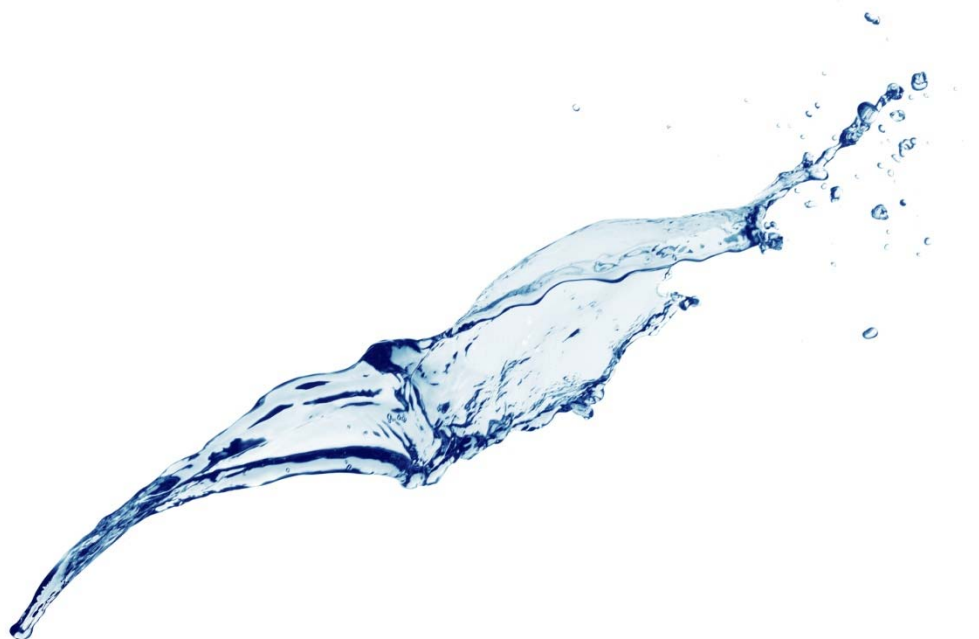# WASH Sustainability Charter assessment
Organizational effectiveness and opportunities for improvement

Dear Colleague,

Deloitte[1] and Global Water Challenge (GWC) are pleased to present the results of the recent WASH Sustainability Charter survey in which we conducted an assessment of organizational effectiveness against the Charter's various principles, as well as took an inventory of leading sustainability practices, methodologies, and tools used in the Water, Sanitation, and Hygiene (WASH) sector. The following report, *WASH Sustainability Charter assessment: Organizational effectiveness and opportunities for improvement,* summarizes the data collected and analyzes the survey results.

Categorized into the following five main guiding areas of 1) Strategy and Planning; 2) Governance and Accountability; 3) Financial Management; 4) Service Delivery Support; and 5) Reporting and Knowledge-Sharing, the WASH Sustainability Charter was created and released in July 2011 as a means to:

- Align stakeholders around collaboratively developed sustainability principles;
- Catalyze adoption of these principles worldwide; and
- Provide a framework to facilitate ongoing learning.

To date, over 150 organizations and individuals who operate in the WASH sector have endorsed the Charter, acknowledging their agreement with, and pursuit of, the Charter's mission and various guiding principles. This level of Charter endorsement throughout the WASH sector, combined with the meaningful feedback provided through the survey results documented here, highlight the importance and significance of the sector's continued focus on WASH being treated as a comprehensive service, rather than a series of short-term programs and projects.

The survey yielded 48 responses from a diverse group of WASH stakeholders - including implementing organizations, donors, academic institutions, and private sector companies - all offering various perspectives on WASH sustainability, their organizations' effectiveness in applying the Charter's principles, and the existence and/or need for standardized tools to help support and strengthen the principles. Specifically, throughout four of the five sustainability guiding areas, survey respondents consistently identified education, capacity-building, and training as significant areas of improvement. In addition, the survey results reiterate the critical, known need for consistent financial management practices and tools, as well as for improved effectiveness in the area of reporting and knowledge-sharing within and across organizations in the WASH sector.

We would like to thank all of our survey participants, and we hope that the survey results presented in this report will provide you with useful information and will facilitate a broader dialogue on the actions that may be needed to promote and enable WASH sustainability in the future.

Sincerely,

Monica Ellis
CEO
Global Water Challenge

Mark R. McNamee
Director
Deloitte & Touche LLP

Contents

Executive summary

The sustainability challenge

Around the world, almost one billion people still live without access to safe water sources, while 2.5 billion people still live without access to adequate sanitation facilities. Access to clean water, sanitation, and hygiene is critical to sustaining human life, stabilizing economic growth and development in communities around the world, promoting gender equality, curtailing water-related illnesses, and maintaining ecosystems that support all life.

After decades of investment, there are still significant systemic challenges to providing sustainable water, sanitation, and hygiene (WASH) services in many countries. More critically, many of those who may have benefited in the short-term from WASH projects now have systems that are not working properly, or have failed completely. Figures vary, but globally a significant proportion, perhaps as many as 30-40%[2], of WASH solutions are not working at any one time. The premature failure of WASH initiatives has been a challenge to the sector for many years. There is a growing concern - and emerging consensus - that a re-appraisal of approaches is required and that simply carrying on with 'business as usual' is unacceptable.

The first step in addressing these challenges is to build on the lessons learned and to agree on a shared vision of sustainable solutions in the WASH sector, regardless of one's role or perspective. Specifically, WASH should be viewed in the developing world as it is in the developed world – as a service, not as a project or program.

Too often, key WASH stakeholders have different views of what constitutes sustainable WASH solutions, hindering efforts to improve long-term service provision. Recently, in response to this challenge, leaders in the WASH community came together to develop the WASH Sustainability Charter[3] as a means to align stakeholders around collaboratively developed sustainability principles, to catalyze adoption of these principles worldwide, and to provide a framework to facilitate ongoing learning.

Charter taxonomy

The Charter is organized into the following sections:

- **Preamble** – Provides an overview of the challenges surrounding sustainable solutions in WASH and the genesis of the Charter and how it was developed.

- **Mission** – Serves as the mission of WASH sustainability.

- **Purpose** – Describes the purpose of the Charter and the commitment of organizations endorsing the Charter.

2: International Water and Sanitation Centre (IRC)'s Triple-S initiative, 2010. *A Brief Overview of Service Delivery Concepts: A literature review*, pp. 1. Available at: http://www.waterservicesthatlast.org/Resources/Literature-reviews
3: Read the full text of the charter in Appendix C or online at: http://washcharter.org/charter/

- **Sustainability Guiding Principles** – Details the guiding principles that are designed to enable the mission. This section of the Charter is organized into five **guiding areas**, and within each guiding area, there are two to five **guiding principles**.

Report overview

As a next step in moving WASH sustainability forward and in promoting the Charter, Deloitte and Global Water Challenge (GWC) conducted a survey of WASH stakeholders to self-assess their effectiveness in applying the Charter's sustainability guiding principles and to gather insights on stakeholder use of and need for relevant leading practices, methodologies, and tools in this space. Distributed in October

2011, this survey solicited feedback from various organizations and individuals in the WASH sector, including implementers, donors, academic institutions, government agencies, and private sector organizations.

This report, *WASH Sustainability Charter assessment: Organizational effectiveness and opportunities for improvement,* summarizes the data collected and aggregates and analyzes the survey results from 48 survey respondents. In providing feedback through the survey, respondents self-assessed the effectiveness of their organizations with respect to each of the sustainability guiding principles, as well as in each of the Charter's guiding areas overall.

To do this, the survey respondents ranked each principle and each guiding area based on a scale of least effective to highly effective. Respondents also provided explanations to support their effectiveness self-assessments and provided specific narrative responses to identify practices, methodologies, and tools in the sector that they currently use and/or where there is a critical need.

In analyzing the responses, we reviewed data received by guiding principle, guiding area, and overall among all guiding areas. In addition, we analyzed responses by organization type (i.e. Implementer, Non-Implementer), WASH priority areas (i.e. Water, Sanitation, Hygiene Education), and Charter endorsement status (i.e. Endorser, Non-endorser).

Key findings

We have summarized the key findings by guiding area, which are explained in further detail throughout the report. In addition, we have included relevant data points within the *Key findings* section.

Overall

- On average, the respondents ranked their organizations' overall effectiveness relative to each guiding area, as follows:

Guiding area	Average effectiveness ranking (scale of 1 to 5) (in order of highest to lowest)
Reporting and Knowledge-Sharing	3.5
Financial Management	3.5
Service Delivery Support	2.9
Governance and Accountability	2.8
Strategy and Planning	2.3

- Across four out of the five guiding areas (Strategy and Planning, Governance and Accountability, Service Delivery Support, and Reporting and Knowledge-Sharing), respondents identified the principles involving education, capacity-building, and training as those with the most opportunities for improvement within their organizations.

    This finding is indicative of a need for continuous long-term education, capacity-building, and knowledge exchange among stakeholders across the Charter's guiding areas.

Strategy and Planning (SP)

- While, on average, respondents ranked Strategy and Planning as the least effective relative to other guiding areas, respondents rated their organizations as neutral to highly effective in applying the individual Strategy and Planning principles.

    This trend is supported by specific respondents detailing their organizations' ability to develop long-term sustainable service delivery, to partner with local communities, and to integrate environmental considerations within their programs.

Governance and Accountability (GA)

- Respondents that perceive their organizations as highly effective in applying specific Governance and Accountability principles report using tools such as Memorandums of Understanding (MOUs), community agreements, or codes of conduct to document clear roles and commitments.

  However, respondents also identified a significant area for improvement relating to their organizations' effectiveness in evaluating stakeholder capabilities and identifying roles prior to documentation. This trend is indicative of a need to identify accurate and appropriate roles and responsibilities before documentation is put into place.

Service Delivery Support (SDS)

- Continuous capacity-building with regard to operations and maintenance skills, establishing continuous sustainable finance mechanisms, and enabling post-implementation education among community members are reported as key elements to enabling sustainable service delivery support.

Financial Management (FM)

- Although, on average, respondents ranked Financial Management overall as the guiding area of highest effectiveness relative to the other guiding areas, respondents also identified significant opportunities for improvement when ranking their organizations' effectiveness in applying individual Financial Management principles. This trend is indicative of a need for tools and methodologies to support financial planning and to help facilitate access to funding throughout the project life-cycle.

