



CONNECTIONS

THE QUARTERLY NEWSLETTER OF WATER FOR PEOPLE

→ Connection: A physical joining of two or more things. The logical linking together of words or ideas.

Social Entrepreneurship

A revolutionary approach to an age-old problem

by Eileen Lambert

The celebration ran high when the new well gushed water for the first time and the entire village attended the festivities. Streamers and fresh paint decorated the new pump. But the thrill was gone when the pump broke and no one in the village knew where to find or how to install the spare part required to get the water flowing again.

It's a story that is repeated thousands of times a year in developing countries where broken water pumps and latrines are abandoned throughout villages and communities. It's not for lack of caring. Many were installed by well-intentioned nonprofit organizations and philanthropic groups. But the real challenge is how to make these systems last.

"One of the biggest problems around the world is that water and sanitation systems are often installed for free, without considering how they will be maintained. You see catastrophic failure rates around Africa, Asia, and Latin America," said Ned Breslin, Water For People CEO. "The International Institute for Environment and Development estimates that 50,000 water points in Africa are broken on any given day. They estimate that it's worth between \$215 and \$360 million in wasted investment."

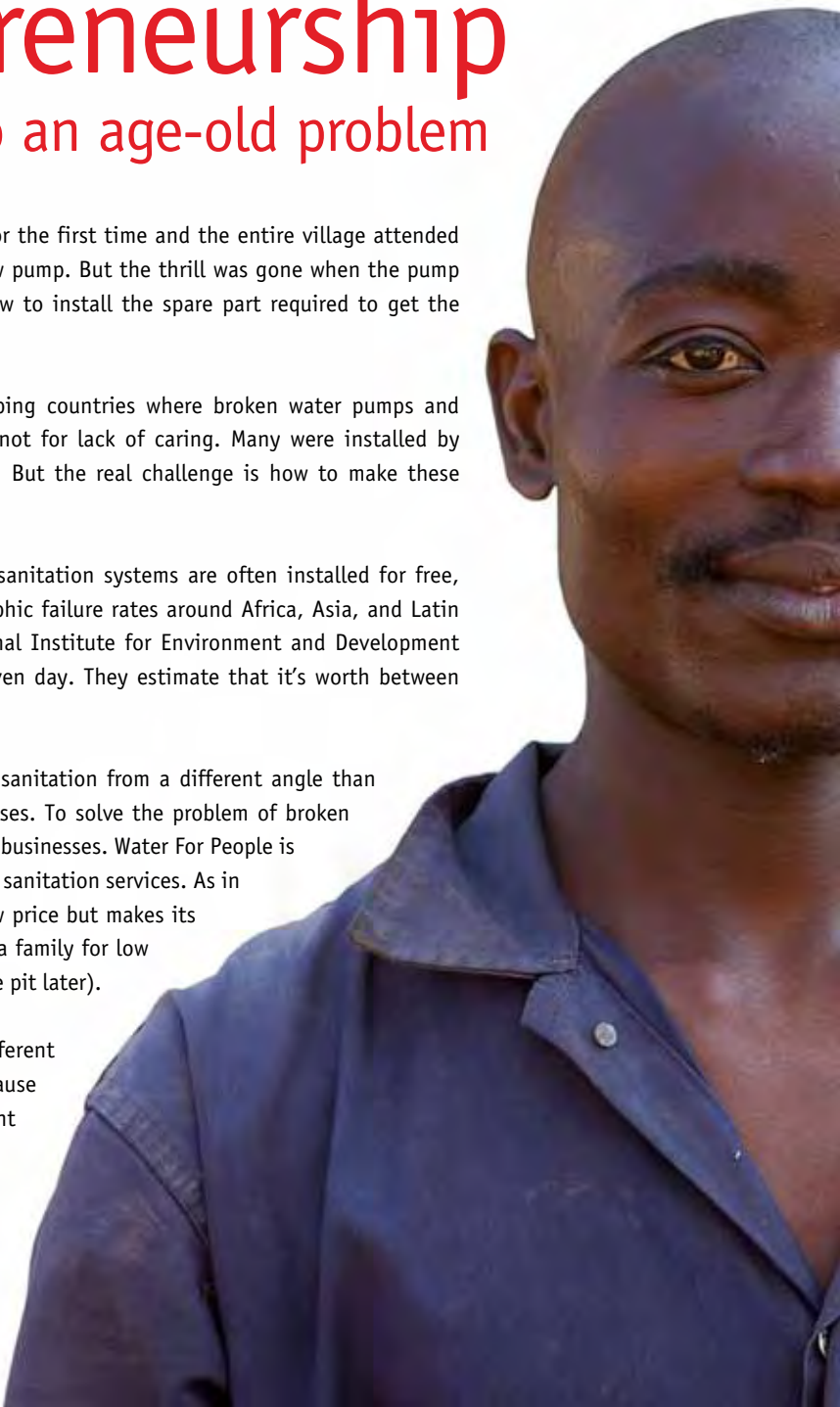
Water For People is looking at the problem of access to water and sanitation from a different angle than many nonprofits do—one that involves leveraging the local businesses. To solve the problem of broken pumps, the organization is stimulating what are essentially plumbing businesses. Water For People is looking at how to encourage more local businesses to see the value in sanitation services. As in the case of a cell phone company that gives you the phone for a low price but makes its money on the two-year contract, a business would give a latrine to a family for low cost but still make money based on their service (emptying the latrine pit later).

