



PROVE

PERSUADE

EXIT





WHY3

Introduction	4
The Challenge	5
The Opportunity	5

WHAT6

School Focus	7
Citywide Approach.....	7
Project WISE, Phase I.....	8
Project WISE, Phase II.....	9

HOW 10

Prove.....	11
Persuade	12
Exit.....	14

WHERE 16

Five Steps to Feasibility	17
Locations.....	18
Timeline	19

WHO20

Our Team	21
Our Supporters	21

THE FUTURE22

WASH in Every School	23
The Future is Flowing	24



**Rapid growth has
outpaced services in the
world's largest cities.**

**The most vulnerable
citizens are kids.**

WHY

INTRODUCTION

This week, more than 3 million people around the world left their home in the countryside and moved to a city.

By 2050, more than 2.5 billion people will become urban dwellers and conservative estimates predict that one of every three people on the planet will be living in a slum.

We're already seeing the reality of this global restructuring in the fastest growing regions in the world: more than 70 percent of all urban dwellers in Sub-Saharan Africa reside in a slum, and more than 40 percent in South Asia.

These numbers tell the story of a mass exodus by the poorest on our planet from rural areas to cities. Cities that are largely not prepared for it. As the rate of urban growth continues to aggressively outpace service capacity, slums continue to expand and create resource-poor neighborhoods of unimaginable density, size and complexity.

Ensuring equitable access to basic care and services is critical to the success of these communities and by extension, the trajectory of the cities in which they are located and the individual people that make them up.

WASH (water, sanitation and hygiene) services are both the most critical, and most often overlooked in city planning, and impoverished areas are the last to receive adequate utility services.

The result has been nothing less than catastrophic: widespread consumption of unsafe water, a dangerous absence of routine handwashing, limited opportunities to access and use safe sanitation, and a dearth of dignified menstrual health solutions.

Global solutions flow from a school water fountain

Since our inception, our goal has been to keep girls in school and improve the health and well-being of the poorest urban children.

To this end, we have created a school-level intervention and city-wide program that is tested, cost-effective, durable and, now, repeatable.

This work has changed entire cities, one neighborhood at a time. Now, we want it to change entire countries, one city at a time.

We've worked alongside city governments to change how they prioritize and fund lasting WASH solutions and we believe we can have even greater impact at the national level.

The teams of local talent we built over the last 17 years have created their own innovative WASH solutions, tailored to their community's unique needs. Now, we want to help existing local organizations use their own lens to scale our global package.

We will do this in four key global regions where urban growth is fast outpacing city services, further distancing the poorest of families from equitable services.

We previously honed our solutions across eight countries using direct implementation. In Splash's next chapter, we plan to accomplish a broader level of work by partnering with local organizations, governments and service providers, bridging our global skill set with proximal solutions.

Critical to our mission success is that, upon completion, our services are no longer needed because we have proven beyond any doubt that local organizations and local governments are the best and most effective options in an already cluttered field of competing INGOs.

Ultimately, we want to assure an affordable, imitable and scalable solution set that can meet the needs of any city, anywhere – without our organization leading the work.

This is our roadmap to achieve these audacious goals.

THE CHALLENGE

Urban growth is outpacing services.
Kids suffer the most.



At current rates, one quarter of the world’s population will live in a slum community by 2030.

City populations are exploding, pushing people closer together and straining basic services beyond their capacity.

This urban growth is fueled primarily by low-income migrants landing in cash-strapped cities that prioritize the wealthiest communities while routinely overlooking the poorest. Among the greatest needs of these underserved communities, according to UNICEF, are water, sanitation, hygiene, and menstrual health (WASH+MH).

Water flows upstream, not down. Public schools lack clean drinking water while manicured lawns are watered in gated communities. Electricity illuminates posh city streets while slums remain in the dark. New city entrants look for a few square feet to call home against the backdrop of houses with countless square footage to spare.

This disparity is entrenched, and it becomes generational.

Being who we are, we cannot turn a blind eye after recognizing who makes up the largest sector of the population living in these slums: children.

Splash is aiming to level the playing field and foster equity for youth, in general, and girls, in particular, in under-resourced cities around the world.

We serve children ages 5-18 who are often first-generation city dwellers, typically living in slums and informal settlements where WASH is overlooked by overwhelmed NGOs and governments.

THE OPPORTUNITY

The fastest way to change a city?
Change its schools.

After nearly two decades working in cities, we know of one key location that makes city-wide change possible—one place where potential is ignited, transformation is inevitable and entire communities are touched.

A school.

Even in a resource-constrained city, you will find dozens or even hundreds of public schools.

These schools are often deeply embedded in the greatest pockets of urban poverty, and act as a key pillar for every community that surrounds them.

Schools are launching pads for lasting, community-wide change.

We believe this because we’ve seen it. Splash has been inside the schools on the margins since 2007. We have witnessed firsthand what enables a school in a rapidly expanding city to achieve success for its students and its community. We galvanized lasting solutions in hundreds of schools, serving hundreds of thousands of children, across numerous cities in multiple countries.

We know that at school, if clean water flows and toilets flush, if handwashing is second nature and girls feel safe and supported to attend class while menstruating, then all children have a chance to flourish. We have seen the practices and habits created in schools carry over to homes – to siblings, guardians, and to the larger community.

Lasting change starts at school.



Photo: Gavin Gough



Photo: Make Beautiful



**Every kid deserves
clean water.**

**Sustainable solutions
are citywide.**

**Local partners make
expansion inevitable.**



WHAT

SCHOOL FOCUS

The institution as the center of change.

Each school is unique and has specific WASH needs. Splash tailors our tested model to those specific needs to ensure a right-sized approach and a cost-effective implementation.



Safe water - Ensure access to water that is purified to meet or exceed WHO standards; provide water storage and child-friendly drinking stations.



Hygiene - Deploy child-friendly handwashing stations and conduct hygiene education training and soap donation drives to ensure soap at every handwashing station.



Behavior change - Implement education and training focused on handwashing with soap and proper use and maintenance of WASH infrastructure.



Menstrual health - Deliver menstrual health and puberty education to all children and parents to increase knowledge, empower girls, and reduce stigma around menstruation.



Sanitation - Improve school toilets to ensure that they are hygienic and child-friendly; integrate incentives and training for their long-term cleanliness and maintenance.



