



## Water For People and Thankyou

### Fiscal Year 2021 Final Report

#### I. Fiscal Year 2021 Summary

In our 2021 fiscal year, as a result of your support, Water For People constructed and-or rehabilitated 536 community water systems, reaching 204,230 people<sup>1</sup> with improved water service in 39 districts across nine countries. Our 2021 target was to reach approximately 211,090 people. For sanitation, Water For People supports market-based initiatives aimed at improving household sanitation and improving access to sanitation in schools and clinics. This year we reached 228,643 people through sanitation initiatives.. Our sanitation target for 2021 was to reach 457,551 people.

In schools, we completed a range of WASH interventions such as water and rainwater harvesting systems, handwashing stations, sanitation facilities, and changing rooms for girls to manage their menstrual hygiene. In 186 schools, we reached 120,824 people with improved WASH services. We completed work at 32 health clinics, reaching 31,759 people with improved WASH services. In India, we completed work at 64 Anganwadi Centers, providing improved water, sanitation, and hygiene services for 3,205 people. The 2021 targets for people reached with WASH services in schools and clinics were as follows: 115,105 people in schools, 30,345 people in clinics, and 2,980 people in Anganwadi Centers.

#### II. Everyone and Forever Milestones

In July 2021, Water For People published a [detailed report on our system strengthening model](#), Everyone Forever, which provides a theory of change, pre-conditions, first steps, phases of implementation, and case studies for use by other countries and-or districts. Since 2011, the model has fundamentally shifted the sector's approach to the crisis while addressing Sustainable Development Goal (SDG) 6. When we first began, universal and sustainable services were a far-off dream in the districts where we work, which many thought impractical or impossible. In our most recent strategy period, from 2017 to 2021, Water For People's activities in the Everyone Forever districts have contributed to 4.67 million people now enjoying access to an intermediate or high

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<sup>1</sup> This total includes only water infrastructure work in Everyone Forever districts and does not include replication efforts to improve water supply in other districts or to restore water systems damaged by two devastating hurricanes in Honduras.

level of water service.<sup>2</sup> In the same time period, 1.77 million people have been reached with improved sanitation services through our market-based sanitation approaches. The initial targets for Water For People's 2017-2021 strategy were 4 million people with intermediate or high levels of water service and 2 million people reached through our sanitation initiatives. Our framework helps ensure the provision of universal water and sanitation services – Everyone – that are sustained by strong government and civil society in the long term – Forever – independent of foreign aid. To recognize these successes, Water For People and local stakeholders celebrate Everyone and Forever milestones. Over time, each district will achieve three Everyone milestones for water – communities, households, and public institutions, and two Everyone milestones for household sanitation while simultaneously progressing toward Forever milestones in water and sanitation. This proof of the model is key for its recognition at the national and global levels, which then leads to its replication and scale.

Water For People collected 2021 monitoring data in the majority of countries where we work, however COVID-19 restrictions limited data collection in households in Bolivia and data collection in households and public institutions – healthcare facilities and schools – in Peru. However, we did collect waterpoint data in Peru. In addition, due to the severity of the ongoing pandemic in India, Water For People did not complete any data collection for level of service monitoring in 2021.

### **Water Milestones**

Despite these challenges, as a result of our work, Water For People and local partners celebrated five Everyone milestones for water in 2021! They include:

- Community milestone:
  - San Andrés Sajcabajá and San Antonio Ilotenango (Guatemala)<sup>3</sup>
- Public institution milestone:
  - Arani (Bolivia)
  - San Bartolomé Jocotenango and Santa Cruz del Quiché (Guatemala)

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<sup>2</sup> Impact Population is Water for People's term for the population impacted through our work, specifically our District-Wide Approach (Everyone Forever) which focuses on system-level change to district and national level government structures to improve water services at the household level. The method for calculating the impact population uses household-level data taken from Water For People's household survey. As our household-level data utilizes a sampling methodology that is designed to be representative of the overall population (95% confidence interval with 5% margin of error) that data can be used to extrapolate our findings to larger populations. Adding up the percentages of those with intermediate and high levels of service, and then extrapolating it to the larger district population will provide the estimated number of people within the Impact Population. For more detail, please see the [Everyone Forever Model - Summary](#).

<sup>3</sup> Based on the Memorandum of Understanding with Thankyou Foundation, Water For People did not project achieving the Community level milestone for water in these two municipalities in Guatemala or the public institutions level milestone in San Bartolomé Jocotenango but did project the public institution milestone for Arani and Santa Cruz del Quiché.

Water For People achieved three milestones for water that were not projected in the Memorandum of Understanding (MOU) with Thankyou. However, a range of challenges prevented achieving all milestones for water in the MOU.

In three districts in Honduras, three Everyone milestone for water were not achieved due to the damage to water systems caused by hurricanes Eta and Iota. We have been restoring these systems; therefore, for Chinda district, the Everyone milestones for water at the public institution and household levels are now projected to be reached in 2023 and 2025 respectively. In El Negrito, we now project reaching the Everyone milestone for water in public institutions in 2023.

In Nicaragua, the Everyone milestone for public institutions was not achieved in La Concordia due to poor water quality, which is a consistently low-performing indicator in the region. We met with Empresas de Distribución de Cloro (Companies for Chlorine distribution in English) and the Ministry of Health to develop a plan with the Ministry of Education to address these issues moving forward; the plan will be carried out in FY22. In addition, two schools – El Ocote and Colón Abajo – still do not have an improved water system. Local government partners have pledged to construct WASH infrastructure in these two schools in FY22.

In India and Peru, COVID-19 restrictions prevented Water For People from conducting monitoring to verify achievement of two Everyone milestones.

Rulindo district did not achieve the Everyone milestone for water at the community level due to private operator and COVID 19 challenges as detailed further on pg. 6.

As Water For People limited international travel in 2021 due to COVID-19, this prevented a full validation of the four Forever milestones in Bolivia by a non-Bolivian Country Director which is part of our process.

### **Sanitation Milestones**

Water For People also celebrated two Everyone milestones for household sanitation in 2021! They include:

- Everyone Milestone 1<sup>4</sup>:
  - Santa Cruz del Quiché (Guatemala)
- Everyone Milestone 2<sup>5</sup>:
  - San Antonio de Cortés (Honduras)

These sanitation milestone definitions have been under iterative development for several years and have now been evaluated with monitoring data for the first time in 2021. In addition to the milestones achieved for the first time this year, previous monitoring data shows that Everyone Milestone 1 for sanitation was met in 2019 in four districts, and at baseline data collection in 15 districts. For Everyone Milestone 2, three districts met the criteria in 2019 monitoring data, and 11 districts met the criteria at baseline data collection. Therefore, we only declare that Everyone

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<sup>4</sup> Ninety percent (90%) of households have at least basic service (i.e. are not practicing open defecation).

<sup>5</sup> Seventy-five percent (75%) of households have safely managed sludge.

Milestone 1 was achieved in four districts and Everyone Milestone 2 was achieved in three districts. Water For People will continue to strengthen the sanitation supply chain to ensure all districts achieve the Everyone milestones for household sanitation.

Annual Reflection Sessions were conducted using virtual platforms in each of the nine countries to analyze progress toward Everyone and Forever in 2021. Progress towards the Forever Milestones is tracked with the Sustainable Services Checklist. Each year these results must be validated by an objective Water For People Country Director who travels to the host country. Due to the ongoing pandemic, Water For People limited international travel in 2021 and as a result did not validate this data to declare Forever milestones. As international borders continue to open and countries welcome foreign visitors in 2022 and beyond, Water For People will validate the results with the aim of confirming achievement of Forever milestones. Despite these setbacks, we are confident in our progress in each country.

