SUSTAINABLE WATER & SANITATION SERVICES AT SCALE: CHANGING THE BUSINESS AS USUAL APPROACH

Washington, D.C., October 12, 2010

I. BACKGROUND

The premature failure of water, sanitation and hygiene (WASH) interventions 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 not good enough. This was the focus of a one day workshop of - Sustainable Water & Sanitation Services at Scale: Changing the Business as Usual Approach - held in Washington, D.C. on 12 October 2010. This workshop brought together over 70 participants, from 50 U.S. based organizations, all of whom work in the water, sanitation and hygiene (WASH) sector; including a range of donors, implementing agencies (both large NGOs and smaller charity groups), advocacy organizations and academic or research bodies. The full list of participants is given at annex 1 and the overall program of the day in annex 2.

The discussions were hosted by the IRC Water and Sanitation Research Centre (IRC), in partnership with Aguaconsult and Water for People. Financial support for the event was provided by USAID and the Bill and Melinda Gates Foundation (BMGF). Participants delved into discussion and debate on how to better provide sustainable services at scale in the sector.

II. INTRODUCTION AND EXPECTATIONS

Following his welcome and opening remarks, Harold Lockwood of Aguaconsult, invited Rachel Cardone of the BMGF and Sharon Murray of USAID to share their reflections on the context for this event and how the topic of improving sustainability was being approached by their respective organizations. Both speakers reflected common ground and a consensus that the conversation in the WASH sector is shifting away from hardware or infrastructure-driven approaches only and toward the more holistic approach of evaluating the complete delivery system, which targets the challenges of poor sustainability. Additionally, there was a renewed emphasis placed on the need for WASH advocacy work, particularly in the U.S. space, to take advantage of growing interest from senior government leaders in this topic (Secretary Clinton and USAID director, Raj Shah). Both speakers were clear to state that the 'business as usual approach' is not showing the level of results the sector needs. Both also stated that they are excited to work with the larger group to start generating new ideas and solutions looking forward to new ways of 'doing business'.

Following these reflections on the part of the two donor organizations, Harold went on to introduce the agenda for the day which included three main sessions or blocks: firstly to un-pack and debate the challenges and constraints of the 'business as usual approach'; secondly to look at concepts of a new way of working and the practical tools and strategies to put these into practice to overcome some of these challenges; and lastly a session devoted to defining some commitments of participants for moving forward.

The main objectives that had been defined by the event organizers included the following:

1. Promoting a dialogue and debate on the 'business as usual approach' and potential for change;

2. Promoting sustainability and working at scale;

3. Exchanging of ideas on practical actions and seeking commitment for change.

As part of the dialogue in this session, the participants shared their own expectations for the workshop as well as the challenges that are faced working as a donor, implementing agency, advocate or researcher in the sector. A significant number of organizations identified themselves as playing two or more of these roles simultaneously, with many seeing this as an advantage rather than a constraint. One participant from a contracting company reflected that there should have been more focus on the private sector in the participants. Some of the expectations and reflections of the participants are given in box 1.

> ## Box 1:
> ## Expectations and reflections of participants
>
> "Noting that his urban WASH toolkit is robust, Carl Mitchell from **USAID** hoped to walk away with at least one tool to add to his peri-urban and rural WASH toolkit.
>
> "Lisa Nash from **Blue Planet Network** hoped to discuss creating a global, online network where donors and implementers could share their tools and experiences in one space. She recognizes that good tools already exist, but they are not always readily and willingly shared; even with our fellow partners in this effort.
>
> "Stephanie Fast from **Glimmer of Hope** highlighted a challenge as both a donor and implementer. Often times there is competition between implementers thereby making it difficult for "them" to focus on addressing WASH sustainability and services in a holistic manner which makes it difficult to meet the expectations of the donor and donor money.

III. UNDERSTANDING THE CHALLENGES OF THE BUSINESS AS USUAL APPROACH

In the first content session of the day, Harold Lockwood presented an historical perspective of the development of the WASH sector and some of the challenges that have emerged. This analysis was based on some of the thinking behind the development of the Sustainable Services at Scale initiative and the work of Water for People on re-thinking hydro-philanthropy in the sector[1].

In the last 20 years there has been progress made in the WASH sector; much of it has been through an increase in community participation and hardware. However, in peri-urban and rural areas emphasis has been limited. It only addresses specific elements of the broader puzzle: the gender aspect, or the supply aspect, or the water source protection aspect, etc; thereby neglecting consideration of the broader puzzle. The outcome of this neglect is a high level of failure (30 - 40%), wasted development partnerships and ineffective community and national investments.

The sector consistently focuses its work at the community level, where evidence is beginning to show that such a focus does not provide the ability to scale up. The sector has invested heavily in hardware but has not given software the same attention; this makes it challenging for communities to develop the capacity to support the investments that are made. There is also a persistent lack of coordination and harmonization across the sector; this makes aid ineffective in the long run because the delivered infrastructure/services become largely unsustainable. It is at this point in the discussion that the participants seemed to be aware of the need for further investment in "capacity building". Some attendees also recognized and emphasized the need for organizations to invest in further efforts to analyze past projects and programs to monitor sustainability.

