



The **WASH** Foundation

# Global Strategic Plan

2022-2032



**CLEAN WATER,  
SANITATION,  
& HYGIENE**

# Table of Contents

Preface .....	3
Executive Summary .....	4
Rationale .....	6
The Global Context .....	6
SDG 6 in the Context of a Changing World .....	8
Access to Clean Water, Sanitation, and Hygiene .....	10
Impact on Women and Girls .....	15
Disease and Death .....	15
About The WASH Foundation (TWF) .....	17
What Drives Us .....	17
Our Vision and Mission .....	17
Programming Premise and Principles .....	18
What We Stand For .....	19
How We Work .....	19
How Change Will Happen .....	20
Our Theory of Change .....	20
Our Results Areas .....	21
Our Results Framework .....	22
Our Goal .....	23
Implementing the Strategy .....	25
Determining TWF’s Context-Specific Contribution to WASH .....	25
Financing for WASH .....	25
Where We See Opportunity .....	26
Infrastructure .....	27
Getting Civil Society, the Private Sector, and Communities to Work Together .....	28
Focus on Women and Girls .....	29
Partnering Effectively .....	31
Collaborating, Learning, and Adapting .....	33
WASH in Emergencies .....	34
Managing for Results .....	35
Managing Knowledge and Using Evidence .....	35
Communicating Effectively .....	36
Our Geographical Focus .....	37
Resourcing the Strategy .....	38
Our Pathways to Evolve as an Organization .....	40

# Preface

Water is crucial for all life to survive and thrive. While water is essential, when combined with sanitation and hygiene, there are direct links to health, nutrition, education, food security, economic growth, and other positive human development outcomes. Girls and women are particularly affected by the lack of access to safe and secure water, sanitation, and hygiene (WASH), as are vulnerable communities, the elderly, and people living with disabilities.

While there have been significant achievements in WASH over the past 25 years, and over 2 billion people have gained access to water and sanitation along with improved hygiene practices, there is still much to do to achieve universal access. As of 2022, one billion people still practice open defecation, and over 800 million do not have access to a basic level of drinking water. Additionally, there are new and emerging challenges like intensifying climate change and rapid urbanization exacerbate this global crisis, requiring an even greater sense of purpose, commitment, and urgency as a response.

The United Nations Sustainable Development Goals (SDGs) have set an ambitious vision to achieve universal access to safely managed water, sanitation, and hygiene. Besides universalizing access to safe WASH, the SDGs aim to provide an improved and higher level of service while prioritizing those impoverished and most vulnerable, especially women, girls, and people with disabilities.

The purpose of this new strategy for WASH is to guide The WASH Foundation and define how we will contribute toward achieving SDG 6: Ensure access to water and sanitation for all by 2030. Our new strategy serves as a comprehensive framework, informing and supporting our core planning while guiding the implementation of our programs. It outlines the fundamental principles that will underpin all our work and serves as a menu of approaches and outcome areas, allowing us to tailor our initiatives to the unique contexts of each country we serve.

Our focus will remain on improving access to safe drinking water, sanitation, and hygiene throughout schools, health centers, and communities, especially at the household level, while centering women, children, and other vulnerable populations in our efforts. The WASH Foundation will also prioritize the efficient utilization and conservation of water to enhance water security in the communities we serve. Besides these efforts, we will build the resilience of communities through disaster preparedness and proper planning. When disasters do occur, natural or complex, we will respond with WASH services to address the urgent needs of the affected populations.

Our strategy places women, children, and the most vulnerable groups at its heart so that abiding change occurs within these populations. To achieve our goals, we will engage with governments, seek increased financing for WASH, and support the rehabilitation or development of essential WASH infrastructure locally. By utilizing the involvement of key stakeholders such as the Private Sector, Civil Society, and Citizen Action, we aim to bring about lasting change through collaborative efforts. Additionally, our strategy will be driven by science and nature-based solutions, data, and evidence.

# Executive Summary

## Our First 13 Years and The Road Ahead

Clean the World was founded in 2009 to address diarrheal diseases and pneumonia in children by transforming discarded hygiene supplies from the hospitality industry into recycled, life-saving materials. Aiming to reduce the number of hygiene-related deaths, Clean the World began recycling discarded soap into new bars to distribute to communities in need. In 2015, Clean the World joined forces with the Global Soap Project, resulting in a consolidated nonprofit mission under the banner of Clean the World Foundation. This consolidation allowed us to go beyond hygiene to include programs addressing sustainable access to water, sanitation, and hygiene, (WASH) enabling us to broaden our reach to an international level. In 2023, as a further evolution, Clean the World Foundation changed its name to The WASH Foundation.

Since our formation, we have helped serve over 15 million people by working with a number of partners that focus on WASH and global health. Through our collaborations, our partners have distributed our soap in 127 countries. In recent years, we have partnered with the Centers for Disease Control (CDC) Foundation to prevent the spread of COVID-19 and other hygiene-related illnesses among people experiencing homelessness (PEH). In collaboration with the CDC Foundation, we provide 24/7 access to hygiene and sanitation at host sites in the United States, including Florida, Colorado, Nevada, and Puerto Rico.

In 2021, most of our efforts were focused on the United States due to the COVID-19 pandemic and its impact on people experiencing homelessness. During this time, we provided handwashing stations and toilets in collaboration with the CDC Foundation and reached over 50,000 people experiencing homelessness.

As we emerge from the COVID-19 pandemic, our current strategic plan (2022-2032) will expand its efforts to other parts of the world, continuing to focus on universal access to clean and safe water, sanitation, and hygiene (WASH) while aligning our strategy and timing with SDG 6 to “ensure availability and sustainable management of water and sanitation for all.” While the primary focus of our strategy is on water, sanitation, and hygiene, additional SDGs, such as Health, Food Security, Nutrition, Livelihoods, and Gender, will play a critical role during program design. The WASH Foundation’s programs will always consider these SDGs and incorporate them into our programs when applicable as we take our strategy forward. In some contexts, we may subordinate WASH to the other SDGs and program WASH around them.

Access to safe water and sanitation is a human right, and governments are the duty bearers of the actualization of this right. Worldwide, 2.4 billion people are still without basic sanitation, and more than 800 million people are without safe drinking water. The UN resolution A/RES/64/292<sup>1</sup> recognizes the right to safe and clean drinking water and sanitation is essential for the full enjoyment of life and all human rights. The WASH Foundation will focus on supporting local, district, and national governments to progressively actualize the right to safe water and sanitation for all citizens.

During the strategic period 2022-2032, we aim to contribute to sustainable change in water and WASH in at least 15 countries through long-term development programs while responding to humanitarian crises with WASH-related interventions in affected states unable to cope on their own.

<sup>1</sup> <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N09/479/35/PDF/N0947935.pdf?OpenElement>



These goals will be accomplished by building professional, organizational, and inter-institutional capacity to deliver environmentally and financially sustainable rural and urban water and WASH services to households, communities, schools, and health facilities. Capacity building and systems strengthening will be directed at public authorities to help them target investments effectively and operate services efficiently while improving the accountability of service providers and regulators, with the aim of reaching the most vulnerable communities. This work will be founded on evidence-based research that will be conducted jointly with governments, the private sector, academic and research institutions, the civil society, and especially women groups. The WASH Foundation's programs will create the conditions and capacities for private-sector engagement in water and WASH and, where appropriate, will link them to governments and communities to support long-lasting WASH services that are acceptable, accessible, affordable, and reliable. The capacity of civil societies will be strengthened by advocating for WASH services and encouraging collaboration between stakeholders and public authorities. Additionally, we will build long-term behavior change in hygiene, occupational health and safety, and compliance with safety standards.

The WASH Foundation understands that good governance, proper water and WASH infrastructure, adequate financing for water and WASH, and private sector, civil society, and citizen action are all required to achieve SDG 6 within the UN's outlined timelines. These parameters form the basis for our Theory of Change, where we will be engaged with these key drivers of change.

By increasingly emphasizing accountability from all stakeholders to the most vulnerable communities, especially women, we strive to create an enabling environment through sound policy development, effective governance, improved infrastructure, and enhanced and innovative financing for WASH from multiple sources.

The WASH Foundation's approach focuses on outcome-based programs that improve the quality of life for underserved populations around the world. All programs will emphasize a local needs-based approach, focusing on WASH behavior change, local ownership, community empowerment, and engagement, and utilize evidence drawn from strong assessments, primary and secondary data, and research.

