**CONTENT**

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORD OF WELCOME</td>
<td>8-9</td>
</tr>
<tr>
<td><strong>PART I A WASH ALLIANCE VISION ON ACCELERATING WASH</strong></td>
<td>10-25</td>
</tr>
<tr>
<td>1.1 Definition</td>
<td>12-13</td>
</tr>
<tr>
<td>1.2 Seven guiding principles</td>
<td>16-24</td>
</tr>
<tr>
<td><strong>PART II KEY CONCEPTS: ACCELERATION MECHANISMS, CONDITONS AND INDICATORS</strong></td>
<td>28-59</td>
</tr>
<tr>
<td>2.1 Acceleration mechanisms</td>
<td>32-48</td>
</tr>
<tr>
<td>2.2 Acceleration conditions</td>
<td>50-57</td>
</tr>
<tr>
<td>2.3 Acceleration indicators</td>
<td>58-61</td>
</tr>
<tr>
<td><strong>PART III HOW: DESIGNING A PROGRAMME THAT CAN ACCELERATE</strong></td>
<td>64-93</td>
</tr>
<tr>
<td>3.1 What you will learn this chapter</td>
<td>65-65</td>
</tr>
<tr>
<td>3.2 The role of acceleration during WASH programme implementation</td>
<td>87-92</td>
</tr>
<tr>
<td><strong>PART IV OUR TRACK RECORD</strong></td>
<td>96-98</td>
</tr>
<tr>
<td><strong>PART V FINANCING ACCELERATION</strong></td>
<td>99-107</td>
</tr>
<tr>
<td>5.1 The concepts</td>
<td>101-101</td>
</tr>
<tr>
<td>5.2 Financing acceleration</td>
<td>101-102</td>
</tr>
<tr>
<td>5.3 Costs of WASH services</td>
<td>103-104</td>
</tr>
<tr>
<td>5.4 Leverage</td>
<td>104-106</td>
</tr>
<tr>
<td>5.5 How to encourage local payments?</td>
<td>106-106</td>
</tr>
<tr>
<td>5.6 A practical example from Bangladesh</td>
<td>106-107</td>
</tr>
<tr>
<td><strong>PART VI TOOLKIT: ACCELERATION APPROACHES</strong></td>
<td>110-11</td>
</tr>
<tr>
<td>Acceleration approaches</td>
<td>111-111</td>
</tr>
</tbody>
</table>
In the WASH Alliance, concepts such as “sustainability”, “scale” and “system change” have always been buzzwords. At first we referred to this as FIETS3, while from 2015 we combined these concepts into the word or label “acceleration”. “Accelerating WASH” even became our tagline. Why did we do this? Why is accelerating WASH so important for us? This has all to do with our ultimate goal: to improve the wellbeing and quality of life of the people living in the countries that we are active in. We believe this starts with achieving universal and equitable access to safe and affordable drinking water, and hygienic sanitation for all.

Over the years, however, we found out that we will never be able to reach this ambition if we keep working at our current pace. For example, we calculated that if we want to realise full WASH coverage in the whole country of Ethiopia at the current pace, it would take us over 200 years. We knew we needed to drastically change our approach. Traditional solutions, focused on building (subsidized) water infrastructure by NGO’s, are not sustainable and cannot meet the needs of the growing population. These approaches depend on the drive and availability of financing by donors. This is why we have to change mind-sets and keep on contributing to building a sector for sustainable and affordable WASH services that can accelerate. Changing our mind-set is the only way to adapt to fast population growth and to achieve full coverage, without making these systems or sectors dependent on foreign subsidies or grants. Of course, acceleration thinking needs to grow on us. We don’t pretend to accelerate in 2017 already. However, if we want to achieve the SDGs by 2030, this is the only direction we can go.

Accelerating WASH is not rocket science. But it does require a different way of thinking about realising sustainable access to WASH and designing WASH programmes. Very important in this process is listening to each other, sharing experiences and learning from each other’s successes and failures. This is the only way we can explore what acceleration means and, more importantly, how we can contribute to achieve universal and equitable access to safe and affordable drinking water, and hygienic sanitation for all.
This first version of the WASH Alliance Acceleration manual is only the start of this exploration. It gives you basic ideas of the different dynamics of acceleration. It breaks down the concept of acceleration and presents mechanisms you can use in your programme to trigger acceleration. Also, it gives strategic guidelines to design a WASH programme that can scale based on local finance and ownership. At the same time, it sheds light on what we do not yet know and the questions and doubts we still have. The main goal of the manual is to help you perceive your current and future WASH programmes from an acceleration perspective, with one single result: WASH for everyone forever.

Although the WASH Alliance is not on a full acceleration path yet, we can be proud that there are some signs that acceleration thinking is happening in the countries we work in. We are on the onset of bringing our programmes to scale, going from individual cases to approaches. Therefore, we hope this manual will evoke lively discussions within the Alliance, and with our partners all over the world. Together we can make it more complete. This manual is a living document. And we invite all to give feedback, send additional input and ask critical questions. This helps us to improve and make the next version better, more practical and hopefully include lots of best practices and new tips and tricks on how to accelerate.

For now, we want to thank everyone who has been contributing to this first version of the manual. Let’s learn and innovate together to take acceleration to the next level!

WASH Alliance International

A special thanks to: Hanny Maas (WAMU), Ingrid van den Burg (WAMU), Isa Sematimba (Amref Flying Doctors), Simon Peter Sekuma (Netwas), Annabelle Poelert (Akvo), Frank van Weert (Wetlands), Kajetan Hetzer (Waste), Robert Meerman (RAIN), Moses Rujumba (HEWASA), John Walugembe (USSIA), Saskia Gelring (Simavi), Sara Ahrani (Simavi), Jan Nederstigt (Practica), Sarah Kosgei (Amref Flying Doctors), Peter Murigi (Practical Action), Tobias Omulwoke (WASH Alliance Kenya), Katharina Maier (WAMU), Maarten Mulder (Amref Flying Doctors), Niels Lenderink (RAIN), Angela van den Broek (WAMU), Sandra van Soelen (Simavi), Elbrich Spijksma (Simavi), Rene van Veenhuizen (RUAF), Alex Ogwang (AFSRT), Kisenyi Titus Mpanga (WASEU), Kulanyi Rashidah (WASH Alliance Uganda), Rusa Herbert (HOFOKAM)
A WASH ALLIANCE VISION ON ACCELERATING WASH
Much has been achieved under the Millennium Development Goals. Yet we all know that 700 million people still do not have access to clean water. And 2.5 billion people do not use improved sanitation facilities, out of which 1 billion people practice open defecation. This makes us extra committed to achieve Sustainable Development Goal 6 aiming at full coverage of WASH services for everyone on this planet by 2030.

The WASH Alliance International believes that the only way to achieve this is to shift from hardware-construction towards WASH sector development. Our innovative acceleration thinking will help us to ensure the programmes we initiate will not only sustain after our support stops, it will also accelerate and be able to meet the needs of a growing population.

The acceleration approach of the WASH Alliance focuses on faster growth of sustainable access to WASH. It is a way of realising scale. But what do we mean with acceleration exactly? And how do we achieve acceleration? In Part I of this Acceleration manual we explore different visions on acceleration within the alliance and present ideas on how to make acceleration happen. We tried to make it all as concrete as possible by giving lots of examples of acceleration that is already happening in the countries.
accelerating wash

verb | a method to realise scale in WASH service delivery that is locally managed and financed

DEFINITION

When you think about acceleration, you think about vehicles and increasing speed: going faster, and faster, and faster. When we talk about accelerating WASH, it is not only about reaching more and more people (in shorter time spans), we refer to a balancing act between continuous increase of numbers of people that have access to and use WASH services and the quality of these services in terms of sustainability and affordability. Simply said, we want to ‘accelerate WASH’ because we want everyone to have access to WASH services forever, as early as possible. As such, the acceleration method has been designed to support Sustainable Development Goal 6.

Accelerating WASH is about the quality of life of people: increased availability of hardware is only the consequence. Successful acceleration means that everyday more and more people will be able to use sustainable WASH services, while at the same international subsidies are phased out. People will pay for their own toilet; water infrastructure investment costs will be repaid by water tariffs; entrepreneurs get loans to start a business in WASH and local governments increase that investments and activities in WASH. Accelerating WASH is about reaching 100% coverage (so leaving no one behind) in such a way that full coverage can be ensured forever by locals for locals. In addition to sustainability, the acceleration mindset adds a sense of urgency, accommodating growing populations and addressing the need for scale.

Sustainable acceleration will happen when donors do
not invest directly in WASH service provision, but instead invest in the capacity of local structures (cooperation between governments, businesses, financial institutions and communities) to improve their ability and motivation to realise WASH services themselves. In this way, an accelerating system is created. Because when we facilitate the development of a system in which all these stakeholders work effectively together on realizing sustainable water services, the system automatically takes over, replicating itself, making external subsidies redundant over time.

Acceleration is a mind-set focused on realising faster growth of sustainable access to and usage of WASH services. It is a way of thinking about scale and institutionalising the WASH sector, so that NGOs (as facilitators) can phase-out while the local sector takes over the sustainable provision of WASH services.
1.2 SEVEN GUIDING PRINCIPLES

To understand our vision on acceleration even better, we have formulated 7 guiding principles.

**principle 1.** Acceleration means starting at the end

**principle 2.** Facilitating acceleration – the role of the NGO

**principle 3.** Acceleration is driven by a functioning WASH sector

**principle 4.** Acceleration is “everybody”

**principle 5.** Acceleration and FIETS, two sides of the same coin

**principle 6.** Access to and use of sustainable WASH services: quality and choice

**principle 7.** The goal of acceleration? Reaching universal access to WASH by 2030
PRINCIPLE 1. ACCELERATION MEANS STARTING AT THE END

To trigger acceleration, you need to build a long-term strategy around it. Acceleration means starting at the end. Why? Because you need to think big and develop systems that are able to achieve big numbers, as opposed to the gradual approach now most commonly used in development aid. And if you have a clear vision of what “the end” means in your programme (100% WASH coverage), you can strategize backwards and identify the steps that will take you there.

To make this clearer, we like to use Ikea as an example. They changed the system from one carpenter making a table for one family, to a factory process making many tables for many families (with controlled quality and lower costs).

If you want to reach locally owned and financed scale in a specific area, you need to understand the dynamics of the area, how many people you need to reach (taking into account population growth). Based on this we should develop a vision about the type of WASH sector that would enable accelerated WASH and translate this into a practical WASH programme right from the start. Acknowledging acceleration as a process, means that we can actually plan and design acceleration.
PRINCIPLE 2. FACILITATING ACCELERATION – THE ROLE OF THE NGO

In the process of acceleration, NGOs can be seen as facilitators of change. Ultimately, we do not spend subsidies or grants money on building WASH hardware, but only on facilitating the development of a functioning WASH sector. In the end, the local WASH sector will have to become independent from donor money. The system needs to automatically replicate itself, rather than scale based on additional external subsidies. Local subsidies of course can be very important drivers in developing a functioning WASH sector.

