

WaterAid is the international non-governmental organisation dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world's poorest people.

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Further information about WaterAid's strategy is available at:
www.wateraid.org/strategy



WaterAid's strategy
2005-2010

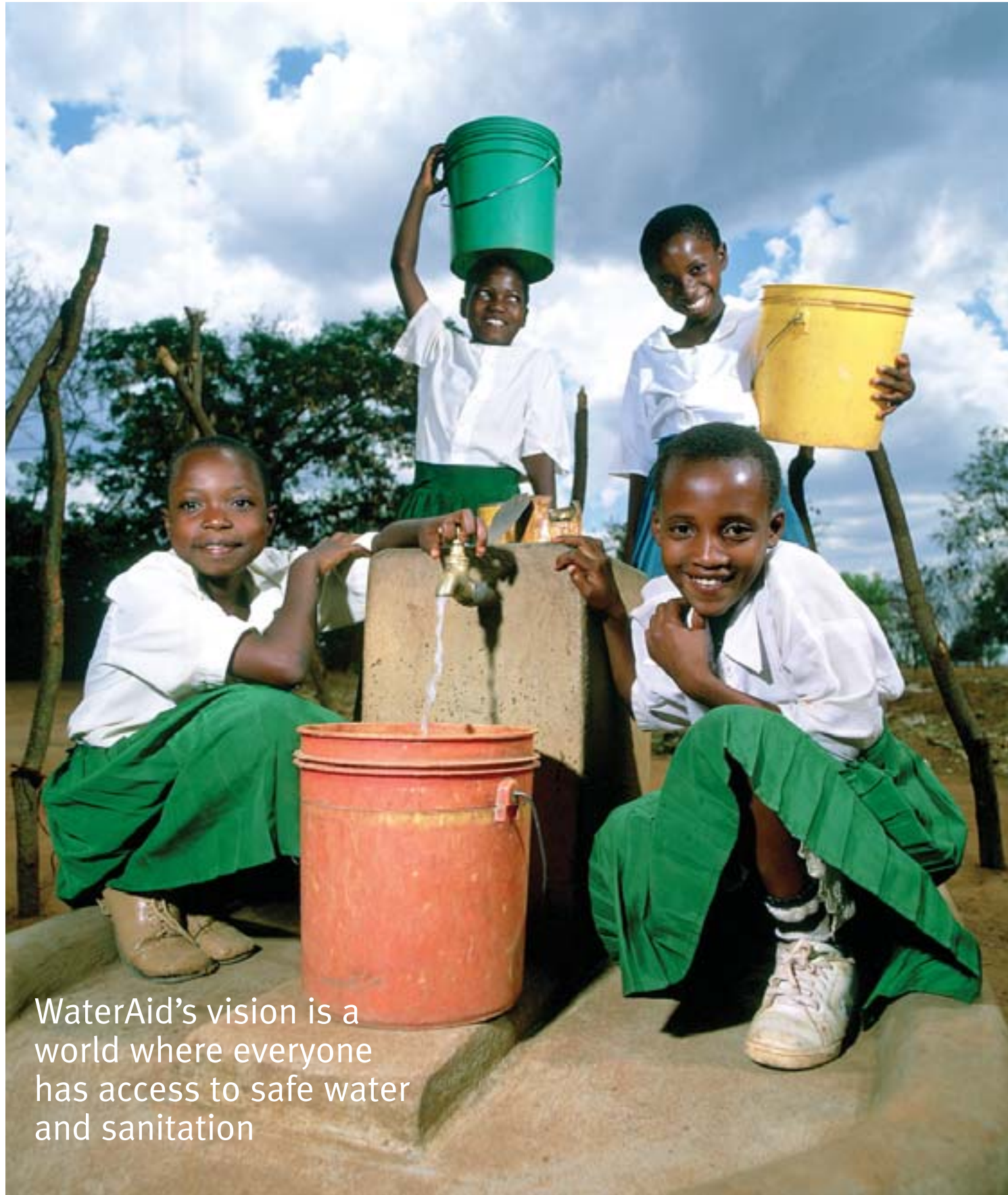


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WaterAid – water for life
The international NGO dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world's poorest people.



WaterAid's vision is a world where everyone has access to safe water and sanitation

Introduction

WaterAid is dedicated to its vision of a world where everyone has access to safe water and sanitation.

