

# WATER & SANITATION SERVICES AT SCALE: MEETING THE CHALLENGES OF SUSTAINABILITY

London, January 31, 2012



# 1. BACKGROUND

Actors in the water, sanitation, and hygiene (WASH) sector are increasingly aware that enhanced progress depends on a greater focus on the sustainability of investments. Yet changing the last 20 years' of 'business as usual' to re-focus on service outcomes rather than infrastructure outputs is an on-going and challenging process. It requires new tools, and approaches, and collaborative learning between implementers, donors and beneficiaries. Developing and promoting these practices is the objective of the Sustainable Services at Scale Initiative (Triple-S). This report provides a snapshot from one of the sustainable WASH learning events as part of facilitating and promoting this process of long-term change.

Nearly 60 representatives from 44 different organisations participated in the London Sustainable WASH learning event held on 31 January 2012. Organisations included small to large NGOs, research institutions, advocacy groups, networks, consultancies, and private and public donors. The day-long workshop built on activities from previous learning events in 2010 and 2011 to expand the dialogue and learning about WASH sustainability to more UK and European-based organisations. A full list of participants is included in Annex 1 and the day programme in Annex 2. The event was co-organised by the **IRC Water and Sanitation Centre (IRC)**, **Aguaconsult, Water for People, WaterAid** and **Global Water Challenge (GWC)** and hosted by the international consultancy **Arup**.

Participants networking before the morning session



## 2. INTRODUCTION AND EXPECTATIONS

Harold Lockwood of Aguaconsult and Jo Da Silva from Arup welcomed participants and set the tone of collaborative learning for the day. Jo emphasised Arup's commitment to WASH and wider development interventions that have the “*sustainability*” and “*resilience*” needed to improve livelihoods. Setting a valuable theme for the day, she made a call to arms for WASH professionals, who “have real insight into the human outcomes that water and sanitation provide,” to communicate the importance and challenges of these above infrastructure outputs.

Harold put this theme into context, summarising the key issue behind the Triple-S initiative: the WASH sector has made important progress in bringing initial infrastructure to many, but the reality of short-lived investments has not met expectations, resulting in broken systems and wasted resources. The challenge we face is changing our approach to instead deliver services that last.

Digging deeper into this, Girish Menon, WaterAid's International Operations Director, delivered a keynote address highlighting specific challenges we face in delivering sustainable services at scale. He emphasised the bigger picture of sustainable WASH, in which failing infrastructure represents a failure in governance and accountability. This brought to life the importance of considering and strengthening whole sector systems that support national policies for sustainable WASH programmes.

The challenge within this is to “*raise the profile of sustainability*” amidst the already low prioritization of WASH compared to other sectors, particularly when it comes to financing. Quoting from a WHO report, Girish noted that an additional US\$ 18 billion is needed to meet the water and sanitation Millennium Development Goal (which still leaves many unserved); yet maintaining those services will take an estimated US\$54 billion more. The appropriate funding approaches to support this on-going maintenance is uncertain; perhaps government “*safety nets*” that support education and health need to be just as big for lasting WASH services.

Raising another theme for the day he suggested the “*value for money*” focus of some donors may be a perverse incentive for WASH, leading to corner cutting that undermines sustainability. He shared how WaterAid is trying to build a culture of sustainability to change this perspective by looking back to ensure they are delivering sustainable services.

Following from this, Harold identified these learning events as a way to build a “*culture of sustainability*” by facilitating dialogue between organisations with different perspectives, to challenge assumptions and share experiences. From here, participants briefly introduced themselves in small groups and identified their own objectives for the day.

Building on the previous Triple-S learning events, the organisers' objectives for this day were to:

1. Provide a space for dialogue among UK and European-based WASH actors
2. Identify elements and challenges in changing the way we work to achieve sustainability
3. Collaboratively learn from experiences and make commitments toward achieving these changes

Harold then set forth the agenda: firstly to unpack why “*business as usual*” has led to unsustainable WASH programmes, and the challenges to changing this; secondly to discuss elements for achieving sustainable WASH services; and finally, to debate how these can actually be applied within constraints of the participant's own organisations.

### Box 1: Participant Objectives

Participant comments confirmed that many were familiar with these issues, but there is a need to identify more effective solutions for changing the way we work. As one participant succinctly noted: “*A lot of learning has already gone on; I think we want to look to the next step of practical implementation.*”

### 3. SUSTAINABILITY AND THE CHALLENGE OF BUSINESS AS USUAL

The first content session of the morning kicked off with a provocative (mostly silent) film to depict the ground-level issues of piecemeal infrastructure projects (See Figure 1). The film, entitled, “What-if” goes on to consider what outcomes could be, if a WASH actors were able to take a harmonised service delivery approach. Participants wryly smiled and nodded as they related to familiar struggles around accountability and operations issues portrayed by communities, NGOs and local and national governments.

Figure 1: Stills and captioning from the film “What if”.



‘What if ...’

...resources from all projects were brought together & 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?

