

Aqua for All

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## **Delivering Value**

Aqua for All can look back on 2015 with pride. Thanks to our stakeholders and fortified by an expanded team of experts, this year has witnessed increasing momentum. We are happy to share the key elements and highlights of the successes we claim together with our partners. Smart choices pay off and real progress continues to be made as we head toward the goal of universal structural access to safe water and sanitation.





The Ministry has affirmed the value we deliver to initiatives that offer the world's poorest people access to clean drinking water and proper sanitation.

In November 2014, the Dutch Ministry of Foreign Affairs' General Directorate for International Cooperation (DGIS) and Agua for All signed a contract for a new Public Private Partnership program, called 'PPP-Innovations'. Agua for All has been given stewardship over €20 million to be managed and leveraged over the period of 2015-2019. Half of this grant is specifically earmarked for funding (social) innovations in complex urban water contexts - innovations spurred by water knowledge platform VIA Water (see page 24). The other half is to be spent on improving and encouraging small and innovative public-private partnerships (PPPs) in the field of water, sanitation and integrated water management in developing countries. Both programs of €10 million each have improved water management as key focus point.

#### Powerful affirmation

We interpret the new contract with DGIS as a clear affirmation of Aqua for All's extensive track record in PPP financing. DGIS assesses the role we play in scaling access to improved WASH services for the Base of the Pyramid (BoP, see inset) as 'unique and innovative'. Aqua for All acts as an independent broker and networking agent, cultivating connections that increase the overall quality and impact of WASH for the BoP. In short: we connect money to value and value to money (see

page 6); we find suitable funding solutions for quality water and sanitation initiatives as well as the right projects for funders looking to invest in WASH programs. As the 'WASH for the BoP sector' is growing and attracting many types of public and private organizations, we are there to help these organizations make smart choices and reach their objectives.

As a broker, we find the right financiers for projects and the right projects for financiers; money for value, value for money.

#### Smart choices

The ink on the contract with DGIS was barely dry when we hit the ground running. To reach our objectives we use four thematic 'building blocks': connect, develop, scale, and support. To effectively apply these building blocks within the new mandate from DGIS, several steps were taken fairly quickly. We reinforced our team with additional experts and we rationalized our service portfolio to be better aligned with our partners' requirements and positive trends. In order to place full operational responsibility with the executive management, the Board of Aqua for All decided to establish a new governance structure (page 34), wherein it functions at arm's length and in a non-executive capacity. These changes will lead to improved cost-effectiveness and efficiency in our work.

#### **New World Campus**

In the meantime, our staff prepared to move to our new office at New World Campus at the beginning of 2016. The New World Campus is a breeding ground for sustainable innovation; an initiative built around addressing the 'wicked problems' in global society. Their mission is 'to inspire people and to connect, create and accelerate smart solutions for a fair, sustainable and inclusive global society'. It's a place where Agua for All can grow further toward realizing its maximum potential. Keep an eye on us, as we create even more value for financiers over the next few years, connecting even more funding to good scalable WASH programs that help improve the lives of even more people in the margins of our global society.

#### Solid contribution

Since its inception, Agua for All has experienced continuous growth in our capacity to help create access to safe drinking water and adequate sanitation in developing countries. Our impact has been cumulative. At the end of 2015, we have helped build better lives for 3.2 million people at the Base of the Pyramid (BoP). Our goal is to at least double that amount by 2019. With continued support, and together with (old and new) partners in the field, we are certain to make that happen. If we have learned anything from our years of experience as a broker and fund manager, it is that we can only move forward if we join forces. Working together is how we create the greatest value.

#### Sjef Ernes

Director, Aqua for All

PS. Read more about our Long-Term Plan 2015-2019 on page 34.

#### The Base of the Pyramid (BoP)

... consists of the world's four billion poorest citizens; those who live on \$4 a day or less per person. They constitute an unserved market blocked by challenging barriers that prevent them from realizing their human potential for their own benefit, that of their families, and that of society at large.





# Laying the groundwork for change

At Aqua for All, no year is like the one before. 2015 was the year that marked the world-wide establishment of the Global Sustainable Development Goals, bringing new impetus and challenges to the WASH sector. A widening variety of stakeholders are drawn to participate in creating smarter solutions to increase access to safe drinking water and sanitation. In this challenging, evolving sector, Aqua for All functions as a valuable facilitator between funding possibilities and sustainable, scalable results. We contribute to increased impact, for financiers as well as for water and sanitation initiatives targeting the world's poorest people.

#### The value of relationships

Our ultimate aim is a better life for people at the Base of the Pyramid. To achieve this, we work with two main types of partners. On the one hand, we help financiers and investors in water and sanitation interventions get value for their money, according to their specific requirements. On the other hand, we assist quality water and sanitation programs and initiatives in obtaining funding, so that they reach the scaled impact to which they (and we) aspire.

We have extensive expertise in financial engineering and only connect financing partners to projects that fit our high quality criteria

In order for Aqua for All to excel at delivering value, it must be very clear what our partners want and what this is worth to them. In 2015, we conducted a survey based on these questions. As we expected, no single solution emerges – flexibility and innovation are required. This is our niche: the ability to structure tailored funding solutions.

Funding requirements in WASH can range all the way from kick-starting a promising entrepreneurial initiative to offering threshold funding to an established program looking to scale up. Some situations may require a more in-depth matching grant or a selected contribution within a broader program. Agua for All also provides so-called 'recoverable grants', a grant that will be paid back if success is achieved. What is really needed turns out to be particular to each organization, and to the phase that each initiative is in. This is one important reason that personal contact is central to our approach. As it turns out, it's in the course of our relationship with stakeholders that we lay the groundwork for real change.

#### The value of expertise

To match funding and value successfully,

independence, sector expertise and marketstimulating thinking should be captured in a well-structured partnership agreement.

As partner in financing arrangements, Aqua for All takes on the role of monitoring and evaluating projects. With 13 years of experience, we come prepared to share the lessons learned and best practices.

#### The value of partnerships

Aqua for All has supported the PPP approach since its start, in the following ways:

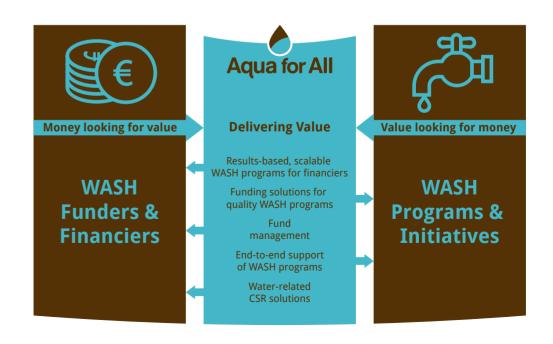
- We invest public money an investment of the Dutch Ministry of Foreign Affairs' General Directorate for International Cooperation (DGIS) – to catalyze, co-finance, develop and innovate in WASH for the BoP.
- We stimulate the involvement of private partners who bring in their market insights, expertise and business approach to improve operations, maintenance and service concepts for public goods in developing countries.
- We support the important role of civil society, which is moving toward that of market intelligence partner, in helping

business-oriented programs to sustain services and be demand-driven, to incorporate appropriate technology, and to build financing constructions using a blend of different finance streams.

We strongly believe that business development within the WASH service chain is the best way forward for sustainable development. SMEs are the job engine for society. In 2015, we boosted the activity of our own business incubator (Business for All). We also enhanced our scale projects with specific input in business development, private sector engagement and blended finance with space for private money.

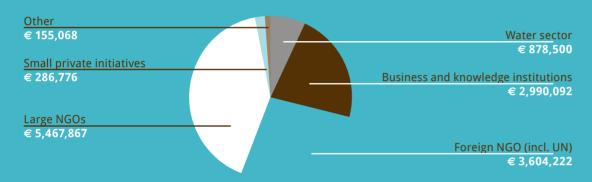
Good examples of our priorities in 2015 are our cooperation within the 3R consortium, our strategic partnership with MWA in Kenya and Ethiopia, our program development around decentralized water services and our business approach around sanitation and the reuse of wastewater.

Aqua for All can match value to your money or money to your value proposition. Go to aquaforall.org and see how!





#### **Partner categories Aqua for All committed in 2015**



Total € 13,382,525



## Funds commited per programme

- Connect 77%
- Scale **70%**
- Develop 40%
- VIA-Water 72%
- PPP-INNOVATION 11%
- Others 46%



## **Top 10 countries over 2015**Commitments for 2015-1018

- 1. Kenya (€ 1,785,796)
- 2. Bangladesh (€ 1,678,655)
- 3. Ethiopia (€ 1,489,084)
- 4. Ghana (€ 814,016)
- 5. Nepal (€ 590,000)
- 6. /Tanzania (€ 553,936)
- 7. /Mali (€ 441,000)
- 8. Mozambique (€ 440,749)
- 9. Nigeria (€ 419,624)
- 10. Namibia (€ 144,064)

#### **Programs**

- PPP Small\* € 11,736,174
- PPP VIA Water € 1,269,047
- Football for Water € 171,300
- Made Blue € 165,079
- Marie-Stella-Maris € 153,450

### **Business Development**

Business Development Substantial (>20%) 33% Business Development Dominant 37% Business Development absent or small 30%

#### **WASH Distribution**

Drinking water 25%
Sanitation 3%
Drinking water & Sanitation both 47%
Other than WASH\* 25%

#### Number of people reached

| Drinking water | 2015*   |
|----------------|---------|
| Domestic       | 307,727 |
| Schools        | 30,439  |
|                | 338,166 |
| Sanitation     |         |
| Domestic       | 38,976  |
| Schools        | 26,353  |
| Groups         | 10,699  |
|                | 76 028  |



**Total of Drinking water** 



**Total of Sanitation** 

<sup>\*</sup> Total commitments including contributions others

<sup>\*</sup> amongst others include: water management, capacity development, IWRM etc.