Reporting and Knowledge-Sharing (RK)

- Almost 50% of respondents identified the principle relating to sharing data and lessons learned as the most in need of improvement within their organizations. This data point is consistent with an ongoing emphasis in the sector on developing and improving information exchange platforms to serve as tools enabling collaboration, transparency, and greater accountability.

- Similarly, Implementers primarily identified adequate monitoring and evaluation indicators and methodologies as essential tools for performance monitoring throughout the service delivery life-cycle. Sharing impact assessment results on public databases enables learning, trend monitoring, transparency, and accountability.

Going forward

The survey results and data gathered help to provide a foundation for the continued improvement of sustainability throughout the sector and to identify specific needs and opportunities for continued focus and improvement. The information gathered throughout the survey around leading sustainability practices, tools, and methodologies will be used in the coming months to help build out a portal and knowledge center being developed on SustainableWASH.org to share the resources identified.

Background and methodology

Background

During the WASH Sustainability Forum, held in Washington, DC on January 14, 2011, participants brainstormed ideas and concepts for a common vision, definition, and guiding principles of WASH sustainability, as a means to unify and catalyze the WASH sector. As a result of these discussions, Global Water Challenge (GWC), Water For People, Aguaconsult, and Deloitte worked together to summarize the ideas and concepts into a draft WASH Sustainability Charter, which was circulated throughout the WASH sector for feedback and input accordingly. The Charter was updated to incorporate feedback received, and GWC officially released the Charter in July 2011. To-date, over 150 organizations and individuals[4] have endorsed the Charter, and the number continues to grow through increasing awareness and the sector's continued focus on sustainability.

By endorsing this Charter, organizations and individuals agree to pursue the mission, strive toward the principles, and actively promote WASH sustainability. Each stakeholder has a role to play in leading the sector toward a vision of WASH as a sustainable service, regardless of their perspective:

- Donors, governments, and communities can draw from the Charter's mission and key principles to inform their support for, and engagement with, WASH partners and policies.

- Implementers can incorporate these principles into their programs and help to develop corresponding leading practices to promote sector-wide learning and improved service delivery.

- Individuals, thought leaders, and other stakeholders can work collaboratively to advance the WASH sustainability dialogue and facilitate ongoing learning.

Assessing organizational effectiveness in WASH sustainability

Survey overview

As a means to gauge the effectiveness of WASH organizations in applying the Charter's guiding principles to their everyday work (regardless of their endorsement status), Deloitte and GWC developed and distributed an online survey in October 2011 to gather feedback from various WASH stakeholders, including:

- Implementing organizations
- Donors
- Government agencies
- Academic institutions
- Private sector organizations

4: For a full list of endorsers, see http://washcharter.org/endorsers/

In completing the survey, participants were asked to:

- Assess their organizations' effectiveness in applying the Charter's sustainability guiding principles in the five specific guiding areas, as listed in the *Executive summary* section.

- Identify the individual guiding principles in each guiding area with which their organization has the most need for improvement.

- Rank their organizations' effectiveness by guiding area, relative to the others.

- Support their organizational self-assessment by providing qualitative feedback, including comments, explanations, and examples.

- Highlight any leading practices, methodologies, and tools they are currently using and/or believe are needed in each guiding area.

- Identify any criteria or information they think should be included in an online knowledge resource center/portal for use within the WASH sector.

Survey methodology

To assess the effectiveness of their organization in each of the guiding areas/principles in Table 1 above, participants were asked to provide rankings based on the following scale:

Ranking	Numerical Value
Least effective	1
Somewhat effective	2
Neutral	3
Effective	4
Highly Effective	5
Not Applicable (N/A)	0

We analyzed the responses received in an aggregate and anonymous form and converted each ranking into a numerical value, as indicated above.

Figure 1 below provides an example of the format used to gather feedback from participants throughout the survey. For the first part of the organizational self-assessment, participants ranked the effectiveness of their organization in applying each principle within a specific guiding area, not relative

to other areas. Later in the survey, however, participants were asked to rank the five guiding areas in order of effectiveness, relative to the other areas.

Figure 1: Example online survey format

For each survey question, we then calculated the average of all responses received, excluding any "Not Applicable" responses from the average calculation. In addition, we also calculated the average of responses received by participant demographic group, including organization type, WASH priority area, and Charter endorsement status, to identify any trends among the different data groupings.

As part of our analysis, we identified key data points within guiding area to present in this report, as well as developed specific conclusions overall and within each guiding area. These data points and conclusions are explained in further detail in the *Key findings* section.

For the leading practices, methodologies, and tools that survey respondents identified as currently in place and/or that are needed in the WASH sector, we have referenced them within the *Key findings* section, based on their association with any of the key conclusions. We have not, however, provided a full list of these leading practices, methodologies, or tools in this report. This information is currently being consolidated and analyzed, and it will serve as input data into an online knowledge resource center/portal that is currently under development.

Demographics

Survey respondent overview

Of the organizations and individuals in the WASH sector asked to participate in the survey, we received 48 responses. As part of completing the survey, we asked participants to provide responses to the following questions as a means to analyze and identify trends by participant demographic groups:

- Organization Type (please choose the option that best describes your organization):

  - Donor
  - Implementer
  - Government

  - Academic Institution
  - Private Sector
  - Other; If other, please describe:

- WASH priority areas within your organization (please select all that apply):

  - Water
  - Sanitation
  - Hygiene Education

- Has your organization endorsed the WASH Sustainability Charter?

  - Yes
  - No

  If applicable, please provide some insights as to why your organization has not endorsed the Charter (optional).

Organization type

Figure 2 below shows the percentage of respondents by organization type. Over 50% of all survey respondents identified their organizations as implementing organizations ("Implementers"). For the ease of comparison, we categorized the remaining respondents as non-implementing organizations ("Non-Implementers") and identified trends, differences, and similarities between the Implementers and Non-Implementers throughout the analysis. Those respondents who reported their organizations as "Other" included advocacy groups, other non-governmental organizations (NGO's), multi-lateral institutions, and self-employed individuals who work in the WASH sector.

Figure 2: Respondents by organization type
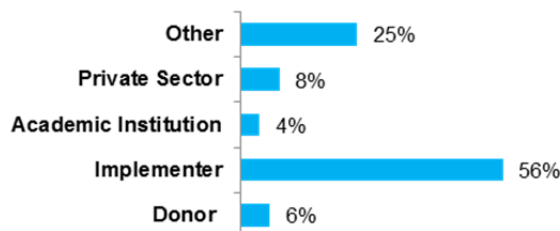
WASH priority areas

When comparing respondents by WASH priority area, there was almost equal distribution between the three areas of Water, Sanitation, and Hygiene Education, as illustrated in Figure 3 below. Given that the majority of organizations surveyed focus on all of these three areas, these results were anticipated.

Figure 3: Respondents by WASH priority area
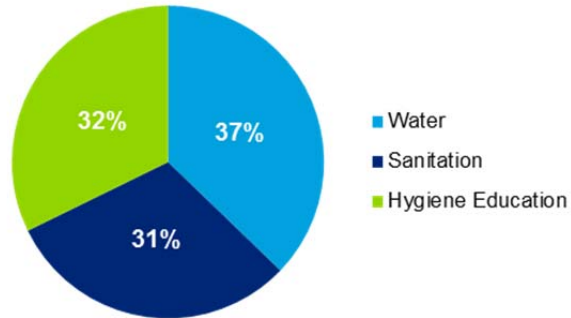
Charter endorsement status

In addition to organization type and WASH priority area, we also analyzed the respondents by those who had/had not endorsed the WASH Sustainability Charter at the time of the survey. As a result, over 50% of respondents were Charter endorsers, as shown in Figure 4 below. When asked about the reasons for not endorsing the Charter, the majority of non-endorser respondents cited that they were not aware of the Charter prior to completing the survey.

Figure 4: Respondents by Charter endorsement status
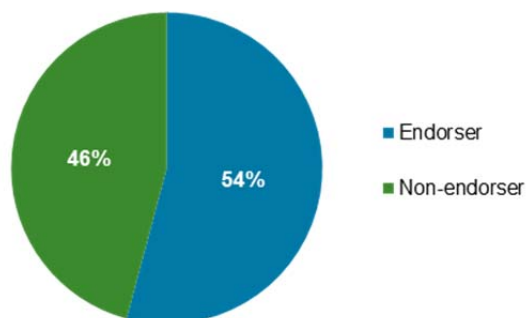
Key findings

Overview

As part of aggregating and analyzing the quantitative and qualitative survey results, we have organized the key findings into sub-sections, as follows:

- Overall
- Strategy and Planning
- Governance and Accountability

- Service Delivery Support
- Financial Management
- Reporting and Knowledge-Sharing

Within each sub-section, we have identified the relevant data points, or those findings that simply summarize the survey results and utilize charts and graphs to support the results. In addition, we have developed specific conclusions as a way to identify recurring themes and to interpret and explain the results. To support these conclusions, we have also utilized charts, graphs, and qualitative feedback (e.g. quotes) received from survey respondents.

The guiding areas and associated guiding principles are detailed in Table 1 below. For purposes of this report, we have identified each guiding principle by an alpha-numeric reference code based on the guiding area acronym used above.

Table 1: WASH Sustainability Charter Guiding Areas and Principles

Guiding Area	Guiding Principles	
Strategy and Planning (SP)	**SP1:**	Consider solutions that are equitable, environmentally-friendly, and well-suited to the specific needs and long-term operations and maintenance capabilities of the local community.
	SP2:	Align planning efforts with other stakeholders, including development organizations and national/local governments.
	SP3:	Meaningfully include consumers and other stakeholders throughout the planning and budgeting processes.
	SP4:	Assess full life-cycle risks during planning and develop appropriate risk mitigation strategies.
	SP5:	Consider the long-term education, capacity-building, and training needs of stakeholders.