Photo: Make Beautiful

CITYWIDE APPROACH

Impact in every neighborhood.

Changing the conditions at one school is meaningful. But it's not enough to ensure lasting change in the world's fastest growing cities.

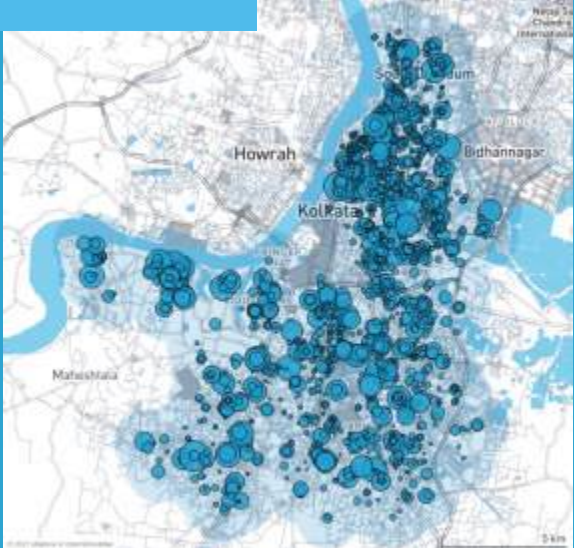
Kids and their families living in low-resource settings move more often, as parents deal with housing insecurity and chase employment opportunities. So if we want to improve a child's health outcomes, establish new norms and attitudes around hygiene, and create lasting behavior change, we need to create a broader net of WASH coverage.

The least funded schools, traditionally government schools, access pooled funds for improvements and share administrative and financial oversight from a central government body for any WASH expenses. If we want to ensure every school under a city's jurisdiction is served, we have to provoke change in the government's school WASH policies and budgets.

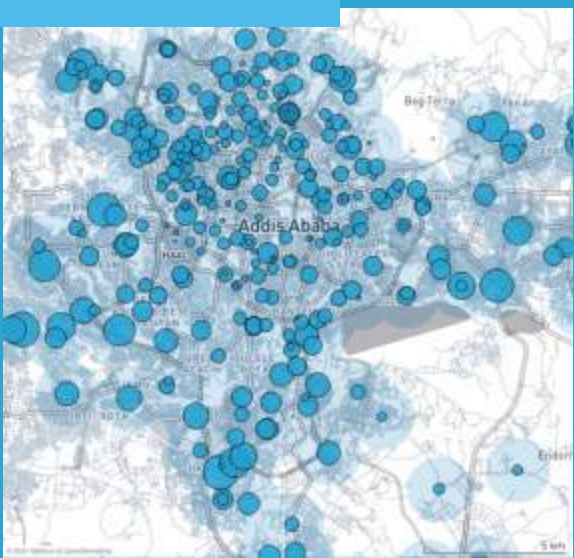
In doing so, we can assure that no matter where a child moves throughout the city, they will see the same high quality, durable programs and infrastructure serving today's needs and affecting tomorrow's behaviors.

With this in mind, rather than focusing on a single school, Splash aims to gain access to all schools that serve the bottom economic quartile of the city's population. Through these schools, we can reach every poor neighborhood in the city, and the impact to the city as a whole is ultimately the real measure of our effectiveness.

KOLKATA



ADDIS ABABA



Splash works with city governments to accurately map all the schools under their jurisdiction - allowing for better planning and resource mobilization when working toward 100% coverage.

SCALING IN SCHOOLS

PROJECT WISE, PHASE I 2019-2023

After more than a decade of urban WASH projects across eight countries, Splash launched Project WISE (WASH In Schools for Everyone). Project WISE was designed to ensure every public school across an entire city has comprehensive, affordable, dignified, and lasting WASH+MH solutions.

In Phase I, Splash provided direct services at scale to public schools in two major global growth cities, Addis Ababa, Ethiopia and Kolkata, India, as well as a third, mid-sized city, Bahir Dar, Ethiopia.

The 5-year project was reliant on Splash to design, implement, roll out, routinize, and manage all of the work in 550 schools in Ethiopia and 350 schools in India.

In Phase I Splash focused on six key tenets:

- 1. Citywide coverage** - Equip every public school across an entire city with comprehensive WASH+MH.
- 2. Local staff** - Hire only staff from the communities and cities where we work. No expats.
- 3. Local products** - Refine and build supply chains so all core materials are locally available.
- 4. Local government funding** - Government is required to fund 30 percent of initial infrastructure costs while also committing to paying for 100 percent of long-term operations and maintenance (O&M) costs post-project.
- 5. Path for replication** - Expand to several cities creating a national roadmap for replication.
- 6. Exit plan** - Plan a dedicated and responsible exit for Splash so the local ecosystem can thrive.

Phase I allowed Splash to refine and prove the model’s impact, cost efficiencies, and durability at citywide scale. But replicating a program that is wholly reliant on an INGO for its further success is not sustainable – which is why Phase II of Project WISE is about scaling through and with established local organizations.

KEY METRICS



2
countries

3
cities



896
schools



854,000
students and staff
benefited

This project is
now serving
more than
800,000
students daily,
across all
three cities.

BIG AMBITIONS, BIG ACCOMPLISHMENTS

Our impacts to date.

Throughout Phase I, Splash has assembled a wide range of evidence supporting both what we do and how we do it.

Results from an externally-led randomized control trial, combined with internally-led research on handwashing behavior, menstrual health myths and norms, sustainability of WASH infrastructure and ongoing cost-effectiveness analyses of Project WISE, have made us confident that while ambitious, our vision for Phase II is within reach.

22% increase in observed handwashing

58% of students in Addis and 70% in Kolkata wash their hands with soap – a 22% increase since project began.

