



water for people

THE ROAD TO SDG 6: IMPACT X 20

Water For People | Strategy 2017-2021

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THE CHALLENGE



4.5 BILLION
PEOPLE

around the world don't have access to adequate sanitation.



266 MILLION
HOURS

are lost every day by women and girls finding a place to go.



OVER

800,000 PEOPLE DIED

last year from water-related diseases.



2.1 BILLION
PEOPLE

around the world don't have access to safe water.



200 MILLION
HOURS

are lost every day by women and girls to sourcing water.

See where we get all of our facts: waterforpeople.org/facts

THE WATER FOR PEOPLE RESPONSE

It's an exciting time for Water For People as we train our efforts on the most difficult task of all in the fight to end water and sanitation poverty: bringing our model of sustainable, quality services to *scale*.

Even as we continue to prove the Everyone Forever model at the local level, Water For People will work to advise national governments and help develop programs for sustainable services across whole countries. These efforts—from the ground up and the top down, respectively—feed into the *scaling* of systems-based, long-term change in water and sanitation services at a global level, aligned with Sustainable Development Goal 6: *ensure availability and sustainable management of water and sanitation for all* ([SDG6](#)).

OVER THE NEXT FIVE YEARS

Water For People will leverage our 25+ years of experience and demonstrate global leadership to help the water, sanitation, and hygiene (WASH) sector achieve Sustainable Development Goal Number 6 (SDG 6). This includes an even greater impact in the countries where we work as we implement and deliver the road to SDG 6.

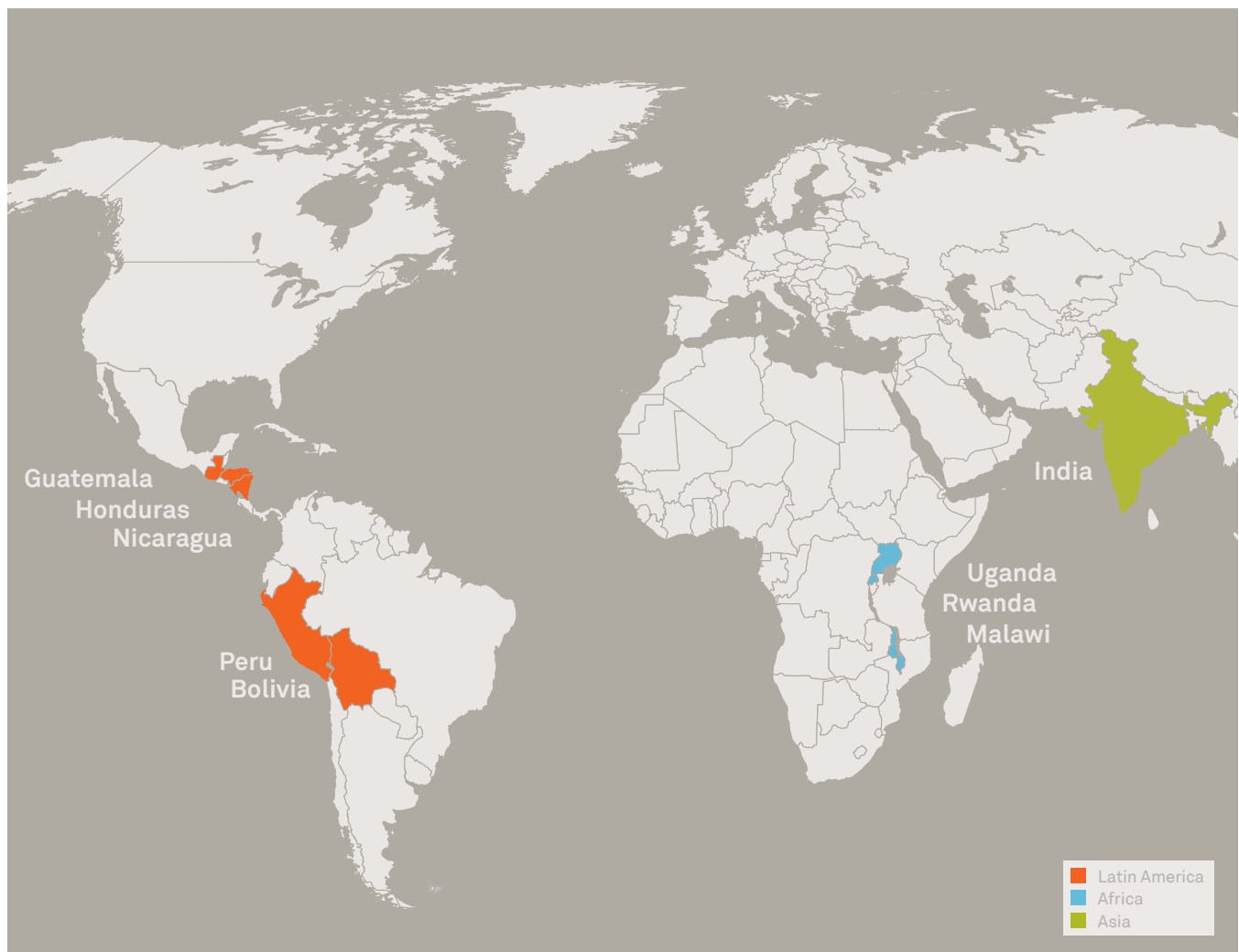
HOW WILL WE INCREASE OUR IMPACT

For Water For People, impact is delivering sustained access to quality drinking water and sanitation services by strengthening the network of institutions and markets that support their functioning.

Through the new strategy, we will increase our impact within nine countries by ensuring access to lasting, quality water services. This strategy will demonstrate Everyone Forever in a broader range of contexts, from district level to national level. Together with our collaborative efforts to advise and influence other actors and national governments, this work will multiply our impact *20 times*, from 4 million to more than *80 million people*.⁵

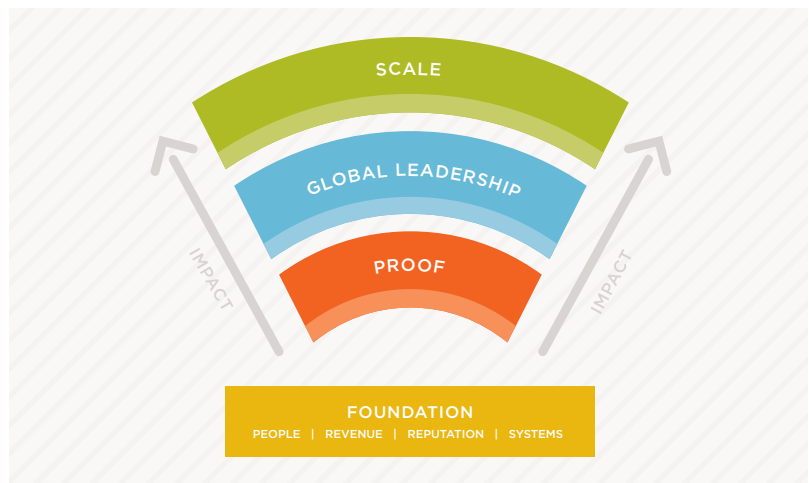
We know that every dollar invested in improved water and sanitation services yields an average return of \$5.00 in economic productivity.

WATER FOR PEOPLE AREAS OF OPERATION



STRATEGY 2017-2021: IMPACT X 20

The overarching goal from 2017 to 2021 will be to increase our impact in alignment with SDG 6 through three distinct strategies: *proof*, *global leadership*, and *scale*, summarized in the graphic below. Our ability to successfully implement this strategy depends on the strength of our organization, which continues to grow within four foundational domains: people, revenue, reputation, and systems.



- 1 Proof – 4.0 Million People Impacted:** By 2021, we will be working in 40 districts and will ensure 4 million people are directly impacted with access to lasting, quality water services. Every community in 18 of the our districts will have reached the important Everyone milestone.
- 2 Global Leadership – Collaboration for the SDGs:** We are building our capacity to proactively describe and share our experiences externally. This will allow others to benefit from our work and allow them to accelerate their programs that are also focused on reaching SDG6.
- 3 Scale I – Replication of Everyone Forever to impact another 3.5 million people:** Through our dedicated collaboration with national governments and other organizations, we aim to ensure an additional 3.5 million people have access to lasting, quality water services by 2021.

Scale II – National Advisory for 80 million people: We are working directly with national governments in four countries to strengthen the systems that ensure water, sanitation, and hygiene service delivery at national and district levels to achieve SDG 6. The combined population of these four countries (Uganda, Rwanda, Bolivia, and Peru) will exceed 80 million by 2021.

Scale III – Sanitation for 2 million people: Our sanitation work uses business approaches and market forces to reach scale. This includes testing various ideas in different phases: idea testing, market testing, and finally scaling. We will improve access to sanitation services for over two million people by 2021.



For more details, see p. 25: Appendix C

Scale IV – Strategic Advisory Services: Water For People is establishing a new department to leverage our knowledge and experience. We will offer advisory services to a broad range of clients, to enhance their capacity to provide sustainable WASH services.

To achieve these strategic goals, we will grow our revenue and deliberately leverage our resources through influence and collaboration. Expense budgets will increase by 5 to 10 percent a year—from about **\$19.6 million in 2017** to between **\$25 and \$30 million by 2021**.

Leveraging our investments and partner co-financing will yield 20 times the impact at the national level with only the cost of advising to national government partners that are implementing Everyone Forever with our support.