Safe water and sanitation are now recognised as human rights, vital for everyone in the world, yet a billion people still don't have access to safe water and over two billion people are without sanitation. Many women and children spend hours each day walking miles to collect water which is often unsafe to drink. This prevents women from carrying out other work and stops children from going to school. The lack of these essential services traps people in a stranglehold of poverty, and causes a child to die every 15 seconds from water-related diseases.

WaterAid believes that water, sanitation and hygiene education are vital for the health, wellbeing and dignity of poor people, and that together they form the foundation for all other development, providing the key to poverty reduction.

WaterAid's message is clear, and this has enabled it to grow, rapidly over recent years, into a highly respected international organisation. It works in a proven and focused way, with local organisations, to help some of world's poorest communities set up, operate and maintain their own water, sanitation and hygiene projects. And it influences others to do the same. By working in partnership WaterAid is continually

developing tried and tested methods of solving the complex problems surrounding poor people's lack of access to water and sanitation. These form a set of guiding principles, values and beliefs that underlie all of its work.

In this, its third strategy which runs from 2005 to 2010, WaterAid sets out its ambitious steps to make a significant contribution to the Millennium Development Goals. These targets, agreed by all governments, aim to tackle world poverty through actions including halving the proportion of people without access to safe water and sanitation by 2015.

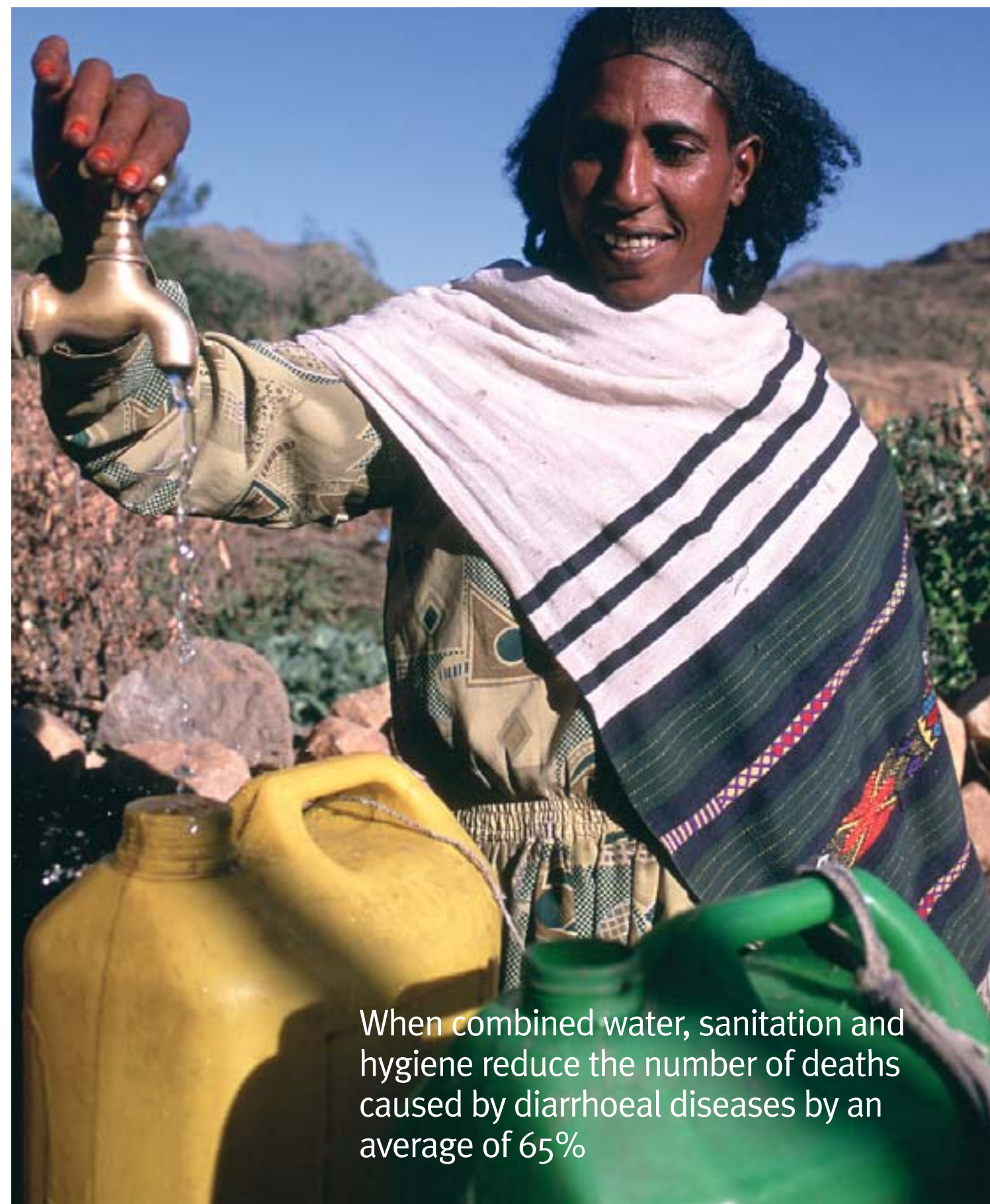
The strategy's five-year timeframe coincides with the first half of the UN International Decade for Action called Water for life. This gives WaterAid an unprecedented opportunity to lobby for water, sanitation and hygiene for all in an international arena, giving more of the world's poorest people the chance of a better future.

