

# Impact Report 2017

## Doing Good Better

---

How we accelerate  
our impact

Ch. 1

## Multi-sector Interventions

---

Tackling the root causes  
of child mortality and  
impaired child growth

Ch. 4

## Stories from the Field

---

Experience our  
changemakers in action

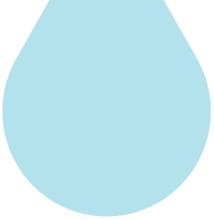
Ch. 3

## The Max Effect

---

What others say about our  
unique way-of-working

Ch. 5



Everything for a child's life.

We work to give children under five a healthy start in life and a better future – for those who need it the most.



# Table of contents

1	<b>DOING GOOD BETTER</b> <ul style="list-style-type: none"><li>• Max Foundation</li><li>• The problem</li><li>• Accelerating Impact</li></ul>
2	<b>HIGHLIGHTS OF 2017</b> <ul style="list-style-type: none"><li>• Our impact - at a glance</li><li>• Highlights 2017</li></ul>
3	<b>STORIES FROM THE FIELD</b> <ul style="list-style-type: none"><li>• Zobayda - Young community changemaker</li><li>• Rahul - Sanitation entrepreneur</li><li>• Expert volunteers Marleen &amp; Miriam – Development and implementation of MaxPBR</li><li>• Using business savvy to make a better world, Steven, CFO Lagerwey</li><li>• Mieke &amp; Emma, Marie Stella Maris Foundation</li><li>• Bangladesh Country Director Riad presents the WASH-nutrition nexus at World Water Week</li></ul>
4	<b>OUR PROGRAMMES</b> <ul style="list-style-type: none"><li>• Max-WASH II</li><li>• Max Nutri-WASH</li><li>• Max-WASH in Urban Slums</li><li>• Max Water Social Business</li></ul>
5	<b>OUR MEASURED IMPACT</b>
6	<b>MESSAGE FROM THE DIRECTOR</b>
7	<b>THE MAX EFFECT</b>
8	<b>THANK YOU</b>
9	<b>ACKNOWLEDGEMENTS</b>



# Doing Good Better

## The problem

Despite a dramatic decline in child mortality around the world, one third of all the children in South Asia will not reach their fifth birthday. Water- and sanitation-related diseases are one of the main causes of poor health, stunted growth and even death for children under five.

Worldwide, approximately 162 million children under five are stunted (too short for their age), and 40 per cent of them live in South Asia. Stunting is caused by inadequate nutrition and recurring infections in the first one thousand days of life. In Bangladesh, 36 per cent of children under five are stunted. Stunting is known to negatively impact cognitive and physical development, productive capacity and health.

## Max Foundation

At Max Foundation, our primary focus is giving children under five a healthy start in life and a better future. Even as we continue to grow, we stay true to the vision of our entrepreneurial founders Steven and Joke Le Poole: to effectively and sustainably reduce child mortality and improve child health. Max Foundation was founded out of their desire to do good in honour of their son Max Le Poole, who died of a viral infection at eight months old.

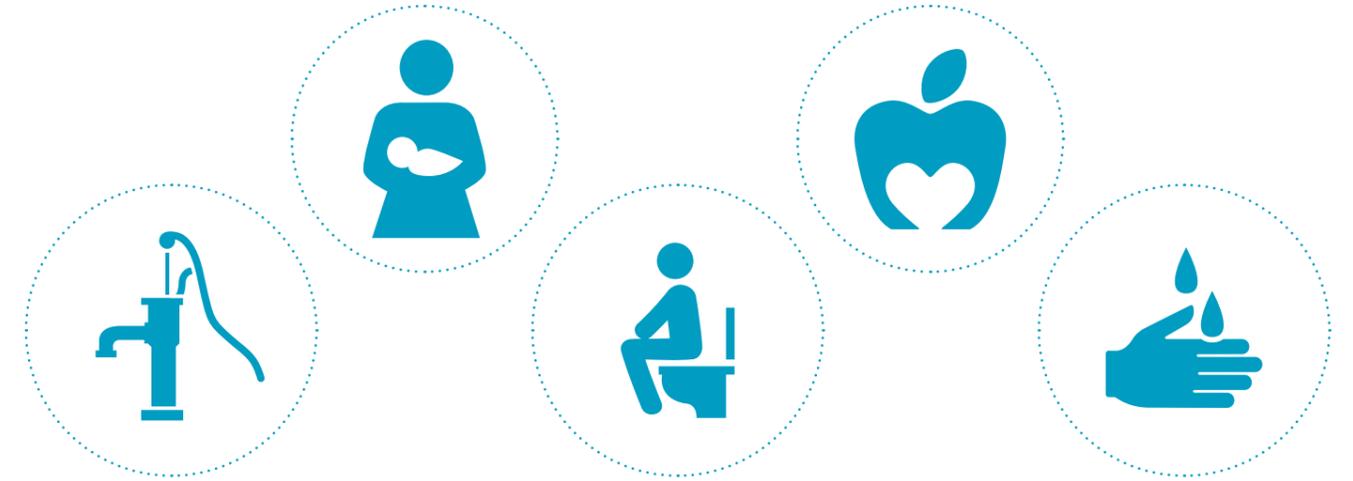
Max Foundation is pragmatic and strives for maximum value for money. When it comes to determining how we work and what we do, we constantly ask ourselves: What is the most efficient and effective way? The answer—local solutions! As a business-minded NGO, our role is to support local entrepreneurs and foster local, sustainable business models. We want to make sure our results last.

