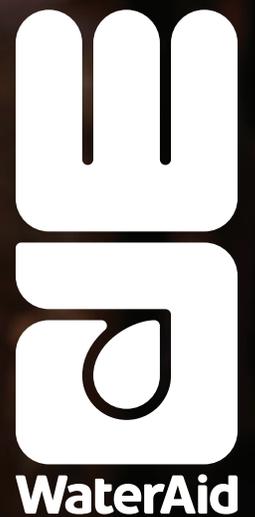


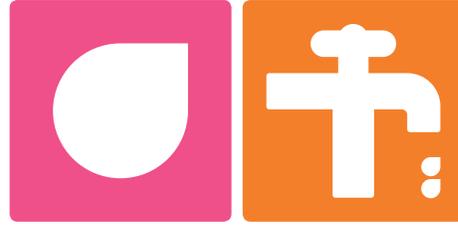


**WaterAid
Canada
Strategic
Plan
2022–2032**

WaterAid/Joey Lawrence



About WaterAid Canada



Our vision

A world where everyone, everywhere has sustainable and safe water, sanitation, and hygiene.

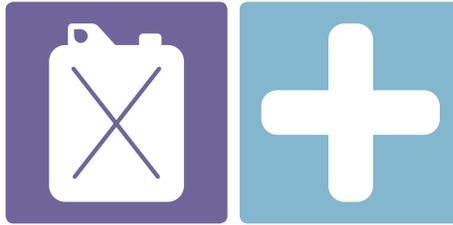
Our mission

Transform lives through sustainable and safe water, sanitation, and hygiene.

Our values

They 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 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 maximize our impact, embracing 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.
- **Integrity:** we act with honesty and conviction, and our actions are consistent with openness, equality, and human rights.



Context

In 2015, WaterAid Canada embarked on a new and ambitious strategy in line with Goal 6 of the United Nations' Sustainable Development Goals (SDGs), which aims to achieve universal and equitable access to safe and affordable drinking water for all by 2030. Throughout the period of its latest strategy (ended 2022), WaterAid Canada successfully completed programs in eight countries in collaboration with local WaterAid teams and local authorities. Additional programs continue being implemented in five countries with a focus on water, sanitation, and hygiene (WASH) as a pathway for gender equality and empowerment. Increasing national and global advocacy work has allowed WaterAid Canada to become a leading WASH expert, expanding its ability to influence change.

WaterAid Canada's work has contributed to the global WaterAid federation's overall reach, and between April 1st, 2015, and March 31st, 2021, WaterAid reached 3.2 million people with access to safe water and 4.7 million people with decent toilets.

Global progress in the WASH sector towards universal access has also increased, with 107 million people gaining access to safely managed drinking water at home and 115 million people gaining access to safe toilets at home between 2015 and 2020. But there remains much work to be done – one in ten people around the world still do not have access to clean water close to home, and over 20% of the global population do not have access to a decent toilet. To achieve the goal of universal access by 2030 set by the SDGs, rates of progress would need to quadruple.

COVID-19 has put significant strain on global economies, health systems, and already-limited WASH investment and infrastructure development in least developed countries. While the need for hand hygiene and WASH for health was globally highlighted as critical to stop the spread of the virus, the pandemic has impacted the progress on universal WASH coverage.² The WASH crisis has always disproportionately impacted women, girls, and marginalized groups, but these existing inequalities have been exacerbated by COVID-19. Before the pandemic it was estimated that full gender equality would not be reached for 99 years, and by October 2021 that number had already skyrocketed to 136 years – the fight for equal rights for women lost almost four decades.³

Water security and WASH are intrinsically linked to the climate crisis. Unpredictable weather patterns, alongside an increasing number of floods and droughts, directly impacts access to WASH and related conditions of health, livelihoods, and gender equality. The increased frequency and severity of climate related events and changing temperatures means that an additional 1.6 billion people will face annual water shortages by 2050.⁴ Adapting to these changes means employing innovative and climate-resilient WASH technology that helps individuals and whole communities adapt.

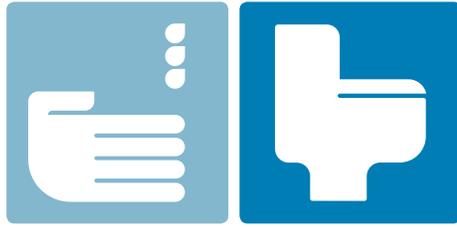
Agility, focused efforts, and unique intervention strategies are required to respond to the WASH crisis – a crisis of inequality – to reach people who are being left behind in the current global context.

