

The logo features a large, stylized number '30' in a light gray color. The zero is replaced by a circular emblem containing a stylized representation of water droplets or waves, also in light gray.

water for people
EVERYONE • FOREVER



Water For People - Celebrating 30 Years of Impact

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Prologue

Why Water?

“No issue has ever been more neglected. And it is neglected because it is of concern mainly to the poor and the powerless.” – Archbishop Desmond Tutu (1931-2021)

This book is a compilation of Water For People’s history, including contributions from many employees (current and former), board members, volunteers, ambassadors, and partners. I am filled with joy when I read and see how much you all care about Water For People and our mission. Please watch the videos linked to the QR codes to hear incredible stories!

We are often asked for our “story,” so I thought it was time Water For People had something we could offer in response. This is where we are today. Our story will continue and there will be many more experiences of change, impact, and progress to share in the future. Perhaps someday someone will be inspired to write an addendum. For now, enjoy Water For People’s journey from 1991 to 2021. And thank you for your support and belief in our work to reach Everyone Forever with lasting quality water, sanitation, and hygiene services. We couldn’t do it without you.

With gratitude,

CEO 2015 - 2022

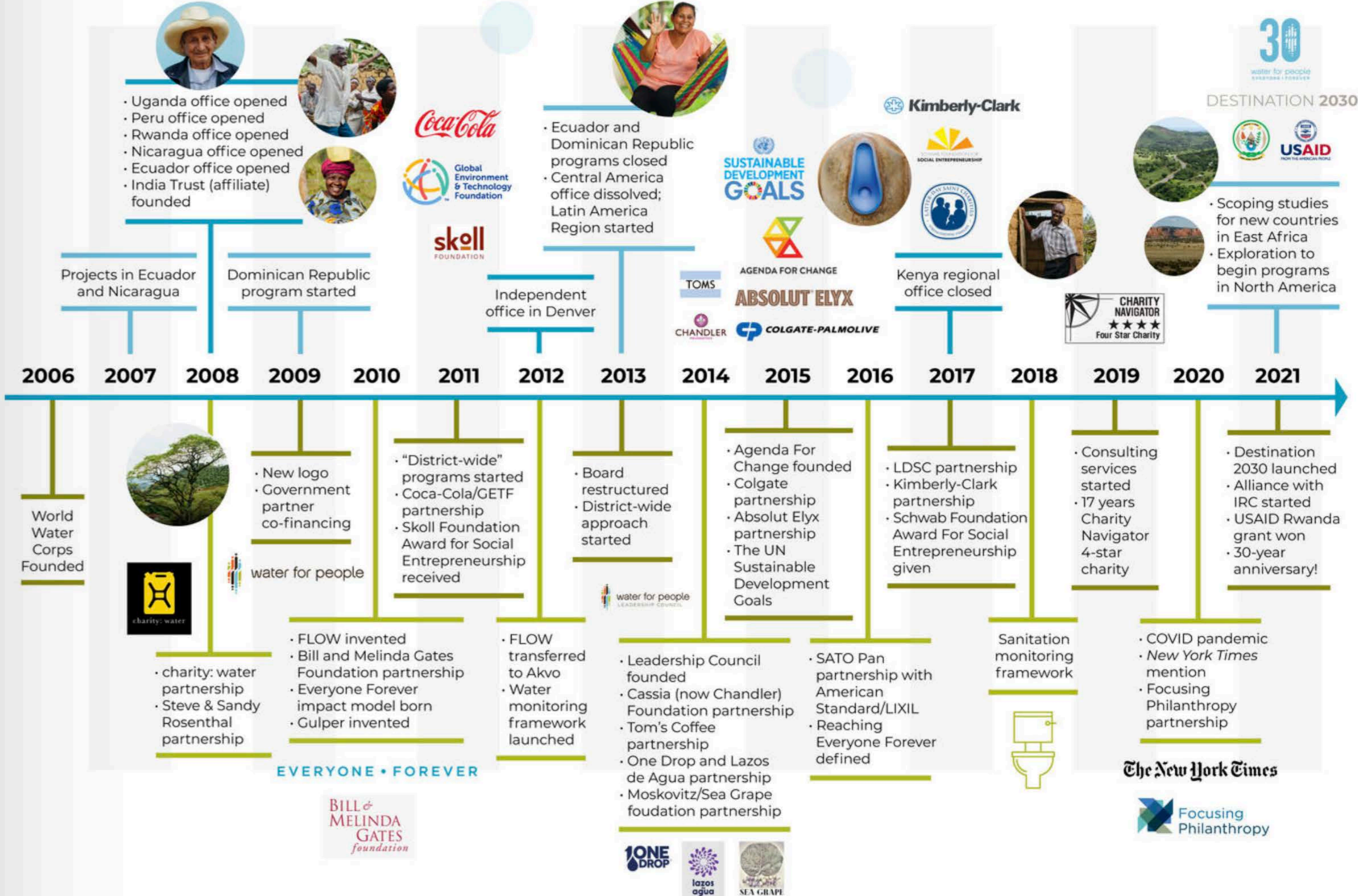
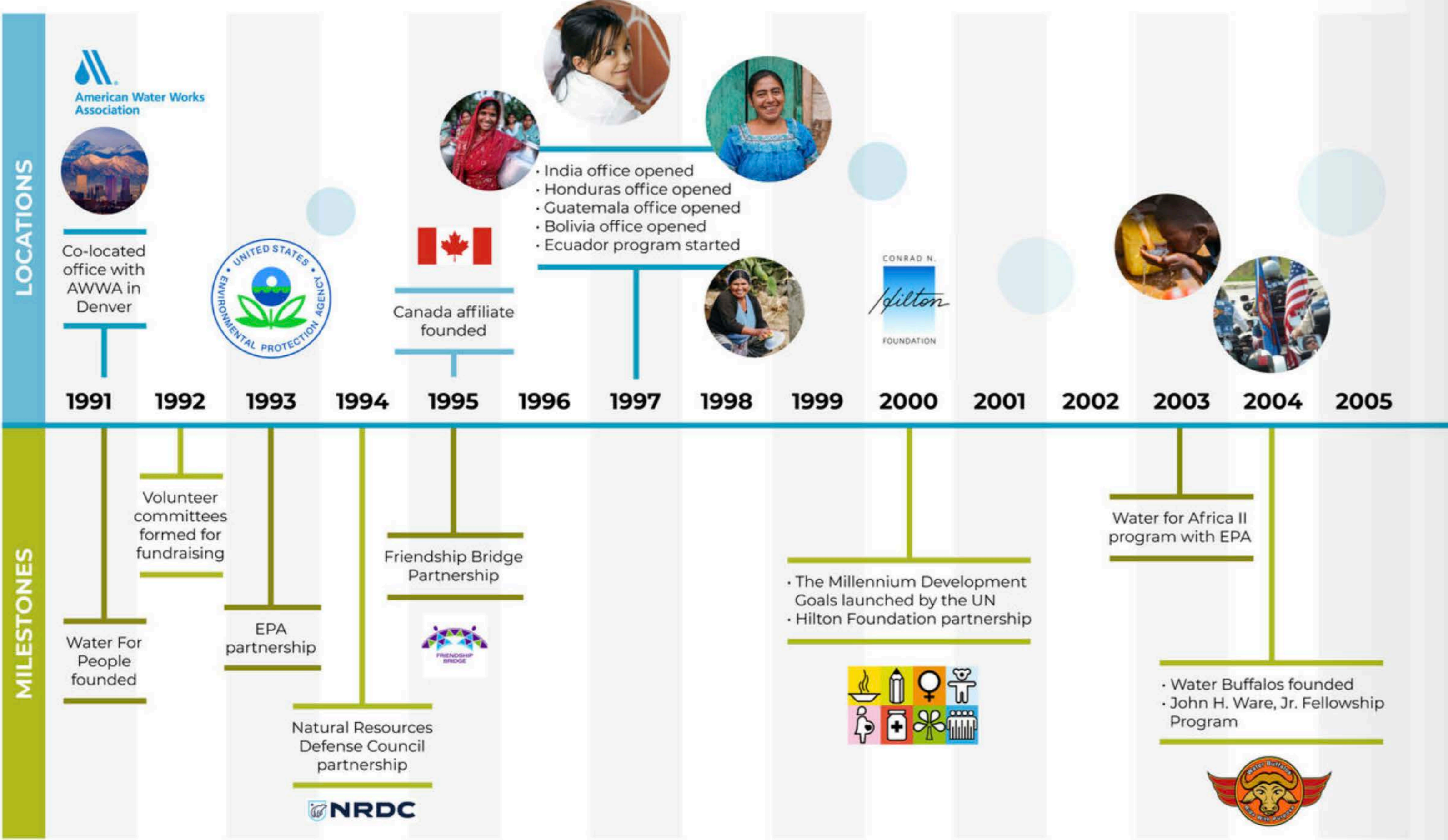


CELEBRATING 30 YEARS

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WATER FOR PEOPLE TIMELINE



The Very Beginning - 1980s

The idea for Water For People began in the 1980s. At the American Water Works Association (AWWA) Annual Conference and Exhibition (called ACE) in 1988, Hugh Speed, from a water association in the United Kingdom, presented a concept paper to “round-up” utility bills with the additional funds to be used for water development projects for low-income countries in West Africa. The intent was to support these small communities that were unable to obtain funding from traditional lending agencies. This program was called “Water Aid.”

Initially, there was lukewarm support for this concept from AWWA as the association was then often considered more of a domestic utility organization. At that time, many members appeared to be less interested in international issues. There was also some concern about the potential associated risks of small-scale international projects in a remote country. However, the AWWA International Affairs Committee supported the concept and encouraged consideration by AWWA at the next annual conference in 1989. A subcommittee was set up with John Kalbermatten from the World Bank’s International Bank for Reconstruction and Development in Washington, Carlo Rietveld of the World Bank in Washington, and Paul Dreyer of CDM in Cambridge who was the Chairman of the International Affairs Committee. John Kalbermatten prepared a white paper with support from the Ford Meter Box Co., outlining how AWWA could support an international effort to provide basic water and sanitation services in low-income countries and it was presented at the 1989 AWWA Annual Conference.

The new President of AWWA, William Richardson from Alvord, Burdick & Howson in Chicago (who eventually became President of the International Water Association) was an enthusiastic supporter of this international program. John Mannion, Executive Director of AWWA in Denver, Kurt Keeley and Cathy Miller from the AWWA staff in Denver, and many others supported the initial concept. At that time, Ken Miller of CH2M Hill and Wayne Weiss of Black & Veatch also became enthusiastic supporters of the program. Their spouses and others involved in water utilities, equipment manufacturers, and consultant associations encouraged the development of Water For People and began raising funds for the initial effort at the 1989 AWWA Annual Conference.

The first Board of Directors of Water For People was established in 1989 and I (Paul Dreyer) was appointed a member of the board. A project was identified in Honduras, where a local religious group with North Carolina roots was trying to install water wells without the expertise. The local Water For People chapter in North Carolina offered to provide these services. I believe that this was the first Water For People project.

Thank you to Paul Dreyer for providing this history!



1990s - Decade Highlights

- Water For People founded
- Water For People Canada founded
- Five focus countries: India, Bolivia, Guatemala, Honduras, and Vietnam; projects in Mexico and Nicaragua
- Cooperative Projects Program supported utility management in Poland, Hungary, Bulgaria, and Slovakia



How we described ourselves in the 1990s...

Water For People was started in 1991 by members of the AWWA. The founders were concerned about the thousands of men, women, and children in developing countries who die every day from waterborne diseases. Water For People supports projects through local indigenous development organizations referred to at Water For People partners. Types of projects include spring-fed community water systems, wells with handpumps, latrine construction, operator training, and hygiene education programs.



BLACK & VEATCH

CH2MHILL

Water and sanitation are in our DNA – The idea behind Water For People began in the early 1980s, with three people who wanted to use their expertise to build a better world. Ken Miller, Wayne Weiss, and John B. "Jack" Mannion had spent their entire careers working in water and wastewater, and they each believed it was possible for everyone in the world to have access to safe water and sanitation services. This was no pipe dream – this was a real conviction supported by decades of experience. In 1991, these three men came together with others in their industries to create Water For People, an international nonprofit based in Denver, Colorado. Using their networks, knowledge, and experience, they began to build a program that would bring lasting solutions to the world's water crisis.

Our Water/Wastewater Industry Roots – Water For People was born out of the AWWA, the largest nonprofit, scientific, and educational association dedicated to managing and treating water. We continue to have a strong partnership with AWWA, the Water Environment Federation, the National Association of Water Companies, the National Association of Clean Water Agencies, the US Water Alliance, and the International Water Association. Today, Water For People continues to rely on strong ties to professionals in the water industry. These partnerships ensure the solutions we provide are grounded in the expertise of water and wastewater experts from around the world.

Kenneth J. Miller was a major contributor to the water industry, from water quality to research to clean water in the poorest areas of the world. In his inaugural speech as AWWA president in 1981, AWWA's centennial year, he mentioned that AWWA had a responsibility to help solve the global water crisis over the next 100 years. He worked for CH2M HILL when he founded Water For People. "In 1976, I first heard about the thousands of children who died each day because of unsafe water. I knew then my goal as AWWA president would be to do something to help," Miller said. Today the highest recognition for Water For People volunteers is the Kenneth J. Miller Water For People Founder's Award.



Ken Miller
Founder and First Executive Director
of Water For People

"Many of the projects Water For People funds typically fall through the cracks of the international aid system. They might be too small, too remote, or too 'low tech.'" "We are dedicated to not only saving lives, but also to fostering community development. We do this by providing seed money to enable people in remote, rural communities to install their own drinking water and sanitation systems. More importantly, we teach them how to maintain them over time."



Paul A. Sobiech
Executive Director
1993-2003

1990s - Projects

Water For People created a Developing Countries Program with projects in focus countries: Bolivia, Guatemala, Honduras, Malawi, India, and Vietnam. The projects were implemented with local water, sanitation, and health "partner" organizations with financial support from Water For People.

In addition, Water For People developed a new Cooperative Projects Program with CARE, the US Peace Corps, Save the Children, WaterAid, and the EPA. This program taught management and business basics to water and wastewater utilities in Poland, Hungary, Bulgaria, and Slovakia. We focused on urban settings, assisting utilities and citizens in emerging democracies. Utilities serving millions of people in Central and Eastern Europe faced financial turmoil over losing their government subsidies – and, as a result, services to customers suffered. Some customers only received water for two hours a day.

Water For People also supported independent projects like providing technical literature to Kenya, arsenic removal in West Bengal, India, and well and hand pump installation in Haiti.

Water For People was highlighted in the Visionaries PBS TV series in a 30-minute special program about Water For People's work in Bolivia. It ran on April 1, 1998, to 180 PBS stations across the US.

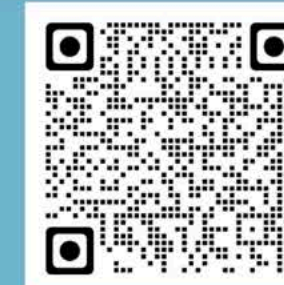
New donors and partners included the Natural Resources Defense Council and Friendship Bridge. Water For People began an internal communications strategy called the Committee Service Representative Initiative with the AWWA to strengthen communications between the two organizations. Each staff member was assigned several Water For People Committee Chairs within the AWWA Sections. The intent was to communicate monthly to nurture AWWA Section involvement.

Water For People Canada – Founded in 1995 to "sponsor" projects benefiting the most marginalized people, particularly women and children. Today (2021), Water For People Canada focuses its efforts around programs in Peru.



Rahim Kanji
President

Tony Petrucci
Board Member



Watch videos from
both of them here.



1990s - Decade Highlights (Cont.)

Financial Benchmarks for the 1990s

1. Cost to raise \$100 should be less than \$35.

Water For People spent \$10 (or 8%) so was well within this benchmark.

2. Program expenses should be 50% to 65% of total expenses. Water For People spent 70% on programs.

- \$100 supported construction of a household handpump in Bolivia that provided one family with safe drinking water

- \$2,500 supplied a Guatemalan village with 25 latrines helping 150 people

- \$2,000 gave 200 people access to clean water by supporting repairs to water storage tanks and water distribution lines in Honduras

Employees - Nine (including country coordinators in Bolivia, Guatemala, Honduras, and Vietnam).



1990s Progress – In the 1990s, Water For People supported more than 350 projects in 37 countries. 80% of the work was done in four focus countries: Bolivia, Guatemala, Honduras, and Vietnam. 15% of Water For People projects were joint projects with other development organizations like the EPA. The remaining 5% were proposed by donors and other special groups (e.g., arsenic removal in West Bengal, India, with Bengal Engineering College).

In 1998, a special Hurricane Mitch Fund was established for Honduras and Nicaragua. \$90,000 helped 16,000 people through 30 projects.

In the early to mid-1990s, the Water Environment Federation (WEF) and Water For People worked together on a joint project in Central/Eastern Europe. Eileen O'Neill from WEF worked with Executive Director Paul Sobiech. The partnership with WEF has continued to grow over time.

~ Quotations from the 1990s ~

“Run from a small headquarters office in Denver, Colorado, Water For People is the official charitable outreach effort of the North American drinking water community. Dedicated volunteers from AWWA have been drawn to Water For People by a desire to give something back. Volunteer efforts and donations come in all sizes from stuffing envelopes in the Denver office to retired water supply professionals who have helped raise money by speaking to groups about the dire need for safe drinking water. Each time a water system is built, the beneficiaries themselves pitch in by working as volunteers to build, operate, and sustain the projects.”

Paul A. Sobiech, Executive Director

“Water For People really serves as a clearinghouse for international aid work. We have a small staff that works very hard to secure grants, encourage people to donate, and select and administer projects that really make a difference to local communities. That means not only saving lives through adequate water and sanitation systems, but also empowering people in those communities to be more healthy, productive, and self-sufficient.”

Carlo Rietveld (World Bank), member of the Water For People Board of Directors



“It is my pleasure to support the work of Water For People. In 1994, I was fortunate to be able to organize and lead the first Water For People project in Honduras. I am grateful to Water For People for supporting me to go to Honduras, and I am pleased that Water For People continues to support work in Honduras.”

Bob Pierotti, World Water Corps volunteer



2000s - Decade Highlights

- United Nations established the Millennium Development Goals

- Delivered projects in 12 countries; special initiatives in many more countries

- Increased fundraising to include: major golf tournament at The Sanctuary, Hilton Foundation, estate planning, and workplace giving

- Founded the Water Buffalos

- Founded the John H. Ware, Jr. International Water and Sanitation Fellowship Program

- Shifted from projects to programs

- Started Rwanda, Dominican Republic, Ecuador, Malawi, Uganda, and Nicaragua programs

- Began World Water Corps volunteer program

2000: United Nations Millennium Development

Goals – Eight goals that UN Member States have agreed to try to achieve by the year 2015. The United Nations Millennium Declaration, signed in September 2000, committed world leaders to combat poverty, hunger, disease, illiteracy, environmental degradation, and discrimination against women. The Millennium Development Goals (MDGs) were derived from this declaration. Each MDG had targets set for 2015 and indicators to monitor progress from 1990 levels. Several of these related directly to health. Regarding water and sanitation, the MDG was Target 7 – Environment Sustainability:

- MDG 7C - Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation



Board of Directors – Most of the Board members were water/wastewater professionals. Water For People diversified its members and brought on business leaders (e.g., Chuck DiLaura of Neptune Technology Group). Board membership came with the responsibility of helping to get things done, since Water For People had a small staff and limited funds. Board committees did work: Personnel, Golf, Strategic Planning, Executive, and Resource Development. Board members covered their own travel expenses, meals, and drinks.



CONRAD N. HILTON FOUNDATION

Hilton Foundation – The Hilton Foundation began supporting Water For People in 2000, and gave seven gifts through 2019. Today (2021), the Safe Water program is a systems-led approach guided by achieving the most significant impact and enabling local

sustainability. Four values guide our work: evidence to support decision-making; sustainability to address the root causes of service delivery; accountability among stakeholders for successes and challenges; and innovation in testing, delivery, business, and financial models.

2000s - Decade Highlights (Cont.)

2003 Highlights

- Steve Werner named Executive Director
- Water For Africa Phase II started
- Special Asia initiative launched
- Planned Giving program started
- Workplace Giving program began

2004 Highlights

- Water Buffalos founded
- John H. Ware Fellowship program started



Steve Werner, Executive Director, accepts certificate of appreciation from the mayor of La Comunidad, Honduras

Water For Africa – Phase I ended and Phase II started. This is three-year project to serve the urban poor in Kenya, Malawi, Tanzania, Uganda, and Zambia with funding from the USEPA to support 12 local NGOs.

Asia Initiative – Water For People sent volunteers to Vietnam, Indonesia, and the Philippines with support from the Asian Environmental Partnership. In addition, Water For People partnered with CARE Vietnam to improve sanitation and health and hygiene practices in more than 27 schools. Water For People continued the ongoing partnership with the Bengal Engineering College in India for arsenic mitigation.

Ecuador – Water For People volunteers from Michigan continued their long-standing work in Ecuador.

Palau – Water For People volunteers from Hawaii continued their long-standing commitment with support from the Government of Palau and the US Department of the Interior.

Sustainability – Pilot evaluation plan with OMNI Research and Training determined key indicators of project sustainability.

Professional Association Supporters – The Water Environment Federation (WEF) joined the AWWA in endorsing Water For People as its Charity of Choice. In addition, the Water Quality Association, the National Association of Water Companies (NAWC), and the Association of Metropolitan Water Agencies (AMWA) supported Water For People.

Planned Giving launch – Water For People launched Estate Planning Strategies for planned giving.

Workplace Giving started – CH2M Hill did its first company fundraising campaign during Drinking Water Week with 30 office coordinators in the US, Canada, Singapore, and the UK. First Committee Chair volunteer training workshop was held in Colorado with 27 Committee Chairs.

Projects – 58 projects in 12 countries (Bolivia, Guatemala, Honduras, Malawi, Ecuador, India, Palau, Kenya, Tanzania, Uganda, Zambia, and Vietnam).



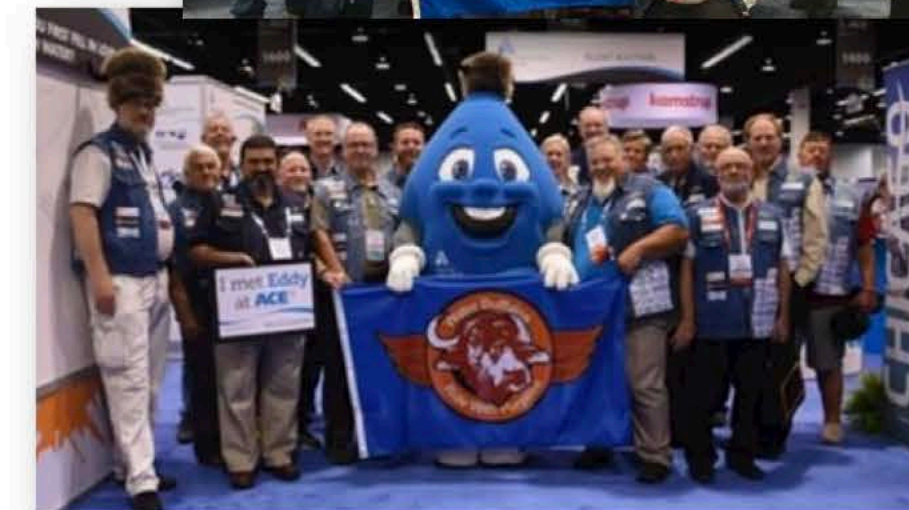
Rotary International – strengthened relationship with Rotary International. Rotary president asked each club to support one water project.



Water Buffalos founded – Once recognized as the fiercest beasts roaming the wild open wetlands of Asia, water buffalos have earned their reputation as aggressive warriors able to travel long distances and engage in dangerous stampedes. Still stampeding, the modern Water Buffalo now earns respect roaming the winding miles of US highway on the back of a Harley Road King or a Vintage Indian Chief or maybe even a Yamaha Star. These Water Buffalos are bikers – not just any bikers – but a special herd of motorcycle-riding water professionals from Arizona. Yes, they are still hunting for water, though these days the search for supply is typically sought through legislation and state regulations.

The Arizona Water Buffalos (a.k.a. The Herd) formed in 2004 when Brown and Caldwell's Water Resources Practice Leader Harold Thomas in Phoenix joined a handful of other water industry leaders on a ride to a water conference. The gang had such a great time that they decided to form an official club and eventually settled on the name the Water Buffalos. Each year, they reunite to ride to the Annual Tri-State Seminar (Arizona, California, and Nevada), which features sessions on water, wastewater, and security issues. From 2005 through 2021, the Water Buffalos raised \$1.3 million for Water For People, AWWA, and the Community Engineering Corps.

Charity Navigator – First 4-star rating by Charity Navigator. Charity Navigator rates charities by evaluating financial health and accountability & transparency. The ratings show donors how efficiently a charity will use their support, how well it has sustained its programs and services over time, and its level of commitment to accountability and transparency. Four stars (Exceptional) is the highest rating you can get by Charity Navigator: exceeds industry standards and outperforms most charities in its Cause.



~ John H. Ware, Jr. International Water and Sanitation Fellowship Program ~



The four John H. Ware, Jr. Fellows:
(Front L to R): Sudipta Barman, Claudia Cossio, Charles Banda, and Joe McMahon (former Water For People Board member).
(Back L to R): Juan Cedillo and Jean McMahon (Water For People volunteer)

Water and wastewater professionals in-country build their expertise through professional and technical training, mentoring, and networking opportunities. Six fellows accepted per year. Program was 10 weeks in Denver for 12 training on monitoring, testing, and treatment at Red Rocks Community College, as well as visiting 11 different water/wastewater utilities in the metro Denver area. Fellowship ended by attending the AWWA annual conference (ACE). 15 alumni in 2007.

Inaugural Class of Ware Fellows:

- Charles Banda – Executive Director for the Freshwater Project in Malawi
- Sudipta Barman – health educator for arsenic mitigation in India
- Claudia Cossio – water engineer from Bolivia
- Juan Cedillo – eco-tourism specialist from Guatemala

2000s - Decade Highlights (Cont.)

2005 Highlights

- Sanctuary Golf Tournaments started

2006 Highlights

- Malawi Program started
- Began regional focus in districts
- World Water Corps created

2006 Country Coordinators In Country Offices

- Bolivia – Abraham Aruquipa
- Guatemala – Edgar Fajardo
- Honduras – Diana Betancourt
- India – Rajashi Mukherjee
- Malawi – Kate Harawa

2006 Special Events

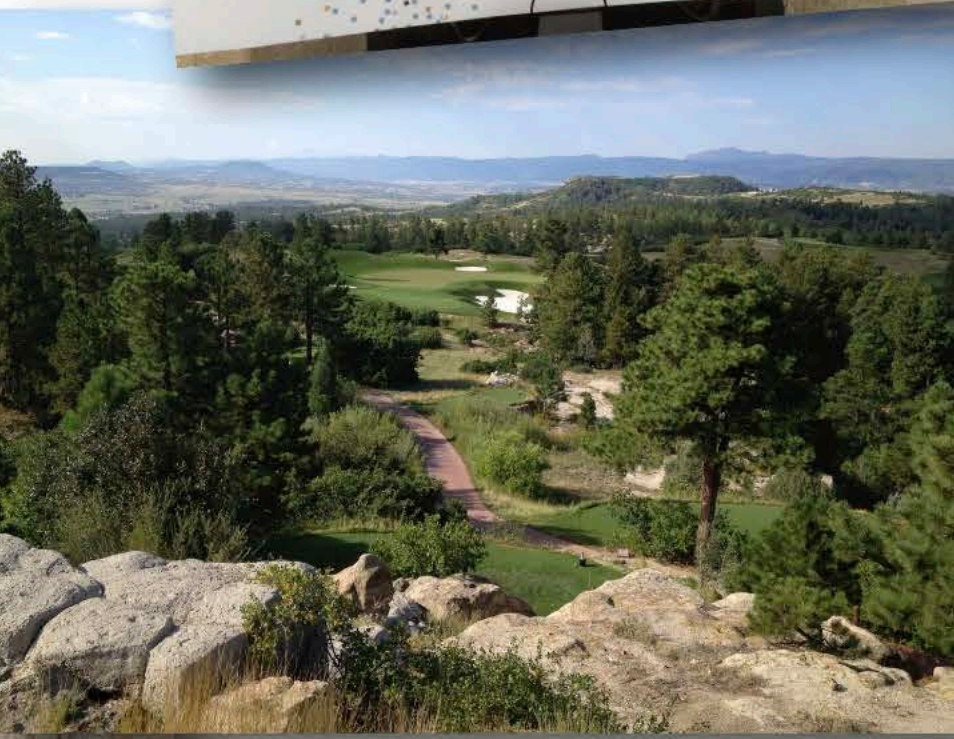
- Golf at the Sanctuary – raised \$262,000
- AWWA ACE Golf Tournament – raised \$67,000
- WEF Texas Desert Gala – raised \$27,500
- Country tours for supporters: Honduras, Bolivia, and India

Sanctuary Golf Tournaments – The tournaments for fundraising, held at the Sanctuary Golf Course in Sedalia, Colorado, started in 2005 and ran through 2014. There was a reception before the tournament and an awards dinner after the tournament. It was a premiere event to get Water For People in front of people and companies for donations and sponsorships. We were told by the Sanctuary, after the 2005 inaugural event, that we had the best first-year event they had ever had from attendance and money raised. We raised more than \$100,000, which was amazing!

In 2014, we held our last and 10-year anniversary event. We grossed more than \$3.2 million over the 10 years! One year alone, we grossed more than \$460,000. The Sanctuary told us we were in the top three of all the events they did based on the quality of people who attended, the diversity of people and where they traveled from, and the amount of money we grossed.

We had country managers attend as guest speakers. It was truly an event that took Water For People to a new level of awareness and support. Trophies were items from countries we served. The big annual trophy was an Indian water jug with past winners' names engraved on the wooden base.

During the banquet after the golf, we would ask: "Will you come back next year?" and people yelled out: "YES WE WILL!"

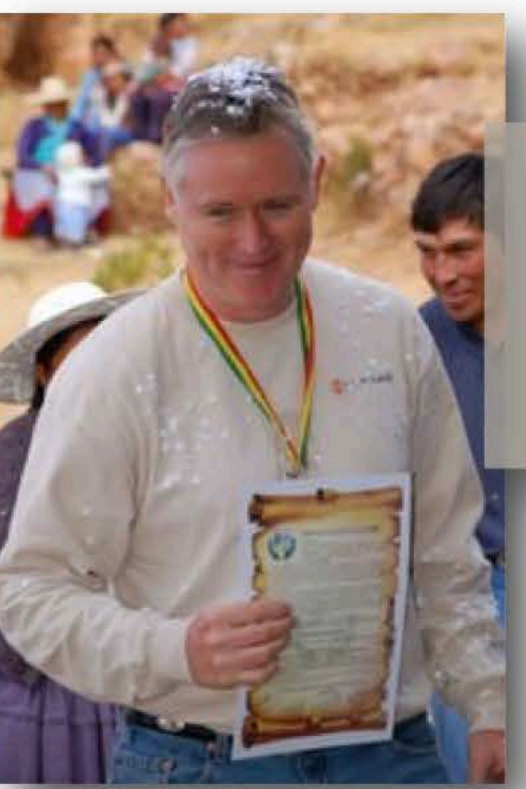


"This awards ceremony was special because Watts Water sent a team and my youngest son Daniel worked for them and was on the team. That is Daniel holding the trophy after the 2013 tournament."

– Photo courtesy of Chuck DiLaura, Water For People Board Member

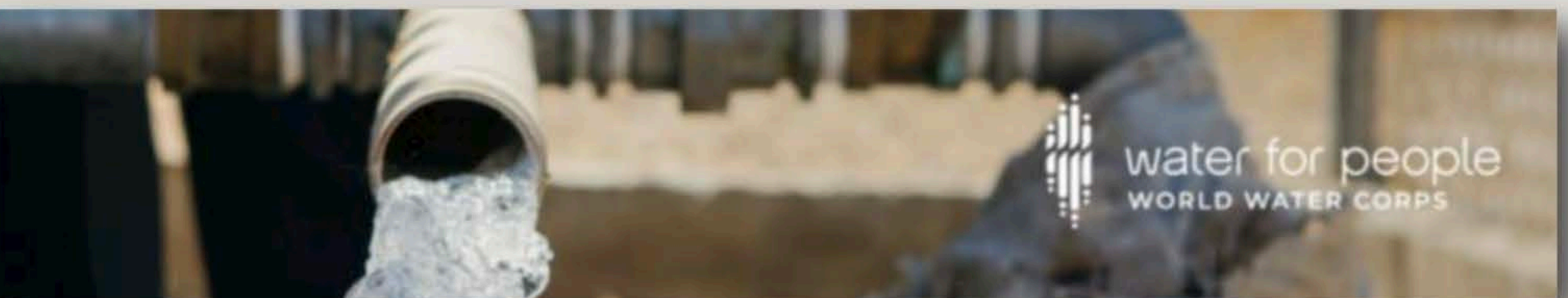


Watching a water intake being built in Honduras
– Photo courtesy of Chuck DiLaura (2005)

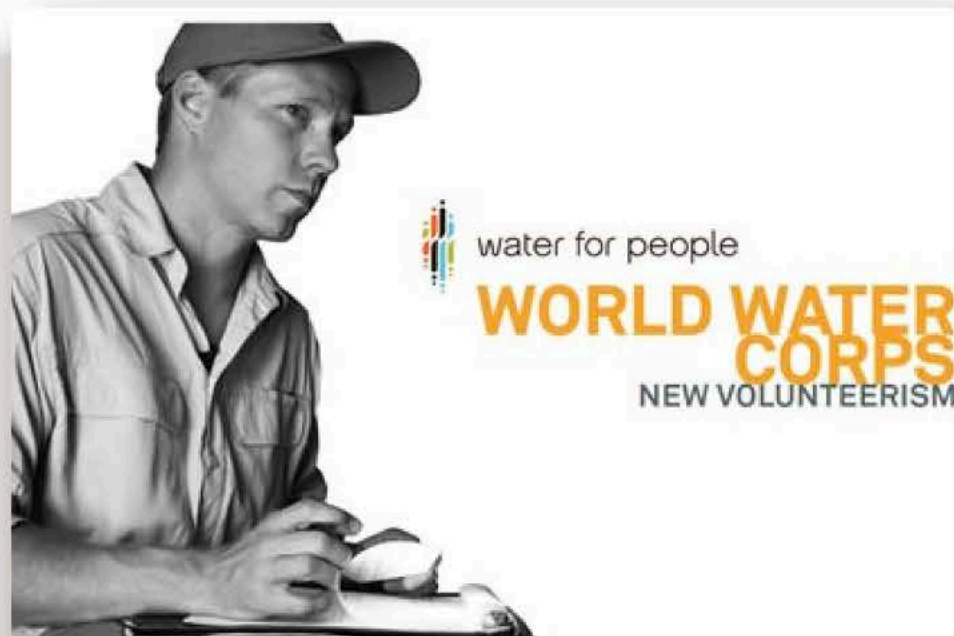


"I was made an Official Boliviano in a very interesting and special ceremony." Chuck DiLaura (Board Member 2002-2012, Chair 2012-2013, Chair of the Ambassadors Program 2014-2015) -- Photo courtesy of Chuck DiLaura (2006)

The World Water Corps – Water For People's technical volunteer group. It's comprised of water and sanitation engineers who support Water For People teams around the world to reach Everyone Forever with water and sanitation services. World Water Corps volunteers engage with our teams as expert consultants who are committed to helping solve technical challenges in the areas where we work. The long-term goal was to make the volunteers available to other organizations. In 2006, nine volunteers ran the World Water Corps with a paid Water For People manager.



and cost estimates; constructing wells and latrines, and more. Today (2021), the World Water Corps still exists. It has evolved to support country programs, filling the gaps in areas where they need help. World Water Corps volunteers provide technical guidance to build the capacity of Water For People employees as well as local water and sanitation technicians and professionals. Through desk-top research, report writing, and occasional visits to the field, World Water Corps volunteers help us deliver our mission.



In the early years (2000s), the World Water Corps volunteers did the bulk of the field work of Water For People, which included scoping where to work; doing feasibility studies, plans,

Regional focus – Water For People began working in multiple sectors in a district in each country. Goal was to achieve 100% water and sanitation coverage in various sectors of a district (i.e., a region).

New monitoring program – Field-tested in Honduras using GPS, digital cameras, and water-quality test kits to capture an overview of the functionality of past projects. 31 of 32 projects were still working.

2000s - Decade Highlights (cont.)