### 3.1 Introducing the Service Delivery Approach

Building on this, Harold identified the shortcomings of “business as usual” in the WASH sector as the core motivation driving the sustainable services at scale initiative. (The slides from his presentation, and others from the event are available [here](#).) The WASH sector has seen progress in recent decades, yet outputs of infrastructure and decentralisation have not brought lasting service outcomes. Billions of investment dollars and the evolution of WASH approaches have brought new services to nearly 720 million people in the last 20 years. However, the reality is that unsustainable services are undermining progress by opening a service gap of non-functioning infrastructure. Typical waterpoint failure rates of 30-40% in Sub-Saharan Africa equate to in the region of billions of dollars of wasted financial investments over the years, and subsequent regression in health and quality of life.

The WASH sector’s historical emphasis on infrastructure has often come at the sacrifice of key components for long-term functionality. A focus on inherently un-scalable community interventions, and on initial costs rather than lifetime costs, has led to non-replicable and non-lasting solutions. Sector-wide capacity building needed at all levels has been insufficient and largely focused on hardware support. Political interests, both from within countries and from external organisations, interfere with coordination and gradual reform processes. Lasting services are only possible when all of these are considered by shifting to outcomes through a service delivery approach.

Two of the key components emphasised for a service delivery approach included assessing and identifying funds for lifetime costs, and building support capacity at all levels of the WASH sector system. Continued operation of a handpump, for example, requires the funds and knowledge to support regular maintenance and small breakages. Without these inputs pumps fail prematurely and the major capital assets deteriorate, with beneficiaries bearing the greatest loss. Service providers must have the capacity to fulfil these maintenance responsibilities (community management associations and private companies, alike). If and where they do not, they need the support of local authorities or district level staff, who are themselves aligned with national incentives. A service delivery approach takes a holistic view of these hardware and software components needed for sustainable services.

#### Box 2: Participant Reactions

**Q:** One participant noted that many of these concepts are not new, yet “*what incentives can we bring now to the NGOs or the donors that they really will change?*”

**A:** Harold agreed, “*It’s probably the question, in terms of incentives.*” He gave an example of the African Development Bank recognising the sustainability problem with their four to five year lending commitments to programmes. Yet their current incentives are based around approving project loans, so we need to understand these constraints to consider how the incentives can be applied toward sustainability.

**Comment:** *Too often it seems that investments are trying to fix previously unsustainable investments, and yet we still aren’t getting to the root of the problem. The question of “right” or “wrong” investments seems to be something that should be brought to the forefront.*

**Comment:** *Even in the Netherlands, where there is a very high-functioning water sector, asset management is problematic. Here too, tariffs are determined by individual activities, not on long-term outcomes. It’s very difficult to expect developing countries to do this, when we aren’t doing this.*

Girish Menon of WaterAid gives his presentation



### 3.2 Where we are on the sustainability continuum

Moving into a participatory session, Harold presented the achievement of sustainable WASH services as a process, asking participants to consider the stage at which their organisations are operating. Within this “sustainability continuum” (see figure 2) there are four general stages, starting from a focus only on infrastructure (without attention to scale and time) to ultimately reach a full service delivery approach via support to the sector as a “system” to achieve sustainable services at scale.

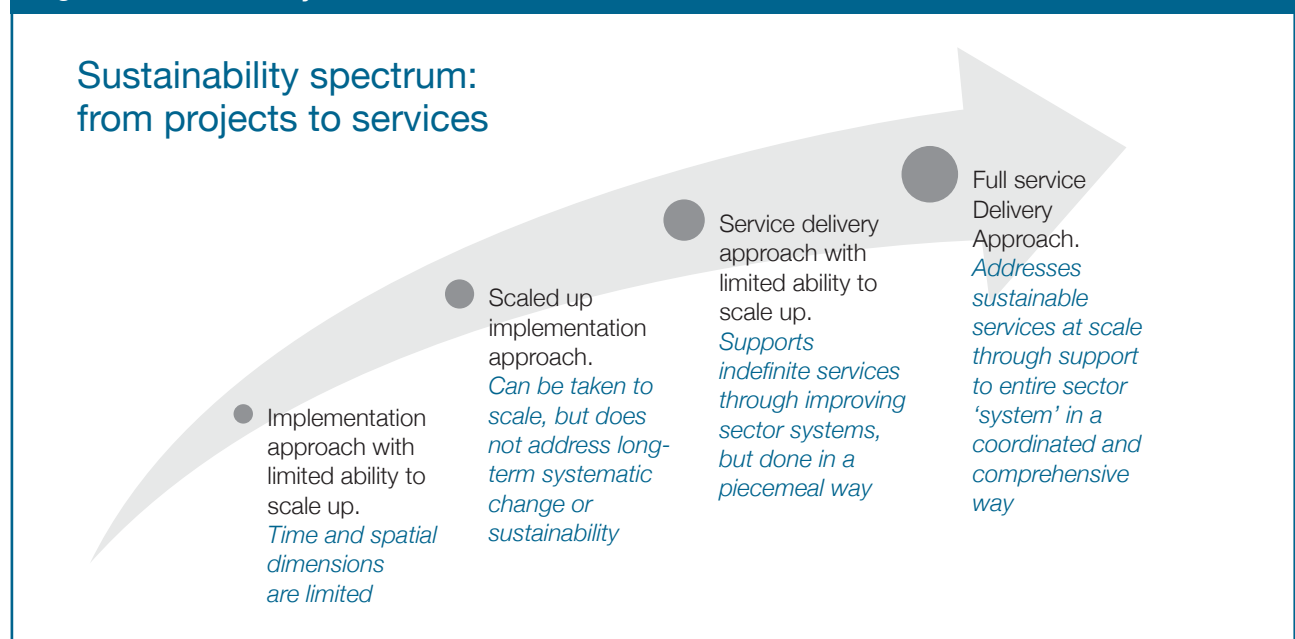
Participants were asked to honestly indicate their organisations’ status along this continuum by placing the organisation name under the appropriate phase on the continuum banner. A few representatives were

