



ROTARY-WORLD VISION WASH PROJECT

A \$1 million collaboration to bring water, sanitation, and hygiene improvements to Torodi, Niger

Presented to:

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ROTARY-WORLD VISION WASH PROJECT

Introduction

World Vision is pleased to be working in collaboration with Manhattan Beach Rotary to come alongside Rotarians and World Vision staff in Niger to improve the health of 25,000 people through increased access to safe water and improved sanitation and hygiene (WASH). Families in western Niger have for too long suffered from life-threatening waterborne illnesses and opportunities lost when women and girls spend so much of their time in the daily search for water—water that can bring heartache along with disease. It has been a pleasure working with Rotary to create a partnership that will bring not just help, but also hope to tens of thousands.



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A woman draws water from a source shared with livestock, which means it will be contaminated with animal waste and potentially dangerous to her family.

THE NEED

Located in the Sahel region of Africa, Niger is considered the poorest country in the world, coming in last of 187 countries on the 2014 United Nations Human Development Index, which ranks countries based on health, education, and income indicators.

The disparity in access to safe water in urban and rural areas is high. In rural areas, most of the diseases that contribute to a high child mortality rate (104 per 1,000—10th highest in the world) directly or indirectly are linked to preventable, waterborne infections. It is not just a lack of safe water that keeps these rates high, but also poor sanitation and hygiene practices.

Despite strong efforts by the government and its partners, Niger will not reach the Millennium Development Goal of access to safe water for 80 percent of the population by 2015. It is estimated about 7.5 million people in Niger (42 percent) still have no access to safe water.

Niger experiences a seven-month dry season, which severely affects agricultural production and, as a result, family nutrition and income. Climate change is adding to concerns about water supply. Since 1970, West Africa has experienced a decline in average annual rainfall of between 15 percent and 30 percent. Aquifers are being depleted, rendering many hand-dug wells dry and useless.

A large portion of the country is desert (northern Sahel). During the next 40 years, the Sahel is expected to experience gradually rising temperatures and more extreme rainfall fluctuations. Already, climate change is resulting—paradoxically—in increased drought *and* flooding, both of which reduce agricultural harvests and increase mass migrations. Rainfall fluctuations and lack of improved sanitation facilities also will increasingly affect surface water resources. In many areas, wells are feasible, but local authorities lack the hydrogeological expertise and machinery to drill them.

As in other countries with limited water supplies and points of access, women and children spend hours each day traveling on foot from their communities to the nearest source to find water for drinking, cooking, bathing, and irrigating gardens.



Torodi commune has dire needs

This proposed project will implement water, sanitation, and hygiene activities in Torodi commune. Torodi is in the Say department in the south Tillabery region of Niger. World Vision operates a long-term Area Development Program (ADP) here. Only 46.86 percent of the commune's 118,198 people have access to safe water, according to the 2012 national report on WASH indicators. Access to basic sanitation is estimated to be less than 10 percent.

Gaweye Rotary Club in Niger and World Vision staff used a 2012 assessment of water needs to select Torodi commune for project implementation.

The assessment showed only 53 of 121 boreholes were working, 66 of 142 open wells were functional, and only four mechanized water systems were operating. The majority of water points in this commune are unprotected traditional wells, which are not considered safe water points. According to this assessment, the commune needs least 488 safe water points to achieve 100 percent water coverage.

Poor access to safe water is due mostly to the government's inability to consistently invest in water points. Main funding sources for water projects in Niger include financial and technical partners and nongovernmental agencies. One of the greatest challenges in implementing water projects is the inability of communities to effectively and sustainably manage water points. National laws state that water points are owned by the communes. In Torodi, water points break down at a rate of nearly 31 percent, according to the national report on WASH indicators. The most common causes are:

- Stress due to high demand for human and livestock use.
- Boreholes are getting old and are not yielding enough to satisfy basic needs.
- Limited availability of spare parts for hand pumps.
- Little, if any, oversight by local authorities of the few available pump repair artisans, or technicians.

