



Aqua for All

Annual Report 2019

We are Making Water Count!

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2019: a year of achievement, learning and change

It was an honour to be appointed Aqua for All's new Managing Director in 2019 and to start work with our organisation in mid-year. And it is a pleasure to introduce this Annual Report. During 2019 Aqua for All built on its achievements, track record and knowledge base, continued to catalyse meaningful progress in water and sanitation provision, and changed organisationally. Through our work we have recognised the access and funding gaps to be bridged and the potential of blended finance and market-based solutions to achieve Sustainable Development Goal 6 (SDG 6) – access to safe water and sanitation for all. These factors are so critical that we have embedded them in our new strategy.

We can be proud of our pioneering approach to the water, sanitation and hygiene needs of low-income people. In total, Aqua for All managed €140 million in funds, including grants and leverage, between 2002 and 2019. Working with partners in their respective countries, and increasingly in dialogue with investors, our innovative model promises to bring about important results.

During the year, we concluded the Public-Private Partnership (PPP) Innovation programme and embarked on our new programme, Making Water Count. This marks a new stage in the life of our organisation, leveraging the expertise we have developed to date. The task is twofold: to support entrepreneurship and innovation in water and sanitation services to the point of becoming investment ready; and to mobilise public and private financing, especially private capital, to bridge the gaps and

achieve sustainability at scale. I am confident that Aqua for All has the people, mindset and processes to successfully meet this challenge.

Our focus is to strengthen entrepreneurs on the ground by supporting them in their scaling strategies. We also prioritise long-term programmatic ways of working and try to mobilise sources of impact funding locally and internationally. Use of our own funds to de-risk investments by others is a key part of our method, as is seeking synergies in the regions where we work: West Africa, East Africa and South Asia.

Making Water Count has three pillars or growth stages. First come innovation, incubation and piloting of new ideas. Second, and the largest part of our work, is scaling to support viable initiatives in growing and becoming investible. And third, we mobilise public and private capital to bridge the financing gap to achieve sustainable and measurable impact. The programme integrates our core themes of drinking water, sanitation and water resources management. Combining technical expertise, business development knowhow and financial acumen, Aqua for All is excellently placed to catalyse more interest in investing in the sector to help low-income people improve their lives. While we do not underestimate the challenges we face in water and sanitation, we firmly believe that success is achievable if we apply foresight and patience.

Aqua for All is grateful to the Directorate-General for International Cooperation (DGIS) at the Netherlands Ministry of

Foreign Affairs for its long-standing support and partnership. The recent increase in DGIS's funding gives us both the operational funds we need and confidence that we are on track to facilitate real system change and faster progress towards SDG 6. Our relationship with the Ministry and other stakeholders, and our organisation's capacity and reputation, owe a great deal to my predecessor as Managing Director, Sjef Ernes, whom I would like to thank for his past leadership. The commitment of our team is a key success factor, and I sincerely appreciate my colleagues' flexibility and understanding of the need to change some of the ways we work.

As I write this during the Covid-19 pandemic, many of Aqua for All's country entrepreneurs and business partners face difficulties, including cash flow setbacks. We have set up a response facility to support them through these problematic times. For ourselves and our partners at all levels, the future is uncertain. Yet we share a determination that SDG 6 will be met and a commitment to innovate and to keep our 'eyes on the prize' of safe water and sanitation for all.

Josien Sluijs
Managing Director



Aqua for All and its team

2019 was marked by organisational changes in line with our new programme, Making Water Count. As of 1 August, Josien Sluijs was appointed Managing Director, bringing with her enormous expertise in the areas of impact investing and financial inclusion. Josien took over from Sjeff Ernes, who had led Aqua for All from 2002 until July 2019.

Under Sjeff's leadership, we were at the forefront of the water and sanitation sector, supporting innovation and entrepreneurship for more than 16 years. His farewell party in June was a moment to celebrate 'Mr Aqua for All' with partner organisations and family. Sjeff challenged us then for the last time: 'Stay bold as a front runner, and trust in serendipity.'

Our leadership has been adjusted to support the new programme's approach. The Management Team now consists of three members: Managing Director, Operations and Team Manager and Finance Manager. In addition, four Programme Manager functions were replaced by Regional Programme Manager positions to create more synergies among the different programme components and to focus on country and regional strategies. In addition, two new functions, Senior Manager Innovative Finance and Impact Finance Manager, were created to support our efforts to mobilise private and public capital through innovative finance instruments to bridge the financial gap in water and sanitation.