As a partner, and particularly as a coordinator, Agua for All gives companies This often contributes to their growth.

Acacia Water

# "This collaboration inspires us"

Consultancy bureau Acacia Water and Agua for All have been strong partners for many years. Lieselotte Tolk, Water Resources Management Consultant at Acacia Water, explains how the two organizations focused on clean and safe drinking water for the world's poorest people in 2015. "Thanks to Agua for All, we can do our work even better."

The collaboration focuses mainly on the 3R initiative: a cooperative platform by the organizations RAIN, MetaMeta, Aqua for All and Acacia Water. 3R stands for retaining, recharging and reusing water. "We use a variety of techniques to buffer water supplies", Tolk explains. "When water is plentiful somewhere, we catch it and hold on to it. We then reuse the stored liters of water during the period when little water is available. The 3R initiative teaches this method which doesn't necessarily require complex or expensive technology to local communities in developing countries. That way, they can ensure that dry periods do not automatically lead to hunger and disease."

#### Limiting water shortages

"One of the highlights of the past year was our work in northern Kenya", says Tolk. The area faces high poverty rates and chronic shortages of food and water. Together with several other parties, the 3R initiative began a five-year program to reduce poverty and shortages: Kenya

Lieselotte Tolk



"Thanks to Aqua for All's coordination, all of the partners in the collaboration are able to do their part."



RAPID (see page 31). "Our contribution as Acacia Water was to collect the biophysical landscape information, water sources and water demand in a central database and maps of the area. That way, we can provide support to optimize the use of the area's natural resources, which helps the counties to make well-informed decisions about improving the water availability."

Agua for All coordinates the private sector involvement in the program – to Acacia Water's complete satisfaction, according to Tolk. "In Kenya, we work together with several large parties, which is sometimes a challenge for our small bureau. Large parties have a tendency to take on large parts of the project, so we can get snowed under. Thanks to Agua for All's supervision, that doesn't happen and all of the partners in the collaboration are able to do their part."

#### Long-term thinking

"Aqua for All has a clear idea of what it wants to achieve, and gives us plenty of room to innovate. They know us well and are involved in the details of the project, so they know how to make optimal use of our expertise. For example, they point out

areas in a project where there is room for improvement, so that we can innovate jointly. Moreover, Agua for All always thinks in the long term. They look for ways to utilize technology, products or methods at a larger scale. It is also very inspiring working with them.

#### **Acacia Water**

... is a consulting bureau 'for solutions in groundwater' and was established in 2003 at the VU Amsterdam (Faculty of Earth and Life Sciences). Acacia Water focuses on groundwater in relation to surface water, environment and infrastructure. This varies from implementation of field measurements and model calculations to giving training and strategic advice. Acacia Water distinguishes itself by using various sources of technical hydrological information to provide applicable advice. The bureau translates this knowledge into innovative and practical solutions. Via its long-term collaboration with Aqua for All, Acacia Water has come up with several innovations, which in turn have led to multiple new projects in new countries - an expansion that has contributed to the growth of the bureau's size.

www.acaciawater.com



Aqua for All stimulates the realization of business opportunities in WASH for the BoP. We co-started an 'incubator program' to coach and support entrepreneurs with innovative ideas to provide the world's poorest people with water and sanitation. Entrepreneurs with viable plans receive funding and support in order to make them more interesting for investors.

**Business for All** 

# Helping entrepreneurs launch innovative business models

How does one attract investment in promising but unproven water and sanitation initiatives? How can entrepreneurs raise enough capital to demonstrate the effectiveness of their projects in practice? Business for All, established in 2015 by Aqua for All, Africa Funded and WASTE, helps entrepreneurs get started with funding and knowledge.

Setting up innovative water and sanitation businesses can be expensive and time-consuming. For example, it can require multiple iterations of testing and refinement under real-world conditions. Investors are therefore often reluctant to jump on board before a concept has proven to be profitable. Agua for All, Africa Funded and WASTE established 'Business for All" to address this issue. The new incubator program helps entrepreneurs with their innovative but unproven concepts for providing the world's poorest people with water and sanitation. It offers these entrepreneurs funding and support to test and improve their model until commercial investors become interested in the project as well.

Saskia Reus



"We provide promising, risky proposals with in-depth support and prepare them for upscaling"



#### Profitable and affordable

Since the incubator program began in 2015, several entrepreneurs have received funding – such as Water Tech Trading, which builds water kiosks in Nepal. "We consider water kiosks to be both an affordable and profitable source of water", says Aqua for All's Managing Director Sjef Ernes. "Also, Water Tech Trading is a strong public-private partnership that combines social entrepreneurship with high-impact, cost-effective public utilities." At the moment Aqua for All and Africa Funded are working on ways to organize financing of water kiosks at a larger scale.

#### Accelerating and financing

In the first half of 2015, the incubator received about 75 applications. This was great, but the incubator program wanted more. Therefore, Africa Funded organized a special 'accelerator program' for Aqua for All partner VIA Water (see page 24). It worked. Within six weeks the program had attracted another 52 applications. Eight entrepreneurs were selected as participants in an intensive six-week acceleration program that ended in November.

"The content of this trajectory was rich, with huge learning opportunities; it

helped me in developing a business model and a business proposal", says Dickson Ochieng from the company Sanivation. His company received funding through VIA Water in 2015. Trace Kenya and Hydroponics Kenya are also graduates from our program, and received funding via VIA Water to validate and fine-tune their business models with a pilot.

#### Supporting and scaling

In 2016, Aqua for All will work on involving more investors in the preliminary financing of innovative concepts. "It's about selecting the right, promising, unproven concepts: the ones that investors usually find too risky", says Saskia Reus-Makkink from Africa Funded and manager of the Business Incubator Water, Sanitation & Solid Waste for the Poor. "We provide the project proposals with in-depth support and prepare them for upscaling."

Do you want to accelerate your business? Get in touch with incubator manager Saskia Reus-Makkink: s.reus@aquaforall.org



Aqua for All selects and screens the portfolio of sustainable drinking water projects that Made Blue offers to companies that want to mirror their water footprint.

We see Made Blue as an excellent means of increasing the role of Dutch companies in WASH for the BoP.

Partner Made Blue

## 3 steps to give liters for liters

Translating Dutch companies' water consumption and conservation into high-quality projects that provide sustainable sources of drinking water in developing countries. That's the unique and increasingly successful mission of the Made Blue initiative, which is supported by Aqua for All. In 2015, Made Blue multiplied its number of clients ('member companies').

#### **Step 1: finding participants**

In 2015, sixteen new companies asked Made Blue to reduce their 'blue footprint'. The social enterprise obliged: it now translates the amount of water these companies consume or (already aim to) conserve into investments in water projects that will produce at least an equal amount of drinking water. 'Liters for liters', is the name of the initiative. Among the new member companies are eye-catchers such as SpaSereen, Quooker and Mövenpick Amsterdam – organizations that can inspire other businesses to follow their lead.





#### **Step 2: selecting projects**

Aqua for All is responsible for selecting sustainable drinking water projects Made Blue offers companies to invest in. These 'Made Blue projects' are set up locally by trusted partners, such as the NGOs Simavi, Max Foundation, Amref Flying Doctors, Cordaid and (since 2015) World Vision. Last year, the latter joined the Made Blue program and succeeded in bringing along two major investors. Their investment is allocated for a World Vision project in the Ethiopian area of Dembia, where health, food and water problems abound.



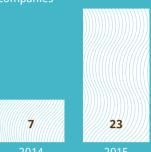
#### Step 3: providing water

Via Made Blue, the amount of liters of water that is used here is made available there. For example, in Dembia, Made Blue enabled the construction of a new pipeline system with several connections, training on operation and maintenance, and education on sanitation and hygiene. Thanks to this system, more than 4,000 people now have access to clean drinking water – including an elementary school and a health center. Besides becoming healthier, more children are able to go to school and women have more time for other activities than water fetching.

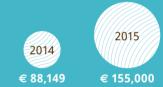
Do you want to reduce your blue footprint? Contact Machiel van Dooren via machiel.van.dooren@madeblue.org

#### **Made Blue in numbers**

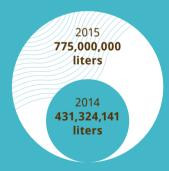




#### Project revenue



## Liters of drinking water produced





Aqua for All was asked to join the action research consortium behind PPPLab Food and Water. Our origin in the public-private water sector and our 13 years of experience in building (and participating in) water-related public-private partnerships have given us many lessons to share. We contribute from a practical perspective that complements the more academic background of other PPPLab consortium members.

Consortium PPPLab Food & Water

# "The knowledge we share is well-received"

PPPLab Food and Water is an action research and joint learning initiative driven by a Dutch consortium and launched at the end of 2014. Its goal is to increase the understanding and effectiveness of public-private partnerships (PPPs) focused on development. In 2015, the initiative began to bear fruit. Partner Aqua for All contributed through activities like developing the PPPCanvas, an innovative tool to describe PPP business models.





