

BUSINESS PLAN

WASRAG Implementation of Water, Sanitation & Hygiene Education Projects

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Release Date: June 2009

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I. Executive Summary

The WASRAG Strategic Plan identifies the Mission, Vision, Values and Goals of WASRAG. The Strategic Plan embraces Rotary International's (RI) recently introduced strategic plan for the 21st Century. In support of this strategic plan, The Rotary Foundation (TRF) is embarking on a new Future Vision to simplify the grant-making process and will offer only two types of grants: Rotary Foundation District grants and Rotary Foundation Global Grants. This Future Vision initiative has identified six focus areas of work:

- Peace and Conflict Prevention
- Disease Prevention
- Water, Sanitation and Hygiene (WASH)
- Maternal and Child Health
- Basic Education and Literacy
- Economic and Community Development

The WASRAG Board believes that all six items are part of a sustainable human development. They also believe that a successful WASH program is an essential element of any community and therefore a foundation for success in all six areas of focus. Therefore, this Business Plan outlines the proposed approach in addressing and implementing the WASRAG Strategic Plan using the TRF Future Vision and WASH as a key part of the Business Plan.

WASRAG offers Rotary clubs around the world a more effective way to address WASH projects. The following are reasons why Rotary clubs should use WASRAG's model, as presented in its Strategic Plan and this Business Plan:

- WASRAG identifies areas in the world with the most need for WASH projects.
- WASRAG provides access to technical and cultural information on countries and regions in need of WASH projects.
- WASRAG provides access to a network of expert manpower through NGOs.
- WASRAG provides a Rotary-approved organizational structure to deliver sustainable WASH projects.
- WASRAG provides access to money outside of TRF grants for WASH projects.

To implement TRF's Future Vision plan, TRF will select 100 Districts around the world (from the interested Districts) by June 1, 2009 and carry on a pilot program from July 1, 2010 for three years until 2013. Non-pilot Districts will continue to operate under the current grant structure and until the new grant model is implemented globally in 2013-14.

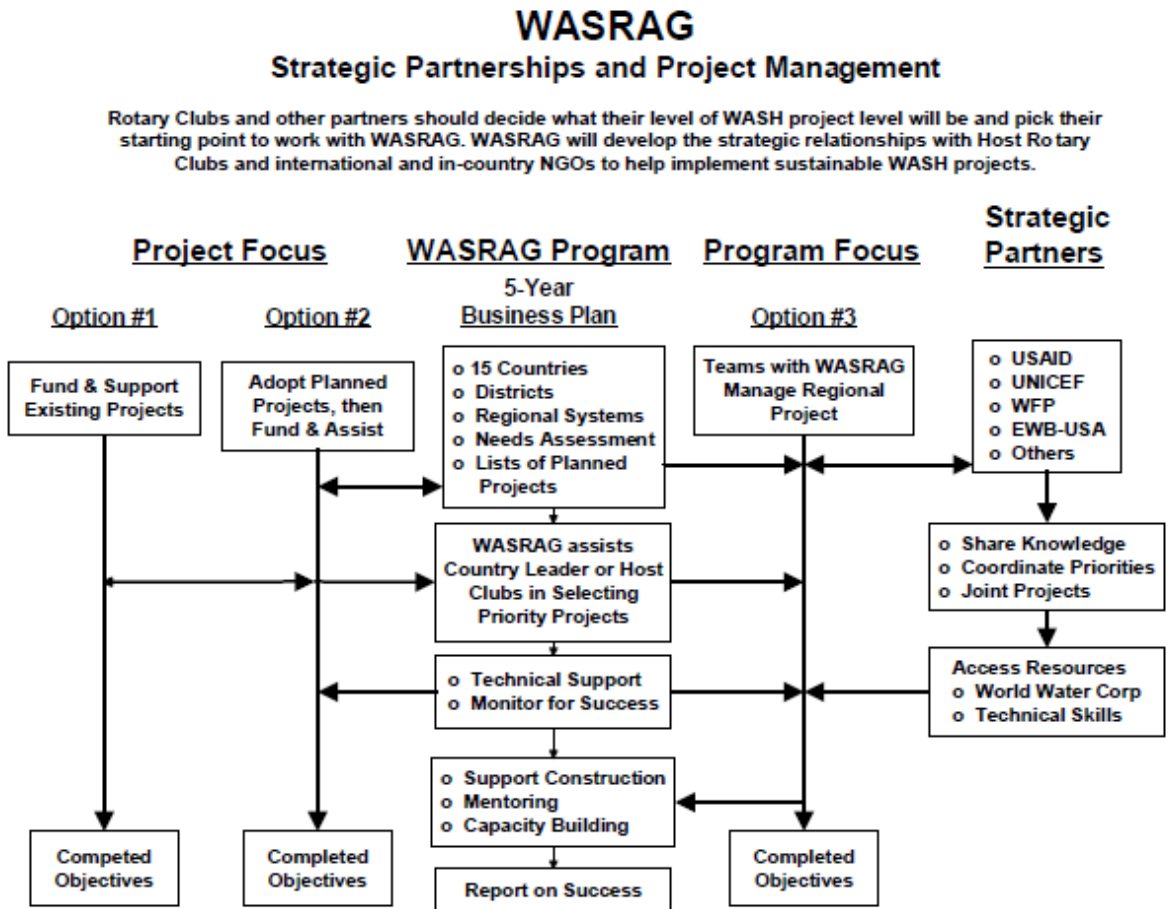
A worldwide organizational structure is outlined together with a staffing plan that utilizes volunteers and a phase in of paid staff over the next five years. A "Virtual Headquarters Office" is defined and a continuing partnership with TRF and the 33,000 Rotary Clubs in over 200 countries will be embraced to deliver effective Water, Sanitation and Hygiene (WASH) programs in areas of extreme need.

This Business Plan outlines a five-year implementation schedule that anticipates updating and adjustments annually for the first five years to reflect evolving collaboration between the 1,000 WASRAG members (current and growing) to develop the most effective way for Rotary clubs and their partners to deliver WASH projects. As the plan proceeds, the adjustments will reflect the input of WASRAG members, Rotary clubs and strategic partners that share the Mission with WASRAG.

The Plan anticipates the identification of countries and districts within those countries where WASRAG will focus most of its resources during the first five years. Although Rotary clubs may continue to undertake WASH projects in many of the 200 countries with Rotary Clubs, this Plan anticipates that 10 to 15 countries will be identified for WASRAG assistance in the initial years. To expedite the selection process, WASRAG should conduct scoping studies with organizations like the World Water Corp and Engineers Without Borders. To ensure that Rotary and WASRAG WASH projects are sustainable and build a base for the Future Visions objectives, WASRAG will take steps to ensure that a solid foundation and business plan is being followed for WASH projects and Rotary funded programs.

Figure 1 is a flow chart that is designed to assist Rotary Clubs review their options and quickly move forward in their support of a WASH project. WASRAG's objective is to assist the individual Rotary clubs to team together to more effectively find a Host Rotary club partner, plan the Rotary club participation in one of the three options, and then to successfully carry out the project while achieving the following objectives.

