

Water & Sanitation Rotarian Action Group (WASRAG)

DRAFT STRATEGIC PLAN for the Implementation of Water, Sanitation & Hygiene Education Projects

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I. Executive Summary

The Water and Sanitation Rotarian Action Group (WASRAG) has accepted the challenge by the United Nations to address the unmet water, sanitation, health and hygiene needs of over 2.0 billion people in developing countries. Rotary, with its 33,000 Clubs and its worldwide influence, is one of the few organizations that are positioned to successfully guide how this problem can be addressed. But to be successful, Rotary must create and maintain strategic partnerships with other non-government organizations (NGOs) and government agencies around the world.

This report presents the Strategic Plan for WASRAG, as a key part of Rotary International, for the implementation of water and sanitation, health and hygiene education (WASH) projects in the geographical areas of the world where thousands of people are dying every day due to lack of access to clean and safe water and proper sanitation.

This Strategic Plan is intended to provide the guidance of the best Rotary has to offer. It should be considered an “evergreen document” in that it should be updated as WASRAG and Rotary International gain experience in major WASH projects. This document is the first step to involve both the WASRAG members and the Rotary Clubs worldwide in jointly seeking the most effective way for Rotary and its strategic partners to address this need.

The primary objective of the Strategic Plan of WASRAG is to ensure both sustainable WASH projects and to pursue the ambitious United Nations Millennium Goal of:

“By 2015 reduce by 50% the proportion of people without access to safe water and sanitation.”

UN estimates indicate 1.5 billion people lack access to safe water and 2.4 billion people have no access to sanitation. Other objectives include:

- Develop formal strategic partnerships that allow the collaboration and coordination needed to jointly plan and implement major regional projects
- Build on successful models based on Rotary projects and those of other NGOs
- Build the delivery capacity in the countries of need
- Prioritize programs to match resources and needs
- Create local (in-country) capacity and monitor for success

These objectives, and this Strategic Plan are intended to facilitate and support Rotary Clubs worldwide with the intellectual capacity to effectively plan, finance and undertake sustainable water, sanitation and health and hygiene education (WASH) projects. Rotary will support WASH projects where they are most needed in a simple, cost effective and sustainable manner, with significant Rotary involvement and through effective partnerships with the community, as well as government and other non-government organizations.

WASRAG's vision includes:

- To be an effective participant and partner in the UN Millennium Goal to bring safe and sustainable drinking water, effective sanitation, and health and hygiene education to the over two billion people around the world in need of these basic life systems
- To develop an organizational structure that:
 - effectively promotes WASH projects to Rotary Clubs and Districts around the world
 - fosters the exchange of ideas related to successful and sustainable WASH projects
 - facilitates access between technical experts/mentors and Rotary Clubs participating in WASH projects
 - provides access to necessary scientific, engineering and cultural information to Rotary Clubs and their strategic partners for the successful development of sustainable WASH projects
 - develops and maintains on behalf of Rotary International effective working relationships with other organizations participating in WASH projects
 - evaluates and prioritizes the need for WASH projects in countries and regions around the world consistent with available resources
 - seeks funding sources outside of Rotary for use as matching grants for WASH projects, and provides the link between those funding sources and Rotary Clubs/Districts that are undertaking WASH projects, and
 - establishes procedures to monitor and evaluate the sustainability of Rotary WASH projects

The following are Values that WASRAG has adopted when engaging in WASH projects.

- Promote a “Bottom-up” approach
- Empower the local community, especially women
- Respond to local needs
- Focus on community health and economic well-being

- Drive for sustainability of resources, technology and financing within the capacity of the local community and culture
- Mobilize local resources
- Choose appropriate technology that promotes sustainability
- Implement metrics that reflect program outcomes
- Leverage funding, expertise and resources
- Emphasize training and behavior change that leads to healthy and prosperous communities

The following goals are listed to support the WASRAG Vision and Mission statements and are equally applicable to the Strategic Planning exercise. They are designed to assist Rotary Clubs and Districts (and their strategic partners) to develop sustainable and cost-effective projects and programs:

1. Develop a lean but effective organizational structure to implement this strategic plan and the goals established by the WASRAG Board of Directors.
2. Develop a compendium of best practices.
3. Create a bibliography of relevant materials and references.
4. Develop and maintain a compendium of international and in-country NGOs.
5. Develop communications tools to distribute information to Rotary Clubs and partners in a timely and effective manner.
6. Distribute information on appropriate technologies for supplying, conserving and purifying water, for effective sanitation, and for promoting health and hygiene education.
7. Develop formal strategic alliances with major NGOs and meet regularly at the both the national/international and country levels to collaborate and coordinate joint planning and implementation of major regional projects.
8. Create a forum for exchange of information with and between Rotary Clubs and between Rotary and its strategic partners and the communities that they serve.
9. Develop and encourage mutually beneficial relationships within Rotary and outside of Rotary, including corporations, government agencies, non-government organizations (NGOs), and served communities that share common WASH-related goals.

10. Identify alternative sources of funding and financing to complement The Rotary Foundation, such as private foundations, corporations, and government agencies.
11. Identify and formulate WASH programs and projects that will promote overall local and regional economic sustainability and vitality.
12. Implement mechanisms to determine the effectiveness and sustainability of projects.
13. Create a network of experts accessible to Rotarians, Rotary Clubs, their strategic partners, and the communities served.
14. Provide support to Rotary Clubs seeking financial and/or technical assistance.
15. Support “Centers of Excellence” for water, sanitation and hygiene education.
16. Facilitate and coordinate the development of Regional and Community Needs Assessments around the world.
17. Identify and prioritize countries and regions within countries with high levels of need.
18. Promote throughout Rotary a commitment to WASH projects.

This strategic plan presents a worldwide organization and network plan which is illustrated in Figure 1 and shows the key staff and virtual headquarters. This new organization calls for a “virtual headquarters” which will operate for the first five development years to give WASRAG leaders time to evaluate the most appropriate form of headquarter leadership.

The headquarters system could eventually be a traditional central office or a worldwide network of offices with a home address where the support system is located.

The virtual headquarters would be staffed with a team that would consist of:

- Executive Director (ED)
- Chief Operations Officer (COO)
- Chief Financial Officer (CFO)
- Information Technician/Database Manager (IT)
- Public Relations (PR) Manager
- Clerical staff as needed.

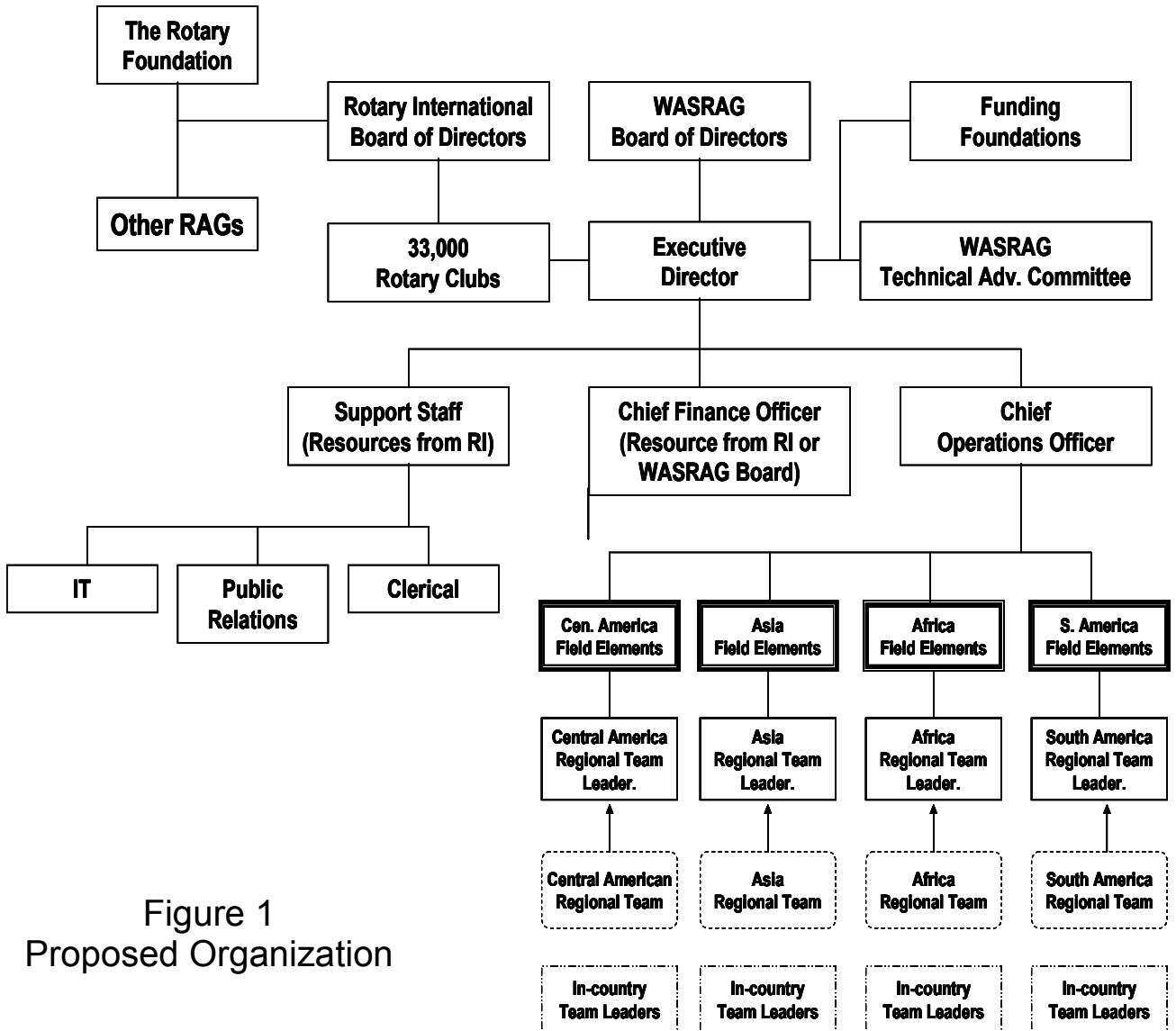


Figure 1
Proposed Organization

As the program develops additional staff might be required, either by telecommuting or in the physical locations of the ED and COO. As programs are launched around the world Program Director/Coordinators, Regional Teams and Regional Team Leaders, and Country Leaders might be added for each major world zone (e.g., continent) to assist the COO.

Initially, the CFO, IT, PR and clerical positions would be filled with either WASRAG volunteers or borrowed from the RI organization. As the organization comes up to speed, the WASRAG Board of Directors may consider making some or all of these positions part time or full time.

The strategic plan identifies the importance of strategic partnerships with many international and in-country NGOs, various non-profit organizations, professional corporations, and faith-based organizations to work in many countries on WASH projects. Many of these organizations have relationships with Rotary Clubs to accomplish international projects in their areas of interest. To help meet the United Nations Millennium Goal for WASH projects, Rotary will need to work in strategic partnership with these organizations, as well as local, regional, and national government agencies where projects are needed. WASRAG will play a pivotal role in bringing these strategic partners together with the International and Host Rotary Clubs who wish to undertake WASH projects. WASRAG needs strategic partners to accomplish its goals.

The Strategic Plan recommends that WASRAG develop a five-year plan based on a formal business plan. The business plan will identify four to six pilot regional projects around the world, identify the initial strategic partners with which to undertake these pilot projects, and develop a funding plan to support these projects.