Along with Aqua for All, the consortium consists of three other organizations: the Partnerships Resource Centre (PRC), the Centre for Development Innovation (CDI) at Wageningen University and the Netherlands Development Organization (SNV). Astrid van Agthoven, Senior Program Manager Public-Private Partnerships, is responsible for Aqua for

All's contribution to PPPLab. "The year 2015 was the starting phase", she says. "PPPLab is now up and running."

#### **Changing world needs effective PPPs**

"PPPLab comes at a time when development collaboration is undergoing significant change", Van Agthoven continues. "This is a period of a rapidly growing world population, urgent issues of food insecurity, water scarcity, social exclusion and poor environmental management. To help solve these problems, the Dutch government is investing significantly in collaborating with the private sector, while business and civil society organizations are increasingly looking for partnerships too. These public-private partnerships or PPPs, serve as part of the solution – but at the same time the concept of PPPs is open to

confusion. Besides, little is known about the degree to which PPPs really contribute to addressing and solving development issues. This is where PPPLab steps in."

#### Making sense of the partnerships

The consortium has produced three Insight Series booklets to help make sense of PPPs, clarifying concepts and models, and developing a common language. "We also made a portfolio scan of publicprivate projects facilitated by the Ministry's Sustainable Water Fund", says Van Agthoven. "The scan was the first document in our Exploration Series. Furthermore, we made major contributions to the mid-term review of the Sustainable Water Fund, commissioned by the Ministry of Foreign Affairs at the end of 2015. We will share the results with stakeholders in 2016." PPPLab's contributions to the mid-term review resulted in four reports which - like all of PPPLab's publications - can be downloaded for free at www.ppplab.org.

#### **Mapping business models of PPPs**

Aside from coordinating interviews and writing reports for the mid-term review of the Sustainable Water Fund, Agua for All's important contribution to the PPPLab thus far has been its lead role in developing the PPPCanvas. This is a practical tool based on the classic Business Model Canvas by expert Alexander Osterwalder. Together with BoPInc and Rebel Group, PPPLab added four building blocks to the nine used by Osterwalder. "The original canvas is mainly designed for mapping business models of companies", explains Van Agthoven. "For PPPs with a development focus, a number of elements are missing in relation to their more complex objectives and environments." The PPP Canvas (see inset) takes these issues into account, for which it has been wellreceived and is gradually being used more and more, including for Aqua for All's own PPP portfolio.

Read more about PPPLab! Go to www.ppplab.org

#### **PPPCanvas**

This tool is designed for mapping business models of PPPs. The PPPCanvas integrates the nine elements of the well-known Business Model Canvas for companies (www.strategyzer.org), adding four more which are of specific value to PPPs:

- Impact: the (systematic) transformation or change the PPP aims for beyond the direct services or products it delivers.
- Extended beneficiaries: the recipients of the envisaged impact, a wider population than the direct customers.
- 3. **Partnership governance:** for example, how decisions are made, communication agreements and risk allocation.
- 4. Business ecosystem: a reflection of the environment the PPP is operating in and which could influence the PPP Possible variables include: the political environment, power balance, economic development, cultural factors, applicable legislation, and present (logistic) infrastructure.

#### PPPLab Food & Water

... is a four-year action research and joint learning initiative (2014-2018) to explore the relevance, effectiveness, and quality of Dutch-supported public-private partnerships (PPPs). PPPLab extracts knowledge and methodological lessons from all PPPs implemented within the Sustainable Water Fund and the Sustainable Entrepreneurship and Food Security Facility (both launched by the Dutch Ministry of Foreign Affairs in 2012). These facilities stimulate private sector participation in dealing with water, food and sustainable development issues. At the end of 2015 there were 66 PPPs covering a wide range of change strategies, partnership configurations and business models. PPPLab shares knowledge and 'best practices' with stakeholders involved in 'development PPPs for food and water' - and with the wider community interested in these PPPs. It executes detailed studies and comparisons, stimulating an open exchange and learning environment, which can also feed into possible policy implications. The initiative was commissioned by the Ministry of Foreign Affairs.



## Events 2015



### Stakeholders' meeting

'We mean business!' That was the heartfelt slogan with which we introduced Agua for All's new strategy (see page 34) at the annual stakeholders' meeting held in June at the New World Campus in The Hague. Managing Director Sief Ernes presented the new programs VIA Water and PPP Small to over 80 interested attendees. He also emphasised Agua for All's sharp focus on encouraging and supporting public-private partnerships (PPPs) and mentioned a number of very interesting developments in international programs, like the Millennium Water Alliance activities in Africa. Of course Ernes also urged those present to continue to submit new ideas and proposals for water and sanitation interventions. Representatives of several programs and PPPs in which Aqua for All is involved got the chance to give an elevator pitch to attract potential partners, standing on a soap box. The room buzzed with constructive dialogue and exchange among our stakeholders, thanks to which Agua for All felt energized to continue serving a leading role in innovative project financing.

### **World Water Day**

"Actually, every day is World Water Day", remarked the Dutch Minister of Infrastructure and Environment Schultz van Haegen in her opening speech during the national World Water Day celebration in Amsterdam held on March 20th. Agua for All and the Netherlands Water Partnership (NWP) organised the event again in 2015, drawing attendees from various organizations and disciplines. The Minister called sustainable access to safe water a "high priority on the global agenda" and said it should remain that way. She applauded the fact that one of the new UN Sustainable Development Goals (#6) is devoted to universal access to water. According to Schultz van Haegen, with all of its expertise in the water sector the Netherlands is well positioned and obliged to contribute significantly toward achieving the goal of access to water for all people. The 220 attendees (many from the water sector) shared ideas and views on how the Dutch contribution should take form. Several cooperation agreements were concluded at the event which is a confirmation of the fact that getting together as a sector once a year really pays off!





### Walking for Water

Each year in the weeks around March 22nd thousands of Dutch elementary school children (aged 10-12) walk for six kilometers carrying six liters of water in blue backpacks. This is not coincidentally the average distance children in development countries walk to fetch the same amount of clean water. The Dutch kids are sponsored by friends and family to 'take the walk', a key event in the Netherlands around UN International World Water Day, In 2015 Walking for Water, as the walk is called, was held for the 13th time. This year the campaign generated more than € 1.2 million, which will go toward implementing 34 different water and sanitation projects in Asia and Africa.

"In 2015", says Aqua for All's Campaign Coordinator Chris Amsinger, "33,000 students from over 600 schools participated in the event. That's about 8.5% of all of the elementary schools in the Netherlands. Over the next few years we hope to increase that level to 10% or more each year." One of the reasons behind the Walking for Water's popularity with schools, Amsinger adds, is that the campaign puts a lot of energy into the education element for the students. "Kids get very enthusiastic when they learn they can do something to help other kids even if these other boys and girls live far away. That empowering lesson is just as important as raising money."

Read more about Walking for Water: www.walkingforwater.eu

# 'Water for Development'

Safe water quality at point of use' was the theme of the popular seminar that Agua for All hosted at the World Water Week in Stockholm in August 2015. Aqua for All organised the seminar together with Antenna Technologies and the International Research Centre (IRC), our partners in the Safe Water Phase 2 program. Participants were very interested in delving into this often-overlooked area of water safety at the last link in the chain. The session was one of more than 160 workshops and seminars offered during the World Water Week, which drew more than 3,500 participants: experts, professionals, decision-makers, business innovators and young professionals from a range of sectors and countries. They came to Stockholm to network, exchange ideas, foster new thinking and develop solutions to the most pressing water-related challenges of today.

Read more about the Safe Water Phase 2 program: www.aquaforall.org





Aqua for All organized the Sarphati Sanitation Awards 2015 ceremony and acted as Secretary. The awards, co-initiated by Aqua for All, boost business development in a market with significant potential. They inspire investors and entrepreneurs to get involved in generating innovative, sustainable and scalable solutions for sanitation problems in developing countries.

Sarphati Sanitation Lifetime Achievement Award winner dr. Kamal Kar

# "This prize gives us confidence in the future"

It was an important feature of the Amsterdam International Water Week: the presentation of the Sarphati Sanitation Awards on 2 November 2015. Aqua for All organized the awards ceremony to showcase excellent initiatives that use innovative methods to deal with the lack of proper sanitation around the world. The new Lifetime Achievement Award went to Dr. Kamal Kar, pioneer of the Community Led Total Sanitation (CLTS) approach and founder of the CLTS Foundation. "This is a great compliment."



dr, Kamal Kar

"CLTS is an approach in which people themselves work towards solutions to the lack of good sanitation in their communities. Or better yet, they even manage the solutions on their own. This is radically different from the traditional approaches to sanitation in which a government or outside organizations decide what the citizens need, plan an intervention on their behalf and then implement it – without explaining why it is so necessary or asking if they can afford or maintain the facilities given to them for free or with subsidy. As a result, the infrastructure is often poorly understood, used and maintained."

#### International introduction

CLTS leads to greater local empowerment, support, impact and sustainability. "For

example, people build toilets themselves and convince their neighbors to do the same. This way, CLTS interventions reach the whole community. But first, they need to analyze their situation and realize the dangers involved in relieving themselves in the open – especially close to water that people use for drinking, bathing and or washing." Kar explains that contaminated drinking water can cause diseases, including ones that the local health system cannot treat and are extremely infectious.