CONTEXT: SUSTAINABLE DEVELOPMENT GOAL 6 (SDG 6)

In 2015, the United Nations Millennium Development Goals (MDGs) were superseded by the Sustainable Development Goals (SDGs), a more ambitious set of targets that all 193 United Nations member states have committed to achieving by 2030. [SDG 6](#) —“ensure availability and sustainable management of water and sanitation for all”⁷—essentially brings the world into alignment with Everyone Forever, laying the groundwork for Water For People to transition from “disruptor” to global leader through the new strategy for multiplying our impact.

At the global level, our voice is strongest as part of the [Agenda For Change](#) collaboration, which currently includes Water For People, WaterAid, IRC (water, sanitation and hygiene [WASH] sector), Aguaconsult, the Osprey Foundation, CARE, Water For Good, SPLASH and Welthungerhilfe. We are hopeful this collaboration will rapidly accelerate the pace of change in the WASH sector and prove a powerful force for achieving [SDG 6](#)!

CONCLUSION

We know that sustained access to quality drinking water and sanitation services improves health and education, and drives economic productivity. This is especially true for women and girls. Getting girls to school and women to work and away from fetching water is critical to their empowerment, to sustainable development, and to the global economy.

There is an estimated [5:1 benefit:cost ratio](#) for every \$1 invested in improved water supply and sanitation and on average, [women invest 90% of their income](#)⁷ back into their family’s health, education and well-being (by comparison, men reinvest only 35%, on average). But much work lies ahead if the world is to achieve SDG 6. Increased investment in water and sanitation from the 193 signatory countries must be paired with more official development assistance (see details in [Appendix F](#)).

We cannot afford to waver from the path of quality water and sanitation services for all, sustainably managed. ***This Strategy will get us there faster.***

⁶Water is also essential to seven other SDGs: 3 (health and well-being), 5 (gender equality), 7 (affordable and clean energy), 9 (industry innovation and infrastructure), 11 (sustainable cities and communities), 13 (climate action), and 14 (life below water). ⁷Leticia Pfeffer (Global Poverty Project), “10 reasons why investing in women and girls is so vital,” Global Citizen (July 9, 2014). <https://www.globalcitizen.org/en/content/10-reasons-why-investing-in-women-and-girls-is-so/>.

Everyone Forever (EF)

THE MODEL

In 2011, Water For People consolidated its shift from working project-by-project to a regional approach with a focus on districts. Districts in this context are geopolitical divisions of a country large enough to constitute a microcosm of public, private, and civil society but still small enough that we can effectively partner with all relevant local entities to build their capacity to reach Everyone Forever. Districts consist of dozens, or even hundreds, of communities and a locally recognized entity with the authority and responsibility to deliver water service and, in some cases, regulate, promote and even provide sanitation services.

The first 5 years of Everyone Forever have taught us that sustainability—Forever—cannot be an afterthought, but is critical from the moment we begin to pursue access—Everyone.

To capture that insight, we updated our Everyone Forever logo:



EVERYONE
• FOREVER

Water For People facilitates the delivery of water services through these local partners, building their capacity to fulfill their own goals for their citizenry rather than implementing projects directly ourselves—which, though expedient, would never lead to aid independence or Forever. Instead, we make formal agreements with district authorities framed by annual planning, commitments from government for co-finance and staffing, and timelines for construction and capacity-building activities. In an annual reflection exercise, we sit down with our partners to assess our collective progress and plan for the future, which includes forecasting the date when Water For People support will no longer be required.

Going forward, new Everyone Forever districts will be selected based on three main criteria: the degree of need for our services, the likelihood of effective partnership with local entities, and the expanded opportunity to test and prove our Everyone Forever model for water.

For sanitation, our ultimate aim is to improve human and ecological health by putting a hygienic and desirable toilet within reach of every household. Our approach to that goal is to generate demand from households, foster a market of sanitation products and services, and increase access to credit options in order to connect the two and help businesses grow. While toilet giveaways are generally a proven failure in achieving sustainable sanitation, market-based sanitation is itself challenging in all its components—consumer demand, business models, design innovation, affordability and service types. Meeting market-based challenges can only be accomplished by following the market—which, for Water For People, means going outside the bounds of the Everyone Forever district to wherever market dynamics lead. Market-based sanitation requires patience and geographical flexibility but is ultimately the only model that will deliver sustainable services to our Everyone Forever districts—and the world.

The current *Strategy* embraces the different approaches called for by water and sanitation and prepares us to scale both!

THE FOUR FORCES

To achieve Everyone Forever for any given district, Water For People applies the lens we call the Four Forces to gauge the assets and gaps within the relevant domains of the local human and institutional environment: *government, community, market and technology/technical skills*. From there, we craft a flexible strategy for facilitating development of sustainable WASH through systems-change. Such a model depends equally on strengthening each domain and promoting robust networks between and among them:

- 1 Community**—Promote ownership, capacity, civic empowerment and a culture of payment for quality WASH services among families, leadership and civil society groups
- 2 Government**—Support local officials to support, regulate and invest in water service (infrastructure, personnel and management) and in sanitation (market-friendly policies and demand creation)
- 3 Market**—Mobilize demand for reliable water and sanitation services, strengthen WASH businesses, value chains and connection to financial services, and encourage a “pay-to-use” culture with consideration for the poorest of the poor
- 4 Technical**—Connect communities, government and entrepreneurs with appropriate technology and complementary skills to develop and manage WASH for the long term



Change comes from communities seeking a better future; governments willing to support the change; and market forces and technical solutions that are deployed to help enable and achieve the change. Water For People helps channel these four societal forces into the creation of lasting and quality water and sanitation services for Everyone Forever, contributing expertise and the transfer of know-how into local capacity. Water For People uses the Four Forces as a lens to determine the assets and gaps of a given district and respond accordingly, with facilitation that helps strengthen each domain while developing the networks that bring all of them into synergistic relationship. We develop community, civil society and government capacity to build, operate and maintain water services, while helping businesses, financial service providers, and consumers participate in the sanitation marketplace. For every kind of service, Water For People seeks to facilitate the best Four-Forces equation to establish a functional environment in the context at hand.

PREPARING FOR EXIT

Forever is by far the more difficult half of Everyone Forever, and forms the centerpiece of the current Strategy. Within the next five years, Water For People will have its first wave of exits from some of its Everyone Forever districts—a very exciting prospect that is core to our goal of Global Leadership. As a scalable solution, Everyone Forever finds its most concrete parameters in the tools we have created to answer the all-important question of when Water For People may leave a district with a reasonable expectation that the WASH services established there will thrive into the future. Within the Everyone Forever model, Forever is defined by local capacity: services are sustainable and can be operated, maintained and replaced without involvement from Water For People or any other international non-governmental organization. This is the point where districts start to meet our exit criteria, which we have developed separately for water and for sanitation, according to their different structures and trajectories.

The Sustainable Services Checklists and indicators are primary tools to determine when Forever practices are firmly established and Water For People can leave a district without a negative impact on service. Details on these checklists can be found in [Appendix D](#).

Strategic Goals and Strategic Priorities: Details and Expected Outcomes

See [Appendix A](#) for detailed Key Performance Indicators (KPIs) for each Strategic Goal.

Strategic Goal 1: Proof

DEMONSTRATE THE EFFECTIVENESS OF THE EVERYONE FOREVER MODEL FOR WATER

The goal of Everyone Forever is to achieve long-term systems-change (see indicators in [Appendix D](#)) in water and sanitation. Water For People has seen substantial gains in 30 districts across nine countries since 2011 and is proving that Everyone Forever is not only transformative, but lasting. We will continue our work to meet our commitments in these 30 districts over the next five years.

Our efforts in water follow three phases:

1

Phase 1—Building Everyone Forever: Improving the level of service and building capacity at the community and district level. The key milestone is when we can declare that we have reached Everyone in accordance with the definitions and indicators in our [monitoring framework](#).

2

Phase 2—Continued Focus on Forever: Reinforcing capacity-building in all the areas included in our [Sustainable Services Checklist](#) for water. The key milestone is reaching a point where the service authority is functioning and can reach the remaining criteria on the checklist without significant involvement from Water For People. At that point, we move to Phase 3.

3

Phase 3—Oversight Only: Transitioning to an oversight role with supplemental monitoring for at least one year. The key milestone is reaching all criteria on the [Sustainable Services Checklist](#) for water.

For sanitation, Everyone Forever is not confined by district boundaries since our approach follows the market. We are striving for accessible sanitation products and services for Everyone—all households within every part of a given district and all segments of the community, including the poor. For these reasons, reaching Forever for sanitation in our districts and exiting will likely take longer than for water. Over the next five years, we will focus on market-based approaches that will scale and spread to the districts where we work and beyond, with specific Activities and Outcomes listed under the Scale Goal. Water For People is working to establish robust demand and businesses that can lead to improvements in services for thousands.

ACTIONS

1. Deliver Everyone Forever Results for Water

Demonstrate that the Everyone Forever model works at the district level by achieving the following milestones as we work toward our [Sustainable Services Checklist](#) for water over the next five years (see [Appendix A](#) for a full list of KPIs):

- Reaching Everyone with improved water service at community level in 30 districts
- Establishing strong district WASH offices that allow us to transition to an oversight-only role in over 20 districts
- Working directly in 10 new districts in addition to the 30 where we currently operate (see [Appendix A](#) for details. Selection criteria for new districts are defined above.)
- Spreading examples of Everyone Forever within existing countries by building a critical mass of municipalities to leverage mayoral and regional/district leader influence to enable more effective national change

OUTCOMES

- Progress on the Sustainable Services Checklists for water in all 40 districts
- Continuous monitoring with results that show improvement in services being accessed or in level of service that people are receiving
- Everyone for water reached for approximately 4 million people by 2022

Details of Proof KPIs are included in [Appendix A](#).