Figure 1: Strategic Partnerships & Project Management



II. Purpose and Mission of WASRAG

Introduction

The primary purpose of WASRAG is to develop programs that will ensure that Rotary clubs around the world will design and build sustainable WASH projects. WASRAG will help Rotary Clubs around the world engaged in WASH projects transition to more sustainable projects that build in-country capacities. This program should also build a support system for the TRF Future Visions initiative and pursue the United Nations Millennium Development Goals, which call for:

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

According to the Joint Monitoring Program for Water Supply and Sanitation (WHO/UNICEF), 884 million people lack access to safe water and more than 2.5 billion people have no access to improved sanitation.

Other objectives of WASRAG 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 as well as those of other non-government organizations (NGOs);
- Strengthen in-country implementation capacity;
- Prioritize programs to match resources and needs;
- Monitor for success.

The following mission was developed in the WASRAG Strategic Plan to support WASRAG’s efforts in achieving its objectives:

“To facilitate and support Rotary Clubs worldwide with the intellectual capacity to effectively plan, finance and undertake sustainable water, sanitation and hygiene (WASH) initiatives 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.”

For more details on the Vision, Values and Goals of WASRAG, please review the WASRAG Strategic Plan (www.wasrag.org). The following sections of this Business Plan outline how WASRAG intends to deliver on its Mission and supporting Vision, Values and Goals over the next five years.

III. Products, Programs and Services

Introduction

WASRAG will perform many functions to support the Water, Sanitation and Hygiene (WASH) initiatives of Rotary clubs and Rotary Districts and further the Millennium Development Goals (MDGs) for water supply and sanitation that have been endorsed by all developing countries. To this end, the WASRAG organization will work inside Rotary and also collaborate outside of Rotary to further its goals.

The strategic goals of WASRAG are provided in the Strategic Plan. These goals are the products, programs and services of WASRAG. They are subdivided into five areas:

- Technical
- Financial and Fund Raising
- Planning
- Strategic Partnerships
- Communication

Each of these functional areas of WASRAG will be supported by standing committees:

- Technical Advisory Committee
- Membership Development Committee,
- Funding and Resource Development Committee,
- Marketing/Communications Committee
- Country Liaison Committee (starting with liaison between the USA and Canada).

In this section, we summarize how WASRAG will achieve each of these stated goals.

Technical

Achieving technical goals will be the responsibility of the Chief Operations Officer (COO), supported by the Technical Advisory Committee, Country Liaison Committee, Regional Teams and Country Leaders.

1. Develop Best Practices Documents for WASH projects

Sustainable projects are built on tried and tested methods that are consistently used within the specific country. Rotary and its partners must remain flexible in developing projects such that they support in-country policies, regulations and technologies.

To help both the Rotary clubs and WASRAG's strategic partners, WASRAG will review and summarize regional and country specific practices that have been used successfully throughout the WASH industry. Most of these original best practices

Documents will come from outside sources. Access to these documents will be made available on the WASRAG website for anyone to use. WASRAG will seek to cooperate with Engineers without Borders (EWB), Water for People (WFP) and others to identify the field tested best practices in each country in which Rotary undertakes WASH projects.

2. Develop and Maintain GIS-based databases of cultural, demographic, scientific and engineering information

Needs Assessments for most areas where WASH projects are needed are not commonly available. In association with its international NGO strategic partners, WASRAG will coordinate the development of an Internet-based geographic information system (GIS) that links the needs assessment data sources from private and public sources with the geographic areas in which WASRAG and its strategic partners are interested in working. As data are developed for WASRAG projects, they will be incorporated into the database.

It is not WASRAG's intent to maintain all databases on its servers, but rather seek the best way to make this data available to all Rotary clubs and its partners. This project will be done in stages, starting with the pilot project regions in which WASRAG will concentrate its efforts in the first five years. Also, WASRAG will likely need outside funding and/or technical assistance to develop the backbone GIS system. The system will include appropriate bibliographies of "how to" that support the WASRAG Strategic Plan.

3. Create Bibliography of "Applied and Appropriate Technology"

WASRAG will make relevant literature of applied and appropriate technology available to Rotary clubs and their strategic partners. Some literature (such as Best Practices Guidelines developed by WASRAG) will be maintained on the WASRAG website, while others will be provided as links to their sources. Eventually, WASRAG, with the help of its strategic partners, will develop country specific guidelines.

4. Organize Regional Teams, Regional Team Leaders, and Country Leaders in areas of priority

WASRAG will work with its strategic partners to identify and develop Regional Teams and Team Leaders at the continent and sub-continent levels. These teams will be responsible for participating in the development of regional Needs Assessments for the pilot project areas identified for focus during the first five years. Utilizing the expertise of World Water Corp and Engineers Without Borders may be the most efficient way to begin this process. Once these initial projects are identified and underway, they will develop needs assessments for second tier regional projects.

WASRAG will work with the Regional Teams to identify Country Leaders who will be responsible for monitoring projects and act as liaisons between WASRAG, the Regional Teams, strategic partners, Rotary clubs and the communities being served.

5. Implement mechanisms to determine the effectiveness and sustainability of projects

WASRAG will develop, in collaboration with its international strategic partners, the metrics by which sustainability can be monitored on a regular basis with the results used to ensure sustainable operations of the projects.

6. Monitor the sustainability of Rotary WASH Projects

Using the metrics developed above, WASRAG and its strategic partners will monitor WASH projects in which they are involved. Where projects are failing, WASRAG and its partners will work with project managers to correct the problems and outline criteria required for future projects to build capacity and improve sustainability.

7. Create a network of experts accessible to Rotarians, Rotary clubs, their strategic partners, and the communities served

WASRAG will develop a team of technical experts in the areas of ground-water and surface water development, treatment and distribution, wastewater treatment and disposal, monitoring, and health and hygiene education. These experts will be cataloged on the WASRAG website so that those in need of assistance can identify the type of assistance needed and one or more people who can be contacted by email.

Financial & Fundraising

To meet the UN Millennium Development Goals, WASRAG will develop programs that encourage focus on larger regional projects or smaller projects that are done within the scope of larger regional conditions and needs. Because these projects will be larger in scope, the need for outside financial assistance may be greater than is usual for other Rotary club projects. The Executive Director, and the Funding and Resource Development Committee will work with others within WASRAG and with WASRAG's international strategic partners to develop funding sources for both WASRAG program management and project funding.

1. Identify and pursue alternative sources of funding and financing to complement The Rotary Foundation, such as private foundations, corporations, and government agencies

Funding organizations have historically embraced WASH projects and are now participating in the UN Millennium Development Goals. They are seeking organizations that can make a significant impact in achieving that goal. Rotary is in a

unique position to provide a worldwide base of clubs to support and conduct projects if they are part of a strategic approach to countrywide and regional solutions. WASRAG and its strategic partners bring vast technical expertise to accomplish projects anywhere in the world. WASRAG will actively seek these potential funding partners to provide the vital financing needed to plan, design and construct needed projects that have country and regional frameworks that support sustainability, as well as the TRF “Future Visions” initiative.

2. Provide support to Rotary Clubs seeking financial assistance

WASRAG will develop the means by which large funding institutions can be linked to Rotary clubs and their strategic partners. WASRAG will then act as liaison between these potential funding organizations and the project teams who will be planning and designing the projects so that these relationships remain strong over the years.

