



water for people
EVERYONE • FOREVER

THREE YEAR STRATEGIC PLAN 2022-2024

waterforpeople.org • January 2022

EXECUTIVE SUMMARY

Water For People's Strategic Plan 2022-2024 (SP 2022-24) articulates our organizational short-term strategic goals. SP 2022-24 is aligned with our long-term 2030 Big Audacious Goal - *the passionate pursuit of sustainable water, sanitation, and hygiene services for all* – and our [Destination 2030 \(D30\) Strategy](#).

STRATEGIC PLAN 2017-2021

From 2017 to 2021, Water For People's Strategic Plan focused on achieving stretch targets under our strategic goals of [Proof](#), [Scale](#), and [Global Leadership](#). We are proud to report that we either met or exceeded most of these targets, as you can see in this [Strategic Plan 2017-2021 Summary Document](#).

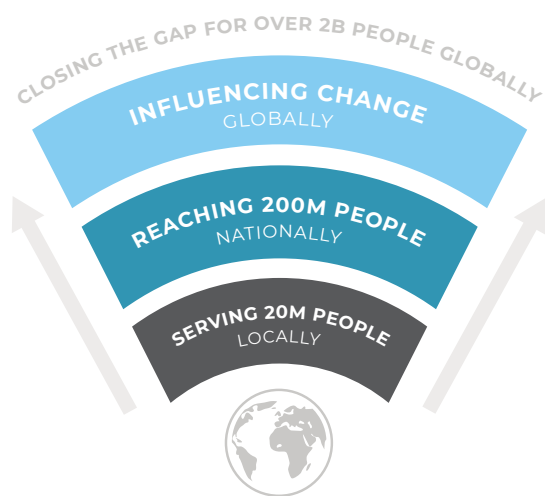
DESTINATION 2030 STRATEGY

We developed this SP 2022-24 to build on that progress AND connect to our long-term D30 Strategy that we have developed, and are delivering, with our alliance partner [IRC](#). The D30 Strategy has three Impact Pathways: [LOCAL](#), [NATIONAL](#), and [GLOBAL](#) as shown here.

Although we know how to solve the global water and sanitation crisis, there are still billions of people around the world without adequate and sustainable water and sanitation services. The solution lies in government leadership, adequate allocation of financial and human resources, scaling local solutions, and technical know-how. We are committed to strengthening the systems that deliver these services to close this gap.

SP2022-24 focuses on our [PURPOSE](#), which is to maximize impact at the local, national, and global levels. During this three-year strategy period we will be expanding our geographic footprint, for the first time in over 10 years. We want to leverage our deep experience over the past decade in developing, proving, and improving our *Everyone Forever* impact model to reach more people. This will be done through the [LOCAL IMPACT PATHWAY](#), through which we expect to serve 20 million people by 2030. It also recognizes that strong national water, sanitation, and hygiene (WASH) services required a systematic approach. This is essential to achievement of Sustainable Development Goal 6 (SDG-6) – *sustainable water and sanitation for all* – in any country. Our efforts in this area, include strategic partnerships with national governments as part of our [NATIONAL IMPACT PATHWAY](#) work.

Lastly, through our [GLOBAL IMPACT PATHWAY](#), we will influence and collaborate with global organizations to help close the gap for the more than two billion people still without adequate and sustainable water, sanitation, and hygiene services. Our Theory of Change to achieve our D30 Strategy is included in [Appendix A](#).