Aqua for All's international team comprised six nationalities in 2019. We had a strong representation of women in our leadership - two out of three Management Team members.

Despite the changes, our team spirit remains the same: 'If you want to go fast, go alone; but if you want to go far, go together.'

In 2019 Aqua for All complied with necessary regulations:

- ISO 9001:2015 quality management systems. The 2019 intermediate audit confirmed our ISO certification.
- Public and Semi-Public Sector Senior Officials Act (Wet Normering Topfunctionarissen Publieke Sector), which sets the standard remuneration criteria for Dutch organisations. Our management salaries are below the maximum ceiling for organisations receiving

government subsidies. Neither bonuses nor premiums were paid to the management.

- Works Council Act (Wet op Ondernemingsraden). We comply with the legal requirements for organisations with more than 10 FTE (contracted staff) regarding employee participation.

Our Supervisory Board:

Mr Sybe Schaap (Chair)

Former Chairman Groot Salland Water Authority; former Chairman of the Managing Board of the Dutch Water Authorities; Chairman of the Netherlands Water Partnership (NWP). National government representative, highly acknowledged professor of philosophy with a broad international network.

Mr Fon Koemans

Former Chairman of the NWB Bank; has held directorships at several national and international social organisations; specialised in quality assurance within organisations from a financial perspective. Member of the Aqua for All Supervisory Board for many years, stewardship of organisational profile.

Mr Martien den Blanken

Former director of Dutch water company PWN. Known for his leadership in innovation in pursuit of scalable water solutions and improvements, always in balance with public interest. An active leader and supporter of development in the international water sector.

Ms Bernadette Blom

Expert in impact investing; Co-founder and partner at FOUNT, an impact advisory and investment firm. Well-established track record in strategic advisory and development and management of innovative impact investment initiatives. She has a broad network of international impact investors and donors including the Dutch Ministry of Foreign Affairs.

The team consists of:

Ms Josien Sluijs

Managing Director (as of 1 August 2019)

Ms Marleen Hasselerharm

Operations & Team Manager

Mr Oscar Ruigrok

Finance Manager

Ms Marlies Batterink

Regional Programme Manager East Africa

Ms Titia Wouters

Regional Programme Manager West Africa

Ms Astrid van Agthoven

Regional Programme Manager South Asia

Mr Dick Bouman

Country Programme Manager Ethiopia

Ms Hester Foppen

Senior Programme Manager

Mr Arco van der Toorn

Senior Programme Manager

Ms Machtelt Oudenhuijzen

Programme Manager Football for Water

Ms Maaïke de Vette

Senior PME Manager Football for Water

Ms Martine Jeths

Programme Officer Football for Water (as of 26 March 2019)

Ms Shabana Abbas

Senior Manager Innovative Finance

Ms Vi Nguyen

Knowledge Manager

Mr Alvaro Ma

Impact Finance Manager (as of 1 July 2020)

Mr Mehmet Balaban

Project Controller

Ms Janine de Laet

Communications Manager

Ms Blanca Méndez

Communications Manager (as of 6 January 2020)

Ms Angela Meppelink - Van der Meer

Office Manager (as of 14 November 2019)

Ms Sarah Kalin

Programme Officer (as of 20 January 2020)

Ms Leandra Roller

Programme Officer (as of 10 February 2020)

Ms Rachel van der Pol

Programme Officer (as of 5 March 2020)

Mr Thijs Merton

Programme Officer YEP

Hired staff:

Ms Jacqueline Barendse

Advisor Innovation & Business Development

Programme staff in the field:

Mr Peter Karanja

Country Advisor Football for Water Kenya

Mr Stephen Ntow

Country Advisor Football for Water Ghana

Mr Joshua Kibet

WASH Finance Specialist (as of 20 January 2020)

Mr Gashaye Chekol

Country Advisor Ethiopia

Ms Alinta Geling

Country Advisor Mali (as of 1 November 2019)

Mr Muntasir Saqib Khan

Country Advisor Bangladesh Bopinc (as of 1 April 2020)

Mr Asif Mahmood Abbas

Country Advisor Bangladesh Bopinc (as of 1 April 2020)

PPP Innovation paves the way for our new programme

Aqua for All's PPP Innovation programme, comprising the components VIA Water and PPP Small, ended on a high note in 2019, having run since 2014. The programme's key objective was to contribute towards realising the water and sanitation-related SDGs with results-oriented innovations and public-private initiatives. We exceeded our leverage goals: PPP Small's goal was €2 per €1 invested and it achieved €3. Although VIA Water had no leverage target, it attracted €0.5 per €1 invested. From 2015 to 2019, we managed about €70.5 million in funds for the PPP Innovation programme, including grants and leverage. DGIS has recognised this as evidence of our added value.