Guiding Area	Guiding Principles	
Governance and Accountability (GA)	**GA1:**	Clearly articulate and document roles, responsibilities, commitments, and expectations of all stakeholders while recognizing the central role of women in WASH solutions.
	GA2:	Promote and deliver programs where all stakeholders are accountable to each other and operate in a transparent manner.
	GA3:	Evaluate the capabilities and capacity of the consumers, community, and service providers when determining their roles in ongoing service delivery.
Service Delivery Support (SDS)	**SDS1:**	Develop and promote a local operational infrastructure (e.g. replacement parts, curriculum, maintenance capability, supplier network, etc.) that enables long-term service delivery.
	SDS2:	Prepare the consumers and/or other stakeholders to take responsibility for the service delivery support processes.
	SDS3:	Establish mechanisms to educate stakeholders, and to ensure that education transmission is sustained over time.
Financial Management (FM)	**FM1:**	Utilize financial resources for their intended purposes, as agreed-upon by all stakeholders, throughout the service delivery life-cycle.
	FM2:	Establish a long-term financing plan that realistically accounts for all phases of the service delivery life-cycle.
Reporting and Knowledge-Sharing (RK)	**RK1:**	Utilize appropriate and consistent metrics, evaluation criteria, and tools to monitor and measure performance relative to long-term service delivery throughout the solution life-cycle (including post-implementation phases).
	RK2:	Share data and lessons learned – both from failures and successes – in order to provide continuous improvement throughout the sector.
	RK3:	Adopt and use consistent financial and operational reporting frameworks.

Overall

Relevant data points

a. When asked to rank their organizations' overall effectiveness relative to each guiding area, respondents, on average:

    i.   Ranked **Financial Management** and **Reporting and Knowledge-Sharing** as highest (e.g. most effective);

    ii. Ranked **Strategy and Planning** as lowest (e.g. least effective); and;

    iii. These rankings were observed consistently across respondent demographic groups (i.e. organization type, WASH priority areas, Charter endorsement status).

Figure 5 below highlights the results of organizations ranking their overall effectiveness by guiding area, based on the average of all respondents.

Figure 5: Overall organizational effectiveness by guiding area
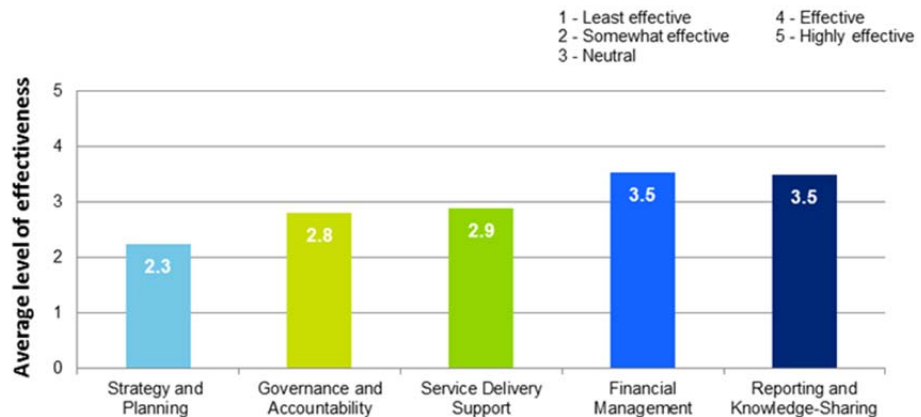
b. When asked to rank their organizations' effectiveness in applying the individual principles within each guiding area, respondents, on average:

    i.   Considered their organization to be neutral to effective at applying the majority of the principles; and

    ii. These average rankings were consistent across respondent demographics.
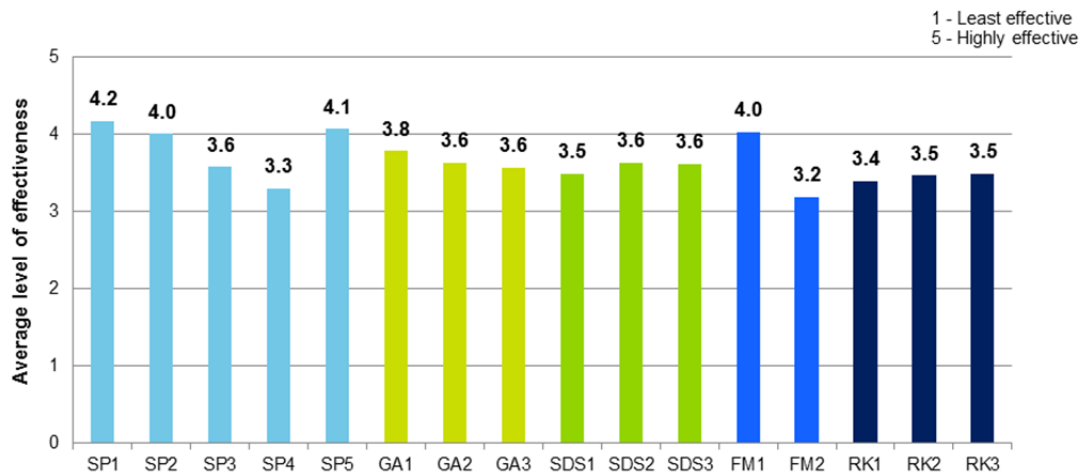
c. When asked to rank their organizations' effectiveness in applying specific principles in each guiding area, respondents, on average:

   i. Ranked specific principles under **Strategy and Planning** and **Financial Management** (i.e. SP1, SP2, SP5, and FM1) as most effective;

   ii. Interestingly the other principles within those same guiding areas were ranked as lowest in terms of effectiveness (i.e. SP4 and FM2 ranked close to neutral);

   iii. The highest number of "Not Applicable" responses in the guiding areas were of **Service Delivery Support** and **Financial Management**, accounting for 17% and 13% of the total respondents under each respective guiding area.

   iv. Among the Not Applicable responses, 100% of those received under **Financial Management** and 75% of those under **Service Delivery Support** were received from Non-Implementers.

As illustrated in Figure 6 below, SP1, SP2, SP5, and FM1 maintained average rankings of 4.0 or above, which falls in the effective to highly effective range.   Similarly, respondents ranked other principles in those same guiding areas as lowest in terms of effectiveness (i.e. SP4 and FM2 ranked close to neutral) with average rankings of less than 3.5.

Figure 6: Overall organizational effectiveness by individual guiding principle

d. When respondents were asked to select the specific principle within each guiding area where their organization would most like to improve its effectiveness, the principle selected for each guiding area was:

Guiding Area	Principle Most in Need of Improvement
Strategy and Planning	SP4 – Chosen by 27% of respondents
Governance and Accountability	GA3 – Chosen by 40% of respondents
Service Delivery Support	SDS3 – Chosen by 45% of respondents
Financial Management	FM2 – Chosen by 88% of respondents
Reporting and Knowledge-Sharing	RK2 – Chosen by 48% of respondents

These results are depicted in Figure 7 below, which highlights the percentage of respondents that selected each principle as most in need of improvement within a given guiding area.

Figure 7: Principles in most need of improvement within an organization
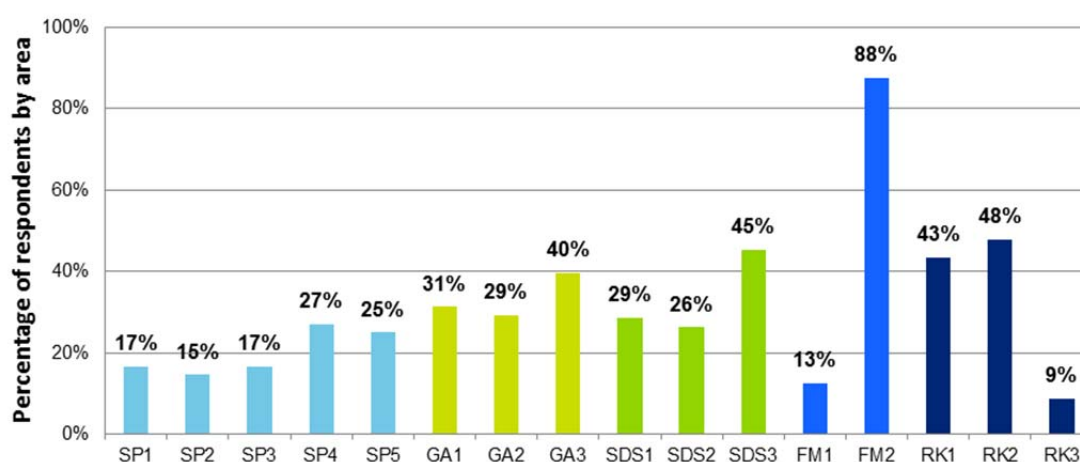
e. In general, when looking at responses by demographic area, there were several observations:

    i. Responses were generally equal distributed among the WASH priority areas: Water, Sanitation, and Hygiene Education.

    ii. For the majority of the principles, Implementers tended to rank their organizations' effectiveness in applying the sustainability principles as more effective, relative to Non-Implementers. This observation is depicted in Figure 8 and applies to all principles except for SP1, FM1 and RK3, where both groups ranked the effectiveness of these principles similarly; and for FM2 and RK1, where Non-Implementers ranked these principles' effectiveness higher than Implementers.

iii.   Charter Endorsers and Implementers had similar responses in certain guiding areas; specifically when selecting the principles with which their organizations would like to improve their effectiveness in the areas of **Governance and Accountability** and **Reporting and Knowledge-Sharing**, as illustrated in Figure 9 below. Please see the data points and conclusions under each of these areas below for further details.