In conclusion, the WASRAG Strategic Plan provides the framework for the WASRAG members, the 33,000 Rotary Clubs, and the 1.2 million Rotarians that will undertake the long-term program to efficiently and sustainably implement WASH projects in the countries with the most needs.

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II. Introduction and Background for Strategic Plan

TRF is in the process of developing its Future Vision Plan as Rotary International looks beyond the eradication of polio. At this point, the Foundation has identified the following six elements of the plan as the focus for its future efforts around the world:

- Peace and Conflict Prevention/Resolution
- Disease Prevention and Treatment
- Safe Water and Sanitation
- Maternal and Child Health
- Basic Education and Literacy
- Economics and Community Development

TRF is initiating the Future Vision Plan in two stages. First by July 1, 2009, it will identify 100 Rotary Districts to participate in a 3-year pilot program. If this pilot program is successful, TRF will involve all Rotary Clubs and Districts in this plan by 2013. More information about the Plan can be found on the Rotary International website at: www.rotary.org/en/aboutus/therotaryfoundation/FutureVision/Pages/ridefault.aspx

WASRAG supports these elements of the proposed Future Vision Plan. When combined with the foundation of a sustainable community, each of TRF's Future Vision Plan elements can become a strategic part of the WASRAG program. Water, sanitation and hygiene education (WASH) is the foundation of the health and economic prosperity of all communities and regions. Therefore, Regional and Community Needs Assessments that are part of the regional, district, or municipal plan for WASH projects become the critical input into the future Rotary and WASRAG project plan.

What WASRAG Knows

The following summarizes what the Task Force knows at this time that will have an impact on whether or not RI will be successful in developing sustainable WASH projects on the scale called for by the United Nations Millennium Goal.

1. Although Rotary Clubs have promoted, funded and implemented WASH projects for many years and in many countries, until WASRAG was formed two years ago, the Rotary system provided only limited support and guidance on how a Rotary Club could successfully implement a sustainable WASH project.

2. Water For People statistics show that as many as 50% of the WASH projects completed by all service and faith-based organizations (including some Rotary projects) have not demonstrated sustainability within 5 years of their completion, which indicates that many WASH projects are not designed or implemented to be sustainable.
3. RI will not be ready to commit energy to WASRAG programs or major WASH projects as a corporate initiative until at least 2012, and perhaps longer because of its focus of first eradicating Polio around the world.
4. Rotary leaders recognize that safe water, adequate sanitation, and health and hygiene education are essential to improving the health and sustainable communities of the impoverished people of the world. Combining this need with the Rotary support of the UN Millennium Goals to reduce the number of people without access to safe drinking water and adequate sanitation, the challenge facing Rotary International, WASRAG and the many organizations seeking to address the Millennium Goal is a huge undertaking.
5. WASH projects are only the first step in moving to a sustainable local economy in which a WASH project is constructed and the new Rotary Future Vision Plan is pursued.
6. Those clubs wishing to do WASH projects have stated they need various types of information to help them plan and execute successful WASH projects. This information includes, but is not limited to:
 - Engineering methods that are sustainable,
 - Scientific data,
 - Cultural information, and,
 - Potential partners.

To address this need, a WASRAG task force developed “The Pursuit of Best Practices for the Development & Construction of Water Supply Systems for Drinking Water” in June 2008. However, this document identifies further efforts that should be made by WASRAG to assist Rotary Clubs/Districts with their WASH projects.

7. Philanthropic organizations which might have funds to contribute to Rotary-sponsored WASH projects may not receive consistent responses/proposals from Rotary Clubs/Districts, making it more difficult to assist Rotary WASH projects, relative to other, more effective and efficient organizations.
8. Rotary has an advantage over other organizations participating in WASH projects

because of the sheer number of Rotarians and Rotary Clubs around the world. This allows Rotary to have “eyes and ears” in the countries of need through its worldwide network of clubs and districts.

9. Rotary cannot meet the UN Millennium Goal alone. WASRAG and the Rotary Clubs and Districts it supports will need to partner with government and non-government organizations to be efficient and effective with their combined resources as they address the Millennium Goal. Rotary must develop ways to leverage its technical and organizational leadership, as well as its considerable fundraising capacity by working with others to expand the number of projects and programs that can deliver sustainable WASH projects.
10. Rotary International does not currently have an organizational structure to assist Rotary Clubs and Districts around the world to successfully develop and maintain sustainable WASH projects. Without this structure in place, Rotary will not be able to operate on a large scale to assist in meeting the UN Millennium Goal.
11. To be successful, WASRAG must develop funding for WASH program planning and implementation, as well as for maintaining the on-going WASRAG corporate structure to support these programs.

Strategic Planning Process

The WASRAG Board of Directors commissioned this strategic planning process to provide a road map on how Rotarians can effectively deliver sustainable water, sanitation and hygiene education projects, and for RI to transition from the successful completion of the Polio Plus program. The proposed large-scale Rotary WASH program would support the United Nations Millennium Goal of bringing safe drinking water, effective sanitation, and health and hygiene education to over 2 billion people worldwide who do not currently enjoy these fundamental necessities of life.

The Task Force approached this planning process by identifying why the Polio Plus program was successful, as well as why some methods used by Polio Plus may not work for a large-scale WASH Program. The Task Force also looked at other government and non-government organizations that are doing WASH projects around the world to determine what is being done well and what can be improved upon. Based on these analyses, the Task Force formulated a program that would foster successful and sustainable WASH projects as well as develop an organizational structure that could quickly be put in place to serve the needs of Rotary Clubs around the world.

Strategic Issues

This Strategic Plan will address the major issues that WASRAG and Rotary International (RI) face as they undertake the UN Millennium Challenge. Clearly, RI will need to adopt some of the methods that made Polio Plus a success. However, because of the inherent differences between the implementation of Polio and WASH projects, new methods and ideas need to be explored that are unique to developing successful WASH projects. This strategic plan will provide the organizational, funding, and strategic partnering framework required for RI to give serious consideration to WASH projects being one of the successors to the Polio Plus program as one of its next major corporate initiatives.

Even without WASH projects becoming a major RI corporate initiative, WASRAG could use this plan to proceed under an expanded RAG program that is funded, staffed and implemented as a worldwide initiative by Rotary Clubs.

The following are some of the strategic issues that this Strategic Plan will attempt to address.

1. **Successful Models.** Many organizations have successful WASH programs around the world. Where possible, WASRAG and RI should adopt models used by these organizations that have proven successful and sustainable.
2. **Capacity through Systematic Programs and Strategic Partnerships.** To leverage the individualized approaches by Rotary Clubs/Districts and NGOs, WASRAG and RI should organize themselves around a structure that can guide, coordinate, and deliver tools that help build capacity at the local and regional levels. WASRAG does this by building strategic partnerships and prioritizing areas of need. To be effective and efficient, WASRAG will need a corporate organization to carry out its mission and act as a “lens” through which Rotary Clubs/Districts can reach the areas of most need and develop sustainable projects.
3. **Prioritized Programs to Match Resources and Needs.** WASRAG needs to prioritize and categorize/map the countries of need without creating a political problem. Alternatively, WASRAG can identify what is needed in each country and then identify where it can do the most good. For example, WASRAG can promote the top one-third of potential projects to receive two-thirds of its attention and funding.
4. **Local (In-Country) Capacity and Mentoring.** WASRAG needs to move to a local (in-country), district or regional approach within the selected countries and seek to create a support system through Host (local or in-country) Rotary Clubs

and strategic NGO partners that provide 100% coverage of water and sanitation needs in the region/district. The objective is to create the internal capacity for local leaders to take what Rotary helps develop and teach, and then help the neighboring villages to improve their situation, with Rotary help, but with more now being done by locals.

Content of Strategic Plan

In the following sections, the WASRAG Strategic Planning Task Force lays out a strategy that it feels will yield an organizational structure that will be effective in building sustainable WASH projects that will help meet the United Nations Millennium Goal. The following chapters are contained in this Task Force Report.

- WASRAG Mission, Vision, Values and Goals
- Proposed WASRAG Worldwide Organization and Network Plan
- WASRAG's Plan to Develop Sustainable WASH Projects
- Building Strategic Partnerships to Do More Together
- On-the-Ground Implementation of the WASRAG Plan
- Funding Start Up, Program Management and Projects
- The First Five Years—2009 through 2013

III. WASRAG Mission, Vision, Values and Goals

The primary objective of the Strategic Plan of WASRAG is to ensure both sustainable WASH projects and to pursue the ambitious United Nations Millennium Goal of: “By 2015 reduce by 50% the proportion of people without access to safe water and sanitation.” One and a half billion people lack access to safe water and 2.4 billion people have no access to sanitation. Other objectives include:

- Develop formal strategic partnerships that allow collaboration and coordination needed to jointly plan and implement major regional projects.
- Build on successful models based on Rotary projects as well as those of other NGOs
- Build the delivery capacity in the countries of need
- Prioritize programs to match resources and needs
- Create local (in-country) capacity and monitor for success

The following mission, vision, values and goals support WASRAG’s efforts to achieve these objectives.

Mission

To facilitate and support Rotary Clubs worldwide with the intellectual capacity to effectively plan, finance and undertake sustainable water, sanitation and health and hygiene education (WASH) projects where they are most needed in a simple, cost effective and sustainable manner, with significant Rotary involvement and through effective partnerships with the community, as well as government and other non-government organizations.

Vision

- To be an effective participant and partner in the UN Millennium Goal to bring safe and sustainable drinking water, effective sanitation, and health and hygiene education to the over 2 billion people around the world in need of these basic life systems.
- To develop an organizational structure that:
 - effectively promotes WASH projects to Rotary Clubs and Districts around the world;
 - fosters the exchange of ideas related to successful and sustainable WASH projects;

- facilitates access between technical experts/mentors and Rotary Clubs participating in WASH projects;
- provides access to necessary scientific, engineering and cultural information to Rotary Clubs and their strategic partners for the successful development of sustainable WASH projects;
- develops and maintains on behalf of Rotary International effective working relationships with other organizations participating in WASH projects;
- evaluates and prioritizes the need for WASH projects in countries and regions around the world consistent with available resources;
- seeks funding sources outside of Rotary for use as matching grants for WASH projects, and provides the link between those funding sources and Rotary Clubs/Districts that are undertaking WASH projects, and
- establishes procedures to monitor and evaluate the sustainability of Rotary WASH projects.

Values

The following are Values that WASRAG has adopted when engaging in WASH projects:

- Promote a “bottom-up” approach;
- Empower the local community, especially women;
- Respond to local needs;
- Focus on community health and economic well-being;
- Drive for sustainability of resources, technology and financing within the capacity of the local community and culture;
- Mobilize local resources;
- Choose appropriate technology that promotes sustainability;
- Implement metrics that reflect program outcomes;
- Leverage funding, expertise and resources;
- Emphasize training and behavior change that leads to healthy and prosperous communities.

Goals

The following goals are listed to support the WASRAG Vision and Mission statements and are equally applicable to the Strategic Planning exercise. They are designed to assist Rotary Clubs and Districts (and their strategic partners) to develop sustainable and cost-effective projects and programs.