3. Develop WASRAG Foundation(s) as a Project Fund Account Manager

Rotary clubs working on larger projects need a “banking system” that allows the project managers to hold funds pending accumulation of local, grant, partner and other funding prior to initiating the project. WASRAG has set up two foundations to handle funds. The Canadian foundation is called Canadian Rotarian Water Foundation. The US foundation is called Rotarian Safe Water & Sanitation Foundation, Inc. The COO and CFO will set up a system to manage the funds, oversee financial audits of field projects and make available accounting reports that will meet governmental grant and auditing requirements, and comply with requirements to maintain charitable status.

Planning

WASRAG will identify and prioritize regions around the world in most need of WASH projects. This planning exercise will be the responsibility of the ED and COO, with the support of the Technical Advisory Committee. Their efforts will be conducted in collaboration with major funding organizations, as well as WASRAG’s strategic international NGO partners. Using this process, WASRAG and its partners will select up to fifteen countries and regional projects within those countries (depending on available financial resources) around the world that will become pilot projects that will develop over the next five years.

1. Identify and prioritize countries, as well as regions within countries which have high levels of need

Working with its international strategic partners, host Rotary clubs/Districts, government agencies and WASRAG’s Regional Teams, WASRAG will identify and prioritize regions with WASH needs around the world. From this list, WASRAG will identify up to fifteen countries with pilot regional projects that can be

designed/expanded and constructed within the next five years. These projects should be distributed around the world, with the following countries being tentatively identified as probable pilot countries with selected regional projects: Ethiopia, Kenya, Malawi, Nigeria, South Africa, India, Ghana, Philippines, Dominican Republic, and Guatemala.

During the first steps in the pilot process WASRAG will identify where existing regional Rotary projects are underway or have recently been completed. WASRAG will also coordinate with other major international NGOs to identify their regional projects within the same countries and districts within the country to coordinate resources toward implementing the five-year plan. Within the first five years, WASRAG will identify which districts within these countries should be considered as priorities for new Rotary WASH projects. WASRAG will also initiate identification of second tier regions of need and begin the process of promoting them for attention by Rotary clubs/Districts and WASRAG's strategic partners.

2. **Identify and formulate WASH programs and projects that will promote overall local and regional economic sustainability and vitality**

Building sustainable WASH projects is only the first step for communities who wish to develop economic vitality. WASRAG will identify those projects that have the highest likelihood of having the WASH project promote economic vitality and will use the RI Future Vision program when it is fully operational. This will be one of the criteria used by WASRAG in identifying high priority projects in the goal above.

3. **Facilitate and coordinate the development of regional and community needs assessments around the world**

Once likely regions have been identified as candidates for Rotary WASH projects, WASRAG will work with the Regional Teams and its strategic partners to develop regional and community needs assessments. The first needs assessments will be prepared for the highest priority regions, including those regions identified for pilot projects. After the needs assessments for the pilot project areas have been completed, the teams will begin the needs assessments for the second tier regions. These needs assessments will be used to provide Rotary clubs with priority projects needing support to achieve the WASRAG mission and support the Rotary Future Vision objectives.

Strategic Partnerships

Achieving the UN Millennium Goal will require that RI adopt a new way of addressing the problem. Formation of strategic partnerships is the only way that Rotary can help in achieving this goal. This section discusses how these strategic alliances can be formed and maintained.

1. Develop and maintain a compendium of international and in-country NGOs

NGOs come in all sizes and types, such as technology-specific (for example, the National Ground Water Association), large membership cross-sections (such as Water For People and Engineers Without Borders), or small and geographically constrained. Some, like Rotary, are very good at collecting money. WASRAG will develop and maintain a list of NGOs with identified qualifications that Rotary clubs can draw on as potential partners. WASRAG may be able to act as a liaison between these NGOs and the Rotary clubs/Districts that want to pursue projects.

2. 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

WASRAG will identify and develop strategic, formal alliances with a number of organizations that have similar missions that will complement the needs of the WASRAG Strategic Plan. WASRAG is already developing working relationships with technical NGOs, like Water For People and Engineers Without Borders, as well as funding organizations, such as the PepsiCo Foundation and USAID. WASRAG will promote forums that will help maintain communication between these organizations and Rotary.

3. Develop and encourage mutually beneficial relationships within Rotary and outside of Rotary, including corporations, government agencies, non-government organizations (NGOs), and serve communities that share common WASH-related goals

WASRAG's Regional Teams will provide access to and liaison with the in-country government and non-government organizations that will allow WASH projects to be planned and constructed in a sustainable manner. WASRAG staff will work closely with its Regional Teams and its strategic partners to support and enhance these relationships for the benefit of the Rotary clubs/Districts that will be pursuing projects.

4. Support "Centers of Excellence" for water, sanitation and hygiene education

Technologies need to be advanced that are focused on achievable application in developing countries. WASRAG, in concert with its international strategic partners should support the creation of "Centers of Excellence" within which these technologies can be developed. These centers will likely be universities, but could be large, specialty trade organizations, such as AWWA and NGWA, and United Nations organizations, such as UNICEF and the World Health Organization (WHO). WASRAG will promote the funding of these centers from foundation and government sources.

Education

Education has been added to the elements of WASH projects in this Business Plan, and should be considered as an enhancement to the WASRAG Strategic Plan published in November 2008.

The role of education in a water and sanitation project is an important tool for capacity development and potential project sustainability. Education is intrinsic to the eradication of both individual and institutional poverty. While water and sanitation projects help people meet their hydration and personal hygiene needs and enhance human health through reductions in exposure to water related and waterborne illnesses, education helps cement a culture of responsibility and commitment, allows for choice in decision making, helps bring dignity and a sense of equality to project participants, increases local knowledge and skills in the attainment of economic prosperity, all the while rounding out the health, social and economic outcomes of a project.

Education, combined with infrastructure improvements in water and sanitation projects, has the power to positively improve the lives of people within the country and the communities where the project is located. Education also plays a vital role in community building. It helps volunteers learn skills, change attitudes, and empowers them towards greater desirable human and social development.

The following educational goals are proposed to address critical health and hygiene educational areas. These goals will assist developing countries attain adequate access to water and sanitation infrastructure, eradicate waterborne illnesses and develop capacities to sustain learning and training.

1. **Create curriculum and content materials around Morbidity/Mortality Reduction Disease Prevention**

Work with strategic partners to develop education programs, curriculum and content materials for use in targeted countries to improve the health of vulnerable populations.

2. **Create and develop curriculum and content materials for maintenance of equipment and training of water, sanitation hardware installed in countries**

Develop curricula (both formal and informal) using existing operations and maintenance (O&M) manuals to train caretakers of installed water and sanitation hardware on maintenance and repair of the hardware.

3. **Create and develop curriculum and content materials for Open Defecation Site Elimination**

Using existing programs, develop educational curriculum to eliminate open defecation areas in communities where spread of diseases, water contamination and pollution are prevalent.

4. **Create and develop synchronized curriculum and content materials which demonstrate that hand-washing can improve health and hygiene by an additional 40%. Create and develop synchronized curriculum and content materials demonstrating that improved sanitation hardware and facilities improve public and personal health by another 60%**

Using existing programs, develop curriculum and content materials designed for Rotarians to educate the communities in hand-washing and sanitation facility improvement.