A film - 'What If'

Picking up on the start of the discussion around sustainability, Ton Schouten of the IRC shared a provocative (mostly silent) film showing what it could be like if service delivery were the way forward. The audience watched as the film portrayed and reflected the real voices and concerns, hopes and aspirations of community members. The film shows the struggles and issues connected with NGOs, local and national governments in WASH projects as they discussed issues of accountability, and working toward solutions to the day-to-day challenges affecting them and the interventions in their community.

A still photograph and caption from the film 'What if'

'What if …'

…resources from all projects were brought together and aligned to provide a water service to people in the district?

Wouldn't that make water services more reliable?

Wouldn't that make people more confident?

…what if?

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1. The main elements of this analysis were presented in a short concept note prepared for the workshop; 'Sustainable Water and Sanitation Services at Scale: changing the 'Business as Usual Approach' written by Harold Lockwood (Aguaconsult), Susan Davis (Water for People) and Merri Wieiger (USAID) incorporating important concepts and approaches developed by the IRC, International Water and Sanitation Centre of the Netherlands developed as part of the Sustainable Services at Scale (Triple-S) and WASHCost projects.

Following the film, there was an opportunity for questions and reflections during which Ton also described how the Triple S initiative is working towards more sustainable service delivery through taking a principles-based approach, which defines generic principles and the levels of intervention that countries can work at to improve service delivery.

Introducing the Service Delivery Approach

Following the film and discussion there was a presentation made by Patrick Moriarty of IRC to outline the main concept of the Service Delivery Approach, or SDA, which captures the main shift in emphasis from a project-based or infrastructure approach to one based on the idea of delivering an indefinite service, including all of the associated costs and support systems. Using his recent experience of working with sector change processes in Ghana and other interventions, including in

Andhra Pradesh in India, Patrick's presentation centered on the need for a defined level of service, which can be commonly adopted and widely shared in a country.

The main elements of the Service Delivery Approach include ensuring that life-cycle costs are accounted for, post-construction support is provided and that capacity is supported at different levels of the sector. An example of a handpump was used to show what happens when operational expenditures for maintenance are neglected in decision-making (i.e. the relatively less expensive handpump unit is not repaired regularly or replaced); the major capital expenditure will eventually fail (i.e. the major investment of sinking and lining a borehole). In the SDA vision for the sector both capital and operational expenditures would have been considered, as well as direct and indirect support costs.

Taking a break between presentations, Patrick and Harold provided responses to a wide variety of questions from the audience, some of which are highlighted in box 2.

Box 2: Q&A session on the Service Delivery Approach

Q: How do organizations get the poorest countries to the top of the service ladder, considering that there are other, more affluent countries that are further ahead?

A: The service ladder doesn't require all countries to be at the same economic level. Countries tend to hover at the level that is best for them at the time. For example, Ghana has 80% coverage with basic services so the government is starting to look at how they can make this level of service sustainable. But Mozambique barely has 20% coverage so they are not looking at sustainability at this point; they are looking to increase the amount of basic coverage they can provide right now. It wouldn't be fair to compare the two.

Q: Shouldn't the sector still be trying to generate or identify "demand" and "willingness to pay" models for services?

A: Governments may have to accept that peri-urban and rural areas may require subsidies of some kind for a long period of time. In the U.S. and Europe there are still subsidies provided to certain areas.

The sustainability continuum exercise

Following the presentation on the SDA, the first major exercise of the day was facilitated by Merri Weinger of USAID. This involved asking participants to make an honest reflection on how their own organization was doing in regard to sustainability and where they might place themselves on the 'sustainability continuum', which was introduced by Harold (see figure 1 below). This practical exercise involved representatives from each organization placing themselves on the flipchart continuum with sticky pads showing their name - the flipchart continuum was about 60 feet long!

The participants were then instructed to carry out a type of 'speed dating' exercise, by pairing off with another participant from a different organization and having a four minute discussion, with each one explaining why they placed their organization where they did on the continuum flipchart and what factors were preventing or constraining them towards working in a more 'service orientated' way. People were also asked to discuss whether they agreed with this type of concept of a continuum. There were three rounds of speed dating and the discussions were extremely focused and intense (as well as loud!) with some 35 or so pairs of people talking about the issues raised on the continuum.

