

## Entering a New Everyone Forever District

Bhumika Piya, Jennifer Zavala, and Melissa Revotskie  
October 2020

### Introduction

Water For People believes that the most effective way to support countries in accelerating their progress toward Sustainable Development Goal 6 (SDG 6) is to implement a district-wide, system-strengthening approach to water, sanitation, and hygiene (WASH) services. This model, known as [Everyone Forever](#), is rooted in system strengthening at a district level<sup>1</sup>. It is a mechanism for proving that universal and sustainable WASH services are possible within a manageable geographic unit. The model also underscores fundamental system-strengthening building blocks that create pathways to regional and national scale.

Water For People aims to prove the model in a wide variety of regions and contexts. The Everyone Forever model was developed in 2011, and nine country programs support district governments to implement the model in over 35 districts. Country teams have expanded over time to prove the model and begin scaling at regional and national levels with the overarching goal of helping their country achieve SDG 6.

Several strategic and operational considerations influence the decision to launch the Everyone Forever model in a district. This paper will demonstrate some of the key factors that enter into that decision, including an overview of the organizational process as well as detailed case studies from each region where Water For People works.

### Proactive versus Reactive

In many cases, Water For People specifically seeks out a district due to its strategic value to the evolution of a country program. For example, a new district may present a distinct set of advantages and challenges from the other Everyone Forever districts, allowing Water For People to test and adapt the model in a variety of contexts. Across all districts implementing Everyone Forever, there is a common set of criteria considered as prerequisites for the model to succeed: a demonstrated need to expand WASH coverage, political will to achieve universal and sustainable WASH services, and both the ability and the appetite to co-finance infrastructure and sustainability activities.

Requests to implement the Everyone Forever model can also originate from local, regional, or national authorities who may have witnessed success in another district. These requests from sector stakeholders who are critical to achieving SDG 6 serve as proof that the model is working and that it is scalable.

### New District Assessment Tool

One of the first steps in the district selection process is completing the New District Assessment Tool, which is an internal worksheet that helps collect and assess critical information related to the proposed districts for strategic, financial, logistical, and political considerations. The tool is

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<sup>1</sup> Water For People works in a geographically defined region with the lowest level of formal government that is mandated to provide WASH services. For simplicity, we refer to this geographic region as a “district” regardless of what it is called within a country (such as a municipality or block). The district is the entry point for model implementation while simultaneously recognizing and supporting the broader national enabling environment.

completed by the Water For People Country Director with support from the Regional Director, where applicable. Once completed, the form is submitted for review to the approval team, which is comprised of the CEO, Chief Programs Officer, and Risk Management Director.

The tool gathers the following data:

- The **general information** section covers relevant demographic information of the proposed district, including population size and density, number of communities, schools, and clinics, as well as other NGOs that are present in the district.
- As a crucial component of the assessment, the **strategic value** section helps evaluate whether the district government prioritizes WASH and if there is a district plan to reach SDG 6. Alignment with Water For People strategy, especially in terms of scaling the Everyone Forever model, is also explored. The section documents the rationale behind pursuing the new district and assesses what the district offers, such as co-financing resources and potential synergies for developing sustainable sanitation at scale. Finally, with implementation and local partnership in mind, the tool seeks information on potential local partners.
- To understand the **operational and logistical needs** of the proposed district, the tool covers information such as travel time from the nearest Water For People office, need for a new office space and vehicle, staff capacity, and expertise requirements.
- **Political environment** plays an important role in the implementation and efficacy of Water For People's programs. As such, it is important to understand the governance system and current leadership of the district. This section gauges [political will](#) among government officials, which is instrumental to reaching Everyone Forever goals. Frequency of elections, known and suspected issues involving the Mayor or district government, and general track record related to WASH policy are also important factors.
- In order to determine the level of **funding** required to achieve Everyone Forever in the district, Water For People assesses current water and sanitation coverage, the district's annual investment in WASH, existence of a district WASH office and budget, co-financing arrangements, as well as estimated infrastructure investment.
- **Additional insights** to inform the decision-making process such as safety and security concerns or vulnerability to natural disasters such as floods, earthquakes, and droughts are also considered.

