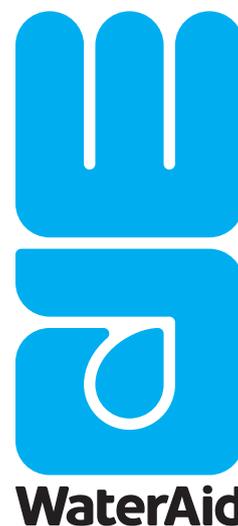


# Everyone, everywhere 2030



Our global strategy  
2015-2022



# We are WaterAid



This document is a revised version of our 2015-2020 global strategy, which in 2017 we extended for a further two years.

**Our vision is a world where everyone, everywhere has safe water, sanitation and hygiene.**

**Our mission is to transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.**

**Our values** define our culture and unite us across the many countries in which we work. They are at the very heart of WaterAid – who we are, what we do and how we do it:

## Respect

We treat everyone with dignity and respect and champion the rights and contribution of all to achieve a fairer world.

## Accountability

We are accountable to those whose lives we hope to see transformed, to those we work with and to those who support us.

## Courage

We are bold and inspiring in our actions and words, and uncompromising in our determination to pursue our mission.

## Collaboration

We work with others to maximise our impact, respecting diversity and difference in the pursuit of common goals.

## Innovation

We are creative and agile, always learning, and prepared to take risks to accelerate change.



WaterAid/Amand Kumar Shrestha



WaterAid/Sameer Satchu



WaterAid/Andrew McConnell



WaterAid/Geoff Bartlett



WaterAid/Jordi RuicClerea

## Integrity

We act with honesty and conviction and our actions are consistent with openness, equality and human rights.

From top left: Janaki and Ambika's school in Siraha, Nepal, has a toilet to student ratio of 1:226. The shallow well on the edge of Nyarugusu, Tanzania, runs low in the dry season and becomes contaminated in the rainy season. Neither situation should be normal. Around the world, we're working with people to change their lives for good. Bamogo Salifou for example uses water for his crops in Burkina Faso: "I am happy because my children have enough to eat." Malik looks after a public latrine in Accra, Ghana. And Graciela collects clean water for her family in La Guajira, Colombia.

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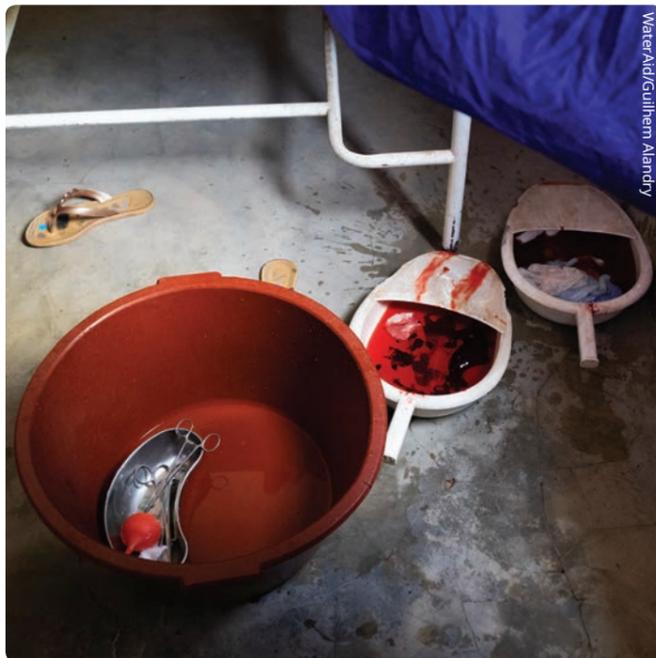
Around 289,000 children under five die every year from diarrhoeal diseases caused by poor water and sanitation. That's almost 800 children a day, or one child every two minutes.<sup>1</sup>



844 million people in the world – one in nine – do not have clean water close to home.<sup>2</sup>



2.3 billion people in the world – almost one in three – do not have a decent toilet of their own.<sup>2</sup>



None of this should be normal.

