Figure: Theory of Change Triple-S (Sustainable Services at Scale)

Vision: Water services that last. Rural people have access to agreed levels of water services that are sustained over time.

Outcomes
- Bi-lateral and multi-lateral donors and NGOs adopt service delivery approach and align to government agenda
- Government adopts service delivery approach and shows leadership
- Learning and adaptive management functions sustained beyond the project

Proof of concept in country
- Increase in functionality of water systems in pilot districts
- Increased satisfaction of users with water services in pilot districts

Activities
- Campaigning and advocating to challenge existing assumptions and ways of working of governments, donors and implementing agencies, to create commitment to a service delivery approach and intent for change
- Engagement with governments, donor & implementing agencies through: enabling dialogue, joint research, providing field-based evidence and facilitating knowledge sharing enabling identification & then support of locally-owned pathways of change and new approaches
- Developing and sharing evidence, principles, tools and new practice to support the change process, stimulate reflection and debate and inform and underpin changes in policy and practice

Causes
- Sector political-economy results in a narrow de-facto focus on delivering infrastructure instead of delivering services
- Weak government leadership and lack of harmonisation among bi-lateral and multi-lateral donors and NGOs leads to chaotic and projectised implementation
- Sector capacity to learn and to adapt on the basis of new evidence is weak leading to lack of flexibility and ability to innovate in the face of change

Problem
- High rates of non-functionality and sub-standard service delivery to rural water users