called upon to explain the reasoning behind their placement to the wider group. A lively “speed dating” exercise followed in which participants paired up for 5-minute discussions about their organisations’ placement, and identified constraining factors in shifting towards a focus of service delivery.

There were organisations along the entire continuum, with several - particularly larger ones - finding themselves in more than one stage. In some cases this reflected the varying resource and capacity levels in different countries of operation. The degree to which in-country partners may be focused on infrastructure also influences progress toward a full service delivery approach. Some participants noted their organisations have made efforts to establish support services, yet acknowledged the effectiveness of such programmes may be uncertain.



Figure 2: Sustainability continuum



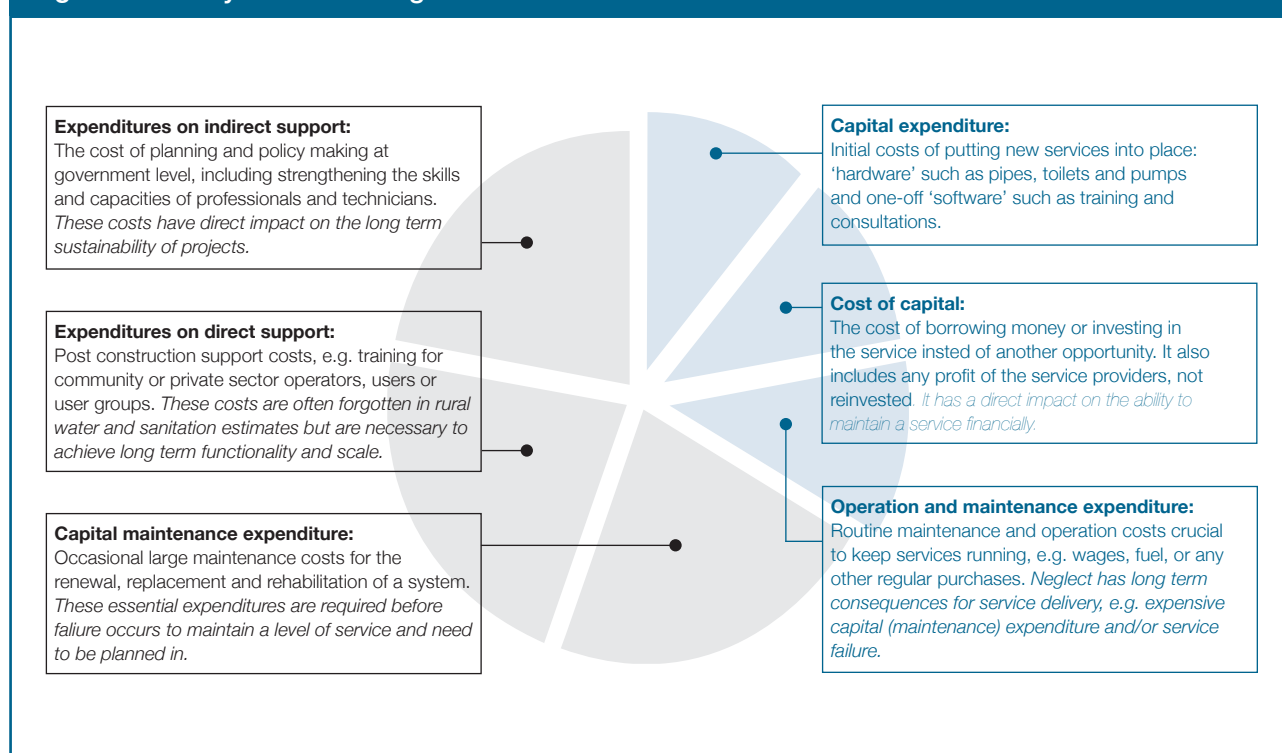
# 4. THE BUILDING BLOCKS TO MOVE FROM INFRASTRUCTURE TO SERVICES

With participants eager to engage with the concrete pieces of a service delivery approach, **Nick Burn** of Water for People then introduced the next four presentations aimed at explaining key elements and tools for achieving sustainable services.

