

# WATER FOR PEOPLE



## STRATEGIC PLAN 2007–2011

Mid-Course Review  
June 2008



Water For People  
6666 West Quincy Avenue  
Denver, CO 80235  
[www.waterforpeople.org](http://www.waterforpeople.org)

## VISION

Water For People's vision is 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 helps people in developing countries improve their quality of life by supporting the development of locally sustainable drinking water resources, sanitation facilities, and health and hygiene education programs.

## GUIDING PRINCIPLES

- **We believe in people.** We believe in the dignity of all people and that access to safe drinking water and effective sanitation are basic human rights.
- **We keep it local.** We believe drinking water, sanitation, and hygiene problems are most effectively solved using local resources. Local communities must be the driving force in all of our programs to make sure solutions are sustainable.
- **We keep good company.** We believe in the power of partnerships. 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 keep our promises and manage our resources effectively and efficiently.

## GOALS FOR 2007–2011

Over the next five years, Water For People will focus on four main goals including: strategic growth, international programs delivery, resource development, and organizational excellence.

Communications will be a critical component of all of these goals as Water For People reaches out to disseminate its mission and message, and win support for its initiatives.

### 1. Strategic Growth Goal

By 2011, Water For People programs will provide 1,000 new people per day with sustainable water resources and 1,000 new people per day with improved sanitation facilities.

#### Strategies to Achieve Goal

- The United Nations and all member states have approved the UN Millennium Development Goals. One of these goals is to halve the proportion of people without access to water and sanitation by 2015. Water For People will aggressively expand its programs to play an important role in meeting this goal.
- We will structure our programs to be rapidly scalable so we can accommodate large surges in revenue.
- From 2007 to 2011, Water For People will increase the number of people receiving sustainable water and sanitation services from 200 to 1,000 new people per day for both water and sanitation.

## **2. International Programs Delivery Goal**

We will enhance and replicate our successful international programs model to increase our impact within existing program countries and double our program countries from 5 to 10 by 2011.

### **Strategies to Achieve Goal**

- Leverage our successful international programs model to help the most people with the resources we have:
  - We will dedicate most of our resources to rural programs, where our program model has been proven to be successful.
  - We will adapt the program model to serve people in peri-urban areas.
  - We will strengthen our monitoring and evaluation processes to capture continuous improvement.
  - We will define processes for collaborative and independent project development more successfully.
- Grow our program countries from 5 to 10, leveraging our successful international programs model:
  - We will develop a proactive strategy for planned growth in existing and new program countries.
  - We will maintain our geographic focus on Africa, Asia, and Latin America.
- Enhance Water For People’s international program model to capitalize on volunteer opportunities through the World Water Corps in areas such as mentoring, evaluation, exchange visits, and technical support.
  - We will direct those wishing to volunteer their time in-country to participate in Water For People-sanctioned activities that build local capacity.
  - To support sustainability, project construction will be done by local communities.

## **3. Resource Development Goal**

Water For People will develop the financial resources to support the rapid growth in our programs to achieve annual revenues of \$12 million by 2011.

### **Strategies to Achieve Goal**

- Maximize the strong relationship we have with the North American water/wastewater community to move from awareness to ownership of Water For People’s mission.
  - We will expand workplace giving programs.
  - We will provide strong support to our committees to leverage best practices in fundraising.

- Target high-potential foundations, organizations, international groups, and individuals that could significantly impact our financial resources.
  - We will pursue long-term funding from foundations, corporations, and individuals whose interests align with Water For People’s mission.
  - We will utilize and support staff and volunteer personnel in an efficient manner, recognizing that time applied to raising funds should be directed to those efforts with greatest income potential, immediate and long-term.
- Build on the growing awareness of the worldwide water crisis through a strategic communications and marketing program.
  - Pursue government funding sources with particular focus on programs allocated to advance the U.N. Millennium Development Goals.
  - Mitigate impacts to our fundraising from worldwide events such as natural disasters.
- Strengthen the capacity of in-country partners through mentoring, training, partnership development, implementation, and other avenues in seeking financial support for projects and initiatives.

#### **4. Organizational Excellence Goal**

Water For People will advance its mission while striving to exceed a goal of 85 percent of revenue applied to international programs by 2011. We will be consistently ranked in the top tier of NGOs by independent third-party evaluators.

#### **Strategies to Achieve Goal**

- Develop and implement metrics aligned with the strategic plan and a reporting system to measure performance against goals.
- Recruit, develop, and retain excellent staff leaders in North America and abroad.
- Adequately prepare for growth and plan for contingencies.
  - We will develop a multi-year resource plan that defines our staffing, office space, and other needs to support planned growth.
  - We will make provisions for responding to unexpected circumstances.
- Grow the Water For People committee network.
  - We will provide guidance to committees regarding governance issues.

- We will promote a coordinated approach as well as clear and consistent understanding of roles and responsibilities of committees as an extension of Water For People.
- Recruit and maintain a committed, diverse, and experienced Board of Directors to focus on policy and governance.
- Ensure that health, safety, operating, and legal risks are adequately managed and reported in the risk management plan for the organization.
- Further the organizational and governance bonds between Water For People and Water For People–Canada.
- Continue to provide very high-quality marketing materials that dramatically identify the world’s water and sanitation problems and the vision, mission, and program successes of Water For People.
  - We will ensure that volunteers effectively utilize marketing materials in their efforts to raise funds for Water For People’s work.
  - We will position Water For People as a credible and trusted source for the media throughout North America on issues relating to worldwide water and sanitation problems.
- Build on the support and strengthen the relationships with our professional associations, including American Water Works Association, Water Environment Association, National Association of Clean Water Agencies, Association of Metropolitan Water Agencies, and others.