but it is not a given that their presence will work out well for all players involved.

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 cramped 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 how we have successfully replaced our guaranteed income from the Dutch government with project based funding. Donors entrust us with ever larger contracts. This year's Connect will show you how our experts use this growth to scale their interventions in Agriculture, Energy and WASH.

*Koos Richelle*  
CHAIRMAN, SNV SUPERVISORY BOARD



As a global community we have the **knowledge** and the resources to make poverty history

## The clock is ticking

We have the knowledge and the resources to make poverty history. It requires political will, sound policies and effective practices to make it happen, to make it happen at scale and to make it happen fast.

These days, for many people this world has become a better place to live in. Globally, the number of people living in extreme poverty is decreasing. Child mortality rates keep on decreasing and life expectancy at birth is rising. These are sufficient reasons to celebrate!

Yet, there are still 750 million people living in extreme poverty, nearly 900 million still practice open defecation, and 1.2 billion do not have access to electricity. Economic development often goes hand in hand with the over exploitation of natural resources. Climate change starts to put increasing pressure on ecosystems and causes progressively more extreme weather patterns. Whereas this is bad news for all of us, it is particularly threatening for those living in poverty. As they usually exist at the edge of society, their resilience is stretched to the maximum. And vulnerable as they are, even small changes may have a disproportionate impact on their lives.

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. Because the clock is ticking.

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 translate 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 >



Allert van den Ham  
SNV Chief Executive  
Officer





The number of jobs created in Mozambique, Rwanda and Tanzania has amounted to

**9.000**

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 to practice safe sanitary behaviour for health reasons. But, as she eloquently explained to me, it was more important to her to have

access (and privacy) to a household toilet for the women in the family. This increased their dignity as they did not have to relieve themselves in the bush anymore. So, I assumed I was talking to a happy person. However, she was not. She lived in a neighbouring village. And SNV's project did not cover that village. It was a pungent illustration of our inability to reach out to more communities, even though we know what to do and how to do it, even though the costs involved are limited and its positive impact predictable.

We need to extend our coverage. Therefore, SNV is actively pursuing scaling: by advocating an enabling environment for private sector and civil society initiatives to take off. In the Voice for Change project SNV and our colleagues from the International Food Policy Research Institute strengthen the capacities of civil society organisations in Indonesia, Rwanda, Kenya, Burkina Faso and Ghana to advocate for robust policy changes around food and nutrition, resilience of food systems, climate change and equal access to water and sanitation facilities. Together with governments and the private sector, we develop innovative strategies, legal and institutional arrangements, as well as financing mechanisms that sustainably benefit people living in poverty. It will be the basis for other actors to step up and play their role in realising lasting development. In Laos, an Improved Cookstoves programme reached the milestone of 135.000 stoves

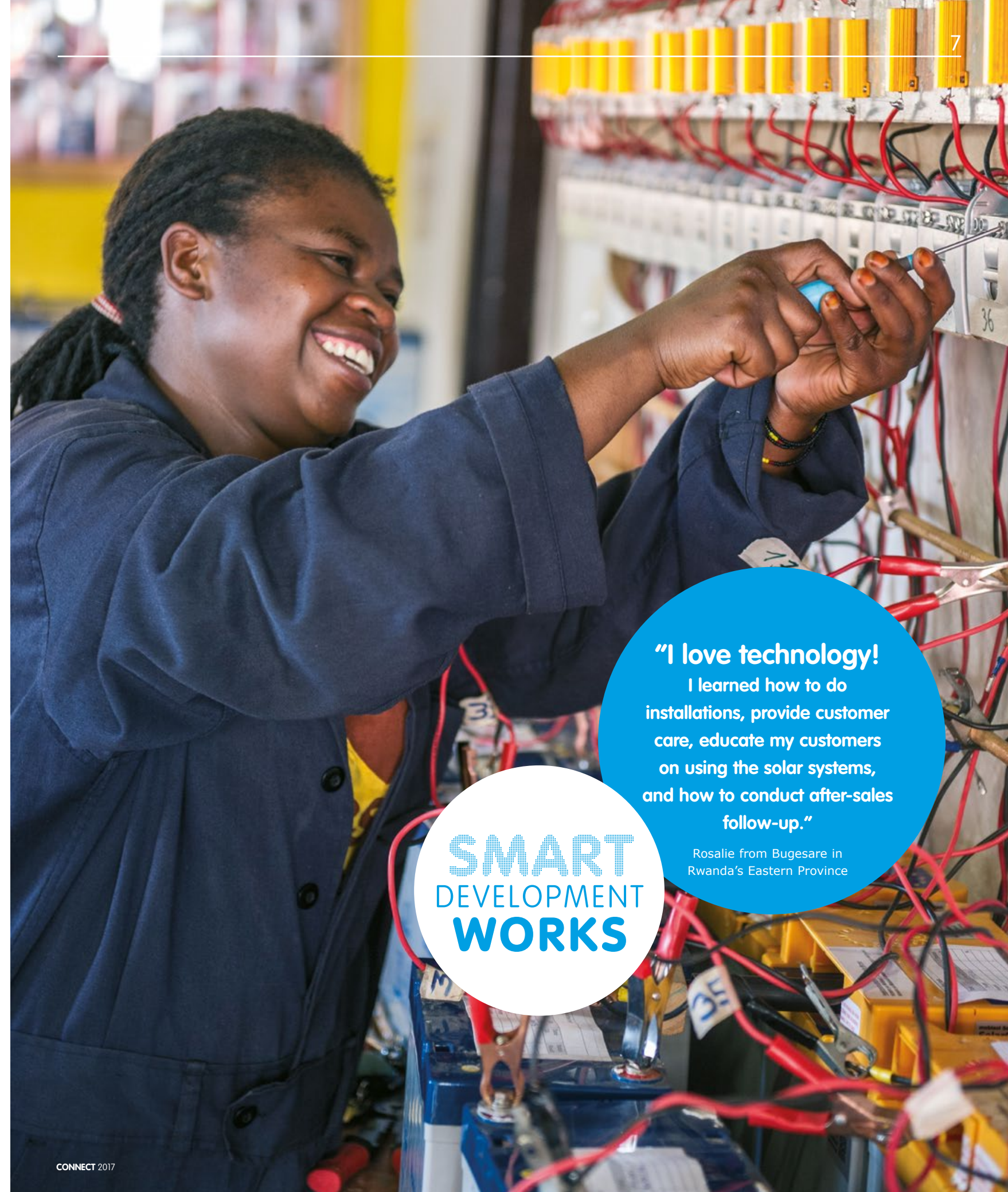
produced and sold since 2013, which was way above the original target. It led to far less use of wood and charcoal, lower Greenhouse Gas emissions and reduced indoor pollution in tens of thousands of houses in Laos. Support to 29.000 beekeepers in Ethiopia under the ASPIRE project multiplied the income from beekeeping six-fold to an average of € 250 per family. And halfway through the five-year life span of the MasterCard funded Opportunities for Youth Employment project, the number of jobs created in Mozambique, Rwanda and Tanzania has amounted to 9.000.