5. **Identify values and create values-based education materials**

Values-based education promotes collaborative conduct among and between individuals and communities around sharing water and sanitation resources and water usage, while fostering cooperation and understanding of interdependencies between humans, water and the environment.

6. **Create and maintain a roster of schools, administrators and key education leaders for Rotary countries as donor water and sanitation projects are introduced within the country**

These rosters will serve as tools for grounding educational activity, allowing Rotary water and sanitation projects to impact the greatest number of students and faculty in water and sanitation scarce areas.

- 7. Through an educational process, develop environmental leadership content delivered via Interactor/Rotaractor clubs in schools, universities and colleges, so as to create a cadre of environmental stewards to help protect, sustain and advocate for the future of water resources**

These stewards foster the ability of young leaders to increase community involvement and awareness concerning the importance and value of water, sanitation and hygiene resources within their communities.

- 8. Create an Education Coordinator position responsible for ensuring uniformity of science, health, hygiene information content throughout Rotary clubs, and also with the capacity to disseminate curricula that can be customized for local area schools, governments, health, science and education officials within countries receiving Rotarian water and sanitation assistance**

The proposed position is needed to ensure sustainability of water and sanitation projects. The coordinator will work under the direction of the Chief Operating Officer and the technical and education committees of WASRAG.

- 9. Create liaisons with other strategic partners including, but not limited to Engineers without Borders, Water For People and USAID and others concerning the sharing and dissemination of water, sanitation and hygiene education materials**

Collaborations and dissemination of educational materials will assist strategic partners in meeting similar visions and project outcomes for educational sustainability in water and sanitation projects.

Marketing/Communications

The Marketing/Communications Committee will work with the WASRAG Marketing/Communications Manager to build our reputation and credibility as an effective organization based on sustainability and best practices in the watsan area.

- 1. Develop and make available marketing/communications tools to support the WASRAG business initiatives in a timely and effective manner**

These tools, including www.wasrag.org will support the communication of technical information, fundraising initiatives, membership growth, and the building of strategic alliances. Whenever possible these tools will be shared online to facilitate access.

2. Facilitate communication and sharing of information amongst organizations including Rotarians and Rotary Clubs working on WASH projects and programs

Sustainable projects require inexpensive, reliable and easy to maintain technological solutions that have been approved at country level and have the necessary supply chain for spare parts and technical back-up required to support communities as their systems are used and age. WASRAG will facilitate the sharing of information and experience amongst Rotarians, experts and other NGOs, to continue to understand and promote best practices in our work.

3. Build understanding and awareness within Rotary of the importance of sustainable WASH projects and the benefits of membership in and support of WASRAG to increase participation in WASH projects and to build membership in WASRAG

WASRAG will develop communications material aimed at Rotarians that reflects the need for WASH projects around the world, as well as the importance of joining and participating in WASRAG.

4. Sponsor an annual WASRAG conference that is associated with the annual Rotary International Conference

WASRAG will continue to sponsor its annual conference in association with the Rotary International annual conference. Other conferences may be held in selected Countries or Regional locations and possibly in partnership with other NGOs.

IV. Management and Organizational Team

Introduction

WASRAG is dedicated to the planning, management, promotion and implementation of WASH programs and projects around the world through Rotary's 33,000 clubs.

WASRAG will have a management system that builds on the strength of the many Rotarians who 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 as it grows from an all-volunteer enterprise with limited funding to a multi-million dollar a year organization.

WASRAG Maintains RI Structure

WASRAG has adopted 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 initially 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. The suggested team will consist of an Executive Director (ED), Chief Operations Officer (COO), Chief Financial Officer (CFO), Marketing/Communications (MarCom) Manager, Education Coordinator, and clerical staff, as needed.

As the program develops, additional staff may be required either by telecommuting or in the physical locations of the ED and COO. Information technology activities (database development, website development) will initially be outsourced and will be brought into the WASRAG organization if the need arises.

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; this activity might also be conducted by the Regional Teams and Team Leaders. Figure 2 depicts the organizational structure of the WASRAG virtual headquarters.

Initially, the CFO, MarCom, Education Coordinator, 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 paid positions. Moving from volunteer to paid positions will depend largely on the funds available for launching WASRAG's pilot projects.

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). The COO will oversee the information technology activities, which would include the development and maintenance of the technical databases, as well as supervision of the Education Coordinator. The COO will also monitor the sustainability of current Rotary projects, as well as the pilot projects initiated during the first five years. The ED and COO will work together, in collaboration with WASRAG's strategic partners, to prioritize the geographical areas of most urgent needs.

The role of the Education Coordinator will be to ensure that education programs provided under Rotary all provide somewhat uniform health and hygiene knowledge, but can be customized to the cultural traditions and values of the country where the project is located. This ensures some control over the science and information that is disseminated and makes Rotary a dependable and verifiable international provider of knowledge for this particular subject matter. The Education Coordinator will work under the direction of the COO, who will coordinate the technical and education teams assigned to projects (which may be sponsored separately by different organizations). The Education Coordinator will be assisted by the WASRAG Education Committee.

The role of Information Technology (IT) is critical because information has to be collected, organized, and shared with Rotary clubs/Districts, as well as WASRAG's 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 activities will initially be outsourced.