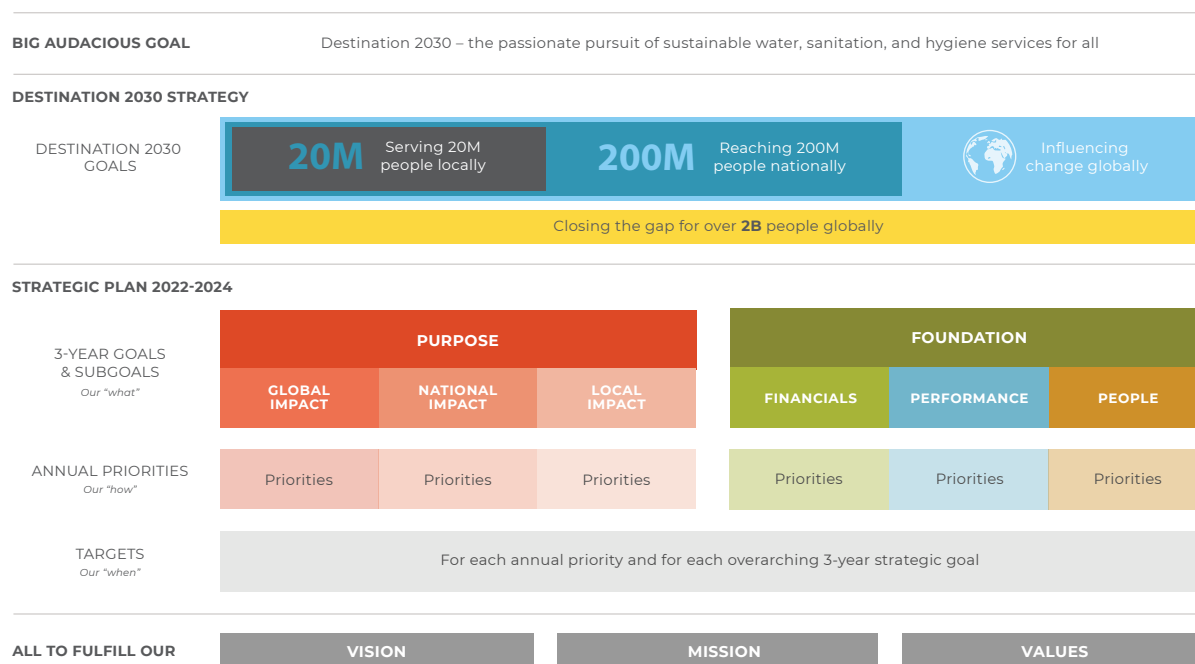
STRATEGIC PLAN 2022-2024

This SP 2022-24 document is a companion piece to the D30 Strategy. It details the short-term strategy (SP 2022-24) for Water For People to do our part in meeting the D30 impact targets we share with IRC and also to progress as an organization. We have two strategic goals in SP 2022-24: our **PURPOSE** and our **FOUNDATION**. Each strategic goal has subgoals, annual priorities (*59 annual priorities in 2022 under Purpose, and 12 annual priorities in 2022 under Foundation*), and annual targets for each annual priority.

- Our **PURPOSE** goal has three subgoals: 1. **GLOBAL IMPACT**, 2. **NATIONAL IMPACT**, and 3. **LOCAL IMPACT**.
- Our **FOUNDATION** goal has three subgoals: 1. strong **FINANCIALS**, 2. exceptional **PERFORMANCE**, and extraordinary **PEOPLE**, without whom none of our efforts would be possible.

OUR STRATEGIC HIERARCHY

This graphic below shows how our Big Audacious Goal is linked to our D30 Strategy and SP 2022-24.



Our Mission, Vision, and Values have not changed since 2016. They continue to be relevant and support our strategic efforts going forward.

VISION: A world where every person has access to reliable and safe water and sanitation services.

MISSION: Water For People exists to promote the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments.