Our approach works. We have reached more than 1.5 million people with our integrated programmes to date. In 2016, we set the target of tripling our impact in 10 years, and we already expect to double it by 2021, reaching 3 million people. Most of these people will be in Bangladesh, which continues to be our main sphere of activity. We also began work in Nepal in 2016, and we aim to expand to Africa soon. We have grown into a professional organisation, running complex multi-year, multi-million euro programmes. In the coming years, we aim to continue to grow without losing focus or the flexibility to innovate.





We believe in the power of focus. Four out of five children under the age of five who die of inadequate water and sanitation live in Sub-Saharan Africa and South Asia, our two regions of focus.



## Accelerating Impact

Our programmes aim to give children under five a healthy start in life by reducing stunting and the incidence of faecal- and water-borne diseases. When it comes to fighting stunted growth, the most critical period is a child's first one thousand days of life—but we don't stop there. We target children up to age five because they are still extremely vulnerable and we want to make sure the healthy habits stick. Our approach focuses on WASH while also integrating nutrition and sexual and reproductive health. By engaging local stakeholders from the start, we catalyze lasting change in sanitation and hygiene behaviour in the entire community.

Our Max Healthy Village concept, makes good hygiene a matter of local pride. If a village meets six benchmarks of healthy practice and sustains the change for a year, it is declared healthy by local government officials and a sign is proudly placed for all to see. Not only do Max Healthy Villages improve community health, they guarantee better futures for children and their families.

Another key element in our approach is the training of entrepreneurs. We engage local entrepreneurs in the sale of hygiene and sanitation products and services and provide them with training in marketing and sales. They, in turn, drive demand for affordable, quality sanitation while simultaneously improving their own livelihoods. One of the hallmarks that sets us apart is the amount of local leverage we mobilise: for every euro spent on improved sanitation, local communities and governments invest almost six. This in line with our pathway to sustainability: by the end of the programme, ownership of all activities is migrated to local stakeholders to ensure continuity.

# Our Impact at a glance



**703.000+**  
PEOPLE REACHED

Our beneficiaries received essential education on clean water, sanitation, hygiene, nutrition, sexual and reproductive health, safe motherhood and infant care and reduction of stunting.



**175+**  
LOCAL ENTREPRENEURS TRAINED

We helped build local businesses and stimulated demand for sanitation and hygiene products.



**32.000+**  
PEOPLE GAINED ACCESS TO SAFE WATER



**39.000+**  
PEOPLE GAINED IMPROVED SANITATION



**50.000+**  
PEOPLE GAINED IMPROVED HYGIENE FACILITIES



**6.600+**  
CHILDREN MEASURED AND MONITORED ON GROWTH



**3.800+**  
WOMEN RECEIVED ANTE- AND POSTNATAL CARE

## Highlights of 2017

It was a year of growth for us, and we are delighted to share some highlights with you!



## Local government declares over 15 villages as Max Healthy Villages

To date, 15 villages have been officially declared healthy by local officials, and 62 are close to 'graduating', meaning they are currently under evaluation. This means healthier lives for 60,000 people, including roughly 6,400 children. To be declared a Max Healthy Village, at least 90 per cent of residents must maintain healthy practices (based on six benchmarks) for one year. In 2017, we also tracked the development of over 7,000 children under five in Bangladesh. While most programmes are still in the early stages, the preliminary results are encouraging. In our project area of Kalkini, Madaripur, for example, severe cases of stunted growth have decreased up to 30 per cent within two years.

HIGHLIGHTS OF 2017



## Max Foundation Bangladesh implements innovative MaxPBR system

After months of research and planning, we implemented a new hybrid payment-by-result (PBR) framework for Max-WASH II in August. This framework emphasises the monitoring and verification of results and links local partner organisations' compensation to the results they deliver. We set clear expectations for partners and offer them the flexibility to determine the best approach to achieve the pre-defined results. Max PBR fits our entrepreneurial approach and will increase programme efficiency and offer insights in real time.