Guiding beliefs and values

As it grows and strives to make a significant impact on poor people's access to safe water and sanitation, WaterAid's work will be governed by the following guiding beliefs and values.



- Clean water and sanitation are **human rights**, essential to life. Everyone in the world should have access to them close to their homes.
- Water, sanitation and hygiene education are crucial for **poverty reduction**. They reduce illness and deaths, and free up time spent collecting water or incapacitated through sickness for education and other economic and social development.
- The interests of **vulnerable** and marginalised groups, including women and children, are of primary concern.
- **Local people** should make informed choices about the water and sanitation services that best suit their needs and, wherever appropriate, should be involved in the building and ongoing management of their projects.
- **Local organisations**, which understand local needs, are best placed to implement projects to ensure long-term, sustainable change in a way that champions the voices of poor people.
- With ultimate responsibility for water and sanitation services **local and national governments** must be involved in decisions concerning their provision.
- Increased **accountability** and transparency by all organisations involved in water, sanitation and hygiene education are essential in ensuring the needs of the poor are met.
- Poor people should be offered affordable and reliable water and sanitation **technologies** that are appropriate to their situations.
- All projects should achieve long-term benefits, and as such the **sustainability** of water supplies, the finance and skills required for ongoing operation, and the ability to support existing and new projects are vital.
- Sharing of innovation and **learning** is crucial to the success of WaterAid and its partners.
- The dedication and development of WaterAid's **staff, partners' staff and volunteers** are central to the organisation's success, and WaterAid must embrace staff diversity.



When combined water, sanitation and hygiene reduce the number of deaths caused by diarrhoeal diseases by an average of 65%

Strategic goals 2005-2010

Based on its beliefs and values, WaterAid has set ambitious strategic goals to achieve from 2005-2010.

Over a billion people in the world do not have access to safe water



Based on its beliefs and values, over the course of this strategy, WaterAid will:

- Work with local partner organisations towards helping **one million people gain access to water and one million people gain access to sanitation every year by 2010**, ensuring the longevity of these services. This target will be focused in **15 countries** in sub-Saharan Africa and South Asia which between them contain 30% of the world's population without safe water and 40% of the world's population without sanitation.
- Enable a further **500,000 people** to gain access to water and **500,000 people** to gain access to sanitation in these countries every year by 2010, by supporting local partners to raise their own funds and retaining a strong advisory role on how these funds are spent.
- Increase its **urban work** to 30% of programme expenditure.
- Ensure all future water supply and sanitation projects supported by WaterAid address the issues of water depletion and contamination through appropriate **integrated water resource management**.

- Demonstrate through **practical examples** that sustainable and equitable water and sanitation services are essential to achieve the overall Millennium Development Goal of **poverty reduction** and the targets on health, education and the environment. Monitor, support and lobby other organisations to strengthen their own water and sanitation work in this direction.

- **Strengthen local governments'** ability to provide equitable and pro-poor water and sanitation services on a larger scale.

- Develop innovative approaches and new sources of funding to increase annual income to **£35 million** by 2010 in order to support WaterAid's country programme activities and advocacy work.

- Expand the number of organisations that work using WaterAid's methods through **international partnerships** and alliances.

WaterAid does not underestimate the implications of the growth envisaged within this strategy. Additional resources will be required for staff, partners and volunteers to continue their high standards of work. WaterAid will therefore strengthen its programme management, fundraising, communications and organisational framework to ensure it can achieve these ambitious goals.

WaterAid values its supporters' donations and will continue to ensure it delivers high quality services in a cost effective manner, providing accurate and timely reports on its work.