2007 Highlights

- Colleen Stiles named CEO
- Strategic Plan 2007-2011 launched
- Awards received
 - Silver Grainger Award for \$100,000 from the National Academ of Engineering for arsenic mitigation in West Bengal, India
 - Winner of a \$200,000 grant from the Development Marketplace for the innovative sanitation program in Malawi
- Ecuador and Nicaragua – programs launched
- Honduras – Allan Torres named new Country Coordinator
- Narrowed Honduras focus to 3 districts
- Narrowed Guatemala focus to 1 department (state)



Colleen Stiles
CEO 2007-2008

"This is me with Senora Aurelia in Bolivia. She told us stories about spending most of her life without the dignity of a latrine. She was so happy her grandchildren would have access to water and sanitation her community had built with guidance from Water For People. That trip was more of an adventure than most because the government shut down the borders on our last day there due to civil unrest. Thanks to quick-thinking Water For People staff, we were able to charter a bus out of Copacabana, Bolivia, and escape through the Andes to Peru." Elisa Speranza (Board Member 2001-2011) - *Photo courtesy of Elisa Speranza (2007)*



"Although FLOW was officially launched in 2010, Ned Breslin, Wende Valentine, and I (Kate Fogelberg) began developing it in 2006 with the first post-construction monitoring trip to Honduras. From 2006-2010, the FLOW "beta" years included paper surveys, GPS units, cameras, body – incubated (don't ask!) water-quality tests, and a lot of painful data entry. Supported by the World Water Corps, myself, Water For People employees, and partner local governments, we learned a lot about what worked and what didn't."- Water For People employee (2005-2015) - *Photo courtesy of Kate Fogelberg (Bolivia, 2007)*

With a new Afridev Hand Pump and friends – *Photo courtesy of Chuck DiLaura (Malawi, 2008)*



"A woman draws water from a well outfitted with the Water For People award-winning arsenic-removal technology, saving millions from the naturally occurring element that is prevalent in groundwater supplies. – *Photo courtesy of David LaFrance and Tim Ryan (West Bengal, India, 2007)*



Water For People works to bring people in remote villages simple technology, such as rainwater catchment. This environmentally based approach to sustainability frees village women and girls from daily ritual of hauling water and contributes to the health and growth of rural communities. – *Photo courtesy of David LaFrance and Tim Ryan (Guatemala, 2008)*



Diana Betancourt (Central America Regional Manager) and Mark Duey (Latin Am school WASH coordinator) during a project visit, standing on the famous "Piedra Parada" in Honduras where Lenca warrior and Honduran hero Lempira died while fighting the Spanish in 1537. - *Photo courtesy of Mark Duey (Honduras, 2008)*

Geographic Expansion – As part of Water For People's first strategic plan, Water For People planned to expand into five new countries (Ecuador, Nicaragua, Rwanda, Uganda, and the Dominican Republic) from 2006 to 2010. Overall strategic goal was to directly benefit 1,000 new people per day and raise \$12 million by 2011.

With the support of World Water Corps volunteers, 10 different countries were evaluated for possible expansion. During the same period, Water For People decided to localize its international program management by creating regional support offices in Central America, South America, and East Africa. Peru was one of the five countries selected for expansion, primarily due to the persistent inequities in rural access to water and sanitation and a supportive political environment. In late 2008, we began the formal process of setting up a country program and a regional office. As part of this process, Kate Fogelberg moved to Peru to manage the administrative, operational, and strategic processes of expansion.

THE STEPHEN & SANDY
Rosenthal
Family Foundation

Steve and Sandy Rosenthal – Steve and Sandy are long-term donors to Water For People. Steve became interested in Water For People as he saw a way for his philanthropy to truly make a difference. Their first gift to Water For People was in 2008 and Steve and Sandy still contribute to our programs today (2021). Their support is not only financial. Steve is also a thought partner, business partner, and strategic advisor to Water For People. He helped us tell the story of what it meant to reach Everyone in districts in Bolivia. He helped us develop the business model for sludge briquettes in Uganda. Steve and Sandy are big fans of Water For People – and we are big fans of Steve and Sandy!

Co-financing – Water For People began counting program co-financing from local communities, local governments, and national governments. Local ownership and financial responsibility are key to the sustainability of the infrastructure investments.

"The reason I stayed at Water For People for nearly a decade was its people. My colleagues pictured here (and those not pictured) inspired me, taught me, challenged me, and made me laugh. The first five country directors were part of a fundamental shift at Water For People from supporting projects throughout their countries to targeted district support, which was not an easy shift to make at the time. The seeds for universal sustainable access were planted long before the Everyone Forever term was coined thanks in part to the hard work of Edgar, Diana, Abraham, Rajashi, and Kate." Kate Fogelberg, Water For People employee (2005-2015)



Country Directors - Edgar Fajardo (Guatemala), Diana Betancourt (Honduras), Abraham Aruquipa (Bolivia), Rajashi Mukerjee (India), Kate Harawa (Malawi) – *Photo courtesy of Kate Fogelberg (Bolivia, 2007)*

Robert Adamski visiting projects in the Dominican Republic and Guatemala –*Photos courtesy of Robert Adamski*



Old logo (1991)



New logo (2009)



2008 Highlights

- Partnership with charity: water began in Malawi (*today, 2021, they are our biggest funder*)
- Received Steve and Sandy Rosenthal's first gift
- Rwanda, Peru, and Dominican Republic –programs launched
- Hélène Baribeau named first Rwanda Country Coordinator
- Regional Managers named:
 - Sarah Bramley - Africa
 - Diana Betancourt - Central America
 - Kate Fogelberg - South America

2009 Highlights

- Ned Breslin named CEO
- Uganda Program started
- Government co-financing began
- New logo created
- Received first Hilton Foundation grant
- Began government partner co-financing

2010 Highlights

- Francisco Soto named Peru Country Coordinator

Ned Breslin
CEO 2009-2015



"At my first Board meeting the Board dressed me in a scarf from Bolivia (called a manta) and placed two heavy bricks in the scarf. I was asked to walk around the room simulating a woman carrying a baby walking to get water for her family. They placed several chairs in my path that I had to step up and down to simulate difficult terrain. Back then we had about 30+ Board members so it was a big room with a big circle that I had to walk around. I walked for about 20 minutes. I then sat down and had to tell the Board how I felt about my experience. I was tired and sweating and this was only after 20 minutes. Everyone got a good laugh and gained some valuable insight into what women face every day searching for water."

"I traveled extensively visiting programs in Honduras, Bolivia, India, and Malawi. I met so many wonderful people that were on our Board and Water For People employees around the world. To this day, my involvement on nonprofit Boards is influenced from what I learned at Water For People."



Chuck DiLaura
Board Member 2002-2012;
Chair 2012-2013;
Chair of the
Ambassadors Program
2014-2015



"It was tough to choose photos to represent so many special moments over the last 30-plus years I've been involved with Water For People. There were lots of fun times with board, staff, and volunteers at conferences, dinners, and fundraisers. But ultimately it was the trips to see the work that meant the most to me. Over the years I was lucky enough to travel to Guatemala, Honduras, Bolivia, Rwanda, and Malawi to meet the wonderful Water For People program staff and the many community members who've worked so hard to transform lives and end water and sanitation poverty for everyone, forever. It was a life-changing experience for me and my husband Jon, and we're so grateful to be a part of the Water For People family."

Elisa Speranza
Board Member 2001-2011;
Chair 2009-2011

"Before Everyone Forever (EF), Water For People delivered projects vs. programs. It was an evolution towards sustainability versus what we did before EF that did not work. Nevertheless, when we operated at a project or village level versus a district there was still a lot of focus on making the projects sustainable. For example, there was a lot of effort in to organizing women's water committees and collecting tariffs. Maybe back in the very beginning this was not the case but certainly this was a focus when I got involved starting in 2005."

Pat McCann
Board Member 2005-2015;
Chair 2014-2015



"Here is a photo with Eleanor Allen (CEO), me, Board members and Water For People Rwanda employees with Mayor Justus in Rulindo." –Pat McCann-Photo courtesy of Pat McCann (2015)

Water For People Board member Pat McCann in West Bengal, India –Photo Courtesy of Pat McCann (2007)



Steve Werner
Water For People
Executive Director
2003 -2007

could effectively grow, manage, and monitor programs in all of its countries. Water For People also developed an effective monitoring and evaluation program so that it could learn from its successes and challenges to build stronger programs. I have many memories from my time at Water For People. Mostly I remember the dedication of the staff, board, and volunteers who believed so strongly in the mission."

"Congratulations to Water For People for turning 30 years old. More importantly, congratulations for making a difference around the world through the sustainable way you help bring safe drinking water, proper sanitation, and long-term hygiene practices to people in every region of the world. I had the honor of serving as Executive Director from 2002 to 2007. Water For People grew a lot in those years and has continued to grow and serve as a leader in the WASH sector. Water For People sets an example through its focus on long-term community-based development, working closely with governments, and being a strong advocate on the local, regional, and international stage with donors, partners, and anyone who cares about WASH. I am proud that during the early 2000s we were able to develop effective staffing, financial, and management systems so Water For People

"I first joined Water For People in the fall of 2005. At the time, Wende Valentine was the entire Denver-based international programs team and needed additional support. In early 2006, Ned Breslin was hired as the International Programs Director and wanted to restructure the department. Wende took responsibility for the Malawi and India programs, and I oversaw the Honduras, Guatemala, and Bolivia programs. We spent much of 2006 working with country directors to do lots of firsts – write budgets, develop strategic plans, create human resource policies and much more. In addition, we had tasked ourselves with creating a post-construction monitoring process to assess sustainability and crash tested this in Honduras, Guatemala, Bolivia, India, and Malawi. Fast forward two years, and additional restructuring meant an opportunity to move to South America and lead expansion into new countries and localize regional support. From 2008 to 2014, I served as Regional Manager for South America. I left to travel the world but came back for a few months in 2015 as Interim Country Director in India during a leadership transition. What an incredible experience it was to spend nearly a decade in diverse roles, in different contexts, working with fun and committed colleagues around the world as the organization evolved and adapted."

Kate Fogelberg
Water For People
Employee 2008-2014

Here is a photo of me with Doña Tomasina – Photo courtesy of Kate Fogelberg (2005)

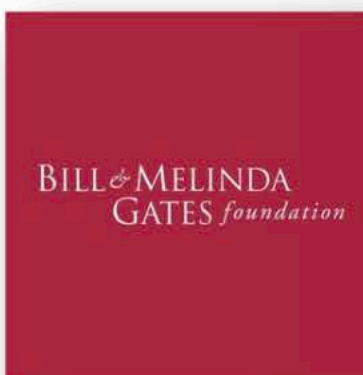


Bolivia Impact Tour – Photo taken in Tiraque and includes members of the Water For People Board, Water For People – Canada Board, Water For People Denver employee, Water For People Bolivia employee, and other Impact Tour participants - Photo courtesy of Tony Petrucci, 2008

Quotations about the 2000s

2010s - Decade Highlights

- Fundraising expanded to include major grants
- Everyone Forever (EF) idea born
- FLOW monitoring software developed
- Mobile mechanics (Jalabandhus) started in India
- Gulper invented for manual latrine pit emptying
- New governance structure established for the Board of Directors
- Won the Skoll and Schwab awards for social entrepreneurship
- Leadership Council formed
- Strategic Plan 2010-2014 - Grow Our Impact Without Growing Our Footprint
- Strategic Plan 2013-2018 - Reach Everyone, Establish Forever
- Strategic Plan 2017-2021: Increase Our Impact X 20



Impact of the Bill & Melinda Gates Foundation Grant –

Until 2010, Water For People was funded mostly by individual donations from water/wastewater professionals with the AWWA/WEF volunteer committees doing the bulk of the fundraising. Water For People's first grant was a \$5.6 million grant (over 4 years) from the Bill & Melinda Gates Foundation to support their innovative Sanitation as a Business program in Africa, Asia, and Latin America. This groundbreaking program was intended to revolutionize the sanitation sector by helping incubate small local companies that could generate income by providing sanitation services to poor households and schools. It was intended to demonstrate a shift from unsustainable, subsidy-based sanitation programs toward sustainable, profitable sanitation services. By merging business principles of market research and segmentation with comprehensive community involvement, and thorough evaluation of results, Water For People aimed to create a truly scalable model, expanding affordable sanitation coverage in multiple locations worldwide. Eleven years later, we can truly say that this was a paradigm shift in sanitation and did create the basis for Water For People's successful private sector-based sanitation model that is being scaled across all operating countries today.



Chuck DiLaura with Elisa Speranza and a Water Users Association (WUA) member in Malawi – Photo Courtesy of Chuck DiLaura (2010)



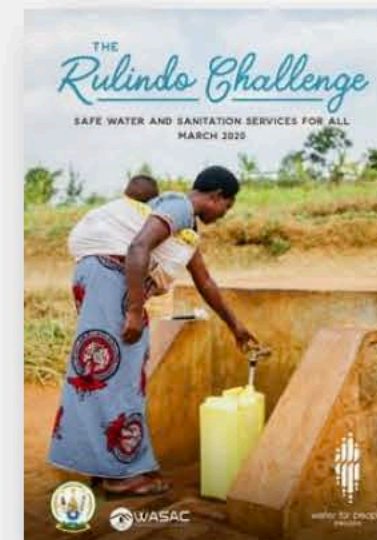
"This is my fellow Board Member Chuck DiLaura and me in Malawi, 2010, with a proud homeowner who'd just built her new latrine. She was also helping to spread the word and educate her neighbors about sanitation and hygiene. She reminded me of so many great community activists I've worked with over the years." Elisa Speranza (Board Member 2001-2011)



Mechanic working in Potrerillos, Honduras, fixing a water system leak. - Photo courtesy of Mark Taylor (2010)

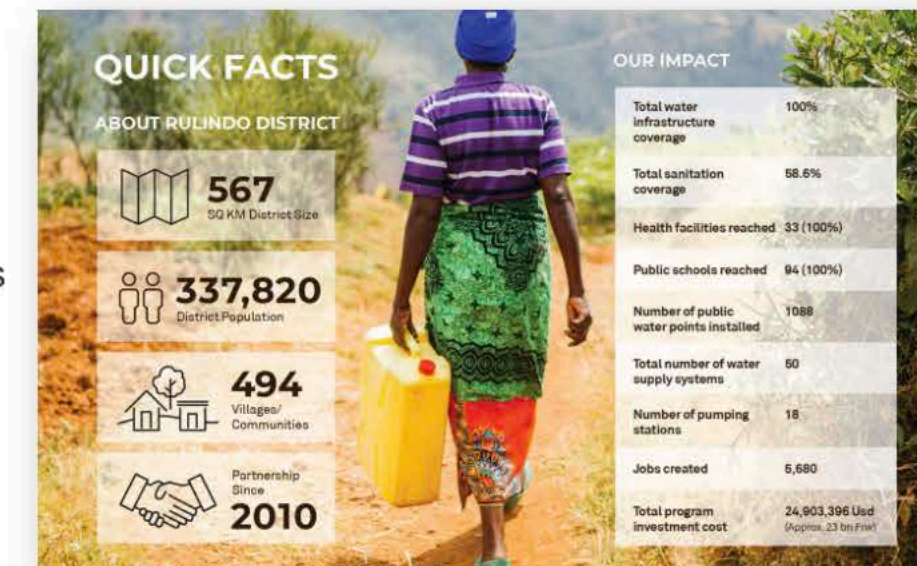
- Photo courtesy of Elisa Speranza (2010)

Water For People has always had creative fundraisers to support our work. They inspired me to "run" my own sanitation fundraiser in 2010, "The Run to End the Runs," in which I ran a marathon each month for a year. The highlight was the Water For People Bolivia team jumping on the opportunity to create a race from one of their EF districts, San Benito, to another, Cuchumuela. Over 400 people participated, including mayors, staff from the District WASH offices, Water For People, and even a few ex-Olympians. Kate Fogelberg, Water For People employee 2008-2014- Photo courtesy of Kate Fogelberg (Bolivia, 2010)



Birth of EF -> The Rulindo Challenge – Water For People made the bold decision to shift from dispersed global "projects" in 40 countries to concentrated "programs" to provide universal sustainable services in large geographic areas (first called regions and now called districts) in a limited number of countries (13). This disruptive concept became known as EF – sustainable service for everyone (every family, health clinic, and school) in a district, that lasts forever. It sounds simple, but it was a big shift in the status quo of the water, sanitation, and hygiene (WASH) sector. Most people didn't believe development could be done successfully at the district level by nonprofits. WASH organizations typically focused on short-term wins; such as getting people access to water via new wells or providing toilets, without considering how the services would be provided, safely and sustainably, in the future. There is no long-term view on life cycle costing, design life, or ongoing operation and maintenance.

Most WASH sector NGOs focused on building infrastructure projects. This wasn't solving the problem. In fact, it was often making the problem worse as the projects had to be rebuilt every few years after they failed. When pumps and pipes broke, no one local had the skills or financial means to fix them. This left communities back where they started. EF broke that cycle.



The mayor of Rulindo, (Justus Kangwagye), became the champion of this shift to EF. Rulindo had a population of 330,000 and the commitment was made to get quality lasting services to Everyone in Rulindo by 2014. The district government, national government (Ministry of Infrastructure), and national utility (Water and Sanitation Corporation (WASAC) co-funded the district-level work and actively supported the pilot program. Because that ambition was so difficult and innovative, the program became known as the Rulindo Challenge.

akvo flow

Android cell phones or tablets with GPS, FLOW collects, manages, and monitors geographically referenced data following our monitoring protocol. FLOW was first used in Bolivia in 2010. FLOW was deployed in Peru in the Cascas District (Department of La Libertad) in 2011, and in the district of Asunción (Department of Cajamarca) in 2013.

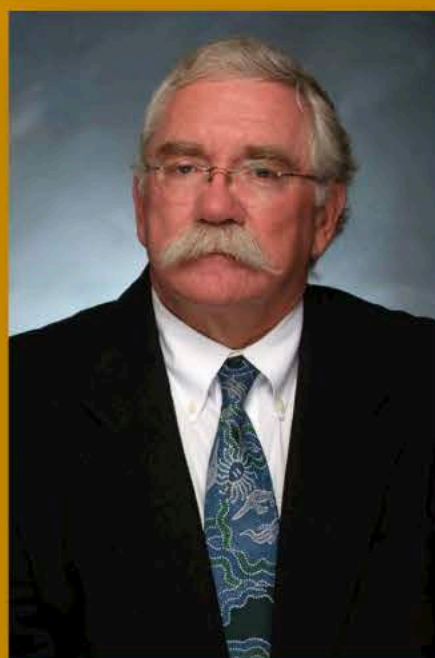
As FLOW continued to evolve, Water For People realized that it required significant effort to maintain and improve the software. This was not the core mission of Water For People. Therefore, in 2012, Water For People decided not to commercialize FLOW and sold the rights to Akvo for FLOW's ongoing development and support. FLOW has since become a globally used program across many sectors. Water For People continues to be a leading user of Akvo FLOW, assisting in the testing and deployment of the latest versions of its programs.

2010 Highlights

- Won a Bill & Melinda Gates Foundation Grant for global sanitation
- EF idea born
- Rulindo Challenge started
- Perpetue Kamuyumbu named Rwanda Country Director
- Kate Harawa named Malawi Country Director
- Betty Soto named Bolivia Country Director
- FLOW developed
- Longtime supporters Chips Barry (Denver Water) and Ken Miller (founder) passed away
- Gulper invented
- Strategic Plan 2010-2014 - Grow Our Impact Without Growing Our Footprint



2010s - Decade Highlights (Cont.)



Hamlet (Chips) J. Barry III, manager of Denver Water, was a Water For People Board Member and Treasurer in the early 2000s. Chips was a big supporter of Water For People and did a lot behind the scenes. He died tragically on his farm in Hawaii just before his retirement in 2010. On his passing, his family requested donations to Water For People in lieu of flowers. An official proclamation from the city of Denver marked May 21 as Chips Barry Day.

2010 also marked the passing of Water For People co-founder Kenneth (Ken) J. Miller. Ken was best known for his vision of a world in which all people have access to safe drinking water and sanitation, and where no one suffers or dies from a water- or sanitation-related disease. Ken was the first Board President of Water For People, past President of the AWWA, past Chair of the Board of the Water Research Foundation, and former Senior Vice President of CH2M Hill. *This painting by Ken Miller (dated 1998) is of Mt. Massive in Colorado and hangs in the Water For People Office in Denver.*



Board of Directors trip to Honduras
- Photo Courtesy of Pat McCann (2011)



Programs — In Bolivia, work began with national government to establish a country standard for ecological sanitation (composting toilets). Water meters first installed in the District of Cuchumuela. Guatemala expanded the SWASH+ program (school water, sanitation, and hygiene education plus community impact). India started a mobile mechanic program to service hand pumps (Jalabandhus). Rwanda continued to expand water service in the Kicukiro District (outside Kigali). Peru developed smart subsidies for toilets. Ecuador and Nicaragua began expanding programs and establishing country offices. The focus was on reaching Everyone.



Steve Sugden with the Gulper

Gulper — The famous “Gulper” was invented for manual latrine pit emptying in peri-urban low-income areas. The technology was designed to be used in communities with poor roads where vacuum trucks are not available or cannot access the latrine pits. The original Gulper was developed by Steve Sugden with ‘his mate’ Oggie on a farm in Yorkshire. This was then trialed in Dar es Salaam, Tanzania, and put to use in Blantyre, Malawi and many other countries.



Gulper 4, Honduras model



Gulper in use in Malawi



World Water Corps volunteer Mark Taylor with a water committee in Bolivia — Photo courtesy of Mark Taylor (2011)

“I’ll always remember Dona Cinda of Condor Q’hochi. She was one of the first female water committee presidents I met, and she was a force to be reckoned with. Tired of people overusing water and not paying their tariffs, she persuaded the local government and her community to install meters and use them, the first community in her district to do so.” — Kate Fogelberg, Water For People employee 2008-2014 - Photo courtesy of Kate Fogelberg (Bolivia, 2012)

Plan de Aseguramiento del Agua (Water Assurance Plan), Santa Cruz del Quiche, Guatemala, inspecting surface water catchments in the mountain regions — Photo courtesy of Mark Taylor (2011)



Skoll Foundation award for social entrepreneurship — Water For People won the award for social entrepreneurship for the EF model. The prize was a \$1 million unrestricted grant, as well as notoriety by becoming part of the Skoll community

of social entrepreneurs. The Skoll award helped Water For People network with other like-minded funders interested in societal change for social good.

Skoll Foundation Names Water For People and CEO, Ned Breslin, as 2011 Skoll Award for Social Entrepreneurship Recipient

Water For People (<http://www.waterforpeople.org>) and CEO, Ned Breslin, were recently announced as recipients of the 2011 Skoll Award for Social Entrepreneurship by the Skoll Foundation. Water For People and Breslin are being honored for their work to create sustainable, locally-maintained drinking water and sanitation solutions in developing countries.

Coca-Cola Africa/GETF — RAIN is The Coca-Cola Foundation’s flagship African community program contributing to helping Africa achieve the United Nation’s Sustainable Development Goals on clean water and sanitation access.



Managed by the Global Environment & Technology Foundation (GETF), RAIN aims to improve the lives of people in Africa through Water, Sanitation and Hygiene (WASH) programs and other water-based initiatives. Since 2009, RAIN has worked to address specific community needs — deploying a vast network of partners, including governments, the private sector, and civil society. Water For People was part of the RAIN program from 2011 through 2020.



Monitoring framework — Water For People developed the first monitoring framework in 2012. It included survey questions to be asked once a year to inhabitants across entire districts where we worked. The questions were about water quantity, quality, satisfaction with the service, etc. This became the basis for the monitoring framework that we still use today.



Board restructure — Since 1991, the Water For People governance structure and bylaws were modeled after AWWA — a professional association. There were 30 members and they included designated “seats” for companies and utilities that would appoint their own representatives. By 2012, Water For People was ready for a new governance structure that was a better fit for a nongovernmental global development organization. The bylaws were rewritten, and the board size was reduced to a maximum of 15 members (minimum of 9). All former board members resigned. A few of the old board members rejoined and several new board members were recruited to try to diversify the board to include members outside the water/wastewater industry.



Board of Directors visit to India — The Board of Directors met with a Jalabandhu (friend of water/pump mechanic) in West Bengal, India, while the community listened in — Photo courtesy of Jim Williams (2012)

2011 Highlights

- Francis Zikusooka named first Country Director for Uganda
- Ivette María Morazán named first country Director for Nicaragua
- Started work in Bihar state in India (in Sheohar District) in addition to West Bengal state

- First Everyone Forever full district coverage plans developed

- Won Skoll Award for Social Entrepreneurship

- Coca-Cola Africa/GETF partnership began

2012 Highlights

- First water monitoring framework established

- Board of Directors restructured

- Cate Z. Nimanya named Uganda Country Director

How we described EF in 2012.



2010s - Decade Highlights (Cont.)

2013 Highlights

- Ecuador program phased out
- Dominican Republic program re-evaluated but not started
- Festival For Water held in Denver
- Online monitoring data shown on the webpage for external viewers
- Strategic Plan 2013-2018 – Reach Everyone, Establish Forever



Festival For Water – 13,000 people attended a music festival in Denver organized by Water For People to raise awareness about ending the global water crisis.

Reimagining Reporting (RIR) – Built an online monitoring data tracking system on a data visualization platform to share progress of our impact with external viewers.

“This photo is me with Water For People volunteer Gina Wamrock. The local community was excited to show us their new water point, and lots of families came out to greet us. Rwanda left a deep impression on my heart.” Elisa Speranza (Board Member 2001-2011) - Photo courtesy of Elisa Speranza (Rwanda, 2013)



Leadership Council – Water For People’s Leadership Council was formed in 2014 and Board Member Alan Farkas was the inaugural Chair. Today the Chair rotates between different member companies. The intent of the Leadership Council is to recognize and celebrate the legacy of the water and wastewater engineering sector in supporting the mission of Water For People. The Leadership Council member companies meet twice a year with Water For People. They provide guidance and feedback to Water For People on strategy, global operations, and fundraising. In turn, Water For People provides a platform for companies and their employees to engage in helping solve the global water and sanitation crisis and increase their social impact.



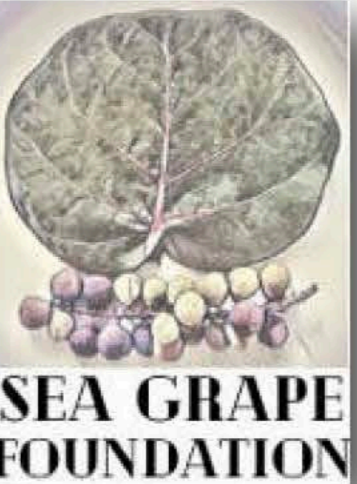
Founding members (today called the Executive Committee) include Brown and Caldwell, Jacobs, CDM Smith, AECOM, Bentley, Arcadis, and EA Engineering, Science, and Technology. Today, the Leadership Council has additional members as well: Black & Veatch, Chemonics, American Water, Hazen and Sawyer, Greeley and Hanson, Avista, Carollo, and WSP. These 15 companies and their employees have donated millions of dollars to support Water For People’s programs around the world.

District-wide monitoring – In all our districts, there are some sectors where Water For People oversees the development of the water infrastructure. We used to count the population served only by the water systems we built. Over time, we created district-wide training programs on water, sanitation and hygiene; supported the creation of district WASH offices; developed district investment plans, and more. Some of the impact in the district was directly attributable to Water For People, and other impact was through Water For People’s contributions to the district’s water and sanitation plan toward full coverage. This is when we made the shift from monitoring at the district-level vs. monitoring just our infrastructure investments.

One Drop – The One Drop Foundation was started by Cirque du Soleil founder Guy Laliberté. One Drop’s unique Social Art for Behavior Change (SABC) approach emphasizes participation and implementing action plans that are adapted to target groups, influencers, desired behaviors, and local contexts. The Social Art programs rely on collaboration and innovation as essential elements, which result in sustainable WASH behaviors and Social Art products created with, for, and ultimately by the communities.



Moskovitz partnership – In 2014 we began our partnership with Rick and Nancy Moskovitz. They have a deep interest in Rwanda and directed their giving to the Rwanda program. Later their family foundation became known as the Sea Grape Foundation. They still support Water For People.



2014 Highlights

- Leadership Council formed
- District-wide monitoring initiated
- Tom’s Coffee partnership started
- One Drop partnership began
- Moskovitz partnership launched



The Naked Truth – The Naked Truth is that in peri-urban Rwanda families have to wake up at 2:00 AM to fill their household water storage tanks when the municipal water service is turned on. Otherwise, they have to get into their household water storage tanks and scoop out the bottom (below the valve) by hand to get water. This is not meeting the vision of sustainable water supply for Everyone Forever.



2010s - Decade Highlights (Cont.)

2015 Highlights

- Eleanor Allen named CEO
- MDGs over; SDGs launched
- Agenda For Change founded
- First LDS Charities grant
- Pit Life Extender invented
- Absolut Elyx partnership started



Eleanor Allen
CEO 2015-2022

United Nations Millenium Development Goals (MDGs) – 2015

marked the end of the MDG period. The targets for water and sanitation were: reduce by half the proportion people who lack access to safe drinking water and adequation sanitation (between 1991 and 2015). While the global target for safe drinking water was met five years ahead of schedule, the target for sanitation was missed by nearly 700 million people. Progress was uneven across different regions, between urban and rural areas, and between rich and poor. The number of people living in urban areas without access to improved sanitation is increasing because of rapid growth in the size of urban populations.



United Nations Sustainable Development Goals (SDGs) – The SDGs were officially adopted in 2015. They provide a platform, north star, and tailwind to Water For People's work, in part because Water For People's work was already focused on creating universal and sustainable services.



There are 17 SDGs that 185 nations have committed to achieving by 2030. SDG 6 is: availability and sustainable management of water and sanitation for all. While SDG 6 has 8 targets, Water For People is mostly focused on two:

- 6.1 - Achieve universal and equitable access to safe and affordable drinking water for all,
- 6.2 - Achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.



Country Director Meeting in Denver.
Photo at the Garden of the Gods in Colorado Springs (2015).

Left to Right:
Kim Lemme (Sr. Mgr of Sustainability and Program Finance),
Mark Duey (Latin America Regional Director),
Nick Burn (Chief of Programs),
Tupac Mejia (CD Honduras),
Francisco Soto (CD Peru),
Gordon Mumbo (Africa Regional Director),
Alberto Yutronic (CD Bolivia),
Edgar Fajardo (CD Guatemala),
Ivette Morazán (CD Nicaragua),
Cate Nimanya (CD Uganda),
Kate Harawa (CD Malawi),
Perpetue Kamuyumbu (CD Rwanda), and
Eleanor Allen (CEO).

Agenda For Change – “Agenda for Change is about making a fundamental change in the way we work. To deliver positive change towards water, sanitation, and hygiene service delivery, we need a systems-wide approach that tackles key building blocks of the water, sanitation, and hygiene sector.” – from the Agenda For Change website

In 2015, Water For People was looking to do more to influence the WASH sector to focus on systemic change toward providing long-lasting and reliable services instead of just access to water and sanitation. We knew that this was not an issue that NGOs could solve alone. We had to partner with governments (as they have the authority to provide the services), funders, and other NGOs to create change in the WASH sector. To this end, we co-founded Agenda For Change with IRC, WaterAid, Agua Consult, and the Osprey Foundation. Agenda For Change is a collaboration of like-minded organizations that have adopted a set of common principles and approaches toward systemic change. We work collectively to advocate for, and support, national and local governments in strengthening WASH systems required to deliver universal and sustained access as outlined under Sustainable Development Goal 6. We support eight building blocks for strong WASH systems as shown in the image.

Today (2021) there are 13 members of Agenda For Change. In addition to the founding members, additional members include: Catholic Relief Services, CARE, Splash, Welthungerhilfe, Helvetas, Center for Water Security and Cooperation, Concern Worldwide, and Water For Good.



Agenda For Change's Water, Sanitation and Hygiene System Building Blocks



Latter Day Saints Charities – As our grant portfolio continued to grow, we secured a multi-country grant from Latter-day Saint Charities (LDSC). WASH is one of the seven areas that LDSC supports globally through member donations to the church's Humanitarian Aid Fund. LDSC has grown to be a supporter of systems change and understands why WASH access alone is not sufficient for long-term social progress. LDSC supports Water For People's work in several countries across Latin America and Africa.



Bench scale PLE
being tested

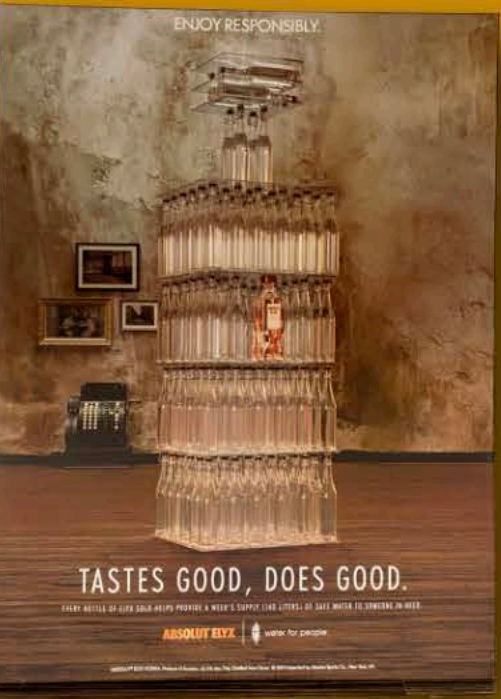
Latrine Pit Life Extender – In India (and other countries) the use of vacuum trucks to remove the sludge from septic tanks and latrine pits is the usual customer preferred method. However, this option is not affordable for many people. In addition, in many parts of India there are insufficient wastewater/fecal sludge treatment plants available to receive the waste.

Consequently, removing fecal sludge from septic tanks or pit latrines often involves some form of manual handling. This is an intrinsically unhygienic process which poses considerable risks to the operators and is usually considered illegal. The manual pit emptying process often results in pathogenic waste being dumped in the nearest drainage channel or piece of open land causing significant public health risks.

To enable a move away from manual handling, Water For People began actively researching and developing cost effective, safer, and more hygienic alternative approaches to manual pit emptying with academia

and the Government of West Bengal. One promising technology is an in-situ septic tank membrane-based solids/liquids separation process called the Pit Life Extender (PLE - affectionately known as the Shit Straw). The liquid portion of the waste passes through polymeric (testing in Bihar) or ceramic membranes (testing in West Bengal) for treatment prior to discharge on-site or nearby. The final effluent quality after membrane filtration meets the Indian discharge standards. The liquid removal reduces the volume in the pit or tank (the solids stay in place). Using membranes offers a potential method of extending the design life of the latrine pit or septic tank. Water For People's is looking to patent the technology with a no-cost license agreement to those that want to use the PLE.

Absolut Elyx – From 2015 through 2020, Absolut Elyx (Absolut's top shelf vodka) partnered with Water For People to provide sustainable water solutions where they were most needed. Absolut Elyx committed to making positive social impact the rule rather than the exception. Through this partnership, Absolut Elyx provided access to safe water for someone in need for every bottle of Elyx sold in the United States. Absolut Elyx also contributed through the Elyx Boutique, an exclusive on-line store with a unique collection of copper barware, copper cocktail cups and eclectic lifestyle goods.



Additionally, every year from World Water Day (March 22) through Earth Day (April 22), Absolut Elyx hosted a social campaign, “Raise It Forward.” They asked people to post photos of themselves raising a glass for change. For every post tagging #RaiseItForward, Absolut Elyx donated one week's supply of water to someone in need. At the conclusion of the 5-year partnership, 43,250 people had access to safe water who didn't before. Additional events were hosted in Art Basel in Miami and at various events over the course of the 5-year partnership with a host of influencers in the art and fashion industry.

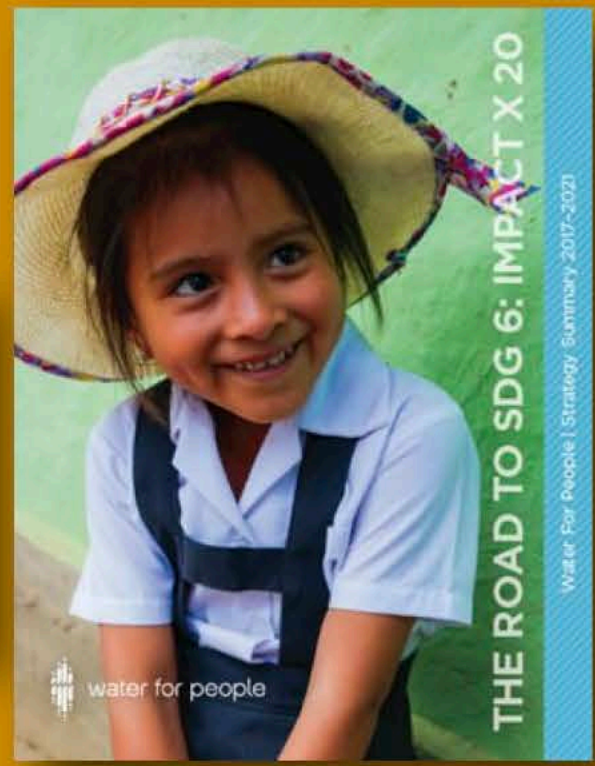
2010s - Decade Highlights (Cont.)

2016 Highlights

- SaTo Pan scaling in East Africa
- Lazos de Agua program started

2017 Highlights

- Samson Hailu Bekele named Regional Director Africa
- Daniel Oporto named Regional Director Latin America
- Road to Everyone Forever developed
- Sustainable Services Checklist developed
- Won Schwab Award for Social Entrepreneurship
- Strategic Plan 2017-2021: Increase Our Impact X 20



The SaTo Pan – The SaTo Pan is a simple plastic mold that fits into a keyhole squat toilet concrete slab over a latrine pit. It changes the whole experience of a latrine. The SaTo has a weighted flap that closes when there is no weight (of pee or poop), which creates an odor and fly barrier between the pit and the user. A huge improvement over an open pit!

Water For People worked with LIXIL (formerly American Standard) to bring the SaTo Pan from India to East Africa. A mold was brought to Uganda and two local plastics manufacturers began to manufacture the SaTo Pan in Kampala to save on import costs from India. Today, there are more than 500 distributors of the SaTo Pan in Uganda recruited by Water For People. Roughly 50,000 pans have been sold every year between 2017 and 2020. They are also being sold in Rwanda and Malawi. You can read further about the SATO story in the Global Programs section.



Lazos de Agua – The Lazos de Agua Program is a multi-stakeholder partnership of One Drop, the Inter-American Development Bank (IDB), The Coca-Cola Foundation, and Fundación FEMSA. With a financial commitment of US\$25 million from these organizations and complementary investments for a similar amount from national and local governments and the communities, as well as from executing partners, Lazos de Agua seeks to provide sustainable access to safe water, sanitation, and hygiene to around 200,000 people in Colombia, Guatemala, Mexico, Nicaragua, and Paraguay by 2022. Lazos de Agua is implemented through the A-B-C for Sustainability model and the SABC approach, both developed by One Drop. Water For People was the implementing partner in Guatemala. Phase I of Lazos de Agua started in 2016 and finished in 2021. Phase II is under development.