The WASH Foundation aims to have a programmatic impact sustained nationally, provincially, and locally with reduced dependence on external aid. Our programs are grounded in localization. We recognize that rapid urbanization and climate change are real and will continue to impact the most vulnerable populations. To this end, we recognize that women are central to development. Empowering women with the freedom to make choices for their families and communities, providing them with knowledge and resources, and giving them a leading role and voice in all development processes is key to sustainable change. Our strategy therefore places women at the heart of all that we do.

The WASH Foundation recognizes that the scope and challenge of global water and WASH are continuously growing, and we can only achieve our goals through partnerships, collaboration, and regular coordination. Therefore, we actively engage in global water and WASH solutions by collaborating with like-minded coalitions worldwide.

We understand the private sector's critical role in addressing social inequities, which directly impact their businesses. We advocate for robust support for the private sector to achieve lasting solutions to this global challenge. Additionally, we aim to work globally with a multitude of partners in both long-term development and emergencies (such as through the United Nations Global WASH Cluster, of which we are a member) and other global coordinating bodies, in addition to increased networking with regional and national structures.

# Rationale

## The Global Context

Several trends fueled by geopolitical rivalries are accelerating global inequities, disparities, and insecurities. These issues are weakening the capabilities of global institutions to address globally shared concerns equitably and democratically. For example, the COVID-19 pandemic has revealed multiple flaws, weaknesses, and failures in the ability of the global community to jointly respond to a major global health crisis. The inability of countries to work together to solve global and shared problems has directly impacted the most vulnerable communities across the world.

Likewise, unequal global power structures foster significant disparities between countries. While the world's wealthier economies, endowed with significant resources and technological know-how, failed to respond equitably to the COVID-19 pandemic, other disparities continue to accelerate at an alarming rate. This response dissonance is best seen in how climate change action is approached between the Global North and South. There is growing skepticism and lack of trust in the capacities of our global institutions, governments, and other power structures that are seen as undermining international solidarity. These growing trepidations have several implications for the SDGs, including SDG 6.

Many countries are moving away from globalization and becoming more inward facing. Protectionist trends are impeding free trade and disrupting supply chains, leading to escalating costs that further drive the world into financial distress. These trends are ultimately weakening global economies, with countries in the Southern Hemisphere being particularly affected. Countries with a reduced economic outlook and a relatively young population face an uphill struggle to provide enough jobs. They run the risk of growing instability derived from demographic youth bulges. Migration is also on the rise as young people search for new prospects. Rising rates of unemployment or underemployment combined with food and fuel insecurity could lead to a weakening of governments, giving rise to internal conflicts and potentially leading to fragility within some states.

The COVID-19 pandemic and geopolitical tensions have uprooted the global economic systems, and amid these rapid changes, weaker economies have the most to lose, with low and middle-income countries facing increasing rates of poverty. Given the multiple priorities developing nations have, governments may become increasingly hard-pressed to deliver on the SDGs. However, with SDG 6 severely underfunded and global warming accelerating, the global ability to achieve the targets set out under SDG 6 may be seriously compromised, with the poorest and most vulnerable at particular risk.



# Rationale

Climate change, less predictable geohydrological cycles, and global warming are causing many rivers and water bodies to be rapidly depleted, lost, or their distribution being profoundly altered. In addition, water sources that lie under the ground in aquifers are being depleted significantly faster than they can be replenished. Since rivers do not respect political boundaries, there is considerable conflict between and within countries upstream and downstream of water sources. The damming of rivers further exacerbates the problem, and there are growing concerns that countries may be tempted to weaponize water due to scarcity.

Climate change is already causing extreme weather events (e.g., excessive rain and severe drought), resulting in growing water and food insecurity for many people. Natural disasters are increasing in frequency and intensity. Climate migration is intensifying as farmers abandon farming to move to cities in search of other economic opportunities, exacerbating already burdened urban services that are unable to provide safe and clean water, sanitation, and hygiene. Therefore, cities, where more than 68%<sup>2</sup> of the global population is expected to live by 2050, will increasingly harbor reservoirs of air and waterborne diseases. While we acknowledge that there are no quick, easy solutions to these problems, there is a growing need to make hard choices that require global and local action.

The COVID-19 pandemic has accelerated the use of Information Technology (IT systems and remote connectivity to perform economic activities and connect socially). Digital data and tools have rapidly entered the development context, and for the humanitarian sector, better access to IT will be an important instrument for change. While digital data and tools present new possibilities in the development and humanitarian sectors, they can also exacerbate existing inequalities in education and access to technology. Similarly, the architecture of the humanitarian and development sector is changing. There is a growing emphasis on localization, local actors, local priorities, and a more direct channeling of funding. We must find a new balance with local actors as drivers for change and different ways to foster cohesion in fragmented social environments. Furthermore, we must make our relevance, legitimacy, focus, impact, and scale unambiguously clear.



<sup>2</sup> <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

# Rationale



## SDG 6 in the Context of a Changing World

Although much of planet Earth is comprised of water, almost all of it is unavailable to us. Saltwater makes up 98% of the water on the planet, while of the remaining 2%, 87% is trapped in ice, 12% in groundwater, and only 1% is freely available in rivers and lakes. Of the 1% freely available for human and animal use, 70% is used for agricultural purposes, 25% by industries, and the remaining 5% is available for human and animal consumption. This 5% is extremely unevenly distributed and is subject to accelerating climate change and rapid urbanization.

Globally, there are 2.2 billion people who need access to safely managed drinking water, including 1.2 billion currently without basic drinking water services. In addition, there are 3.6 billion people who need access to safely managed sanitation and 2.3 billion who need access to basic handwashing facilities. Lack of clean water, poor sanitation, and poor hygiene has devastating effects on child mortality rates, as more than 700 children under five die every day from diarrheal diseases.

We can only fully realize the benefits of increased and improved access to potable water sources with improved sanitation and adherence to good hygiene practices. Therefore, The WASH Foundation’s strategy will closely align with the UN’s SDG 6 to “ensure availability and sustainable management of water and sanitation for all.”

Aside from the benefit of people being healthier, access to water, sanitation, and hygiene has profound broader socio-economic impacts. Poor sanitation and high-risk hygiene behaviors confine impoverished communities in a vicious cycle of diminishing health, environmental degradation, malnutrition, reduced productivity, and loss of income. For women and adolescent girls, the lack of privacy and dignity related to hygiene has deleterious impacts on health and safety, self-esteem, education, and well-being.

The COVID-19 pandemic has highlighted the critical importance of essential hygiene, sanitation, and access to clean water to prevent and contain the spread of the virus through proper hand hygiene. Proper and frequent handwashing with soap has been shown to be one of the most effective actions one can take to reduce the spread of pathogens and prevent infections, including the COVID-19 virus. These basic practices of handwashing have become crucial safeguards, not only for individual well-being but also for public health at large, reinforcing the urgent need for improved access to clean water and sanitation worldwide.



# Rationale

The right to water entitles everyone to have access to sufficient, safe, physically accessible, and affordable water for personal and domestic use.

The right to sanitation entitles everyone in all spheres of life to have physical and affordable access to safe, hygienic, secure, and socially and culturally acceptable sanitation that provides privacy and ensures dignity.

Physical presence is not the same as access. A water or sanitation service cannot serve the whole community if it is too expensive, unreliable, unhygienic, unsafely located, not adapted for those with disabilities or children, or not gender-segregated, in the case of toilets and washing facilities.

All people are entitled to water and sanitation without discrimination. Marginalized groups – women, children, refugees, indigenous peoples, people with disabilities, and many others – are often overlooked and face active discrimination from those planning and governing water and sanitation improvements and services.

For these fundamental rights to be actualized, The WASH Foundation requires proper systems, resources, and partnerships to deliver suitable services that foster sustainable behavior change and increased population resilience.



