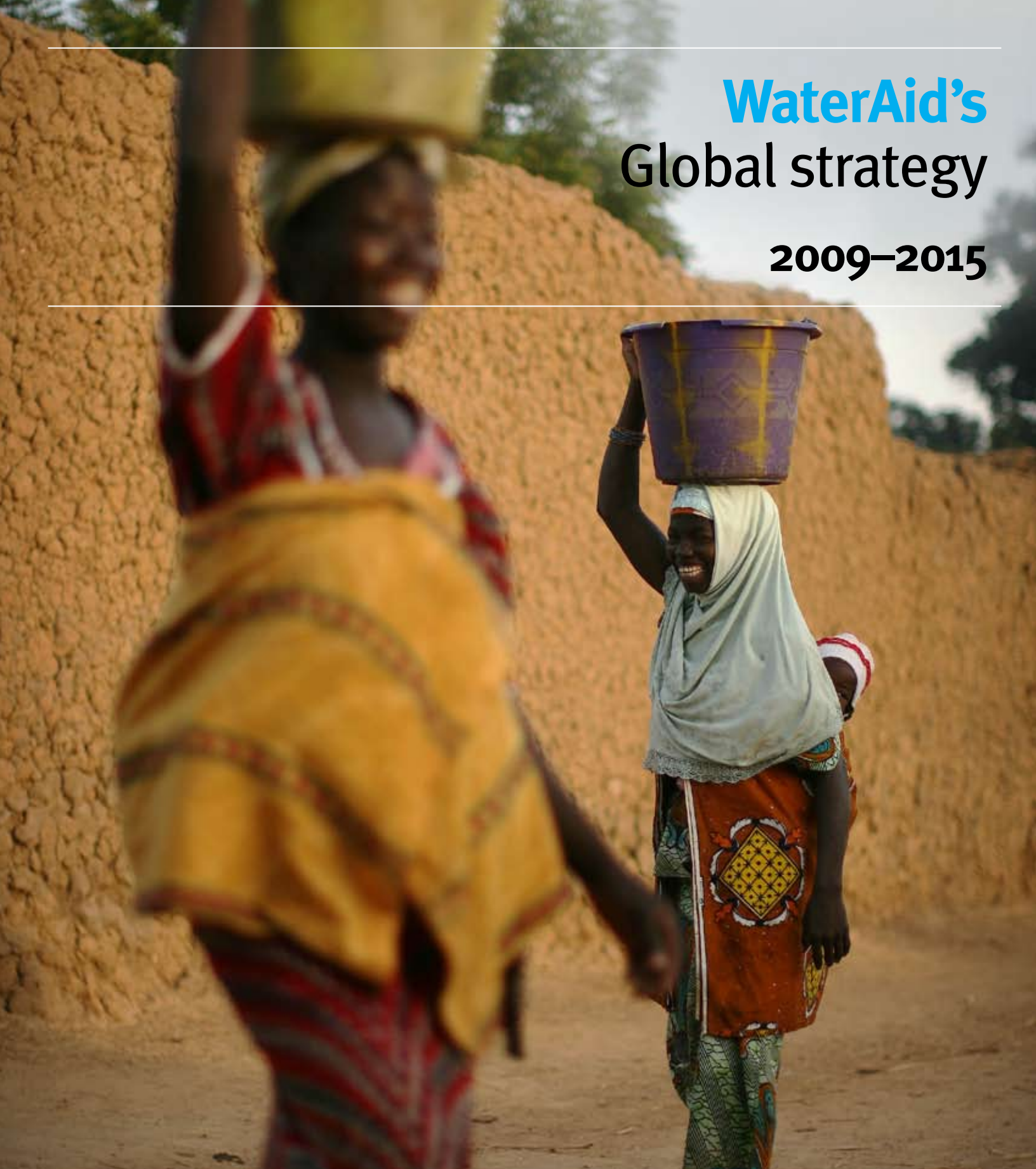


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# WaterAid's Global strategy 2009–2015

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# Introduction

**Safe water and sanitation are fundamental to life and everyone has a right to these basic services. However, one in eight people do not have access to safe drinking water and two in five people do not have adequate sanitation. Compounded by a lack of good hygiene practices, the result is extreme poverty and ill health among millions of people.**

In this Global strategy we set out four aims to do everything we can to address the sanitation and water crisis. Our ambition is that by 2015 a further 25 million people will have access to safe water, improved hygiene and sanitation as a direct result of our work; and that by influencing the policies and practices of governments and service providers we will have reached a further 100 million people.

