



water for people

STRATEGIC PLAN 2010 – 2014



IMAGINE

Imagine if we could create a world where the cycle of water poverty is truly broken, where no family has to use an unsafe water source because their pump is broken, and where no child attends a school without access to clean water. Girls are free to carry books to classrooms, instead of missing school to carry water from distant rivers. Families are finally relieved of the social, economic, and health burdens associated with poor water supply and sanitation.

Imagine if we could show that all of the children and families in one part of a country have access to water and sanitation — indefinitely. We would have “total district solutions” instead of scattered fixes.

Imagine if we could build the financial and technical support to ensure that water flows every day, for years and years to come. When the pumps rust and need to be replaced, the people in these communities and their governments are empowered with the skills, knowledge, and resources to replace their systems themselves — without depending on another development organization to fix their problem.

Imagine if we could create a visual monitoring system that gave parents, teachers, and children in communities the skills and knowledge to show the world the status of their water systems long after development organizations and other donors have left. The communities signal what is working and what is not. Imagine if development organizations, governments, aid agencies, and donors could be held accountable, and could see which solutions really work for communities long after the pumps are installed, the ribbons are cut, and the cameras stop rolling.

Imagine if this goal of achieving total and long-term water and sanitation coverage were to be emulated by other groups in other communities, other districts, and other countries. Imagine ending the cycle of water poverty.

IMAGINATION IN ACTION

Water For People is working to create that world where the cycle of water poverty has ended, placing long-lasting solutions, accountability, and empowerment by building skills, knowledge, and responsibility at the heart of our strategy. We are demonstrating that a focused, district-wide campaign that seeks to provide everyone in the area with sustainable services is not only possible but achievable. In addition, we are putting real power in the hands of the people with whom we humbly work every day: girls and boys, mothers and fathers.

We work in districts and municipalities in India, Africa, and Central and South America where our goal is to provide total, sustainable coverage of water and sanitation needs in all communities, schools, and clinics. To accomplish this we work to develop the systems and local finance so that local governments and communities can keep their own services functioning and extend those services as the population grows. By working this way, we ensure that when those water and sanitation systems reach the end of their useful lives, they can be replaced without seeking the support of another external development organization or donor.

We offer communities a portfolio of solutions. We leverage our finances by insisting that communities and local government contribute financially to their water and sanitation solutions; this creates cultures of payment for value, rather than dependency. We harness the power of the local private sector to provide sustainable operations and maintenance support, through innovative mobile mechanics. We perform rigorous monitoring through volunteer professionals from the World Water Corps®. We hold ourselves and our partners accountable.

We define success not only by the goal of total sustainable coverage in targeted districts/municipalities, but also by seeing our model adopted and replicated elsewhere, without our direct financial support, in other parts of Africa, Asia, and Central and South America.

VISION

Water For People works to build a world where all people have access to safe drinking water and sanitation, a world where no one suffers or dies from a water- or sanitation-related disease.

MISSION

Water For People works with people and partners to develop innovative and long-lasting solutions to the water, sanitation, and hygiene problems in the developing world. We strive to continually improve, to experiment with promising new ideas, and to leverage resources to multiply our impact.

GUIDING PRINCIPLES

- **We believe in people.**
We respect the dignity of all people.
- **We keep it local.**
We believe that water, sanitation, and hygiene problems are most effectively solved using local resources.
- **We keep good company.**
We search out trusted partners who share our vision and work together to build long-term relationships based on trust.
- **We keep our promises.**
We believe we owe it to the communities we serve, our volunteers, staff and donors to act with integrity and manage our resources effectively and efficiently.

GOALS AND STRATEGIES FOR 2010–2014

Water For People enters this strategic plan with country programs in various stages of development, as indicated below.

PHASE	COUNTRIES	DESCRIPTION
PHASE 1	Peru, Uganda, Ecuador, and the Dominican Republic	New countries, nascent programs.
PHASE 2	Rwanda and Nicaragua	Country programs show potential for signature work.
PHASE 3	India, Malawi, Honduras, Guatemala, and Bolivia	Core transformative programs are operating, and best opportunities for influencing and replication.
Regional Offices and International Programs		Key centers to provide support and facilitate intercountry and interprogram learning. Priority is Phase 3 countries.

Over the next five years, Water For People has set out ambitious plans in three areas: growing our impact, organizational excellence, and resource development. We will continue to maintain programs in 10 to 15 countries, and we will continue working in rural, urban, and small-town contexts in all the countries where we operate.

1. GROW OUR IMPACT WITHOUT GROWING OUR FOOTPRINT. Our plan is to reach scale in-country that will truly influence sector role-players, lead to fundamental changes in our operating practice, and catalyze development of high-impact solutions that can continue and expand without our involvement.