1. Develop a lean but effective organizational structure to implement this strategic plan and the goals established by the WASRAG Board of Directors.
2. Develop a compendium of best practices.
3. Create a bibliography of relevant materials and references.
4. Develop and maintain a compendium of international and in-country NGOs.
5. Develop communications tools to distribute information to Rotary Clubs and partners in a timely and effective manner.
6. Distribute information on appropriate technologies for supplying, conserving and purifying water, for effective sanitation, and for promoting health and hygiene education.
7. Develop formal strategic alliances with major NGOs and meet regularly at the both the national/international and country levels to collaborate and coordinate joint planning and implementation of major regional projects.
8. Create a forum for exchange of information with and between Rotary Clubs and between Rotary and its strategic partners and the communities that they serve.
9. Develop and encourage mutually beneficial relationships within Rotary and outside of Rotary, including corporations, government agencies, non-government organizations (NGOs), and served communities that share common WASH-related goals.
10. Identify alternative sources of funding and financing to complement The Rotary Foundation, such as private foundations, corporations, and government agencies.
11. Identify and formulate WASH programs and projects that will promote overall local and regional economic sustainability and vitality.
12. Implement mechanisms to determine the effectiveness and sustainability of projects.
13. Create a network of experts accessible to Rotarians, Rotary Clubs, their strategic partners, and the communities served.
14. Provide support to Rotary Clubs seeking financial and/or technical assistance.
15. Support “Centers of Excellence” for water, sanitation and hygiene education.
16. Facilitate and coordinate the development of Regional and Community Needs Assessments around the world.
17. Identify and prioritize countries and regions within countries with high levels of need.
18. Promote throughout Rotary a commitment to WASH projects.

IV. Proposed WASRAG Worldwide Organization and Network Plan

Introduction

WASRAG is dedicated to the planning, management, promotion and implementation of WASH programs and projects around the world through the 33,000 Rotary Clubs. WASRAG will have a management system that builds on the strength of the many Rotarians that are donating time, resources and support systems to make WASRAG a successful program. This section summarizes the structure of the proposed WASRAG organization and network.

WASRAG Maintains RI Structure

WASRAG will adopt the RI regional, zone, district, and club structure to organize its management system while utilizing the strength of the Internet to establish a strong management team of paid and volunteer staff. Currently, the Chair of WASRAG is in Toronto Canada, the Board is international, and the strong worldwide support teams provide timely guidance and volunteer staff assistance via the Internet and conference calls. Support is also provided by Rotary International and The Rotary Foundation via the Internet and scheduled events.

WASRAG Virtual Headquarters

To quickly establish the required link between the traditional Rotary structure and the needs of Rotary Clubs/Districts, WASRAG will be managed through a “Virtual Headquarters.” The Virtual WASRAG Headquarters will operate for the first five development years to give WASRAG leaders a chance to determine the most appropriate form of headquarters leadership. The headquarters system could eventually be a traditional central office or a worldwide network of offices with a home address where the support system is located, with the leadership operating in the field where the needs are.

Executive Director and Staff

The Virtual Headquarters will be staffed with a team that telecommutes to the Virtual Headquarters. The suggested team will consist of:

- Executive Director (ED)
- Chief Operations Officer (COO)
- Chief Financial Officer (CFO)
- Information Technician/Database Manager (IT)
- Public Relations (PR) Manager
- Clerical staff, as needed

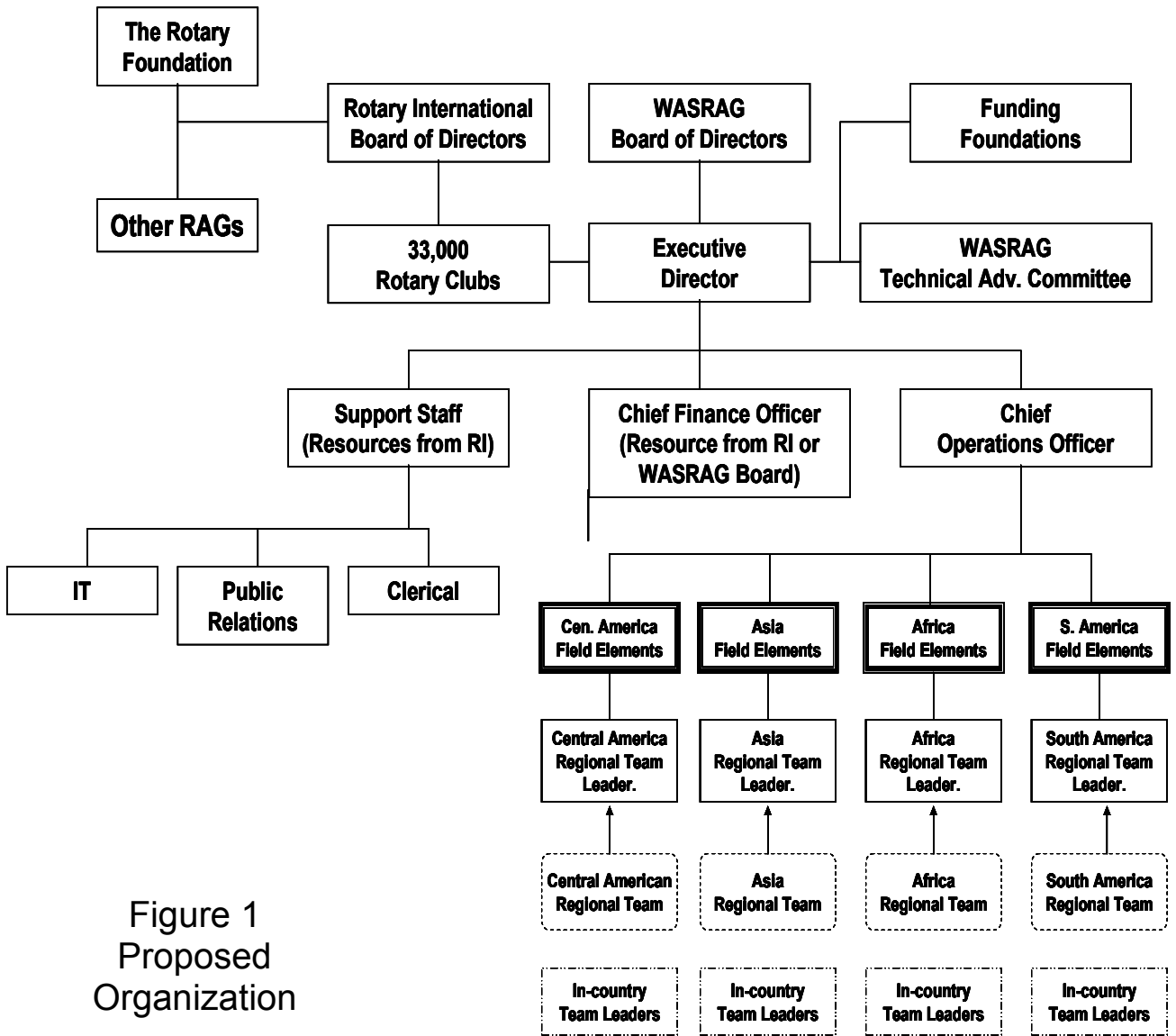


Figure 1
Proposed
Organization

As the program develops, additional staff might be required either by telecommuting or in the physical locations of the ED and COO. As the programs around the world are launched, Program Director/Coordinators might be added for each major world zone (e.g., continent) to assist the COO. Figure 1 depicts the organizational structure of the WASRAG Virtual Headquarters.

Initially, the CFO, IT, PR and clerical positions will be filled with either WASRAG volunteers or borrowed from the RI organization until the WASRAG Board considers making some or all of these positions part time or full time.

The ED will serve at the pleasure of the WASRAG Board. The stability of a longer presiding ED and COO would be desirable. The ED and COO will be selected based on criteria established by WASRAG, such as administrative capabilities, communication skills, fundraising experience with major donors, and understanding of the technical issues involved in delivery of appropriate water, sanitation and hygiene solutions. The ED's strength would be fundraising and higher level administration. The COO will be in charge of worldwide development and coordination of the Regional Teams (discussed below) and will oversee the activities of the IT position which would develop and maintain of technical databases. The ED and COO will work together to prioritize the geographical areas of most urgent needs.

The role of the Information Technician (IT) is critical because information has to be collected, organized, and shared with Rotary Clubs/Districts and their strategic partners around the world. Much of this data is already available from technical organizations such as the National Ground Water Association (NGWA), Engineers Without Borders, Water For People, CARE, and Water Aid, as well as government agencies like World Health Organization and the US Department of State. An effective IT program will greatly reduce the need for a large staff. The IT position may be a dedicated staff to WASRAG or a shared resource with RI.

The Public Relations Manager will be in charge of developing promotional information for dissemination to Rotary Clubs/Districts around the world, strategic partners, and potential granting organizations/foundations. The Public Relations Manager would work closely with the Information Technician to develop and maintain the WASRAG website, as well as assist the ED with promoting WASRAG.

The WASRAG staff will be assisted by a volunteer Technical Advisory Team consisting of experts in water, sanitation, hygiene and education. The team may work at two levels. Individuals on the team with special expertise can assist WASRAG staff and the Regional Teams in addressing specific technical issues. The entire team will meet by conference call or webcast with WASRAG staff and Regional Teams to discuss and resolve larger issues.

WASRAG Working Through Regional Teams

The designated priority countries will be organized into regions of the world, logical sub-regions that group countries into zones and regions that are consistent with the Rotary International structure.

Once the designated countries within each Rotary Region/Zone/District are defined, WASRAG will then take steps to develop an organizational team with a leader (“Regional Team”) for each world sub-area. The countries within these sub-areas will then be added to WASRAG’s priority list. WASRAG will appoint a Regional Team Leader to head each Regional Team. Members of the Regional Team and the Regional Team Leader could be members of in-country Host Rotary Clubs, a respected in-country NGO, or a contract with respected professional individuals or organization living in-country.

The goal of using Regional Teams is to assemble the most capable team living in the area of need to create a synergistic relationship between WASRAG, International Rotary Clubs, Host Rotary Clubs, their strategic partners, and communities that will be served by the WASH projects. A preference will be given to including in-country professionals on these Regional Teams so that in-country capacity can be developed and expanded.

The Regional Teams will become a key element in prioritizing and achieving the ultimate success of the selected programs and projects. For a project to be successful, it must be sustainable (in its many definitions), demand driven, cost effective, meet water quality standards, flow requirements, seasonality requirements, etc. Many of these engineering (as well as political and sociological) issues are not part of a project to exploit water resources but are key to successful projects. The Regional Team can work on the following areas:

- Developing basin plans;
- Understanding the hydrogeology and climate information;
- Melding WHO standards with country regulations;
- Establishing design criteria;
- Performing follow-up flow testing to establish that best practice design criteria (for that country) have been met;
- Standardizing, to a degree, on available materials, supply chains;
- Performing follow-up monitoring that would identify lessons learned, potential improvements;
- Monitoring for on-going water quality, and other criteria.

The Regional Team would also guide the health and hygiene education programs, as well as the training for long-term operations and maintenance of water and sanitation project components. In this capacity, they become mentors and technical advisors to the communities that are being served.

Each of these Regional Teams will be connected via the Internet with the WASRAG Virtual Headquarters and its support system. The Regional Teams will operate by memorandum of understanding (MOU) with WASRAG to pursue common objectives, the WASRAG mission and the WASRAG plan for that country or region based on jointly developed Regional and Community Needs Assessments that will include in-country regional or district five-year plans. The five-year plans, with their associated list of individual projects, are designed to meet WASH priorities for the region that individual Rotary Clubs will be directed to by WASRAG Virtual Headquarters and Regional Teams.