The other main PPP Innovation goal was to reach 1.6 million people with safe water and/or improved sanitation. Here again the result, close to 2.035 million, surpassed expectations by 27%. Beyond the numbers, Aqua for All's approach lays foundations for sustainability by connecting with, and helping strengthen, the local private sector. Our programme progressively included more local entrepreneurs, who we assisted with business development support. Integrating innovations and solutions together proved especially effective. The programme's orientation

changed during the last two years, with a greater focus on the PPP Scale component. In place of earlier emphasis on co-funding water and sanitation implementation and infrastructure projects, we increasingly prioritised scaling up new initiatives to make them investment ready. By end-2019, the programme had supported 62 innovations, co-funded 56 projects and guided 40 contracts towards scale. During 2019 we also increased our attention to knowledge development.

Kenya received most PPP Innovation funding compared to other countries (30%). It is where our strategy matches best the local entrepreneurial spirit and opportunities for collaboration with local banks and microfinance institutions. Compared with earlier programmes where we worked through Dutch partners, we have become much more locally engaged without being an implementing actor, and the VIA Water component has brought us into contact with many local innovators.

After bringing PPP Innovation to a strong close, in July 2019 Aqua for All began implementing Making Water Count. The new programme consolidates our earlier learning, including the change towards a

more integrated approach involving local entrepreneurs and creating a stream of new investible projects for private and public capital. We are strengthening our collaboration with the impact investing world and have made related organisational changes.

Bringing safe water and sanitation innovations to investibility and scale is no easy task. The sector has traditionally been mainly a public service with narrow financial margins, and risky from an investor perspective. Aqua for All's contribution includes providing technical support that enhances project viability. And our willingness to accept risk de-risks investing for finance partners. DGIS's strong support for both elements of our work is a key success factor.

Looking ahead to 2020 and beyond, much depends on the effects of Covid-19. We have in place measures to assist in-country partners who experience financial problems as a result of the pandemic. While in some countries impacts on private sector involvement in the water and sanitation sector may be considerable, Covid-19 has raised awareness of the importance of hygiene and demand for safe water, which increases our opportunities.

Key results 2019



€70,5 million
 Total funds managed, including grants and leverage PPP Innovation (aggregated 2015-2019)



Partners and projects' focus on business development
 PPP Innovation (aggregated 2015-2019)

- Dominant: 64%
- Substantial: 24%
- Absent or limited: 12%



Partners and projects' focus themes
 PPP Innovation (aggregated 2015-2019)

- Drinking water: 30%
- Sanitation: 38%
- Drinking water and sanitation: 12%
- IWRM* and other: 20%



1,150,325
 Total of people with access to drinking water – PPP Innovation



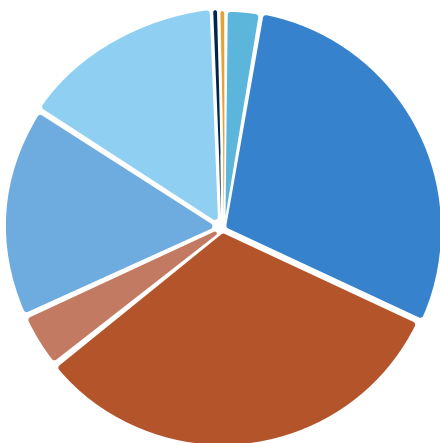
550,643
 Total of people with access to sanitation – PPP Innovation



333,924
 Total of people with access to IWRM* – PPP Innovation

* Integrated Water Resources Management - IWRM
 ** By partner organisations or project

Partner categories – PPP Innovation (aggregated 2015-2019)



- Water sector: 3%
- Companies & consultancies: 29%
- Capital broker & funds: 32%
- Knowledge institutes: 4%
- International organisations: 16%
- NGOs: 15%
- Government: 0.4%
- Others: 0.1%

Leverage on PPP Innovation (aggregated 2015-2019*)