## The Process

Water For People has developed a general process to assess, approve, and establish partnerships with new Everyone Forever districts. The process may vary slightly depending on the local context, but the below summarizes the main phases that typically occur before implementation of Everyone Forever in a new district.

1. Pre-assessment of potential new districts
  - Country Program conducts desk research, partnership building, and scoping of potential program areas.
  - Country Program identifies shortlist of potential districts.
  - Country Program completes the New District Assessment Tool for each district on the shortlist and indicates a top choice.

2. Internal approval of new district
  - Internal new district approval team reviews the New District Assessment Tool and confirms or rejects the recommended top choice.
3. Country Program and district work to meet necessary pre-conditions (refer to [Everyone Forever model document](#) for more information):
  - Develop a shared vision for system strengthening and political will among district government and other stakeholders in the district through visioning workshops and definition of WASH needs, roles, and responsibilities of stakeholders.
  - Conduct a baseline monitoring and needs assessment to understand existing WASH infrastructure and service gaps, capacity and performance of service providers and the service authority, and availability of water resources in the district.
4. Formal partnership is established
  - Sign memorandum of understanding (MOU), with long-term commitment to reaching Everyone Forever, including an agreement to co-finance.

## Case Studies

The following section outlines an example of district selection within each region where Water For People operates. These case studies were selected to demonstrate the variety of ways through which an Everyone Forever program may begin.

### Case Study 1: Gicumbi, Rwanda

#### Background & District Identification

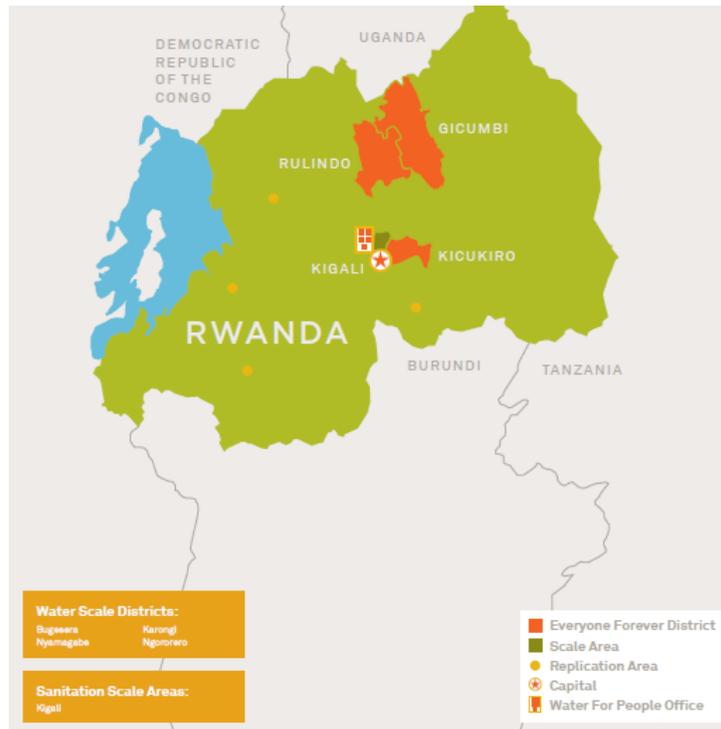
In 2010, partners in Rulindo District set out to prove that universal WASH services at a municipal level were attainable with robust collaboration and district-wide planning. In 2020, Water For People's country program in Rwanda stands as a strong example of the Everyone Forever model gaining national recognition and charting a course toward the achievement of SDG 6. A critical step on this decade-long roadmap was the expansion into Gicumbi as a second Everyone Forever District.