# Rationale

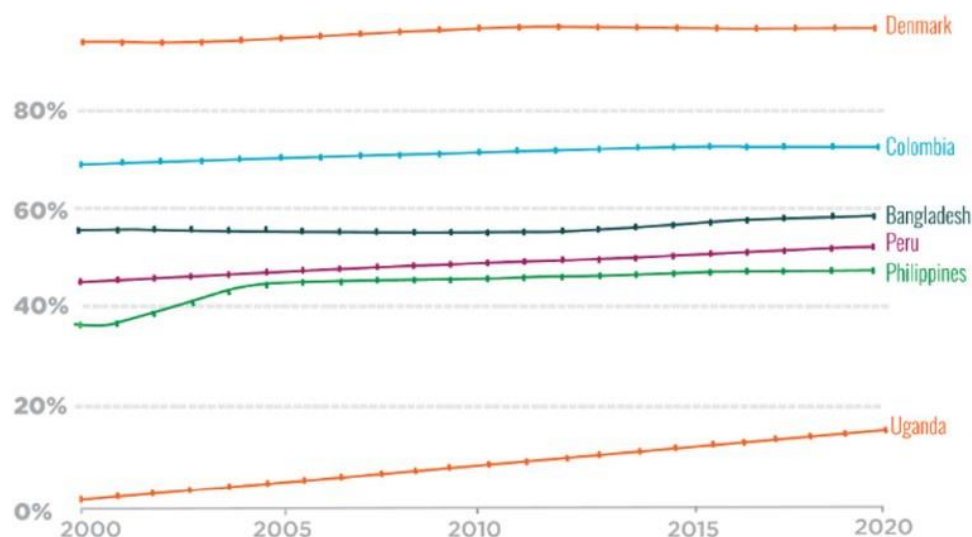
## Access to Clean Water, Sanitation, and Hygiene

### WATER

By 2020, 1.07 billion people had gained access to safely managed drinking water at home, and 115 million people had gained access to safe toilets at home. Globally, however, two billion people still lack access to safely managed drinking water at home, and of this number, 1.2 billion people have access to basic drinking water services. Of those who lack essential drinking water services, 8 out of 10 live in rural areas.

### Figure 3.1

Share of the population using safely managed drinking water. A safely managed drinking water service is defined as one located on premises, available when needed and free from contamination.



Source: WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP) OurWorldinData.org/water-access CC BY



UNICEF Strategy for WASH 2016-2030 (All data On Water, Sanitation and Hygiene are from the UNICEF Strategy)<sup>3</sup>

<sup>3</sup> <https://www.unicef.org/documents/unicef-strategy-water-sanitation-and-hygiene-2016-2030>

## SANITATION

Nearly half the world's population, 3.6 billion, do not have access to safely managed sanitation in their home. Of those, 1.9 billion people live with basic sanitation services, while 494 million people practice open defecation. This lack of access to safely managed sanitation is a reservoir for the spread of disease.

### What is a toilet worth?

The Economics of Sanitation Initiative (ESI) was launched in 2007 with a Water and Sanitation Program (WSP) study from East Asia, which found that the economic costs of poor sanitation and hygiene amounted to over \$9.2 billion a year (2005 rates) in Cambodia, Indonesia, Lao PDR, the Philippines, and Vietnam. The groundbreaking study was the first to attribute dollar amounts to a country's economic losses from poor sanitation. The report sparked public awareness and government action in several countries. The ESI was born as a response by WSP to address significant gaps in evidence on the economic impacts of sanitation among developing countries. Following the success in East Asia, ESI completed studies in Africa and South Asia, with a study currently underway in Latin America.

The second phase of ESI in East Asia analyzed the costs and benefits of alternative sanitation interventions in a range of typical contexts. The study results enabled decisions on how to spend funds allocated to sanitation. The study was conducted in Cambodia, Indonesia, the Philippines, Vietnam, and Yunnan Province in China.

The WSP study demonstrates that sanitation interventions offer favorable socio-economic returns to households and society, contributing to improved health, greater dignity, enhanced quality of life, and a cleaner environment, among other benefits. While the study reveals that providing sanitation options that protect the environment may entail higher costs, the perceived value of these benefits by households, tourists, and businesses makes them highly worthwhile investments. The economic returns can substantially increase when we consider the importance of proper wastewater management and the associated environmental benefits for downstream populations.

ESI work continued at the global level through the World Health Organization (WHO) publication "Global costs and benefits of drinking-water supply and sanitation interventions to reach the MDG target and universal coverage," which found that the global economic return on sanitation spending is \$5.50 for every one dollar invested. The report also estimated the global financial losses associated with inadequate water supply and sanitation at \$260 billion annually.



*Homeless community in King County, WA, USA*

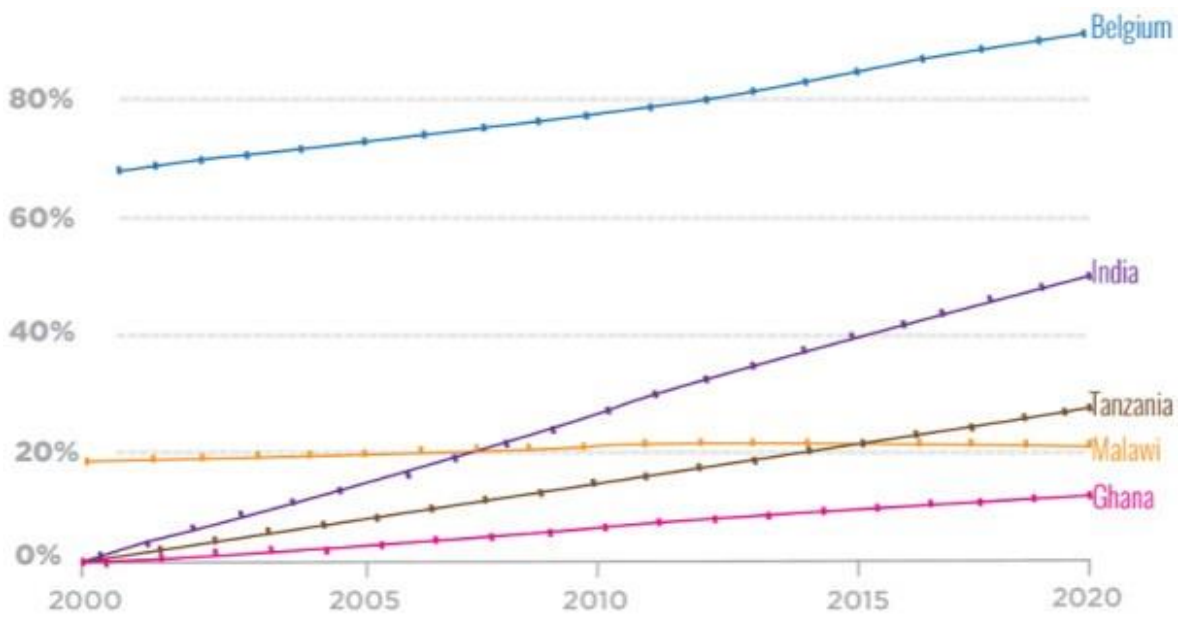


*WASH Stations in Orange County, FL, USA*



**Figure 3.2**

Share of population using safely managed sanitation facilities. Safely managed sanitation is improved facilities that are not shared with other households and where excreta are safely disposed of on site or transported and treated off-site.



Source: WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP) OurWorldinData.org/water-access CC BY



## HYGIENE

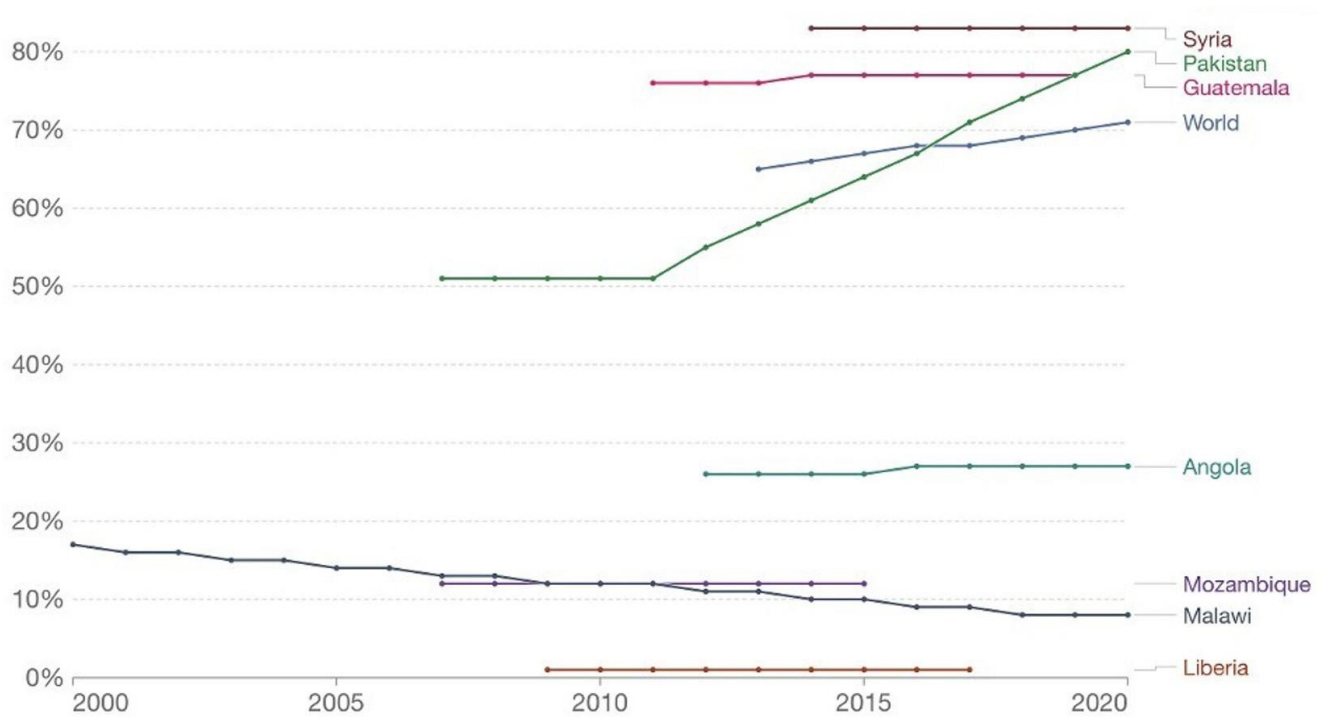
An estimated 2.3 billion people lack essential hygiene services, including soap and water, at home. Of the 2.3 billion people, 670 million have no access to hand washing facilities at all. In 28 countries, at least 1 in 4 people have no handwashing facility at home; in rural settings, only 1 in 3 people have access to basic hygiene services.