Figure 8: Implementer vs. Non-Implementer - Organizational effectiveness by guiding principle
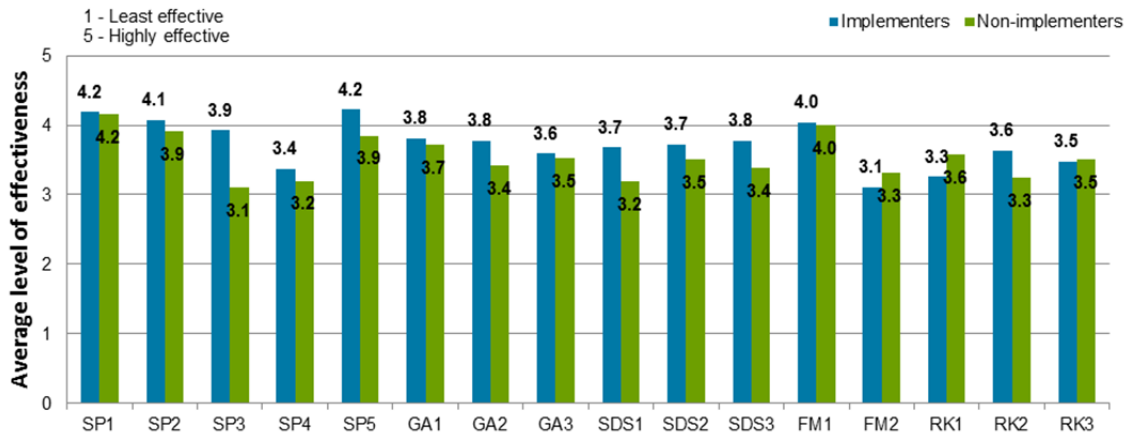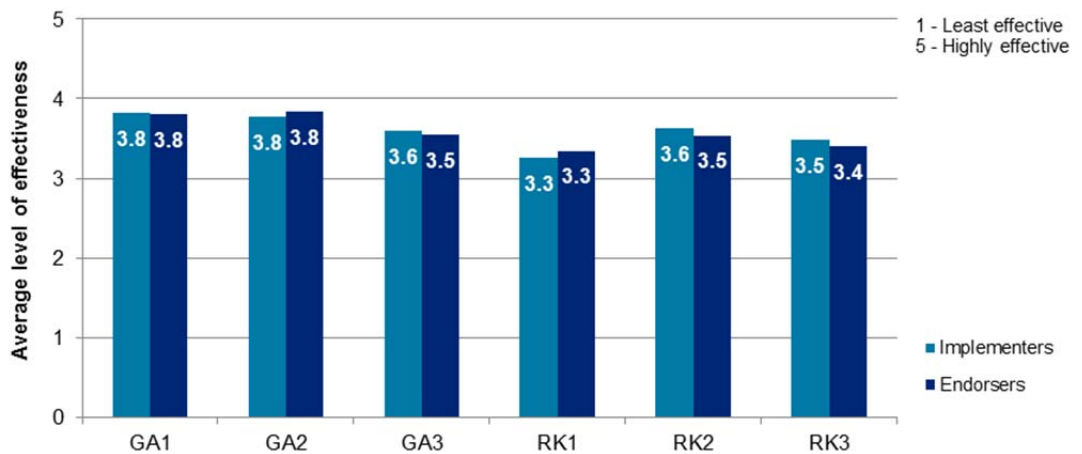

Figure 9: Implementer vs. Endorser - Organizational effectiveness by Governance and Accountability and Reporting and Knowledge-Sharing guiding principles

Key findings

Across four out of the five guiding areas (Strategy and Planning, Governance and Accountability, Service Delivery Support, and Reporting and Knowledge-Sharing), respondents identified the principles involving education, capacity-building, and training as those with the most opportunities for improvement within their organizations, as shown in Figure 7 above. This trend is indicative of a need for continuous long-term education, capacity-building, and knowledge exchange among stakeholders across the Charter's guiding areas.

The following principles were designated by respondents as most in need of improvement (shown in order from highest to lowest percentage of responses):

- **RK2:** *Share data and lessons learned – both from failures and successes – in order to provide continuous improvement throughout the sector.* (48% of respondents);

- **SDS3:** *Establish mechanisms to educate stakeholders, and to ensure that education is sustained over time.* (45% of respondents);

- **GA3:** *Evaluate the capabilities and capacity of the consumers, community, and service providers when determining their roles in ongoing service delivery.* (40% of respondents); and

- **SP5**: *Consider the long-term education, capacity-building, and training needs of stakeholders.* (25% of respondents).

The identification of guiding principle SP5 as one in most need of improvement directly contradicts how respondents ranked the effectiveness of their organizations in applying this guiding principle. As described further in the Strategy and Planning section below, on average, respondents identified SP5 as one of the two Strategy and Planning guiding principles in which their organizations were most effective, not relative to other guiding principles. This contradiction may reflect that while organizations are investing in education and capacity-building and feel their organizations are effective in this area, they believe that this topic deserves further and continuous improvement throughout the strategy and planning phases.

Throughout the survey, respondents provided feedback under each guiding area that supports these rankings and specifically indicated that the following is needed within their organization and within the sector as a whole:

> *"(We need) something to make sure not just a small group has the important knowledge. We are weak in ensuring that education transmission is sustained."*

- **Strategy and Planning** - Training in disaster planning and management in the countries that are vulnerable to climate change, to help reduce the need for investment and damage repair when natural disasters take place.

- **Governance and Accountability -** National tools for training communities on safe water systems and hand washing.

- **Service Delivery Support -** Methodologies for adequate training of community committee members by their predecessors to enable continuity, and training local artisans in management and operation.

- **Financial Management -** Training techniques to ensure maintenance of community long-term financing plans.

- **Reporting and Knowledge-Sharing -** Knowledge-sharing tools that engage stakeholders and enable learning through lessons learned.

In addition, respondents identified the following future considerations for the Charter and areas where leading practices, methodologies, and tools may be needed in the sector, as it relates to WASH sustainability:

- Adapting to a local community profile is a critical area that may be a consideration point for future versions of the Charter. Since local community involvement and commitment is essential, project initiators must take into account local community demographic and sociological profiles, religious and social practices, and attitudes and beliefs.

- Organizations should be innovative, creative, and think outside of the box – looking at options from other sectors and leveraging all types of resources. Organizations need to work in a way that enables replication and that eliminates the need for international NGO involvement after WASH services are initially delivered.

> "(If we continue) to program in a way that just tries to reach people, programs won't last. (We) need to take time to truly figure out new approaches for sustainability to happen."

Strategy and Planning

Relevant data points

a. The two principles where respondents, on average, ranked their organization as most effective both fell in the Strategy and Planning guiding area:

    i.   SP1 - *Consider solutions that are equitable, environmentally-friendly, and well-suited to the specific needs and long-term operations and maintenance capabilities of the local community*, and

    ii.   SP5 - *Consider the long-term education, capacity-building, and training needs of stakeholders.*

Figure 6 above highlights these principles as being the most effective compared to other principles. As mentioned in the Overall section above, the identification of SP5 as one of the principles in which respondents ranked their organizations as most effective directly contradicts the identification of SP5 as one of the principles in most need of improvement. This contradiction may indicate that while organizations currently view their effectiveness in this area, they may also recognize it as an area for future improvement.

In addition, across the five guiding areas, Strategy and Planning had the highest percentage of respondents who ranked their organization as highly effective in at least one guiding principle, as illustrated in Figure 10 below.

Figure 10: Percentage of respondents to rank at least <u>one principle</u> in each guiding area as highly effective
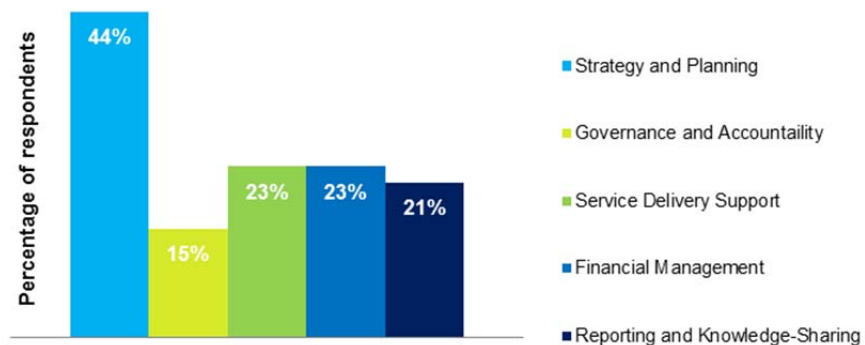
b. When asked to identify the principle where organizations would most like to improve their effectiveness, significant variation by organization type (i.e. Implementer, Non-Implementer) was observed. In fact, this variation was greater in the Strategy and Planning guiding area than in any other guiding area. For example, 4% of Implementers ranked SP2 as the principle in need for improvement compared to 22% of Non-Implementers.

Comparisons of Implementer vs. Non-Implementer responses for the Strategy and Planning principles requiring the most improvement are shown in Figure 11 below.

Figure 11: Implementer vs. Non-Implementer - Strategy and Planning principles in need of most improvement within their organizations

To better understand this trend, we looked at the nature of the five Strategy and Planning principles.   For those principles (SP1, SP3, and SP4) where Implementers identified the most need for improvement within their organizations, the focus is more on service delivery – i.e. aligning solutions with local community needs and capabilities, integrating local stakeholders in budgeting and planning, and planning for risks throughout the service delivery life cycle.

Conversely, for the one principle (SP2) where Non-Implementers ranked the greatest need for improvement within their organization, the focus is more on aligning planning efforts with other stakeholders, which may be a bigger concern or risk for donors and other non-implementing organizations.

"We conduct assessments and planning with the active participation of our partners. We consider future risks related to sustainability of our efforts and take this into consideration during the planning process."

Key findings

While, on average, respondents ranked Strategy and Planning as the least effective relative to other guiding areas, respondents rated their organizations as neutral to highly effective in applying the individual Strategy and Planning principles.   This trend, shown in Figure 5 and Figure 6 above, is supported by specific respondents detailing their organizations' ability to develop long-term sustainable service delivery, to partner with local communities, and to integrate environmental considerations within their programs.

Respondents' view of Strategy and Planning being the least effective guiding area, relative to other areas, was the same across each demographic group (i.e. organization type, WASH priority area, Charter endorsement status). However, in ranking their effectiveness of the individual Strategy and Planning principles, respondents' view was also similar across demographic groups – falling into the range of neutral to highly effective for all Strategy and Planning principles – as illustrated in Table 2 below.

Table 2: Strategy and Planning - Average level of effectiveness for each principle by demographic area

Guiding principle	Demographic groups			WASH priority area			Charter endorsement status	
	All	Impl.	Non-Impl.	Water	Sanitation	Hygiene Education	Charter Endorser	Non-Endorser
SP1	4.2	4.2	4.2	4.2	4.1	4.2	4.1	4.3
SP2	4.0	4.1	3.9	4.0	4.0	4.0	4.0	4.0
SP3	3.6	3.9	3.1	3.6	3.6	3.6	3.7	3.4
SP4	3.3	3.4	3.2	3.4	3.2	3.2	3.1	3.5
SP5	4.1	4.2	3.9	4.1	4.0	4.0	4.1	4.0

One possible explanation for the disparity between how respondents rated their effectiveness in the Strategy and Planning guiding area overall compared to other areas, versus how respondents rated themselves on the individual principles, is that there may be additional strategy and planning components that are not currently captured in the Charter principles, but that respondents took into consideration when rating their overall effectiveness in this guiding area. Some feedback received indicated that these five Strategy and Planning principles currently do not address an important concept of "enabling and encouraging local communities to sustain their protected water source using their own managerial and financial resources."