Figure 2: WASRAG Organization Chart

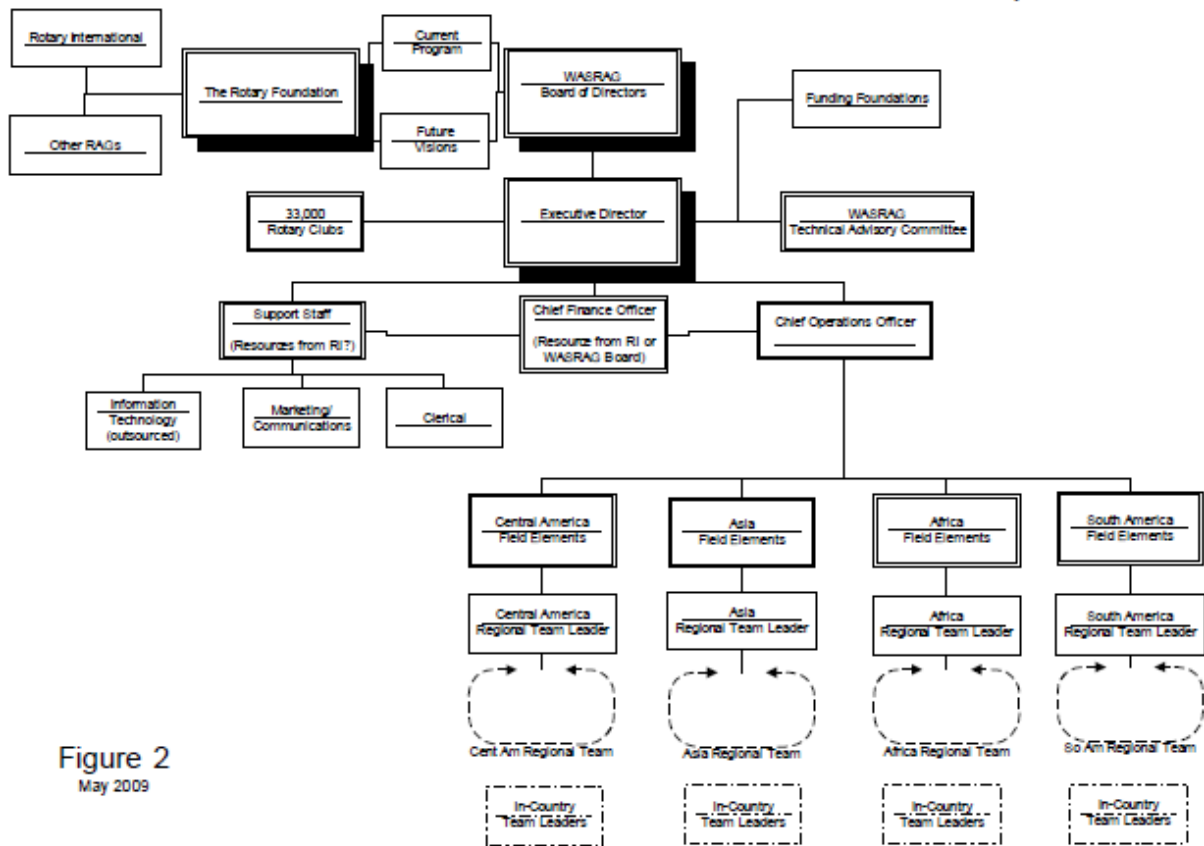


Figure 2
May 2009

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

The WASRAG staff will be assisted by six committees: Technical Advisory Committee, Funding and Resources Committee, Membership Development Committee, Marketing/Communications Committee, Education Committee, and Country Liaison Committee. Committee members may work at two levels. Individuals on the team with special expertise can assist WASRAG staff and the Regional Teams in addressing specific 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 take steps to develop an organizational team (“Regional Team”) with a leader for each world sub-area. The countries within these sub-areas will then be added to WASRAG’s priority list. WASRAG will assist the Regional Teams in selecting the 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 respected professional individuals living in-country. It will be vital that Regional Teams and Team Leaders be intimately familiar with the political and cultural issues of their regions, as well as the technical needs of the region.

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 develop water resources but are key the sustainability and success of these projects. The Regional Team can work on the following areas:

- Supporting existing basin plans or working with strategic partners to develop basin plans where such plans do not exist;
- Understanding the hydrogeology and climate information;
- Melding World Health Organization (WHO) standards with country regulations;
- Support the strengthening of in-country design capacity;
- Performing follow-up flow testing to establish that best practice design criteria (for that country or region) have been met;
- Support the policies of country governments and help them with their efforts to standardize the approved technologies and develop viable supply chains to support these technologies;
- Performing follow-up monitoring that would identify lessons learned, points of strength that can be magnified and areas of weakness that need to be addressed;
- Monitoring for on-going water quality, and other criteria, and insuring that the projects remain sustainable;
- Building capacities within the communities served to assure that projects can be maintained and expanded using local talent.

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. These plans will be 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 member of a host Rotary club within the region, who will provide cultural and political knowledge for the region concerning water and sanitation issues. The Regional Team Leader will share information with the WASRAG Chief Operating Officer; will meet at least quarterly via internet forums/conference call with fellow Regional Team Leaders; and will be responsible for developing, mentoring and supporting community based leadership and operations.

The Regional Team Leaders will work with the WASRAG Chief Operations Officer 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 (webcasts) and/or conference calls, and at annual face-to-face meetings.

The biggest contributor to unsustainable (failed) projects is inappropriate technologies, implementation of projects before the financial capacity of the community has been determined and proven, the absence of community buy-in, water committee challenges (ranging from poorly trained committee members, training that is too rapid, poor financial systems and tariff policies, and turnover), weak external actors (like the private sector) who the community will need over time, and the inability to access spares and technical assistance as needed. To mitigate this problem, the Team Leader positions, with the aid of the Regional Team members and host Rotary clubs, 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

Some regions overseen by Regional Teams may be large, covering several countries and cultures. For these larger regions, the Regional Teams may appoint Country Leaders to assist them. These Country Leaders will answer to the Regional Teams. 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. Marketing/Communications Plan

Introduction

WASRAG has set out a number of strategic objectives under various headings, with the overarching goal of building awareness and credibility for our organization. Marketing/Communications activities must naturally support these objectives. Our marketing initiatives are focused on the following stakeholder groups:

- Potential members in WASRAG
- Potential funding partners
- Potential strategic partners (implementation)
- Other stakeholders in a position to influence our success (e.g., TRF, Rotary generally, local governments, etc.)

Membership and Participation

Develop marketing/communications tools to promote the benefits of membership and support of WASRAG, and the importance of participating in WASRAG approved WASH projects to Rotary Clubs and partners in a timely and effective manner.

WASRAG will develop marketing materials that meet two objectives:

1. Raise the awareness of Rotary clubs/Districts about WASH projects and WASRAG's strategic approaches. Once Rotary clubs/Districts are motivated and educated, they will be more likely to participate financially and/or technically (in-country services) in the WASH projects being promoted by WASRAG.
2. Keep WASH projects opportunities and success stories in front of Rotary clubs each year at budget time so that money is set aside for contribution to WASRAG and/or WASH projects.

Objective 1: Have 10% of Rotary Clubs in the US and Canada have at least one member be an active member of WASRAG, and to build a total membership in the WASRAG of 3,000 by the end of year one.

Objective 2: Have 50% of Rotary Clubs in the US and Canada participate in a WASH project (which may or may not involved a matching grant), by the end of year one.

Fundraising

Without an aggressive fundraising program, large-scale projects required to achieve the UN Millennium Goal cannot be completed. The Funding and Resource Development Committee's fundraising will target two areas: inside Rotary and outside Rotary.

1. **Fundraising within Rotary.** Though The Rotary Foundation will be focusing on the eradication of polio over the next several years, money is available for WASH projects, especially if they can be matched by Rotary club/District money and money received from outside sources (such as the USAID watsan designated funds). WASRAG will assist Rotary clubs/Districts that will be conducting WASRAG identified projects with acquiring Rotary Foundation grants. WASRAG must develop a marketing approach that makes the acquisition of Rotary-source funding nearly automatic for Rotary clubs.

Objective: Develop a strong relationship with TRF that results in a streamlined approval process for WASRAG approved projects by the end of year one.

2. **Fundraising outside of Rotary.** WASRAG will pursue sources of funding from foundations, corporations and government agencies that can be used as grants or matching grants. PepsiCo Foundation is currently discussing a grant with WASRAG. Other sources of grant funds include (but not limited to) USAID and the United Nations. WASRAG must develop marketing materials to help sell its story in a way that will improve its chances to receive large grants.

Objective: To source outside funding of \$30 million over the next five years, and \$10 million in multi-year commitments in year one.

Strategic Partners

Rotary must have strategic partners if it is to have a significant impact on the worldwide WASH problems. Major NGOs are required to undertake large projects. Also vital is for Rotary to develop close working relationships with the government agencies/ministries within the countries that Rotary wishes to work.