*Children washing their hands as part of our WASH-in-Schools program in the Dominican Republic*

**Figure 3.3**

Share of population with access to basic handwashing facilities



# Rationale

## Impact on Women and Girls

In 8 out of 10 households without onsite water supply, women and girls are responsible for collecting water for their families. These responsibilities make it difficult for girls to attend school during regular school hours.

Additionally, the lack of adequate sanitation facilities for girls reaching puberty makes them more likely than boys to miss school, with nearly 15% to 25% of girls in countries with a low Human Development Index missing school due to their menstrual cycle.

## Disease and Death

The health implications of lack of access to clean water, poor sanitation, and poor hygiene are widespread and deadly. Currently, there are 1.7 billion cases of diarrhea among children younger than five years and an estimated 446,000 deaths from diarrhea among children younger than five (mostly in low and middle-income countries), making up 9% of the 5.8 million deaths of children under age five worldwide. There are 3 million cases of cholera, an estimated 95,000 deaths due to cholera, 11 million cases of typhoid fever, and an estimated 129,000 typhoid fever deaths.

### Across the globe:

Hundreds of millions of people are infected by parasitic worms found in contaminated soil, such as *Ascaris lumbricoides* (estimated 807 million-1.2 billion), whipworm (estimated 604-795 million), and hookworm (estimated 576-740 million). Many of these infections are associated with inadequate or nonexistent sanitation facilities<sup>4</sup>.

Millions of people suffer from neglected tropical diseases (NTDs), many of which are water or hygiene-related, such as Guinea worm disease, Buruli ulcer, trachoma, and schistosomiasis. NTDs are most often found in places with unsafe drinking water, poor sanitation, and insufficient hygiene practices. Trachoma is the world's leading cause of preventable blindness and results from poor hygiene and sanitation. An estimated 41 million people suffer from active trachoma, and nearly 10 million people are visually impaired or irreversibly blind due to the disease.

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<sup>4</sup> [https://www.cdc.gov/healthywater/global/wash\\_statistics.html](https://www.cdc.gov/healthywater/global/wash_statistics.html)

Many conflicts worldwide are driving people to become refugees, often staying in camps in highly unsafe and unsanitary conditions with no access to safe drinking water, sanitation, or hygiene facilities. Women, girls, and young children are often severely impacted by these conditions.



## PREVENTION

Universal access to safe drinking water, adequate sanitation, and hygiene has the potential to reduce the global disease burden by 10%. In 2016, unsafe drinking water and inadequate sanitation contributed to 829,000 deaths, equivalent to 60% of total diarrheal deaths. Increasing access to safe drinking water and sanitation services can prevent many diarrheal deaths. Between 2000 and 2016, improved sanitation contributed to a 15% decrease in diarrheal deaths in Southeast Asia, East Asia, and Oceania and more than a 10% decrease globally.

With the tools we have today, every cholera case and death is preventable. Ending Cholera: A Global Roadmap to 2030 (WHO) is a unified approach to cholera prevention and control that integrates evidence-based best practices and identifies priorities to reduce cholera deaths by 90% by 2032<sup>5</sup>. Beyond cholera, The WASH Foundation will also be engaged with other water-related diseases, such as Malaria and some NTDs.

According to the United Nations, 90% of all natural disasters are water related. Therefore, investing in water and sanitation interventions results in many benefits, including economic growth, safeguarding the environment, enhanced quality of life, and improved health. Every dollar invested in WASH interventions gives a \$4.30 return in the form of reduced health care costs, reduced pollution of water and land resources, and gains in quality of life (such as improved school attendance, fewer sick days, greater privacy, safety, and a sense of dignity).

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<sup>5</sup> <https://www.who.int/activities/hosting-the-gtfcc-secretariat#:~:text=The%20Ending%20Cholera%E2%80%94%20Global,transmission%20in%20the%20same%20timeframe>



# About The WASH Foundation

## What Drives Us

The past decade has revealed multiple critical weaknesses of our global institutions, economies, and governments to respond to growing inequities. Disparities between countries and within populations are growing at an alarming rate against the backdrop of global imbalances, geopolitical rivalry, and an increasingly fragmenting world order. Climate change and the current pandemic have shown that we are unable to respond quickly and in a unified manner to global challenges. Therefore, The WASH Foundation must find a new way to contribute to cohesion in a fragmenting world. We also aim to make our relevance, legitimacy, focus, scale, and impact unambiguously clear.

Clean water is a basic human need and right and should be easily accessible to all. Water is at the core of sustainable development and critical to the survival of all life on the planet. While there is sufficient fresh water to achieve this, poor governance and policies, lack of adequate and appropriate infrastructure, and limited investments and planning have resulted in millions of people - most of them children - dying from diseases associated with inadequate and unsafe water supply, poor sanitation, and lack of proper hygiene. Unsafe water, sanitation, and hygiene have deleterious effects on several key aspects of human development.

For a world rich in resources and where there is enough for everyone, the existence of extreme poverty and suffering is inexcusable. The WASH Foundation is driven to reduce inequities, save lives, and help vulnerable and underserved populations reach their human potential.

## Our Vision

We see a world where people are healthy and thriving because of improved access to adequate safe water, sanitation, and hygiene resources and services.

## Our Mission

We will improve the quality of life of vulnerable populations through increased access to safe water, sanitation, and hygiene. We will accomplish this by working in partnerships to strengthen policies, systems, infrastructure, financing, and health-seeking behaviors while empowering women and underserved communities.

# About The WASH Foundation

## Our Programming Premise and Principles

The WASH Foundation recognizes the importance of the four core principles of the 1992 Dublin Principles and adopts them as part of its programming principles:

**Principle 1:** Fresh water is a finite and vulnerable resource essential to sustain life, development, and the environment.

**Principle 2:** Water development and management should be based on a participatory approach involving users, planners, and policymakers at all levels.

**Principle 3:** Women play a central part in the provision, management, and safeguarding of water.

**Principle 4:** Water is a public good with a social and economic value in all its competing uses.

Integrated water resources management relies on the equitable and efficient management and sustainable use of water. Proper integrated water resources management recognizes that water is an integral part of the ecosystem, a natural resource, and a social and economic good whose quantity and quality determine the nature of its utilization.

Besides these, The WASH Foundation will focus on:

1. Strengthening governance at all levels, especially at the local level, while empowering communities.
2. Applying a gender and vulnerability lens to all our programming approaches.
3. Having a system strengthening and capacity-building approach as a core of our programming.
4. Being driven by data, evidence, science, and nature-based solutions.
5. Fostering behavior change, resilience, and sustainability as key outcomes.

# About The WASH Foundation

## What We Stand For

**Respect:** We are committed to treating all people the way we want to be treated, recognizing that all people are equal and deserving of respect and dignity.

**Integrity:** We serve vulnerable populations, women, families, communities, and key interested parties with diligence.

**Compassion:** We serve with empathy, humility, and cultural sensitivity.

**Excellence:** We are consistent, accountable, transparent, equitable, results-oriented, and open to learning.

**Partnerships:** We work with all stakeholders as facilitators and catalysts to sustain long-term community development through public and private partnerships to achieve our mission.