PPP Innovation components	Total costs (in €)	Contribution by DGIS (in €)	Contribution by third parties (in €)	% share third parties
Small Connect	10,848,989	5,055,410	5,793,579	53.40%
Small Scale	42,925,313	7,370,132	35,555,181	82.83%
Small Develop B4A	444,444	444,444	-	-
Small Develop 3R	149,492	100,000	49,492	33,11%
Small Support	425,361	425,361	-	-
Sub-total	54,793,599	13,395,347	41,398,251	75,55%
Via Water	14,184,786	9,589,377	4,595,409	32,40%
Total	68,978,385	22,984,724	45,993,661	66,68%

* This tables does not include PPP Innovation projects without leverage (€1,550,007 million in total)

Top 10 countries – PPP Innovation* (aggregated 2015-2019)

	Country	Contribution by DGIS (in €)	%
1	Kenya	5,824,725	30%
2	Ethiopia	1,692,355	9%
3	Ghana	1,496,249	8%
4	Mozambique	1,485,069	8%
5	Mali	1,376,454	7%
6	Tanzania	906,326	5%
7	Uganda	780,556	4%
8	Benin	721,588	4%
9	Bangladesh	716,435	4%
10	India	523,427	3%

* These amounts only refer to the direct project contribution from the funds provided by DGIS.

Results 2002-2019

The new Making Water Count programme builds on the experience and results of PPP Innovation and previous programmes implemented by Aqua for All. These are some key aggregated results from 2002 to 2019.



€140 million
Total funds managed,
including grants and leverage



5,643,667 people
got access to water,
sanitation or IWRM*
*(Integrated water resources
management - IWRM)



Operations in 65 countries
mainly in Africa and Asia



More than 200
organisations supported



Our funds were primarily spent
in Africa (65%) and Asia (34%)

Incubating innovation successfully

The VIA Water innovation programme was completed in 2019. Activities that we previously undertook through VIA Water, servicing full project development from initial innovative idea to market entry, have since July 2019 been embedded in the new Making Water Count programme. 2019 was dedicated to completing 64 contracted VIA Water partnerships, publishing seven knowledge products (lessons learned), organising training in the Netherlands for 15 grantees, holding a pitching session on World Water Day (22 March), and undertaking monitoring-evaluation-learning missions in Benin, Ethiopia, Ghana, Kenya, Mali, Mozambique and Rwanda. During these visits we brought together grantees to share knowledge and experiences in what we called VIA Water Cafés.

VIA Water mainly supported innovators who live and work

in, and understand, the local environment and whose solutions are thus more likely to be sustainable.

Financing is crucial in supporting innovation, but effective project testing and development require more than money. VIA Water provided coaching and training in leadership, team building, human resources, business development, accounting, networking (with other local innovators and internationally) and marketing. Our 2014-19 target was for 25% of all supported innovations to be proven at least viable and preferably scalable. We exceeded this target by achieving 50% success.

What have we learned? Besides coaching and training, dialogue between programme participants, including in-person meetings, has been key to VIA Water's achievements. And technology

is not usually a problem in making new solutions work. The main challenge tends to involve integrating innovations with the local 'social ecosystem' of community, local government, NGOs, knowledge institutions and local businesses. We now apply these lessons in the new Making Water Count programme.



Payment for services the route to sustainability in Bangladesh

Access to basic water and sanitation services in Bangladesh is generally better than in other countries where Aqua for All is active. Yet in terms of SDG 6, sanitation is often not 'safely managed'; and much drinking water is of poor quality. Bangladesh has insufficient systems to empty toilets safely and hygienically or to treat and reuse faecal sludge. And even when drinking water is from piped or point sources, it may be contaminated with arsenic and/or bacteria. Another challenge is the water and sanitation sectors' dependency on development aid, resulting in a lack of sustainable delivery models. Much infrastructure is installed with grant or public funding but then abandoned because of a lack of maintenance systems.

Aqua for All sees potential in increasing private sector involvement in Bangladesh's water and sanitation sector, with more use of customer payments for services. In 2019 we completed a water and sanitation project with the [Max Foundation](#). This used a public-private partnership (PPP) to install five piped water supply systems in rural areas of Bangladesh. External evaluation shows that the project has generated real customer satisfaction.

Bangladesh has tremendous local entrepreneurship to harness, and PPPs offer a useful way forward. High population densities mean that relatively low per capita investment can result in services for large numbers of people.

In the Bangladesh context of a crowded playing field of NGOs and development partners, a key challenge will be to develop effective models in which the strength of the private sector is optimally utilised, freeing up public finance and other funding streams to achieve success at scale.