Speed dating
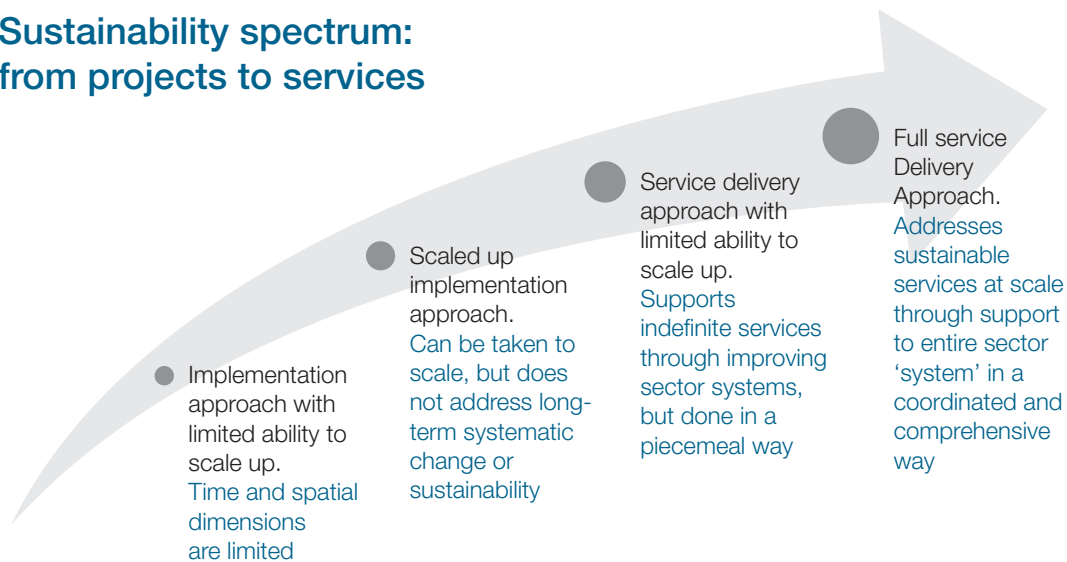

Picking a spot on the continuum

As participants shared why they placed their organization in one area versus another, others would explain that they would now make a change to where they had originally listed themselves. Those who wanted to shift their organization's location on the continuum usually said they would shift their organization from the right to the left. Other organizations were in a wide variety of places along the continuum, explaining that some of their work was more or less advanced depending on the resources and capacity within a country. The final themes drawn out from the continuum exercise seemed to be indicative of much of the rest of the day's discussions. Highlighted themes were the on-going stance between donors and implementers and the need to measure beneficiaries versus sustainability, and recognition that some organizations intend to work on the left side of the continuum because this the immediate level of need and capacity some regions can support.

Figure 1: the Sustainability continuum excercise

Sustainability spectrum: from projects to services

Implementation approach with limited ability to scale up.
Time and spatial dimensions are limited

Scaled up implementation approach.
Can be taken to scale, but does not address long-term systematic change or sustainability

Service delivery approach with limited ability to scale up.
Supports indefinite services through improving sector systems, but done in a piecemeal way

Full service Delivery Approach.
Addresses sustainable services at scale through support to entire sector 'system' in a coordinated and comprehensive way
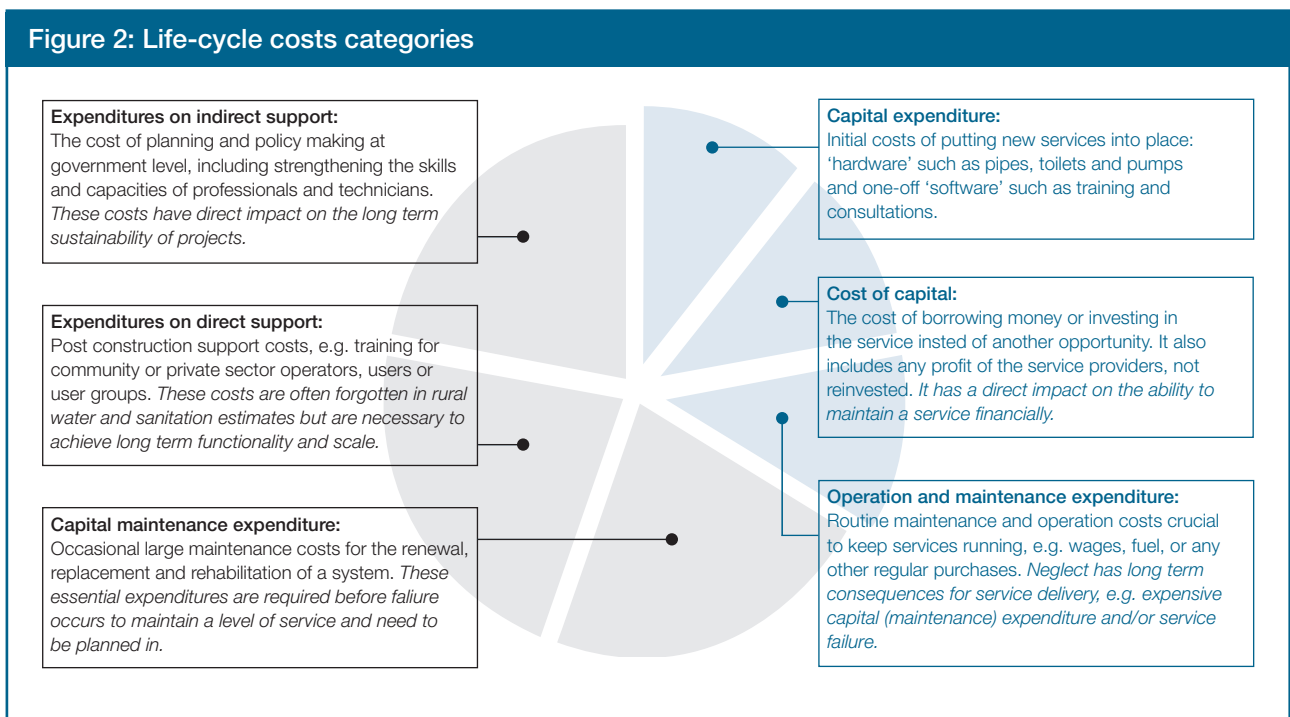
IV. CONCEPTS AND PRACTICAL TOOLS FOR A NEW WAY OF WORKING

Building on the presentation around the Service Delivery Approach and the warm-up sustainability continuum exercise, the next major block of the day was devoted to presenting some further concepts and experiences about new ways of conceiving more sustainable WASH services and experiences of transforming the way at least one organization does business.