Every country and region in which Water For People works has a different example of how the private sector can profitably address a social cause and increase the overall sustainability of international development projects, otherwise known as social entrepreneurship.

And the innovative ideas are catching on.

It all started two years ago when Water For People produced an award-winning project proposal during the Development

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Impact Over Time

By Ned Breslin, CEO

“Sustainability” is the most overused and abused term in the water and sanitation sector.

Water For People is proud of our efforts over the past few years to dramatically expand the number of people we support. This is a testament to the strategic and impactful ways our field staff and partners continue to work throughout the world. We report numbers of “beneficiaries” every year so that it is clear how many people have partnered with Water For People around the world to solve their water and sanitation challenges. And we rightly celebrate the day a water system is completed and latrine doors are open for business. We take joy in knowing that a woman or girl no longer needs to walk for hours and miles to collect dirty water or defecate on the ground because she does not have access to a latrine.

But we have also learned that counting beneficiaries is not enough. What is also important is what happens after Water For People has left the area, the cameras are gone, the beneficiaries have been counted, and the donor reports have been submitted. What happens when a former “beneficiary” walks by that very same tap or pump that is now broken, on her way back to the dirty source of water that she used before? What happens when the latrine is full or too dirty to use?

“WHAT HAPPENS WHEN A FORMER ‘BENEFICIARY’ WALKS BY THAT VERY SAME TAP OR PUMP THAT IS NOW BROKEN, ON HER WAY BACK TO THE OLD UNPROTECTED SOURCES?”

The truth is that we and our sister development organizations must significantly improve the quality of our work so that water systems supported today are still functioning years later. Around the world, despite many people’s best intentions, an unacceptable number of pumps are broken, taps are dry, and schools have become graveyards for failed water and sanitation infrastructure. This makes us wonder what it means when organizations talk about “sustainability.”

What sustainability means to us is that beneficiaries counted today can still get safe water from functioning taps or pumps in 10 years. And when it’s time for a new water system, beneficiaries and local government partners can replace the hardware themselves without seeking financial and technical help from yet another development organization. Sustainability means that people who start using a latrine today will never have to go to the bathroom outside again. And when the pit fills up, they can sell the contents for compost, or call a pit-emptying service, or replace their pit latrine.

So how can you measure this? Water For People believes that conventional success indicators are misleading and need to change. That is why we are not going to try to show more impact just by showing increasing beneficiary numbers. Now we will also report on sustainability. We are morally obligated to program for and measure sustainability because we dare to intervene in people’s lives, and because people like you trust us and invest in our work.

We will still report on how many people and municipalities invested their sparse cash and resources in partnership with Water For People to solve their water and sanitation problems every year. But we

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Our Mission: Water For People helps people in developing countries improve their quality of life by supporting the development of locally sustainable drinking water resources, sanitation facilities, and hygiene education programs.

Our Vision is a world where all people have access to safe drinking water and adequate sanitation; a world where no one suffers or dies from a water- or sanitation-related disease.

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Marketplace event held by the World Bank and the Bill and Melinda Gates Foundation, a global competition that encouraged innovative solutions to the world's biggest development challenges. With the \$200,000 award, Water For People developed a program that leveraged ecosanitation toilets and local entrepreneurs.