Nonfunctioning water points force families to get their water from unsafe sources, such as open wells and ponds. This leads to an increase in waterborne illnesses, which can be deadly for the very young and severely impact a family's ability to work and provide for itself.

WHY ROTARY COLLABORATES WITH WORLD VISION

World Vision and Rotary have collaborated on projects in Rotary's areas of focus for more than 10 years. World Vision has had a presence in Niger since it first responded to drought and food shortages in the 1970s. A permanent national office was established in 1995 to manage a child survival project. Twenty years later, the Niger office manages 20 ADPs and other interventions in six of the country's eight regions. World Vision serves more than 800,000 people through sustainable, holistic development programs funded by child sponsorship, government grants, and private grants and gifts. Key program areas are the same as Rotary areas of focus:

- Health and nutrition
- Food security and livelihoods
- WASH
- Education and skills training
- Emergency preparedness and response



This young girl no longer spends hours of her day walking to unsafe sources to get water. With a well in her village, she now has more time to spend in the classroom and on her studies.

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AREA DEVELOPMENT PROGRAMS

Around the globe, the work of World Vision is evident in approximately 1,600 Area Development Programs (ADPs), which are groups of communities in close proximity, where we join with local residents and partners like Rotary to find lasting solutions to poverty.

World Vision's unique model provides a full solution by integrating multiple interventions—such as WASH, healthcare, agriculture, education and literacy, and economic development—depending on the community's greatest needs.

We commit to assist communities long-term. World Vision typically works in an ADP for 10 to 15 years, or until we can withdraw support without jeopardizing continuing development. A significant part of our role is to equip residents to sustain the progress made so they can build an even brighter future.



Schoolgirls wash up at a hand-washing station provided to their school by World Vision.

Through another Rotary-World Vision partner—Wells Bring Hope—economic development work also is taking place.

For the past five years, World Vision has managed programs in Niger that have annual budgets totaling \$20 million. World Vision has 273 staff members in field operations, and support teams supervised by a senior leadership team.

The capacity and expertise of World Vision's WASH staff in Niger (many of whom have more than 25 years of experience and relevant skills), is leveraged through West Africa regional WASH learning center, where technical staff can provide mentoring for new programs and partnerships.

World Vision has been implementing WASH programs in Niger since 2003, benefitting more than 800,000 people. Our Campaign For Every Child has been expanding on that work since 2010. Through the first four years of the campaign, For Every Child provided 254,750 people with access to safe, clean water by drilling 546 boreholes or shallow wells and building 105 other types of water systems. Another 97 nonfunctioning wells were repaired.

Campaign activities also have established and trained more than 450 water management committees, constructed more than 100 school and health center latrines, and helped families build more than 15,600 latrines.

World Vision and Rotary share a heart for giving struggling communities the tools and training they need to thrive and build brighter futures for their children—in this generation, and generations to come. Like Rotary, we have a strong presence in many of these hurting areas of the world, and Niger is ripe for a partnership that puts our combined strengths to work to bring good things to places like Torodi.

Joint projects bring World Vision's national office, ADP staff, and local Rotarians together in the field, with financial support from Rotary clubs in the U.S. When local leaders—like Gaweye Rotarians—show their support for a project, communities can build a stronger sense of ownership and pride in something that rises from grass-roots efforts. Having local Rotarians on the ground alongside World Vision's staff also strengthens sustainability efforts.

PROJECT GOALS AND OUTCOMES

The Rotary-World Vision WASH Project will improve the health and well-being of 25,000 people in Torodi commune by reducing the prevalence of waterborne and water-related diseases. This will be achieved by increasing access to sustainable safe water sources and improving sanitation and hygiene practices. The percentage of people with access to safe water will increase from 46.86 percent to 65 percent, and 50 percent of households will have an improved understanding of good hygiene behaviors. In addition, 80 percent of target communities will eliminate open defecation.