Is this scaling of our own projects sufficient to support the huge number of people that are currently underserved? No, not at all! We have to step up and seek cooperation with more local citizens' organisations, private sector agents and governments. We need to work at various levels as illustrated in the articles in this year's Connect: supporting dairy farmers with one or two cows to professionalise their business but also enhancing the inclusivity of small farmers in the supply chains that cater for the urban markets. We focus on farmers that produce vegetables for local consumption

**We focus on farmers that produce vegetables for local consumption as well as on horticulture initiatives that serve the export market.**

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 teams across the world, with the extensive global network of fellow development professionals, donors and scientists. I thank all of them for their support and hope to contact them whenever there is a need for continued cooperation. ●



**"I love technology!**  
I learned how to do installations, provide customer care, educate my customers on using the solar systems, and how to conduct after-sales follow-up."

Rosalie from Bugesare in Rwanda's Eastern Province

**SMART  
DEVELOPMENT  
WORKS**



# 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 was set up to work with businesses to get more nutrition in the food system without changing consumer habits.

**G**AIN 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, data and evaluation work, influencing the way we think about delivering nutrition in food systems. For example, we work with the European Commission on mapping food fortification, with the Committee on World Food Security on

what healthy food systems look like, and we are exploring developing an indicator of healthy food systems with The Economist Intelligence Unit.

Next to that, we are directly supporting African and Asian businesses that are doing good things for nutrition, by helping them build a larger market share for healthy foods at lower prices. Here we want to show what actions are possible and will have an impact.

Think of 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 evaluations (if not external, why would anyone believe us?) are showing some success.

Unfortunately, some companies do things that are very bad for nutrition, like violating the code of conduct for the marketing of breast-milk substitutes. We don't accept money from them and we don't partner with them. When we see outright bad behaviour from companies - or other types of organisations - we call it out. For example, GAIN was the incubator of the Dutch based [Access to Nutrition index \(ATNI\)](#) that ranks big food companies on a

number of indicators. ATNI is an independent organisation now.

**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.

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

**“If you want to support concrete positive change - you need to be where the change will happen.”**

to make the policy and fiscal environment more supportive of nutrition. If, for example one of our [Marketplace for Nutritious Foods](#) programmes supports a company to make long life milk more affordable and available for lower income consumers, if the government then decides to tax that milk (as opposed to fresh milk), then this will diminish incentives consumers have to actually purchase it.

We have been running these Marketplace 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 do that in two ways.

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 compa-

nies 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. >

We are supporting small, medium and large companies working with

**fruits**  
for example.







We use a behavioural approach called ‘Emo Demo’, using emotional demonstrations to mothers and fathers to make nutrition messages stick.

For example, we have a programme called the ‘[Postharvest Loss Alliance for Nutrition](#)’ (PLAN), which is very much a business-to-business or B2B activity. We will provide funds to support the smaller companies to help them engage with the bigger companies. A number of public funders run mechanisms that offer to match business resources that are brought to the B2B collaboration.

For example, we bring multinationals to work with companies in Nigeria to reduce post-harvest tomato loss in Nigerian value chains. 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 hold 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.



Governments should create strong incentives for consumers to reward businesses that provide affordable healthy foods.

**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 those on \$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 group (realising that this population is still very poor), you help businesses inch towards the one dollar a day ultra-poor.

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 cafeteria



These tomatoes are nutritious, consumed in country, but are highly perishable.

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 tentative 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 households in urban areas buy from markets. But in most countries, most households buy a significant portion of their food from markets. 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 work 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 it have been hampered because governments are focused almost exclusively on cereals and food security. They need to focus on nourishment too. For example, more public research and development spending should go to fruits, vegetables, pulses, nuts and some animal source foods in areas where it is very expensive.

**SNV focuses on behavioural change for improved nutrition and hygiene and triggering parental concern. Results are sustainable but resource heavy. What is your advice for scaling up without compromising the approach?**

We use a behavioural approach called ‘Emo Demo’, using emotional demonstrations to mothers and fathers to make nutrition messages stick. The Indonesia programme did this via short TV dramas embedding nutrition messaging. But triggering emotional response also works with policymakers and business leaders. We need them to change their behaviour as well, it is not just about mothers, father, babies and adolescents. We are all



In some areas animal source foods are very expensive.



If our post-harvest loss work is effective, it will improve storage and transport facilities and reduce price volatility.

swayed by emotions. I have spent a lot of time talking to policy makers. They sometimes come around to nutrition because something has happened in their personal lives. I have known people who were resistant to working with nutrition, even when I showed them benefit-cost ratios, malnourished brains and the likes for years. And then, all of a sudden, their daughter has a baby and then nutrition gets their interest.

Recently, I spoke to a CEO who was quite ‘gung ho’ about nutrition and I asked him why he was really so into it. It turned out he had felt it ever since he had been doing field work in Malawi as a young man. In a sense, the emotional response transformed him. We need to do a better job with policy makers and business leaders to change behaviour because they can unlock a lot of possibilities.

#### And for consumers?

At nutrition meetings, I always hear about making nutritious foods more available, affordable and accessible, but I never hear about making them more desirable and delicious for consumers. Those of us in the public sector need to work with responsible private sector experts to create hybrid approaches to behaviour change to build demand for bona fide healthy foods and diminish the demand for foods that are unhealthy. Without this demand, supply side efforts will never realise their potential. ●

“At nutrition meetings, I always hear about making nutritious foods more available, affordable and accessible, but I never hear about making them more desirable and delicious for consumers.”



# Hygiene and the pursuit of happiness

Bhutanese national happiness is on the rise.

**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 lethal accidents, corruption and gender inequality - on the dark side. Bhutanese national happiness is on the rise. Having said that, one limiting factor needs to be tackled; gender inequality. Especially in rural areas.**

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.

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



We aim to contribute towards improving the lives of Bhutanese women.

SNV has been working to improve health and sanitation for women in rural areas.



thousand nuns living in several nunneries situated on the slopes of its mist clad mountains.

## Silence of the nuns

Most nunneries 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 so, it would be difficult for them to understand issues like physical pain," said a nun from Pema Thekchog 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



Bhutan has over a thousand nuns living in several nunneries situated on the slopes of its mist clad mountains.



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.

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



Md Forkan Sarder, caretaker of the Faecal Sludge Treatment Plant in Khulna.

**“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.**



The treatment plant in Khulna.



No one really wants to discuss faeces. Let alone how it is treated. In Bangladesh, this distaste 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. Furthermore, 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, end 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 environmental and health 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 525.000 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 programme 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 suburbia. Entering a Bangladeshi slum means that you must squeeze yourself into narrow alleyways 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 alleyways 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. Rajeev continues, “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 nationwide Institutional and Regulatory Framework for FSM has been introduced; the national water supply and sanitation >



Mechanical emptying of faecal sludge



strategy of 2014 has a separate FSM related strategy and the Government is actively supporting the manual cleaners for the safe emptying of pits.

There are operational achievements as well. We are introducing mechanical emptying services for septic tanks, using a hose to transfer the sludge into a small vehicle (vacu-tug) or truck that can transport the collected sludge safely to the treatment plant. Mechanisation of the process would mean that traditional cleaners need to invest in equipment and so far seed capital has been developed to help them with that. Apart from this, we are working on a Geographic Information System (GIS) to support FSM services. This online database will map all roads, drainage systems, houses, septic tanks, pits etc. to provide easy and accessible data for the planning of cleaning services. Put differently, we will know when tanks have been emptied and when it is time to empty them again.