As mentioned above, 44% of respondents overall ranked their organizations as highly effective in at least one Strategy and Planning principle, as shown in Figure 10 above. We also received the most comments from respondents in this guiding area, highlighting why their organizations are highly effective in applying the various Strategy and Planning principles. Many respondents cited their organizations' strengths in the Strategy and Planning guiding area as follows:

> "Through partnering with local governments, NGO's, and schools on a project, we start with the consumer voice and work outward and upward from that point."

- Development of long-term goals that integrate with environmental considerations

- Participatory planning and stakeholder involvement

- Partnership with local stakeholders, including governments and health departments

- Monitoring and evaluation of long-term impacts

- Capacity-building and meaningfully including the consumers of WASH services in strategy and planning

- Partnerships with organizations that apply leading practices in delivering WASH programs and services

> "We are driven by long term, sustainable goals, and see it as more important to develop long-term solutions and improvements rather than focus on specific project outcomes."

When asked to highlight the leading practices, methodologies, and tools needed to improve their organizations' effectiveness under Strategy and Planning, respondents primarily identified tools supporting the guiding areas of Financial Management (e.g. funding mechanisms and life-cycle cost models) and Reporting and Knowledge-Sharing (e.g. evaluation of outcomes, standardized monitoring programs) as essential elements to enable the sustainability of a service delivery life-cycle.

In addition, respondents identified the following improvement opportunities that would be helpful with regards to Strategy and Planning:

- Simple video presentations that can be reused and recycled when communicating information to local communities, governments, and other stakeholders. This would help deliver consistent messaging and not rely on experts to deliver the presentation each time.

- Additional training related to natural disaster risks and the impacts on water and sanitation.

- Increased standardization within the different districts that comprise the local governments.

- An open-source, simple platform that summarizes findings, lessons learned, and next steps associated with ongoing and completed research projects.

Governance and Accountability

Relevant data points

a. When asked to rank their organizations' effectiveness in applying the Governance and Accountability principles, respondents consistently ranked all principles between neutral and effective, as shown in Figure 12 below.
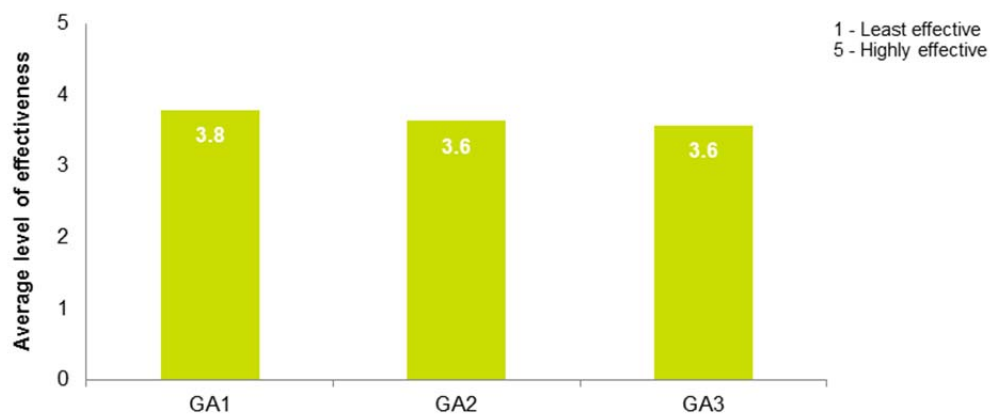

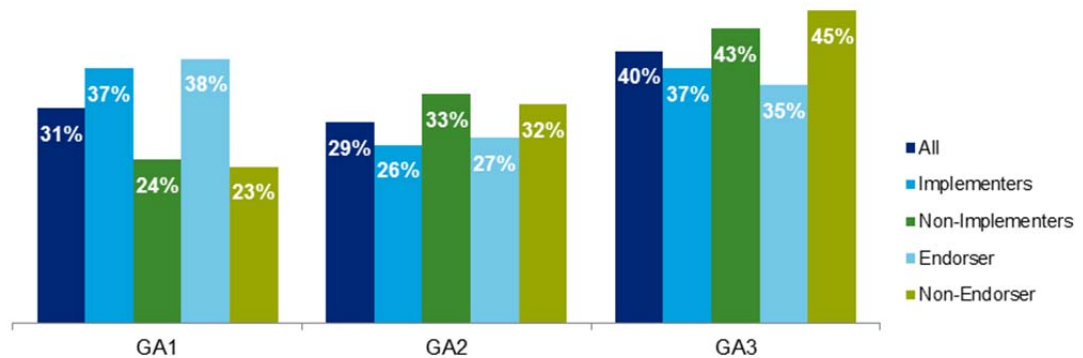**Figure 12: Governance and Accountability - Average level of effectiveness by principle**

b. When asked to identify the principles where their organizations would most like to improve their effectiveness, 40% of respondents selected GA3 - *Evaluate the capabilities and capacity of the*

consumers, community, and service providers when determining their roles in ongoing service delivery. This ranking was consistent among the various demographic groups.

c. Upon review of how respondents of different demographic groups evaluated the individual Governance and Accountability principles, there were differences in rankings between Implementers and Non-Implementers, as well as between Charter Endorsers and Non-Endorsers.

Figure 13 shows that there is a consistency in ranking between Implementers and Charter Endorsers, as well as between Non-Implementers and Non-Endorsers. For instance, GA1 ranked the lowest in need of improvement among Non-Implementers and Non-Endorsers, while it was the highest in need of improvement among Implementers and Charter Endorsers.

Figure 13: Governance and Accountability - Principles in most need for improvement by demographic group

Key findings

Respondents that perceive their organizations as highly effective in applying specific Governance and Accountability principles report using tools such as Memorandums of Understanding (MOUs), community agreements, or codes of conduct to document clear roles and commitments.

> "We always sign documents of agreement between all the stakeholders, including a very clear description of the roles, rights, and obligations of each one."

15% of respondents ranked at least one of the three GA principles as highly effective *(see Figure 10 for a comparison of all areas).* In supplementing their selection of "highly effective," these respondents highlighted their organizations' practices around identifying, documenting, and maintaining stakeholder roles and responsibilities through MOU's, community agreements, or codes of conduct to promote programming that is well-coordinated and supported. For them, clear roles and responsibilities enable commitment, set rights and obligations, and are a prerequisite for accountability and transparency.

On the other hand, respondents also recognize and identify Governance and Accountability as a guiding area with which their organizations need continued improvement, specifically in evaluating stakeholder capabilities and identifying roles prior to documentation. This trend is indicative of a need to identify accurate and appropriate roles and responsibilities before documentation is put into place. As illustrated in Figure 13 above, 40% of respondents identified GA3 - *Evaluate the capabilities and capacity of the consumers, community, and service providers when determining their roles in ongoing service delivery* – as the Governance and Accountability principle in most need of improvement. To support this ranking, respondents provided additional comments, indicating that it's critical to properly determine roles and responsibilities of all stakeholders and key players prior to documenting them, as well as to re-evaluate and assess these roles and responsibilities on a recurring basis to confirm their applicability given the ever-changing environments.

In addition, respondents identified the following needs in the WASH sector with respect to the guiding area of Governance and Accountability:

- Continued, routine periodic check-ins after a project ends to confirm sustainability.

- Methods to hold stakeholders accountable.

- Methods to explicitly establish the central role of women in WASH service delivery and solutions.

> "Responsible stakeholders should know their roles and responsibilities. Effective accountability and transparency are the determinants for realization of the WASH Sustainability Charter."

- Knowledge-sharing and access to progress reports and other lessons learned to increase transparency throughout the sector.

- Nationally developed tools for training communities on safe water systems and hand-washing and the ability to access a database of other organizations that are focused on WASH promotion.

Service Delivery Support

Relevant data points

a. When asked to rank their organizations' effectiveness in applying the Service Delivery Support principles, respondents consistently ranked all principles between neutral and effective.

    The average level of effectiveness for all respondents is relatively consistent with the average by organization type (i.e. Implementers and Non-Implementers), as shown in Figure 14 below. There is, however, a slight variation between the groups. For each Service Delivery Support principle, the average among Implementers is slightly higher, and the average among Non-Implementers is slightly lower, than the average of all respondents.

Figure 14: Service Delivery Support - Average level of effectiveness in applying principles by organization type
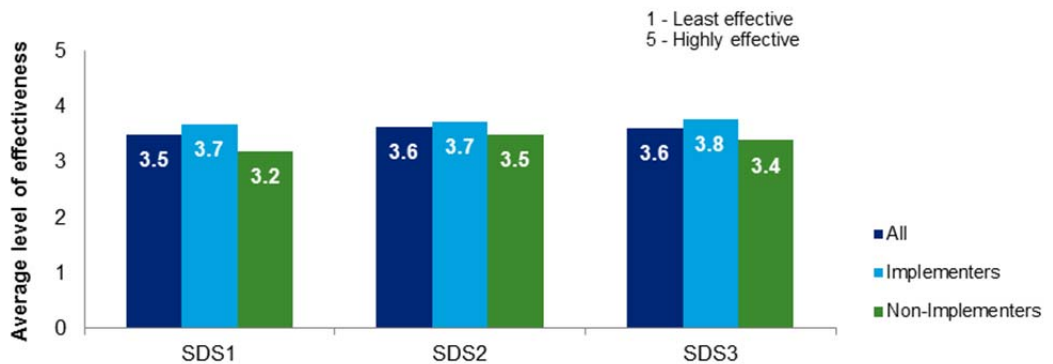
b. When asked to identify the principles where their organizations would most like to improve their effectiveness, 45% of respondents selected SDS3 - *Establish mechanisms to educate stakeholders, and to ensure that education transmission is sustained over time.*This ranking was consistent among the various demographic groups, as shown in Figure 15 below.

Figure 15: Service Delivery Support - Principles in most need of improvement by organization type
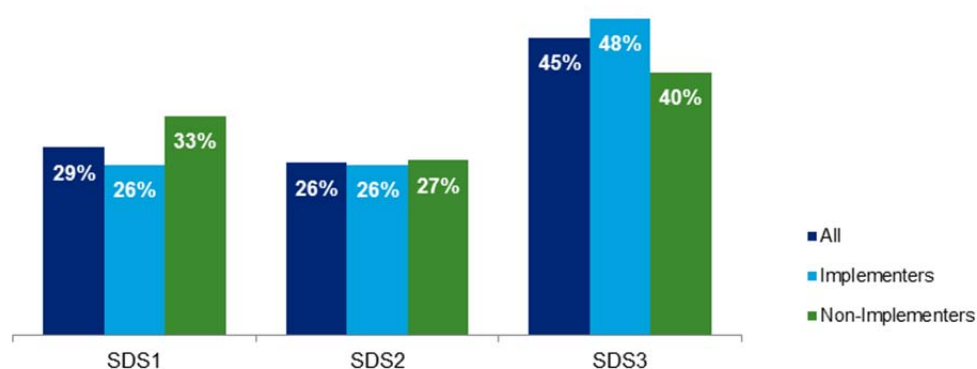
Key findings

Continuous capacity-building with regard to operations and maintenance skills, establishing continuous sustainable finance mechanisms, and enabling post-implementation education among community members are reported as key elements to enabling sustainable service delivery support.

