



water for people

**Strategic Plan 2025-2027:
Learning, Adapting, and Growing for Significant Impact**

Version: December 2024
For internal use

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Message from CEO Mark Duey

Water For People is on a mission – an SDG 6 mission.

It is not clear yet whether any of the countries we support will achieve the United Nations Sustainable Development Goal 6, water and sanitation for all. But Water For People – together with our One For All partners – will do everything we possibly can in the coming years to support the governments of those countries in doing so. **Because anything less than a world where every person has access to reliable and safe water and sanitation services is simply unacceptable.**

From 2025 to 2027, we will double down on our **national impact efforts** to strengthen national water, sanitation, and hygiene (WASH) systems. This work will be through our efforts to create or improve national policies related to district WASH offices, ensuring national governments have the proper tools and resources to monitor WASH services nationally, or implementing influence strategies designed to increase government financial allocations for sanitation. This will enable progress toward reaching Everyone Forever, not only in the districts where we currently work but in every district of every country in which we work.

We will continue our **local impact work** – the foundation of our impact – but we will challenge ourselves to make strategic decisions about exiting some Everyone Forever districts, if not always with a celebration but always with a massive amount of learning to inform our national impact work. We will add Everyone Forever districts where strategic. We will focus on linking our local impact work with our national impact work, which will enable the achievement of our hugely ambitious national impact targets – **200 million more people** with at least basic water, sanitation, and hygiene services in One For All focus countries by 2030 and **100 million people** reached with strengthened WASH systems in sub-national areas.

Throughout all levels of work, we will also ensure that our efforts align with the principles of **climate resilient WASH**. We will help the world understand that there is no better investment to help families around the world adapt to climate change than what we do every day.

To grow our impact, we will grow our revenue by fully embracing the principle that **“impact drives income.”** We will ensure people know that investing in Water For People impacts people’s lives in so many ways that intersect with WASH – from improved **health, education, gender equity, and resilience to climate change**.

Finally, we will **localize** by increasing the percentage of Global Hub team members based in the countries where we operate – and by ensuring capacity is built and decisions are made as close as possible to where the action takes place – both critical to enabling Water For People to achieve its full impact potential.

Thank you to all team members, partners, supporters, and volunteers globally – without whose continued commitment, none of this would be possible.

Mark Duey
CEO, Water For People

Destination 2030

Destination 2030 is Water For People's vision and strategy for how we will work to deliver safe water, sanitation, and hygiene services to everyone at the community and country level, as well as influence the global development arena. The plan was developed and will be implemented by diverse global teams local to the countries where we work, drawing on our expertise and legitimacy to act as agents of change in local systems. Underpinning Destination 2030 is an expansive mindset and 10X thinking, whereby we will move beyond incremental progress and drive exponential advances in service delivery globally.

Water For People shares the Destination 2030 Strategy with One For All members. **One For All is an alliance of global organizations championing collaborative methods to support water, sanitation, and hygiene justice issues across the world.** Members work with local, regional, and national governments to implement climate resilient system-strengthening strategies for WASH access. By partnering with champions in health, climate, economic development, education, and social justice, we encourage sustainable economic growth and address the social justice inequities stemming from a lack of access to safe water and sanitation. Alliance members hold themselves accountable for meeting the United Nations Sustainable Development Goal 6 (SDG 6), water and sanitation for all, by 2030.

One For All was born from Water For People and IRC collaborations across Latin America, Africa, and India. The alliance was formalized in 2021 with the Destination 2030 strategy, and Water for Good joined in early 2023.

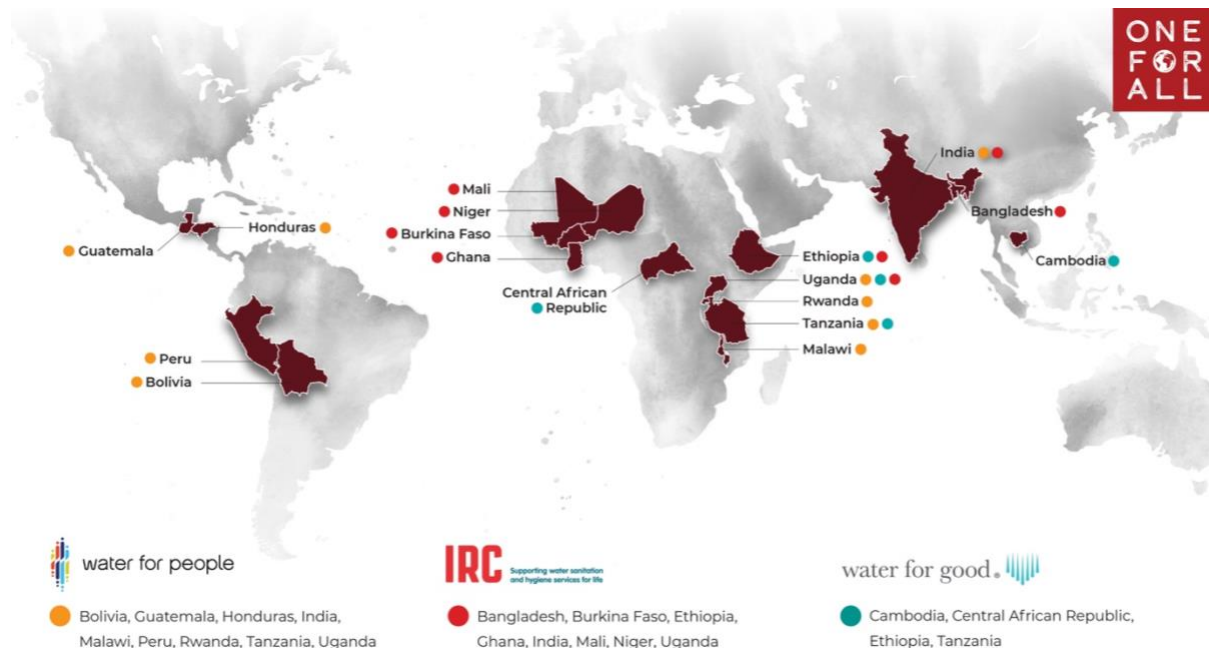


Figure 1 Map showing where One For All members work

IRC is an international think tank actively building strong water, sanitation, and hygiene systems – from the bottom up and the top down. They exist to support countries to build strong local and national services, underpinned by resilient systems that transform lives and build equity, justice, and opportunity for all.

Water for Good is an international NGO that has been tackling water poverty in the Central African Republic – one of the world’s most forgotten countries – since 2004. They do their work through local hiring and training of drillers and maintenance technicians, running a water-drilling enterprise, and managing a supply of spare parts while ensuring government oversight. In 2024, Water for Good merged with Lifewater International, expanding operations to four more countries.



Our work also accelerates the SDG agenda in many areas:

- SDG 3** Expand water, sanitation, and hygiene (WASH) in schools and health care facilities
- SDG 4** schools and health care facilities
- SDG 5** Generate opportunities for women and girls
- SDG 8** Create business opportunities in WASH
- SDG 9** Develop quality, reliable, sustainable, and resilient infrastructure
- SDG 11** Create sustainable cities and communities
- SDG 13** Accelerate response to the climate emergency
- SDG 17** Partner with other orgs to increase pace of change

Figure 2 Destination 2030's relationship with the Sustainable Development Goals

Achievements through Strategic Plan 2022-2024

Water For People has divided our Destination 2030 Strategy into three strategic periods.