>>

"Our approach to sanitation is radically different from the traditional ones"

The Sarphati Sanitation Awards

### "Let's make sanitation everyone's business"

**1847** Dr. Samuel Sarphati, an industrious entrepreneur and health practitioner, started a profitable business to free Amsterdam of human waste by transporting it out of the city and using it as fertilizer for crops such as wheat, which was in turn supplied to the low-cost bread factory he had founded. His initiatives greatly **improved the quality of life of poor people** in the city.

**2013** Inspired by Dr. Sarphati, Aqua for All, World Waternet and the Netherlands Water Partnership (NWP) initiated the biennial Sarphati Sanitation

Award (SSA) for Young Entrepreneurs. The

prize's objective was to honor the outstanding contributions made by young individuals or organizations to the global sanitation challenge through entrepreneurship. We also wanted to emphasize the importance of business and innovation in this field and inspire others to come up with new solutions. Our slogan: "Let's make sanitation everyone's business". The company Sanergy was the award's first winner.

**2015** This year, the Sarphati Sanitation Award for Young Entrepreneurs went to Safi Sana, an organization that collects toilet- and organic waste from slums in Accra, Ghana, in order to produce organic fertilizer and biogas. Safi Sana and three other organizations were nominated by internationally reputable institutions such as

the Bill and Melinda Gates Foundation and the Water and Sanitation Program of the World Bank.

2015 Bosman Water Management and New Venture Fund joined the sponsorship team, enabling the awarding of a second prize; one that wasn't focused on young entrepreneurs or organizations, but on more experienced ones. This 'Sarphati Sanitation Lifetime Achievement Award' was won by Dr. Kamal Kar and his CLTS Foundation. Both the Award for Young Entrepreneurs and the Lifetime Achievement Award were endorsed by the Netherlands Water Partnership and the Dutch Ministry of Foreign Affairs. Aqua for All hosted secretariat for the Sarphati Sanitation Awards 2015.





"Our foundation has introduced CLTS in thousands of villages", says Kar. "In many countries, the government has adopted the approach into their national strategies. Global organizations have done the same, implementing CLTS as their strategy in large-scale sanitation programs. This way, it has been rolled out in more than 65 countries in Asia, Africa and Latin America."

"Wherever we have actively engaged, open defecation is no longer common and public health has improved immensely"

#### **Active engagement**

The expertise of the CLTS Foundation lies in several areas. "We build 'key persons and communities' capacity to work with the CLTS methodology and approach. We scale up country programs by providing technical support. We advise national and local governments on policy and planning. And we develop knowledge

about issues related to sanitation. If possible, the CLTS Foundation also involves the local business community in the financing or supply of necessary materials. Wherever the foundation has actively engaged, open defecation is no longer common and the health of individuals and communities has started improving immensely."

#### Global recognition

The Sarphati Sanitation Awards jury determined that the CLTS Foundation's innovative and successful approach was reason enough to unanimously present Kar with the 2015 Lifetime Achievement Award. "This award means a lot to me and to the CLTS Foundation", says Kar. "It is a great compliment and brought us global recognition. This recognition will certainly inspire thousands associated with the introduction and scaling up of CLTS all over the world. Plus, we can put the monetary prize of €35,000 to good use. Ten years ago, I started out with just my wife and a few colleagues without any financing support from outside. Since then we have grown quite a bit, are active in several countries, lead a large number of projects and conduct a lot of research. But there are still two billion people who don't have access to basic sanitation, so we want to expand our reach and conduct even more training, capacity building, research and advocacy. This prize will help us immensely and it gives us confidence in the future."



Sarphati Sanitation Award for Young Entrepreneurs winner Aart van den Beukel

# "For Safi Sana, winning this prize came at a crucial moment"

The jury unanimously selected sanitation business initiative Safi Sana as winner of the Sarphati Sanitation Award 2015 for Young Entrepreneurs. The organization from Ghana was considered an outstanding example of how the philosophy of Dr. Sarphati is put into practice in developing countries.

The organization creates value from human waste for enriched soils and vegetable production and renewable energy from biogas. Also important (and one of Aqua for All's focus points): Safi Sana has set up as a scalable model, designed as a blueprint for replication. Mr. Aart van den Beukel, Managing Director of Safi Sana, proudly accepted the check for €25,000. "The recognition,

attention and money this award brings could not reached us at a better time. We are constructing a large factory in Ashaiman, a large slum of 280,000 people, 20 km east of Accra. This project will serve 125,000 people, and with the prize money we expect to have an even greater reach. Over the course of 2017 we should be able to share the outcome of this program."



In the past, Aqua for All focused primarily on water and sanitation interventions in rural and urban fringe areas. However, as a fund manager for VIA Water we're now also heading into real urban environments. We offer the program expertise and support in the development of innovative solutions for major urban water problems in African cities.

Program VIA Water

# First steps, promising proposals

VIA Water is a program to identify and support innovative solutions for public water problems in large African cities, ranging from a lack of water quality to a lack of access to clean water. The program was set up in 2014 by the Directorate-General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. Aqua for All is responsible for the fund management and supports VIA Water by offering its knowledge and connections to promising applicants.

#### How do proposals get funding?

To be considered for support, an innovative solution needs to focus on one of the seven VIA Water countries in Africa: Mali, Ghana, Benin, South Sudan, Kenya, Rwanda and Mozambique. It must also address at least one of the twelve 'pressing needs' VIA Water has identified (see inset). Proposals should offer elements of real innovation to the targeted population and should be holistic in character, integrating technology with social and economic considerations.

#### Is VIA Water on track?

The program has two ambitious objectives to be reached by the end of 2018. The first goal is to contract 90 proposals (10 by the end of 2015), spread reasonably across the focus countries and covering all of the pressing needs. The second objective is to cultivate a lively,

ongoing international community that focuses on serious water issues in African cities. VIA Water has made progress in both areas, but has also encountered set-backs and challenges.

#### Such as?

Launched in 2014, VIA Water had a strong draw of 175 proposals in the first year. Nevertheless, the number of contracts has fallen slightly behind schedule: Of the projected 10 projects, VIA Water contracted only seven teasers for projects representing a total value of €1.27 million. About €830,000 is sourced through a VIA Water subsidy, the rest is investment from either the applicants themselves or co-financiers. Four challenges stand out. First, African start-ups experience difficulty with writing proposals and incorporating the required learning strategy. Secondly, there is often delay in

responses from applicants – due to the fact that developing innovations is often not their core activity. Also, applicants find it difficult to work without very fixed criteria, the lack of which is a fundamental element of VIA Water. Finally, most of the project proposals required an extra iteration of enhancement before an eligibility decision could be taken, for example because of missing information or a lack of clarity about the level of innovation.

#### And what about the community?

The VIA Water community is a place for knowledge exchange; an online platform through which project owners can share their experiences, future project owners can ask questions, et cetera. The community grew to 189 members by the end of 2015, and is becoming more and more active, which is a promising start. Meanwhile, VIA Water had expected community members to contribute more directly to the improvement of project proposals. Now Agua for All also shares its knowledge and advice with applicants. In addition, supported by Agua for All's Business for All unit, UNESCO-IHE maintains a leading role in motivating and enabling (African) entrepreneurs to develop and send in proposals.

#### What will VIA Water focus on in 2016?

We'll be focusing on keeping applicants actively engaged with the program, and encouraging them with streams of relevant knowledge. The program will support applicants through its (local) business accelerators, workshops, training sessions, reunions and online innovation challenges. We will continue our efforts to attract more good, original proposals, in order to increase the amount of contracts which are ultimately concluded. The program will look specifically for risky innovations, and will broker for Dutch-African consortia since these seem to be the most successful ones in the procedure from teaser to full proposal. As far as the community goes, VIA Water will especially spur project owners to take on a more active role, as they have most to gain from knowledge exchange.

VIA Water is always looking for innovative water-related innovations for urban African cities. Do you have a great idea? Check www.viawater.nl and send in your proposal.

#### 5 VIA Water activities in 2015

- A two-month online Water Innovation Challenge for eight promising applicants from four focus countries. They were trained in proposal preparation. One proposal received a contract.
- A Water and ICT Accelerator in Rwanda for 15 young water and ICT professionals.
- **3.** A Learning Tour in Kenya to train teaser applicants in improving their project idea.
- **4.** A Knock-Out Competition in Mozambique to guide project ideas to full development.
- Two field visits conducted by Aqua for All to Mozambique and Kenya to assist applicants on site with their application.

#### 12 pressing needs VIA Water focuses on



- 1. Water harvesting
- 2. Groundwater
- 3. Water quality
- 4. Data
- 5. Drinking water
- 6. Sanitation
- 7. Water in urban agriculture
- 8. Institutional strengthening
- 9. Water allocation
- 10. Financial arrangements
- 11. Urban planning
- 12. Floods and droughts



## **Kick-off for Best Practices**

In many developing countries, school children have insufficient access to safe water and proper sanitation. Also, they often do not have enough knowledge about hygiene. Football for Water offers solutions to these challenges. Aqua for All is a partner in this program and has initiated a learning trajectory in 2015 to study some of the innovations the program has developed.

Football for Water, among other things, teaches schoolchildren in three African countries about health and hygiene issues via the game of football (soccer). Since the program started in 2012, 243,415 school children in Ghana, Kenya and Mozambique have been provided with sustainable access to safe water and proper sanitation. They were also encouraged to practice continued hygienic behavior. These are all essential focus areas for school children's health and development.

