



Global Coalition of Water and Sanitation Resource Centres

Business Plan for 2004-2005

STREAMS OF KNOWLEDGE
Global Coalition of Water and Sanitation Resource Centres
Foundation, Incorporated
19 July 2004

(2004-2005)

Table of Contents

Introduction3

STREAMS Vision-Mission4

Objectives of the Coalition.....5

General Strategies.....5

Strategy 1: Provide Leadership to a Global Network of Resource Centres5

Strategy 2: Support Resource Centres through Capacity Building7

Strategy 3: The WASH-STREAMS Partnership.....9

Strategy 4: Resource Mobilisation9

Guidelines for STREAM Projects.....Annex 1

Institutional Framework.....Annex 2

Membership Formation.....Annex 3

Strategic Logical Framework.....Annex 4

INTRODUCTION

Year 2003. 1.1 billion people still without access to adequate safe water supply. 2.4 billion people without access to proper and adequate sanitation.

Important developments are now taking place in the world. Access to clean water has become a human right.

There is now a stronger recognition worldwide that something has to be done about the large population which do not have adequate access to water and sanitation services. Collectively the world leaders have agreed to the United Nations (UN) Millennium Goals relating to poverty and access to safe water supply.

These goals state that by 2015:

- World poverty shall be reduced by half.
- The number of people without access to safe water supply shall be reduced by half
- As an indicator to the second goal, the aim is to also reduce sanitation access gaps by half

Resource Centres (RCs) have been playing an important role in contributing to a better quality of life for poor communities. In collaboration with NGOs, community-based organisations and other organisations working closely at the grassroots level, RCs provide access to information and knowledge to everyone. This is done mostly through training, mentoring and information dissemination. However, most of these organisations work independently from each other, slowly finding their way and eventually creating or linking support systems that could assist them in pursuing their noble goals of service--- working toward a better quality of life for all.

There is a need for an organised networking system that will bring together these RCs and create a forum for the exchange of knowledge and experiences.

The identification of this need and opportunity has resulted in the STREAMS OF KNOWLEDGE Global Coalition of Water and Sanitation Resource Centres (STREAMS).

This document outlines the broad strategies for STREAMS' operation, which aim to contribute to building capacities in the water and sanitation sector and guides the building and gaining of recognition for the valuable contributions the RC partners are providing the sector.

The Management Board of STREAMS agreed to incorporate the Coalition in the Philippines with the status of a Foundation. Legal status was established on May 6, 2003.

Vision and Mission

Our Vision

A Clean and Healthy World by Year 2025.

Our Mission

To mobilise a critical mass of water and sanitation-focused organisations that will help accelerate improvements in water supply and sanitation.

The Objectives of the Coalition

1. To establish the STREAMS and help the Coalition become a recognised and viable global umbrella organisation, working toward increased effectiveness of water and sanitation programmes.
2. To provide quality capacity building and information products and services of the foundation through South-South and South-North collaboration in interactive and innovative action learning, capacity building and advocacy programmes, and in the process establish a collective track record.
3. To organise stronger RCs by doing collaborative work.
4. To mobilise resources for continued RC networking, capacity building and action learning.

The partners agree to the shared vision popularly known as Vision 21

Access to safe and adequate water supply and sanitation services is recognised as one of the most fundamental of human needs. In the past two decades, great progress has been made to increase water supply and sanitation coverage worldwide.

VISION 21 is a practical picture for the future composed of the following four components:

- Building on people's energy and creativity at all levels.
- Holistic approach, acknowledging hygiene, water and sanitation as a human right.
- Committed and compassionate leadership and good governance.
- Synergy among partners, encouraging shared commitment among users, politicians and professionals.

The core message of Vision 21 is:

Work to put people in the centre. Partnerships are a means to an end. Joint partnerships can help to make better progress.