Regional Team Leader

The Regional Team Leader should be a resident in the region (continent) in order for WASRAG to remain sensitive to the different water and sanitation issues, as well as cultural and political issues for the region (continent). The Regional Team Leader will likely oversee the WASH operations in several countries, aligning with the district governance layout. Additionally, due to the nature of this position, the Team Leader should be the “best person available” and for this reason may need to be a Rotarian from one of the Host Rotary Clubs or from one of Rotary’s strategic partners.

The Regional Team Leaders will work with the WASRAG COO as a worldwide implementation team that shares information about what is working with regards to sustainable projects and what is not. The Team Leaders will meet at least quarterly by way of Internet forums and/or conference calls, and at annual face-to-face meetings.

The biggest contributor to unsustainable (failed) projects is the absence of community buy-in, leadership, and operational capabilities. To mitigate this problem, the Team Leader positions, with the aid of the Regional Team members, will be responsible for, or assistance in developing community based leadership and operations. The Team Leaders’ most important role will be to help mentor and support community based and private sector support systems in conjunction with such other organizations as may be available or active.

Country Leader

Each country in which WASRAG will be conducting a WASH project will have a dedicated Country Leader who answers to the Regional Team, Regional Team Leader and the Virtual WASRAG Headquarters. They would be the liaison between the Rotary Clubs sponsoring projects and the communities receiving services. The Country Leader would help develop the specific implementation plan for each country in cooperation with the Rotary Strategic Partners, local NGO and others that have this region and country as a part of their focus. This position could either be an in-country Rotarian or a member of a Rotary strategic partner active in the country.

V. WASRAG'S Plan to Develop Sustainable WASH Projects

Introduction

Effective and sustainable projects are the objective of this Strategic Plan. Involving the end user in project planning and implementation is essential to establishing community ownership and commitment to funding long-term maintenance which is an essential element of sustainable projects.

Rotary's long term commitment to the community will set the framework to monitor the success of the Rotary model and delivery system. This approach requires a standardized project approach to planning, community participation, selecting appropriate designs, and implementing multi-year monitoring.

In this section, the elements of the WASRAG Plan to achieve the goal of sustainable projects will be discussed. The plan begins with determining prioritized needs around the world to implementing and monitoring sustainable community projects. These activities will initially be established in a five-year plan that will not only deliver vital WASH projects to communities in need, but will encourage mid-course corrections in the plan to foster more effective and efficient delivery of these services.

Establishing Programs and Priorities

1. Scope of WASRAG Programs

The purpose of WASRAG is to assist the worldwide network of Rotary Clubs and Districts in carrying out the WASRAG mission by acting as the lens that connects the clubs to the areas of need and facilitates their activities leading to sustainable projects. Rotary Clubs operate in at least 193 countries around the world. However, the WASRAG mission anticipates a focus on those countries where WASH projects are most urgently needed and where the Millennium Goals have identified priority projects.

WASRAG will develop its program to address the needs of less than fifty countries. Some Rotary Clubs may choose to support projects in other countries and use the guidance from WASRAG on how to implement sustainable projects. However, WASRAG resources will be focused in the designated countries and will not attempt to address all worldwide WASH needs during the initial years.

WASRAG will prepare a list of the countries most in need of WASH projects, initiate the development of needs assessments in each of the countries in cooperation with other international NGOs and government agencies, and establish the WASRAG/WASH model for implementing Rotary outreach in partnership with other designated international NGOs, in-country NGOs, and other organizations working in the designated countries.

Vital to the success of meeting the UN Millennium Goal is Rotary's participation and coordination with strategic partners. One vital role of the WASRAG team will be to identify and work closely with its strategic partners in achieving the overall Rotary and UN goals. More detail regarding the selection of strategic partners is provided in Section VI of this Strategic Plan.

2. Prioritizing WASRAG Program and Projects

Matching resources with needs is a critical first step in developing a worldwide WASRAG/WASH program. The approach will include the identification of both past Rotary initiatives and the United Nations ranking of countries. Many other NGOs have already completed this exercise that will allow WASRAG to borrow the information to combine with the data developed from previous Rotary work. WASRAG will assemble the Rotary and other information that will form the basis of the WASRAG prioritization program.

WASRAG will also summarize the governmental programs in each of the countries as it relates to WASH and the regional/district/municipal structure that will influence both governmental participation and support of the Rotary and WASRAG projects and programs.

The next key step is the preparation of Regional and Community Needs Assessments of the national regions, district, or municipal areas that may be the recipient of WASRAG attention. WASRAG will be guided by the documented Needs Assessments for the national regional plan as well as the by Rotary and its strategic partners to develop the water, sanitation and hygiene education needs of that region. The needs of the national region will be structured to develop a larger (continental) regional strategy, as well as to identify and list smaller projects that individual Rotary Clubs can choose to support and fund under programs consistent with current WASRAG planning activities and larger, regional projects.

Eventually, the long-term goal of the Rotary WASH programs, like the Polio eradication program, will be to address all of the needs in a national region, and then, over time, the entire country. WASRAG and Rotary will be the partner and the consistent messenger to achieve a sustainable healthy and economic community structure for their designated countries.

The WASRAG prioritization process will include a systematic framing of the government structure, as well as coordinating with strategic partners and the Regional Team to complete the Needs Assessment for each national region and then develop a plan to meet the identified needs. To help achieve sustainability, WASRAG will assist Rotary Clubs and Districts develop a mentoring program for community and regional leaders in the selected countries as a part of the on going Rotary WASH program.

A key part of the WASRAG Strategic Plan is identifying and working with strategic partners. Once a Needs Assessment is completed for a community or national region, the next step is to work with government and non-government organizations to compile a list of WASH projects that have been done or are being planned by others in the region. At this point, WASRAG will coordinate with its strategic partners to determine if Rotary or the strategic partner will take the lead on a project.

WASRAG and Rotary, with its worldwide network of clubs is in a strategic position to help document the needs, coordinate the work of other NGOs and to then fill in where additional help is needed—in other words, to complete and implement the WASRAG Mission and Strategic Plan.

3. Prioritizing WASRAG Program and Projects

The details of the five-year planning effort are provided in Section IX of this Strategic Plan. The WASRAG approach builds on recognition of the existing countries, the subdivision of their country into internal regions and districts and then lends their support to develop a WASH plan for each national region/district until the entire country's WASH needs are being addressed. This approach also allows WASRAG to partner with village leaders, area governments, other NGOs, and local Rotary Clubs to jointly develop consistency in the country-wide strategy and to jointly determine whether Rotary or one of its strategic partners will take the lead in developing and implementing the five-year plan for each region.

Once the regional five-year work plan has been developed by WASRAG and its strategic partners, WASRAG and participating Rotary Clubs would support some of these projects, while its partners would support other projects associated with the five-year plan, or for larger, more complex projects Rotary and the strategic partners would work together. The goal is that WASRAG and its strategic partners would effectively and efficiently address all of the regions within the country consistent with the needs.

To implement this program, WASRAG and its Regional Teams would need to document the structure of the designated countries, prepare a list of the NGOs working within those countries, work with the government agencies, and begin to provide leadership within the regions that WASRAG will take on as a priority during the first five years.

Project Design and Implementation

After all the planning and prioritizing is done, it will be time to design and implement regional and community WASH projects. More details in how to actually conduct the work in the areas of need are provided in an overview in Section VII of this Strategic Plan and in the WASRAG Task Force Report titled “The Pursuit of Best Practices for the Development & Construction of Water Supply Systems for Drinking Water” published June 2008 and available on the WASRAG website (www.wasrag.org).

Project Evaluation and Monitoring

Each project should be designed to meet the Needs Assessments for the region and the communities. It should be consistent with the long-term plan for the surrounding region. The project design, the community’s participation through a representative water committee, and the community’s operation and maintenance plan, including tariffs, should all be in place at the close of the project.

The project progress should be monitored by the International and Host Rotary Clubs, WASRAG, and the Regional Teams on at least a quarterly basis during construction and then after completion, annually for the first five years and at least every five years thereafter. Funding for the evaluation and monitoring activity should be included in the project budget by the sponsoring clubs, districts and Matching Grants.

Insofar as possible, all the project evaluations and monitoring reports should be developed in a standardized format for ease of preparation and to make sure that appropriate items are addressed. See Appendix A for an example of a standardized project monitoring report outline that addresses the important issues of performance and sustainability. This outline could serve as a starting point for Rotary to develop a similar document.

VI. Building Strategic Partnerships to Do More Together

Introduction

Many international and in-country NGOs, various non-profit organizations, professional corporations, and faith-based organizations work in many countries on WASH projects. Many of these organizations have relationships with Rotary Clubs to accomplish international projects in their areas of interest. To help meet the United Nations Millennium Goal for WASH projects, Rotary will need to work in partnership with these organizations, as well as local, regional, and national government agencies where projects are needed and with potential funding organizations. WASRAG will play a pivotal role in bringing these strategic partners together with the International and Host Rotary Clubs who wish to undertake WASH projects.

WASRAG Strategic Partnerships

WASRAG needs Strategic Partners to accomplish its goal of meeting the WASH needs of nearly two billion people around the world over the next decade. As an organization closely aligned with Rotary, WASRAG can leverage many existing Rotary relationships from previous WASH efforts, and also work with partners that have successfully partnered at the club level throughout the world. One of the goals of this section is to better define how WASRAG (and Rotary Clubs) will evaluate with whom they plan to partner, how they will select those partners and what their expectations for successful partnerships will be.

Building Partnerships

One of the biggest challenges facing WASRAG and its staff will be the identification and nurturing of third party strategic partners who have the appropriate knowledge, experience and performance records to provide needed assistance to WASRAG Regional Teams, as well as Host and International Rotary Clubs to undertake and successfully complete sustainable WASH projects. Developing these relationships will be the responsibility of the WASRAG ED and COO. However, many local groups will need to nurture and demonstrate that these partnerships work. Further, the ED will not necessarily be able to find and recognize all those that do great work on the ground. In other words, both “bottom up” and “top down” development of the partner relationships need to be encouraged.

WASRAG will identify these organizations and government agencies by country and region. UNESCO, WHO, CDC, World Bank, USAID, and national and regional government departments/agencies are all potential strategic partners. Once identified, WASRAG will check through appropriate sources for NGOs and other organizations

with appropriate experience and excellent performance records, and compile a list of international and local NGOs who are currently conducting WASH projects, along with their associated contact and project information. With the assistance of the WASRAG Regional Teams, WASRAG staff will also identify the appropriate local, regional and national government agencies that can assist with WASH projects within their jurisdictions.

WASRAG will work with large international NGOs, such as Water For People, Engineers Without Borders, Water Aid, and World Vision-USA, to identify and list other, smaller or regional NGOs that might make effective strategic partners for planning and implementing projects. International partners should have a base of operation in a developed country but work in many developing countries. They may be a community builder, provide technical expertise, or be a funding organization, or perhaps incorporate elements of all three.

To be effective in meeting the UN Millennium Goal, strategic partnerships, both at the national/international and the country level, must be formalized. Formal relationships between partners should collaborate and coordinate their activities with joint planning and implementation of major projects. Developing this formal relationship will be facilitated by WASRAG sponsoring a summit of major NGOs sometime in 2009. The objective of the summit will be to illustrate how a collaborative and formal partnership among the NGOs is the only way to successfully pursue the UN Millennium Goal.

