



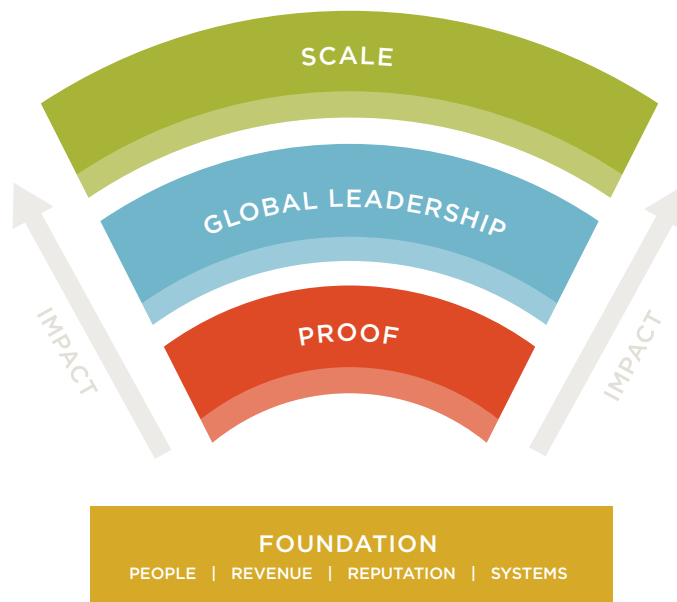
## STRATEGIC PLAN 2017-2021 – A WRAP!

Water For People is proud to present the results of its Strategic Plan 2017-2021! The overarching objective from 2017 to 2021 was to *Increase our Impact X 20* in alignment with Sustainable Development Goal 6 (SDG 6) through three distinct strategic goals: **Proof**, **Global Leadership**, and **Scale**, summarized in the graphic below.

*Increasing our Impact X 20* was based on reaching 4 million people at the district (local) level – our overarching **Proof** goal – and 80 million people at the national level in four focus countries<sup>1</sup> – our overarching **Scale** goal – by 2021. The detailed results of Strategic Plan 2017-2021 are included in Annex I.

### PROOF

Despite the COVID-19 pandemic, together with our government partners at the local (district) level, **we exceeded our Proof impact population target of 4 million people by impacting 4.67 MILLION PEOPLE** with lasting quality water services. **WOOHOO!**



<sup>1</sup> Uganda, Rwanda, Bolivia, and Peru

### We are also proud of four other key Proof metrics:

- Operating in 39 Everyone Forever districts (up from 30 at the beginning of the strategy period - 2017) in the nine countries where we work.
- Reaching 40 Everyone milestones<sup>2</sup>
- Achieving 2 Forever milestones<sup>3</sup>
- Creating 38 district Water, Sanitation, and Hygiene (WASH) offices



## GLOBAL LEADERSHIP

**Global Leadership** efforts focused on sharing success and important learnings of the Everyone Forever impact model to accelerate social change, and enhancing our thought leadership, reputation, and visibility globally. This includes supporting the Agenda for Change collaboration, looking to catalyze sector strengthening through collective action. We co-founded Agenda for Change in 2015, and have seen it grow to include 14 members, working together to support government-led WASH system more effectively in over 40 countries.

## SCALE

**Scale** efforts focused on building from the district-level momentum of Everyone Forever to indirectly improve water and sanitation services at a larger scale. Through our **Scale** work:

- **Scale I:** We surpassed our target of 3.5 million people indirectly impacted through the adoption of the Everyone Forever impact model. Through our dedicated collaboration with governments and other organizations, we have helped to enable the establishment of lasting, quality water services, through a comprehensive district-wide approach, for **5.9 million people**.
- **Scale II:** The target for population impacted through our direct work with national governments in four focus countries (Bolivia, Peru, Rwanda, and Uganda) to strengthen the systems that ensure water, sanitation, and hygiene service delivery at national and district levels was 80 million people. Based upon 2021 data of the Joint Monitoring Program of the WHO and UNICEF, **75 million people** experience at least basic water service levels today in those four countries where we have the most significant national-level partnerships.
- **Scale III:** We reached **1.77 million people** with improved sanitation services, which was just shy of our 2021 target of 2 million people. Although we did not achieve our sanitation target, we know that a combination of market systems development and pro-poor sanitation policies is key to addressing the remaining gap around the world. We will increase our sanitation efforts in our next strategy period, including enhanced focus on city and town-wide sanitation.

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<sup>2</sup> Everyone is achieved when we have reached every community, every school and clinic, and every family with reliable water service in a district. To track progress until that large goal, we have broken this broad goal into three Everyone milestones for each district:

- Everyone at the community level
- Everyone at the public institution level
- Everyone at the household level

<sup>3</sup> We have one water Forever milestone per district as we work toward our goal of Exit. We use the Sustainable Services Checklist (SSC) to determine when we have reached the Forever milestone in a district. The SSC is an assessment tool to measure the preparedness of a district to independently maintain a high level of water service delivery over time.



## FOUNDATIONAL ELEMENTS

Key to our ability to achieve our strategic targets in [Proof](#), [Global Leadership](#), and [Scale](#), was having a strong organizational foundation. The impressive role of team members around the globe focused on our four foundational elements: [People](#), [Revenue](#), [Reputation](#), and [Systems](#). In short, without the support of team members focused on finance, administration, fundraising, IT, and HR, achieving the results of Strategic Plan 2017-2021 would not have been possible.

## WHAT'S NEXT?

If there is one thing that we learned during the execution of our Strategic Plan 2017-2021 it is that several of the most important challenges to achieving universal and sustainable WASH services at local level urgently require WASH system strengthening at national level. Weak national WASH systems have led to delays in our ability to exit Everyone Forever districts at the speed we anticipated. Before we exit, we want to be sure that the districts are in and excellent position to maintain the on-going level of service, through effective action and coordination of local government, private service providers, and community members. Key sustainability challenges that require national-level support include financial support to bridge the gap between revenue recovery through rate payers and full life-cycle costs, and equitable, regulated water resource management.

These challenges are commonly faced by communities in every country where we work. To overcome them and ensure high levels of service provision requires strong local WASH offices that have partnerships with, and are supported by, national authorities. These ongoing needs have led us to develop our vision and strategy for 2030 ([Destination 2030](#)), which we co-created and co-own with [IRC](#), and our accompanying [Strategic Plan 2022-2024](#) for Water For People.

**Onward to Destination 2030!**



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## ANNEX 1

### Summary of 2017-2021 Strategic Targets and Results

Strategic Goals	Metrics	2021 Targets	2021 Results
Proof	Impact Population	4.0M	4.67M
	EF Districts (Total/In Pre-Exit Phase)	40/2	39/1
	Everyone Milestones	43	40
	Forever Milestones	3	2
	District WASH Offices created	29	38
Scale	Scale I - Replication of Everyone Forever in collaboration with others	3.5M	5.9M
	Scale II - Working with National Governments	80M	75M
	Scale III - Population served by sanitation initiatives	2.0M	1.77M
Global Leadership	Conference + External Presentations	16	45
	Government Policies Influenced	2	1
	MOUs Established	20	36