Gift received from the Mayor of San Antonio de Cortes, Honduras, in 2016



Gift received from the Mayor of Santa Cruz de Quiché, Guatemala, in 2016



Country Director Meeting in Denver.
Photo at Devil's Thumb Ranch near Winter Park (2017).

Back row L to R: Meena Narula (CD India), Cate Nimanya (CD Uganda), Kate Harawa (CD Malawi), Alberto Yutronic (CD Bolivia), Perpetue Kamuyumbu (CD Rwanda), Eleanor Allen (CEO), Amit Arora (India Finance Manager), Mark Duey (Latin America Regional Director), Steve Sugden (Program Manager Sanitation), Edgar Fajardo (CD Guatemala), Daniel Oporto (Regional Director Latin America).



Front row L to R: Francisco Soto (CD Peru), Laura Burns (Regional Program Officer Latin America), Isaias Chiri (Regional Finance and Admin Director Latin America), Melissa Revotskie (Regional Program Officer Latin America), Ellen Witt (Programs Learning Manager), and Ivette Morazán (CD Nicaragua)

Road to Everyone Forever – Below is a description of each milestone and what is required to achieve each milestone. While our goal is to reach Everyone in a district with improved water services, due to the large number of systems in a district, and the understanding that it is highly unlikely that all systems will be functional on the day we monitor, we have built some flexibility into our monitoring targets for reaching Everyone at each level.

Definition of reaching Everyone milestones - While the Everyone Forever impact model was developed conceptually in 2010, how the model worked was better defined each year through successes and failures of program implementation. In 2017, when some districts were getting close to full coverage, a robust discussion ensued among the Water For People country programs: *how will we know when we have reached Everyone and need to begin to transition to exiting the district?*

Our broad goal is “Everyone Forever: reliable water services for every family, community, school, and clinic.” We declare Everyone when we have reached every community, every school and clinic, and every family with reliable water service. To track progress, we have broken this broad goal into three Everyone milestones:

- Everyone at the community (water point) level
- Everyone at the public institution level
- Everyone at the household level

Definition of reaching the Forever milestone – We have one water Forever milestone as we work toward our goal of exit. We use the Sustainable Services Checklist (SSC) to determine when we have reached the Forever milestone in a district. The SSC is an assessment tool to measure the preparedness of a district to independently maintain a high level of water service delivery over time. This is the point at which Water For People can transition to exit. In other words, we are not supporting service delivery on a day-to-day basis, yet the district can call us if they need us for technical assistance.



How we know we have achieved the Forever Milestone:
When seven of the eight indicators on the SSC are met:

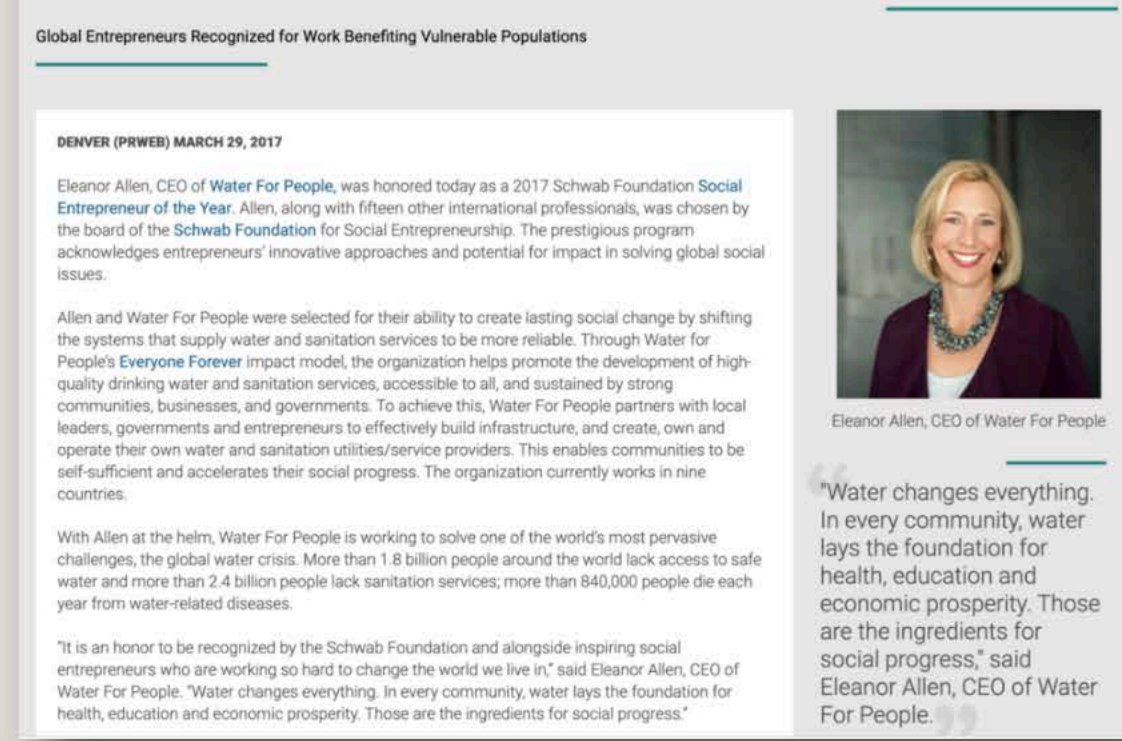
- **Service Authority:** structure, finance, management, and monitoring
- **Service Provider:** structure, finance, and operations and maintenance
- **Water Resources Management**

The indicators are recorded and tracked in the SSC. The SSC was developed in partnership with district governments to measure the sustainability of the WASH system in a district. While it is a global tool, it is customized to the context of each individual district.



Schwab Foundation award for social entrepreneurship – In 2017, Water For People won another award for social entrepreneurship, this time from the Schwab Foundation (part of the World Economic Forum). The prestigious program acknowledges entrepreneurs' innovative approaches and potential for impact in solving global social issues. Eleanor Allen and Water For People were selected for their ability to create lasting social change by shifting the systems that supply water and sanitation services to be more reliable. Through Water For People's EF impact model, the organization helps promote the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments. To achieve this, Water For People partners with local leaders, governments, and entrepreneurs to effectively build infrastructure, and create, own, and operate their own water and sanitation utilities/service providers. This enables communities to be self-sufficient and accelerates their social progress.

Water For People CEO, Eleanor Allen, Named Schwab Foundation Social Entrepreneur of the Year



2010s - Decade Highlights (Cont.)

2018 Highlights

- Kampala Initiative for Shared Sanitation (KISS) started
- EF Tracker launched
- Sanitation Monitoring Indicators created
- Water For People included in LDS Giving Machines
- First Forever milestone met – San Pedro, Bolivia
- New introductory video series launched



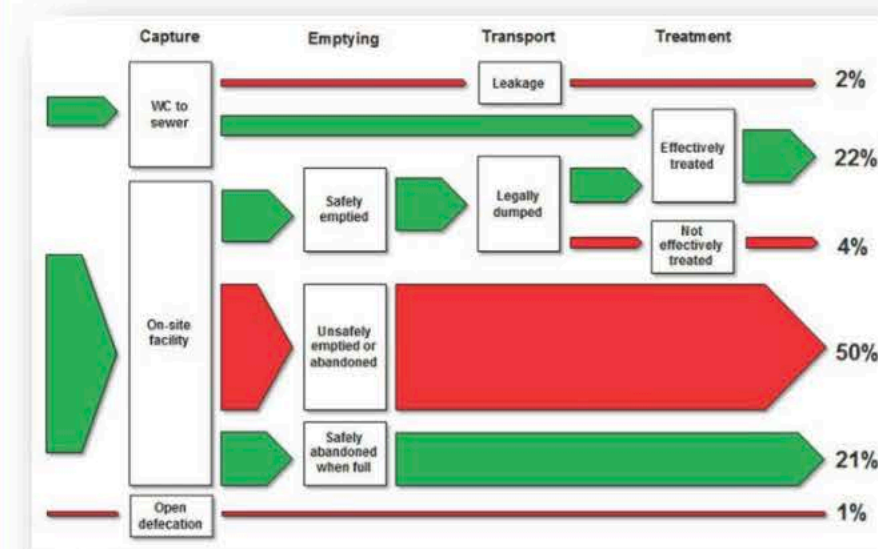
New Introductory video series – we commissioned a series of short videos introducing various program areas at Water For People. The first video is titled Who We Are – Water For People.

There are also videos on our YouTube channel on Water + Sustainability, Water + Education, Water + Health, and Water + Women.



Kampala Initiative for Shared Sanitation (KISS) –

One of the gifts that keeps on giving from the original Gates Foundation grant in 2010 is continuously building on ideas to make sanitation a successful business venture. Our Kampala office has been our center for research on fecal sludge treatment. It is our “Sani-Hub.” One of the promising technologies that we piloted and then decided to scale were fecal sludge briquettes for cooking. We decided we needed to go to the sludge to be able to scale, so we developed a full-scale briquette production plant at the Lubigi Wastewater Plant in partnership with the National Water and Sewerage Corporation (NWSC). Water For People owns and operates the sludge carbonizing and briquette manufacturing plant and sells the briquettes (under the trade name Tokosa). NWSC provides the raw sludge and space at the Lubigi site.



Kampala City Shit-Flow Diagram (2015)

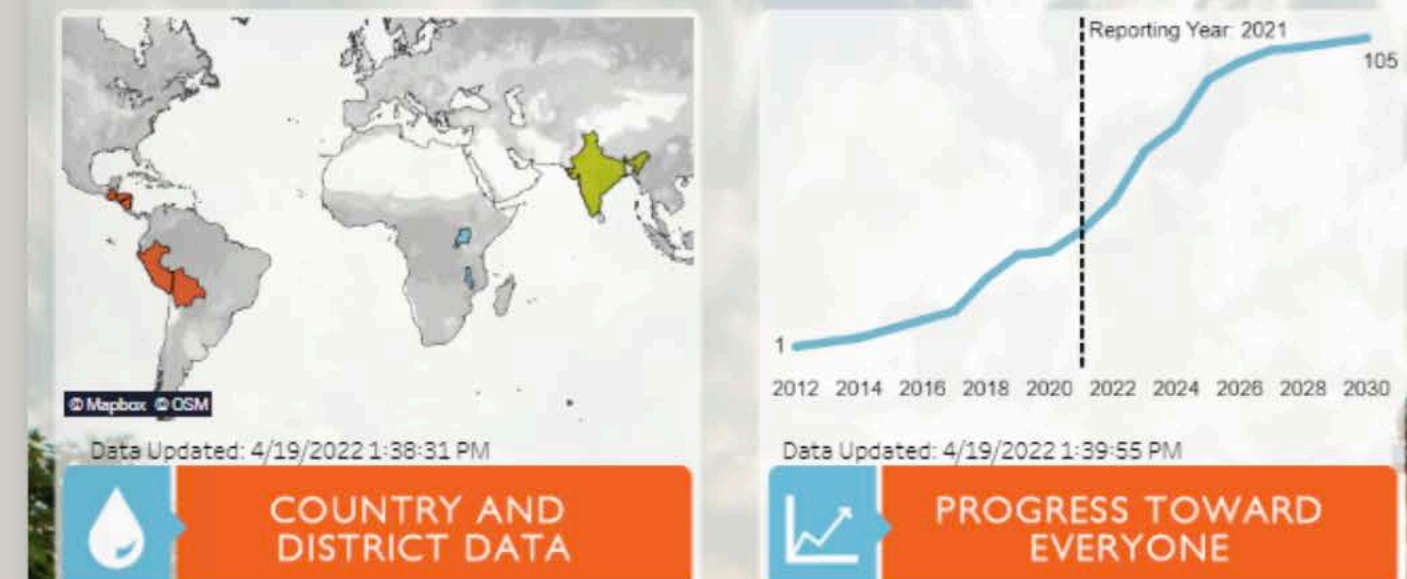


Listening to a community member in Chikwawa, Malawi – L to R: Joseph Magoya, Nick Burn, Dorothy Bandawe, Samson Hailu Bekele, and Kate Harawa. “Nick, Samson, and Kate are the people in my life who have taught me the most about Africa!” – Mark Duey, Water For People employee 2009 - present - Photo courtesy of Mark Duey (2018)

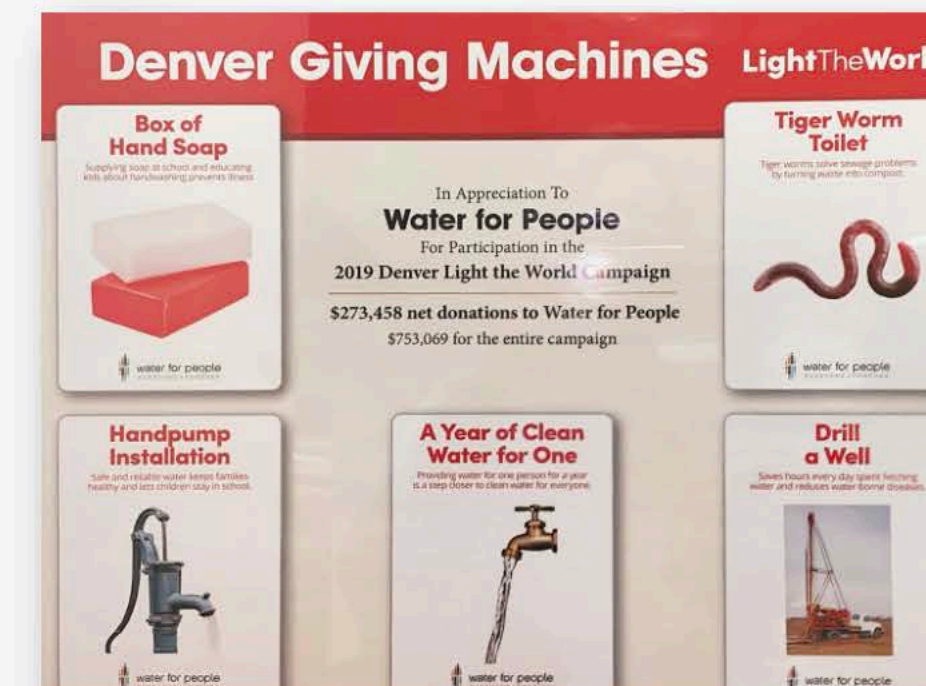


Water Environment Association of Ontario (WEAO) Conference - (L to R) Don Hoekstra, Cristina Lugo, Julie Kauffman, Tony Petrucci, Rahim Kanji, Sahra Shojaei, Noshin Hashim, and Christina Chutkan - Photo courtesy of Rahim Kanji (2018)

Everyone Forever Tracker



Everyone Forever (EF) Tracker - Being data nerds and deeply evidence-based, we wanted to have our annual monitoring data accessible to anyone that was interested. We significantly upgraded the data visualization for both the road to Everyone and to Forever for each of our districts. The data is now prominently displayed on our website.



Giving Machines – One special campaign marketing push was with LDSC. They support “Giving Machines” around the world during the Christmas season to promote direct giving to the charitable partners. The Giving Machines are actual vending machines that are purposefully designed to accept donations for select charities that are all LDSC partners. We were included in the Giving Machines in Salt Lake City in 2018, in Denver in 2019, and in their virtual Giving Machines in 2020 (due to COVID).



Sanitation Monitoring Indicators

Initiative type	Possible Indicators
Toilet construction / upgrading / financing	<ul style="list-style-type: none"> • # of toilet facilities improved or constructed • # of sales • # of service providers • # of jobs created • # of MFIs / MFI branches • # of trained MFI loan officers • # of MFI clients eligible for loans • Sales revenue • Business profit
Household mobilization	<ul style="list-style-type: none"> • # of toilet facilities improved or constructed • # of households mobilized • # of communities certified • # of Social Art events • Population reached through campaigns
Pit Emptying	<ul style="list-style-type: none"> • # of pits emptied • # of independent pit emptying businesses • Sale revenue • Business profit • # of jobs created • Amount of sludge treated at treatment plants
Sludge treatment	<ul style="list-style-type: none"> • # of briquettes or fertilizer bags sold or used for agricultural application • Amount of sludge treated • Population served by treatment technology

Sanitation Monitoring Program – Since Water For People’s sanitation model is driven by the private sector, and doesn’t necessarily stay within the limits of a district, we created a monitoring program specific to sanitation. We focus on monitoring the effectiveness of the sanitation programs we develop in rural communities, small towns, and non-sewered urban areas.

All smiles in San Pedro, Bolivia, when the first Forever milestone was met!



First Forever milestone met – Since the Sustainable Services Checklist came into effect in 2017, our district-level work increasingly began to focus on building up the Forever capabilities of the district WASH offices so that Water For People can exit. The first Forever milestone was met in 2018 in San Pedro, Bolivia.

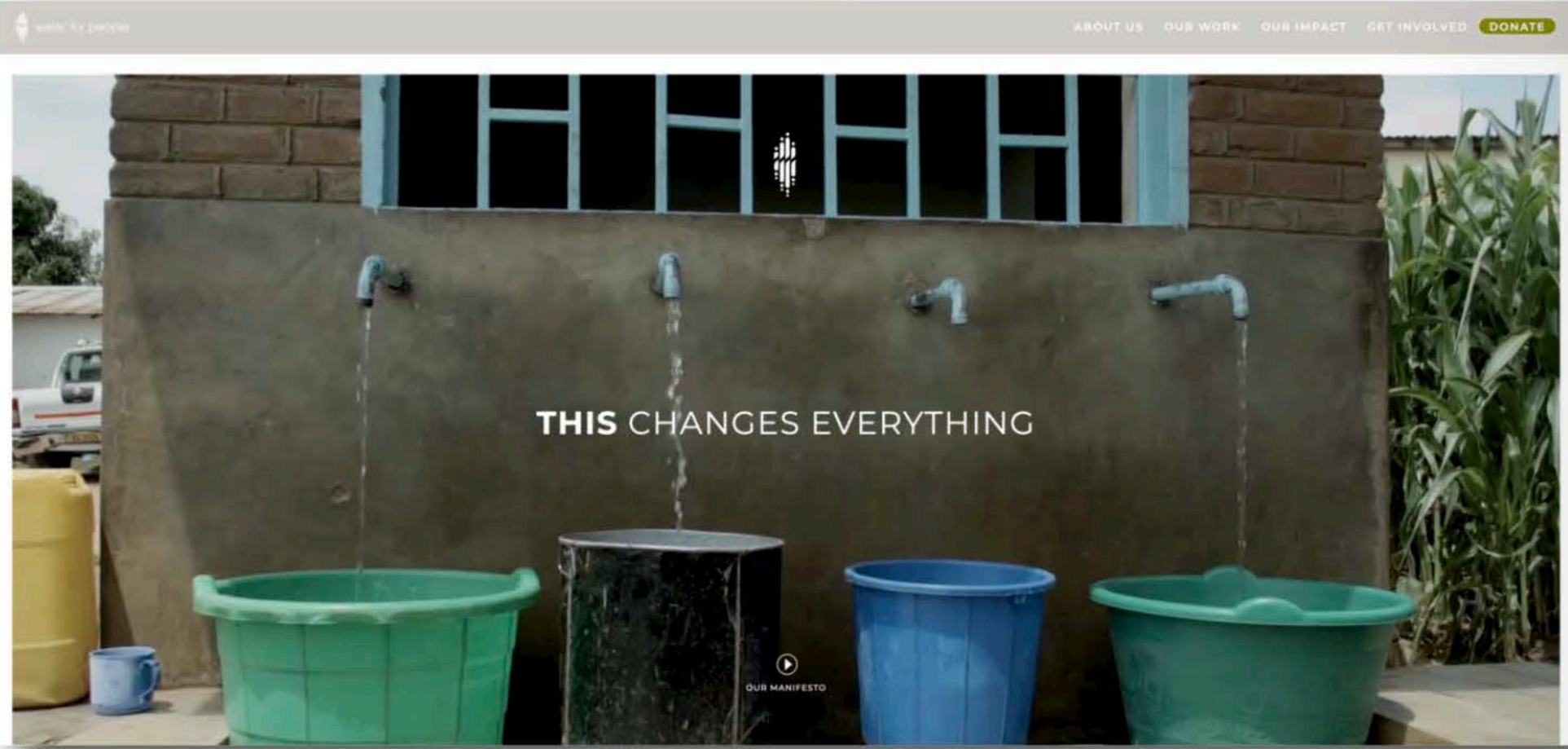
2010s - Decade Highlights (Cont.)

2019 Highlights

- Second Forever milestone met – Arani, Bolivia
- Started developing Destination 2030 vision and strategy
- Redesigned the website with THIS CHANGES EVERYTHING messaging



Arani, Bolivia - second Forever milestone reached globally



This Changes Everything – Thanks to our passionate, dedicated team, and our invaluable partners in the field, we can now confidently say our vision is becoming a reality. OUR EF MODEL IS WORKING. With two districts in Bolivia now meeting the Forever milestones (all the requirements to deliver sustainable water access), 2019 marked a turning point. We have proven that not only is reaching Everyone possible, but ensuring that water flows Forever is possible, too. THIS CHANGES EVERYTHING as witnessed in our manifesto video.



Partner Reflection Day in Quiche, Guatemala.
Gathering partners, community members, civil society, and government officials is one of the keys to effective collaboration and is the cornerstone of Water For People's work. Although the photos from such gatherings cannot truly capture the magic, the importance of gathering around experiences, results, data, and planning – including giving all stakeholders a place at the table – is really the magic of EF and a systems' strengthening model.
- Photo courtesy of Kimberly Lemme (2019)



The first-ever Latin America regional Water Resource Management Summit, held in Cajamarca, Peru
– Photo courtesy of Kelly Latham (2019)



Ontario Water Works Association (OWWA) Water For People Committee members at the charity auction at the annual conference
– Photo courtesy of Tony Petrucci (2019)



Water Environment Association of Ontario (WEAO) Water For People Committee members at the charity auction at the annual conference
- Photo courtesy of Tony Petrucci (2019)

"I joined Water For People in 2015 as the Director of Program Quality (now Director of Strategic Accountability and Adaptation). I applied because I believe in the EF model, and I have stayed because I am continually challenged and inspired by the ways we push ourselves to evolve and expand our work. Every year we learn more about the systemic barriers preventing universal and sustainable access and we gain clarity on the growing threats in our changing world. 2022 will be the year when we take a more serious look at the growing threat of climate change as I transition to a new role: Global Advisor, Climate and Water Resources Management."

Kelly Latham
Water For People employee
2015 - present



Mark Taylor
World Water Corps volunteer
2011-2019



Mark Taylor is a World Water Corps volunteer who worked on seven projects between 2011 and 2019 in Bolivia, Guatemala, Honduras, and Rwanda. In his "normal" life, Mark Taylor is Senior Vice President and one of WestLand Resources' founding principals. He has been working in the field of water and wastewater utility planning, design, and policy throughout Arizona for more than 35 years.

"I love this photo because it is a reminder that so much of the success of our work is the engagement and leadership by women in the communities where we work (not to mention the colorful beauty of a sari!)." - Photo courtesy of Kimberly Lemme (Sagar Island, S24 District, West Bengal India, 2014)



Kimberly Lemme
Water For People employee
2009-present

"Water For People is near and dear to my heart as it combines my personal and professional passions (water, wastewater, and women and girls) and is true to my purpose – improving the quality of life for people and the planet. I was honored to lead Water For People during a time where we took the EF impact model to scale. I have so many incredible memories of seeing the impact of our work around the world, like the inaugurations of water systems in Bolivia with a dedication to the Pachamama, decentralized treatment plants and 'briquettes' in Uganda and Rwanda, and school water and sanitation clubs in India. I shared a few of these stories in my video."



Eleanor Allen
Water For People CEO
2015-2022



"I had the privilege of serving on Water For People's Board of Directors from 2013 to 2018. I met Ned Breslin in 2012 and heard the origin story of EF. Three months later I found myself in Bolivia for my first Water For People board meeting and my first exposure to EF on the ground. I was literally blown away. We had traveled far from the major city of La Paz, high up to a small village in the Andes Mountains. Water For People had been working in this district for a number of years and we were there to celebrate the achievement of having reached Everyone in this particular community."

"Among our stops was the home belonging to this woman and her sister. She greeted us at the front door of her house and then stood next to her very own water tap. When I saw her there and as she explained that she and her sister no longer had to walk 3.1 miles (5 km) each way to collect water from an uncertain source, I began to weep. This is what EF looks like."

"During the remainder of our trip, we visited several other communities, went to other dedications, and celebrated with the locals. We spent time with water committees, fee collectors, maintenance staff and happy consumers. It was pure magic."

"Two years later, I traveled to Rwanda with Water For People to witness their work there. Among the many places we visited was the Rulindo District. Here we met the now famous Mayor Justus."

"My years of involvement on the board were some of the most rewarding of my career. And I believe that EF isn't just the best approach to ending water poverty in the world, it should be the mantra for addressing every social, racial and income inequality issue in the world. Just imagine the world we might be living in if EF was our starting point always."

Malcolm Walter
former COO of Bentley Corporation
Water For People Board Member 2013-2018



"I have been involved with Water For People and Water For People Canada since about 2004 and of the Water Buffalos since 2007. I started to learn about the work and mission of Water For People through my membership with WEF and AWWA. I was invited to a meeting at the office of H2Flow and met with Tony Petrucci and Michael Albanese. They had been involved with the early efforts to form a WEAO (Water Environment Association of Ontario) Water For People Committee. They invited me to join the committee and I have been involved in a variety of ways ever since. I served several terms as Co-Chair of the WEAO Water For People Canada Committee and recently retired from my Chair role on the Board of Water For People Canada."



Don Hoekstra
Water For People Canada
Board Member



Jim Williams visiting West Bengal, India, in 2012 with the Board of Directors

Jim is the Board Chairman and Chief Strategy Officer of Peerless-Midwest, past president of the AWWA, a Water Buffalo, and served on the Water For People board form 2011-2016.

Jim Williams
Water For People Board Member
2011-2016



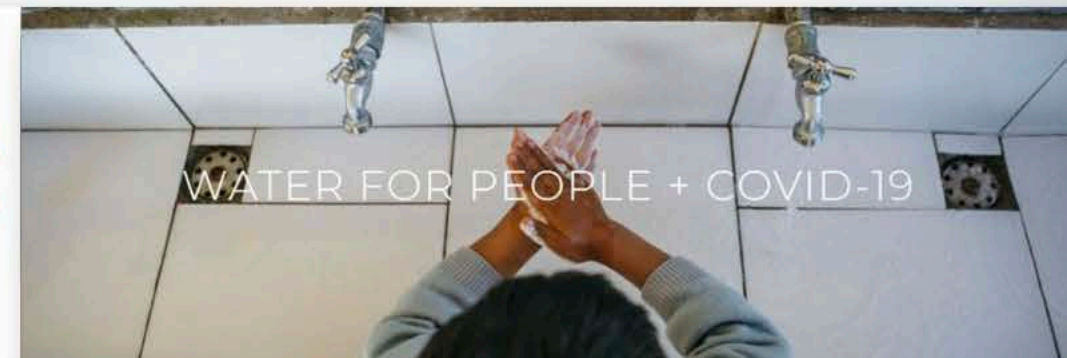
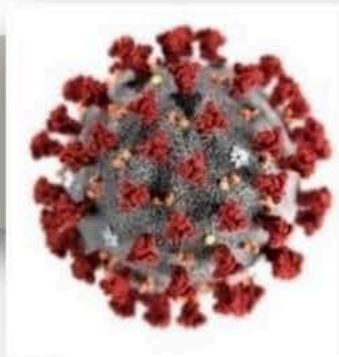
Quotations from the 2010s

2020s - Decade Highlights

- Destination 2030 vision and strategy launched
- Alliance with IRC formed
- First USAID cooperative agreement won
- First Water For People retiree (Steve Sugden)
- COVID pandemic began
- 30th Anniversary celebrated
- Digital fundraising increased
- Hurricanes in Honduras damaged infrastructure
- Club 6 donor monthly membership club created



This was the last in-person Forever Workshop before COVID. It was held in Tela, Honduras, in February 2020
—Photo courtesy of Kelly Latham



COVID —

Our world changed dramatically in March 2020 when the COVID-19 pandemic affected our operations globally. As the impact of COVID-19 continued to swell around the world, hygiene quickly became top of mind. Consequently, we prioritized these operational activities:

1. Accelerating construction of water systems for hundreds of healthcare and other public facilities across nine countries.
2. Bolstering our public health systems-strengthening capabilities with government ministries. This was critical for two reasons:
 - o **Sustainability:** Local governments need the skills to change human behavior and stop the spread of the virus. A particular need is the long-term improvement in personal hygiene practices in homes and healthcare facilities.
 - o **Resiliency:** Faster response times means more lives are saved in times of crisis. Assisting and enabling government agencies to respond faster avoids chaos, misinformation, and unnecessary loss of life. This creates community resiliency and readiness for the next public health crisis.
3. Supporting aid agencies that are financing new emergency infrastructure such as hospitals and healthcare facilities.
4. Maintaining our teams in place as best we can during the COVID-19 crisis. As the situation improves in each country, we want to be ready to help families, communities, and governments in the recovery process.

At the time of publication of this book, many global employees continue to work remotely. We have quickly evolved into a hybrid (in the office and remote) workforce. Our annual monitoring in 2020 was not possible since it often included door-to-door surveys. In 2021, we were able to complete our monitoring. Most construction activities continued throughout the pandemic as our work was considered an essential service.



Tribute to Pritanu — COVID took the life of one of our colleagues. Water For People India team member Pritanu Misra passed away due to COVID-19 related illness in April 2021. Pritanu was an outstanding member of the West Bengal team since 2017. His work focused on ensuring availability of adequate water, sanitation, and hygiene conditions in Kolkata schools. Pritanu left behind his wife and daughter.



Focusing Philanthropy

Philanthropy had a relationship with New York Times columnist Nick Kristof. Once a year, during the year-end holidays, Nick published his recommended charities for giving. He decided to publish a second list for charities working on COVID response in April 2020. We were one of five organizations included in the article. This small mention was a game changer for us. First, it helped us end 2020 with strong financial results — a very welcome gift in a time of great uncertainty and heavy revenue loss from our traditional donors. Second, we gained many new donors. The actual number is unknown, as many went through Nick Kristof's website to donate, others have donated directly anonymously, and we have many new donors that we do have names for but are not certain how they heard about us. The bottom line is that we received millions of dollars from this article. And many are gifts that keep on giving. Thank you, Focusing Philanthropy and Nick!



Focusing Philanthropy and Nick Kristof — One of the silver linings of COVID was that a new funder contacted us to do a “due diligence” visit to Malawi in February of 2020. This went very well, and we began a relationship with this funder, Focusing Philanthropy, as COVID struck the world. One additional benefit of this partnership was that Focusing

The New York Times | <https://nyti.ms/2W2kf30>

Here's How You Can Change Lives in the Pandemic

These causes will make great use of your money or your time.



By Nicholas Kristof
Opinion Columnist

April 25, 2020, 2:43 p.m. ET

Readers keep asking in this age of Covid-19: *How can I help?*

With so many people sick and dying and American unemployment at a level not reached since the Great Depression — and people in poor countries even worse off — readers want to address those needs.

This column is an answer to those queries. I've picked five organizations that are responding brilliantly to the coronavirus and have sound plans to expand their work if they can raise the cash.

I'm working with Focusing Philanthropy, a well-regarded nonprofit that supports intelligent giving and will cover credit card fees for your gift. This means that 100 cents of each dollar will reach the recipient organization if you donate through the website we've created for this initiative: [KristofC19ImpactInitiative.org](https://www.kristofc19impactinitiative.org).

So at this time of exploding need, consider these causes:

AMERICA'S HUNGRY. Food insecurity is soaring in the United States, magnified because children often can no longer get free school lunches and because food pantries are short of supplies. Last month, a vehicle line to a food bank near Pittsburgh stretched for miles, and a survey of New York State residents found 41 percent worried about being able to afford food.

Catalyst Kitchens provides nutritious meals to hungry families in 32 states. Since 2011, the group's network of members has distributed some 72 million meals.

A beautiful element of the Catalyst program is who cooks the food: The network trains homeless people, those recovering from addiction and those recently released from incarceration to prepare the meals so that they can eventually find jobs in restaurants or institutions. Since the nonprofit FareStart established the initiative, Catalyst has placed 14,000 such workers into food service jobs.

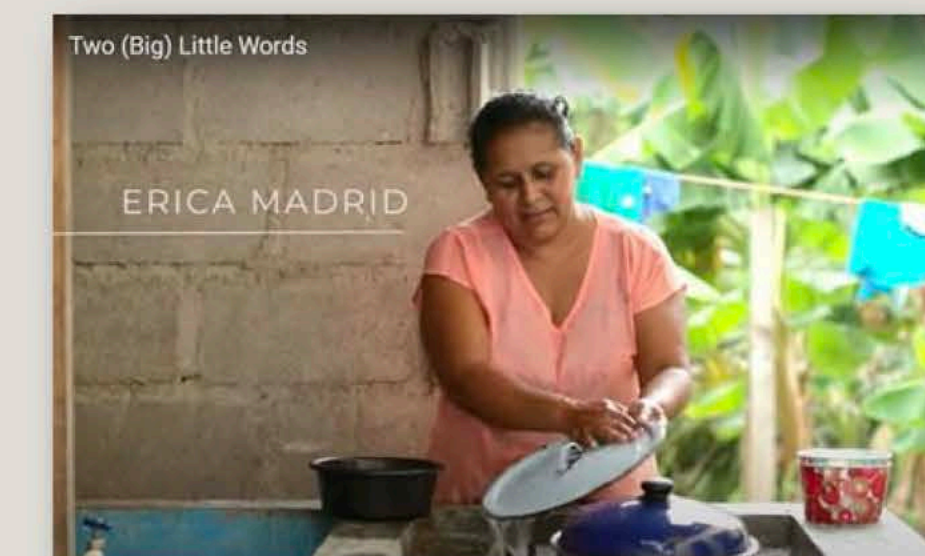


Entire article
can be viewed here

Rulindo Challenge Complete — As you read in the 2010 section, EF began in Rulindo, Rwanda. While we didn't fulfill our original vision to get full coverage to the district by 2014, we did reach the Everyone milestone for schools and clinics in 2019 and completed all the infrastructure construction in 2020. There were big accomplishments and therefore we celebrated.



Thank You - From COVID to hurricanes, we weathered 2020 thanks to the support of our global community. Just like Doña Erica whose story we tell in this video, it is because of you that we have no shortage of optimism for the future.



Two (Big) Little Words
video

2020s - Decade Highlights (cont.)

2021 Highlights

- Destination 2030 strategy launched
- Alliance with IRC formalized
- Digital fundraising increased due to COVID cancelling in-person fundraising events



Destination 2030 (D30) Strategy – As we began to further develop our vision and strategy for 2030, we also began talks with IRC about doing more together. The first step that we agreed to was to co-develop the Destination 2030 strategy and include impact targets for both organizations, at the local, national, and global levels. While this sounds straightforward, the details of getting this done were many. It was worth the effort. Today, this bold and audacious strategy is setting the path for us, together, to 2030. No one else has a strategy that is intertwined with another organization in this way. We are proud of our strategy and determined to reach our targets.

A new federation? We evaluated at all these options and didn't opt for any of them. Instead, we decided to form an alliance and remain independent, yet interdependent. No integration of the organizations occurred, yet we are tied together and interdependent, with our shared strategy Destination 2030. We have created several co-populated teams (i.e., Strategic Accountability, Influence, Africa Regional Coordination, Latin America Regional Coordination, Uganda, Honduras, India, Brand and External Communications, Organizational Culture, and Revenue) as well as a Steering Committee and a board Advisory Panel. We also developed the alliance agreement so that we can add new partners – and hopefully three to five new countries – by 2030.

"Time is short to achieve United Nations Sustainable Development Goal (SDG) 6: Clean Water and Sanitation for All by 2030. With this goal in mind, IRC and Water For People joined forces to drive accelerated progress in the delivery of WASH services. Through our newly formed alliance, we established 'Destination 2030,' our collective strategy to hasten progress toward SDG 6.

Our Destination 2030 vision is clear: the passionate pursuit of water, sanitation, and hygiene service for all. But we will go beyond vision to include a joint strategy and monitoring framework developed together and shared by Water For People and IRC. Quite simply, we can do more together – and do it faster – than we can alone. Our three impact pathways – local, national, and global – all have defined targets for success detailed to the country level."

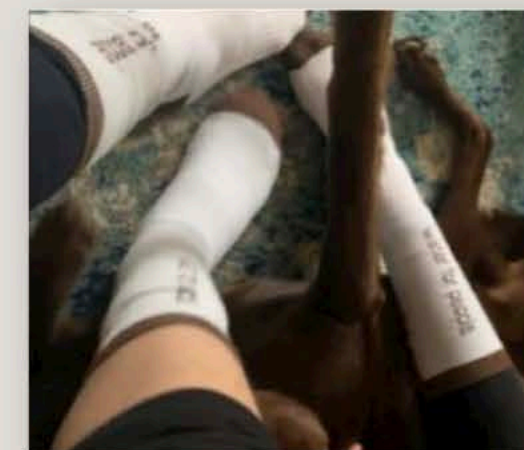


D30 Alliance – Once the D30 strategy development was underway, the remaining question was what the strategic partnership between Water For People and IRC was going to be. A merger? An acquisition? A joint venture?

World Water Classic – in lieu of an actual bike ride fundraiser that took place at WEFTEC each fall, the virtual World Water Classic has become a popular virtual competition to either run 3.8 miles (6 km) or ride 38 miles (60 km) and have people pledge your team. Companies and volunteer committees compete to be the top of the leaderboard.

"The World Water Classic was a great way for our family to exercise, talk water, and enjoy each other outside. And now we have matching socks!"

–Stantec employee



Cycling For Water – a 501c3 started by corporate partner EA Engineering, Science, and Technology, PBC to raise money through Water For People through ultracycling. Two premier events continue to be fundraising events: the Race Across America (RAAM) and the Race Across the West (RAW). CEO Eleanor Allen participated in the RAAM in 2019 and the RAW in 2021, and the teams raised more than \$200,000 for Water For People.