2014 GOALS (WHAT WE WILL ACHIEVE)	STRATEGIES (HOW WE WILL GET THERE)
<p>Sustainability</p> <ul style="list-style-type: none"> • Intensify operations to achieve total, sustainable Water Sanitation and Hygiene (WASH) coverage in at least two geographic regions in each country where we work. • Demonstrate increases in government counterpart funding for water supply and sanitation in all the regions where we work, with at least five examples of government providing over 50% of hardware costs. • Grow the scale of our operations in all countries where we work and move beyond annual beneficiary numbers as our only metric of impact. Instead, demonstrate at least 90% of Water For People-supported systems are sustained over time, as shown by evaluation/monitoring at 3-, 6-, and 10-year intervals after system inauguration. <p>Replicability</p> <ul style="list-style-type: none"> • Demonstrate replicability with at least one particular innovative field experiment to exponentially increase access to water and sanitation beyond Water For People. • Demonstrate that we really can work ourselves out of business by moving from a direct facilitation role to a mentoring role in at least one country by 2014. <p>Scale</p> <ul style="list-style-type: none"> • All country programs reach Phase 3 status, with the development of a Phase 4 that signifies the transition from direct facilitation to mentoring. • In each existing country program, expand programs to the next higher geographical level (e.g., from municipality to department). 	<ul style="list-style-type: none"> • Continue to build functional environments for community water supply and sanitation to prosper, with a greater emphasis on unleashing the potential of local social entrepreneurs as catalytic agents of development change. • Develop new ways to measure (quantitatively) and visually express (qualitatively) our transformative impact in a way that forces greater accountability and transparency on the organization and our partners. • Research effective water resource management and incorporate best practices into our programs to ensure that our programming can adapt to changing climates. • Invest even further in data gathering, analysis, and communication; build and strengthen World Water Corps® to also support other sector players. • Influence changes in the sector by testing innovations from the field, showing inspiring results, sharing with key stakeholders, and demonstrating replication by others without the financial support of Water For People. • Broaden and deepen our voice (train and empower country office staff, board, and domestic volunteers to speak about how we work). • Develop Strategic Contribution Indicators to be used as a tool for constant programmatic and organizational improvement. • Enter or form additional strategic partnerships as needed and influence decision-makers to maximize our impact. • Develop new ways to express direct and indirect impact.

2. MAINTAIN ORGANIZATIONAL EXCELLENCE. We apply the same principles of capacity building that we use in our programs to our own organization so that we are recognized as a leader in the field and a great place to work. We know a valued and engaged staff means a higher level of commitment and productivity.

2014 GOALS (WHAT WE WILL ACHIEVE)	STRATEGIES (HOW WE WILL GET THERE)
<p>People</p> <ul style="list-style-type: none"> • Voluntary U.S. staff turnover below 8% each year. • Succession plans in place for all key staff with training and development opportunities. • All staff have performance goals aligned with the Strategic Plan and receive performance reviews each year. <p>Fiscal responsibility and stability</p> <ul style="list-style-type: none"> • Be ranked in the top tier of development organizations as measured by third-party reviews. • Build up at least \$4.5 million in working capital. • Develop and implement three-year country and regional program budgets and plans. <p>Governance</p> <ul style="list-style-type: none"> • Reconfigure size and composition of the Board of Directors and committees to reflect best practices and support achievement of Strategic Plan goals. <p>Communications</p> <ul style="list-style-type: none"> • Create high-quality organizational communications to support our mission. 	<ul style="list-style-type: none"> • Maintain a balance between investing in our organizational capacity and infrastructure to support efficient and effective program delivery. • Invest in professional growth and development for staff. • Maintain highest standards of performance and financial accountability at the corporate and country levels and invest in inspiring and empowering leadership. • Develop and nurture Water For People brand through implementation of new branding strategy.

3. ENABLE PROGRAMS THROUGH RESOURCE DEVELOPMENT. Our donor engagement policy will guide us on where we will seek and accept funds.

2014 GOALS (WHAT WE WILL ACHIEVE)	STRATEGIES (HOW WE WILL GET THERE)
<ul style="list-style-type: none"> • Maintain unrestricted funds at 30% of total to allow flexibility and innovation. • Prefund 30% of annual budget (through multi-year grants and pledges). • Diversify our sources of funding to lessen dependence on any one sector (i.e., foundations, corporate, individuals, government). Maximum of 30% of revenue from any single sector. 	<ul style="list-style-type: none"> • Build on and strengthen our relationships with water and wastewater industries and professional associations. • Develop resource development hiring and mentoring efforts to continually increase sophistication and skills necessary to interact with foundations and large donors. • Demonstrate life-cycle of our programs to donors to encourage longer-term commitments. • Further engage the Board in strategic fundraising activities.

Our Strategic Plan is a living document, designed to provide overall guidance and direction for our staff, Board, and partners as we continue on this remarkable journey. We will revisit the plan annually to make sure our direction is aligned with the challenges and opportunities of our dynamic global environment.