General Strategies

To achieve the above Coalition's objectives, the STREAMS partners have identified four key strategies:

1. To provide credible representation and shared leadership to a global network of RCs in the water supply and sanitation sector and advocate for the vital role of RCs in support of capacity building in the water and sanitation sector.
2. To raise and promote the collective profile of RCs through joint programmes, capacity building, and communication.
3. To promote *Vision 21* country and regional level water, sanitation and hygiene related programmes under the WASH-STREAMS partnership. (To learn more about WASH and WASH-STREAMS, please refer to page 10).
4. To effectively raise funds to help community-based organisations and local support institutions in developing countries to improve increased sustainable and equitable access to safe water supply and adequate sanitation through action learning and knowledge transfer programmes.

Strategy No. 1: To provide credible representation and shared leadership to a global network of RCs in the water supply and sanitation sector.

A Resource Centre (RC) is an organisation or a network of organisations that provide support services to the water and sanitation sector in an independent way. RCs differ in size, legal status, focus and core business. They evolve and change over time in response to demand and in line with their own mission and capacity. In order to optimise these resources and to improve accessibility to information, RCs share knowledge with other centres through networking and partnerships.

STREAMS will recruit and organises water and sanitation-focused RCs that work at the country and regional levels toward a concerted global effort of achieving the UN Millennium Development Goals using the principles of *Vision 21*. This refers to linking of projects, programmes and various initiatives in water supply and sanitation using people-centred approaches.

STREAMS is a complementary global umbrella organisation who knows its RC partners competencies and strengths.

STREAMS makes a valuable contribution to improve knowledge sharing in the WASH sector.

STREAMS demonstrates that RCs are vital stakeholders and working together with RCs can actually make a difference. WASH focuses on dealing with water supply, sanitation and hygiene promotion.

STREAMS position itself as an efficiently managed and decentralised network with a small secretariat, more as a movement, a brand or a quality label.

STREAMS works in synergy with existing organisations, networks and partnerships. It does not aim to duplicate but instead complement other networks and partnerships by bringing in civil society who have tremendous commitment and experience in working on the ground. It will strongly advocate and lobby for RC role in information sharing, gender mainstreaming and poverty alleviation.

STREAMS ensures that not all partners of the Global Alliance – the RC partners – have the same thematic foci. This would be a waste of resources. Each partner should focus on its strengths. STREAMS will serve as a knowledge broker to ensure the information and knowledge exchange among the specialised RCs.

STREAMS serves as a platform for the exchange of information, experiences and lessons learnt. It will endeavour to ensure better efficiency and effectiveness of RC work and try to scale up and replicate best practices.

STREAMS aims to participate as a representative in the numerous international networks and pass on news and information to its partners. This way the RCs do not have to expend energies and resourcing by participating in all networks and in effect, can focus on their activities.

STREAMS lobbies for more resources and will try to open windows for RC active participation and intervention.

Strategy No. 2: To raise and promote the collective profile of RCs through joint programmes, capacity building, and communication.

- a. To provide access to information, tools, methods and other resources to improve the performance of member organisations, increase their effectiveness and their impact in the water and sanitation sector.
- b. To promote collaboration among its member organisations based on the principles guiding the behaviour of RCs.
- c. To maintain high standards of competence and professional performance.
- d. To enhance RC image through various communication channels and media.
- e. To improve the social and corporate marketing of services and products offered by STREAMS and its partner RC (or member organisations).

STREAMS shall endeavor to help RCs identify their strengths and support them to build competence even if the trends in development cooperation change.

STREAMS facilitates scaling up and acceleration of efforts and support testing of initiatives by mobilising the strengths and resources of established partners (from the Northern and Southern partners) to support younger and aspiring RCs.

STREAMS build a collective track record toward this end. It helps raise the profile of RCs by promoting their achievements. This can be done in various international, regional and even some national meetings. This will help strengthen RCs and their networks at both regional and global levels.

STREAMS encourages collaboration between and among member organisations by developing joint products for distribution worldwide to maximise the availability of services and materials in different languages namely English, French and Spanish. It shall seek to establish a constituency among stakeholders in the sector and acquire support for the aims of the Coalition by establishing strategic alliances and fundraising.

STREAMING UP Advisory Services

STREAMS shall encourage its member organisations to undertake advisory services, as these services add to the knowledge of RC staff through hands-on experience and contribute to capacity development in the sector. Whenever possible, member organisations shall seek cooperation with competent partners in the Coalition to complement their efforts.