**Inclusiveness:** We are culturally aware, collaborative, value diversity and forge intentional partnerships.

**Trust:** We work to foster collaboration, open communication, and consistency in word and deed.

## How We Work

- We lead the culture.
- We exercise good judgment.
- We constantly drive for operational excellence.
- We work to deliver results and Value for Money.
- We constantly innovate.
- We are nonhierarchical and open to constructive problem-solving discussions.
- We have a non-threatening environment where all opinions are encouraged.

# How Change Will Happen

## Our Theory of Change

We posit that the global water and WASH crisis is not due to a lack of water alone but also results from poor policies and management that reflect a low level of government capacity, combined with inadequate financial investments, poor infrastructure, competition between various interest groups, a lack of citizen action, and the exclusion of women in decision making. Therefore, strengthening capacities at various levels is key.

We believe that if change happens at these five levels, people will have access to safe water, sanitation, and hygiene. We must find ways to address these challenges if we wish to achieve the results we have identified that can sustain the quality of life for communities through improved access to water and WASH.





# How Change Will Happen

## Our Results Areas

### RESULT 1: WATER

Improved governance, financing, and infrastructure leads to access to equitable, safe, and clean water at the household level and in underserved communities.

### RESULT 2: SANITATION

Improved governance, financing and infrastructure leads to access and utilization of sanitary facilities and services by households and communities.

### RESULT 3: HYGIENE

Improved governance, financing and infrastructure leads to essential hygiene practices including menstrual health in schools, health centers, households, and at the community level.

### RESULT 4: WASH IN EMERGENCIES

Communities are prepared for disasters, and local agencies can respond to WASH needs in emergency settings in line with the Sphere standards (i.e., internationally recognized common principles and universal minimum standards in humanitarian response).

# Our Results Framework

## GOAL

Improved quality of life of vulnerable populations through increased access to safe water, sanitation, and hygiene.

### RESULT 1: WATER

Improved governance, financing, and infrastructure leads to access to equitable, safe, and clean water at the household level and in underserved communities.

#### IR 1.1:

Increase piped water in homes, schools, and health facilities in geographic areas that have the capacity to bring in piped water.

#### IR 1.2:

Implement new boreholes, rehabilitate old/broken boreholes and community water distribution sites.

#### IR 1.3:

Build local governance and community capacity, especially women's groups, to maintain water distribution sites.

#### IR 1.4:

Educate families and communities to store water properly and test for quality.

#### IR 1.5:

Increase deworming, rotavirus and measles immunization, Vitamin A supplementation, exclusive breastfeeding, and timely complementary feeding to reduce child morbidities and mortality.

#### IR 1.6:

Better water stewardship: Reduce the water footprint and discharge of hazardous chemicals in water intensive industries that are on watersheds and manage the watershed jointly as a shared resource.

#### IR 1.7:

Better water stewardship: Reduce the water footprint of water intensive agriculture, especially water intensive crops.

### RESULT 2: SANITATION

Improved governance, financing and infrastructure leads to access and utilization of sanitary facilities and services by households and communities.

#### IR 2.1:

Build or rehabilitate facilities to reduce open defecation.

#### IR 2.2:

Increase access to safe and culturally appropriate toilets.

#### IR 2.3:

Using a CLTS approach, educate on reducing open defecation, proper disposal of feminine hygiene products, and fecal waste.

#### IR 2.4:

Increase capacities and improve practices to accommodate sewage/fecal sludge/wastewater management.

#### IR 2.5:

Efficient and effective governance of sanitation systems at all levels.

### RESULT 3: HYGIENE

Improved governance, financing and infrastructure leads to essential hygiene practices including menstrual health in schools, health centers, households, and at the community level.

#### IR 3.1:

Provide education and resources on hygiene practices and infection prevention and control (e.g., menstrual hygiene management, hand washing in schools, health facilities, communities, and households).

#### IR 3.2:

Educate and reduce cultural barriers around menstruation.

#### IR 3.3:

Improve access to feminine hygiene products.

#### IR 3.4:

Provide access to hand washing stations and hygiene supplies.

#### IR 3.5:

Strengthen hygiene practices by trained birth attendants.

### RESULT 4: WASH in Emergencies

Communities are prepared for disasters, and local agencies can respond to WASH needs in emergency settings in line with the Sphere Standards (i.e., internationally recognized common principles and universal minimum standards in humanitarian response).

#### IR 4.1:

Disaster Response and Preparedness Planning with a focus on WASH in communities.

#### IR 4.2:

Provide access to safe water, sanitation, and hygiene during emergencies in line with the SPHERE Standards.

#### IR 4.3:

Track waterborne disease outbreaks in coordination with governments, UN agencies, and local NGOs to distribute therapeutic foods and supplements.

## Our Goal

Improved quality of life of vulnerable populations through increased access to safe water, sanitation, hygiene (WASH).

**Result 1: Water:** Improved governance, financing, and better infrastructure leads to increased access to equitable, safe, and clean water at the household level and in underserved communities.

IR 1.1: Increase piped water in homes, schools, and health facilities in geographic areas that have the capacity to bring in piped water.

IR 1.2: Implement new boreholes, rehabilitate old/broken boreholes and community water distribution sites.

IR 1.3: Build community capacity, especially women's groups, to maintain water distribution sites.

IR 1.4: Educate community leaders and families to store water properly and test for quality.

IR 1.5: Increase deworming, rotavirus and measles immunization, Vitamin A supplementation, exclusive breastfeeding, deworming, and timely complementary feeding to reduce child morbidities and mortality.

IR 1.6: Reduce the water footprint and discharge of hazardous chemicals in water-intensive industries that are on watersheds and manage watersheds as a shared resource.

IR 1.7 Reduce the water footprint of water-intensive agriculture, especially water-intensive crops.

**Result 2: Sanitation:** Improved governance, financing and infrastructure leads to access and utilization of sanitary facilities and services by households and communities.

IR 2.1: Build or rehabilitate facilities to reduce open defecation.

IR 2.2: Increase access to safe and culturally appropriate toilets.

IR 2.3: Using a CLTS approach educate on reduction of open defecation, proper and safe disposal of feminine hygiene products, and fecal waste.

IR 2.4: Increase capacities and improve practices to accommodate sewage/fecal sludge/wastewater management.

IR 2.5: Efficient and effective governance of sanitation systems at all levels.

**Result 3: Hygiene:** Improved governance, financing and infrastructure leads to essential hygiene practices including menstrual health in schools, health centers, households, and at the community level.

IR 3.1: Provide education and resources on hygiene practices and infection prevention and control (e.g., menstrual hygiene management, hand washing in schools, health facilities, communities, and households).

IR 3.2: Educate and reduce cultural barriers around menstruation.

IR 3.3: Improve access to feminine hygiene products.

IR 3.4: Provide access to hand washing stations and soap.

IR 3.5: Strengthen hygiene practices by trained birth attendants.

**Result 4: WASH in Emergencies:** Communities are prepared for disasters, and local agencies can respond to WASH needs in emergency settings in line with the Sphere Standards (i.e., internationally recognized common principles and universal minimum standards in humanitarian response).

IR 4.1: Disaster Response and Preparedness Planning with a focus on WASH in communities.

IR 4.2: Provide access to safe water, sanitation, and hygiene during emergencies in line with the SPHERE Standards.

IR 4.3: Track waterborne disease outbreaks in coordination with governments, UN agencies, and local NGOs to distribute therapeutic foods and supplements.

# Implementing Strategy

## Determining The WASH Foundation's Context-Specific Contribution to WASH

Our strategic focus and pathways to achieving our results will be to address the key areas identified in our Theory of Change. These include catalyzing systems strengthening through improved governance, financing, infrastructure, and involvement of the private sector and civil society while placing women at the heart of all that we do.

There are several approaches we will need to undertake to contribute to improving the governance and policy environment wherever we choose to work. While this is contextual and depends on the geography in which we undertake our work, we will begin with local governance, given that we intend to focus on greater localization and to be closer to the primary beneficiaries. We will seek a better appreciation for the complexity of planning, budgeting, and coordination that is involved, along with a better understanding of the delivery challenges. Our approach will require that we work from a better evidence base that provides objective, accurate, and timely information on costs, timescales, benefits, and risks. Our ability to align stakeholders' different views and incentives will also be crucial to both project delivery, constant learning, collaborating, and adapting while engaging in policy formulation that can be advocated for at the provincial and national levels.