Compared to the other guiding areas, the average of respondents ranked their organizations effectiveness in the guiding area of Service Delivery Support in the middle (close to neutral), as illustrated in Figure 5 above.

Within the Service Delivery Support guiding area itself, respondents identified SDS3 - *Establish mechanisms to educate stakeholders, and to ensure that education transmission is sustained over time* – as the principle with which their organization most needs to improve its effectiveness (see Figure 15 above). One of the key themes conveyed

"Integration with Ministries of Education in developing countries is key to the long-term sustainability of educational programming. (This is) often coupled with local and international NGO support as the implementation agency."

throughout the survey results and findings is the continued emphasis and importance placed on education and capacity-building to enable long-term service delivery. Respondents identified the following needs and/or opportunities for improvement or innovation in the guiding area of Service Delivery Support:

- Methodologies for ensuring new community committee operators are effectively trained by their predecessors.

- External support to projects (after the implementation team has left).

- Closer coordination between WASH NGO's.

- Effective methods of promoting sustainable supply chains and sharing more information on operational circuit riders to allow for leverage by other projects.

- Enabling communities to monitor stakeholders in the execution of their service delivery programs.

- Development of an individual fee/wage system to generate income for local communities for their involvement in WASH projects. These communities are expected to play an important role in long-term maintenance and supervision of projects. "Without such a system, local consumers cannot abandon daily wage-earning pursuits simply to shoulder project responsibilities."

"(We) need to engage business (experts) in sanitation and water versus engaging water and sanitation experts in business."

"We visit them and refresh their knowledge periodically and help the community committee develop internal regulations to make the systems sustainable."

In addition to education and capacity-building, respondents also stressed the need for long term financing mechanisms and routine monitoring/knowledge-sharing to promote proper planning, continued service delivery support, and networking / learning from other organizations. Finally, respondents also emphasized that partnerships with local implementers and alignment of programs with local and national priorities are important for effective implementation.
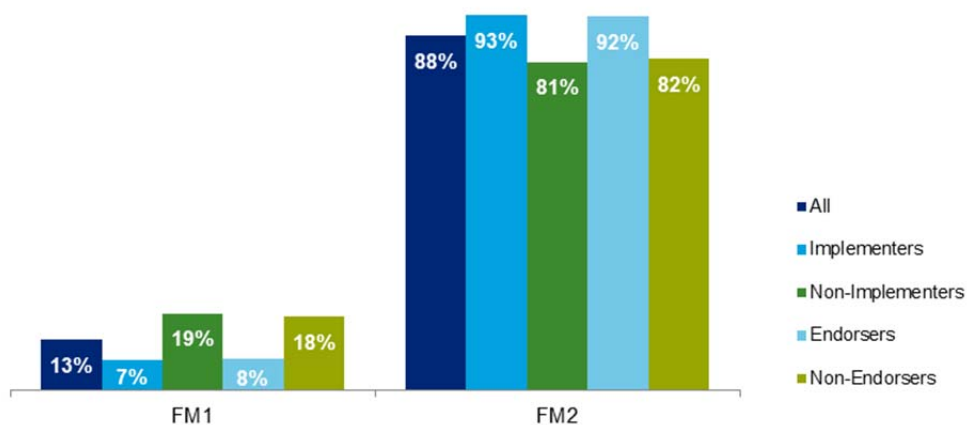
Financial Management

Relevant data points

a. Outside of the Strategy and Planning guiding area, the principle where respondents, on average, considered their organization most effective was FM1 - *Utilize financial resources for their intended purposes, as agreed-upon by all stakeholders, throughout the service delivery life-cycle*, thus ranking it as one of the most effective principles following SP1 and SP5.

    Figure 6 above illustrates a detailed comparison of the average level of effectiveness rated for each guiding principle.

b. Respondents ranked FM2 - *Establish a long-term financing plan that realistically accounts for all phases of the service delivery life-cycle* as one of the least effective across all guiding areas, with an average ranking of neutral.

c. When identifying the Financial Management principle where their organizations would most like to improve their effectiveness, 88% of respondents chose FM2, while only 12% chose FM1.

    Figure 16 below shows that this ranking was consistent by demographic group. In addition, respondents ranked FM2 as the principle in most need for improvement among all guiding principles in the Charter, as depicted in Figure 7 above.

Figure 16: Financial Management - Principles in most need of improvement by demographic group

Key findings

Although, on average, respondents ranked Financial Management overall as the guiding area of highest effectiveness relative to the other guiding areas, respondents also identified significant opportunities for improvement when ranking their organizations' effectiveness in applying individual Financial Management principles. This trend is indicative of a need for tools and methodologies to support financial planning and to help facilitate access to funding throughout the project life-cycle.

"We struggle to manage water projects throughout their life-cycle because donors tend to view them as one-off sponsorships, and there are no financial resources for long-term monitoring … long-term monitoring cannot happen without additional financial support."

While many respondents indicated that their organizations are highly effective in applying principle FM1 given their ability to manage, audit, and clearly report on the use of financial resources, their organizations are equally less effective in applying principle FM2 due to the need for financial planning mechanisms, tools, and plans as a means to better calculate service delivery life-cycle costs. This is an area that remains a challenge for many organizations, as shared throughout the survey.

The quantitative findings are supported by respondents who explicitly stated that long-term financing is a challenge, emphasizing the lack of consistent financial management and risk planning tools in this space. Respondents viewed the limited availability of long-term financing opportunities, either via donor agencies or local funding schemes, as a major hurdle for program continuity and post-implementation monitoring, specifically with regards to rural projects.

"All projects should have a way of collecting money from community members to contribute to the sustainability of the infrastructure."

Some respondents emphasized the need to integrate long-term and post-implementation funding into the early strategy and planning phases. Realizing the difficulty of securing long-term funding from donors, a number of respondents focused on the need for sustainable funding mechanisms, such as community payment systems, and establishing income-generating mechanisms for local committees to maintain and supervise projects after implementation.

In addition, respondents identified the following needs and/or opportunities for improvement or innovation in the guiding area of Financial Management:

- Easy to use financial risk planning tools to educate and train implementing organizations on how long their investments are likely to last.

- Additional tools to help estimate life-cycle costs, including methods to ensure that systems can be repaired or replaced appropriately.

- Leading practices and training techniques to promote and support the maintenance of community long-term financing plans.

- Insights into the budgets that are maintained by local governments and ministries (of health, education, etc.) to understand funding available for water and sanitation activities.

- Micro-financing opportunities and long-term funding mechanisms that defray the cost of long-term follow-up.

"We are very weak on long term financing. We try to make the projects sustainable as fast as possible, so we do not need long term financing for specific projects."

Reporting and Knowledge-Sharing

Relevant data points

a. On average, when ranking their organizations' effectiveness in applying the Reporting and Knowledge-Sharing principles, respondents ranked all three principles as relatively equal, with a range between neutral and effective, as shown in Figure 17 below.

Figure 17: Reporting and Knowledge-Sharing - Average level of effectiveness by principle
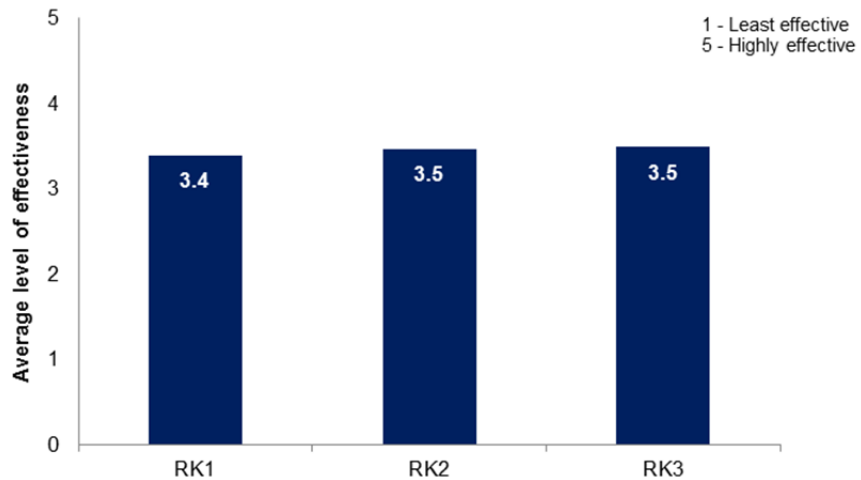
b. When asked to identify Reporting and Knowledge-Sharing principle where they would most like to improve their organizations' effectiveness, 48% of respondents selected RK2, and 43% chose RK1. There was consistency between Implementers and Endorsers in rating RK1 as the principle in greatest need of improvement, compared to Non-Implementers and Non-Endorsers who favored RK2. Figure 18 below highlights this trend accordingly.

Figure 18: Reporting and Knowledge-Sharing - Principles in most need of improvement by demographic group
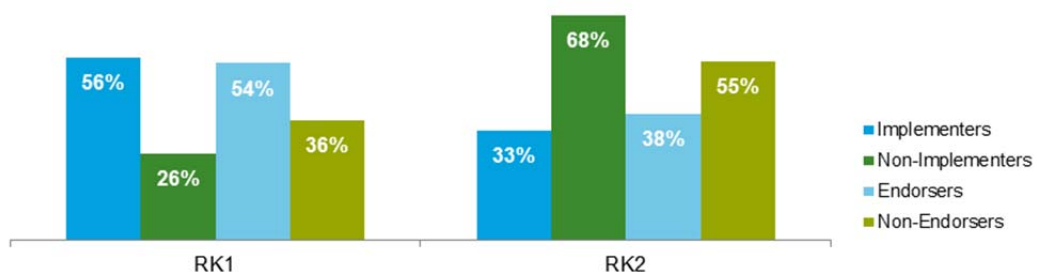
To understand this trend, we considered that approximately 65% of survey respondents designated as Endorsers are also Implementers. In addition, the nature of the two principles may help to explain this trend. Specifically, RK1 focuses on utilizing consistent metrics, evaluation criteria, and tools to monitor and measure performance relative to long-term service delivery throughout the solution life-cycle. This principle is relatively tactical and pertinent to the focus that implementing organizations have when delivering WASH services.