At the same time, it is important to realise we find ourselves in a transition phase. You could conclude that in the area you work in, there are no mechanisms (yet) to realise accelerated access to WASH. In this case, charity or grants, whether this comes from INGOs or from local governments, can support the realisation of access to WASH services. As long as you are honest and vulnerable about this and acknowledge that we find ourselves in a transition phase. In 2016 we might still need transfers (external subsidies), but in 2025 the world will be a different place. We prepare for this. So with providing subsidies, we buy ourselves some time to get ready for a world without grants.
PRINCIPLE 3. ACCELERATION IS DRIVEN BY A FUNCTIONING WASH SECTOR

One of the key-drivers of sustainable development is putting in place a local system that works: involving citizens, local governments, businesses and finance. Without such a local system or sector, achieving the SDGs is unlikely. The core of our acceleration approach is captured in our Theory of Change, which was designed to realise a sustainable WASH sector. This Theory of Change is based on three integrated pillars. To reach real acceleration, efforts and activities in the three pillars must be balanced and taken into account: 1) developing a functioning and enabling WASH market; 2) developing an enabling public sector for WASH and 3) empower, inform and organize citizens for sustainable WASH. This means that the activities we integrate in our WASH programmes that can accelerate, can be found in our Theory of Change.
PRINCIPLE 4. ACCELERATION IS "EVERYBODY"

This part of the acceleration method is about social inclusion. Acceleration requires a new mind-set, keeping the “end” in mind: reaching ALL, thus leaving NO ONE behind. Indeed, 100% coverage. This doesn’t mean however that we need to focus only on the poor or vulnerable. Effectively leaving no one behind means broadening our scope. Very often a narrow focus on the poor makes us even more dependent on subsidies or donors. These groups are often not able to pay for WASH services themselves. The best way to reach this group is to set up a wider programme, involving the middle-income sector as well. They will bring in additional income and are willing and capable of paying for their own water and sanitation facilities, creating financial space for sustainable solutions to reach the poor. For example: in a community or city where most people pay for their own WASH services, the local government may now have funding available to provide locally subsidized WASH services to the most vulnerable population groups. Check out this toolkit if you want to know more about Social Inclusion & Gender. If you want to read more about “leaving no-one behind”, check the website.
PRINCIPLE 5. ACCELERATION AND FIETS, TWO SIDES OF THE SAME COIN

Our FIETS sustainability framework can be considered as the guardian of acceleration: If acceleration represents everyone (fast), FIETS represents forever. While FIETS is about sustainability, acceleration is about system change at scale. Without our FIETS approach, there will be no sustainable acceleration. FIETS will remain our ultimate sustainability check:

- Financing: (local) non-subsidy financing a prerequisite for acceleration and sustainability. At one point in time, the local WASH sector cannot and should not depend on donor funds.
- Institutional: the base for acceleration are local systems, the local WASH sector, in relation to other sectors (for example agriculture and energy).
- Environment: taking a catchment-based approach to WASH.
- Technology: set minimum quality standards and ensure affordability and replicability of products and services.
- Social: this is about social inclusion and reaching 100% coverage.
PRINCIPLE 6. ACCESS TO AND USE OF SUSTAINABLE WASH SERVICES: QUALITY AND CHOICE

The ultimate goal of acceleration is contributing to the quality of life and wellbeing of large population groups on this planet. Having access to clean water, safe sanitation and understanding hygienic behaviour is not enough. Moreover, it requires people to actually use those WASH services and practice healthy behaviour. The services need to be of good quality, affordable and sustainable. WASH is not a nice-to-have, but a must-have. It is important that (local) governments define the minimum standards for WASH services. These minimum standards should ensure that people have access to clean drinking water, sanitary toilets (no one will get in touch with faecal matter), but also include disposal of faecal matter. If you want people to pay for their own services, it is important not to pre-define products and services beyond these minimum standards. It is up to customers themselves to make their own quality choices over time. Maybe one person wants one tap and one toilet, while another wants one toilet and a shower or bathtub. The more choices people have, the higher the chances that they will pay for it and use the customized services.
PRINCIPLE 7. THE GOAL OF ACCELERATION? REACHING UNIVERSAL ACCESS TO WASH BY 2030

The aspect of time plays a significant role in our definition of acceleration. This is about choosing the right timing and planning to introduce specific interventions to be able to accelerate, but also about the intention to reach 100% coverage in a specific catchment, within a specific timespan.

In your long-term acceleration strategy, you need to build in an “exit and continuation” strategy: when will you as facilitator of acceleration start to phase out, and when will continuation with full local ownership start? When will automatic replication kick in, and will less outsider interventions from the partner NGOs be required? Here a few guidelines: (1) it is about a gradual phasing out (transition) rather than a hard exit (like a child becoming an adult and the ‘parent’ has to let go), (2) an NGO can focus on an exit when 60-70% of the coverage (equally divided over all population groups, including 60-70% of the poor) is achieved. By then, a local sector is operational, and it will be their task to continue and reach 100% coverage. Any percentage gained beyond exit-level of the NGO will be further proof of sustainability.
The above picture gives an idea of how this could work. The box at the end of the x-axis, is referring to the population: rich (they can pay for themselves, most of the time the first group to reach), poor (people who can also pay themselves, but may be in need of a loan) and then the ultra-poor (very poor people, can not pay themselves, another solution has to be found).

The role of the NGO gradually changes from facilitating to coaching, with the ‘exit-point’ in between. At exit, a certain percentage of all population groups has been reached. Reaching the rest is the full responsibility of the local stakeholders in the WASH market and sector (with coaching support from the NGO).

It should be noted that acceleration takes time. The first year(s) may be slow as it takes time to involve all stakeholders in the program and to help them understand their roles, responsibilities and to put this in practice. But once a functioning WASH market and sector has been established, acceleration is possible and sustainability is ensured. To give you an example: In Ethiopia, financial institutes were supported in developing sanitation credit products and loans have been provided to 40 households only. However, now the system is in place (banks have credit products, people pay themselves) many more people will be reached over the years.
Having a better insight in what the WASH Alliance means with acceleration, you can understand that as for successful acceleration we need mechanisms that help us drive acceleration. Mechanisms that completely depend on the local context you find yourself in. In the next part we explain how you can do this. But before we do so, it is worthwhile to ask ourselves in what ways our acceleration approach differs from our current way of working?

We are clearly still in the transition phase: we are thinking about acceleration and slowly some signs of acceleration can be found in our programmes within the countries we work in. Yet, there is much room for improvements and developing a widespread acceleration mind-set within the Alliance.

Taking into account the scheme below, you want to contribute to changing current international development thinking and move into the direction of acceleration thinking.

This evokes important questions like “Are we good enough to do this?”, “Do we have enough experience?” and “Do we have enough best practices or manuals that help us to lead the way?”. We are also well aware that there is a discrepancy between theory and practice. On paper our acceleration approach sounds great, but how do you translate this on the ground? For example, in the case of accelerating access to water, to what extent can consumers pay all (infrastructure investment) costs? Are our partners and all the other crucial stakeholders ready for it (yet)?

Right now, we only have one answer to this: if we really believe in the potential of our acceleration approach, we can debate about these questions endlessly, but in the end the only way to find out is to do it! After all, the proof of the pudding is in the eating. So flip the page and learn more about different key concepts in acceleration thinking.

<table>
<thead>
<tr>
<th>Business as usual</th>
<th>Acceleration</th>
</tr>
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<tbody>
<tr>
<td>• Implementing sustainable projects</td>
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<td>• Planning small, then replicating if successful</td>
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<tr>
<td>• Partly hardware installation (especially institutional WASH and rural water), partly facilitation</td>
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<td>• Choosing partners based on relationships</td>
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<td>• Donor financing</td>
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<td>• Building sustainable systems</td>
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<td>• Planning big with the end goal in mind, and strategize your way backwards</td>
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<tr>
<td>• Only facilitation (and stimulation of implementation), hardware is locally financed</td>
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<tr>
<td>• Choosing partners based on “acceleration” mind-set and skills</td>
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<tr>
<td>• Becoming independent of donors</td>
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<td>• NGO as facilitator, not as implementer</td>
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<td>• Exit at 70% is a proof of success, from 70% to 100% is proof of sustainability and continuity</td>
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<td>• The best way to include the poor and the vulnerable may be by not exclusively focusing on them</td>
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KEY CONCEPTS: ACCELERATION, MECHANISMS, CONDITIONS AND INDICATORS
Let’s explore what you need to do to make acceleration happen.

Now you understand the concept and dynamics of acceleration better, let’s explore what you need to do to make acceleration happen. Of course there is no secret recipe for acceleration. Acceleration is a mind-set: in every context there are different drivers for acceleration. However, there are some basic ingredients that can help you inspire acceleration. So, before we continue with explaining how (in part 3) we can design a strategy or programme to accelerate WASH, we need to explain some key concepts:
AcCELERATION MECHANISMS

Acceleration is not just happening by itself. You need drivers. Drivers can be people (e.g. politicians, activists), organisations (NGOs) or laws and regulations, but also specific techniques you can build in any programme - irrespective of the specific approach you have chosen – such as “peer pressure” or “economies of scale”. Acceleration mechanisms are the building blocks in your programme, that can realise locally managed and financed scale. Per district, you need to identify which acceleration mechanisms are most likely to encourage acceleration in that area. As “owner” of the programme, you know best which mechanisms are appropriate to choose in this specific area and context.

ACCELERATION CONDITIONS

There are some basic conditions for sustainable acceleration. If these conditions are not met, acceleration will never happen or never be sustainable. For example, if you do not plan acceleration with a clear exit strategy (for you as facilitating NGO) and a continuation strategy for the local system in mind - or if you fail to integrate realising financial leverage in your programme. Again, these conditions are irrespective of the approach you chose. Other crucial conditions include the ability of the programme team to build local systems and the willingness of local authorities, businesses and other stakeholders to participate.

ACCELERATION INDICATORS

How do you know you are in the process of acceleration? We have identified a list of pointers that show you that you are going into the right direction. True acceleration can only be measured over a longer period of time, but monitoring these indicators help to motivate the partners in your programme to continue and adapt their activities, but also to show donors and other stakeholders the approach is (likely to be) working. Also, when you cannot detect any indicators, it could be a signal that you need to adjust your approach.
Acceleration mechanisms are at the core of your acceleration thinking. During the design or implementation phase of a WASH programme, you can constantly monitor if there are appropriate mechanisms that drive automatic replication of the intervention and strategically integrate them in your approach.

In our work so far, we have seen that we can distinguish and make use of various acceleration mechanisms. Acceleration mechanisms are triggers that can be used in our programmes to encourage and speed up the process of sustainable acceleration. Each mechanism has a different effect. Therefore, the type of mechanism you choose should depend on local needs and local circumstances. For example, using “peer pressure” turns participants of your programme into true WASH ambassadors making awareness raising efforts much easier and more effective, while making use of “standardized products and manuals” eases cost-efficient expansion of the programme to other areas. The ‘ideal’ or ‘best’ mechanism does not exist. It completely depends on the local context and dynamics of the local WASH sector you want to use it for. In design phase of your programme, you already start identifying and analysing potential drivers of and bottlenecks for acceleration.