Work associated with this project will include:

- Providing good quality and increased quantity of water through boreholes equipped with hand pumps or mechanized systems with taps
- Providing appropriate sanitation facilities in households, schools, and clinics
- Empowering beneficiaries to manage and sustain WASH facilities
- Conducting health/hygiene education as a key element to promoting good health and well-being in the targeted communities

- Promoting the elimination of open defecation in target communities
- Emphasizing establishing a productive working arrangement between the communities and state technical services for efficient and sustainable service delivery and infrastructure management

METHODS

Boreholes with Hand Pumps

Drilling deep boreholes is the most effective technology used in much of Niger, partly because of the low water table, plus the fact that deep boreholes can provide safe water throughout the year. In Niger, the minimum depth for deep boreholes is 98 feet while most range from 131 to 295 feet.

The Rotary-World Vision project will conduct drilling activities and conduct necessary hydrogeological surveys prior to drilling and construction.

World Vision will contract with proven water companies to rehabilitate deep boreholes. World Vision and Rotary will procure materials and identify reliable rehabilitation contractors and monitor their work. World Vision and local government technical services are responsible for community-based activities required to create demand and support sustainability of the water points.

Mechanized Water Supply System

Serving larger communities calls for fitting the borehole with a mechanized submersible pump powered by solar energy. Installation will include:

- Submersible pump and pumping pipe
- Solar panel and inverter
- Water storage tank constructed for appropriate capacity
- Piped distribution network and water taps

This solution will be considered and implemented for communities with 4,000 to 8,000 people. World Vision and Rotary of Gaweve will ensure a competent construction company is selected for the three mechanized systems.

According to existing national regulations, this type of facility will be managed by a private company that will ensure operations meet preset conditions, including collecting fees for repair and maintenance, payment for hired personnel, and control by the commune and the water-users associations, which will be trained for this purpose.

Water-Quality Testing

Water-quality testing is a critical component of World Vision's WASH programs. Testing looks for:

- E. coli (fecal coliforms)—Contamination with fecal matter
- Turbidity—The measure of water's cloudiness that is associated with things such as soil erosion, waste discharge, runoff, rusty pipes, sediments, and algae growth.
- pH levels—The measure of alkalinity and acidity, which might affect pipe corrosion and rusting.
- Major ions (fluoride, nitrite, iron, arsenic), to ensure water point meets World Health Organization standards



Artisans in a Niger World Vision project area learn to make concrete sanitation platforms for latrine construction.

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Water samples will be collected from every water point on a six-month basis and analyzed in accordance with government guidelines. The results will determine steps needed to ensure water is safe for consumption. World Vision will be responsible for water-quality testing, which is funded by the government. Trace element analysis samples will be sent to the Desert Research Institute in Nevada.

Sanitation Promotion

Community-Led Total Sanitation (CLTS): This is an integrated approach to achieve and sustain communities' status as free of open defecation. CLTS leads a community analysis of its sanitation profile and, its defecation practices and the consequences, leading to collective action to eliminate open defecation. (See a description at left.)

What is Community-Led Total Sanitation?

- It stresses eliminating open defecation using hygienic, locally constructed toilets.
- Collective community decision-making, local action, diversity, and innovations are key elements.
- Interventions are decided locally and do not depend on external subsidies, prescriptions, or pressures.
- Natural leaders emerge from collective local actions to lead future collaborative initiatives.
- It leads to a change in sanitation and hygiene behavior, rather than through simply constructing toilets.
- People decide together how they can create a hygienic environment, and the community takes responsibility for its own actions.

Supporting Institutional Sanitation: Institutional sanitation in Niger remains a challenge. In schools, the pupil-to-latrine ratio standard is 40:1. The average is currently 70 pupils per latrine. Most are not gender sensitive, which limits use by girls. This has a serious and negative impact on children's education, particularly girls, as poor sanitation often leads to absenteeism.

This Rotary-World Vision collaboration proposes to improve school sanitation by constructing ventilated improved pit (VIP) latrines. The VIP latrine offers improved sanitation by eliminating flies and smell through air circulation. The VIP latrine is hygienic and more pleasant to use when compared with a traditional pit latrine. World Vision has extensive experience with VIP latrine construction companies in Niger. Contractors will construct latrines to government technical specifications.