The request for replication came after Water For People's Board of Directors met with representatives from the Rwandan Ministry of Infrastructure (MININFRA<sup>2</sup>) on a visit in 2015. Water For People's demonstrated progress in Rulindo positioned the organization to stand out to the Rwandan government as a leading WASH NGO with proven success. The selection of Gicumbi, specifically, was a collaborative process, underscoring the centrality of partnerships on the path to scale. MININFRA asked the Water and Sanitation Corporation<sup>3</sup> (WASAC), a key implementer of the Everyone Forever model in Rwanda to evaluate districts that were most in need. Ngororero and Gicumbi Districts were both proposed. Each had less than 60% WASH infrastructure coverage at that time. Another consideration was the presence of implementing partners, and Gicumbi had no major WASH partner in the district.

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<sup>2</sup> The Mission of the Ministry of Infrastructure is to "ensure sustainable infrastructure development covering transport, energy, water supply and sanitation, housing and human settlement sectors aiming to drive Rwanda's economic growth and enhance quality of life of the citizen," [www.mininfra.gov.rw](http://www.mininfra.gov.rw)

<sup>3</sup> The Water and Sanitation Corporation (WASAC) is the entity setup to manage the water and sanitation services in Rwanda, <https://www.wasac.rw/about-us/history>



	Population	Communities	Schools	Clinics
<b>Gicumbi</b>	438,818	628	119	54

### Formal Agreement & Initial Steps

A formal decision to inaugurate Gicumbi as the next Everyone Forever District in Rwanda was taken early in 2016, with the first planning meeting following closely in March. Water For People’s Senior Program Manager, Bruce Uwonkunda, describes the reception of Gicumbi district partners as “very happy and excited.” The elected Mayor at that time expressed that Water For People came to fulfill his promises. He was passionate about water and campaigned on the issue but lacked the revenue to realize his goals.

Gicumbi partners were familiar with Water For People’s work in Rulindo, if not with the details. The initial year contained several fundamental steps in order to cement the partnerships necessary for success. Players got to know one another through introductory meetings and agreed on an MOU in April 2016, charting the program for its first five years through December 2020. Additional WASH stakeholders and NGOs became involved at a later stage, though the core set of initial partners included Water For People, the Executive Committee of the District (comprised of the Mayor, two Vice Mayors, and a Secretary), a Water & Sanitation Engineer (who was, notably, already in place and employed by the district), WASAC, and MININFRA.

In addition to face-to-face meetings, a few key resources helped to define the way forward. These relied heavily on Water For People’s previous experience and included a presentation by the Rwanda Country Director, Perpetue Kamuyumbu, on the Everyone Forever model. It detailed the local intervention model, global presence of the organization, and vision for Gicumbi. In reflecting on the early days of implementation, Bruce recalled “Everyone Forever” as accessible and intuitive. It was presented in simple words using the local language of

Kinyarwanda. Everyone meant every community, school, and health facility. Forever encompassed a set of tools to build a system that would allow the water to last forever. This partnership and holistic approach could fulfill the district's fundamental WASH needs. *Amazi kuri bose, Igihe cyose: Water For People, Everyone Forever.*

Monitoring is a pillar of the Everyone Forever model and proved a critical resource to move conversations forward for the new district program. Before digging into the quality of service, Water For People first agreed to support detailed engineering designs to identify the gaps needed to reach 100% coverage in planned settlements across Gicumbi. This preliminary exercise was led by a WASAC Engineer, the District Water and Sanitation Officer, and Water For People's newly recruited District Officer for Gicumbi, Olivier Tuyishimire. Over a period of about six months, young graduates of local engineering programs carried out the exercise, which showed 93 systems requiring construction or rehabilitation to reach full infrastructure coverage.

At the time, the government's data sources indicated that 70% of communities were receiving intermediate or high levels of service. Water For People's baseline data collection, conducted during April and May of 2016, revealed that figure to be 59%<sup>4</sup>. This baseline was presented to the district at a validation meeting in June, and despite a perceived setback, the figures were well-received. Water For People's monitoring framework represented a higher standard than the government's existing data, as it focused on a wider array of quality of service metrics as opposed to access only. To district partners, the baseline communicated a realistic picture.