Water For People's Strategic Plan [2022-2024](#) was developed in parallel with the Destination 2030 Strategy. It detailed Water For People's initial plan and contribution towards meeting the Destination 2030 impact targets we share with One For All members.

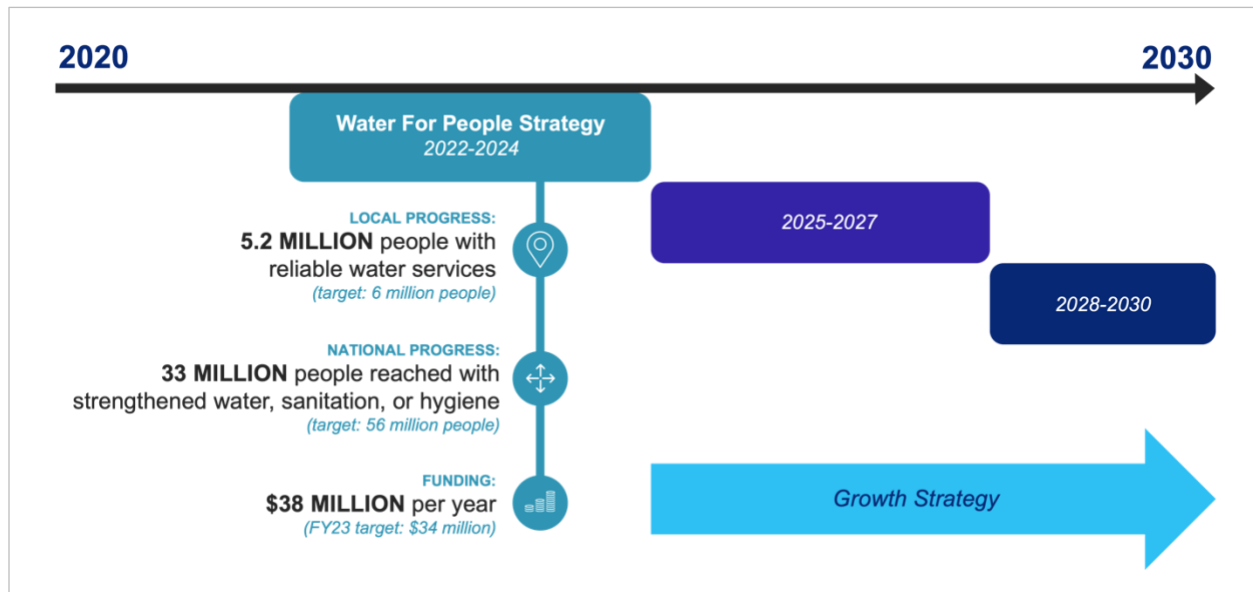


Figure 3 Strategic planning periods toward the Destination 2030 Strategy

The **Strategic Plan 2022-2024** named two goals, each with three sub-goals.

- **Purpose Goal**
 - Global Impact: At least 12 countries reached through influence
 - National Impact: 25 million people reached
 - Local Impact: 6 million people served
- **Foundation Goal**
 - Financials: Secure 2024 revenue aligned with D30 goals and spend as planned
 - Performance: Change ourselves to be better at achieving our mission
 - People: Recruit, retain, and develop talent for now and the future

Progress towards achieving these goals has been reported during quarterly all-staff scorecard meetings and through annual impact reports. At the time of our Strategic Plan 2025-2027 development, we cannot report our full achievements. However, there are achievements to date under each goal that are important to highlight.

Purpose Goal (2022-2024)

The 2022-2024 strategic period was one in which Water For People focused on a shared understanding of the Destination 2030 Strategy across the organization and developing country strategies. We continued achieving Everyone and Forever milestones as part of the Destination

2030 Local Impact Pathway. We also made progress on the National and Global Impact Pathways by investing in staff capacity for national influence and increased attention on climate resilience, which calls for stronger institutions and infrastructure, more flexible service management, and healthier freshwater ecosystems. Each country developed a country program strategy aligned with Destination 2030 and with specific focus areas relevant to each unique context. Among our achievements in the Global Impact Pathway was co-hosting and co-organizing the 2023 All Systems Connect Symposium held in the Netherlands as part of the One For All alliance.

We expanded our geographic reach to Tanzania, a country with high-level, solid political will. We also expanded to the United States to influence the global conversation about people left behind in high-income countries. This period was also when, as an organization, we made the challenging decision to sunset operations in Nicaragua.

We developed the Destination 2030 Results Framework and the Destination 2030 Learning and Innovation Agenda as part of One For All. Internally, we improved information management and internal communications by creating an intranet (The Source), creating and visualizing our data through Power BI in a Data Hub, and developing learning and training opportunities for Destination 2030.

Foundation Goal (2022-2024)

Throughout the 2022-2024 strategic period and despite a challenging global economy, Water For People's revenue growth remained strong. In this period, we won our first USAID grant as the prime awardee for systems strengthening at scale in Rwanda. We received a prestigious grant from MacKenzie Scott, who provided 15 million USD of unrestricted funding for the organization, allowing us to invest, among other things, in increased donor awareness, recruitment, engagement, and retention. One For All is completing registration in the United Kingdom to strengthen our position for fundraising there, and Water For People has invested in increasing revenue from Canadian sources. We began to see examples of strategic fundraising as an alliance through grants from the Osprey Foundation and Waterloo.

In addition to significantly raising our revenue, we worked to ensure that our revenue is more fully covering the costs of running our organization by developing and implementing a Full Cost Recovery Policy.

We have also revised or formalized critical policies and compliance frameworks, including the Child Safeguarding Policy, the Code of Conduct, and the Conflict-of-Interest Policy. Water For People has also adopted an Environmental Stewardship Policy for the first time, and we have formalized a Justice, Equity, Diversity, and Inclusion Policy. In addition to guiding our team members across the organization, these policies make Water For People compliant, aligned, and competitive with standards required by global donors.

During the 2022-2024 strategic period, great strides have been made towards internal equity. The Talent Team began a multi-year internal compensation and benefits exercise for all positions across the organization, which led to adjustments for many team members across the organization. Progress has been made to recognize and respond to excessive inflation in some locations where Water For People works. The Talent Team is continuing to analyze the total rewards packages for each Water For People office, and if possible, we are moving towards greater income equity.

Strategic Plan 2025-2027: Learning, Adapting, and Growing for Significant Impact

The first strategic period, 2022-2024, laid the groundwork for Destination 2030. We will use the second strategic period, 2025-2027, to make more investments in strategic national impact initiatives to answer questions about how to improve sustainable WASH service provision most effectively for as many people as possible. During the final strategic period, 2028-2030, we will expand what we've learned, further scaling our work to achieve our Destination 2030 targets.

Our next strategic period comes with the recognition that the global community will not meet SDG 6 by 2030 at the current rate of progress.¹ Global progress is slow,² and economic and political turmoil, climate change, and other external factors require us to think critically about the complexity of achieving universal sustainable access to resilient WASH services. We believe this is not a time of despair but a time for us to step up to the challenge. Between 2022 and 2024, we laid the foundation for change; now, it's time to lean into the change to accelerate progress. The Strategic Plan 2025-2027 is the second of three, three-year plans that articulate our organizational short-term strategic goals. Water For People's Strategic Plan 2025-2027 intentionally aligns our key performance indicators with the Destination 2030 Results Framework.³

As a founding member of One For All, we've committed to Destination 2030 as our organizational strategy, and the Theory of Change for our 2025-2027 Strategic Plan reflects that. This aligns our strategic plan with the One For All Results Framework and ensures a direct connection with the country program strategies developed during the 2022-2024 strategic period.