Strategic Goal 2: Global Leadership

Water For People will continue to look for opportunities on the global stage to share the successes (and mistakes) of our journey using the Everyone Forever model to accelerate social change. We strive to be a clear, compelling voice in global forums, promoting long-term systems-change in water and sanitation. Such a role will directly feed the success of Everyone Forever by giving us access to an ever-broadening range of investors.

Forming partnerships like the [Agenda For Change](#) collaboration with IRC, WaterAid, Aguaconsult and the Osprey Foundation is one powerful way to accelerate social change (see [Appendix E](#)).

ACTIONS

1. Accelerate Social Change

Water For People creates social change by bringing sustained access to quality water and sanitation services to the communities where we work. We know that such change enables improved health and education opportunities, with consequent increases in economic productivity. In order to accelerate the pace of change toward SDG 6, Water For People will:

- Highlight the importance of SDG 6 by sharing our successes, accomplishments and learnings (including our mistakes)
- Document Forever practices by highlighting successes with metrics from the Sustainable Services Checklist, including those for water resources management
- Advocate in the U.S. and around the world for global thinking and systems-change to achieve SDG 6
- Find ways to mitigate the impacts of climate change through development of sustainable water supply approaches (looking towards COP22 [Conference of the Parties] and beyond)
- Gain visibility by speaking at World Water Week in Stockholm, the Skoll World Forum, and UNC's Water and Health Conference, among others
- Influence organizations as described in our Sector Influence Strategy ([Appendix E](#))
- Serve as a global role model with one of the most comprehensive, proven portfolios aligned with SDG 6
- Continue to “fail forward” by innovating and being transparent in our data collection, analysis, and learnings
- Influence others to use a systems-change approach to WASH, especially by forming alliances/partnerships like [Agenda For Change](#)

OUTCOMES

- More visibility for global water and sanitation issues
- Accelerated rate of change to achieve SDG 6 through advocacy and partnerships
- Enhanced reputation for Water For People as an organization known for impact and accelerating social change

Details of Global Leadership KPIs are included in [Appendix A](#).

Strategic Goal 3: Scale

GO NATIONAL WITH EVERYONE FOREVER, BUILDING FROM DISTRICT-LEVEL MOMENTUM FOR WATER AND BUSINESS SUCCESSES FOR SANITATION

Scale I – Replication of Everyone Forever to impact another 3.5 million people

Through our dedicated collaboration with national governments and other organizations, we aim to ensure an additional 3.5 million people have access to lasting, quality water services by 2021.

In all our countries, we find the success of our model bringing us increasing influence and opportunities for advisory roles at the district and regional or state levels. In some cases, we are also supporting efforts by other organizations to program on a district-wide basis (regardless of the potential for any such effort to be adopted as a national program).

As SDG 6 makes universal access a greater priority, we will strive to continue to grow our influence and work at all levels of government whenever that allows us to increase our impact.

Scale II – National Advisory for 80 million people

We are working directly with national governments in four countries to strengthen the systems that ensure water, sanitation, and hygiene service delivery at national and district levels to achieve SDG6. The combined population of these four countries (Uganda, Rwanda, Bolivia, and Peru) will be > 80 million by 2021.

At present, Water For People can most effectively lead change by demonstrating sustainable universal services at the district level and influencing in designated countries to achieve the same at national level. Our theory of change is that once momentum builds at the district level and change begins, replication at the national level, led by national ministries or national water authorities, becomes easier.

Within this *Strategy*, scale is defined as influencing change in the lives of 80 million or more people, principally through work with national governments in Rwanda, Uganda, Peru and Bolivia, where universal access to water is a priority.

We have been fortunate to receive national attention for Everyone Forever in these four countries based on our success to date. This puts us in an excellent position to advise national governments on developing national programs for universal access as part of an “EF hub.”

Scale III – Sanitation for 2 million people

Our sanitation work uses business approaches and market forces to reach scale. This includes testing various ideas in different phases: idea testing, market testing, and finally scaling. We will improve access to sanitation services for over 2 million people by 2021.

For sanitation, our progress follows a cyclical process with emphasis on scale from the beginning:

- 1** **Phase 1—Idea Testing:** Providing support for promising technologies and business plans to grow. The key milestones are sanitation services and products meeting the expectations of households and sanitation products and services being used regularly.
- 2** **Phase 2—Viability/Market Testing:** Supporting small-scale, controlled market implementation with aggregation of successes for sharing, volume and momentum, especially in peri-urban areas with high population density. The key milestones are businesses providing desirable sanitation products and services being profitable and scalable.
- 3** **Phase 3—Scale:** Facilitating the policy environment, marketing, awareness and financial services, leading ultimately to a marketplace that reaches even the poorest of the poor. The key milestone is services reaching tens of thousands to hundreds of thousands to millions of customers.

Demonstrating success at each of these phases will be critical if we are to achieve scale with sanitation.

ACTIONS

1. Replication of Everyone Forever and National Advisory

Work at the national level in Rwanda, Uganda, Peru and Bolivia to help national governments develop a model for universal access for all. This means institution-building for Forever, as well as infrastructure-building for Everyone. Although we are not committing to national engagement in the other five countries, we will continue to scale our Everyone Forever approach everywhere we work, as documented in the KPIs (see [Appendix A](#) for the full list). The tasks include:

- Developing bottom-up country investment plans with three forms of local leverage: government funding (as the major source), household expenditure and private sector investment
- Establishing district-level WASH support agencies that will function over the long term
- Helping enable the supply chain for capital investment and repairs
- Enhancing water resources management (see above under [Sustainable Services Checklist](#))
- Supporting regulation for water quality
- Growing the ability to monitor and evaluate at the district level
- Developing EF hubs for knowledge management of Everyone Forever practices nationwide
- Partnering with other organizations to create enabling environments that accelerate Everyone Forever and the systems-change approach to WASH (via the [Agenda For Change](#)—see [Appendix E](#))
- Influencing others around the world to adopt Everyone Forever

Government implementation of Everyone Forever in other districts, even with Water For People's technical support, will almost certainly be different from Water For People's own implementation process. Perhaps government could be a stronger implementer of Everyone (i.e., constructing infrastructure) and Water For People (or others) could advise beyond the district and national level on how to build capacity in many districts simultaneously for Forever. Regardless, the intent is that the end result should be the same by 2030: universal, sustained access to water and sanitation services nationwide.

2. Scaling Sanitation for 2M people

Look for opportunities to move faster by enabling market forces. This includes:

- Developing entrepreneurs and leaders in each country who can drive implementation of sustainable services at scale (SSS) by offering the following services:
 - Latrine/toilet building and upgrading
 - Latrine/toilet finance
 - Pit/septic tank emptying
 - Sludge management and re-use in cities and small towns

Water For People is focused on the whole chain of fecal sludge management (FSM): toilet construction, pit emptying and transport, sludge treatment, and bio solids reuse. We have been pilot-testing many emerging technologies in these areas over the past several years. The next five years will give us the opportunity to scale what is working (see [KPIs](#) for targets). Examples are:

- Mechanical pit emptying (faster than manual)
- Franchises for pit-emptying service (like our spin-off social enterprise, the Sustainable Sanitation Group in Uganda), including finding a commercial partner to take this to scale more quickly, especially in the parts of Africa where we are ready to scale
- Sludge treatment plants (two of which have been constructed in Uganda) to provide treatment
- Developing sludge products to take to market for profit

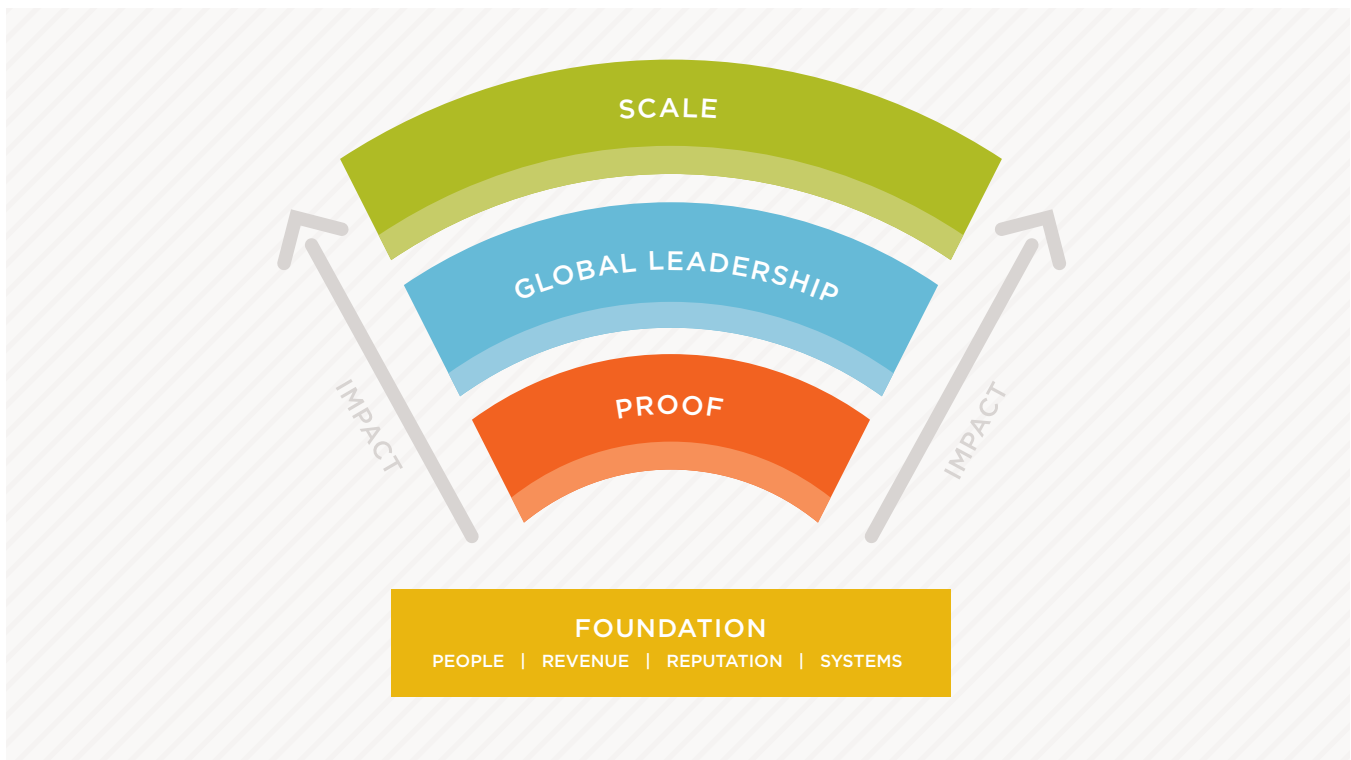
OUTCOMES

- Validated, accelerated progress against national and global universal-access targets:
 - National governments of Bolivia, Peru, Uganda and Rwanda focus resources and develop robust plans to achieve national universal access
 - Robust businesses and demand accelerate the pace of sanitation services

Details of Scale KPIs are included in [Appendix A](#).