# Introduction

**We cannot eradicate extreme poverty without everyone, everywhere having clean water, decent toilets and good hygiene. These basic services are human rights: everyone on our planet needs them to live healthy, dignified and productive lives.**

While one billion people escaped extreme poverty between 2000 and 2015,<sup>3</sup> 844 million people in the world – one in nine – do not have clean water close to home.<sup>2</sup> 2.3 billion people – almost one in three – do not have a decent toilet of their own.<sup>2</sup> As a result, around 289,000 children under five die every year from diarrhoeal diseases caused by poor water and sanitation. That's almost 800 children a day, or one child every two minutes.<sup>1</sup>

This wholly unacceptable situation causes untold suffering, holding back human and sustainable development. It particularly affects women, who carry the burden of collecting water and caring for sick children, and girls who often fail to finish their

education because their schools lack decent toilets.

However, there is now real hope for the future. The United Nations Member States are committed to the Sustainable Development Goals which aim to end extreme poverty by 2030 and unite countries around the world in tackling inequality.

Together, we and our partners in civil society, government and the private sector are committed to seizing this historic opportunity to accelerate transformational change towards our shared vision of everyone, everywhere having safe water, sanitation and hygiene.



Opposite page from top:  
 ● Kamlesh, in Gidurah, India, where acute water shortages led to hunger, cattle deaths and a huge agrarian crisis.  
 ● Poor conditions around a public toilet in Tamale, Ghana.

● Post-birth scene in the delivery ward at Talo Health Centre, Mali. The centre has no water and the toilet roof has partially blown off.

This page from left:  
 ● Pramila, in Matela, Nepal, says: "Learning sanitation information is useful to us."  
 ● Ravaka, 5, outside her home in Firaisantsoa Imanga village, Madagascar, where together with partners we implemented a gravity-fed scheme.



WaterAid/aeqnes Nkinzngabo

● Claude, the school cook, washes up at Group Scholaire Nyiragiseke, Rwanda: "I arrive at the school at 5am. I open the classrooms and clean the toilets, then wash myself. After cooking lunch, I attend to the toilets again, clean up the kitchen, the cooking utensils and the plates before going home."



WaterAid/Basilie Os

This page clockwise from left: ● Modibo helps fill up cans at a tap stand installed with our support in Nafadji, Mali. ● A nurse washes her hands at the Family Clinic Area 2 Primary Health Centre, Abuja, Nigeria. ● Pupils play sport at Soye school, Diankabou, Mali, where together with our partners we installed clean water, decent toilets and good hygiene.

Since being founded by the water industry over 35 years ago, we have worked alongside partners in some of the poorest and most marginalised communities to reach over 25 million people with clean water, 25 million people with decent toilets, and 18 million people with good hygiene.<sup>4</sup> As the world's largest civil society organisation focused solely on water, sanitation and hygiene, we have built a deep understanding of the issues that face communities living without these basic services and of the solutions needed.

In this strategy we focus on both the collaboration and challenge as we support communities to call for their rights to water and sanitation, and work with governments and service providers to reach everyone, everywhere with adequate, affordable services. We will also prioritise good hygiene behaviour to stop deadly diseases spreading, and to improve people's health and living conditions.

Crucially, we will champion water, sanitation and hygiene as fundamental to progress in all areas of sustainable development. Ending extreme poverty and building a healthier, fairer and more productive world for everyone, particularly women and girls, can only be realised when clean water, decent toilets and good hygiene are available to all. Our focus will be on catalysing the changes required to realise this vision.



WaterAid/Abir Abdullah

● Mouri is 45 and lives with her husband and son in Khulna, Bangladesh. The family lost their house during cyclone Aila in 2009, and had to move. Their only access to clean water is rain water, which Mouri collects during the rainy season. During the summer months and the dry winter season, she has to either travel long distances or, as here, collect water from the ponds of neighbouring homes - none of which are clean.

Our committed, generous supporters are behind everything we have achieved. They have supported our evolution from our technical origins to the multi-faceted organisation we are today, focused on long-term lasting change. Since we started our supporters have helped us and our partners to successfully reach over 25 million people with clean water, 25 million people with decent toilets, and over 18 million people with good hygiene, with a focus on sustainability and reaching the poorest and most marginalised people.<sup>4</sup> Our evidence-based policy and campaigns work has influenced and inspired others to reach many millions more.

Our experience gives us the confidence to extend this ambitious global strategy. Between now and 2022, we will strengthen our partnerships and focus on accelerating progress towards everyone, everywhere having clean water, decent toilets and good hygiene by 2030.