The life-cycle cost approach

Catarina Fonseca of IRC presented the WASHCost Life-cycle Costing tool that has been developed under the BMGF-funded WASHCost project and which uses costing data to calculate the life-cycle cost of water and sanitation services in rural and peri-urban areas. Unlike urban utility services which typically calculate life-cycle costs, rural and peri-urban WASH services are often made on an ad-hoc basis and costing data is generally not captured. Collecting this data can be challenging because decisions about WASH services are often not made based on cost, and thus no data has been collected up to this point. However, knowing the life-cycle cost (for example, the difference in full costs for between a borehole and a hand pump) may significantly alter local and national government decisions on project financing, policy making, and other areas that can be linked to the Principles Framework. One of the key concepts presented by Catarina was the life-cycle cost categories shown in figure 2 below.

Figure 2: Life-cycle costs categories

Expenditures on indirect support:
The cost of planning and policy making at government level, including strengthening the skills and capacities of professionals and technicians. *These costs have direct impact on the long term sustainability of projects.*

Expenditures on direct support:
Post construction support costs, e.g. training for community or private sector operators, users or user groups. *These costs are often forgotten in rural water and sanitation estimates but are necessary to achieve long term functionality and scale.*

Capital maintenance expenditure:
Occasional large maintenance costs for the renewal, replacement and rehabilitation of a system. *These essential expenditures are required before faliure occurs to maintain a level of service and need to be planned in.*

Capital expenditure:
Initial costs of putting new services into place: 'hardware' such as pipes, toilets and pumps and one-off 'software' such as training and consultations.

Cost of capital:
The cost of borrowing money or investing in the service insted of another opportunity. It also includes any profit of the service providers, not reinvested. *It has a direct impact on the ability to maintain a service financially.*

Operation and maintenance expenditure:
Routine maintenance and operation costs crucial to keep services running, e.g. wages, fuel, or any other regular purchases. *Neglect has long term consequences for service delivery, e.g. expensive capital (maintenance) expenditure and/or service failure.*

Water for People: an organizational transition

Next, Ned Breslin of Water for People (WFP) described how the organization is attempting to shift its own business practices to be focused on sustainable outcomes and had developed a new tool, the Field Level Operations Watch (FLOW). In 2006, the organization stopped counting the number of beneficiaries or loans they made and instead decided that they would measure if water is flowing and if it is sustainable over time. Part of making this shift was to determine what "sustainability over time" meant to the organization. As a result WFP came up with four core indicators to be used when evaluating the sustainability of their water programs:

1. Does the water quality meet the host country's government standards over time?

2. Is the quantity of water that is available to households sufficient to meet the host country's government standards over time?

3. Is the water system inoperable for more than one day per month?

4. Does the number of users per water point meet the host country's government standards?

Next, WFP decided they would support a new method of evaluating the effectiveness of their core indicators with the "3, 6, 10" program they developed. The evaluation process includes a set of simple assessments of the status of a system over time (see box 3).

With the core indicators and 3, 6, 10 program evaluation in place, WFP measures the sustainability of their programs and benefits to the communities they serve. These tools also allow WFP to explicitly track their successes and failures to help them improve their programs.

Another major shift for the organization was the decision to fully embrace transparency. Rather than long-winded reports hidden from a wide audience and intended only for donors, WFP has worked on developing 'FLOW'. FLOW is a mapping and monitoring program used to track project and program changes over time; it is available as an open source tool. (To date, the tool has already jumped one sector, into health in India.) Along with this tool, WFP also functions as if there are not enough resources, forcing them to leverage their money with other organization and governments, while always pushing the issue of coverage. Admittedly, this is a new culture for WFP to work in, and an extremely messy process, but WFP is tackling 'business as usual' with a new reporting and transparency tool that accentuates accountability to those they serve.

Ned's presentation was met with positive feedback for taking a big risk in the WASH sector, but there was a persistent question around metrics and funding. How does the organization reconcile what the donor demands and what is good for the sector? Ned responded by saying, "We chucked beneficiaries as an indicator- it was the biggest thing we did". He followed-up by saying "frankly, we tell donors we don't want your money if you're basing off of MDGs".