Organizational Foundation for Impact X 20

Our ability to successfully implement this Strategy depends on the strength of our organization, which continues to grow within four foundational domains: people, revenue, reputation and systems.



PEOPLE

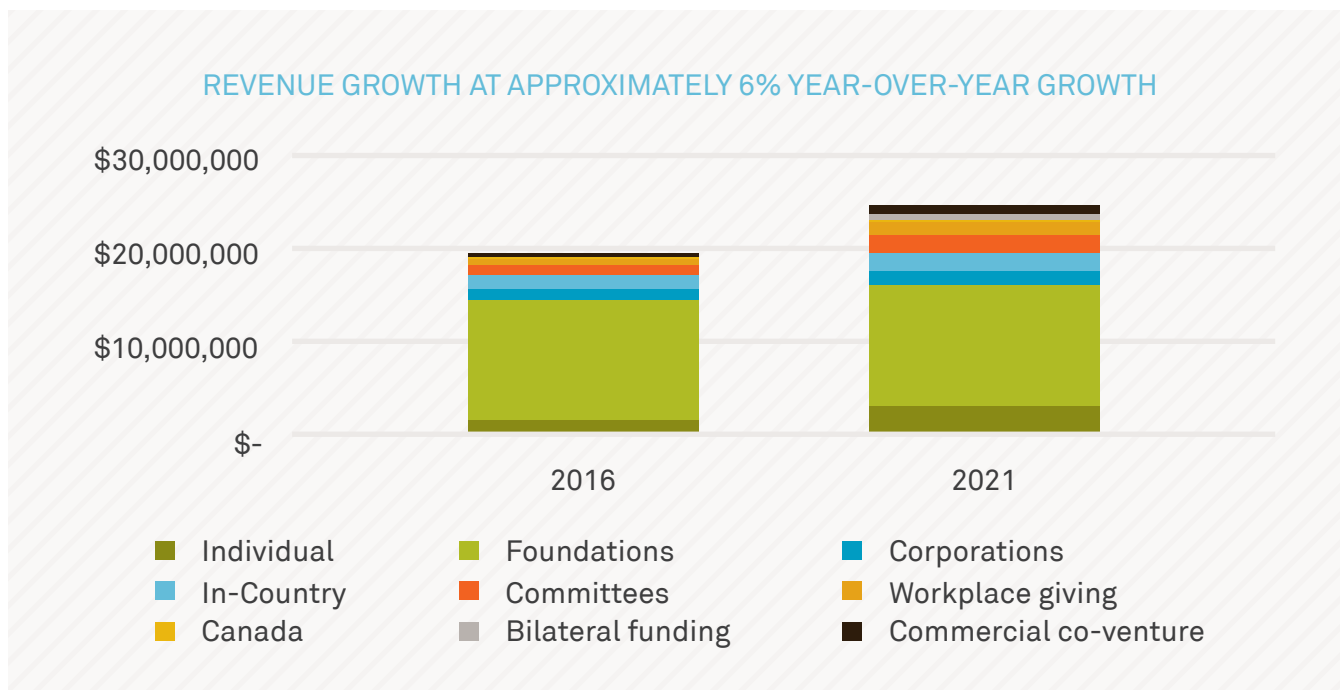
Our mission drives us and we want to continue working for an organization that we are proud of, that is a proven leader and that is committed to continuous improvement. We are humble, competent and passionate.

Our *Strategy* depends on cultivating and keeping world-class talent, while our talent and team must evolve with our strategic goals. We are committing to professional development in key focus areas: national advisory, entrepreneurial support, social impact, water resources management, advocacy, and water and sanitation services.

Our Board plays a key role in guiding the governance necessary to achieve our strategic goals and must be given the opportunity to evolve with our organization. Over the next five years, new board members will be selected based on their capacity to support our strategy.

REVENUE

To achieve our *Strategy* we will need to grow our revenue by approximately 5 to 10 percent annually (year over year growth) to cover expenses, while also continuing to grow operational reserves. Going forward, Water For People will revise our funding portfolio to focus on securing more gifts from individuals and more royalty-based commercial co-ventures. Corporations, private foundations, committees, and workplace giving will all remain strong and at levels consistent with 2016, with minimal growth in 2017. Beyond 2017 we will strive to increase the relative percentages of individual and corporate giving while continuing to grow all revenue sources. In all our fundraising, we will work to secure more unrestricted than restricted funds to give us maximal flexibility in programming and to manage our risk and delivery. Because we are strategy-driven, Water For People will continue to seek funding that supports our work, rather than chasing funding opportunities that take us off track, either in terms of geographical emphasis or of program model. This approach has informed our decision to depend very little on bilateral or multilateral government development grants. (However, if the right government grant presents itself, we will consider pursuing it.)



Details are included in [Appendix A](#).

REPUTATION

Our reputation is paramount to our success. We must ensure that our actions are consistent with our culture of integrity and ethical practices so as to consistently deliver quality work that continues to strengthen the Water For People brand. Maintaining our reputation and stellar nonprofit ratings is important. (We have had a four-star Charity Navigator rating for 13 years running, and are in the top two on Philanthropedia for WASH organizations.) Examples of activities that are enhancing our reputation include:

- Telling our story consistently across the organization
- Using consistent language and marketing collateral globally to strengthen our brand
- Improving mainstream brand recognition
- Increasing following on social media
- Garnering high profile investors
- Enhancing our risk management protocols
- Enhancing employee training on code of conduct (ethics) and duty of care (safety and security)

SYSTEMS

As with our people, our systems must grow in the sophistication required by our strategic goals. Over the next five years, we will grow our systems for managing finance, IT, communications, risk management and human resources at a global level. We will seek to optimize NetSuite, which will improve our ability to manage forecasting, currency exchange fluctuations, and general financial and grant management down to the district and grant level.

As of 2016, all our global offices will be connected virtually. Next steps include the implementation of an intranet for enhanced communication and file sharing. Payroll, benefits, and risk management systems will continue to be enhanced. Human resources will develop global programs for training, compensation and support.

Appendix A: Strategy 2017–2021 Implementation Plan

OPERATIONALIZING THE STRATEGY

Successful implementation is based on five steps, designed to ensure that Water For People's strategy becomes part of the organizational culture.



NUMBER OF EVERYONE FOREVER DISTRICTS

Country	Original Districts	New Districts	Total
Bolivia	6	2	8
Peru	2	0	2
Honduras	3	0	3
Guatemala	4	0	4
Nicaragua	2	0	2
Uganda	1	0	1
Rwanda	3	0	3
Malawi	2	1	3
India	7	3	10
To be determined	0	4+	4+
Total Districts	30	10+	40+

BY DISTRICT: YEAR TO REACH EVERYONE; POPULATIONS SERVED; PREPARING FOR EXIT

Country	District	Year to Reach Everyone for Water	Population Served (Original Districts)	Oversight Only (Preparing for Exit)	Population Served (New Districts)
Honduras	San Antonio de Cortés	2023	22,386	2025	
Honduras	El Negrito	2025	47,104	2024	
Honduras	Chinda	2011	6,000	2024	
Guatemala	San Antonio Ilotenango	2023	25,487	2023	
Guatemala	San Bartolomé Jocotenango	2022	17,842	2022	
Guatemala	Santa Cruz del Quiché	2024	106,920	2024	
Guatemala	San Andrés Sajcabajá	2024	45,183	2024	

Country	District	Year to Reach Everyone for Water	Population Served (Original Districts)	Oversight Only (Preparing for Exit)	Population Served (New Districts)
Nicaragua	La Concordia	2023	8,165	2025	
Nicaragua	San Rafael del Norte	2022	26,500	2025	
Bolivia	Tiraque	2021	31,170	2022	
Bolivia	Cuchumuela	2013	1,770	2019	
Bolivia	Villa Rivero	2018	17,535	2019	
Bolivia	Arani	2019	21,640	2021	
Bolivia	San Pedro	2017	16,735	2018	
Bolivia	San Benito	2020	25,850	2021	
Bolivia	Pocona	2024		2025	15,265
Bolivia	Arbieto	2024		2025	34,920
Peru	Asunción	2019	11,887	2021	
Peru	Cascas	2020	17,191	2022	
India	Sheohar Block, Sheohar, Bihar	2022	155,345	2024	
India	Dumri Katsari Block, Sheohar, Bihar	2022	93,192	2024	
India	Tariyani Block, Sheohar, Bihar	2022	198,337	2024	
India	Piprahi Block, Sheohar, Bihar	2022	117,847	2024	
India	Purnahiya Block, Sheohar, Bihar	2022	92,195	2024	
India	Sagar Block, South 24 Parganas, West Bengal	2020	212,037	2022	
India	Patharpratima Block, South 24 Parganas, West Bengal	2020	331,823	2022	