HIGHLIGHTS OF 2017

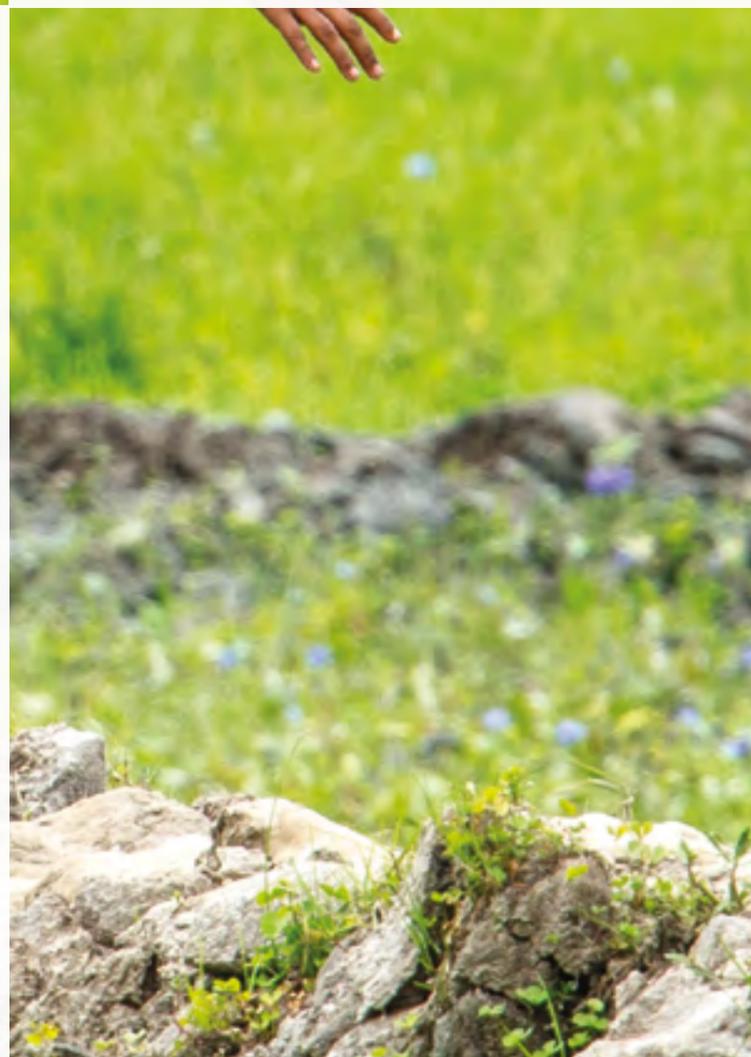


## Max Foundation starts flagship programme Max-WASH II

In 2017, we rolled-out Max WASH II. We aim to reach over 1.3 million people, particularly the poor and vulnerable in the Blue Gold Polders and the surrounding hard-to-reach southern coastal areas in Bangladesh. We're building on insight gained from Max WASH I and expanding to new areas. Our goal is to create an enabling environment in which community-led initiatives are supported by local governments and partners. We use a smart leveraging model, motivating local communities and government to co-invest. We aim to leave behind stronger, more resilient communities and a more confident, efficient and entrepreneurial private sector.

## Max Foundation scopes potential for a programme in Africa

In 2016, we began desk research into the possibility of beginning a programme in Africa. Based on our analysis, we narrowed our focus down to four countries and ultimately chose Ethiopia based on its high level of child mortality and critical need for WASH. Moreover, we believe that Ethiopia is a good niche for Max Foundation's integrated approach, our Max Nutri-WASH concept (at the nexus between WASH and nutrition) could have a positive impact. Max Nutri-WASH builds on our experiences in Bangladesh and adapts our approach to the Ethiopian context, placing an added emphasis on livelihoods. In the second half of 2017, we scoped out options in Ethiopia with the help of a locally experienced WASH expert and identified potential partners in the Netherlands and Ethiopia. As soon as we find funding, we are ready to launch!



## Max Foundation shares its experience on the international stage

Max Foundation aims to be a game-changer in the sector, which means we need to share our experience and stay up to date on the latest trends. In May, we co-hosted an event with IRC on phase-out strategies, where we presented our pathway to sustainability model. In July, we presented on the 'WASH-Nutrition Nexus' at WEDC, an international WASH practitioners' conference, in the UK. In August, we were at World Water Week in Sweden, where we presented in three sessions on the WASH-Nutrition Nexus - UNICEF Bangladesh, gender and WASH, and faecal waste management. And in October, we presented our Max Water Social Business piped water schemes at the Social Business Academia Conference in France. We've received a lot of positive feedback from these sessions, and we always leave feeling inspired.

HIGHLIGHTS OF 2017

## Max Foundation donors visit the field

This year, many of our long-term donors were inspired by visits to the field. We went, among others, to an urban slum project in Kurigram and a Max-WASH II site in the Patuakhali district of Bangladesh, where they could see our integrated approach at work. They got to witness people accessing safe water, practicing healthy habits and investing in their own lives. Upon speaking with local business owners, they were impressed by the entrepreneurial spirit of Bangladeshis and their capacity and motivation to grow their own businesses. Our work wouldn't be possible without our generous donors, and we hope they continue to support the Max Foundation.

OUR IMPACT - AT A GLANCE

## Max Foundation receive a €1 million donation inspired by effective altruism

We ended 2017 with a big funding bang! We received a €1 million donation to use as leverage for impact in our programmes. This donation was the result of an inspired business deal at Lagerwey, where the donation was linked to the sale of the company. Donations such as these are the fruit of the effective altruism movement, which focuses on making the biggest impact possible through smart giving.

## Max Foundation expands its professional team

Max Foundation has big plans for the coming years, and we need the right people to help us meet our goal of tripling our impact. Our Bangladesh team has doubled over the past few years to 27 employees. The team includes technical specialists in monitoring and evaluation and gender as well as data verification employees, many we brought on for Max-WASH II for our MaxPBR call centre. We have renewed our head office in the Netherlands as well, which now has six full-time employees, including two new positions in business development and finance to help us raise and manage funds. We would like to thank CBRE Global Investors for donating office space in the World Trade Center in Amsterdam.

# Flood Report

Floods affect Bangladesh every year; however, in August 2017, the flooding was particularly severe. It has been called the worst flooding in more than a decade and left more than one third of the country under water. More than one thousand lives were lost, and 24 million people were affected.