### Financing for WASH

It is likely that over 50% of countries will not meet the SDG 6, while 20% will meet only part of the goal. This failure to fully meet WASH goals is not based on a lack of importance or drive but on financial confines. World Bank estimates indicate that up to 2030, SDG 6 will require \$1.7 trillion for it to be realized<sup>6</sup>. Available funding falls significantly short of that need. As government and donor funds cannot meet these funding requirements alone, we must attract the need for more commercial finance into the sector, matched with a similar increase in public finance. Commercial finance generally seeks low-risk, dependable return investments. Commercial lenders want to see that a borrower is financially healthy and well-managed. That being said, WASH sector service providers in most developing countries meet few of these requirements.

Given these constraints, we recognize the need for innovation in tackling direct or indirect barriers to private WASH finance that have either been overlooked or can be addressed more effectively than existing market instruments. We will also act as catalysts by demonstrating the potential to (a) mobilize private WASH capital within a sizable market and (b) be scaled up or replicated in contexts where existing successes have yet to be scaled up or replicated. We will also pursue sustainable financing by (a) identifying strategies to reduce public financial support, thereby achieving market viability, and (b) examining and minimizing the risks to the intended objectives of a more market-led approach. Finally, we will act by (a) identifying the type of entities that can implement the strategy, (b) exploring the pathways towards implementation, including timeframes, activities, and key milestones, and (c) addressing possible challenges to implementation and related management strategies.

<sup>6</sup> <https://blogs.worldbank.org/water/achieving-universal-access-water-and-sanitation-2030-how-can-blended-finance-help>



# Implementing Strategy

## Where We See Opportunity

The untapped use of microfinance for WASH presents one area of opportunity. Microfinance enables those in need to take small loans so that they have the up-front capital needed to pay for the water connection or toilet that they want. Clients then repay these small loans over time with interest. Microfinance is one tool that can act as a catalyst for the private component of blended finance, and when it can also be effectively paired with government subsidies, it can accelerate water and sanitation access. While we will engage with microfinance for WASH, we recognize that governments should encourage their financial sectors to prioritize socially-oriented microloan products through regulations to enable larger proportions of low-income populations to access WASH. Utilizing microfinance allows governments to make more efficient use of their limited budgets.

We also see opportunities in developing multiple social enterprises while strengthening water and sanitation markets and franchising through women and youth-based entrepreneurship.

Water Financing Facilities also have real potential to be part of the solution for decreasing the financing gap in the water and sanitation sector in several countries by leveraging tariffs, taxes, transfers (development aid), and releasing private finance to the sector. For some countries that have met the necessary conditions, this is a real and high-potential solution now; for other countries, it is too early to implement because they still need to work on their credit worthiness or benchmarks in the sector<sup>7</sup>. Accordingly, we will choose only those markets, typically emerging economies, where there is a potential to establish and scale private investments in WASH.

We will also develop social enterprises and franchising opportunities around WASH products where women and youth can be trained and developed as entrepreneurs. Thus, developing water, sanitation, and hygiene markets will be an important element in creating financing for WASH.

We also see an opportunity to apply innovative financing approaches to develop climate-resilient WASH systems. These financing approaches include new forms of bonds (including green, catastrophe, and resilience bonds), microinsurance, results-based financing, favorable taxing strategies, and green climate funds and facilities. For example, resilience bonds could help urban water utilities reduce their financial vulnerability and capture the social benefits of resilient infrastructure.<sup>8</sup>

<sup>7</sup> <https://kiffwa.com/wp-content/uploads/2022/07/KIFFWA-Brochure.pdf>

<sup>8</sup> <https://www.wateronline.com/doc/financing-water-supply-and-sanitation-in-a-changing-climate-0001>

# Implementing Strategy

## Infrastructure

Significant investments have been made toward developing WASH infrastructure globally. While countries around the world have often planned for capital infrastructure outlays, more attention has yet to be given to managing the asset life cycle with appropriate operations and maintenance planning and outlays.

The WASH Foundation will catalyze, where possible, a proper WASH asset management policy and strategy, especially at the local levels and with local government and communities. Such asset management policies will identify the objectives and principles that will guide asset management in communities and at the local and district/province level. It will stress the benefits of asset management to the communities, local government, and the private sector by helping them have local policies that address the following elements within the local context. Operations and maintenance costs will be factored in with a focus on long-term use. Our approach will have the following elements:

**Community Focused:** It will involve the public in important decisions related to the acquisition, operation, maintenance, renewal, or sale of locally owned assets. We shall promote community benefits - that is, the supplementary social and economic benefits arising from an infrastructure project that is intended to improve the well-being of a community (e.g., local job creation and training opportunities, improvement of public spaces within the community, promoting accessibility for persons with disabilities, etc.).

**Risk Based:** It will strive to meet or exceed all regulations, benchmarks, and requirements related to the management of assets. It will adopt a risk management approach in planning to minimize the impact of climate change, public health crises, and other systemic shocks.

**Service Focused:** It will designate focal points for asset management research centers and prepare and convene regular stakeholder meetings to discuss how asset management practices can be further improved to benefit communities. It will report regularly on the assets and asset performance. The governing body will provide the highest quality of service to citizens under the given circumstances, with the available resources and in line with relevant national laws and norms.

**Forward Looking:** It will focus on long-term solutions rather than short-term affordability or convenience. It will continue to improve the asset management practices and systems to ensure quality services to the communities with a strong focus on maintenance of assets by the community and local government.

**Value Based:** It will provide value to all stakeholders by adopting good financial asset management practices in the annual budget and medium and long-term fiscal expenditure plans. The policy will encourage open and effective management and reporting of public assets as part of civic duty. It will aim to reduce all forms of misuse, abuse, or corruption related to the management of public property.

# Implementing Strategy

## Getting Civil Society, the Private Sector, and Communities to Work Together

Societies must have a strong motivation to join a collaborative effort. This common purpose must unite all participants to focus on common objectives. The purpose needs to be ambitious and broad enough for all participants to see value in the collaboration, even if the value they seek may differ. Water is a shared resource that all life depends on for consumption, industry, and agricultural purposes, so this should provide a strong impetus to collaborate. Collaborations should give meaningful time to define the purpose and the associated outcomes that participants seek. In particular, when dealing with complex, high-risk topics - such as improved management of depleting water resources, the development of new industry standards towards watersheds, or improved agricultural practices that reduce water consumption - it will take time for stakeholders to understand each other's diverse and often opposing perspectives, build trust, and together narrow big ideas into a specific effort that is both actionable and meaningful for everyone.

The WASH Foundation will play a catalytic and facilitating role in bringing various stakeholders together to address key water, sanitation, and hygiene issues at the watershed or community level. We will support the brokering of terms, roles, and responsibilities that ultimately allow everyone to agree on common ground and a plan of action. In parallel, these collaborations should develop a strategy for equity, sustainability, and long-term impact linked to the conservation of natural resources and good health outcomes.



# Implementing Strategy

## Focus On Women and Girls

Better WASH and management of water resources means better health, nutrition, opportunity, and dignity for women and girls. They will benefit at higher rates and in unique ways from access to safe, reliable, and sustainable water security, sanitation, and hygiene. Such access frees up more of their time for education and employment, reduces their vulnerability to gender-based violence, and provides more privacy and dignity. It enhances women's and girls' success by increasing their voice, agency, and economic empowerment.<sup>9</sup>

Women and girls are responsible for water collection in 8 out of 10 households with off-premises water sources. They collectively spend 200 million hours every day collecting water. Lifting this time burden through on-site water access will not only improve their well-being and mitigate vulnerability to gender-based violence but also free up girls' time for uninterrupted schooling, women's time for agriculture, work, and entrepreneurship, and women's and girls' time for engaging in social activities that support their mental and emotional well-being.

Female-friendly latrines that include facilities for menstrual hygiene management in schools can improve the learning environment for students and the work environment for teachers, who are predominantly female in many countries. Ensuring the presence of female-friendly latrines also promote girls' enrollment, attendance, and success at school, thereby expanding their future opportunities in the workforce. Similarly, adequate restrooms and facilities for women and girls and female-friendly workplace policies are critical for women's full participation in the workplace and marketplace.

The sector, too, stands to benefit when women and girls are empowered. Multiple studies by the World Bank and United Nations Development Program have found that water projects that include women are more effective, and the results are sustained for longer.

Women's roles and expertise are equally important in natural resource management issues like watershed protection and management. Particularly in indigenous communities, women often hold important traditional knowledge about managing, allocating, and using water and land resources. Where conflict over water resources is a risk, women's participation in their management can contribute to peace processes. In fact, programs that include women in the early stages of development tend to have a long-term sustainable impact on water and sanitation service delivery.