When things go wrong

Aqua for All's projects do not always go according to plan, and it is important to learn from experience. Two innovations we supported under the VIA Water programme in East Africa did not reach proof of concept. One involved replication of a water-based agricultural initiative, which was progressing well in a neighbouring country. The other was based on a new mobile app intended to enable people living outside the county to assist relatives at home to pay for water services. In both cases we supported an individual entrepreneur with capacity building, peer learning, business advice and in-country contact. Introducing a new concept in a

country is always challenging, even if the idea is developing well elsewhere. There are unknown factors to contend with. The agricultural project entrepreneur we were supporting proved unable to provide sufficient assistance to the initiative in the neighbouring country. And the mobile app entrepreneur had lived abroad and was not fully familiar with the local environment. Both lacked technical capacity, and each accepted an offer of more secure employment that reduced their project time. Crucially, lack of openness prevented us from hearing of difficulties early enough.

We have learned from these two projects that reliance on a single

person with a good idea involves risk. Lead partners need a suite of skills for a project to succeed, so we encourage working with others who can fill knowledge gaps and contribute different forms of expertise. And this openness to learning and working together requires trust. The challenge for Aqua for All lies in finding the right partners to work with, and this is something we assess in proposals. We emphasise to entrepreneurs that learning from challenges is part of the process and requires open dialogue. And we offer more intensive in-country support, which helps ensure we receive early warning signals of problems.

Thank you for the impactful collaboration

2019 was an exciting year for Aqua for All. Our PPP Innovation Programme paved the way for our new Making Water Count programme.

We take pride in the positive results and our contribution to achieving SDG 6. But these results were only possible thanks to the successful collaboration with many partner organisations.

We appreciate the trust and support provided in 2019 by our partners (in alphabetical order) [Akvo](#), [Amref](#), [Danone Communities](#), [Marie-Stella-Maris Foundation](#), [Netherlands Ministry of Foreign Affairs](#), [NWP](#), [Sanitation and Water Entrepreneurship Pact](#), [The Toilet Board Coalition](#), [VEI](#), [Waste](#), [WaterWorX](#), [Waterpreneurs](#) and [World Waternet](#).

We also want to thank all our implementing partners whose initiatives were supported by Aqua for All. Your dedication and cooperation are sources of learning and inspiration for our team and our work.

Many thanks for believing in Aqua for All!

Football for WASH comes to an end

After eight years, the Football for Water, Sanitation and Hygiene (WASH) programme came to an end. As funds were not secured for Phase 3, Aqua for All and its consortium partners – [UNICEF](#), [Royal Dutch Football Association/KNVB](#), [Akvo](#) and [Vitens Evides International](#) – will hand over the programme to their local partners in Kenya and Ghana. Football for WASH proved that sport can be used as a vehicle to

bridge the gap between hygiene education and sustainable hygiene behavior of school children. Between 2012 and 2019, around 740,000 school children, staff, and community members from 749 schools got access to safe water and sanitation and football facilities and life skills education in Ghana, Kenya and Mozambique. This led to improved health and school performance and attendance, especially for girls.

The outcomes of the programme show that this innovative model can provide a sustainable solution and adds value in achieving behaviour change and maintaining water and sanitation facilities. The Kenyan government intends to integrate elements of the model into their national policy and the Ghana government is exploring a similar approach to include life skills education at schools.



Success with safe toilets

The FINISH (Financial Inclusion Improves Sanitation and Health) Mondial programme catalyses demand for improved sanitation services and supports financial and supply side solutions. Aqua for All has co-funded the programme since 2017, contributing to strategic management alongside consortium partners **WASTE** and **AMREF Flying Doctors**, and providing technical support for communications, financial innovation and faecal sludge management. The programme operates in Bangladesh, Ethiopia, India, Kenya, Tanzania and Uganda with 5-10 implementing partners in each country.

In 2019 more than 5.5 million people benefitted from at least one million safe toilets installed in homes and schools through the programme and from improved health and economic

empowerment. In 2018-19 Aqua for All's involvement contributed to the construction of 295,428 toilets serving an estimated 1.5 million people, and 3,401 masons, community health workers and sanitation marketers received training.

FINISH Mondial complements Aqua for All's broader Making Water Count programme. While FINISH Mondial focuses strongly on sanitation, Aqua for All seeks to reinforce the health impact of the programme through synergies with water programmes that we support. From 2020 Aqua for All's financial contribution to the programme will reduce, but our strategic, management and technical support will continue.