### **Successes, Challenges & Lessons Learned**

The Everyone Forever model in Gicumbi is progressing well. The community level of service has improved 27% since baseline, reaching 74% in 2020. The involvement and excitement from the district has played a big role. Local leaders understood the problem of WASH and were committed to solving it. They looked forward to being involved throughout. All implementing agencies work in the spirit of partnership, with the district enthusiastic about taking the lead.

Clear communication has helped maintain the strength of these critical partnerships. This started with the engineering designs to give everyone the same idea of what was needed. Annual reflection sessions provide regular opportunities to discuss and agree on next steps, while working toward a unified long-term vision.

Credibility with the local community is also critical. They have seen Water For People's involvement from the beginning with designs and private operator training. At each step, visible outreach was made to community members, who are central to the work taking place. When occasional technical issues arise, Water For People works with partners to ensure they are resolved. This helps build support and trust at the village level.

In 2018, a program implementation manual was jointly created by partners. It details out goals and roles from the immediate, day-to-day steps to the long-term aims of the program. Upon reflection, this would be more helpful to agree on at inception of the program, with procedures determined early on to help avoid future mistakes.

Working in close partnership does also present certain challenges. Each implementing partner comes with its own set of stakeholders. At times, these groups impose certain restrictions or considerations that are unique to a specific partner. For example, Water For People is accountable to funders that scrutinize investment dollars per person served. By contrast,

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<sup>4</sup> In Water For People's level of service monitoring, this figure represents the percentage of water points across the district providing intermediate or high level of service at the time of surveying.

government partners naturally consider political implications within areas of intervention. Regional and national-level entities also have jurisdiction and responsibilities to consider outside of Gicumbi district, leading to competing priorities. This challenge is inherent to a locally rooted model and theory of change – one that requires consistent and clear communication to bring all of these agendas and priorities together to help the district reach its goals.

### **Progress & Next Steps**

Today, the partnership is considered successful and promising, reaching its main targets with all partners on board, communicating effectively, and conducting proper planning together. Simply put by Water For People’s Gicumbi District Officer, Olivier, “it is a win.”

For Water For People, the main focus of this next phase is to help the district think big and think ahead. If planning and targets become solely infrastructure-focused, the Everyone Forever model can help to push conversations of sustainability. Water For People in Rwanda is committed to considering long-term plans with the district. What needs to be done now, and ten years from now, to ensure systems are functioning?

Gicumbi District was implemented as a pilot to inform strategies for both Water For People and the Government of Rwanda. This evolved into a program spearheading the District Wide Approach (DWA) in four additional districts. The DWA contains all critical elements of the Everyone Forever model, adapted as needed for the Rwandan context. It is now the nationally adopted path toward SDG 6 in Rwanda, and tools are being introduced in 2020 at scale across the country. The DWA pilot program produced a [document of lessons learned](#) available for people to read, learn, and replicate the success of Gicumbi District, Rwanda.

### **Case Study 2: Rajnagar, India**

#### **Background**

Designated as an Everyone Forever district in 2018, Rajnagar block is in Birbhum district in the state of West Bengal in India. Rajnagar is vastly rural (82%) with agriculture as the main source of livelihood. The block is also home to a large number of marginalized and excluded groups. Of the total population of 77,979, approximately 35% belongs to scheduled castes and 16% belongs to scheduled tribes. The literacy rate is 73% and a quarter of the population falls below the poverty line. People in Rajnagar experience chronic water insecurity stemming from seasonal scarcity, depleting groundwater, and poor water quality. Although significant gains were made in sanitation coverage under [Swachh Bharat Mission](#), there is a need to identify the last mile population and ensure coverage for the families left behind.



	Population	Communities	Schools	Clinics
<b>Rajnagar (Birbhum)</b>	77,979	98	106	19

### District Identification

Birbhum is one of the 115 districts selected by Government of India’s [NITI Aayog for Aspirational Districts Program](#). The Program, which aims to ensure inclusive and equitable growth across the country, directs strategic support and resources to districts lagging in social and human developmental indicators. Access to WASH services is one of the focus areas of the Program. In 2019, only 22% of the people in Birbhum had access to piped water supply, which is considerably lower than the West Bengal state average of 44%. In Rajnagar, about 12% of households use a piped system as the main source of water. With Jal Jeevan Mission’s drive to provide piped water access to all rural households by 2024, Birbhum faces significant challenges in attaining this goal. Water quality issues, specifically high levels of iron and fluoride as well as bacteriological contamination, further undermine access to safe water.