<sup>9</sup> <https://www.usaid.gov/water-and-sanitation/us-global-water-strategy#:~:text=Under%20the%202022%2D2027%20Strategy%2C%20USAID%20has%20expanded%20its%20ambition,over%20the%20next%20five%20years>

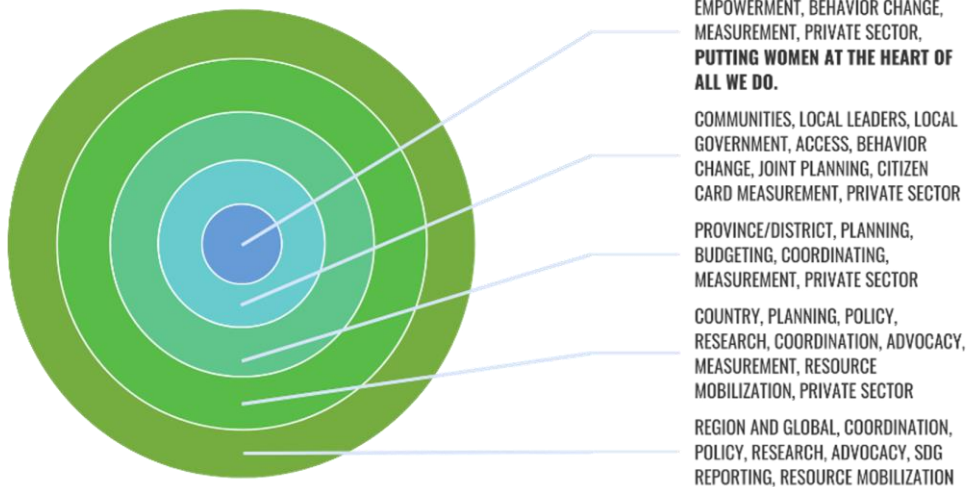


# Implementing Strategy



Group of young girls learning how to make reusable sanitary pads as part of our Menstrual Hygiene Management program in Uganda.

**Figure 3.4**





# Implementing Strategy

## Partnering Effectively

The WASH Foundation recognizes the complexity of implementing <sup>10</sup> WASH programming across the globe. Our strategy can only succeed if we partner effectively with various stakeholders through frameworks that are appropriate and fit for the objectives that the partners wish to accomplish.

As such, we will build collaborative and intentional partnerships at the global, national, provincial, and community levels. More specifically, we will develop partnerships with research centers, academic institutions, and the private sector. We will also expand our partnerships beyond the hospitality industry to include appropriate Fortune 500 companies and others so that they play a role in WASH programming. By working with a wide array of knowledgeable partners, we can bring and apply the best thinking and technologies to complex challenges.

The WASH Foundation recognizes that sustainable changes will be the most impactful and visible at the community level. Therefore, as a fundamental practice, we will listen first to the voices of women and communities and establish relationships with community leaders, community-based organizations, WASH coalitions, and organizations that align with WASH initiatives at the community level. The WASH Foundation maintains and strengthens strong partnerships with national and sub-national governments - including stakeholders outside of the WASH sector, such as those in education, health, nutrition, etc. - to strengthen systems and accountability at all levels, thereby helping to deliver impact within the community.

Finally, we will encourage enhanced partnerships and collaborative frameworks by:

- Partnering with existing, well-established, and renowned WASH organizations that are already implementing comprehensive WASH programming on a large scale and are better positioned for significant funding.
- 
- Convening diverse stakeholders around common results.
- 
- Joining coalitions and alliances.
- 
- Stimulating policy, implementation, and technical dialog through our communications strategy.
- 
- Leveraging resources, capacities, networks, and social movements for WASH and influencing partners to prioritize people's rights to water and sanitation.

<sup>10</sup> <https://usaidlearninglab.org/cla/cla-toolkit/understanding-cla>

# Implementing Strategy

From the private sector perspective, many businesses have moved on from older ideas of corporate social responsibility that to compensate for the benefits extracted from society through their business operations, the company should ‘giveback’ by committing a portion of their profits to social programs. Now, many companies recognize that their business operations themselves have the potential to contribute to society. Both companies and society can benefit from maximizing the ‘shared value’ that can be created.

The WASH Foundation recognizes and embraces the potential of catalyzing partnerships between the private sector, funding agencies, and communities to ensure equitable and sustainable use of shared resources, particularly water. At the core of successful partnerships between The WASH Foundation, businesses, and communities is an understanding of each partner’s role and mutual interests, complemented by effective governance arrangements and proper planning for sustainable development. On this basis, it is possible to identify practical mechanisms through which development assistance and business investment can create shared value.

Ability to Address Increasingly Complex Problems			
	Traditional Partnerships	Extended Partnerships	Collective Partnerships
Structure	Individual grants from donors involving multiple grantees	Large-scale global initiatives involving multiple organizations with broad goals	Collective impact initiative involving organizations and featuring common agenda, shared measurement, and backbone
Benefits	Efficient process for executing programs through previously proven solutions	Ability to dedicate multi-year resources through leveraging assets of several organizations	Ability to sustain momentum over longer periods, avoid duplication, leverage unique assets, and solve complex problems

# Implementing Strategy

## Collaborating, Learning, and Adapting

As part of our efforts to enhance effective partnerships, become a learning organization, and implement adaptive management, The WASH Foundation will adopt a comprehensive set of practices across the program cycle known as Collaborating, Learning, and Adapting (CLA). Integrating CLA into our work will help ensure that our programs are coordinated with others, grounded in a strong evidence base, and adapted iteratively to remain relevant throughout implementation.

The systematic application of CLA approaches will enable The WASH Foundation to be an effective learning organization, thus strengthening our capacity as a development organization. Implementing CLA will help us continuously improve our effectiveness, fostering a more systematic and intentional approach throughout the program cycle. In the simplest terms, integrating CLA throughout the program cycle will help us address many of the WASH challenges by considering the following questions:

**Collaborating:** Are we collaborating with the right partners at the right time to promote constructive interaction?

**Learning:** Are we asking the most important questions and finding answers that are relevant to decision-making?

**Adapting:** Are we using the information we gather through collaboration and learning activities to make better decisions and adjust as necessary?



# Implementing Strategy

## WASH in Emergencies

People in emergency situations are generally much more susceptible to illness and death from disease, often due to lack of sanitation, inadequate water supplies, and poor hygiene. Diarrhea and infectious diseases transmitted from feces to mouth are the most significant health problems. Increased risk of disease also arises from overcrowding, exposure to new pathogens, and the disruption of routine and safe habits.

Inevitably, it is the poorest and weakest in society - children, the elderly, and the disabled - who are most vulnerable in such circumstances and need particular consideration. It is also important to note that whenever people suffer physical distress during an emergency event, they will also likely be mentally traumatized. As such, psychosocial care and counseling are vital components of any response plan. Psychosocial refers to both psychological and social effects which continually interact and influence each other. Psychological effects are those that affect perceptions, memory, thoughts, learning, emotions, and behavior. Social effects are concerned with altered relationships with family and community. (UNICEF,2006)

Along with food and shelter, safe water, hygiene, and sanitation are the highest priority in emergencies. Without swift, adequate emergency WASH services, disease and possibly death will likely follow. Also, unless the affected population consistently practices good hygiene, the danger of diarrhea, cholera, and other disease outbreaks will persist. This threat of disease outbreak is true in all types of emergencies, from rapid onset natural disasters to long-term crises caused by a range of complex factors.

The WASH Foundation's primary objective for WASH during emergencies is to reduce the transmission of diseases by promoting good hygiene practices, providing safe drinking water, and reducing health risks related to poor sanitation.

Hygiene behavior is particularly important in emergencies with acute disease risks due to overcrowding, poor water and sanitation, exposure to new pathogens, and disturbance of familiar and safe habits. In such cases, we will ensure that there is a rapid availability of soap and other disinfectants that can arrest the spread of diseases.

We will also develop internal capacities to prepare and pre-position ourselves for any humanitarian situations where WASH is required. Preparing for emergencies involves having capabilities for rapid assessment of the public health situation as an important first step in emergency response to identify high-risk behaviors that should be targeted for behavior change communication and its rapid deployment. We will develop such capacities so that our response is targeted and reaches the most vulnerable in such situations. The WASH Foundation will take special care to ensure that strong protection measures and complaint mechanisms are in place so that vulnerable populations, especially women and girls, are not exploited. During the response phase, The WASH Foundation and our partners will act to address the immediate effects of the emergency.

We will also build internal capacities to address the recovery phase, which involves rebuilding, restoring, and rehabilitating the community following the emergency. We will constantly seek to link relief and rehabilitation with development, thereby working across the relief-to-development continuum.