FINISH Mondial has highlighted useful lessons, which we will continue to build on. One is

that implementing sustainable solutions in sanitation takes time, with capacity and trust between stakeholders often slow to build. Four 'pillars' need to be involved: communities; private sector entrepreneurs and service providers; governments; and financiers. Another learning point is FINISH Mondial's capacity to leverage grant funding to mobilise local finance, such as households using credit from microfinance institutions and local banks. A third is the need for a very focused implementation model to achieve scalability. Fourth, faecal sludge management remains a key problem that low-income countries must address, preferably with circular economy solutions.



The water world comes to Stockholm

World Water Week, held in Stockholm, is for Aqua for All the most important international water and sanitation event each year. It is where we meet likeminded organisations to discuss innovations, experiences, opportunities and challenges – an opportunity to present, listen, engage with current partners and make new connections. This year (August 2019) we shared outcomes from our five-year

PPP Innovation programme, exchanged on our plans for Making Water Count.

We went to Stockholm with a large contingent from our team and participated as presenters, panellists and moderators. We joined sessions and side meetings and, as in past years, co-hosted a networking reception at the Netherlands Embassy.

Being present at World Water Week enabled us to prepare for Making Water Count through productive conversations with new potential collaborators and investors.

Sarphati Sanitation Awards 2019 and first successful Sarphati Symposium

The fourth Sarphati Sanitation Awards, which Aqua for All organised in collaboration with **World Waternet** and with support from **WSSCC**, were presented during Amsterdam International Water Week in November 2019. Awards for Promising Entrepreneurs were presented to Tiger Toilet (India), developers of an innovative flushing on-site worm-based sanitation system, and to X-runner, who install portable, safe and hygienic dry toilets for urban households in Peru. Jockin

Arputham, the late founder of Slum Dwellers International, was posthumously given a Lifetime Achievement award.

In 2019 the Awards were followed by a Sanitation Symposium called 'Access for all, within reach'. This successful event, which we co-organised with World Waternet and with support from **FMO**, turned out to be a great stimulus to discussions, collaborations and awareness raising needed for the world's sanitation needs to be met.

We will continue to explore new ways of keeping sanitation on the worldwide agenda and maintaining the momentum.



Making Water Count takes our work to scale

Aqua for All launched Making Water Count, our new programme, in mid-2019. Underpinned by a five-year grant from DGIS, it builds on the PPP Innovation programme and aims to take our support for water and sanitation to a larger scale and attract significantly more capital to the sector. Making Water Count marks a further step in our transition from using grants largely as matching funding, as at the start of PPP Innovation, towards using grants to unlock public and private capital. Our new programme gives us the opportunity to demonstrate how innovation, entrepreneurship, effective support and blended finance can accelerate progress

towards SDG 6, which requires making sustainable, affordable water and sanitation services available for all.

The three themes of Making Water Count are safe drinking water, improved sanitation economy and water resources management. The programme focuses on three main stages in developing a new idea into a sustainable solution: innovation (incubation and piloting); scale (pipeline development from proof of concept to investibility); and mobilising public and private capital, including access to finance for enterprises and low-

income households and applying innovative financing models. We use our funding to de-risk investments for local financiers and impact investors alike.

Making Water Count embodies valuable learning from our recent work: more integrated methods to develop an enabling environment locally; a focus on local entrepreneurs and business development; an inclusive multi-stakeholder approach; the need for good quality technical support and facilitation to embed progress; and the importance of building and sharing knowledge with project and strategic partners.



Supporting safe water enterprises

Many people in peri-urban and rural areas of low-income countries in Africa and Asia lack access to drinking water that meets **WHO** standards. Local wells and natural water sources are often unsuitable or unsafe for human consumption. Safe water enterprises (SWEs) provide decentralised purification and distribution services that meet the needs of low-income people and avoid reliance on expensive centralised pipe networks. Blended finance and user fees enable SWEs to be more financially and operationally sustainable.

Worldwide some 39 SWEs serve 19.5 million people. Larger enterprises may supply 5,000 village-level kiosks/shops. Many

deliver directly to homes via tuk-tuk (motorised rickshaw). While the need for SWEs has increased with population growth, enterprises may reach only a quarter of local people because of competition from poorer-quality water sources (informal water sellers, ponds and streams).