To achieve our aims we will look at the wider context affecting water and sanitation services including the marginalization of communities, rapid urbanization, increasingly stressed water resources, a changing and unpredictable climate and economic and political instability.

We explain the challenges we face and how we will overcome them through service delivery and by influencing policy and practice. We show how WaterAid will develop and how we will monitor success. This strategy will be implemented through more detailed operational plans and monitored through context-specific success indicators which are available at [www.wateraidamerica.org/strategy](http://www.wateraidamerica.org/strategy).

This strategy has been developed through an 18 month consultation process with a wide range of stakeholders. We recognize it includes ambitious targets, but rather than being a rigid plan, we see it as providing us with a clear direction for the next five years. Through this strategy we seek to maximize our impact and transform the lives of poor people living without access to safe water, improved hygiene or sanitation.

One in eight people lack access to safe water. Many, like these women in India, have no choice but to collect it from dangerous wells.

Picture: Vijay Kutty

Women wash dishes in the polluted waters of Lake Gulshan in Korail slum, Dhaka, Bangladesh. Their neighbor Nargis says: “We know the water is unsafe, but we have no option but to use it. We often get ill with diarrhea, cholera and jaundice. It is the young kids aged one to five who suffer most.”

Picture: Charlie Bibby/FT

# The sanitation and water crisis

**Globally 884 million people (one in eight) live without safe drinking water and 2.5 billion (two in five) do not have adequate sanitation<sup>1</sup>. The lack of these basic services adversely affects people's health, education, dignity and livelihoods.**

Every day 4,000 children die needlessly from diarrhea<sup>2</sup>, and countless others are too sick to go to school. Millions of hours are wasted as women and children walk each day to collect filthy water. With nowhere safe and clean to go to the toilet people are exposed to disease, lack of privacy and indignity; problems which are particularly acute in overcrowded urban settlements.

Schools without water and sanitation cannot attract teachers and without private sanitation facilities girls often drop out as they reach puberty. Those suffering from water-related diseases, or caring for sick children, are often unable to earn money yet face large medical expenses. Those who are worst affected are usually from the most vulnerable and socially excluded groups who lack the power to call for their rights.

We believe that water, hygiene and sanitation form the first essential step in overcoming poverty. But, despite water being consistently cited as a top priority by poor communities and the fact that sanitation brings the greatest return on investment of any development intervention (\$9 returned in increased productivity for every \$1 spent)<sup>3</sup>, they have been overlooked in the global development agenda.

In 2000 world leaders agreed to halve the proportion of people living in poverty by 2015 and a target was set to halve the proportion of people without safe water. Two years later in 2002, when the Millennium Development Goals<sup>4</sup> were launched, a target was also added for sanitation.

Today sanitation still remains seriously neglected and, at current rates of progress, the target will be missed by a staggering 700 million people. Water fares somewhat better and is on track globally<sup>5</sup>. However, global figures hide regional differences and current trends predict that in Sub-Saharan Africa the water target will be missed and the sanitation target won't be met for another century.

To bring the water and sanitation Millennium Development Goal targets within reach, aid flows need to increase by \$4 billion a year from 2004 levels, with an additional \$2 billion allocated to Sub-Saharan Africa<sup>6</sup>.

Water and sanitation cannot be viewed in isolation. Without these basic services many of the other Millennium Development Goals will also fail. Targets set for maternal and child health, primary education, gender equality and economic growth are all in some way dependent on people gaining access to the most basic of human needs: safe water, improved hygiene and sanitation.

These issues will become ever more pertinent as the world's population continues to grow, as cities expand and there is increasing stress on global water resources. This, together with the impact of climate change, means there is an increasingly urgent need to tackle the sanitation and water crisis.