Despite these promising steps, this is just the beginning. Although we are now able to process 15% of Khulna’s faecal sludge, the full capacity of the plant has yet to be realised. In order to establish regular emptying services without losing money, residents must be willing to pay for it. Fortunately, our first market surveys show positive outcomes. Demonstrating the economic potential of sludge management will not only convince city authorities that accelerating the scale of professional sludge management is doable, it is also likely to attract expertise and investments from the private sector.

Creating full consumer demand for proper desludging is tough though, since unlike other waste, sludge has always been taken out of people’s backyard unseen. But we are ready for this challenge. We have developed an action oriented communication campaign on behalf of the city



authorities. The message focuses on one clear imperative for its residents; ‘empty your septic tank once every year.’ We want everybody to know this rule, and make it easy for them to act on it; desludging is a one-stop service that is just a phone-call away. Consumers who use the service once, will be reminded every year thereafter, based on the household database (GIS). If the demand is there, we will start replicating our solution with a view to tackling the remaining 85% of Khulna’s sludge that still flows untreated.

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. ●

# 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 Tosrifa’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 3000 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 - provided you have the means and necessary knowledge. However, because of the taboos surrounding sex and menstrual health, these women are reluctant to talk about it and this reinforces the status quo. >



"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 of sexual 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 access to a wider pool of quality resources, creating market based opportunities, while members from low-income communities become commercial producers or valued employees.

"At first the women were reluctant to open up." Ashamoni describes the first awareness workshop held by SNV at Syed Garments, "These

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.

SNV successfully worked with 20 separate factories to make SRHR services and products for more than 64.000 workers



girls from the NGO started talking about sex. It was the first time I heard something like that. Some people were so embarrassed that they didn't talk to them at all."

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.

"At 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 large 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. ●



We will target those that want to take up farming as a business.

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.



Yields are increasing as smallholder farmers are implementing Good Agricultural Practices and using improved seeds and (organic) fertilisers.



Andre de Jager  
SNV's Managing Director for Agriculture

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. >





Every morning in Nairobi people are busy packing vegetables at the airport.

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 small holders 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, alternative opportunities will arise when the agriculture value chain further develops. In export commodities, many of these opportunities have already been realised. Every morning in Nairobi people are busy packing vegetables at the airport; in Ethiopia, the floriculture industry has created a high number of sustainable jobs in rural areas, in particular for women. But especially small and medium enterprises that focus on distribution and adding value in the domestic

market have a huge potential to alleviate rural and urban poverty. Over the years, I have seen small enterprises repackaging milk, processing yogurt and opening milk bars in Kenya to serve rural and urban customers. Through these activities the accessibility of dairy products for the poor has increased tremendously and has created a sustainable smallholder dairy sector.

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 partnership 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 high quality short duration varieties, technical advice on integrated soil fertility management, inoculants to facilitate N-fixations and crop insurance; and cocoa farmers are assisted 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. ●

# Meating West Africa's mega cities

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 Sahelian 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.



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.

Although threatened by burdens like climate change, Transhumance creates **new** opportunities for pastoralists.

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 that have rooted in the small and smelly remnants of the rainy season. A dried riverbed.

In one of the scattered clay huts, 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 in 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 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 herd alone.

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.



On average a pastoralist like Mamadou walks this distance.

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 municipalities whose territories they will



Men from coastal countries go to Fada N’Gourma to buy Sahelian cattle that walked all the way from Mali, Niger and Northern Burkina Faso.

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 that the Nigerian currency is weak at the

moment, lowering the price he can get on 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 walked 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 steak 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 >

**GARBAL**

The STAMP (Sustainable Technology for Mali’s Pastoralists) project has piloted a call centre that offers information (about biomass availability and quality, water availability, herd concentration and market prices etc.) to pastoralists partially based on satellite data. The project is a public-private partnership (PPP) of several parties including the Netherlands Space Office (NSO) and mobile operator ORANGE Mali who operates the call centre. SNV coordinated the pilot based on their knowledge of pastoralists. The pilot was so successful that it received an award and ORANGE Mali has decided to commercially launch the service. They are now running a marketing campaign to raise awareness and stimulate usage of the service.



Moreover, they need to go where fresh grass and water can be found.



In many countries of the Sahel, livestock’s contribution to the total agricultural gross domestic product is above **40%**



# 20 years of building trust



Catherine Le Côme

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 planted to halt the greedy desert.



SNV has been working with pastoralists since 1997.

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, regional and national 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 Mamadou was using and executed reference studies on pastoralist trends.

Catherine Le Côme, Global Livestock Coordinator for SNV and Project Manager of the STAMP project, has just returned from an Economic Community of West African States (ECOWAS) which hosted an annual conference initiated by the Regional Pastoral Umbrella Organisation (RBM) – Network Bilital Maroobé where Sahelina and Coastal

countries discuss the peaceful organisation of annual transhumance. SNV took the occasion in Abidjan to facilitate the design and signature of a MoU between RBM and the regional umbrella organisation of livesock traders – COFENABVI.

What was SNV’s role? “SNV has initiated pastoralists 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 seen me in remote places. They tell me how they saw me evolve with them, always speaking out 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.”



When the jihadists occupied Northern Mali in 2012, SNV didn’t stop its activities until the last moment.



The UN forecasts the demand for meat, milk and eggs to quadruple by 2050!



Sahelian meat is still largely produced in an informal way.

worth over €160 million and the potential for expansion is huge. In many countries of the Sahel, livestock’s contribution to the total agricultural gross domestic product 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 Laos (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 food. 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 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. Professionalising 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 trans-

humance 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 speckles 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. ●



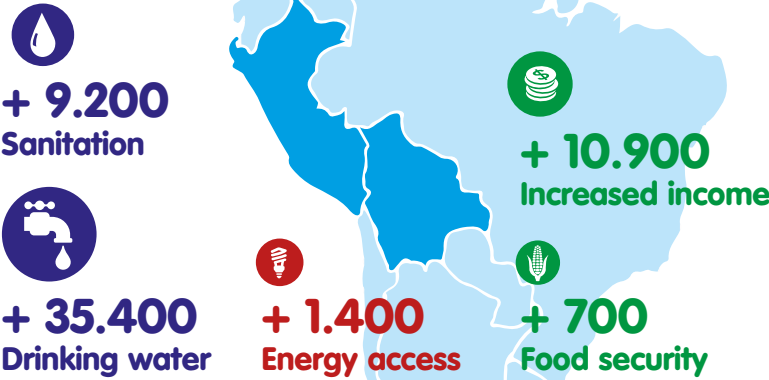
Removing the hurdles for transhumance will benefit both the livelihood of pastoralists and satisfy the growing demand from coastal cities.