Although Rajnagar has been declared Open Defecation Free, the New District Assessment found gaps in sanitation coverage and that some households were not able to gain access under Swachh Bharat Mission, which concluded in October 2019. To build on the gains made under Swachh Bharat Mission and expand access to households left without a toilet, the Ministry of Jal Shakti rolled out Swachh Bharat Mission (Grameen) Phase II in 2019. This strategy provides an opportunity to ensure that everyone in Birbhum, including vulnerable and excluded populations, has access to safe sanitation.

Water For People is positioned to make an immediate and lasting impact in Rajnagar Block through the Everyone Forever program. In addition to improving service levels in households, communities, and public institutions, there is a distinct opportunity to amplify and support local government efforts under national programs such as the Aspirational Districts Program, Jal Jeevan Mission, and Rural Sanitation Strategy to ensure that Rajnagar reaches its WASH targets. Recognizing the gaps in WASH services and opportunity to support the development of a sustainable WASH system in Rajnagar, the India country program, with the support of a funding partner, National Stock Exchange Foundation, proposed the block to be an Everyone Forever district in November 2018.

## Process

Once Rajnagar was approved as an Everyone Forever district, Water For People India held an introductory meeting with the Panchayat Samity President, an influential leader of the community, and the representatives of the Block Office. At the meeting, the India country program team shared Water For People's Everyone Forever impact model and implementation plans, and secured support from the Block Office to establish a field office to manage the program. An official approval to conduct a baseline assessment and start the program was then sought from Birbhum District Office. The India team leveraged the support from the Block and District offices to further build rapport with the Gram Panchayat (GP) presidents, who are village-level leaders.

Once an office was established and field team recruited, India country program team conducted a feasibility study and a baseline assessment. The field team then organized a program inception workshop, which was attended by district and block officials and members of the Panchayati Raj Institution. At the workshop, the team presented Water For People's Everyone Forever roadmap, highlighting program components and key milestones. The importance of co-investing funds for infrastructure development and sustainability was also stressed at the workshop. A follow-up meeting was held with Gram Panchayat officials and Village Water and Sanitation Committees to discuss program activities and co-financing agreements. The country program team also met with school management committees to seek their approval for school WASH interventions.

The India country program team invested a lot of time in securing formal approvals from the District Administration Office and other related departments for all aspects of new program implementation. Co-financing documents were signed by all parties who contribute, namely GPs and schools. For all infrastructure work, tri-partite agreements were signed by vendor, school/community, and Water For People. In addition to formal partnerships, buy-in from the block and GP officials was sought. Once the program commenced, the India country program team continued to hold meetings and organize relationship-building activities with the local officials and community leaders on a routine basis.

## Challenges and Lessons Learned

The India country program team had to manage several challenges in the initial stages of planning and implementation. Overcoming bureaucratic hurdles and preparing official documents and agreements took a significant amount of time and effort. During planning, the team found out that there was a severe shortage of professional vendors, skilled masons, and water system mechanics. Recognizing this critical gap and the importance of building local capacity to create and sustain WASH infrastructure, the country program committed to developing and training a pool of local skilled labor. Dialogues around tariff collection continue to be a challenge and will require a shift in cultural understanding of water resources, which have traditionally been perceived as free and limitless.

## Current Status and Next Steps

As of September 2020, we have completed the construction of 4 community water points and WASH facilities in 84 schools since the implementation of the Everyone Forever program in Rajnagar. We have also held trainings for service providers and service authorities to build their capacities to manage WASH service delivery and sustainability. To date, we have supported the development of 5 Village Water Safety and Security Plans. To sustain ODF status, we have also held 52 sanitation triggering activities in the communities.

