



water for people



EXECUTIVE SUMMARY

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

*Water For People's Second Strategic Period Toward Destination 2030
Version: December 2024*

“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.”**

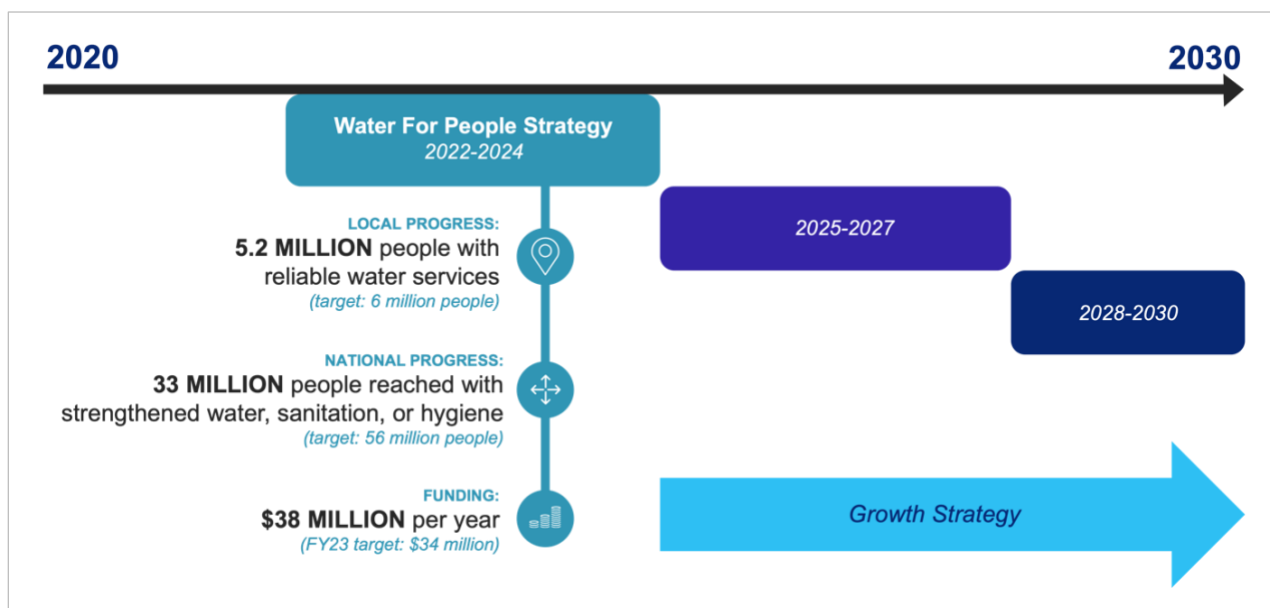
– Mark Duey, CEO, Water For People

▶ Our Next Step Toward 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.

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. Alliance members hold themselves accountable for meeting the United Nations Sustainable Development Goal 6 (SDG 6), water and sanitation for all, by 2030.