On the other hand, RK2, which focuses on sharing lessons learned and data in order to foster continuous improvement throughout the sector, is of particular concern to those organizations who are less connected to the day-to-day activities associated with the implementing WASH services and who want to ensure that data gathered and lessons learned during the WASH service delivery life-cycle shared with others in the sector.

Key findings

Almost 50% of respondents identified the principle relating to sharing data and lessons learned as the most in need of improvement within their organizations. This data point is consistent with an ongoing emphasis in the sector on developing and improving information exchange platforms to serve as tools enabling collaboration, transparency, and greater accountability.

Figure 7 above compares the response rate of all respondents in identifying those principles requiring the most need for improvement within each guiding area. In the chart, RK2 (related to sharing data and lessons learned) received 48% of responses within the Reporting and Knowledge-Sharing guiding area.

"Sector trends must shift so that implementers are not punished for sharing information about project failures."

In providing feedback for each of the other guiding areas above, in addition to Reporting and Knowledge-Sharing, respondents explicitly identified the need for leading practices, methodologies, and tools to enable proper sharing of knowledge, lessons learned, data, and next steps among organizations operating in the WASH sector. Respondents who rated their organizations' level of effectiveness as high in the guiding area of Reporting and Knowledge-Sharing cited specific examples of partnering and networking with other WASH organizations to share lessons learned, as well as collecting data for their projects and programs that can be shared throughout the sector.

"Our main issue in knowledge-sharing has been resource issues. We are an open source organization but have not had the resources to extract, capture and document lessons learned to the degree we would like to."

In addition, respondents identified the following needs and/or opportunities for improvement or innovation in the guiding area of Reporting and Knowledge-Sharing:

- Knowledge-sharing tools that engage local stakeholders and allow for better decision-making at the community level, not just those that focus on "headquarter" audiences.

- Sharing of, and consideration for, failures (not just successes) within the sector.

- Simple platforms that summarize findings, lessons learned, next steps, and ongoing and completed projects.

- Common databases of country-level information that all stakeholders can access and use.

- Methods to share and leverage research that is taking place within academic institutions throughout the sector.

Similarly, Implementers primarily identified adequate monitoring and evaluation indicators and methodologies as essential tools for performance monitoring throughout the service delivery life-cycle.

"We monitor predictors of sustainability, but monitoring throughout the solution life-cycle is a very tall order and a component of the Charter that we are currently unable to comply with."

Sharing impact assessment results on public databases enables learning, trend monitoring, transparency, and accountability.

Figure 7 above compares the response rate of all respondents in identifying those principles requiring the most need for improvement within each guiding area. In the chart, RK1, which relates to establishing and utilizing metrics to measure and monitor performance, received 43% of responses within the Reporting and Knowledge-Sharing

guiding area. In addition, Figure 18 above highlights the need for improvement in this guiding area as indicated by responses received from Implementers and Charter Endorsers.

Several respondents supported their ratings in this guiding area by explicitly stating the need for additional funding to support long-term monitoring, as well as the need for effective, realistic, and common indicators that can be used across WASH service delivery efforts. Feedback received related to these Reporting and Knowledge-Sharing concepts were also linked to the other guiding areas, identifying opportunities for monitoring and evaluation tools to enable organizational effectiveness with strategy and planning, governance and accountability, and financial management. While most respondents identified the critical need for, and importance of, evaluations, some respondents also cited evaluations as "costly, time-consuming, and often distracting."

For those organizations that identified themselves as effective in this guiding area, they cited specific practices, including:

- Identifying targets to measure success.

- Leveraging specific tools to help determine the effectiveness and sustainability of project implementation.

- Establishing budgeting, accounting, and monitoring frameworks for the organizational program areas.

"Evaluation and impact assessments are critical to determining effectiveness and sustainability of implementations."

- Collectively defining and measuring a variety of indicators, such as operational sustainability (users' perceptions of service, cost recovery) and health (reported diarrhea, height for weight), which have enabled the sharing of data collection instruments and findings.

- Utilizing consistent metrics and monitoring tools in pilot programs.

- Allocating a full-time resource, who is solely responsible for monitoring and evaluation, and maintaining tools for both monitoring and evaluation.

- Monitoring of activities is not just conducted by the project managers, but also by local stakeholders.

- Delivering demonstration projects to measure effectiveness of the program in one community, and applying lessons learned from these projects in another community.

Going forward

Achieving sustainable WASH solutions requires a commitment to addressing the life cycle of a program -- from planning to execution and monitoring. Successful WASH solutions integrate sound governance and accountability, long-term financial planning built on leading practices, and lessons learned from monitoring and reporting and sector-wide knowledge sharing. As the WASH Sustainability Charter becomes recognized as a foundational statement of principles in the WASH sector, many stakeholders are looking at how best to use it to substantively improve their outcomes.

The survey results and data gathered and presented herein help to provide a foundation for the continued improvement of sustainability throughout the WASH sector and to identify specific needs and opportunities for continued focus and improvement. The information collected throughout the survey around leading sustainability practices, tools, and methodologies will be used in the coming months to help develop a sustainability resource database and knowledge portal on SustainableWASH.org. This portal will allow users to access resources that can assist with the integration of the WASH Charter principles into their organizations' strategy, management, and operations. It is also our desire that the areas identified for improvement through this survey can provide a baseline and foundation for continued conversation and collective growth.

Building on the stakeholder assessment demonstrated through this survey, Global Water Challenge is joining several leading organizations to develop an evaluation process based on the framework of the WASH Sustainability Charter. This process will empower WASH stakeholders to thoroughly examine their implementation of the WASH Sustainability guiding principles. Such evaluation is an excellent mechanism for organizational learning that will guide existing and prospective endorsers through a process of internal review to identify strengths, weaknesses, and opportunities to enhance practices around sustainability. In tandem with the resource database being developed for SustainableWASH.org, a comprehensive approach to improving and, ultimately achieving sustainability will become widely accessible.

It is the goal of these efforts to assist stakeholders throughout the WASH sector in their pursuit of lasting impacts on the lives of communities around the globe. While sustainability, as this report clearly shows, is a challenge, through committed work and diligent collaboration, we can move towards our shared vision of WASH as a truly sustainable service.

Appendix

Appendix A:
About Global Water Challenge

Founded in 2006, Global Water Challenge (GWC) is a nonprofit coalition of corporations, NGOs, foundations and other leading stakeholders in the water and sanitation sector that works to accelerate progress toward universal coverage of Water, Sanitation and Hygiene (WASH). Drawing upon the experience, expertise and assets of its members, GWC creates partnerships that achieve far greater results than any one organization could achieve by itself. Since its inception, GWC has proven to be a powerful catalyst for fostering collective action in the water sector. GWC serves three core functions:

Connecting

GWC is a platform for collaboration that unites corporations, implementing nonprofits, research institutes and governmental agencies in partnerships that leverage their unique resources and expertise to improve water, sanitation and hygiene conditions globally. In addition, GWC connects citizens with policymakers to increase the priority placed on water and sanitation globally.

Investing

GWC has invested in and collaborated with members on more than a dozen innovative programs in countries around the world. Some examples include:

Schools Programs: GWC's investment in schools programs has benefited nearly 500,000 students in Kenya, El Salvador, Guatemala, Honduras, Nicaragua, Tanzania, Mexico and India. These programs have enhanced children's health and education, paving the way for more opportunities for the students, their families and their countries. GWC is also a partner in the Ambassador's WASH in Schools (A-WASH) initiative, which engages participating U.S. Ambassadors in support of WASH in schools programs.

Ashoka Changemakers: In 2008, GWC and Ashoka Changemakers partnered to find and support social entrepreneurs with groundbreaking approaches to water and sanitation delivery. GWC supported pilot programs that tested these innovative approaches to addressing WASH issues.

Learning

GWC is committed to improving the long-term impact of investments in the sector. Working with its members and other partners, GWC identifies and shares important lessons learned and best practices to improve future outcomes. GWC's commitment to sustainability includes championing the development of the WASH Sustainability Charter, a collaboratively-developed mission and set of guiding principles to advance sustainable solutions in water, sanitation, and hygiene education.

Building off the successes of its first three years, GWC formed a strategic alliance with the Global Environment & Technology Foundation (GETF) in April 2010. GETF's experience in creating public-private partnerships will help GWC achieve its mission of accelerating the flow of clean water and sanitation to those most in need.

For more information on GWC and its activities, visit GWC's website at www.globalwaterchallenge.org, and its Facebook and Twitter pages.

Appendix B:
About Deloitte

A global organization

Through member firms of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, tens of thousands of dedicated professionals throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates and are separate and distinct legal entities. With a globally connected network of member firms in more than 140 countries, Deloitte has access to world-class capabilities and deep local knowledge to help clients succeed wherever they operate. Member firms of approximately 175,000 professionals are committed to becoming the standard of excellence.

