



Water For People's Everyone Forever model provides lasting quality water and sanitation services for every family, clinic, and school in the districts where it operates. The model not only installs infrastructure and increases access, but also makes sure the infrastructure will provide sustainable services. Water For People is an international nonprofit working in nine countries with more than four million people at the district level and is scaling in five countries at the national level. In addition to partnerships with MFIs, commercial banks, and philanthropic donors, Water For People is:

- **Facilitating public-private partnerships (PPPs)** to connect the efforts of government institutions with the capabilities of the private sector and non-government actors through PPPs to install financially sustainable water and sanitation service delivery in rural and peri-urban areas.

#### ESTABLISHING EFFECTIVE PPPS IN RURAL AND PERI-URBAN SETTINGS

Leveraging the strengths of government institutions with the strengths of the private sector (or non-government actors) through PPPs is proven to be an effective way to increase sustainability of water service delivery in rural and peri-urban contexts. With the ultimate goal of establishing sustainable service delivery and measuring its progress over time, Water For People considers three pillars as critical to success:

1. The Service Authority (usually a local government entity) has the mandate to provide water, sanitation and hygiene services to its constituents.
2. The Service Provider manages the day-to-day operations of specific water infrastructure services.
3. Prioritizing Water Resources Management to ensure that water quality and source protection is planned for, financed, and supported.

These pillars combine to account for the critical components of providing ongoing water service delivery – from financing, to management, to legal structure. The three pillars and their corresponding eight indicators combine to form a **Sustainable Services Checklist**, which is a scorecard developed to measure progress over time and highlight when Water For People, as an external partner, is best positioned to exit.

Financing for various program elements comes from different sources such as:

- Development of the district and national-level programs and infrastructure (CapEx): philanthropic grants to Water For People (65%) and co-financing (35% global average) by national government funding, Official Development Assistance (ODA), and taxes.
- Service provider operations and maintenance costs (including routine repair and replacement): tariffs based on metered use.
- Service provider small CapEx (< \$10k): Microfinance Institutions (MFIs).
- Household sanitation improvements (<\$500): MFIs.

Below are some of the similarities and differences in establishing a PPP in rural and peri-urban settings in two of the districts where Water For People works.

Sustainable Service Checklist item	Rwanda – Rulindo (rural)	Malawi – Blantyre (peri-urban)
<p><b>Indicator 1:</b> Service Authority - Structure</p>	<p>Rulindo District WASH Board/Ministry of Health (clinics)/ Ministry of Education (schools)</p>	<p>Blantyre Water Board (BWB)/Ministry of Health (clinics)/Ministry of Education (schools)</p>
<p><b>Indicator 2:</b> Service Authority - Finance</p>	<p>A combination of funding at national (transfers from Ministry of Finance) and district level for technical assistance and capital replacement</p>	<p>BWB funding (through external transfers/ Official Development Assistance (ODA), taxes, and user tariffs) for technical assistance and capital replacement</p>
<p><b>Indicator 3:</b> Service Authority - Management</p>	<p>District WASH Board has documented plans with asset management and a system for evaluating performance</p>	<p>BWB has documented plans including asset management.</p>
<p><b>Indicator 4.</b> Service Authority - Monitoring</p>	<p>District WASH Board (currently with support of NGO partners and hired enumerators) performs annual level of service monitoring across the whole district; District also manages a customer feedback platform to allow for reporting of breakdowns and problems</p>	<p>Annual monitoring of Water User Associations (WUAs - private) by BWB (currently with support of NGO partners)</p>
<p><b>Indicator 5:</b> Service Provider - Structure</p>	<p>Private operator has 5-year contract, renewable through competitive process, with District WASH Board and pays a portion of gross revenue to the District WASH Board</p>	<p>WUAs with annual elections to the management and governance bodies; WUAs purchase metered wholesale water from BWB</p>
<p><b>Indicator 6:</b> Service Provider - Finance</p>	<p>Private operator charges nationally set tariff that is intended to cover 100% operation and maintenance, along with a surcharge that goes to District WASH Board for administration</p>	<p>Use AtWhatCost tool to set sustainable tariffs; pay based on metered use to BWB; MFIs provide credit to WUAs for capital investments in infrastructure. Tariffs cover operation and maintenance and portion of capital replacement costs.</p>
<p><b>Indicator 7:</b> Service Provider - Operations and Maintenance</p>	<p>Developed supply chains for spare parts (private); District WASH Board staff or contractors used for maintenance work</p>	<p>Developed supply chains for spare parts (private); maintenance workers (private)</p>
<p><b>Indicator 8:</b> Water Resources Management</p>	<p>District-level Water Resources Management Plan that considers water quality and quantity of drinking water sources</p>	<p>Water protection measures implemented as part of Regional Watershed Plan and compliance with abstraction rights and routine water quality testing</p>