Country	District	Year to Reach Everyone for Water	Population Served (Original Districts)	Oversight Only (Preparing for Exit)	Population Served (New Districts)
India	Namkhana Block, South 24 Parganas, West Bengal	2024		2024	182,000
India	Chikaldara Block, Amravati, Maharashtra	2024		2024	114,000
India	Rajnagar Block, Birbhum, West Bengal	2024		2024	77,979
Malawi	Chikwawa**	2022	488,000	2022	
Malawi	Peri-urban Blantyre	2020	704,000	2020	
Malawi	Chiradzulu	2023		2023	250,000
Uganda	Kamwenge	2027	428,285	2027	
Rwanda	Rulindo	2025	295,000	2025	
Rwanda	Kicukiro	2024	348,000	2024	
Rwanda	Gicumbi	2027	426,000	2027	
TBD	5 new districts				
Total			4,339,426		674,164

KPIS FOR STRATEGIC GOALS

Goals and Subgoals	2017	2018	2019	2020	2021
Proof— <i>declare</i> <i>Everyone for Water</i> <i>(at all levels)</i>	2 districts 2017: 1 district	2 districts	2 districts	5 districts	Plus 20 beyond 2021
Proof— <i>transition to oversight only</i>		1 district	2 districts	1 district	Plus 26 beyond 2021
Proof—add new districts	2 new districts— in Bolivia		3 new districts— in India and Malawi	TBD	TBD
Scale I— <i>local/district/department advisory</i>		Honduras Nicaragua Peru Bolivia Uganda Rwanda Malawi	Honduras Nicaragua Peru Bolivia Uganda Rwanda Malawi Guatemala	Honduras Nicaragua Peru Bolivia Uganda Rwanda Malawi Guatemala	Honduras Nicaragua Peru Bolivia Uganda Rwanda Malawi Guatemala
Scale II— <i>national advisory</i>	Establish government- led national programs in Rwanda, Bolivia & Peru National hub programs— Uganda (Agenda For Change)	Continue to grow national advisory in Rwanda, Bolivia, Uganda & Peru	Continue to grow national advisory in Rwanda, Bolivia, Uganda & Peru Revisit to position for national— Guatemala, Nicaragua & Malawi	Maintain national advisory in Rwanda, Bolivia, Uganda & Peru	Maintain national advisory in Rwanda, Bolivia, Uganda & Peru

Goals and Subgoals	2017-2020	2021
Scale III— <i>promote business approaches to accelerate sanitation</i>	Working towards 2021	1. Latrine building & upgrading <ul style="list-style-type: none"> India: 20,000 per year Uganda: 50,000 per year Bolivia: 10% of districts nationally apply Villa Rivero model 2. Latrine finance <ul style="list-style-type: none"> Latin America: 10,000 toilets per year 3. Sludge management in cities & small towns <ul style="list-style-type: none"> Kigali and Kampala: 25% of total city volume of sludge managed through small-scale pit-emptying services 5 comprehensive Fecal Sludge Management (FSM) plans & facilities in small towns in Africa 4. One alliance/partnership in sanitation in 2018 + 1 more in 2019

Goals and Subgoals	2017	2018	2019	2020	2021
Global Leadership— <i>accelerate the pace toward 2030 & achieving SDG 6</i>	Share our learnings at SWWW, UNC, RWSN, FS4, IWA, etc.	2017 + 2 new conferences (6 total) Include AfriSan	6 conferences Include Latino San	7 conferences	8 conferences
Global Leadership— <i>lesson-learning</i>	Document 3 examples of effective practice (for sustainable services) in finance, institutions, monitoring & water resources management	Same as 2017	Same as 2017	Same as 2017	Same as 2017
Global Leadership— <i>influence</i>	A4C influence targets—new countries, governments & donors	Same as 2017	Same as 2017	Same as 2017	Same as 2017

KPIS FOR ORGANIZATIONAL FOUNDATION ELEMENTS

Goals and Subgoals	2017	2018	2019	2020	2021
Expense Budgets (\$M)—grow at 6% year-over-year FY18 and beyond					
Proof— <i>30 current districts</i>	\$19.3	\$19.3	\$19.1	\$17.9	\$16.2
Proof— <i>20 new districts</i>	\$0.3	\$0.8	\$1.4	\$2.7	\$4.1
Scale		\$0.5	\$1.2	\$2.3	\$3.8
Global Leadership		\$0.2	\$0.3	\$0.4	\$0.6
Total	\$19.6	\$20.8	\$22	\$23.3	\$24.7
Revenue Budgets (\$M)—balance expense budgets and grow reserves					
Revenue— <i>balance budget + build unrestricted cash reserves @ 2% per year</i>	\$20	\$21.2	\$22.5	\$23.8	\$25.2
Revenue— <i>more unrestricted funding</i>	35% unrestricted/ 65% restricted	40% unrestricted/ 60% restricted	45% unrestricted/ 55% restricted	50% unrestricted/ 50% restricted	60% unrestricted/ 40% restricted
Reputation— <i>enhance our story</i>	New way of telling our story fully operationalized internally, describing our Everyone Forever model & our new strategy	New way of telling our story & describing our model & strategy socialized externally; monitoring indicators enhanced & external reporting of them showing our impact	Continued enhancement of our monitoring indicators & external reporting of them showing our impact (coordinate with M&E KPI below)		

Goals and Subgoals	2017	2018	2019	2020	2021
Reputation— <i>keep our reputation strong</i>	Strive to be highly ranked in Top 100 NGOs & other recognized lists	Apply for other awards/recognitions	Win awards/recognitions to enhance our reputation		
Reputation— <i>manage our risks</i>	Continue to build on the global Risk Management program and actively manage risks during quarterly reviews				
People— <i>strategic hires</i>	Continue to hire to support the implementation of the strategy ⁹				
People— <i>policies</i>	Reinforce and “live” the policies developed in FY15 and FY16. Keep current.	Update the policies as needed			
People— <i>training and development</i>	Incorporate global needs into the training and development program started in FY16	Continue to update global training and development program			

⁹Needs vary, but are likely to fall in the following areas: BD (major gifts, grants), Global Programs (sanitation, water resources management, advocacy, monitoring, global leadership), and Country Programs (delivery support—especially monitoring and evaluation, sanitation, national advisory).

Goals and Subgoals	2017	2018	2019	2020	2021
People— <i>global compensation framework</i>	Incorporate key global employees into the global compensation framework created in FY16	Incorporate all global employees into the global compensation framework	Update global compensation framework as needed		
Systems— <i>operations efficiency</i>	Continuously optimize IT, finance and payroll systems to increase efficiencies and meet the needs of the organization ¹⁰ New HRIS system	Continue to optimize systems			
Systems— <i>internal communications</i>	Implement the internal communications platform recommended in FY16 ¹¹	Improve internal communications as needed			
Systems— <i>monitoring & evaluation (M&E)</i>	Implement 2017 Core Indicators & Monitoring Framework Implement EF Tracker 2.0 Evaluate AkvoFLOW or equivalent, for future M&E needs	Enhance EF Tracker 2.0; implement M&E decisions made in FY17	Continue to improve M&E		

¹⁰ IT (connectivity and data security); finance (robust and accurate reporting at grant level, general ledger, and project in all countries in NetSuite); and payroll (efficient and correct payroll process). ¹¹ Intranet-based tool like SharePoint or other, newsletters, Yammer, etc.

Appendix B: WASH Sector Influence Strategy

Water For People's vision for Everyone in the world to have access to a water and sanitation service that lasts Forever requires us to use the power of *influence* to push our impact beyond our Everyone Forever districts. Whether working in other districts, providing technical support to other organizations or participating in national committees of like-minded organizations that believe in systems-change, we will need to bring others in the WASH sector into alignment with our Everyone Forever approach. The purpose of our WASH Sector Influence Strategy is to prioritize and align Water For People's efforts to influence key organizations, increasing our impact in achieving Everyone Forever and supporting the sector as a whole to achieve SDG 6 by 2030. Happily, the time has never been better for us to execute an effective Sector Influence Strategy, due to our alignment and leadership with Agenda For Change and the world's alignment around SDG 6.

OUR KEY GLOBAL STRATEGIES FOR WATER ARE TO:

- 1 Persuade intergovernmental and multilateral institutions to champion the systems-building agenda and facilitate new models of financing.** Specific organizations include development banks, the African Ministers' Council on Water (AMCOW) and Sanitation and Water for All (SWA). We believe that these are the bodies with the most capacity to influence national government from the outside. To some extent, bilateral donor agencies are also influential, but usually only in specific countries rather than across a continent. We will focus on finding ways to encourage these entities to champion the systems-building agenda and facilitate new models of financing.
- 2 Persuade large-scale NGOs and multilaterals to take a more systems-based approach with greater focus on long-term sustainability.** UNICEF is the primary target, and there are other NGOs with considerable influence as well. These organizations have huge potential impact, but first need to adopt a more systems-based approach to their work in WASH, with a greater focus on long-term sustainability and not just project delivery.