III. Water, Sanitation, and Hygiene People Reached Summary

Table 1: WASH Infrastructure Targets and Cumulative Impact, FY21

Country	Target # of Community Water Systems	# of Community Water Systems	Target # of Community members reached with New or Improved Water Services	# of Community Members Reached with New or Improved Water Services	Target # of Schools	# of Schools	Target # of People in Schools Reached with New or Improved WASH Services	# of People in Schools Reached with New or Improved WASH Services	Target # of Clinics	# of Clinics	Target # of People in Clinics Reached with New or Improved WASH Services	# of People in Clinics Reached with New or Improved WASH Services	Target # of Anganwadi Centers (AWC)	# of Anganwadi Centers (AWC)	Target # of People in AWC Reached with Improved WASH Services	# of People in AWC Reached with Improved WASH Services
		<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>
Bolivia	6	6	3,040	3,576	6	4	1,437	843	0	0	0	0	0	0	0	0
Guatemala	75	66	5,017	4,951	3	12	123	871	2	2	24,000	24,000	0	0	0	0
Honduras <sup>6</sup>	4	3	3,199	936	17	2	698	231	0	0	0	0	0	0	0	0
India	178	170	43,041	39,566	60	46	16,468	14,020	8	9	1,820	1,985	68	64	2,980	3,205
Malawi	144	234	55,208	79,451	40	30	50,554	39,502	3	3	484	624	0	0	0	0
Nicaragua	3	0	985	0	5	26	312	1,130	2	1	101	0 <sup>7</sup>	0	0	0	0
Peru	12	11	1,177	1,100	0	1	0	4	0	0	0	0	0	0	0	0
Rwanda	33	18	75,319	51,269	23	57	19,371	59,055	10	14	840	2,050	0	0	0	0
Uganda	29	28	24,104	23,381	7	8	5,145	5,168	3	3	3,100	3,100	0	0	0	0
<b>Total</b>	<b>484</b>	<b>536</b>	<b>211,090</b>	<b>204,230</b>	<b>161</b>	<b>186</b>	<b>94,108</b>	<b>120,824</b>	<b>28</b>	<b>32</b>	<b>30,345</b>	<b>31,759</b>	<b>68</b>	<b>64</b>	<b>2,980</b>	<b>3,205</b>

<sup>6</sup> In addition to our annual work in Honduras, Water For People provided technical support to communities that were adversely affected by hurricanes Eta and Iota at the end of December 2020. We provided technical support in five communities to help facilitate the rehabilitation of water systems and reestablish pre-hurricane levels of service for 20,434 people.

<sup>7</sup> Water For People uses “people reached” to refer to the total number of individuals with access to new or rehabilitated WASH infrastructure, generally just the first time we conduct work at a particular site. In FY21, Water For People installed reserve water tanks and handwashing stations at one school in San Rafael del Norte and one healthcare facility in La Concordia where we had previously installed sanitary blocks. To avoid double counting, those figures are not included in FY21 people reached figures.

## Highlights of Country Details for WASH infrastructure

In **Bolivia**, Water For People and partners completed the construction or rehabilitation of six community water systems, reaching 3,576 people with improved water service in six communities. Water For People completed the construction or expansion of WASH infrastructure in four schools, improving access to WASH services for 843 students and school staff. **As a result of our work, we reached the Everyone milestone for public institutions in Arani in FY21!** Now every school and healthcare facility in the municipality<sup>8</sup> has access to improved WASH services.

We reached 4,951 people through the construction and-or rehabilitation of 66 conventional and unconventional water systems in nine communities in **Guatemala**. **As a result of our work, Water For People and partners celebrated the community Everyone milestone in San Andrés Sajcabajá and San Antonio Ilotenango!** Now every community has access to improved water service. Water For People accelerated our work in public institutions in FY21. We completed WASH interventions in 12 schools, reaching 871 students and school staff with improved WASH services. Through the installation of new handwashing stations in two health clinics, we improved WASH services for 24,000 patients and healthcare professionals across two municipalities. **As a result of our work, Water For People and partners celebrated the Everyone milestone in public institutions in San Bartolomé Jocotenango and Santa Cruz del Quiché!** Now every school and healthcare facility in the municipality have access to improved WASH services.

Water For People completed the construction or rehabilitation of three community water systems in **Honduras** that provide improved water service to 936 people in four communities. We provided technical support to facilitate the rehabilitation of four additional community water systems, restoring and improving water service for 20,434 people directly affected by hurricanes Eta and Iota. Water For People completed the rehabilitation of two school water systems that had been delayed in FY20 due to COVID-19, reaching 231 students and school staff with improved WASH services.

In **Malawi**, Water For People completed 234 water systems, reaching 79,451 people in Chikwawa and Chiradzulu districts with new or improved water systems. To reach underserved communities in areas with saline aquifers, Water For People built [solar-powered groundwater reticulation systems](#) that pipe water from deep and/or high-yielding boreholes to 26 taps in five group villages. In addition, the Limphangwi system with 110 taps now reliably supplies water to 52 communities. Limphangwi is the final leg of the East Bank gravity-fed scheme and marks the successful completion of the multi-year rehabilitation project.

**In Peru**, Water For People completed the construction or rehabilitation of 11 community water systems reaching 1,100 people with new or improved water services. We connected one school water system to their community's GFS, providing improved WASH services for the school's four students and staff.

**In Rwanda**, Water For People in Rwanda completed 18 water systems, reaching 51,269 people in Gicumbi, Karongi, and Rulindo. Based on our efforts in Gicumbi, where we have worked since 2016, the level of water service in communities has improved from 47% to 84.4% in 2021. Rulindo

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<sup>8</sup> The name of the Everyone Forever coverage area where we work in each of the nine countries varies depending on local context. We use the name that refers to the principal government area where WASH services are planned and delivered, e.g., district, municipality, county, prefecture, or block. In Latin America we refer to these as municipalities.

District narrowly missed the community level milestone for water but is working towards achieving this in the future.

In Rulindo, based on 2021 monitoring and further analysis, out of 624 surveyed, Water For People discovered 59 non-functioning water points. The private operator had not been properly maintaining all water systems and resigned after their contract expired in June. The government policy's is to use private operators to manage water systems and collect revenue to ensure reliable water services. However, in some cases, private operator motivation is lacking to efficiently operate and manage water systems and some operators claim that the tariff levied is insufficient to run a profitable business or recoup costs. To improve profitability for operators, a decision on potentially increasing the tariff is awaiting the government's final decision informed by input from WASH stakeholders and assessments. Moreover, due to COVID-19 restrictions, District WASH Board members were not able to visit water points to verify functionality. With support from Water For People and the Water and Sanitation Corporation to define terms of reference, the district hired a new private operator in August who is restoring the functionality of 45 water points. We have assisted districts to develop Key Performance Indicators for private water operators to measure adherence to contract terms. We are also requesting that District WASH Boards provide us with operator reports so that Water For People can assess the reports as part of the new reporting framework. In addition, we are mentoring the Rulindo District WASH Board, Water User Committees, and Community Health Clubs to more frequently visit water points and restore community confidence and willingness to pay for water from these water points rather than use unsafe sources.

### Jobs Created in FY21

Water For People support the employment of 25,903 temporary and 218 permanent workers this year.

Country	Temporary		Permanent	
Bolivia	10	water well drillers	0	
	72	skilled laborers		
Guatemala	4	credit analysts/loan officers		
Honduras	6	pit emptiers		
India	14,507	masons*	4	Friends of Water or "Jalabandhus"
	52	artists for local social art events promoting behavior change		
	6	water well drillers		
Malawi	0		25	water sellers
			3	plumbers
			1	caretaker
			11	water scheme technicians
			2	inspectors
			1	revenue collector
Nicaragua	7	contractors	-	-
	3	topography specialists		
	20	bricklayers		
Peru	3	general contractors	1	Financial administrator
	3	health educators		
	2	capacity building specialists		
	2	operators		
	1	project engineer		
Rwanda	11,127	water system contractors	109	private operators
	39	contractors	2	District Sanitation Center business specialist
Uganda	30	water source committee caretakers	45	PSP attendants
	3	masons	9	Kiosk attendants
	1	lead technician	4	entrepreneurs
	5	porters	1	plumber
<b>Total</b>	<b>25,903</b>	<b>Temporary workers</b>	<b>218</b>	<b>Permanent workers</b>

\*In India, masons are employed by Points-of-Purchase, Contractors, and our local partners to construct concrete liners for pit latrines. However, in other countries masons also assist in water system construction.