It is critical that every member of our team globally sees themselves in our Theory of Change – because every member of our team is critical to our Theory of Change. Therefore, we've made explicit the role of our Foundation Priorities, as described below, as the foundation for holding up the rest of the Destination 2030 Theory of Change.

Throughout the Strategic Period, we will report progress against indicators for our Purpose and Foundation Goals. Impact indicators and Outcome indicators for our Purpose Goal will match those that Water For People reports as part of One For All. Indicators to measure our Foundation Goal will be a combination of both output and outcome indicators reported, for example, through changes in our employee engagement survey

¹ [WHO/UNICEF Joint Monitoring Programme \(JMP\), Progress on Household Drinking Water, Sanitation, and Hygiene 2000-2022, July 2023](#)

² [UN Department of Economic and Social Affairs, Sustainable Development Goals Report 2022, July 2022](#)

³ [Destination 2030 Results Framework, Water For People Power BI Data Hub](#)

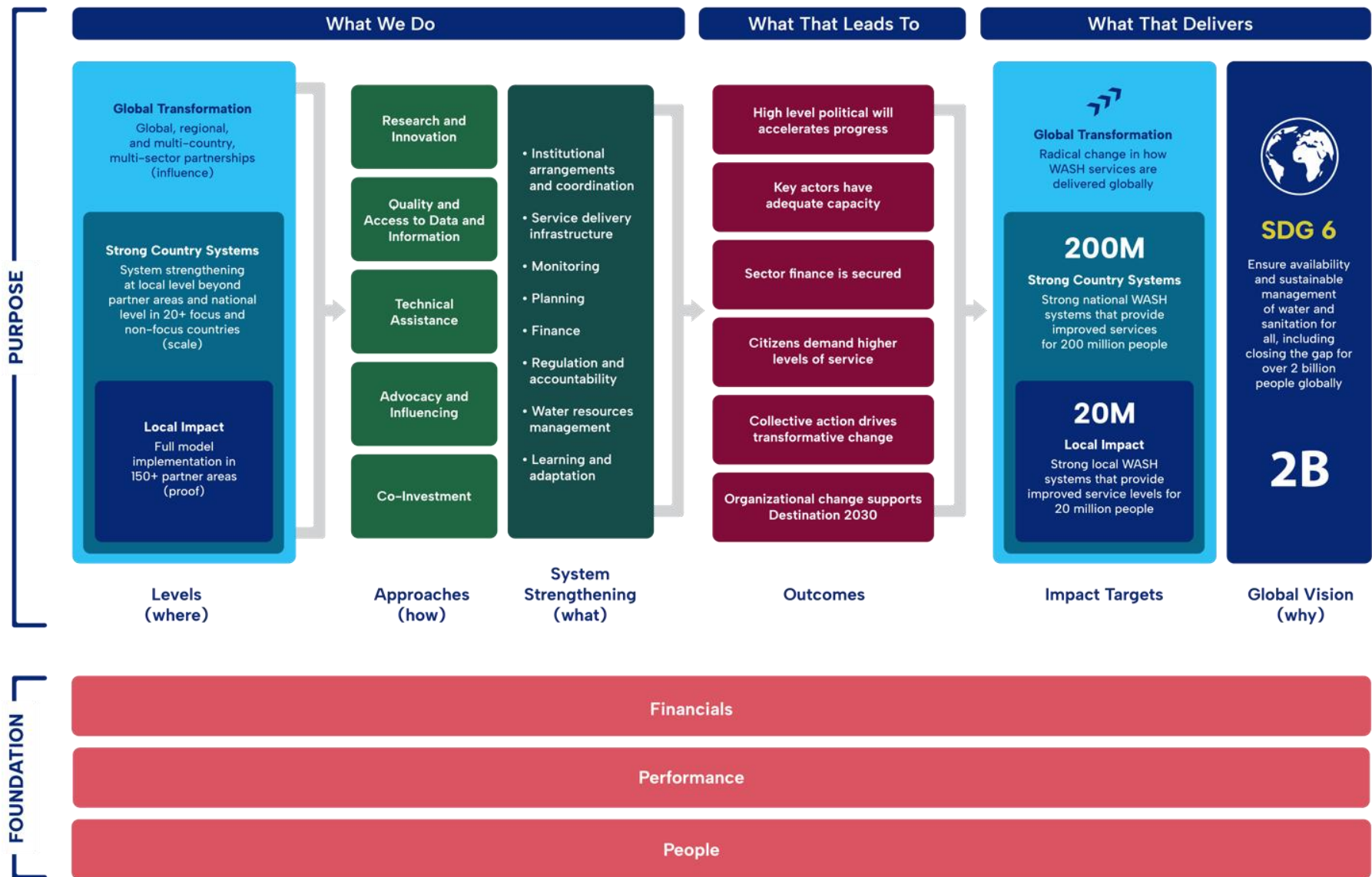


Figure 4 Theory of Change for the 2025-2027 Strategic Plan

▶ Goal 1: Purpose

The Strategic Plan 2025-2027 continues to focus on creating impact through the local, national, and global pathways. Over the next three years, we will lean into these areas, proving success through work that country programs do at the local and national levels, as well as globally through the partnerships to achieve the Destination 2030 strategic outcomes.

The **local impact pathway** will continue to be the foundation of our impact during the next strategic period, and we will continue to use it to inform and set priorities for our work in the national impact pathway. Of critical importance is increasing the pace at which Water For People achieves Everyone and Forever milestones in partner areas⁴ (also known as Everyone Forever districts). To do so, we will continue to use our annual reflection sessions to analyze which implementation strategies have proven to be most successful and where we still have room to grow. We will focus on adapting our practices to improve the quality and sustainability of our impact. We will examine the Sustainable Services Checklist to find which measures are critical to sustainability and, if there are less critical ones, make adaptations as needed.



We will continue to invest resources to achieve milestones based on those adaptations, and we are excited to see partner areas enter and successfully complete the exit period for a full exit. Where strategic, we will add more partner areas. In some cases, we will decide that there are contextual factors that show that Water For People does not have the technical capacity to reach our milestones or that political or social factors will prevent full milestone achievement. In those cases, we will draw down our local impact investment for a strategic exit and invest in the national impact pathway to achieve impact. As we move towards exit plans in selected partner areas, we will ensure fair and inclusive access to WASH provision and citizen demand for improved services.

Partner Areas Routes	
Strategic addition	Strategic addition of new partner areas
Continuation	Successfully progress in partner areas towards Everyone and Forever milestones
Planned exit	Full achievement of Everyone and Forever milestones in partners areas we enter and complete the exit period
Strategic exit	Determination that external factors in the political, social, or local context are beyond our technical capacity and reach require an exit before all Everyone or Forever milestones are reached

We will build on Water For People's investments during the 2022-2024 strategic period to expand our reach through the **national impact pathway**. Following the investment made through MacKenzie Scott's funding, we will continue to advance the professionalization of WASH services over the next three years. Additionally, we will continue to explore a variety of market systems to support fecal sludge management and gaps along the sanitation value chain, with particular attention focused on increasing citizen demand. We will continue to collaborate

⁴ Partner areas are the One For All inclusive term for Everyone Forever districts, which is a Water For People-centric term

with governments to create or improve national monitoring systems, which have significant potential to provide data for decision-making, prioritizing, planning, and budgeting.