The idea works like this: Families are offered an ecosanitation latrine financed with a microloan. The family uses the latrine, adding soil and ash after every use to create compost, and then the entrepreneur returns to purchase and remove the compost. The family earns enough to pay off the cost to build the latrine and retain a little additional money. The entrepreneur grows the business by selling the compost to local farmers. And the entrepreneur has incentive to get more people to use the ecosanitation toilet.

This "Sanitation as a Business" model proved that the local private sector truly has a place in improving the longevity and breadth of international development programs. The number of sanitation beneficiaries in Malawi will likely increase rapidly through this program—not just when the toilets were installed, but continuing into 2010.

This fall, Water For People had another opportunity to test the model. In September the Blantyre Water Board, operated by the government of Malawi, selected Water For People to provide technical support for a 31-million-euro (\$45 million) initiative funded by the European Union (EU) Water Facility and the European Investment Bank (EIB) to bring safe drinking water and improved sanitation to more than 540,000 people in 21 low-income areas of peri-urban Blantyre and Lilongwe, Malawi. The projects include microloans for latrines supported by low-cost services from entrepreneurs to empty the latrines at scheduled intervals, making the toilets sustainable and incentivizing business.

In addition, the Case Foundation invested in Water For People with an investment in Water For People in October to accelerate and expand its efforts to provide innovative, sustainable water solutions in Africa. This investment helps us harness the power of local entrepreneurs to provide sustainable operations and maintenance support in Malawi, Rwanda, and Uganda.

"We're developing and incubating viable business ideas so that entrepreneurs see that everyone who doesn't have a toilet—everybody who goes to the bathroom—is a viable customer," Breslin said. "That way, Water For People doesn't have to fund and build every toilet. Many other organizations have tried that idea and it hasn't worked."

But social entrepreneurship may work differently depending on the local environment and culture. In India, Water For People trained a group known as the Jalabandhus ("friends of water") to repair broken water pumps and sanitation facilities. This group of entrepreneurs saved many lives after Cyclone Aila in May 2009 by repairing all except three water pumps installed by Water For People in the Sundarban Island villages. The three remaining pumps were under water and not repairable. Not only did the Jalabandhus (also known as mobile mechanics) get the pumps

working, but the local government also employed the team to repair pumps they had installed.

"An answer Water For People has found to the challenge of sustainability is the empowerment of mobile mechanics who visit village after village to maintain and repair water infrastructure," Breslin said. "Mobile mechanics collect a fee for their services and become viable businesses that serve a social good by providing quality technical support to communities.

"By stimulating the private sector to provide water and sanitation services, we plan to show that systems are still functioning after 10 years, that latrine services are still being used, and that these communities no longer need development organizations. If we can show that water is flowing, toilets are being used, hands are being washed, not just when they get the service but in 10 years, I think that's revolutionary," Breslin said.

Listen to Ned Breslin's interview with Colorado Public Radio about social entrepreneurship at www.waterforpeople.org/cpr. ■

On the cover: A sanitation entrepreneur takes a break from his duties in the peri-urban area outside Blantyre, Malawi. Below: Jalabandhus training this October is conducted at a school for 20 trainees on Sagar Island in the Sundarban Islands of West Bengal. Repairing and maintaining pumps is a critical task for these mobile mechanics.





WHAT WORKS

World Water Corps — More than data and numbers

By Peter Mason



World Water Corps® volunteers visit all of our country programs to check on the progress made in the field and determine if the taps, handpumps, and toilets cofinanced by Water For People are functioning as designed. The data and lessons learned from previous work allow the organization to improve, learn, and adapt.

Sometimes there are added benefits as volunteers connect with people.

On a recent trip with World Water Corps volunteers Don Holmes and Matt Millis in Bolivia, the two volunteers were eager to return to one of the homes they had already visited. They had met 85-year-olds Don Francisco and Señora Francisca, a married couple who lived in Centro Hoyada outside Tiraque. Holmes and Millis had taken a picture of the couple, printed and framed it, and wanted to give it to them as a gift for their hospitality two days earlier.

Sra. Francisca had told them that her backyard shallow well had gone dry and her only option had been to gather water at the irrigation ditch and then more recently load her water jugs in a cab for the two-kilometer trip to buy water. She explained that her life changed two years ago when she started to attend a weekly meeting of the water committee in Centro Hoyada. The committee served as a focal point to bring together the community, local government, other development organizations, and the local private sector so that a water system could be installed, operated, and maintained far into the future.