OUR KEY GLOBAL STRATEGIES FOR SANITATION ARE TO:

- 1 Build a coalition and active partnership of organizations that run the spectrum from strength in market-driven approaches to strength in sanitation technology.** Specific organizations to target include those that have some combination of experience with market-driven approaches and sanitation technology. Our strategy is to create a coalition for sharing practical experiences that work in building businesses within a favorable, enabling environment. One priority will be to seek microfinance institutions (MFIs) with the flexibility to offer sanitation loans.
- 2 Recognize and build two distinct activities within the sanitation coalition: toilet-building and fecal sludge management (FSM).** Specific organizations to target have some combination of experience with toilet-building and FSM. Experience in both is needed for a strong coalition. It will be a priority to seek organizations with technical expertise in FSM, sludge treatment and repurposing for sale (e.g., sludge briquettes for fuel, etc).

The complete Sector Influence Strategy includes country-specific goals, along with plans and tools for operationalizing the strategy.

Appendix C: Water For People's Approach to Sanitation

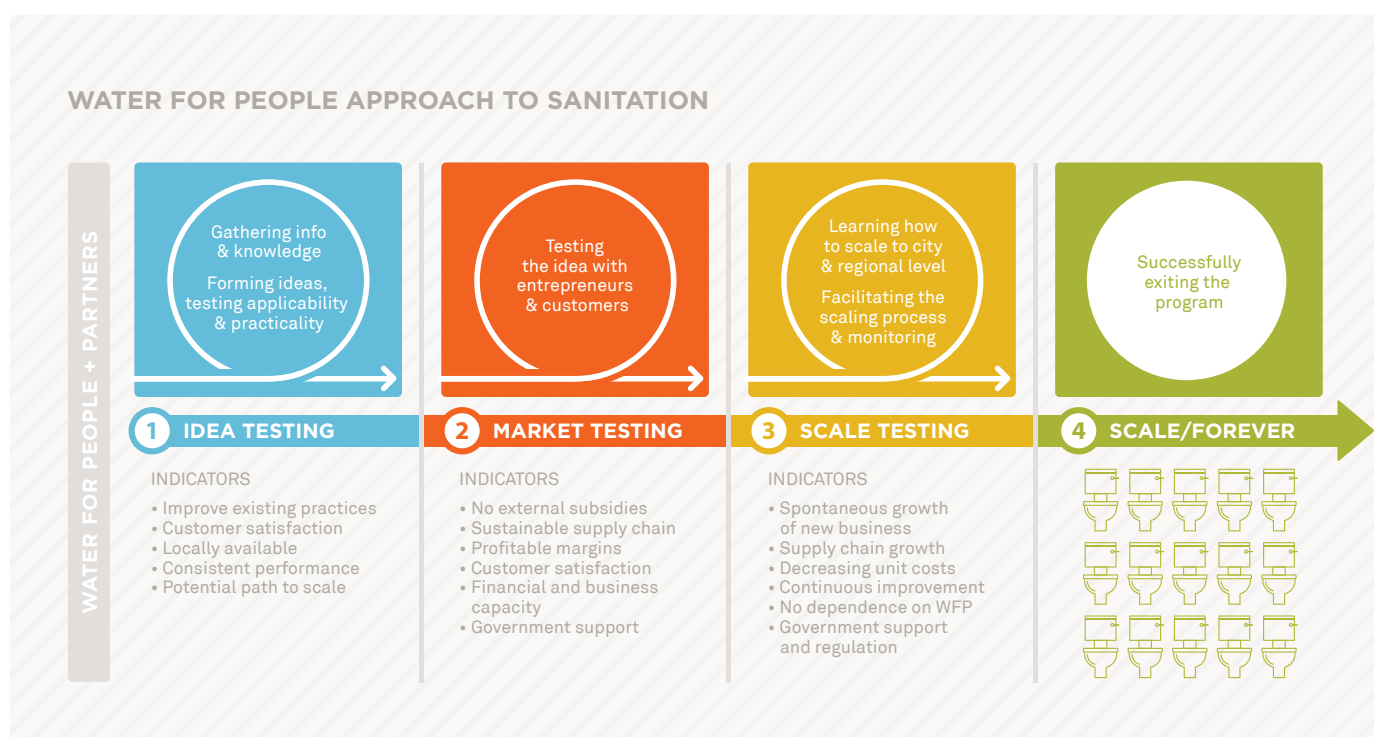
Water For People's global objectives for sanitation are:

- To develop sanitation services that last and to deliver affordable, beautiful toilets and hygienic emptying services
- To achieve full, permanent, and easily accessible sanitation services at scale, across cities and entire rural districts, across countries, and across regions. This is only possible by tapping into the potential of the local private sector, designing and executing targeted marketing campaigns, and working closely with other like-minded local partners
- To transform the sanitation sector by modeling our market-based approach and developing movement both nationally and globally, based on rigorous evidence of impact

To achieve these objectives, we have developed a Global Sanitation Strategy and each country has developed a more contextualized sanitation strategy. These strategies follow our market-based approach, which consists of three key phases that advance through a cyclical process:

- **Idea Testing**—The development of new business ideas and technology
- **Viability/Market Testing**—Small-scale controlled implementation and aggregation of successes
- **Scaling to Everyone**—Sector facilitation and pro-poor approaches

Most of our sanitation work is currently focused on developing ideas and testing business viability. As more ideas and businesses are successful, our work will shift more toward scale. These three phases are shown below, along with the role of government and monitoring.



Based on our experience to date and known challenges in the sector, we will focus our work in the following areas as we develop ideas, test viability and scale our work:

- City and small-town fecal sludge management
- Achieving scale with latrine-building in rural areas
- Household finance for latrine-building in urban and rural areas
- Achieving open defecation free (ODF) status in low-income rural areas where people are currently too poor to prioritize spending money on building a latrine

Once we have achieved scale and mechanisms are in place to keep businesses growing to provide sustained services, Water For People will follow the sanitation [Exit Checklist](#) and leave the area.

Appendix D: Checklists and Monitoring Indicators

CHECKLISTS

Once sustainable services are obtained for both water and sanitation, Water For People can exit. The checklists outlined below describe the criteria to determine if the time is right for doing so.

Sustainable Services Checklist for Water

- Service authority structure, management, financing and monitoring process have been established
- Service provider structure, management, financing and operation and maintenance have been established
- Water resources management is in place

Sustainable Services Checklist for Sanitation

- Fecal sludge management practices do not present human health or environmental risks
- The tipping point for demand for better quality latrines has been crossed
- Commercially viable businesses supply desirable, affordable sanitation products and services
- Sanitation products and services are available and accessible for all households within every part of the district and all segments of the community, including the poor
- Evidence exists for self- or government-facilitated replication of sanitation business-based approaches to enable scale

- Water For People has no role in the district-based delivery mechanism or products, regulation processes, or advocacy processes for sanitation
- The relevant government body understands the business needs and is in a position to effectively drive and regulate improvements to the district sanitation processes and support business

Water For People Country Programs are developing locally contextualized versions of these checklists, with methodologies for scoring.

MONITORING INDICATORS AND TRACKING OF PROGRESS AND IMPACT

We will continue to provide rigorous data to show progress and the sustained effectiveness of Everyone Forever at the district level, as we always have, with the monitoring indicators in our monitoring framework and our online platform for showing monitoring results, the [EF Tracker](#). Indicators for 2017 may be found [here](#). We may add new indicators to be able to monitor the impact of the new elements of this strategy.

Indicators for systems-change

- Credible strategies and concerted action at the national level, driven by or involving national government, to build capacity for universal sustained service delivery
- District investment and revenue plans in place that detail the needs and seek to describe how funding will be available from a combination of user fees and government funding to ensure universal, sustained service delivery
- District capacity built (institutional and financial) so services can be sustained
- Adequate district service levels, as measured at the household level
- National sector investment plan in place
- Budget allocations realized at district and national level

Appendix E: Agenda For Change

OVERVIEW

[Agenda For Change](#) (A4C) was developed through a series of face-to-face meetings and successful public events (Stockholm World Water Week and UNC Water Institute) in 2015 and 2016. These provided proof-of-concept in terms of the level of interest and desire in the sector to join an initiative that is pushing for new approaches to providing sustainable services and aid delivery in the WASH sector through *collective impact*.⁸ Water For People is part of the steering team of A4C.

⁸Collective impact is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, nonprofit organizations and citizens to achieve significant and lasting social change.

Agenda For Change

Agenda For Change in different countries

Through collaborative action in specific countries, we will promote **harmonized district level work in support of national level systems change**. At the district level, the aim is to support practical and replicable demonstrations of success for sustained universal service delivery in terms of operations, funding, governance, etc. Collaboration in-country will **demonstrate the SWA collaborative behaviours in practice** and align the actions of the partners in support of national (and local) governments. The partners will provide support for the development of national (government) systems and sector strengthening, through development and provision of effective knowledge, practice, tools and capacity building to support their use nationally. Agenda For Change will stimulate horizontal learning in-country and use country experience to inform others globally through story-telling and other methods.

Initial suggestions for a set of core country indicators of systems change include:

- Credible strategies in place, and concerted action at national level, driven-by/involving national government, to build capacity for universal sustained service delivery.
- District investment and revenue plans in place, which detail needs and seek to describe how funding will be made available from a combination of user fees, private sector investment, ODA and government funding to ensure universal, sustained service delivery.
- Increases in funding for long-term support to service delivery as evidenced through district (or equivalent) year on year budgeting and financial reporting.
- Institutional and financial capacities exist at district level so that services can be sustained.
- District service levels are adequate, as measured at household level.
- National sector investment plan.