# 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

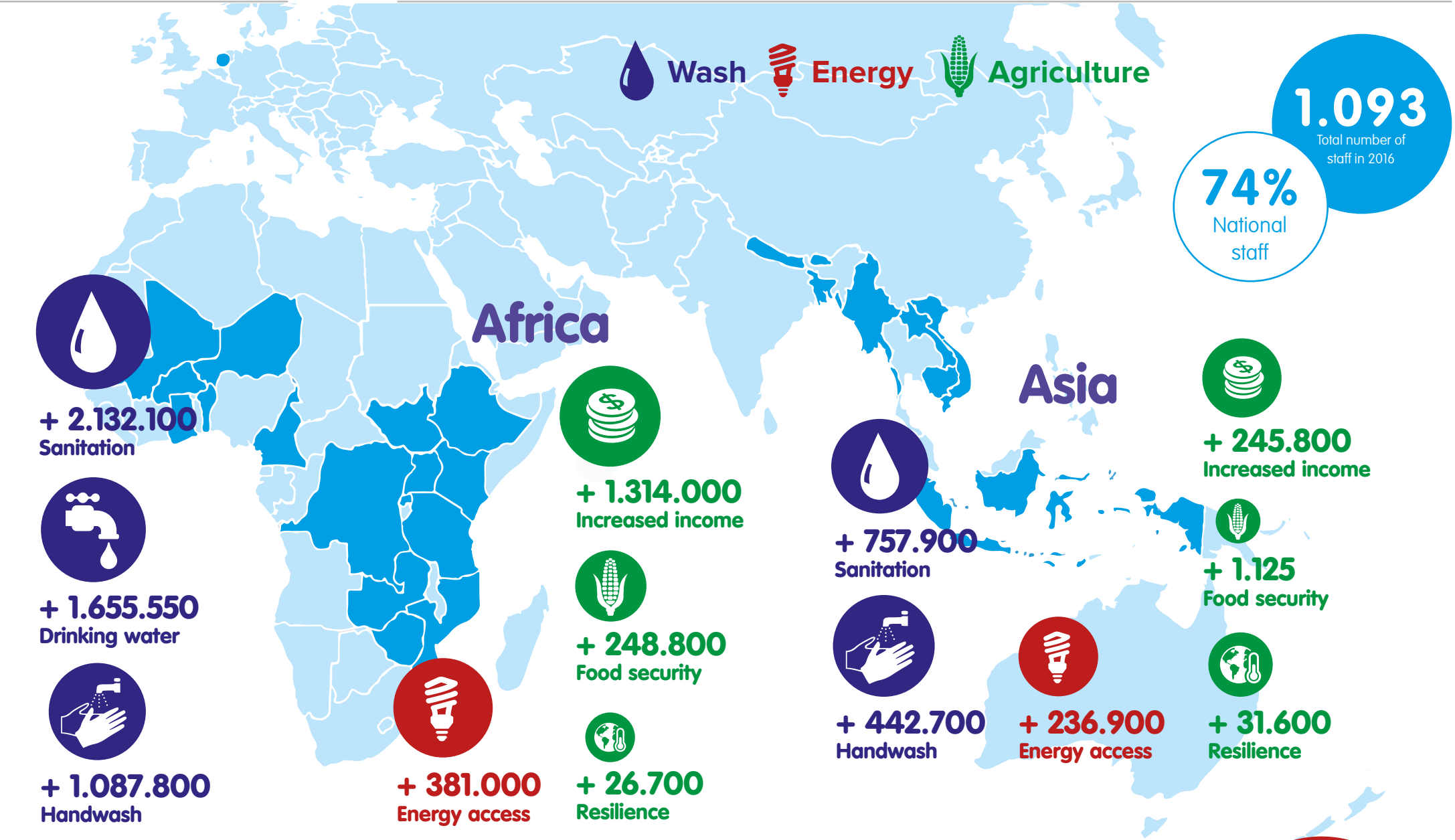
## Latin America



### WASH highlights

- Sanitation**  
Increase in number of people with new and improved sanitation
- Drinking water**  
Increase in people having gained access to safely managed basic drinking water supply services
- 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

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.



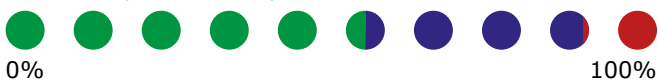
### Agriculture highlights

- 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

SNV's expenditure per sector in 2016





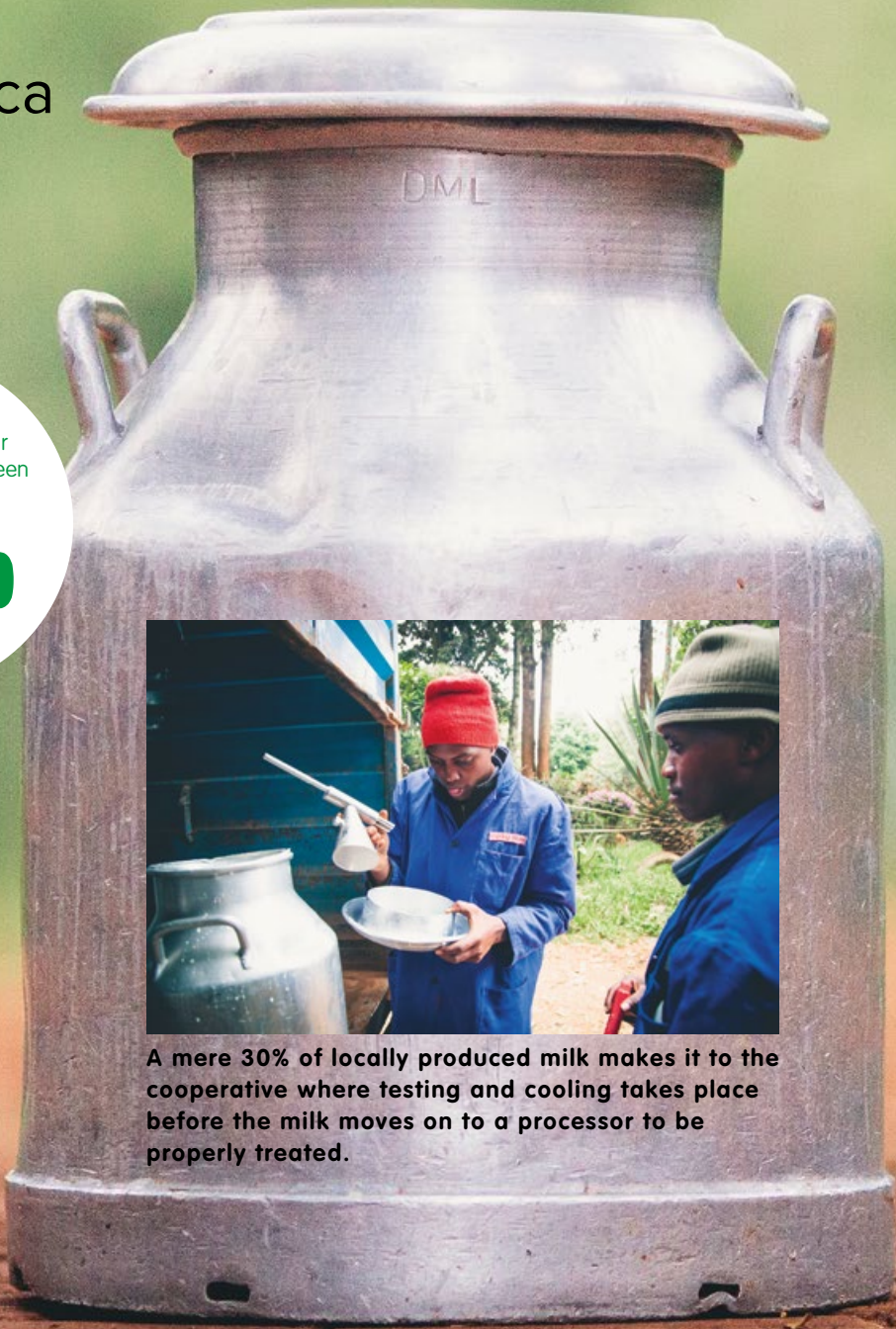
# Linking global knowledge to local realities in dairy

Professionalising the dairy sector in East-Africa

Recommendations for consumption vary between  
**100 and 150**  
litres per year.