Holmes and Millis translated that the decision to help pay for her own new water system was an easy one. She knew that there was no free tap in the offing, but when she saw the new tap in her backyard, she cried, realizing that things were getting better for herself and her community. It took Sra. Francisca, Water For People, her local community, and the government to create this solution.

Holmes and Millis knocked on her door that day to see if the tap was still running and working properly, but the story she told Holmes and Millis, about her life, her family, their challenges, and how water was central, impressed them. She invited both to come in and share a simple meal with her family, which they did.

The experience so moved the pair of volunteers that they returned that day with their present.

Sra. Francisca greeted Holmes and Millis with hugs and kisses, chatting with them as friends. She cried and kissed the framed picture of her and her husband and once again opened her home to us all.

The World Water Corps volunteers collected valuable data throughout their two-week trip to Bolivia that will help Water For People improve its work. But in another crucial way, Holmes, Millis, and the World Water Corps connected with people and demonstrated how development can work with respect, care, and compassion, not just data. They were ambassadors in the highest sense of the word. And that works. ■

SUNDARBAN SNAPSHOT: WHILE WATER POINTS ARE BETTER, BIG PROBLEMS LOOM

By Peter Mason

In late May, Cyclone Aila washed through Bangladesh and East India, leaving millions homeless. In the Indian state of West Bengal, where Water For People works, the storm destroyed homes, crushed infrastructure, and caused havoc. Six months later, the water points are largely saved, but for both future development and future storms the question remains, what next?

One particularly hard-hit area was the district of South 24 Parganas, a relatively remote area where hundreds of thousands live both on the coastal mainland and on the many Sundarban Islands. Many water points were saved and repaired after the storm, but an October visit by Water For People staff showed that challenges remain and changes are being made to improve the situation.

Some Problems Persist

First, some homes have been repaired, but many people are still living in partially damaged houses, having replaced destroyed roofs with plastic tarps, or they have moved to other shelters.

Second, saltwater inundated the fields and rice paddies in the area. This has a triple negative impact: destroying crops, reducing water available for washing, bathing, or raising small aquatic crops (such as fish in the ponds), and damaging the job market in this agrarian area.

Third, and likely most insidious, the barriers that keep storm surges in the Bay of Bengal and the

Ganges River away from the villages, fields, and homes are precarious at best. Locals built the earthen barriers from mud, packed dirt, sandbags, and whatever was around. Mangroves that grow here fortify the embankments, lock in the soil, and solidify the makeshift levees. However, the mangroves are disappearing as the sea and the river encroach on the islands and embankments. Aila worsened the problem, but residents also blame global warming and rising sea levels.

Potential solutions are few and far between. One vastly expensive option would be to create concrete embankments in all the affected and at-risk areas. Roughly 3,500 kilometers (2,100+ miles) of shoreline would need to be reinforced with steel and concrete through a government-led program. Indians with government connections believe this option isn't realistic.

So the status quo rules: patch the embankments when they fail with wood and sandbags and deal with the consequences of saltwater when the fields are flooded. The long-term future of the area may depend on solving this problem.

What Has Changed

Despite the challenges, positive responses to the storm are growing quickly and providing hope, including:

- A new dedication to ensuring that pumps, wells, and platforms are more storm-resistant in their placement, design, and craftsmanship.
- Programs exist to pump out select ponds and ensure that some surface water is available for washing, bathing, and livestock.
- An innovative rainwater catchment program to assist people in capturing rainwater during times of high water stress, such as in disasters or the dry season.

The tenacity of the people who live here, the creativity of the development organizations that work here, and the new ways of working in this area are as bright as the sunshine that beats down between rainy seasons. ■



WATER FOR PEOPLE NEWS



Rosenthal Challenge Success

For the second year in a row, donors of Water For People partnered with philanthropists Stephen and Sandy Rosenthal with the goal to raise \$1 million. This Fall, more than 800 supporters successfully matched the Rosentals' \$500,000 donation to Water For People and significantly surpassed the goal, raising almost \$800,000. In combination, this totals \$1.3 million that will go to help transform communities in Africa, Asia, Central America, and South America with safe drinking water and improved sanitation. We are deeply grateful to the Rosenthal family for giving Water For People supporters a rare opportunity to double their impact. On behalf of the communities we serve, thank you for making the Rosenthal Million Dollar Challenge a success!