WaterAid/Basilie Os



WaterAid/Simvijay



# The opportunities and challenges

Today, it's normal for 844 million people in the world – one in nine – to not have clean water close to home, and for 2.3 billion people in the world – almost one in three – to not have a decent toilet of their own.<sup>1</sup> However, there is real hope for the future, with countries across the world supporting the United Nations Sustainable Development Goals, which pledge to tackle inequality and eradicate extreme poverty by 2030. Together, we can change normal.

Around 289,000 children under five die every year from diarrhoeal diseases caused by the water and sanitation crises.<sup>2</sup> This lack of basic services ruins people's lives and undermines the possibility of sustainable development.

However, the Sustainable Development Goals represent an unprecedented opportunity to accelerate progress towards safe water, sanitation and hygiene for everyone, everywhere.



Realising this ambition will require determination, political will, significant resources and innovation in the face of major global challenges:

- **Rapid urbanisation, population growth and economic development** present increasing and competing demands for water. By 2030 the population will be 1.4 billion in sub-Saharan Africa, 4.9 billion in Asia and 719 million in Latin America and the Caribbean.<sup>5</sup> Meeting domestic needs as well as those of agriculture, energy and industry presents complex and competing challenges for water resource management, environmental protection and waste treatment.



Clockwise from left: ● Abie in front of her toilet in the village of Tombohun, Sierra Leone. ● Rhoda, 27, collects dirty water from a shallow well in the village of Bwemba, Malawi: "It is my responsibility to collect water in my household. I have to get up as early as 2am in the morning." ● Some of the 3,600 students at Group Scholaire Nkange, Rwanda. Student Francine says: "Before the rainwater harvesting tank and toilets I remember there were many diseases. Now it is better."

- **Public health** depends on clean water, decent toilets and good hygiene. Without these services, deadly outbreaks of diseases such as cholera and Ebola are likely to be more prevalent, and the impact of infectious diseases will be exacerbated.

- **Climate change** is likely to lead to more frequent unpredictable and extreme weather episodes, with people living in poverty disproportionately affected by floods, droughts and contaminated water. It will be increasingly important that communities can access climate-resilient water and sanitation facilities and that action is taken to mitigate the impact of disasters.

- **Financing** clean water, decent toilets and good hygiene for everyone, everywhere will require a significant increase in public and private funding. It will be essential to target investment where it is most needed and improve coordination with programmes in health, education and the environment.



- **Social and economic inequality** remains pervasive and is growing, with more of the world's poorest people now living in middle-income countries. The right to safe water, sanitation and hygiene is far from being realised, particularly for women. Governments and their partners have a key role in addressing inequality and in ensuring fairer distribution of resources.

- **Sustaining water and sanitation services and good hygiene behaviour** is a significant challenge in many developing countries. More attention needs to be paid by governments and other service providers to skilfully manage and maintain facilities that are appropriate, affordable and accessible. In addition, the key drivers behind sustained hygiene behaviour change are often overlooked, resulting in poor hygiene practices.

Against this backdrop, our strategy is to deliver four interconnected aims to influence change: addressing inequality of access; strengthening sustainable services; integrating water, sanitation and hygiene with other essential areas of sustainable development; and improving hygiene behaviour.

# Our approach

We believe that making safe water, sanitation and hygiene normal for everyone, everywhere depends upon identifying and addressing the reasons why the poorest and most marginalised people live without these basic services.



To drive change and deliver lasting results, we work with a wide range of government, civil society and private sector partners.

We analyse the political, economic and social context of the countries and regions where we operate and work with our partners to develop responsive programmes of service delivery, capacity development, research, policy analysis and campaigning designed to influence sustainable transformational change. Our programmes of work promote changes to individuals' lives and the systems needed for sustainable services.

We believe that governments are responsible for creating an environment where public and private investments and civil society can all operate effectively to provide affordable and sustainable water, sanitation and hygiene services. We work with governments and service providers to meet demand affordably and sustainably and with civil society organisations and communities as they call for their rights to safe water, sanitation and hygiene.