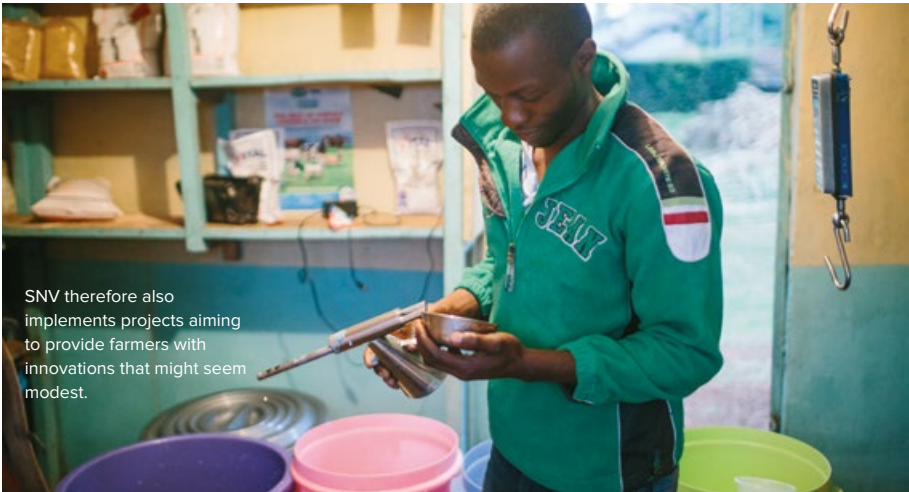


A mere 30% of locally produced milk makes it to the cooperative where testing and cooling takes place before the milk moves on to a processor to be properly treated.



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 drinks 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 most of his milk in small quantities at the backdoor. Yesterday evening’s milk has been stored



SNV therefore also implements projects aiming to provide farmers with innovations that might seem modest.

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 continue to fester. Anton Jansen team leader of the Kenya Market-Led Dairy Programme (KMDP) project, “Some say these middle men buy anything that looks white.”

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 >

## 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 with urbanisation there is a need for a professional supply chain of processed milk. In rural areas, you might have one cow to feed yourself, but you just can’t feed the city like that. In other words, this is where the dairy market will grow.”

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



Innovations only work when they solve the needs of the farmers and are done by the farmers.

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

500 – 1.000 large-scale commercial farmers

>100 cows



10.000 medium sized farmers

50-80 cows



10.000 smallholders

10-50 cows

(selling on average 50 litres per day to the cooperative)



Roughly 1.5 million subsistence farmers

<10 cows

(mostly 3-5 cows, selling 10 litres per day to cooperative)



## 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.



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.

### Accelerating growth: Connecting Kenyan demand to dairy expertise

In 2011 the Dutch embassy in Kenya wanted to complement its aid oriented programmes with a more business-like approach that would serve mutual interests. Converging aid and trade establishes more symmetrical relationships with the (quite developed) private sector in Kenya. Still, these sectors need to be professionalised in order to increase production of higher quality, at lower prices. Shaping these markets requires expertise from developed countries where the dairy industry has evolved into a high-tech business. The embassy chose three nutrition sensitive sectors; horticulture, fishery and dairy. For dairy, they asked SNV to set up the Kenya Market led Dairy Programme (KMDP). Its goal would be to establish a professional and commercially viable sector by linking dairy expertise to local realities at various levels of sophistication. In this way, future Kenyans can satisfy their growing demand for proteins through regular market mechanisms, and farming will become a professional income generating business.

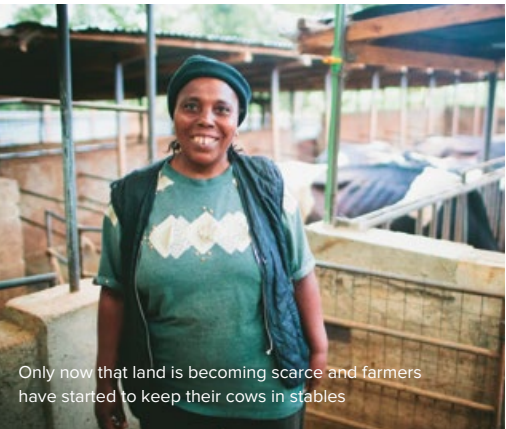
Of course, one doesn’t change subsistence farming to professional agri-business overnight. Changing the system is a long and winding road. In the immediate future, the multitude of farmers at the bottom of the pyramid will remain essential to fulfilling local demand. SNV therefore also implements projects 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.

### From seed to feed

One of the biggest issues hampering milk production in Kenya is the lack of nutritious fodder, especially in the dry season when up to 50% of the milk flow dries up. Demand for fodder is

## As for KMDP, basically the mechanism is this;

WHAT Pilot innovation	WHAT Scale innovation	WHAT Replicate innovation	WHAT Accelerate investments in innovation
HOW Test with lead farmers, involve smaller famers.	HOW Private companies develop business case, with project support	HOW Show success in sector platforms.	HOW Successful market entrance of first movers attracts investors.
WHY Develop evidence to showcase	WHY De-risk market entrance of first movers	WHY Working at sector level ensures market conditions that last beyond our stay	WHY Necessary scale needs private involvement. Note: out of project scope



Only now that land is becoming scarce and farmers have started to keep their cows in stables

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 strange.” Judith Kitinji and Fridah Gacheri, dairy experts of SNV know all about it. They have been working with 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 therefore many farmers still leave the cows to graze or they sow 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. This diversification of roles is one of the signs of a professionalising sector. >

### 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 risked being the prey of wild animals and depleted forest resources while earning next to nothing. SNV encouraged these women to form a dairy cooperative and sell their milk together.

#### Which difficulties did you encounter?

In the beginning, they collected a mere 46 litres per day, as they had little to spare after using their milk to feed their families. When SNV trained them to cultivate grass as fodder this raised a lot of debate; using the land for growing grass for cows instead of maize to feed human beings seemed like a waste; weren’t cows less than humans? But

it wasn’t long before production went up and the 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. That changed their mind-set. Before, cows were never seen as business, you just had them. Excess milk was fed to dogs when no visitors came to consume it. But when the money came rolling in, everybody wanted to join the cooperative. Nowadays the cooperative consists of 1000 female farmers providing a whopping 3600 litres per day.