Some of Max Foundation's project areas in Bangladesh and Nepal were hit by the flooding. Although we are not a humanitarian response organisation, we did our best to support our local partners serving affected communities by speeding up or postponing programme activities to support post-disaster response. We would like to thank our loyal donors who reached out to us to provide extra funds for recovery. With their support, we restored access to sanitation and safe water to over 17,000 people by repairing or replacing our 2,300 damaged latrines, handwashing devices and tube wells.

 17,789  
amount of people covered with emergency response

 2,334  
pieces of hardware repaired/installed to secure access to water, sanitation and hygiene

# Stories from the field



Zobayda Taluker, volunteer youth representative

## Zobayda - Young Community Changemaker

### ZOBAYDA'S IMPACT

Zobayda stands out in her drive to help improve her community's health, especially that of mothers and children. As a volunteer youth representative in her village's community support group, she has encouraged discussion about hygiene behaviours, child nutrition and maternal care. She works hard to convince others that they should invest in their health and track their children's growth. Zobayda also helps the ultra-poor access government subsidies for latrines.

### THE MAX EFFECT

We believe that involving youth is key to creating lasting change, which is why we target young leaders like Zobayda. She has played an important role in making her community healthier. Her village of South Kalipura has been officially declared a 'Max Healthy Village' by the government, and Zobayda continues to lead by example. Her community continues to inspire others to gain access to clean drinking water, improve sanitation for everyone, practice better

hygiene and safe motherhood, and ultimately to improve child health.

### THE ROAD TO POSITIVE OUTCOMES

**"All 178 households in our village have clean water and proper facilities, and now we are continuing Max Foundation's activities ourselves. I feel very happy and proud of my village that we have come this far."**

## Rahul - Sanitation Entrepreneur

### RAHUL'S IMPACT

Rahul was quick to see the growing demand for latrines in his community as a business opportunity. With €1,400 in capital investment, he now has a thriving local business and has tripled his income. Each month, he sells an average of 15 latrine sets, 50 handwashing devices, and numerous other latrine-related materials, earning a net profit of approximately €240 per month.

### THE MAX EFFECT

To help Rahul scale up his business, we supplied him with marketing training to reach a wider audience. We also helped him strengthen his supply by analysing market demand. With new insights into customer needs, he modified the design of the offset pit latrine to make it more user-friendly. His business has expanded from selling rings, slabs, poles and pipes to also renting out storage space and selling raw materials such as sand and cement to fellow entrepreneurs.

### THE ROAD TO POSITIVE OUTCOMES

Rahul was named Best Entrepreneur by Max Foundation and continues to develop sustainable models to improve both his business and community. "We have a healthier community, and I'm able to provide for my family in the long-term," Rahul says proudly. A win-win in the Max Foundation's eyes.





Miriam Klinkenberg, expert volunteer

## Expert Volunteers Miriam & Marleen – Development and Implementation of MaxPBR

### MARLEEN & MIRIAM'S IMPACT

As volunteers in the Max Payment-by-Results (MaxPBR) project team, Miriam Klinkenberg and Marleen van Thienen have helped us make MaxPBR a reality. Under this innovative result-based monitoring and evaluation scheme, our local implementation partners are paid in part for the results they deliver. Not only does this system create incentive, it also allows us to directly measure our results. Marleen joined our team following many years of experience in the financial sector. Her professional experience proved invaluable in building the financial models that calculate the payments to partners. Formerly employed by Unilever, Miriam is specialised in result-based supply chain management. She spent more than eight months in Bangladesh helping the local team implement MaxPBR. She developed monitoring tools and helped set up an innovative verification call centre at the Max Foundation office in Dhaka.

### THE MAX EFFECT

Seeing us take the ambitious step of implementing MaxPBR is motivating for our donors, partners, staff and expert volunteers. MaxPBR will help us and our stakeholders gain better insight into the real impact of our work and make corrections in real time, allowing us to respond more effectively to challenges and opportunities. Currently, there are few examples of results-based management combined with financial incentives implemented at field level with local partners. We think MaxPBR will give our local partners an edge, putting them at the forefront of one of the latest innovations in the sector.

### THE ROAD TO POSITIVE OUTCOMES

**MaxPBR will give us continuous, real-time measurement and verification of our results. It offers a new, more focused way of working in the sector, delivering more impact for the money.**

## Using business savvy to make a better world, Steven Le Poole, CFO Lagerwey

### STEVEN'S IMPACT

Steven left his active role as co-founder of Max Foundation in June 2014, but he still wanted to make a meaningful contribution from his current position as CFO of Lagerwey, a major energy company. Inspired by effective altruism, which advocates for smart giving and using one's talents to make a difference, he negotiated a substantial charitable donation from investors as part of a commercial deal. Part of the profits from the sale of the company was donated to Max Foundation, and part to another charity chosen by his partner, Lagerwey CEO Huib Morelisse. Effective altruism is still relatively rare in the corporate world, but Steven was inspired by a few examples. He hopes this donation will motivate others to look for innovative ways to channel profits to a good cause and take action for a better world.

### THE MAX EFFECT

We pride ourselves in being a business-driven NGO, and Steven has challenged us to use this donation as leverage to multiply our impact. We continue to be inspired by his example, and we strive to keep the end goal in sight: getting maximum value for money so we can improve as many children's lives as possible.