## IV. Sanitation People Reached

### Market-driven Initiatives Summary

Water For People's market-driven sanitation initiatives aim to grow commercially viable sanitation businesses and are rooted in the vision that no one is too poor to have safe and dignified sanitation. Out of 59 active sanitation initiatives in 2021, five have reached Water For People's definition of scale in which the businesses or income streams have continued without our support and the number of businesses continue to grow, removing the dependency on a small number of providers. The initiatives include:

1. SATO pan<sup>9</sup> sales in Uganda
2. Pit emptying in Kampala, Uganda and beyond
3. Points-of-purchase (POPs)<sup>10</sup> in Bihar, India
4. SATO pan sales in Malawi
5. Pit emptying in Blantyre, Malawi and beyond

In Water For People's model, we conceptualize an initiative pipeline, where concepts move from their infancy in the idea testing stage, through a phase of market testing, and eventually to scale. At the threshold between each phase, each initiative is evaluated against a set of contextually appropriate binary criteria, referred to as Red/Green criteria<sup>11</sup>. These criteria help to determine whether an initiative is ready to continue to the next phase in the pipeline, whether it is worth investing more time and energy to try to get across the threshold to the next phase in a future year, or whether the initiative should be abandoned, allowing us to direct our energies elsewhere. At the end of 2021, 26 initiatives are in the market testing phase with 23 initiatives in the idea testing stage. Water For People abandoned five initiatives this year, reflecting our fail-fast approach.

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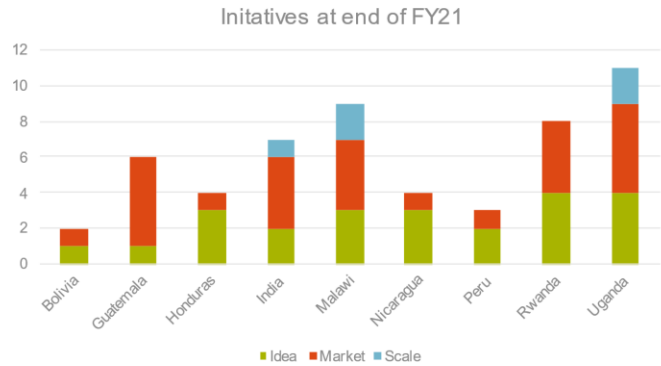
<sup>9</sup> SATO pans are a LIXIL product, and are self-sealing, affordable toilet pans which are easy to clean and odor-free.

<sup>10</sup> The Points of purchase initiative created a network of local hardware stores that supply latrine components for household sanitation improvements and link households to construction and installation services. Beginning in 2013 through 2021, this initiative had impacted over 250,000 people and leveraged over US\$ 9.7 M of household investment in sanitation. By 2021, over 100 small businesses were operating and responsible for supplying latrine components for over 50,000 toilets.

<sup>11</sup> Water For People assesses initiatives according to a qualitative process performed during annual Sanitation Reflection Sessions. During this process, called the Red/Green Criteria Evaluation, all initiatives are assessed against criteria specific to the initiative's phase. Over the years, the number of Greens within a scaling initiative should gradually increase and the number of Reds decline, so the ratio of Reds to Greens is a proxy indicator for progress. Based on an initiative's progress or lack thereof, modification or abandonment are considered. This process will likely evolve as a result of Water For People's Destination 2030 strategy.

## Operational Data on Sanitation Initiatives

- 59** Active Sanitation initiatives in FY21
- 02** Initiatives advanced to next phase by end of FY
- 02** New initiatives in FY21
- 04** Initiatives significantly transformed to better meet market needs
- 05** Initiatives abandoned in FY21- "Fail Fast" in action



Out of the initiatives active this year, the majority—23—focus on containment and storage of fecal sludge such as latrine construction, nine on emptying latrines and sludge transport, 10 on financing, and 11 on treatment and reuse. The remaining minor categories are behaviors and demand and sector coordination, with three initiatives each.

The following summarizes the focus of several initiatives:

- 10 financing initiatives to enable households with sufficient resources to improve their household sanitation by constructing latrines or paying for pit emptying services.
- Three initiatives on behaviors such as eliminating open defecation and demand for sanitation among households
- Three initiatives on sector coordination, such as supporting pit-emptying business associations

### Shit-ovation Fund Highlights

The Shit-ovation Fund is a flexible internal source of funds that Water For People has created to provide small, flexible grants to Water For People Country Programs for innovative sanitation work. Objectives of the Shit-ovation Fund include:

- **Spark innovation and experimentation:** The global sanitation crisis will require new ways of working and innovation to reach those without safely managed sanitation services. Sanitation markets in all of the countries where Water For People works are characterized by extreme market failure, for which disruptive innovations are necessary to reach those underserved.
- **Give priority to and allocate resources outside of the annual budgeting cycle:** When new ideas come up, we must commit to flexibility in small-scale funding outside of the restrictive timeline of annual budgeting.
- **Fill up the pipeline of innovative ideas:** All of Water For People’s amazing success in sanitation to date have been born out of disruptive ideas. To achieve targets of the current Global Sanitation Strategy (2017-2021), and to set us up for success in the next strategy period, we must keep the pipeline of ideas full. We can expect 50-90% of new ideas to fail, but the 10-50% of successful initiatives will be worth the investment.
- **Encourage creativity:** Given our goal to be a disruptive leader in the efforts in the global water and sanitation crisis, we must encourage creativity. The Shit-ovation Fund is one of the best examples of how Water For People seeks to do just that.

Over 2019 and 2020, the Shit-ovation Fund funded 19 proposals from Country Programs, investing a total of USD 134,000. In 2021, this momentum continued, with about USD 85,000 allocated to 19 different initiatives.

In FY21, the Shit-ovation Fund made some big adjustments by expanding the scope of what it would fund. Where the focus in previous years was on testing new ideas, this was expanded to four different types of applications accepted, which reflects the varied innovation needs to improve and expand impactful sanitation programming. The four types included:

1. New ideas in technologies, businesses, people, processes, or systems
2. Solving regional sanitation problems
3. Scaling innovative solutions
4. Scoping/Feasibility work

Initiatives in the idea testing phase this year included the development of a **ferrocement Ecobiodigester in Guatemala**. Plastic “Biodigestors” from the company Rotoplas are very popular as a high-end sanitation technology and are very expensive. Water For People’s Guatemala team has developed a cement alternative that is about 1/3 the cost of the plastic version and is continuing the promising work by bringing it to market.

Another initiative in idea testing was providing pit-emptying services with the **Gulper 4 fecal sludge pump in Honduras**. This pump has been developed and tested extensively with Water For People’s Uganda sanitation team and collaborators in the UK over the past few years. It is an improvement over past Gulper models in its pumping rate, the height it can lift dense fecal sludge, and decreased operator exposure to sludge, without sacrificing much in the way of portability and access to tight spaces otherwise inaccessible by pumping services. While we imported the Gulper 4 technology to Honduras to serve this initiative, the primary need for this brand-new project was an assessment of market needs for septic and emptying services across areas of Honduras, initial scoping of potential business models, and recruitment of entrepreneurs to initiate these services on the private market. We recruited and trained

three different entrepreneurs to serve different areas in Honduras. COVID-19 was one of several challenges faced particularly for in-person training yet these challenges have produced many noteworthy lessons learned as we further develop these services in the region.

An example of a Shit-ovation grant for regional research was a study of the **characteristics of pit emptying businesses** in Blantyre, Malawi and Kampala, Uganda. An emphasis has been to identify the most important cost drivers within the business models with a goal to understand key constraints on opportunities to further grow the supply of safe sanitation services in African cities. Data analysis of this research is ongoing, but initial findings were presented in a [session](#) at the 2021 UNC Water and Health Conference.

An additional internal granting mechanism this year was the creation of a **Global Shit-ovation Challenge**. This was an internal competition between country program teams, who used cohort testing to rapidly innovate to develop the most effective marketing and promotion strategies for increasing household investment in toilets. Six country programs participated in the challenge, and the Guatemala team's efforts were ultimately awarded first place in the competition. The Guatemala team had promoted onsite sanitation solutions in two hardware shops in a rural municipality and a more urban municipality, generating 121 sales in the testing period. One lesson learned from this effort was that younger people who are now starting families and building houses are also heavy social media users, and therefore this target demographics can be reached effectively in Facebook promotions. Additionally, more people were reached with the Facebook promotions in the rural areas compared to the urban centers, which was perhaps due to less marketing competition in rural areas.