Our work through the **global impact pathway** continues to be critical to achieving our impact targets through Destination 2030. This work can help to improve the enabling environment for progress at the local and national levels. For example, we have seen the effects of the Millennium Development Goals and the Sustainable Development Goals in shaping global priorities, funding, and ways of working. We expect that the Global Goals for Adaption will have a similarly powerful effect on global conversations around climate resilience, and we are working to influence those to include effective WASH goals. Similarly, the Heads of States Initiative, backed by Sanitation and Water for All, the Government of the Netherlands, IRC, and UNICEF, which was launched at UN Water Week in 2023, aims to support forward-thinking leaders to achieve a common vision for secure water, sanitation, and hygiene for all. One For All has prioritized this global effort to engage with the leaders in our countries of operation to increase high-level political will for sustainable WASH service provision.

Purpose Outcomes and Targets

Over the next three years, we will track the following Purpose Outcomes and Impact targets. These indicators are a subset of our Destination 2030 Results Framework indicators and match the One For All Key Performance Indicators. Indicators will follow the One For All reporting schedule. Many will be reported annually. Some may be reported less often.

Impact Pathway	OFA Outcome	Indicator Title	2024 ⁵ Water For People Achieved	2027 Water For People Target	2030 Water For People Projection	2030 One For All Target
Local	Service Levels	Impact Population (million)	5.3	7	8	20
National	Service Levels	Increase in the number of people with at least basic water, sanitation, or hygiene services (million)	236.5	281.6	291.8	200
Local	Systems	Number of partner areas demonstrating improvements in local water system strength	36	42	48	150
National	Systems	Number of people reached with strengthened WASH systems (million)	63.7	148.9	211.7	100
National	Systems	Focus countries demonstrating improvement in national WASH system strength	9	9	9	20
National	Political Will	Number of D30 focus countries where the president/prime minister has made a specific and actionable commitment to accelerating progress toward WASH	7	8	9	17
National	Actor Capacity	Number of countries where WASH Master Planning has been scaled to cover at least 25% of the country	3	4	6	17

5 Achievements for 2024 were reported during the FY23 monitoring cycle

Impact Pathway	OFA Outcome	Indicator Title	2024 ⁵ Water For People Achieved	2027 Water For People Target	2030 Water For People Projection	2030 One For All Target
Local	Actor Capacity	Partner areas that demonstrate increased priority for WRM and climate resilience demonstrated via inclusion in a master plan, development/existence of a separate plan, or engagement in partnerships; emphasis on strengthening the link between WASH and WRM/climate	29	38	48	150
Local	Actor Capacity	# of partner areas supported in long-term WASH Master Planning Process by One For All members. Tracking inputs of One For All - One For All members have supported / facilitated all partner areas in the development of a Lifecycle Costed Plan / WASH Master Plan / FLCC / District Investment Plan exists and accounts for Water, Sanitation, and Hygiene, including service provision to public institutions. Target is all partner areas in need of WASH Master Plan have been supported in the development process	31	38	48	150
Local	Finance	An assessment of the presence and quality of a finance strategy that addresses how to fill financial gaps	NA ⁶	NA	NA	NA
National	Finance	Costed national WASH finance strategies in place	3	4	9	17
National	Collective Action	Number of focus countries where alliance members participate in SWA/Agenda for Change type partnership activities	7	8	9	17
Global	Changing Ourselves	Amount and % of decrease in carbon emissions	Yet to be reported	Projections in Oct 24	250 MT	NA

Purpose Priorities

New for the 2025-2027 Strategic Period are three organizational priorities related to our Purpose Goal. These priorities are areas that we know are critical as we move towards our Destination 2030 targets and outcomes. They were selected because of their prominence in Country Program Strategies as either areas of high focus or needed focus. They align with intermediate results (IRs) named by the One For All Influence Workstream priorities. They have also been identified as priority learning areas in One For All's Destination 2030 Learning and Innovation Agenda, which outlines specific questions the alliance wants to answer to improve performance and achieve our Destination 2030 goals.

These priorities have a high potential to accelerate our path towards reaching our impact targets. We will spend the next strategic period focusing on them, assessing them, and learning from our successes and failures. To create the necessary testing and learning environment for these priorities, we have developed initiatives associated with each priority. These initiatives will

⁶ Not available as of this publication. We will update this table when the GLAAS assessment is updated.

not be the only activities associated with our priorities; however, they will receive organizational attention and resources to achieve their expected outcomes by 2027. Our focus on these priorities does not diminish other areas of the Theory of Change. However, it does suggest that in the 2025-2027 Strategic Period, we need to ensure sufficient investment – be it through unrestricted, country-restricted, or budget-restricted – and willingness to deprioritize other activities if needed to ensure that resources are available for our named priority areas.

National Sector Finance: We will open doors to increasingly diverse funding sources, including development banks and more finance mechanisms, to drive additional money into the WASH sector.

- *Rwanda WASH Challenge Campaign.* We will collaborate with the Government of Rwanda, financing institutions, and other private and public partners to unlock the bottlenecks and obtain needed resources while committing to a singular financing plan and strategy to mobilize at least \$320 million annually.
- *Latin America Rural WASH Funding Facility.* We will significantly increase funding available for local government priorities in Latin America by creating a basket funding mechanism for funders to invest in the local impact pathway in Latin America to consolidate the impact for nearly half a million people and provide learning for the highest priority rural WASH needs nationally in each country.

Enhanced Government Leadership: We will focus on scaling our work by improving our ways of working with government actors to increase our influence and technical support to improve policies, planning, budgeting, and technical excellence.

- *India Technical Support Units.* We will provide technical assistance and support to government stakeholders at the district and state levels to lead to the increased functionality and sustainability of the WASH services provided through massive infrastructure investments made by the government of India.

Climate Resilience: We will embed climate resilience in our WASH systems, strengthening work across global, national, and local impact pathways to strengthen infrastructure, increase the flexibility of service management, and improve the health of freshwater ecosystems.

- *Mainstreaming Climate Resilience.* We will mainstream climate resilience in all countries where we work with risk-based adaptations being made locally, climate finance contributing to sector finance nationally, and WASH progress being measured against climate resilience indicators globally.

More detailed descriptions of each priority initiative can be found in Annex 1.