In-country partners could also be community builders, provide technical expertise, or be construction/operation based. However, the in-country partners should provide the in-depth knowledge of the local culture, the requirements of that specific country or community, and the ability to be the long-term liaison with that country or community. They should have a demonstrated history of accomplishment and references in the country under consideration and should have solid relationships with international NGO partners.

In-country partners will provide that vital link between the community, WASRAG and its Regional Teams, larger strategic partners, and Rotary Clubs. In identifying the in-country partner, it is important that WASRAG and participating Rotary Clubs examine the history of the partner, and its ability to work within the existing political, social, and cultural climate.

Rotary Clubs Selecting an NGO Partner

Many international and in-country NGOs have in-depth experience of water-development projects and many of the NGOs work in many countries. In many cases these NGOs already have a relationship in the International Rotary Club's area of interest. These NGOs can also open doors for finding Host Rotary Club partners. In addition, NGOs usually have an acute awareness of the local water and sanitation problems and local politics, and they can link the Needs Assessment to a recommended project in which the International Rotary Club can participate.

Finding a good NGO is usually built on relationships. An international NGO may make a presentation to the International Rotary Club. The NGO builds an awareness of the need for clean water using the WASRAG Needs Assessment as a basis. The NGO suggests a course of action and the International Rotary Club may decide to contribute funds and other club resources to the project. This method of "interview" is a good way for the International Rotary Club to evaluate the qualifications and demonstrated success of the NGO with similar projects in the country of interest.

Other times, the International Rotary Club (or International Rotary District) wants to do a project but they don't know how to find a good NGO. In these circumstances, Rotary Clubs/Districts can use the following list of criteria and background that WASRAG will assemble to assist project sponsors in selecting strategic partners. This list is by no means exclusive, mandatory, or complete.

- **Years of Experience:** Partners should have been in business for at least three years with the appropriate performance records and documentation provided, such as audits.
- **Compatible Mission and Vision:** The mission and vision of partners must be in alignment with those of Rotary International and of the project.
- **Skills And Qualifications:** Partners must have demonstrated competence in the areas needed.
- **In-Country Network and Knowledge:** Do the partners' experiences map to the country under consideration? For example, do they have an in-country network and ability to assist in expanding the project's network of financial and human resources and partnerships?
- **Objectivity and No Professed Agenda:** Do the partners act objectively? Or conversely, do they have a political, religious, or personal agenda that will be counterproductive to the overall project goals?

- **Financially Stable and Credit Worthy:** Are the partners’ financial backgrounds transparent? Can Rotary Clubs believe that their money will be used for project needs in an efficient and ethical manner?
- **Single Task or Long-Term Partner:** How will the relationship fit in the overall strategic plan of the project: is it a short-term or long-term relationship?
- **Qualifications of Organization vs. Project Lead:** How much history and expertise does the organization have in addressing the specific needs being sought, both in-country and at a larger scale? What is the expertise of the specific individuals that one will be working with?
- **State-of-the-Art and Appropriate Technical Knowledge.** Can the partners demonstrate sustainable technology and best practices, as well as appropriate technology knowledge that is required for the projects.

Partnering for Sustainable Technology and Best Practices

WASRAG will be seeking partners with knowledge of sustainable methods of best practices in development for the region under consideration. They must demonstrate awareness and effectiveness of the “soft issues,” including water committees, land ownership for the project site, village empowerment, finance, education, and partnership methods. These should be “bottom up,” arising from the cultural framework of the village itself, rather than imposed by Rotary or its partners.

The partners should be open to both vertical and horizontal-directional exchange of information such that Rotary and its strategic partners continually monitor and track the effectiveness and sustainability of the technologies or methodologies employed for a period of at least five years.

WASRAG will seek appropriate and modern technologies for project applications from sources that include engineering association project databases (ASCE, ASME, etc), Village Earth, Water For People, Engineers Without Borders, CDC and, of course, Rotary and WASRAG. These vital sources must be tapped and updated, with bi-directional information flow between partners. While this data and process knowledge is critical to project success, it is not meant to be seen as more crucial than the “soft issues” of community building and empowerment in evaluating the selected partner. The best technology and process will amount to nothing if the community is not effectively engaged.

The following table outlines some of the activities associated with implementing a project by a Rotary Club/District once a project has been selected by them. It also identifies how work might be divided among project team members.

Topic	Work as a club project	Hire a contractor	Partner with or hire an NGO
Ease for International Rotary Club to undertake a project	May take a lot of work organizing volunteers.	Straightforward if Host or International Rotary Club finds a good contractor at a good price	NGO often has experience setting up & implementing projects
Finding in-country Host Rotary Club	Usually relies on on-going relationship with Host Rotary Club	Host Rotary Club may steer the project to a good contractor.	NGO often has existing relationship with Host Rotary Club
Funding a project	High interest at International Rotary Club level	International Rotary Club and District go through normal fund-raising process.	NGO may be able to share in the cost or contribute funds from a partner
In-country oversight	Requires volunteer(s) to travel to the location for pre-project inspection prior to, during and after the project has been completed.	Usually supervised by International Rotary Club or a volunteer from the Host Rotary Club	NGO may be located in-country or be a large international NGO. The NGO may also provide a liaison with both International & Host Rotary Club
Buying supplies	International Rotary Club needs to either ship material or (preferably) buy locally.	Contractor buys all material.	NGO arranges for materials.
Project reporting	Requires a strong commitment from one or more International or Host Rotary Club members	Requires good communication between representatives of International Rotary Club and Host Rotary Club.	Good NGOs provide good and regular reports. Still need a strong commitment from one or more International or Host Rotary Club members.
Working with people who live at project site	Relies on relationship with International Rotary Club or local people	Usually delegated to Host Rotary Club and contractor	NGO often has existing relationship with local people
Building sustainability	International Rotary Club needs to send teams back into area on a regular basis	Contractor needs to work with village, Host and International Rotary Club.	NGO needs to work with village, Host and International Rotary Club
Training local people	International Rotary Club needs to send volunteers. Volunteers usually need to be trained.	Contractor may provide the training or the International Rotary Club sends volunteer(s).	NGO arranges for the training and/or works with Host and International Rotary Club volunteer(s).

VII. On-the-Ground Implementation of the WASRAG Plan

Introduction

Addressing the global need for water, sanitation and hygiene education is a monumental task. The problems are worldwide and so is Rotary, making Rotary a logical leader in this humanitarian effort. Development of a plan to address these issues in an efficient and meaningful way will require a significant amount of data collection and a strategic approach to meeting these challenges.

Rotary Clubs/Districts face unique challenges when undertaking sustainable WASH projects. Likewise, the WASRAG organization will face the challenge of effectively linking Rotary Clubs/Districts with the areas of highest need and providing support that Rotary Clubs/Districts will need to complete a successful project. During the first five years of implementing this WASRAG Strategic Plan, moving from plan to action will be a challenge because teams and methods will be new.

With little history, generating the funding needed to complete large-scale projects will also be challenging. WASRAG Board of Directors and Executive Director will address the challenges associated with public outreach to potential funding organizations and to Rotary Clubs and Districts around the world regarding the UN Millennium Goal and WASRAG's plan to achieve it. WASRAG's COO and his/her support Regional Teams will address the challenges associated with prioritizing projects, setting up technical databases, developing Regional and Community Needs Assessments, developing strategic partnerships, and finally, implementing and monitoring WASH projects.

In this section we will focus on the strategy for getting projects built. The first step in the implementation process is to prioritize identified programs and projects at the country and regional levels. The following section outlines the process that the WASRAG COO and Regional Teams will undertake to prioritize projects. After programs and projects have been developed and the project teams have been identified (both Rotary and non-Rotary), the prioritized projects will be undertaken. The second section in this chapter discusses the methods by which the projects will be successfully launched and completed.

Prioritizing Programs and Projects

1. Introduction

When Rotary International first addressed the challenge of eradicating Polio, those parts of the world that would achieve the biggest impact were identified and became the high priority areas for RI attention. This method proved both efficient and effective with respect to allocating RI resources. Similarly, prioritizing water and sanitation projects may prove to be equally effective and should be considered in WASRAG's strategic approach to WASH projects.

Historically, water, sanitation, and health and hygiene education (WASH) projects have only met with fair success, with about 50 per cent of those projects that were completed still in healthy operation after 5 years. This low sustainability record is due to many causes, including lack of education/training of the end users, lack of spare parts or skilled technicians and support groups to maintain systems, inappropriately complex technology to address the problems, and a lack of commitment by the community to finance the maintenance of the system..

With each project having a post-project evaluation and monitoring process, the record of success or failure toward a sustainable project can be improved. Prioritizing WASH projects and incorporating post-project evaluation and monitoring components will greatly increase the effectiveness and efficiency of meeting the WASRAG mission. How this is done is the subject of the following sections.

2. Background Data

Compiling existing data will assist WASRAG in developing the methodology to prioritize WASH projects around the world. Data can come from RI files, other NGOs, and from government and United Nations sources. Compiling this data will also set the stage for developing an appropriate project evaluation and monitoring process.

Rotary Clubs and Districts around the world have worked on and are working on a number of WASH projects to help with the global needs. The expansion of the Rotary effort in global water and sanitation issues should be easier in these previously identified areas where some projects have been completed and relationships are already established.

As a first step in developing priority areas around the world, WASRAG needs to collect as much information as possible from clubs, districts and the Rotary Foundation, as well as strategic partners, such as Water For People and Engineers Without Borders, about all the current and recent projects. The data should

include the Rotary and non-Rotary organizations involved, project location, type of project (as detailed as possible), number of people served, whether they have been completed or are in process, the total cost of the project and any information as to their sustainability.

The data collected would give WASRAG and Rotary a picture of where they are now, both geographically and economically, how many people have been served, general project types and whether the projects are continuing to provide service and what additional needs exist in the current service area.

As the data are being compiled, WASRAG should develop a database to store, sort, and retrieve the data. The database should be Internet accessible and available to all organizations involved with WASH projects. The database should also be designed to facilitate post-project evaluation and monitoring.

3. Prioritizing Projects and Programs

Currently, WASH projects are developed on a club or district level, normally with the cooperation of a local Host Rotary Club or District near the project site. Individual projects may involve a Rotary Foundation grant. Generally, each project is done on its own merits based upon some individual relationship between clubs or individuals and a locally identified need.

No formal or informal process exists to identify the relative priority of a project or identify the specific needs of a country, region or community. The projects done by Rotarians have been successful in the limited areas where they have been implemented.

WASRAG should coordinate efforts to prioritize projects and programs. First, WASRAG should train and work closely with the Regional Teams and Regional Team Leaders to complete country-level and regional-level Needs Assessments. WASRAG will work with the Rotary Foundation and other funding sources to develop the funding mechanisms for completing these Needs Assessments.

Based on the Needs Assessment and other information compiled for the country or region, WASRAG staff and the Regional Teams will prioritize projects that can be completed on a community level and expanded to the regional level. This team will evaluate the WASH projects completed within the country to determine what design and approach is successful, what is not working and why so that the problem can be addressed. Once this has been done, a five-year plan will be developed to achieve 100% coverage within priority regions or districts within each country. The prioritizing criteria will be developed by WASRAG staff in consultation with its Technical Advisory Team and Regional Teams.