## 4.1 Financing & life-cycle costs

**Patrick Moriarty** of IRC presented the concepts and implications of a life-cycle costing framework developed under the BMGF-funded WASHCost research. The framework identifies life-cycle system costs for water and sanitation services in peri-urban and rural areas. By breaking these costs down into six categories (see Figure 3), it accounts for on-going support at multiple levels, as well as rehabilitation costs, which are often excluded from ad hoc WASH construction projects. Understanding these full costs is crucial for governments and donors to make sustainable and cost-effective service investments. Patrick also highlighted that the amounts of these costs are entirely context-specific depending on the level of service to be delivered, as determined by quality, quantity, reliability, and access.

Figure 3: Life-Cycle costs categories



### BOX 3: The reality of identifying WASHCosts

Participants were quick to echo Patrick's caution that identifying accurate numbers for these costs, particularly in the absence of data, is a complex challenge.

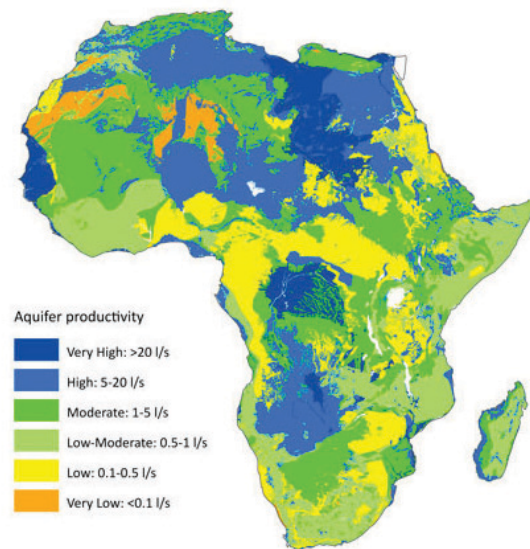
One participant gave the example that some communities have the attitude that "another donor will come" which prevented them from actually calculating and planning for these lifetime costs.

Another participant asserted that there is often far more complexity in operational expenditures than we account for- suggesting that small faults in the system which are not fixed lead to system failure, and neglect of maintenance drives up capital expenditure due to subsequent deterioration. It was agreed that operational expenditure was indeed a complex variable and that there is still some way to go in terms of being able to consistently meet these expenditures

## 4.2 Sustainable water resources

Bringing the sustainability of water resources into the picture, **Dr Alan MacDonald** from the **British Geological Society**, presented key considerations for assessing resource sustainability (and suitability) for rural water supply systems. He asserted that evaluating the quality and quantity of potential water sources against projected demand is essential. Groundwater is an important water source in Africa, which is often of good quality due to natural filtration and protection, though it is missing from some water availability analyses. Implementers should take advantage of existing geological mapping that may indicate the availability and quality of groundwater, and often dictates the best type and placement of pump or well technology. Alan stressed the importance of collecting baseline data and monitoring to track changes in water quantity and quality. He implored implementers to seek out the resources and hydrogeological expertise they need to make sustainable decisions.

### Aquifer Productivity



British Geological Survey © NERC 2011. All rights reserved.  
Boundaries of surficial geology of Africa, courtesy of the U.S. Geological Survey.  
Country boundaries sourced from ArcWorld © 1995-2011 ESRI. All rights Reserved

### BOX 4: The importance of hydrogeology

Participants responded to Alan's presentation with great interest and appreciation for making valuable information so accessible. For one donor this was eye-opening as to why certain technologies may not be effective in all contexts.

An astute question enquired as to the proportion of waterpoint failures that can be attributed to a poor fit of technology to source selection, geology and user patterns. In Alan's experiences, this has been significant factor although a more definitive picture is unknown. Alan suggested that this would be a very valuable subject for further research.

### Image courtesy of bgs.ac.uk





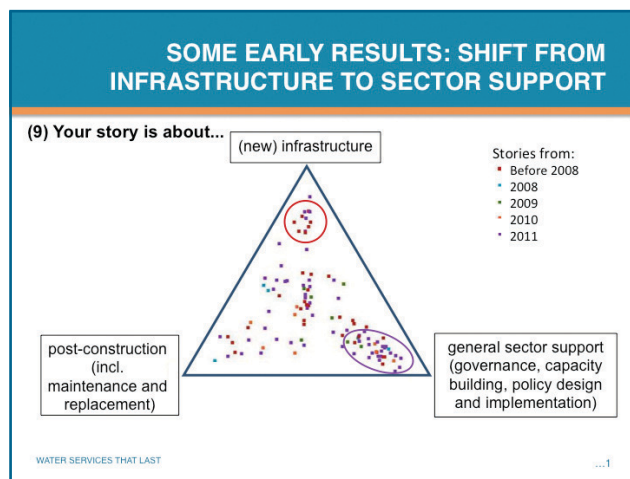
### 4.3 Direct Support for service delivery