Staff News

Water For People would like to thank Abraham Aruquipa for his decade of service to the organization as he moves on from his position as country coordinator. Water For People-Bolivia's first office was in Abraham's house, and under his 10-year leadership, the program has grown from a small group supporting a handful of projects throughout the country to a well-respected team of eight professionals implementing five regional programs. As Abraham himself put it at his *despedida* (going-away party), "We started 10 years ago supporting only components of drinking water systems—a pipeline here, some taps there. This year we are supporting more than 40 communities in five regions of Bolivia through our strong relationships with partners." Effective January 1, 2010, Betty Soto, a Bolivian national with 20 years of experience in water and sanitation programs in Latin America, will assume the position of country coordinator. Please join us in celebrating the accomplishments under Abraham and welcoming Betty to the Water For People team.

Branding

Water For People has engaged with branding agency Duffy & Partners in Minnesota to rework the Water For People look and feel, logo and tagline. The organization is embarking on a new 5-year strategic plan as well as a new look and feel for the organization. Said, Peter Mason, Director of Marketing and Communications, "Our programs in the field are high quality and long-lasting, and our brand and communications must match that in every way to make our organization aligned in both the doing and the saying. We're excited to work with the high-powered team at Duffy." Duffy & Partners have past clients such as Komen for the Cure, Toyota® Trucks and Diet Coke®.



WEFTEC Recap

Water For People participated in WEFTEC.09 in Orlando, Florida, the largest water quality event in North America, and the largest annual water quality exhibition in the world. WEFTEC drew more than 17,700 water professionals from around the world.

Water For People hosted a cocktail party to recognize outstanding supporters from the Water Environment Federation (WEF) network, including Robert E. Adamski, who was awarded the Robert W. Hite Award for outstanding volunteer leadership, and ITT Corporation, for their significant contributions to school water and sanitation. Local Water For People committees within member associations and World Water Corps volunteers were also recognized throughout the evening.

Two Water For People board members received individual service and contribution awards from WEF. Richard Kuchenrither received the Emerson Distinguished Service Medal, and James Clark was awarded the Engelbrecht International Achievement Award.

THE CASE FOUNDATION: A TRANSFORMATIVE PARTNERSHIP

In October, Water For People announced a transformative investment from the Case Foundation to accelerate and expand its efforts to provide innovative, sustainable water solutions in Africa.

This investment will be used to support a dramatic expansion of Water For People's programs, harnessing the power of local entrepreneurs—mobile mechanics—to provide sustainable operations and maintenance support for a portfolio of community water solutions in Malawi, Rwanda, and Uganda.

As part of these efforts, PlayPumps International will be contributing its inventory of manufactured pumps to Water For People, broadening the technology options to be offered to communities.

The combined new resources total roughly \$2 million in funds, assets, and in-kind support, complementing almost \$2 million in direct funding from Water For People's program base in Africa.



MAKE THE HOLIDAYS COUNT!

Please consider making a year-end gift to Water For People this holiday season by visiting www.waterforpeople.org/holiday or calling 720.488.4567. Donations postmarked on or before December 31, 2009, will be eligible for a 2009 tax deduction. Don't miss your last opportunity to give to Water For People in 2009!

www.waterforpeople.org/holiday

EVENTS

More information is available on the Water For People website at www.waterforpeople.org/events

02/7/10 **Win 5 Days 4 Nights at Super Bowl XLIV—Dolphin Stadium Miami, Florida** Sponsored by the AWWA Pennsylvania Section Committee. Includes: Round-trip air fare for two, hotel accommodations for 4 nights, 2 tickets to Super Bowl XLIV on Feb. 7, 2010, VIP events escorted by Don Tollefson from Sports Center Radio 950 ESPN. A \$50 donation gets you one raffle ticket, only 600 tickets available. The drawing will take place in late December 2009.

06/20/10 **Water For People Golf Classic at ACE 2010** 7:00 a.m. Driving Range Practice, 8:00 a.m. Shotgun Start, Ruffled Feathers Golf Club, 1 Pete Dye Dr., Lemont, IL 60439. Individuals \$180. Sponsorship opportunities available.