Organizational Priority	D30 Outcome	Priority Influence Agenda IR	Learning Agenda Question	Priority Initiative	Expected Initiative 2027 Outcome
National Sector Finance	Sector finance is secured	Strategy for influencing development banks on the financing of systems	What are the most promising sources of additional finance to bring into the WASH sector (public development banks), and how can they be unlocked? What are the opportunities for multisectoral financing (e.g., climate, health, education, gender)? How can we better leverage private models? (e.g., Aqua for All)?	Rwanda WASH Challenge Campaign	By the end of FY27, the Rwanda WASH Challenge Campaign will have been launched, and the Government of Rwanda will begin to dedicate 320 million USD annually towards their WASH sector plans, providing a greater understanding of how to unlock greater sector finance.
			How can we ensure public and private financing mechanisms are available to, and accessed by, the most vulnerable and excluded populations?	Latin America Rural WASH Funding Facility	By the end of the FY27, The Latin America Rural WASH Funding Facility will have raised at least 13 million USD from public and private funds to invest in achieving Everyone and Forever milestones, impacting 500,000 people and accelerating the exit process in 18 rural partner areas to reach the most excluded populations.
Enhanced government leadership	Key actors have adequate capacity	Power mapping and political economy analyses	How can we motivate emergent and sustained behavior and systems change for greater local government capacity, performance, and leadership	India Technical Support Units	By the end of FY27, service providers and service authorities serving approximately 100M people will demonstrate improved operations and maintenance, monitoring and tracking, and functionality of systems.
Climate resilience	Cross-cutting	A strengthened positioning of climate action within the WASH sector and the broader climate decision arenas	What must we adapt/modify/do differently to make our local master planning approach climate resilient? How can we influence the Global Goals for Adaptation and national climate adaptation plans to include WASH investments?	Mainstreaming Climate Resilience	By the end of FY27, climate resilient WASH will be mainstreamed in all countries where we work, with risk-based adaptations being made locally, climate finance contributing to sector finance nationally, and WASH progress being measured against climate resilience indicators globally.



Goal 2: Foundation

We know that to achieve our Destination 2030 goals, we need to change our governance and management structures as well as our business practices to appropriately reflect the world in which we work and the change we want to see. These Foundation Priorities – People, Financial, and Performance – lay the framework to meet our Purpose Goals in our 2025-2027 Strategic Plan. We have named indicators for each priority that we will track quarterly or annually, depending on data availability.

Foundation People Priorities

Equity, retention, and transparency

Throughout our 2022-2024 strategic period, we focused on changing our **compensation and total rewards** to be more equitable across the organization. Following these significant advances, in the 2025-2027 strategic period, we look forward to maintaining that momentum by regularly benchmarking salaries and total rewards for positions across the organization. We will continue to adjust as required and feasible to keep pace with local job markets in the countries where we work, ensure that we meet or beat required benefits, and that our compensation and total rewards packages reflect our organizational values.

Employee engagement survey results:	2024 Results	2027 Target
Employee Engagement Score	Favorable score of 87%	Favorable score of 87%

Localization

Outcome 6 of our Destination 2030 Strategy describes several organizational changes alliance members will make to have our greatest impact and influence. One of Water For People’s top priorities for Outcome 6 will be to continue to localize our Global Hub, as we (directly from the Destination 2030 Strategy) “improve our culture in the areas of justice, equity, diversity, and inclusion in our workplaces, employee population, and on our Boards. This includes our approach to selecting and placing talent for subject matter expertise as well as administrative and technical functions.”

The Global Hub at Water For People is defined as the team whose primary role is to support and/or enable country programs to create local impact and national impact (through fundraising, marketing, communications, financial management, human resources, administration, influence, technical, monitoring, evaluation, adaptation, or learning support). This includes all members of Global Programs, Global Services, and Donor Impact Teams, including those who are Regional Team members.

Water For People defines localization as the process of greatly increasing the percentage of Global Hub team members based in the countries where we operate to ensure Water For People achieves its full impact potential. We know there are many approaches to and targets for localization among global nonprofits, and this definition may evolve.

Water For People will, by 2030 and beyond, create a Global Hub that is less US-centric and truly global, with the majority of Global Hub colleagues based in the countries where we work.

With only a few exceptions, new and replacement Global Hub hires for global roles will be recruited initially internally and externally in countries where we work and will only be available to internal recruitments in the US. If initial recruitment does not produce a suitable candidate, we will have the option to recruit more broadly in the US. All recruitments will be done with a view towards filling as many Global Hub openings as possible outside the US. Regional hires will be recruited in the corresponding region, and roles focused on addressing WASH challenges in North America will be based in North America.

Internal tracking	2024 Results	2027 Target
Overall percent of Global Hub employees located in countries of operation.	29%	40%

Decision-making

During the 2022-2024 strategic period, we elevated the Regional Director for Latin America, the Regional Director for Africa, and the Country Director for India to the Global Leadership Team with line management by the CEO. While this achieved the intended effect of stronger representation of Country Program viewpoints within the Global Leadership Team, it had the unintended consequence of making some decision-making less clear across the organization.

Through the 2025-2027 strategic period, we will continue to advance our organizational structures to be more equitable while also developing clarity and functionality in those structures – particularly around decision-making. By the end of the strategic period, we want to see improved capacity and that decisions are made as close as possible to where the action takes place – the principle of subsidiarity. This shift will result in more decisions being made in program countries instead of in regional offices or the Global Hub. For Global Hub departments, decision authority will be enhanced within departments and teams. It will also distribute decision-making authority throughout a larger group across the organization rather than centralizing it within senior leadership.

As we transition towards an organization that embraces subsidiarity and as capacity grows within country programs, the Global Hub will likely be responsible only for those activities and decisions that can be done more efficiently, with lower risk, etc., than by country programs. This will naturally lead to larger country programs and a smaller Global Hub compared to the overall size of the organization as we grow.

Employee engagement survey results:	2024 Results	2027 Target
I am satisfied with how decisions are made at Water For People	Favorable score 68	Favorable score 73

Foundation Financial Priorities

Water For People has set an ambitious goal to more than double our revenue during the Destination 2030 strategic period. Water For People has built a strong fundraising program that punches above its weight in terms of return on investment. However, we are currently structured to fundraise for only half the necessary amount to achieve our goals. To increase revenue in this way, we must grow our brand, increase donor volume, and maximize opportunities.

In the 2025-2027 strategic period, our lighthouse guiding our growth strategy is the principle: **Impact Drives Income**. “Impact demands, drives, and determines income.”⁷ This principle will force us to make hard decisions around funding that is beneficial to our intended impact and funding that isn’t. When impact leads the way, those decisions will be clear to us.

As part of a larger five-year growth strategy leading us to 2030, we will invest in four “key” levers to unlock our potential:

Keys to unlocking growth

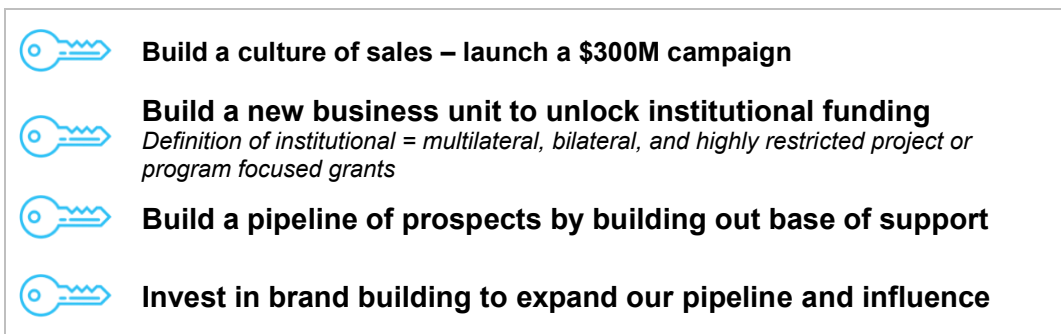


Figure 5 The four keys to unlocking growth in Water For People's Growth Strategy

Key 1: Build a culture of sales. *Culture* in the context of growth is defined as *a system of behaviors that we define, encode, and reinforce*. Therefore, a *culture of sales* demands that we have a shared model of fundraising and a shared understanding of what the growth strategy demands. The *culture of sales* is like a piece of software we can install across the organization for our highest potential return on our energy and investment.