1 <https://washdata.org/sites/default/files/2021-07/jmp-2021-wash-households.pdf>

2 https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8283044/pdf/10.1177_11786302211029447.pdf

3 <https://unctad.org/news/covid-19-threatens-four-lost-decades-gender-equality>

4 https://www.climatecentre.org/downloads/files/RCRC_IFRC%20Health%20and%20Water%20Sanitation%20and%20Hygiene%20%28WASH%29%20V1%202021-2.pdf



Our Strategic Plan & Our role

Who we are

WaterAid Canada is a leading international WASH expert, delivering programming excellence through partnerships, policy, and practice. The organization uses its voice to advocate for change and mobilize the generosity of Canadians in support of universal access to WASH. WaterAid Canada champions gender equality and climate-resilience in WASH as essential to achieving SDG 6.

Our roles

WaterAid Canada is called upon to play varied roles as it delivers on its mission and strategy: Partner, Influencer, Convener, Technical Expert, and Innovator.

Our Strategic Plan

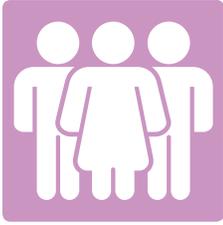
Working closely with our colleagues across the global WaterAid Federation, the Government of Canada, and our supporters, WaterAid Canada will continue to work toward its vision of a world where everyone, everywhere has access to safe and sustainable water, sanitation, and hygiene.

WaterAid's Global Strategy provides the framework for the Canadian strategy implemented by WaterAid Canada. Through the strategy period (2022-2032) WaterAid Canada will leverage its expertise and contribute to WaterAid's global ambition of securing sustainable and safe WASH access for 400 million more people. WaterAid Canada has expanded its ambition and will build on the expertise gained throughout the previous strategy period to meet this goal. To address core issues of the global WASH crisis, WaterAid Canada will approach its new strategy with a stronger focus on gender and WASH and on climate-resilient WASH services.

WaterAid Canada's Strategic Plan is guided by four overarching goals that will be reviewed every three years to ensure they remain relevant and effective within a changing global context. The goals reflect WaterAid Canada's strengths and have been structured to contribute to the goals set forth by WaterAid's Global Strategy. WaterAid Canada will work closely with global WaterAid staff, local partners, and governments to employ context-specific solutions to meet these goals.



WaterAid/ WaterAid Pakistan



Goal 1: Inspire



WaterAid/ Prashanth Vishwanathan

By better informing and engaging the Canadian public and our supporters, we will **inspire Canadians to believe in WaterAid Canada's mission** to transform lives through sustainable and safe WASH. This will allow us to mobilize new strategic partnerships and build on the commitment of existing public and private supporters. Increasing visibility and support of WaterAid Canada's mission will amplify our reach, ensuring we are able to generate the revenue required to meet the WASH crisis head-on.

How we will approach this goal:

- Increase public messaging and engagement through activities that draw attention to the global WASH crisis and demonstrates the powerful impact of public and private support.
- Increase brand visibility and trust in WaterAid Canada by leveraging the power of traditional and digital media.
- Design and deliver personal philanthropy journeys that guide potential supporters to become donors and advocates for WaterAid Canada's mission.
- Identify and cultivate partnerships with corporations and foundations sharing our values to increase sustainable revenue.
- Engage in good stewardship through relevant communications and reporting to existing donors to retain a strong base of financial support.



Goal 2: Enable



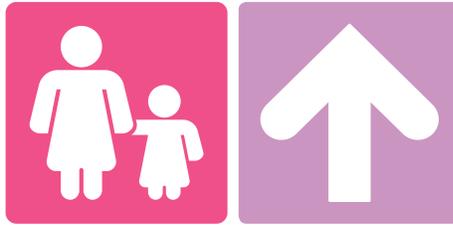
WaterAid/ James Kiyimba

Through innovative program design and delivery focused on climate-resilient solutions, we will **enable sustainable universal access to WASH** in the communities and districts where we work. We will work closely with local stakeholders, including government, civil society organizations, non-governmental organizations, and academia, to support organizational strengthening in areas such as finance, compliance and control over resources, and technical training to increase local capacity to maintain the programs funded by WaterAid Canada.

How we will approach this goal:

- Prioritize collaboration with global WaterAid colleagues and related partners to promote locally-driven initiatives within each context.
- Strengthen systems to enable sustainable services and promote behaviour change in gender, innovation, health, and climate-resilience.
- Participate in community environmental assessments with Country Program teams with a view to integrate appropriate water security initiatives and climate-resilient WASH infrastructure into program design.
- Ensure that climate-resilient WASH adaptations and services are gender-responsive, socially inclusive, and promote women's leadership.
- Demonstrate excellence in programming and reporting.