Following Patrick’s breakdown of the costs of WASH services, Harold detailed the direct support component crucial to sustainable rural services. This “*post construction-support*” provides routine assistance with monitoring, technical advice, and administrative functions, while bringing accountability and professionalism to community-management. Strong evidence for the importance of this support to sustainable services comes from a range of models in developing countries. One example was from Honduras in which technical promoters under the circuit rider model provide direct support to many communities with backstopping from regional engineering staff from the national water authority. The costs of this support, totalling some 20-25% of all long-term expenditures, typically comes from donor (USAID) or government subsidies. The sustainability problem is apparent as USAID has decreased financial support for this programme, calling into question its overall sustainable and raising the challenge of whether beneficiaries would be willing to pay for this. When asked which direct-support model was best, Harold clarified that they are highly context dependent, and there is not necessarily any “*one-size fits-all*” model.

### 4.4 Monitoring for service delivery

Finally, Nick Burn spoke about the importance of monitoring to Water for People’s goal to support the delivery of services for “*Everyone, Forever.*” This requires a shift from traditional monitoring of hardware outputs at single points in time, to measuring service outcomes over time. This more complex monitoring approach synthesizes dynamic indicators of all elements needed for acceptable services that last (i.e. accessibility of services to users and frequency of use, service provider management, regulator effectiveness, and the regional and national support systems). Nick stressed the importance of embedding this monitoring within local institutions, for whom the data is most crucial, rather than at the national level or with external NGOs.

Water for People aims to achieve this ambitious change to “*business as usual*” by integrating their Field Level Operations Watch (FLOW) tool into programmes. This tool enables instant analysis of digitally-collected indicator data to determine service functionality and sustainability, and make results publically available for all sector staff and donors to evaluate.



#### Box 5: SenseMaker - The Triple-S Story Initiative

What do our experiences and stories show us about the evolution in rural WASH approaches? This is what the Triple-S Story Initiative is trying to understand by using the SenseMaker® software to identify patterns in the subjects, challenges and approaches of our stories from recent years.

Anna Le Gouais of Aguaconsult invited participants to share their stories either by recording a brief story on video or paper. Encouragingly, early results show a slight shift from attention to infrastructure to general sector support and governance. Learn more about the project here:

<http://www.waterservicesthatlast.org/Voices/Story-initiative>

# 5. CHANGING THE WAY WE WORK: PUTTING SUSTAINABILITY INTO ACTION

Following lively lunch conversations participants were primed to exchange their own experiences of changing business as usual. A detailed case study of WaterAid’s organisation-wide transformation to sustainability was followed by thoughtful group debates about overcoming the challenges of sustainable WASH programming.

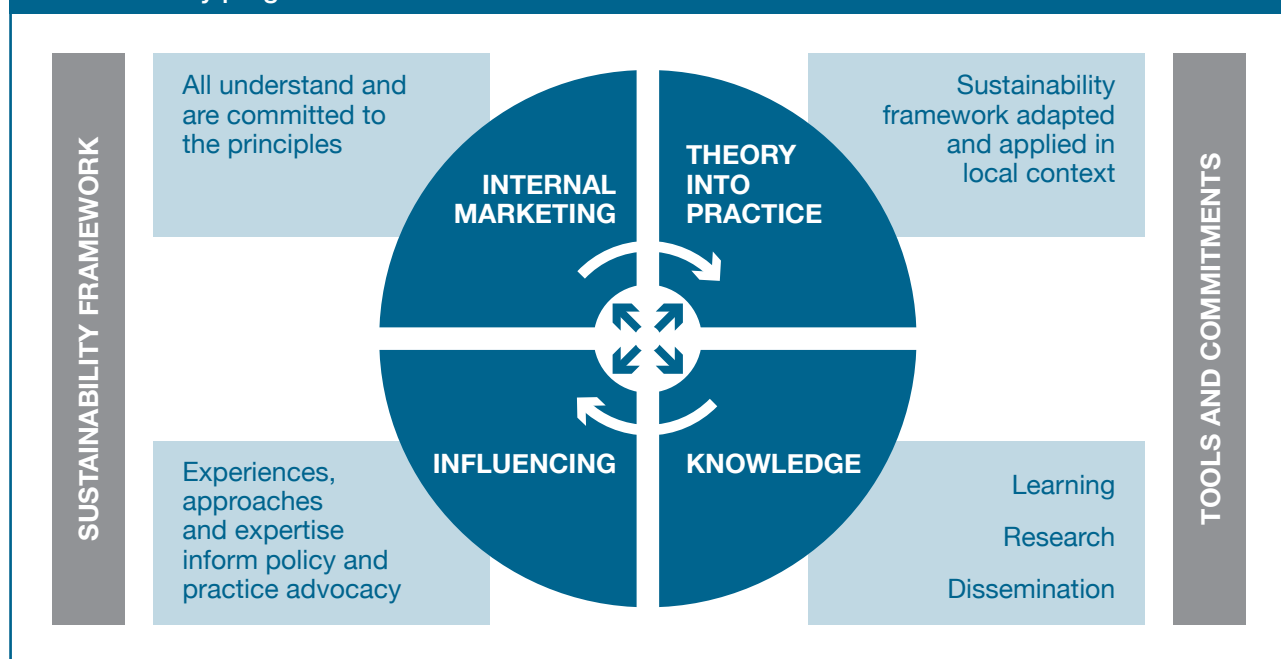
## 5.1 Organisational Changes for Improved Programming: WaterAid