3% increase in girls’ self-efficacy

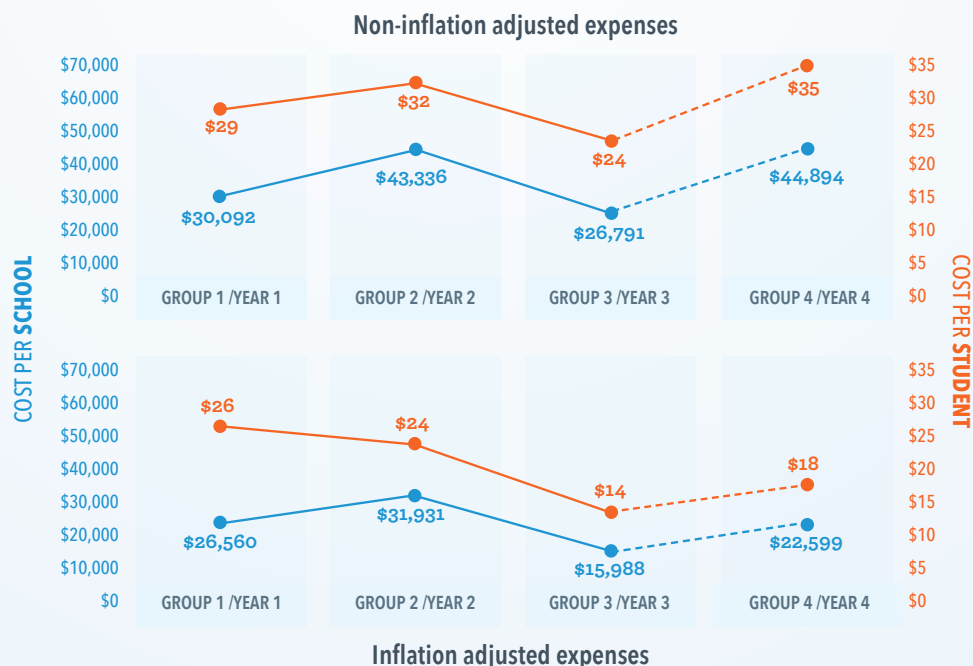
The study found a small but statistically significant increase in menstrual hygiene self-efficacy of 3.4 points on a 0-100 scale.

33% reduction in KG absences

The LSHTM study found a statistically significant 33% reduction in caregiver reported absence in the KG study.

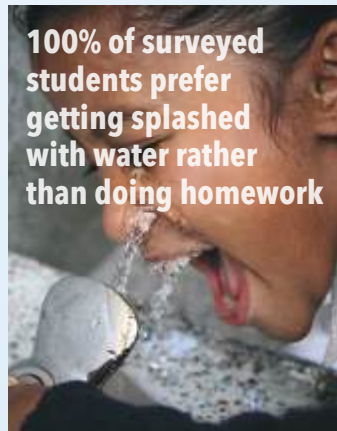
Lower rates of diarrheal disease & absences

There were lower rates of diarrheal disease and absences at baseline among both groups - making it harder to see impacts.



Per-student costs decreased by 30-50% over time

100% of surveyed
students prefer
getting splashed
with water rather
than doing homework



In a 2023 RCT, London School of Hygiene and Tropical Medicine found a 17% reduction in respiratory illness at Splash intervention schools attributed to Splash’s WASH in Schools program.

WASH FOR ALL

PROJECT WISE, PHASE II

In Phase II, we will reach 3 million children by 2030, proving sustainable and city-wide school WASH coverage is possible, cost effective, durable, impactful, and scalable:

- In multiple global growth regions and strategically important countries.
- In multiple cities of various sizes (small, medium and large) in those countries.
- Across diverse economic, political, social, cultural, and hydrological settings.

By entering with a clear exit plan for Splash and leveraging the talents, expertise and strengths of local organizations and governments, we will ensure local autonomy and make the community partners the champions of their own story.

Strategic expansion to catalyze national replication.

We will focus on urban public schools in cities in East and West Africa, South Asia and the Middle East experiencing aggressive population growth and facing critical challenges in water, sanitation, and public health.

Sustainability will be built into the project's DNA.

Working closely with relevant service providers and school administration, and leaning on our track record of success, we'll persuade relevant government and local partners to adopt our model, ensuring buy-in from the onset.

Broader coverage and longer-lasting solutions through local partnerships. Phase II's approach scales along a modified pathway, centering local organizations with first-hand experience while bringing capital and technical expertise in program design and management.

Maximum impact, minimum footprint. We'll demonstrate that city-wide WASH in schools and the associated behavior changes can be achieved cost efficiently, sustainably, and, critically, **without us**.

OUR GOAL

Prove the city-wide model works, support its adoption, and let local organizations, businesses, and governments take it from there for four global growth regions, 3 million children.





PROVE

PERSUADE

EXIT

Family contributions of soap in Bangladesh.
Photo: Gavin Gough

HOW

PROVE

Work with,
through, and
for our local
partners.



Read how our
partnerships in
Ethiopia reinforced
the shared goals of
health and well being:

[https://splash.org/
where/ethiopia](https://splash.org/where/ethiopia)

Strategic partnerships are at the core of our expansion plans. Collaborative partnerships with local governments and stakeholders will be key to the scalability and sustainability of WASH in urban schools. Splash champions the role of local partners as technical experts who are able to identify the community needs and resources, and also key to relationship building and government advocacy.

Over the next three to five years, Splash will remain true to this ethos, emphasizing the critical role of partners on the ground, and the way in which Splash as an organization can play a supporting and facilitation role alongside them. Where appropriate, Splash will also work to build the organizational capacity of partners to be more effective and efficient in the delivery of the WASH in Schools model for the local context.

Collaboration is key at every step. Splash will ensure strong partnerships are formed from the outset, and (where absent) will actively support the development and strengthening of government policies and approaches for WINS. Where WINS policies have been established, Splash will support the implementation and measurement of its effects on school children and other target populations. WINS services will be co-designed by Splash and local stakeholders at every level (combining government standards and global best-in-class practices), co-financed by local and/or national government, and implemented through local partner organizations.

Our engagement strategy will follow a clear and defined pathway. Starting with a landscape assessment of potential partners, we'll establish agreements with collaborators who share a common goal for WASH in urban schools. Together, we'll design and strengthen implementation strategies, and guide adaptive management through purposeful monitoring, evaluation, research and learning. Finally, we will ensure there is a clear growth plan with local implementing partners and a comprehensive strategy for sustainability. All of this will be done in collaboration with the local partners.

For this approach to succeed, we must establish clear rules of engagement with well-defined roles and responsibilities for collaborating partners, including scopes of work, deliverables, timelines, budgets, reporting, and communication.

Building alliances for meaningful change.