06/21/10 **Water For People Founders Award Breakfast at ACE 2010** 7:00–8:30 a.m. Chicago Sheraton Hotel & Towers, 301 E. North Water St., Chicago, IL 60611. Invitation-only event.



Ware Fellowship

The 2009–2010 Ware Fellowship is taking place in Central America, where staff and partners in Honduras, Guatemala, and Nicaragua have embarked on a yearlong program of capacity-building activities. Now in its fifth year, the program, funded by the Ware Family Foundation, has provided development opportunities for 85 in-country water, sanitation, and hygiene professionals from every Water For People country.

Working with Central America Regional Manager Diana Betancourt, this year's participants have designed a program to serve their field needs and professional interests. Topics include sanitation technologies, water quality management, and social marketing—strategies for promoting behavioral change in support of sustainability.

Utilizing workshops, self-directed learning, and field research under the guidance of outside experts, the Ware Fellowship rotates through the Water For People regions year by year. The 2008–2009 program was in South America; in 2010–2011 it moves to Africa.

Political Volatility Continues in Honduras

In November, Honduras held its presidential election and Porfirio Lobo of the conservative party is said to have won in a landslide. However, to date, controversy surrounding the election continues and the stability of the country in general is still in question. At this time, the Water For People–Honduras office is experiencing calm in the area and is able to focus on the people and communities it serves.

Volunteers Supported a Movement this World Toilet Day

The challenge of going to the bathroom when you don't have a toilet is not a popular conversation starter. And that would explain why the world will likely miss the Millennium Development Goal written by the United Nations in 2000 to cut in half the number of people without sanitation by 2015. To help get the lack of toilets on the general public's radar, Water For People held an e-card campaign on World Toilet Day, November 19. Water For People offered supporters three e-cards to send out to friends, family, and colleagues. More than 1,200 people sent nearly 4,400 e-cards. Our supporters truly "stood up so that others could sit down" this World Toilet Day.





Promotions and Products Benefiting Water For People

Johnson's Baby: Starting in September 2009, Water For People is benefiting from the JOHNSON'S® NO MORE TEARS® Clean Water Initiative. As part of its campaign, JOHNSON'S® will donate a portion of sales from specially marked products to Water For People in select markets worldwide. In 2009 they've raised more than \$70,000. Visit www.nomoretears.com for more details.

MyCokeRewards: Building on the success of its April promotion benefiting Water For People, MyCokeRewards will once again allow consumers to donate their points to Water For People between November 2 and December 31. Visit www.mycokerewards.com to learn how.

IncrediBundles.com, an online retailer of fine baby gifts, has committed to donate \$2 to Water For People for every bath bundle sold on its site. The company's line of luxurious baby bath bundles features plush hooded bath towels, organic baby bath products, and bath toys. To learn more, visit www.incredibundles.com.



3for5 is a nonprofit social fundraising initiative started by David and Lenee Fueling in order to generate awareness and money to combat the global water and sanitation crisis. 3for5's goal is to unite a community of 20 million people, each donating \$5 and inviting three friends, to raise awareness and money for clean drinking water, sanitation facilities, and hygiene education for people in the developing world. Water For People has been selected as one of four organizations that will receive part of the first \$50,000 raised by this movement. The money raised by 3for5 will support our work in rural Malawi.

Opposite page right: One of three e-cards that were sent to raise awareness of the global sanitation crisis on World Toilet Day. Above top: An ad from Johnson's Clean Water Saves Lives campaign. Above bottom: The 3for5 website. Below right: An increasingly familiar sight; a sanitation worker in peri-urban Blantyre, Malawi.

Water For People Wins International Recognition for Mobilizing Communities in Malawi

Water For People was recognized by the African Ministers' Council on Water (AMCOW) recently for its commitment to programs in Malawi, which have supported and mobilized communities to improve water and sanitation conditions.

The organization was selected as the runner-up to the AMCOW AfricaSan Award for NGO/Civil Society at the 2nd African Water Week in Johannesburg this month. AMCOW is the driving force behind the AfricaSan movement, a regional initiative that seeks to place sanitation and hygiene at the top of the development agenda in Africa. Read more: www.waterforpeople.org/amcow.