**Professor Richard Carter**, the head of Technical Support for WaterAid, described the organisational changes taking place to integrate sustainability into country programming. The first step in making internal change which can then translate into external influence is to build organisation-wide understanding of the new framework for sustainable services. This framework for “community management-plus” incorporates the development of external support for both hardware and management needs. The process

of then applying this to specific country programmes and local conditions demands evaluation and learning (See Figure 4). In support of this WaterAid has committed to post-implementation monitoring at 1, 3, 5 and 10 years, and is using tools such as the **Water Point Mapper**, and analyses of sector and project sustainability.

For a ground-level view of this process, **Stephen Jones**, PhD candidate at Royal Holloway University, presented his evaluation of WaterAid Mali’s programme transition. The findings showed one promising case of high functioning services and support systems, amid challenges elsewhere. Building a shared understanding and commitment by staff and partners was a gradual process, and internal planning, monitoring and reporting were not yet aligned with sustainability objectives. Nonetheless, there was a strong interest in engaging in the shift toward sustainability, and performance monitoring was found to be a vital tool. Overall, Stephen suggested that while the framework was not perfect, it was a very helpful principle.

**Figure 4: WaterAid’s approach to integration of corporate sustainability policy across country programmes**



## 5.2 Overcoming the barriers to change: group synthesis

The afternoon participant debates highlighted some of the day's most interesting themes and promising ideas for overcoming organisational barriers to the service delivery approach. Participants were divided into five discussion groups by organisation type: large NGOs, small NGOs, private consultancies, donors and researchers/advocacy groups/networks. After a 30-minute discussion session, each group presented their thoughts on the following:

- **Practical approaches** - *What would your organisation do in terms of planning and design of WASH interventions, post-construction support, financing and monitoring?*
- **Strategies** - *How would your organisation put these into practice in terms of staff training, policies and procedures, and improved coordination?*
- **Obstacles** - *What are the barriers to change and how could you overcome them?*

Within the range of issues and ideas discussed, the focus in part returned to consideration of incentives and accountability, and perhaps reflected an underlying theme of *'communication.'* Some groups highlighted the need for improved communication between the different organisations that were actually in separate discussion groups, for example between donors and implementers.)

Communication was a primary concern among the research/advocacy/network group, citing the need to share *"credible evidence"* and promote attractive and persistent messaging about sustainability. The group also identified network building among implementers and academia *within* partner countries (as opposed to external implementers) as an important way to build the culture of sustainability.

Multiple groups suggested that an obstacle to communication was competition between similar organisations. NGOs particularly highlighted the need to replace competition with coordination by partnering or working with one another, and to improve coordination with governments. Some specific suggestions were to harmonise ground-level efforts (e.g. monitoring), and build more on existing institutions and systems.

A suggested strategy from a few groups was that of *"admitting failure"* in order to learn from mistakes in WASH programmes, while simultaneously managing donor relationships. The challenge in doing so well

A discussion group explore issues raised earlier in the day



### Box 6: Key Discussion Quotes

*"It's not just about admitting failure, but telling a good story about why it failed and how you can do it better next time."*

*"Think about how you're not going to be there before you even start. It's something that almost none of us ever do."*

*"Who are we actually responsible to as consultants? Is it the donors? We have to please them to be paid. Is that really right? It should really be the users or the beneficiaries who are our main clients. But the nature of the procurement process at the moment actually hinders that."*

is successfully communicate complexity, such as why a particular method may have been successful previously, but was less effective in a different context and furthermore, to identify what should be changed in the future.

The need for all organisations to define and agree clear sustainability standards was an important strategy. It built on the WASH Sustainability charter, a tool that was developed during previous Triple-S learning events (see below), which sets guiding principles of sustainable WASH programmes. Participants at this event looked for a more robust tool, such as a “*sustainability guarantee*” or benchmarking system to measure WASH programmes, or even something more formal, such as an ISO standard.

The communication obstacle for consultancies related to the way in which WASH programme contracts are procured that often leaves out sustainability components. Contractors are prohibited from discussing the programme with donors or governments during the bidding process, so they cannot recommend sustainability elements if they are absent. Once the contract has been awarded for a specific scope and budget, there is limited scope to make changes. The consultants suggested reforming the procurement process with an opportunity for multi-stakeholder dialogue including donors, consultants and beneficiaries.

The tension that NGOs and consultants expressed between accountability to donors and accountability to beneficiaries reflected earlier discussions about incentives. When the idea of “*value for money*” is tied only to numbers needed to reach the Millennium Development Goals, incentives are not aligned for sustainability. This frustrates implementers who are aware of the need focus on the right level of service delivery.