# Managing for Results

## Managing Knowledge and Using Evidence

The principles of results-based management (RBM) will guide The WASH Foundation's programming. We will build our systems to manage results by ensuring that financial and human resources combined with strong monitoring, evaluation, accountability, and learning (MEAL) are fully focused on results. At the onset, all our program designs will incorporate CLA and a clear pathway toward achieving results and demonstrating them with evidence. Our targeted results are defined in our Theory of Change and Results Framework. A set of indicators and costed activities will accompany each result area. Measuring progress against the activities, outputs, outcomes, and financial utilization will help us better understand if our overall strategy is moving in the intended direction.

We also aim to become a learning organization. To do this, we recognize that internally we will have to:

- Build and strengthen more robust systems around monitoring, evaluation, accountability, and learning (MEAL) and data analytics.
- 
- Build capacity for research and needs assessments.
- 
- Strengthen documentation and dissemination of information to governments, donors, partners, and communities through various communication channels.
- 
- Publish in research and academic journals.
- 
- Advocate to governments on evidence-based actions they can take.



# Communicating Effectively

The 2006 World Congress on Communication for Development defined C4D as “a social process based on dialogue using a broad range of tools and methods. It is also about seeking change at different levels, including listening, building trust, sharing knowledge and skills, building policies, debating, and learning for sustained and meaningful change.”

Communication of The WASH Foundation’s programs, impact, and collaborative efforts is essential for the organization’s growth, visibility, sustained partnerships, and transparency. Effective communication about our organization is important for internal staff and external stakeholders, and various strategies are necessary to ensure our staff, donors, partners, communities, and well-wishers are well-informed. Internally, effective communication will include the Foundation Impact Updates page of our Microsoft Teams in-house communication platform, electronic newsletters and correspondence, and announcements during our all-staff town hall meetings.

These different communication strategies will ensure the different teams remain connected and directed to our organization’s true north - our mission and vision. Externally, effective communication will include quarterly program reports, social media posts (Facebook, Twitter, YouTube, Instagram), newsletters, journal publications, television/radio broadcasts, product branding, biogas/articles, public interviews, recorded testimonials of program beneficiaries, and presentations at conferences and webinars. We will apply these strategies simultaneously to maximize audience engagement.

These various strategies will strengthen our message, help a diverse audience understand our work, encourage monetary and in-kind contributions, expand opportunities for collaboration, and bolster public trust in the organization’s intention to impact lives and communities.

# Our Geographical Focus

Cognizant of the extensive WASH challenges many countries face worldwide, The WASH Foundation will employ a data-driven, needs, and evidence-based approach toward its geographical expansion. While the overarching goal is to serve communities that are notoriously hard to reach and have the most significant disease burden, WASH program implementation and development will be determined by available funding and each country's political, economic, environmental, sociocultural, and technological climate.

In line with current WASH data, the following regions and countries have been identified as strategic priority by multiple donors, with funding anticipated for continued water and sanitation programs.

- **East Africa**
- **Caribbean:** The Dominican Republic, Haiti
- **North America:** Canada, Mexico, United States
- 

The WASH Foundation's strategy explicitly recognizes that some states will remain fragile and need humanitarian support, while others, especially emerging economies, are better positioned for longer-term development programs. While we do not expect to be in all countries, we will establish our presence in some of them in a phased manner over the strategy period (2022-2032) after carefully examining which countries would most benefit from our programs.

# Resourcing the Strategy

Our strategy envisions an incremental approach over time with the key goal of making The WASH Foundation a global player in the WASH sector by 2032. This incremental approach focuses not only on strengthening and expanding existing programs but also creating new products and reaching out to new geographical areas in the priority countries identified above.

Current funding for The WASH Foundation comes from existing programs like our revenue-generating Soap Recycling Program, grant funding from the WASH Stations Program, and monetary donations from individuals and organizations. The Soap Recycling Program generates a profit that is then re-invested into The WASH Foundation, while the WASH Stations Program is currently funded through a one-year grant from the CDC Foundation.

It is important to note that the COVID-19 pandemic negatively impacted the Soap Recycling Program, given that the hospitality sector was severely affected during that time. However, we fully expect this program to return to pre-pandemic revenue levels and continue to be an organic source of funding for The WASH Foundation. We also expect to continue our partnership with the CDC Foundation, extending it for an additional one-year period. Extending the WASH Stations Program may include increasing the number of beneficiaries in already-existing locations, moving into new sites in the four states currently served, or expanding into additional states. The WASH Stations Program could also be implemented outside the United States. This development will be decided based on an assessment of the outcomes of the existing grant.

We will be developing new services, in addition to soap recycling and the WASH stations, which will require new sources of funding. For one, we are currently exploring mechanisms to improve access to clean water for vulnerable populations around the globe. Access to clean water provides a unique opportunity for additional services such as hygiene services and hygiene education programs, allowing for packaging these different elements into one comprehensive service. Even if access to water is not a priority in certain areas, we can still develop a hygiene education program to ensure continued health and well-being.

To move in this direction, The WASH Foundation will conduct an assessment to identify an initial small group of qualifying countries. The evaluation will consider factors such as potential local partners and community-based organizations, existing local initiatives to be scaled up, and more. A typical project will include the provision of basic infrastructure, essential hygiene services and education, and a budget for operation and maintenance for the first initial year (to be replaced by local funding). Such a project will facilitate dialogue with local and central government authorities to guarantee long-term sustainability. Lessons learned from these initial projects will feed back into the design of new projects and services to be extended to additional countries. By 2032, the WASH Foundation funding model will consist of a diversified set of funding sources which can include:

- (a) Organic funding from profits coming from revenue-generating activities
- (b) Grants from corporations
- (c) Grants from federal and local governments
- (d) Donations
- (e) Contracts to provide technical assistance and infrastructure services.

# Resourcing the Strategy

To achieve our business development goals for the period 2022-2032, The WASH Foundation must ensure a staffing strategy that provides a solid technical capacity in the WASH sector and a set of strategic partnerships to sustain our work. Regarding staffing, the most immediate priority is establishing a Technical Advisory Committee that will help The WASH Foundation design competitive services and interventions directed at vulnerable populations. In addition, a small in-house group of technical experts experienced in implementing projects in the WASH sector will ensure sound design and implementation practices.

These in-house technical experts draw lessons from past project implementations and apply them to future project designs. As we expand our global presence, we will increasingly rely on experienced consultants (local and international) for in-the-field activities. As we develop our technical capacities, combining our in-house experts and consultants, we expect to develop our ability to provide technical assistance for large projects funded by international development agencies. This implies participation in bidding processes as one of our revenue-generating activities. By the year 2032, our funding matrix will include:

- Self-generating revenue from programs and from contracts with aid agencies
- Strategic partnerships providing multi-year grants
- Federal and local grants Individual, foundation, and corporate donations
- Volunteer work

We will use our offices in the United States (Orlando, Las Vegas), Canada (Montreal), the Dominican Republic (Punta Cana), the United Kingdom (London), the Netherlands (Amsterdam), and Hong Kong as hubs for raising funds as well as partnering, networking, and building technical capacities through collaboration with academic and research institutions and the private sector in those countries.

# Our Pathways to Evolve as an Organization

The vision of the future that we see is one in which our organizational structure will no longer focus on boxes and lines. Instead, it will center on connectivity—on who works on what and with whom. We will need architecture that is focused on people and built around them and their activities. With advances in digital technology managers can become true coaches and enablers across larger spans of control. We will aim to create an organization that has a strong identity informing our priorities and ways of working, responsibilities, and clear decision rights that can empower frontline staff to make decisions in real-time.

Finally, rethinking structure means rethinking teams. We will aim to build teams that bring together cross-functional skills and a wide range of experience while avoiding hierarchical mindsets. The teams should be empowered to act fast because they have flexibility. We will aim to achieve quality and speed in tandem.

<b>Strategic Focus</b>	Nascent strategic planning	Organization-wide strategic planning is formalized and conducted regularly	Strategy is adaptive and includes decisions about what not to do
<b>Organizational Structure</b>	Legacy governance structure that is less engaged	Governance structure engaged and created efficiencies	Structure is driving efficiencies and impact derived from strategy
<b>Talent Acquisition and Retention</b>	Recruiting and retention is focused on immediate needs	Recruiting with future in mind	Emphasis on non-traditional skills and global workforce
<b>Funding Structure</b>	Operate on traditional grant funding with a few regular donors	Moderate diversification, introduction of innovations in funding	Highly diversified funding, new funding models begin to mature





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