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.



### What does that mean to people, this sudden flow of money?

One of the farmers told me she had literally 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 invested the extra money into buying two additional cows. When you are poor, saving money requires quite some restraint. But SNV had advised them to grow their business. Their amplified voice as a cooperative raised the interest of the government who provided them with a 6000 litres milk cooler. At this moment, the cooperative is copying KMDP’s practices such as silage making.





A farmer is unfazed when a processor refuses his polluted milk, because the informal market will buy it anyway.

demand for milk by far outweighs supply, and prices are increasing by the day.

You might think all this is like fighting an uphill battle, but ultimately it makes our work extra relevant. Think about fodder preservation again, if we manage to advocate for a strategic fodder reserve in periods of drought, we can overcome shortages in future!

The future is always bright, but what have we achieved till date?

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



The KMDP project works with 18 dairy cooperatives that collect milk from their member farmers and sell it to processors.



We encourage private enterprises to enter the market by showing them potential demand.

depend on local context. In the remote areas of Kenya, KMDP insights are used to improve dairy production of subsistence farmers, like the Enlerai women cooperative 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 will 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. ●

Melle Leenstra worked at The Dutch Embassy in Kenya on the balancing act of aid and trade

Melle Leenstra (formerly First Secretary Food Security and Economic Development) has been involved since the start of the KMDP project as a member of the Netherlands Embassy in Kenya.

How did the KMDP project start?

KMDP involves working with Kenyans and the Dutch on dairy matters of mutual business and development interest. 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 programmes, 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 deliverables 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 innovations 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 farmers 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 enable smaller farmers 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.



In East Africa, we exchange a lot of knowledge on dairy.



# Changing aid modalities

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

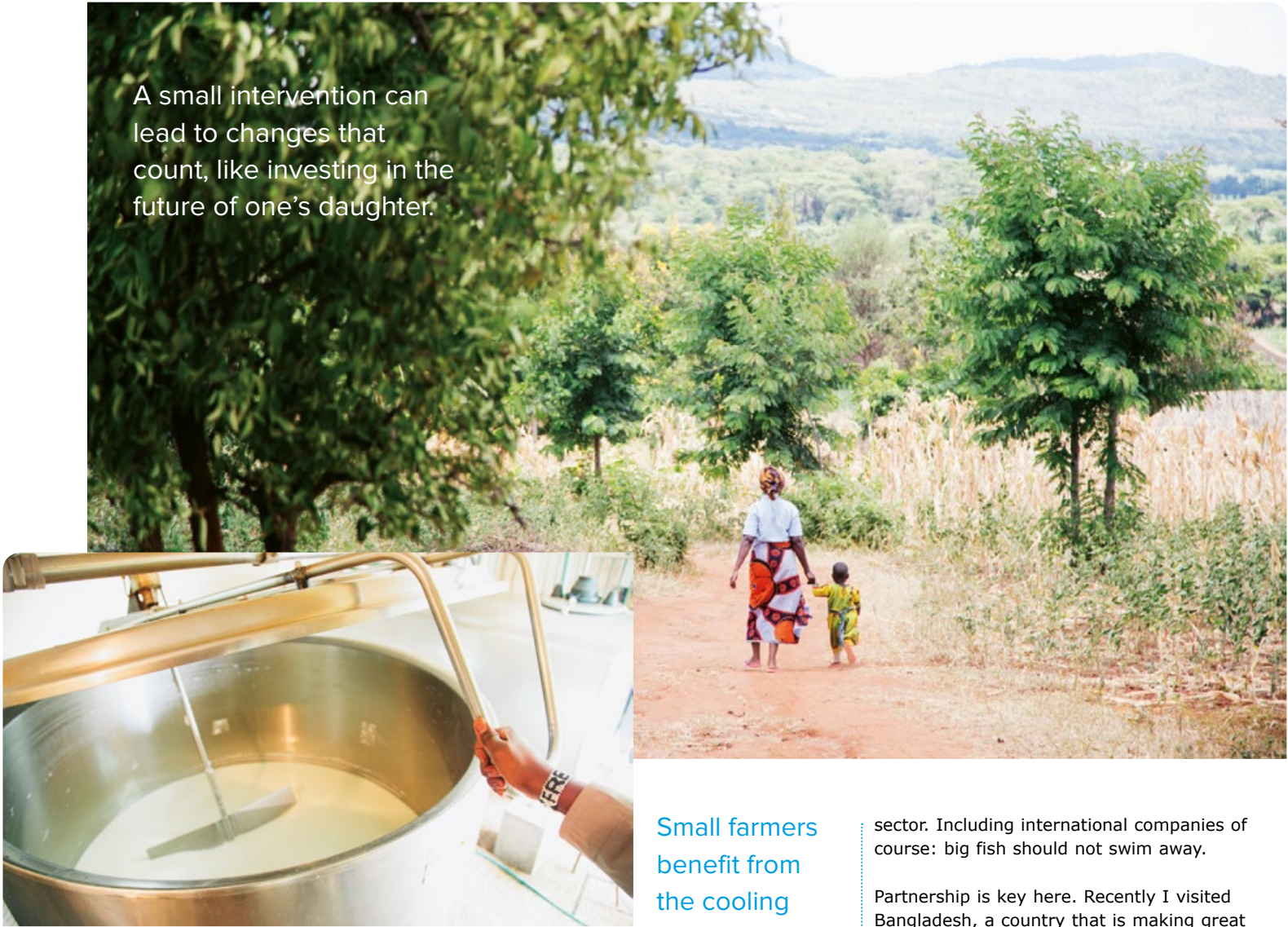


Reina Buijs

**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 Devel-



A small intervention can lead to changes that count, like investing in the future of one's daughter.

opment 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

**Small farmers benefit from the cooling facilities, transport and marketing that such cooperation's offer - providing them with income.**

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 cooperating 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 have our programme 'Geo-data for water,' helping farmers determine when to sow their

seeds, now that climate change distorts the traditional calendar. We also promote access to improved seed that is resistant to drought and salinization. Enablers like these provide investors with a bit more security.

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.

**Will we be able to attract private funding of projects?**

Investing in development is not their core business. Therefore, we need well prepared, scalable and bankable business-like proposals. We may ask companies to produce fairly 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. ●



# How to improve sanitation for one-million Rwandans?

Involve the right players

Isuku Iwacu is helping Rwandans gain access to reliable, market-based improved latrines and handwashing stations



In September of 2016, SNV signed a contract with the United States Agency for International Development (USAID) to implement Isuku Iwacu, a four-year project aiming to improve household sanitation in Rwanda. The consortium that SNV has set up to implement the contract includes World Vision and Water for People.

Isuku Iwacu (meaning 'hygiene' in Rwanda) launched operations in March 2017 and is helping Rwandans gain access to reliable, market-based (affordable, well-designed) 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 solu-



Children in these households are especially vulnerable to malnutrition and stunting in part caused by poor sanitation.