It has three critical components:

- We spend more time with better prospects.
- We meet with our prospects one-on-one, because research shows that one-on-one visits create better results than event-focused fundraising.
- We must always be in a campaign. So, *launching during this strategic plan period will be a campaign funding \$300M of impact by 2030.*

Key 2: Build a new business unit to unlock institutional funding. Institutional opportunities (multilateral, bilateral, and highly restricted project- or program-focused grants) will be some of our largest grants to fund the campaign. However, we lack the critical infrastructure to go after and support the project-, grant-, and financial-management this type of funding demands. We will undergo a multi-phase, global building process, with the first phase happening during this strategic period.

⁷ [For Impact, Our Beliefs](#)

Key 3: Build a pipeline of prospects by building our base of support. Unrestricted support remains a critical method of funding our work, and it becomes even more valuable as we increase our institutional funding. One of the ways we can build unrestricted support is by focusing on individual donors who make small to mid-size gifts. They make up our base of support.

Growing our base of support is an important way of growing our prospects for additional gifts. The more donors we have attracted through our base, the more prospects are available to convert donors from giving a single gift to giving multiple gifts, monthly gifts, planned gifts, or major gifts. Our strategy will cast as wide a net as possible with the *goal to have 10,000 individual donors by the end of FY27.*

Key 4: Invest in brand building to expand our pipeline and influence. This work underpins our growth and is crucial to expanding our prospective pipeline of donors – individual and institutional – as well as expanding our influence with governments, partners, and others. Brand building makes the “lift” lighter – whether we are attracting a \$50 gift or a \$20 million gift.

- *The goal is to inform/introduce/connect* in a manner that relates to their interests. Our work here has the potential to bring in *new advocates, connections, introducers, and donors.*
- This is a departure from the past, where Communications was strictly donor-focused.
- This larger lens has the capacity to bring in high-level connections aligned with our interests on a global scale. For example, the interview on the COP Secretariat’s web page with Cate Nimanya drew the attention of climate policymakers, climate donors, and climate activists.⁸
- Our primary audiences: *The general public* (philanthropic individuals, activists in gender, climate, or health); *people with influence* (governments, thought leaders, media).

Investing in brand building will result in the following:

- Increased awareness of who Water For People is in regions where we work, positively affecting our work with major stakeholders like governments and large donors.
- Increased number of visitors to our webpage.
- Increased number of donors who come in through Water For People’s information email box.
- Increased media coverage.

The growth strategy that we will employ during the 2025-2027 strategic period will provide a framework for Water For People to expand its funding base, engage donors effectively, and achieve its mission on a global scale. By implementing the four keys, we aim to ensure resources are unleashed to make Destination 2030 a reality.

Indicator Title	2023 Water For People Achieved (Annual)	2027 Water For People Target (Annual)	2030 Water For People Projection (Annual)	2030 One For All Target (Annual)
Revenue	\$34M	\$43.7M	\$66.4M	\$100M

⁸ COP 28 UAE, Interview with Cate Nimanya Regional Director for Africa at Water For People

Foundation Performance Priorities

During the 2025-2027 strategic period we will continue to improve information management to create organizational systems that will support Water For People’s growth and needs until 2030. This work will include the systems optimization project that began in 2024 with investment from the MacKenzie Scott grant, and it will expand to include topics such as information storage, searchability, record retention and destructions, and focused communication channels. We will create capacity to support future growth, improve compliance, ensure consistency, increase efficiency, improve accuracy, and decrease our cybersecurity risks.

If possible, we will enhance the functionality of existing systems. If that is not possible, and as funding allows, we will obtain or develop new systems to support our current and future needs. We intend to see improvements as follows:

System improvement completions	2025	2026	2027
NetSuite	✓		
Human Resources Information Systems	✓		
Budgeting and planning		✓	
Grant management		✓	
Project management			✓

Risk Analysis

Water For People's Strategic Plan 2025-2027: Learning, Adapting, and Growing for Significant Impact sets ambitious targets on our path towards Destination 2030. While we are confident that we will make significant progress toward achieving our goals during this strategic period, several external factors have the potential to strain our ability to do so. **Climate change** is one of the greatest threats to our work, and it has the potential to cause WASH infrastructure to fail, resulting in backsliding on our targets. For that reason, we have prioritized climate resilience in this strategic period.

The global economy continues to show volatility, even through the late stages of the Covid-19 pandemic. This **economic volatility** presents risks in terms of our ability to raise the revenue needed to meet our Destination 2030 goals and increases in our business costs. We will monitor the global economic landscape and adapt our revenue strategy and operations, when necessary, as the financial outlook changes.

As we focus more on national-level systems strengthening, we know that political will is a critical factor to our success. As a result, **political turmoil** becomes a bigger risk. As administrations change in the countries where we work, political priorities may change, causing our progress to slow. At its most extreme, we may see the need to sunset operations, as we did in Nicaragua during the last strategic period. As much as possible, we will work towards policy change, which is more resilient to changes in political leadership, and we will continue to partner closely with high-level policymakers and non-political government staff members. We hope that way of working will result in the levels of **WASH resource allocation** in the countries where we work that are required to meet our targets.

Cyber security continues to be a significant risk. At the end of 2023, we experienced a cyber security breach. Future breaches have the potential to freeze our operations, and they also present reputational risks to our donors. We continue to invest in cyber security and improve our systems.

In addition to external risk factors, internally, we know that **failure to adapt** is one of our greatest internal risks. We must be willing to examine our ways of working to identify those practices that have served us well to get to where we are, but that may not serve us as we aim for our Destination 2030 targets and beyond. We will continue to grow our ability to be self-critical, learn from our successes and failures, and adapt to the future.

Our Growth Strategy requires significant investment to grow both our unrestricted and institutional funding. Without a **commitment to investment in resource development**, we cannot achieve the levels of funding needed to reach our ambitious targets. We know that this investment will take time to mature, and so we will need to show fortitude to allow the investment to yield results.

Onwards to 2028!

As we finish the 2022-2024 strategic period, we are eager to embark on the 2025-2027 period. The goals that we have set for ourselves in this strategic period are ambitious, but we are certain that they will set us up to see a rapid expansion of our impact in the final strategic period of Destination 2030.

To close our Strategic Plan 2025-2027 document, we reflect on our refreshed organizational values. The creation of these values is one of the chief successes of our 2022-2024 strategic period and is a critical step on our way towards organizational change that supports Destination 2030 (Outcome 6 – Changing Ourselves). These values were developed through a participatory process in which leaders of internal transformation committees asked for ideas and input from across their respective regions, which were refined by a global committee. They reflect not only the identity we wish to have as an organization but also the values that we hope to promote within the WASH sector at large. We are proud that they will guide us towards 2028 and beyond.

Our Values



Collective Transformation

We believe in the power of collective action.