STREAMS lobbies international financial institutions for more effective use of RCs and shall provide direct support to enhance the capabilities of member organisations.

STREAMING UP Training

In the area of training, the primary role of the Coalition is to help member organisations “STREAM UP” their training programmes. Many of the STREAMS member organisations are already implementing their own training programmes. The intention is to build on the experience and expertise of the RCs in the Coalition.

STREAMS develops partnerships for capacity building at national and regional levels to help respond to demands for training around the world. This would entail working together, advising and collaborating on design and conduct of STREAM UP training programmes.

STREAMS maintain high-quality training that can be achieved in the spirit of collaboration, trust, mutual respect and local ownership.

STREAMING UP Documentation and Information Services

STREAMS shall provide a web-based referral system to the huge collection of relevant national and international knowledge and experiences available in its member organisations’ databank. Member organisations shall be encouraged to collect and document local field practices and experiences, and constitute a sector memory in the country or region where they operate. This information shall be packaged in a user-friendly manner for use and relevance by different categories of users, including community organisations, central and local government, private enterprises and sector institutions.

STREAMS shall stimulate the use of electronic media such as the E-mail, discussion groups, and list servers for the exchange of information among its member organisations.

STREAMING UP Applied Research

STREAMS shall support joint applied research initiatives by multiple partners of immediate relevance to local, national and regional contexts. The centres shall initiate the research activities as they identify problems and areas of need. The main focus of applied research will be to better understand and articulate sector problems, develop RC strategies for interventions, generate and transfer new knowledge. Whenever feasible, joint participation of Southern Partners and Southern-Northern Partners in research shall be recommended by the Coalition.

COMMUNICATION, SOCIAL AND CORPORATE MARKETING

STREAMS will embark on a communication strategy to create awareness about the Coalition and its member organisations. This undertaking aims to build STREAMS’ corporate image as a recognised global Coalition of water and sanitation resource centres. STREAMS will identify its core messages and package them according to specific target audiences. It will utilise a variety of communication tools and media such as internet, print and broadcast media. It will be developed strategically to promote and support the STREAMS advocacy and fundraising efforts to target audiences.

Strategy No. 3. The WASH-STREAMS Partnership

STREAMS supports the WASH campaign spearheaded by the Water and Sanitation Collaborative Council. WASH is a global advocacy campaign designed to build awareness and catalyse commitment and action on the ground.

The WASH-STREAMS goal will not be restricted to a few partners. It will be an independent movement of RCs supporting the WASH campaign. WASH stands for a **movement of people** doing anything in sanitation and hygiene to achieve the Millennium Development Goal

The WASH-STREAMS Partnership will be concerned with the following areas:

- 1) Awareness building and mobilisation of strategic support for the WASH campaign at a number of country and regional levels;
- 2) Creation of a visible platform for advocacy at various levels;
- 3) Capacity building support to country- and regional-based RCs, access to information and knowledge sharing to improve the performance of the hygiene, sanitation and water sector;
- 4) Participatory monitoring on the Millennium Development Goals as they relate to water supply and sanitation.

Strategy No. 4: Resource Mobilisation

To mobilise resources (financial and otherwise) to help community-based organisations and local support institutions in developing countries to accelerate increased sustainable and equitable access to safe water supply and adequate sanitation through action learning and knowledge transfer programmes.

STREAMS is developing and cultivating a diverse source of funds both restricted and unrestricted, from each of the three main sources of NGO income: grant, gifts/donations, and earned income. Restricted funds refers to donation made for specific purpose(s) set by the donor and unrestricted funds are donation where there is no specific purpose identified).

STREAMS is developing the culture, skills, operations and policies necessary to implement the resource mobilisation strategy at the global and local levels.

STREAMS raises funds for continued secretariat operations.

STREAMS will continue implementation of fundraising strategies through:

1. **Visibility.** This means making STREAMS known in relevant and related industries. As a newly-established Coalition, STREAMS must first build a strong brand identity, develop contacts and establish its collective track record.

2. **Stability.** The Coalition must be able to raise sufficient resources to survive beyond the current grant's lifetime. The current major donor needs to be informed that other donors are also supportive of the Coalition's work. To do this, the Coalition must develop a pipeline of fundable proposals/projects using the thematic programmes and maximising partnerships among members.