Water, sanitation and hygiene

Helping the world's poorest people gain access to safe water, sanitation and hygiene education is WaterAid's key goal.

WaterAid believes that water, sanitation and hygiene are the essential foundations to all other forms of development and are vital for poverty reduction. They not only improve health and release time and energy but also improve poor people's income, education and social and cultural wellbeing. These initiatives can also act as a catalyst for communities to carry out further development work themselves, enabling them to take their next steps towards better futures.

WaterAid works to improve poor people's access to water, sanitation and hygiene in four different ways:

1. WaterAid-funded project work

WaterAid directly funds local partner organisations to carry out water, sanitation and hygiene education work.

2. Levered project work

WaterAid supports local partners to raise their own funds, and retains a significant influence over the way these funds are spent on water, sanitation and hygiene education projects.

3. Scaling up partnerships

WaterAid works in long-term partnerships to help improve the capacity of major donors and governments to deliver more sustainable and equitable water and sanitation services.

4. Policy advocacy

WaterAid and its partners work with others to influence and change donor and government policies, particularly in the 15 countries where its work is focused, to favour pro-poor, sustainable and cost effective water and sanitation services.

WaterAid's directly funded project work provides the knowledge and experience to inform the other three ways of working. These in turn enable WaterAid to have a far greater impact upon poor people's access to water, sanitation and hygiene. To maximise its impact WaterAid will continue to seek a balance between these four activities in ways that are appropriate to each country where it works.



The simple act of washing hands with soap and water can reduce diarrhoeal diseases by over 40%

WATERAID-FUNDED PROJECT WORK:

Funding local partner organisations to help communities set up and maintain water, sanitation and hygiene activities will remain by far the largest area of spending for WaterAid.

WaterAid's partners; non-governmental organisations (NGOs), local and national governments and local private sector organisations; are best placed to understand the needs and challenges within their areas. WaterAid seeks to develop its partners to enable them to both deliver effective projects and challenge and develop policies surrounding water and sanitation.

By 2010 WaterAid will fund local partner organisations to ensure one million people gain access to water and one million people gain access to sanitation facilities every year.¹

To reflect the fact that more people lack sanitation than water, WaterAid will prioritise its sanitation and hygiene work.

As more poor people move to urban settlements without adequate services WaterAid will also give a higher priority to its urban work, investing 30% of its annual programme spending in this area by 2010.²

The shift from isolated, individual projects to larger programmes that help develop the capacities of district and national government to reach the poorest people will continue.

Equity, sustainability and impact on poverty

As WaterAid is committed to funding projects that provide long-term and sustainable benefits, greater emphasis will be placed on monitoring projects' sustainability. Ensuring poor people have an informed say on the water, sanitation and hygiene facilities that suit them best is vital in achieving this.

WaterAid will also seek to maximise the impact that these projects have on communities as a whole, especially the poorest and most vulnerable. As such WaterAid will further develop its ability to identify and work with those people who are excluded from accessing water and sanitation on the basis of economic or social factors such as ethnicity, religion, gender, age, social status or HIV/AIDS.

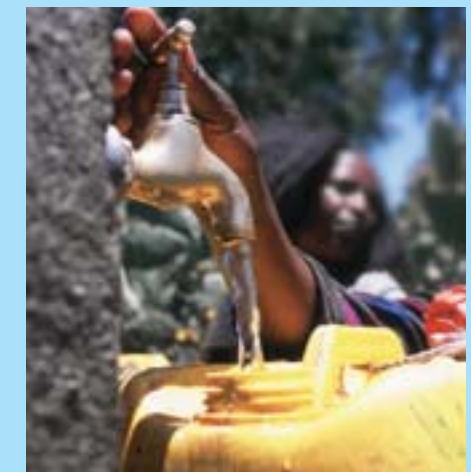
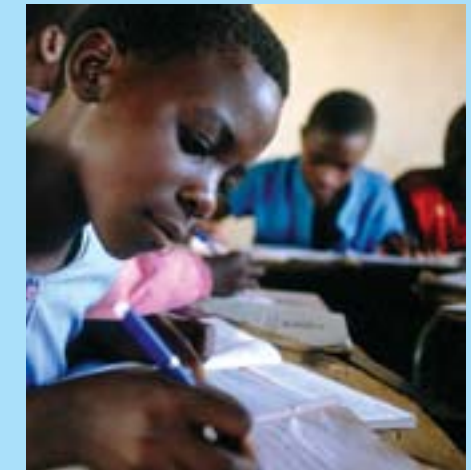
Integrated water resource management