Clockwise from top right: ● Children in Wayuuma'ana School, La Guajira, Colombia, now benefit from two composting toilets and handwashing stations. ● Women excavating a pipeline trench in Kushadevi, Nepal, after earthquakes severely affected water and sanitation facilities in the area. ● Sharon, 14, washes the floor of the newly built WaterAid latrine block at St Mary's School, Namalu, Uganda: "We teach our friends about personal hygiene and the cleanness of the home. My family has a latrine because I told them." ● A public toilet in Accra, Ghana.



People's demand for safe water needs no encouragement as this precious resource is critical for daily survival and requires careful management. However, awareness and demand for decent toilets and good hygiene practice may need to be stimulated through hygiene promotion and education.

Between now and 2022, we will work with existing and new partners in a way that is consistent with established aid effectiveness principles and which demonstrates an integrated, collaborative approach towards achieving safe water, sanitation and hygiene for everyone, everywhere by 2030.



### Aid effectiveness principles

Our approach adheres to the internationally agreed principles of development effectiveness:

- Ownership
- Alignment
- Harmonisation
- Results
- Mutual accountability<sup>6</sup>



# How change happens

To ensure everyone, everywhere has clean water, decent toilets and good hygiene, we believe certain conditions need to be in place. Our strategic aims seek to accelerate progress towards our vision of the future, where we will see the following:

**Leadership**  
From local to global, from communities to the United Nations, leaders from across society prioritising safe water, sanitation and hygiene, with a particular focus on the rights of the poorest and most marginalised communities.



**Active communities**  
Communities calling for their rights to clean water, decent toilets and good hygiene and holding their leaders to account, as well as practising good hygiene and helping to maintain services.

● Parents watch a video on menstrual hygiene management at Janata Higher Secondary School in Sindhuli, Nepal.



● Kajal collects water from a pond sand filter in Khulna, Bangladesh. This is one of the few technologies that works in the challenging context of the country's saline-affected coastal region.

**Equality**  
Governments and other service providers fulfilling their duties to all their citizens and creating adequately-resourced, affordable and efficient water, sanitation and hygiene services.



**Sustainability**  
Service providers having the skills, resources and systems necessary to deliver and maintain permanent water and sanitation services.

This page from top: ● Mary in Ariamaoil Village, Uganda: "My dream for the future is to have my child grow healthy, attain an education and become a lawyer or a doctor." ● Kallaya, Zemacha and Gallo make cement to close part of the pipeline at the reserve tank in Lahyte, Ethiopia.



**Integration**  
Key sectors in sustainable development, especially water, health, education, and the environment, integrating safe water, sanitation and hygiene for everyone, everywhere into their policies and programmes.



# Our strategic aims

Our strategy is designed to build on our leadership role as we work collaboratively and in partnership with others to drive transformational change towards everyone, everywhere having clean water, decent toilets and good hygiene by 2030.

Our four aims are based on our assessment of how we can best influence change. These aims are interconnected and complementary, and will be prioritised and resourced according to the context of the country and locality in which we are working.

### Equality

We will tackle and challenge the inequalities that prevent the poorest and most marginalised people from realising their right to safe water, sanitation and hygiene.

● Brick maker Zuzeni, 38, in the village of Chandaka, Malawi: "Now we have the borehole, we are able to make bricks throughout the year."



### Sustainable services

We will support governments and service providers to strengthen the systems and capabilities required to deliver sustainable water, sanitation and hygiene services.

● Eva with her one-day-old daughter, Neema, at home in Nyarugusu, Tanzania: "It's common that children suffer from diarrhoea here, because the water is not in good condition."



### Integration

We will work with others to develop plans and activities that accelerate change by integrating water, sanitation and hygiene into sustainable development.

● Sumaira (on the right), with her neighbour Anita, in the village of Haji Noor Muhammad Thaheem, Pakistan: "After getting back from school, I have lunch and then go to the stream to fetch water. It takes almost an hour."



### Hygiene

We will positively influence hygiene behaviour to maximise the benefits of access to safe water and sanitation.

● Rebecca, 13, with her young sisters, in front of their newly built toilet block at Antakavana Secondary School, Madagascar: "We don't have to worry any more."

# Reduce inequality



● Deditu, front, and her elder sister Gedam at the new toilet built in Edget Behibret School, Ethiopia. Deditu says: "It is really good. Before, if I had a stomach or menstrual pain I would stay home. But now I don't have to miss classes."