The baseline surveys and asset analysis in the block to ascertain the current level of service and identify gaps have been completed. By leveraging national and local WASH funding combined with investments from Water For People and community member contributions, Rajnagar is projected to reach Everyone at the household level by 2022, and community and public institution levels by 2023.<sup>5</sup> Forever milestones will be determined once the Sustainable Services Checklist is completed for Rajnagar in 2021.

## Case Study 3: Reque, Perú

### Background Summary

Perú is a geographically diverse country with three distinct regions: mountains, coast, and jungle. Each geographic region presents unique challenges for water and sanitation services, such as high salinity in water near the coast or organic matter in the jungle that presents filtration challenges. Management of water and sanitation services also varies throughout the country from tribal systems in the jungle to community leadership in mountainous regions. In order to develop a compelling national level Everyone Forever proposal, Water For People in Perú must prove that the model works in all three geographic regions.

Reque is located in Chiclayo province in the region of Lambayeque, Reque was strategically chosen to test the Everyone Forever model in a coastal area. The district is comprised of 13 schools, one health clinic, and 20 communities with a total population of 7,335.

	Population	Communities	Schools	Clinics
Reque	7,335	20	13	1

### District Identification

After years of working in the mountainous districts of Cascas and Asunción, Water For People in Perú decided it was time to test Everyone Forever in a coastal district. In addition to identifying potential new districts near the coast, Water For People also considered political will, existing relationships, and safety and security before choosing the next Everyone Forever district. Ultimately, the political will of the regional and district governments, and Water For People's rapport with those government officials, led to the inauguration of Reque as the next Everyone Forever district in Perú.

In the early stages of district identification, Water For People in Perú honed in on La Libertad or Lambayeque (where Reque is located) as regions with existing government buy-in and political will. The relationship with the regional government in La Libertad was already very strong since the team had been working in the Cascas municipality of La Libertad for several years. At the time, the relationship with the government in Lambayeque was newer and the team in Peru had only worked with the regional government to influence sector planning and introduce the

<sup>5</sup> Please refer to [Water For People Monitoring Framework](#) for more information on Everyone and Forever milestones.

Everyone Forever model in hopes of being able to scale the model at a regional level in a new region. The team saw the newer relationship with Lambayeque and the addition of a new Everyone Forever district as an opportunity to continue to grow the regional partnership and advance both proof and scale work in the region. Therefore, Water For People made the strategic decision to approach the regional government of Lambayeque with a proposal for a new Everyone Forever district.

## The Process

Water For People in Perú first met with the Regional Government's branch of Housing, Construction, and Sanitation (GRVCS) in Lambayeque about establishing a new Everyone Forever district in January 2019. After initial conversations, the GRVCS recommended working in one of five districts: Monsefú, Reque, Chongoyape, Motupe, or Tumán. Water For People in Perú conducted a brief analysis, which led to the elimination of the following three districts from the list of possibilities:

- Chongoyape: 60% of the district is mountainous and therefore would not significantly contribute to the objective of proving Everyone Forever in a coastal area.
- Motupe: the district already had 90% water and sanitation coverage.
- Tumán: the district is known for sociopolitical unrest and high levels of violence, which make it an unstable environment for proof work.

The remaining two districts left for consideration were Reque and Monsefú.

In order to gauge political will and the viability of implementing Everyone Forever in either Reque or Monsefú, Water For People's Perú Country Director and representatives from the GRVCS met with the two mayors individually to present the Everyone Forever model, strategy, and objectives. The involvement of the regional government through the GRVCS was essential to building relationships and laying the groundwork. As part of this initial meeting, the Country Director shared Water For People's experience in the districts of Cascas and Asunción. As a former regional director at the GRVCS, the mayor of Reque demonstrated a strong understanding of and commitment to reaching Everyone Forever, including strengthening the already-active District WASH Office (ATM) and supporting the co-financing strategy.