Box 3:
Water for People's '3, 6, 10 evaluation:

- **3 years after a project's completion is there evidence that money is available for repairs, that repairs are happening, and the account is well managed?**

- **6 years following the project's completion is there enough money available to replace the most expensive part of the system?**

- **10 years following the project's completion is there enough money available to replace the entire water system? If this step is needed, can it be completed without the financial support of WFP or another NGO?**

Changing the way we do business: some practical examples

After lunch the workshop focus turned from concepts and theory to practice. How to make some of these changes? What can we do to start changing business as usual? To kick start this process, Ton Schouten of IRC made a brief presentation of some recent tools being used by different organizations - including donors, implementing NGOs and national governments - to address different elements of a more service-orientated approach. The participants were also provided with a one page summary of all of the following seven examples:

I. **Global expenditure review**
Plan International, organizational level
Assessment of unit costs, cost-sharing schemes and expenditure patterns in 45 Plan countries with the goal to calculate unit costs and expenditures for post-construction support

II. **Measuring dimensions of functionality**
Association of Municipalities Cochabamba, Bolivia
Checklist & reference values for measuring service provided and performance of service provider

III. **Indicators for transformative impact**
Water For People, organizational level
Measuring how many people still have services 3, 6 and 10 years following project completion.

IV. **Water-person-years (WPY)**
Fontes NGO, Uganda
Adding the time element to the coverage indicator for planning investments.

V. **Categorization of sustainability**
SANAA, National Autonomous Water and Sewerage Authority, Honduras
Monitoring status of system: infrastructure, management, organization, finances - with recommendations for improvement

VI. **Sustainability check**
DGIS (Dutch government) funded UNICEF programs, Mozambique
Independent audit / snap shot in sustainability of water services during and after program implementation

VII. **Principles framework**
Triple-S, Uganda, Ghana
Most important elements (32) to enable sustainable service delivery at four levels: service provision, decentralized, national, international. For guidance, assessment and planning

# Putting New Approaches into Practice: small group work

In the main session of the afternoon a small group work exercise gave participants further opportunity to explore how they could work together by using some of these concepts and tools and to take practical action toward solving the challenges facing them in their organizations. To do this participants divided themselves across six regions (where they thought they had the most presence or experience) and each group was then tasked to work through a 'story' about putting change into practice, about the strategies for doing this and to think through the likely obstacles from different perspectives. Working on this assignment was challenging, not least because each group contained a mix of participants (by organization type) and a range of perceptions and understanding of different elements of the service delivery approach concepts. Groups were instructed to organize themselves with a facilitator and rapporteur and were asked to then give a five minute presentation to the larger group for comments and discussion. The main elements of their presentations were captured as follows:

- The **East Africa** group took a practical approach with thought put into the development of a set of common standards and indicators for measurement and evaluation. They would seek cost effective standards that would also meet country standards and receive widespread buy-in. Implementing M&E standards would leverage strengths from academics, missionaries and in-country resources (i.e. local students), could be implemented within a coalition and would help to build local capacity at the government level. However, there would potentially be some obstacles, such as rules of funding, meeting donor expectations, overall commitment within organizations and resistance to changing the rules of engagement within a country.

- **Southern Africa** also recognized the need for consensus on measurement but made sure to consider what is realistic to achieve and to consider some indicators for accountability between customers and SPs. Potential obstacles with this approach could be constraints on donors and the ability of implementers to push back, as well as host countries having high profile risks. But one strategy to implement would be to develop a general consensus on indicators (FLOW or the Principles Frameworks could be the common thread); evaluation mechanisms would need to be put in place and possibly a watchdog agency could be developed to distribute and/or centralize information.

- The **West Africa** group focused on a specific problem in Liberia; broken wells that are in need of repair. They would use the integrated approach to enhance capacity building, business development services (with extra emphasis on private operation), new designs for cost, community involvement, required investment and financing. The strategy they would take is to do an initial assessment of the broken down systems and to re-align measurement and evaluation systems based on the assessments. Some major obstacles would be funding constraints, no accurate data to compare the assessments to, little improvement in the public sector and the risk of being too community focused, rather than systems focused.

- **Central and South America** started by defining what a success looks like: infrastructure is operating, people are using the infrastructure as intended, and both take place over the long-term. Success would be achieved by implementing an M&E component that implementers first embrace and that the community then carries on, and it would be a transparent tool. A charter on sustainability may also be helpful to achieve long term success. The primary obstacle foreseen would be financing because donors have a tendency to be inflexible and fund over short rather than the long-term.

- The **South Asia** group focused on what they termed the 'grease and glue' concept, and what it would really take for the service delivery approach to succeed. Keeping the user as the focus, 'grease' would be applied to make the chain "go" and 'glue' would be applied to "form" the chain. First, donors would need to design an incentive structure that changed indictors and facilitated policy change. Potentially this could lead to shifts in government policies to better support users and a continuing form of incentives from the top down for organizations that successfully 'grease and glue' the value chain in a country together.