2019 RAAM Team –Lou Barinka, Eleanor Allen, Walt Migdal, and Jeff Boltz

Video summary of the 2019 RAAM

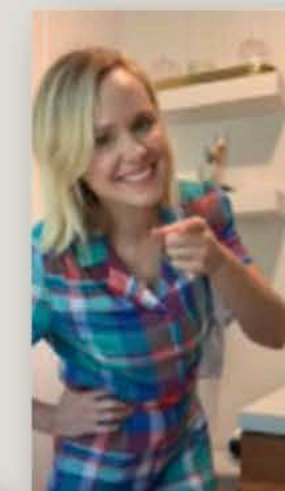


Video summary of the 2021 RAW

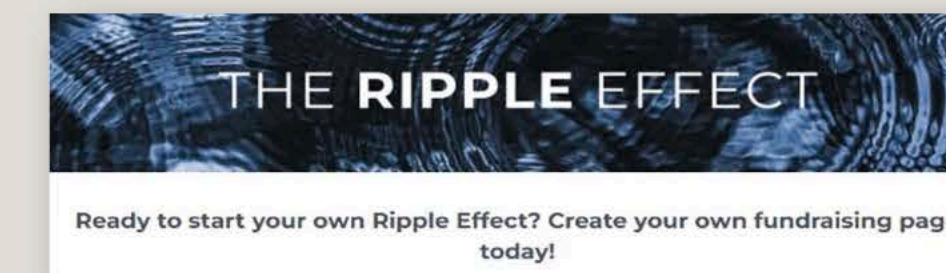
Testimonials from celebrities – both actor Alison Pill and comedian Joe Gatto (Impractical Jokers) rallied behind Water For People in 2021.



Alison promoted the 10th anniversary table read of the movie *Scott Pilgrim Versus the World* (Water Crisis). See her video here.



Joe promoted World Toilet Day in his video here.



Ripple Effect – online tool for individual and team fundraisers. Here are some short videos from personal fundraisers.



Gary and Linda DeKock are long-time volunteers from Michigan. They have been incredible spokespeople and fundraisers for Water For People. They are avid paddlers (canoe and kayak) and have done many long distance expeditions as fundraisers for Water For People. And they won the Hite Award in 2017.

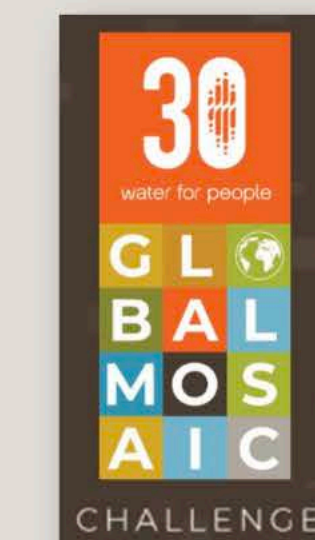
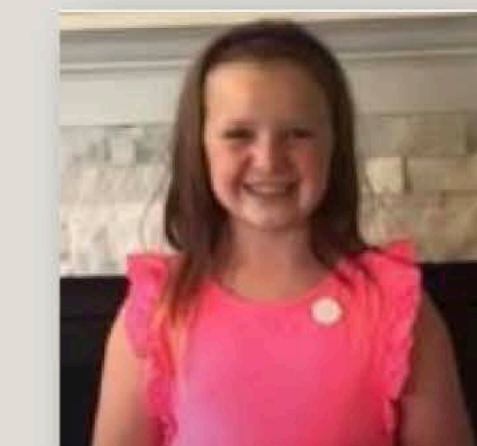


You can see Gary and Linda's Ripple Effect video here.

One of their videos from their 2018 journey on the Missouri River from the Rockies to Mississippi here.



As a 3rd grader, Elle learned about the global water crisis and how Water For People is working to end it and she decided to help! She presented her reasons to support Water For People to her classmates and rallied them to donate their change. You can hear her story here.



2021 Global Mosaic final photo after all individual photos were submitted



Brenntag's Mosaic call-to-action

2020s - Decade Highlights (Cont.)

2021 Highlights

- 30th Anniversary celebrated
- Water and climate focus added to programs
- Justice, Equity, Diversity, and Inclusion (JEDI) focus increased
- Strategic Plan 2022-2024 launched



30th Anniversary – Due to the pandemic, we could not have the big party we were hoping to have to celebrate our anniversary. Instead, we celebrated all year long. One of the fun things we did was a social media campaign about the 30 reasons to love Water For People.

Club 6 – Welcome to Club 6, Water For People's monthly giving community (aligned with SDG 6). By donating \$6 a month to Water For People you'll be part of Club 6 – a passionate group that believes in doing our part to help end the global water crisis. Our dream is to build Club 6 into a large community of like-minded, passionate givers. While \$6 may not seem like much, over a year's time, this grows to \$72 and provides at least one person with reliable water access for an entire year. Now multiply this across the entire Club 6 community, and we can create something big. Really big! You can see our Club 6 rally cry video here.



Completion of our Strategic Plan 2017-2021 – At Water For People, we talked about numbers in 2021. Big numbers.

Watch to see how you're behind this remarkable progress.



Global Impact Population in 2021

Strategic Plan 2022-2024 – Strategic Plan 2022-2024 is a companion piece to the D30 Strategy. It is our short-term strategic plan. We have two strategic goals – Purpose and Foundation.

Water and Climate – Water and climate are becoming more important to Water For People as climate change continues to bring more frequent extreme weather events. All our programs are in countries that are vulnerable to floods and/or droughts. We are experiencing loss of glaciers in the Andes, recurring floods in Malawi, hurricanes in Central America, El Niño floods in Peru, etc. We hold special fundraising appeals when floods damage or destroy infrastructure so we can rebuild smarter, with added attention to more robust structures for resiliency. Sometimes that isn't enough to withstand the next event.

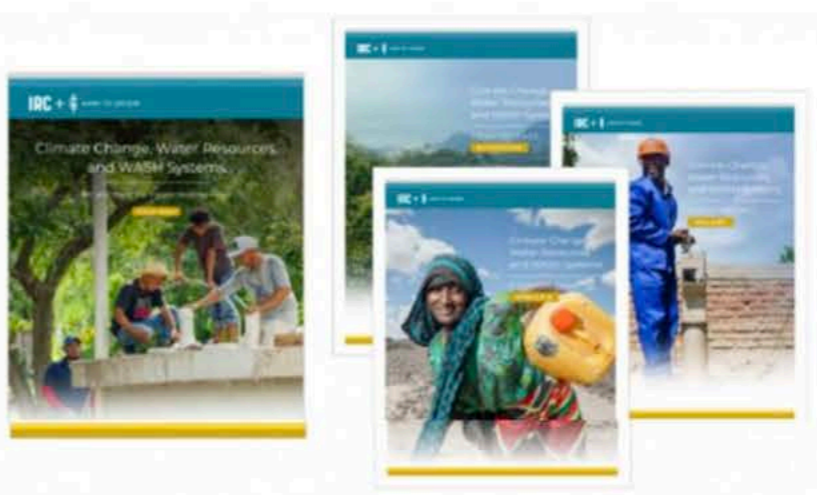
ADDRESSING CLIMATE CHANGE FOR LASTING CHANGE

Water For People and IRC are excited to share with you our newly-published joint Working Paper on **Climate Change, Water Resources, and WASH Systems**, including a global overview and cases from 12 low- and middle-income countries where we work in Asia, Africa, and Latin America.

As we have watched the climate change and change again over the past several years, IRC and Water For People realize there will be no resolve to this challenge if we don't change ourselves. One of our ambitious Destination 2030 goals is to reframe the climate discourse from a WASH systems perspective. There is simply not enough attention paid to the WASH/climate connection. But, rest assured, we are paying attention.

[ACCESS THE PAPER](#)

[ACCEDA AL PAPEL](#)



Africa Region Country Cases
[Burkina Faso](#) • [Ethiopia](#) • [Malawi](#) • [Rwanda](#) • [Uganda](#)

Asia Region Country Cases
[Bangladesh](#) • [India](#)

Latin America Region Country Cases
[Bolivia](#) • [Guatemala](#) • [Honduras](#) • [Nicaragua](#) • [Peru](#)

In 2020, we set aside a portion of our operational reserves for emergency response. While we haven't accessed funds for this need yet, we do believe that it will become an area of increasing need in the future. We are also looking for other ways to mitigate climate impacts such as climate insurance, a special climate fund, etc.

We created a new position in 2021 (to begin in 2022) called the Global Advisor for Water and Climate. Kelly Latham will transition into this role. In addition to continuing to focus on our water resources management work, Kelly will investigate how climate adaption and decarbonization can become a stronger focus of our programs. We have published our first set of climate papers with IRC as part of the alliance.

Internally, we are also looking at how we can monitor and reduce our carbon footprint, and we are developing an Environmental Stewardship policy.

Justice, Equity, Diversity, and Inclusion (JEDI) – Equity lies at the core of all that Water For People does. Just as it is everyone's right to have access to clean water and sanitation, we believe it is a same fundamental right for every individual to be treated with dignity, respect, and equal justice under the law. Among the primary reasons Water For People exists is because black and brown lives matter everywhere. We stand with those who are committed to overturning systemic racism to build more diverse and inclusive communities. We know it is not enough to stand; we must act.

Water For People believes that it is imperative that we champion a culture and environment of justice, equity, diversity, and inclusion (JEDI) for all employees, board members, volunteers, business partners, and members of the communities we serve. We recognize that the work of JEDI is a journey and that we can only achieve our mission and strategy if we are unwavering in our JEDI commitment and actions.

At Water For People, we know that leveraging diverse backgrounds, cultures, and perspectives leads to optimal performance and success in achieving our mission, vision, and strategy. This enables everyone at Water For People to achieve their full potential while living our values and helps Water For People to reach its full potential. A JEDI-centered workplace and impact model is one where all employees and the communities we serve feel valued, respected, and heard. We also have detailed guidelines to integrate equity and inclusion into our programs.

In the global development community, we are proud to be a member and a first endorser of the Coalition for Racial & Ethnic Equity in Development (CREED). CREED is dedicated to building racial and ethnic equity in US-based international development and humanitarian assistance sector. We have signed the CREED Pledge for Racial & Ethnic Equity in Development and are helping to lead the way in advancing lasting change in the sector.



We've signed the Pledge for Racial and Ethnic Equity
creedination.org

Neeraj joined the Water For People board in board 2016. He is PATH's Country Director for India and formerly WaterAid India's Country Director.



Neeraj Jain
Water For People Board Member
2016-present

"I joined Water For People in 2012 just as it had turned the corner as to how it viewed its work and purpose. We knew that providing water supplies and sanitation that lasted only a few years before being abandoned was fundamentally wrong. This was never going to fill the widening gap between those with and without WASH services. We also knew what we should not be doing but were a lot vaguer about what we should be doing. We had some general higher-level principles such as sustainable supply chains and sanitation as a business, but not a great deal of meat to put on the bones of the idea."

"The following few years involved a huge amount of experimentation, grasping opportunities, trying to convince people, heated discussions, managing awkward changes, failing, starting again, living by the seat of our pants, and generally making it up as we went along. Never a dull or a quiet moment. Gradually the seeds we had carefully planted began to grow and bear fruit. Our belief and knowledge in our methodologies grew and limitless uncertainty was replaced by confidence and new norms. Water For People made this happen by providing space for uncertainty, letting people experiment, not being fixed on meaningless number-based results, analyzing impact and outcomes, and keeping communications honest and open. Water For People was the only organization in the WASH sector at the time that could have achieved this. Others have since followed, but Water For People took the lead and pushed hard. We did this by making failing fun. I was very lucky to play a small part in the process. Long may Water For People continue failing, pushing the boundaries of innovation, and not settling down in the comfy armchair of conformity. Water For People's work has only just begun."



Steve Sugden
Program Manager Sanitation
2012-2020
(Water For People's first retiree!)



Steve in a familiar work environment: unsewered urban slums
— Photo courtesy of Steve Sugden



Steve testing the latest Gulper for pit emptying
—Photo courtesy of Steve Sugden



Pit emptier "fishing" garbage out of a latrine pit before emptying the fecal sludge
—Photo courtesy of Steve Sugden



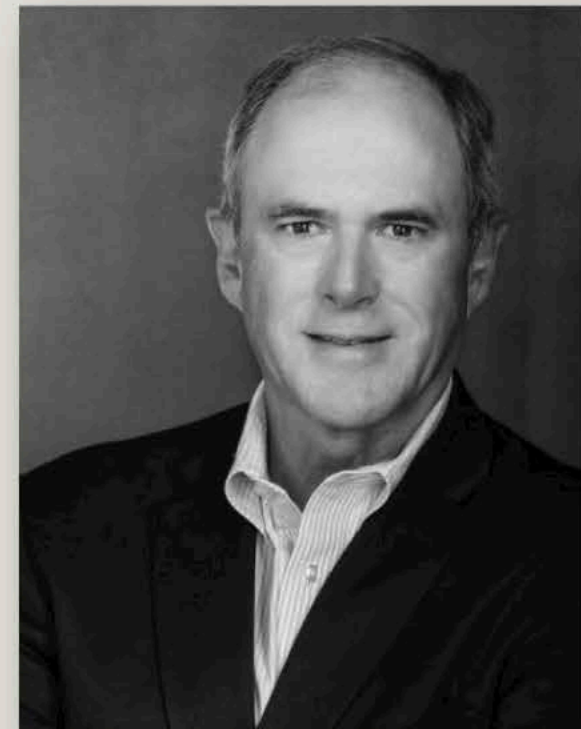
Pit emptiers taking a break while loading a truck with barrels of fecal sludge
—Photo courtesy of Steve Sugden



Latrine pit emptiers carrying a barrel of fecal sludge
—Photo courtesy of Steve Sugden



Fecal sludge honeycomb briquettes for cookstoves in Uganda
—Photo courtesy of Steve Sugden



Greg McIntyre
Water For People Board Member
2021-present

Greg joined the Water For People board in 2021. Greg is a retired engineering executive. He held key executive management, operations, and technical roles at both Jacobs and CH2M.



Global Programs Overview

As of the writing of this book, we are working in 39 districts in nine countries:

No.	District	Country
1	San Antonio de Cortés	Honduras
2	El Negríto	Honduras
3	Chinda	Honduras
4	San Antonio Ilotenango	Guatemala
5	San Bartolomé Jocotenango	Guatemala
6	Santa Cruz del Quiché	Guatemala
7	San Andrés Sajcabajá	Guatemala
8	La Concordia	Nicaragua
9	San Rafael del Norte	Nicaragua
10	Tiraque	Bolivia
11	Cuchumuela	Bolivia
12	Villa Rivero	Bolivia
13	Arani	Bolivia
14	San Pedro	Bolivia
15	San Benito	Bolivia
16	Arbieto	Bolivia
17	Pocona	Bolivia
18	Asunción	Peru
19	Cascas	Peru
20	Reque	Peru
21	Chikwawa	Malawi
22	Peri-urban Blantyre	Malawi
23	Chiradzulu	Malawi
24	Kamwenge	Uganda
25	Luuka	Uganda
26	Rulindo	Rwanda
27	Kicukiro	Rwanda
28	Gicumbi	Rwanda
29	Karongi	Rwanda
30	Sheohar Block, Sheohar, Bihar	India
31	Dumri Katsari, Sheohar, Bihar	India
32	Tariani Chowk, Sheohar, Bihar	India
33	Piprahi, Sheohar, Bihar	India
34	Purnahiya, Sheohar, Bihar	India
35	Sagar Island, S 24, West Bengal	India
36	Patharpratima, S 24, West Bengal	India
37	Namkhana, S 24, West Bengal	India
38	Chikhaldara, Amravati, Maharashtra	India
39	Rajnagar, Birbhum, West Bengal	India

Nearly 1 In 3 People Don't Have Access To Safe Drinking Water –

Having safe drinking water is a basic necessity and human right that many of us take for granted, yet 2.2 billion people still lack access to clean water. That's nearly 1 in 3 people in the world.

Water Changes Everything – Safe water doesn't just mean people gain hours back for themselves and their families. It means people live longer, healthier lives. Parents are more likely to see their children grow up. The economy expands. Political unrest decreases. Families can keep their kids in school. There's more time for work, rest, and play.



Two sisters in Bolivia enjoy their new water connection and water at home.

That's why we're doing everything we can to build a global movement to bring water to EF. Over our 30 years of operation, we worked in many countries (see the table of countries per year in the Appendix).

Since 2013, we have focused our efforts in nine countries around the world. In 2023 we will add a country program in Tanzania. We are also evaluating starting country programs in the USA and Canada.



Water For People's Nine Operating Countries

The Four Forces of the Everyone Forever Impact Model – We deliver our programs in accordance with our impact model EF. This means water and sanitation that lasts – for every family, clinic, and school – forever. To achieve EF, we rely on four forces: government, market, community, and technical.



GOVERNMENT
More important for water

MARKET
More important for sanitation

Working on Developing Sustainable Services That Last Forever –

While drilling wells and installing pumps might take only days or weeks, building piped infrastructure and making sure it lasts Forever can take years. EF includes protecting water supplies, training mechanics, and establishing supply chains for spare parts. It means we think about long-term projects like advocating for national water policies and regulations and creating local water and sanitation utilities. And we don't call our work finished until we're confident water will flow long after we leave a district.

Repairing a water distribution system in Peru after El Niño storm in 2017

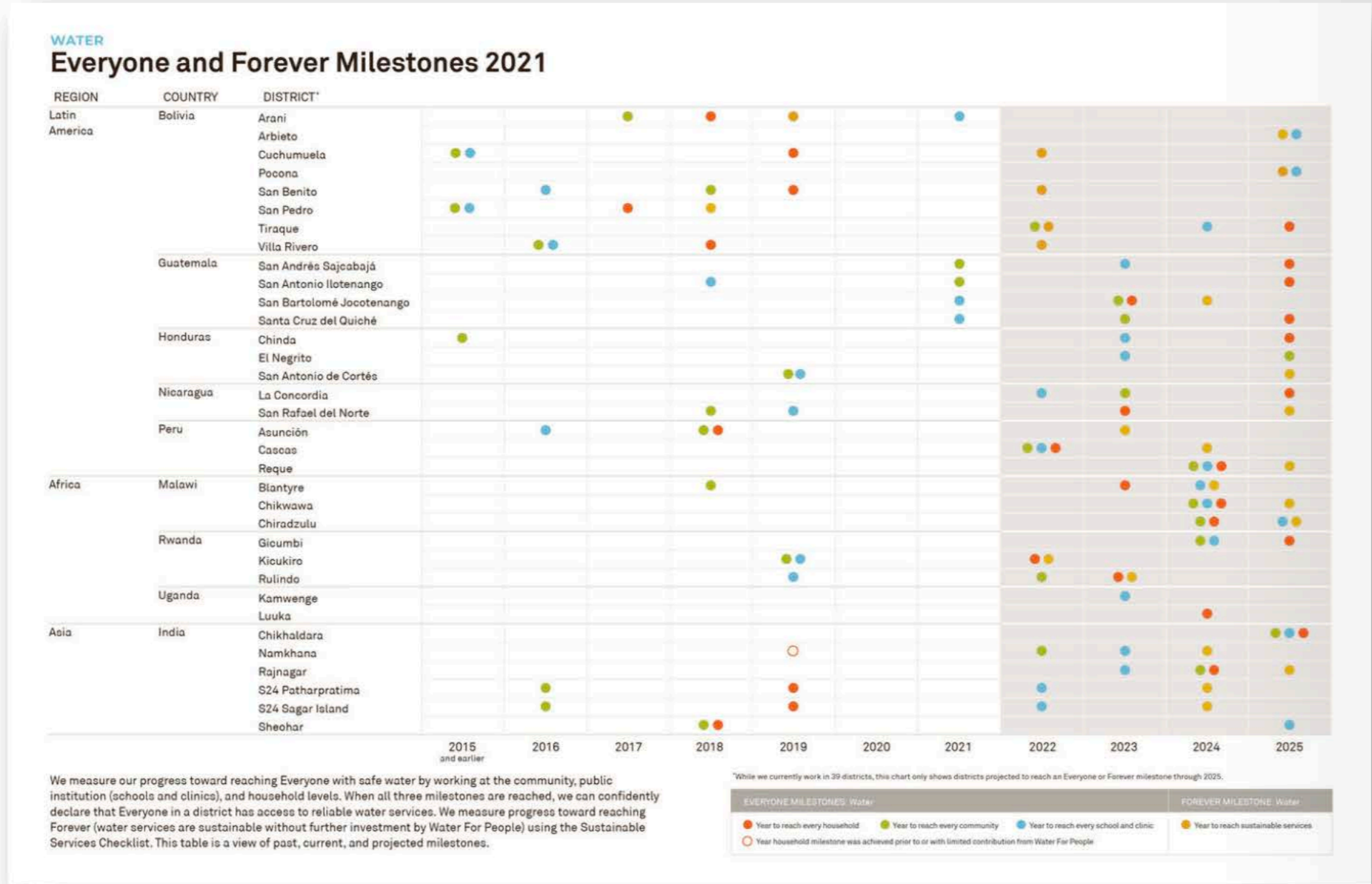
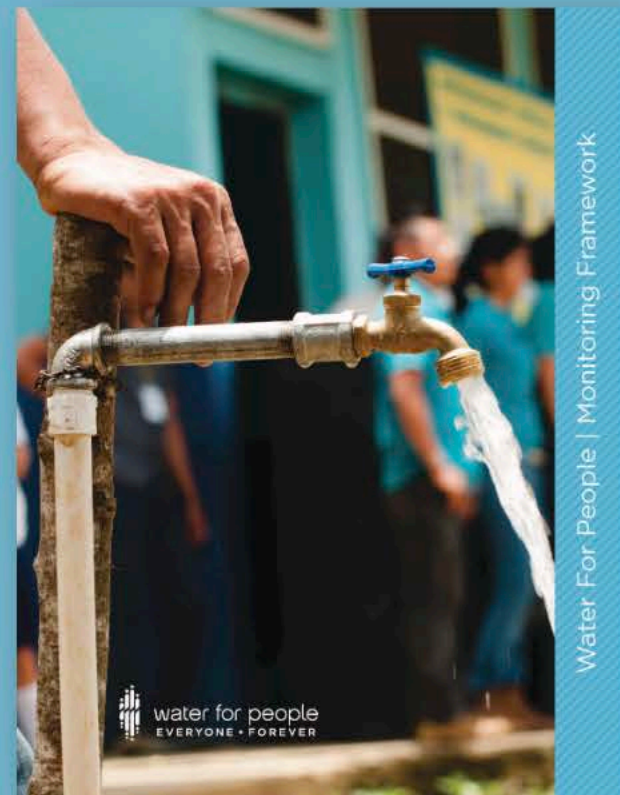


The Road To Everyone Forever – The EF model components are implemented in phases, achieving key milestones in each phase before moving to the next. The graphic to the right and corresponding details about each step describe the roadmap for implementing sustainable WASH services within EF districts.

EVERYONE • FOREVER

Tracking our Progress – We began tracking Everyone and Forever milestones reached in our districts in 2011. In 2021 we worked in 39 districts. You can see all the Everyone and Forever milestones reached through 2021 in the graphics below.

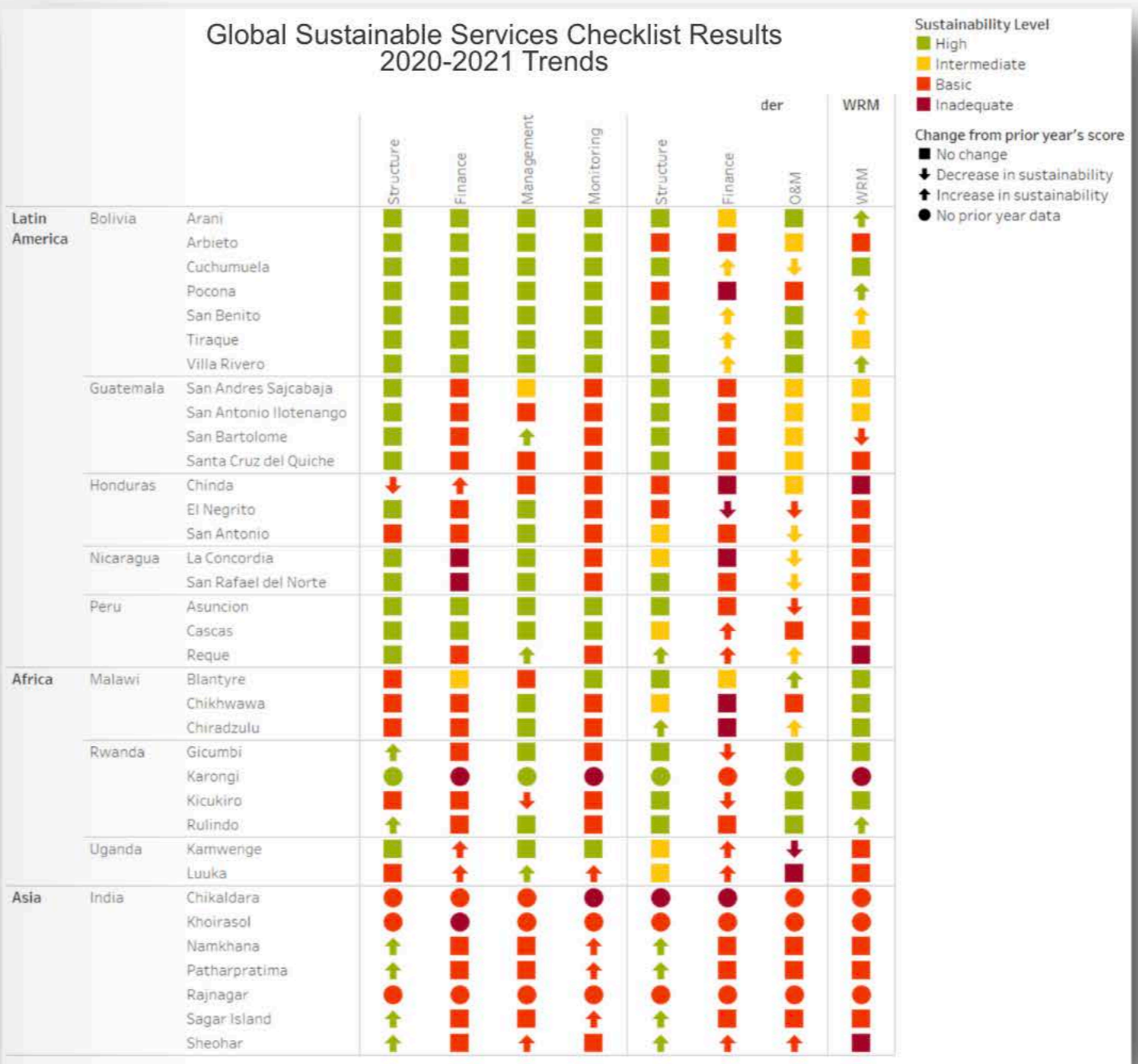
You can also see how the model works in our Reaching EF video here:



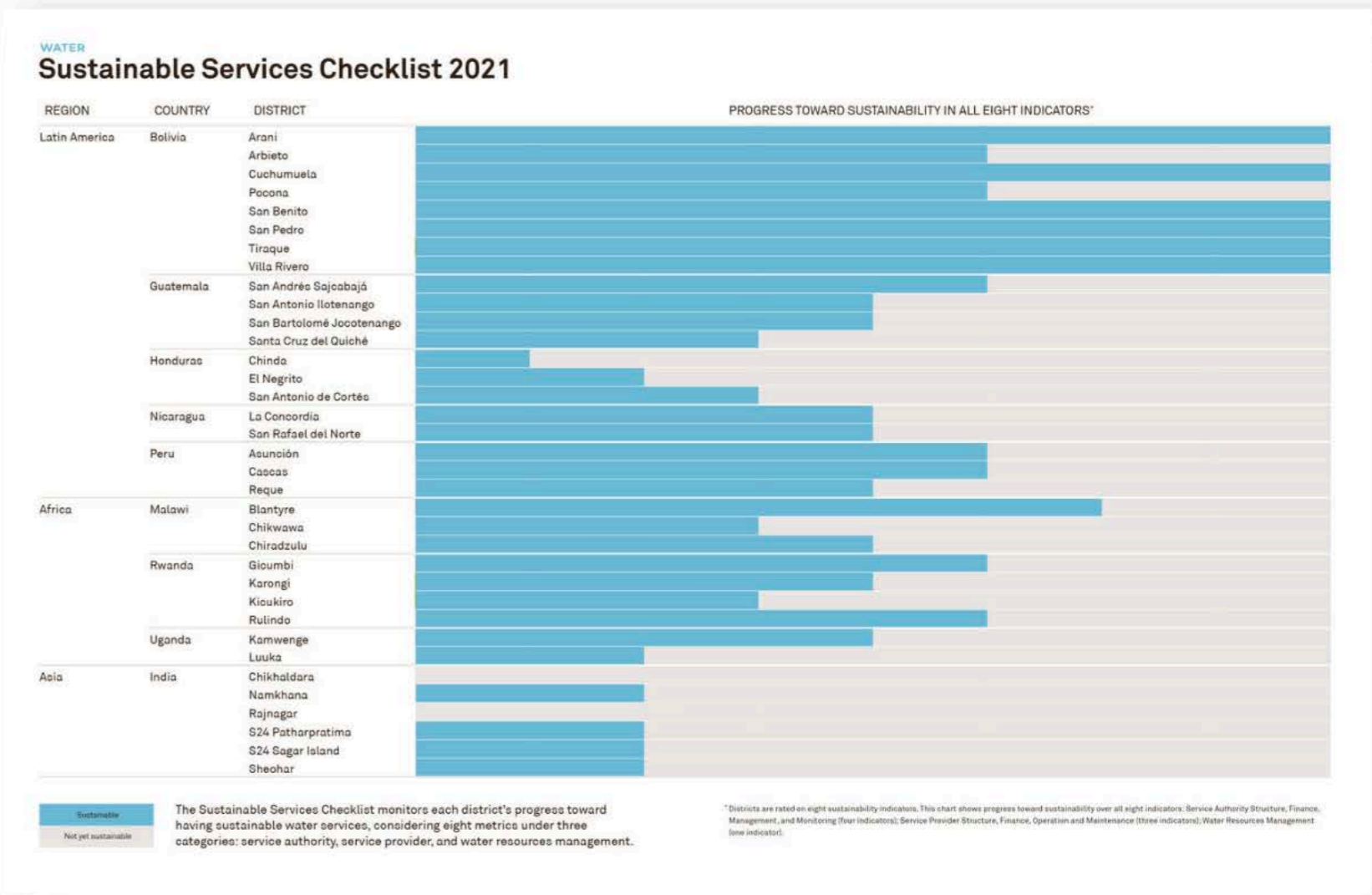
How We Know We Have Reached the Forever Milestone – We analyze these 8 criteria in the Sustainable Service Checklist (SSC):

- Service Authority: structure, finance, management, and monitoring
- Service Provider: structure, finance, and operations and maintenance
- Water Resources Management

You can see the trends between the 2020 and 2021 SSC evaluation in the graphic below.



The cumulative SSC scoring through 2021, by district, is shown below.



Global Programs Overview (cont.)

This Is How Water For People Is Different

- **Full Coverage At The Local Level:** Even the most vulnerable, marginalized, and hardest-to-reach in the district.
- **Focus On Sustainability:** Focusing on services that last forever is paramount for districts providing reliable services, while also being independent from ongoing foreign aid.
- **Capacity-Building & Training:** We train government workers, water-users associations, and water committees on tariff setting and collection, maintenance, asset management, customer service, and water resources management.
- **Co-Finace:** Local governments and communities invest financial resources alongside Water For People. The assets are transferred to governments once they are commissioned, and all contributors feel ownership for their ongoing functionality.
- **Monitoring & Evaluation:** Service levels are measured and recorded annually. Water For People transitions this responsibility to the service authority during commissioning and builds local capacity for data-driven decision-making.
- **Market-Based Approaches:** Local businesses and entrepreneurs are essential to providing sanitation services in non-sewered areas. This helps create jobs and ensures safely managed sanitation, thereby protecting public health.
- **Replication & Scale:** Replicating EF in additional districts and countries is helping end the global water and sanitation crisis faster. We are working with sector partners and national governments to spread this impact, and the pace and volume of work continues to accelerate and grow.

Nearly 1 In 2 People Don't Have Access To A Decent Toilet, and 500 million

of these almost 4 billion people still defecate in the open. Without nice toilets, families lack dignity and risk getting sick from waterborne diseases (from bacteria and parasites) that cause diarrhea and other sicknesses. In addition, having to wait until the cover of nightfall to go to the bathroom outside can create other health issues.

A Toilet Changes Everything – A toilet isn't just a nice luxury, it's a necessity for a dignified, healthy, and safe life. Having access to a toilet and safely managed sanitation services improves health for families and communities. Being able to use a decent toilet also improves safety. It can be dangerous to find a place to go outside – especially for women and girls who are at risk of attack and rape. This risk increases at night.



This Is How We Do It

- **Educating:** We partner with communities and districts to educate families about stopping open defecation to improve community health.
- **Innovating:** We work with local businesses to invent new products based on what local communities need. This includes new types of toilets, methods of financing and constructing toilets, and ways to safely manage (empty tanks, transport, and treat) waste.

PATH TO SCALING SANITATION



The Path to Scaling Sanitation graphic presents the framework that is applied to our market-based sanitation work, in addition to the water and sanitation work we implement in EF districts.

Tracking Sustainable Progress in Sanitation – We developed a similar yet unique model for tracking our progress in sanitation. Below you can see our progress through 2021 at reaching our Everyone and Forever milestones in sanitation as well as our progress with the Sustainable Services Checklist (SSC).

SANITATION Sustainable Services Checklist 2021

REGION	COUNTRY	DISTRICT*	PROGRESS TOWARD SUSTAINABILITY
Latin America	Bolivia	Arani	
		Arbieto	
		Cuchumuela	
		Pocona	
		San Benito	
		Tiraque	
	Guatemala	Villa Rivero	
		San Andrés Sajcabajá	
		San Antonio Ilotenango	
		San Bartolomé Jocotenango	
Africa	Honduras	Santa Cruz del Quiché	
		Chinda	
		El Negrito	
	Nicaragua	San Antonio de Cortés	
		La Concordia	
	Peru	San Rafael del Norte	
		Asunción	
		Cascas	
	Malawi	Reque	
		Blantyre	
Asia	Rwanda	Chikwawa	
		Chiradzulu	
		Gicumbi	
	Uganda	Karongi	
		Kicukiro	
		Rulindo	
	India	Kamwenge	
		Luuka	
		Chikhaldara	
		Namkhana	

On the Sustainable Services Checklist on the left page, districts are rated on sustainability indicators that include Structure, Finance, and Monitoring of service authority, and two additional service provider indicators in India.

*While we currently work in 39 districts, this chart only shows districts projected to reach an Everyone or Forever milestone through 2025.

SANITATION Everyone and Forever Milestones 2021



Global Programs Overview (cont.)

Good Hygiene Changes Everything

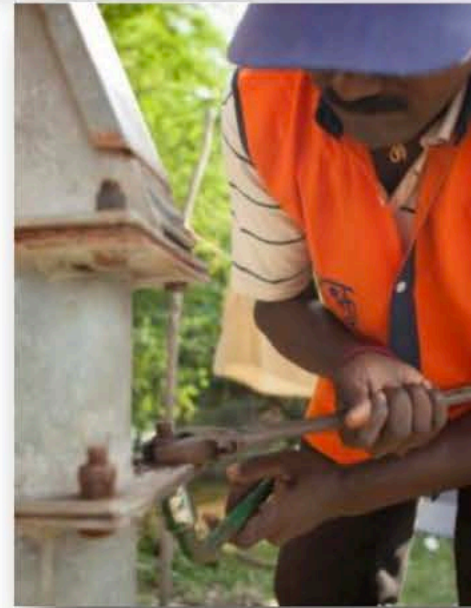
— Each year, 3.5 million deaths occur from waterborne diseases. Soap is the cheapest lifesaver in the world. Handwashing with soap could reduce diarrheal deaths by 50%. When communities have good hygiene practices alongside their new water and sanitation services, those deaths can be prevented.

This Is How We Do It — Water For People educates community members about the benefits of good hygiene and handwashing. And, in some cases, we utilize social art like street plays and murals to reinforce hygiene habits. In schools, we set up handwashing stations and help create hygiene committees that teach students about proper hygiene practices such as washing hands, brushing teeth, wearing shoes, cleaning under nails, bathing, etc.

This Is How Clean Water Changes Lives — Debasis Mondal's job is to make sure communities in his region of India always have water. He is a *Jalabandhu*, which means "Friend of Water." As a trained hand pump mechanic, he makes sure broken pumps are fixed as soon as possible. Before he began this job, it could take weeks for hand pumps to get fixed. Now, with Debasis's business nearby, repairs are done within a day. Thanks to Debasis and donors like you, families across India can count on reliable access to safe water — every day.



This Is How Safe Sanitation Changes Lives — John grew up in poverty. He stopped going to school because people would make fun of how worn his uniforms were. Without finishing his education, he had to jump from job to job to survive. One day, he heard about an opportunity from Water For People to be trained in sanitation businesses. He attended the training and started his own business building latrines. He eventually added pit latrine emptying to the services he offered, as that was a higher-margin service. His business has not only created a much better life for him and his family, but his services are improving health and hygiene throughout Blantyre, Malawi.



Keeping Girls In School — Girls often drop out of school when they get their periods. In fact, 23% of girls drop out when they start menstruating because they can't afford pads. We make sure schools have menstrual hygiene materials (pads) to ensure girls can continue their education and go to school when they have their periods. In addition, our hygiene program includes education on menstruation, toilets with pads, and incinerators to dispose of used hygiene products. The result is girls can stay in school longer.