● Fati, 40, makes mud bricks by hand to build a more permanent wash room at her home in an informal settlement in Burkina Faso.

**Aim:** We will tackle and challenge the inequalities that prevent the poorest and most marginalised people from realising their right to safe water, sanitation and hygiene.

## Reduce inequalities in access

Water and sanitation services and hygiene promotion often fail to reach the poorest and most marginalised people, with the greatest impact on women and girls. Frequently, their rights are overlooked and they miss out on basic services, marginalising and excluding them even further.

## Reduce inequalities in resource distribution

Inadequate and unequal resource distribution within a country can result in failure to reach those in greatest need.

Above, left to right: ● Hounsa, 40, is a fisherman living in an informal settlement without clean water or decent toilets in Lagos, Nigeria. ● Archana, 10, holds a water container inside her house in Bhikampur village, India. ● Phon's family live alongside 20 others on Lake Beung Irolok, Cambodia. Her children often suffer from diarrhoea. Phon says: "I wish to have enough clean water and sanitation like others."

## We will

- Provide evidence of the underlying causes of inequalities in access to clean water, decent toilets and good hygiene between and within countries, and influence those responsible for addressing these inequalities.
- Work with organisations that promote the rights of women and the poorest and most marginalised people to water, sanitation and hygiene.
- Demonstrate gender-sensitive and inclusive designs and approaches that meet the diverse needs of marginalised people.



# Strengthen sustainable services



WaterAid/Natalie Fernandes



WaterAid/Nyoni Quarumyne



WaterAid/Idali Ruiz-Cienera

**Aim:** We will support service providers to strengthen the systems and capabilities required to deliver sustainable water, sanitation and hygiene services.

## Strengthen systems

Millions of people living in extreme poverty are being failed by systems that cannot ensure sustainable, affordable and accessible water and sanitation services. Sustainable service supply is dependent on good governance, technical expertise, managerial skills and capacity, adequate resources, financial management, appropriate technology, and opportunities for innovation. Governments also have a responsibility to ensure the right enabling environment is in place for investment and accountability.

## Strengthen planning

To extend and sustain services to all of their citizens, governments need to be properly resourced to develop robust planning, implementation and monitoring systems as part of their national development plans.

- Clockwise from top left:
- Enna (on the left), and Elma wash clothes at the contaminated river they also drink from in Tasba Pain, Nicaragua.
  - Thibaut, his wife Noelie, and their son Junior in front of a prototype latrine in an informal settlement, Burkina Faso. Noelie says: "Toilets are good for our health and they help protect our children."
  - Liz Estela washes her grandson Esneider in Comejenes, Colombia: "Clean water has had a big impact on our health. I feel good."
  - Saidi, 15, collects water from the water hole in Nacoto Village, Mozambique: "The water is not good, even though we drink it. Drinking it gives diseases."



WaterAid/Eliza Powell

## We will

- Work with our partners to develop robust governance, financial, institutional, environmental and technical capacity and systems to reach those who may otherwise miss out, with a particular focus on women and children.
- Work in a programmatic way at community, district, town and city level to invest in our partners to deliver sustainable services, demonstrating effective solutions and encouraging innovation.
- Use evidence generated from our work to influence and inform national strategies and to support the strengthening of planning, implementation and monitoring systems.

# Integrate into sustainable development



**Aim:** We will work with others to develop plans and activities that accelerate change by integrating water, sanitation and hygiene into sustainable development.

## Integrate water, sanitation and hygiene with poverty eradication work

Good child and maternal health, women's empowerment, education, nutrition, food security, housing and urban planning require clean water, decent toilets and good hygiene. Governments are responsible for playing a lead role in ensuring equitable access to domestic water and sanitation in the face of competing demands, and ensuring that good hygiene is promoted.

## Integrate water, sanitation and hygiene with water resource and waste management

Sustainable management of shared water resources to improve health and prosperity and to reduce environmental pollution from untreated industrial, agricultural and human waste requires governments, the private sector and civil society to have a common interest in integrated planning and in delivering the Sustainable Development Goals.