<sup>1</sup> WHO/UNICEF Joint Monitoring Programme 2008

<sup>2</sup> Adapted from WHO *Safe Water, Better Health* 2008

<sup>3</sup> WHO, Human Development Report 2006

<sup>4</sup> There are eight Millennium Development Goals to reduce global poverty: 1. Eradicate extreme poverty and hunger, 2. Achieve universal primary education, 3. Promote gender equality and empowerment, 4. Reduce child mortality by two thirds for children under five, 5. Improve maternal health, 6. Combat HIV/AIDS, malaria and other diseases, 7. Ensure environmental sustainability and 8. Develop a global partnership for development

<sup>5</sup> This is due largely to progress in China and India, without which we would be off-track on the water MDG. Calculated from WHO/UNICEF Joint Monitoring Programme 2008

<sup>6</sup> UNDP Human Development Report 2006

# WaterAid - water and sanitation for all

**WaterAid’s vision is of a world where everyone has access to safe water and sanitation.**

**Our mission is to transform lives by improving access to safe water, hygiene and sanitation in the world’s poorest communities. We work with partners and influence decision-makers to maximize our impact.**

Established in 1981, WaterAid is an international non governmental organization focused exclusively on improving poor people’s access to safe water, improved hygiene and sanitation in developing countries.

We believe that water and sanitation are human rights. These essential services are vital for health, education and livelihoods; and form the first, essential step in overcoming poverty.

With the right political will, resources and drive we believe that our vision is achievable. Yet 4,000 children die every day because they do not have access to safe water or sanitation.

In the last 28 years we have reached 13 million people in Africa, Asia and the Pacific region through our work with local partner organizations using appropriate and affordable technologies that communities can operate and maintain.

During this time we have developed our technical expertise alongside our understanding of community engagement, water resource management and hygiene practices to ensure our work is practical and sustainable. In 2008/09 we reached over one million people with water and two million with sanitation.

However, due to the scale of the water and sanitation crisis we also use our experience, research and best practice to advocate and influence policy makers and practitioners to invest

in, and deliver, these basic services. In the coming years we want to expand our reach and transform the lives of more poor people in more developing countries around the world. While we will continue to focus primarily on long-term development work and influencing policy, we will also endeavor to respond to natural disasters and emergencies if the areas that we work in with our partners are affected.

We will continue to partner with a wide range of organizations including civil society, government, the private sector, international organizations, academic institutions and the media.

By 2010 we will have established an international board and secretariat to govern our work globally. Initially this will be supported by our offices in America, Australia, Sweden and the UK but, during the course of this strategy, we will actively encourage more WaterAid members.

Together we will support more communities to access safe water, improved hygiene and sanitation, demonstrate good practice and influence decision-makers and governments to increase their commitment to provide these basic services for all.

**Our values:**

The following values drive our thoughts, words and actions:

- Inclusive
- Courageous
- Accountable
- Inspiring
- Always learning
- Collaborative

Mehbrihit Kalay drinks from the new faucet in Mai Gbitsi, Ethiopia. She used to collect dirty water at the river which took an hour each way, but now it takes her a few minutes to walk here from her house in the village.

# How we work

WaterAid works with partners to influence policy and deliver safe water, improved hygiene and sanitation services that are:

**Appropriate**

People living in poverty require effective, reliable and affordable water and sanitation services which meet their needs. We work with local organizations and learn from global advances to ensure we promote the most appropriate solutions. We share our knowledge to maximize our impact.

**Integrated**

Safe, affordable domestic water, improved hygiene and effective sanitation are essential for people’s health, livelihoods and opportunities. We work with communities, local partners, health programs, academics and other specialists to promote behavioral change.

**Sustainable**

We strive for sustainability in all areas of our work, from local water security and community engagement to the technical and managerial capabilities of our partners; we are working for long-term change.

**Informed**

We endeavor to ensure everything we say is supported by strong evidence and by our practical experience.

**Transferable**

Governments have a responsibility to ensure the provision of safe water and sanitation for all their citizens. We use our practical experience to demonstrate how they and other practitioners can provide effective, appropriate and sustainable services to more people.

**Value:**

**Inclusive** - WaterAid aims to be inclusive in all that we do. We work with economically poor and marginalized people who often miss out, such as women, girls, those living with HIV/AIDS, minority ethnic groups, older and disabled people and those who face discrimination. The needs and voices of the communities we work with, our staff, volunteers, partners and stakeholders shape our policy and practice.



“Gender equality has improved now. Before we even feared going outside of our villages but now we have the confidence to go anywhere. Here two new handpumps were installed after the women gave a petition to the Government.”  
**Uma Devi (in blue on right) with other handpump mechanics in Mahoba, India.**

Picture: WaterAid/Marco Betti

**Value:**  
**Inspiring** - WaterAid is a passionate champion of the role safe water, hygiene and sanitation play in improving health and education and reducing poverty.