South Asia 'grease and glue'
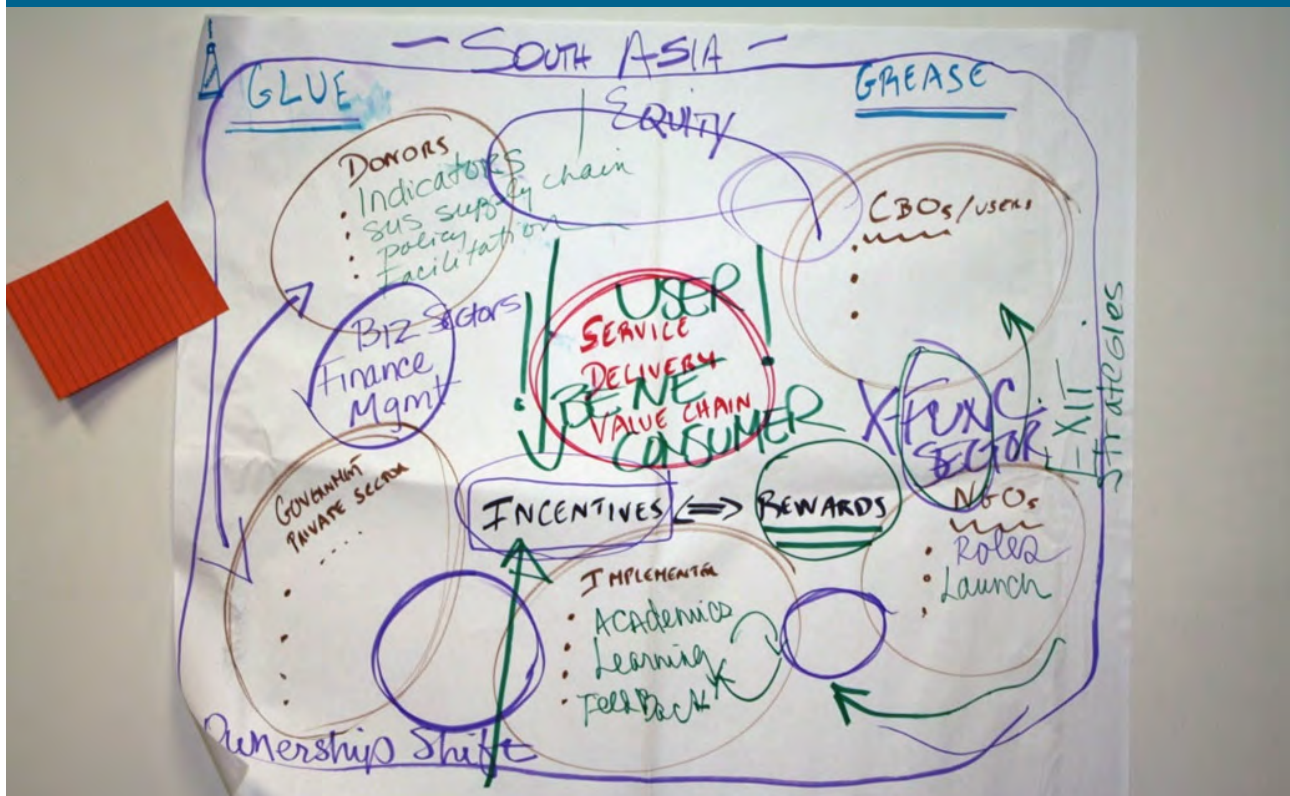
- The **South East Asia** group focused on adjusting Scopes of Work to include a sustainability component for which the donor and implementer will be accountable. Within this component of the SOW, donors and implementers would need to be receptive to 'emerging practices' and willing to take a long-term perspective on some programs that would normally be shorter. The strategy for success would include four parts:

  I.   Include the role of the local public and private sector in the development of the exit strategy, within the SOW.

  II. Hold a kick-off meeting at the start of each project/program to be sure everyone is on the same page.

  III. Consider lifetime costs when determining a project orprogram's viability.

  IV. Let go of bad ideas.

Based on the group work and presentations, Merri Weinger from USAID summarized the themes than ran throughout the day as well as through the presentations from the group work:

- Defining what success is for the sector and for organizations working in the sector.

- Defining what indicators should be used to measure success and sustainability, particularly the use of M&E across the sector.

- Assessing the value chain and greasing or gluing it where necessary.

- Donor commitment to include M&E aspects within future SOWs to better support sustainability, and to consider long-term grants.

- An invitation, at least from Ms. Weinger, for commitment on the part of implementers and to give 'push-back' on donors who do not adequately include sustainability issues in the design of programs.

V. ACTION PLANNING, PERSONAL COMMITMENTS AND NEXT STEPS

As a wrap-up to the day, Harold invited participants to think about how they could commit to putting some of the thinking and learning from this workshop into their everyday work and to share with colleagues. Before the final exercise, Susan Davis of WFP and James Dyett of the Global Environment and technology Foundation, GETF, presented a new web-portal that had been set up with support from the Global Water Challenge, GWC in order to facilitate the next steps of this group; the website address is: www.sustainableWASH.org. James also announced that there will be a follow-up meeting to this event supported by GWC to be held sometime in the early part of 2011.