On the next pages, we present a selection of ten new and recurring acceleration mechanisms that we came across in our programmes so far. But there are many more. Together we can identify and develop these in the years to come.
Households see the benefits of safe water and hygienic sanitation, creating a demand for WASH products. With their own savings, loans from micro-credit facilities or other (ecosystem) resources, they can pay for their own toilets. Making communities aware of the positive effects of having functional water and sanitation services and of practising hygienic behaviour is a guiding principle.

#1 Households are willing to pay for their own WASH services
The WASH sector is historically dominated by donors (free services). As a consequence, in many countries, WASH markets never developed. For entrepreneurs this is not (yet) an interesting market: people who are used to getting things for free, are not easily persuaded to now start paying themselves. Cooperation between entrepreneurs (“Entrepreneurs United”) could be very helpful in creating a WASH market at scale:

- Creating demand in general (more cost efficient):
- Cooperate to create products that are affordable and to create a variety of products so customers start having a choice.
- Cooperate and make agreements with financial institutions to provide loans to their customers
- Lobby to governments (policies, policy enforcement and reject donors who want to provide products for free).
- Together entrepreneurs have a louder voice.
- They can learn from each other on approaches, buy materials in bulk and realize other costs reductions.

Note, that in this phase where the market is mostly untapped these strategies work. There is enough for everyone. In tighter market, with a lot of competition, the appetite and need for cooperation is less.
ACCELERATION MECHANISMS

Example

- **Cooperation of entrepreneurs in Mozambique**: a group of WASH entrepreneurs formed a cooperation to do all of the above listed activities. On top of this, they also found that together they could bid for larger tenders, which are usually won by foreign larger companies. By uniting, they improved their position in the market.

- **WES Cooperation in Malawi**: in this example a larger company named WES is the ‘contracting partner’ for many small (1-person) mason businesses. WES closes deals and negotiates as a contract partner and is responsible for marketing and quality insurance. While the masons conduct the actual work. In this construction everyone does what he does best, leading to (cost) effectiveness and scale.
Until recently, the thinking was that people are poor, and therefore cannot pay for WASH services, and WASH services (taps & toilets) should be donated. This way of thinking is changing as it becomes clear that, in practice, subsidies may hamper development of local ownership (local WASH sector) and are hampering sustainability. Moreover, there is acknowledgement that many people (even the poor) are able to pay for services themselves. (Note: exceptions are the ultra-poor, the people with no income whatsoever. Please see the section on finance).

Most of the poor can pay, not instantly the full amount, but they can pay month by month until the invoice is fully paid. The keyword here is financing: pre-finance the WASH service and let the customer pay their bill over time.

There is a great variety of financing mechanisms. From ‘simple ones’ like loans from local Micro Finance Institutions up to more complex ones like Output Based Aid. In most situations it is about seeking the right mix of financing and adjust it over time. The customer does not notice much. They just pay their weekly or monthly bill. The complexity is ‘behind the scenes’. In the section about finance we will explain some of the financing mechanisms.
Acceleration can be achieved by thinking very, very differently. In many countries toilets are still very expensive. Why and what can be done about it? Is it time for very different solutions? How can we make a toilet very cheap? For example by using light material, smart design and simply put the toilet in a box, together with the instructions so people can then install toilets themselves?

This may not be the solution for sanitation. But, in fact, this is what Mr Ingvar Kamprad did. He is the founder of Ikea, a global furniture store. People everywhere in Europa and the USA buy their furniture here: Ikea offers quality products in a box for a very good price. Their customers only have to install the furniture themselves.

By offering furniture in a box, Mr Kamprad replaced the traditional carpenter model with a very new business model with an enormous potential to accelerate. And it did: almost every single household (!) in the countries with an Ikea store has some Ikea products in their home.
#5 Peer pressure

When households pay for their own facilities, costs can be reduced and financial sustainability realised. However, when these new “WASH ambassadors” also spread the word and convince others to also build their own WASH facilities, acceleration gets an extra boost. Social marketing and communication campaigns using status and health benefits as drivers for demand creation can turn WASH into must-have products. This in fact is the guiding principle in Community-Led-Total-Sanitation. In turn, peer pressure (or naming and shaming) accelerates demand for WASH facilities. Think about the “No loo? No I do” example from India: women only want to marry men if they have a toilet at home. This is a perfect example of naming and shaming. It also works on a more specific level, such as in a School WASH programme whereby children become ambassadors in the families and communities promoting safe and hygienic use of WASH services.

Note:
This mechanism works very well in rural communities, but might be less effective in some urban communities where people might be more individualised.
Peer pressure does not only work on a household level, but is also proven to be effective on a community level by the Budget Tracking approach in Bangladesh. WASH Alliance partners used WASH Budget Monitoring as a tool to increase the budgets allocated to WASH by local governments in six unions in Bangladesh. When neighbouring villages saw the positive effects of WASH Budget Monitoring, they started copying and practicing components of this approach in their own communities. After 3 years, the WASH Budget Monitoring programmes scaled up from 6 to 24 unions.

Another example from Bangladesh is the Revolving Funds for Water concept, in this case Deep Tube Wells, for which communities provide 72% of the investment costs of construction of the water supplies. Part of this amount will be deposited in an Operation & Maintenance Fund of the community and the rest will be used to build Water Options for other communities, which will also contribute to the Revolving Fund.
Another mechanism is about facilitating the supply side of WASH, and raising awareness amongst entrepreneurs that there is a market for WASH products and services, from building toilets to installing water tanks and from emptying pits to selling menstrual hygiene products. In similar vein, financial institutions can be motivated to develop financial products when they understand how they can make money in WASH. When entrepreneurs get access to micro-credits they can invest in the expansion of their business, quality of their products and social marketing campaigns. When this happens, WASH becomes scalable. Over time, we won’t need grants or subsidies anymore. To do this, you need a well-functioning cooperation with the private sector that offers a variety of WASH services and setting up distribution channels to reach out to new areas. Also important is realising a diversified funding base to attract more finance from different resources. Once the private sector is functioning, it will take care of (social) marketing and increasing demand (releasing you from this task).

When entrepreneurs get access to micro-credits they can invest in the expansion of their business, quality of their products and social marketing campaigns. And when this happens, WASH becomes scalable. Over time, you won’t need grants or subsidies any more.
In Kenya one of our partner organisations closely cooperates with a Kenyan finance institute. This local bank provides loans to individual households and groups so that they can build their own WASH facilities or to SMEs for their WASH businesses. Whilst talking to staff of the bank, it became clear that they are very enthusiastic about increasing their WASH portfolio so that more people can benefit from it. Their eagerness to expand is based on the success of their first WASH loans. This is a great example of how acceleration is successfully happening in our programme countries.

Another example of this mechanism comes from the Guarantee Fund of Practical Action in Kenya. Originally this fund was filled with donor money, but as a result of successful and early repayments of the WASH loans by the involved entrepreneurs, the fund was not depleted by the end of the project. Now, the involved parties are considering what to do with the money and how this will fit in the rules and regulations of the donor - a true luxury problem, thanks to acceleration.
Nowadays many acceleration mechanisms are related to IT and to the use of the mobile phone. Simply because these systems allow for reaching many people at the same time (acceleration) and for efficient and fast follow up. Of course, good procedures and good software are a pre-requisite. Can we, as WASH professional be inspired by this sectors? Some ideas and examples include:

- Water & sanitation payment systems
- Loans via mobile phones: to increase access to finance for WASH
- Services: sending a text message to a WASH repair desk
- Awareness raising & social marketing via mobile phones

We have no good examples yet. But let us know if you have.
#8 Governments see the benefits of WASH

Governments are a crucial player in scaling up WASH. You should always involve the government and break barriers between different departments within the government (think Public Works, Health and Agriculture). This is the only way 100% coverage can be reached. In the first place they can create an enabling environment with relevant rules and regulations.

Secondly governments can contribute financially to the development of a functioning WASH sector. As WASH leads to healthier and more productive people, investing in WASH results in higher income from tax for governments – the perfect accelerating incentive. To do this, you need effective multi-stakeholder techniques (see for example Social Accountability Approach) for lobbying the government and a mobilised community.

Governments also play an important role in setting the minimum standard for quality for WASH facilities in their districts. An instrument they (might) use is Service Level Agreements: private sector parties obtain licenses to operate business in a specific city or region to provide WASH services, but if they do not fulfil the quality (and quantity) criteria, their license is revoked.
In Bangladesh, many entrepreneurs have become interested in developing Faecal Sludge Management services. The pilots they’ve set up are encouraging. However, if they want to do this at scale, there is firstly a need for policies to be finalized and law enforcement to take place. Therefore our partners in Bangladesh are now bringing this opportunity to the attention of policy makers and local governments. If they can create an enabling environment, the private sector will be interested in bringing the relevant services to the market. And acceleration can happen.

As an example of the financial contribution of governments: in Bangladesh WASH Alliance partners have worked with local governments to improve the situation of existing public toilets and to jointly construct public toilets. Within this programme, much focus has been on improving the process of leasing and monitoring public toilets by local governments and observing the resulting increased income and situation. Due to the success of this approach, the local governments also started improving other public toilets in their vicinity.
Another simple acceleration mechanism is developing or using replicable training material, appropriate technical designs, communication materials and campaigns and turning these into easy-to-use products. Making these available throughout the alliance, paves the road for low-cost expansion to other villages or districts or even countries, boosting scale and acceleration.

Replicating training material, appropriate technical designs, communication materials and campaigns and turning these into easy-to-use products, paves the road for low-cost expansion to other villages or districts. Focus is also developing cheaper & better technologies. Also disruptive technologies such as new toilet that has Faecal Sludge Management built in. This is about increasing efficiency by using standard proven approaches and WASH products, and innovations geared towards lowering costs.
Once demand for WASH is realised (and people have the funds in place to pay for their own WASH services), and the supply side is up and running, organising groups of consumers can help you to create economies of scale and reduce costs per person. For example, organised groups of consumers can demand discount from producers when they buy in bulk from them.
APPROACHES TO ACCELERATION

The last years we explored different ways to reach accelerated access to WASH. What we have done here is adding specific acceleration mechanisms to existing approaches and programmes. Adding acceleration mechanisms to any WASH programme helps you to realise scale that is locally managed and financed. Note however, that although these mechanisms are at the core of acceleration thinking, there are other tools that can help you design a WASH programme at scale, such as “starting at the end”. In chapter 3 you will learn much more about this.

Also important to understand is that some approaches are “accelerating by design” such as the Diamond approach, while others have the potential to accelerate access to WASH, but are not designed in a way that it actually does. This requires looking at them from a different perspective: how can we reach scale with this approach - with minimized subsidy and maximised local finance? For example, are there new and creative ways to accelerate WASH with a School WASH or Community approach? How can we rethink these more “traditional” approaches and look at them from an acceleration perspective?