1. **Develop formal strategic alliances with major NGOs.** WASRAG will align itself with strategic partners. To do that, WASRAG must deliver a compelling reason for these potential partners to join its efforts. Marketing material must be specifically designed for this purpose.

Objective: Select a short list of major NGOs and develop those core relationships in year one. This list would include significant NGOs working in the WASH field in WASRAG's designated 10 to 15 countries.

2. **Develop formal strategic alliance with government agencies.** Marketing approaches directed at government agencies/ministries are different from those directed at NGOs. WASRAG must consider these differences in developing its marketing materials and must take into account the political history and past patterns of actual implementation with other partners.

Objective: In year one, build formal strategic alliances with USAID, CIDA and others as opportunities arise.

Outreach to the World

WASRAG must promote itself, for example by having articles in each issue of “The Rotarian” magazine if Rotary is to have a major impact in the WASH field and for sustainable WASH projects to become a major initiative in Rotary. WASRAG must also promote its activities outside of Rotary. This might be through media efforts or ad campaigns.

Objective 1: Create awareness and understanding of WASRAG and our approach to WASH projects across the Rotary world so that by end of year one 20% of Rotarians know what WASRAG is and understand the importance of WASH projects.

Objective 2: Build awareness in the world community about this vital effort. WASRAG should approach major media companies about developing documentaries (for example, National Geographic and Discovery Channel) by June 2010.

VI. Financial Plan

Introduction

To implement WASRAG goals, the following categories of funding must be developed.

- 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 & 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. The organizational structure of WASRAG will require a transition from a fully volunteer effort to a combination of volunteers and paid full-time and/or part-time staff.

To implement the transition to a fully functional organization 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 plan is to start the transition 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 & Systems Management

In the early stages of implementing this Business Plan, the WASRAG organizational team identified in Section IV 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 started 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 activities can be done concurrently with the Program Development and Systems Management discussed above.

With the 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.

Team Leaders, Host Rotary Clubs, and/or In-Country Leaders should be prepared to assist in planning logistics for Rotary volunteers who do projects at sites, or stay for extended periods of time in the country. Local customs, traditions and ways of living during their time of stay should be known by the volunteer before they leave their homes and they should network with earlier volunteers to have a good understanding of the conditions that they will be experiencing at the project site. It is not the in-country team's responsibility to provide the training, but rather to assist with logistics and project execution.

If there is an extended period of stay required for implementation of a project with overseas assistance, the project manager/ leader should be prepared to identify required equipment and supplies and make adequate accommodations for the team members, including travel and lodging plans. Rotary volunteers are responsible for their own planning, risk management in third world countries, and contingency plans. WASRAG will not provide travel planning for the volunteers.

Long-Term Project & 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 and the PepsiCo Foundation, and other outside funding support, WASRAG will be able to emulate the strategy that was successful for Polio Plus. Rotary clubs around the world will partner with one another, NGOs, the private sector and other institutions to ensure the long-term positive impact that these WASH programs are having on people's lives. 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.

Table 15-Year Budget for Performing Critical WASRAG Goals

Table 1
Five-Year WASRAG Administration Budget

Labor	Base Wage	FY2009-10 ¹	FY2010-11 ²	FY2011-12 ³	FY2012-13 ³	FY2013-14 ³
Executive Director (125,000 salary + 35% benefits)	\$125,000	\$0	\$84,375	\$84,375	\$84,375	\$84,375
COO (115,000 salary + 35% benefits)	\$115,000	\$77,625	\$155,250	\$155,250	\$155,250	\$155,250
CFO (85,000 salary + 35% benefits)	\$85,000	\$0	\$26,688	\$57,375	\$57,375	\$57,375
Marketing Communications (80,000 salary + 35% benefits)	\$80,000	\$0	\$54,000	\$54,000	\$54,000	\$54,000
Clerical (25,000 salary + 35% benefits)	\$25,000	\$16,875	\$16,875	\$16,875	\$16,875	\$16,875
Subtotal		\$94,500	\$339,188	\$367,875	\$367,875	\$367,875
Expenses						
Travel		\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
Marketing/Communications (includes web development)		\$43,750	\$50,000	\$50,000	\$50,000	\$50,000
Miscellaneous		\$5,000	\$10,000	\$10,000	\$10,000	\$10,000
Subtotal		\$73,750	\$110,000	\$110,000	\$110,000	\$110,000
Total Annual Budget		\$168,250	\$449,188	\$477,875	\$477,875	\$477,875
Labor multiplier		0.35				

NOTES

1. Either 1/2 time positions or beginning in Jan. 2010
2. ED, MarCom & Clerical at 1/2 time, CFO at 1/4 time
3. ED, CFO, MarCom & Clerical at 1/2 time

Fiscal Years run July 1st to June 30th
Cost-of-Living Adjustments not included

VII. Program Implementation Schedule

Introduction

WASRAG is in a state of transition in developing an effective program to meet Millennium Development Goals. This transition will recognize the efforts by many Rotary Clubs that plan to or currently participate in WASH projects, while moving them to toward the more aggressive programs promoted by WASRAG. WASRAG needs to work with these Rotary Clubs over the next five years to educate and encourage them to utilize the WASRAG model as it evolves.

Developing and refining a five-year plan for implementing WASRAG's worldwide WASH initiative is critical to long-term success in meeting the UN Millennium Development Goals. Four important steps must be accomplished before a smooth running long-term enterprise can be established:

- Make a strategic decision about how WASRAG will approach the challenges facing the sector, and how it will align with existing agencies and sector approaches to play the constructive role that Rotary can play in contributing to reaching the MDGs for water supply and sanitation.
- Once this is decided, the WASRAG administrative framework can be established that supports the strategic approach of WASRAG.
- Evaluate previous Rotary WASH initiatives so that future programming can build on the strengths of previous work and overcome identified weaknesses. Concurrent to the evaluation will be a country selection process which will clarify which 15 countries will form the pilot.
- The fourth step will be to develop a roll-out plan, with a range of different options based on funding. This will be followed by the implementation of the pilot program.

Summary of Planned Activities

The following is a summary of scheduled WASRAG activities. Table 1 shows the schedule for each of the activities identified as goals in Section III of the Business Plan.

June 2008 to June 2009

The first step to launching this enterprise is to develop and have accepted the WASRAG proposed Strategic and Business Plans. With the rollout of the Strategic Plan in late 2008 and the Business Plan in May 2009, the WASRAG membership and Board of Directors will have adequate time to review them. In June 2009, the WASRAG Board will have the opportunity to adopt these plans 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 between 10 – 15 regional pilot projects. WASRAG will seek other sources of funding, including TRF, USAID, CIDA, PepsiCo Foundation, Bill and Melinda Gates Foundation, Carter Center and WHO.

The Strategic Plan recommends that WASRAG initiate its WASH program with at least four pilot projects around the world. The Business Plan is more aggressive and calls for up to fifteen pilot projects. They will be selected based on the prioritization and project selection process developed in 2009. With the 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 and Business Plans at the Rotary International meeting in England in June 2009, the leadership teams will be selected and outside funding sources identified and possibly acquired. The first level of staffing will be completed, regional teams will be identified in the pilot project regions, and the needs assessments for the selected pilot project areas will begin.