Other examples of lessons learned from the Global Shit-ovation Challenge in other country programs were: 1) that WhatsApp had more success than Facebook in Bolivia due to the ability for personalized interaction with ease, 2) consumers in Peru prefer toilets that are white in color, non-plastic, and are low in water use, 3) social media influencers in Nicaragua can be effective in generating interest, and 4) the widespread use of unimproved latrines in rural Rwanda may not be due to a lack of financial means, but rather due to the mindsets of households which can be changed effectively by mobilization from community leaders and health workers. The Global Shit-ovation Challenge resulted in valuable lessons around sanitation promotion strategies, many of which are highly relevant to everyday activities for a non-governmental organization (NGO) working in sanitation markets. These lessons were shared with all of Water For People sanitation teams via both email and a webinar and will be incorporated into daily programmatic decision making.

### **Notable Sanitation Initiative Highlights**

In this fiscal year, Water For People signed a three-year agreement with the Central American and Caribbean Microfinance Institutions Network (REDCAMIF) to scale rural sanitation initiatives such as sanitation loans in Central America.

***In Bolivia, Nicaragua, and Peru,*** households are upgrading their sanitation facilities and services using the Municipal Incentive in which rebates<sup>12</sup> are provided to households to construct bathrooms when municipal representatives verify that families have constructed the foundation, superstructure, and pit

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<sup>12</sup> The less than 10% rebate is provided in the form of a new toilet and sink to each family who can verify bathroom construction.

or sewer connection for their bathrooms. In five municipalities in Bolivia, the Municipal Incentive's rebate consists of a new toilet and sink for each qualifying family and resulted in the construction of 519 household bathrooms this year, providing improved household sanitation for 2,595 people. In Nicaragua, with Water For People support, the Emergency Social Investment Fund (FISE in Spanish) is funding the pilot of the Municipal Incentive for Sanitation Investment (IMIS in Spanish) in San Rafael del Norte. This year, 52 families accessed the Municipal Incentive Initiative. We also identified vulnerable families in La Concordia that have requested to participate in the IMIS. In Peru, Water For People proposed and received approval for the Cascas District to pilot this incentive to reduce open defecation. Fifteen families have constructed the bathroom foundation and are awaiting municipal investment to complete construction, namely a bathroom and sink.

Water For People promotes the use of the Gulper to empty pit latrines in densely populated areas of the three countries where we work in Africa, as described briefly above. To build on these recent successes, Water For People began replicating use of the Gulper #4 in **Honduras** to promote safe management of fecal sludge in El Negrito, Morazán, and Santa Rita. We presented pit emptying to urban service providers as a viable solution to treat wastewater in Choloma and Marcala and developed marketing materials to promote pit emptying to the public. Water For People and local entrepreneurs developed a business model to implement sanitation as a business and iterated on the Gulper #4 prototype by incorporating new materials like aluminum and new pipes for improved cost-effectiveness and greater durability. In coordination with La Universidad Tecnológica Centroamericana (UNITEC in Spanish), Water For People is supporting training of pit emptying entrepreneurs. To date, two pit emptying entrepreneurs in El Negrito have emptied 55 pits, reaching 275 people with improved household sanitation. As a result of this initiative, six temporary jobs were also created.

The pit emptying initiative in **Kampala, Uganda and Blantyre, Malawi** is currently operating at scale in these urban areas and is being replicated in small towns in both countries. In the towns of Pallisa, Kole, and Nansana, Uganda, 443 latrine pits were emptied, improving sanitation for approximately 2,215 people. In Pallisa, the local treatment plant was modified to receive thicker sludge from the emptiers using the Gulper technology and was handed over to the National Water and Sanitation Corporation (NWSC) and district. In densely populated Blantyre, our support to the Pit Emptiers Association has assisted pit emptiers to grow their businesses and resulted in eight new members in 2021. In total, 1,982 household latrine pits have been emptied, reaching an estimated 11,892 people. Water For People has also trained pit emptiers in Luchenza, a small town in Thyolo District, Uganda, and these entrepreneurs have begun to provide services.

In **India**, as a result of initiatives at the scale and market testing phases, more than 10,000 toilets have been constructed or upgraded in fiscal year 2021 with 3,452 sanitation loans from microfinance institutions in Sheohar and West Bengal. This year, the number of sanitation loans was lower than projected as more households have less income due to the pandemic's impact on livelihoods<sup>13</sup>. To foster maintaining these results over time, Water For People India, through a partner, has identified 15 new entrepreneurs for Points-of-Purchase (POPs) to sell sanitation equipment in Sheohar, provided counseling, and linked them to wholesalers.

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<sup>13</sup> These market-based sanitation initiatives rely, in large part, on increasing household demand for improved sanitation despite competing priorities for a household's limited resources. Therefore, we anticipate that the continuing COVID-19 pandemic and its impact on livelihoods will likely continue to impact sanitation initiatives and results.

## V. Key FY21 Priorities

### Bolivia

**1. Influence public policy and community management:** Water For People continued progress toward the sustainability of our programs, equipping municipal service authorities and service providers with the management structures, knowledge, and financial resources to operate and maintain their water systems independent of foreign aid. We continued to advocate for the regulation and institutionalization of potable water for human consumption, basic sanitation, and water resources. The municipal government in Villa Rivero approved and is currently implementing a Municipal Law to provide basic WASH services, which is the first law of its kind in Bolivia, making strides in regulating excessive groundwater withdrawals. In Cuchumuela, Water For People met with the Autonomous Municipal Government (GAM in Spanish), including the mayor and city councilors, to advocate for the development of a law to regulate the sustainability of water services for communities of less than 15 families. Both the mayor and city councilors approved the law, which is currently being socialized with water committees (CAPYS in Spanish). Water For People, municipal authorities, and Municipal Sanitation Units (UMSBs in Spanish) are planning an activity to begin disseminating information about the law.

To bridge the sanitation gap and end open defecation in Bolivia, Water For People promotes two initiatives, namely the Municipal Incentive initiative as detailed above and currently offered by 15 municipalities and the “Own Resources” initiative in Arbieto and Pocona. This initiative encourages families to improve household bathrooms using their own financial means. We work with Municipal Sanitation Department (DMSB in Spanish) technicians to provide ongoing support for families as they construct their household bathrooms. In FY21, through support for the Own Resources initiative, 77 household bathrooms were constructed, providing improved sanitation for 385 people.

We continued to provide support for the municipal sanitation departments in Tiraque and Villa Rivero to strengthen the sanitation market value chain. To do this, we helped promote the distribution of sanitation services and products at local hardware stores. Water For People and the GAM from Tiraque and Villa Rivero reached four agreements with private sector suppliers and ten agreements with private sector partners to promote sustainable sanitation solutions. We trained five suppliers and 29 builders on plumbing and the promotion of sustainable sanitation solutions from both municipalities. In addition, Water For People conducted three workshops in Arani and Arbieto for DMSB technicians, hardware store owners, and local builders on the promotion of household bathrooms, sanitation technologies, and monitoring principles. Forty-one people participated in the trainings.

Water For People continued to provide technical support for the Public Water and Sanitation Company (EPSAS) to evaluate the functionality of wastewater treatment plants, quantity of effluent, and the disposal of fecal sludge from decentralized bathrooms in one community in Arani and in the municipality of Villa Rivero. This support also includes guidance on setting appropriate tariffs. We conducted two field visits to evaluate the functionality of the plant in each municipality.

2. **Update municipal water and sanitation plans:** Given personnel changes in local administration as a result of the elections, Water For People completed orientation sessions for new and existing municipal staff and technicians from the Directorate of Irrigation and Water on the progress to date of water and sanitation plans and the municipal incentive in ten municipalities.
3. **Advocacy at the National WASH Roundtable:** Water For People continued advocacy work with the Ministry of Environment and Water (MMAyA in Spanish) and Vice Ministry of Drinking Water and Basic Sanitation (VAPSB in Spanish) to inform new authorities at the municipal, regional, and national levels. Water For People's country director presented programmatic advances to the VAPSB to continue to position the Everyone Forever model for scale at the national level. In addition, he presented our Technical Support Plan and National Systems Strengthening Plans – 2022 to 2030 – to VAPSB.

