

# VILLAGE WATER

Changing lives for good



## Strategic Plan 2017 – 2020 The Village Water Way

### Vision

A world where no-one suffers from diseases caused by poor water, hygiene and sanitation

### Mission

To grow as an effective and innovative organisation, supporting provision of WASH<sup>1</sup> in vulnerable communities in Africa, through local partnerships including NGOs<sup>2</sup>, Government organisations and private sector actors.

### Values

**Partnership:** we work in partnership with others, based on integrity, respect, trust and openness

**Innovation:** we support innovation & creativity in order to offer a range of cost-effective solutions for different needs and contexts.

**Sustainability:** we ensure our partners have the skills to continue monitoring the functionality and benefits of our project activities.

**Good Governance:** we uphold the highest standards of governance and ensure donors' money is effectively and transparently used

### Summary

Our strategic plan 2017-2020 sets out how we will reach more people in Africa with hygiene, sanitation and safe water, transforming lives through improved health and the opportunities this brings.

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<sup>1</sup> Water, sanitation & hygiene

<sup>2</sup> Non governmental organisations

## Objectives

### Objective 1: To support the Sustainable Development Goals and bring WASH to more people in Africa



SDG 6: Clean Water and Sanitation – Ensure availability and sustainable management of water and sanitation for all. There are three particularly relevant targets:

- a. By 2030, achieve universal and equitable access to safe and affordable drinking water for all;
- b. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations;
- c. Support and strengthen the participation of local communities in improving water and sanitation management.

And less directly



SDG 3: Good Health and Well-being – Ensure healthy lives and promote well-being for all at all ages.



SDG 4: Quality Education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

### Objective 2: To ensure our charity and its local partners are managed effectively and efficiently.

Village Water	Local partners in Africa
Invest in our people	Invest in financial training & systems
Invest in fundraising	Develop monitoring capacity
Develop & showcase our data monitoring systems	Support organizational development
Develop our brand and communications	Move from dependency to independent, robust development actors

## How we will do this

### Objective 1: To support the Sustainable Development Goals and bring WASH to more people in Africa

We will continue our focus on water, sanitation and hygiene (WASH) and:

Strategy	Delivery
Extend our area of work	<ul style="list-style-type: none"><li>• Move within Zambia to areas where manual drilling has potential to service the demand for low cost, high quality water provision. We will use the learning to advocate for its use more widely with the Government of Zambia.</li><li>• Build on our pilot in Mozambique to encourage adoption of manual drilling to complement the government favoured model of mechanical drilling.</li></ul>
Extend our product range	<ul style="list-style-type: none"><li>• Support our partners to introduce self-supply approaches as part of the rural water solution.</li><li>• Research alternative, low cost latrine models suitable for a range of terrains.</li><li>• Research safe management of waste once latrines become full</li><li>• Verify water quality from collection to point of consumption</li><li>• Invest in handwashing to improve behaviour change and adoption rates.</li></ul>
Add Value	<ul style="list-style-type: none"><li>• Work in partnerships on wider development issues where WASH adds value – nutrition, HIV/Aids, gender equality.</li><li>• Develop &amp; test our monitoring systems to support robust Government statistics.</li><li>• Build resilience: better health &amp; well-being, and reduced school absenteeism, leading to greater productivity and livelihood opportunities to help cope with shocks &amp; stresses.</li></ul>

## How we will do this

### Objective 2: To ensure our charity and its local partners are managed effectively and efficiently.

#### UK team

- Invest in our staff, Trustees and volunteers ensuring everyone shares Village Water's vision and mission, that there is clarity around roles and responsibilities and that we are all involved in future developments.
- Invest in fundraising. We aim to increase our annual income to £1,000,000 by 2020. We will achieve this with a modest increase in our fundraising staff to enhance our current skills and resource base without reducing our technical engagement and effectiveness, and keeping our administrative costs (including fundraising and governance) at no more than 15p in £1.
- Continue to improve our monitoring system to gather quantitative and qualitative data on:
  - Improvements in health and wellbeing through reduction in water-borne diseases;

- Reduction in school absenteeism due to improved health and provision of sanitation facilities;
- Sustainability of hygiene and sanitation promotion activities and results;
- Water point functionality and water quality.
- Continue to share our monitoring model and show case our achievements widely.
- Develop our brand and communications to reflect our vision and mission and to ensure we are clear and transparent about how we work and how we spend supporters' funds. In order that the output remains true to the charity's values the Village Water logo and name will remain prominent at all stages of the work, wherever possible.

### **African partners**

- Invest in financial training & systems  
We will continue to ensure funding through VW is administered with the highest standards of accounting and support our local partners to exercise similar rigour with recording and reporting all their income and expenditure.
- Develop monitoring capacity  
We will ensure our local partners are fully trained to adopt, use and develop the mobile monitoring systems we have introduced, and encourage them to share this with their other donors and Government bodies.
- Support organizational development  
We will continue to build capacity through training and targeted financial support to our partners, including fundraising advice, financial planning and technology, helping them to become robust, independent development actors.

### **What do we need in order to do this?**

- Increase investment in fundraising capacity to 2.5 staff for income growth from 2017.
- Seek multi-year grants from DFID and other major donors to improve financial security in UK and in Africa.
- Set achievable fundraising targets from trusts, corporate and individual givers, to reach target of at least 50% unrestricted funds.
- Keep our administrative, fundraising and governance costs to maximum 15p/£1.
- Invest in the present and future members of the Board of Trustees to ensure there is a good balance of skills, experience and diversity.
- Commit time to building the capacity of our local partners in programme and budget development, effective monitoring and reporting in order to grow their own fundraising portfolio and move them towards 'managed growth.'

### **Revision**

We adopted this strategy at the March 2017 Board meeting and AGM and will review and update it annually.