This Is How Hygiene Changes Lives — Ten girls are keeping hundreds of girls in school in India. These girls are part of an important group — the Menstrual Hygiene Committee. Their aim is for the whole school to understand menstruation and menstrual hygiene management. They're bringing attention to what female students need at their school: private washrooms, sanitary pads, and an incinerator to dispose of pads. And it's making girls more comfortable with their periods and is keeping them in school.



Public Institutions

In addition to our work in public schools and clinics/health care facilities (HCFs) that is described in this section, it is worth noting that we strive to meet the SDG targets for both schools and HCFs.

For **schools** (SDG targets 4.a, 6.1, and 6.2), the intent is to meet the following SDG criteria:

- Schools (including pre-primary, primary, and secondary) with drinking water from an improved source available at the school
- Schools with single-sex basic sanitation
- Schools (including pre-primary, primary, and secondary) with improved sanitation facilities at the school, which are single-sex and usable
- Schools with basic handwashing



For **health care facilities (HCFs)** (SDGs 3.8, 6.1, and 6.2), the intent is to meet the following SDG criteria:

- HCFs where the main source of water is an improved source, located on premises, from which water is available
- HCFs with improved and usable sanitation facilities, with at least one toilet dedicated for staff, at least one sex-separated toilet with menstrual hygiene facilities, and at least one toilet accessible for users with limited mobility
- HCFs with functional hand hygiene facilities available at one or more points of care and within 5 meters of toilets
- HCFs where waste is safely segregated in consultation areas and sharps and infectious wastes are treated and disposed of safely
- HCFs which have protocols for cleaning, and staff with cleaning responsibilities have all received training on cleaning procedures



Consulting Services

Sustainable water solutions require an approach that strengthens all aspects of the WASH system: policy, financing, water resources management, institutions, and more. Many of our employees in the countries are subject matter experts and thought leaders on sustainable and scalable WASH services. In 2019, we started offering consulting services to leverage our skills and expertise in areas such as:

- Asset inventory and asset management
- Life cycle financial planning (capital, operations, and maintenance)
- Monitoring and evaluation systems
- Rate setting
- Water resources management
- Source water protection
- Operation and maintenance
- Operator training
- Non-sewered sanitation solutions
- Fecal sludge management
- Sanitation market development
- Replicating the EF impact model at the district level



Global Programs Overview (Cont.)

Now I Only Boil Water To Make Tea – The air is hot and sticky as the afternoon temperature rises in the town of San Jose del Norte. Isidora Calderon Vargas rests in the shade of her porch while her five-month-old son Abel naps inside. Isidora grew up in this small community in rural Bolivia. At age 35, you can see in her serious eyes that she faced more than her share of life’s difficulties. "The father of my first son left to study," Isidora recalls, her expression betraying the sadness she still feels. "My desire was also to study, but I had my first baby so I couldn't. He left me and then came back with another woman and another baby."



See the rest of Isidora's story here

A Better Toilet Means A Better Life – Folomina’s face lights up when she talks about her toilet. In 2019, the state of water and sanitation in Folomina’s village in Rwanda was dire. She and the other 20 families in her community would walk two hours each day for water. The sanitation situation was just as bad. Most latrines didn’t have roofs, so they flooded during the rainy season. Without coverings on the latrine pits, Folomina says there were flies everywhere in her house. All of this made families sick and Folomina often had to take her children to the clinic to be treated for waterborne illnesses.



See the rest of Folomina's story here



Water For People and Climate Change Adaption – Water For People realizes that there will be no resolution to this challenge if we don’t change ourselves. One of our ambitious Destination 2030 goals is to reframe the climate discourse from a WASH systems perspective to improve resilience and reliability of systems, considering the ever-increasing climate emergency.



Integrated Water Resources Management through watershed conservation (siembra y cosecha) by the water committee (JASS) in Sapuc, Peru

Walking For Water – Women and children (mostly girls) spend 200 million hours each day walking to fetch water. That means that collectively about 50 million women and girls walk four hours each day (two hours to the water point and two hours home) to fetch water.

Looking For A Place To Go – Women and girls around the world collectively spend about 260 million hours each day looking for a place to go to the bathroom.



A Good Toilet Improves Health And Safety – Without a household toilet, it can be dangerous for women and girls to find a place to go outside – especially at night. In India, women without a toilet in their home are twice as likely to face sexual violence than those who have household sanitary facilities. When households don't have a decent toilet, people practice open defecation. This can contaminate water sources and cause cholera and other waterborne diseases, leading to illness and death. Water For People promotes education about, and construction of affordable toilets for families.

The Blue Piece of Plastic That Is Changing Lives

Janet Kemirembe owns the Kemirembe Fountain of Blessing General Hardware dealer that has been selling SaTo Pans in Nakasero Market in Kampala, Uganda, since 2014. She sells mainly to low-income households in Kampala and to the masons and contractors that transport the toilets to rural areas. She was introduced to the product by Water For People seven years ago. When I ask her how many she has sold last month, her facial expression changes. Due to the COVID-19 pandemic she has managed to sell only 50 pieces. This is not so bad, since in a good month she sells more than 70. Janet is among the more than 500 distributors of the SaTo Pan in Uganda who were recruited back in 2015 when Water For People partnered with LIXIL (then American Standard) to introduce the product to the Ugandan market. Roughly 50,000 pans have been sold every year for the past three years in Uganda.



The SaTo Pan is a simple plastic mold that fits into a keyhole squat toilet concrete slab over a latrine pit. It is used where there is no sewer infrastructure. It addresses persistent challenges faced by ordinary latrine owners, enabling users to enjoy an odorless atmosphere with no flies. The experience of scaling SaTo Pans in Uganda has been a success for various reasons, including:

1. Knowledge of the sanitation situation and market segmentation helps target the right customers.
2. Understanding the customer's interests and aspirations helps to provide the right product.
3. Continuous product design and improvement is critical.
4. A strong delivery model ensures robust distribution (mostly through hardware stores).
5. Strategic partnerships can lead to scale without distorting the market. Water For People has partnered with Rotary Clubs, the Uganda Sanitation for Health Activity, Kampala Capital City Authority (KCCA), and Uganda Water and Sanitation NGO Network (UWASNET).
6. Managing messages, branding, and communication is key.



23% Of Girls Drop Out of School When They Start Menstruating Because They Can't Afford Pads

500 Million Women and Girls Globally Lack Adequate Facilities for Menstrual Hygiene Management – meaning they don’t have access to pads or tampons, or a place to dispose of them when they are used. Around the world, taboos and stigmas about menstruation lead to a culture of silence and limited education around what menstruation is and what good menstrual hygiene entails. As part of our menstrual hygiene management programming, we provide resources to girls in school including education on what is happening to their bodies, private changing rooms and bathrooms, pads, and incinerators to dispose of used pads. The result is that girls are supported and empowered to stay in school.

On Your Period? No Problem!

Ten girls are keeping hundreds of girls in school in India. Their bright blue vests signal their positions on the school Water and Sanitation Committee, but these girls are part of another important group – the Menstrual Hygiene Committee. Their aim is for the whole school to understand menstruation and menstrual hygiene management.

In India, 71% of girls report having no knowledge of what menstruation is until their first period. Once their periods come, 70% of females say they can’t afford pads, so many use reusable cloth instead, which is not often washed with soap or safe water. Many girls also lack privacy to change their pads during the school day. These factors, among many others, result in 23% of girls ages 12 to 18 dropping out of school.

The Menstrual Hygiene Committee in the Gadmathura Haripriya High School in Patharpratima, West Bengal, is committed to ending this trend. While their mandate on the Water and Sanitation Committee is to instill the importance of safe drinking water, toilets, and hygiene for the school’s 976 students, these girls are bringing attention to what female students need: private washrooms, sanitary pads, and an incinerator to dispose of pads.

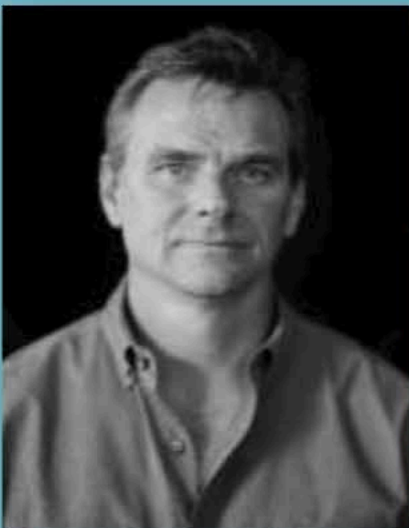
The Menstrual Hygiene Committee holds an assembly at the start of each school year, sharing with their fellow female students what to do when their periods arrive. And they make themselves available to any girls at the school who may need to talk about the changes happening to their bodies.

The changes these ten girls have ushered in is obvious, and their influence is widespread. They’re respected by their classmates for bringing attention to a subject that makes girls, boys, and even grown-ups blush. As classmates walk by, all eyes are on the girls in the bright blue vests. And the girls’ heads are held high – they know they’re having an impact on the future.

Global Programs Leadership Over Time

Global Programs

Ned Breslin
Director of
International Programs
2006-2009



Nick Burn
Chief Programs Officer
2009-2017



Mark Duey
Chief Operating Officer
2021-2022
(now Co-CEO)



Latin America Region

Regional Manager Central America – Diana Betancourt - 2008-2014
Regional Manager South America – Kate Fogelberg - 2008-2014
Regional Director Latin America - Mark Duey – 2014-2017
Regional Director Latin America – Daniel Oporto – 2017-present

Africa Region

Regional Director Africa – Gordon Mumbo – 2010-2017
Regional Director Africa – Samson Hailu Bekele – 2017-present



Gordon Mumbo
Regional Director Africa
2010-2017

"Witnessing a historic moment such as Water For People's 30th anniversary is an honour. May the coming years bring more fortune and prosperity. Happy anniversary! One thing that cannot be overlooked over this period is the bold step taken by Water For People to adopt the EF approach to WASH delivery. For many of us in the organisation at that time, it looked like a far-fetched joke that would take forever to realise. It took off and has been a game changer in the WASH sector. Thank you for being bold and a valuable innovator to the sector."

"It is truly amazing to see Water For People grow from nothing to a big name in the global arena. My association with Water For People brings to me fond memories and I would urge the organisation to continue being bold. Make the world a better place where everyone has access to reliable WASH services irrespective of where they live. Congratulations on your 30th anniversary!"



"I was attracted to join Water For People when I read about the EF program approach. This was something similar that I tried to do in my previous jobs although the organizations I worked for were not geared towards adopting a similar approach organizationally for a variety of reasons. I wondered whether Water For People actually do what they said on their website and other documents. In the four years that I have been with Water For People, I have found the vision, strategies, program approaches, discipline, and resilience actually better than what they look from the outside! A "small" organization that punches above its weight!"

Samson Hailu Bekele
Regional Director Africa
2017-2022
(now Co-CEO)



"I started to work with Water For People 10 years ago, initially supporting the Sanitation as a Business Program with the Gates Foundation's grant. I always thought that my background in the consulting management industry could help the market-based mechanism in the development sector, especially in rural areas. In 2015 I supported the upgrading process of the Sustainable Sanitation Program in Latin America. Then in 2017, I joined Water For People as Regional Director For Latina America. The last four years, working on sustainable mechanisms and long-lasting systemic solutions in the WASH sector created an everyday opportunity to scale, influence, innovate, grow and develop solutions matching the SDG6 indicators and the 2030 agenda. It has been a fantastic journey!"

Daniel Oporto
Regional Director Latin America
2017-present



Water For People's Strategy Over Time



Strategic Plan 2007-2011 – EXPAND TO FIVE NEW COUNTRIES

Target is to reach 1,000 new people per day by 2011. Continue work in Bolivia, Guatemala, Honduras, India, and Malawi.

- 2007: Begin work in Ecuador and Nicaragua
- 2008: Begin work in Rwanda and Dominican Republic
- 2009: Begin work in Uganda

Strategic Plan 2010-2014 – GROW OUR IMPACT WITHOUT GROWING OUR FOOTPRINT

- 2014 goals:**
- Achieve total, sustainable water and sanitation coverage in at least two geographic regions in each country.
 - Increase government counterpart funding for water supply and sanitation in all regions where we work.
 - Monitor all systems annually and report results for our 3-, 6-, and 10-year old systems to achieve a 90% success rate over time. Expand up to the next geographical level in each country program.
 - Each country program will mentor select communities to improve replication.
 - One country program will successfully transition to a mentoring role, demonstrating that we can put ourselves out of a job the right way.
 - Strengthen our newer country programs.

Strategic Plan 2013-2018 – REACH EVERYONE, ESTABLISH FOREVER

Water For People will bring 30 districts—reaching nearly 4 million people across 10 countries—to full coverage following the principles of EF. Where Water For People works, three countries and one entire state in India will use the principles and experiences of EF as the basis for a drive toward full national coverage.

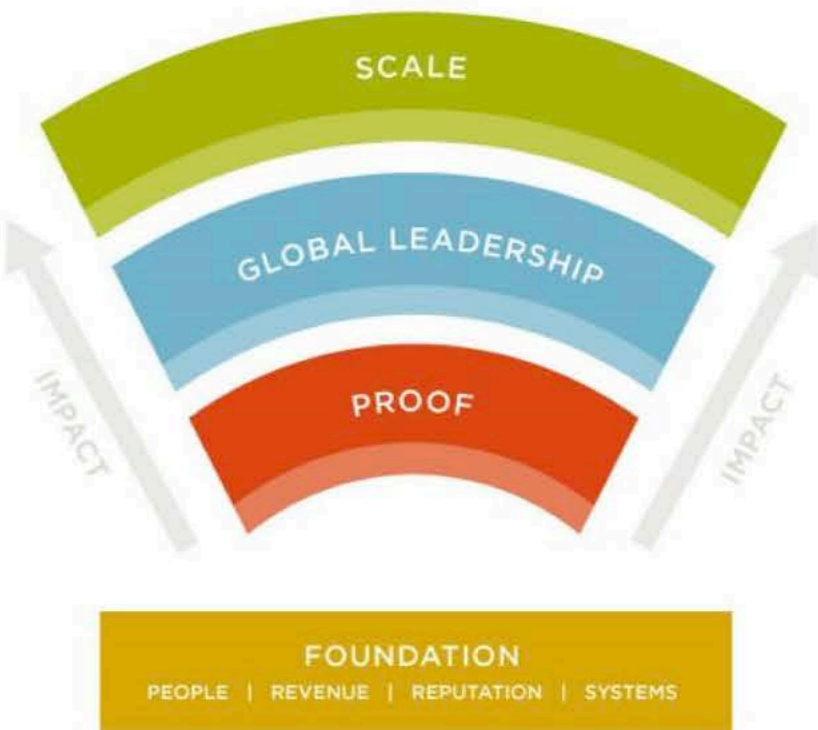
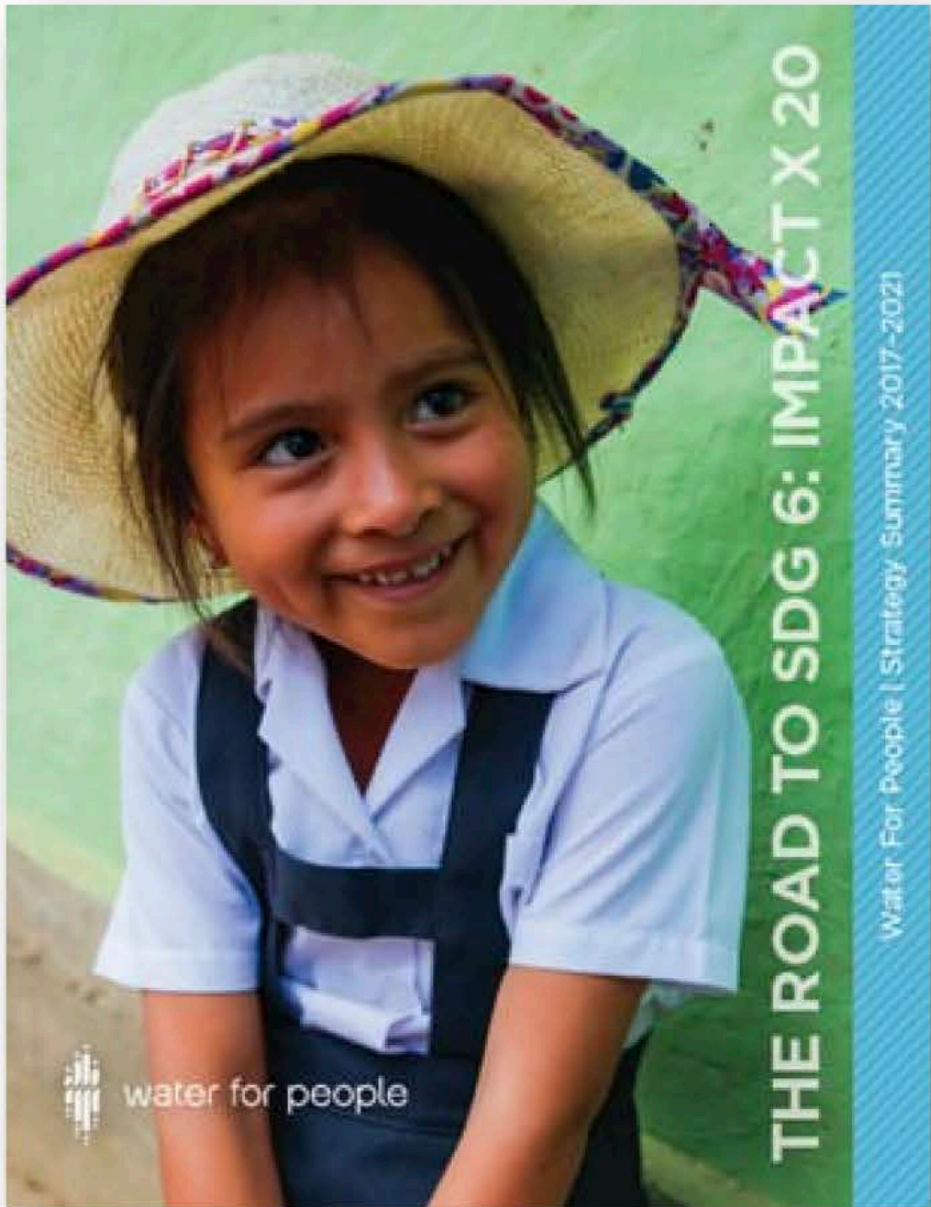
- EF principles are:
1. Reaching Everyone where Water For People works
 2. Leveraging Investment from local government, district communities, and other agencies
 3. Achieving Forever so no INGO support is needed in targeted districts
 4. Monitoring Impact for at least 10 years post-implementation and instilling this capability with local institutions so that monitoring continues
 5. Replicating Success: Success in our targeted districts means that other districts in the countries where we work adopt EF principles without our direct financial support

Strategic Plan 2017-2021: INCREASE OUR IMPACT X 20 (4 million people at the district level to 80 million people nationally in four countries)

The overarching goal from 2017-2021 was to increase our impact in alignment with SDG 6 through three distinct strategies: **Proof, Global Leadership, and Scale**. Our ability to successfully implement (and exceed) our strategic goals depended on the strength of our organization, which continued to grow within four foundational domains: people, revenue, reputation, and systems.

Our results exceeded our targets and show the excellent progress we made over this five-year period:

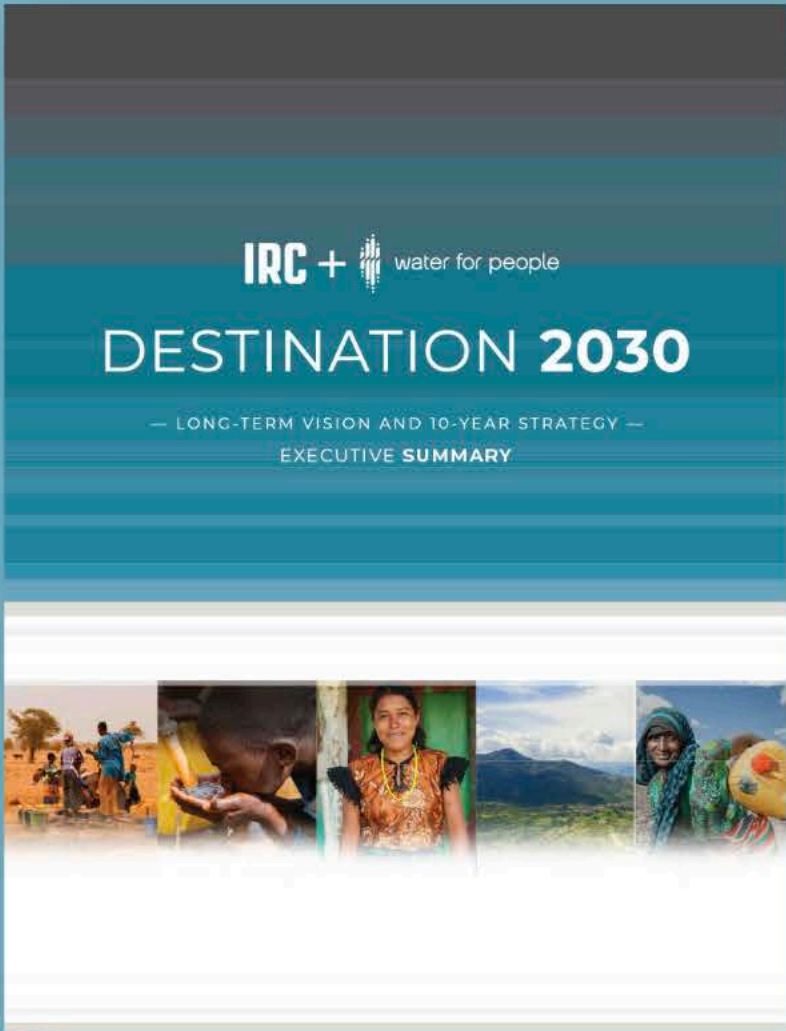
- **Strategic Goal – PROOF - Impact Population** – 4.67 million people reached with safe, reliable water access (surpassed our goal of 4 million people)
- **Strategic Goal – GLOBAL LEADERSHIP - Government Partnerships** - 36 memoranda of understanding (MOUs) with government partners established for co-financing, partnership, new policies, regulations, etc.
- **Strategic Goal – SCALE I – Replication of EF** - 5.9 million people - people reached through replication of EF in collaboration with others (surpassed our goal of 2.5 million people)
- **Strategic Goal – SCALE II – National Systems** - Based upon 2021 data of the Joint Monitoring Program of the WHO and UNICEF, 75 million people experience at least basic water service levels today in Rwanda, Uganda, Bolivia, and Peru where we have the most significant national-level partnerships.
- **Strategic Goal SCALE III – Sanitation** - 1.77 million people were served by sanitation initiatives (new toilets, pit emptying services, decentralized fecal sludge treatment, and/or biosolids reuse).



Water For People's Strategy Over Time (Cont.)



SDGs highlighted in our Destination 2030 Strategy



Destination 2030 Strategy (with IRC) – *The passionate pursuit of sustainable water, sanitation, and hygiene for all.* What we learned during the last five-year strategy period (2017-2021) provided the foundation for our current **Destination 2030 Strategy**. We combined forces with IRC and co-developed this strategy to leverage our expertise. We believe that together we can accelerate our pace toward helping countries achieve the SDGs.

With just a few years left to 2030, time is of the essence to achieve United Nations SDG 6: Clean Water and Sanitation for All. IRC and Water For People joined forces in 2021 to drive faster progress and achieve greater impact in the delivery of WASH services. We are also building on our work that is directly connected to SDGs 3, 4, 5, 8, 9, 11, 13, and 17.

We aim to radically increase our impact by 2030. To do so we have defined three impact pathways:

LOCAL IMPACT: We will seek to achieve universal services by strengthening local water, sanitation, and hygiene systems and investing in more than 150 partner areas to improve services for 20 million people by 2030.

NATIONAL IMPACT: We will scale efforts at the national level to strengthen water and sanitation systems and improve services for more than 200 million people in at least 20 countries by 2030.

GLOBAL IMPACT: We will challenge the status quo, influence leaders, and support people and partners to change the behaviors, relationships, and power dynamics that perpetuate inequity. We will influence and help bring about transformational change in how services are provided for more than 2 billion people who still lack safe water and sanitation across the globe.



2030 Local and National Impact targets in the Destination 2030 Strategy

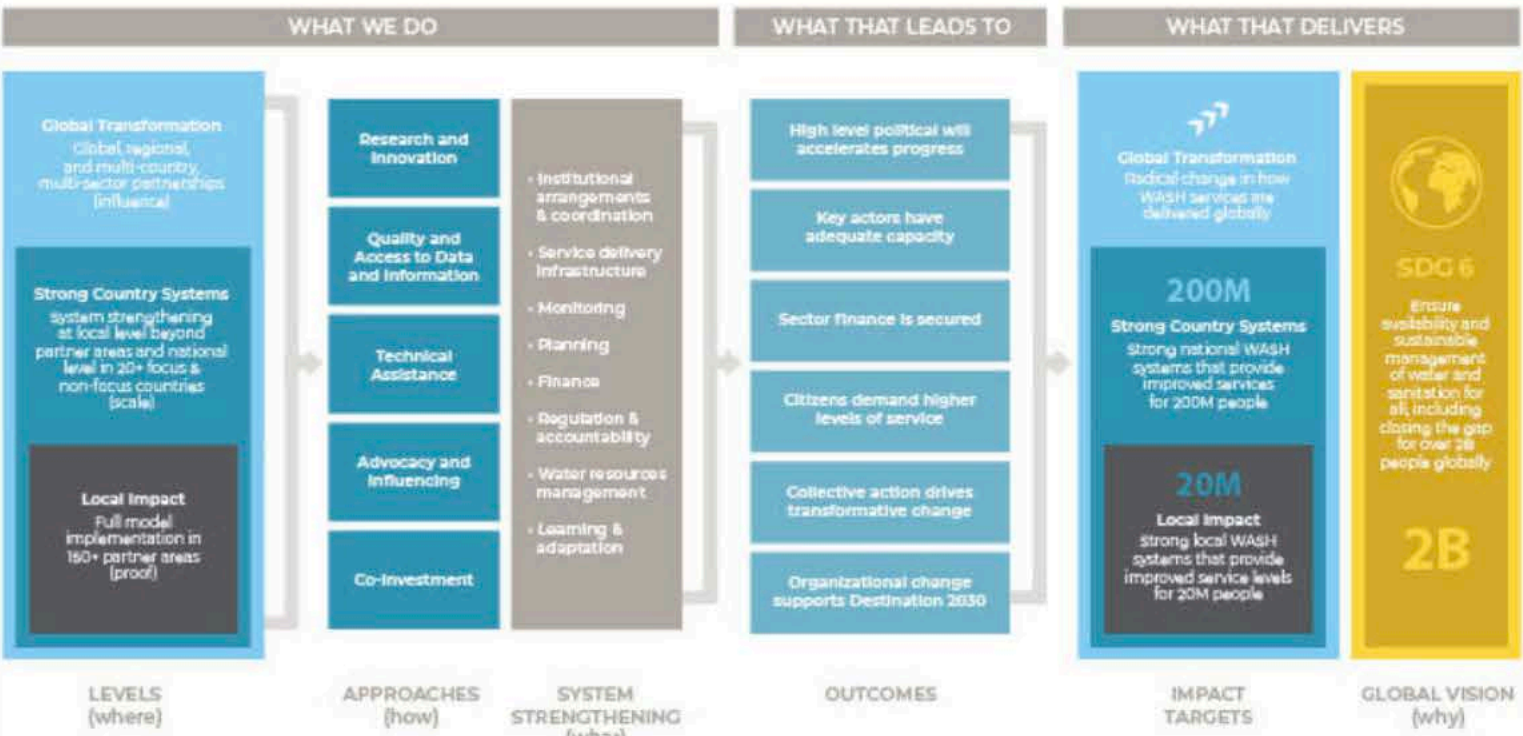
Region	Alliance National Impact Targets ^a	Alliance Local Impact Targets			
		Population	#	Districts, Municipalities, Blocks ^b	Cities and Towns ^c
Africa	80M	26	8.0M	14	2.0M
Asia	20M	12	1.8M	5	1.8M
Latin America	3M	36	0.6M	46	0.9M
TOTAL in current focus countries	103M	74	10.4M	65	4.7M
Targets in new areas and countries ^d	97M	18	3.6M	7	1.3M
			92	14M	72
Global Impact Goals	200M				20M

Our aspirational targets for 2030 include populations reached in the current shared footprint of 15 countries between Water For People (Bolivia, Guatemala, Malawi, Peru, Nicaragua, and Rwanda) and IRC (Bangladesh, Burkina Faso, Ethiopia, Ghana, Mali, and Niger). Together, we have three overlap countries (Honduras, India, and Uganda). We aspire to expand operations to 3 to 5 new countries by 2030, potentially with new Alliance members.

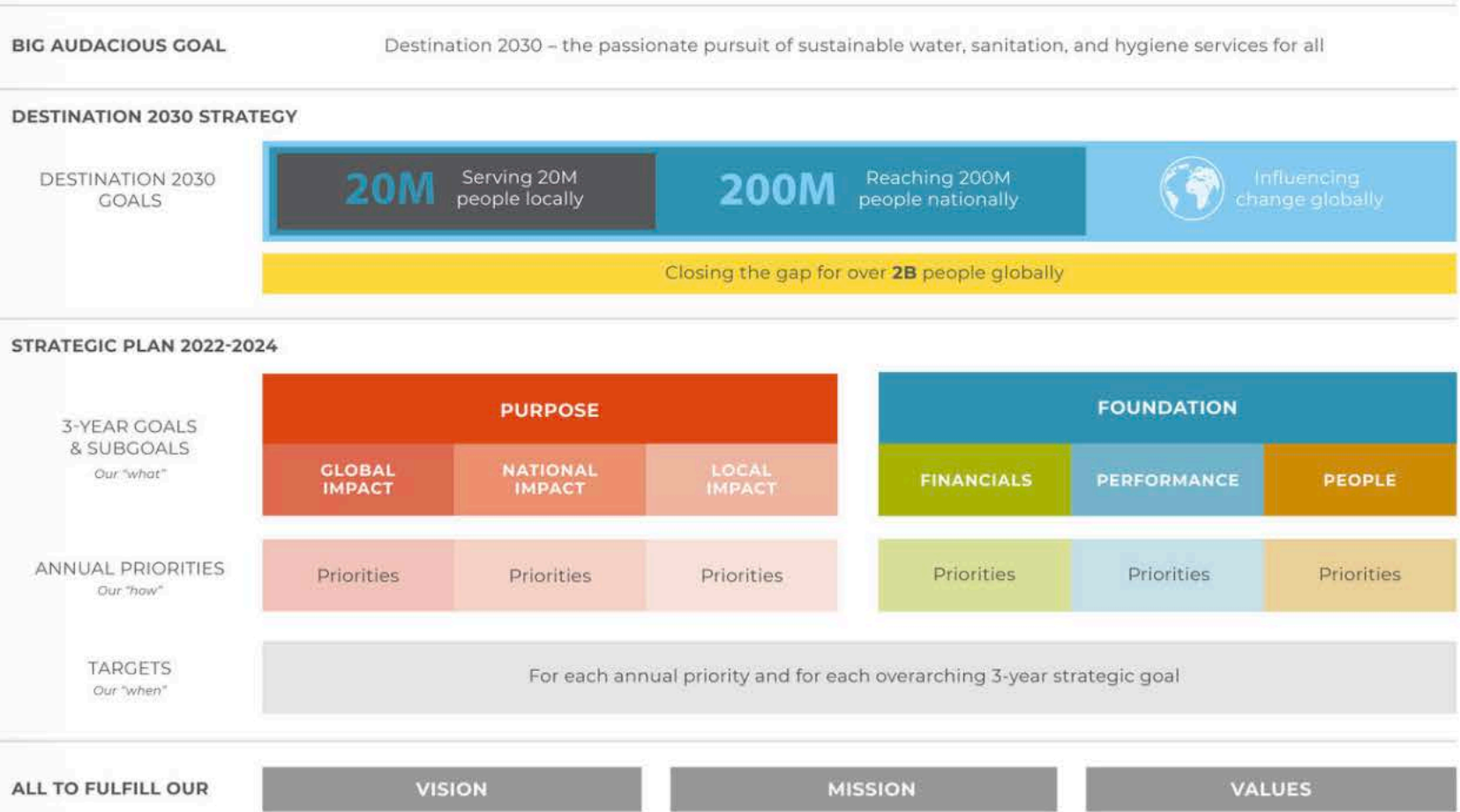
We're Turning Theory Into Action

Our Destination 2030 Theory of Change outlines an ambitious plan that counts on local impact and strong country systems to influence true and lasting global change as we accelerate progress toward SDG 6.

D30 STRATEGY – THEORY OF CHANGE



Our Strategic Hierarchy – how does this all fit together? We start with our Big Audacious Goal (the passionate pursuit of sustainable water, sanitation, and hygiene services for all), which leads us to our long-term Destination 2030 Strategy, which is supported by our short-term Strategic Plan 2022-2024, which is all meant to fulfill our vision, mission and bolstered by our values.



Strategic Plan 2022-2024 – STRENGTHEN OUR FOUNDATION TO ACHIEVE OUR D30 IMPACT TARGETS

Strategic Plan 2022-2024 is a companion piece to the D30 Strategy for Water For People only (does not include IRC). It details how we will do our part in meeting the D30 impact targets we share with IRC, and how we will progress as an organization in the short term. We have two strategic goals in SP 2022-24: our PURPOSE and our FOUNDATION. Each strategic goal has subgoals, annual priorities (59 annual priorities in 2022 under Purpose, and 12 annual priorities in 2022 under Foundation), and annual targets for each annual priority.

Our PURPOSE goal has three subgoals:

1. GLOBAL IMPACT,
2. NATIONAL IMPACT, and
3. LOCAL IMPACT.

Our FOUNDATION goal has three subgoals:

1. strong FINANCIALS,
2. exceptional PERFORMANCE, and
3. extraordinary PEOPLE, without whom none of our efforts would be possible.

AWWA and WEF Committees and Workplace Giving

Volunteer Committees – More than 50 local volunteer committees across the United States and Canada support Water For People’s work through community outreach, advocacy, and fundraising. Most committees are affiliated with an American Water Works Association (AWWA) Section or a Water Environment Federation (WEF) Member Association.



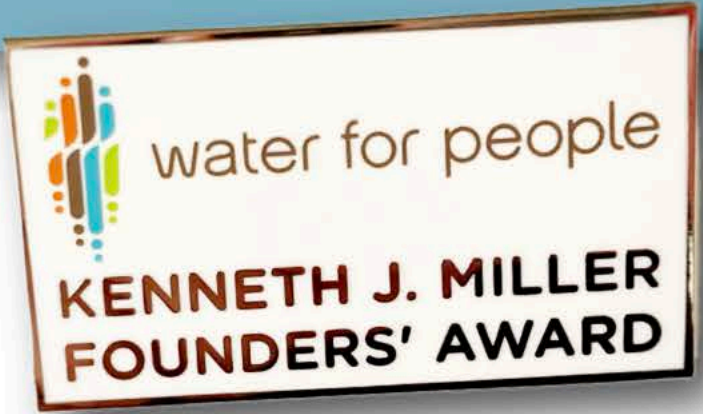
From its beginnings, Water For People was envisioned to be a volunteer effort of the North American water and wastewater communities. The AWWA leaders who organized Water For People believed that water professionals throughout North America would recognize the urgent need to support such a cause by contributing their financial assistance, organizational skills, and professional expertise. Local groups of water and sanitation professionals launched hundreds of active programs in support of Water For People. As the organization grew and began to accomplish its vision of service, it became evident that extraordinary volunteer efforts were being made at the local level and that this dedicated work needed to be publicly acknowledged and honored.



Jazz On Tap - The CDM Smith Carlsbad office supported the San Diego Committee’s Water For People fundraiser – Photo courtesy of Jeff Montera

CELEBRATING LEADERSHIP AND VOLUNTEER SERVICE IN WATER AND WASTEWATER

One of the founders of Water For People, Kenneth J. Miller, exemplified the value of volunteer service. The **Kenneth J. Miller Founders’ Award** was established in 2001 by the Water For People Board of Directors to honor outstanding volunteers. After a distinguished career of national and local service, Ken Miller passed away in June 2010 and the award was renamed in his memory. He embodied self-sacrificing volunteer service and his vision for a world in which everyone has lasting access to safe, reliable water and sanitation services continues to be an inspiration. Today, the Miller Award is presented annually at AWWA’s annual conference (ACE) to exceptional volunteers selected by Water For People Committees and Workplace Giving partners.



Ride With Purpose (Water Buffalos and Jim Williams) presenting a check to Water For People at the Miller Award Lunch (2014)



Miller Award Winner Erin Sedlak of Brenntag



2021 Miller Awardees

In 2008, Water For People announced the creation of a water and wastewater industry award named in honor of longtime volunteer Robert W. Hite, who exemplified the value of volunteer service and was posthumously given the inaugural award. The **Robert W. Hite Award** recognizes a person (or couple) who has demonstrated active leadership to benefit others and is supportive of Water For People’s mission – someone who inspires a shared vision, is forward-thinking, and truly envisions a world where all people have access to safe water and sanitation facilities. The award is annually presented at WEF’s annual conference (WEFTEC).



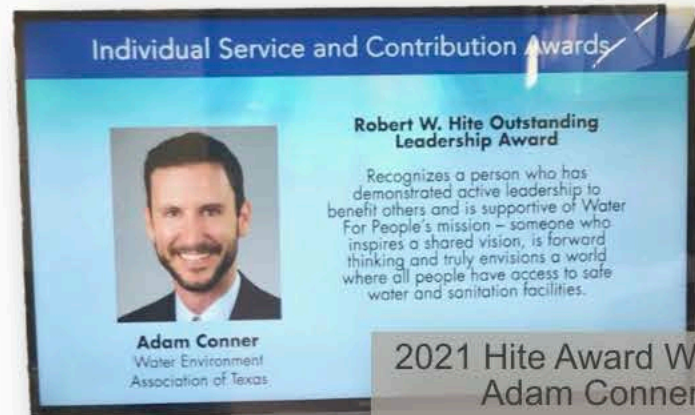
L to R: Julie Kauffman, Georgia David, 2019 Hite Award Winner Irene Wall, Eleanor Allen, Kelly Trace, and Julia Correia



Hite Award Winner Jim Clark of Black & Veatch



2018 Hite Award Winner Don Hoekstra



2021 Hite Award Winner Adam Conner

Cookie Monster Challenge at ACE21 Conference



Katie Porter of Brown and Caldwell challenged A.P. Black Award winner Issam Najm of Water Quality Treatment Solutions to eat cookies like the Cookie Monster during his award acceptance speech, and a Water For People fundraiser was born! This duo raised thousands of dollars for a good cause and certainly made the ACE21 highlight reel.