Utilizing Splash's unique approach, we will facilitate pathways for key stakeholders to implement policy and programming that improve the health and well-being of young children globally.

Splash will serve as a knowledge broker and convener so schools, municipalities, governments and partners can better prioritize and deliver WASH in Schools. In this role, we will also facilitate dialogue between key actors so local authorities feel supported to carry out their mandates.

While competing priorities at the governmental level can stymie the progress and sustainability of WASH in schools, governmental support is still critical. As part of phase two of Project WISE, we intend to influence policy making and strategic planning, adopting a stronger role as a catalytic agent of change by working alongside governments, global partners and local stakeholders to advocate for more investment in WASH in Schools.

Splash will influence governments by advocating for the scale of WINS across regions that are strategically financed, while working with public utilities to increase water availability to schools where the lowest income residents reside.

Most importantly, Splash will continue to work with schools to create an enabling environment for children to thrive.

By demonstrating the feasibility, scalability, and impact of our WINS model across multiple, diverse cities, Splash will incentivize governments and philanthropic actors to replicate it nationally.



Photo: Gavin Gough



PERSUADE

Influence at every level.



Splash will work on three levels to ensure Project WISE, Phase II has an impact that lasts and scales:
Systems, services and schools.

Between these often siloed sectors, collaboration is key.

For example, developing minimum standards for school drinking water involves working with government, schools and regulators to ensure implementation.

Splash will aid governments in budgeting and financing these projects in a way that keeps pace with changing environments and to support diverse human resources, infrastructure operations and maintenance needs. Splash will offer accurate cost estimates for our WINS model in each location so that clear information is provided to the stakeholders who will ultimately fund the efforts sustainably.

We will ensure that local governments can contribute an agreed-upon percentage of total project funding alongside other funding sources. In line with our commitment to being contextually relevant, we will remain open to a variety of modalities for government funding.

For example, from our experience in India, co-funding came from schools, whereas in Ethiopia, funding commitments come from the central government. Expectations around government financing and ongoing implementation will be set as part of relationship building and partnership.

Lastly, Splash will work at the system level to support the planning and monitoring of WASH in Schools programs nationwide, while ensuring that our government partners have the commensurate capacity to deliver on their mandates.

As part of our capacity strengthening approach and in line with leveraging national and subnational platforms, Splash will align itself more closely with the health, education, and nutrition sectors in the countries we enter. Aligning with the non-WASH sector

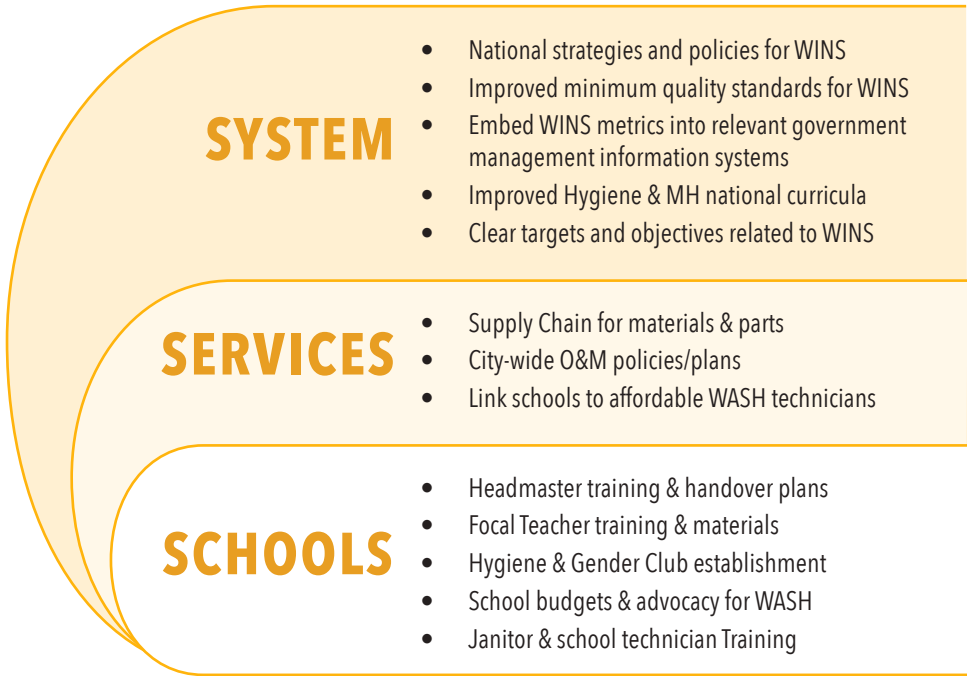
will serve as a vital entry point for our work in new countries as well as allow Splash to better integrate with and institutionalize our technical work – for example, behavior change and menstrual health and hygiene. This alignment reduces redundancy within a specific sector, supports the coordination of efforts across sectors, attracts and combines resources for multiplicative effects, and promotes WINS systems strengthening.

Ultimately, Splash’s attention to these aligning sectors will engender governmental ownership and sustainable change.

In addition to government organizations, Splash will also engage the private sector as a key partner. This sector will play a critical role in securing local manufacturing of handwashing and drinking stations, as well as a sustainable supply chain for any necessary spare parts in support of the government and partner-led operations and maintenance strategy.

A key component of the supply chain strengthening mechanism will be to link schools into the supply chain as a marker for Splash’s strategic country exit.

Embrace a Systems Approach, Link with Non-WASH Sectors



Strengthen learning and knowledge sharing.



At Splash, we promote a culture of evidence-based decision making, informed by regular data collection and analysis across multiple timelines. To support this, we have a robust global MERL framework built upon our theory of change, combined with periodic thoughtful review and analysis of our data and evidence. We call these leaps of insight and change “learning loops.”

Learning happens in many ways, over different timescales, and with varying levels of confidence and rigor. Some learning loops happen over multiple years and require large-scale randomized control trials (RCTs) to test fundamental theories about what we should be doing. Other learning loops are very small and happen on a daily, weekly, or monthly basis, and require the use of dynamic information systems.