3. **Efficiency.** The donor database, which is currently being developed, is a tool to achieve this. With the database, the Coalition will be able to manage and share donor information which in turn will help ensure that the Coalition meets the donors' needs. Efficient fundraising techniques that the Coalition may also consider are tie-ups with corporations to generate percentages on product sales or web site clicks. The database system itself can be considered a STREAMS product which can be sold to other NGOs as well.

4. **Involvement.** This next priority can be acted upon by starting with strategic consultations with the donors.

5. **Growth.** Only after having achieved the above strategies can the Coalition consider growth. By growth we mean helping to raise funds for other partners and providing capacity building in the area of fundraising. This is the last priority because effectiveness must first be proven in the first four strategies. It is envisaged that the coalition will grow in number of RCs in a progressing stage but slow manner. Although the coalition is focusing on growth strategies as a priority with time, the coalition will also support raising funds for partners and improve fundraising capacities.

Targeted Income

	2003	2004	2005
Grants	100%	90%	80%
Earned income	0%	5%	10%
Gifts/donations	0%	5%	10%

STREAMS improves its fundraising mix. At present, it is fully dependent on grants and a single source. The goal is to diminish the percentage of approved grants and start generating a portion of its resources from earned income (contributions, membership fees, payment for products services) and donations or gifts. At the minimum, STREAMS should not be dependent on a single source for its operations.

STREAMS learns from the fundraising experiences of different advocacy networks through a fundraising research. Findings can be translated into appropriate STREAMS policies and strategies for fundraising capacity building at the local and regional levels.

STREAMS toolkit on resource mobilisation or resource guide will be developed by 2005 for reference of partners and clients. A fundraising resource section in the STREAMS website shall also be developed where constant information exchange on fundraising opportunities among partners can be made.

STREAMS ensures the proper functioning and usage of the STREAMS donor database system where donor information is kept updated and used by its members. It will test implement a corporate giving programme on a global level and will also launch individual gift-giving programme by 2005.

Strategy 5: Strengthening the WSS within IWRM Links

The aim is to help strengthen the links between Water Supply, Sanitation and Hygiene (WSS) promotion within the general Integrated Water Resources Management (IWRM) framework.

STREAMS partners will endeavor to assist in establishing a stronger link between water supply, sanitation and hygiene promotion within the over all integrated water resources management framework. STREAMS will work closely with CAPNET and its capacity building networks to address the WSS-IWRM gap through the following:

- A. Enhance specific materials on Water Supply and Sanitation and hygiene to become IWRM sensitive;
- B. Develop joint programmes, courses and tools on Water Supply Sanitation and Hygiene-IWRM awareness building.
- C. Facilitate knowledge sharing at various links utilizing various means (such as Web sites, publications, workshops and seminars, etc.) to promote the concept to a wider audience at the global, regional, national and grassroots levels.
- D. Facilitate national and local alliances or partnerships to address WASH issues within the broader context of IWRM.

Annexes

Annex 1

Guidelines for STREAMS projects

No Business As Usual Visible New Products in STREAMS House

1. What is the added-value of the proposals?
2. What is the use of this new product and who is the target group?
3. What is different about this new proposal from the usual centre proposals?
4. How can we use a (junior) staff exchange programme in this project?

Strategy and Action-Planning for next steps Plausible evidence that we can scale-up

1. How can the results of the proposals be useful to enhance STREAMS' track record?
2. What will be the concrete steps that need to be taken to scale up?
3. How best can we maximise an opportunity using existing RC capacities?
5. How can we use this opportunity to involve other RCs in STREAMS?

Structure / use better what STREAMS members already have done

1. What are the STREAMS tools that can be used?
2. What capacity exists within STREAMS that will be used?
3. As STREAMS members, what capacity exists that will contribute to this new proposal?
4. Who are the STREAMS members that will be involved and in what way?

Show / Demonstrate Relevance of Gender and Poverty Sensitive Angle

1. How does the project empower marginalised group such as poor women, men and children?
2. How does the project contribute to poverty alleviation? What new or improved tools is the project offering in addition to what is existing?