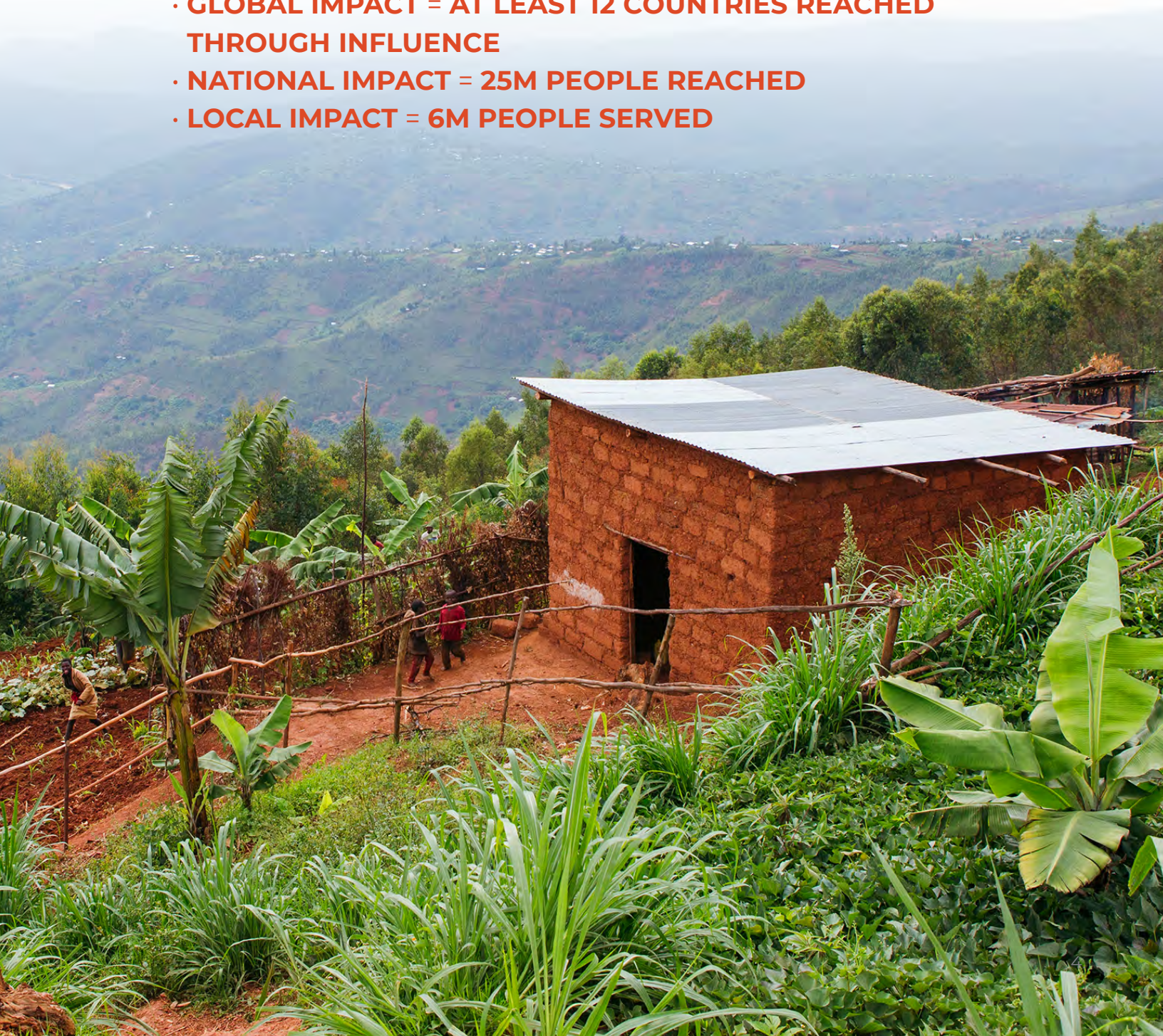
VALUES: Demonstrating integrity in all we do: Accountability, Courage, Empowerment, Partnership, Transparency

GOAL 1: PURPOSE

Achieve 2024 local, national, and global D30 impact pathway targets

SUBGOALS IMPACT: 2024 TARGETS

- **GLOBAL IMPACT = AT LEAST 12 COUNTRIES REACHED THROUGH INFLUENCE**
- **NATIONAL IMPACT = 25M PEOPLE REACHED**
- **LOCAL IMPACT = 6M PEOPLE SERVED**



GOAL 2: **FOUNDATION**

SUBGOAL 2A: **FINANCIALS**

Secure 2024 revenue aligned with D30 goals and spend as planned

SUBGOAL 2A: **2024 TARGETS**

- **\$38.0M/YR IN 2024 (REVENUE)**
- **\$37.6M/YR IN 2024 (EXPENSE)**



GOAL 2: **FOUNDATION** (CONT.)