After completing the New District Assessment Tool in January 2019, Water For People chose to move forward with Reque as the new Everyone Forever district. The tool outlined the rationale for proceeding with Reque instead of Monsefú, and included key inputs and data from the ATM. The team also reviewed the National Institute of Statistics and Information's (INEI's) data on Reque as part of their analysis and coordinated with other government entities such as the Ministry of Education and National Superintendent of Services and Sanitation (SUNASS) to collect information.

To kick-start collaboration between Water For People in Perú and the District WASH Office, Water For People led an all-staff "ice breaker" meeting with the ATM. During this meeting, the two entities introduced staff members and identified counterpart positions. For example, Water For People's Communications Officer connected with the municipality's communications lead, and Water For People's Program Officer for Municipal Management and Monitoring connected with the ATM's General Manager. The initial all-staff introductory meeting opened lines of communication between the ATM and Water For People and spurred further development of relationships and trust between the two entities.

Water For People in Perú received the official proposal to implement Everyone Forever from the district of Reque in April 2019, and the formal agreement with the district was signed on June 14 of the same year. In Perú, district agreements do not include economic commitments. The agreements indicate which institutions will support the Everyone Forever model, but do not include specific monetary amounts. Rather, the agreement includes a clause that there will be economic commitments specified in addendums, with amounts specified for each activity. Without the inclusion of specific economic commitments, the review of the agreement did not take much time, especially given the high degree of commitment from the mayor. Upon receipt of the agreement, Water For People took less than a month to review and approve.

### **Progress & Next Steps**

The case of Reque and Water For People in Perú demonstrates the importance of political will and transparent relationships when establishing a new Everyone Forever district. The mayor's past experience in the GRVCS and understanding of water and sanitation paved the way for Water For People to introduce the Everyone Forever model. Furthermore, the initial meeting between the Country Director and the mayor was key to accelerating the coordination process. Additionally, Water For People's presentation of the model and inclusion of Reque district representatives as observers in the Asuncion and Cascas reflection sessions helped to clearly outline the level of commitment needed to implement Everyone Forever in Reque. Every step of the way, Water For People in Perú was intentional about implementing a clear strategy from reaching out to the regional government to initiating contact with the mayor to finalizing an agreement. This clear communication helped establish the necessary conditions for a successful partnership and reaching Everyone Forever.

Over the last year, Water For People completed baseline monitoring activities and initiated infrastructure and capacity building activities. Additionally, the ATM has grown from a two-person to a three-person team that works closely with the Water For People team. Reque has consistently demonstrated its commitment to the model by seeking financial support from national government programs to co-finance (or fully finance, in some cases) infrastructure projects in the district. Our partnership with the district of Reque continues to strengthen and grow as we provide technical assistance for sustainable management of water and sanitation services to help the district reach Everyone Forever.

### **Conclusion**

While there are many factors at play when choosing to enter a new Everyone Forever district, there are some common considerations that guide Water For People's new district identification and entry strategy. Each case study highlights the need for a collaborative process when identifying a new district. The involvement of local government and community leaders is key to success during negotiation and implementation. Furthermore, involvement of local government counterparts in district identification ensures alignment with national, regional, and district priorities, which in turn generates a long-term vision and supports progress toward SDG 6.

This collaborative process, along with a proven track record in other Everyone Forever districts, builds trust and credibility with government counterparts and local communities. From initial conversations with government partners through Everyone Forever model implementation, it is essential that Water For People clearly explain the Everyone Forever model and invest the time necessary to ensure there is widespread understanding of the model among all stakeholders. The time spent building relationships and trust is crucial to the success of the Everyone Forever model and long-term sustainability.

As seen in the three case studies, there are many factors that influence Water For People's decision to enter a new Everyone Forever district. In some instances, Water For People may choose a new district based on a government's request to replicate Everyone Forever work, such as in Gicumbi. In other scenarios, as in Reque, Water For People may seek out a new opportunity to test the model in a different context. Furthermore, as seen in Rajnagar, national strategies and programs may influence the new district choice and Water For People's expansion of proof work. However, one common theme ties together each individual instance: Water For People's unequivocal commitment towards supporting countries in accelerating their progress toward SDG 6 and universal access to water and sanitation.