June 2010 to June 2013

Between 2010 and 2013, WASRAG will define the worldwide program and prioritize the areas, 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, 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.

Table 2: Schedule for Performing Critical WASRAG Goals

TASK	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
Technical																				
1. Develop Best Practices Documents for developing WASH projects																				
2. Develop and Maintain GIS-based databases of cultural, demographic, scientific and engineering information																				
3. Create Bibliography of Applied and Appropriate Technology																				
4. Organize Regional Teams, Regional Team Leaders, and Country Leaders in areas of priority																				
5. Implement mechanisms to determine the effectiveness and sustainability of projects																				
6. Monitor the sustainability of Rotary WASH projects as they come on line																				
7. Create a network of experts accessible to Rotarians, Rotary Clubs, their strategic partners, and the communities served																				
Financial																				
1. Identify & pursue alternative funding & financing sources to complement TRF, such as private foundations, corporations, and government agencies																				
2. Provide support to Rotary Clubs seeking financial assistance																				
3. Develop WASRAG Foundation as a Project Fund Account Manager																				
Planning																				
1. Identify and prioritize countries, as well as regions within countries which have high levels of need (Steps 1, 2 & 3)																				
2. Identify and formulate WASH programs and projects that will promote overall local and regional economic sustainability and vitality																				
3. Facilitate and coordinate the development of Regional and Community Needs Assessments around the world																				
Strategic Partners																				
1. Develop and maintain a compendium of international and in-country NGOs																				
2. Develop formal strategic alliances with major NGOs and meet regularly at the both the national/international and country levels to collaborate & coordinate joint planning and implementation of major regional projects																				
3. 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																				
4. Support "Centers of Excellence" for water, sanitation and hygiene education																				

Table 2: Schedule for Performing Critical WASRAG Goal (Cont'd)

TASK	FY 2009-10				FY 2010-11				FY 2011-12				FY 2012-13				FY 2013-14					
	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th		
<u>Education</u>																						
1. Create and develop curriculum and content materials around Morbidity/ Mortality reduction Disease Prevention																						
2. Create and develop curriculum and content materials for maintenance of equipment and training of water, sanitation hardware installed in countries																						
3. Create and develop curriculum and content materials for Open Defecation Site Elimination																						
4. Create and develop synchronized curriculum and content materials which demonstrate that hand-washing can improve health and hygiene by 40%. Create and develop synchronized curriculum and content materials demonstrating that improved sanitation hardware and facilities improve public and personal health by another 60%.																						
5. Create values and values based education materials																						
6. Create and maintain a roster of schools, administrators and key education leaders for Rotary countries as donor water and sanitation projects are introduced within the country																						
7. Create through education environmental leadership content delivered via Interactor/Rotaractor clubs in schools, universities and colleges, so as to create a cadre of environmental stewards to help protect, sustain and advocate for the future of water resources																						
8. Create an Education Coordinator position responsible for ensuring uniformity of science, health, hygiene information content throughout Rotary clubs, and also with the capacity to disseminate curricula that is able to be customized to local area schools, governments, health, science, education officials within countries receiving Rotarian water and sanitation assistance																						
9. Create liaisons with other strategic partners including but not limited to EWB, Water For People and USAID and others concerning the sharing and dissemination of water, sanitation and hygiene education materials																						
<u>Communications</u>																						
1. Develop and make available marketing/communications tools to support the WASRAG business initiatives in a timely and effective manner.																						
2. Facilitate communication and sharing of information amongst organizations including Rotarians and Rotary Clubs working on WASH projects and programs																						
3. Build understanding and awareness of the importance of sustainable WASH projects & the benefits of membership in & support of WASRAG, within Rotary, to increase participation in watsan projects and to build membership in WASRAG																						
4. Sponsor Annual WASRAG Conference that is associated with the Annual Rotary International Conference																						

Appendix A—WASRAG EMPLOYEE CLASSIFICATIONS

Executive Director

Introduction

Under administrative direction of the WASRAG Board of Directors, the Executive Director is responsible for the financial, administrative, and operational affairs of WASRAG. He/she represents the Board's policies and programs with employees, projects, fundraising and associations with Strategic Partners. The Executive Director should be a Rotarian.

The Executive Director is responsible for managing all expenditures, programs, and projects of WASRAG and manages this process through the development and implementation of WASRAG's Budget. He/she will take the lead for WASRAG in fundraising and the development of financial partners inside and outside of Rotary International.

Examples of Duties of the Executive Director

Examples of duties for the Executive Director include, but are not limited to the following:

- Chief Executive Officer of WASRAG, with responsibility for the day-to-day activities of WASRAG.
- Provides advice and consultation on the development of WASRAG programs, projects and policies.
- Coordinates the preparation of the Agenda for WASRAG Board Meetings and WASRAG Committee Meetings.
- Motivates employees to safe and efficient operations of the WASRAG organization.
- Represents the Board's policies and programs with employees, WASRAG's strategic partners, and the Rotary community
- Oversees the preparation and implementation of WASRAG's Annual Budget.
- Responsible for all personnel matters, including employment procedures, grievance, employer-employee relations, performance evaluations and goal setting, and training.
- Responsible for all financial matters of WASRAG, including payment authorization, grant applications, and contracts and agreements.
- Responsible for the planning and implementation of WASRAG Programs.
- Responsible for the Strategic Planning activities of WASRAG.

Executive Director Entry Requirements

The following are the desirable entry requirements for the Executive Director:

- A minimum of twenty (20) years of progressively more responsible experience in non-profit organization management.
- Demonstrated ability to formulate, manage, and implement annual budgets.
- Demonstrated ability to develop and implement strategic plans.
- Demonstrated ability to motivate and manage a safe and efficient staff.
- Demonstrated leadership ability.
- Demonstrated ability to work with and assist Boards of Directors of diverse backgrounds and motivations.
- Demonstrated excellent communication skills.
- Demonstrated ability to creatively solve complex administrative, financial and operational problems

Chief Operations Officer

Introduction

The Chief Operations Officer (COO) answers directly to the Executive Director. The ED is directly responsible for developing and implementing the technical programs of WASRAG, including the development of needs assessments, project teams and project oversight and monitoring. The COO should be a Rotarian.

The COO will be selected based on criteria established by WASRAG, such as administrative capabilities, communication skills, ability to work with strategic partners, and understanding of the technical issues involved in delivery of appropriate water, sanitation and hygiene solutions.

Examples of Duties Chief Operations Officer

Examples of duties for the Chief Operations Officer include, but are not limited to:

- Support the Executive Director in managing the day-to-day activities of WASRAG.
- Assist the Executive Director in developing management strategies, annual budgets, and outreach programs.
- Assist the Executive Director with the preparation of documents and outreach materials for presentation to the WASRAG Board of Directors, as well as other Rotary and non-Rotary organizations.
- Assist the Executive Director, in collaboration with WASRAG's strategic partners, to prioritize the geographical areas of most urgent needs.
- Assist the Executive Director to channel the resources from Rotary clubs/Districts and strategic partners towards area of focus activities that meet strategic goals in priority locations.
- Identify suitable, needs-driven project types and geographic locations of greatest need for WASH projects.
- Responsible for worldwide development and coordination of the Regional Teams.
- Oversee information technology (IT) activities, which would include development and maintenance of technical databases and related marketing/communications activities.
- Monitor the sustainability of current Rotary projects, as well as the pilot projects initiated during the first five years.
- Assist The Rotary Foundation with identifying projects proposed by Rotary clubs that fit the WASRAG project model.
- Develop procedures that ensure that area of focus activities meet high technical standards; include elements to support sustainability; and are implemented by Rotarians and/or organizations selected on merit.

