



WASH SUSTAINABILITY FORUM

World Bank Building,
Washington DC

January 14, 2011



The WASH Sustainability Forum and the development of this report have been supported by:



The views contained in this report are representative of those expressed at the Forum and are not necessarily the views of the organizations that supported the Forum and this report.

I. BACKGROUND

As a follow-up to the initial WASH Sustainability Forum in October 2010, the second WASH Sustainability Forum was held at The World Bank in Washington, D.C. on January 14, 2011. This day-long workshop brought together over 90 participants from more than 50 primarily U.S.-based organizations. Attendees represented a broad range of sector stakeholders including donors (governments, corporations, and foundations), implementers (both from the NGO and commercial sectors), advocacy organizations, multilateral organizations, and universities. *Please see Appendix 1 for the full list of participants.*

The forum sought to showcase the need for greater sustainability in WASH activities and provide participants with the information, guidance, and network to increase the sustainability of their programming. To achieve this goal, participants were exposed to a diversity of ideas, approaches, programs, organizations, and best practices through a series of panel presentations and small-group exercises. The first breakout session focused on identifying a common definition, mission, or vision for WASH sustainability, and the second on brainstorming key principles in service of this mission. Together, these sessions will contribute to the development of a WASH Sustainability Charter.

The forum was hosted by Global Water Challenge (GWC), IRC Water and Sanitation Research Centre (IRC), Aguaconsult, Water For People, and the World Bank's Water and Sanitation Program (WSP).

This report highlights the activities and lessons learned throughout the 2011 WASH Sustainability Forum. It provides an introduction to each of the panel presentations and breakout sessions as well as insight from some participants throughout the report. At the conclusion of the report, next steps for sustainability efforts are discussed.

Please see Appendix 2 for the full forum agenda and visit www.sustainablewash.org to view the forum presentations.

Harold Lockwood provides background to the event



II. INTRODUCTION AND EXPECTATIONS

Over the last 20 years, 600,000-800,000 hand pumps have been installed in Sub-Saharan Africa, of which some 30% are known to fail prematurely, representing a total failed investment of between \$1.2 and \$1.5 billion.¹ Less than five percent of projects are revisited after project conclusion, and far less than one percent have any long-term monitoring.² These statistics highlight the importance of addressing the many challenges of sustainability in WASH programming. The unanimous demand for progress on this issue was made clear by the day's passionate conversations and diverse attendance.

Jae So, GWC Board member and Manager of WSP, began the day by welcoming the group and urging participants to use this forum as an opportunity to start building connections with the broader international WASH community on the topic of sustainability. Jae asked the group to think beyond the Millennium Development Goals (MDGs) and issued a challenge: "By the end of this forum," she stated, "we want to be able to connect the richness of the U.S.-based organizations here today with those outside. I think they would welcome the strong voice from all of you. So that is your challenge for today."

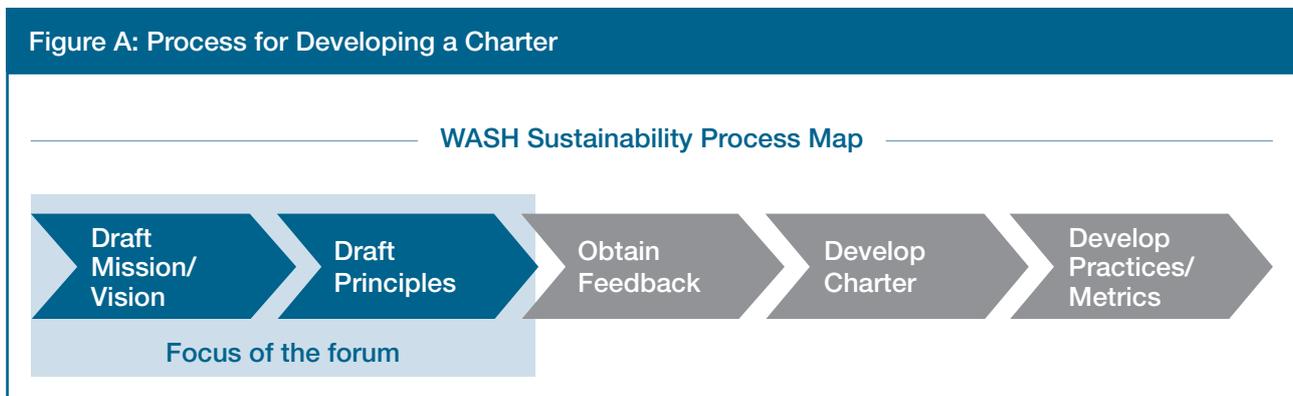
Outline of the Forum

Following Jae's opening remarks, Harold Lockwood, Director of Aguaconsult and moderator of the forum, outlined the program. The forum was organized into three main sessions:

1. Solutions, Trends, & Best Practices: The Donor Perspective;
2. Practical Sustainable Applications: The Implementing Partner Perspective;
3. Sustainable WASH Business Models.

The agenda also included two breakout sessions dedicated to initiating the development of a WASH Sustainability Charter: the first focused on identifying a common definition, mission, or vision of WASH sustainability, and the second on brainstorming key principles in service of this mission. The WASH Sustainability Charter concept was introduced at the forum as a sector-wide set of voluntary guiding principles that could be followed by those endorsing this approach to achieve agreed-upon sustainability goals. The draft mission will be influenced by the first breakout session, and the draft principles from the final breakout session. These drafts will be shared to solicit feedback and then finalized for endorsement. The process for the WASH Sustainability Charter is depicted in Figure A below.

Figure A: Process for Developing a Charter



1. IRC. <<http://www.irc.nl/page/48398>>

2. Rajesh Shah of Blue Planet Run Foundation. <<http://water.org/learn-about-the-water-crisis/facts>>

Follow Up From October 2010 Session

Harold Lockwood invited participants who also attended the October 2010 forum to share their experiences and what they have learned or achieved since the last forum. Carlos Linares, Program Officer at IRD, shared how IRD has begun taking the first steps toward improving their WASH portfolio (see box 1). Lisa Nash, CEO of Blue Planet Network, explained that their objective is to have members share information and learning across the world. *“Findings of the October meeting were presented to Blue Planet Network’s board and incorporated into their strategy. All proposals funded by Blue Planet Network must now include a monitoring component.”*

Harold used these stories to highlight the fact that sustainability is a process, not a fixed point in time. *“The change we are seeking within this group of donors, implementers, advocates, and learning organizations will not come overnight. Our ultimate goal is to see changes in ideas, in dialogue, language, and eventually in policy and practice on the ground. We need to recognize that such change takes time - it is never the result of any single meeting or event.”*

Box 1: International Relief and Development Update

“Right after the event, IRD Senior Management launched an organization-wide WASH initiative. The first task has been to shed light on our WASH capabilities and experience - that had been buried under Health, Infrastructure, Agriculture, Community Stabilization, Nutrition and/or Relief - titled programs.