## **Guatemala**

1. **Advocacy at the National Government level:** In FY21, Water For People continued to strengthen our alliance with the Presidential Commission of Municipalities (COPRESAM in Spanish) to support the Water and Sanitation Network in Guatemala (RASGUA in Spanish). Agenda for Change awarded the CARE, Helvetas, Catholic Relief Services (CRS), and Water For People consortium \$20k to conduct a needs assessment – “Analysis of the WASH Sector in Guatemala and Strategies to Strengthen It” – in support of these efforts. We also implemented workshops for COPRESAM to promote the creation of a Municipal Water and Sanitation Office (OMAS in Spanish) in municipalities where they don't currently exist.
2. **Promote sustainable sanitation strategy:** Water For People continued the promotion of our sustainable sanitation strategy that focuses on collaboration with microfinance institutions (MFIs) to increase access to microloans for families and co-creating marketing plans with providers along the value chain to stimulate demand for household sanitation.

Water For People provided technical support, co-financed activities, and collaborated in the creation of marketing materials for three MFIs – Mayaversatil, FAPE, and Thalamus using the FINTECH model<sup>14</sup>. Water For People and FAPE created a blog post focused on financing for water and sanitation in rural and excluded communities in Guatemala. The blog will be posted in the [WASH Room](#) on Water For People's website soon. In addition, we trained staff from Mayaversatil on the integration of sanitation services with new products to mitigate the effects of climate change.

Furthermore, Water For People continued talks with COLUA RL – a Guatemalan co-op – to discuss offering sanitation products in their portfolio of loans and services. We identified three additional MFIs – Génesis Empresarial, FINTECH and Thalamus, that expressed interest in supporting sanitation initiatives and offering sanitation products and services in the department of Quiché.

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<sup>14</sup> FINTECH business models leverage tech and digital to enhance the financial service industry.

In May, Water For People trained 14 students from the Center for Masonry in Sololá on the construction of the *Ferrocemento Ecobiodigestor* and supported the construction of a prototype for the students in August. In coordination with Mayaversatil S.A., Water For People trained 11 masons on the construction of the *Ferrocemento Ecobiodigestor*. Seven *Ecobiodigestors* were installed as a result of this campaign.

In addition, we conducted follow-up activities related to community-led total sanitation (CLTS) in the four Everyone Forever municipalities where we work. **Nine communities were declared open defecation free, including Agua Caliente, Chixpach, and Llano Grande in San Andrés Sajcabajá; Buena Vista II, Caserio Carrizal, and El Naranjo in San Bartolomé Jocotenango; and Pachoj, Pambesal III, and Paquinac in Santa Cruz del Quiché!** Water For People continued discussions with mayors to implement sustainable sanitation initiatives for vulnerable families in three municipalities. As a result of these conversations, Water For People will implement sanitation initiatives in six pilot communities. In addition, Water For People spoke with the mayor of San Bartolomé Jocotenango to implement a municipal incentive initiative and signed a Memorandum of Understanding (MOU) with the Lux Hardware Store to continue promoting the sale of sanitation products.

## **Honduras**

1. **Continue Progress Toward Everyone Forever in the department of La Paz:** Water For People focused on strengthening the institutional capacity of the Association of Municipalities of Central La Paz (MAMCEPAZ in Spanish) and its member municipalities on the operational and financial planning of WASH systems and provided additional support for the Association's technicians. Through these efforts, we enhanced local capacity by introducing financial tools like the AtWhatCost lifecycle costing tool to charge tariffs that cover the operation and maintenance (O&M) and replacement part costs for water systems in the long-term.
2. **Reestablish levels of service for water systems damaged by hurricanes Eta and Iota:** Water For People provided technical support to facilitate the rehabilitation of four community water systems, restoring and improving water service for 20,434 people directly affected by hurricanes Eta and Iota.
3. **Strengthen the MFI strategy in the market tank stage:** Water For People continued to promote our MFI initiative to support the self-construction of household bathrooms. As a result of our work, 427 loans were disbursed to families that resulted in the construction of 393 household bathrooms that provide improved sanitation for an estimated 1,965 people. We anticipate that the remaining 34 households will use their loans to construct bathrooms in FY22. In addition, Water For People promoted the initiative to MFIs that had previously expressed interest in collaborating. Twelve additional MFIs are now offering sanitation loans.
  - Water For People launched incentive plans for loan officers at three partner MFIs to encourage distribution of loans to improve household sanitation; as a result 49 loan advisers/officers accessed these incentives.
  - Water For People continued to strengthen our partnership with Rainforest Alliance to improve access to sanitation for certified agriculturalists and those in the process



of becoming certified. We trained agricultural advisers on sanitation solutions and technologies.

- Water For People continued advocacy work to obtain recognition and support from agencies like the National Council for Potable Water (CONASA in Spanish) and the Regulatory Body for Water and Sanitation Services (ERSAPS in Spanish) for our sanitation initiatives. We presented our MFI initiative and progress report at National Sanitation Committee meetings.

### **Other activities to improve sanitation in addition to support to MFIs**

Through the Evaluation of Damage and Analysis of Needs in the Sanitation Sector, we identified communities and families in El Negrito and Chinda that were adversely affected by the two hurricanes and suffered damages to household sanitation infrastructure. No damage was reported in the third Everyone Forever municipality – San Andrés de Cortés.

- In El Negrito, we estimated that approximately L256,624.00 (~\$10,685 USD) was needed to cover the costs of repair and construction of new sanitation infrastructure, which will reach 94 families. The municipality of El Negrito assumed the costs and co-financed the purchase of materials and the construction or rehabilitation of sanitation infrastructure for these families.
- In Chinda, Water For People estimated that approximately L48,000 (~\$2,000 USD) was needed to repair 16 household sanitation structures. The municipality financed and completed the reconstruction of 16 household bathrooms, providing improved household sanitation for 80 people.

Linked to sustainable sanitation services and improving pit emptying services using the Gulper 4 (as mentioned above), Water For People promoted the adequate management of sewer systems in San José, La Paz. We provided technical support for sewer system managers to implement management models that guarantee functioning sewer systems. Water For People and CONASA also supported the service authority to analyze wastewater. With support from CONASA and the Center of Studies and Control of Contaminants (CESCO in Spanish), Water For People developed a technical plan to improve operational efficiency by analyzing best practices.

### **India**

India has been severely impacted by the pandemic. To date, there have been 34.67 million cases of COVID-19 nationwide with 461,000 deaths yet India's vaccines administered now exceed 1 billion doses nationwide with 551 million people fully vaccinated, a very noteworthy accomplishment.

1. **Scope and initiate up to two state-level technical support units (TSUs):** Water For People India initiated discussions with state officials on providing technical assistance to the state entities in support of Indian government policies such as the Jal Jeevan Mission and SBM G Phase II. Water For People India aims to form a Technical Support Unit (TSU) for state entities in Bihar and West Bengal to: a) advise on planning, budgeting and accountability, b) strengthen team building and coordination among all stakeholders in the local governments, c) support procurement and contract management, d) carry out trainings to improve operation and maintenance of WASH

facilities, e) verify WASH activities being implemented by the local governments, and f) establish a relationship with the government to scale Everyone Forever model at the district/state level. Water For People India expects that government meetings and the process of establishing TSUs will continue to be discussed and detailed further in 2022.

- 2. Focus on Forever and Improve Sustainable Services Checklist (SSC) metrics:** Due to the severity of the ongoing pandemic in India and government restrictions, Water For People did not fully complete data collection in 2021. Annual Reflection Sessions were conducted using virtual platforms in India to analyze progress toward Forever based on 2019 monitoring results.

As scores for service provider O&M of water points remain at a basic level of sustainability across the board, Water For People India supported trainings either in small groups or when COVID-19 restrictions were lifted in specific areas to improve O&M. In Sheohar, we supported 774 trainings of Ward Implementation Management Committees (WIMC) on tariff collection, bookkeeping, handpump O&M, and safe water handling. In Sagar Island, Water For People organized a training with the water facilitator and block officials (12 people) from eight Gram Panchayats covering water quality, water collection, and the reporting system.