- Compile information to quantify impact of projects and activities that relate to WASH projects in a way that can be effectively communicated to Rotarian and non-Rotarian audiences for both internal reporting and external public relations purposes.
- Visits project sites periodically to meet with Regional Teams and project teams to evaluate progress.
- Promote WASH projects and programs and explains WASRAG procedures and mechanisms to Rotary clubs and Districts around the world through presentations, informational materials, and training.
- Represent WASRAG at Rotary and non-Rotary events.

Chief Operations Officer Entry Requirements

The following are the desirable entry requirements for the Chief Operations Officer:

- A minimum of a Bachelors Degree, though a graduate degree(s) is preferred, in Civil Engineering, Geology, Hydrology or other science related to WASH projects.
- A minimum of fifteen (15) years of progressively more responsible technical experience developing and managing water and sanitation projects, some of which in development countries.
- Ability to effectively design, conduct and document program evaluations.
- Technical expertise related to WASH projects with accompanying hands-on experience preferred.
- Ability to communicate technical information in layman's terms for volunteers and the general public.
- Excellent interpersonal skills and leadership ability to effectively interact with Rotary senior leaders, TRF managers and grant coordinators, and TRF strategic partners.
- Superior written and verbal communication skills.
- Ability to facilitate collaborative decision-making with multiple, diverse individuals and institutions.
- Excellent analytical (problem solving) skills and ability to quickly identify issues and problems and determine the appropriate response.
- Experience supporting projects and activities that have been successful in achieving sustainable outcomes preferred.
- Excellent project management skills with high attention to detail.
- Excellent organizational skills, ability to balance multiple tasks and prioritize.
- Flexibility in assessing feedback on new organizational unit and adjusting implementation of strategies in response.
- Familiarity with and sensitivity to a variety of cultures.
- Solid working knowledge of MS Word, Excel, PowerPoint and various databases.
- Self-starter with initiative and ability to work independently.

Chief Financial Officer

Introduction

The Chief Financial Officer (CFO) answers directly to the Executive Director and is responsible for the financial aspects of WASRAG. The CFO will be directly responsible for compiling data from others for the preparation of the annual WASRAG budget, as well as preparing the annual financial audit. He/she will also be responsible for preparing all financial reports for WASRAG, other Rotary organizations, and WASRAG's strategic financial and technical partners. The CFO may be a dedicated WASRAG position or a shared resource with Rotary International.

Examples of Duties for Chief Financial Officer

Examples of duties for the Chief Financial Officer include, but are not limited to the following:

- Supervises all finance aspects of WASRAG.
- Prepares Special and Routine Financial Reports for the Executive Director, Chief Operations Officer and the WASRAG Board of Directors.
- Manages all Payroll Functions.
- Supervises all Employee Benefit Programs.
- Routinely makes Presentations at WASRAG Board of Directors and WASRAG Committee meetings.
- In charge of Budget Preparation and Tracking.
- Manages the General Ledger.
- Approves all purchase requests and allocates associated costs to proper accounts prior to final approval by the Executive Director and/or Chief Operations Officer.
- Responsible for all Audit Functions for WASRAG.
- Manages all Grant funds.
- Advises Executive Director and Board of Directors on administrative and financial policies.

Chief Financial Officer Entry Requirements

The following are the desirable entry requirements for the Chief Financial Officer:

- Minimum of a Bachelor's Degree and/or equivalent experience in accounting or finance.
- A minimum of 7 years of progressively more responsible experience in business financing for non-profit organizations.
- Advanced Accounting and Administration skills.
- Demonstrated Supervisory and Leadership skills.

Marketing/Communications Manager

Introduction

The Marketing/Communications Manager will answer to the Executive Director. He/she 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 Marketing/Communications Manager will be responsible for the development and maintenance of the WASRAG website, as well as assisting the ED and other WASRAG members in promoting WASRAG and its mission. The Marketing/Communications Manager position may be a dedicated staff to WASRAG or a shared resource with RI.

Examples of Duties for Marketing/Communications Manager

The Marketing Communications committee will work with the WASRAG Marketing/Communications Manager to develop appropriate tools and plans to meet the following objectives:

Communications and program support:

1. Provide a graphic design toolbox available to WASRAG members to build consistency and excellence in all our communications world-wide;
2. Manage communications tools including partner logos, copyright and brand restrictions etc.
3. Provide boilerplate materials for use in education about watsan issues, WASRAG, projects, technologies etc.
4. Provide support to the WASRAG executive such as preparation of presentations etc.
5. Develop an internal (i.e. within Rotary) marketing communications plan to:
 - Build membership in WASRAG
 - Attract funds and provide support to the fundraising committee
 - Draw clubs and districts interested in participating on projects and programs
 - Educate Rotarians and Rotaractors about the issues
 - Build support across Rotary for WASRAG and watsan programs, and in particular enable support/funding from TRF
 - Provide support on project/program development
 - Attract attendance at, develop and grow our annual conference
 - Develop other conference events (regional and international) as needed
 - Promote the availability of speakers at Rotary events
 - Build understanding of the role WASH projects play in community and economic development
 - Build partnerships within Rotary to encourage holistic programs that go beyond watsan to include other areas of focus such as micro-credit

- Communicate our successes
 - Develop an external marketing communications plan to:
 - Build awareness among external stakeholders and potential partners of WASRAG, Rotary and our commitment to watsan programs;
 - Build our credibility as a partner;
 - Attract funds;
 - Attract potential partners;
 - Build awareness and commitment from internal stakeholders;
 - Draw potential new members both to Rotary and to WASRAG;
6. Revise the wasrag.org site as a world class web site, to:
- Support the above initiatives
 - Allow input and sharing of programs, projects, technologies, resources etc.
 - Easy searching to get information about projects, technologies etc.
 - Share successes
 - Provide on-line training (this is a big area)
 - Address security issues
 - Provide an easily shared photo bank with upload capability
 - Easy access to maintenance by selected individuals i.e. content management tool
 - A degree of professionalism and ease of use commensurate with the organization.
7. Work with our PR team to support the above initiatives.

External Relations:

The WASRAG Marketing/Communications Manager will work with the Marketing Communications team to support our strategic messaging generally and specifically in the following areas:

1. Media relations (internal and external to Rotary),
2. Government relations, and
3. Public relations.

Marketing/Communications Manager Entry Requirements

The following are the desirable entry requirements for the Communications/Marketing Manager:

- A minimum of a Bachelors Degree, or equivalent experience, in marketing communications;
- At least five (5) years of experience in marketing communications preferably including experience in the non-profit sector;

- Demonstrable experience in brand strategy development and implementation, marketing communications planning and use of online and offline marketing communications tools;
- Excellent writing and oral English and public speaking skills required;
- Capability in languages in addition to English an asset;
- Experience working in the international arena an asset.