#### The objective

In 2015, Aqua for All initiated a learning trajectory inspired by the mid-term evaluation of the Football for Water program. The aim was to study some of the innovations and best practices this program had developed (what could be learned from its existing Best Practices?). The ultimate goal was to identify elements that would allow to improve Football for Water and scale it.

#### The result

Thousands of children – boys and girls – are enthusiastic participants in the program, and teaching through sport certainly works! Among other things, Football for Water has drawn menstruation out of the realm of taboo subjects for discussion. Girls now have a better understanding of how important hygiene is, particularly during their period, and they are able to apply that knowledge. Thanks to this 'life skill', they

are much less likely to skip school during their menstruation.

#### The challenge

The most important challenge to the program remains sustainability: how to ensure interventions are institutionalized and maintained after implementation. Schools and local communities see the benefits of the program, but rarely have the resources to financially support the maintenance of facilities, football materials and training sessions themselves. At the same time, they cannot rely on continued program funding or government contributions.

#### The way forward

This study identified the following essential elements of success in delivering sustainable water, sanitation and hygiene (WASH) in schools. These will be continued areas of attention in the further rollout of the Football for Water concept.

- Government engagement and financial commitments.
- Community involvement and commitment.
- School ownership of, and willingness to contribute to, the program.
- Cost-recovery planning for operation and maintenance.
- Availability of soap at all times.
- Low-maintenance and high-quality sanitation facilities.
- Income-generating activities for schools, with simple business models.



#### **Highlights: Best Practices**

Mobile handwashing stations – In Ghana, more and more children wash their hands, also after playing (football). To a great extent, this is because schools and Football for Water partners who have added mobile handwashing stations with soap in front of classrooms.

Income generating activities for schools – For many schools, it is quite a challenge to generate enough income to maintain the safe water points, good sanitation facilities and hygiene education.

- The Wongbong school near Tamale in Ghana generated income by planting and selling tree seedlings (baby trees), in close cooperation with the surrounding community and partner Presby Water, which supported financial management.
- In Migori Kenya, partner Creata cooperated with a private company in order to process urine from school toilets into fertilizers for farming.
- Some schools generated income by selling stationery or exploiting a copy machine, or building a small shop for (hygiene) products.

Community world coaches - Creata also trained volunteer community world coaches to spread the Football for Water hygiene message beyond the school into the community.

MOU with government – In Mozambique, the Football for Water partners signed a Memorandum of Understanding with the Ministry of Education and Human Development. The memorandum will lead the way to Football-based Life Skill Education on a national level.

#### **Football for Water**

... is a public-private partnership (PPP) currently led by the Royal Netherlands Football Association (KNVB) and funded by the Dutch Ministry of Foreign Affairs. Besides Agua for All, the partners are Vitens Evides International, Unicef Netherlands, Simavi and Akvo. The Football for Water program uses football training to teach primary school children in Mozambique, Kenya and Ghana about health, hygiene and life issues in a fun and easy-to-understand way. The kids' enthusiasm about these training sessions ensures that the lessons indirectly reach their families and community as well. Apart from hygiene education, an important goal of the program is to improve drinking water and sanitation facilities at the childrens' schools.

Read more about Football for Water at www.footballforwater.nl



By facilitating an independent expert assessment for all water, sanitation and hygiene projects worth €50,000 or assurance that their money will be used as responsibly, efficiently and effectively as possible.

Project Select Advisory Committee (PSAC)

## "Good advice increases the likelihood of sustainable success"

Before committing to project obligations worth €50,000 or more, Aqua for All reviews the proposals for these projects with help of the Project Select Advisory Committee (PSAC). This committee is made up of independent experts with relevant professional backgrounds, such as Janette Worm, who served on PSAC until 2015. "PSAC examines project proposals based on our broad expertise so these projects have enhanced prospects for sustainable success."

Every year, Aqua for All receives a great number of project proposals, and in general project size is trending upward. "Agua for All first checks whether projects meet basic conditions and requirements", Worm explains. "The projects in excess of € 50,000 that pass this screening are then submitted to the PSAC. Two of the committee's selection experts then assess the applications independently of one another."

#### Feedback for improvement

PSAC uses a rigorous standard process to screen project proposals. "We examine the technical, institutional and financial aspects in detail. Social issues such as

evaluation. Finally, we review the sustainability of a project: how will it continue and grow, creating lasting benefit and increasing impact – even after Agua for All's financing has ended?" If the PSAC advisors do not accept a project application immediately, they offer feedback on how to improve it. "We give comments and recommendations which Aqua for All communicates to the project organizations. If the project is promising, Agua for All works with them to submit a better proposal."

Last year, Worm's activities included evaluating the proposal for a water,

gender equality also play a key role in the



lanette Worm

sanitation and hygiene (WASH) project in Bangladesh. "I noticed that the role of women was not explicitly included in the proposal. Their involvement is crucial, not just for their empowerment, but also in order to ensure the proposed bottomup approach and the facilitation of WASH training. After all, women have a central role in managing the water in Bangladesh. There were also several technical problems in the region, such as salinization, low ground water levels and arsenic. Those problems were not addressed in the request for financing either. The project organization took these comments to heart and improved its proposal."

#### Long-term facilities

"The strength of PSAC is that it evaluates projects from a broader perspective. The team is very diverse; all members of the Committee apply their own field of expertise and background to optimize project proposals. Their extensive practical experience makes it possible for PSAC members to offer truly expert advice. For example, I am a hydrologist and environmental scientist, I have worked in water management projects in Africa and Asia, and I have provided gender assessment. Projects can greatly benefit from such a broad perspective. Helping to focus the projects on critical points gives them a greater chance of success."

"Over the past few years the main focus has been on evaluating sustainability, opportunities for upscaling and the business concept", says Worm. "Just building facilities isn't enough. PSAC always challenges initiatives in terms of

the potential to expand or scale up in the region. For example, one can set up a water pump somewhere, but if the residents don't know how to maintain it, it will eventually break down. There will be no lasting benefits. It's better to build a simple pump and to teach craftsmen and women how to replicate, sell and maintain such pumps. That business approach has a much greater impact: craftsmen receive valuable training, financial security increases, livelihoods improve and more people will have access to water for a longer time period."

#### **PSAC members 2015**

Janette Worm (until mid-2015) Hans Dits, independent consultant Eri Salomé, independent consultant Jan Oomen, retired Lotte Rorije-Kuijer (Witteveen+Bos) Janette Worm (to the end of 2015)

#### **Janette Worm**

2005-2016: Owner and Independent Advisor @ WaterPlanetEarth.

2011-2016: Vice President @ Waddenvereniging. 2008-2015: Project Evaluator @ Aqua for All, as a member of the PSAC committee.

2003-2005: Senior Advisor / Unit Manager Water @ AIDEnvironment.

1999-2003: Policy Advisor Environmental Operations @ UNSO/UNDP

"lanette Worm's sharp insights and clear feedback on project proposals have been invaluable over the years. Thanks to her, many projects now have a sustainable impact on more people. We are grateful for her commitment and wish her the best of luck in her life and career." Sief Ernes, director Aqua for All



Aqua for All works together with a range of actors to provide funding solutions for quality WASH programs. By quality, we mean impact and sustainability. In 2015, we joined forces with Simavi, Max Foundation, Millennium Water Alliance and we completed the multi-year program with Amref, just to mention a few of the great partners with whom we work.

#### 4 x Partnerships

#### 1. Simavi

In 2015, the Dutch NGO Simavi celebrated its 90th anniversary, quite a milestone! Aqua for All is proud to be one of Simavi's partners. We work together in several initiatives, such as the Walking for Water Campaign, the Football for Water program, and most recently in the new WASH and Learn program.

Simavi focuses on strengthening local leadership in the area of preventive health, which is the key to development in their Theory of Change. The NGOs work is built around its strong network of civil society organizations in Africa and Asia. Walking for Water (page 19) is an excellent example of Agua for All's cooperation with Simavi. Through this campaign we have been able to finance several high-quality, multi-year WASH programs. The organizations are also partners in the Football for Water (page 27), in which Simavi's efforts to always approach schools as part of the surrounding community has proven to be one of the key factors for establishing sustainable water, sanitation and hygiene (WASH) services.

#### New program: WASH and Learn

In 2015, Simavi formulated a new multiyear program: 'WASH and Learn'. In it, Simavi's local partners in Kenya, Uganda and Tanzania will attempt new WASH approaches and exchange experiences and lessons learned with each other. The program is ambitious and challenging, because of the emphasis on cost-recovery models and business development in community and school WASH services. Aqua for All participates in this program in several ways. We support WASH and Learn through offering co-funding solutions (including Walking for Water), and by searching for financiers interested in investing in the type of impact Simavi achieves with is program.

We are convinced of the value of business approaches for sustainability of services

Just as important: Aqua for All & Simavi collaborate to capture the lessons learned through this approach. For this we use the Continuous Learning, Improving and Creating Knowledge (CLICK) method. We are convinced of the value of business solutions for sustainability of services, but how do these work in the practice of school and community programs like WASH and Learn? What works in rural areas, and which techniques are successful in an urban context? The CLICK approach helps finding answers to these and other questions.