To continue efforts to improve Water Resources Management (WRM), Water For People provided five trainings to WIMC at the Gram Panchayat level in Sheohar on water safety and security. Village Water Safety and Security Plans (VWSSP), now incorporated in Gram Panchayat Development Plans, have been formed in five villages in Sheohar with the community constructing drainage channels and soak-pits by leveraging funds provided by the right to work law. In Sagar Island, Water For People provided support so that two VWSSP were formed to serve as models for the Gram Panchayat. We also held orientation sessions of 120 people on the importance of VWSSPs, and project staff participated in a Training of Trainers on VWSSPs. Although COVID-19 restrictions on large gatherings prevented all approvals of VWSSPs in Amravati, 18 VWSSPs were established with eight approved by the Gram Sabha, the primary body of the Panchayati Raj structure and responsible for village development.

- 3. Advance market-based sanitation initiatives to the next phase of testing:** The ongoing pandemic continues to slow efforts to advance market-based sanitation initiatives to the next phase. For example, the prototype Pit Life Extender (PLE), which treats liquid effluent of household septic tanks on daily basis, remains in the idea testing phase although we are working to make the equipment more efficient. As part of the fecal sludge management initiative in the idea testing phase, we have supported identifying pit emptiers in Sagar, Patharpratima, and Namkhana in West Bengal and familiarized them with building a pit emptying business. The rural latrine building approach in Bihar, which has benefitted from sanitation loans and POPs supplying sanitation equipment and linkages to services for households, has succeeded in scale testing and is ready to move toward for Water For People's exit.

## **Malawi**

- 1. Policy advocacy:** Through participation in the policy working groups of the Water and Environmental Sanitation Network (a consortium of WASH NGOs in Malawi), Water For People continues to advocate for an updated national water policy. The government hired a consultant

to review the out-of-date national water policy and a draft policy is now available. Water For People also continues to collaborate with multiple WASH NGOs to replicate the District-Wide Approach (DWA) in six districts. Due to COVID-19, we conducted virtual progress meetings with DWA partners and presented on the Sustainable Services Checklist as a tool for assessing progress on strengthening the WASH building blocks.

2. **Rural water management:** To improve rural water management, at the national level, Water For People is involved in the review of the Community Based Management (CBM) approach for water systems. We facilitated discussions with the district water authority on possible changes with suggestions to follow the timetable and use a standard training manual.
3. **Support sustainable management of sludge, including Decentralized Fecal Sludge Treatment (DEFAST) & Pit Emptying:** Following the success of pit-emptying efforts in peri-urban Blantyre, Water For People in Malawi selected Luchenza, a nearby small town with significant need of services in fecal sludge management, to replicate the initiative. We jointly developed terms of reference for a consultant to assess technical viability of low-cost fecal sludge treatment and conduct a market assessment on sanitation products and services in Luchenza. Trained entrepreneurs have begun pit emptying services in Luchenza. In peri-urban Blantyre, Water For People has linked pit emptying entrepreneurs to School Management Committees (SMCs) to empty school latrines based on MOUs and contracts. In 19 schools, latrine pits have been emptied and can now be used by students, improving sanitation. We also supported capacity building of the Blantyre Urban Education Office to identify and link SMCs to sanitation entrepreneurs to empty school latrines.

## **Nicaragua**

1. **Continue the promotion of the Sustainable Sanitation Strategy:** Through the implementation of three sanitation initiatives, we facilitated the improvement of bathrooms for 332 families, providing improved household sanitation for approximately 1,660 people. We partnered MFIs to promote greater access to financing for household sanitation, which resulted in the distribution of 263 loans to families to improve their bathrooms. Seventeen families used their own financial means to finance the improvement of their bathrooms. Fifty-two families accessed the Municipal Incentive Initiative mentioned above. Local partners and families co-financed \$257,000 USD toward improving household sanitation in both Everyone Forever municipalities in Nicaragua in FY21.

Water For People received funding from Inter-American Development Bank (IDB) to initiate a pre-feasibility and final project design related to the delivery of fecal sludge and wastewater services in San Rafael del Norte. Initial projections from the study indicate approximately \$5 million USD will be needed to implement the project in future years. IDB, Water For People, and the mayor's office in San Rafael del Norte met to identify one water committee member (CAPS in Spanish) as a potential entrepreneur to create a fecal sludge management business.

Water For People conducted a community mapping activity to identify organizations that promote Good Agricultural Practices and that could be incentivized to improve sanitation. We met with two coffee cooperatives in northern Nicaragua and agreed to initiate a sanitation diagnostic study with one of the coops. The results coupled with a proposal and workplan were

presented to the cooperative's management and the Board of Directors. The proposal is still in the review process.

2. **Support Municipal Planning and Implementation:** In La Concordia, Water For People and the municipality reviewed 2020 data from the Rural Water and Sanitation Information System (SIASAR in Spanish) to better inform the development of Municipal Water and Sanitation Plans (2021-2023) during the first half of the fiscal year. At the conclusion of data collection in 2021, Water For People met with the mayor's office to discuss the data review process and the importance of a functional monitoring system and annual data collection. A Municipal Water and Sanitation Plan (2021-2023) with updated priorities for FY22 was signed and will be implemented in FY22.

Water For People also reviewed 2020 SIASAR data to better inform the development of San Rafael del Norte's Municipal Water and Sanitation Plan (2021-2023). The data review process highlighted the need to collect household water and sanitation data this year. Water For People coordinated with CAPS to collect water and sanitation data from 100% of homes in the municipality. The Municipal Water and Sanitation Plan (2021-2023) will be updated with 2021 data. The revision of plans in both municipalities was conducted in November and FY22 plans were updated accordingly. Though approved, we are currently waiting on final signatures from the mayors in each municipality.

## **Peru**

As in India, Peru's population of 33 million has been devastated by the pandemic. With 2,263,769 cases and 202,154 deaths<sup>15</sup>, Peru has the highest death rate per person due in part by the underfunded and overwhelmed health care system. World Bank reports that the ongoing pandemic had led to economic decline across the country. In 2020, the pandemic resulted in an 11.1% decline in gross domestic product (GDP) and increased the estimated poverty rate to nearly 27%<sup>16</sup>, representing nearly 2 million additional people now living in poverty. The government has extended the health emergency until March 2022 with restrictions in place until January. The pandemic prevented our annual monitoring particularly data collection for household and public institutions surveys and verification of Cascas District achieving the public institution milestone for water; however, we did collect data on community water points.

1. **Improve Sustainable Services Checklist (SSC) Scores:** Water For People continued to promote the review and approval of tariffs by Water and Sanitation Boards (JASS) to cover the cost of O&M and replacement parts on community water systems. Twenty-tariffs were reviewed in Asuncion, 28 in Cascas, and seven in Reque were reviewed and approved. These results reflect that of the JASS reviewed, JASS charging an adequate tariff to cover O&M and replacement part costs include 48% in Asuncion District, 76% in Cascas District, and 63.6% in Reque District.
2. **Participate in the development of the National Water and Sanitation Plan (2021-2025):** Water For People continued its active participation in the development of the National

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<sup>15</sup> WHO COVID-19 dashboard, Peru. <https://www.worldbank.org/en/country/peru/overview#1>

<sup>16</sup> World Bank report, April 2021, <https://www.worldbank.org/en/country/peru/overview#1>

Water and Sanitation Plan (2021–2025) in response to SDG 6. Each regional government is creating and updating its plan contextualized to their specific department<sup>17</sup>. These plans will then be consolidated and provide the foundation for one overarching national plan. In FY21 Water For People was invited by the Ministry of Housing, Construction, and Sanitation (MVCS in Spanish) to participate in the creation and updating of regional plans in the departments of Cajamarca, La Libertad, and Lambayeque and discussed the possibility of collaboration at the national level.