One key outcome has been to discover that IRD has a very strong WASH portfolio. Close to 20% of our total portfolio (U.S. \$500 million/annually) includes the broad spectrum of multidisciplinary and participatory approaches - from construction of large infrastructure to smaller hygiene education and behavior change programs.

IRD Senior Management wants to build on our success not only by highlighting WASH within the organization but to push for higher quality implementation.

Raising awareness has been the first step. As we move forward giving greater emphasis to WASH within the organization, we are also moving towards the development of sustainability indicators and advocacy for funding of life-cycle approaches to WASH implementation from our private and public sector donors.”



III. DEFINING WASH SUSTAINABILITY

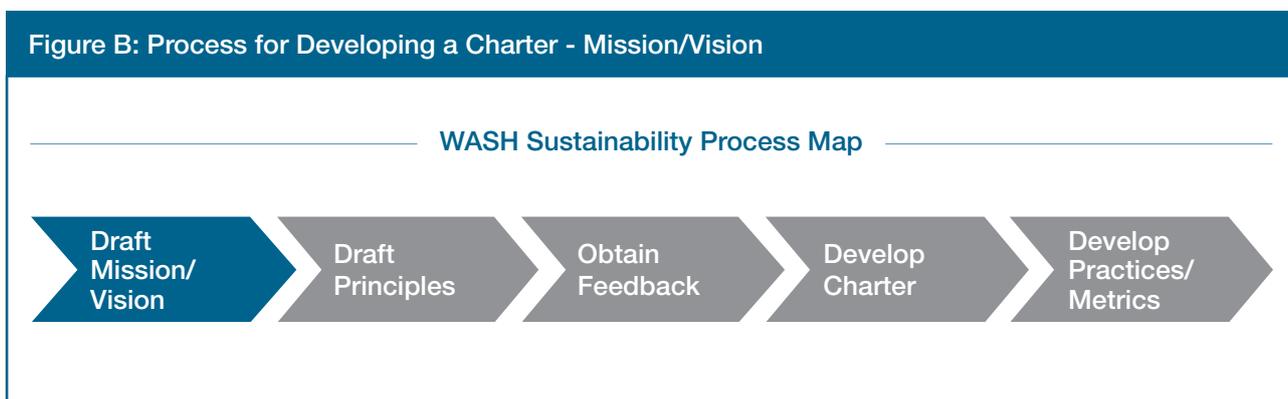
In the first session of the day, Susan Davis, Chief Partnership Officer at Water For People, asked participants to brainstorm a definition of “sustainability” to be used throughout the forum and as the basis for a proposed mission in the WASH Sustainability Charter. The hope was that working toward a common understanding of the mission of sustainability would allow the rest of the day’s programming and subsequent meetings and dialogue to focus primarily on how sustainability can be achieved. This session served as the first step in the process outlined in Figure B below.

“Sustainability” is a word many organizations use in their mission and vision statements. Each organization uses the term in a slightly different way. Susan began by sharing vision and mission statements from an assortment of organizations to demonstrate the common themes between them. Words like “sustainable,” “effective,” “efficient,” “informed,” and “long-lasting” were frequently used amongst the collection of mission statements.

The definition of sustainability has been a topic of great discourse throughout the development community for many years. To provide more clarity on the word, Susan presented a list of definitions for “sustainable development,” as well as “sustainable WASH development” in particular, from a variety of sources. These definitions ranged from the simple, “Whether or not [a water system] continues to work over time”³ to the more complex, “A [WASH] development programme is sustainable ‘when it is capable of supplying an appropriate level of benefits during an extensive time period after the withdrawal of all forms of support from the external agency.’”⁴



Figure B: Process for Developing a Charter - Mission/Vision



3. Abrams, Len. 1998. Water Policy International. <<http://www.africanwater.org/sustainability.htm#Defining%20sustainability>>
 4. OECD/DAC 1998 in CINARA/IRC/WSP, 1997

Following this introduction to WASH sustainability, Susan divided the participants into nine groups each with the task of crafting one sentence to define sustainability in the WASH sector. Please see Box 2 for individual group definitions. Several common themes appeared across the small group definitions. For example, each of the definitions included the notion that intended benefits should be derived over some extended measure of time. Some of the other recurring themes included: public and private sector roles, self-reliance, developing strong institutions, community participation, continuous benefits, and building the management capacity of communities and operators. Susan explained that these themes and definitions will form the basis of a proposed mission statement for the draft WASH Sustainability Charter.



Box 2: Sustainable WASH is ...

Group A:

A system that provides continuous benefits, knowledge transfer and the resources for long-term operations, maintenance and replacement ensuring quality.

Group B:

Local people and/or authorities use, operate, maintain, and repair WASH improvements that are not harmful to the environment over time.

Group C:

Long-term, self-sufficient WASH services with community ownership and public-private engagement.

Group D:

Defined by the provision of self-reliant WASH services at appropriate standards to meet community needs and demand supported by self-reliant institutions over the long-term.

Group E:

Continued delivery of intended benefits over time with reliable sources of stakeholder funding and management capacity while preserving ecological resources for future generations.

Group F:

Projects that will provide immediate WASH improvements and drive continuous WASH improvements over time.

Group G:

Keep water flowing and toilets available and functioning forever.

Group H:

To develop equitable, financial, operational, and environmental services which support ongoing delivery without long-term, external donor assistance.

IV. SOLUTIONS, TRENDS, & BEST PRACTICES: THE DONOR PERSPECTIVE

This panel was comprised of representatives from The Bill and Melinda Gates Foundation, the Inter-American Development Bank, WSP, and the United States Agency for International Development (USAID), who shared their perspectives on, and commitment to, investing in sustainable WASH programming.