One promising idea for re-aligning incentives toward sustainability was a “*sustainability dividend*” envisioned by the consultant group. This would restructure payment schedules for contracted WASH projects such that donors would fund the bulk of work, but withhold a proportion until sustainability could be demonstrated several years after implementation. This could be potentially based on the suggested sustainability guarantees or benchmarks. It was considered that this could represent a concrete way around the accountability tension between funders and beneficiaries, by tying financial incentives to long-term outcomes for beneficiaries. Making this a reality would of course depend on more logistical and practical considerations.

## Exchanging ideas



## Box 7: A Donor's Perspective on Communication

Duncan Goose, founder of The One Foundation, shared some of the communication challenges from the donor perspective. He lamented that donors hear mixed messages from implementers about which technologies work best, even if donors try to remain “technology agnostic”, as they seek to provide the greatest impact. When a programme does not work, it represents real losses and frustrations for donors too. He argued that even if the technology was the wrong fit, the effective pieces of the solution should be salvaged.

Discussions highlighted that in the absence of a ‘silver bullet’, communication between donors and NGOs must be more open and regular. Both parties must work to go above technology marketing tactics to discuss whole service solutions, and understand the contextual challenges.

# 6. MAKING PROGRESS: THE WASH SUSTAINABILITY CHARTER AND PERSONAL COMMITMENTS

## 6.1 The WASH Sustainability Charter

The **WASH Sustainability Charter** provides guiding principles for achieving sustainable WASH outcomes. The concept emerged during the Triple-S learning event in October 2010, and was developed by more than 100 participants from 50 organisations at the following event in January 2011, with the Global Water Challenge (GWC) facilitating the process. The Charter aligns diverse initiatives in WASH sustainability to provide an opportunity for consistency in sustainability principles. Now endorsed by more than 100 different organisations, the Charter is an important way to leverage these principles for sustainable WASH.

**Brian Banks** and **Maurie Carr** of GWC encouraged everyone to add their organisations' endorsements to further apply and build on these agreed elements for sustainable WASH. They detailed how some organisations, such as Living Water International and the Conrad N. Hilton Foundation are using the Charter as a tool for programming and an aid in partner selection. A supporting resource is **Sustainablewash.org** that serves as a platform for WASH and other sector professionals to learn and discuss sustainability issues in WASH (see Figure 5). Advanced resources are on the horizon for 2012, including opt-in charter assessments, and more specific standards and levels of sustainability as had been proposed during the discussion.

Figure 5: SustainableWASH.org and the Sustainability WASH Charter



## 6.2 Personal Commitments and Our Learning Progress

To conclude, individual participants reflected on the commitments they would make within their organisations to changing “*business as usual*” for delivering sustainable WASH programmes. Their written responses show some encouraging trends (See Figure 6). A high proportion committed to improving sustainability of WASH interventions, by redesigning programmes to prioritise components of a service approach, or more directly connecting funding with sustainability. Popular supporting actions were to apply the WASHCost tool to programmes (or even make it a criterion of funding), and assess sustainability of current programmes, in some cases by more rigorous monitoring. Several planned to endorse the WASH Sustainability Charter.

Many commitments broadly related to communication, such as sharing both resources and experiences for continued learning and promoting sustainability in the sector. Activities included writing more about sustainability and adding information to organisation websites, publishing research and experiences and sharing the day’s information with their WASH partners. Others aimed to continue networking with the participants they had met at the event and promote coordination and partnerships. Responding to Duncan’s talk, some advocacy/network organisations pledged to communicate with donors better about how sustainability applied to “*value for money*.” Donors too sought to focus on the importance of sustainability for programmes they would support.

*“Assessment of our current practices around sustainability. What does it mean to us; our local partners; the communities and the local authorities we support?”*

– Clare Wearden, Village Water

*“Aim to provide greater funding within WASH projects to support lifetime costs; post-project monitoring of water point functionality; and local government capacity building.”*

– Simon Pickard, The Waterloo Foundation.

*“Review the Charter internally and with our WASH partners with a view to signing EWB-UK up to it.”*