Agenda For Change: Ins and Outs

What Agenda For Change is and is not

Agenda For Change is a collaborative response of Aguaconsult, IRC, Osprey Foundation, WaterAid, Water for People and others to the challenge of the Sustainable Development Goals (SDGs), and specifically SDG 6.1, 6.2 and 6.3.

It is a response to some persistent weaknesses of existing approaches to aid and national investments in the WASH sector. Agenda For Change is our approach and supports other efforts such as the Sanitation and Water for All partnerships, to working in the WASH sector and to framing the delivery of aid; it **aims to**:

- Achieve universal access to sustained services – for everyone, everywhere, forever – at the fastest pace consistent with effective and fully sustainable service delivery;
- Take a systems approach to WASH, going beyond the provision of infrastructure only, and supporting national systems and the enabling environment for service delivery at all levels; and
- Support government at all levels to be the leader and driver of this vision.

Agenda For Change is **not a new organization**, and is **not intended to supplant existing national platforms** or coordination groups. Rather, it is a partnership and mechanism for demonstrating and modelling in practice the collaborative behaviours advocated by Sanitation and Water for All (SWA).

Agenda For Change will build on district and country experience. We believe that driving from the district up is key to building a strong foundation for success, and provides a basis for advocating based on real evidence and experience.

Agenda For Change is a network not a legal entity; Agenda For Change is an approach to working in the sector and acts as a network of like-minded organisations. Its aim is to build and share collective understanding, not to usurp existing brands.

Agenda For Change will **not look the same in each country**, but it will share some common characteristics. National collaborations will look different, especially in relation to the role played by the government and the existing WASH coordination and network bodies. In some countries governance is so weak and fragmented that it is difficult to see collaboration, as described, being able to work effectively, so it is recognized that this is not a solution that is currently applicable in every context.

At the international level, Agenda For Change will create a **'virtual hub'**, to provide a repository of learning and technical support, and to help advocate as a group.



For more information contact: Elynn Walter at walter@ircwash.org
www.washagendaforchange.net

Appendix F: Background Information

MISSION, VISION AND VALUES

Mission: Water For People exists to promote the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses and governments.

Vision: We envision a world where every person has access to reliable and safe drinking water and sanitation.

Values: Our values are based on demonstrating integrity in all we do.

- **Accountability**—to communities, partners and each other
- **Courage**—to innovate, to risk, to lead
- **Empowerment**—of citizens, families and local institutions
- **Partnership**—on the ground, in the sector and at all levels of government
- **Transparency**—in what we do, what it costs and what is working

Our ability to successfully implement this strategy depends on our organizational capacity to deliver a strong foundation for its execution:

- 1 Revenue**—We have developed targets for the revenue required to deliver these outcomes. Our business development team needs to continue to grow and develop an even more diverse and robust portfolio than we have today. This must be matched with strong financial management on the expense (delivery) side in order to protect our fiscal assets and create a strong balance sheet.
- 2 Reputation**—Our reputation is paramount to our success. We must ensure that our actions are consistent with our culture of integrity and ethical practices so we can consistently deliver quality work that continues to strengthen the Water For People brand.
- 3 People**—Our people are our greatest strength. Water For People’s mission drives us, and we want to work for an organization that we are proud of, that is a proven leader, and that continues to improve every day. We are humble, competent and passionate. Our talent and team evolve with us.
- 4 Systems**—We need professional systems and tools to do our work. We need to be connected as a global team, to communicate often and efficiently, and to be a leader among nonprofits in how we manage our organization. We need to continuously measure and improve our performance through metrics that we set for ourselves.

OUR ROOTS

In the early 1980s, Ken Miller, of CH2M and a former president of the American Water Works Association (AWWA); Wayne Weiss, of Black & Veatch; and John B. Mannion, a former executive director of AWWA, shared the vision of a world where all people have access to safe water and adequate sanitation.

In 1991, the three joined forces to create Water For People and set a course for its future as a leader in social responsibility and innovation in the sector. Water For People was originally part of AWWA, the largest nonprofit, scientific, and educational association dedicated to managing and treating water. Today it is an independent nonprofit 501(c)3 with a 25-year history of programming.

We continue to have a strong partnership with AWWA and are supported by over 50 Water For People Volunteer Committees of water and wastewater professionals in the AWWA/WEF sections across the U.S. and Canada. The National Association of Water Companies (NAWC) and the Association of Metropolitan Water Agencies (AMWA) are also our supporters, and we are the “Charity of Choice” for the Water Environment Federation (WEF), US Water Alliance (USWA), National Association of Water Companies (NAWC), and the National Association of Clean Water Agencies (NACWA).

Our Leadership Council includes representatives from several major engineering and technical software firms, including: CH2M, Carollo, Brown & Caldwell, CDMSmith, AECOM, Arcadis, EA Engineering and Bentley Systems.

This legacy has stood the test of time. These professionals and partners help us deliver our mission and strategy, and are available for technical consultations through our World Water Corps (professionals that volunteer for short assignments for Water For People).

GLOBAL INVESTMENTS NEEDED TO SOLVE THE WATER CRISIS

Funding new infrastructure is a challenge we share with the water utilities in North America. In the United States, an estimated \$1 trillion needs to be invested in water infrastructure by 2035¹²—and it is not clear where that investment will come from. Similarly, significant investment will be needed to meet SDG 6.

Achieving SDG 6 would mean improvements in health, education, and, subsequently, economic productivity—specifically:

- **Improved health**—Access to clean water and adequate sanitation could reduce diarrheal diseases by up to 70 percent.¹³
- **Better quality of life**—Time saved carrying water equals more time for school or work (especially for women and girls) and less sick time due to better water quality.
- **Increased economic benefits**—1.5 percent of global gross domestic product (GDP) and a \$4.30 return for every dollar invested in water and sanitation services.¹⁴
- **Cleaner environment**—Reduction in water-resource pollution and better management of fecal sludge.

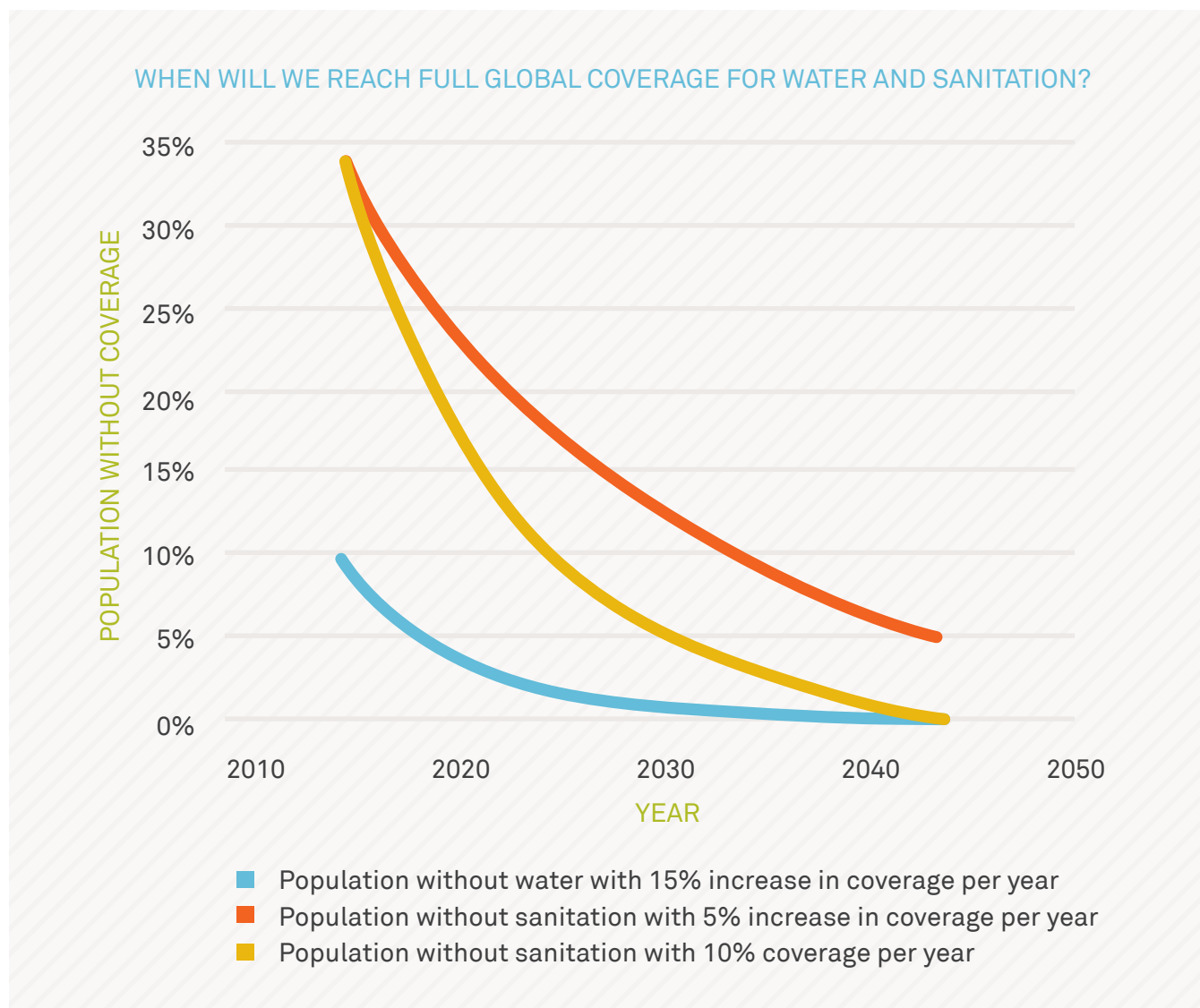
Many national governments make promises to increase investments in water and sanitation that don’t materialize. We also see this in the United States with the lagging investment in our drinking

¹² Water/Wastewater Processing: Solutions for Water-Process Professionals (2016) <http://www.waterwaste.com/us-water-and-sewage-systems-in-dire-need-of-infrastructure-improvement/>. ¹³ Preventing diarrhea through better water, sanitation and hygiene. World Health Organization (2014) http://apps.who.int/iris/bitstream/10665/150112/1/9789241564823_eng.pdf. ¹⁴ Global costs and benefits of drinking-water supply and sanitation interventions to reach the MDG target and universal coverage. World Health Organization (2012) http://www.who.int/water_sanitation_health/publications/2012/globalcosts.pdf.

water infrastructure and the poor [infrastructure report-card ratings](#) by The American Water Works Association (AWWA) and the American Society of Civil Engineers (ASCE).