In similar vein, it is important to realise that you can distinguish approaches that are more prone to trigger acceleration in specific realities. In an urban setting it is more likely a Diamond approach will help you accelerate access to WASH, while CLTS has a higher success rate in rural areas. See the table on the next page.

Finally, the foundation of every accelerating WASH approach, in every context, is building a local WASH system. Therefore, each and every acceleration approach should have a multi-stakeholder cooperation element to it. Only when all stakeholders are aligned, willing to work towards a local WASH system, and really demand a functioning WASH sector, acceleration can happen.

The table above shows examples of approaches. Here we have split them in urban, rural and sanitation, water, WASH. This is just an example and hopefully over the next year(s) inspiring other approaches can be added. Currently, for your inspiration, in chapter 6, we have included four in-depth approaches that have been developed from an acceleration perspective: the Diamond Model, Urban CLTS, Social Accountability and Micro Water Service Provision.
<table>
<thead>
<tr>
<th>Urban</th>
<th>Rural</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sanitation</strong></td>
<td><strong>CLTS</strong></td>
</tr>
<tr>
<td>• Business Diamond approach</td>
<td></td>
</tr>
<tr>
<td>• Faecal Sludge Management</td>
<td></td>
</tr>
<tr>
<td>• Urban CLTS</td>
<td></td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td><strong>Micro Water Service Provision</strong> (incl. payment systems for water)</td>
</tr>
<tr>
<td>• Micro Water Service Provision</td>
<td>• Rainwater harvesting</td>
</tr>
<tr>
<td>(incl. payment systems for water)</td>
<td></td>
</tr>
<tr>
<td><strong>WASH</strong></td>
<td><strong>Community/WASH Committee approach</strong></td>
</tr>
<tr>
<td>• Business Diamond approach</td>
<td>• Social Accountability (WASH Monitoring)</td>
</tr>
<tr>
<td>• Social Accountability</td>
<td>• Social Accountability (WASH Monitoring)</td>
</tr>
<tr>
<td>(WASH Monitoring)</td>
<td>• School WASH</td>
</tr>
<tr>
<td>• School WASH</td>
<td></td>
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</tbody>
</table>

* It goes without saying that this table is not exhaustive. Many more approaches can be inserted into this table.
In this section we describe 5 basic conditions for sustainable acceleration of WASH service provision. If these conditions are not met, acceleration will never happen or never be sustainable. Before you start, your programme should comply with the below described 5 conditions, irrespective of the approach you chose.
Key stakeholders should buy in to the acceleration approach, and should be willing to support and to refrain from actions that can undermine this approach (e.g. accepting or allowing large donor-driven programs in the 'intervention area'). E.g. obviously it is hard to continue convincing people that they have to pay for toilets, when in a neighbouring area a NGO is providing toilets for free. Of course, in reality, creating this willingness is part of the multi-stakeholder process focused at acceleration.
#2 Your programme has a clear scope to leave no one behind

What is the focus of your programme to ensure sustainability? It is our objective to be sustainable and not dependent on subsidies (from international donors). So the scope should be defined such that this objective is met. There is nothing wrong with a broader scope as long as the poor are also served (leave no one behind). To conclude, your strategy should always include the poor or most vulnerable. But involving other income groups:

- Makes it more attractive for private sector to get involved in your programme (investing in the poor pays off)
- Makes it more attractive for financial sector to be involved in your programme
- May take away a burden for government when other groups are mobilised and pay for themselves, so they can make funds available to invest in the poor

STRATEGIES TO INCLUDE THE POOR

The SDG have set clear goals for 2030: reaching everyone! But how, from a financial perspective will we be able to reach everyone? By using a simple principle: everyone who can pay for themselves, should pay for themselves. Or in other words: if everyone who can pay from themselves, then only the very poor need support or subsidies.

WHO CAN PAY?

If you look at the table below, you see that basically, the Rich, the Salary Workers and the Informal workers can pay for themselves. Today, a good indication that people have money is their mobile phone. If they can pay for a phone, why not for a toilet? A toilet or water point however requires an investment that is payment of a considerable amount at once. Maybe people have savings and can pay and if they can’t, financing is required. The Rich and the Salary workers will have no problem in accessing loans from banks as they can proof that they can repay. Informal workers usually cannot access loan as they have cannot show that they are having a regular income. Informal workers however do
ACCELERATION CONDITIONS

have money and are able to repay. To open up loan facilities for this group, donors may need to lower thresholds at the bank, for example with guarantee funds.

THE POOR

This group does not have an income and is not able to pay for themselves. Loans are also a no-go area for this group as they will never be able to repay. Usually this group is relatively small and in every community, community members can point out the really vulnerable out by name. If all others can pay for themselves, only a relatively small group is left that needs special care. Special and customised arrangements need to be made for this group. Donors can and local government should play a role in setting up these arrangements. At the same time, from a sustainability point of view, donors should not provide direct subsidies (as this is not ‘forever’).

SOME IDEAS WHAT YOU CAN DO:

• If many people pay for themselves, the government may have ‘free funds’ available. These can be used for the poor.
• If markets are developing in WASH (meaning increased business activities, lending, etc.) the government may start to earn income (taxes). Part of this can be used for subsidies to the poor.
• Guarantee funds earn interest (funds in a deposit). This interest can be used for subsidies to the poor.
• Cooperate with financial institutions to use a small part of their earnings in WASH to set up a fund for the ultra-poor. (More difficult, but this can also be done with businesses).

These are just ideas. From an acceleration point of view, it is important to (1) understand who can pay for themselves and make that possible, and (2) to involve local governments, financing sector and businesses in finding specific solutions for the vulnerable.

<table>
<thead>
<tr>
<th>Everyone</th>
<th>Sources of payment</th>
<th>Role donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rich</td>
<td>Savings or loans</td>
<td>None</td>
</tr>
<tr>
<td>Salary workers</td>
<td>Savings or loans</td>
<td>None</td>
</tr>
<tr>
<td>Informal workers</td>
<td>Loans</td>
<td>Enable access to financing. By promotion of savings and saving groups. Or by lowering thresholds of banks to provide loans, e.g. guarantee funds</td>
</tr>
<tr>
<td>Really poor / vulnerable</td>
<td>Support / subsidies</td>
<td></td>
</tr>
</tbody>
</table>
#3 Your programme is designed to create a functioning WASH sector that can continue to deliver WASH services without (subsidized) NGO support.

This implies that, as an NGO, you have a clear exit strategy from the start and a continuation strategy remains: When an NGO designs a programme, its own subsidized support has a clear deadline of 5 to 10 years (including transfer and phase-out). The result is a functioning WASH sector. The NGO exit strategy explains how the NGO can leave the programme area where it started developing the WASH sector, while the WASH services created are sustainable and continue to grow with the population growth, maintaining a 100% full coverage. No subsidies or grants are necessary as there is 100% local financing and ownership. A guideline for the NGO is to start leaving when e.g. 50% – 70% of the objectives are achieved and there is proof that the system is working, and able to reach the remaining 50% – 30%. The local WASH sector then has to (really!) take-over, while the NGO can retain its coaching role (for a while, not forever).
#4 Financial leverage increases during the programme period

Most programmes start with subsidies or donor funding. A lot can be done with a relative small amount of (start-up subsidy) if the funds can be leveraged in the course of the programme. Financial leverage can be created in diverse ways: For example when people start paying for their own WASH facilities or service; when (local) governments increase their WASH budget & investments; or when financial institutions invest in WASH companies. Read more about leverage in chapter 5.
Quality control and the degree of customer satisfaction is very important for sustainability; otherwise people lose appetite to be a WASH ambassador. This makes it important that mechanisms for quality control and complaint systems are put in place. These quality mechanisms by itself are not a driver for acceleration, but they rather prevent collapse of the system. Not being able to adhere to certain levels of quality will be a bottleneck to achieve acceleration, thus poor quality is a big risk. WASH licenses for businesses based on Service Level Agreements are an example of mechanisms to control quality. It means that if a business does not provide required quality (as defined by policies), their license can be revoked.

We distinguish three different forms of quality:

- **Quality of design**: these relate to the features in the design, e.g. a flush toilet, a pit toilet, a concrete superstructure or maybe just a wooden structure. The quality issues are often important for the customer. There is not a good or better design, it is just about what the customer likes and what is affordable.

- **Quality of conformance**: this is how well the product meets specifications. This type of quality is very important in WASH. Often, this relates to quality aspects a customer is not even aware of! The specifications should be developed and reinforced by the local government: E.g. a tap should provide clean water, a toilet pit cannot be too deep otherwise it may pollute ground water, a toilet should have a vent pipe otherwise too much methane gas will develop. Conformance is directly measurable, but often not of immediate interest for the consumer. This type of quality is, however, very important in relation to the environment and sustainability over the long term.

- **Quality of performance**: where-as ‘quality of design’ relates to a ‘wow’ moment for the consumer when the services is delivered, performance is about functioning and reliability of the product / service. Or in other words: is the product performing its intended function?
Example from Ghana illustrating the various types of quality

A delegation of government officials from Ghana was visiting the Netherlands. Most of them indicated that they had a flush-toilet in their house and that everyone in Ghana should have a flush toilet. When asked whether their toilet really flushed, they had to laugh. No, the toilets did not flush because often there was not water.

• Quality of design: the officials were happy with their toilet; a flush toilet!
• Quality of conformance: apparently, there were no specifications or requirements. Clearly, the flush-toilets were not a good solution. On the contrary, the toilets may have taken too much out of the scarce water resources. It may have been wiser no to allow flush toilets until the water issues were solved? (This is a political debate and political rules).
• Quality of performance: the toilets clearly did not perform! Although in this situation, it was not a problem of the functioning of the toilet itself, but due to the lack of water.
How do you know you are in the process of accelerating WASH? Below you can find some tips & tricks to get a better idea if you are accelerating. This can help you to motivate other partners in your programme to continue their work, but also to show donors and other stakeholders the approach is (likely to be) working. Also, when you cannot detect any indicators, it could be a signal that you need to adjust your approach.

Inherent to the concept of acceleration, it is only possible to measure if acceleration has taken place after a longer period of time, maybe even beyond the programme implementation phase (after exit of the NGO). To actually measure if acceleration has taken place, you would need to measure the number of people that have access to and use sustainable WASH services several times within a period of at least 10 – 15 years, years after the programme had ended. After all, during the programme period you help putting everything in place, to enable the WASH sector to scale itself with local financing and local ownership.
At the same time, you do want to proof that your acceleration approach is the best and most (cost) effective approach to reach 100% WASH coverage in an area. Both for your own WASH programme management purposes as well as to engage other partners and donors and convince them you are onto the right path to acceleration.