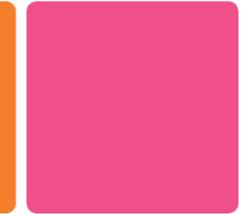


Clockwise from top left:  
 ● Amina (left) and Rahama in front of their school's WaterAid-built latrines in Salaga, Ghana.  
 ● Midwife Surovi holds a newborn baby at Dacope Upazila Health Complex, Bangladesh: "Before we had running water and better sanitation, we were at risk of infection."  
 ● Areleonis, 7, drinks clean water at her house in La Guajira, Colombia.  
 ● A pipeline stretches through the red clay soil in Lahyte, Ethiopia.  
 ● Cleaner Mbaruku carries waste from Nyarugusu dispensary, Tanzania. The dispensary serves 54,000 people but has no water on site, or within walking distance.



## We will

- Strengthen our contextual analysis in the countries where we work to identify new partners and opportunities for influencing and accelerating change.
- Champion the role of water, sanitation and hygiene and their integration within other sector plans.
- Work with governments, civil society and the private sector from local to international level to promote sustainable development and clean water, decent toilets and good hygiene.



# Improve hygiene behaviour



**Aim:** We will positively influence hygiene behaviour to maximise the benefits of access to safe water and sanitation.



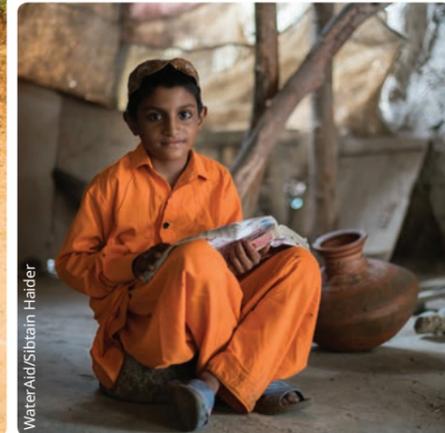
## Understanding and improving hygiene practices

Good hygiene practices are among the most effective ways to prevent the spread of common diseases. However, approaches to hygiene promotion have often failed to change entrenched unsafe behaviour, such as open defecation, inadequate disposal of human waste and unhygienic handling of food and water. Changing and sustaining good hygiene behaviour will require new and innovative approaches.



## Improve people's ability to practise good hygiene

Even with awareness of good hygiene, factors such as poorly-designed toilets or a lack of clean water or soap can hold back progress in providing a suitable environment and improving people's health. This particularly affects girls' and women's opportunities, health and dignity.



Clockwise from above: ● Grace, a nurse, stands in front of new toilets at Kakora Dispensary, Tanzania: "I am excited, sanitation and hygiene conditions have greatly improved." ● Souleymane, 36, upgrades a family latrine in Zongo settlement, Burkina Faso. ● Bilal, 8, studying at home in Chatto Junejo village, Pakistan: "Now we have a washroom at school, there is no need to go in the bushes." ● Shrimati, a mother of four from Rampur village in India: "I collect water twice in the morning at 7am, then go to the forest at 8am to work. I collect water again in the afternoon." ● Esther plays with her daughter Tendry, in Amberomena village, Madagascar: "My kids get diarrhoea often, caused by the dirty water we drink."

## We will

- Work with a range of women's organisations, health, education, academic and marketing partners to support and deliver effective behaviour change and hygiene campaigns.
- Work with partners in governments, public institutions and civil society to promote good hygiene in their work and to ensure suitable water and sanitation facilities.
- Champion the development, implementation and monitoring of national hygiene policies, strategies and systems.

# Improving our operations

To deliver our four aims and change normal for everyone, everywhere, this strategy requires us to focus on five key areas.

## Influencing

Influencing long-term sustainable change in the provision of water, sanitation and hygiene services is integral to everything we do. In this strategic period we will place a greater emphasis on designing our programmes of work to maximise our influence. We will use evidence from our research and our practical experience to influence governments, service providers and institutions to prioritise effective and affordable delivery of safe water, sanitation and hygiene. We will also campaign locally and globally and support civil society to do the same as they carry out their accountability and influencing work.

## Sustainability

We will strengthen our capabilities and those of our partners and others to develop systems, leadership, management capacity and technologies to be sustainable over the long term. We will share our learning and gather evidence and learning from others to improve our work's effectiveness.