Water For People—Malawi Selected for European Investment Bank Program

In September, Water For People—Malawi was selected by the Blantyre Water Board to provide technical support for a 31-million-euro initiative funded by the European Union (EU) Water Facility and the European Investment Bank (EIB). The four-year initiative aims to bring safe drinking water and improved sanitation to more than 540,000 people in 21 low-income areas of peri-urban Blantyre and Lilongwe, Malawi. The Blantyre Water Board chose Water For People based on its past success in the region and its unique service-based approach to water and sanitation issues. In Lilongwe and Blantyre, two cities in this small South African nation, approximately 70% of the population lives in unplanned areas. Half of these residents do not have regular access to water supplied by the Blantyre Water Board, and only 13% have access to improved latrines that meet basic government standards. The EU and the EIB provided the funds to the Blantyre Water Board to meet its goal of increasing water and sanitation access by 50% within four years beginning in November 2009. ■



Rwanda Environment Care (REC)

By Esther Nakkazi

Walk through the main roundabout in Kigali and you'll see a sight that is unique in the developing world: public toilets that are tidy, clean, inexpensive, and a prime example of how sustainability in sanitation can work. Rwanda Environment Care (REC), one of Water For People–Rwanda's local development organization partners, built and manages the public composting toilets.

The toilets are popular with both users and government authorities. Users find the toilets to be neat and clean and, most impressively, without any odor. The authorities of the city of Kigali and other members of government find these toilets to be a positive alternative to the often-mismanaged public flush toilets and overly full pit latrines while offering protection to the environment. With few to no wastewater treatment options in Rwanda, composting toilets are seen as an effective option.

The technology came about when Valentin Mucyomwiza and some of his classmates from

Kigali Institute of Science and Technology (KIST) collaborated to solve a problem: very few public places had toilet facilities.

The few traditional public latrines that did exist were smelly, very dirty, and often full. For that reason, when visiting the market or arriving at the taxi park, people often chose not to use the latrines, preferring to wait or ask a store owner to use a toilet.

Mucyomwiza and his colleagues wanted to find a solution that would not only provide toilets that people would use but also protect the environment. They created REC, an organization of which Mucyomwiza is now the director. During their research for possible solutions, the members were intrigued by research on ecological sanitation (also known as composting toilets).

Composting toilets don't require water to operate. Rather, they separate solid waste, which drops into a shallow compartment, from liquid waste, which is stored in containers. Toilet facility attendants add ash at

scheduled times throughout the day to adjust the chemical composition of the solid waste and eliminate the odor. The mixture is also stirred at regular intervals.

Once the solid compartments are full, they are closed up. A large black metal door absorbs sunlight and increases the heat of the contents, helping them break down and become compost. After three to four months the door is opened, revealing a safe, nutrient-rich fertilizer. The fertilizer is removed and the compartment is ready for use again. Urine is stored in a separate container and can be used right away as nitrogen-rich fertilizer after diluting it with water.

However, REC knew that it wasn't enough just to have more public toilets; they had to be managed well. This is accomplished by charging a small maintenance fee—each user pays 50 Rwandan francs (about 9 cents) to use the toilet. The staff collects payment, hands out toilet paper, and ensures soap and water are available for handwashing. And it works! REC has found that users are willing to pay to use the toilet as long as it's clean and comfortable.

REC has built two sets of public toilets: one at the Nyabugogo Taxi Park, and the other in downtown Kigali (the latter funded by a City of Kigali loan of 14 million Rwandan francs [about \$25,000 US]). Each location consists of 12 toilets with showers, used by 1,000 to 1,500 people every day, bringing in more than \$25,000 (US) per year, which covers direct expenses, administrative costs, and loan payments. REC expects to pay off the loan by 2010.

And perhaps the most exciting part of this unique demonstration is that the compost taken from the public toilets can be sold to individuals and businesses, adding another





Facing page: REC staff in front of the taxi park location in the capitol city of Kigali. Above: Utilizing humanure and urine to supplement agricultural crops is being experimented with in Africa.

stream of income for this effort. That means both more income for future development and more interest from funders and partners. Truly a unique solution in the heart of Kigali.

Mucyomwiza plans to build more latrines in the taxi parks as well as in all public places in the country and is saving up the initial capital costs he will need in order to invest in another set of latrines. He believes that he'll profit from the investment before too long, despite also saving up for the sizable investment in future construction.

In addition to the money collected from users, Mucyomwiza believes there is money to be made from the compost itself.