### 2. Millennium Water Alliance

More people with access to safe drinking water and proper sanitation; healthy water for livestock; and smart management to restore the vitality of the rangeland ecosystem. These are the clear objectives of The Kenya Resilient Arid Lands Partnership for Integrated Development (Kenya RAPID), a five-year development program that Aqua for All and Millenium Water Alliance helped to develop in 2015.

Kenya RAPID focuses on five northern counties: Garissa, Isiolo, Marsabit, Turkana and Wajir. In all these areas, water and food scarcity has reached alarming levels. Funded by a consortium of partners including the United States Agency for International Development (USAID) and the Swiss Development Corporation (SDC),

Aqua for All promotes investment in Kenya RAPID from a CSR or business perspective

Kenya RAPID can now invest USD 35.5 million towards reaching such goals as increasing water coverage from the current average of 37% of the counties' population to more than 50% by 2020.

#### **Communities and companies**

One of the program's key aspects is the active involvement of local communities.

It was set up in collaboration with no less than fourteen partners, from local government agencies and Kenyan private companies to non-profit organizations. Aqua for All's strategic partner Millennium Water Alliance coordinates the overall program. In this unique partnership between local government, civil society and the private sector, Aqua for All delivers value by stimulating more private sector investment in Kenya RAPID from a CSR or business perspective, both nationally and internationally. We will also coordinate all private sector contributions and help create local business development.

#### Launched in 2016

On 18 February 2016, Kenya RAPID was launched together with representatives of all fourteen partners, in the presence of the ambassadors of the United States and Switzerland, as well as His Excellency Mwai Kibaki, former President of Kenya. Kibaki is also the UN Special Envoy for Water and Patron of the Millennium Water Alliance Kenya, a consortium of non-profit organizations working with the Government of Kenya and county governments to achieve full water and sanitation coverage by the year 2030. "My hope is that the water and related benefits we seek to provide under Kenya RAPID and other similar programs will become a tool for empowering the targeted populations," said Kibaki. "Mainly, we seek to empower them to modernize and diversify the range of their market-oriented economic activities, and improve their standards of living."

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### 3. Max Foundation

The construction of five new water towers in one of the driest areas in Bangladesh will help 18,000 people gain access to clean water. The Max Piped Water Supply project of Max Foundation will help achieve that construction and optimize its impact. In 2015, Aqua for All chose to invest in this three-year project.

The water towers will supply water to a network of pipes to provide water to rural areas in North-western Bangladesh. Eighty percent of the people in the region suffer from an acute shortage of water. The wells that have been dug in the past are poorly maintained and are no longer deep enough. This makes the water unsafe for consumption, with high concentrations of arsenic and iron. During dry periods the wells provide no water at all. It is painfully clear that simply 'digging another well' is not enough.

Involving the private sector and encouraging entrepreneurship is a major plus for Agua for All

#### **Education and local economic benefit**

The Max Piped Water Supply project will begin in 2016, and is a comprehensive program that includes the construction of water towers. People will also be informed about the benefits of good hygiene and will be encouraged to purchase toilets. The project will help set up five new local companies in order to maintain the water system. This combined approach leads to a higher and more structural impact on the prevention of (sometimes life-threatening) diseases. The project reflects an integrated approach toward water management, since agricultural water requirements are factored into the plans for the water towers. The economic benefit will be clear and residents as well as farmers will be highly motivated to maintain the facilities. Additionally, the cost of drinking water will be lower, making it possible for more inhabitants to afford safe water supplies for consumption.

#### **Entrepreneurship and scalability**

Agua for All supports the project due to its focus on safe drinking water supply, sanitation and irrigation water for rural residents (farmers). Businesses such as the Bengali company Sigma also invest in the project. The intention is that the local population will be able to pay back the current private sector investment within 10 years. The fact that the Max Foundation involves the private sector and encourages entrepreneurship to ensure the sustainability of the project is a major plus for Agua for All. The same applies for the scalable design: what is possible in northern Bangladesh should in principle be applicable in other areas confronted with water shortages.

### 4. Amref

After more than 12 years, the Dutch water sector concluded its direct support to the water, sanitation and hygiene (WASH) projects by Amref in the Kenyan county of Kajiado. Time for a final evaluation of the knowledge exchange that was key in this support. Aqua for All has played a facilitating role in the Dutch support since 2002, and actively contributed to that final evaluation.

The technical assistance from the water sector began with the Dutch water authority Watermaatschappij Drenthe (WMD). It focused on borehole rehabilitation and the creation of a management structure. In 2006, the Watermaatschappij Limburg (WML) took over the knowledge exchange, with mediation by Aqua for All. Over the years, WML received assistance from the social venture Vitens Evides International, drinking water company PWN/Aquanet (North Holland), the University of Leeds and the SamSam Water Foundation.

#### Long-term engagement

The evaluation of the knowledge exchange concentrated on the period of 2012-2015, and was overwhelmingly positive. Under WML, the support expanded to better ground water exploration, the use of satellite information and other technical expertise. More important, however, was the shift in focus from drilling wells to other sources of water, such as sand dams,

underground reservoirs and rock catchments. These efforts dramatically improved access to drinking water for both humans and livestock.

Initially, only the Kenyan branch of Amref benefitted from the long-term Dutch engagement in Kajiado. But starting in 2012, more Kenyan partners of the Dutch WASH Alliance also gained access to useful WASH knowledge. In 2015, the members of this alliance decided to continue the knowledge exchange that was initiated by the Dutch water sector.





Looking forward

# Delivering value - well into the future

The Dutch Ministry of Foreign Affairs has entrusted Aqua for All with a € 20 million grant under PPP contractual conditions to wisely invest in quality water-related programs up to the end of 2018. Our vision and value proposition for funders and development initiatives however, extend much further. We've framed our business plans through to 2019 to express our commitment toward UN Sustainable Development Goal #6 (universal structural access to clean water and sanitation).

Connect, develop, scale and support
To help achieve SDG#6, Aqua for All will
connect sources of funding that want to
finance qualitative water, sanitation and
hygiene (WASH) projects (governments,
companies, international financial
institutes and philanthropic
organizations) to those that are offering
high-impact, sustainable projects and are
looking for investors (entrepreneurs,
development organizations and NGO
consortia).

In fact, we will not only match the demand for WASH services in developing countries to appropriate expertise and funding, we'll also **develop** good sustainable WASH initiatives together with our partners. Furthermore, we will facilitate efforts that **scale** proven WASH solutions in order to reach more people. Throughout the process, from great idea to end result, Aqua for All can **support** initiatives to ensure quality of service, learning and exchange, building partnerships and create collective impact.

Work on both sides of the equation SDG#6 can only be achieved when the responsibility for getting there is shared among all of society, public as well as private. More involvement is needed, which means that the potential benefits must be better understood by larger

numbers of people. Alongside the social truth that access to WASH is a basic human need, the economic implications are enormous – massive markets are waiting to be served, to move out of poverty and to prosper. The pool of financing for quality WASH initiatives needs to grow. Financial and social impact investors must be able to find the pipeline of top-notch WASH programs that align with their objectives. Agua for All is working on both sides of this powerful equation – to deepen the pool of innovative funding solutions to realize high-impact WASH initiatives and to increase the portfolio of great WASH programs available to interested **investors.** This calls for a lot of listening and creativity. Propositions need to fit the requirements and objectives of potential financiers in order to reach a 'yes'. These are the challenges that Aqua for All enjoys: building smart financial constructions to make things happen! One key area for growth is to attract more participation from the business sector regardless of the size of the business. This means we'll emphasize the opportunities we offer them to invest in market development and creation, in communities as future clients, and in social and economic return. Through our partner initiative Made Blue, we offer

tailored water-related CSR solutions (water credits), cost-effective, highly rewarding and often commercially attractive ways of contributing to SDG#6.

#### Increase leverage and funding

In the coming years Aqua for All will continue to focus on building up four specific areas. First, our role in creating **financial leverage** is key. The money we invest in WASH initiatives on behalf of our clients is a way of lowering other investors' risks, making it more appealing for them to invest as well. Sometimes, these initiatives have proven to be successful; others are very promising but still need to prove themselves. We also invest in the further development of these promising projects, so that more financiers will consider them 'ready for funding'.

Aqua for All can play a pivotal role in a project's whole chain; from idea to pilot and from pilot to practice.

By attracting other investors, we can facilitate water and sanitation interventions that represent greater value than the amount of money our clients provide. In other words: the investment we make on behalf of a client works as a 'lever' that multiplies the value of that investment. Right now, we can often double this value; over the coming years we want to at least triple it. Alongside increasing the value of each investment, Aqua for All will work to grow the community of potential financiers available to quality WASH programs. Increasing the size of the funding community is our second ambitious area of development in the future.

#### Turn good ideas into implemented reality

The third area for development is represented by Business for All (see page 5), an incubator program set up to help entrepreneurs and innovators turn their good idea concerning WASH for the BoP into an implemented reality. Via this

incubator, Agua for All will share market knowledge, experience and work contacts with a growing community of social entrepreneurs with business plans for water and sanitation interventions in developing countries. Aqua for All's business approach is aligned with Dutch government policy to link development assistance to trade opportunities (From Aid to Trade) – a vital connection for making WASH interventions more sustainable. Business for All is one example of the support we provide to WASH value looking for money. In fact, Agua for All can help programs and initiatives from inception to completion; end-to-end support. Each initiative can present us with its own set of requirements, whether it is finding the right connections, developing business plans, finding funding solutions, determining the best approach for upscaling a proven concept or for the important role of monitoring and evaluation.