These new and expanding businesses will market and sell sanitation products, like toilets and hand washing stations.

tions 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 Viegas, 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 >







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 reach of the project." Vouchers will subsidise the cost of toilets to enable the lowest-income and most vulnerable 10% of the targeted households (about 50.000 Rwandans in 12.500 households) to participate in the sanitation market. "Through the voucher system, we can scale the project to reach the 'last mile' of sanitation coverage, the lowest-income households of each village. "Once sanitation demand has been created, what is missing is the supply," continues Manzi.

**Get enterprises going**  
To meet this increased demand, Isuku Iwacu will bring the supply side to the table by building the capacity of the private sector to serve and provide products to this market. "So far, there are no sanitation providers in the target areas, because previously there's been no reason for them to be

there," explains Manzi. "So we need to build up and incentivise the supply side to balance the market equation."

A financial institution will manage a Sanitation Guarantee Fund (SGF) in each project district, to provide loans that will help scale up existing micro-small-and-medium enterprises (MSMEs) and start new ones. These new and expanding businesses will market and sell sanitation products, like toilets and hand washing stations, as well as services like pit emptying. To make sure the opportunities being created are inclusive, the fund will target 50% of its loans for MSMEs 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 the end of 2017.

**Supporting the government in achieving universal access**  
To involve the third player, Isuku Iwacu is working with the Government of Rwanda to create an enabling environment for this new sanitation market, and to improve their data

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 Eveline. "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." ●

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



# 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.



**Rajiv Singh,**  
managing director of OYE project partner Amarula Farms in Monapo district, highlighted the benefits OYE has for his company. "SNV is our partner. They train the youth and Amarula 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."



**Bonaventure** from Rwanda was elected by his peers to be a youth advisor for the cooperative. His responsibility is to make sure all cooperative members are motivated and feel like their voice is heard. Bonaventure says being part of the cooperative has brought out his leadership abilities. "I visit any cooperative member who fails to show up at the production unit. Maybe they feel demotivated. I encourage them and discuss with them that it takes work to build a profitable business. I take this seriously because the cooperative is like my family and I want to keep us together."



After completing the OYE training programme, **Amândio Inácio** (22 years old from Nampula province) decided he wanted to become a chicken farmer. Since Amândio had no capital to build a chicken pen, he applied for a loan from a fund from the National Directorate of Youth and Sport. For him to qualify for funding, SNV and Agro-Consultoria, a local service provider, prepared a business case to support his loan application. Amândio submitted his business plan to the fund. His business plan was approved and he received €200 which allowed him to start his chicken out-grower business.



"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**, 21 years old, from Ribaue district, Mozambique.



The business and basic life skills training that **Rosalie** from Rwanda received from the OYE programme have 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 Ruhango 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.



# 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 device - 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 20’s and 30’s, 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 Agadez 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 recycling items otherwise destined for landfills into benches, ottomans, dustbins, wall décor, 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 specifically 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. ●

# 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.



Koen Peters

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 message 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-





GOGLA's message to governments is not to overregulate.

tracted. In a sense, off-grid solar energy helps to take care of customers who are out of reach of traditional utilities and would never become profitable clients for them” he clarifies.

Another challenge the industry faces when scaling up, relates to the fact that solar energy is very different from classical public sector energy infrastructure, with its long term feasibility studies and large scale project plans. “We need to look at solar products as household electronics, and approach them in the same way as fast moving consumer goods. You don’t have to wait years for solar energy, you can get it, often literally, over the counter.” He explains.

Sweating the small stuff

According to Peters the perception that the market for off-grid is too small for investors is changing. Development Finance Institutions traditionally have trouble investing in business models that start small and then scale up, “These institutions’ procedures are designed to sign off large sums of money and invest in large scale projects – it is simply more efficient. So big plans attract more attention, whereas solar is about starting small and scaling up. However, we do see positive developments. We recently strengthened our partnership with the African Development Bank, for example, who launched an initiative to boost off-grid energy solutions across the continent. Also other investors, from impact investors to more commercial ones, are increasingly taking notice.”

Peters firmly believes that governments and private sector need to work together to make best use of the available market business models. “With some creativity, there is a lot you can do with market mechanisms and it will be far more efficient and effective than working with public instruments alone.” In terms of poli-

cies, 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 believes that quality control mechanisms are a necessity. 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.” ●



SNV's feet on the ground adds value.

# 5 years, 5 countries, 5 million households

Join us in bringing 5 million Lighting Global certified, entry level solar products to low income communities

Light up the lives of millions of families



## 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.

RACHEL KYTE, Chief Executive Officer of Sustainable Energy for All, and special representative of the United Nations Secretary-General for Sustainable Energy: “This Call to Action is a good example of market creation and transformation at scale. It will bring attention to countries that are often flown over by the solar market”.

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, DRC, Ethiopia, Mali, Niger, Uganda and Zambia.

Life without light

Around 1.1 billion people globally do not have access to electricity, and the hardest hit communities are in sub-Saharan Africa. Off-grid Energy, in particular solar energy, is one of the climate-smart ways we can meet their needs. The lack of solar energy across rural areas in the developing world prompted us to launch our Call to Action at the Vienna Energy Forum 2017.



The markets we ignite will **expand** even after we have gone



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.’

**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 under-estimated. Lives are literally lit. And a solar lamp saves end-users almost 15-45 times the cost of kerosene during its lifetime.

“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 Misungwi district of Tanzania.

**Working together**  
We encourage funding partners to work with us to activate last mile distribution of entry level solar products. Your partnership will enable us to work with distributors of quality solar products and help them to extend their market reach. If these companies can light up 5 million households with your support, there is a good chance that they will continue to grow thereafter.

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](mailto:scrane@snv.org) to find out how you can get involved



Almost **3 billion** people lack clean cooking facilities.

## 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. By providing RBF, SNV covers part of their investment in hard to reach, markets. As these markets develop and economies of scale are achieved, incentives are gradually terminated. Therefore, RBF helps to create a sustainable market which lasts beyond our stay - one of SNV’s fundamental goals. In a panel discussion at the SE4All 2017 forum in New York, Ruben Walker, Commercial Director and Co-founder of African Clean Energy (ACE), one of the leading cookstoves producers globally said, “RBF really can create a paradigm shift in market development and stimulate innovation”. ACE is also one of the companies participating in the SNV-managed cookstove RBF project in Cambodia, Laos and Vietnam, which is part of the global EnDev programme. >

“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



Driving scale – A challenging road

Even though Results Based Financing can limit risks for companies and help scale the market, it still isn't always an easy road to take and organisations will encounter challenges on the way. Many of the markets where this tool is being applied aren't stable, they can be impacted by factors such as a sudden tax regime change. The global Energising Development (EnDev) programme, in which SNV is one of the key implementing partners, recently issued a report entitled 'Driving markets to scale' which looks at the lessons learnt during the implementation of RBF projects in 14 countries.

One of the main findings was that successful RBF facilities don't work in isolation. RBF will only be effective in markets with supportive legislation and if complementary (project) support is given. It is advised to monitor the market before, during and after the introduction of RBF incentives so that companies can be as prepared as possible for any sudden market changes.