**So, what can you do to get an idea if you are going into the right direction with our programme? How do we know our programme will most likely lead to accelerated access to and use of sustainable WASH services?**

- Per programme, and based on the acceleration mechanisms and triggers you are using, identify a set of indicators that ‘indicate’ that your interventions will lead to accelerated access to WASH. See the list below. These indicators are developed to proof that a functioning WASH sector is being shaped, a sector that is able to finance and manage scale itself (without ODA subsidies).
- Study literature to get a feel if your indicators are indeed pointing towards acceleration. Perhaps in other programmes, specific interventions have indeed led to acceleration. That will help. However, do not hesitate to use your common sense. The most important is that you can explain your indicators to others and that they are convinced. Literature helps to convince. But remember, we are innovators and are trying to shape the future. So you may find nothing in literature. Never mind, if you believe in it: go for it!
• Start measuring your assumed acceleration indicator now (on an annual base) and document and keep track of the results. The data of a 3-year period can already give you valuable information for your programme management. Do the indicators give you the right information to steer your programme on? Are you on the right path or do you need to change your approach?

Finally, you have to realise that acceleration has no clear boundaries. This means that you cannot always measure the real impact of your interventions. To give you an example: WASH entrepreneurs do not care about the boundaries of your intervention area. So if he sees business opportunities outside this area, he will still seize these chances and start selling his services here. You simple cannot keep track of this, but this is what acceleration is all about. It takes place beyond our scope.

A list of indicators we are thinking about
• Exponential growth of WASH service delivery (households having access to and use water, sanitation, hygiene)
• Number of companies involved in WASH (Note however that ‘demand’ is hard to measure. If people want to translate their demand into a purchase action, then there should be supply and a way to finance that supply. And we know that transactions and supply are measurable.)
• WASH entrepreneurs expanding to other markets (opening new branches)
• Number of jobs created in WASH
• Unit cost of toilet or water facility going down
• Number of credit products developed/purchased
• Government budget for WASH increases
• Faecal Sludge used & recycled (production biogas, fertilizers)
• Economic value of WASH sector is growing (fast)
Declining unit costs for facilitation

Demonstrable declining unit costs for facilitation by the NGO are not per se an indicator of acceleration, but it could show that your acceleration method is working.

How does this work? The unit cost of the NGO for facilitation is the total grant or subsidy for a specific period, divided by the total outcome for this period. So if acceleration is taking place, the unit cost for 6 years should be lower than the unit cost for 3 years. This needs to be visible in the projections for the programme.

Let’s explain with an example: with the business diamond approach, after 1 year of establishing a multi-stakeholder platform in a city, the MFI is starting to give loans to consumers and the private sector. After 3 years a lot of costs occurred by the facilitating NGO, for example, many entrepreneurs have been trained, but the outcomes (in terms of the number of people using a toilet) are still quite low. For example, 100,000 Euro has been spent and 3,000 people have now installed a toilet and are using it. The facilitation cost at this moment is 100,000/3,000 = Euro 33.33. However, after 6 years the programme has really been picked up: entrepreneurs are expanding their business, creating access to WASH beyond our scope. The cost spent is Euro 200,000 by the NGO, and 30,000 people in the city have access to sanitation at home. Now the facilitation costs are 200,000/30,000 = 7 Euro. After 6 years the NGO starts phasing out, the entrepreneurs will continue to deliver their services to new households until everyone in the city has a toilet. The government will continue to subsidize the poorest so they can also have a toilet. This example shows how declining unit costs for facilitation by the NGO show we are on the right way to acceleration. Finally it should be noted however, that there can be an occasional increase during the first few years as more investments are done to build the WASH sector.
HOW: DESIGNING A PROGRAMME THAT CAN ACCELERATE
As a WASH professional, designing and implementing WASH programmes is what you do best. The last thing we want to do with this manual is tell you how to coordinate and manage your WASH programme. What we can do is giving you a new perspective: how can you integrate acceleration thinking in developing and coordinating a WASH programme to unlock its full potential to accelerate.

In this chapter, we provide tools, exercises and tips & tricks that help you perceive your current or future programme from an acceleration perspective and design or adjust your WASH programme accordingly. This chapter can therefore be considered as the heart of acceleration thinking.

### 3.1 What you will learn in this chapter

- How to identify and understand your intervention area from an acceleration point of view
- Goal setting: envisioning the end
- 10 steps to design a WASH programme that can accelerate
- The role of acceleration thinking during WASH programme implementation

As a WASH professional, designing and implementing WASH programmes is what you do best. The last thing we want to do with this manual is tell you how to coordinate and manage your WASH programme. What we can do is giving you a new perspective: how can you integrate acceleration thinking in developing and coordinating a WASH programme to unlock its full potential to accelerate.

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**Change-makers: Successes and failures**

There is no recipe for acceleration in WASH. We are in the process of figuring out what it means and how we can make it happen. Changes are not made behind a desk; it is about getting an idea, trial and error. In this guide we will discuss ‘mechanisms’ and ‘conditions’, but you will not know what really works until you have tried it. So, please do not get stuck in endless discussions, just do it on a small scale and figure out what works. Step by step an approach will develop that will work in your specific context. We need brilliant failures that can help us improve. Anything that does not work, will give you a clue on what to adapt to make it work. For encouragement, a quote from Thomas Edison (who invented the light bulb): ‘I have never made a mistake, I only found 10,000 solutions that did not work’.
10 STEPS TO DESIGN A WASH PROGRAMME THAT CAN ACCELERATE

In this section, we will give you some guidelines to (re)design your WASH programme from an acceleration perspective and provide a refreshing exercise that helps you to actually integrate acceleration thinking into your WASH programme. The full exercise of integrating acceleration in your WASH programme exists of 10 steps and one red button (read more about this button in the box below).

We advise you to do this exercise with the group of partners you will be coordinating and implementing the programme with. This includes partner NGOs, but also already involved entrepreneurs, representatives from governmental organisations, financial institutes and other (unusual) suspects. On page 77, 81 and 86 you can also find three fill-in posters you can use for this 10-step exercise.

1. Identifying the area
2. Understanding the area
3. Calculating towards the end
4. Analysing approach
5. Identifying bottlenecks
6. Analysing bottlenecks
7. Co-creating acceleration mechanisms
8. Roles & responsibilities
9. Who pays?
10. Roadmap to acceleration
The red button gives all the partners at the table the opportunity to stop the discussion when a decision or suggestion goes against acceleration thinking. For example, when an NGO is put in an implementing position, or when the programme relies too much on overseas subsidies or grants. The red button adds a playful element to your programme design process, but more importantly it gives you the opportunity to have meaningful discussions about how to reach real, non-subsidized scale.

Note: the red button does not have to be an actual button of course. It can be a bell or anything else that makes noise and gets everyone’s attention.
Designing a successful WASH programme that can accelerate starts with identifying an appropriate intervention area, and getting a better understanding of the full WASH context in this region from an acceleration perspective.

**TIPS & TRICKS TO IDENTIFY AN INTERVENTION AREA**

We cannot change the whole world in one day. So we need to define a target area where your objectives can be achieved within a reasonable time-span and where examples can be set. In many occasions donors already indicate the country or region where they want to focus on. However, if you can identify an area yourself, it is tempting to choose for a specific community or for a city (with ‘political’ boundaries). However, WASH services are not only about delivery of services. Therefore, we need to take the full value chain into consideration. With the ‘water and sanitation chain’ in mind, a good choice may be start looking at a catchment area and the villages or cities in that area.

Below you can find some thoughts, insights and guidelines on how to choose an area where you can accelerate access to WASH. This choice is crucial, so take your time to make a deliberate choice!

- **Not too big**: it is important to be able to achieve results in 2 - 3 years. Think big, but start small. Especially in the first years. Allow yourself and the project partners to achieve successes.
- **Demand driven**: start in an ‘easy’ area where there already is willingness (and ability) of local stakeholders to participate in the programme, including local governments, financial institutions and communities.
- **Beyond our scope**: Once you have had the opportunity to learn and - even more important- to set an example in this ‘easy’ area, you are ready to move on to a more difficult area. Too often NGO’s start in the most difficult areas and get stuck there…. Forever. Interestingly enough, acceleration does not stop at the border of our intervention...
area, but has indirect impact in other areas. Just think about it: entrepreneurs do not care about our invisible borders. If they see good business in WASH, they will expand to other regions, as financial institutions will do with their credit products. Real acceleration takes place beyond our scope.

- **Value chain thinking**: Take into consideration the full value chain of water and sanitation. For example, in the case of sanitation, don’t focus on toilets only, but also include faecal sludge management. Verify that in the intervention area, the full chain can be developed. This will help you with building a system that can accelerate. With the ‘water and sanitation chain’ in mind, a good choice may be start looking at a catchment area and the villages and cities in that area.

- **Exit!** Acceleration is also about leaving. Really! From day one it should be your objective to become redundant. What is the right moment for an exit? There is never a right time. For a simple reason: you and your partners will always conclude that there is more to be done. Of course, because activities will continue (forever). But they should be continued by the local WASH sector itself. Therefore it is important to clearly choose a moment of exit. As earlier discussed, this could already be when 50% - 70% WASH coverage has been achieved. Set a realistic project period. Fix an exit-date and clearly communicate this. By the end-date the local WASH sector should be operational and take over.

- **Successes and failures.** Within acceleration thinking, there is no such thing as an implementing NGO. In order to build a local WASH sector, from day one the local stakeholders implement. With successes and failures. Therefore it is important to be able to work in an environment where there is trust between all project partners. This is needed to be able to overcome setbacks.

- **Rural or urban?** It is not black and white. In many countries rural areas are ‘urbanized’ with many people living together. Most likely it will be easier to accelerate in urban or urbanized areas as people are able to pay (assuming they have some income), there is business activity, and financial institutions are available. Accelerating in rural areas will require more creativity and local solutions. CLTS is an example of an approach that can accelerate for rural areas, encouraging people to contribute labour. Also take into account urban rural linkages, especially in the light of the nexus (water, energy and food). Urban and rural areas are interdependent, for example in waste and food streams, connected by communication, markets and finance.
Example from Ethiopia

WASH Alliance partner WASTE started with the Diamond approach in Arba Minch in Ethiopia (not a WASH Alliance area). It took about 3 years of discussions (and ups and downs) to build a local diamond. In the meanwhile, toilets were being built, but the pace was slow. WASTE started building Diamonds in other small cities (Arsi Negele, Mojo and Ziway) in Ethiopia. During workshops, representatives from Arba Minch were invited to participate. This time building a Diamond took only 1 year. In the meantime, neighbouring cities became interested and more ‘Diamond building’ workshops were arranged. Long discussions on concepts were no longer necessary as the newcomers were invited to visit the other cities and could immediately see for themselves.
Once you have identified the area where you will accelerate WASH, you need to get a good understanding of the WASH context and the drivers & bottlenecks for acceleration in your area. Therefore, in addition to your standard baseline study, we advise you to add the below checklists. This assessment will give you a good picture of where you are today.

1. **Scope**
   Divide the area you will work in, in areas with similar characteristics such as:
   - Urban
   - Rural
   - Water
   - Sanitation
   - Hygiene

   Depending on the size of the identified area, within this bigger area there could be areas characterised as "urban WASH", "rural water" or "urban sanitation". Making this distinction makes it easier for you to understand and analyse the area from an acceleration perspective.