Founders’ Day – Each year in February, we celebrate our birthday with employees from AWWA. Historically, it was a celebration in the Water For People office, and AWWA members from the Denver office and Section leadership came together with Water For People employees. In 2020 and 2021, the celebrations were virtual and in addition to sharing memories and celebrating our partnership, we virtually participated sharing food together (beer, charcuterie, etc.) while in our own homes.



AWWA CEO David LaFrance giving a welcome at a virtual Founders' Day celebration.



Water Droplets - CDM Smith's Workplace Giving fundraising campaign for Water For People – Photo courtesy of Jeff Montera

WORKPLACE GIVING

Water For People is the beneficiary of numerous Workplace Giving programs at companies. The initial Workplace Giving campaign was nearly 25 years ago. Now, more than 100 companies have employees who donate to Water For People through employee giving programs. Together, they contribute more than \$1 million annually. The organizations include utilities, small engineering firms, and large multinational organizations. Companies provide different ways for employees to contribute including payroll deduction, personalized credit card donation pages, and fundraising campaigns and events. Events include a variety of activities such as water pong tournaments, food around the world luncheons, bake sales, trivia contests, and many more!



Tower 2 Tower 5K - Water For People fundraiser hosted by WaterOne in Olathe, Kansas. Matt Reichert and Katie Werner of Black & Veatch – photo courtesy of Cindy Wallis-Lage





Active Districts in Guatemala

District	Population
San Antonio Ilotenango	25,590
Santa Cruz del Quiché	78,729
San Bartolomé Jocotenango	13,568
San Andrés Sajcabajá	24,981



Water For People Guatemala

Water For People's office is in Quiché

Guatemala Country Directors



Edgar Fajardo
2008-2021



Mario Velásquez
2021–present



2021 Population: 17.4 Million

2020 Gross Domestic Product Per Capita: \$8,850
 (Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- Safely Managed Water Service - Total: 55.8%
- Safely Managed Water Service - Rural: 45.5%
- At Least Basic Sanitation - Total: 67.9%
- At Least Basic Sanitation - Rural: 55.5%

Guatemala is the most populous country in Central America, and its people are proud of their shared Mayan heritage. The country is diverse, with more than 24 languages spoken. Unfortunately, food insecurity and malnutrition are widespread in Guatemala, and 59% of the population live below the national poverty line.

Water For People started working in Guatemala in 1997. In 2007, we began to focus our efforts only in the department (or state) of El Quiché, which was selected due to its high level of poverty and high need for water and sanitation services. Our Guatemala program is known for its success in:

- WASH in schools
- Establishment of water offices in our districts (OMASs or Oficinas Municipales de Agua y Saneamiento)
- Leading and participating in the Water and Sanitation Network of Guatemala (Red de Agua y Saneamiento de Guatemala - RASGUA)
- National influence efforts in establishing a Water Law and a national WASH monitoring system
- Working in social arts for behavior change toward improved use of water, sanitation, and hygiene services and reduction of malnutrition
- We have reached 5 Everyone milestones in Guatemala
- Total impact population in Guatemala in 2021 was 102,959

Water quality in Guatemala has become an increasingly important issue because the country experiences droughts more frequently. The droughts reduce access to clean water. Poor water quality has resulted in the spread of waterborne illnesses throughout the country. Additionally, this lack of water means food shortages and increasing malnutrition among children in Guatemala.

Approximately 43% of Guatemalan children under the age of five are fatally malnourished and, among rural Guatemalan children, this number rises to around 80%. It is in rural areas that the drought has the strongest effect as there is less access to clean water and there are more stagnant bodies of water that increase the spread of disease.

The disparity in access to improved drinking water and sanitation between geographical areas is evident, and the rural population remains disproportionately disadvantaged. There are variables that constrain the access to WASH services, such as geography, income levels, ethnicity, education of head of households, and other household characteristics.



New school bathrooms and water tank at primary school in Lagunitas

Lazos de Agua (see 2014 for details)
 Water For People was the implementing partner of Lazos de Agua in Guatemala from 2014–2021. The social art program for teaching behavior change for improved hygiene in Quiché included many different methods. Including street plays, murals, books, etc.



Making Hygiene Fun – The community of Pachoj in Guatemala is 15 miles (24 km) from the nearest town and challenging to get to – in the rainy season, the trek to this tiny town can include more than a mile of walking along muddy roads that often become impossible for cars to travel. Because access to the town is so difficult, Pachoj lacks basic services like drinking water, sanitation, and electricity.

Despite this lack of infrastructure, one community member was determined to start a school in Pachoj. And when Cristian Misael López started working with the local Guatemalan development agency to build classrooms for his 37 students in 2016, he also made sure to prioritize water and sanitation facilities.

"Before the construction of the water and sanitation facilities, the children practiced open defecation," says Cristian. "They consumed contaminated water and were careless with their hygiene."



Water For People Guatemala (cont.)



Family life in Rijiyubll, San Andrés



Mother and daughter in Xesicl, San Andrés



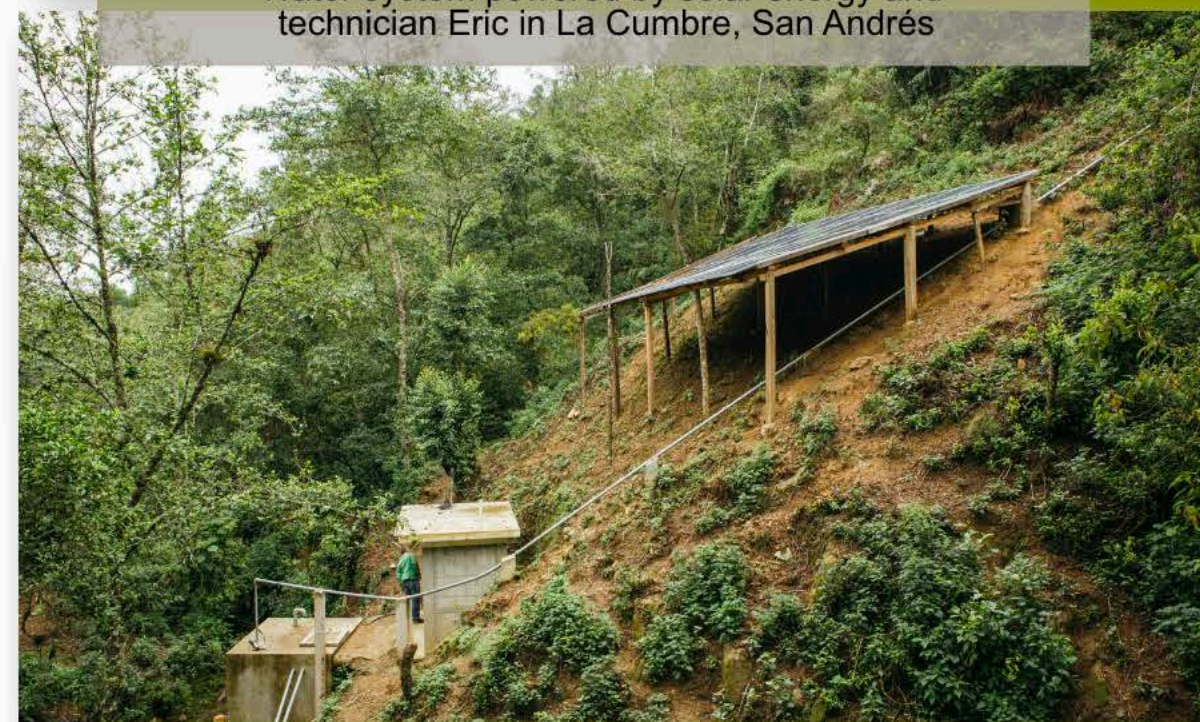
Students that are part of the Water and Sanitation Committee in Xesicl, San Andrés



Water Committee members in Xesicl, San Andrés



Water system powered by solar energy and technician Eric in La Cumbre, San Andrés



Santa Cruz mountains



Students at a handwashing station



Kids in Lagunitas



New toilet at a home in Tucunel, San Andrés



Resident of Tucunel, San Andrés



Local church in Xesicl, San Andrés



Daniel Oporto, Water For People Regional Director Latin America in Guatemala





Active Districts in Honduras	
District	Population
El Negrito	47,104
Chinda	6,000
San Antonio de Cortés	22,386

Water For People Honduras

Water For People's office is in San Pedro Sula

Honduras Country Directors



Diane Betancourt
Program Manager
1997-2000
Country Coordinator
2000-2007

Allan Torres
Country Coordinator
2007-2014
(Picture not available)



Tupac Mejia
Country Director
2015-2022

2021 Population: 9.3 MILLION

2020 Gross Domestic Product Per Capita: \$5,418
(Purchasing Power Parity Per The World Bank)

2020 Joint monitoring Program (JMP) Data:
- At Least Basic Water Service - Total: 95.7%
- Safely Managed Water Service - Rural: 18.7%
- Safely Managed Sanitation Service - Total: 49.7%

Honduras is a Central American country comprised of mountains and coastal plains. Water For People began working in Honduras in 1997 and, in 2007, we narrowed our focus to prioritize three districts. More than 60% of the country's population live on less than \$3.20 per day, and in the rural areas where Water For People works, one in five people live on less than \$1.90 each day.

Our Honduras program is known for its success in:

- Dispersed rural water and sanitation service delivery in rural areas
- A large infrastructure program of 17 water systems in San Antonio de Cortés
- Supporting the implementation of water and sanitation in schools (SWASH+)
- Starting the national movement toward EF (Para Todos Por Siempre or PTPS) across numerous districts in Honduras
- Starting sanitation as a business support to local entrepreneurs
- Influencing a multi-municipality group of mayors and districts (Mancomunidad de Municipios del Centro de La Paz or MAMCEPAZ) that adopted EF
- We have not reached any Everyone milestones in Honduras
- Total impact population in Honduras in 2021 was 53,837

The first strategic plan for Honduras was for 2008-2012. We started working in three municipalities with low water and sanitation coverage. With support from World Water Corps volunteers, we did a scoping study of the three municipalities, their existing service levels, and service levels in the schools and clinics.

Lack of Access to Clean Water in Rural Areas

The lack of access to good water quality in Honduras creates a divide between rural populations and the rest of the country's people. This divide stems from the fact that people in rural communities often rely on small springs to obtain their water and that water is often contaminated and is not always reliable throughout every season.

Additionally, Honduras's poverty levels negatively impact access to clean drinking water. As the second-poorest country in Central America, around 63% of Honduras's population lives below the poverty line. Water For People has been working to remedy the issue of water quality in Honduras, specifically aiming to help people in the country that need the most assistance, such as rural populations.

"My Water For People Story began at the end of 1997. One of the first challenges was the disaster following Hurricane Mitch in 1998. Water For People helped reconstruct 15 small aqueducts. When we first started operations, we donated money to local NGOs that delivered the projects. This evolved into a more direct role in program implementation, which was more efficient and higher quality. We also began working directly with mayors." "I have so many experiences and learned so much in my 16 years with Water For People. I can truly say Water For People changed my life. It converted me into a social engineer. I became much more understanding of the lack of opportunities for the vulnerable and poor. I became convinced of the power of the people when you give them opportunities for collective action, instead of handouts, they achieve their goals. I am convinced that access to water, sanitation, and hygiene contributes enormously to the well-being of society, community development, and capacity building of community members. Water For People will always be in my heart. I will be grateful for the rest of my life."

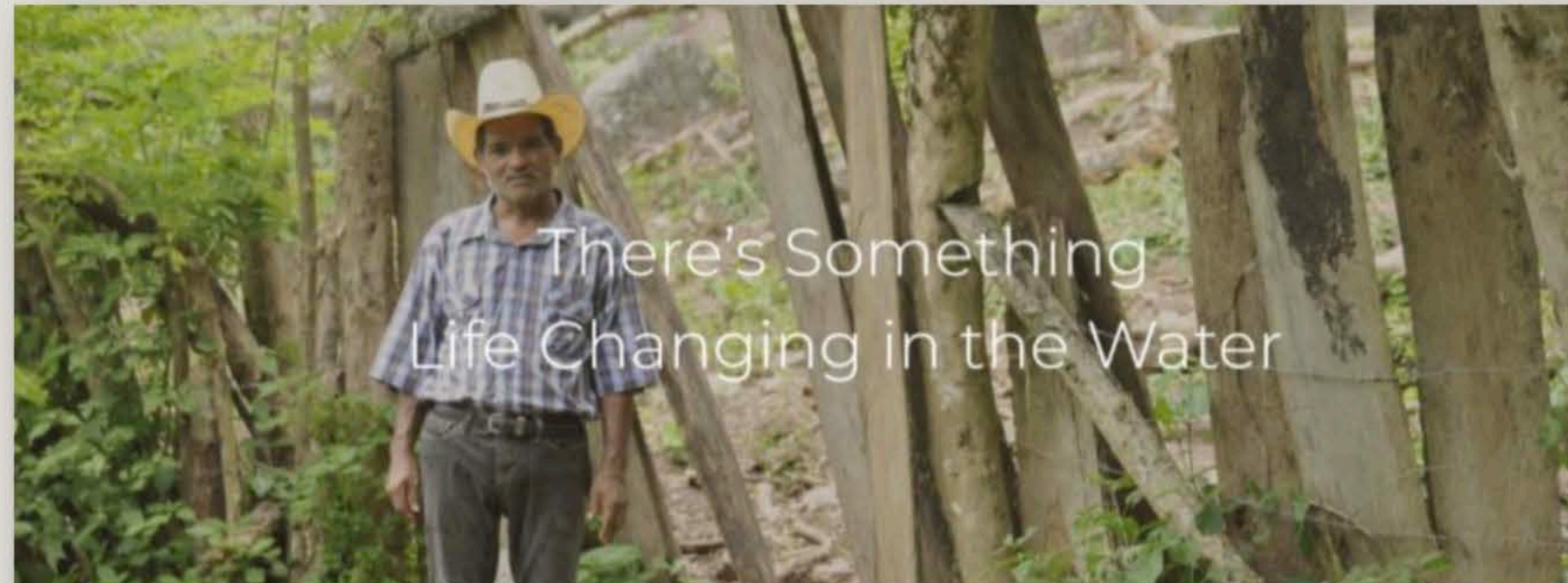


Diane Betancourt
Water For People employee
1997-2014

In Honduras, Water For People sparked a national EF movement (called Para Todos Por Siempre or PTPS). This movement is made up of NGOs and influential government bodies that have all agreed to work toward sustainable and universal water and sanitation coverage throughout Honduras.



There's something life changing in the water — Saturnino Días is 50 years old, but he claims to have more energy than men half his age. A farmer, he has been working the soil since he was five years old. He and the Honduran land have a close relationship. The land depends on him to cultivate its capacity, and he depends on the land to give him the harvest he needs to live.





Water For People Honduras (Cont.)



El Lanillal School, San Antonio, Honduras



Water infrastructure and community life in San José de los Cordoncillos





Active Districts in Nicaragua

District	Population
La Concordia	9,035
San Rafael del Norte	25,217

Water For People Nicaragua

Water For People's office is in Jinotega

Nicaragua Country Directors



Ivette María Morazán
2008-2020



Mauricio José Villagra Salguera
Interim
2020



Liza Rivera
2021-present

2021 Population: 6.2 Million

2020 Gross Domestic Product Per Capita: \$5,567
(Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- Safely Managed Water Service - Total: 55.5%
- Safely Managed Water Service - Rural: 38.5%
- At Least Basic Sanitation - Total: 73.0%
- At Least Basic Sanitation - Rural: 60.9%

The largest country in Central America, Nicaragua is also one of the poorest. The population is a mix of Spanish and indigenous ethnicities, and most families live off subsistence farming or cash crops like coffee and tobacco.

Our Nicaragua program is known for its success in:

- Extensive work with microfinance institutions to provide rural Nicaraguans with access to credit so they can construct nice toilets/bathrooms
- We reached 0 Everyone milestones in Nicaragua
- Total impact population in Honduras in 2021 was 24,096

Water For People began working in Nicaragua in 2008 by building on a successful program in neighboring Honduras. Since 2013, we have focused efforts on reaching EF with water services in two districts (San Rafael del Norte and La Concordia) and expanding sanitation coverage through market-based sanitation projects.

Nicaragua is one of the least developed countries in Latin America, where access to basic services such as water and sanitation is a constant challenge. According to the World Bank, the country maintained a good growth rate in 2016 and 2017; however, due to the social and political unrest since April 2018, the economy is shrinking and the forecasts for 2020, even before COVID-19, were not at all optimistic. The outbreak of the pandemic has added to the severe social cost of violence, job losses, and the fall in business confidence in all sectors, threatening the efforts made in poverty reduction since 2005. Water For People is continuing to work toward full coverage of water and sanitation services in both San Rafael del Norte and La Concordia.

Our work with microfinance institutions (MFIs) has been especially strong. To scale sanitation services, we launched an online training platform for credit advisors with the intention of increasing the number of sanitation loans. Currently, we work with 17 MFIs that provide sanitation loans across Latin America.



Loans for toilets – A lasting approach to sanitation must consider how to create behavior change and local ownership.

Many governments or nonprofits give away toilets, but we've found that model ineffective and unsustainable. If families invest in improving their own bathrooms, they are more likely to use them. In Nicaragua, we're partnering with microfinance institutions that offer loans to families to improve their bathrooms, creating long-term change.

Sobeyda lives in the rural district of San Rafael del Norte, Nicaragua, with her husband and two children. She and her husband Denis work hard to provide for their children, and they knew eventually they needed to build a better bathroom.

"For eight years, we used a latrine that my husband built, but I was afraid that when my children went to the bathroom, they might fall into the latrine," says Sobeyda. "Also, the latrine would fill up with water during the rainy season."

Sobeyda and Denis were motivated to upgrade their family's bathroom, but they didn't have the finances available to construct it. Last year, a loan officer from one of Water For People's microfinance partners was in their community, talking about loans for sanitation. They immediately knew that was their best option to build their bathroom.

With their loan of just under \$500, Sobeyda and Denis were able to buy the materials for their bathroom. Denis is a cabinetmaker, so he knew how to construct the bathroom structure. They were supported by some students in a local plumbing course to complete the water and toilet connections.

The credit they received not only helped them improve their family's sanitation services, but also gave them access to reliable water.

"With the credit, we were also able to connect to our own household potable water service," explains Sobeyda. "Before, we were hauling water from our neighbors' houses."

Having access to credit has improved Sobeyda's family's life immensely, and she feels content knowing her family is safe and healthy, and their water and sanitation practices aren't contaminating the environment.

"What is best is that my children are safe and everything we have is hygienic," she says.



Village life in La Concordia and San Rafael del Norte



Rubber boots reused to make a garden



Community road

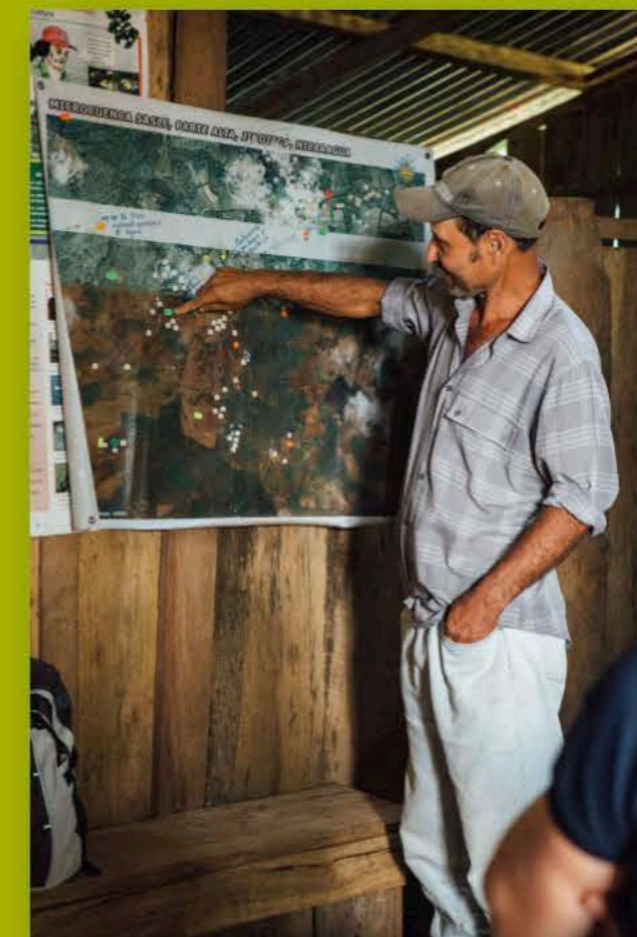
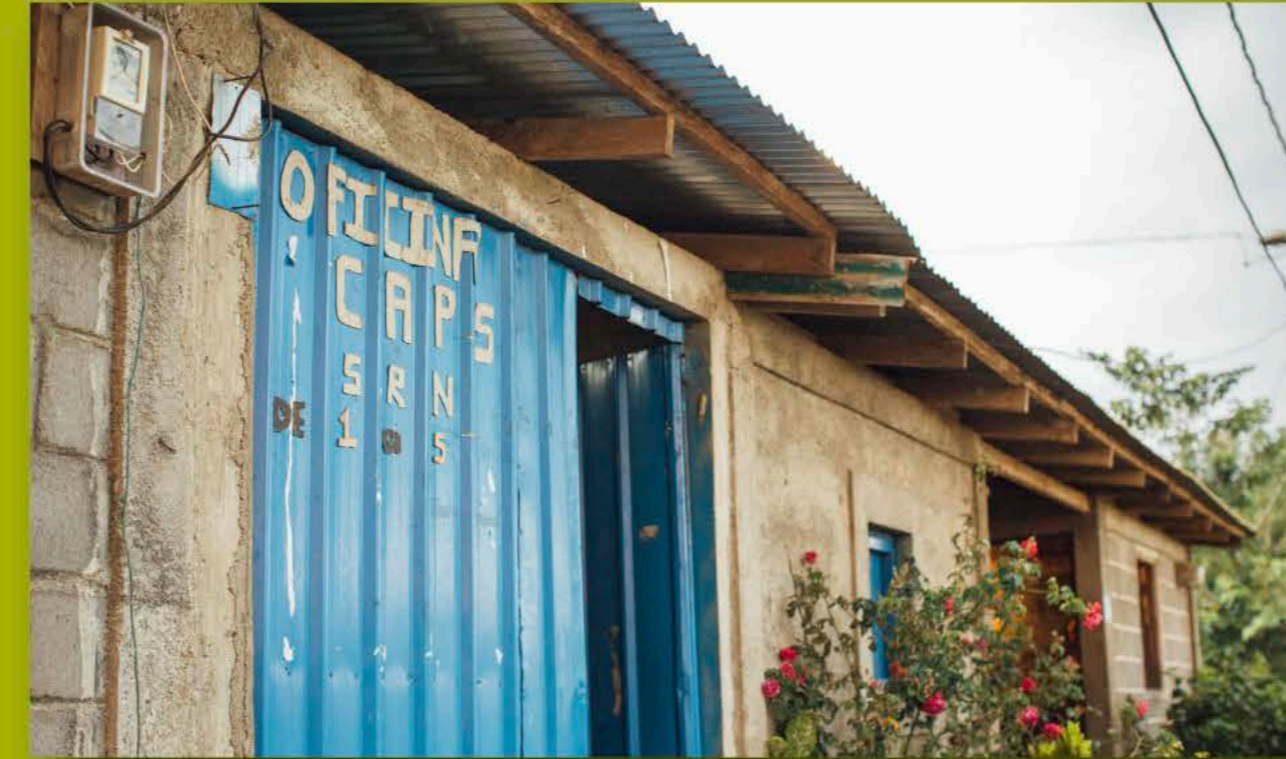
Water For People Nicaragua (Cont.)



Coffee cooperative in San Rafael del Norte



Water Committee Office – San Rafael del Norte



Map of water infrastructure

Household "biodigestor" (septic tank)



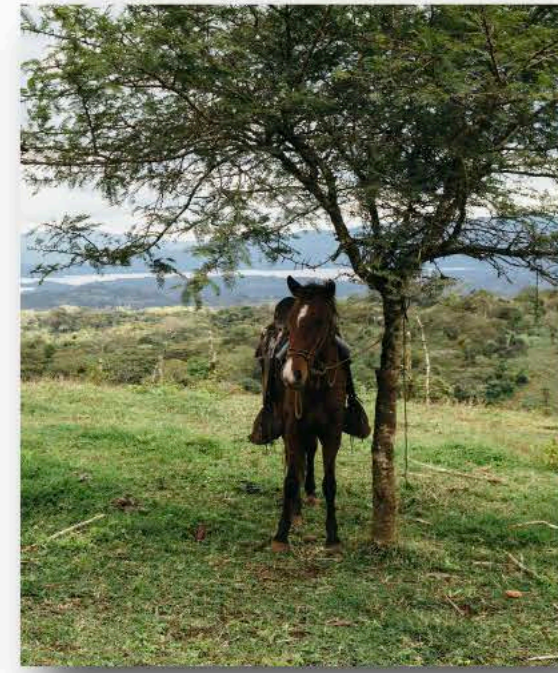
Community water system – water meter



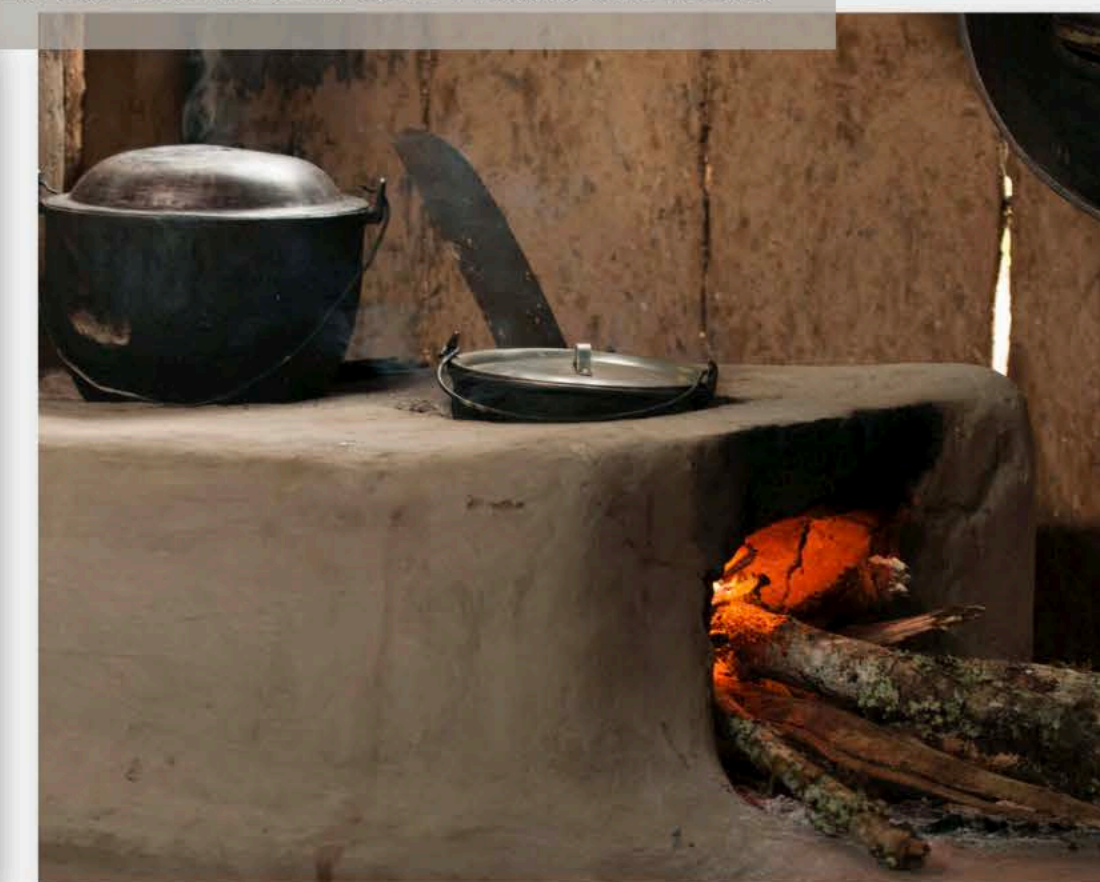
Water Committee member showing residual chlorine test results

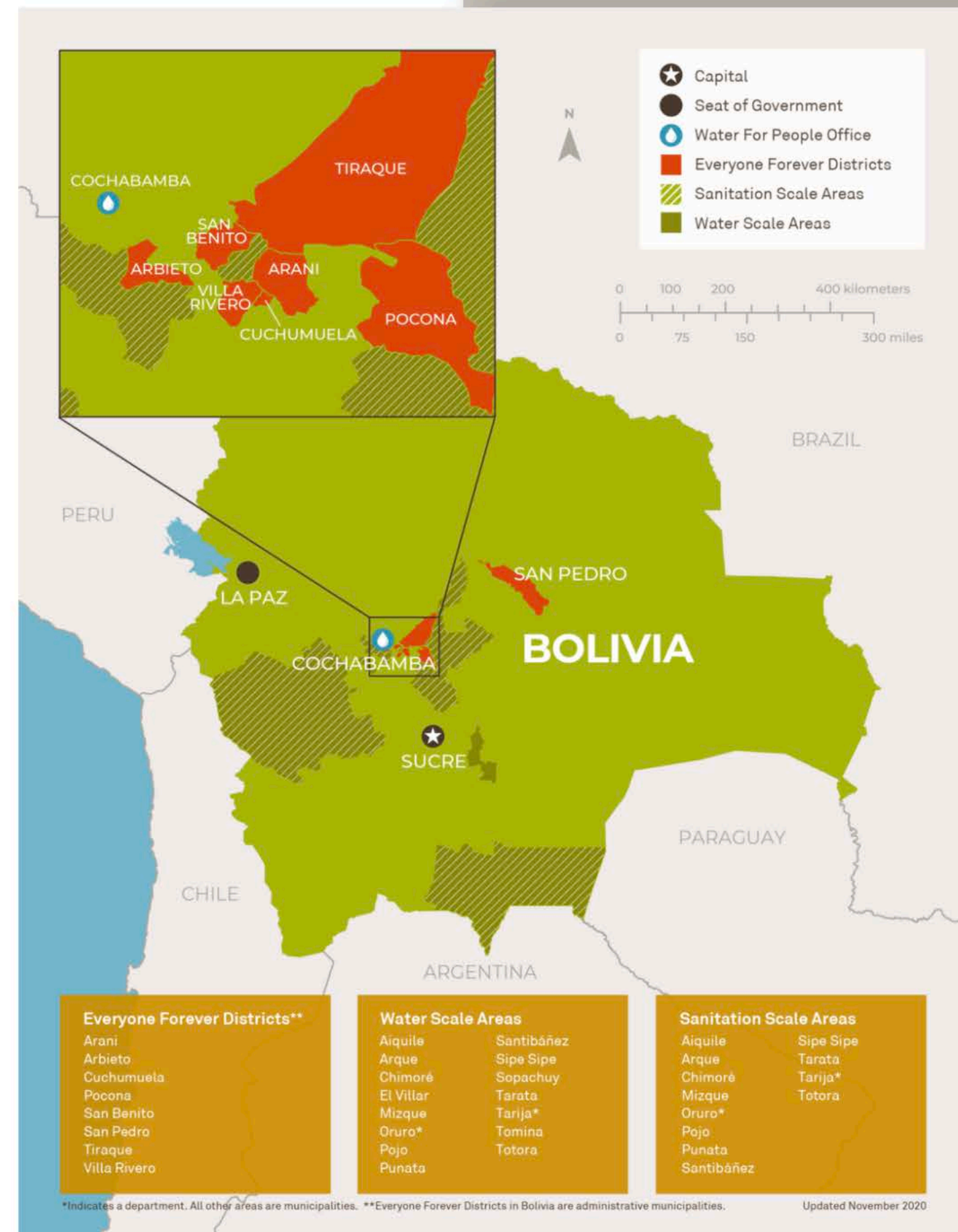


Household hygiene tracker



Village life in La Concordia and San Rafael del Norte





Active Districts in Bolivia

District	Population
Arani	21,640
Arbieto	34,920
Cuchumuela	1,750
San Pedro	16,735
Tiraque	31,170
San Benito	25,820
Villa Rivero	17,535
Pocona	15,265

Bolivia is a landlocked country in the heart of South America, whose people are proud of their indigenous heritage and cultures. Water For People began working in Bolivia in 1997. In 2018, Bolivia's district of San Pedro became the first district where Water For People, together with district partners, achieved water services for everyone — every family, clinic, and school. Several more districts have reached full coverage since. In addition, Bolivia is the first country in Water For People's portfolio to have reached Forever milestones (San Pedro and Arani).

Water For People Bolivia

Water For People's office is in Cochabamba

Abraham Aruquipa - Country Coordinator
2007-2010

(Picture not available)

Bolivia Country Directors



Dr. Betty Soto
2010-2014



Alberto Yutronic
2014-2021



Andres Abasto
2021-present

2021 Population: 11.8 Million

2020 Gross Domestic Product Per Capita: \$8,272
(Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- At Least Basic Water Service - Total: 93.4%
- At Least Basic Managed Water Service - Rural: 79.9%
- Safely Managed Sanitation - Total: 52.9%
- At Least Basic Sanitation - Rural: 44.0%

Our Bolivia program is known for its success in:

- Replication programs in the states of Oruro and Tarija
- Working on national water and sanitation master planning with the Vice Ministry of Water and Environment
- Success of the municipal subsidy program for home toilet/bathroom construction
- Water resources management and reforestation of mountain springs
- Reaching 15 Everyone milestones in Bolivia through 2021
- Reaching 2 Forever milestones in Bolivia
- Total impact population for water in Bolivia in 2021 was 145,598

Water — Shrinking glaciers, extreme droughts, and management challenges threaten Bolivia's water supply. In the past, these shortages have led to controversy; in 1999, for example, a series of protests that became known as the Cochabamba Water War led the government to reverse the privatization of the city's water.

More than 20 years later, Bolivia continues to face supply issues. In 2016, the country suffered its worst drought in 25 years. The water shortages affected 125,000 families and led to the declaration of a state of emergency. And the very next year, the capital, La Paz, suffered another historic drought. Drought can be a struggle throughout much of the country, but agricultural communities also face the challenge of maintaining their livelihoods in the face of uncertain water availability.

Sanitation — In Bolivia, two-thirds of the population, roughly 6 million people, lack this sanitary barrier between their waste and their fields, fingers, or food. Open-defecation rates are high (>38%) in rural areas. Organizations of all shapes and sizes have built and given away thousands of free toilets in Bolivia for the last 50 years. Despite these efforts, sanitation rates are still low. Furthermore, despite having access, evaluations in Bolivia show that all too often toilets are not used as intended, reinforcing the lesson that we cannot simply donate or build our way out of the sanitation crisis; a new approach was needed that puts sustainability at the forefront.

Water For People has been working on increasing market demand for toilets in Bolivia since 2013 with success. Lessons learned have been:

- The generation of demand for toilets at first required higher costs for technical assistance and investment in materials and labor to carry out demonstration projects.
- It is possible to recapture the costs over time and help families understand the importance of using a composting toilet or toilet with a septic tank at home to improve health and hygiene. Families contributed an increase portion of the total costs (that were subsidized by Water For People and the municipality) over time, as more community members built toilets and bathrooms.
- It is possible to achieve zero subsidy and for families to access credit to pay for the construction of their own toilets.

Construyo Mi Baño con Incentivo Municipal

Incentives to Build Family Toilets — David Siles is the mayor of the Villa Rivero district, which is located in the Valle Alto of the Cochabamba department in Bolivia. Starting in 2016, David has developed and led a local government initiative supported by Water For People called Construyo Mi Baño con Incentivo Municipal (I Build My Bathroom with a Municipal Incentive). This initiative has resulted in hundreds of families in the 42 villages of Villa Rivero building and using bathrooms in their homes, making them the first generation in their families to have access to something so many of us take for granted: a toilet.



Mayor of Villa Rivero
David Siles

With just a minimal incentive, families in rural Bolivia will eagerly invest their own time and money (through savings or a microloan from a microfinance institution) to improve and dignify their homes by building a bathroom. The local government of Villa Rivero provides a basic ceramic toilet, small sink, and shower head (total cost is about US\$50) to any family that is willing to build the walls, roof, and a septic tank for the bathroom (average investment is about US\$550).

How many bathrooms does Bolivia need to end the sanitation crisis? Water For People estimates 400,000 — which would require a US\$20 million investment for local government incentives. Could the national government channel US\$5 million per year for the next four years through local governments to get this done? Remember, they have already invested nearly US\$2 billion in drinking water and sanitation by means of national programs. So clearly, yes! We are hoping to convince the Bolivian Vice Ministry of Drinking Water and Sanitation that this is a worthy goal for Bolivia!



Meet Mayor Dunia — Mayor Dunia Rojas is a force to be reckoned with. Standing four and a half feet tall with long twin braids down her back, Dunia Rojas is the mayor of the district of Arani, Bolivia. She's not afraid to face a challenge head on — like getting every person in her district safe water.



Water service before (left) and after (below) water system installed in Thagoni (Cochabamba)



"My name is Betty Soto Terrazas, a Public Health Doctor. I was Water For People Bolivia's Country Director from 2010 to 2014 - a unique experience in my professional life. I am very happy to be able to share some of the many experiences and my lessons learned. Congratulations on 30 years of Water For People's work! Keep going and continue providing support to low-income families and making them happy and healthy!"