To proactively challenge the status quo, we share our strengths and learnings with partners and embrace new ideas. We believe collaboration leads to richer ideas and robust solutions.



Environmental Stewardship

We are committed to being responsible stewards of the environment.

We fight growing environmental inequities and are intentional in our partnerships and decision-making around environmental practices. We believe climate action and protection of water resources is essential for the long-term health of the planet for future generations.



Integrity

We act honestly and transparently to inspire trust.

Our commitment to our values is unwavering in how we relate to each other (we walk the talk) and in how we do our work and what it costs. We construct and support systems that create a fair and decent world and we do what is right in the most efficient and accountable manner.



Courage

We encourage brave exploration of new ideas and informed risk-taking.

We believe being intentional and stepping into the unknown is the cornerstone of innovation. We foster a culture of creative problem-solving and open communication to proactively discuss hard topics for continuous evolution.



Amplify All Voices

By putting people first, celebrating diversity, and pursuing justice, we prioritize our shared humanity.

We support the meaningful participation and autonomy of individuals from all backgrounds. We amplify local voices while investing in the well-being, skills, and opportunities of all.

Annex 1: Purpose Priority Initiatives

Latin America Rural WASH Funding Facility

Water For People has made Everyone Forever commitments in 18 partner areas across Latin America, potentially impacting nearly half a million people, 1,000 communities, 800 schools, and 120 clinics. By the end of 2023, out of 90 Everyone milestones for water, sanitation, and public institutions required in the region, 39 had been achieved (43%). Additionally, six Forever milestones out of the 36 total had been achieved (17%). According to internal estimates of the costs associated with reaching Everyone Forever, the budget required to achieve 100% of the milestones to reach the exit phase in Latin America is approximately 30 million USD. For the past three years, Water For People's four Country Programs in Latin America have held a total budget of 3 million USD per year. At the current rate, it will take more than 10 years to reach exit in all 18 partner areas, or longer if there are delays due to political cycles, delays in co-funding at the district level, or natural disasters.

The goal of the Latin America Rural WASH Funding Facility is to significantly increase funding available to local governments in Latin America, impacting half a million people. The Latin America Rural WASH Funding Facility creates a basket funding mechanism in which funders invest in the priority needs in the local impact pathway in Latin America. This investment will be used to speed progress towards the exit phase in Water For People's current partner areas in Latin America. By speeding up our progress towards exit in Everyone Forever partner areas, our Country Programs can redirect their focus towards addressing subnational and national impact pathway initiatives, thereby reaching more people.

This model is based on Water For People's experience with One Drop Foundation's Lazos de Agua Program, which, over three years, raised USD 25 million for four Latin American countries from the Inter-American Development Bank, the Coca-Cola Foundation, the Coca-Cola Company, and FEMSA between 2017 and 2020. Water For People's Latin American Rural WASH Funding Facility will target multilateral development banks, bilateral agencies, and multinational companies, aiming to raise at least 3 million USD in 2025, 5 million USD in 2026, and 5 million USD in 2027, totaling 13 million USD over 2025-2027. Our goal is to raise at least 20 million USD for the Rural WASH Funding Facility by 2030. Assuming other organizational funds distributed to the Latin America region remain stable, the addition of the Latin America Rural WASH Funding Facility will increase the budget for the four Latin America Country Programs from approximately 9 million USD over three years to between 22 and 29 million USD.

Water For People will invest funds in the rural areas of greatest need. In Latin America, there are still pressing needs in four districts in Guatemala, three in Bolivia, one in Honduras, and one in Peru, all requiring significant investment to finish the construction of water systems and WASH infrastructure and consolidating the impact for almost half a million people. In addition to ensuring that more considerable funds are available, we must prioritize the activities that will most impact transitioning partner areas towards exit. By prioritizing them, we can be intentional about the available resources to accelerate the achievement of Everyone and Forever Milestones in rural and dispersed areas.

The Rwanda WASH Challenge Campaign

Water For People has partnered with the government of Rwanda for 15 years. Currently active in 15 of Rwanda's 30 districts, Water For People has proven credibility in the country's WASH space and has created solid evidence for the delivery of sustainable WASH services. Working together, the government of Rwanda has developed national WASH investment plans that have the data required for the government to make budget and planning decisions towards achieving the national targets for WASH and SDG 6. The Rwandan government used those plans to develop The WASH Financing Strategy for Rwanda (2022).

Rwanda is one of the few countries on pace to reach their SDG 6 goals. Achieving the SDG 6 goals in Rwanda is possible due to a strong enabling environment, which includes a high-level political will within the national government and a commitment to and consistent allocation of funding for the WASH sector. The WASH Financing Strategy for Rwanda (2022) shows that 400 million USD are needed annually to meet their SDG 6 goals by 2030. Currently, the Rwandan government and other partners invest approximately 80 million USD per year into the WASH sector. This investment is through multilateral agencies, bilateral donors, international and national NGOs, and the collection of taxes and tariffs. Despite the significant progress made in Rwanda, there is still a gap of 320 million USD per year needed to achieve SDG 6.

During the 2025-2027 strategic period, Water For People will invest significantly in collaborating with the Rwandan government and other like-minded organizations to develop mechanisms to close the funding gap. We call this initiative **The Rwanda WASH Challenge Campaign**.

The Rwanda WASH Challenge Campaign aims to mobilize at least 320 million USD annually up to 2030 to close the WASH investment gap. Water For People will collaborate with the Rwandan government, financing institutions, and other private and public partners to unlock the bottlenecks and obtain needed resources while committing to a singular financing plan and strategy. It is essential to mobilize more and new funding from a variety of sources, including taxes, tariffs, transfers from development partners, climate funds, and payables.

The aims of the Rwanda WASH Challenge Campaign are:

- To raise awareness on the financing gap, governance, and capacity in Rwanda that will result in the mobilization of more investments towards WASH sectors in Rwanda, and:
 - Influence change in the WASH subsector systems, focusing on planning and financing.
 - Attract WASH funding from different donors and investors and ensure climate funding is mobilized and invested in WASH.
- To prompt behavior change and secure commitment among key stakeholders in relation to the financing of the Rwanda WASH Challenge Campaign, coordinated and delivered with development partners and stakeholders.
- To support the government in attracting financial institutions and private investors to invest in sustainable WASH systems through multiple mediums, including grants, affordable loans, and public and private sector partnerships.

To achieve the above aims, The Rwanda Challenge Campaign will undertake four phases:

- **Phase 1:** Unpacking and generating evidence-based information (~6 months)

- **Phase 2:** Confirmation of government buy-in and commitment to a mechanism for managing Rwanda WASH Challenge Campaign (~12 months, with Phase 1 overlap)
- **Phase 3:** Development of campaign materials (~6 months following completion of Phase 2)
- **Phase 4:** Campaign launch (until financing is secured, initiates at the completion of Phase 3)

The expected outcomes are funding commitments from partners, donors, and investors, as shown by:

- New donors committed to fund WASH in Rwanda
- 1.5 billion USD raised by 2030
- Every community, health care facility, and school in Rwanda has access to sustainable WASH services by 2030

Technical Support Units in India

The Government of India has invested heavily in sanitation and water infrastructure. The Swachh Bharat Mission began in 2014 with the goal of achieving an open defecation-free country by 2019. The Jal Jeevan Mission started in 2019 with the goal of providing safe and adequate drinking water through individual household connections by 2024. These investments are commendable and show high-level political will. They have also made great progress in increasing the number of people with access to piped water and improved sanitation.