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

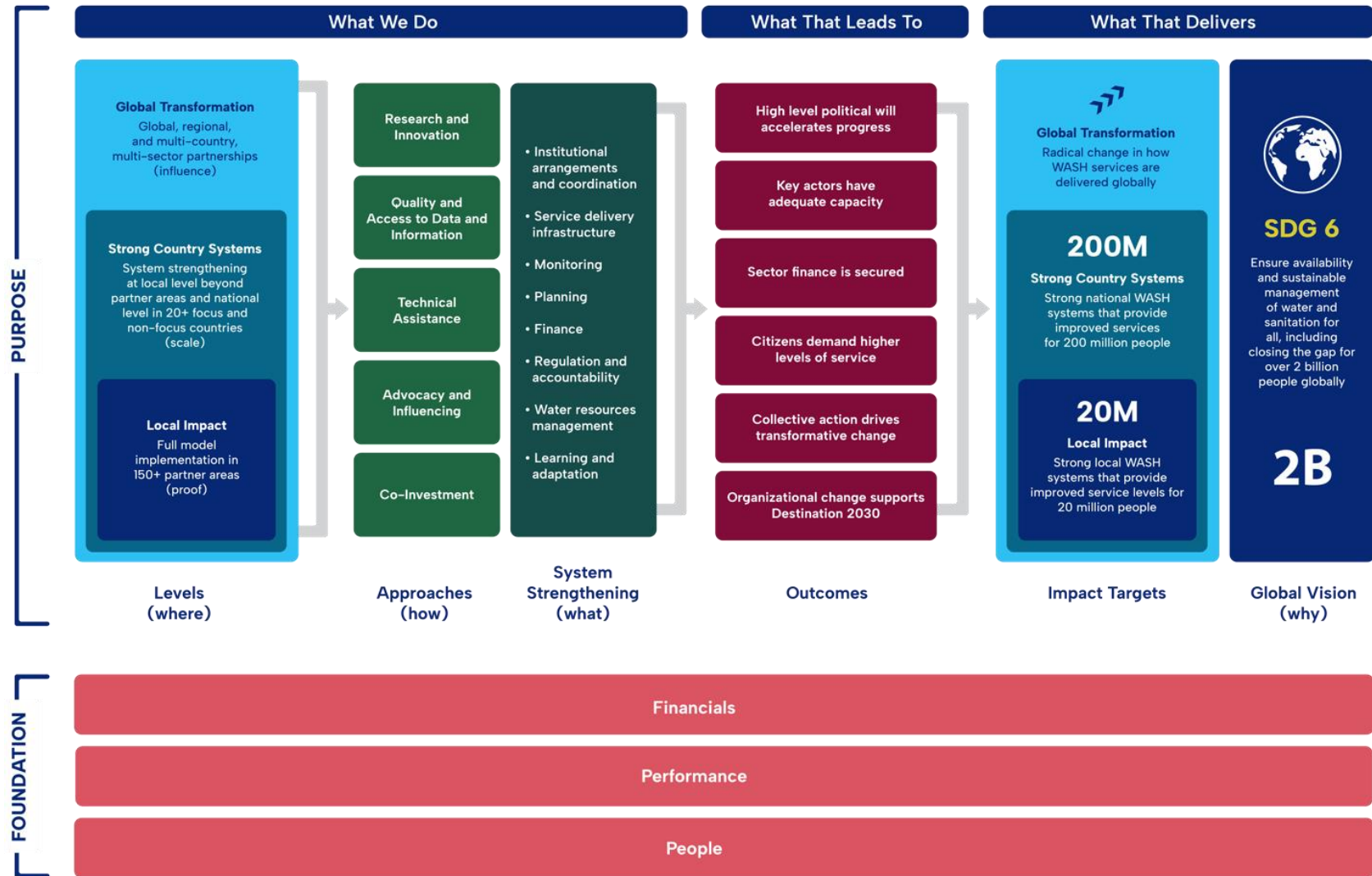


The first strategic period, 2022-2024, laid the groundwork for our growth toward Destination 2030. We will use the second strategic period, 2025-2027, to continue learning, adapting, and growing to drive impact through the local, national, and global pathways.

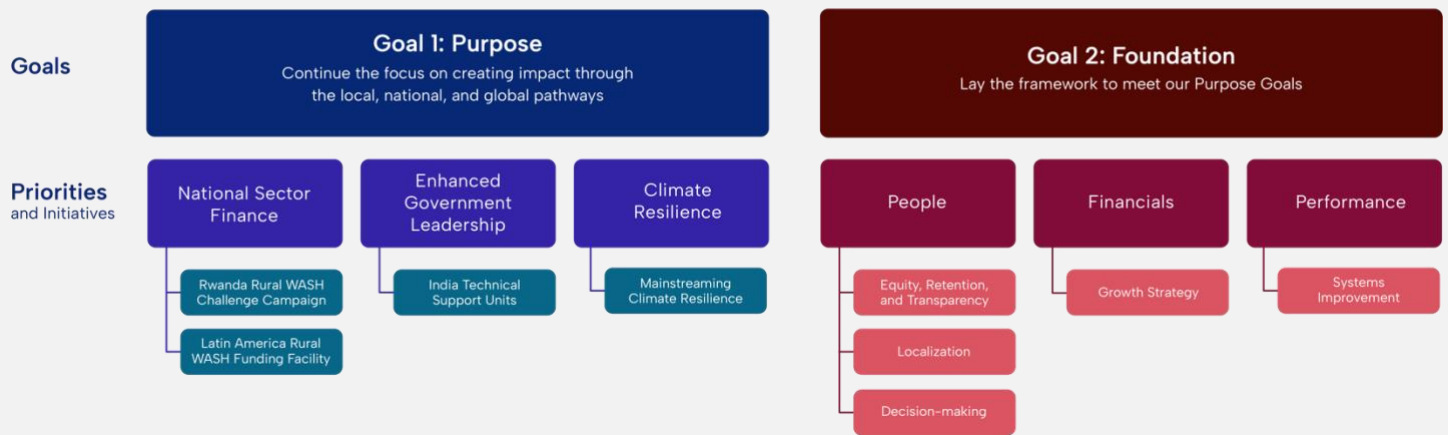
During the final strategic period, 2028-2030, we will expand what we’ve learned, further scaling our work to achieve our Destination 2030 targets.

▶ 2025-2027 Strategic Plan Theory of Change

Our 2025-2027 Strategic Plan aligns with the Destination 2030 Strategy and the One For All Results Framework, with progress tracked through specific Purpose and Foundation Goals indicators. Our Theory of Change emphasizes that every team member is crucial, with our Foundation Priorities providing essential support.



Strategic Plan 2025–2027: Overview



▶ Goal 1: Purpose

Water For People will continue connecting and creating impact through local, national, and global pathways. We see how local and national work informs and influences each other and how a strong global environment enables local and national progress.