Annex 2: Streams Institutional Framework

Management and Governance

STREAMS is organised by a Management Board headed by a Chairperson. The Management Board is initially composed of official representatives of the founding member organisations. The day-to-day operations of STREAMS will be managed by the Executive Secretary who is based in the Philippines.

STREAMS keep a lean secretariat whose main function is to coordinate all activities relating to its development phase.

A governing board composed of known experts from the sector will be established. The Management Board reports to the governing board through the Executive Secretary. The chairperson will head the governing board.

The Network

STREAMS of Knowledge global network of RCs shall be composed of the Coalition and regional alliances.

Streams of Knowledge regional alliances are represented in the Global Coalition.

The network covers the following geographical areas: Eastern and Southern Africa, West Africa, Latin America, Asia, Europe and the Maghreb-Machrek region. Other geographical areas will be covered as feasible in the future.

Rights and Responsibilities of Partners of the Global Coalition

- Each individual member organisation shall be responsible for the management of its resources and shall develop its own operational strategies to achieve administrative and financial independence.
- Each individual member organisation is free to undertake work, either individually or in cooperation with other members, depending upon its competence to perform the services.
- There will be three membership categories: full membership, aspiring member, and partners.

Member Organisations Shall Benefit Directly From Their Involvement in the Network Through:

- Gaining access to up-to-date information, new ideas and methodologies.
- Collaborating with other member organisations to research activities and training and to share expertise, experiences and lessons learned.
- Identifying research areas and forming strategic alliances to address issues of widespread concern.
- Gaining access to a broad range of expertise and sharing complementary resources.

The Global Coalition

- The Global Coalition is the international core group of resource centres.
- The Global Coalition represents the Streams of Knowledge network at global level.
- The Global Coalition shall be an established legal entity.
- Its secretariat will be based at the PCWS-ITNF in the Philippines.
- The members of the Management Board shall be composed of RCs from different regions, and the PCWS-ITNF as the host of the secretariat of the global Coalition.
- The Coalition shall promote the image of its members, as a high performing network of RCs, that contribute to capacity development in the water and sanitation sector. The Coalition shall issue a logo to maintain a common presentation of the network of RCs.

The General Meeting

The Coalition will hold its general meeting at least once a year. Its role is to:

- Discuss and approve global policies and strategies.
- Recommend the members of the Management Board.
- Decide on advocacy activities.
- Approve membership and assessment results.
- Evaluate progress and achievements.

- Discuss and approve programmes to support the regional alliances in their area of work.

The Management Board (MB)

- The composition of the Management Board will reflect the regional alliances of RCs on the various continents.
- The Management Board is composed of chief executives of no less than five full members.
- Founding members of the Coalition are members of the Management Board unless they opt out, or a new Management Board is elected.

Annex 3: Membership Formation

Recruitment of New Members

STREAMS' RCs should not be a staple of similar RCs but should be together a comprehensive image of competence in water supply and sanitation.

To become a recognised global umbrella organisation, STREAMS has to be more inclusive, without falling into the trap of becoming a basket of all kinds of organisations that seek their advantage but are not fully committed to the STREAMS collective aims. Thus, the following minimum criteria are proposed for new members that are interested to join the Coalition.

Admission criteria:

- 1) New members should play a leading facilitating and advocacy role in people-centred water and sanitation programmes, national information networking and RC growth and development.
- 2) As such they should have the potential to be recognised nationally and regionally as a reliable RC for the WSS sector and should be endorsed by one of the founding partners.
- 3) They should be in the process of supporting other implementers and grassroots organisations working with the poor communities by building up reliable information management and dissemination services.
- 4) They should add to the strength of the Coalition by increasing its geographic coverage and outreach and by proposing existing quality programmes, products and services that can be flagged under STREAMS and used by other Coalition members.

- 5) The new members should have a sound financial position and qualified staff.
- 6) They should be committed to the STREAMS vision, mission and principles. Their own vision, mission and strategies should reflect these. There should also be a clear track record that the organisation is working along the line of STREAMS' operations.