2. **System analysis**
   Analyse the current situation of the main stakeholders: private sector, households, government and financial sector. For example, think about:
   - Demand (willingness) versus supply
• WASH service coverage/poverty distribution
• Prices and quality of WASH services
• Waste management
• Presence of a financial sector
• Who pays for what services? What does the government pay, what do households pay?
• Biggest suppliers of hygiene awareness and demand creation?
• Are there (national) WASH policies and rules & regulation systems in place?

And also map the enabling environment, including opportunities for innovation, acceleration and sustainability by analysing:
• The capacity of your local partners: their strengths and weaknesses in acceleration thinking
• The business sector, including the biggest suppliers of water and private and public sanitation
• The financial sector: which opportunities for funding and investments can be identified?
• Government agencies, community and youth organisations on all levels
• Which partners understand acceleration? Are there (unusual) partners that may help to drive the project? Who are the change-makers?

3. Acceleration mechanisms & conditions
• Analyse mechanisms and conditions for acceleration in your area. For example: are there laws & regulations in place, is there a strong business environment or a strong presence of MFIs and willingness to invest in WASH?
• Which acceleration mechanisms and conditions are already in place or can be strengthened? See chapter 2.
• What are the strong assets or institutions in an area? For example, can you reach and mobilise all relevant stakeholders in an area with a School WASH approach or would it be more effective to take a business approach to WASH?
• What are bottlenecks for acceleration (for example: the lack of the above elements)?
• Which approaches or programmes are promising or have proven success in the past?

The outcomes of your analysis should be taken into account in designing your accelerating WASH programme.
A guiding principle in acceleration thinking is envisioning the end and strategising your way backwards. We discussed earlier that the “end” of acceleration should always be 100% access to WASH facilities at minimum standards by 2030. So instead of estimating targets of the number of people with increased access to and use of WASH services, from an acceleration perspective you need to imagine it is 2030:

1. **What do you see:** What does full coverage by 2030 mean? What do minimum WASH standards mean in the country you work in and what does this do to your target? For example, 100% of the people in communities a, b and c has sustainable access to WASH facilities after 3 years.
2. **Where are you today?** What is the current WASH situation?
3. **And where do you need to be:** in approximately 5 years time, on the onset of you leaving the programme - the moment the local WASH sector should take-over completely.
4. **Quantify the gap**

You can use the table on the next page to help you analyse the current WASH situation and the objected situation in 2030.
**WASH situation: outreach capacity (cost/benefit) in total numbers and in costs**

What would full coverage be? Fill in estimates in table:

<table>
<thead>
<tr>
<th>In # of households</th>
<th>Today</th>
<th>In 5 years</th>
<th>In 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to water</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* None</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Standpipe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Household connection</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>In # of households</th>
<th>Today</th>
<th>In 5 years</th>
<th>In 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to sanitation</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>* None/ODF</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>* Public toilet</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>* Household toilet</td>
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<td></td>
<td></td>
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<tr>
<td>STEP 1-3</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>TO DESIGN A WASH PROGRAMME THAT CAN ACCELERATE</td>
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<tr>
<td><strong>1</strong> Identifying the area</td>
<td></td>
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<tr>
<td><strong>2</strong> Understanding the area</td>
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<tr>
<td><strong>3</strong> Calculating towards the end</td>
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<tr>
<td><strong>Scope(s):</strong></td>
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</tr>
<tr>
<td><strong>System analysis:</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Acceleration mechanisms &amp; conditions:</strong></td>
<td></td>
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<tr>
<td><strong>100% by 2030:</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>The gap:</strong></td>
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</tbody>
</table>
If the area is not new to you, or if other partners are already working in this area, ask yourself the question: which approach to realise access to WASH is already in place? What is happening already? Try to understand what has been done to get to the current WASH situation.

You can do this per scope. For example, in the rural regions within your intervention area, a CLTS approach has been used to create demand for sanitation facilities, while in the urban centres a business approach has been implemented. Get a good feel of what has been done in the past.
IDENTIFYING THE BOTTLENECKS FOR ACCELERATION

Based on your analysis of the WASH situation today and what it should be in 2030, you can identify which gap the local WASH sector needs to overcome to achieve 100% coverage by 2030. What does this gap look like? See image below. Why will we not reach 100% coverage by 2030 if we keep doing what we have been doing? What should be changed in the current approach to go from 20% to 100%? Identify the current bottlenecks causing that not everyone has access to WASH forever? Possible gaps include:

Households in the area are not willing to pay for water and sanitation facilities
- There are water pumps everywhere, but only 10% of them actually works
- National WASH policies, rules & regulations and are in place, but they are not adhered to by local governments
- Private sector is lacking, only NGOs are building subsidised toilets
Once the biggest gaps to full coverage in your area are identified, try to get a real good understanding of them to be able to address them in your programme. Doing a “5X WHY” exercise can help. Ask yourself why, for example, households in the area are not willing to pay for water and sanitation facilities. Keep asking “why” for at least 5 times to fully unravel the root causes of this gap. Note: the point of this exercise is to really understand what is not working well and to get a good sense of potential opportunities for acceleration. So if you get stuck at 3x why, no problem.

Once you have identified the bottlenecks, take a step back and look at the total picture. Analysing and clustering the bottlenecks for acceleration gives you a good idea in which direction you should look to design a WASH programme at scale. For example, you could see that the CLTS approach is working very well and demand for sanitation is created, but that the financial sector is underdeveloped or has not been involved in WASH. Both households and entrepreneurs have difficulties getting a loan to realise their WASH ambitions. In this simple example, the availability of financing could be hampering acceleration.
## STEPS 4-6
TO DESIGN A WASH PROGRAMME THAT CAN ACCELERATE

<table>
<thead>
<tr>
<th>Approach(es):</th>
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<table>
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<th>Bottlenecks:</th>
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<table>
<thead>
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<th>Analyse bottlenecks:</th>
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Steps 1 – 6 have given you a good idea of where you are now, and where you want to be in 2030. The next 4 steps will help you to design a roadmap on how to get there.

Taking into account the bottleneck analysis, identify which acceleration mechanisms you can use to speed up the process. Check out the already formulated acceleration mechanisms in this manual (link) to get you started. You should really invest in this 7th step. Research, talk, co-create with your team and partners.

The most important tip we can give you to come up the right acceleration mechanisms is: think out of the box. There is no fixed recipe acceleration, and the ultimate acceleration mechanism does not exist. NGOs are very knowledgeable and usually have a thorough understanding of the areas they work in. However, to identify acceleration mechanisms that can help you reach 100% coverage in your specific area by 2030, it is important to get out of your comfort zone and to talk to many other organisations in and outside the WASH sector. Think of climate change, infrastructure and agriculture or even broader: retail, telecom or logistics. Do not exclude anyone beforehand. For example, many NGOs never thought that local banks could be involved in WASH. But in meetings it became clear that they are very interested. Identifying and further developing an appropriate acceleration approach is about experimenting: talk, test, adapt.

Once you have listed all mechanisms, ask yourself with which mechanisms you can reach the highest numbers (in relation to the relative costs of this intervention)? Give the one with the biggest impact number 1, followed by number 2 and so on. For the rest of the exercise focus on top 3 – 5 acceleration mechanisms.
Now you have a better idea how and with which mechanisms, you can accelerate access to (minimum standards of) WASH in your area with reaching full coverage by 2030 as your single mission. But who is going to drive this change?

Filling in the Roles & Responsibilities scheme below can help you straightening your thoughts. Remember roles are about ‘what should happen’. Responsibilities are about ‘who is making it happen’. For example: The role is: policy-making. By law this role is already the responsibility of the municipality. You can use the scheme below for this step.

<table>
<thead>
<tr>
<th>Role</th>
<th>Who is responsible now?</th>
<th>Who should be responsible in 2020?</th>
<th>What need to happen for this transition?</th>
</tr>
</thead>
</table>
| Pit emptying          | Households (who are not doing it in safe ways) | Trained and paid entrepreneurs Government should arrange safe disposal sites | * Raise awareness amongst businesses that there is a business case in WASH  
* Train entrepreneurs in safe pit emptying  
* Involve local government to create disposal sites and regulations |

*Red button: to be able to accelerate, the NGO can never be the responsible one in 2030. Push the red button!*
REMEMBER THE ROLE OF THE NGO

Once you have done all the preparatory work, it is time to analyse your role. How can you, as an NGO, facilitate the whole process? What are your roles and responsibilities? What deliverables will you be accountable for? Which milestones need to be reached before you exit the programme?

A guiding principle here is local ownership: after some years, the local WASH sector has become fully responsible for the WASH facilitation in the area. NGOs should be out of the picture and less "external" budgets are available. However, you can still be available on a ‘need-to’ basis to answer questions and to help out when there are specific issues. The initiative to involve an NGO or other expertise is always with the people locally responsible for WASH.
Who are going to pay for all the activities and changes that need to be realised to reach full coverage by 2030? Fill in per activity who will pay. Make sure the answer can never be simply “the private sector” or “the government”. This is too generic and won’t help you to accelerate. You need to be clear on who exactly is paying? Does this person or organisation already exist? Who finances him? Who pays for the material? Here you can use the “5X WHO” method. Keep asking yourself “who” for at least 5 times. Follow the money to see if it makes sense. Don’t take anything for granted. And remember: you do not always have to have a straight answer immediately. You can do some investigation to better understand the situation.

Red button: to be able to accelerate, the NGO can never be the responsible one in 2030. Push the red button!
## STEPS 7-9
TO DESIGN A WASH PROGRAMME THAT CAN ACCELERATE

<table>
<thead>
<tr>
<th>Mechanisms</th>
<th>Ranking</th>
<th>Responsible now</th>
<th>Responsible</th>
<th>Who pays?</th>
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</table>

notes
The final step is to translate everything you have learned, the bottlenecks you have analysed and the mechanisms you have designed into a WASH programme that can accelerate. Remember that in your action plan, or roadmap, to acceleration the aspect of time plays a significant role. You need to think about the right timing and planning you can choose to introduce specific interventions to be able to accelerate. You cannot and do not have to do everything at once. Some interventions need long planning. For example, to effectively build a Diamond, you need at least a year to get the commitment of all the stakeholders you need. But there are also low-hanging fruits. So ask yourself: which activities can I do right away? Which activities do I need to plan for? Which partners should be involved? And what is my role in this?

Also think about the financial aspect in your roadmap: In an ideal world, the external subsidies you, as an NGO, bring in should only be used for the set-up of a functioning WASH system. Is there enough funding to kick-start the process for a couple of years, or do you need to look for additional finance or funding? Read more about this in chapter 5.
3.2 The role of acceleration during WASH programme implementation

Below you can find some guidelines and tips & tricks for acceleration during the implementation phase.

1. SELECTING THE RIGHT PARTNERS

Every approach to accelerate WASH has a specific group of partners that needs to be involved. This may vary from entrepreneurs to WASH committees and from school directors to environmental organisations.