Louis Boorstin presenting



The Bill and Melinda Gates Foundation

Louis Boorstin, Deputy Director of Water, Sanitation and Hygiene at The Bill and Melinda Gates Foundation (BMGF), summarized BMGF's recent commitment to sanitation, announced last year by saying that, "We need some 21st century thinking on how to address the sanitation problem." The three core objectives for BMGF grants are: impact, sustainability, and scalability, but it's a challenge to achieve all three simultaneously. Grantees must implement approaches that leverage local systems and work with the permanent institutions already in place. Louis shared his experience that too often, neither implementers nor donors understand the people they are trying to help: "The more we understand the needs and preferences of poor households, the more likely we are to deliver something sustainable."

One major principle of BMGF's investments is a learning-centric approach. Grants are evaluated for impact and effectiveness, and the results help to build an evidence base to assist in determining future investments. BMGF has also realized that it should measure the *contribution* of its grantees to achieving sustainable WASH services, meaning the grantees are part of a system and are not expected to achieve outcomes on their own. And the metrics used should become accountability mechanisms for users, not just donors. Finally, Louis stressed that the need to continue learning how to improve service delivery as that will move the sector forward.



Inter-American Development Bank

The second speaker, Jorge Ducci, Senior Water and Sanitation Economist of the Inter-American Development Bank, showed how the approaches to sustainability of rural water and sanitation systems have changed over time in the Latin America region. According to Jorge, history has shown that, *“Money itself is not the problem. I think the problem is more about the institutions and governments behind the systems.”* Throughout the 1980’s, responsibility for rural water systems was decentralized due to weak institutions, shifting the responsibility for operations and maintenance onto the communities alone. Today, the dominant view recognizes that community participation is necessary but not sufficient. Improved governance is also required.

Even in the best circumstances, water systems can always fail, and when they do, an effective operations and maintenance strategy is required. Transparency and unified approaches of all organizations involved are required for systems to continue to help people over time. In many instances, the private sector can be a valuable partner. For example, in Chile, the Rural Water and Sanitation Unit in the Ministry of Public Works hired private urban utilities to provide monitoring and technical support services. While more expensive than relying on the community alone, this partnership has been 100% effective in ensuring ongoing service delivery.

Jorge finished his presentation with suggested elements needed for a modern sustainability strategy:

- Political priority for rural water & sanitation;
- Adequate governance and focus of donors;
- Strong community involvement;
- Post-construction support through local specialized companies - economies of scale; and,
- Funded by government subsidy if required.

Water and Sanitation Program (WSP), The World Bank

Jae So, Manager of WSP, focused her presentation around three messages to improve sustainability based on The World Bank’s experiences. The first message was to find the gap - Where is the problem? Jae posed the question, *“Some people get toilets for free, and when you go back they aren’t using them. So we know it’s not money. So, what is it?”* The second message was to support all different types of partners working in the sector, especially the domestic private sector. For example, a cell phone company in Senegal created a for-profit operation that allows people to send an SMS text message when the sanitation infrastructure is broken. This is also a cost-effective solution for the government, because they can send engineers to fix the problem on an as-needed basis, rather than constant monitoring. She gave another example of the importance of private sector engagement by explaining that in many areas, toilets and fully tiled bathrooms have become prestigious among community members. *“When I lived in Korea, I remember the first modern toilet inside a house in our neighborhood,”* Jae shared, *“I remember thinking, ‘Oh, his dad must be rich, I want that!’”* This foundation for aspirational marketing encourages the private sector to supply these sanitation facilities with affordable financing and equipment, and for users to make sure these are maintained.

The final message was to work at-scale and support national programs at-scale. It is important to understand one’s role in the national framework, as well as know the role others play, allowing for better cooperation. This, combined with actively sharing knowledge between all stakeholders will lead to the most efficient and effective way to complete a project in a given area.

USAID

The final panelist on the donor panel was John Borrazzo, Chief of the Maternal and Child Health Division at USAID. John began by sharing a personal story, using a series of photographs, about a slum in India where a public toilet was built but poorly maintained. It was so ill-kept that the children of the slum refused to use it and instead defecated on the sidewalk adjacent to the toilet. He contrasted this with an example from Kinshasa in the Democratic Republic of the Congo, where a USAID-supported NGO-managed public toilet established in 2001 was still running well when he visited it unannounced in 2007 - because the institutional arrangements allowed sufficient revenue generation from pay-per-use.

He explained that the Hygiene Improvement Framework that USAID originally developed to respond to the challenge of providing sustainable services is now used by many other organizations. The Hygiene Improvement Framework contains three key elements:

1. Support for enabling policies and governance, including sustainable financing;
2. Support of behavior change on a sustained basis; and
3. Investment in hardware development.

John put forward a few considerations to think about. The first was how to do a better job at being an organization that learns, defines risks, and is willing to question why something doesn't work. Another was to think about contribution vs. attribution - donors and implementing organizations should look to contribute, in partnership with others, rather than focusing on which outcomes can be attributed directly to them.

The last topic he touched on was the importance of understanding the differences between approaches that work for water supply and approaches that work for sanitation when developing or supporting a project. While there are some common considerations, the recent focus of distinguishing the role of behavior change as the foundation of sustainable sanitation will improve the chances of sustainability.

In wrapping up this session, Harold set out some challenges for the donor organizations. He cited experiences from working with large WASH programs both ten years ago and today where the very narrow metrics of 'numbers of water systems and latrines built,' and 'number of beneficiaries served' were the primary drivers of accountability and performance. He also gave a current example of a major infrastructure loan in Ghana which had the same infrastructure-focused indicators of success. He suggested that the shift to more service-oriented approaches will be much easier once WASH donors start to change these measures of impact.

Box 3: Q&A Session - Donor Perspective

Q: Can the donors characterize how the climate for donor funding is changing at this time?

A: Two things are happening:

1. More strict segmentation of where funds go and to whom.
2. There is a larger focus on being able to monitor results; investments are needed to create change based on learning and defined results.

Q: Can you explain the importance of having sustainable cost-recovery mechanisms and developing the capacity of local groups to secure funding?

A: Financial needs vs. financial resources must be balanced. Knowledge about opportunities such as using grant money as a credit loan needs to become more widespread. Additionally, you must consider who is responsible for the cost of the program? Tariffs barely cover O&M without enough revenue to set aside for replacement of parts.