WaterAid recognises that water resources must be properly managed to ensure there is equity in access and that water supplies are sustainable. Greater emphasis will therefore be placed on water resource management, specifically:

- WaterAid and its partners will continue to investigate the likely sustainability of water sources before project work is started and ensure that water quality is maintained over time.
- Where poor people's access to drinking water is adversely affected by competing water needs WaterAid will lobby for the voices of the poor to be heard in the decisions affecting water resource allocation.
- WaterAid and its partners will make any relevant hydro-geological data about water resources that they have access to available to others.

Planning for the future

WaterAid will concentrate its project work in the following 11 countries in sub-Saharan Africa: Burkina Faso, Ethiopia, Ghana, Madagascar, Mali, Malawi, Mozambique, Nigeria, Tanzania, Uganda and Zambia; and four countries in South Asia: Bangladesh, India, Nepal and Pakistan. However if the planned growth rates are achieved WaterAid will review the possibility of expanding into new countries after 2009/10.



1. Compared to 600,000 water beneficiaries and 500,000 sanitation beneficiaries for the financial year 2003/04

2. Compared to 16% of its programme funding in the financial year 2003/04



LEVERED PROJECT WORK:

Through its levered projects WaterAid is able to influence other organisations' water and sanitation investments to ensure they are also designed to be sustainable, pro-poor and cost effective. This is a valuable way of ensuring others carry out high quality water, sanitation and hygiene projects and also gives an indicator of WaterAid's level of influence.

WaterAid plans to increase its levered project work to enable a further 500,000 people to gain access to water and 500,000 people to gain access to sanitation every year by 2010.³

By 2010, through levered and WaterAid-funded project work WaterAid will be helping 1.5 million people gain access to safe water and 1.5 million people gain access to sanitation every year. This amounts to 3.5% of the annual new water coverage and 2.5% of the annual new sanitation coverage needed to meet the Millennium Development Goals for water and sanitation in the countries where WaterAid works.⁴



SCALING UP PARTNERSHIPS

While there is an increasing recognition of the importance of local governments acting as the coordinators of water and sanitation projects in their districts, as yet decentralisation processes in many countries have not been accompanied by the necessary training, management or financial resources to enable them to carry out this role. WaterAid will therefore endeavour to have long-term partnerships with local governments to help develop their capacity to implement effective water and sanitation work in to the future.

WaterAid will also build on its role as an advisor and trainer to help others deliver more sustainable and equitable water and sanitation services. In future, partnerships like these could play a major role in improving poor people's access to water and sanitation.

POLICY ADVOCACY

Through its advocacy work WaterAid aims to influence others to prioritise water and sanitation for the world's poorest people. WaterAid seeks to increase the resources committed to water and sanitation, and influence how these resources are allocated and managed, particularly in the 15 countries where it works.

From 2005 to 2010 WaterAid will:

- Exert influence on international actors (non-governmental, private sector and government) that have an impact on national policies and practices to encourage them to deliver water and sanitation services in an equitable and sustainable manner.
- Monitor and lobby regional organisations which have a significant impact on water and sanitation.
- Build the capacity of partner organisations, and ultimately of communities, to exert direct influence on national and international water and sanitation policies.
- Draw upon its project experience, complemented by research into current activities to define work programmes and present alternative solutions that have the most impact on water and sanitation services for the poor, while engaging with audiences in a constructive manner.
- Enter into partnerships with like-minded organisations to increase its knowledge and strengthen its potential for affecting policy change.
- Develop public awareness campaigns based on the national and international advocacy agenda.
- Commission regular surveys on the impact of WaterAid's advocacy work.

The way WaterAid works

- WaterAid supports the most vulnerable poor people in developing countries, notably women, children and the socially excluded. WaterAid seeks to address issues of need, poverty and inequity.
- WaterAid's work is focused in rural and urban areas of 15 countries in sub-Saharan Africa and South Asia. WaterAid's international partners will carry out work in other countries.
- In each country where WaterAid works it aims to understand why poor people lack access to water and sanitation, develop effective ways of overcoming these barriers, and use this knowledge to promote improvements to others working in water, sanitation and hygiene.
- WaterAid does not carry out project work itself but supports, and develops the capacity of, local partner organisations to implement water, sanitation and hygiene projects.
- To ensure the maximum health benefits are realised water, sanitation and hygiene are integrated in WaterAid-funded projects.
- WaterAid aims for its projects to be long-term and sustainable. Its partners train and support local communities to plan, construct, manage and maintain their own projects. Low cost and appropriate technologies are used along with management of local water resources.
- WaterAid's projects provide communities with water for their domestic needs, including water for human consumption, personal and domestic hygiene, kitchen gardens, cottage industries and animal husbandry.
- While it will continue to primarily focus on long-term development activities, when it can contribute to protecting or restoring vital water and sanitation services for poor people, WaterAid will endeavour to respond to natural disasters and emergencies in the countries where it works.