### THE ROAD TO POSITIVE OUTCOMES

**We thank Steven for his willingness to share his story. In his words: "I hope I can inspire people to do the same in their own way. I believe that this form of effective altruism can really raise difficult business deals to a higher level. If it were up to me, this will become the norm—call it a new kind of bonus!"**



Steven Le Poole, CFO Lagerwey



Riad Mahmud, Country Director Bangladesh

## Bangladesh Country Director Riad presents the WASH-Nutrition Nexus at World Water Week

### RIAD'S IMPACT

We presented at several events in 2017, allowing us to spread our message about our integrated approach and connect with others. One experience, in particular, stands out. Riad Mahmud, our country director in Bangladesh, joined UNICEF Bangladesh to talk about combining WASH and nutrition interventions as a way to tackle stunting. UNICEF Bangladesh presented BabyWASH, a critical methodology for infant care that Max Foundation implements. We highlighted the impact child growth monitoring, and how it is proving to be an extremely successful trigger for hygiene behaviour change in parents. The session in Stockholm was attended by more than 60 enthusiastic participants, a few of whom said it was the best session at the conference. Our talk sparked a rich discussion on what needs to happen next: more research to bolster the existing evidence, more practical experience on the ground, etc.

### THE MAX EFFECT

We aim to be a game changer in the WASH sector by introducing new, effective strategies based on scientific evidence. Using WASH, nutrition, and care (for mothers and children) as a means to tackle stunting is new in the sector, but we are seeing results with our programmes, all of which are heavily focused on community-level change. We believe that sharing our experience is so important because if we don't, we'll never achieve the change we want to see.

### THE ROAD TO POSITIVE OUTCOMES

*"It was so encouraging to see how our views were appreciated and how we received valuable input from the group," Riad said. "We in the sector, the government included, still think too much in compartments. But the key is really to combine different interventions into one programme."*

## Mieke & Emma, Marie-Stella-Maris Foundation

### MIEKE & EMMA'S IMPACT

Two members of the Marie Stella Maris (MSM) team joined us on our yearly inspirational trip for donors. The MSM Foundation has been supporting the Max Foundation since 2013. In Mieke and Emma's eyes, two things really stood out on this trip: the active role of women in the villages and the entrepreneurial mindset of the Bangladeshis. Their initial comment was that women are crucial for successful, lasting outcomes. This is certainly true, but after we explained the 'water aspects' of our projects, they realised how important hygiene is as well. The trip really opened their eyes to the impact of MSM's support of the Max Foundation. They were able to return home and share their experiences with the rest of their team—and in a vlog that can be viewed on our website.

### THE MAX EFFECT

Max Foundation initiates projects, but the sustainable results are achieved by ensuring local ownership of

them. Our goal is for the local community, government and entrepreneurs to take over our projects and make them their own. Access to clean water is important, but hygiene – for example, handwashing after defecation and before preparing food – is important as well. We motivate people to invest in health, particularly their children's. When parents see the difference that good hygiene can make in their child's growth, they are sold. We also support local entrepreneurs in marketing and selling products to improve home hygiene. When people are able to purchase a handwashing device and a latrine at an affordable price from a trusted member of their community, they incorporate their use. It lays the groundwork for hygiene habits.

### THE ROAD TO POSITIVE OUTCOMES

*Emma says: "The people of Bangladesh would rather not receive aid; they want to do things for themselves. This is why I believe Max Foundation is taking the right approach..."*



Mieke van Engelen & Emma Holthuis, Marie Stella Maris



“We in the sector, the government included, still think too much in compartments. But the key is really to combine different interventions into one programme.”

- Riad Mahmud, Country Director of Max Foundation Bangladesh

# Our programmes

We believe that an integrated approach can tackle the root causes of child mortality and impaired child growth.

Our multi-sector interventions address water, sanitation & hygiene (WASH), nutrition, and sexual and reproductive health, focusing on the mother and child and empowering local communities. Building on evidence-based research and our lessons from the field, we have developed the following set of unique programmes.

We continue to develop and expand our flagship Max-WASH approach to focus more on stunting (Max Nutri-WASH), to tackle urban areas (Max-WASH in Urban Slums) and to create a sustainable, local business model for bringing clean, reliable piped water to Bangladeshi homes (Max Water Social Business).

While we focus on a healthy start in life for children under five, we are also aware of the fact that healthy children require healthy communities—which is why we have developed our Max Healthy Village approach that targets behaviour change in the whole community. We continue to adapt the concept and experiment with different ways to achieve maximum impact on child health (reducing stunting, when children do not reach their full growth potential). Our interventions are WASH-led but include nutrition and sexual and reproductive health.



SOUTH-EAST ASIA

SUB-SAHARAN AFRICA

# Programmes overview

## Max-WASH II

### Max Healthy Villages

Max-WASH is our flagship programme. It is WASH-led and linked to child and women's health interventions and nutrition. This programme builds on our experience with Max-WASH I in improving child and community health and reducing levels of diarrhoea and other water- and faecal-borne diseases. Max-WASH is a multi-year, multi-million-euro programme, primarily funded by a donation from the Embassy of the Netherlands in Bangladesh. Other donors include SK Foundation, Marie Stella Maris, Ineke Feitz Foundation, and other private foundations and individuals. We implement the programme with the support of many partners at the local, national and international level. The value of the programme has nearly doubled thanks to local resources invested by households, communities and the government. For every euro we invest in sanitation and hygiene, local stakeholders invest almost six.