Each learning loop requires a nuanced understanding of the questions that need to be answered and the innovative use of evaluation designs and analytical tools to provide the decision maker with **the right information, at the right time, with the right level of confidence.**

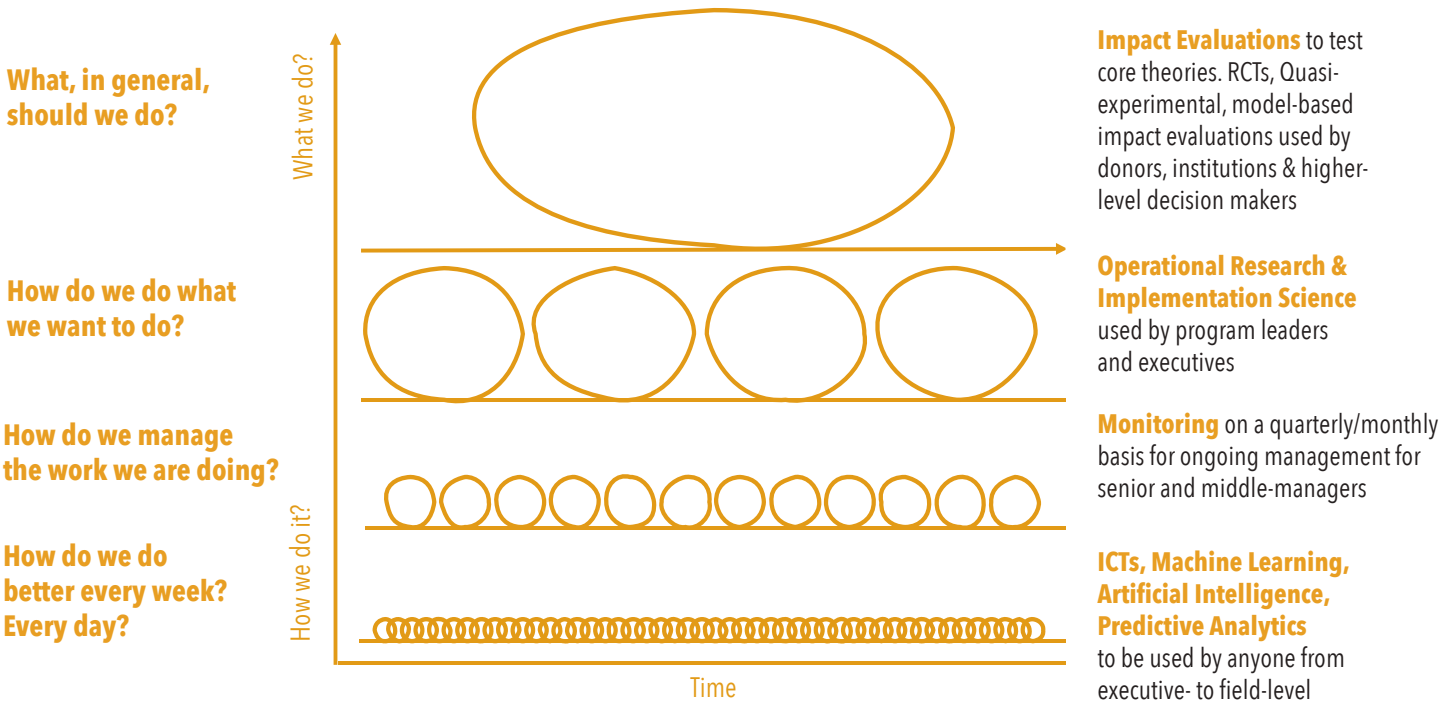


Photo: Make Beautiful

In Phase II, Splash will have three focus areas for learning and knowledge management:

1. Transition from learning what we want to do, to how we do it.

Splash will continue to use learning loops to guide internal decision making, demonstrate the effectiveness of our interventions and share learnings about how we deliver our programs with local partners. With a particular focus on operational research and implementation science, we will equip our partners, government counterparts and future doers with answers to the challenging questions related to how we do WASH in Schools, at scale.

2. Strengthen information systems and sharing.

In Phase I, Splash built its own management information system (MIS) using Salesforce, Tableau and CommCare to capture, store, visualize, and share project-related data and manage program delivery. In Phase II, Splash will link our project-built MIS with government-owned MIS, ensuring critical programmatic and WINS data are in national and sub-national datasets, where they are currently weak or not present. This guarantees we have the right data to properly manage and deliver Phase II while equipping stakeholders with the necessary data after Splash’s strategic exit.

3. Actively teach others how to be successful.

Our increased prioritization on working through local partners, as well as our plans to strategically and sustainably exit, demand we lean on our role as teachers.

Splash will package and share insights and ways of doing WINS with the local and global WASH communities through a variety of channels, while promoting inspiring stories of the work we’ve done with our partners to a variety of audiences, maintaining a clear, consistent, and identifiable brand in the marketplace.

EXIT

Working ourselves out of a job

Rather than seek perpetual growth, Splash was born with an exit strategy – both at the country-level and as an organization in and of itself.

In Phase II, Splash will further refine how we strategically and sustainably exit from each context by focusing on seven exit criteria (see graphic for details). The specifics will vary with each context, but the criteria will remain consistent.

Eventually, Splash will shift towards a technical advisory position with the local organizations and governments poised to implement WASH in schools at the city-wide level. We will make all of our materials, designs, curriculum plans, and learnings open source and open access.

We aspire to make ourselves obsolete and strategically exit the places we work in a sustainable way.

THE SEVEN EXIT CRITERIA

- A functional and reliable supply chain of WASH infrastructure parts and supplies exists in support of operations and maintenance providers.
- Minimum quality standards for WINS and national curricula for hygiene and MH are in place at the city- and/or national-level.
- Committed financing for future WASH capital expenditures are identified and accessible – either at the national-, city- or school- level.
- Budgeted funds for a minimum of ten years are in place and demonstrated capacity by local partners to do WINS operations and maintenance.
- A reliable network of local partners (Government, NGOs, civil society, etc.) exists with the capacity to implement and support WINS beyond Project WISE.
- An affordable and cost-effective WINS package has been demonstrated at scale and is feasible for local partners to replicate.
- A national roadmap for WINS scaling and replication is in place by relevant government ministries.

A HISTORY OF EXITS

Over time, Splash has become adept at executing a responsible handoff to partner stakeholders. Since 2007, we have opened eight country offices and systematically transferred ownership to local entities in six of those countries.

In some instances, small local nonprofits are the best option to takeover our work; in others, for-profit social enterprises serve the need best. We have even handed over our body of work to governments and to one of the largest global nonprofits.