From a WASH sector development approach you will first need to involve representatives from core partners: consumers/communities, (local) governments, the private sector and financial institutions. In addition to this, enabling partners are essential to involve to manage and strengthen relationships between the core partners. These include universities, marketing & communication agencies, training & development partners or research institutes. Finally also ask yourself: are there unusual partners that may help to drive the programme? For example, logistics & transport agencies, football teams, celebrities or insurance companies?

*Important to remember: there will be no change without change-makers. These are partners that may stir up things, may want to do things differently and take everyone out of their comfort zone. These partners are not necessarily correct in all situations, but they surely make you think (out of the box). So do not hesitate to identify ‘unusual partners’ as well and invite them to the table.*

**Three steps to identify the right partners:**

1. **Mapping:** start with mapping the (potential) partners in the area. On the next page you can fill in the three different type of partners: core partners, enabling partners and unusual partners. This exercise gives you a good overview of the partner landscape in your area. Which local and national partners already showed willingness to participate from the start? How can you mobilise them as ambassadors for the programme?
2. **Willingness:** estimate the level of willingness of the different partners you want to work with in your programme. There is one guiding principle here: without willingness of the core partners, do not start the programme. When we talk about willingness, we mean:

   a. Willingness to take responsibility within the programme. Remember there is a difference between willing to implement and willing to be a proactive partner in an accelerating programme. You can test willingness of partners in interviews, but there are other signals that can guide you to the right partners. For example a major who has shown commitment to acceleration in his policies. Which local and national partners already showed willingness to participate in the programme from the start? Also think about how you can mobilise these as ambassadors for the programme?

   b. Commitment to the key principles of acceleration as described in the first chapter of this manual. Partners should commit to this approach and make resources and people available.

3. **Capacity:** map the capacity of the different partners. Which partners are equipped to think at scale? Which partners are not? What needs to be done to make them understand acceleration? Capacity can be assessed on two levels:

   a. Skills, knowledge and experience: can the partner bring on board the right skills, knowledge and experience to facilitate the process of building a sustainable WASH sector?

   b. Capacity to execute: does the partner have the capacity to execute the activities necessary? Do they have enough people, means and network to invest in the programme?

Remember that willingness is the foundation of building a functioning multi-stakeholder platform for your WASH programme. Based on willingness capacity can be developed over time.

**Below you can find five more detailed questions you can ask yourself in the partner identification and selection process to get you started:**

1. Who are the biggest suppliers of water in number of people served? Who pays for the infrastructure and for the service, operation, maintenance and replacement of infrastructure?
2. Who are the biggest suppliers of private and public sanitation in number of people served? Who pays for the infrastructure and for the service (pit emptying)?
3. Who (if any) is providing Faecal Sludge Management (FSM)? Which organisations are involved? How is it financed? Is there a link food and agriculture?
4. Who are the innovators in WASH? Describe 5 for water and 5 for sanitation: why are they innovators? What is their potential to reach scale? How are they currently being financed?

5. Identify drivers at governmental level: which governments (local, district, province, central) have WASH high on its agenda? You can fill in the table below.

<table>
<thead>
<tr>
<th>Government</th>
<th>Water</th>
<th>Sanitation</th>
<th>FSM</th>
<th>Hygiene</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Municipal government Sathikira</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>Providing plot and funds for FSM</td>
</tr>
</tbody>
</table>

Scoring:

1 = not at all
2 = officially on agenda but not implementing
3 = on agenda and making policies
4 = policies & implementing
5 = innovator in the country, achieved much (scale to be designed)
2. SETTING UP AN ACCELERATION TEAM

It is important to establish trust and respect among the stakeholders. During implementation, the initially selected partners get to know each other better and jointly determine the next steps. This phase can start with one or more workshops. The result of this phase is:

- A shared idea on problems and long term vision
- A (very) good idea of the roles and responsibilities each organisation can take up and how that relates to the roles and responsibilities of another organisation
- Individual action plans per stakeholder
- A steering group (Acceleration Team) with representatives of the main stakeholders to drive the process. Often the NGO is the secretary of this group (not the chair).
- A good idea of the challenges with respect to financing and how these issues will be addressed.

DIAMOND WORKSHOP ITINERARY

This itinerary of a Diamond Workshop shows how important it is that a wide group of stakeholders (and potential drivers) are present.

Day 1: Problems, challenges and solutions
The first day the general issues on WASH are presented and discussed in the form of short movies or paper clippings. The vision on what could be achieved in the specific area can be discussed and presented. It is important that these are just broad ideas, in order to offer everyone room for input.

Day 2: Current roles
The second day the various partners present their views on the WASH issues in the area and their potential roles. Other partners can ask questions, but no debates should take place, there is only room for clarification.

Day 3: Future roles and responsibilities
The challenges for WASH service delivery are listed and an overview has been made of possible roles and responsibilities of the partners involved. Questions you can ask include: what can your organisation do? But also: what do you need of others? Everyone leaves with homework: to reflect and fine-tune.
3. FACILITATION OF ACCELERATION

During the programme implementation phase, you will still function as facilitator of change. This is also the phase that you can apply and put to work various acceleration mechanisms. For example:

- Support the acceleration team to use or develop standardised products, manuals and tools
- Set examples: document and communicate best practices, organise exchange visits to other countries or regions where acceleration is already happening
- Create ambassadors. Make sure the stakeholders in the ‘exited’ area become ambassadors. It is our experience that programmes in neighbouring areas develop much faster (acceleration) because there is something to learn from these ambassadors. So look for an area that can set examples and people can be ambassadors.

4. MONITORING ACCELERATION

As described in chapter 2.6, every approach has different indicators that can tell you that you are going into the right direction. During this last step:

- Together with the partners, identify per approach 3 – 5 relevant indicators that can indicate whether you are building a local WASH sector that has the potential to accelerate.
- Monitor these indicators on an (bi-)annual basis, evaluate them, and make sure the results are integrated in your acceleration strategy and programme. Be aware that this can (and should) alter your roadmap.
Concluding words: pace and pitfalls

Acceleration is starting slow, increase your speed and increase speed even more. Acceleration is not about going fast in the shortest time-span possible! Take your time. Acceleration is a balancing act. All elements of the new system must be in place and should be equally well developed. Especially at the beginning, make small steps to create small successes (very motivating), or small failures (great learning moments).

If you accelerate too fast, it may be at the expense of the quality of WASH services (and complaints from customers will follow). Or when local stakeholders are not really on-board (maybe lip-service only), it will result in a weak local WASH sector and there is no sustainability, nor continuity (and the NGO may feel that her presence will be needed forever). So be patient and take your time. Acceleration is about building up speed with patience and in control.

So, take it easy, take time to learn and do it together with all partners involved. Be practical. Start to put ideas into practice, even though you may not have fully developed the idea. Take baby-steps and figure out what works and what does not. Then adapt and try again. It will take time to try, succeed, fail and learn! It is much better to try and fail quickly, then to spend time on developing a thorough plan (behind your desk), based on assumptions (which may not be correct). If the plan then fails, it will be more costly and will take (too much) time. So succeed or fail quickly.

There are no successes without failures. Or maybe better: without 10,000 attempts that did not work. Therefore, it is important to establish a culture of experimenting. Cherish and encourage experiments. And discuss what works and what did not work. A Success & Failure club that comes together once a month could enable you to learn from each other, about what went well and what did not. Someone who has never made a mistake, never tried anything. So go for it, try, enjoy and share with others.
The majority of what has been described in this manual so far is based on our own experience.

Although we have not yet developed a complete WASH programme from an acceleration perspective from the start, we do have a set of best practices in which elements of acceleration have been tested. The following cases can show you what has worked and where we still need to work on bringing the programme onto the path of acceleration.
You can find these examples on the WASH Alliance website.
Whatever we do, someone needs to pay for it: whether it is building water taps, toilets, cleaning a river of plastic, organising the disposal of faecal sludge or governing a watershed.

Acceleration means doing more, and faster. This does not imply that more money is required. Maybe we can do more with less (funding), simply because we do things smarter and more efficient. This is nice in theory: in practice, it often means that we need more money until we have learned enough to be smart. In this chapter, we will give you some inspiration to become (financially) smart.
5.1 THE CONCEPTS

Financing? Funding? What do these concepts mean? To explain, let’s follow the money. An example: a mason builds a toilet and wants to be paid. His customer, Maria, pays the bill of $200 for that toilet; this is what we call a payment or financial transaction. But not everyone has the money immediately available. So, Maria may ask a bank for a loan and she lends the $200. However, she has to pay e.g. 7% interest on annual basis. The loan from the friend, bank or a third party is often called ‘financing’. But now: where does the money from the bank come from? Often the bank has funds because their clients have savings. The bank then pays the client e.g. 4% interest per annum. Often this is called the ‘funding’ of the bank (although you could also say that the bank is ‘financed’ by the people who have savings accounts.

Notes
• In the financing world a lot of definitions, abbreviations, etc are used. Never be afraid to ask what is specifically meant!
• In the example of Maria above, how much money is involved? It looks like a lot: $200 payment transaction, $200 + 14 (7% interest) loan, $200 + 8 (4% interest); in total $ 620. In fact it is only $214. The $200 that is put in a savings account, is forwarded by the MFI to Maria, and then is forwarded by Maria to the supplier. In exchange for this $200 Maria pays $14 to the bank, who keeps $6 for their work / profit and pays $8 to the owner of the savings account.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment</td>
<td>Hand-over of cash (either by bank-transfers or plain cash)</td>
</tr>
<tr>
<td>Financing</td>
<td>Loan (or investment) from a financier to a person or a company, so they have the money to make a payment.</td>
</tr>
<tr>
<td>Funding</td>
<td>Loan or investment from one financier to another financier. E.g. a government or donor who provides funds to a bank, so the bank can provide micro-finance loans’.</td>
</tr>
<tr>
<td>Interest</td>
<td>The payment for the service of using someone else’s money. E.g. a customer paying the bank interest on a micro-loan, but also a bank paying a donor interest on a credit line.</td>
</tr>
</tbody>
</table>

5.2 ACCELERATION

In the literature three sources of payments are distinguished:
• Transfers: that is the funding coming from development partners (donor funds)
• Taxes: that is funding coming from the national or local government, from the ‘budgets’.
• Tariffs: these are household payments. As explained above, such a payment may be financed via a loan.

Historically donors and governments felt that development could be paid for with transfers (donor funds). NGOs had an implementation budget and they paid for the development work and the building of the assets. After building, the assets were handed over to the community in the hope that the community would take the responsibility for operations and maintenance (which often was not the case). Today, the trend is that transfers (donor payments) are declining, and payments from taxes and transfers will need to increase.

How does this link with acceleration? The trend of declining donor funds will force us to increase the other payment
streams. In fact, the WASH Alliance has already started activities:

- Budget tracking: whereby the allocation and usage of government budget (taxes) in WASH were tracked and made public in open budget meetings, with empowered WASH committees demanding right budget allocation.
- Also, the Alliance has been stressing the importance of household payments (tariffs). To help customers pay themselves, local banks were invited to provide loans to households.