The key outcome of the Max Healthy Village programme is improved hygiene through behaviour change. Once healthy practices have been embedded in a community, it 'graduates' from the programme. This locally-led approach is certified and supported by local government and compels communities to take charge of their own health.

We seek to strengthen governance, especially at levels where day-to-day decisions on the provision of WASH services are taken. We encourage sustainable market models for water, sanitation and hygiene by supporting local entrepreneurs in strengthening supply and demand. This helps ensure long-lasting impact beyond the life of the programme.

By 2021, the programme aims to reach 1.3 million people with knowledge about better hygiene practices and increase sanitation coverage to 441,000 people and safe water to 307,000 people in hard-to-reach south coastal areas of Bangladesh.

**In 2017, Max-WASH II reached almost 600,000 people, provided 7,900 people with access to safe water and 10,930 people with access to improved sanitation. Sixty-seven sanitation entrepreneurs received marketing training and more than 85 female health promotion agents were trained to start their own business.**

## Max Nutri-WASH

### Bangladesh

In Bangladesh, we are piloting our Max Nutri-WASH approach which has an even greater emphasis on stunting and nutrition than Max-WASH II. Stunting is caused by inadequate nutrition and recurring infectious diseases in the first one thousand days of life. Research suggests that there is a strong link between stunting and safe water, sanitation and hygiene. By tackling open defecation, we prevent long-term exposure to faecal contamination and chronic intestinal infections in children, which lead to reduced absorption of nutrients. We hope that through our interventions, the overall health of these children will be sustainably improved over the long term.

Our programmes reach target groups via a community-led service delivery approach. We teach communities to monitor child development on their own. Mothers receive growth charting materials and small-group support to discuss strategies for raising healthy children. These sessions also allow them to compare their children's growth, and in doing so, stimulate behaviour change in each other. Max Foundation also trains local entrepreneurs to sell and install hygienic latrines, who in turn become catalysts for community-wide behaviour change. The key to the programme's success is in creating Max Healthy Villages, where the entire community becomes healthier.

In Sylhet, Bangladesh we are implementing the Growing UpUpUp programme until 2019 in collaboration with our local partners and funder, the Dutch Postcode Lottery. We also implemented the Max Value for Child Growth programme in the region of Madaripur in Bangladesh, using funds provided by Aqua for All, Waterloo Foundation and J.C. Ruigrok Foundation. Our beneficiaries are mostly pregnant women and mothers, adolescent women, and primary and secondary schoolchildren from ethnic minorities in poor rural villages.

In total, we aim to reach over 85,000 people, including 26,000 children under the age of five.

**In 2017, Growing UpUpUp and the Max Value for Child Growth project reached a total of more than 65,000 people, providing safe water access to 7,937 schoolchildren and sanitation to 3,949 people. Over 6,000 children under five received growth measurement and frequent monitoring sessions – promoting awareness of stunting among parents, building knowledge of nutrition and stimulating improved hygiene behaviour.**

### Nepal

In late 2016, we began working in Nepal through our local partner the Karuna Foundation, with support from FEMI and other private donors. Max Foundation focuses on the poorest populations, with a special attention for children in hard-to-reach areas. The project in Nepal focuses on the disadvantaged Dalit groups, the lowest caste in the Sunsari district. This minority group's infant mortality rate is higher than the national average. Similar to our project areas in Bangladesh, the drinking water supply is very limited and there is a lack of knowledge about hygiene. In the rural areas of Nepal, 38 per cent of people practice open defecation, almost three times as high as the global average.

To enable long-lasting behavioural change, we raise awareness of the benefits of improved sanitation, hygiene, safe drinking water and healthy mothers and children. We develop leadership within the communities and compel local people to take initiative for a healthier and more prosperous village. In addition, we also involve the local government.

**From July 2017 to the end of 2020, we aim to reach 18,628 adults and children with our integral Max-WASH approach. Combining our resources and the Karuna Foundation's experience, we have the power to help them achieve a healthier future.**

## Max-WASH in Urban Slums

We adapted our signature Max-WASH approach to tackle child health (water- and faecal-borne disease and stunting) in 22 urban settlements in Kurigram Municipality, Bangladesh through improving safe sanitation access, piped water, and maternal and child health care. Max WASH Urban Slums targets vulnerable slum dwellers, including migrant workers, pregnant and lactating women, children and adolescent girls. The goal of Max WASH Urban Slums is to create a replicable urban WASH model that will sustain programme impact long after the implementation period is over.

Extreme flooding in 2017 was a major blow to families in the affected areas, including Kurigram Municipality. Many of our beneficiaries lost their latrines and handwashing devices or saw them severely damaged. Not only did the flooding impact our beneficiaries' livelihoods, it also led to delays in our project delivery. Despite these setbacks, we are positive about the progress we have made and still expect to reach our project targets by the end of June 2018.