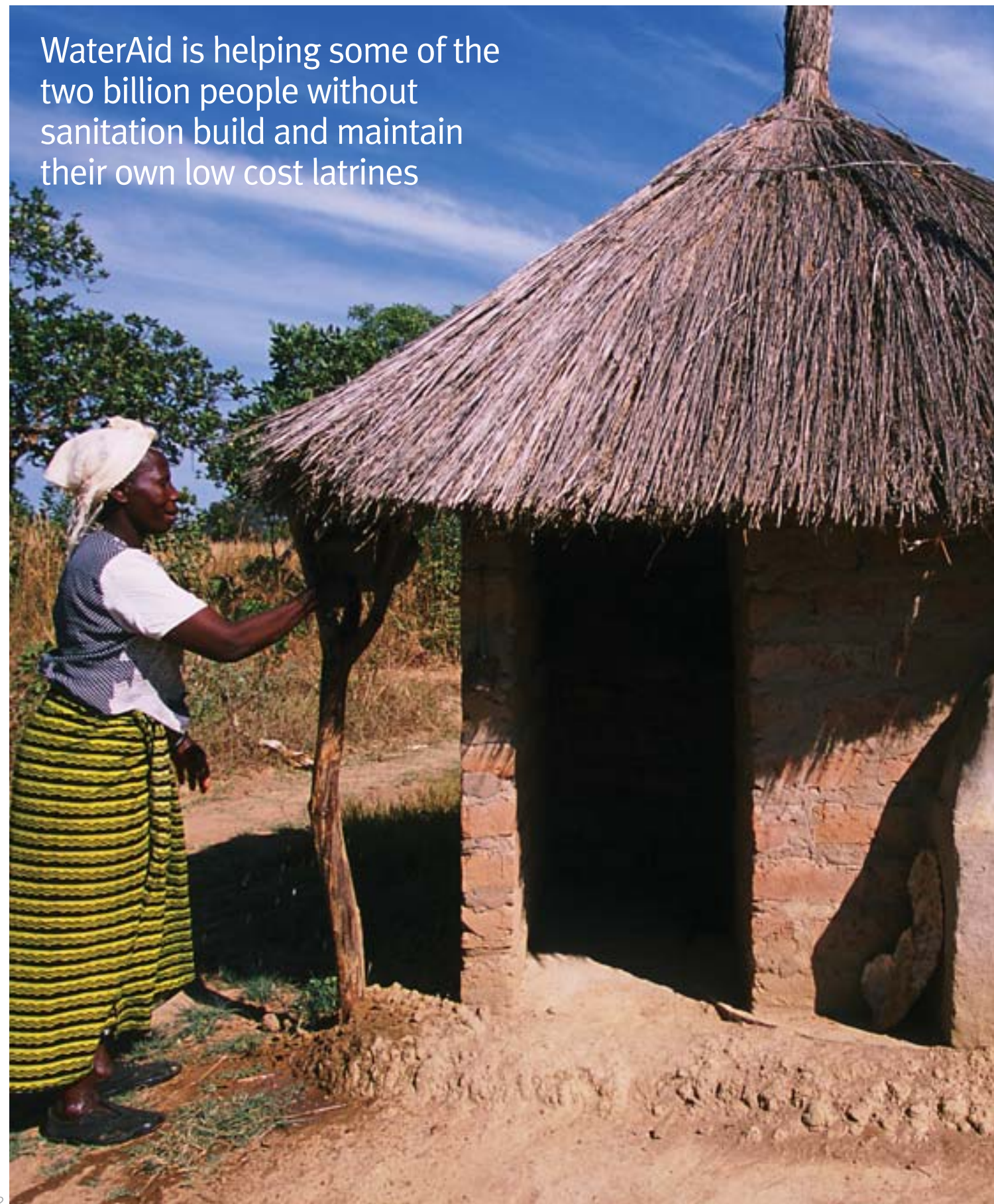
3. Compared to 260,000 water and 190,000 sanitation beneficiaries for the financial year 2003/04

4. Based on WHO / UNICEF Joint Monitoring Programme statistics

Managing growth and change

To deliver its key goal, WaterAid must grow and manage change.