## Rwanda

1. **Proof in Everyone Forever Districts:** As mentioned above (pg. 6), our five years of work in Gicumbi has significantly increased the level of water service in communities to 84.4%. This year, construction of water systems began in the new district, Karongi, with the completion of two piped water systems serving 18 communities, reaching more than 10,000 people.
2. **WASH Sector Strengthening:** As part of the national rollout of the District Wide Approach (DWA), Water For People supported the completion of detailed engineering designs and costed investment plans in five additional districts, following a successful multi-year pilot in five districts. Total investment required for water in these new districts ranges from \$25 to \$34 million. The finalized WASH investment plans will be used to improve planning and budgeting as well as advocate for additional financing from government sources. In addition to completing baselines in four Everyone Forever districts, we financially supported 11 other districts to complete WASH MIS baselines. With this support and that of partners, the Ministry of Infrastructure (MININFRA) now has complete baseline data for the national WASH Management Information System (MIS) from all 30 of Rwanda’s districts. This nationwide baseline revealed that access to improved water sources is actually 67.7%, which is less than the recent national survey that reported access to improved water sources as 89.2%. We continue to advocate in national, provincial, and district meetings for funds for districts to undertake their own annual monitoring.

Applying a lesson learned from the USAID-funded Isuku Iwacu project, Rulindo and Gicumbi districts committed to establishing District Sanitation Centers (DSCs) to serve as a central place for training and marketing sanitation products and services to create a sustainable supply chain from the district to villages. DSCs have been established in both Rulindo and Gicumbi, and Water For People Rwanda supported the selection of DSC private operators. We also facilitated meetings with Savings and Credit Cooperative (SACCO) managers in these two districts to familiarize the managers with the value of sanitation loans for households, in which 118 people participated. SACCO managers committed to introduce the new sanitation loan products to the General Assembly of SACCOs for final approval, with an update on the approval status anticipated in late 2021 or early 2022.

Lastly, in July, Water For People was awarded the five-year USAID-funded Isoko y’Ubuzima WASH program to be carried out in 10 other districts. From 2021 to 2026, this project will provide an ideal opportunity to scale up promising initiatives for more efficient private operator management of water systems, fecal sludge management, support to the

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<sup>17</sup> Peru is divided into 24 regional administrative subdivisions referred to as departments. These can be thought of as states in Australia and the United States.

Association of Sludge Emptiers in Rwanda (ASSERWA), and sanitation loans from SACCOs and banks so households can improve their sanitation.

- 3. Scale three market-based sanitation initiatives, namely household-financed latrine construction, toilet upgrades using SATO pans, and fecal sludge management (FSM):** Market-based sanitation initiatives in the market tank phase have also realized significant progress this year. Across 15 districts in addition to the Everyone Forever districts of Gicumbi, Karongi, Kicukiro, and Rulindo, with Water For People's support of the sanitation supply chain, households have used \$96,020 of their own funds to upgrade 9,602 toilets with SATO pans, reaching an estimated 48,010 people. Also, in Gicumbi, to supply the DEFAST plant, pit emptiers emptied 128 latrines, reaching an estimated 640 people. Moreover, in three peri-urban districts of Kigali including Kicukiro, Water For People's support to build the business capacity of pit emptiers, has resulted in 786 latrine pits being emptied, improving household sanitation for approximately 3,930 people. Lastly, in 10 districts including Gicumbi, Kicukiro, and Rulindo, our capacity-building support has contributed to the construction of 538 toilets, reaching approximately 2,690 people with households providing about \$104 for each toilet.

## **Uganda**

- 1. Advancing two market-based sanitation initiatives to the market tank stage, namely Decentralized Fecal Sludge Treatment plants and the production of fecal sludge briquettes:** To improve household sanitation, operate a viable business, and provide the stock material for the DEFAST Plant in Lubigi, pit emptiers emptied 11,120 latrines in Kampala and small towns in Uganda. As part of a partnership with Kampala Capital City Authority, the collected fecal sludge is transported to the DEFAST plant which is supported by Water For People to treat the sludge, convert it to briquettes for fuel and agriculture use, and market the briquettes. This year, the plant produced 21.5 tons of briquettes which were purchased by households and farmers. Briquettes' distribution has increased with use of e-commerce and social media platforms. Ezylife Holdings, distributors of Jikokoa energy stoves, also agreed to sell the briquettes through their network of agents. For this initiative in the market testing phase, Water For People is continuing its research on fecal sludge briquette optimization and now incorporates alternative biomass sources such as sugarcane waste, banana peelings, and saw dust.
- 2. Achieve progress toward reaching Everyone water milestones in Kamwenge and the new district, Luuka, by supporting the construction of infrastructure for hard-to-reach communities and schools:** The completed Kambambiro piped water system serving 14,329 people also reached vulnerable populations in Kamwenge, groups such as elderly and widowed persons and people with chronic ailments. As a result of a WASH equity study in Kamwenge, Water For People completed free piped water extensions for 15 households with vulnerable or excluded family members. Water For People and NWSC are continuing to explore options for these households to pay water bills regularly using social support systems and/or support from NWSC. Water For People also rehabilitated 13 water points, reaching 13 communities, a total of 860 people. For underserved villages living at high elevations, Water For People supported the NWSC to build the Kitonzi booster station. While the construction of the station is complete, we are awaiting finalization of the tank in

order to supply sufficient water to these hard-to-reach communities. This work is expected to conclude early in the next program period.

The baseline for Luuka district indicates that the level of intermediate and high water service for communities is 54.1%, reflecting the need for long-term efforts and investment. This year, Water For People supported geophysical surveys and siting and drilling of three production boreholes in Busanda and Bukhana villages to tackle the challenges of the dry belt and water scarcity in Bukooma sub county. These surveys generated a high yielding production well of 30m<sup>3</sup> and the design for two piped water supply systems to be completed in the future.

- 3. Provide technical assistance to the Ministry and District:** To support the Rural Water and Sanitation Regional Center 6 to promote sustainable WASH, Water For People facilitated work in 12 districts in Western Uganda and the Karamoja region. Specifically, we assisted officials in the 12 districts to review and update District Investment Plans to ensure all costs are included to reach everyone. In two districts, Kikuube and Kyenjojo, we also provided support for hygiene promotion and certification for open defecation free (ODF) status.

To support the Mid-western Umbrella for Water and Sanitation (the service authority for Kamwenge district), as previously reported, Water For People conducted joint technical monitoring to address issues on the two piped water supply systems in Kamwenge. This monitoring resulted in the creation and launch of a pilot for a new billing and collection system. The pilot is currently underway, testing a prepaid and cashless payment system, to prevent late payment of bills by customers and incorrect meter readings.

#### **IV. Strategic Plan Progress: 2017 – 2021**

As of September 30, 2021, in close collaboration with local partners and district governments, Water For People has successfully delivered WASH initiatives in nine countries. Based on annual data collection in all districts where we work, as we reported above, we estimate that more than 4.67 million people have been impacted by new or improved access to reliable water services using our inclusive, district-wide approach to WASH. As of 2021, we reached 1.77 million people with improved sanitation services using market-based sanitation approaches. This figure is just shy of our 2017-2021 target of 2 million people. Although we did not achieve our sanitation target, we recognize that a combination of market systems development and pro-poor sanitation policies is key to addressing the remaining gap around the world. We will increase our sanitation efforts in our next strategy period, including enhanced focus on city and town-wide sanitation. Our data indicate that sanitation initiatives that we started long ago that no longer require our support are flourishing. One example is that the number of SATO Pans sold in Uganda last year impacted 380,000 people. We provided the support that brought that technology to market in Uganda, but no longer account for that impact in our numbers due to challenges associated with measuring attribution within market systems.

#### **Strategic Plan: 2022 – 2030**

To achieve the Destination 2030 (D30) global impact targets, Water For People will not only build on what has been accomplished to date but will inspire radical and transformative change to accomplish our D30 targets for impact at a local, national, and global level. These three levels are interlinked and mutually supportive. They are rooted in a foundation of understanding, strengthening, and changing water and sanitation systems. This transformative change will require concrete actions and organizational changes in our programs in 2022 and beyond. We will align our departments and program teams to deliver the Destination 2030 vision, expand our impact footprint to at least one other country in Africa in fiscal year 2023, and operationalize the D30 alliance. To track our progress, Water For People is developing a 2030 Results Framework based on an improved Monitoring, Evaluation, and Learning strategy.