SUBGOAL 2B: **PERFORMANCE**

Change ourselves to be better at achieving our mission.

SUBGOAL 2B: **2024 TARGET**

2024 employee engagement survey question responses regarding satisfaction with:

- **Information management**
- **Internal communications**
- **Policy and procedure training and compliance**
- **Organizational structure**
- **D30 strategy and results framework**
- **Environmental stewardship**

Improve over 2022 survey results.



GOAL 2: **FOUNDATION** (CONT.)

SUBGOAL 2C: **PEOPLE**

Recruit, retain, and develop talent for now and the future.

SUBGOAL 2C: **2024 TARGET**

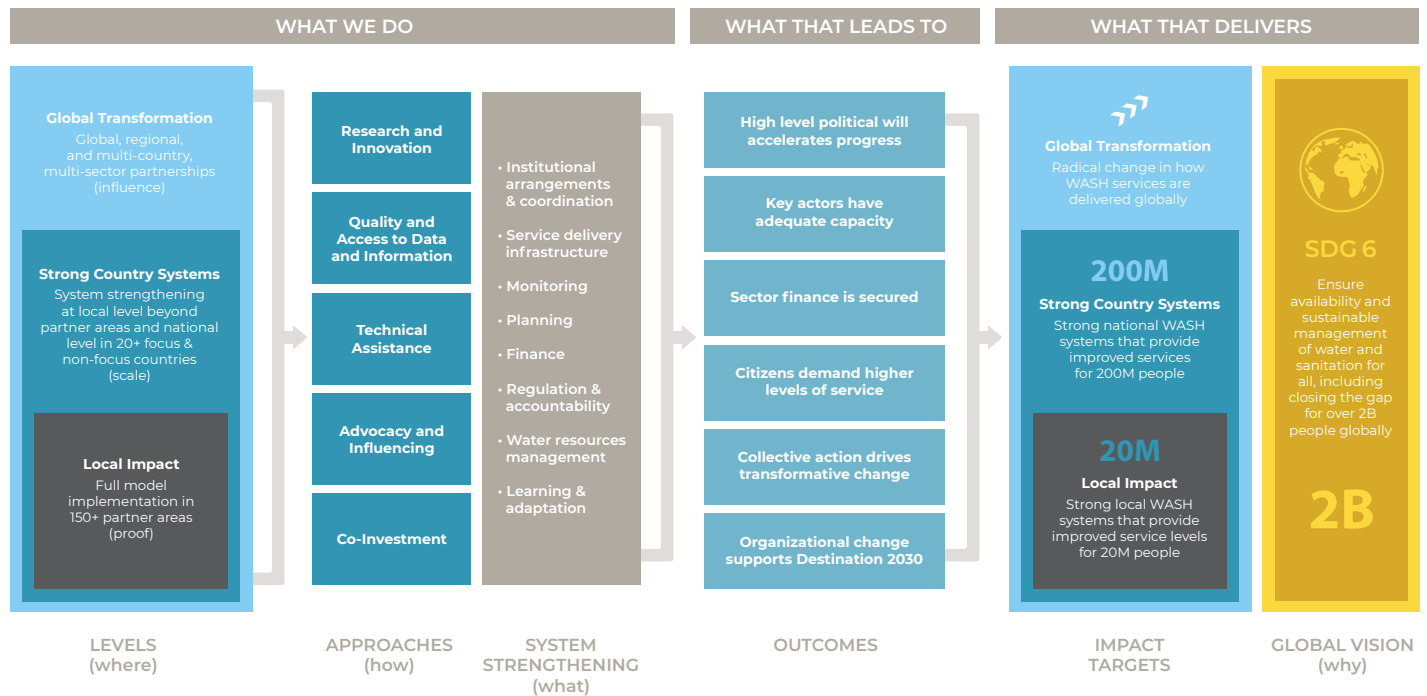
2024 employee engagement survey question responses regarding satisfaction with:

- **D30 staffing**
- **Inclusivity**
- **Innovation**
- **Transparency on salaries and positions**
- **Professional development**

Improve over 2022 survey results.



Appendix A – Theory of Change



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