Keeping in mind the presentations, themes and discussions during the day, Harold then asked the participants to complete an Action Plan & Commitment sheet to make a personal statement about how they would promote a new way of working and keep the conversation from the workshop on-going. Some examples were given, including holding a brown bag lunch, exchange of concepts and ideas with colleagues, all the way through to establishing a community of practice. Participants were then given time to reflect and discuss and to list up to three actions or commitments that they will be able to follow-up internally within their own organization after the meeting. They were also asked if they had any suggestions for follow-up to the event.

This process resulted in 47 individuals making action plans and commitments to sustainability on behalf of their organizations; of these, 13 explicitly asked not to have their detailed comments made public. One example of the action planning and commitment format is given in box 4 below. Some examples of the types of statements and commitments being made included the following:

'As an organization we are going to define expectations for sustainability'
Val Johnson, H2O for Life

'Conduct a follow-up meeting within PATH to share discussion, tools and approaches from the workshop' Kendra Chappell, PATH

'Push for better articulation of 'sustainability' in water supply and sanitation access grant solicitations at USAID' Anthony Kolb, USAID

'Publically disseminate at least one 'sustainability' success story from our work, using an appropriate leading indicator of sustainability' Geoff Revell, Watershed

'Push back on donors, respectfully, to include metrics on sustainability as long as project funding enables us to achieve metrics' Peter Macy, CDM

'Push corporate donors harder on truly sustainable programs, including longer program time lines' John Oldfield, Water Advocates

Sustainable Water and Sanitation Services at Scale
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ACTION PLANNING AND COMMITMENTS

Organization	Water 1st
Name	Marla Smith-Nilson
Position	Executive Director
Email address	MarlaSmith@ water1st.org
Specific actions and commitments	Please list up to three actions that you will be able to follow-up internally within your own organization after this meeting
1.	Make our current monitoring data public (available on our website)
2.	Create an Accountability Forum with our partner orgs to 1) establish standards and 2) evaluate each other's work according to those standards
3.	Invite other groups to join the Accountability Forum
Ideas on follow-up	Please note any ideas or suggestions that you have for a follow-up to this event
	I'd like to go to a follow-up conference where groups present what they are learning in their monitoring + evaluation and what steps they are taking to improve practices that do not meet their standards.

These: could be combined if other groups are interested

helping to create

As part of the post-event assessment the organisers did some analysis of the responses - keeping individual responses anonymous - in order to better understand who was committing to what type of action. The participants were split into groups according to which organization they were representing, and their commitments were tallied under the relevant category (see graph below).

This simple and rough exercise to categorize responses shows that most implementers or NGOs want to disseminate the concept of the SDA followed by a number wanting to advocate for it to external audiences and integrate aspects of it into their work. The donor, or financing group, (which was the second largest in number after implementers/NGOs) spread their commitments fairly equally between the categories but a good proportion of them want to include an element of sustainability into their monitoring. This may lead to grants or funding being allocated to grantees based on how sustainable their work is.

The type of actions which everyone made some commitment to were integrating aspects of the SDA into their work, disseminating the concept of the SDA and beginning, if they haven't already, to include sustainability into their monitoring. A number of participants showed interest in attending a follow-up meeting.
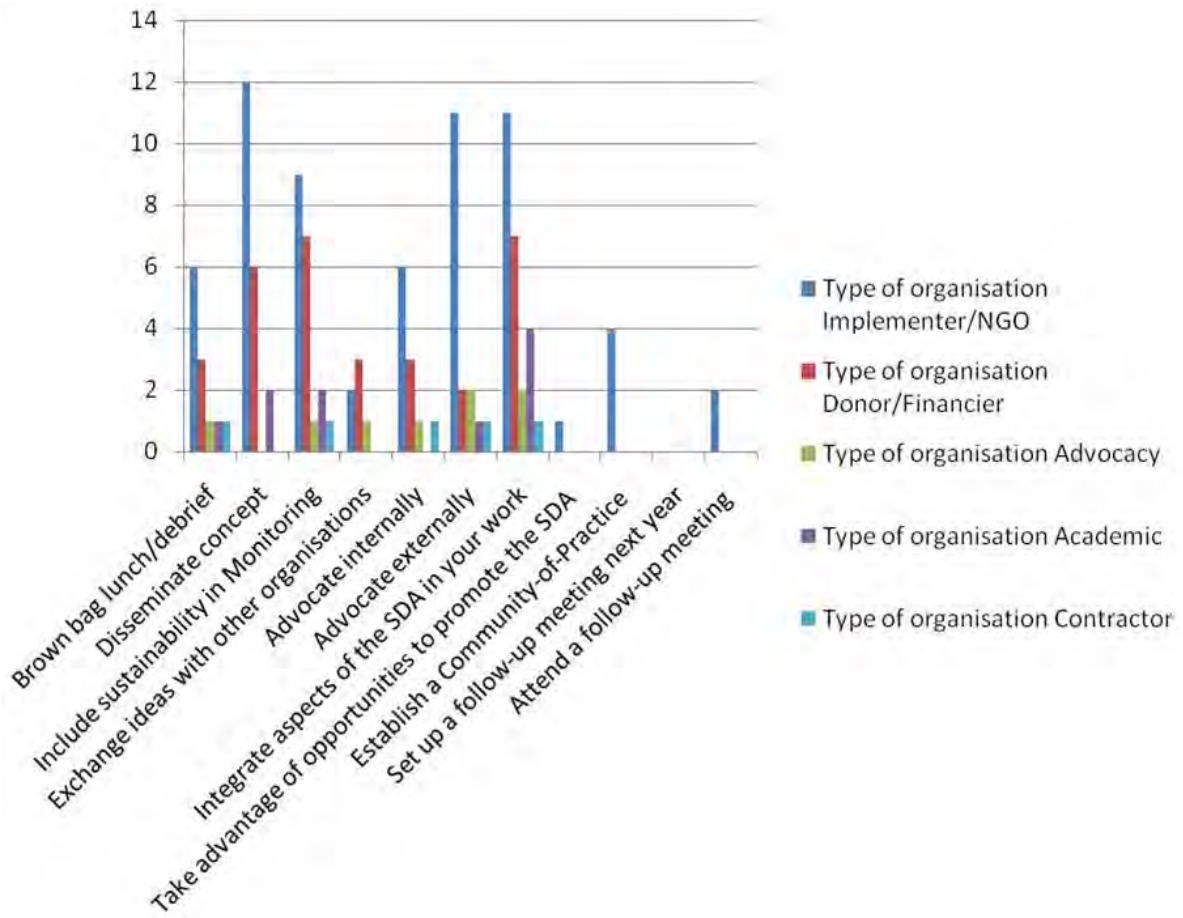
ANNEX 1 LIST OF ATTENDEES AED TRIPLE-S