With increased national government investment in infrastructure, the government of India has called on help from civil society organizations and NGOs to mobilize citizen demand by paying tariffs and holding service providers accountable, build service provider capacity, develop monitoring systems to track progress, harness data for decision-making purposes, bring best practices related to water governance, and facilitate learning across states.

Water For People's country program strategy in India aligns with these emerging realities and calls for amplifying and accelerating our efforts to strengthen the complete WASH system in alignment with the Destination 2030 Strategy. State and district governments and utilities are critical in this effort and require support to ensure that the national infrastructure investments can be sustainably operated and maintained.

During the 2025-2027 strategic period, Water For People will focus its implementation in India on providing technical assistance and support to government stakeholders. This subnational work at the district and state level will lead to the increased functionality and sustainability of the WASH services provided by the Indian government. While our associated initiative focuses on India, many Water For People country programs are engaging in similar strategies, and we will ensure cross-learning between countries.

An increased focus for Water For People on providing technical support with a decreased focus on infrastructure improvements calls for changing ourselves in terms of planning, implementing, and measuring our progress as an organization. It requires thinking about how to plan, implement, and measure or progress at scale and through government and other mainstream systems. It calls for letting go of our control over implementation but not losing our desire for quality outcomes. It's a new way of thinking and acting as an organization that requires different mindsets and skills to navigate the public system.

By setting up Technical Support Units at the district and state levels, we have the potential to reach 100 million people in India through improved provision of WASH services. A sample of strategic activities towards this initiative are:

- Focus on strengthening the capacity of district and state government institutions for the sustainability of piped water services and sanitation. We will fund infrastructure only when specifically working on innovation.
- Elevate our partner area operating model from blocks to the district to ensure easier replicability and scale through government mechanisms.
- Support district governments in implementing the plans by providing technical and social assistance based on the context and priorities we jointly identify.
- Shift focus from training first-mile workers as the norm to supporting service providers to improve their self-efficacy and performance towards the outcome of improving the quality of WASH services.
- Unlock finances and expertise within other government schemes and programs and funnel them into sustaining WASH infrastructure.

Climate Resilience

Roughly 90% of climate disasters are water-related.⁹ Climate change is water change.

We're seeing climate change already affecting water access for people around the world through more devastating hurricanes, floods, and unexpected storms. And with the increased risk from wildfires, droughts, and water contamination, communities desperately need secure, sustainable WASH services. Low- and middle-income countries have the most to lose in the face of these climate disasters.¹⁰ Given existing vulnerabilities in areas like food, water, health, and infrastructure, a disaster sets them back even further. In a deeper twist of injustice, these communities are also the ones who contribute the least to climate change.¹¹

Climate change has a direct effect on families, and the world's ability to meet SDG 6, in terms of:

- **Too much water:** Climate change threatens water security and the environment everywhere Water For People works. Extreme weather events such as floods and hurricanes, which often come with extreme winds and landslides, can cause direct damage to water and sanitation infrastructure such as water points, wells, toilets, and wastewater treatment facilities.
- **Too little water:** Rising temperatures make it less likely for a raindrop to reach groundwater, resulting in droughts and less predictable water availability. The destruction of vegetation and tree cover from droughts, wildfires, or changes in agriculture intensifies soil erosion, reducing groundwater recharge.
- **More polluted water:** Flooding, especially in areas with limited safely managed sanitation services, can cause the spread of contaminants and disease. And with rising sea levels, salt water can more easily contaminate freshwater aquifers. Extreme events like this can lead to disease outbreaks.

Destination 2030 is built on WASH systems strengthening. And climate change adaptation is critical to creating an enabling environment that promotes lasting WASH service provision. During the 2025-2027 strategic period, we will continue to increase our focus on embedding climate resilience in our WASH systems strengthening work. We will build resilience across global, national, and local impact areas. We will design programs that identify risk-based adaptations to strengthen infrastructure, increase the flexibility of service management, and improve the health of freshwater ecosystems.

By the end of FY 2027, climate resilient WASH will be mainstreamed in all countries where we work, with risk-based adaptations being made locally, climate finance contributing to sector finance nationally, and WASH progress being measured against climate resilience indicators globally.

To achieve this ambition, the following table presents the milestones and activities that have been shown through drafts of regional road maps and global reflections on efforts to integrate climate resilience into our work in the last strategic period. These milestones and activities present a global framing for progress, and actual milestones and pace will vary by region. The effort to contextualize these global progress markers has started and will continue through FY25.

⁹ [United Nations Environment Programme, Climate Change and Water-Related Disasters, 2023](#)

¹⁰ [Notre Dame Global Adaptation Initiative, Country Index, 2021](#)

¹¹ [Climate Watch Data, Nationally Determined Contributions](#)

Climate Resilience Milestones, Progress Measures, and Example Activities for the Strategic Plan 2025-2027

By the end of FY27, climate resilient WASH will be mainstreamed in all countries where we work with risk-based adaptations being made locally, climate finance contributing to sector finance nationally, and WASH progress being measured against climate resilience indicators globally.

FY25 Milestone: Regional road maps for climate resilience are developed and in progress.	FY26 Milestone: Climate resilience is mainstreamed in all WASH programming.	FY27 Milestone: Impacts of climate resilience mainstreaming are clear at local, national and global level.
<p>Progress measures</p> <ul style="list-style-type: none"> Road maps completed in each region with contextualized milestones established. 40% of programmatic staff completed WASH Systems Academy course on Climate Resilient WASH. Risk assessment capacities increased. Examples of how we are already integrating climate resilience into programming documented. 	<p>Progress measures</p> <ul style="list-style-type: none"> 70% of programmatic staff and key government partners completed the WASH Systems Academy course on Climate Resilient WASH. Climate-related responsibilities identified in job descriptions and annual performance goals and staffing gaps filled where possible. Budget for transitioning to climate resilience secured in each country program. Examples of district master planning based on climate risks assessments documented in each region. Risk-based adaptations implemented in each country considering infrastructure, service management, and freshwater ecosystem health. Climate resilience integrated into tools for measuring national sector strength in each region. MOPs show country activities that relate to regional road maps for climate resilience. 	<p>Progress measures</p> <p><i>At the local level:</i></p> <ul style="list-style-type: none"> Deliberate designs of integrated climate resilient programs developed. Risk-based adaptations to strengthen infrastructure, improve flexibility of service delivery, and increase health of freshwater ecosystems implemented and documented across all country programs. Country program monitoring activities adjusted to align with Joint Monitoring Program's (JMP) indicators for climate resilient WASH. <p><i>At the national level:</i></p> <ul style="list-style-type: none"> Deliberate designs of integrated climate resilient programs developed at subnational and national level. WASH is included in National Adaptation Plans (NAPs) in all countries where we work. Climate finance contributed to national sector finance in all countries where we work. Beyond-WASH partnerships formed to address multi-sector water security challenges in all countries where we work. <p><i>At the global level:</i></p> <ul style="list-style-type: none"> The JMP and GLAAS measures for climate resilient WASH are aligned with the SWA definition of climate resilient WASH and driving sector change. Climate adaptation financing has increased relative to mitigation financing and is unlocking increased financial flows for WASH.