V. PRACTICAL SUSTAINABLE APPLICATIONS: THE IMPLEMENTING PARTNER PERSPECTIVE

In this panel, implementers were provided the opportunity to discuss solutions that participants could immediately apply in their own programming. Harold emphasized that this group of stakeholders have an invaluable perspective on sustainability issues and that projects that do not work the first time are among the best learning experiences.

CARE International

Peter Lochery, Water Team Director for CARE International started by saying, *“We see ourselves more as influencers instead of implementers within a community.”* The four dimensions of a sustainable program are long-lasting outcomes, staying within ecological boundaries, having a positive impact, and ensuring scalability. Additionally, without long-term follow up, implementers will never be able to identify the factors that work and those that don’t. Control groups for comparison are needed to conduct accurate evaluations during the follow-up. Peter concluded by sharing challenges learned from long-term follow up in CARE’s school WASH projects. These included teachers who have been transferred to other districts, lack of budget to purchase soap, and a lack of accountability amongst teachers and the community as a whole. These challenges, while difficult to overcome, can be solved through intentional emphasis on the dimensions of sustainability.



CDM International

Peter Macy, Associate at CDM International, spoke about the problems, transitions, and lessons learned throughout his experiences. One of the suggestions that Peter gave was to use the term “partner” instead of “beneficiary” because it makes people feel more involved and less dependent on outside help. He also shared the “**ROCKS**” approach, which is a checklist to ensure that planning and implementation followed basic tenets of sustainability. ROCKS stands for:

Resources: for example, a steady stream of cash should be available for village water system maintenance and repair as well as for vehicles and fuel.

Ownership: defined roles and responsibilities and holding key players accountable.

Cultural connection: working with appropriate technology and within the local beliefs, with a significant emphasis on respect.

Knowledge: determining the level of existing understanding and capacity, and what additional knowledge is required. Based on Peter’s personal experience, the most sustainable form of capacity building is mentoring and practice. This also includes trained villagers with a focus on women and government staff.

Secondary systems: acknowledging that not everything will go according to plan, and being prepared with multiple backup plans. CDM has been able to use the lessons learned to work toward ensuring sustainability through the promotion of the ROCKS approach.

Resources

Ownership

Cultural Connection

Knowledge

Secondary Systems.

**Box 4:
Q&A Session - Implementers Perspective**

Q: In the ROCKS framework, how do you look at sustainability from the water resource management perspective?

A: In this case, sustainability is in reference to long-term functionality of the facilities and systems we put in place. Environmental sustainability is viewed separately. The biggest “bugaboo” in the sector is sustainability of services. It can be easier to protect the environment than ensure long-term durability of interventions.

Q: How do you reconfigure projects if they fail mid-stream?

A: We try to make a point to build in enough time within each project to be able to test the project before it fails. We don't always test the projects first, even though we would like to. When projects are rushed they tend to not work. For instance, a project in East Timor is currently moving very fast to complete the systems but that causes concern about its sustainability.

Living Water International

The final panelist discussing the implementer's perspective was Jonathan Wiles, Senior Director of Communications at Living Water International (LWI). Jonathan talked candidly about the organization-wide transformation now happening at LWI, a faith-based organization. LWI is currently realigning around proven successes using the appreciative inquiry process - interviewing stakeholders within, across, and outside the organization to identify the organization's strengths and designing a strategy and structure to build on those strengths. LWI has learned that they need to listen to what field implementers really want: focus on regions not just communities, provide access to a wide range of solutions, and change the measurements of success. The five-year strategic plan has already gained tremendous momentum throughout the organization, because *“it's a shared vision, it's a new beginning.”*

Jonathan's very open and honest reflections were much appreciated by the participants and Harold noted that this type of wholesale organizational change can be a painful but ultimately very necessary step in adopting new ways of working.



VI. FILM: “BACK TO THE RIVER”

Picking up after the lunch break, participants watched a short teaser for “Back to the River,” a documentary film about the challenges of delivering water aid. The audience watched as familiar faces and international stakeholders shared stories about their experiences in delivering water aid. This video was followed by a brief discussion. “Back to the River” was created by Tessa Livingstone of SmallMediaLarge and commissioned by Triple-S. To view this preview, please visit sustainablewash.org. In addition to its use for training events and advocacy efforts, the purpose of developing this short film was also to fundraise for a full length documentary about issues around sustainability and aid to the water sector.



VII. SUSTAINABLE WASH BUSINESS MODELS

The final panel provided an opportunity for investors and implementers to share their entrepreneurial and business approaches to WASH.

Acumen Fund

The first panelist was Marc Manara, Water Portfolio Manager at Acumen Fund, who spoke about investing in sustainable WASH solutions. Acumen Fund is pioneering a patient capital approach to investment in five sectors of priority for poverty alleviation: housing, water and sanitation, energy, health, and agriculture. Patient capital is an investment strategy that seeks to bridge the gap between the efficiency and scale of market-based approaches and the social impact of pure philanthropy.

Marc shared four innovative WASH business models which Acumen is supporting, or considering investing in. The first business model was WaterHealth International's (WHI) water purification kiosks. WHI currently has 320 decentralized water purification plants in rural India providing safe and convenient water for an affordable fee. The second business model Marc covered is Ecitact's pay-per-use toilet model. This model earns revenue from toilet use and other sources (i.e. renting store space) which can be used to cover operating and maintenance costs, such as cleaning. Acumen Fund is now looking for ways to adapt these pay-per-toilet concepts to work in slums. The third business model discussed was micro-lending for purchasing water and sanitation assets, such as constructing a toilet or creating a private tap that connects to the municipal water supply. These loans are often thought of as "home improvement loans." The fourth model - sale and financing of household water purification devices - appears to be a sustainable business as well.

Marc concluded his presentation with recommendations for how traditional implementers can incorporate business models into their programming: recognizing the cultural shift between projects, not being afraid to start with a small pilot project, and to consider partnerships whenever possible.