No matter the country, there will always be a better local solution than an INGO. Splash has championed this belief since our founding.

VIETNAM

In 2013, after working across three cities in the country, Splash handed over operational support to the government.

BANGLADESH

In 2013, after working in 70 schools across two of Bangladesh's largest cities, Splash handed over our core curriculum and WinS model to BRAC.

THAILAND

In 2014, a publicly traded filtration company took over operations and maintenance support of all Splash sites in the country.

CAMBODIA

In 2015, Splash's country director launched a small business to provide ongoing operations and maintenance support to the hospitals, schools, orphanages, and shelters where Splash had previously worked.

NEPAL

In 2016, after nearly a decade working in hundreds of schools in Kathmandu, Splash transferred ownership of our work and relationships to two local Nepali nonprofits who continue providing operations & maintenance support to schools.

CHINA

After achieving 100% coverage of all orphanages across the country, Splash's country director has stepped in to facilitate an ongoing relationship between the private sector and the government to ensure sustainability of Splash's work without our representation in the country.

Strengthening our impact through technical advisory

We're committed to creating WASH environments where young people can thrive.

WATCH:
How to Kill Your Charity
<https://www.youtube.com/watch?v=iVDGSMvIwQM>



Pursuing technical assistance and consulting as part of our exit strategy ensures the sustainability of our programs, both in the countries prioritized under Phase II and in those outside of our global footprint.

Splash has robust expertise in behavior-centered design. By transitioning to a role that provides technical assistance, we can leverage this expertise to support local governments, other NGOs, and communities in maintaining and scaling WASH interventions, so the benefits of our work continue long after our direct—and indirect—involvement has ended.

Our focus on designing child-friendly WASH facilities has led directly to improved behaviors, outcomes and well-being for kids—a unique area of expertise. Providing technical assistance allows us to share these best practices with local partners, so that they can replicate and adapt these approaches to meet the specific needs of their communities. This not only empowers local stakeholders, but fosters the sense of ownership and responsibility that is critical for the long-term success of WASH initiatives.

Technical assistance helps us scale our learnings and impact without expanding Splash's footprint, **aligning with our original vision, taking us a step closer to obsolescence and ultimately, contributing to our goal of universal access to safely managed water, sanitation and hygiene.**

TECHNICAL ASSISTANCE EXAMPLES

Rural Ethiopia

Splash adapted the hygiene program and materials to meet the unique experience and context of students in rural Ethiopia. Splash conducted literature and formative research on rural WINS, and compared it with urban contexts. They identified existing WASH behaviors, interviewed key stakeholders, and identified effective program components for rural settings. Splash developed curriculum and materials for primary and secondary students, gathered user feedback, and refined the lessons. The final deliverables included a literature review report, formative research report, new and modified lesson plans, user feedback session insights, and a packaged curriculum with a facilitation guide.



Nairobi schools

Splash evaluated the feasibility, opportunities, and costs of integrating WASH components into a large-scale school feeding program in Nairobi, Kenya. Focused on improving nutrition, education, and well-being among schoolchildren, Splash assessed the current WASH situation within Nairobi government schools, review existing national and regional policies, conduct needs assessments, and host a co-creation workshop with implementors specializing in school feeding programs. We will analyze costs, identify global best practices, and collaborate with key stakeholders to provide actionable recommendations for integration.

Indian orphanages



Splash and the Miracle Foundation partnered with the shared mission to improve the health and hygiene of children in India by implementing the Splash hygiene program within Miracle Foundation orphanages. Splash integrated our behavior change program into their program design. This included focus group discussions and an assessment of existing practices for a customized training program. In addition, it included a training of trainers, access to the use of Splash's hygiene materials and post-training support to ensure effective implementation of WASH initiatives.



Rural Amhara

Splash adapted our urban WinS model to better suit rural Ethiopian communities by tailoring content for local contexts. We updated and created guides, for hygiene and menstrual health, and engaged local stakeholders through comprehensive research and community involvement, including focus group discussions and prototype testing. Through this process, we modified infrastructure solutions to meet constraints within rural areas, developed an O&M strategy suitable for the rural context, adapted hygiene and menstrual health materials, and created new program assets for health workers and community leaders.