"There were so many wonderful moments that I remember from my time with Water For People. It is difficult to summarize in a few photographs the best of my period of work in Water For People, which was five years of constant learning. Undoubtedly, the Everyone Forever approach demanded commitment and creativity from the Water For People Bolivia team to motivate the authorities, strengthen health education, and change behaviors. A greater effort was needed for community participation - especially of peasant women."



Margarita Terrazas (from the community Tojra Collo in the municipality of Gualberto Villarroel) and the bathroom she built for her family -Photo courtesy of Betty Soto (2012)



In peri-urban areas of the south of the city of Cochabamba, the challenge was to get families to build their own toilets. They could access a "smart subsidy" from the municipality to offset part of the costs. The goal was to increase the number of toilets. In addition, there was a "Saniarte" contest and prizes were construction materials. The results were fabulous!
- Photos courtesy of Betty Soto (2012 and 2013)



Water quality laboratory at the water and sanitation office in San Benito (San Pedro)



Water For People Bolivia (Cont.)



Roxana Conde
Water For People Bolivia employee
Social and Sustainability Lead



Jhonny Perez
Water For People Bolivia employee
Sustainable Sanitation Lead



Bolivia Virtual Impact Tour – April 2021

During the COVID pandemic, we couldn't take visitors to see our Country Programs, which we usually do twice a year on an Impact Tour. We began to do virtual Impact Tours. They were free and had excellent attendance from around the world. They also became great fundraisers (via voluntary donation)!



Day 1



Day 2



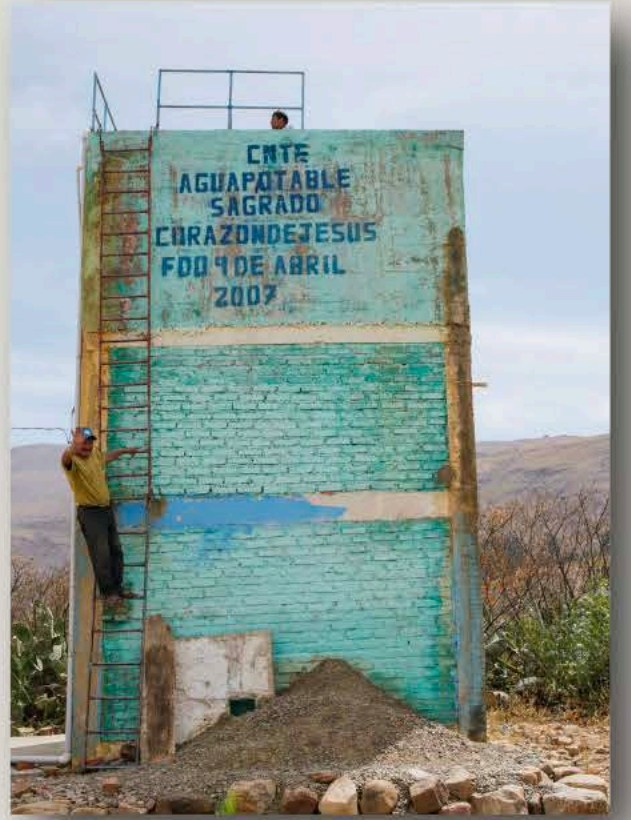
Day 3



School children and Water Committee members in Thagoni (Cochabamba)



Women working on trenching for the water distribution system in Arbiesto (Cochabamba)



Water well and tank in the village of Sagrado Corazón de Jesús, Tiraque (Cochabamba)

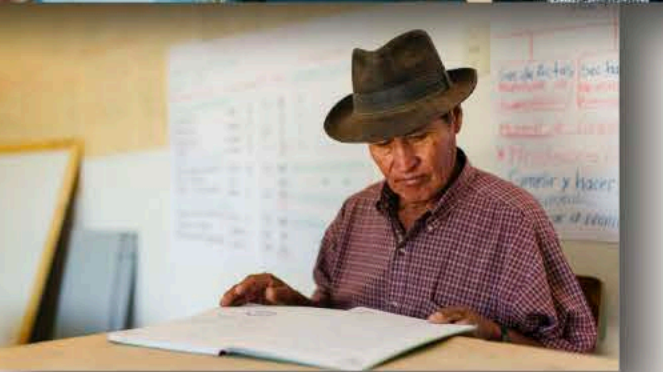


Dona Aide, a resident of Kollpana village in Pocona (Cochabamba)



Guillermo building his new bathroom in Arani (Cochabamba)

Development of community water system and household bathrooms in the village of Saca Sirca, San Benito (Cochabamba)





Active Districts in Peru

District	Population
Asunción	11,887
Cascas	17,191
Reque	7,335

Water For People Peru

Water For People's office is in Trujillo

Peru Leadership



Kate Fogelberg
Regional Manager, South America
2008-2010



Francisco Soto
Peru Country Director
2010-2021



Gisela Murrugarra
Peru Country Director
2021-present



2021 Population: 32.2 Million

2020 Gross Domestic Product Per Capita: \$11,874
(Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:
 - Safely Managed Water Service - Total: 52.3%
 - Safely Managed Water Service - Rural: 22.1%
 - Safely Managed Sanitation Service - Total: 52.8%
 - At Least Basic Sanitation - Rural: 60.2%

Peru is a country of great geographic diversity — boasting plains and deserts, central highlands, Andes Mountains, and eastern tropical rainforests. Peru's economy is growing rapidly, and so is the disparity between the rich and poor.

Our Peru program is known for its success in:

- Water resources management
- A replicable "Road to EF" program that other district governments are following
- Working with the national regulator (SUNASS) and the national water agency (ANA) on tariff setting, disinfection, and water resources management
- Reaching 2 Everyone milestones in Peru through 2021
- Total impact population for water in Peru in 2021 was 28,475

Throughout the early 2000s, Peru's economy enjoyed a period of rapid growth, driven by such industries as mining, agriculture, textiles, and manufacturing. This economic growth contributed to a significant and rapid decline in poverty. However, according to data from the World Bank, approximately 20% of Peruvians still live below the national poverty line and 84% of Peruvians have access to improved drinking water, though in rural areas only 72% have access.

Water For People began working in Peru in 2008, and EF programming was officially implemented in Cascas in 2011, Asunción in 2013, and Reque in 2019. Since that time, we have successfully forged an innovative and integrated program of water, sanitation, and hygiene education that is helping everyone in both districts gain access to these critical resources.

Water For People has implemented several water resources management practices. These include developing integrated water resources management plans, performing environmental conservation activities and reforestation programs, and improving the frequency of water-quality testing at water sources to help ensure that the water is safe to drink.

Protecting a District's Water — Don Ángel went from being a zoologist who worked with livestock to leading the water and sanitation office in the the district of Cascas in the province of Gran Chimú. He admits it's a somewhat odd career move, but the district water office was interested in his experience in environmental management and work with rural communities. This experience was invaluable in 2017 when the district of Cascas was hit by the worst flooding in decades, washing away most of the district's community water systems.

Don Ángel
Water and sanitation leader in the district of Cascas in the province of Gran Chimú



Colegio Manuel Gonzalez Prada de Asunción (Cajamarca) – Primary School



Teachers that support the water and sanitation club (one shown doing a chlorine residual test at a sink at the school)

Mother and daughter in Limbe (Asunción)



Water For People Peru (Cont.)



Siblings enjoying their new bathroom and household water tap in San Isidro, Asunción



Cascas town – walking home from school with Dad



Cascas town – local hardware store that sells bathroom construction materials

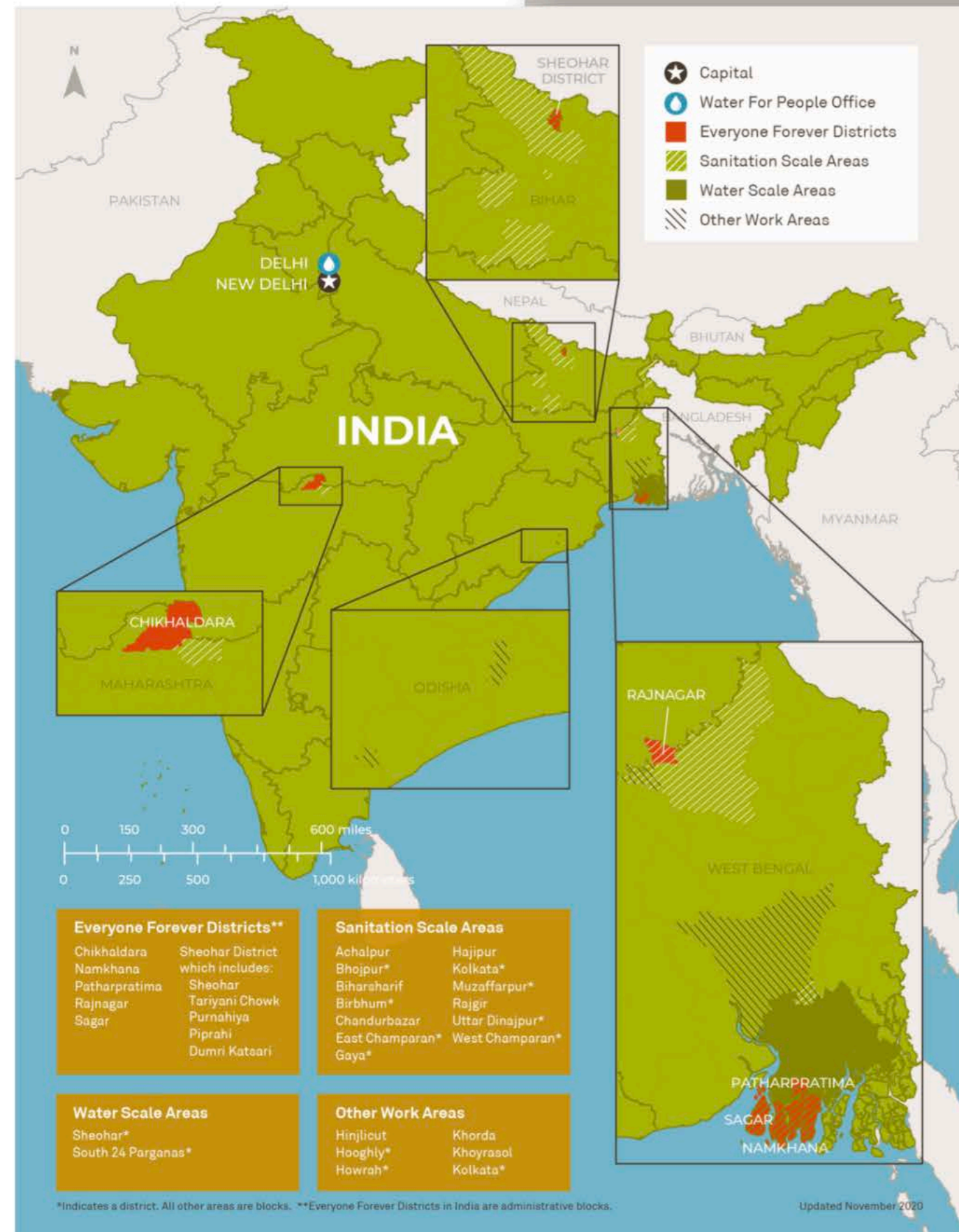


Grape farmer in Pampas de San Isidro that sells to wine makers in Cascas



Choloque village, Cascas – daily life





Active Districts in India	
District	Population
Sheohar Block - Sheohar	155,258
Dumri Katsari Block - Sheohar	93,398
Tariani Chowk Block - Sheohar	197,693
Piprahi Block - Sheohar	117,948
Purnahiya Block - Sheohar	91,949
Sagar Island – West Bengal	212,037
Patharpratima – West Bengal	331,823
Namkhana – West Bengal	182,830
Rajnagar – West Bengal	77,979
Chikhalidara – Maharashtra	140,935

Separated from mainland Asia by the Himalaya Mountains, India is the world's largest democracy. With 1.3 billion people, it is a country of great cultural, religious, and linguistic diversity. Water For People began working in India in 1996 as a branch office of the US organization. In 2008, we also developed a locally registered affiliate (the India Trust) to work in tandem on projects funded by Indian corporations, foundations, and individuals.

Water For People India

Water For People has offices in Delhi, Kolkata, and Patna.

India Country Directors



Rajashi Mukherjee
2005-2010



Arumugam Kalimuthu (AK)
2010-2015



Meena Narula
2015-2020



Bishwadeep Ghose
2020 - present



2021 Population: 1.2 Billion

- West Bengal State: 100.9 Million
- Bihar State: 128.5 Million
- Maharashtra State: 124.9 Million

2020 Gross Domestic Product Per Capita: \$6,501 (Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- At Least Basic Water Service - Total: 90.5%
- Safely Managed Water Service - Rural: 56.1%
- Safely Managed Sanitation Service - Total: 45.9%
- Safely Managed Sanitation Service - Rural: 50.5%

Our India program is known for its success in:

- Partnership with national government on the Jal Jeevan Mission (drinking water for 150 million households)
- School water and sanitation child cabinets
- Market-based sanitation approaches
- Water resources management
- Solid liquid waste management
- Reaching three Everyone milestones in India through 2021
- Total impact population for water in India in 2021 was 1,525,975

Water Depletion in India – A safe water supply is the backbone of a healthy economy, yet is woefully under prioritized, globally. It is estimated that waterborne diseases have an economic burden of approximately US\$600 million a year in India. This is especially true for drought- and flood-prone areas, which affected a third of the nation in the past couple of years. Naturally occurring chemically contaminated water also was present, mainly fluoride (19 states) and arsenic (West Bengal) contamination.

Moreover, two-thirds of India's 718 districts are affected by extreme water depletion. One of the challenges is the fast rate of groundwater depletion in India, which is known as the world's highest user of this source due to the proliferation of drilling over the past few decades.

To accelerate the efforts to achieve universal sanitation coverage and to put the focus on sanitation, the **Swachh Bharat Mission (SBM)** was launched in 2014. Under the mission, all villages across all districts and states in India declared themselves "open-defecation free (ODF)" by Oct 2019, during which 100 million toilets were constructed in rural India! To ensure that the ODF behaviors are sustained, no one is left behind and solid and liquid waste management facilities are accessible. The mission is moving toward the next phase of SBM.

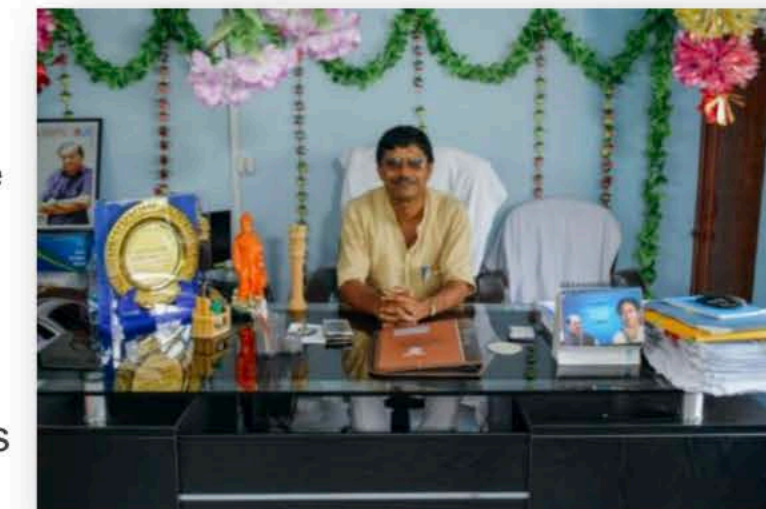
Jal Jeevan Mission (JJM) is envisioned to provide safe and adequate drinking water through individual household tap connections by 2024 to all the 193 million households in rural India. The Mission also incorporates source sustainability measures using water resource management principles, grey water management, rainwater harvesting, etc., using a community-centric approach. As of February 2022, it has been able to achieve 47% coverage across all States and Union Territories.

Meet Rabindranath Bera – The recognition of Digambarpur gram panchayat (a governed area similar to a US county) as the best in the country is the result of exemplary leadership, and the determination of the people of Digambarpur to be a part of something bigger – something extraordinary.

In 2018, the award for Best Gram Panchayat recognized Digambarpur, West Bengal, out of the 250,000 gram panchayats in India for its progress in improving conditions for the more than 34,000 inhabitants.



How did Digambarpur make such extraordinary progress? Part of the answer lies with its president, 55-year-old Rabindranath Bera. As president from 2013-2017, Bera oversaw the development in Digambarpur that has brought it into the spotlight. As a new president, Bera quickly realized his community faced an enormous problem – water access.



Water For People India Entities –

India is unique at Water For People in that we have two entities operating in-country – the India Branch Office and a locally registered Trust, which is an affiliate of Water For People. The India program started in 1996. In 1997, the India Liaison Office opened in Kolkata. This became a Branch Office in 2012. In 2014, the India Branch Office was upgraded to a Nodal Office in Delhi. The Water For People India Trust was founded in 2008.

The Trust has its own board and is independent of Water For People. Donations are raised through Indian corporates who need to set aside 2% of their profits as a part of their corporate social responsibility and these include the National Stock Exchange, Colgate-Palmolive, ITC, Calcutta Electric Supply Corporation (CESC), Ramboll, Xylem, Suez, EY Foundation, Reckitt Benckiser (RB), Tata Steel, Tata Chemicals, Molson Coors, etc.

Between 2014 and 2019, Water For People could fund directly to the India Trust from the US. Unfortunately, this has been discontinued pending the renewal of the Foreign Contribution Regulation Act registration of the Trust by the Government of India. Water For People in India partners with local NGOs that can receive foreign funds, and also has its own implementation teams across the four states that it currently works in.



Vaideeswaran Sivaswamy
Water For People India Trust board member (2011-2021)
Research, Development, and Engineering VP at Ecolab



Fishing in the Sunderbans (West Bengal)



Meena Narula

"Namaste from Meena! I am the former Country Director and Managing Trustee, Water For People, India (2016 - 2020). I would like to Congratulate the Water For People family on the 30th Anniversary! I am privileged to share a brief excerpt from my tenure of four and a half years at Water For People on this occasion."

"The period since 2015, as we know, coincided with the adoption of Sustainable Development Goals. This was the launch of time-bound, nation-wide reforms for safe water and sanitation. In India it was a phase that witnessed the growth of sanitation markets and then the unprecedented COVID 19 pandemic. What followed was a truly transformational journey indeed!"

"In our mission to promote the development of 'high-quality drinking water and sanitation services for all – sustained by strong communities, businesses, and governments in India; we placed three 'P's' at the center of our transformational journey – People; Performance, and Partnerships."

"I take immense pride in our first step – the collaborative process of formulating and operationalizing our first-ever five-year India Strategic Plan. The inside-out approach to organizational development was guided by pride and belief in our achievements, learnings, and capabilities. Programs-led strategy for institutional strengthening paved the way for value creation and becoming a future-ready organization."

"Cherished memories from Water For People are many! A few worth mentioning are:

- Localizing the ownership, implementation, and achieving co-financing of WASH plans with the active engagement of households, community-based organizations, and the Panchayati raj institutions;
- Securing government collaborations for implementing and sustaining rural piped water supply schemes; latrine building by the poorest and excluded households, and building a team of local artists to use local art forms for behaviour change; and
- Active representation in various in-country and global networks, coalitions, and fora."

"It would be remiss of me to not talk about the new technical collaborations and funding partnerships established. These have opened opportunities for innovations, technical assistance, and policy influence to pursue our mission to provide sustainable access to safe water and sanitation for every person."

"I express my deep and heartfelt appreciation for the Water For People India Governing Board and the global leadership and in-country team for this journey. In this onward commitment, here's wishing Water For People all the best in achieving its renewed vision and mission outlined in Destination 2030." – Meena Narula, India Country Director 2015-2020

Water For People India (Cont.)

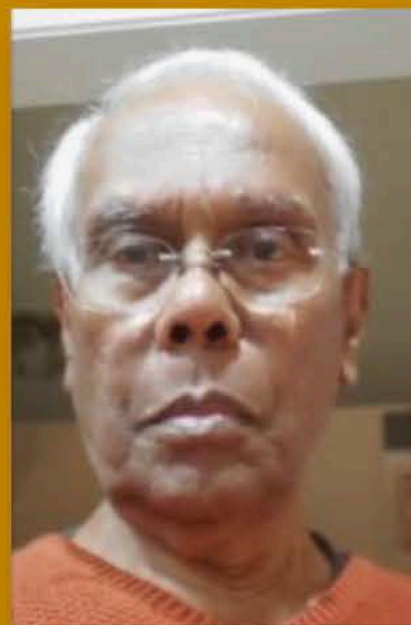
"I worked in Water For People from 2010 to 2015 as Country Director. Water For People was special to me for its unique program strategy, which was EF, that focuses on universal coverage with sustainability. Water For People allowed me the flexibility to experiment with new ideas. During my tenure, the organization was able to deliver some remarkable accomplishments such as the following:

- **Jalabandhu** - How systematic training of local youth, volunteers and mechanics on borehole hand pump repairing, improved water supply and significantly reduced downtime (from more than 30 days to mere 24 hours).
- **Video on Naked Truth** – How preconceived ideas don't always work. The organization was not afraid of sharing its failures and the lessons learned from the failures.
- **Voucher Scheme** – An innovative and revolutionary idea to fill the gap of unavailability of upfront money amongst marginalized households for toilet construction in Bihar. This brought households, Govt. authorities, and sanitation entrepreneurs on one platform and improved sanitation coverage in Sheohar district of Bihar significantly.
- **Social Art** – With support of One Drop, we introduced an innovative program called social art to bring about behaviour change using local folk, culture, and dialect.

"In addition to the above, I found annual reflection sessions (RIR) a great way to reflect on the past year's performance by bringing all the key stakeholders on one platform and plan a way forward together." - Arumugam Kalimuthu (AK), India Country Director 2010-2015



Arumugam Kalimuthu



Arun Deb

people suffer serious health effects in West Bengal and Bangladesh. In 1997, the first prototype of an arsenic-removal plant was installed in a few villages. Four pillars of sustainability were part of the project: Social Acceptance, Appropriate Technology, Proper Institution of Management, and Financial Arrangement."

"In 2000, with a grant of \$180,000 from the Conrad Hilton Foundation, Rotary International Foundation, Puerto Rico and Golf Green, Rotary Club of Calcutta, Water For People, and the Das Foundation, expanded implementation of the arsenic treatment units into many other West Bengal communities. Today, arsenic treatment units are installed in more than 200 villages, supplying good-quality drinking water to more than 200,000 people. This project received commendations and awards from many prestigious organizations from all over the world, including one each from National Academy of Engineering and American Society of Civil Engineers."



Arsenic filter near Maslandapur, North 24 Parganas (2003)
– Photo courtesy of Arun Deb

"I was involved in Water For People since 1994, initially as a volunteer of the AWWA Pennsylvania (PA) Section, then as a Board Member (1996-2003), and at present as an ambassador. In 1994, the PA Section was supporting a water project in the state of West Bengal, India. Since Water For People did not have any office in India at that time, this project was implemented through Water Aid India. In 1994, I went to India to visit this project and got directly involved with it."

"After learning about arsenic contamination of groundwater of rural Bengal, Water For People started a project with the help of the Indian Institute of Engineering Science and Technology and Lehigh University. Due to arsenic contamination of groundwater, tens of millions of



A community-level awareness meeting before the installation of an arsenic filter at South Betpool, North 24 Parganas (2003)
– Photo courtesy of Arun Deb

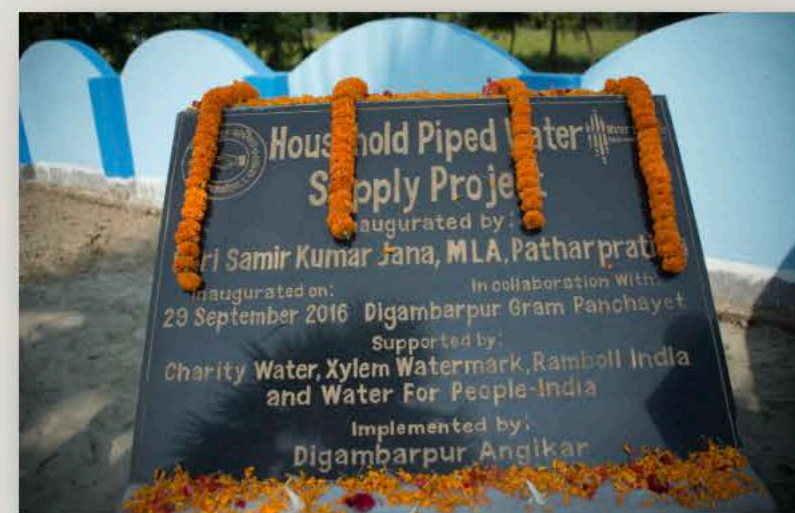
"One favorite memory of this project is, in 2003, while visiting one village with an arsenic treatment plant, one woman came to me and told me that she is paying 20 rupees per month for arsenic remediated water, but she is saving 200 rupees per month for her family's medical cost. Another woman told me that while traveling outside the village, she carries drinking water from the arsenic plant of the village. Arsenic removal is a flagship technology of Water For People. I feel proud to have the opportunity to be associated with Water For People and this program." - Arun Deb – Water For People Board Member 1996-2003



Erin Rooker of CDM Smith in West Bengal on the India Impact Tour – Photo courtesy of Jeff Montera (2017)



India Team in Delhi - 2019



Water point inauguration and interview with a Jalabandhu (pump mechanic) in West Bengal





Community mapping of open defecation to build awareness for toilet construction
– Photo courtesy of Rajashi Mukherjee



Girls designing a girls toilet facility
– Photo courtesy of Rajashi Mukherjee



Children from a school in West Bengal



Social art street play at the social on the importance of good hygiene (Sheohar)

Water For People India (Cont.)



A day of normal life in India



The incredible women of India



School Children's Cabinet for water and sanitation



Community toilet (West Bengal)
– Photo courtesy of Rajashi Mukherjee



Family-owned point-of-purchase shop for toilet hardware (West Bengal)



Farmers in Sheohar describing the improvement in their crops through irrigation and vermicomposting practices



Community rally for improved WASH services
– Photo courtesy of Rajashi Mukherjee

Water For People Malawi

Water For People's office is in Blantyre

Malawi Country Directors



Kate Harawa
2005-2020



Ulemu Chiluzi
2020–present



2021 Population: 19 Million

2020 Gross Domestic Product Per Capita: \$1,591
(Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- At Least Basic Water Service - Total: 70.0%
- At Least Basic Water Service - Rural: 66.6%
- Safely Managed Sanitation Service - Total: 24.2%
- Safely Managed Sanitation Service - Rural: 23.6%

Malawi is a small, densely populated country in southeastern Africa. One of the world's poorest countries, most of Malawi's population still lives below the international poverty line of \$1.25 a day.

Water For People began working in Malawi in 2000, and has been a leader of the WASH systems strengthening approach since 2006 in Blantyre's peri-urban district, Chikhwawa District, and Chiradzulu District.

Our Malawi program is known for its success in:

- Supporting the district councils to assess their WASH assets and services
- Helping districts prepare a full Life Cycle WASH Plan
- Co-investing in new infrastructure
- Repairing and rehabilitating existing water points and kiosks
- Increasing access to sanitation through market-based approaches
- Ensuring access to WASH services in schools and clinics
- Supporting the city of Blantyre's first Pit Emptier's Association
- Creating "Borehole Banking" revolving community funds in Chikhwawa to support livelihoods of community members
- Reaching 1 Everyone milestone in Malawi through 2021
- Total impact population for water in Malawi in 2021 was 1,403,388

Water — Water For People drills and repairs boreholes and reticulated piped systems and rehabilitates gravity-fed piped water systems to expand water access in Malawi. We support community water-user associations that manage water kiosks and water points, which helps ensure long-term sustainability of water services. We train association members on topics like maintenance and repair and creating sustainable fees for water service. Water For People also established a mobile mechanics program to help provide timely repairs for water systems. This program has been so successful that it is being replicated across the country.

Sanitation — Water For People is increasing coverage of sanitation services through what's known as a Community-Led Total Sanitation (CLTS) model especially in our rural EF districts. This approach creates demand for better toilets by sharing the dangers of open defecation and encouraging community members to change their behavior. Because we take a market-based approach to sanitation services, we also work to make sure business environments are supportive toward sanitation entrepreneurs. Private-sector market-based sanitation is essential in non-sewered urban and peri-urban areas for customers to be able to buy toilets and have their pits/septic tanks emptied.

Schools and Hygiene — In schools, Water For People increases access to water and sanitation facilities and promotes good hygiene practices among students. To ensure girls can attend and stay in school once they get their periods, school facilities include areas that provide girls with privacy during menstruation and incinerators to dispose of sanitary products.

Scaling — Water For People is a member of the national task force in charge of the government of Malawi's strategy to reach universal water and sanitation access. Additionally, our participation in other national WASH networks and our support of the Ministry of Agriculture, Irrigation and Water Development is helping push Malawi toward this goal. Alongside other NGOs and partners, we are advocating for the EF model to be adopted in three additional districts.

Life in Blantyre District



Water kiosks in Blantyre's low income areas – fully staffed and automated



Water kiosks are operated by Water User Associations or WUAs



Latrine pit emptier using a Gulper



Meet the Chilomoni Primary School's Sanitation Club

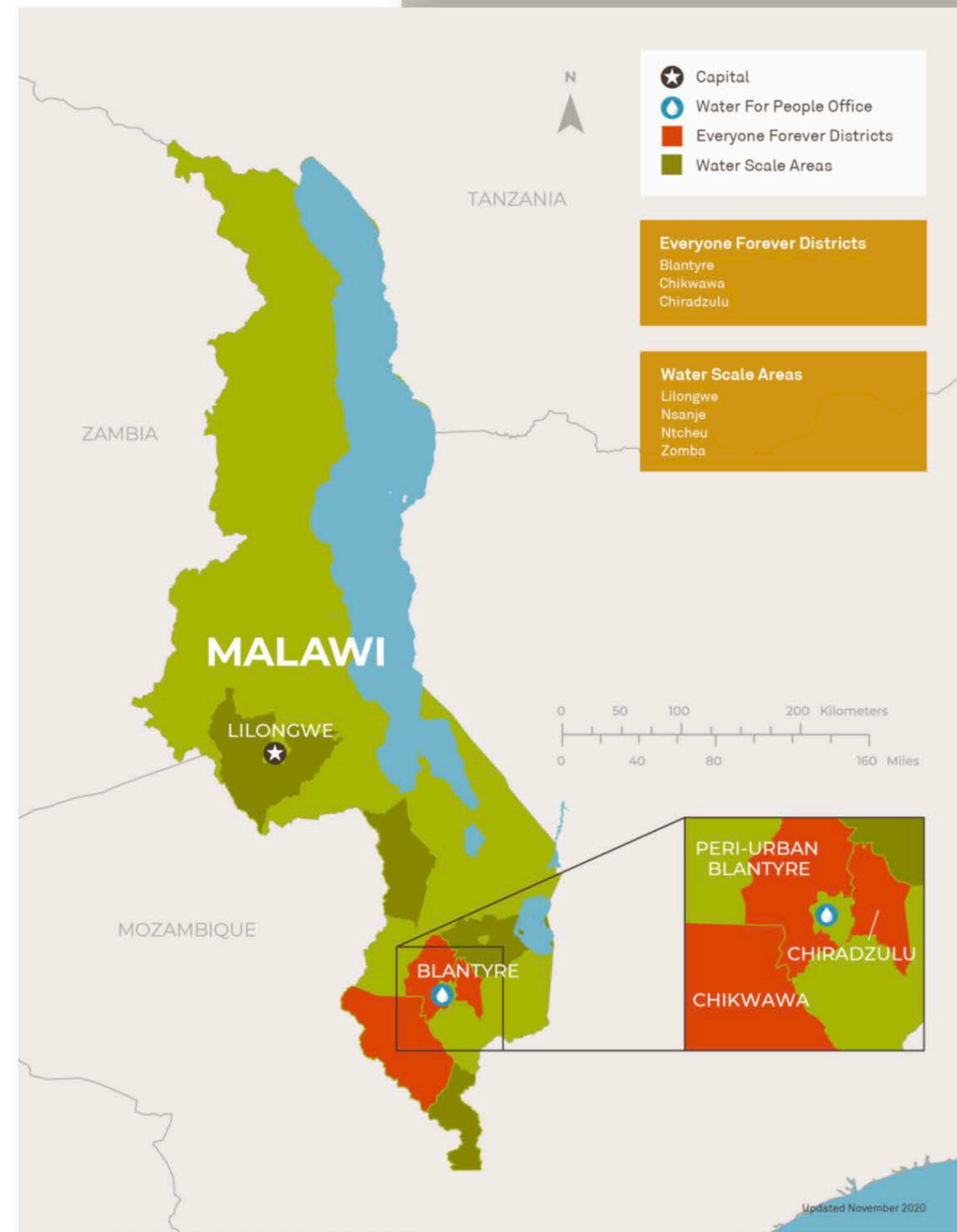
"Okay, let me give you an example of why water and sanitation in schools are important." David's excitement is palpable. He's a member of the Chilomoni Primary School's Sanitation Club in Blantyre, Malawi, and he's been on the forefront of heralding important change in water and sanitation for the school's 1,600 students.

"Previously we would all drink from a bucket in the classroom," he says. "Personally, I felt like it was easily contaminated by a lot of students dipping their cups in it."



Active Districts in Malawi

District	Population
Peri-urban Blantyre	800,264
Chikwawa	564,684
Chiradzulu	356,875





This is at Chimwankhunda Primary School when we were inaugurating our Blantyre peri-urban WASH program
– Photo courtesy of Kate Harawa (2007)

We promote hygiene education in schools by playing the World Toilet Cup
– Photo courtesy of Kate Harawa (2014)



Water For People was among a few NGOs that presented to the Vice President of Malawi; I shared our WASH approach with a focus on reaching EF as part of our national influencing work.
– Photo courtesy of Kate Harawa (2016)

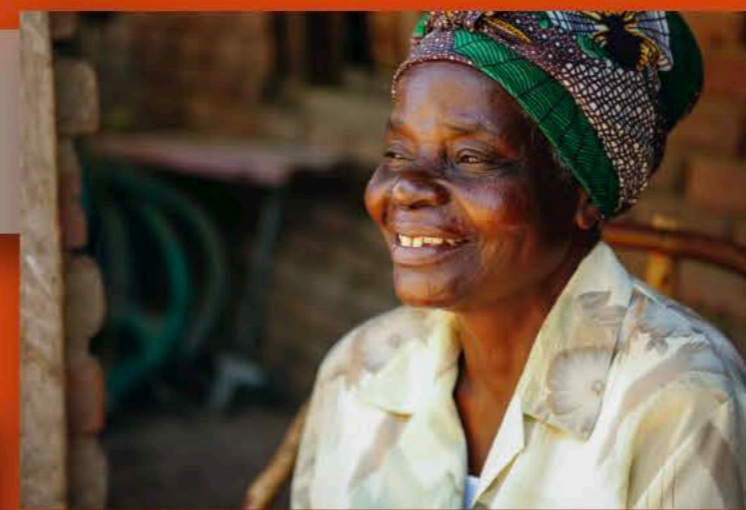


While at Water For People, I enjoyed visiting other country programmes. This is one of my visits to Chikwawa, Malawi. Women are part of the water-user committees. During this trip, I learned a lot about the hand pump spare part shops in Chikwawa. This idea was later implemented in Kamwenge District in Uganda. Cross learning within Water For People was always promoted.
– Photo courtesy of Cate Nimanya

Here I am trying out a hand pump in Chikwawa
– Photo courtesy of Cate Nimanya



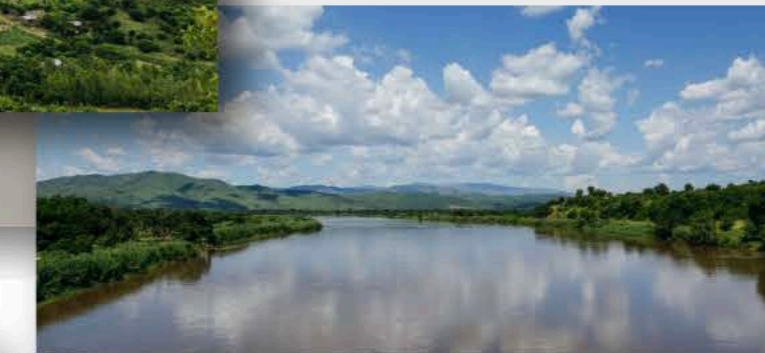
Water For People Malawi (Cont.)