## Capacity development

We will support our partners to develop the skills and systems they need to deliver, maintain and advocate for lasting services. We will also help them invest in monitoring, evaluation and research, so that together we can demonstrate what works.



## Partnerships

Working collaboratively and in partnerships is fundamental to bringing about lasting change and to achieving our four aims. We will collaborate with and, where appropriate, provide support and resources to many different types of partner organisations from civil society, private sector and government. It is the impact and effectiveness of their work which is fundamental to achieving our vision.

## Disaster resilience

We are not a disaster response agency. However, given the increasing frequency of natural disasters in the areas in which we work, we will assist our partners in developing more resilient water, sanitation and hygiene services. We will also strengthen our capacity to respond to emergencies and natural disasters when these have an impact on water, sanitation and hygiene in the geographical areas in which we are working.

## Our environmental commitment

We will develop and implement the systems necessary to continuously monitor and improve our ways of working both within our organisation and in our work with our partners, to enhance sustainable development and minimise our environmental impact.

# Assessing our performance

We work in a complex world that demands a coordinated global effort and sustainable local solutions. Assessing our performance is all about learning from our achievements and failures and sharing this with others.

Our work contributes to the global effort of many other organisations, and our approach to performance assessment requires a shift in our systems and processes to reflect the interrelated factors that underpin change.

We will draw on internationally-recognised global and national indicators of progress, such as UN and country progress reports and coverage data, to assess progress towards the realisation of everyone's rights to safe water and sanitation.

We will be accountable and respond to feedback on our performance to communities, partners, staff, supporters, governments and other stakeholders.

**At the global level,** we will review the relevance and effectiveness of the approaches outlined in this strategy in effecting maximum change. This will enable us to build a more detailed understanding of how we have influenced change in three key areas:

- Commitment to safe water and sanitation as a fundamental human right at international, regional and national level.
- Collective effort of development partners, government, the private sector and civil society to deliver services that are sustainable.
- Resource allocation for investments in water supply, sanitation and hygiene services that prioritise the needs of the poorest and most marginalised people.

**At the country level,** we will develop context-specific strategies and plans and report on the outcomes against national country measures, as well as against our own business and strategic plans.

**At the operational level,** management will report on progress against agreed plans and budgets.

Clockwise from left: ● "We no longer have to drink dirty water from the river," says Lucie, 11, at a handwashing station in Miarinarivo community school, Madagascar, with classmates Saiah, 13, and Ruffin, 14. ● Women walk toward a pond to collect water at Vitaranga, Bangladesh. ● Collecting water from a WaterAid tank in Kasichi, Colombia. ● Aribiyan, 51, in front of his latrine in Origbile community, Nigeria.



# Developing our organisation

We will continue to grow as a vibrant global organisation that is committed to upholding our values. Our working practices will be people-centred and dynamic, drawing strength from our diversity.



This page from left: ● UK volunteer Alice promotes our cause at Glastonbury festival. Martin is one of 600 people living in Tasba Pain, Nicaragua: "Having water next to our home, that is happiness and joy."

## People and culture

To deliver this strategy, we will develop our federated structure, building on our strengths and the great potential of our people. We will further develop our culture based on our values and invest in leadership, good management, skills development and employee engagement. We will promote diversity on our boards, staff and volunteer teams.

We will challenge ourselves to think creatively, innovate and take managed risks in order to further improve our effectiveness.

We will continue to develop our systems and processes to enable our people and partners to deliver what this strategy demands.

## Governance

Our boards of governance across our federation will continue to evolve to support the delivery of our strategy. They will reflect the diverse skills and perspectives from across the global organisation.

We will continue to apply the highest principles of global governance and accountability, and will ensure that our work is guided by the voices of those we serve, our partners and staff.

## Growth

We aspire to do as much as we can to contribute to the changes required to realise our vision. Accordingly, we will strive for manageable growth and seek new partnerships and funding that allow us to deliver our country and global plans.

We will not be driven by the availability of funding or numerical targets at the cost of sustainable, quality work that reaches those who are often left behind.