WaterAid is helping some of the two billion people without sanitation build and maintain their own low cost latrines



FUNDING

WaterAid's ability to implement this strategy is critically dependent upon securing sufficient funding. To achieve its aims WaterAid will seek to raise £35 million a year by 2010.⁵

WaterAid's funding is demand-driven to meet the long-term requirements of its country programmes, partners and advocacy work. Where necessary WaterAid's reserves will be used to even out fluctuations in income so that these commitments are assured.

WaterAid relies heavily on voluntary donations from individuals, community groups, companies and charitable foundations. While historically the majority of income has come from the UK, increasing the income from international donors and developing the skills of country programmes and partners to raise funds will be essential.

Voluntary income

WaterAid will maintain and develop a diverse base of voluntary funding sources with an overall income to expenditure ratio that compares favourably with best practice of similar non-profit organisations.⁶

WaterAid will develop relationships with long-term supporters in the UK to ensure individuals giving regular monthly donations contribute an increasing proportion of income. Further investment will be made developing existing donor relationships while new supporters will also be recruited to maintain growth. UK campaigns, based on international policy themes, will be integral to raising awareness of WaterAid's work.

The longstanding relationship with the staff, companies and customers of the UK water industry will continue to be developed and supported, and opportunities to develop similar relationships in other countries will be pursued. The highly cost-effective annual

appeal to water industry customers will remain the foundation of WaterAid's supporter recruitment programme.

WaterAid's success will be dependent on its continued ability to take an innovative approach to fundraising and engender loyalty from its supporters. As the organisation grows there will be new challenges in the increasingly competitive area of voluntary fundraising. New initiatives will be researched and developed to ensure that growth will continue to support the demands of WaterAid's programme and advocacy work.

Public / institutional income

WaterAid will adapt its public funding base by increasing core income from institutional donors and by diversifying its funding sources – developing new government partnerships and broadening the funding lines from existing donors.

As there is an increasing trend for institutional grants (such as those from the UK Government's Department for International Development, European Union etc) being made directly from donors' developing country offices to those of non-governmental organisations or their partners, WaterAid will expand the capacity of its programme staff to solicit these funds. This will involve investing in fundraising capacity at a programme level, in addition to providing specialist support to specific partners and local community organisations seeking to attract their own institutional funding.

International alliances

WaterAid will increasingly work with other like-minded organisations in order to raise awareness of the need for water and sanitation for the world's poor. Through new partnerships, WaterAid will increase funding into water and sanitation work and generate new interest in WaterAid's proven ways of working. Some partners may work in countries outside WaterAid's focus areas



and will therefore expand WaterAid's influence and contribute different experiences to its programme activities.

WaterAid will seek to extend its fundraising into a limited number of new countries over the coming years, building on WaterAid America and Australia which opened in 2004. Return on investment and performance benchmarking will be applied to maximise fundraising opportunities in each country.

5. £35 million = approximately US\$64 million. Increasing from £18.5 million (US\$34 million) in 2003/4

6. Aiming, in the UK, to be in the upper quartile of comparable charity performances for each fundraising activity.

COMMUNICATIONS

Increasing awareness of WaterAid among its key target audiences is vital to the organisation's continued success. WaterAid will continue to raise its profile to gain more financial support; work closely with its local partners and communities to influence and inform decision makers on the importance of water and sanitation for poverty reduction and develop awareness through education resources.

WaterAid's strength lies in its clarity of purpose and focus on practical solutions. WaterAid will develop its corporate identity to reflect these strengths with an aim of being recognised throughout the world. Professional communications skills and coordinated messages will be developed within country programmes, partners and UK departments to support the promotion of the organisation and influence water and sanitation provision in the 15 countries where WaterAid works.