Name of Organisation	Name of Participant	Email
Action Against Hunger, USA	Nick Radin	nradin@actionagainsthunger.org
Academy for Educational Development	Sandy Callier	scallier@aed.org
Aga Khan Foundation, USA	Joanne Trotter	jtrotter@akfusa.org
Aguaconsult	Harold Lockwood	h.lockwood@aguaconsult.co.uk
Aquaya Institute	Zarah Rahman	zarah@aquaya.org
ARD	Chris McGahey	CMcGahey@ardinc.com
Bill and Melinda Gates Foundation	Jenelle van Eynde	Jenelle.VanEynde@gatesfoundation.org
Bill and Melinda Gates Foundation	Rachel Cardone	Rachel.Cardone@gatesfoundation.org
Blue Planet Network	Lisa Nash	lisa@blueplanetnetwork.org
CARE	Peter Lochery	lochery@care.org
Case Foundation	Erich Broksas	erich@casefoundation.org
Catholic Relief Services	Chris Seremet	cseremet@crs.org
Catholic Relief Services	Dennis Warner	dwarner@crs.org
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Engineers without Borders, Canada	Brett Stevenson	brettstevenson@ewb.ca
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Florida International University - GLOWS	Lakhdar Boukerrou	lakhdar.boukerrou@gmail.com
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Global Environment and Technology Foundation	James Dyett	james.dyett@getf.org
Global Environment and Technology Foundation	Monica Ellis	mellis@getf.org
Global Water Challenge	Tanvi Nagpal	tnagpal@jhu.edu
H20 for Life	Val Johnson	vjohnson@h2oforlifeschools.org
International Lifeline Fund	Hoi Trinh	hoitrinh@lifelinefund.org
IRC	Ton Schouten	schouten@Irc.nl
IRC	Patrick Moriarty	Moriarty@irc.nl
IRC	Alana Potter	potter@irc.nl
IRC	Catarina Fonseca	fonseca@Irc.nl
IRD	Carlos Linares	clinares@ird-dc.org
Lifewater	Beverly Watson	beverly@globalimprintsllc.com
Living Water International	Michael Plato	Michael@water.cc
Margaret Cargill Foundation	Mark Lindberg	mlindberg@macfoundation.org
Millennium Challenge Corporation	Omar Hopkins	hopkinsos@mcc.gov
Millennium Water Alliance	Rafael Callejas	rafael.callejas@mwawater.org;
Millennium Water Alliance	John Sparks	sparks.jd@comcast.net
PATH	Claudia Harner-Jay	charner@path.org
PATH	Kendra Chappell	kchappell@path.org
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ANNEX 2 **AGENDA**

Morning

8:30   **Registration**

9:00   **Welcome, introductions and expectations**

9:30   **Understanding the challenges of the business as usual approach**

- A short history of the WASH sector
- Film - 'What if?'
- The concept of the Service Delivery Approach

Coffee

- The Sustainability Continuum exercise

11:15   **Changing the way we do business: concepts**

- Defining service ladders and accounting for the real costs of service delivery
- The changing role of NGOs in promoting sustainable services delivery
- Discussion and debate

12:30   Lunch

Afternoon

1:30   **Changing the way we do business: practice**

- Practical examples of how to address sustainability

2:15   **Putting new approaches into practice**

- Small group exercise

Coffee

3:15   **Feedback from small group work**

- Practice
- Strategies
- Overcoming obstacles

4:15   **Action planning and commitments**

- One step we can commit to towards more sustainable programming in our work

5:00   **Next steps and follow-up**

5:30   **Cocktails!!**