Water For People

The CEO of Water For People, Ned Breslin, began his presentation by referencing the fact that more people in India have cell phones than toilets: *"I don't know why anyone is surprised by that, cell phones are cool and toilets are... not."* According to Ned, we can learn from the success of cell phones and apply it to the sanitation business. The trick is to get sanitation entrepreneurs to look at people as customers. He shared a project story from Blantyre, Malawi where the program used "the gulper," a hand pump used to de-sludge individual toilets. Those who recognized the opportunities of waste management were able to make a small profit with each toilet cleaned. This was the beginning of a successful and growing de-sludging business.

In Bolivia, a woman discovered that composted human waste placed under a certain tree encouraged growth of a rare and valuable mushroom - earning her about \$2,400 per year. She is now distributing toilets in order to obtain waste. Ned concluded with the thought, *"We are a bunch of sanitation geeks who build toilets in their backyard for fun, now we need a new type of person who can get the business side down."*



The Dow Chemical Company

The next speaker was Dennis Merens, Director of Corporate Venture Capital at The Dow Chemical Company. Dow has made a significant investment in WaterHealth International (WHI) as an exemplary sustainable model for delivering water to the poor. WHI's business model is decentralized water kiosks which are designed for scale which service communities ranging from 2,000 to 10,000 people and ensure quality water through continuous testing and monitoring. Customers use a trade-in system by bringing their used WHI water containers to the kiosk and trading it in for a new, sterilized container full of safe drinking water. A marginal fee is charged which funds the cost of operations and maintenance of the kiosks. An economic projection showed the growth potential of the WHI model - from a gross profit of over U.S. \$4 million in 2011 to over 10 times that in just four years.

The World Bank

Julia Bucknall, Water Unit Manager at The World Bank, began, *"First of all, if you don't have hope, you really can't be in this business."* There is a sector-wide tendency to look for immediate solutions and models, but no model will work under the wrong circumstance. It's important to spend the time to find what works for each unique context. The World Bank's recently found that even in very poor, urban communities, the private sector's locally driven solutions are often the most successful. Furthermore, advancing the development of public-private partnerships (PPP) has the potential to support sustainable WASH solutions. A great source of hope for the sector rests in this potential from both the community entrepreneurship model as well as the PPP model.

Harold closed the session by noting that this is an important and emerging area which is particularly developed among U.S.-based organizations, and would be of great value to share with international audiences.

Box 5: Q&A Session - Sustainable WASH Business Models

Q: Do you have any positive or negative examples of using online monitoring systems?

A: WaterHealth International is building remote monitoring into their systems now. Other models also have software systems already in place, such as using SMS to submit data and repair needs. The high costs of these systems need to come down for widespread use of these methods.

Q: Building demand for de-sludging units might be difficult. How did you go about demand creation?

A: The issue was lack of awareness about the potential of de-sludging, not lack of desire. People are interested and curious about it once they are aware; the bigger problem is that with an increased demand comes too much sludge for the local wastewater treatment plants to handle.

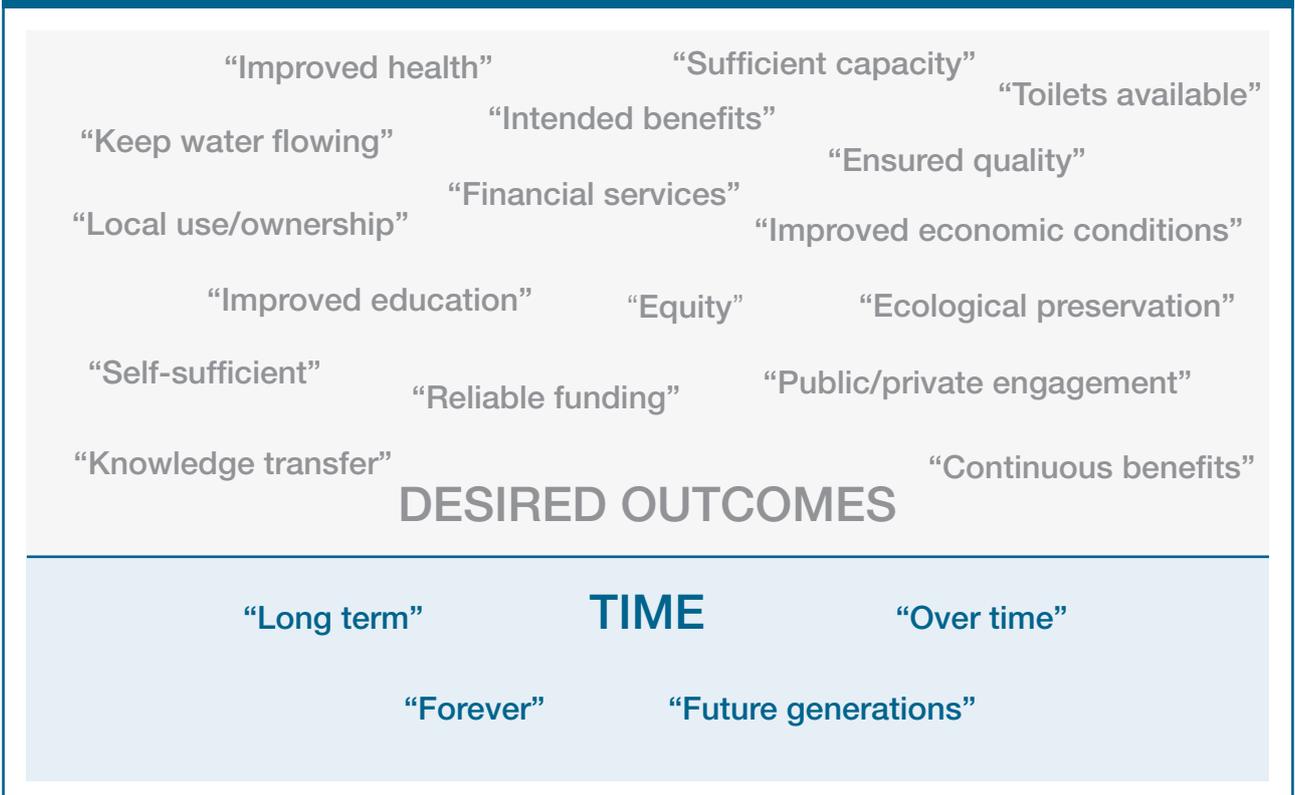
VIII. CHARTING PRINCIPLES OF SUSTAINABILITY

In the final session of the day, Rick Shriner, Manager at Deloitte & Touche LLP, leveraged the various definitions of “sustainability” developed during the “Defining WASH Sustainability” session as building blocks to brainstorm guiding principles. The objective of this session was to draft these principles, which would, in conjunction with a common WASH sustainability mission statement, ultimately serve as the foundation for a WASH Sustainability Charter.