**Where the greatest
need meets the
greatest potential
for impact.**

**A data-driven
approach.**

WHERE

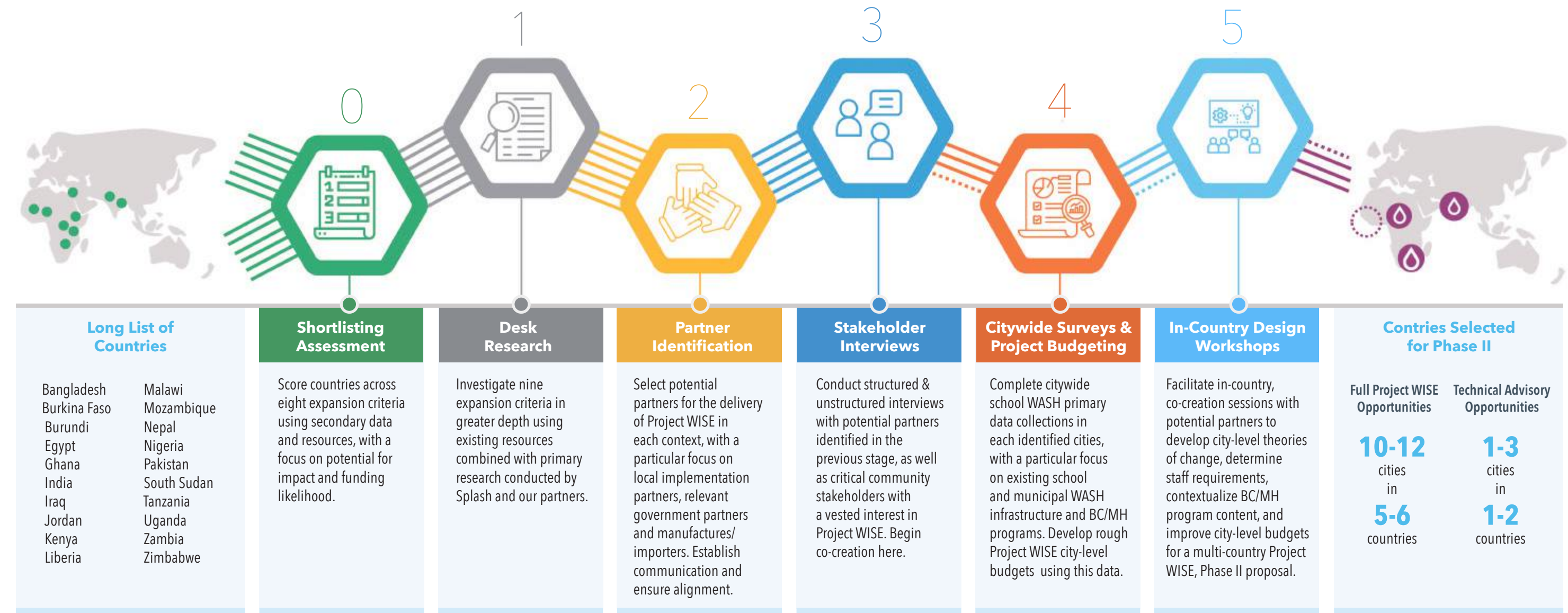
FIVE STEPS TO FEASIBILITY

PROJECT WISE, PHASE II: Identifying where we'll go next

Splash will conduct a comprehensive, multi-country feasibility study across the four global growth regions to identify where there is the greatest need, where implementing partnerships will be the most successful, and where we can make the biggest impact.

By the end of the feasibility study, Splash will have achieved the following objectives to inform country expansion decision making:

- Understand the political context, opportunities for strategic alignment with government initiatives and learn about potential implementing partners.
- Identify and engage local organizations that would serve as ideal partners for Splash to implement at the city level.
- Collect and analyse the necessary quantitative and qualitative data required to inform city-level plans.
- Develop approximate Phase II city-level budgets and detailed project plans.
- Present government and implementing partners with synthesized data and facilitate co-creation workshops to refine plans.



Middle East

LAUNCH IN 2028 - 2030

Entering the Middle East with our programs presents a critical opportunity to address WASH needs. The region faces significant challenges due to water scarcity, rapid urbanization, and ongoing conflicts, which exacerbate the lack of WASH access in schools and the negative effects on the poorest kids in the most underserved areas.

We see our programs contributing to the stability and resilience of fragile communities by fostering healthier environments and supporting educational initiatives.

As this will be the most challenging region to apply our programs through a local lens, we plan to begin our multi-country analysis in 2027 and foresee a launch in the region in 2028. We expect to launch in one country and in as many as two cities, building strong partnerships with local organizations to ensure the right size and approach. Our goal is to create resilient, self-sustaining systems that can continue to benefit the region long after our initial interventions.

West Africa

LAUNCH IN 2028 - 2030

While Splash does not yet have direct implementation experience in West Africa, the region presents a compelling opportunity for expanding our educational programs. Rapid urbanization and substantial population growth are key trends in West African cities, leading to increased pressure on existing educational infrastructure. Numerous local organizations are doing great work in WASH, but there is not currently an organization taking a city-wide approach.

We intend to begin our feasibility research across several countries in West Africa in 2026 with an expected launch of programs in early 2027. We expect work to begin in as many as four new cities in two countries.

South Asia

LAUNCH IN 2026

Since 2012, Splash has been active in West Bengal, India, establishing a local office and a strong team built from around the country. Our extensive work over the past decade, coupled with three years of joint projects with BRAC in Bangladesh and eight years of our own operations in Nepal, has enabled us to build a solid regional foundation.

South Asia's significant urban growth – it houses a large portion of the world's children living in poverty – makes it an essential area of focus for our efforts. The breadth of local talent is impressive, and we're inspired by the various opportunities to work with and through seasoned organizations in new ways.

Splash's diagnostic work of the region will begin in 2025 with a projected launch of programs in 2026. We estimate working through local partners in at least one South Asian country and two cities.

East Africa

LAUNCH IN 2025

Since 2010, Splash has maintained an office and local team in Ethiopia made up entirely of Ethiopians. The longstanding reputation and solid relationships this team has created with the government and community, as well as the successful role it has played in market development with contractors, manufacturers and distributors, are why Splash's Ethiopian leadership team will shift to become regional leaders in Phase II, overseeing the buildout and scale up of work in East and West Africa. This will also lean into the larger shift towards proximal leadership of social sector programs.

By late 2024, Splash will have completed our regional assessment to determine the best opportunities for government partnership and program growth, with an anticipated launch in early 2025 into two new countries and at least four new cities.

By the end of the century, 19 of the 20 largest cities on the planet will be in these four regions.

Their WASH services – or lack thereof – will impact hundreds of millions of children.