World Vision and Rotary of Gaweye will be responsible for the tendering process to identify reliable construction firms.

Hygiene Promotion

Children's Hygiene and Sanitation Training (CHAST): CHAST is the modified version of a curriculum aimed at adults. It has been carefully revised and adapted to suit the needs of young children.

CHAST is based on the proven premise that personal hygiene practices are usually acquired during childhood and that it is much easier to change the habits of children than those of adults. CHAST encourages children to actively participate in open discussions, and whenever possible, to share their experiences and ideas with their peers. The approach will be facilitated by local education services (with oversight from World Vision), but implemented by children themselves in school clubs, with support from their teachers.

Changing Hygiene Practices in the Community: A barrier analysis is a rapid assessment tool used in community health and other development projects to identify factors associated with a particular behavior. Once problems are identified, the project can more effectively create messaging, strategies, and activities that lead to desired behaviors. The analysis also can be used to determine why changes are not happening, and help alter interventions accordingly.

Women's Health

Screenings: Rotary of Gaweye is interested in supporting early screenings for breast cancer for women in the project area.

ACTIVITIES

The project will work with local authorities to select beneficiary communities based on need and ability to take ownership of and sustain improvements.

Selected communities will learn about their expected roles and responsibilities, as well as their obligation to ensure national regulations are met. Each community will select representatives who will form management committees.

Water-user committees generate income. Each committee will raise the initial commitment of \$300 for every new water point and collect funds from the community each month for maintenance and repairs. The ongoing fee amount will be determined by each committee.

Communities that are free of open defecation and certified as such will be prioritized for wells. Schools that currently manage their existing sanitation facilities well and have raised funds to prepare for repair and maintenance also will be prioritized.

The technical work will start during and after the community mobilization phase. This will include site selection for new infrastructure, identifying existing facilities to be rehabilitated, geophysics studies where necessary for drilling, design studies of mechanized water systems, bid-tendering processes for mechanized water system construction, drilling, pump installation, and other related activities.

Water-user committees manage boreholes and hand pumps. Water-user associations are legally registered entities that manage mechanized water systems. Both groups collect fees from users, to ensure a source of funds is available for maintenance and repair.

Access to safe drinking water	
Drill three boreholes and equip with hand pumps	2 months
Construct three mechanized water systems	6 months
Rehabilitate 20 existing, nonfunctional boreholes	3 months
Access to improved sanitation	
Construct four gender-sensitive blocks of latrines in schools	3 months
Prepare 20 communities to implement Community-Led Total Sanitation and provide follow-up to ensure they eliminate open defecation	6 months
Certify communities that successfully eliminate open defecation	1 month
Train artisans for latrine construction	1 month
Local capacity building for sustainability	
Train 25 gender-balanced WASH committees to manage a fee-collection system	2 weeks
Create and train three water-user associations to promote good governance of water systems	2 weeks
Train and equip five repair artisans to maintain/repair mechanized systems and hand pumps	2 months
Train and equip five Torodi commune staff members to manage water infrastructure in compliance with the national water policy	1 week

SUSTAINABILITY STRATEGY

World Vision and Rotary of Gaweye recognize that sustainability of investments must be part of the design stage. Major challenges to sustainability include:

- Few private sector operations and maintenance companies in rural areas
- Lack of available spare parts
- Poor community management of water facilities
- Poor communication channels between communities and operations and maintenance companies

World Vision and Rotary of Gaweye are aware of these challenges and will address them in various ways. Significant efforts will be made to strengthen community water management structures with a particular focus on building the capacity of water-user associations to improve effectiveness in managing water supplies.

In Niger, the operations and maintenance of rural water facilities is largely centered on community-based maintenance systems. These systems emphasize that every water source should have an active water-user committee established by the community to take full responsibility for and have authority over the development, operation, and maintenance of its water facilities. The Rotary-World Vision project also will facilitate forming, training, and monitoring water-user associations in operations and maintenance of water systems.