Key components of sustainability, as identified in the definitions developed during the morning session (see Box 6 in section III), are represented in Figure C below.



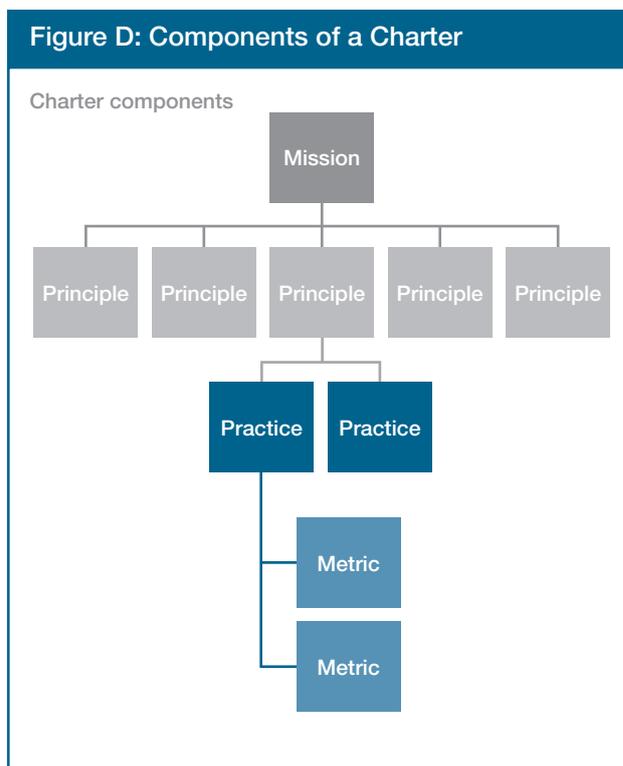
Figure C: Key Components of Sustainability



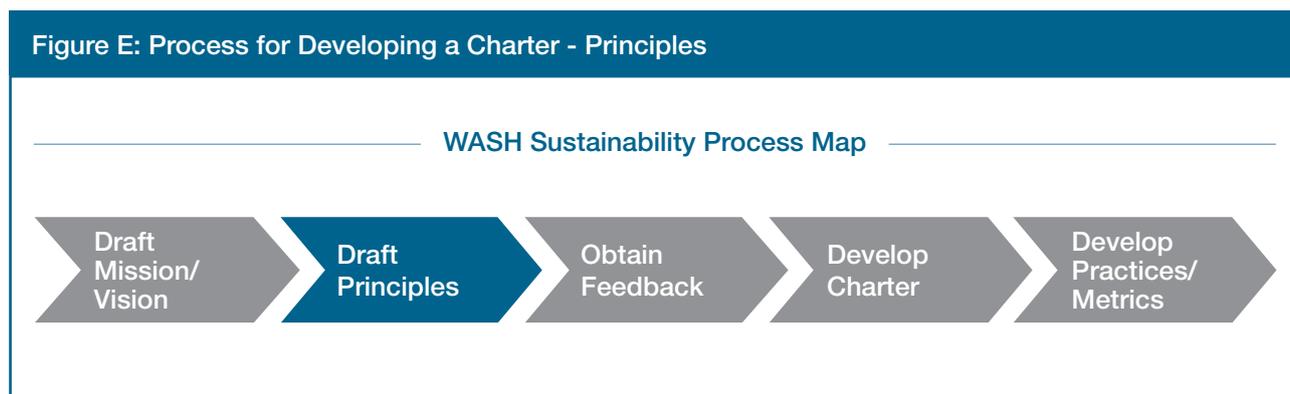
Rick described the importance of developing a charter as a means to unify the WASH sector around a common vision for sustainability, regardless of one's role in the sector. He also identified the critical components of a charter: a **common mission statement** and **guiding principles** that support that mission. Figure D illustrates the integral, hierarchical relationship between a mission statement, principles, practices, and metrics. This graphic shows that the mission and principles are the core foundation for establishing consensus and consistency for the term "WASH sustainability," while the practices and metrics that support this core foundation may vary across organizations and throughout the sector.

In addition, Rick referenced the process map (see Figure E below) displayed throughout the forum to provide context for the steps in developing a WASH Sustainability Charter.

Following this introduction, Rick divided the participants into eight groups; each with the task of brainstorming six to eight principles that incorporate the different dimensions of sustainability represented in Figure C. Throughout the process, the groups engaged in conversations ranging from the necessity of community management to appropriate communications with all stakeholders. Each group then shared two to three key principles with the overall group. As anticipated, many of the principles were similar across the groups, focusing on key elements such as **finance, transparency and accountability, learning, and monitoring and evaluation.**



Rick explained that insights provided by this exercise will be used by a smaller working group organized by GWC to draft and formalize a draft set of principles for inclusion in the WASH Sustainability Charter, following the process outlined in Figure E. A draft charter will be shared with the participants of this forum, as well as with other key stakeholders in the WASH sustainability community, as a means to solicit additional input and feedback.



IX. NEXT STEPS

Following the conclusion of the breakout session, Harold introduced several next steps for moving forward the sustainability agenda throughout the sector:

- Harold discussed the Sensemaker® methodology which is designed to collect stories throughout the sector as part of the Triple-S learning. Participants should expect to receive the survey in the near future.
- John Oldfield presented on the new WASH Advocacy Initiative. They will work to continue the momentum for improving sustainability, along with advocacy and other sector coordination activities. The WASH Advocacy Initiative will have a staff member (Elynn Walter) who will be dedicated to promoting sustainable programming. For more information on the WASH Advocacy Initiative, please contact John Oldfield at joldfield@WASHinitiative.org or Elynn Walter at ewalter@WASHinitiative.org.
- Susan Davis announced that CARE and Water For People are beginning discussion on a collaborative monitoring effort. This effort will increase accountability in regions where multiple NGOs are working, and improve monitoring. If you are interested in supporting this effort, please email Susan at sdavis@waterforpeople.org.
- The ideas generated in each breakout session will lay the foundation for the **WASH Sustainability Charter**. A small team organized by Global Water Challenge will compile the ideas from the breakout groups into a draft charter, which will be made available for public comment. If you have any questions or would like further information about this process, please email brian.banks@globalwaterchallenge.org.