STREAMS OF KNOWLEDGE LOGFRAME FOR 2004-2005 LOGFRAME FOR STRATEGY NO. 1

Program Purpose: To provide credible representation and shared leadership to a global network of resource centres in the water supply and sanitation sector and advocate for the vital role of resource centres in support of capacity building in the water and sanitation sector.				
Objectives	Specific Results	Activities	Indicators	Means of Verification
1. Organize a number of resource centers as members to the global coalition.	By end of 2005, STREAMS would have 20-25 active RC members.	<ol style="list-style-type: none"> a. Establish clear procedures for membership expansion b. Data gathering and Information dissemination: Find out where the RCs are and launch a membership campaign c. Invite selected RCs to undergo the membership application process. d. Get MB approval for new applications e. Inform RC of MB decision. 	<p>Procedures for membership expansion clear.</p> <p>Membership campaign launched.</p> <p>20-25 members actively involved in STREAMS</p>	<p>MB meeting reports</p> <p>Membership roster</p>

2. Established shared leadership through a credible management and governance structure.	a. By end of 2004, STREAMS would have a governing board in place.	<i>a.1 establish criteria for governing board (GB)</i> a. 2 recruit members to the GB a. 3 organize the annual meeting of the GB	At least 5 important people have agreed to be part of the STREAMS GB. At least one meeting of the GB.	Minutes of the GB meeting.
	b. By end of 2004, the Management Board would have met at least twice to discuss progress of activities.	b. 1 Organize MB meetings	At least 2 MB meetings held within 2004.	Minutes of MB meeting
	c. Program Management and implementation is organized and systematic.	c. 1 organization of day to day management of STREAMS affairs c. 2 web-based communications strategy for internal and external targets	Staff in place, Management information system is in place; web-based exchanges in place.	Various reports (financial, progress and travel)
3. Established strategic partnerships.	By end of 2004, STREAMS would have formalized strategic partnerships with at least three international organizations/ Networks.	a. identify potential partnerships b. cultivate/build relationships towards a draft MOA c. formalize partnership through a MOA.	At least 3 Memorandum of Agreements signed in 2004.	Signed Memorandum of Agreements
4. Develop Annual plan	By October 2004, annual	a. Continue strategic face to face and e-	Annual plan approved by	Annual Plan document

	plan for 2005 have been released.	consultations with potential partners. b. business plan developed	the MB and GB.	
5. International representation and participation in strategic events	Opportunities to advocate role of RCs optimized	a. active participation in strategic events b. development and implementation of a communications strategy and advocacy plan.	Participation in meetings Communications strategy and advocacy plans developed No and type of STREAMS advocacy initiatives in regions and countries	Travel reports Various reports

LOGFRAME FOR STRATEGY NO. 2

Program Purpose: To raise and promote the collective profile of Resource Centers through joint programmes, capacity building, and communications				
Objectives	Specific Results	Activities	Indicators	Means of Verification
1. Increased access to information, tools and methods and other resources to improve the efficiency and effectiveness of member organisations	Platform for exchange of information, tools and other resources for RCs established.	<ul style="list-style-type: none"> a. knowledge and information mapping b. Research, collection and reference to portals of relevant information of RC activities c. endorsement of important information, news, reference materials to partners. 	<p>Geographical and thematic strengths of member RCs identified.</p> <p>Research on RC impact</p>	<p>Web site</p> <p>Report on Knowledge and information mapping</p> <p>Research findings on RC impacts.</p>
2. Promotion of collaboration based on the principles guiding the behaviour of resource centres	Collective track record developed through joint projects by different RCs under the STREAM framework of collaboration.	<ul style="list-style-type: none"> a. Strategic South-south and South-North cooperation in projects and programmes. b. Joint Project development c. Young Professional Exchange program 	<p>Number of STREAMED UP projects and programmes of members.</p> <p>A staff exchange program in place facilitated by members</p>	Reports, plans,
3. Enhancing RC image through mass media	Increased awareness of RC role in the watsan sector	<ul style="list-style-type: none"> a. development of printed materials on RCs b. production of a documentary on RCs 	<p>Published materials, reports and news</p> <p>Documentary shown on TV</p>	<p>Published reports, news and other materials</p> <p>Documentary</p>
4. Improving the social and corporate marketing of services and products offered	Increased demand for STREAMS tools, products and services	<ul style="list-style-type: none"> a. Market study for STREAMS and its members b. Development of marketing plan for STREAMS and its 	No. of request received for STREAMED up RC activities.	Letters, reports, plans, funding received

by STREAMS and its member RCs.		member RCs. c. Advertisement of STREAM products and services		
--------------------------------	--	---	--	--