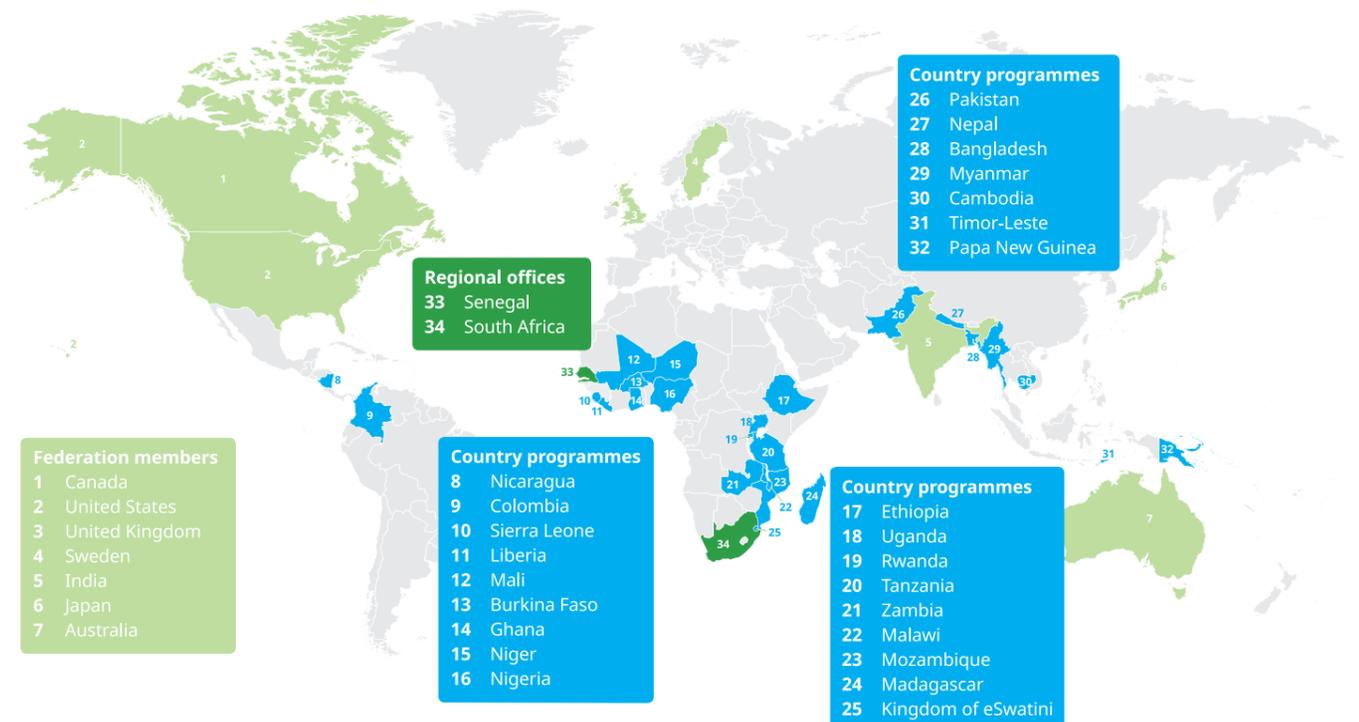
# Where we work



In 2018, we are changing normal in 34 countries around the world. By 2022, we will be transforming many millions more lives with our partners and through our capacity building and advocacy work. As a global organisation we will also continue to work beyond the borders of our operational countries to influence change across the world.



● Agira, 15, shown outside her household latrine, is one of 30,000 people to benefit from our sanitation work in rural Nampula Province, Mozambique.



● Umar, 52, is the nurse in charge of Gwagwalada township clinic, Nigeria: "We have a lot of challenges in terms of water and sanitation."



● Washing clothes in Old Fadama slum, Ghana.

Help us reach everyone, everywhere with clean water, decent toilets and good hygiene by 2030.

Find out more at [wateraid.org/strategy](https://wateraid.org/strategy)



**Clean water.  
Decent toilets.  
Good hygiene.**



**WaterAid**

Front cover images from top right to bottom left: ● Anuradha in Golbazaar, Nepal. ● Teodosio in Namarika, Mozambique. ● Fitahiana in Ambohibary, Madagascar. ● Mislene in Yiganda, Ethiopia. ● Hawa in Nthondo Village, Malawi. ● Aissata in Dougouolo, Mali. ● Sawaira in Pabuvero, Pakistan. ● Shana in Wawa Bar, Nicaragua.