In closing the day Harold again emphasized that changing how we work is a long-term process and that this meeting is just one step on a continuing path that will need to be developed further and supported in the coming months and years. Change in the way we think and work doesn't happen overnight. The participants were urged to participate in the development of the Charter, and to stay engaged in the ongoing sustainability conversation.



APPENDIX 1

LIST OF ATTENDEES

Organisation	Name	Title	Email
A Glimmer Of Hope	Brian Cooper	CEO	brian@aglimmerofhope.org
A Glimmer of Hope	Stephanie Fast	Director of Operations	stephanie@aglimmerofhope.org
A Glimmer Of Hope	Alicyn Yarbrough	Program Director	alicyn@aglimmerofhope.org
Acumen Fund	Marc Manara	Water Portfolio Manager	mmanara@acumenfund.org
AED	Sandra Callier	Project Director	scallier@aed.org
AED WASHPlus	Ed Perry	Senior Program Officer	
AED WASHPlus	Julia Rosenbaum	BC Specialist	jrosenba@aed.org
Aguaconsult	Harold Lockwood	Director	h.lockwood@aguaconsult.co.uk
Aguayuda, Inc.	Sabrina Zimmermann	Resource Development Manager	szimmermann@aguayuda.org
Blue Planet Network	Lisa Nash	CEO	lisa@blueplanetrun.org
CARE	Brooks Keene	Policy Advisor, Water Team	bkeene@care.org
CARE	Peter Lochery	Director, Water Team	lochery@care.org
Catholic Relief Services	Chris Seremet	Technical Advisor	cseremet@crs.org
Catholic Relief Services	Dennis Warner	Senior Tech. Advisor	dwarner@crs.org
CH2M HILL	Alyssa Boyer	Project Manager	Alyssa.Boyer@CH2M.com
charity: water	Jonna Davis	Water Programs Manger	jonna.davis@charitywater.org
Chevron	Kirsten Knoepfle-Thorne	Senior Policy Manager	Kirsten.Thorne@chevron.com
Clean Water Initiative	Erick Toledo	Director	ericktoledo2002@yahoo.com
CSIS	Katherine Bliss	Director/ Sr. Fellow	kbliss@csis.org
Deloitte	Mark McNamee	Director	mmcnamee@deloitte.com
Deloitte	Ani Shehigian	Manager	aShehigian@deloitte.com
Deloitte	Rick Shriner	Manager	rshriner@deloitte.com
Dow Chemical Company	Dennis Merens	Director of Corporate Venture Capital	damerens@dow.com
El Porvenir	Rob Bell	Executive Director	rob@elporvenir.org
Engineers without Borders, Canada	Mike Kang	Co-Director, Water Team	mjskang@gmail.com
Engineers without Borders, USA and CDM	Chris Fahlin	Corporate Sponsor	FahlinCJ@cdm.com
FSG Advisors	Jason Lee	Consultant	Jason.Lee@fsg.org
George Washington University	Caetie Ofiesh	Researcher	cofiesh@gmail.gwu.edu

Organisation	Name	Title	Email
Global Environment & Technology Foundation	Chuck Chaitovitz	Principal	chuck.chaitovitz@getf.org
Global Environment & Technology Foundation	James Dyett	President	james.dyett@getf.org
Global Environment & Technology Foundation	Alice Gibbs	Project Coordinator	alice.gibbs@getf.org
Global Environment & Technology Foundation	Tom Harvey	Chairman	tom.harvey@getf.org
Global Environment & Technology Foundation	Naabia Ofosu-Amaah	Project Coordinator	naabia.ofosu-amaah@getf.org
Global Environment & Technology Foundation	Nicole Terrillion	Water & Sanitation Program Director	nicole.terrillion@getf.org
Global Environment & Technology Foundation	Albert Wright	Senior Water Consultant	amwright2@msn.com
Global Water Challenge	Brian Banks	Project Coordinator/ Communications Manager	brian.banks@globalwaterchallenge.org
Global Water Challenge	Maurie Carr	Project Coordinator	maurie.carr@globalwaterchallenge.org
Global Water Challenge	Monica Ellis	CEO	monica.ellis@globalwaterchallenge.org
Global Water Challenge	Lisa Schindler	Intern	lisa.schindler@getf.org
H2O for Life	Val Johnson	Executive Director/ Co-Founder	vjohnson@h2oforlifeschools.org
Howard University	Kofi Bota	Professor	kofi.bota@gmail.com
InterAmerican Development Bank	German Sturteneggon	Consultant	germanstu@iadb.org
Inter-American Development Bank (IDB)	Jorge Ducci	Lead Economist	JDUCCI@iadb.org
xInter-American Development Bank (IDB)	Silvia Stradtman-Ortiz	WSS Specialist	SilviaOr@iadb.org
International Lifeline Fund	Rachael Reichenbach	Program Officer	rreichenbach@lifelinefund.org
International Lifeline Fund	Dan Wolf	Executive Director	dwolf@lifelinefund.org
International Rural Water Association	Bill Kramer	Program Manager	nrwabk@nrwa.org
IRD	Carlos Linares	Program Officer	clinares@ird-dc.org
Kimberly-Clark	Mike Lloyd	Director, Global Environmental Services	mlloyd2@kcc.com
Lions Club International	Katharine Keller	-	katharine.keller@lionsclubs.org
Living Water International	Stan Patyrak	Senior Director	stan@water.cc