Goal 3: Empower



Through a renewed focus on gender-responsive programming, we will **empower women and girls** and increase their leadership opportunities. This will contribute to improved health and education outcomes and improved economic wellbeing for the women and girls in the communities where we work. By collaborating with local, national, and international experts from women-led and women's rights organizations, we will build the necessary partnerships to ensure our programs address the systemic barriers that women and girls face in accessing WASH.

How we will approach this goal:

- Prioritize women and girls' leadership and participation in decision-making in all WASH program design.
- Employ innovative solutions that will improve the wellbeing of women, girls, and other marginalized groups, through gender responsive WASH program delivery in the face of the climate crisis.
- Strengthen in-house expertise in gender equality, climate-resilience, and innovation to enhance design and delivery of programs.
- Engage with members of the global WaterAid Federation through gender-focused working groups and communities of practice.
- Engage with relevant stakeholders by participating in the preparation and dissemination of analytical reports focused on WASH, gender equality, women's health, and climate-resilience.



WaterAid/ WaterAid Pakistan



Goal 4: Influence



WaterAid/ Saiyna Bashir

To deliver our programmatic goals, we will **influence decision-makers and allies to recognize and prioritize WASH as a critical investment in human development and rights**. Through meaningful participation in forums, conferences, working groups, and coalitions, we will leverage our position as a leading voice of WASH in Canada to highlight how WASH can be a cross-sector enabler.

How we will approach this goal:

- Strategically engage the Government of Canada, supported by research with evidence-based policy and communications, with a view to engender investment in WASH through a multisectoral lens and to influence the position of WASH as an enabler for the achievement of the SDGs.
- Identify and engage in opportunities to demonstrate potential for Canada's leadership across international policy platforms and fora connected to WASH and water security.
- Through partnerships and convening, increase the frequency and quality of opportunities for engagement with civil society organizations that enhance and amplify WaterAid Canada's credibility and expertise in the WASH sector.



Enablers and commitments

Our Enablers

Leverage the expertise of the WaterAid federation:

WaterAid Canada will leverage the breadth and depth of knowledge offered by the WaterAid Federation's rich and diverse network of expertise around the globe. We will participate actively and constructively in decision-making, policy, and implementation.

Nurture and leverage partnerships:

WaterAid Canada will actively pursue and leverage relationships and partnerships across all sectors: government, corporate, non-profit, public, and academia. We will foster long-lasting and impact-driven partnerships.

Be smart – systems, standards, performance:

WaterAid Canada will be a high performing organization that is firmly rooted in evidence, relying on best practices for the management of knowledge. We will consistently measure our success against clear goals and strive for excellence in all we do.

Invest in a team to make change happen:

WaterAid Canada will invest in attracting, hiring, and retaining talented employees compelled by its mission and committed to its values, knowing that a collaborative high performing team is an incredibly valuable asset.

Innovate, test, and learn:

WaterAid Canada is committed to agility, learning, innovation, and risk-taking. These are drivers of our financial stability and mission impact.

Our Commitments

We are committed to providing a working environment that is holistic and embraces every aspect of a person's life – physical, emotional, mental, and personal. When colleagues know that their **wellbeing** is valued, they can thrive, develop their potential, be productive and creative, nurture positive relationships with others, and cope with the normal stresses of life.

We commit to building intersectional and culturally competent anti-racism efforts into the design and delivery of our programming. We commit to supporting the ongoing prioritization of local decision-making by communities with whom we work. We treat everyone with dignity and respect and champion the rights and contribution of all to achieve a fairer world. We stand **against all forms of racism, injustice, and inequality**. We are passionately committed to WaterAid being an organization where everyone is welcome, included, and respected, and where we celebrate diversity. We do not tolerate any form of discrimination, harassment, or bullying.

We are committed, with great humility, to the principles of **Truth and Reconciliation** in Canada; to learning about the unique history and cultures of Indigenous Peoples in Canada; to truly listen; to undertake a journey alongside Indigenous Peoples; and to give space for Indigenous voices to build, teach, and lead.

We recognize and acknowledge that through our work there are unequal power imbalances that can pose an inherent risk to the individuals and communities involved in our work. We are committed to **safeguarding** all individuals we interact with from any form of abuse, exploitation, or harassment, and to actively confront power imbalances that act as obstacles to the achievement of our mission.

We are committed to a culture of program excellence that puts our people, partners, and communities first; supports continued growth through evidence-based results and quality design; supports innovation and risk-taking; and defines our organization's story and brand.



WaterAid is a registered Canadian charity.
Charity registration # 119288934 RR0001
Company number: 11928 8934 RP0001

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