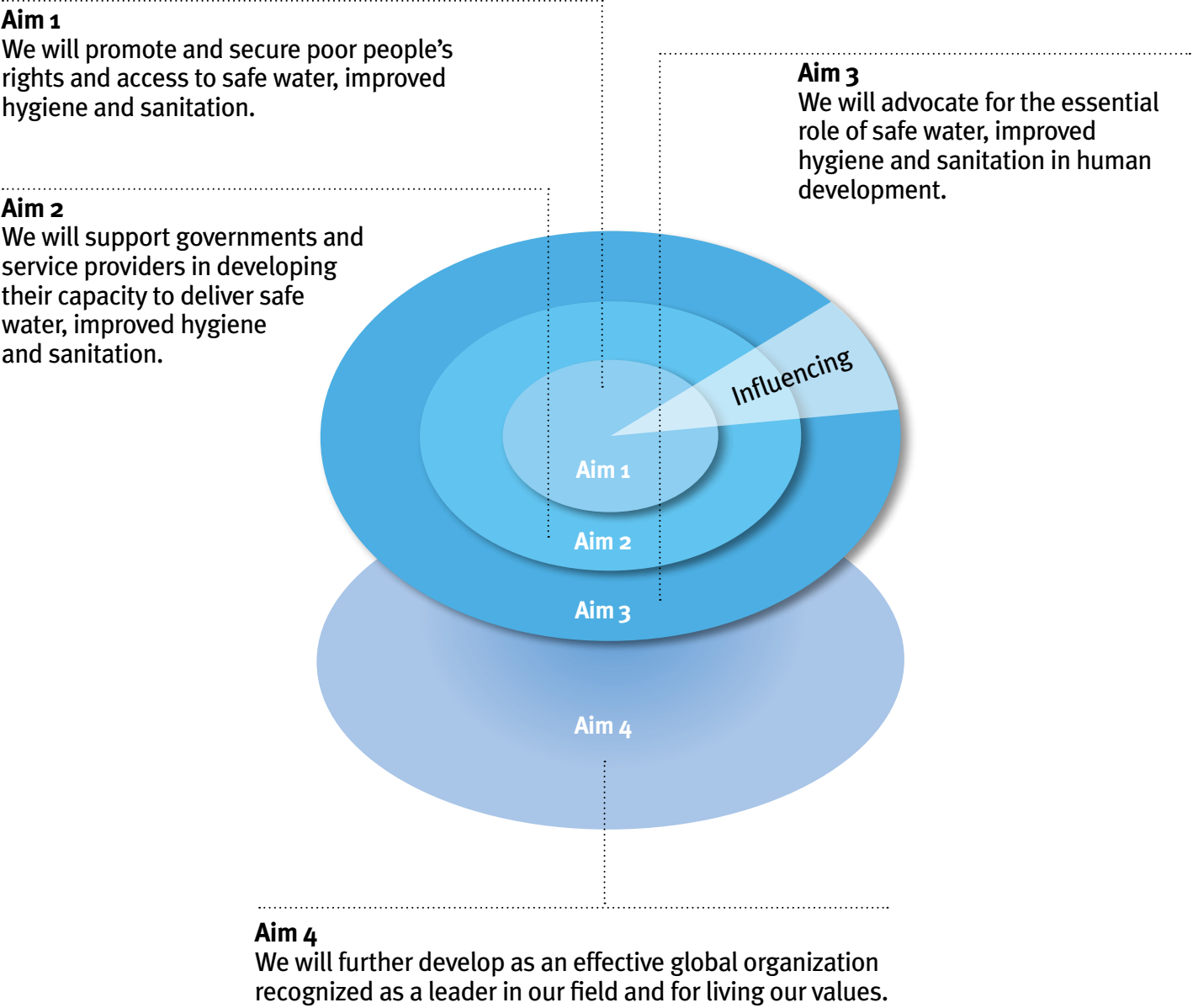


Children at a hygiene education puppet show in Antananarivo, Madagascar. “It makes people happy, smiley and laughing,” says volunteer puppeteer James Rakotoarivelo. “I really want to do something for the local population, for the families and the children and women here.”