#### Spread the message

It is precisely our combination of roles – connect, develop, scale and support – that enables Aqua for All to deliver value for money and money for value. Our fourth challenge area in the coming years amounts to getting this message across loud and clear to the growing number of stakeholders that want to contribute to WASH for the Base of the Pyramid. In other words: you will hear from us – more than ever.



## Organization

The Board



Mrs. Annemarie Moons
Former Director of the
Water Board
Vallei & Eem
Current Director of the
Board at Wellant College



Mr. Fon Koemans
Former Director of the
Dutch Water Bank



Mr. Martien den Blanken Former Director of PWN



Mr. Gerard Doornbos
Director of the Water
Board of Rhineland
Foreign portfolio manager
of the Association of
Regional Water Authorities



Director Netherlands Water Partnership

**Mr. Lennart Silvis** 



**Mrs. Bernadette Blom**Partner Goodwell
Advisory Services

#### New team members

With an eye towards our organization's new perspectives and our ambition to become ever more professional, it was decided to strengthen the organization. As a result, we recruited the following colleagues in 2015:

Mrs. Marleen Hasselerharm as operational and team manager.

**Mr. Arco van der Toorn** as Program Manager Services for the Base of the Pyramid.

**Ms. Annegreet Ottow-Boekeloo** as Junior Program manager. This position is part of the learning process for her Advanced Master in International Development.

Ms. Maika Kuhnmünch as Finance Officer.

Mrs. Astrid van Agthoven Program Manager Public Private Partnerships.

#### The team consists of:

Mr. Sjef Ernes Managing Director

Mrs. Marleen Hasselerharm Operational & Team manager

Mr. Dick Bouman
Sr. Program Manager & Fund Manager
VIA Water

**Ms. Hester Foppen**Sr. Program Manager New Sanitation

Mr. Arco van der Toorn Sr. Program Manager Services for the Base of the Pyramid

Mrs. Astrid van Agthoven Sr. Program Manager Public-Private Partnerships (PPP's)

Ms. Maaike de Vette Sr. Program Manager Water, Sanitation and Hygiene (WASH

Mrs. Saskia Reus - Makkink Business Incubation Manager

Ms. Tabitha Gerrets Liaison Officer based in Kenya (Nairobi)

Ms. Anita Oosterlee Program Manager & Fund manager VIA Water

Ms. Marlies Batterink Sr. Program Manager 3R Ms. Maika Kuhnmünch Finance Officer

Mrs. Annegreet Ottow-Boekeloo Ir. Program Manager

Ms. Sulimar Cook
Marketing and
Communications Officer

**Ms. Chris Amsinger**Campaign Coordinator for
Walking for Water

Mrs. Hetty Brunt Office Manager



New organizational structure

# 'Aqua for All has to be as flexible as possible'

Board Chairperson Annemarie Moons and Director Sjef Ernes made the decision in late 2015. instead of the current board governance structure of Aqua for All, it will transit into a Supervisory Council - "This change suits the organization's recent developments", she explains, "as well as our dynamic field of activity."

Annemarie Moons



"The trust that our stakeholders place in us should be rewarded with transparency and proof of good governance"

#### **Effectiveness and ambitions**

"The new governance model was needed when the Dutch government gave us a €20 million subsidy to manage. With this funding, we are better able to encourage major financiers to invest in promising water and sanitation projects. If they invest, we promise to do the same. Such deals facilitate interventions that none of the financing partners would have been able to finance on their own. For our client – in this case the Dutch government – it means that we can get more value for their money."

"That is the 'leverage' role that we want to be able to reinforce in the future. That we want to be able to utilize for other major foundations and financiers in addition to the Dutch government. We are specifically looking for international organizations and companies as well. This reinforcement, expansion and internationalization require additional highly qualified personnel, a sharper vision for the future and a director who can seize opportunities faster – all these issues we dealt with in 2015."

#### Control and transparency

"Aqua for All has to be as flexible as possible in order to promote its objectives and to prove its added value to new international stakeholders. Mid 2016, we will no longer have a board that must approve management decisions and can

thereby unwittingly slow things down when speed is of the essence. Instead, we will have a Supervisory Board that is above the Director to advise him and review his financial and organizational decisions. He will report to the Board."

"According to Dutch law, foundations such as Aqua for All are not required to conduct financial review, but we think it is important to do so anyway. We are responsible for large amounts of money, including public funds, and our work has an indirect impact on millions of people. The trust that our stakeholders place in us should be rewarded with transparency and proof of good governance. A formal Supervisory Board is indispensable for this, and highlights Aqua for All's professionalism."

For more information about Aqua for All's Supervisory Board, send a mail to Hetty Brunt: info@aquaforall.org

#### What will stakeholders notice?

"Existing clients and partners will notice little to nothing about the changes to the organizational model", says Supervisory Board Chairperson Annemarie Moons, whose experience includes work as a Dike Reeve and Chairperson of the Netherlands Inter-Provincial Agency water committee. "At the most, they might notice Aqua for All becoming more flexible, seizing opportunities and starting valuable new partnerships. We will also post openings for new members with relevant experience, knowledge and networks in the water, development and administrative sectors. So stakeholders might see one of those in their inbox later this year."



## Financial Annual Report 2015

2015 was the first full year of the new PPP facility 'PPP Innovations Program' that was granted to Aqua for All by the Ministry of Foreign Affairs in November 2014 (€ 20 million for 4 years). This expansion of fund management resulted in expansion of project financing, developing new funding strategies and further strengthening of the organization.

#### Effectiveness and ambitions

In 2015, a total of €13,42 million was financially committed of which € 5,92 million through funds from the PPP Innovation program as well as from Made Blue, Marie-Stella-Maris and Football for Water and € 7,5 million through leverage against total organizational costs of € 1,29 million. The total project commitments made during 2015 partly include multi-year contracts (e.g. funds are being spent during 2015 up to 2018) and are in line with the PPP Innovation targets to commit the majority of funds during the first two years of the program (2015 and 2016).

In 2015, Aqua for All realised a positive result of € 133.464. Over 2016, a positive result of € 400.000 is forecasted

The financial audit was conducted successfully. As the start of a new contracting period with DGIS, it is decided that the Annual Account for 2015 only displays the funds that have been provided by Agua for All while the financial contribution by the counterpart (the leverage) is detailed in the appendix to the annual accounts. In annual accounts up to 2014, the total program finance volume was included, showing the total finance volume including DGIS and other funds contributions handled by Agua for All. Performance reporting will remain as usual, addressing the whole program, its deliverables and its effectiveness and (total financial) efficiency.

A positive result is realised of € 133,464. This is based on management fees and paid services on all projects that were contracted in 2015 while covering Aqua for All's PME (preparation-monitoring-evaluation) costs over the multi-year contract period. This result is therefore earmarked as a reservation for covering these PME costs during 2017 and 2018 when contracting new PPP project commitments with DGIS-funds will fade out.

Aqua for All supports initiatives in different ways, see our services. Amongst others, we support innovative and scalable projects and public private partnerships through different ways of financing depending on the phase of the project. The increasing trend is that we want to invest funds as 'de-risking first loss capital', making it more attractive for financiers to invest in WASH. Through

threshold funding we support promising initiatives that require proof of concept before attracting funding/investments. Similarly, through the VIA Water fund innovative initiatives are supported that require further development in practice. We also provide gate funding for scalable project initiatives or incubation support through the Business for All program to small and medium (social) businesses that require support to attract investors. Finally, recoverable grants are provided to initiatives that expect to be able to repay the investment within a period of 5 years.

In 2016, we forecast a turnover of approximately € 14,2 million with a budget for organizational costs of € 1,4 million. This will be fully covered by management fees based on the total commitments made during 2016 and paid services. A positive result of € 400.000 is forecasted over 2016.

#### Organization

In 2015, the staff expanded with 3.35 fte totalling 14.35 fte. This expansion is in line with the PPP Innovation grant plus the forecasted further growth of fund management tasks for other parties. A total of 16 staff members are employed and 3 hired. This resulted in a total of 1,29 million Euro organization costs. Aqua for All's financial sustainability is validated as sufficient to cover a possible interruption in continuity, shortfalls in income streams or a need for restructuring the organization.

During 2015 the Board of Aqua for All decided to shift toward an Supervisory Board which will be realised by May 2016. The governance structure of Aqua for All needs to be adopted in line with the increased complexity of the working field, the changing roles of the organization and the need for swift decision making procedures.

Also during 2015, Aqua for All met different organizational criteria:

- The organization successfully passed the re-audit requirements and has been granted the ISO 9001 certificate up to September 2018.
- The organization meets the Dutch criteria 'Wet Normering Topfunctionarissen

- Publieke Sector' as management salaries are (far) below the maximum ceiling for governmental dominated organizations. Neither bonuses nor premiums were paid to the management and board members.
- The organization meets the requirements that are legally prescribed when exceeding 10 fte of contracted staff in terms of employee participation ('Wet op Ondernemingsraden'). Frequent consultation of the staff is secured, including addressing the legally mandatory issues like salaries, labour conditions and security aspects.