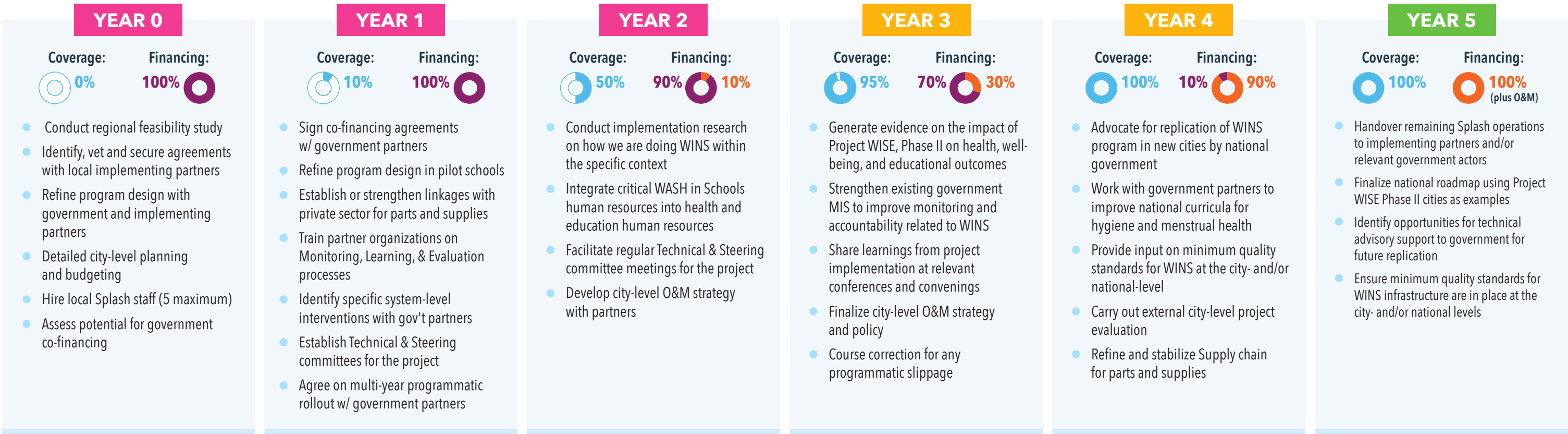
PHASE II TIMELINE

By partnering with local organizations for implementation and local government for buy-in and ownership, Phase II will allow Splash to rapidly implement our programs and continue to prove that our model works in a variety of diverse contexts worldwide - all while pulling the INGO into a behind-the-scenes role supporting project design, technical assistance and project management. In doing so, projects that previously took a decade or more to implement will take less than 5 years in total.

Below is a list of illustrative actions Splash will take in each year for each city selected for Project WISE Phase II.



Phase II centers local organizations working in communities where they have first-hand experience, longstanding relationships and deep reputations while Splash brings capital, project and technical expertise to help citywide solutions scale.





**Global
model.**

**Local
leadership.**

**Valued
partnerships.**

**Powered
by people.**

Trained technicians ensure sustainable services
Photo: Make Beautiful



WHO

OUR TEAM

Leveraging global talent for local success.

As Phase II launches, Splash will further decentralize decision making and authority to country programs and across a broader array of senior leaders, local partners, and government stakeholders.



Our global leadership team is built on the premise that our roles are temporary and always in support of and service to local success.

In Phase II, global staff will play key design and support functions and have less direct implementation roles than in the past. This model is consistent with the global trend and allows our team to play a larger role in advocating for change based on our experience and knowledge of comparative advantages across multiple countries and cities – amplifying Splash’s impact worldwide while focusing attention on the strength of our local partners.

The global office’s transition from Phase I (learning to scale-up operations and routinize direct deployment) to Phase II (co-designing and indirect deployment) activities will require the team to act as a central hub for learnings, cross-country pollination of ideas, partner support and strengthening, program design, technical assistance, project management and quality control.

OUR SUPPORTERS

Collaborative partnerships, rooted in trust.

OUR PARTNERS IN PROJECT WISE, PHASE I



Splash wouldn’t exist without its vast network of more than 40 funding partners and the governments in the locations where we work. **The integration of local government financing with philanthropic capital powers our projects and is the cornerstone of our success.**

Building trust is at the core of our philosophy. We believe it is the basis of not just strong partnerships, but also sustainable and effective programing. With this in mind, Splash never sees its funding partners as ATMs. Instead, we seek partners who will join us in creating sustainable, locally run projects, who will share in the challenges and joys of our work and who value transparency as much as we do.

This approach can set a new standard for philanthropy.



Citywide solutions for thriving kids

Photo: Gavin Gough

THE FUTURE

WASH IN EVERY SCHOOL, NOT SPLASH IN EVERY SCHOOL

Meeting today's needs for tomorrow's potential.

Although projected urban population gains are staggering, we are on the front end of this unprecedented growth curve. We know where the gains will happen. This gives us a chance to plan for, catch up to, and, ultimately, get ahead of the major WASH gaps faced by the world's poorest people.

Compared with rural areas, cities have a deeper talent pool, a stronger network of supply chains, greater concentration of accessible government, clear links to private sector initiatives and access to more funding streams. The tools for success already exist – Splash's primary job is to bring them together, prove effectiveness and affordability, and then get out of the way.

The concentration of dense mega-cities is heavily skewed to South Asia and Africa. In fact, by the end of the century, 19 of the largest 20 cities will be in South Asia and Africa. This massing of populations will allow for successful interventions to spread quickly across borders with limited barriers for scale.

Tackling WASH poverty before it becomes entrenched is not a luxury—it's absolutely critical to the success of these cities and the millions of people living in them.

A replication model – as opposed to a “scale Splash model” – is the only way to meet the global demand for sustainable WASH services at schools in cities whose populations are exploding.

Splash's success is thus tied to demonstrating two distinct outcomes over the coming decade:

1. With the proper support for city-wide school investments, **no child is left outside of the WASH revolution**, no matter where in the city they live or how poor they are. Everyone has access to clean drinking water and safe sanitation at school.
2. **The work is transferable to others without Splash.** With initial uptake in 10 cities where we have no direct presence, we'll see our initial investments magnified, and have assurance that all children in all cities throughout the global south can expect the same results.



THE FUTURE IS FLOWING

Our dream is doable.

By 2030, Splash will have offered a viable global model where all governments in expanding global south cities can invest in their schools in ways that allow children to thrive.

A global model where **water flows, toilets flush, hands are washed, and girls stay in school**, even when menstruating.

A model where the **healthy behaviors students learn in school** become the practices of their families and communities back home.

A model that demonstrates how **philanthropic dollars can be invested to catalyze change, leverage local finance and exit knowing that donor dollars are no longer needed**.

A model that unleashes change to cities far beyond the work of Splash, because **our success becomes too easy not to replicate**.

Make no mistake, this will be a remarkable accomplishment in a world that has invested billions of dollars on short-term, school-centered infrastructure projects that routinely fail—projects that build toilets and install taps only for those taps to run dry and toilets to become centers of disease transmission rather than opportunities for better health.

In order to succeed, by 2030 Splash will have tested, implemented, refined, and amplified the impact of our work by directly supporting at least 3 million children across 10 cities in five countries throughout Africa and Asia in ways that astound and inspire.

We will have worked with local public, private and social sector partners to build lasting solutions in every school in these expanding mega-cities, using philanthropic dollars to leverage funds from local sources so that donors can multiply their investments, and so local actors are truly bought in.

We will exit these cities with systems in place to not only continuously confirm the impact of WASH but also ensure schools are surrounded by the financial, managerial, and technical capacity that will keep the water flowing.

These cities will become the gold standard for all urban areas in the country, who will realize that with the right systems in place, safe water and sanitation for all kids is not only possible, but inevitable.



Photo: Johnny Miller