Specializing in the not-for-profit industry

In conjunction with our service to some of the world's leading businesses, we are proud to serve more than 1,500 not-for-profit clients nationally. We have developed a reputation for leadership in this arena because of the not-for-profit clients we serve, our knowledge and understanding of the challenges they face, and our involvement in not-for-profit affairs. Deloitte brings breadth of experience serving not-for-profit organizations, supported by specialized skills and experience necessary to effectively serve these organizations.
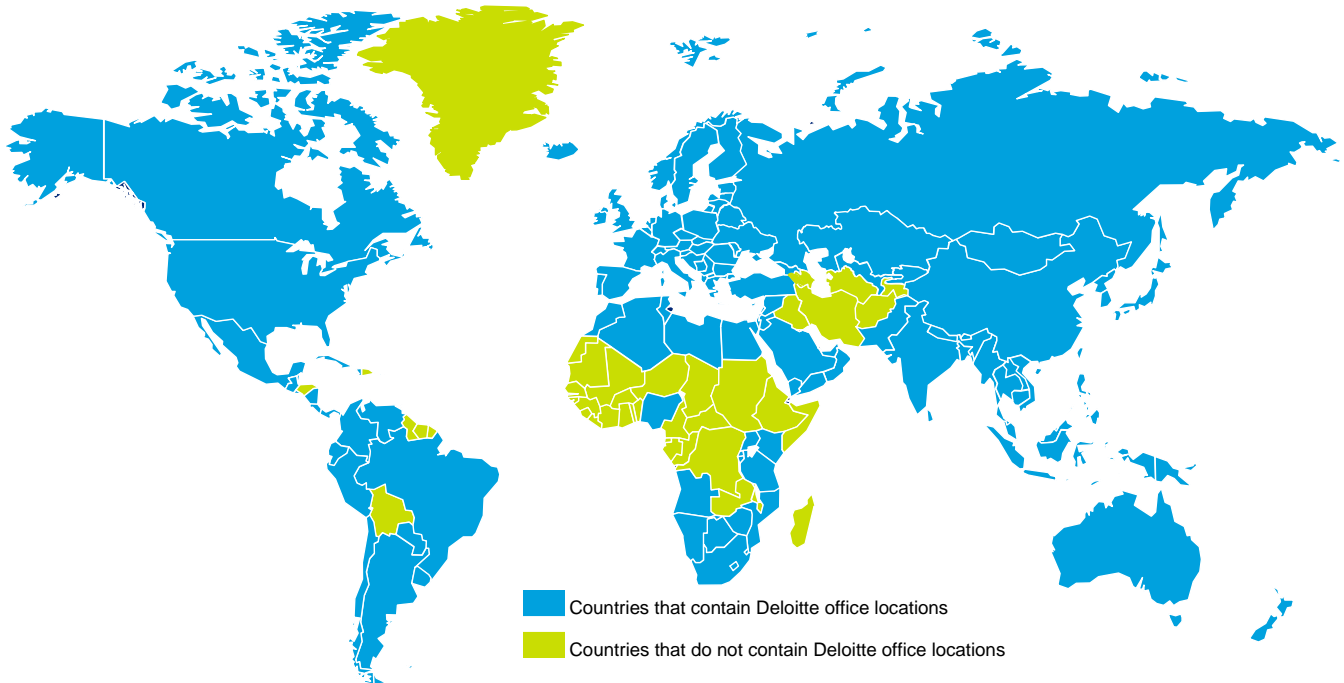
Deloitte's more than 500 not-for-profit specialists offer services tailored specifically to the needs of these unique organizations. Our services to not-for-profit organizations include assurance and advisory, strategy and operations, enterprise risk management, corporate governance, restructuring, and tax reporting. As part of these services and our commitment to our clients, we help not-for-profit organizations educate and empower their executive management teams, boards, and audit committees.

Since 2009, Deloitte has been providing a variety of strategic consulting services to the Global Water Challenge (GWC) in support of its mission and overall business objectives, assisting the organization in the areas of:

- Organizational strategy and consulting

- Risk management

- Financial management

- Business process re-engineering

- Research, communications, and marketing

As part of its work with GWC, Deloitte has served as a key contributor to the development of the WASH Sustainability Charter. In addition, Deloitte has assisted GWC in developing, distributing, and analyzing the survey documented throughout this report.

World map – Deloitte locations

■ Countries that contain Deloitte office locations

■ Countries that do not contain Deloitte office locations

Asia Pacific
Australia (includes Papua New Guinea)
China (includes the Chinese mainland, Hong Kong SAR, and Macau SAR)
Fiji
Guam (includes Federated States of Micronesia, the Republic of the Marshall Islands, the Northern Mariana Islands, and the Republic of Palau)
India
Indonesia
Japan
Korea
Malaysia
New Zealand (includes Fiji and the Cook Islands)
Pakistan

Philippines
Singapore
Taiwan
Thailand
Vietnam

Canada

EMEA
Albania
Algeria
Austria
Azerbaijan
Bahrain
Belarus
Bosnia and Herzegovina
Bulgaria
Croatia
Cyprus
Czech Republic
Denmark

Egypt
Estonia
Finland
France
FYR Macedonia
Gaza Strip/West Bank
Georgia
Germany
Gibraltar
Greece
Hungary
Iceland
Ireland
Israel
Italy
Jordan
Kazakhstan
Kenya (includes Tanzania and Uganda)
Kyrgyzstan
Kuwait

Latvia
Lebanon
Libya
Lithuania
Luxembourg
Malta
Moldova
Morocco
Netherlands
Nigeria
Norway
Oman
Poland
Portugal
Qatar
Romania
Russia
Saudi Arabia
Serbia and Montenegro
Slovak Republic
Slovenia

South Africa (includes Angola, Botswana, Malawi, Mozambique, Namibia, Swaziland, and Zimbabwe)
Spain
Sweden
Switzerland
Syria
Tunisia
Turkey
United Arab Emirates
United Kingdom
Uzbekistan
Yemen

LACRO
Argentina
Aruba/Netherlands Antilles
Bahamas
Barbados

Bermuda
British Virgin Islands
Cayman Islands
Chile
Colombia
Costa Rica
Ecuador
Guatemala
Jamaica
Mexico
Nicaragua
Panama
Paraguay
Peru
Uruguay
Venezuela

United States

Appendix C:
WASH Sustainability Charter

PREAMBLE

We, the undersigned, believe:

- That the lasting provision of safe water, sanitation, and hygiene education (WASH) is a leading development priority of our time. Around the world, almost one billion people live without access to improved water sources, while 2.6 billion people live without access to adequate sanitation facilities;

- That the lasting provision of safe water, sanitation, and hygiene education is key to sustaining human health, education, and economic development, empowering women, and maintaining ecosystems that support all life;

- That sustainability requires the development of meaningful partnerships that recognize the diverse roles of all actors, including communities, governments, donors, implementers, and all other stakeholders;

- That our efforts to promote ongoing safe water, sanitation, and hygiene education are critical to the stability and development of communities around the world and can end the needless suffering and premature death of men, women, and children due to waterborne illness;

- That there are still enormous systemic challenges to providing sustainable safe water, sanitation, and hygiene services in many countries. Most critically, many of those who may have benefited in the short-term from WASH projects now have systems that are not working adequately, or have failed completely.

- That the premature failure of these solutions is unacceptable.

The first steps in partnering to address these systemic challenges are to build on our successes, learn from our failures, and agree on a shared vision of sustainable WASH services regardless of one's role or perspective. Specifically, WASH should be viewed in the developing world as it is in the developed world – as a service, not as a project.

Together, we propose to advance sustainable solutions[i] in water, sanitation, and hygiene education through the following mission and guiding principles. These are intended to serve as a common framework that stakeholders[ii] in the sector can agree upon when collaborating with communities in pursuit of these basic services[iii] around the world.

MISSION

To collaboratively promote the delivery of safe water, sanitation, and hygiene services that produce high-quality, lasting benefits to consumers.

PURPOSE

This Charter seeks to align WASH stakeholders around collaboratively developed sustainability principles and catalyze adoption of these principles around the world. In recognition of the many approaches to achieving each principle, the Charter provides a framework for the development of corresponding leading practices and metrics to facilitate ongoing learning rather than prescribing specific practices to achieve these principles.

Those endorsing this Charter will strive to incorporate these principles and actively promote WASH sustainability throughout their work. The Charter is an aspirational document, not a governing one. Endorsers agree to pursue the mission and strive towards the principles incorporated in the Charter. It is intended that WASH stakeholders will encourage and assist each other in applying the Charter's principles, and ultimately, in improving the sustainability of WASH services around the world.

SUSTAINABILITY GUIDING PRINCIPLES

This mission will be enabled by guiding principles in the areas of:

Strategy and Planning

In order to ensure that WASH services are properly planned, designed for long-term operation, and coordinated with the local community and other stakeholders, we will:

1. Consider solutions that are equitable, environmentally-friendly, and well-suited to the specific needs and long-term operations and maintenance capabilities of the local community.

2. Align planning efforts with other stakeholders, including development organizations and national/local governments.

3. Meaningfully include consumers and other stakeholders throughout the planning and budgeting processes.

4. Assess full life-cycle[iv] risks during planning and develop appropriate risk mitigation strategies.

5. Consider the long-term education, capacity-building, and training needs of stakeholders.

Governance and Accountability

In order to ensure effective management of resources and communication amongst stakeholders, we will:

1. Clearly articulate and document roles, responsibilities, commitments, and expectations of all stakeholders while recognizing the central role of women in WASH solutions.

2. Promote and deliver programs where all stakeholders are accountable to each other and operate in a transparent manner.

3. Evaluate the capabilities and capacity of the consumers, community, and service providers when determining their roles in ongoing service delivery.

Service Delivery Support

In order to ensure that an operational infrastructure is in place to meet ongoing service delivery needs, we will:

1. Develop and promote a local operational infrastructure (e.g. replacement parts, curriculum, maintenance capability, supplier network, etc.) that enables long-term service delivery.

2. Prepare the consumers and/or other stakeholders to take responsibility for the service delivery support processes.

3. Establish mechanisms to educate stakeholders and to ensure that education transmission is sustained over time.

Financial Management

In order to ensure that capital is available to meet the full life-cycle costs associated with ongoing service delivery, we will:

1. Utilize financial resources for their intended purposes, as agreed-upon by all stakeholders, throughout the service delivery life-cycle.

2. Establish a long-term financing plan that realistically accounts for all phases of the service delivery life-cycle.

Reporting and Knowledge-Sharing

In order to ensure timely identification of service delivery challenges and to continuously improve our efforts, we will:

1. Utilize appropriate and consistent metrics, evaluation criteria, and tools to monitor and measure performance relative to long-term service delivery throughout the solution life-cycle (including post-implementation phases).

2. Share data and lessons learned – both from failures and successes – in order to provide continuous improvement throughout the sector.

3. Adopt and use consistent financial and operational reporting frameworks.

i: Solutions – Refers to the system or approach used to improve the delivery of water, sanitation, and hygiene in a particular geographic area.

ii: Stakeholders – Refers to a collective group of individuals (e.g. consumers), organizations (e.g. donors, NGOs, implementers, corporations), and other entities (e.g. local and national governments, private sector actors, ministries of health, etc.) that have an interest or stake in the delivery of WASH services for a particular geographic area.

iii: Services – Refers to the ongoing delivery of WASH solutions in a particular geographic area. Often this term is used in contrast with projects/programs, with emphasis on the implementation of temporary WASH solutions (often interventions) for a specific community or geographic area.

iv: Life-Cycle – Refers to all stages of a WASH service improvement, from the preliminary needs assessment through the post-implementation period.