Aqua for All successfully passed the re-audit requirements and has been granted the ISO 9001 certificate up to September 2018



#### Financial Statements 2015

| EXPENDITURES                          | 201 | 5         | 201 | 4                 |
|---------------------------------------|-----|-----------|-----|-------------------|
| Projects                              |     |           |     |                   |
| Project contributions PPP BBCW progr. | €   | 2,929     | €   | 2,858,763         |
| Project contributions PPP Small       | €   | 4,557,053 | €   | 20,956            |
| Project contributions PPP VIA-Water   | €   | 873,704   | €   | (956)             |
| Project contributions PvW program     | €   | -         | €   | 39,539            |
| Project contributions MSM program     | €   | 153,450   | €   | 50,513            |
| F4W program contract                  | €   | 171,300   | €   | 264,300           |
| Other projects                        | €   | 165,079   | €   | 93,526            |
| WvW without co-funding                | €   | 103,073   | €   | 107,799           |
| WWW Williams                          | €   | 5,923,515 | €   | 3,434,440         |
| Organizational Costs                  | ŭ   | 0,525,515 | ŭ   | 5, 15 1, 1 10     |
| Hired Staff                           | €   | 128,686   | €   | 156,461           |
| Salaries / social security            | €   | 854,398   | €   | 676,388           |
| Other personnel costs                 | €   | 61,636    | €   | 24,242            |
| Rent                                  | €   | 55,017    | €   | 38,703            |
| PR, communication and representation  | €   | 95,629    | €   | 42,493            |
| IT costs                              | €   | 22,773    | €   |                   |
|                                       | €   | 10,000    | €   | 23,164<br>22,565  |
| Consultancy costs                     | €   | · ·       |     |                   |
| Quality Management costs (ISO)        |     | 3,382     | €   | 780               |
| Events                                | €   | 15,061    | €   | 26,302            |
| Acquisition/growth strategy           | €   | 24,927    | €   | 26,379            |
| PSAC                                  | €   | 190       | €   | 46.670            |
| Other general expenses                | €   | 17,974    | €   | 16,678            |
| Depreciation costs                    | €   | 10,025    | €   | 11,415            |
| Unexpected expenses                   | €   | -         | €   | -                 |
| Total Organizational costs            | €   | 1,299,698 | €   | 1,065,570         |
| Walking for Water Coordination        |     | _         | €   | 35,090            |
| Walking for Water Materials           | €   | 130,556   | €   | 129,594           |
| Walking for Water Materials           | €   | 130,556   | €   | 164,684           |
|                                       |     | •         |     | -                 |
| Total                                 | €   | 7,353,769 | €   | 4,664,694         |
| Result current year                   | €   | 133,464   | €   | 177,245           |
|                                       |     |           |     |                   |
| INCOME STATEMENT                      | 201 | 5         | 201 | 4                 |
| Project Contributions                 | €   | 55,662    | €   | 1,556,694         |
| Funds                                 | €   | 202,834   | €   |                   |
| Services                              | €   | 1,497,824 | €   | 50,513<br>555,284 |
| Set vices                             | €   | 1,437,024 | €   | 333,284           |
| Subsidies                             |     |           |     |                   |
| DGIS subsidy PPP BBCW                 | €   | _         | €   | 2,360,731         |
| DGIS subsidy PPP Small                | €   | 4,641,237 | €   | 20,956            |
| DGIS subsidy PPP VIA-Water            | €   | 873,704   | €   | (956)             |
| Football for Water                    | €   | 171,300   | €   | 264,300           |
|                                       | €   | 5,686,241 | €   | 2,645,031         |
| Financial income                      | €   | 44,712    | €   | 34,417            |
| Total income                          | 6   | 7,487,233 | €   | 4,841,939         |
| Total ilicollie                       | €   | 7,407,233 | •   | 4,041,333         |

#### Balance Sheet per December 31st 2015

| ASSETS  | 31-            | 12-2015  | 31-1           | 12-2014  |
|---|----------------|--|----------------|--|
| Tangible fixed assets<br>Company assets   | €<br>€         | 22,166<br><b>22,166</b>                                  | €<br>€         | 22,384<br><b>22,384</b>                                  |
| Current assets Receivables Outstanding subsidies Other receivables Advance payments | € € € <b>€</b> | 166,036<br>567,804<br>31,586<br>37,518<br><b>802,944</b> | € € €<br>€     | 272,367<br>302,000<br>30,473<br>42,295<br><b>647,135</b> |
| <b>Cash and banks</b><br>Banks  | €              | 4,510,904  | €              | 3,120,528  |
|   | €              | 5,336,014  | €              | 3,790,047  |
|   |                |  |                |  |
| Balance sheet per December 31st 2015  |                |  |                |  |
| Balance sheet per December 31st 2015  LIABILITIES                                   | 31-            | 12-2015  | 31-1           | 12-2014  |
| ·   | 31-<br>€<br>€  | 477,303<br>310,709<br><b>788,012</b>                     | 31-1<br>€<br>€ | 477,303<br>177,245<br><b>654,548</b>                     |
| LIABILITIES  Reserves and funds Continuity reserve                                  | €              | 477,303<br>310,709                                       | €              | 477,303<br>177,245                                       |

## Projects 2015

#### **PROJECT** Marketing waterfilters Business models for household water treatment and safe storage Value for WASH in Blue Gold polders in Amtali Barguna Better Health by improved hygienic practices Promoting Environmental Health for Rural school and community Max Value for WASH in Blue Gold polders Pathuakali Sadar Max Value for Child Growth Water, Sanitation and Hygiene Underground taming of floods for irrigation Access to clean water for schools and communities Local production tulip filters Business support BWN Mapping and feasibility analysis for manual drilling Tigray Making WASH everybody's business Self Supply Acceleration CLICK Safi Sana Holding BV ??? Scaling up Safi Sana Business Model Seven Days water project VIA Water/Safi Sana Green seeds VIA Water/Early warning Flash Floods VIA Water/Enter WASH Safe drinking water for rural India Bandung Barat rehabilitation spring in Mukapayang Village Water and sanitation for refugees in Jemen Biogas Sanitation Systems for Schools Mweteni Water and Sanitation Waterproject Laikipia en Kitui Tulip Water filter 4F Nakuru Caddisfly fluoride field pilot F4W Drinking Water for school in Kwale SUSWA Kajiado Shokut drinking water and sanitation for schools WASH and learn program Kenya RAPID Smart Water for Agriculture VIA Water/Smartphone based water meter reading VIA Water/From pot to product Nakuru VIA Water/Naivasha land lord sanitation WASH in West-Nyakach Waterharvesting and sanitation on primary schools in Kwale Mzuzu inception phase II Scaling up Mzuzu Smart Centre VIA Water/Ecosanitation demo project Water for Bilibiza Struvite project

| RC Leerdam D1610                                    |                   |
|---|-------------------|
| Antenna/Swiss Development                           | 7 countries in    |
| Corporation   | Africa and Asia   |
| MAX Foundation                                      | Bangladesh        |
| Cordaid   | Bangladesh        |
| Simavi  | Bangladesh        |
|   | 0                 |
| MAX Foundation                                      | Bangladesh        |
| MAX Foundation                                      | Bangladesh        |
| Stg Woord en Daad                                   | Bangladesh        |
| International Water Management Institute            | •                 |
| ZOA Vluchtelingenzorg                               | Burundi           |
|   |                   |
| Tulip Addis   | Ethiopia          |
| Basic Water Needs                                   | Ethiopia          |
| Stg Woord en Daad                                   | Ethiopia          |
| Amref Flying Doctors                                | Ethiopia          |
| Millennium Water Alliance                           | Ethiopia          |
| Safi Sana Foundation                                | Ghana             |
| Safi Sana Foundation                                | Ghana             |
| Bucon Industries                                    | Ghana             |
| Safi Sana Holding BV                                | Ghana             |
| Royal HaskoningDHV                                  | Ghana             |
| MDF West Africa                                     | Ghana             |
| Spring Health                                       | India             |
| Rotary NL/RC Enschede                               | Indonesia         |
| ZOA vluchtelingenzorg                               | Jemen             |
| SimGas  | Kenya             |
| Women for Water Partnership                         | Kenya             |
| Stichting Namelok                                   | Kenya             |
| RC/Hoorn  | Kenya             |
| Akvo  | Kenya             |
| Tenda Pamoja  | Kenya             |
| , ,   | •                 |
| Amref Flying Doctors Dorcas                         | Kenya             |
| Simavi  | Kenya             |
| Millennium Water Alliance                           | Kenya             |
| SNV   | Kenya             |
|   | Kenya             |
| Mobile Water Management Vitens-Evides International | Kenya             |
| viteris-Evides International                        | Kenya             |
| Cta Buru Nyakusara Nadarland                        | Kenya             |
| Stg Buru Nyakwere Nederland                         | Kenya             |
| Tenda Pamoja  | Kenya             |
| MetaMeta  | Malawi            |
| Connect International                               | Malawi            |
| VAM Foundation                                      | Mali              |
| Arrakis   | Mozambique        |
| Gemeente Smallingerland                             | Namibia           |
| Water Tech Trading BV                               | Nepal             |
| Unilever  | Nigeria           |
| Africa Funded                                       | Several countries |
| Heifer International/Heifer Nederland               | Tanzania          |
| Made Blue   | World wide        |

**COUNTRY** 

**PARTNER** 



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Trunz Nexus Centres
Sunlight water centres

Business for All incubator

Igunga eco village program

Made Blue Start up development



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**ANBI**