As part of a longer-term strategy for operations and maintenance, World Vision staff and Rotarians will work with groups of small businesses to provide business development planning and mentoring. The goal is to create competition to promote viable private sector operations and maintenance.

Working Closely with Local Authorities

In Niger, local government is well established and part of a decentralized system to ensure that services are brought closer to communities. Local governments undertake planning, budgeting, resource allocation, and community mobilization. They help promote participation of end users, monitor implementation by the public and private sector, and support the operation and maintenance of water services.

The capacity of local government to fulfill its roles and responsibilities varies considerably from department to department. In those with limited capacity, key areas of weakness include few qualified personnel, limited technical competence, shortage of basic equipment (including transportation), and limited and conditional funding.

World Vision and Rotary will work closely with local government in Niger to:

- Map stakeholders working in the area
- Support coordination in practical ways (not financial) and promote learning and good practices through sharing research and promoting effective strategies
- Advocate for sustainability of existing WASH infrastructure with various line ministries (e.g., school sanitation and hygiene with the Ministry of Education)
- Influence local government development plans, annual planning, and budgets
- Implement Community-Led Total Sanitation and water-user association training

Equipping Communities to Own and Maintain Infrastructure

To ensure communities are able to create and sustain infrastructure, necessary committees and individuals will receive appropriate training. This includes:

- Training water-user associations on water service regulations and their role in the use of mechanized systems. This will be done by government water department staff.
- Training water point management committees on water point use, including fee collection. This will be done by government water department staff.
- Training artisans on repair and maintenance. This will be done by government water department staff and private professionals, when appropriate.
- Training artisans on latrine construction. This will be done by government water department staff and private professionals, when appropriate.

- Training commune staff members on national regulations and their role in the supervision of water services. This will be done by government water department staff.

Community members also will participate at all level of field activities, such as:

- Selecting beneficiary communities
- Mobilizing selected communities
- Collecting contributions from beneficiary communities
- Managing infrastructure
- Managing repair and maintenance
- Supervising private operators for mechanized systems
- Continuing to raise awareness on hygiene practices

Most of these roles, especially committee membership, will be filled by volunteers. However, during project implementation, local authorities and community members who are enlisted to assist with training or supervision in other communities will be paid a per diem. Once the facilities are operational, repair artisans will be paid for their work. For mechanized systems, the private operator will hire community members for daily operations, guarding, and collecting water fees at distribution points.

To ensure functionality, management, maintenance, repair, and overall sustainability of this project, a range of community volunteers and small-business owners will be trained, equipped, and organized to create a system that meets national guidelines. These will mainly include water point management committees, pump repair artisans, latrine construction artisans, and water-user associations to supervise private companies in charge of mechanized water systems, water fee collectors, and community peer leaders for hygiene education.

Since the project area is in an existing World Vision ADP, a network of community volunteer facilitators and small-business owners already exists, and will be leveraged to network with the new participants trained through this project. Sharing experiences will improve their capacity to manage project activities. World Vision ADP staff also will be available to provide backup and network facilitation for 10 years following completion of this project.

KEY PARTNERSHIPS AND COLLABORATIONS

World Vision will work in collaboration with Gaweye Rotarians in Niger as well as Rotarians in the U.S. In addition, the project will work alongside existing community organizations and systems, the government in Niger (at all appropriate levels), schools, health facilities, and community members who have been recruited to participate in implementation and sustainability functions.

World Vision has a long-standing working relationship with the Desert Research Institute, the environmental research arm of the Nevada System of Higher Education. The institute works to improve efficiencies in siting boreholes, water resource assessment, water quality management, and data management. Additionally, we work with Messiah College, a Christian school in Grantham, Pennsylvania, which trains program, partner, and government staff on the needs of people with disabilities and the use of low-cost technologies to promote access to WASH facilities.



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The Niger WASH Program already is benefiting children like Fachima, 13. She explains the changes she has seen in her school since the introduction of WASH activities by World Vision.