– Andrew Lamb, EWB-UK

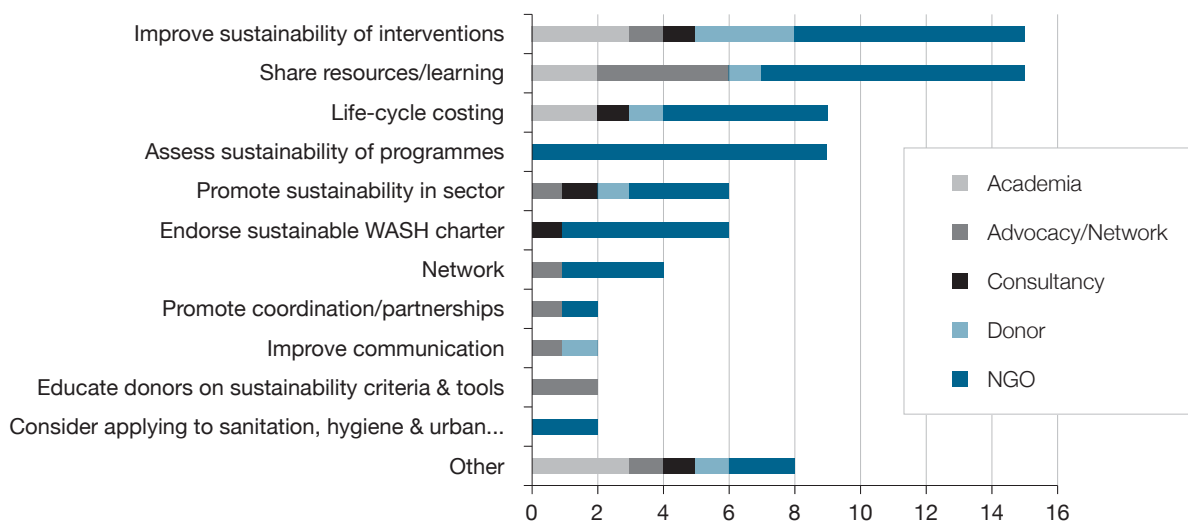
*“Move beyond rural water increasingly into sanitation, hygiene, urban and water resources management.”*

– Richard Carter, WaterAid

*“To look at how to overcome misunderstandings and mistrust between donors and implementation/NGOs.”*

– Sean Furey, Rural Water Supply Network

Figure 6: Commitment Quotes and Trends



Participant feedback on the event itself was positive, with nearly nine in ten giving an overall rating of 'good' or 'very good.' Nearly two in three felt very inspired by the event. The opportunity for networking and to exchange ideas through discussions were seen as the most useful components by most.

Suggestions for improving the event brought forward the need to include representatives from water ministries in developing countries, users and service providers, or operators. Along similar lines, participants wanted to hear additional case studies of implementing sustainability at the ground level, particularly more 'success' stories.

This learning event represented the fourth one of its kind to create a space for dialogue and learning around WASH sustainability.

So how well are the Triple-S learning forums achieving this? Systematically answering this is not easy and real evidence of the benefits may only come down the line from global WASH sustainability evaluations. Participants here immediately recognised that achieving sustainability is an old problem, but the challenge is actually moving beyond the rhetoric to make concrete changes to ensure more sustainable WASH services.

The London event brought forward new ideas about incentives, and demonstrated the desire for improved communication and collaborative learning. The concept of "*sustainability dividends*" seemed a novel approach to re-aligning incentives with long-term outcomes for beneficiaries. Recognising that incentives may also need to be re-aligned by changing the procurement process for WASH programmes was also a bold statement. High interest in signing onto the WASH Sustainability Charter, and even making it a more robust benchmarking tool, suggests this initiative has been a useful outcome of the learning events. Finally, there was perhaps a new focus on acknowledging mistakes; though the emphasis was on improving communications with donors about the complexities behind these, and enabling better communication on the whole.

Encouragingly, the dialogue at the event suggests the sustainability challenge is moving beyond acknowledgement of the problem, to building realistic strategies to address some roots of the problem around incentives and communications. The key now is to continue to collaboratively learn around our experiences applying these strategies.



# ANNEX 1 AGENDA

## Morning

**8:30** Registration

**9:15** Welcome and introductions

- **Keynote:** Girish Menon, Int. Operations Director, WaterAid

**9:40** Expectations

**9.55** Sustainability and the challenge of business as usual

**10.25** Sustainability continuum and speed dating

*Tea break (11:00 - 11.30)*

**11.30** Moving from infrastructure focus to WASH service delivery. 4 presentations:

- **Financing and life cycle costs**  
Dr. Patrick Moriarty, IRC
- **Sustainable water resources**  
Dr. Alan MacDonald,  
British Geological Survey
- **Direct support for service delivery**  
Harold Lockwood, Aguaconsult
- **Monitoring for service delivery**  
Nick Burn, Water for People

**12:30** Sensemaker® - introduction  
Anna Le Gouais, Aguaconsult

*Lunch (12:45 - 13.45)*

## Afternoon

**13:45** Organisational change for improved programming  
Prof. Richard Carter Head of Technical Support, WaterAid, with Stephen Jones, Royal Holloway University

**14:00** Group exercise: what can your organisation do to improve the sustainability of its WASH programming?

What are the barriers to change and how to overcome these?

Feedback with discussion

*Tea break (15:30 - 15:50)*

**15:50** Closing speakers:

- Duncan Goose, Founder, The One Foundation, UK
- Monica Ellis, Chief Executive Officer, Global Water Challenge, USA

**16:20** Organisational commitments

**16:45** Feedback and next steps

**17:00** Close, drinks and networking (until 19:00)



# ANNEX 2

## LIST OF PARTICIPANTS

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# ANNEX 2

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