Thousands of people now have access to safe water—and 1,178 people now have clean water piped straight to their homes! Thanks to the installation and repair of deep tube wells, water is now in greater supply and easier to test for safety. Almost 10,000 people are covered by a water safety plan, and in 2017 we reached 87 per cent of our target for people with access to an improved or hygienic latrine. Our awareness-raising efforts on safe motherhood and child health are showing results too. Sixty-nine children moved into the normal growth range in 2017, and 94 per cent of new mothers now have access to post-natal care services, which is 3.5 times the baseline. These are fantastic results, and we owe them to the success of the trained community health workers and promoters.

## Max Water Social Business

In Rajshahi, a rural, hard-to-reach district of north-west rural Bangladesh, the majority of the almost 20 million inhabitants face challenges in potable water supply. In fact only an estimated 1 per cent of rural Bangladeshis have access to piped water in the home. We are bringing piped water to Bangladeshi homes through innovative mini-grid piped water schemes which we aim to turn into a sustainable social business. We have built five schemes in this region, as part of a pilot project, each of which could connect more than 300 households, and three of the five are also providing water to local farmers for irrigation, where the solar energy used to run the system reduces cost. Aqua for All is one of our partners on this project. In addition we have several more schemes of varying sizes operating in both rural and urban slum areas, with plans to scale up to many more. We see delivering clean, reliable water in the home as the last mile of service to ensure safe domestic use, not just for drinking but cooking, cleaning, and bathing. This is essential for good hygiene and preventing stunting and water- and faecal-borne disease. Families buy into the network via local water operators, people they know and trust.

We see these pilot schemes as a first step towards creating a financially viable, tariff-based social water business in Bangladesh. We look to scale to forty additional schemes in the coming years.



For lasting impact, we engage communities right from the start: individuals, and we also involve the local government, civil society organisations, and the private sector.

We take a business-driven approach, strengthening local business models and supporting entrepreneurs, so that eventually we can step out of the picture.

# Our Measured Impact

 **703,337** ..... PEOPLE REACHED

 **24,697** ..... CHILDREN UNDER FIVE REACHED

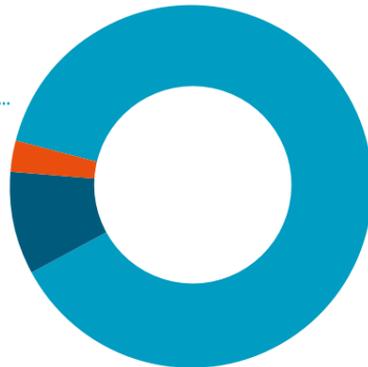
 **22** ..... MAX HEALTHY VILLAGES DESIGNATED (SINCE 2016)

 **9** ..... PROJECTS ON WASH, NUTRITION, CARE, SAFE MOTHERHOOD AND WATER SOCIAL BUSINESS

Turnover €2,900,000

Expenses spent on:

- 88% objective
- 3% management & administration
- 9% fundraising



## Who is Max Foundation

**8** Employees in the Netherlands (5.5 FTE)

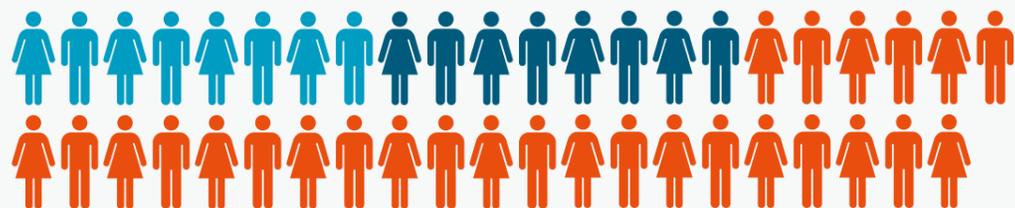
**18** Trainees, interns & volunteers

**27** Employees in Bangladesh



**342**

Fieldworkers (partner NGO's)



**32.245**  
PEOPLE GAINED  
ACCESS TO SAFE WATER



**39.715**  
PEOPLE GAINED  
IMPROVED SANITATION



**51.613**  
PEOPLE GAINED  
IMPROVED HYGIENE



**179**  
LOCAL ENTREPRENEURS  
TRAINED AND SCALED



**328**  
MEMBERS OF CIVIL  
SOCIETY EMPOWERED



**308**  
LOCAL GOVERNMENT  
OFFICIALS TRAINED



**6,672**  
CHILDREN UNDER FIVE  
MEASURED AND  
MONITORED ON GROWTH



**-23%**  
STUNTING REDUCTION  
(BASED ON RELIMINARY FINDINGS IN OUR  
FIRST PROJECT AREA, SHOWING STAGGERING  
INITIAL RESULTS)



**3.849**  
PREGNANT WOMEN  
RECEIVED ANTE- &  
POSTNATAL CARE



**40+** KILOMETRES OF PIPES  
INSTALLED TO SUPPLY **866**  
HOUSEHOLDS WITH PIPED  
WATER IN THE HOME



**44%**  
FEMALE PARTICIPATION IN  
COMMUNITY SUPPORT GROUPS

Our work contributes to a world with:



SUSTAINABLE  
DEVELOPMENT  
GOALS

# Message from the director

## Thank you for your support!



**We are delighted to report that in 2017, we provided 703,337 people, including 24,697 children, with a healthier future by means of clean drinking water, good toilets, hygiene, nutrition and education. This would not have been possible without the generous contributions of our sponsors, volunteers, foundations, companies and the government.**