While the Regional and Community Needs Assessments are being developed, the database information for these countries and regions will be compiled by the WASRAG staff. Parallel to this activity, WASRAG's Executive Director and Publicity Manager will be promoting WASH projects to the Rotary Clubs and Districts globally to assure that these clubs are encouraged to pursue projects in priority areas around the world. As Needs Assessments are completed by WASRAG and its Regional Teams and as projects are prioritized, WASRAG will encourage International Rotary Clubs to concentrate on the prioritized projects. The WASRAG Executive Director and Board of Directors will work with the Rotary Foundation to encourage funding of matching fund grants to these prioritized projects.

Tools Available to Select Projects

Once the global needs are prioritized for WASH projects, an established appropriate approach will be needed to link between the Rotary Clubs/Districts and the communities to be served. Efficient communications will be required between these parties (International and Host Rotary Clubs) and WASRAG. WASRAG will create and maintain a database system with all types of information. The information will include, but not limited to:

- Geographical
- Environmental
- Geological
- Engineering
- Potential NGOs and government agencies
- Potential Rotary Host Clubs and Districts
- On-going and past WASH projects
- Records of previous successful and unsustainable projects, etc.

In this section we describe the approach to implement the prioritized WASH projects located around the world. The areas we will discuss are: Selecting Projects, Databases, Construction Methods, Standard Operations and Maintenance Procedures Manuals, and Communications.

1. Selecting Projects

WASRAG will provide the tools for International Rotary Clubs to select projects. Typically, a Rotary Club will either start with the worldwide priority list maintained in the WASRAG database, or select priority projects from countries or regions within countries in which they wish to work. Once the project has been

selected, more detailed scientific, engineering, demographic and cultural information, as well as funding and partnering information can be obtained from the WASRAG-maintained databases. This resource will provide a link between Rotary Clubs/Districts and the community or geographic region of interest to the International Rotary Clubs or Districts. The information developed and maintained by WASRAG will be made available both inside and outside of Rotary to create awareness among Rotary Clubs and synergistic relationships with strategic partners.

After receiving input from WASRAG, Rotary Clubs and Districts should inform WASRAG of their selected projects. WASRAG can provide support in three forms:

- Provide links to required scientific, engineering, and cultural information needed for a successful project
- Assist the International Rotary Clubs with the identification of Host Rotary Clubs, government agencies and NGOs in the country or region within which the project is located, and
- Assist Rotary Clubs and their Project Teams with identification and acquisition of funds required to successfully complete the project and monitor its long-term sustainability.

2. Databases

WASRAG will develop and maintain various kinds of data (or links to existing data) in databases that will be accessible to Rotary Clubs and other strategic partners, as indicated below. Where possible, these databases will be linked to a geographic information system (GIS) that is developed in cooperation with other NGOs involved with WASH projects. The databases might contain the following:

- Project priorities by country and regions within countries;
- Geographical and scientific data, such as maps, climate, geology, hydrology, etc.
- Engineering data, e.g. physical infrastructure, water and sanitation systems best suited for the region, construction technology, including availability of construction material, local labor and maintenance capability, etc.
- Community, socio-economic and cultural information
- Experienced NGOs and government agencies
- Potential Host Rotary Clubs/Districts by region

- Technical publications, if any, with library link/or web site
- On-going and past WASH projects by Rotary and NGOs by country and region
- Compilations of both successful and unsustainable projects

3. Construction Methods

In addition to scientific and engineering data indicated in the previous section, WASRAG will develop a compendium of construction methods used successfully in the prioritized communities. This information will also include the availability of international NGOs and/or local contractors, which can be used to implement project in the area. Other information, such as availability of local construction material and labor, if any, must be identified in the construction database. Where no past history of construction in the selected area is available, a partnership with local or international NGOs, Host Rotary Clubs and/or local government agencies will be required to implement the project.

4. Standard Operations and Maintenance Procedures Manuals

It is imperative that all past completed projects in the prioritized geographical areas have both operation and maintenance manuals for all equipments such as different pumps and filters for the WASH projects, including the sources of spare parts. Also, local people must be trained to perform periodic routine and emergency maintenance and repairs. The project database prepared by WASRAG should have all this information. As new projects are completed by Rotary Teams, WASRAG will ensure that these manuals are completed and adequate training and education have been completed by the project team. As manuals are completed, they will be incorporated into the appropriate WASRAG databases.

5. Communications

WASRAG will communicate through newsletter, website and presentation at various conferences to promote WASH projects among Rotary Clubs and Districts and to keep Clubs and Districts actively involved in WASH projects apprised of similar projects around the world. Website, PowerPoint and DVD presentation may include the following:

- Overview of WASRAG
- Project and Program Planning and Design for Sustainability
- Project and Program Financing
- Technical Training
- Cultural Issues

VIII. Funding Start-Up, Program Management and Projects

Introduction

For WASRAG's mission to gain traction and yield positive results toward the UN Millennium WASH Goal, the effort must be properly funded from the outset. The following categories of funding must be developed and will be discussed in the paragraphs below:

- Organizational development and start-up
- Program development and systems management
- In- country delivery systems and program/project set-up and implementation
- Long-term program and project funding

Organizational Development and Start-up

As with any new enterprise, organizational development and start-up are critical to the long-term success of the endeavor. The initial strategy of WASRAG has involved countless hours donated by Rotary volunteers. However, as noted in Section IV, the organizational structure will require a transition from a fully volunteer effort to a combination of volunteers and paid full-time or part-time staff.

To implement the transition to the organization discussed in Section IV will require initial funding of several hundred thousand dollars per year for the next five years. With full organizational development, the annual administrative budget will likely grow with the level depending on the extent of volunteers and the long-term partnerships with key partners.

The transition will likely begin in mid 2009 with the selection of the WASRAG Executive Director and the Chief Operations Officer. The rate at which the transition from fully voluntary to paid staff will depend largely on the early acquisition of supporting grants for this portion of the WASRAG budget. Funding for this transition is not currently identified.

Program Development and Systems Management

The second category of funding is Program Development and Systems Management. In the early stages of implementing this Strategic Plan, the WASRAG organizational team identified above (volunteers and paid staff), will evaluate the successes and failures of earlier Rotary WASH efforts, as well as those of other organizations. Using the results of this evaluation, the team will seek larger-scale regional projects on which to refine program implementation, both in terms of higher level Rotary (WASRAG) administration as well as in-country management systems.

An example of a regional Rotary WASH project that might qualify for this early examination and testing is that which is getting underway in Livingstonia, Malawi. Funding for this effort will likely be made part of the selected project budget.

In-Country Delivery Systems and Program/Project Set-up & Implementation

As higher level WASRAG and in-country management methods are developed and refined, WASRAG will expand its project efforts using the newly developed WASRAG WASH project model. In this phase, WASRAG will actively seek good partnerships by demonstrating the benefits of working together to meet the higher level WASH goals. In this phase, WASRAG will develop Regional Teams and select the Regional Team Leaders. This phase of the activities can be done concurrently with the Program Development and Systems Management discussed above.

With initial strategic partnerships in place and Regional Teams selected, WASRAG will begin the Needs Assessment and project prioritization process by continent and region. Priority projects will be identified on the WASRAG website for use by International Rotary Clubs who wish to engage in WASH projects. The target for having the initial set of priority projects identified will be 2010. Funding for this effort will likely be made part of the selected regional project budgets.

Long-Term Project and Program Funding

Long-term program and project funding will likely follow Rotary International's Polio Plus model. With major outside foundation funding, such as the Bill and Melinda Gates Foundation the PepsiCo Foundation, and other outside funding support, WASRAG will be able to follow a similar strategy to that which was successful for Polio Plus. Rotary Clubs around the world will partner with one another, NGOs, the private sector and other institutions to ensure that the long-term impact that these WASH programs are having in people's lives is sustainable. The difference will be that projects will likely be more costly and more regional in nature, which will require greater partnering among Rotary Clubs and between Rotary Clubs and strategic partners. One of the roles of the WASRAG administrative staff will be to seek and develop outside funding sources to meet the long-term strategic goals and to facilitate the development of effective partnerships.

IX. The First Five Years—2008 through 2013

Introduction

Developing and refining a five-year plan for implementing WASRAG's international WASH initiative is critical to the long-term success of meeting the UN Millennium Goal. As mentioned in Section VIII, three important steps must be accomplished before a smooth running long-term enterprise can be established.

The first step is to get the WASRAG administrative framework established. The second step is to conduct several regional-level projects that allow the organization to identify problems and resolve them in order to develop a WASRAG program model. The third is to ramp up the projects in priority areas while refining the program model. These steps will likely overlap as they are implemented over the next five years.

June 2008 to June 2009

The first step to launching this enterprise is to develop and have accepted this proposed strategic plan. With the rollout of this plan in late 2008, there will be adequate time for the WASRAG membership and Board of Directors to review it. In June 2009, the WASRAG board will have the opportunity to adopt the plan and set the enterprise in motion.

Also in this time period, negotiations with the potential funding foundation will continue for the initial funding for setting up the WASRAG administrative framework and funding up to four regional test projects. The WASRAG team will seek other sources of funding, including TRF, USAID, CIDA, PepsiCo Foundation, Bill and Melinda Gates Foundation, Carter Center and WHO.

This Strategic Plan recommends that WASRAG initiate its WASH program with four test projects around the world. These will be chosen based on prioritization and project selection process developed at this time. With the four regional test projects identified, WASRAG will form the associated Regional Teams and select Regional Team Leaders.

June 2009 to June 2010

With the adoption of this Strategic Plan at the Rotary International convention in England in June 2009, the leadership teams will be selected and outside funding sources identified and possibly acquired. The WASRAG management team and the Regional Teams will meet with the International and Host Rotary Clubs and NGOs who are engaged in the four selected regional test projects to begin formulating the WASRAG program model and establishing metrics for evaluating projects.

In addition to providing technical oversight, as requested, the Regional Teams will also complete a Needs Assessment for the region surrounding each test project area. These Needs Assessments will then lead to the development of a priority list of projects in the greater regional area.

June 2010 to June 2013

Over the next three years, WASRAG will define the worldwide program and prioritize the area, staffing and potential projects. WASRAG will identify project areas based on needs and then using the program model, additional Regional Teams and Team Leaders will be identified, as needed, by the WASRAG organization to develop more comprehensive and broader Needs Assessments.

Based on these Needs Assessments, WASRAG will ramp up and promote the projects by acting as liaison between International and Host Rotary Clubs and their strategic partners. WASRAG's goal will be that by June 2013 the developing countries on which WASRAG and its financial supporters want to focus are identified and at least one district within that country is listed and the team selected to start to grow the program. WASRAG's goal will be to develop a flexible system to accommodate those countries, regions and Rotary Clubs that step up and do their homework (not just ask for money) to provide the in-country capacity to do what is necessary to support this program.

Appendix A—Water for People Needs Assessment Process

Water for People has adopted a regional approach to solving water, sanitation and hygiene education programs that gets better results and is easier to implement than isolated projects. The process starts with mapping an entire region (county, political subdivision, drainage basin, etc.) that has been identified through contacts in-country as a high priority area.

The mapping process identifies the current status of water service and sanitation provision in the region and outlines the areas and projects necessary to upgrade the entire region. Priorities are established and projects are initiated. Work is continued in the region until the needs are met and then the next highest priority region is started. This process not only addresses the highest priority needs, but allows regional solutions to serve multiple communities when practical.