Life in Nkosa, Boazi, Rodavico, and Timenawo villages in Kakoma (Chikwawa district)



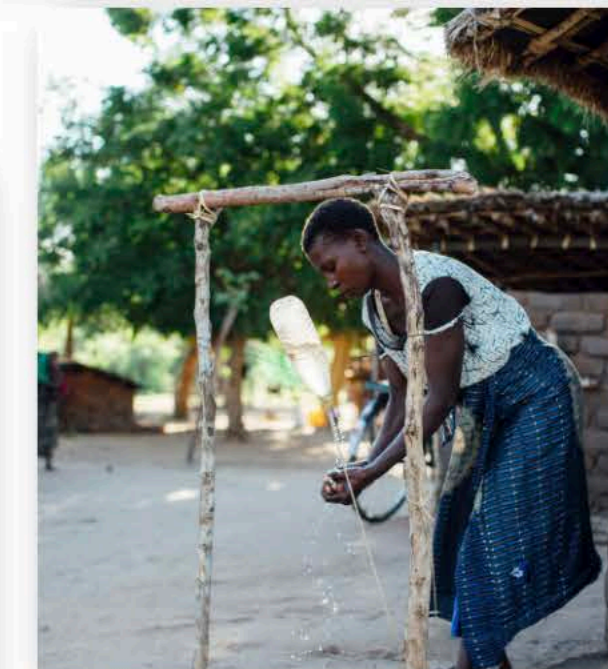
View of Kakoma, Chikwawa



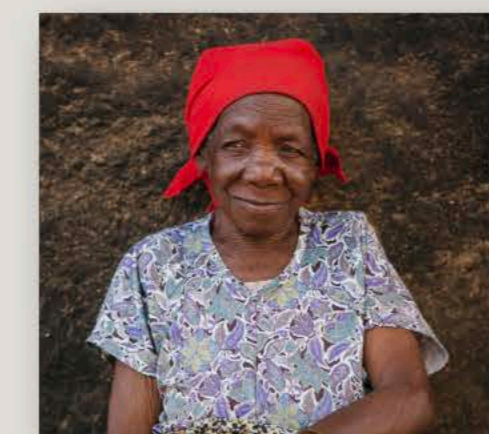
Borehole Users Association member. Her shirt says "Did you pay for your water?" in Chichewa



A local hardware store in Timenawo village



A household tippy tap for handwashing



Daily life in Blantyre



Water For People Rwanda

Water For People's office is in Kigali

Rwanda Leadership



Hélène Baribeau
Rwanda Country Coordinator
2008-2010



Perpetue Kamuyumbu
Rwanda Country Director
2010-2022

2021 Population: 12.9 Million

2020 Gross Domestic Product Per Capita: \$2,213
(Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- Basic Water Service - Total: 48.3%
- Basic Water Service - Rural: 50.6%
- Safely Managed Water Service - Total: 12.1%
- Safely Managed Water Service - Rural: 5.0%
- At Least Basic Sanitation Service - Total: 68.6%
- Safely Managed Sanitation Service - Rural: 53.8%

Rwanda is a small, landlocked country in east-central Africa and has one of the densest populations on the continent. Water For People's work began in Rwanda in 2008, and in 2010 we conceptualized and launched the EF model in Rwanda's Rulindo District.

Our Rwanda program is known for its success in:

- Working with the Ministry of Infrastructure to scale EF across the entire country
- USAID grant (Isoko y'Ubuzima) supporting systems change across the country
- Delivering district programs with the Water and Sanitation Corporation of Rwanda (WASAC)
- Government co-investment in new infrastructure is the highest level of all countries (60% with national and district government)
- Increasing access to sanitation through market-based approaches and DEFAST (decentralized fecal sludge treatment plants)
- Ensuring access to WASH services in schools and clinics
- Reaching 3 Everyone milestones in Rwanda through 2021
- Total impact population for water in Rwanda in 2021 was 992,889

Birth of EF and Scaling of the Model — Rwanda was the first country where Water For People implemented the EF model. Now we're building the model into Rwanda's national water policies. As a member of Rwanda's Water and Sanitation Secretariat, we're working alongside donors, NGOs, and the Ministry of Infrastructure to promote sustainable water services. Agenda For Change is a collaboration of WASH organizations working around the world to promote sustainable water and sanitation. In Rwanda, our Agenda For Change partnerships are another avenue through which we advocate for universal, sustainable water access for all of the country.

Water — Water For People is helping develop piped water systems. Government partners co-invest resources alongside us, which helps create local ownership of these systems. Water For People is also training both district employees and water system operators to manage and maintain the infrastructure.

Sanitation — The market-based sanitation approach we take in Rwanda means we invest in local businesses to help provide non-sewered sanitation services. This includes training and supporting pit-emptying technologies and entrepreneurs, as well as helping start treatment plants that turn the collected waste into reusable products, such as fertilizer. Water For People is also supporting local community hygiene and sanitation clubs that promote and finance safe sanitation practices throughout villages

Schools and Hygiene — Water For People helps construct better water and sanitation facilities in schools, including separate toilet blocks for girls and boys, and menstrual hygiene resources for girls. Student-led hygiene committees promote safe water, sanitation, and hygiene practices such as handwashing and keeping toilet blocks clean. Many schools use ecological toilet blocks that produce compost that is reused on school gardens or local farms.

The Rulindo Challenge — When the Rulindo Challenge was started, there were stories of children missing school or skipping classes while they went to look for water. Women spent hours out early in the morning and late into the evening climbing and descending hills in search of water. The water-related disease burden was heavy, as well. At the time, only 29% of the district population accessed clean water, and only 4% had improved latrines in their households; 50% of schools and clinics lacked proper water and sanitation facilities.



Eugene Dusingizumuremyi

"On my first trip to Rulindo, a high-altitude district where communities mostly live on top of hills, I learned that people were struggling to access water. On that trip, I met a woman called Marianne, a mother of eight kids, who told me that she travels up to two hours to get water from a stream flowing downhill. I heard how most people in this community could only afford to fetch one or two 20-liter jerry cans of water a day for an average family of six. Because the distance was too long and the task too tiresome, families learned how to use less water, even if it meant going days without having a shower. Children were missing school because they had to look for water, and people who were unable to fetch water by themselves had to pay extra. The stories Marianne shared were heartbreaking and reminded me of the journey I took when I was a young boy." - **Eugene Dusingizumuremyi - Water For People Program Manager**

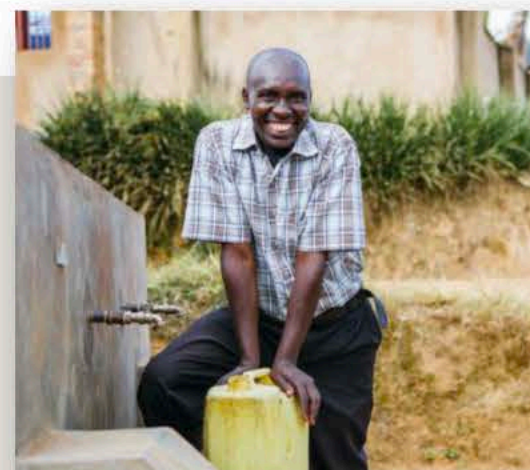
A few years down the road, the situation has changed drastically. Thanks to the Rulindo Challenge, 271,804 new people, 56 schools, and 13 healthcare facilities across all the district's 17 sectors have had access to clean water since 2012. As a result, children can go to school and women can focus on developmental initiatives rather than spending days looking for water. There are also fewer incidences of waterborne diseases, cleanliness has improved, and people are working more on their development.

In addition to increasing access to drinking water through infrastructure development, the initiative is also addressing sustainability challenges through capacity and local knowledge development to ensure that systems built today last well into the future. Outside the district, the Rulindo Challenge program has inspired a policy shift from traditional sporadic water provision projects to more sustainable and comprehensive interventions with the Government of Rwanda, scaling up the same approach at the national level under the District Wide Approach banner. Globally, Water For People scaled up the approach under the EF model after a very successful initiation in Rulindo District.

Rwanda Country Program Geographical coverage — Water For People Rwanda Program was registered in 2008. We started with two districts in 2009: Rulindo and Kicukiro. Our work extended to Gicumbi in 2016 and Karongi in 2020. In 2021 we added 10 more districts supported via the Isoko y'Ubuzima program. All together we are working in over half the districts in Rwanda!



There's Something Worth Celebrating in the Water -
Simon's exuberant smile gives away his passion for his task at hand: improve the health of his village through better hygiene and sanitation.



Active Districts in Rwanda

District	Population
Rulindo	337,820
Gicumbi	438,818
Kicukiro	348,000
Karongi	360,292

The Gisagara District (population = 380,164) will be added in 2022; EF program will begin in 2023.



Water For People Rwanda (Cont.)

Isoko y'Ubuzima – In addition to our EF programs, Water For People recently was awarded a 5-year, \$21M grant from USAID to strengthen the WASH sector in Rwanda called Isoko y'Ubuzima (source of life). Water For People will assist 10 Districts (one-third of the country) with systems strengthening for WASH. This includes the development of ready-to-fund district-wide WASH infrastructure investment plans with life-cycle costing, detailed climate-resilient engineering plans, and water resource management and environmental protection assessments.



In addition to developing these comprehensive district-wide investment plans, Water For People will implement a WASH governance strengthening strategy at national and district levels, a non-revenue water reduction strategy in each of the 10 districts, an improved on-line customer-management system for the Rwanda Utilities Regulatory Authority (RURA), and an innovative national market-based sanitation and hygiene strategy.



Rulindo Musenge Pump Operator



Rulindo Ntarabana Section School



Rulindo Murama School



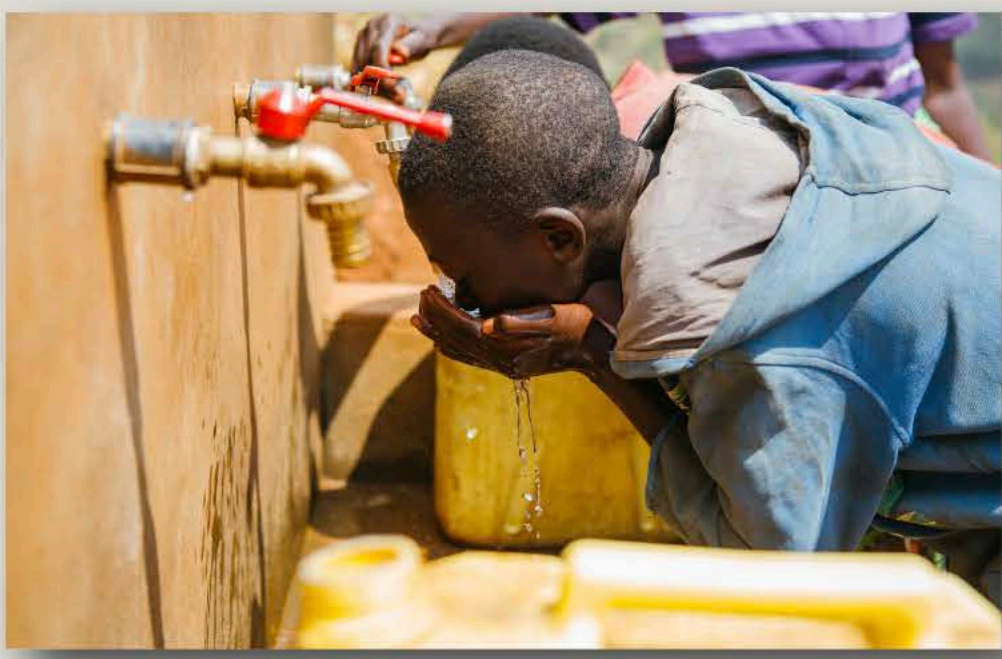
Kicukiro Masaka



Rwanda Country Program Team (February 2022)



Rulindo Ntarabana





Water For People Uganda

Water For People's office is in Kampala

Uganda Country Directors

Francis Zikusooka

2011-2012

(Photo not available)



Cate Zziwa Nimanya

2012-2021



Brenda Achiro Muthemba

2021-present



2021 Population: 44.7 Million

2020 Gross Domestic Product Per Capita: \$2,293
(Purchasing Power Parity per The World Bank)

2020 Joint Monitoring Program (JMP) Data:

- Basic Water Service - Total: 39.2%
- Safely Managed Water Service - Total: 16.6%
- Basic Water Service - Rural: 40.3%
- Safely Managed Water Service - Rural: 8.0%
- At Least Basic Sanitation - Total: 19.8%
- Safely Managed Sanitation Service - Rural: 15.6%

Located on the equator in East Africa, Uganda is a landlocked country that is home to more than 50 ethnic groups. Uganda also borders Lake Victoria, which is the source of the Nile River. Although Uganda's agriculture-based economy is still challenged by poverty, there has been some strong economic growth in recent years.

Our Uganda program is known for its success in:

- Working with the Ministry of Water and Environment to scale EF by developing investment plans for EF in districts
- Supporting the Midwest Umbrella rural water and sanitation utility
- Bringing SATO Pans from India and working with local plastics manufacturers to scale production of SATO Plans to serve East Africa
- Partnering with the Kampala Capital City Authority on the citywide sanitation program and scaling of fecal sludge briquette manufacturing at the Lubigi Wastewater Treatment Plant
- Increasing access to sanitation through market-based approaches and DEFAST
- Starting the Uganda Gulper's Association for pit emptying services and training entrepreneurs to enter the pit-emptying business
- Helping establish and continue to be an active member of WASH Agenda For Change, which is a collaboration of organizations working together to reach universal and sustainable water access in Uganda
- Ensuring access to WASH services in schools and clinics, including rainwater catchment systems
- Founding a sanitation research and development hub (Sani-Hub)
- Creating Water as a Business model (WaaB) for private operators
- Catchment protection and water resources management in Kamwenge District
- We have not yet reached an Everyone milestone in Uganda
- Total impact population in Uganda in 2021 was 401,463

Water For People started working in Uganda in 2008. We began our work by learning about the population's water and sanitation needs and building relationships with local governments and the private sector. Rapid population growth in Uganda has affected water quality due to poor waste management, low wastewater collection and treatment rates (approximately 7% of Kampala), and leaking pit latrines in peri-urban and rural areas. Together with partners, Water For People supports water and sanitation services in Kamwenge and Luuka Districts and sanitation services in five additional districts/small towns.

Water – Water For People constructs piped water supply systems and rehabilitates boreholes in the districts of Kamwenge and Luuka, and uses a WaaB model to make sure water services are sustainable. The WaaB model uses the private sector to operate and maintain water systems. This approach creates jobs for water point mechanics, private entrepreneurs, and water kiosk and handpump attendants. Water For People helps train these entrepreneurs to manage and repair water systems.

Sanitation – Water For People has a sanitation research facility in our Uganda office called the Sanitation Hub. It is there that engineers invent and test new sanitation products and technologies (e.g., toilets, decentralized treatment technologies, pit emptying technologies, and biosolid reuse applications) that are designed to meet Ugandan communities' sanitation needs. We also support sanitation businesses, like masons and pit latrine emptiers, by connecting them to new Sanitation Hub technologies and providing them with business support.

Schools and Hygiene – Water For People trains teachers and school health clubs on proper water, sanitation, and hygiene practices, as well as menstrual hygiene management. We have also begun installing rainwater catchment systems in schools for water reuse.



- Photo courtesy of Cate Nimanya

"Our donor visits were an opportunity for me and my team to share the results, impacts, challenges, and gaps that still needed to be addressed in our programs. In the picture is a visitor from the Charity: Water in the Kamwenge District."
- **Cate Nimanya, Uganda Country Director, 2012-2021**

Meet Laban – Laban spends his days overseeing the local water point as community members fetch water. He is the water seller and caretaker of a local handpump at a water point in the Kamwenge District. At water points dotted throughout the rolling hills of Kamwenge District in Uganda, Water For People's Water as a Business model employs water sellers like Laban. They are responsible for maintenance of water points, and they enforce the "pay as you fetch" policy, which means community members pay for the water they collect – a key part of ensuring handpumps keep working for years to come.



Water For People Uganda (Cont.)



Cate Nimanya

"I was at Water For People for nine years. To me it was more than a job. It was a place where not only did I acquire my MBA, but a place that nurtured and grew my leadership skills. The EF impact model was a game changer in the Uganda Water and Environment sector. It brought forth many water and sanitation innovations and different ways of programming with a focus on sustainability and community transformation."

"I will never forget one embarrassing moment when a donor visited our programme that highlighted microloans for toilet construction. Local savings and credit schemes were successfully lending money to landlords and householders who requested the loans to construct toilets. Demand for loans was growing. The donor didn't

agree with the very principle of the lending program. While shedding tears, the donor said that Ugandans were too poor to acquire loans and should be given toilets for free. From all our experience we knew that giving toilets away did not promote ownership or sustainable development. She didn't listen to me and insisted I refund the loan to the landlady. This was an uncomfortable situation since the landlady was perfectly happy with the loan and wanted to show off her toilet, which she was proud of. However, I did as the donor requested even though the landlady didn't want or ask for the money.

"We couldn't find a bank ATM on the way back to Kampala so the donor could pay me back. The donor barely spoke to me on the entire journey and I was sad. She didn't understand our work and didn't want to learn about it. In my heart I knew that yes, some Ugandans are poor (not this landlady – she owned the school). Children need clean water and healthy environments to study, and the landlady was providing that environment. That was our vision – to help people get access to credit without unreasonable fees to improve their quality of life. While this situation was particularly difficult, it didn't change what we believed in. We stuck to our vision with or without the support of some donors."

"Getting the charity: water grant to support the Uganda country program was one of the best moments as the Uganda Country Director. It meant that we were on the path to reaching EF in the Kamwenge District." - **Cate Nimanya, Uganda Country Director, 2012-2021**

"This is an official handover ceremony of water distribution system equipment to the Ministry of Water and Environment's Commissioner of Urban Water and Sewerage Services, Eng Kavutse in Biguli Subcounty (Kamwenge District). These ceremonies were used to advocate for a number of service delivery improvement issues. Eng Kavutse later passed away. May his soul rest in peace. - **Cate Nimanya, Uganda Country Director, 2012-2021**



- Photo courtesy of Cate Nimanya



"Planting trees was always a sign for protection of the environment and a message to all stakeholders how critical trees are for maintaining water quantity. This is me in Kampala during World Water Week celebrations." - **Cate Nimanya, Uganda Country Director, 2012-2021**

- Photo courtesy of Cate Nimanya



A mason constructing the walls of a school toilet facility



Community water point in Kamwenge (Biguli Subcounty)

Uganda Virtual Impact Tour – December 2021

The Bolivia Virtual Impact Tour was such a success that we planned another Virtual Impact Tour to Uganda. This was also well received. Next stop – Nicaragua in April 2022.



Day 1



Day 2



Two generations of women celebrating they no longer have to walk for water as they now have a household water connection (Biguli Subcounty, Kamwenge)



Clothes drying on the lawn outside a mosque



Stock room of spare parts and water system operator of the Midwestern Umbrella, a rural water utility in western Uganda



Water meter at a well



Aisha Lubega, head of a Water Point Committee in Kamwenge, Uganda



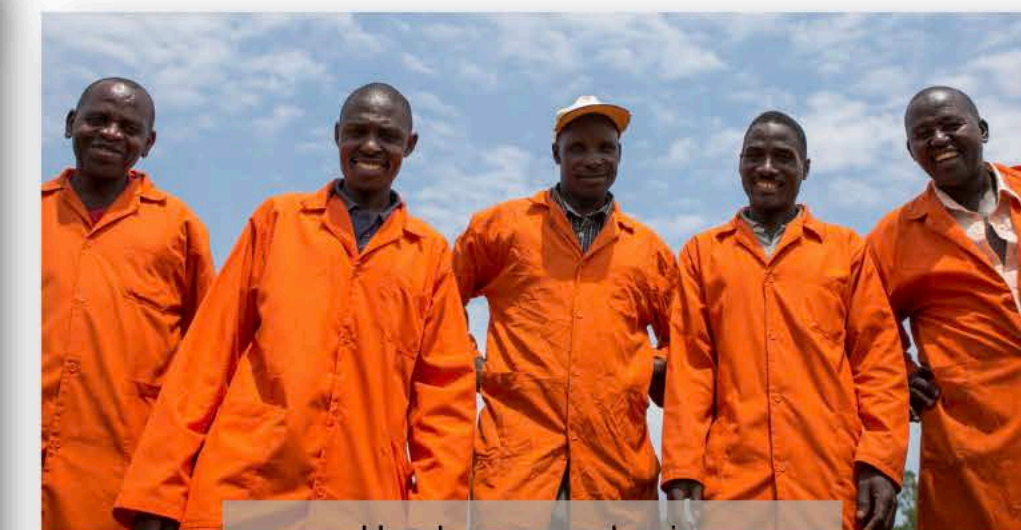
Latrine pit emptiers in Kampala



Making fecal sludge cooking briquettes for cookstoves (honeycomb shaped) and stick (for clay ovens)



Household water meter in Kamwenge



Handpump mechanics

Testimonials from Our Partners

"The creation of Water For People is one of AWWA's proudest contributions to water and the world. Founded in 1991, the Water For People volunteers and staff have met the persistent challenges and increasing water and sanitation needs around the world. Their efforts in supporting sustainable drinking water, sanitation, and hygiene projects have forever changed the lives of countless communities and people. At AWWA, we are proud to celebrate your thirty years of accomplishments and we raise a glass of tap water in honor of you and our shared goals of a better world through better water for EF!"

- David LaFrance, CEO, AWWA



"We started partnering with Water For People in 2019 after being introduced to their 'EF' approach that aims to address the root causes of failed water systems we had seen so often in the sector. I have been fortunate enough to see the program and team in Malawi, and I cherish those moments dearly. Being able to meet and listen to schoolteachers, students, government water/health officials, and Water For People staff members, I was struck by their passion for change and how they embodied the values of empowerment and courage. We hope that these stories of change will continue to grow in the next 30 years!" - Peter Yao, Chief Impact Officer, Thankyou

thankyou.



"We are proud to partner with Water For People as it celebrates its milestone 30th anniversary, and we salute the organization for its on-the-ground efforts to provide communities around the globe with access to clean water and safe sanitation! Since the beginning of our partnership in 2016, Kimberly-Clark and our Scott® tissue brand have supported Water For People's work in five countries in Latin America, bringing safe sanitation facilities, clean water, and WASH education to more than 400,000 people. As we work to deliver our purpose of Better Care for a Better World, we look forward to continuing our partnership with Water For People and positively impacting even more lives in the years to come!" - Erin Gollhofer, Global CSR Manager, Kimberly-Clark



A visit to the Water For People Bolivia program
-Photo courtesy of Sharon Eubank(2017)

"Over the past decade, Water For People has been an instrumental partner for Latter-day Saint Charities in supporting global WASH initiatives. Water For People's supremely consistent work in the 7 countries [that we have funded] has blessed the lives of people in some of the most remote places with access to safe water systems and sanitation services. Water For People's commitment to build-up communities to offer services to "Everyone Forever" has been a true inspiration and model for sustainable development work. Congratulations and looking forward to the next 30 years!" - Sharon Eubank, Director of LDS Charities and Blaine Maxfield, Managing Director of Welfare and Self-Reliance, Latter-day Saint Charities



BRENNTAG

"We are honored without limitation to be engaged with, and support, Water For People. Water is so simple, and for many of us in high-income countries it is just a normal thing. But the fact that we have millions of people around the globe who do not have access to clean drinking water is a challenge for us as a global society. Water is key to life, it is key to education, and it is fundamental to a society in its ability to enable development and prosperity. Through Brenntag's Water Treatment business unit, we contribute daily to providing clean water to millions of people around the world. Being able to add to this via our contribution to Water For People for the communities that lack basic access to water is just a natural obligation, which we enjoy fulfilling. It makes me personally very happy to see the broad engagement of our organization and our employees in supporting Water For People and we will not stop, until everybody on this globe has access to clean water. With my colleague Erin Sedlak we are working on expanding our relationship with Water For People globally." - Lars Schneider, Regional President Specialties Americas, Brenntag



Jacobs Team in Cascas, Peru

A shared vision: "Our partnership with Water For People spans the entire 30 years of its hard-working existence — since 1991, when Ken Miller of CH2M HILL (now Jacobs) founded the organization along with fellow water-industry professionals. Our people have supported Water For People ever since, helping to fulfill WFP's vision of Everyone Forever with volunteer hours and monetary contributions through our workplace giving program. Since I began volunteering and serving on the Leadership Council, I've been inspired to discover the values we hold in common—sustainability, compassion, and inclusion among them."

Jacobs

"I was fortunate to experience Water For People's positive effect on those they serve when I visited a project in Peru. Water For People brings much more than clean water and sanitation to a community. They foster cooperation and a strong sense of ownership that helps assure successful projects with long-term benefits. It's also gratifying to know that companies and organizations throughout our industry demonstrate the same sense of awareness and compassion in their support of this great organization. Here's to 30 years of great work, and many, many more to come!" - Steve Meininger, Vice President, Operations and Maintenance, Jacobs



Jacobs team with the Mayor of Cascas, Peru
L to R: Greg McIntyre, Mayor of Cascas, Ellen Patterson, Vice Mayor, and Steve Meininger



charity: water

"I remember my first visit to the field with Water For People Malawi, way back in 2007, only a few months after charity: water was founded. I was so inspired by the Water For People team and your dedication to a world where everyone has access to clean water and a good toilet. Since that day, we've been incredibly proud to support Water For People's work in seven countries across three continents. Through our dynamic partnership and the hard work of the Water For People team and the partners in the districts, we've been able to build over 8,000 water projects and reach over 1.7 million people with clean water. Here's to 30 more years of impact!" - Scott Harrison, Founder and CEO, charity: water

"Saving water is a key action of Colgate-Palmolive's 2025 Sustainability & Social Impact Strategy. We have set a target to reach one million people with water, sanitation systems, and health/hygiene education, as well as to achieve Net Zero Water at our global manufacturing sites located in water stressed areas by 2025. Additionally, Colgate's Save Water campaign continues to promote water conservation awareness to our global consumers, already helping them to avoid over 200 billion gallons of water since 2016."

"Through Colgate-Palmolive's decade-long partnership with Water For People, we have helped replenish water supplies for more than half a million people in communities across Latin America and India."

"Colgate-Palmolive has been proud to support Water For People and its mission to provide water and sanitation services for Everyone Forever. We congratulate Water For People for 30 years of impact and transformation through clean water!" - Vance Merolla, Worldwide Director Global Sustainability, Colgate-Palmolive



Adam Marquez and Jeff Montera on the Bolivia Impact Tour
-Photo courtesy of Jeff Montera (2016)

"Water For People's mission to bring safe and reliable drinking water and adequate wastewater services to communities around the globe is closely aligned with our own at CDM Smith. Since Water For People's founding in 1991, CDM Smith has supported this mission through volunteer leadership and financial contributions. In 2005, CDM Smith launched its first official Water For People Workplace Giving Campaign. Closing out our 17th campaign in 2021, Water For People's 30th anniversary year, CDM Smith is proud to have contributed more than \$2.27 million to Water For People in all-time donations. We look forward to continuing this partnership with our friends at Water For People. Keep up the amazing work!" - Anthony Bouchard, Chief Operating Officer and Jeff Montera, SVP and Director of International Development, CDM Smith



Testimonials from Our Partners (cont.)

“During the implementation of the Quiché project in Guatemala, part of the Lazos de Agua Program, the partnership between Water For People and the One Drop Foundation yielded results that went well beyond the project’s original objectives. The process was a transformative learning experience, blending what we quickly realized was complementary: the Water For People “Everyone Forever” approach and One Drop’s A-B-C for Sustainability model. Although we encountered many challenges, this journey was developed through collaboration, kindness, and open communication.”

“It was enriching to witness Water For People’s capacity to embrace new working methodologies such as our Social Art for Behavior Change approach and mixing it with other behaviour change methodologies such as CLTS (Community Lead Total Sanitation) to create a greater impact in terms of WASH coverage, behaviour change and overall sustainability. Furthermore, the constant hard work of Water For People’s team to communicate, coordinate, articulate and strengthen the various local actors, favored the sustainability of each intervention and the development of the communities we worked for.”

“I’m attaching two pictures of my last trip to Guatemala. it was such an extraordinary experience to exchange with your team and to visit a rural community where we had been working together to bring access to sustainable WASH services. Congratulations for 30 years of exceptional work and thank you!” - **Ernenek Duran, Director of Programs, One Drop**



Visiting the Water For People - One Drop program in Quiché – Photos courtesy of Ernenek Duran



Street plays in the Sheohar District – Photo courtesy of Kannagi Khanna



“Our collaboration with Water For People towards WASH efforts in Sheohar district in Bihar, India, has been vital to One Drop Foundation’s presence in India. The alliance rests on the coming together of Water For People’s Everyone Forever approach and One Drop’s ABC for Sustainability Model. The dedication of the Water For People team along with partner organisations in operationalizing these approaches on ground resulted in greater community participation and ownership of WASH facilities and services in Sheohar. We’ve also found a true advocate and promoter of One Drop’s Social Art for Behaviour Change approach in Water For People – with local art forms and artist communities being engaged in locations beyond Sheohar. Our journey with Water For People in India has been an enriching experience. We wish the organisation another 30 years (and more) of fruitful collaborations, effective engagements, and impactful presence in the international WASH sector.” - **Priya John, Country Lead – India, One Drop**

“Water is foundational to life on our planet. Foundational to achieving all the Sustainable Development Goals. Foundational to sustainable communities. Water For People is so special to Black & Veatch because of the foundational work it does for communities everywhere in making the world – our world – a better place today and tomorrow.” - **Cindy L. Wallis-Lage - Executive Director, Sustainability and Resilience**



“Prior to getting involved with Water For People, I had spent time designing and constructing rural water systems in developing countries (Lesotho and Botswana) and recognized that sustainability of a new water system was key, but it was often ignored.”

“I started my journey with Water For People at the beginning, by being an original member of the Water for People Committee for the Wisconsin Section of AWWA in 1992. I went on my first Water For People trip to Guatemala in 1993 and found first hand (again) that lack of operation and maintenance was the reason for the failure of an existing water system.”

“I have enjoyed our journey, from the early days to the now well-established “Everyone Forever” approach. The focus on sustainability “forever” is making a lasting impact on communities. I am grateful to continue to influence and support Water For People through the Leadership Council where I represent AECOM, as a founding member.”

“I still remember the faces of the children when they realized that they have sustainable access to safe water and no longer have to spend their time at school collecting water.” - **Richard Hope, AECOM Chief Technology Officer**



“Water For People’s mission echoes American Water’s purpose to Keep Life Flowing. The amazing support from our employees demonstrates how much we care about our own customers, as well as others throughout the world and our commitment to providing essential water services.”

“For more than a decade, American Water and its employees have supported Water For People, donating more than \$2.8 million to its life-changing work.”

“During the pandemic, when access to clean water for personal hygiene and sanitation had never been more critical, American Water held its first-ever virtual campaign to help Water For People get closer to its goal to provide access to clean water for everyone. Our employees participated in creative, virtual fundraising events including a “Run for Clean Water” 5K, an online auction, virtual BINGO, kid’s lemonade stands and local raffles.”



Christiane Hoppe-Jones
Senior Scientist
American Water



Bradley Harris
External Affairs
Specialist
American Water



Derrick Parker
Senior Supervisor
of Operations
Illinois American Water



“We are proud of our partnership with Water For People and I cannot understate their tremendous work throughout much of the developing world in securing quality water and health resources for those who strongly and urgently need it. We look forward to continuing to support Water For People’s amazing work for decades to come.” - **Cheryl Norton, EVP, Chief Operating Officer, American Water**



“Stantec has been a steady sponsor for Thirsty Fest in Denver. We had several employees on the volunteer committee for the Thirsty Fest. They helped leverage connections to local breweries and food trucks and were just plain amazing people. Together we helped make Thirsty Fest one of the largest and most successful fundraisers for Water For People! My favorite memory from Thirsty Fest was seeing friends attend the event who found out about it through word of mouth. By the end they were asking when the next one was going to be! It’s an event that people look forward to because it is about coming together for beer and for a good cause!”

“Water For People has always brought people together here at Stantec. When we went through our first year of working from home during COVID, connecting with colleagues could sometimes be a challenge. We took the opportunity to schedule weekly virtual events throughout our offices in North America. At the start of each event, we’d share a little about Water For People and ask attendees to donate to Water For People. We were able to reconnect and meet new colleagues across the country by participating in a virtual happy hour, group yoga, scavenger hunts, or a Stantec-wide trivia game. My favorite memory was the Trivia Night where my team’s wide age range helped us score some major points in the pop culture category, which had questions spanning several generations.”



“Preparing for and hosting the Water For People Jeopardy fundraiser was one of the most fun office events we’ve ever done!”

- Quotes from various Stantec employees

Testimonials from Our Partners (cont.)



Ron testing a household tap in Quiché

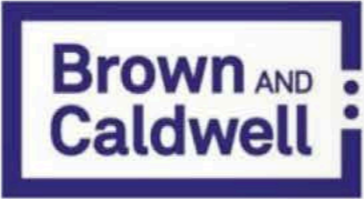
"While traveling in 2019 to Rwanda, I happened to note a booklet on the desk of a county official that had a title something like "Water: Everyone Forever." The moment piqued my curiosity, and I made a mental note to seek out Water For People when I was back in the United States. Once I found Water For People, I made arrangements to visit the office in Denver. I later discovered that the Chairman of the Water For People Board (Bill Roe) also served on a Board with one of the trustees I serve in my work. Bill Roe met me on a memorable trip to Denver. I was fascinated by the story he told me of the drastic ways Water For People looked at themselves and made radical adjustments so they might be more effective in helping the poor have access to water. That night over dinner I told Eleanor Allen, the CEO, that I thought Water For People's approach was audacious."

"Later I saw firsthand, in Guatemala, that systemic change incorporating the development of communities to take on sustainable approaches to water access was possible. It blew my mind to sit down with a water committee in a very poor community in Guatemala and hear their history of development and how they were now planning to begin the process to find another water source even though at the moment they didn't need it. The other striking moment was meeting with a new mayor of a municipality to learn how his administration was taking on the agreements that were signed by the previous mayor with Water For People towards their joint commitment of Everyone Forever. I started to believe that Water For People's strategy just might work." - Ron Noecker, representative of an anonymous generous donor – photos courtesy of Ron Noecker

Ron with Mark Duey, Water For People's COO, in the Denver office



Ron Noecker visiting Water For People's program in Quiché, Guatemala



BC's Patrick Weber takes notes as he visits a village in the Sunderbans region of India. His trip was one of the last to use paper forms for field data collection. He fondly remembers evenings spent together with his team entering data from the day's assessment into their laptops. – Photo courtesy of BC

"Since our founding in 1947, Brown and Caldwell's (BC's) passion and purpose have been to make a difference in our communities. BC employees care deeply about the communities where we live and work, and we can extend our positive impact to the global community through our partnership with Water For People. Over our long history, BCers have found big and small ways to contribute, from payroll contributions and fundraisers to participating in Impact Tours to visit Country Programs and service on the Leadership Council and Water For People Board."

"In 2009, as part of a Water For People volunteer team, BC's Patrick Weber traveled to the Sunderbans region of northeast India (West Bengal) for two weeks to assess 41 village groundwater handpumps installed with Water For People's support 1.5 years earlier. Patrick shared, "Upon arrival in each village we were celebrated and shown great hospitality, we were overwhelmed by the outpouring of positive feedback. Even though we, individually, had not installed the new water sources we were the recipients of their praise. It made us realize just how important the entire Water For People team is to the success of this effort – such a humbling experience. It was joyful to see so many people positively impacted by access to safe drinking water."

"As an employee-owned company focused on having a positive impact, BC is proud to have a long-standing relationship with Water For People. BC is committed to helping Water For People achieve its long-term vision and goal as demonstrated by the amount of time and treasure that BCers across the nation contribute to Water For People. From long-time board members like Cindy Paulson, to the new engineer hired within the current year, our people appreciate having the ability to make a difference across the globe through Water For People's work. We value our partnership with Water For People and believe that serving Water For People is part of our culture. BCers appreciate the impact Water For People has in driving towards clean water and access to sanitation in the Everyone Forever model, and we look forward to working with Water For People to see this impact grow further." – Rich D'Amato, CEO of Brown and Caldwell and Water For People Board Member

"We met John Matias at his shop in Blantyre, Malawi as part of a Focusing Philanthropy diligence visit conducted in early 2020. He explained that he had struggled to support his family before attending trainings by Water For People. The trainings provided him with the knowledge and skills needed to start a sanitation business. In Malawi, there is a heavy stigma associated with emptying pit toilets as a career. His wife initially threatened to leave him, but John Matias saw promise in the work and was determined to take advantage of the opportunity. Their lives soon changed dramatically. Before John Matias started his business, he worked alone. Now, he has seven full-time employees. He used to be a tenant, now he owns a home. His relatives didn't take him seriously, now he supports them, his immediate family, and his employees' families. He was able to buy a car and pay the fees to send his children to school. One of the many reasons we were interested in adding Water For People to our list of nonprofit program partners was because of their sustainable, market-based approach to sanitation. It was remarkable to see firsthand how sanitation as a business creates jobs, reduces stigma, and lifts local economies along the way." – Whitney Shaefer, Focusing Philanthropy



Sanitation entrepreneur John Matias in front of his shop - Photo courtesy of Focusing Philanthropy



Visiting the Kamwenge district (Water For People) and the Kabarole district (IRC) in Uganda – Photo courtesy of Patrick Moriarty (2021)

"Water For People has been a source of inspiration ever since I first heard the phrase "Everyone Forever" and came to understand the audacious simplicity of the vision that lay behind it. Since then, sometime around 2010, we've been working ever more closely together to flesh out what it means to deliver in practice: all the tools, experiences, and learning. In that time, we've not only learned but also inspired other organisations and ourselves, and 'systems strengthening' and 'district wide' approaches have become mainstream! We've also got to know each other as people, and I'm profoundly grateful for the many great friends and colleagues I've met at Water For People. Now we have our Destination 2030 Alliance and I'm hugely excited to be embarking together on this this next step. Here's to the next eight years of learning and impact!" – Patrick Moriarty, CEO of IRC



SCEO visit to Uganda to work on the shared Uganda strategy for the D30 Alliance with Water For People and IRC teams – Photo courtesy of Water For People Uganda (2022)



Tribute

This project of documenting Water For People’s 30-year story was a wonderful journey for the Global Leadership Team. We discovered historical details about the organization that we didn’t know before. And we got to know some of the early contributors to Water For People through their stories. The research process and the information we received confirms that many of us have a special place in our hearts for Water For People. We have touched the lives of so many people, yet there is still so much to do. Thank you to everyone that shared part of your history with Water For People to include in this book. We are so grateful for all you have given over the years through your time, talent, and your treasure. THANK YOU!

We dedicate this book to the millions of people that we have reached with lasting quality water, sanitation, and hygiene services, and the millions more we strive to reach.

With gratitude,

The Global Leadership Team



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Katherine Williford (Chief Growth Officer),
Bishwadeep Ghose (India Country Director),
Jody Debs (Chief Administrative Officer),
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Daniel Oporto (Latin America Regional Director),
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Mark Duey (Chief Operations Officer)

*Congratulations to our new Co-CEOs Samson and Mark.
We are looking forward to the next chapter of
Water For People under your leadership!*

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Appendix