Organisation	Name	Title	Email
Living Water International	Brad Salzman	VP, Programs	brad@water.cc
Living Water International	Jonathan Wiles	Senior Director of Communications	jonathan@water.cc
Margaret Cargill Foundation	Mark Lindberg	Program Director	mlindberg@macfoundation.org
Merck & Co., Inc.	Mary Buzby	GS&E, Water Lead	mary_buzby@merck.com
Merck & Co., Inc.	Maggie Kohn	Director, Corporate Responsibility	maggie_kohn@merck.com
Millennium Water Alliance	Susan Dundon	Program Development Officer	susan.dundon@mwater.org
Millennium Water Alliance	John Sparks	Director of Advocacy and Communications	sparks.jd@comcast.net
PepsiCo Inc.	Claire Lyons	Corporate Contributions & Foundation	claire.lyons@pepsico.com
Plan International	Jillian Scott	Program Associate	Jillian.Scott@planusa.org
Plan International	Luis Tam	Director and Senior Advisor	luis.tam@planusa.org
Population Services International	Megan Wilson	Program Manager	mwilson@psi.org
Project WET	John Etgen	Senior Vice President	john.etgen@projectwet.org
Rotary Club of Washington, DC	May Yoneyama Gwinn	World Water Summit	maygwinn@gmail.com
SAIS - JHU	Tanvi Nagpal	Professor	tnagpal@jhu.edu
Steve Werner Consulting	John Troup	Consultant	jtroup@sympatico.ca
Steve Werner Consulting	Steve Werner	Principal	stevewernerconsulting@gmail.com
Tetra Tech ARD	Chris McGahey	Senior Associate	CMcGahey@ardinc.com
The Bill and Melinda Gates Foundation	Louis Boorstin	Deputy Director, Water, Sanitation & Hygiene	Louis.Boorstin@gatesfoundation.org
The Coca-Cola Company	Janine Kellner	Assistant Manager, Federal Government Relations	jkellner@na.ko.com
The Environmental Group	Judith Ayres	Principal	juditheayres@gmail.com
The Hilton Foundation	Braimah Apambire	Senior Advisor	Braimah@HiltonFoundation.org
The World Bank	Alex Bakalian	Senior Water Supply Specialist	abakalian@worldbank.org
The World Bank	Julia Bucknall	Water Unit Manager	jbucknall@worldbank.org
The World Bank	Elizabeth Kleemeier	Senior Water Supply and Sanitation Specialist	ekleemeier@worldbank.org

Organisation	Name	Title	Email
The World Bank	Sarah Surban	Consultant	sarah.surban@gmail.com
The World Bank	Jae So	Manager, Water and Sanitation Program	jso@worldbank.org
The World Bank	Christopher Walsh	Communications Officer	cwalsh@worldbank.org
University of South Florida	Ryan Schweitzer	Research Associate	rschweit@mail.usf.edu
USAID	John Borrazzo	Chief, Maternal & Child Health Division	jborrazzo@usaid.gov
USAID	Chris Holmes	Senior Advisor	chholmes@usaid.gov
USAID	Anthony Kolb	Urban Health Advisor	akolb@usaid.gov
USAID	Sharon Murray	Senior Water Resources Advisor/Program Manager	SMurray@usaid.gov
USAID	Rochelle Rainey	Advisor	rrainey@usaid.gov
WASH Advocacy Initiative	Kathy Baczko	Director of Global Partnerships	kathybaczko5@gmail.com
WASH Advocacy Initiative	John Oldfield	Managing Director	joldfield@wateradvocates.org
Water for People	Ned Breslin	CEO	nbreslin@waterforpeople.org
Water for People	Susan Davis	Chief Partnership Officer	sdavis@water4people.org
Water for People	John Sauer	Asst. Director of Thought Leadership	jsauer@waterforpeople.org
Water.org	Chevenee Reavis	Director of Advocacy	creavis@water.org
WaterHealth International	Sameer Mithal	Executive VP, Business Development	smithal@waterhealth.com
WaterLines	Mark Reimers	Kenya Coordinator	kibwezi@aol.com
WaterLines	Diane Reimers	Kenya Coordinator	-
World Vision	Ron Clemmer	Senior Technical Advisor	RClemmer@worldvision.org

ANNEX 2 AGENDA

WASH SUSTAINABILITY FORUM

Time	Session	Speakers
08:30 - 09:00	Coffee and Light Refreshments	
09:00 - 09:15	Welcome, Objectives and Outline of the Day	Harold Lockwood , Director, Aguaconsult Welcome by Jae So , Manager, Water & Sanitation Program
09:15 - 09:30	Follow-Up from October Meeting Facilitated discussion	Harold Lockwood , Director, Aguaconsult
09:30 - 10:35	Defining WASH Sustainability Break-out discussions followed by facilitated wrap up	Susan Davis , Chief Partnership Officer, Water For People
10:35 - 10:45	Coffee Break	
10:45 - 11:35	Solutions, Trends & Best Practices: The Donor Perspective Individual presentations followed by questions from forum participants	Moderator: Harold Lockwood , Director, Aguaconsult Louis Boorstin , Deputy Director, Water, Sanitation and Hygiene, The Bill and Melinda Gates Foundation Jorge Ducci , Senior Water and Sanitation Economist, Inter American Development Bank (IADB) Jae So , Manager, Water & Sanitation Program John Borrazzo , Chief, Maternal and Child Health (MCH) Division, USAID
11:45 - 12:45	Practical Sustainable Applications: The Implementing Partner Perspective Individual presentations followed by questions from forum participants	Moderator: Harold Lockwood , Director, Aguaconsult Peter Lochery , Water Team Director, CARE International Peter Macy , Associate, CDM International Jonathan Wiles , Senior Director of Communications, Living Water International
12:45 - 13:45	Working Lunch/Video Lunch will be provided At 13:30, there will be a 10 minute video on the challenges of sustainable water service delivery, followed by comment and discussion	

Time	Session	Speakers
13:45 - 14:45	<p>Sustainable WASH Business Models</p> <p>Individual presentations followed by questions from forum participants</p>	<p>Moderator: Harold Lockwood, Director, Aguaconsult</p> <p>Marc Manara, Water Portfolio Manager, Acumen Fund</p> <p>Ned Breslin, CEO, Water For People</p> <p>Dennis Merens, Director of Corporate Venture Capital, The Dow Chemical Company</p> <p>Julia Bucknall, Water Unit Manager, The World Bank</p>
14:45 - 15:30	<p>Charting Principles of Sustainability</p> <p>Break-out discussions followed by facilitated wrap-up</p>	<p>Moderator: Rick Shriner, Manager, Deloitte & Touche LLP</p>
15:30 - 16:00	<p>Closing Session: Moving Forward</p>	<p>Moderator: Harold Lockwood, Director, Aguaconsult</p>
16:30	<p>Participants are invited to gather for refreshments</p> <p>GWC will provide hors d'oeuvres</p> <p>Location: Primi Piatti, 2013 I St. NW</p> <p>(202) 223-3600</p>	



water for people