Our new programme, Making Water Count, enables SWEs' growth. It also builds on our work to date, such as our partnership with **Danone Communities** worldwide and **UDUMA** in Mali providing improved drinking water from village hand pumps and boreholes, with customers paying with a mobile phone application. Our Indian partner, **Spring**

Health, uses solar technology to decontaminate water from village tanks, operates a subscription- and franchise-based model through local shops and tuk-tuk deliveries, and is part-financed from carbon credits via our partnership with US social enterprise **Believe Green**. In Senegal, supported by Aqua for All and French water utility **Société du Canal de Provence**, **Oshun**'s services include village solar pumps, water treatment, water kiosks and public health education; users pre-pay in cash. Awareness raising on topics such as handwashing and water container cleanliness, and attention to gender and serving low-income people, are key programme priorities.



Bringing water and sanitation initiatives to scale

In our Making Water Count programme, 'scale' is the process whereby we support viable water and sanitation innovations in becoming investment ready. With government finances under pressure, and donor funding limited, many initiatives appear not to be sustainable and fail to fulfil their potential or to attract finance to grow. To accelerate progress towards SDG 6, market-based approaches and new large-scale financial inflows must be part of the mix for poorly served urban, peri-urban and rural areas with growing populations.

Our 2014-19 PPP Innovation programme assisted local water, sanitation and hygiene innovators and entrepreneurs with business development and smart financial support to take their projects to the next level and mobilise other investors. Now Making Water Count explicitly focuses on the

creation of a pipeline of investible initiatives and bringing these to scale. We help remove barriers to investment, mobilise new sources of private finance (which are plentiful), prioritise access and affordability for low-income households, and work with public authorities and other stakeholders to ensure cross-sector support.

A potential template for our work on scale is the new iW+ ('innovative Water solutions with a plus') partnership supported by Aqua for All, created and established in 2019 and [Partnering for Green Growth and the Global Goals 2030 \(P4G\)](#). iW+ will help water service providers in Kenya (and beyond) deliver smart pay-as-you-go services, including water ATMs and water-at-home with household meters, with an affordable, innovative, scalable and lease-based financing model. This assists service providers in

accessing commercial capital for new projects that expand coverage to fast-growing areas, reducing non-revenue water and improving efficiency. The partnership includes Kenyan and international commercial and non-commercial entities: [CityTaps](#), [Untapped Kenya](#), [WASPA Kenya](#) and [Waterpreneurs](#).

Looking ahead, Kenya is where we see the best prospects for work on scale in the near term. Kenya's market-driven environment and comparatively strong financial sector allow governments, entrepreneurs and households to embrace market-based water and sanitation solutions. And there is considerable interest among external investors. With Kenya leading the way, we aim to develop a similar approach in other countries where we work.



Innovative financial partnerships to achieve SDG 6

Aqua for All works to bridge the service and finance gaps that deprive several billion people of access to safe water and sanitation. We support sustainable, innovative and inclusive solutions providing services, especially for low-income people and rural populations.

Sustainable financing is essential to maintain services over time. Aqua for All develops local markets for paid-for water and sanitation provision, creates a pipeline of investible projects and mobilises public and private capital. Our new programme, Making Water Count, uses catalytic funding to support scalable solutions and to de-risk investments, especially with new finance structures. To achieve SDG 6 will require an estimated US \$114 billion per year to 2030, of which less than \$5 billion is currently delivered annually. Far

more private investment is needed to scale up proven solutions.

Blended and innovative finance for households and small and medium enterprises (SMEs) is still relatively new and small-scale in water and sanitation, but several of our initiatives are bearing fruit.

In 2019, we explored opportunities to create a microfinance market for households, SMEs and local banks to deliver water and sanitation services with different organisations and funds. We were also working on new funding instruments, to enable social enterprises to become investible and attract private finance to scale, and funds targeting SMEs.

Aqua for All has transitioned from a traditional donor role to becoming a catalyst with a holistic approach

to SDG 6 that embraces local context, investment environment and mobilisation of private capital and blended structures. The outlook for innovative financial partnerships in water and sanitation is promising. We will continue to work adaptively, build and share our knowledge and deliver results that will benefit the entire sector and investors wanting to enter the sector.

Optimising applications

Our new online submissions application system, Optimy, embodies learning from previous Aqua for All work. It is accessible, user-centred, streamlined and transparent in ways that help applicants and our team. Launched in December 2019, Optimy accepts applications continuously throughout the year without fixed deadlines. This enables us to

provide early support to innovators and entrepreneurs, helping them develop their ideas until they are ready to complete their application.

Optimy enables our team to manage applications efficiently from first submission through to contracting. To assist applicants in East and West Africa and in South Asia we provide online resources

– a roadmap, guidelines and templates – in English and French, reducing language barriers. And in keeping with our strategy of making knowledge more visible and accessible, Optimy provides greater clarity on the application process, learning, accountability and evidence-based decisions.