LOGFRAME FOR STRATEGY NO. 3

Program Purpose: To promote Vision 21 country and regional level water, sanitation and hygiene related programs under the WASH-STREAMS PARTNERSHIP				
Objectives	Specific Results	Activities	Indicators	Means of Verification
1. Coordinated WASH-STREAM programmes and projects	10 countries collaborating under the WASH STREAM partnership	<ul style="list-style-type: none"> a. Joint resource mobilization of the WSSCC and STREAMS b. coordination with the National Focal Points (NFPs) of the WSSCC c. “Streaming up” current WASH initiatives by identifying needs, areas for further collaboration and joint initiatives, areas for scaling up. 	<p>Funds raised and allocated for WASH-STREAMS</p> <p>NFPs come from RCs linked to STREAMS</p> <p>“STREAMED UP” WASH initiatives launched and implemented in 10 countries</p>	Various Reports,
2. Increased access to the information and the resources needed to make sustainable improvements of WASH for improved livelihoods	Basic Vision 21/WASH messages for improved livelihood developed, promoted and delivered in 10 pilot countries.	<ul style="list-style-type: none"> a. Participatory assessments to determine basic WASH messages for improved livelihoods in the ten pilot countries. b. Organizing communication Strategy in the pilot countries 	<p>Rapid assessments done across 10 countries to determine strategic approaches</p> <p>WASH-STREAMS Communication strategy in place.</p>	<p>Reports</p> <p>Communication collaterals developed</p>

LOGFRAME FOR STRATEGY NO. 4

Program Purpose: To mobilize resources for continued RC networking, capacity building, action learning and secretariat operations				
Objectives	Specific Results	Activities	Indicators	Means of Verification
1. To develop a diverse source of funds, both restricted and unrestricted from grant, gifts/donations, and earned income	STREAMS to generate revenues from each of the three main sources of NGO income: grants, gifts and donations and earned income	a. Continue implementation of fund raising plan as drafted in July 2003 workshop b. Research on advocacy networks' (i.e. movements) fund raising experience c. Test implementation of a corporate giving program on a global level d. Launch individual giving program within 2005 e. Research membership structure/format best suited to STREAMS	By the end of 2005, to have the following funding mix: 80% grants, 10% gifts and donations, 10% earned income In 2004, to have at least one corporate partner/donor In 2004, grant funding to come from more than one source	Financial/annual report

Objectives	Specific Results	Activities	Indicators	Means of Verification
<p>2. To develop the culture, skills, operations and policies necessary to implement the resource mobilization strategy</p>	<p>STREAMS to have clear and sound fund raising policies accepted and implemented by core fund raising team members and eventually by STREAMS members</p> <p>STREAMS to provide capability building on fund raising to other RCs</p> <p>STREAMS to build a culture of sharing fund raising information among members on a local, regional and global level</p>	<p>a. Research possible fund raising operating models to refine existing fund raising structure</p> <p>b. Draft policies and consult with stakeholders</p> <p>c. In 2005 Develop a toolkit on resource mobilization specifically for water and sanitation RCs</p> <p>d. Constant information exchange on fund raising opportunities among core fund raising team members</p> <p>e. Develop a fund raising resource section in the web site</p> <p>f. Ensure the proper functioning and usage of the donor database system</p>	<p>Fund raising policies are included in a charter which institutional members will sign</p> <p>Publication of the toolkit, implementation of two field tests</p> <p>For such ‘referred’ opportunities to yield one project partner for STREAMS on a country, regional and global level (i.e. referral system produces three resource partners)</p> <p>Donor information is kept current and used by core team members</p>	<p>Consultant’s research report</p> <p>Membership charter</p> <p>Actual publication</p> <p>Annual report</p> <p>Web site/portal</p> <p>Donor database</p>