LEARNING

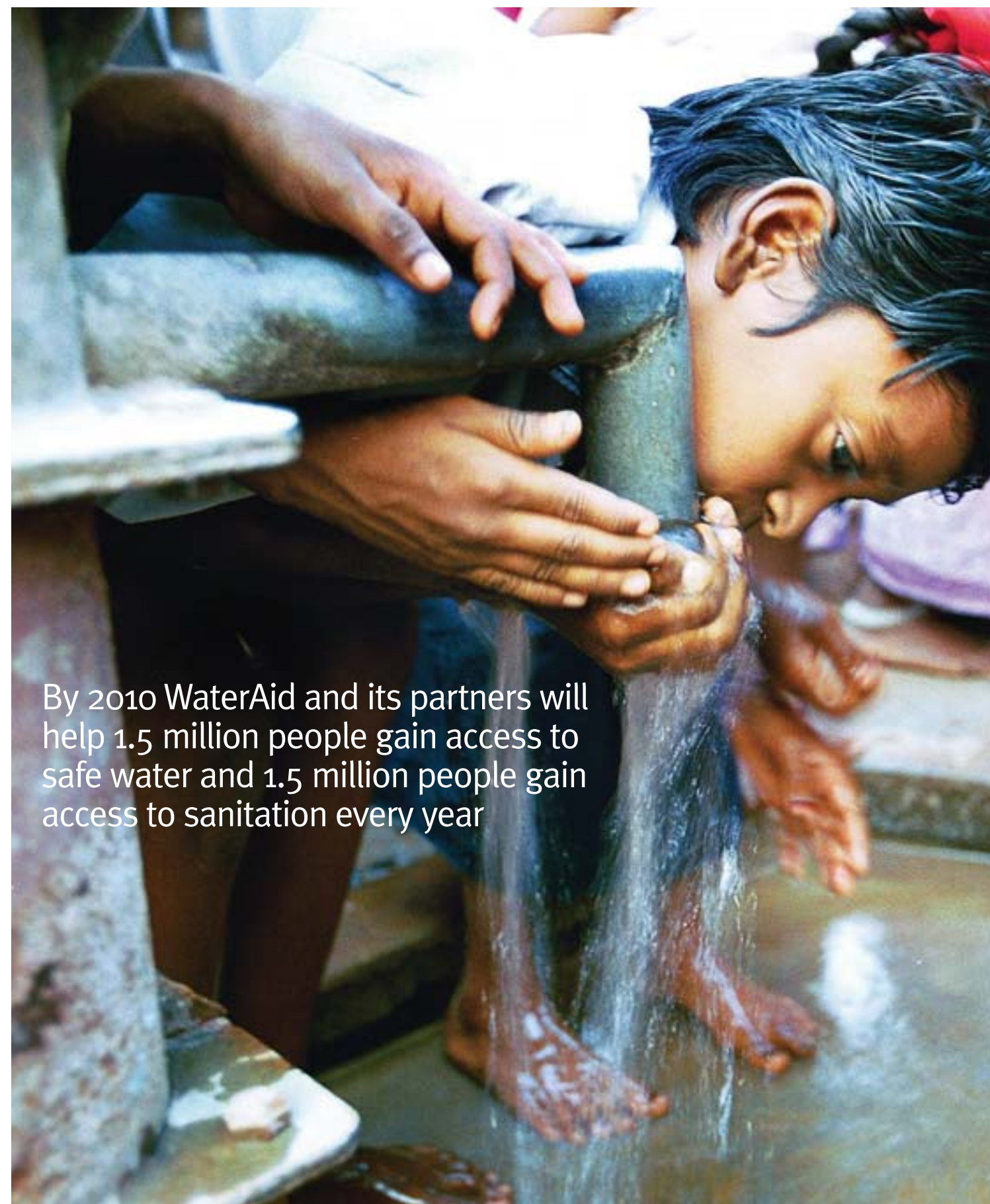
WaterAid will seek to maximise learning from both its own work with partners and that of others. It will therefore develop its information management and communications systems throughout the organisation, with partners and communities.

ORGANISATIONAL DEVELOPMENT

WaterAid does not underestimate the implications of the growth envisaged within this strategy. Additional resources will be required for staff, partners and volunteers to continue their high standards of work. Throughout the period of strategy WaterAid will ensure that the pace of change remains manageable by ensuring it has the right staff with the necessary resources to undertake their roles, supported by appropriate policies, standards and systems.

Planning, monitoring and evaluation

WaterAid will invest in planning, monitoring and evaluation processes to ensure this strategy is implemented in a focused manner. WaterAid teams will develop their own long-term plans which will be monitored at regular intervals for their contribution to this strategy.



By 2010 WaterAid and its partners will help 1.5 million people gain access to safe water and 1.5 million people gain access to sanitation every year