There's no doubt that 2017 was a year of tremendous growth for the Max Foundation. Where to even begin? For starters, we rolled out our new Max-WASH II programme in Bangladesh, reaching over 1.3 million people. We also developed our innovative payment-by-results mechanism, amped up our fight against stunted growth, advanced our Max Social Water business, accelerated funding, and explored new countries, like Nepal and Ethiopia, where we can share our knowledge and experience. But even as we grow, we are keeping our original mission in sight: to reduce child mortality in the most effective and sustainable way

possible—in short, to do good better! Looking back on 2017, three achievements come to mind. First, following the evaluation of our Max-WASH I programme, we launched a new monitoring and evaluation framework based on payment by results. This system, known as MaxPBR, engages local partners on a deeper level by linking compensation to results delivered. Not only does this create an incentive to increase programme efficiency and value for money, it also ensures that we achieve greater, more lasting impact. I am proud to say that we managed to design and implement this innovative payment system in one year — a tremendous accomplishment for our team and an outstanding innovation for the sector.

Second, we had the pleasure of speaking at several international conferences in 2017, where we could share our knowledge and gain insight from our colleagues in the sector. At World Water Week in Stockholm, we joined UNICEF Bangladesh in presenting the 'WASH-Nutrition Nexus': an effective approach to fighting stunting. We also presented at the WEDC International Conference at Loughborough University in the United Kingdom and at the Social Business Academia Conference in Paris.

In addition to our visibility abroad, we were active on the home front as well. We hosted an event in collaboration with IRC that focused on phase-out strategies in the WASH sector, and coordinated sharing sessions to discuss lessons learnt during Max-WASH I.

Finally, 2017 was a year of team-building both in the Netherlands and Bangladesh. In the Netherlands, we welcomed 3 new experts in (Finance, Fundraising, and Communications) to our home office in Amsterdam, and our Bangladesh team grew from 9 to 27 people with the addition of two local field offices and a call centre.

Our 2017 achievements are even more remarkable when we consider the significant challenges we faced this year. You may have heard in the news that Bangladesh was hit by extreme flooding in August. Over one third of the country was under in water, and more than one thousand lives were lost. Three of Max Foundation's project areas were severely affected by the flooding, and many of our amazing donors were quick to provide additional emergency funds.



**Joke Le Poole**  
Director Max Foundation

**We would have never come this far without the support and talents of our staff and volunteers, in both the Netherlands and the countries where we work. And dear partners, donors, funders and friends, I would like to thank you with all my heart for supporting Max Foundation for all these years; your generosity is absolutely essential to our work.**



The final evaluation of our Max-WASH approach by sector expert Mark Ellery concluded that “the uniqueness and the relevance are extremely high in the key water and sanitation areas prioritized by the Sustainable Development Goals”.

We continue to expand and improve on the concept.

# The Max Effect

“Local government representatives come to visit our village and praise us a lot. They call us a ‘model village’. They are replicating our project activities in other areas now. Max Foundation has shown us how to live healthier. Even though the project has ended, we have been continuing the activities ourselves.”

– **Zobayda Taluker - Volunteer Youth Representative Community Support Group**

“The people of Bangladesh would rather not receive aid; they want to do things for themselves. This is why I believe Max Foundation is taking the right approach...”

- **Emma Holthuis, Marie-Stella-Maris Foundation**

“Our programme is designed to help people to invest in themselves, so they can improve their own situation in the long run. This is far more effective and sustainable than old-school charity funding.”

- **Joke Le Poole, Director of Max Foundation**

“The payment-by-result method is relatively new in the WASH NGO world. I am proud that Max Foundation has dared to take this step and that I’ve been able to be a part of it. My wish is for Max Foundation to be an example to other organisations in the NGO world and for the idea of effective giving to become commonplace.”

- **Marleen, Expert Volunteer, PBR project team**

“The products and services are a core element of the solution but at the end of the day the community needs to be taken along with the change. They need to understand the importance of clean water; they need to understand it means LIFE and the pathway to change needs to be clearly set up.”

- **Femke Markus, Spring Associates**

“As a truly humanitarian WASH leader with an effective business approach, Max Foundation will go to the max to continue fighting child mortality in Bangladesh, Nepal—and wherever we go next!”

- Joost van de Meent, Chairman of the Board

# Acknowledgements

## Text

Max Foundation and Kristen Gehrman (editor)

## Design

Kirsten Fabels, Web & Grafisch ontwerp

## Photography

Max Foundation, Carel de Groot and J. Lousberg

## Sources

We have used recent data of the World Health Organization, the World bank and Unicef.

## Office Max Foundation in Amsterdam, the Netherlands

### Address

World Trade Center (Our office has been made available by the CBRE Dutch Office Fund), A-tower, 5th floor  
Strawinskylaan 503, 1077 XX Amsterdam

## Office Max Foundation in Dhaka, Bangladesh

### Address

Apartment B1, 1st floor  
Domino-LLUVIA  
23/16 Khilji Road, Block B  
Mohammadpur, Dhaka – 1207, Bangladesh

### E-mail

[info@maxfoundation.org](mailto:info@maxfoundation.org)

### Website

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

### Bankgegevens

NL36ABNA0505107333, Amsterdam