The **local impact pathway** remains the foundation of our work, with an emphasis on accelerating the achievement of Everyone and Forever milestones in partner areas (also known as Everyone Forever districts). Through reflection and adaptation, Water For People aims to improve the quality and sustainability of its impact. Where applicable, new partner areas will be added, and in cases where external factors hinder progress, strategic exits may occur.



With the **national impact pathway**, we will build on previous work to professionalize WASH services and address gaps in sanitation through market systems. Collaboration with governments will continue to improve national monitoring systems, which are essential for data-driven decision-making.

Through the **global impact pathway**, we will work to influence conversations on climate resilience and WASH through initiatives like the [UN Global Goals for Adaptation](#) and the [Heads of States Initiative](#). This global transformation enhances the enabling environment for sustainable progress at both the local and national levels, focusing on increasing political will for WASH services in countries of operation.

Purpose Outcomes and Targets Summary

Impact Pathway	Indicator Title	2024 ¹ Water For People Achieved	2027 Water For People Target
Local	Impact Population	5.3 million	7 million
National	Increase in the number of people with at least basic water, sanitation, or hygiene services	236.5 million	281.6 million
National	Number of people reached with strengthened WASH systems	63.7 million	148.9 million

¹ Achievements for 2024 were reported during the FY23 monitoring cycle

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. 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 through specific initiatives.

National Sector Finance: We will expand to increasingly diverse funding sources 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 mobilize at least \$320 million annually.
- *Latin America Rural WASH Funding Facility.* We will create a basket funding mechanism to significantly boost funding for local government priorities in Latin America, impacting nearly half a million people and addressing key rural WASH needs.

Enhanced Government Leadership: We will scale our work by improving our ways of working with governments 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 governments at the district and state levels to improve the functionality and sustainability of WASH infrastructure.

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-resilient WASH in all countries where we work, with local risk-based adaptations, climate finance contributing to sector finance nationally, and WASH progress being measured against climate resilience indicators globally.

▶ Goal 2: Foundation

Our Foundation Goal provides priorities related to People, Financials, and Performance. These foundational priorities build the framework and strengthen our organization to meet our Purpose Goals.

Foundation People Priorities

We will focus on equitable compensation and total rewards, employee retention, and expanding the global workforce within operational countries. We will distribute decision-making authority throughout the organization.

Target: Increase the percentage of Global Hub employees based in program countries from 29 percent to 40 percent by 2027.

Target: Increase employee satisfaction with how decisions are made internally, improving the favorable score from 68 percent to 73 percent by 2027.

Foundation Financial Priorities

Water For People aims to more than double its revenue by 2030 through a diversified fundraising strategy and institutional funding, driven by a strong brand and a sales-focused culture. Our lighthouse guiding our growth strategy is the principle **Impact Drives Income**.

Target: Increase annual revenue from \$34 million in 2023 to \$66.4 million by 2030.

Foundation Performance Priorities

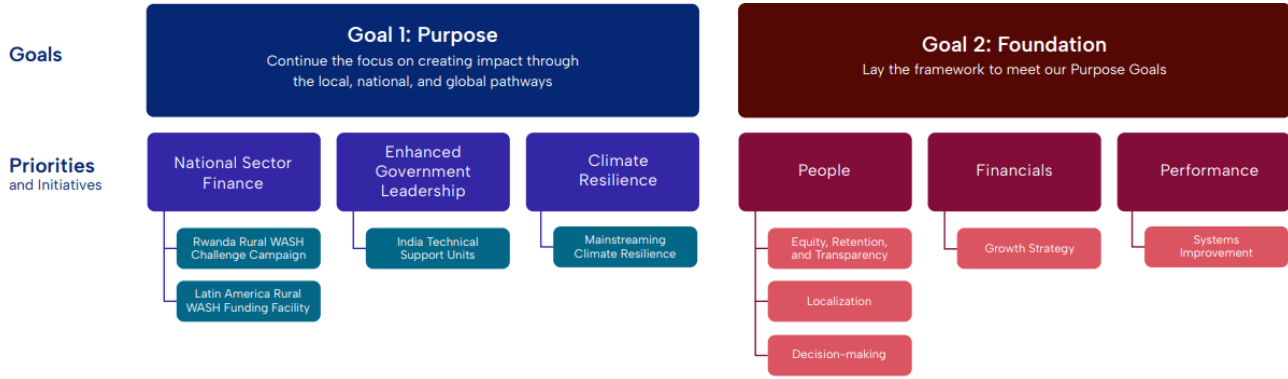
We will optimize internal systems over the Strategic Plan period to support growth, improve data management, and enhance compliance and cybersecurity, all promoting a strong organizational foundation.

Targets:

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

Conclusion

This 2025-2027 Strategic Plan sets Water For People on an ambitious path that drives impact at the local, national, and global levels with consideration of long-term sustainability and climate adaptation and resilience. Our Purpose and Foundation Goals will guide us as we learn, adapt, and grow in this period to ultimately meet the challenge of achieving Destination 2030 – sustainable water, sanitation, and hygiene services for all by 2030.



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.