Picture: WaterAid/Marco Betti

# Aims

We have identified the following four aims to achieve during WaterAid's Global strategy 2009-2015. The diagram below shows these as circles of influence.



# Achieving our aims

On the following pages we explain each aim in turn, highlighting our main objectives, the opportunities available, the challenges faced and how we will seek to address them. We have also provided success indicators showing what we want to achieve by 2015.

**Aim 1: We will promote and secure poor people’s rights and access to safe water, improved hygiene and sanitation.**

We will work with local partners to deliver equitable and sustainable water, hygiene and sanitation services. We will support them in empowering and enabling communities to call for appropriate services and to influence their delivery. We will share these experiences to influence others who can replicate and multiply our efforts.

**Objectives**

We will:

- Inspire and assist poor communities to demand their rights to water, hygiene and sanitation services and to take responsibility for developing and maintaining them.
- Develop and promote equitable and sustainable water, hygiene and sanitation services that are accessible, appropriate and affordable, ensuring these can be replicated and adapted by others.
- Support and strengthen the capacity of organizations to effectively participate in decision-making processes and the delivery of water, hygiene and sanitation.

<sup>7</sup> WHO and United Nations Children’s Fund, 2008  
<sup>8</sup> United Nations Environment Programme

**Challenges and opportunities:**

**Poverty and social exclusion**

Addressing social inequality and the right of all to access affordable services is fundamental to our work. We will work with marginalized groups, support citizens’ action and local research to identify why people do not have access to water, hygiene and sanitation and suggest solutions for improvement.

**Unheard citizens’ voices**

Where the requirements of community members are overlooked, poor decisions are made and sub-standard services delivered. We will work with partners to enable and inspire communities to voice their needs.

**Rapid urbanization**

Currently 70% of people without improved sanitation and 80% of people without safe water live in rural areas<sup>7</sup>. Yet, for the first time in history, more people live in towns and cities than rural areas<sup>8</sup> with many people living in unplanned, densely populated urban areas without water and sanitation or the rights of tenure to the land on which they live. Therefore, in addition to our rural work, we will develop new and innovative solutions to urban challenges.

**Value:**

**Courageous** - We set ambitious goals, raise challenging questions and speak with courage and conviction. We are assertive yet humble and respectful.



“I feel very tired when I walk home. I am desperate to get home as I climb uphill. If we had water here it would change our lives.”  
**Mana Laxmi Shakya from Nigalopani village, Nepal, where WaterAid is planning a new water supply.**

Picture: Charlie Bibby/FT

**Value:**  
**Always learning** - At WaterAid learning is central to our work. We continually review, refine and adapt our methods and our thinking to make sure that our work is sustainable, innovative, relevant and effective.

**Climate change and water resource management**

The sustainability of groundwater sources is being threatened not only by changing climates but also by the competing and largely unregulated demands of agriculture, industry and domestic consumption.

We will champion effective water resource management and will continually innovate to ensure we use technologies that are best adapted to changing climates. We will also research the impact that competing water use has on communities in the countries where we work and influence policy accordingly.

**Success indicators**

By 2015:

- Twenty five million more poor people will have access to safe water, be practicing good hygiene and have improved sanitation services as a result of our investment in partner organizations.
- The water and sanitation services that WaterAid has supported will be equitable and sustainable in terms of their affordability, appropriateness and environmental impact.
- Improved hygiene behavior practices will be sustained.
- The people we support will be involved in decisions made around water, hygiene and sanitation in their communities and will be drawn from socially excluded groups.

Emily Simon stands on cracked earth close to the Shire River in Sonjera, Malawi, during the dry season.

Picture: WaterAid/Layton Thompson

**Aim 2: We will support governments and service providers in developing their capacity to deliver safe water, improved hygiene and sanitation.**

We will develop our understanding of the challenges preventing poor people accessing equitable and sustainable water and sanitation facilities. We will invest in local and national institutions’ capacity to overcome them and engage at all levels to catalyze change.

**Objectives**

We will:

- Strengthen the capacity of partner organizations and institutions to effectively increase poor people’s access to safe water, improved hygiene and sanitation.
- Use evidence-based analysis, advocacy and campaigns to offer solutions to the challenges that prevent people accessing services.
- Champion effective use of resources for the equitable delivery of services.