## CEO and Organizational Update – January 2022

- I. **End of FY2021 and Conclusion of Strategic Plan 2017-2021**
  - a. **Strategic Goal Exceeded:** The end of FY21 also marked the end of our five-year strategic plan. The headline achievement was celebrating 4.67M people with reliable access to water services, exceeding our target of 4M people! Over the 5-year strategic plan period, we reached 1.77M people with new or improved access to sanitation services, narrowly missing our FY17-FY21 target of 2M people. Results of our 2017-2021 Strategic Plan can be found on our Strategy webpage [here](#), including a personal video reflection from me.
  - b. **New Everyone Milestones:** Despite the ongoing pandemic, we achieved four new Everyone milestones in Guatemala and one in Bolivia! Details on achieved vs. projected milestones can be found in the report narrative.
  - c. **Record-setting Revenue:** In FY21, we also celebrated our all-time record for revenue raised: \$23 million.
  
- II. **Justice, Equity, Diversity, and Inclusion (JEDI) – Decision to Combine Efforts**
  - a. **Organizational Transformation:** In Q4, our leadership team decided to combine and ongoing integrate efforts across JEDI, Great Place to Work (GPTW), and Culture activities. This new effort is called our Organizational Transformation. One of our five strategic goals in our new Strategic Plan 2022-24 is Transformation. To this end, we formed four Regional Transformation Committees with members from Africa, Latin America, India, and North America and one Global Transformation Committee (Chairs of the Regional Transformation Committees) to guide our path forward in this area. You can read more about our transformation in Eleanor’s blog [here](#).
  - b. **Board Training:** We held two Board training sessions on JEDI and one all employee training session.
  
- III. **Global Leadership Team News**
  - a. **Chief Executive Officer (CEO):** In September 2021, Eleanor Allen shared the news that she made the difficult decision to step down as CEO of Water For People. We have progressed significantly over the past 6+ years since she became CEO, and she felt that it was a good time to pass the baton to a new CEO as Water For People is strong, successful, and stable. The Board began the CEO search in October 2021. Eleanor will stay in the role until her successor is selected and onboarded (estimated to be March/April 2022). The Board asked Eleanor to join the Board once she is no longer an employee. She is excited and honored to do so.
  - b. **Chief Growth Officer (CGO):** In May of 2021 we launched a global search for our new Chief Growth Officer. Katherine Williford was selected and promoted to the CGO role in August 2021. Katherine has been with Water For People since November 2018, serving on, and then leading, the Major Gifts team. Katherine has played a crucial role in leading the Donor Impact team to reach new goals and in strengthening our future funding pipeline towards reaching our 2030 growth targets.

- c. At the end of FY21, the Senior Leadership Team rebranded as the **Global Leadership Team** and expanded to include our Africa Regional Director, Latin America Regional Director, and India Country Director in addition to the CFO, COO, CGO, CAO, and CEO.

#### IV. [Strategy](#)

We launched our new long- and short-term strategies at the end of 2021.

- a. **Long-term:** Our [Destination 2030 Strategy](#) outlines our long-term programmatic impact goals at the local, national, and global levels through 2030. We co-created this strategy with our [D30 Alliance](#) partner, [IRC](#).
- b. **Short-term:** In addition, we have a Water For People (only) short-term [Strategic Plan 2022-24](#). This not only includes impact goals describing our Purpose (from our D30 Strategy), it also includes our Foundational goals (i.e., Financial, Performance, and People).

#### V. [Message of Gratitude](#)

- a. **Thank you:** We are incredibly grateful to be celebrating our first year of unrestricted funding from Thankyou! We appreciate how intentionally you've evolved your funding model by pushing yourselves and the sector as a whole to improve funding models and the question the status quo. We are looking forward to future partnership opportunities with Thankyou as we expand our impact and access to WASH services in our journey to Destination 2030!

## Q4 Organizational Dashboard

No.	FY21 KPI Definition	Reporting Frequency	FY21 Target	FY21 Actual	On track? (green/yellow/red)
1	Revenue (\$M)	Quarterly	\$23.0M	\$21.8M	Yellow
2	Expenses (\$M)	Quarterly	\$22.9M	\$21.9M	Yellow
3	Unrestricted Reserves (Operating + SIF) (\$M)	Annual	\$7.6M <small>(includes SIF spend in FY21)</small>	\$7.6M	Green
3	Donor health - acquisition (net new donors)	Quarterly	4,000	4,289	Green
	Donor health - retention	Annual	49%	44.6%	Green
	Donor health - % unrestricted funding	Annual	68%	56%	Yellow
4	Proof - Impact population (millions)	Annual	4.0M	4.67M	Green
	Scale - market-based sanitation population (millions)	Annual	2.0M	1.77M	Yellow
	Global Leadership - conference presentations	Semi- annual	16	45	Green
5	Organizational health - net new hires	Quarterly	6	6	Green
	Organizational health - retention (%)	Quarterly	88%	96%	Green
	Organizational health - training (# of sessions)	Quarterly	200	N/A	Will track in FY22 in a Learning Management System
	Organizational health - reputation - campaign fundraising (\$M)	Semi- annual	\$2M	\$2.6M	Green
	Organizational health - system upgrades & optimization	Semi- annual	CRM, IT	<p>CRM implementation completed.</p> <p>For IT, critical server processing roles have been moved to cloud. Physical servers still assist with authentication and replication. All files will be in cloud by end of FY22.</p> <p>Continuing to increase cyber security by awareness and security software. No security breaches in FY21.</p>	Green

No.	FY21 KPI Definition	Reporting Frequency	FY21 Target	FY21 Actual	On track? (green/yellow/red)
	Risk - top organizational risks	Quarterly	<ul style="list-style-type: none"> <li>1. COVID economic impacts</li> <li>2. Latin Am funding</li> <li>3. Remote working mental wellness</li> <li>4. Succession planning</li> <li>5. Natural disasters</li> <li>6. Board engagement in D30</li> <li>7. Cyber security</li> <li>8. IRC Partnership</li> </ul>	<ul style="list-style-type: none"> <li>1. COVID-19 economic impact</li> <li>2. Latin Am funding</li> <li>3. Set back in progress in HN due to infrastructure loss from natural disasters in EF districts.</li> <li>4. Political instability including impact on social institutions, financial partners, and health/security of employees.</li> <li>5. Less funds available for India Country programs.</li> </ul>	

<b>Water For People Expense Budget</b>	<b>FY21 Budget</b>	<b>Actuals (as of 09/30/21)</b>	<b>Variation</b>
Water & Sanitation Hardware	\$ 5,759,351	\$ 5,735,252	\$ 24,099
Water & Sanitation Training and Social Promotion	\$ 2,236,891	\$ 2,285,217	\$ (48,326)
Health & Hygiene Education	\$ 293,263	\$ 334,307	\$ (41,044)
Staff Salaries, Benefits and Training	\$ 4,182,350	\$ 4,023,958	\$ 158,391
Consultants for Strategic Programming	\$ 475,733	\$ 523,809	\$ (48,076)
Program Advocacy: Marketing and Communications	\$ 150,811	\$ 196,661	\$ (45,850)
Travel and Transport	\$ 101,686	\$ 96,612	\$ 5,075
Country Office Operations	\$ 1,010,482	\$ 1,080,431	\$ (69,948)
Program Compliance, Transparency, Security and Communications	\$ 1,343,503	\$ 1,349,712	\$ (6,209)
Program Quality and Regional Support for Advocacy, Scaling, Multilateral Funding, and Dissemination of Learnings	\$ 2,690,096	\$ 2,702,529	\$ (12,433)
<b>Subtotal Program Budget</b>	<b>\$ 18,244,166</b>	<b>\$ 18,328,487</b>	<b>\$ (84,321)</b>
HQ: Denver Facilities, Executive Team, Fundraising, Marketing and Finance	\$ 2,953,140	\$ 2,966,789	\$ (13,649)
<b>Total Program Budget</b>	<b>\$ 21,197,306</b>	<b>\$ 21,295,276</b>	<b>\$ (97,970)</b>