“Previously, to quench our thirst, we had to go home or to a water fountain more than 500 meters (one-third mile) from school. But today ... our school has a fountain, and this puts an end to our stress. Furthermore, World Vision has helped us to acquire two blocks of ventilated improved pit latrines, one of which belongs to us, the girls. I’m really touched, because it allows us to have privacy and feel safe ...

“I would also like to mention the six hand-washing kits from World Vision ... after a briefing officer from World Vision showed us how they work, I was truly amazed. In fact, I discovered the importance of washing hands and was especially stunned by the consequences of not doing so. Diseases such as stomach pain and diarrhea are diseases that we can avoid just by washing our hands with clean water and soap before and after the toilet or eating.

“At this stage of life, I understand the extreme importance of being first in school and also the opportunity to be in a school supported by organizations such as World Vision. Currently we have a school government, in which I am Minister of Education, who works for the smooth running of activities in our school. Today our school has become an ideal learning place.”

The Rotary-World Vision WASH project also will employ the expertise of World Vision Partnership WASH technical staff at the regional and global office levels.

MEASURING IMPACT

This chart shows how World Vision will measure project impact.

Measure	Measurement Method	Measurement Schedule	Target
Number of new boreholes drilled	Direct observation and monitoring	Quarterly and end of project	3
Number of boreholes rehabilitated	Direct observation and monitoring	Quarterly and end of project	20
Number of mechanized systems constructed	Direct observation and monitoring	End of project	3
Number of people with access to improved sources of drinking water	Monitoring and final evaluation	Quarterly and end of project	25,000
Number of latrine blocks constructed in schools	Direct observation and monitoring	Quarterly and end of project	4
Number of schoolchildren with access to improved sanitation facilities	Monitoring and final evaluation	Quarterly and end of project	1,200
Number of communities that are free of open defecation	Direct observation, monitoring, final evaluation	Quarterly and end of project	20
Number of WASH committees trained for water point management	Monitoring and final evaluation	Quarterly and end of project	25



YOU CAN MAKE A DIFFERENCE

World Vision looks forward to another successful partnership with Rotary, one that will change lives for children and families in Torodi. We are grateful to be working alongside Manhattan Beach Rotary and Gaweye Rotary to provide safe water, increased access to sanitation facilities, and improved hygiene—which, when combined, will greatly improve the well-being of those living in this rural, underserved area.

Manhattan Beach Rotary's commitment raise \$500,000 (against a budget responsibility of \$475,556) toward this \$951,000 project will fund its share of costs and help cover any currency exchange fluctuations or other additional project cost contingencies.

Your support will bring an immeasurable return on investment, as every young life is precious beyond value. Imagine the potential that will be unleashed when 25,000 people in Torodi have access to these necessities. No longer waylaid by preventable disease, they will begin to shape their futures and transform their communities.

Thank you for collaborating with World Vision to help create a better world for children in Niger.



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World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. Motivated by our faith in Jesus Christ, we serve alongside the poor and oppressed as a demonstration of God's unconditional love for all people. World Vision serves all people, regardless of religion, race, ethnicity, or gender.

ROTARY-WORLD VISION WASH PROJECT BUDGET (PAGE 1)