Mucyomwiza is selling the existing compost mix as well as experimenting with adding the nutrient-rich human compost to chemical fertilizers to create a cheaper alternative. He thinks this will increase his business and further increase his profit margin. He's looking for a chemical fertilizer plant that will buy compost from his toilet facilities on a regular basis. The more toilet facilities he has, the more compost he has to sell. To that end, Mucyomwiza has been out pounding the pavement to drum up business. As a result, REC has several new business ventures in the works.

WITH THE SUPPORT OF WATER FOR PEOPLE–RWANDA, MUCYOMWIZA WILL TAKE ON UNDERGRADUATE STUDENTS AS INTERNS IN REC'S HYGIENE AND SANITATION WORK.

REC is now in the planning phase to build another set of public composting toilets at the Kimironko Market, one of Kigali's busiest markets. The composting toilets, and the staff to manage them, will replace the existing flush toilets, which are currently badly managed and whose waste is flushed into the creek running behind the market.

REC is working with one of the local associations of motorcycle taxis and the City of Kigali to create this new business opportunity. Mucyomwiza says the city has already given REC permission to transform the market facility. The motorcycle taxi association is providing the materials and REC is providing technical skills and training.

Through Water For People–Rwanda, REC has received another request to build composting latrines for the Rwanda Tea Society (SORWATHE). SORWATHE is purchasing these innova-

tive latrines to enhance access to hygienic toilets for their workers. It plans to use the organic fertilizer produced by the composting latrines to supplement the inorganic fertilizer it buys. The hope is that these latrines, in addition to providing a sanitary toilet for workers to use throughout the workday, will reduce the amount spent on fertilizer over time.

REC is currently working with the Rwanda Revenue Authority and the Ministry of Immigration and Emigration to build ecological toilets behind its main administrative building in the city of Kigali, as well as at all eight border posts around the country. The Rwanda Revenue Authority will provide funding, and toilet management will be the responsibility of REC.

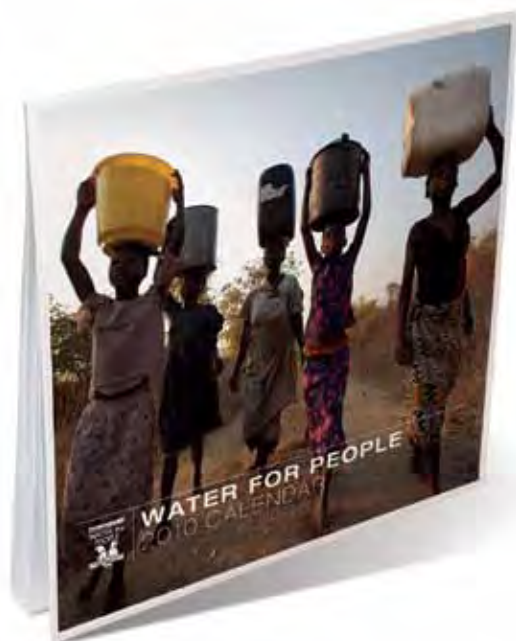
Not only has Mucyomwiza created a successful and sustainable business model, but he wants to give back to his alma mater. With the support of Water For People–Rwanda, he will take on undergraduate students from the Kigali Institute of Science and Technology as interns in REC's hygiene and sanitation work. These students will do research on the compost market to help REC better understand how to sell its compost. Mucyomwiza also believes that by inviting students to participate in REC's work as interns, he is helping the next generation of students become interested in sanitation, and is challenging them to find a problem and create a sustainable solution. ■



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(Impact Over Time, continued from page 2)

will only really “count” people who benefit from water and toilet systems if we can demonstrate that they are still using toilets and accessing water 3, 6, and 10 years after system inauguration. We will measure this with very clear and difficult indicators of functionality. Three, 6, and 10 years out: that is when Water For People will really celebrate. And we will aim high. Our goal is that at least 90% of systems we have supported in the past will also be operational over 3-, 6-, and 10-year periods.

This means that Water For People will invest even more in ongoing monitoring and evaluation, and will modify and improve programs based on field results. We will continue to look for ways to make our data visual and accessible to our partners, supporters, and peer organizations. We need to be accountable especially to the people we engage with, every day, in the countries where we operate. And we will put our reputation on the line by demonstrating impact over time, rather than simply speaking about sustainability anecdotally. We would love to work ourselves out of a job: the only way to do that is to change the conversation about how to truly solve the water and sanitation crisis worldwide. ■