**What costs need to be covered?**
The table below provides an overview of different types of costs, how they were paid for and how they should be paid for in the future in able to accelerate.

Key is the willingness and affordability of households to pay. If households are willing, then (most of the time) it is possible to organise the other parts of the finance puzzle.

<table>
<thead>
<tr>
<th>Cost type</th>
<th>What does this usually cover?</th>
<th>Currently paid for (rural) drinking water</th>
<th>Currently paid for rural sanitation</th>
<th>How should this be in the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital costs</td>
<td>All initial investments (hardware and software, also extensions of systems)</td>
<td>National and local government and development partners; in-kind contributions users</td>
<td>Users (CLTS) and sometimes still national and local government and development partners</td>
<td>Mix of tariffs, transfers and tax</td>
</tr>
<tr>
<td>Operation &amp; maintenance costs</td>
<td>Daily O&amp;M: cleaning; ensuring soap is available; operating costs service providers</td>
<td>Rarely paid for</td>
<td>Users</td>
<td>100% should be paid for by users</td>
</tr>
<tr>
<td>Capital maintenance</td>
<td>One-off major repairs or replacements</td>
<td>Not paid for</td>
<td>Not paid for</td>
<td>Should be paid for increasingly by user tariffs</td>
</tr>
<tr>
<td>Direct costs</td>
<td>Costs for operating the schemes: monitoring; support visits; licensing service providers; oversight</td>
<td>Too small budgets National government via budgets decentralised government; development partners (via INGOs)</td>
<td>Rarely paid for National and local government and development partners; in-kind contributions users</td>
<td>Should be paid for via public funding (tax), but increasingly by user tariffs</td>
</tr>
<tr>
<td>Indirect costs</td>
<td>Policies, research, sector coordination</td>
<td>National government and development partners</td>
<td>National government and development partners</td>
<td>Should be paid for by public funding (tax)</td>
</tr>
</tbody>
</table>


5.3 COSTS OF WASH SERVICES

We should distinguish two types of costs: facilitation costs and costs of the service itself.

1. Facilitation costs

The costs relate to the cost for implementing a project, for doing everything that is needed to provide water and sanitation to households. It is important to note that these costs do not include the actual costs of building the water point or the toilet. In most of the WASH projects these costs are paid for by households/consumers themselves. Now the facilitation costs are paid for by donor funds. From an acceleration perspective, these facilitation costs should be reduced to nil once a local WASH sector is in place. Of course, the facilitation by the government or WASH sector will have to be paid for, but this should be done by taxes (government budgets).

The graph below shows that in our 2011 – 2015 WASH programme, access to WASH services cost €33 per person over the first three years, declining to €24 euro per person on average in five years. This is almost a 30% decline.

2. Costs of the service

These costs relate to costs of building a water point or toilet, pit emptying etc. These costs need to be paid for by the households. Some important considerations:

- The availability of financing is important, as it will help people to pay the invoice over time. Note that, there are different ways to help people to pay over a period of time. A loan is just one way. Alternatives: saving & loans schemes and supplier credit (the supplier allows to pay in more than one instalment).
- Anyone who has an income is able pay for his or her own services. That includes many of the ‘poor’. For example, if someone can pay his telephone and phone-bill, then why not pay for water or a toilet? However, there is a small
group of people with no income at all. For this group special arrangements have to be developed. For example, contribution from the government (taxes), other customers pay a small premium as contribution to services for the poor. is a small group of people with no income at all. For this group, special arrangements have to be developed. For example, contribution from the government (taxes) or other customers pay a small premium as contribution to services for the poor.

3. Pricing of services

NGOs are inclined to look at services in terms of ‘costs’ for the simple reason that in the past it were NGOs and their donors who had to paid for access points to water and sanitation. Now the thinking is changing toward households themselves who should pay for the services, it is wise to start thinking in terms of ‘prices’ instead of costs. Or in other words, it is time to change thinking from ‘Free-provision of water and sanitation services’ (traditional NGO thinking, services have a cost) to ‘Market-thinking’ (people pay themselves, and services have a price). Some food for thought:

- A common thought of NGOs is that ‘low cost’ products are a necessity to drive acceleration. That is true from an NGO perspective, after all: if costs per unit are lower you can provide (giver for free) more units. However, it is not necessarily true that lower prices drive acceleration. If people have to pay themselves, an important driver for acceleration is choice. Often people are willing to pay more if they can purchase something they really want.
- If people are willing to pay, then they will shop for the product of their choice. This fuels competition, and competition may help to reduces prices. Therefore, from a market-perspective prices (e.g. due to competition) are more likely to be a result of acceleration than a driver.

- Pricing strategies. Smart marketeers develop strategies to convince people to purchase their products. E.g:
  - Buy a toilet and get a shower for half price
  - Buy a toilet and 6months cleaning products for free

One of the strategies that is often used is called ‘forward pricing’. This strategy anticipates a decline in the costs of the service over the years. E.g. in the starting year the costs of toilet are $200 and the price should be $220 (including profit). However, the price is expected to decline in a period of 3 years to $150 (price $160). A marketeer may set the price at $170 in the first year and maintaining that price for many years (so accepting a loss in the first year, but then getting a higher profit). Whole libraries are written about smart strategies on pricing, marketing and sales. Why not apply to water and sanitation.

5.4 LEVERAGE

Official papers (e.g. OECD) distinguishes between two different meanings of leverage:

1. Leverage or mobilization effect, resulting in mobilizing additional (local) finance for WASH and thus a lower per capita input by donors for the same result. This is finance that otherwise would not have been invested in WASH at that moment.
2. Catalytic effect, resulting in a spin-off of effect: additional WASH results whereby (more people with access and use of WASH services). In fact, this is an indirect effect of a programme.
In this definition ‘Leverage’ is direct and immediately visible. ‘Catalytic effect’ is also a type of leverage, but visible on the long term only and after the donor program has ended.

Here we do not distinguish. With ‘leverage’ we mean all the funds that are mobilised to provide access to WASH services, with ODA funds as a kickstarter. The graph below shows the DGIS funds and the local financing for WASH. In 2018 the leverage is still small (appr $1 DGIS versus $0.5 local financing). In 2021 leverage is approximately 1:3 for that year. And in 2016 leverage for the whole period 2016 – 2026 is maybe 1:8. In this graph DGIS funding has ended in 2023, so if the period is extended to e.g. 2030, leverage on the DGIS funds may even increase to 1:12. Most important here is the trend: transfers (donor funding) is going down, taxes and tariffs are going up.
Leverage options include:

- Households investments: Households own investments in facilities at their home and household’s payment of tariffs. This will be realised through among others awareness raising, demand creation and facilitating access to loans.

- Private sector investments: Private sector investment in WASH, like investments in WASH materials, social marketing and infrastructure. Please note that these investments will ultimately be repaid through household tariffs.

- Financial institutions: Banks and micro-finance institutions will be supported to provide (soft) loans to households to invest in WASH facilities and to WASH entrepreneurs to improve their business. These investments will ultimately be repaid by the users as well.

- Local and national government: Through lobby and advocacy governments will be encouraged to increasingly contribute financially to a well-functioning WASH sector.

5.5 HOW TO ENCOURAGE LOCAL PAYMENTS?

How to make the shift from transfers to tariffs and taxes? It starts with the mindset. Yours. And then with you convincing the other partners in the programme. Things to consider:

- Make reducing and replacing transfers with tariffs and taxes one of the driving principles.

- Develop strategies so local government (taxes) and household (tariffs) are willing to pay.

- For local governments such strategies include: budget tracking (making things transparent), discussing allocation of budgets.

- Household investment strategies include: involving local financiers, so households have an option to pay for services even if they do not have the money readily available.

- Also businesses have to make payments to set up their business, e.g. in equipment. Also businesses need financing to get started.

- There are numerous financing instruments that can help to get government, households, businesses and financiers on board. In the WAI we will set up a group that will be able to help you putting the financing puzzle together. In the meanwhile do not hesitate to discuss payments and financing. There is a tendency to make it look complicated. Do not let that scare you off; just ask the questions.

1.6 A PRACTICAL EXAMPLE FROM BANGLADESH

In March / April 2017 a study was conducted on leverage in the WASH program in Bangladesh. (Report of the Study on Leverage of WASH Alliance International Programme in Bangladesh, April 2017, Amitabha Bhattacharjee Md. Emtiaj Uddin).

Main purpose of the study was to calculate the amount of investments by other actors during 2016 that can be attributed directly to the programme and has contributed to scale-up (leverage). The study showed that for a total investments of approximately €500,000 (the WAI budget for Bangladesh), there is a leverage of €1.5 million.

The study recognized the following four (4) sources of additional resources that were leveraged with interventions of €500,000 from the Bangladesh WASH Alliance in 2016:

- Household investments: including households’ own investment in WASH facilities at their home and household
payments of tariffs, realised through awareness raising, demand creation, availability of improved and more affordable products and services, among others.

- Private sector: including private sector investment in WASH, like investment in WASH materials, social marketing and infrastructures, realised through providing training and facilitation skills to finance institutes e.g. MFIs and WASH entrepreneurs, among others.
- Local government: including increased WASH budget allocated and spent by local government, as result of WAI interventions.
- Direct co-financing by the partners (non-development funds): the fund which has been raised by partners from private and corporate donors to scale up project activities in the implementation area.

As depicted below most of the additional sources came from households and private sector, with some additional investment from LGI’s (Local Government).

The study also mentions non-monetary catalytic effects: a) increased Public Finance for WASH; b) positive changes in regulatory environment related to WASH; c) enhanced mass awareness on rights and responsibilities related to WASH; d) increased engagement multi-stakeholders in WASH e.g. Micro-Finance Institutes, and other entities of private sector; and e) increased scope in market for WASH products/services.

The study concludes with a recommendations there is more to achieve if partners are willing to learn from each other!
TOOLKIT: ACCELERATION APPROACHES
Developing WASH programmes that can accelerate is not rocket science

But it does require a different way of thinking about realising sustainable access to WASH and designing WASH programmes. Very important in this process is listening to each other, sharing experiences and learning from each other’s successes and failures. This is the only way we can expand the above listed ingredients for acceleration and perhaps even come up with some secret recipes.

In this last part of the manual, we want to make it even more practical, by presenting four WASH approaches designed from an acceleration perspective. In doing so, we go beyond a description of the approach, but actually give a methodology, conditions, examples from the field and financial models you could apply when choosing this approach to trigger acceleration in your programme.

Acceleration approaches
There are many ways to accelerate, more than we can describe in this manual. For this 2016 version of the Acceleration manual, we have chosen to describe four approaches:
1. Diamond approach
2. Urban CLTS
3. Micro Water Service Provision
4. Social Accountability

Over the years to come, we aim to explore more approaches and include them in this manual. If you have suggestions for us or if you have ideas to develop an approach for this manual, please contact Jacqueline Barendse: jbarendse@waste.nl