This Appendix A contains the following tools that can be used for developing a regional Needs Assessment:

- Water For People Mapping/Needs Assessment Protocol
- Water For People Mapping/Needs Assessment Questionnaire—Public Institutions
- Water For People Mapping/Needs Assessment Evaluation Form—Public Institutions
- Water For People Mapping/Needs Assessment Questionnaire—Communities
- Water For People Mapping/Needs Assessment Evaluation Form—Communities

Water For People Mapping/Needs Assessment Protocol Final Draft – 7/6/07

A. PURPOSE

The purpose of the mapping/needs assessment is twofold:

1. To provide baseline information regarding water and sanitation status within each district/municipality for each country program in order to plan, prioritize and monitor program work so that people are being served with water and sanitation according to government regulations, and the conditions for coverage levels to increase are put in place within each district/municipality.
2. To provide a visual representation of the water and sanitation status at the community and public institution level within each district/municipality.

B. METHODOLOGY

Because Water For People works in a range of countries around the world that use a variety of water and sanitation systems, a methodology has been developed that encompasses commonalities amongst all of them that will provide relevant information so that Water For People partners can plan, prioritize and monitor water and sanitation development within regions (Note: The term region refers to a district or municipality).

In order to ensure that all data entry is complete and as accurate as possible, two days will be given at the end of each exercise to ensure that all GPS coordinates have been downloaded, all digital photographs have been labeled and burned to CD, all questionnaires have been accurately entered into the Excel data sheets and paper maps have been created to leave in-country. If for some reason there are holes in the data, this time will also be used to go back into the field to correct mistakes and omissions. Upon return to the US, all of this information should be immediately transferred to the person responsible for creating the digital maps.

The methodology consists of the following:

1. Visit *every* community and public institution within each designated region.
2. Visit *every* individual water system (for gravity-fed systems, this would mean visiting the tank (and/or source if possible) as well as one household tap or shared community tap; for tube wells or boreholes, this would mean visiting every single tube well or borehole) in each community.
3. Obtain basic data regarding water, sanitation and hygiene within each designated region.
4. In each community, teams will do the following:
 - a. Collect GPS coordinates and record in UTMs using coding system in GPS units
 - b. Collect basic data on water point functionality, water quantity, and water distances from water points to households
 - c. Collect basic data on sanitation infrastructure and needs within each community
 - d. Assess water and sanitation conditions at any public institution (schools and clinics) within each community
 - e. Take photographs of each system/community with a labeled piece of paper adjacent to the system in order to identify what community it is.
5. Download all GPS coordinates (using software such as MapSource) into Excel spreadsheet before leaving field.
6. Burn and label all digital photos to CD before leaving field.

7. Enter all data into Excel spreadsheets before leaving field.
8. Via a scoring system embedded within the Excel spreadsheet, assign all community and public institution water systems colors to delineate status in water, sanitation and hygiene.
9. Plot all information on a paper map in-country once the exercise is completed using a pie-shaped color-coded legend.
10. Email all data sheets and GPS spreadsheet and mail photo CDs to designated World Water Corps volunteer who will be responsible for creating the digital maps
11. Designated World Water Corps volunteer will transfer all information to a digital map within one month of exercise completion. Maps should be made according to the following:
 - a. Country map clearly outlining regions that were mapped
 - b. Individual map for each region
 - c. Regional map outlining every community/water system and colored symbol delineating water, sanitation, hygiene and water quality
 - d. Regional map outlining every school or clinic and colored symbol delineating water, sanitation, hygiene and water quality
 - e. Regional map outlining communities that Water For People will work in over next five years
 - f. Ability to click on communities or schools and access digital photos of area
 - g. Ability to click on communities or schools and access Excel data sheet

C. STEPS (See each of the following steps outlined below)

1. Questionnaire
 - Community
 - Public Institution (schools and clinics)
2. GPS Coordinates
3. Digital Photographs
4. GPS Coordinate Downloading (MapSource)
5. Digital Photo Downloading
6. Data Entry (Excel)
7. Paper Maps
8. Shape Files
9. Digital Maps (GIS)

1. Questionnaire

One short questionnaire has been devised that will allow country programs, World Water Corps volunteers and partners to cover all water systems within each district/municipality efficiently and effectively. To gain an assessment of the overall operation and functionality of water and sanitation infrastructure and thus the needs of each area, the information gathered will focus on **quantity, quality of infrastructure, distance** at the community and public institution levels according to government regulations. In addition, the questionnaire will ask two questions pertaining to sanitation that will provide a snapshot of the sanitation needs in each community. The questionnaire consists of 12 questions relating to communities and 20 questions relating to public institutions. Questions have been designed in order to gain data regarding the following:

Water

- *Improved source per government regulations*
- *Operational Status*
- *Quantity*
- *Quality*
- *Distance*

Sanitation

- *Improved sanitation facilities per government regulations*
- *Hygiene*
- *Solid waste*

2. GPS Coordinates

Each team will have a GPS instrument and will be responsible for recording (on the questionnaire as well as within the instrument) the coordinates in UTM's and the altitude in meters of each community, water system and public institution visited. These will be downloaded via mapping software such as MapSource.

3. Digital Photographs

Each team will be responsible for taking and labeling digital photographs of the environment and infrastructure in each community and public institution visited. The labeling is critical and should be done by writing the community/public institution code on a piece of paper and taking a photograph of that before taking the actual photos of the place itself. Photos on the Water For People camera should be limited to no more than 10 per system. All others can be taken on personal cameras. This will greatly reduce the need to track and sort photos when it comes time to attach them to the maps.

4. GPS Coordinate Downloading

Once all coordinates have been recorded in UTM's and meters in GPS instruments, teams will be responsible for downloading them using software, such as MapSource, so that they can be easily transferred from a database into the GIS maps. This needs to be completed before teams leave for the US.

5. Digital Photo Downloading

Volunteers will be responsible for downloading and sending all labeled photos of each community/public institution/water system to the person responsible for creating the GIS maps. The photos should be labeled and burned to CD before teams leave for the US.

6. Data Entry (Excel)

Volunteers will enter all data into pre-designed Excel spreadsheets that will calculate scores and colors for all communities/public institutions/water systems that have been mapped. This needs to be completed before teams leave for the US.

7. Paper Maps

The information gathered needs to be plotted by hand on paper maps and left with Water For People in-country staff so that they can use them with their partners immediately. The maps will indicate through the color code system what the general perceived status for water, sanitation and hygiene is without using a specific scoring system.

8. Shape Files

World Water Corps volunteers should not leave the field until they have accessed all shape files from each specific region needed to make the aforementioned (B. 11. above) GIS maps. It will be the responsibility of the volunteers to bring these back to the US with them.

9. Digital Maps (GIS)

Upon return to the US, World Water Corps volunteers will email all completed Excel data sheets, GPS spreadsheets and acquired shape files, and mail all photo CDs to a designated World Water Corps volunteer who will be responsible for transferring all of the data obtained to digital maps within one month of the team's return to the US.

D. PROCESS

Prior to Arrival

1. Local Water For People staff obtain digital and paper maps of each district/municipality where they have determined to work for the next five years.
2. Local Water For People staff sit with local governments to get a sense of where *all* communities are located and then verify/add their names and locations on the map.
3. Local Water For People staff sit with local partners to determine participation from different sectors in the mapping/needs assessment exercise.
4. Local Water For People staff give each community a code.
5. Local Water For People staff create a schedule that will facilitate teams visiting every community in each district within a specified timeframe.
6. Local Water For People staff coordinate in-country transportation and lodging logistics.

In the Field

1. Local Water For People staff and World Water Corps team leaders will provide thorough training for all team members, consisting of World Water Corps volunteers, in-country staff and local Water For People partners.
2. Teams of two to three people will visit each community and do the following:
 - a. Record GPS coordinates in UTM's and altitude in meters of each community, public institution and water point.
 - b. Complete a questionnaire pertaining to status and needs of existing water and sanitation infrastructure - double check that every answer has been responded to and that data is complete
 - c. Take and label photographs of each water system and typical sanitation facility in each community
3. Teams will download all GPS coordinates using software (such as MapSource) into an Excel spreadsheet.
4. Teams will download all digital photos onto CD and label accordingly.
5. Teams will enter all data from questionnaires into pre-designed Excel data sheets.
6. Teams will plot information regarding the status of water and sanitation infrastructure in each community on a paper map before the exercise is complete according to a color code.
7. Teams will compare previously collected baseline information with data collected from the exercise.
8. Teams will hold preliminary meetings with local government and partners and discuss the results from the field. Water For People and its partners will continue the process after World Water Corps volunteers have left.

Next Steps

Once the initial mapping/needs assessment initiative is complete, local Water For People staff will continue to sit with local partners and determine what needs are most significant and how to prioritize and plan their work accordingly. Multi-year plans will be finalized by Water For People and its partners in-country. In addition, GPS instruments will remain with each Country Program to be disseminated to the partners by the Country Coordinator in order to continue this work in the future.

World Water Corps volunteers will return home to email or mail all of the data to a designated World Water Corps volunteer who will input all data into a GIS map that can be sent back to the country of operation as well as uploaded to the Water For People website. This needs to be completed within one month of returning.

E. TEAMS

Large teams each responsible for a district/municipality will be broken into smaller teams that will each be responsible for a number of communities depending on the logistics in each country. The people that make up the teams will be comprised of local Water For People staff members, a wide range of local partners and counterparts (including local government, ministry officials, NGOs, health department staff members, university students) World Water Corps volunteers and Water For People-Denver staff members (when possible).

F. EQUIPMENT AND MATERIALS

Water For People will provide each team with the following:

1. GPS instruments with cords for downloading
2. Digital cameras, batteries, chargers
3. CDs
4. Laptop with CD burner
5. Community questionnaires
6. Public institution questionnaires
7. In-country transportation
8. In-country logistics and schedule
9. Codes for every community
10. Team training
11. Initial paper maps of each municipality/district
12. Master Excel data sheets
13. MapSource or similar software for downloading GPS coordinates

Volunteers will need to bring the following:

1. 4x6 notebook
2. 1 Sharpie pen
3. 2-3 Regular pens
4. Personal camera (if desired)
5. Memory stick/flash drive

Interviewer Name:
Date:
Community Name:
Public Institution Name:
Code:
Name of District/Municipality:
Name of Person Interviewed:
Position/Title of Person Interviewed:

WATER FOR PEOPLE MAPPING/NEEDS ASSESSMENT QUESTIONNAIRE

Public Institutions

I. Public Institution Data

Please check whether you are documenting:

- Pre-primary/Nursery School
- Primary School
- Secondary School
- High School
- Clinic/health post
- Other _____

Please check whether you are documenting:

- Rural area
- Urban area
- Peri-urban area
- Slum
- Other _____

Name of municipality/block/traditional authority: _____

Name of community/village: _____

Name of public institution: _____

Name of multiple community water system (if applicable): _____

GPS coordinates of public institution in UTM's: _____, _____

GPS coordinates of water point in UTM's: _____, _____

GPS coordinates of tank (if applicable) in UTM's: _____, _____

GPS coordinates of source (if applicable) in UTM's: _____, _____

Altitude of public institution in meters: _____

II. Public Institution Questions for Head of Public Institution

1. Estimated number of water users:
Students/patients/general public/community member users of institution _____
Teachers/staff/employees of institution _____
2. Is there an improved water source per government regulations for the public institution? (See cheat sheet to verify government regulations)
 - Yes
 - No
3. If yes, is the source connected to the broader community system or is it independent?
 - Yes
 - No
 - NA – source is not connected
4. If no, is there an improved system/technology in place that does not meet government regulations but is an improvement over alternative unprotected sources?
 - Yes
 - No
 - NA – community has improved source per government regulations
5. If the public source **is** connected to the broader community system, what type of system is it? (Please check all that apply)
 - Gravity-fed public system
 - Boreholes/wells with manual pump public system
 - Boreholes/wells with motorized (electric, solar, wind, etc.) pump public system
 - Surface water public system
 - Rainwater catchment tanks with public system
 - Arsenic removal
 - Other _____
 - No improved water source available at institution
6. If system is independent of broader community system, what type of system is it? (Please check all that apply)
 - Gravity-fed public system
 - Boreholes/wells with manual pump public system
 - Boreholes/wells with motorized (electric, solar, wind, etc.) pump public system
 - Surface water public system
 - Rainwater catchment tanks with public system
 - Arsenic removal
 - Other _____
 - No improved water source available at institution
7. Type of technology used _____ (See cheat sheet for list of options)
8. What is the operational status of the existing water system?
 - Improved source that is functioning as designed and meeting government standards
 - Improved source that is functioning per government regulations but needs some repairs that can/should be done locally

Improved source that is designed to meet government regulations but is not functioning to that level and needs rehabilitation

- Improved source that is broken and needs to be rehabilitated
- Improved source that is not designed to meet government regulations and needs to be upgraded
- No improved water source

9. Does the institution have improved sanitation facilities?

- Yes
- No
- Some

10. What type of latrine/toilet does the public institution have?

- None
- Traditional/Simple Pit latrine
- Improved Pit Latrine
- Ventilated Improved Pit latrine
- Pour-flush latrine
- Flush toilet
- Composting latrine
- Other

11. Are the latrines/toilets part of a block system (connected and part of one structure)?

- Yes
- No
- No latrines/toilets

12. Type of sanitation technology used _____ (See cheat sheet for list of options)

13. How many latrines does the public institution have for each of the following:

- Male students/patients/general public users of institution _____
- Female students/patients/general public users of institution _____
- Male teachers/staff/employees of institution _____
- Female teachers/staff/employees of institution _____

III. Hygiene/Latrine Observations

14. Is there evidence that the latrine is in use?

- Yes
- No
- There is no latrine
- Cannot access latrine

15. Is there urine and/or feces on the floor and/or walls?

- Yes
- No
- There is no latrine
- Cannot access latrine

16. Can flies access feces/urine in the latrine and escape the latrine?

- Yes
- No
- There is no latrine
- Cannot access latrine

17. Are there flies in the latrine on the day of the visit?

- Yes
- No
- There is no latrine
- Cannot access latrine

18. Is there water available for hand-washing at/near the sanitation facility?

- Yes
- No
- There is no latrine
- Cannot access latrine

19. Is there soap/other cleansing agent available at/near the sanitation facility?

- Yes
- No
- There is no latrine
- Cannot access latrine

IV. Solid Waste

20. Is solid waste (garbage) from the institution being collected and safely disposed of?

- Yes
- No

Interviewer Name:
Date:
Community Name:
Code:
Water Point Number:
Name of District/Municipality:
Name of Person Interviewed:
Position/Title of Person Interviewed:

WATER FOR PEOPLE MAPPING/NEEDS ASSESSMENT QUESTIONNAIRE

Communities

I. Community Data

Please check whether you are documenting:

- Rural area
- Urban area
- Peri-urban area
- Slum
- Other

Name of municipality/block/traditional authority: _____

Name of community/village: _____

Name of multiple community water system (if applicable): _____

GPS coordinates of community in UTM's: _____, _____

GPS coordinates of water point in UTM's: _____, _____

GPS coordinates of tank (if applicable) in UTM's: _____, _____

GPS coordinates of source (if applicable) in UTM's: _____, _____

Altitude of community in meters: _____

II. Community Questions for Water Committee or Community Leaders

1. Estimated population of community/village: _____ (verify with district/municipal government)
2. Estimated number of households: _____

3. Is there an improved water source per government regulations for the community? (See cheat sheet to verify government regulations)
- Yes
 - No
4. If no, is there an improved system/technology in place that does not meet government regulations but is an improvement over alternative unprotected sources?
- Yes
 - No
 - NA – community has improved source per government regulations
5. If there **is** an improved source, what type of system is it? (Please check all that apply)
- Gravity-fed public system
 - Gravity-fed household system
 - Boreholes/wells with manual pump public system
 - Boreholes/wells with manual pump household system
 - Boreholes/wells with motorized (electric, solar, wind, etc.) pump public system
 - Boreholes/wells with motorized (electric, solar, wind, etc.) pump household system
 - Surface water public system
 - Surface water household system
 - Rainwater catchment tanks with public system
 - Rainwater catchment tanks with household system
 - Arsenic removal
 - No improved water source
6. Type of technology used (see cheat sheet for list of options)_____
7. What is the operational status of the existing water system?
- Improved source that is functioning as designed and meeting government standards
 - Improved source that is functioning per government regulations but needs some repairs that can/should be done locally
 - Improved source that is designed to meet government regulations but is not functioning to that level and needs rehabilitation
 - Improved source that is broken and needs to be rehabilitated
 - Improved source that is not designed to meet government regulations and needs to be upgraded
 - No improved water source
8. Please answer the following question if there are government regulations regarding household distance to a water source.
- Source is within appropriate distance to the households according to government regulations for the system
 - Source is outside of government household distance regulations for more than 50% but less than 100% of the community
 - Source is outside of government household distance regulations for less than 50% of the community
 - NA – government regulations regarding distance to a water source do not exist for this country

9. For each type of water use (i.e. drinking, bathing, etc.), ask the subsequent questions across the row without offering responses for the interviewee to choose from. At least one response should be marked in each column; if the question is inapplicable, or you are unable to answer the question in any other way, mark “N/A.” If the interviewee does not access water from any of the given response options, mark N/A for the following three columns and note why the interviewee does not access water from any of the given response options in the last column. If they do access water from one or more of the given response options in the first column, answer the questions in columns two, three, and four, and mark “N/A” in the last column.

If interviewee responds that in all months/all year water is not sufficient, mark each month. If the interviewee responds based on season, please refer to the cheat sheet to determine which months you should mark.

	Where do most community members get water for...?	Do all community members have enough water for this activity every day?	If no, what months is water not sufficient?	If water is not sufficient, why not?	If none, why?
Drinking	<input type="checkbox"/> Inside tap <input type="checkbox"/> Outside tap <input type="checkbox"/> Borehole/well with manual pump <input type="checkbox"/> Borehole/well with motorized pump <input type="checkbox"/> Household hand pump <input type="checkbox"/> Rainwater catchment tank <input type="checkbox"/> Borehole/well with arsenic filter <input type="checkbox"/> Surface water system <input type="checkbox"/> None of the above sources	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	<input type="checkbox"/> January <input type="checkbox"/> February <input type="checkbox"/> March <input type="checkbox"/> April <input type="checkbox"/> May <input type="checkbox"/> June <input type="checkbox"/> July <input type="checkbox"/> August <input type="checkbox"/> September <input type="checkbox"/> October <input type="checkbox"/> November <input type="checkbox"/> December <input type="checkbox"/> N/A	<input type="checkbox"/> Rationing <input type="checkbox"/> Seasonal shortage <input type="checkbox"/> System is broken <input type="checkbox"/> Low water pressure <input type="checkbox"/> Too many users <input type="checkbox"/> Other <input type="checkbox"/> N/A	<input type="checkbox"/> Water smells <input type="checkbox"/> Water is unclear <input type="checkbox"/> Water does not taste normal <input type="checkbox"/> Prefer another source <input type="checkbox"/> System broken <input type="checkbox"/> Supply insufficient <input type="checkbox"/> Too crowded <input type="checkbox"/> Too far <input type="checkbox"/> Other <input type="checkbox"/> N/A
Bathing	<input type="checkbox"/> Inside tap <input type="checkbox"/> Outside tap <input type="checkbox"/> Borehole/well with manual pump <input type="checkbox"/> Borehole/well with motorized pump <input type="checkbox"/> Household hand pump <input type="checkbox"/> Rainwater catchment tank <input type="checkbox"/> Borehole/well with arsenic filter <input type="checkbox"/> Surface water system <input type="checkbox"/> None of the above sources	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	<input type="checkbox"/> January <input type="checkbox"/> February <input type="checkbox"/> March <input type="checkbox"/> April <input type="checkbox"/> May <input type="checkbox"/> June <input type="checkbox"/> July <input type="checkbox"/> August <input type="checkbox"/> September <input type="checkbox"/> October <input type="checkbox"/> November <input type="checkbox"/> December <input type="checkbox"/> N/A	<input type="checkbox"/> Rationing <input type="checkbox"/> Seasonal shortage <input type="checkbox"/> System is broken <input type="checkbox"/> Low water pressure <input type="checkbox"/> Too many users <input type="checkbox"/> Other <input type="checkbox"/> N/A	<input type="checkbox"/> Water smells <input type="checkbox"/> Water is unclear <input type="checkbox"/> Water does not taste normal <input type="checkbox"/> Prefer another source <input type="checkbox"/> System broken <input type="checkbox"/> Supply insufficient <input type="checkbox"/> Too crowded <input type="checkbox"/> Too far <input type="checkbox"/> Other <input type="checkbox"/> N/A
Preparing and cooking food	<input type="checkbox"/> Inside tap <input type="checkbox"/> Outside tap <input type="checkbox"/> Borehole/well with manual pump <input type="checkbox"/> Borehole/well with motorized pump <input type="checkbox"/> Household hand pump <input type="checkbox"/> Rainwater catchment tank <input type="checkbox"/> Borehole/well with arsenic filter <input type="checkbox"/> Surface water system <input type="checkbox"/> None of the above sources	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	<input type="checkbox"/> January <input type="checkbox"/> February <input type="checkbox"/> March <input type="checkbox"/> April <input type="checkbox"/> May <input type="checkbox"/> June <input type="checkbox"/> July <input type="checkbox"/> August <input type="checkbox"/> September <input type="checkbox"/> October <input type="checkbox"/> November <input type="checkbox"/> December <input type="checkbox"/> N/A	<input type="checkbox"/> Rationing <input type="checkbox"/> Seasonal shortage <input type="checkbox"/> System is broken <input type="checkbox"/> Low water pressure <input type="checkbox"/> Too many users <input type="checkbox"/> Other <input type="checkbox"/> N/A	<input type="checkbox"/> Water smells <input type="checkbox"/> Water is unclear <input type="checkbox"/> Water does not taste normal <input type="checkbox"/> Prefer another source <input type="checkbox"/> System broken <input type="checkbox"/> Supply insufficient <input type="checkbox"/> Too crowded <input type="checkbox"/> Too far <input type="checkbox"/> Other <input type="checkbox"/> N/A

10. What number of households do you estimate **have and use** improved sanitation facilities? (See cheat sheet to verify government regulations for improved sanitation facilities) _____

11. What type of latrine/toilet is most common in this community?

- None
- Traditional/Simple Pit latrine
- Improved Pit Latrine
- Ventilated Improved Pit latrine
- Pour-flush latrine
- Flush toilet
- Composting latrine
- Other

12. What is your perception of this community's/village's hygiene (based on indicators from cheat sheet)?

- Community practices good hygiene
- Community needs hygiene education
- Community needs improved O&M for better hygiene
- Community needs to improve facilities for better hygiene
- Community hygiene is extremely poor