Financial report 2019

The financial year 2019 was the fifth and last year of the PPP Innovation programme, which ran from 2014 to 31 December 2019. All PPP Innovation's projects were completed and reported upon by this date.

Aqua for All received funding from DGIS for the PPP Innovation programme totalling €24,550,007 (as maximum).

In July 2019, DGIS approved the proposal for the Making Water Count programme, granting a maximum of €40,000,000 for the period from 1 July 2019 to 30 June 2024. In the coming years, Aqua for All will focus on reducing dependence on DGIS's subsidy by finding new sources of income. Of the available funds for Making Water Count, €721,770 was spent in 2019.

In 2019 Aqua for All's organisational costs increased by €122,000 (7%)

compared to 2018. This was driven by the yearly salary adjustments and adding 1.2 full-time equivalent (FTE) posts to the payroll.

The number of employees on Aqua for All's payroll in 2019 increased from 15.68 FTE to 16.88 FTE. On 1 August 2019, Managing Director Sjef Ernes left Aqua for All at his own request. The new Managing Director, Josien Sluijs, started working on the same date. In Q4 2019, Aqua for All introduced a new job matrix matching the needs of the new strategic framework. All positions were reclassified in the BBRA salary scales. Aqua for All is committed to the Netherlands Standards for Remuneration Act. The remuneration of Aqua for All's Managing Director and of members of the Supervisory Board did not exceed the applicable maximum remuneration.

The 2019 financial year closed with a positive net result of €228,785. This result includes an exceptional

revenue of €195,045 derived from repayments of guarantees and recoverable grants, which was added to the appropriated reserve. The 2019 budget foresaw a negative result of €334,959. The difference in outcomes was due to a higher expected contribution in staff hours for project implementation, which was estimated at €368,477 compared to actual revenue of €656,873.

Aqua for All's financial statements for 2019 were prepared based on the assumption of continuity. The management deems this assumption to be justified in light of based upon the development of costs, results and organisational measures. BDO Audit & Assurance B.V. has audited Aqua for All's 2019 Financial Statements and provided an independent auditor's report.



Financial statements 2019

Balance sheet as at 31 December 2019 (in €)		
	31-12-2019	31-12-2018
ASSETS		
Tangible fixed assets		
Office Aqua for All	30,047	-
Office equipment	21,382	26,155
Office automation	10,593	13,106
	62,022	39,261
Intangible fixed assets		
Website Aqua for All	13,974	-
Software	19,811	-
	33,785	-
Current assets		
Trade debtors	36,304	131,192
Deposits	7,426	7,426
Subsidies to be received	289,004	(419,385)
Other receivables	39,673	130,741
Advance payments	33,838	35,613
Cash	5,503,988	6,401,891
	5,910,233	6,287,478
Total Assets	6,006,040	6,326,739

Financial statements 2019 (cont.)

Balance sheet as at 31 December 2019 (in €) (cont.)		
	31-12-2019	31-12-2018
RESERVES AND LIABILITIES		
Cumulative reserves		
Continuity reserve	477,303	477,303
Appropriated reserve PME & organisational costs	653,598	610,539
Appropriated reserve Aqua for All objectives	185,726	-
	1,316,627	1,087,842
Current liabilities		
Holiday allowance and holidays	70,632	79,269
Project costs to be paid	1,189,746	5,072,240
Subsidies received in advance	3,302,932	-
Trade creditors	44,296	27,703
Pension premiums to be paid	1,143	6,569
Taxes to be paid	36,725	4,789
Others creditors and accruals	43,939	48,327
	4,689,413	5,238,897
Total reserves and liabilities	6,006,040	6,326,739

Profit and loss account for the year ended on 31 December 2019 (in €)		
	2019	2018
REVENUE		
Projects	138,452	66,729
Funds	59,900	225,011
Services	1,099,726	1,770,722
Subsidies	1,171,591	4,061,000
Other revenue	195,345	-
	2,665,014	6,123,462
EXPENDITURE		
Projects	569,431	4,289,560
Coordination Walking for Water campaign	45,386	148,513
Personnel	1,630,179	1,469,871
Housing	63,076	45,254
Depreciation	15,403	22,326
General and administrative	168,338	196,663
	2,491,813	6,172,187
Operational result	173,201	(48,725)
Financial income	55,584	2,317
Net result	228,785	(46,408)



Aqua for All