Companies need to be clear about the risks and costs as well as the benefits of RBF. Many enterprises getting involved in this market are often still in their infancy and they need to assess what level of risk they are comfortable with when entering markets in developing countries. Although there can be a number of challenges to get RBF to

work, it is evident that this tool is starting to reap enormous benefits in terms of scaling markets.

Case study – Vietnam Biogas Programme

In an effort to phase out biogas subsidies to end users and reduce dependency on Official Development Assistance (ODA), SNV applied an RBF approach. This RBF approach has indeed been successful in enforcing the latent power of many companies to look for their own customers, establish customer communications and deliver biogas.

In addition, since November 2016, the Vietnam biogas RBF programme has used an online verification tool from the Akvo 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 tooling 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, 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. ●



During first half of 2017, almost 10.000 digesters were registered from 18 provinces.



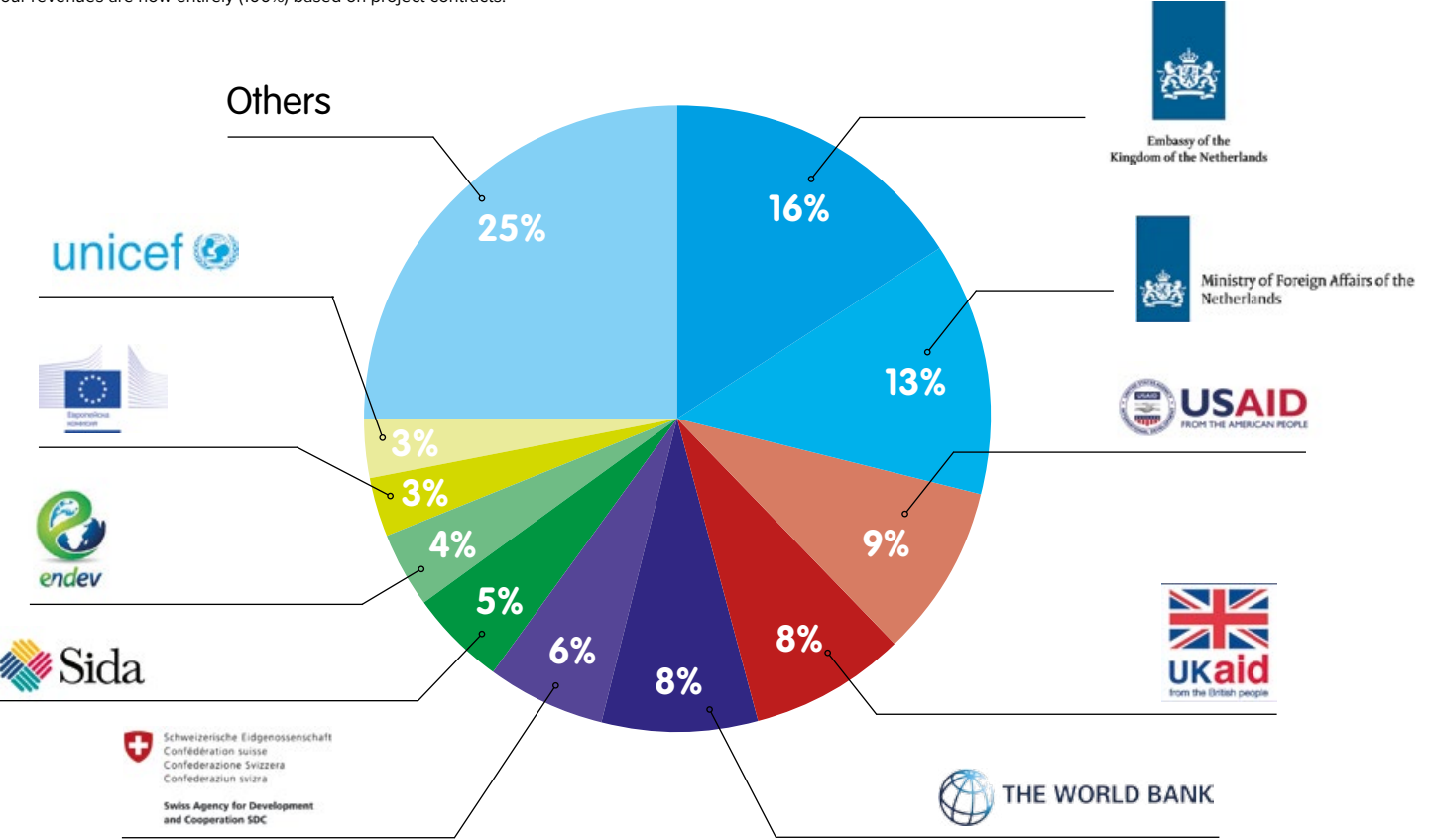
SNV is accelerating market development of solar lanterns, phone chargers and small solar home systems in rural areas of Tanzania.

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 50 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](#)

**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](#)

**Harm Duiker**  
@hduiker

Zipporah turned her dairy farm into a business after enrolling in a training from [@NLDairyKenya](#) [@SNVworld](#) [#KENYA](#)



**Livestock Lab**  
@Livestock\_Lab

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

**Melle Leenstra**  
@MelleLeenstra

Wow! [@Danone](#) & [@BBCWorld](#) are framing as [#ClimateSmart](#) what [#NGOs](#) [@SNV\\_AGRI](#) [@Heifer](#) have been promoting for ages!



**SNV USA**  
@SNVUSA

Read the real stories of pit emptiers, the backbone of urban sanitation <http://bit.ly/2sMFKWQ> [#wwweek](#) [@SNV\\_WASH](#) [@DFID\\_UK](#) [@gatesfoundation](#)



**AGRA**  
@AGRAAlliance

HAPPENING NOW: Farmers forum in Meru linking farmers, financial institutions and SMEs in partnership with AGRA, PROFIT and [@SNVworld](#)



**Harry Verhaar**  
@Harry\_Verhaar

[#COP22](#) Speaking with Dutch Minister Ploumen [@SNVworld](#) 'How Technology & business are Mobilising Climate Action'



**NCSP**  
@NCSP\_fahariloo

Harvesting cabbages and kales grown using human waste fertilisers with [@Egertonuni](#) [@SNVworld](#) [@NakuruWater](#)



**Marloes Philippo**  
@marloesphilippo

[#OYEbootcamp2017](#) Champions featured on Tanzanian national television! [@oyeafrica](#) [@MastercardFdn](#) [@SNVworld](#)



**Leah Njeri**  
@LeahnjeriLeah

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




**CNG South Africa**  
@ClimateNG\_ZA

One of our offset projects is a biogas initiative in Tanzania by [@hivos](#) and [@SNVworld](#). This is what it is all about: [bit.ly/2tDgMcD](http://bit.ly/2tDgMcD)







**“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

## Stay connected



[www.snv.org](http://www.snv.org)



[@SNVworld](https://twitter.com/SNVworld)



[facebook.com/SNVworld](https://facebook.com/SNVworld)



[youtube.com/SNVWorld](https://youtube.com/SNVWorld)



[linkedin.com/company/snv](https://linkedin.com/company/snv)

## SNV Head Office

Parkstraat 83  
2514 JG The Hague  
The Netherlands  
Tel: +31 (0)70 3440 244  
Email: [info@snv.org](mailto:info@snv.org)