According to the 2014 [UN-Water Global Analysis and Assessment of Sanitation and Drinking Water \(GLAAS\)](#), more than \$15 billion¹⁵ of external support is invested every year in water and sanitation. This gives nearly 100 million people access to improved drinking water and more than 125 million people improved sanitation each year. Today, 666 million (9 percent) of the global population still needs improved drinking water. At current rates, 95 percent of the global population will be connected by 2019 (99 percent by 2028), as shown in the graph below.

For sanitation, however, things are more challenging. With 2.4 billion people (33 percent of the global population) still needing sanitation, it will take us until 2043 to reach 95 percent coverage (99 percent by 2063). These calculations assume that the global population continues to grow at 1.2 percent per year.¹⁶ However, if we double the annual investment in sanitation from \$6.45 billion to \$12.9 billion per year and double the subsequent coverage rate for sanitation, we can reach 95 percent coverage by 2030 (and 99 percent by 2041), as shown in the graph below.



¹⁵\$15.0 billion in external support, including official development assistance (\$10.9 billion), non-concessional loans (\$3.6 billion), and other funds (more than \$340 million) from developed countries (bilateral aid), international banking institutions (multilateral aid), NGOs, and private foundations were committed to water and sanitation in 2012. http://www.who.int/water_sanitation_health/publications/glaas_report_2014/en/ ¹⁶Population Reference Bureau (2016) <http://www.prb.org/Publications/Lesson-Plans/HumanPopulation/PopulationGrowth.aspx>.

We feel it is part of our responsibility to shine the spotlight on the funding needed to reach these targets. We are working in our districts to develop more detailed investment plans to determine what investment is really needed to achieve SDG 6. Part of this work will be to influence governments to increase their own spending on water and sanitation.

Another part will be to attract more official development assistance to the sector. As we develop bottom-up investment plans, district by district and country by country, we will have more bankable projects and programs, which will in turn facilitate the ability to secure financing.

In January 2016, Guy Hutton and Mili Varughese of the World Bank published a [document](#) on the costs to achieve SDG 6. In their words:

The global costs of achieving universal basic WASH by the year 2030 are achievable under current overall sector spending. However, financing challenges remain in some regions and countries where current spending is insufficient to meet the SDG targets by 2030.

In particular, resources need to be shifted to basic sanitation and hygiene in countries where the service gap is greatest. Because of the shifts in population to urban areas and the higher unit costs in towns and cities, urban areas account for 70 percent of the capital expenditure requirements to achieve universal access to basic WASH.

However, allocations of public funds should be based not only on resource requirements, but also on the proportion of costs that can be recovered from customers, which tends to be greater in urban areas (excluding slums and poor neighborhoods).

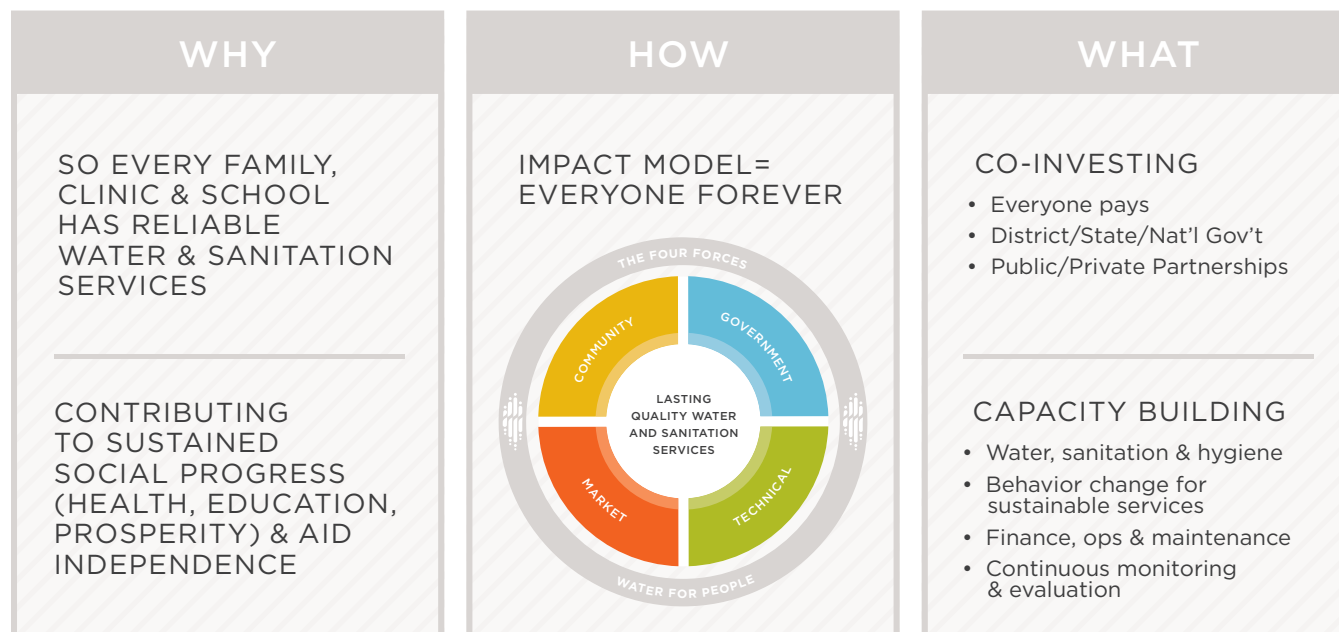
Extending basic WASH services to the unserved will cost \$28.4 billion (range: \$13.8 to \$46.7 billion) per year from 2015 to 2030, or 0.10 percent (range: 0.05 to 0.16 percent) of the global product (GP) of the 140 countries included (GP140). This financing requirement is equivalent, in order of magnitude, to the 0.12 percent of global product spent to serve the unserved with improved water supply and sanitation during the MDG period.

Significantly greater capital spending is needed in Sub-Saharan Africa, where slow progress to date means capital expenditures of 0.64 percent (range: 0.29 to 1.0 percent) of the gross regional product (GRP) would be needed to close the gap, and in Southern Asia, which requires 0.21 percent (range: 0.13 to 0.29 percent) of GRP (shown in figure ES.2).

Similarly, some 50 percent of the capital costs of basic water and sanitation and 58 percent of the capital costs of becoming open defecation-free (ODF) needs to be spent on extending coverage to the poorest two wealth quintiles. The total capital cost of meeting targets 6.1 and 6.2 is \$114 billion per year (range: \$74 to \$166 billion). This total comprises the annual costs of safe water (\$37.6 billion), basic sanitation (\$19.5 billion), and safe fecal waste management (\$49 billion), plus hygiene (\$2.0 billion). It also includes an estimated 50 percent of households first having basic water and simple pit latrines before investing in the higher-level service.

Appendix G: Everyone Forever, explained: A tool for external communication of our model

OUR “WHY, HOW AND WHAT”



Glossary of Terms

A4C—Agenda For Change

AMWA—American Metropolitan Water Agencies

ASCE—American Society of Civil Engineers

AWWA—American Water Works Association

BD—Business Development

CLTS—Community-led Total Sanitation

COP—Annual global meeting on climate change. COP 21 was in Paris in December 2015.

ERM—Enterprise Risk Management

FLOW—Open-source program used for M&E (developed by AKVO)

FSM—Fecal Sludge Management

Fx—Foreign exchange effects (for currency)

GS—Global services (Denver support to Global Programs)

GP—Global Programs team of Water For People

INGO—International non-governmental organization

IT—Information technology

IWRM—Integrated water resources management

MDGs—Millennium Development Goals

M&E—Monitoring and evaluation

MEL—Monitoring, evaluation and learning

MWA—Millennium Water Alliance

NACWA—National Association of Clean Water Agencies

NAWC—National Association of Water Companies

NGO—Non-governmental organization

ODF—Open defecation–free (in reference to a community)

PTPS—*Para todos por siempre* (Everyone Forever in Spanish)

RiR—Reimagine Reporting (annual reflection session for staff and partners)

SDGs—Sustainable Development Goals

SDG 3 (Good Health and Well-Being): “ensure healthy lives and promote well-being for all at all ages”

SDG 5 (Gender Equality): “achieve gender equality and empower all women and girls”

SDG 6 (Clean Water and Sanitation): “ensure availability and sustainable management of water and sanitation for all”

SDG 8 (Decent Work and Economic Growth): “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”

SSS—Sustainable services at scale

SWA—Sanitation and Water For All

SWASH—Sanitation, water and hygiene in schools

SWWW—Stockholm World Water Week

UNC—University of North Carolina (which hosts an important WASH conference out of its Water Institute)

WASH—Water, sanitation and hygiene

WEF—Water Environment Federation

WRM—Water resources management

WQ—Water quality