Description			Funding Source		
			Rotary	WV	Total
I.0 Program implementation					
I.1.1	Outcome 1	Access to safe drinking water			
		Drill new boreholes and equip with hand pumps	0	39,000	39,000
		Construct mechanized water systems	285,220	-	285,220
		Rehabilitate existing, nonfunctional boreholes	0	100,000	100,000
I.1.2	Outcome 2	Access to improved sanitation			
		Construct gender-sensitive blocks of latrines in schools	0	24,000	24,000
		Prepare communities to implement CLTS and hygiene activities and monitor them to achieve the status of being free of open defecation and certify them as such	0	20,000	20,000
		Train and equip latrine construction artisans	0	5,000	5,000
I.1.3	Outcome 3	Local capacity building for sustainability			
		Train gender-balanced WASH committees to use a fee-collection system	0	5,000	5,000
		Create and train water-user associations to promote good governance	0	4,500	4,500
		Train and equip repair artisans to maintain and repair mechanized systems and hand pumps	0	7,500	7,500
		Train Torodi commune staff members and provide them with resources for managing water infrastructure in compliance with the national water policy	0	3,500	3,500
I.1.4	Outcome 4	Maternal health-related activities			
		Maternal health checks	14,780	-	14,780
Subtotal for program implementation			300,000	208,500	508,500
2.0 Travel					
2.10	Local/ground transportation				
		Staff field visits and per diem	1,120	1,120	2,240
		Staff field visits	1,000	1,000	2,000
		Vehicle-use costs	3,000	3,000	6,000
		Vehicle insurance	0	3,050	3,050
		Motorcycle-use costs	60	1,380	1,440
		Shared project travel and transportation	5,250	5,250	10,500
2.13	International travel				
		World Vision U.S. monitoring trips	0	3,500	3,500
Subtotal for travel			10,430	18,300	28,730
3.0 Equipment under \$5,000					
		HP laptop computer	0	1,800	1,800
		Printer	0	600	600
		Motorcycle	0	4,800	4,800
		Camera	0	550	550
Subtotal for equipment under \$5,000			0	7,750	7,750

ROTARY-WORLD VISION WASH PROJECT BUDGET (PAGE 2)

Description			Funding Source		
			Rotary	WV	Total
Personnel					
4.0 National/project staff					
		WASH manager 15%	1,650	4,950	6,600
		WASH coordinator 50%	2,250	6,750	9,000
		WASH facilitator (I = \$1,314) 100%	3,950	11,850	15,800
		Design/monitoring/evaluation field officer (I = \$1,314) 100%	3,950	11,850	15,800
		Driver 100%	1,650	4,950	6,600
		Supply chain officer 20%	780	2,340	3,120
		Grant accountants (I = \$1,300) 100%	3,900	11,700	15,600
		Subtotal	18,130	54,390	72,520
4.1.1	National/support staff				
		National office support cost	9,800	19,600	29,400
		Subtotal	9,800	19,600	29,400
4.1.2	International project staff				
		Grant finance manager (international) 10%	3,600	3,600	7,200
		Subtotal	3,600	3,600	7,200
4.1.3	International support staff				
		International office staff support cost (finance, HR, operations, etc.)	8,800	17,600	26,400
		Subtotal	8,800	17,600	26,400
4.1.4	Fringe benefits				
		National staff	14,225	14,225	28,450
		National support staff	3,675	3,675	7,350
		International staff	900	900	1,800
		International support staff	3,300	3,300	6,600
		Subtotal	22,100	22,100	44,200
Subtotal for personnel costs			62,430	117,290	179,720
5.0 Monitoring and evaluation					
		Monitoring and evaluation	1,990	1,990	3,980
		Project audit	2,500	2,500	5,000
		End-of-project publication	2,500	2,500	5,000
Subtotal for monitoring and evaluation			6,990	6,990	13,980
6.0 Training					
		WASH staff training	3,500	3,500	7,000
		Support staff training	3,750	3,750	7,500
Subtotal for training			7,250	7,250	14,500
Other Direct Costs					
		Office rent	900	900	1,800
		Office electricity	420	420	840
		Communications equipment and services	420	420	840
		Office supplies and stationery	1,200	1,200	2,400
		Bank charges and taxes	1,800	1,800	3,600
		Shared project office supplies	1,920	1,920	3,840
		Direct project support costs incurred at head office	6,240	12,480	18,720
Subtotal for office expenses/other direct costs			12,900	19,140	32,040
SUBTOTAL ALL DIRECT COSTS			400,000	385,220	785,220
Indirect costs					
		Quality assurance (7%)	28,000	26,965	54,965
		Management and fundraising (10%)	47,556	45,798	95,112
SUBTOTAL INDIRECT COSTS			75,556	72,764	150,077
TOTAL COST			\$475,556*	\$457,984	\$951,112

* Rotary of Manhattan Beach has committed to raising \$500,000, with the difference to be held in reserve to cover project cost fluctuations.