**Challenges and opportunities:**

**Sector governance**

Both water and sanitation are given low political priority, receive inadequate funding and are often absent from poverty eradication plans. This results in a lack of capacity and a shortage of suitable technology, systems and skilled people. At the national level there is often poor coordination between the various actors engaged in sanitation and water, inadequate regulation and a lack of performance monitoring of progress against plans.

In local governments that are typically responsible for providing these services, poor planning, implementation and monitoring undermines sustainability.

We will use our experience to demonstrate best practice and support the capacity development of governments and service providers. To ensure we have the maximum impact at a greater scale we will work in collaboration with key stakeholders and integrate our influencing work at all levels.

**Insufficient and inadequate service providers**

There are insufficient numbers of service providers reaching poor people, with only a small involvement from the private sector. Those providers which do operate show limited accountability to poor communities or those in need of water and sanitation. We will work with utilities, small scale private sector providers and local organizations to develop their capacity to deliver services. Governments will be encouraged to support service providers to operate in the interests of poor people.

**Inadequate data**

Poor monitoring of water and sanitation facilities and a lack of credible data undermines efforts to improve the equity and effectiveness of investments.

As well as supporting the mapping of water and sanitation services we will research financial flows to enable service providers to respond to realistic data and reach those most in need.

**Sustainability**

A lack of ownership or management alongside poor planning and maintenance, inappropriate technology, environmental challenges and lack of secure funding causes many services to fail. Yet national plans still tend to focus on increasing coverage rather than ensuring longevity. We will strive for sustainability in all areas of work by promoting appropriate and affordable technology and developing the management capacities needed to maintain these services.

**Success indicators**

By 2015:

- Our influencing work will contribute to 100 million more people having safe water, improved hygiene and sanitation.
- Our work will result in increased finance and improved capacity to deliver water, hygiene and sanitation services, contributing to the Millennium Development Goals. This will be evidenced in countries and regions where we work by tracking official figures for:
  - Increased country-level investment in water, improved hygiene and sanitation by national and local governments.
  - Equitable investment levels within and across countries.
  - Increased levels of investment by bi-lateral and multi-lateral donors in water, improved hygiene and sanitation.
- Governments of the countries where we work, partners and collaborators will have demonstrably enhanced capacity, competence and engagement to deliver services at scale in an equitable and sustainable manner.

“I like washing my hands. I wash my hands because I’m coming from the toilet. If you come from the toilet and don’t wash your hands you get diarrhea.”  
**Siileni, Wilson village, Malawi.**

Picture: WaterAid/Layton Thompson



Value:

**Accountable** - We believe that we should be accountable, responsive and transparent to those we serve and those who support us.



The water and sanitation committee in Bijanbari, Nepal, meet to review their accounts. Their chairlady Goma Khatri (top left) explains: “The community members collect the monthly contributions. I work to motivate people to encourage them to participate and stay in the system. Sometimes people can’t pay and so we allow them to owe money until they can afford it.”

Picture: WaterAid/Marco Betti

**Aim 3: We will advocate for the essential role of safe water, improved hygiene and sanitation in human development.**

We will influence decision-makers at all levels to prioritize water and sanitation in their plans to reduce poverty by providing evidence of their essential importance to health, education and livelihoods.

**Objectives**

We will:

- Influence organizations involved in poverty eradication to integrate and prioritize safe water, improved hygiene and sanitation in their plans and actions.
- Produce evidence and research that shows these services are vital for health, education, economic development and gender equality.
- Call for more and improved investment in safe water, improved hygiene and sanitation through our policy, research and campaigning activities.

**Challenges and opportunities:**

**Neglect of sanitation**

Sanitation is seriously neglected, attracting low political priority and low levels of investment from national governments and the international community. This results in weak, fragmented and poorly coordinated plans and a lack of resources. We will continue to call for sanitation to be prioritized in poverty reduction plans.

**Accountability**

Lack of accountability and poor coordination between governments, donors, private sector and civil society results in poor delivery. We will hold institutions to account and demand action through initiatives such as the Global Framework for Action

on Water and Sanitation, which calls for water and sanitation plans to be coordinated at all levels.

**Finance**

Finance for water and sanitation lags way behind that of other areas of human development such as health and education. We will continue to advocate for more money to be invested in water, hygiene and sanitation – from both national governments and international donors.

**Success indicators**

By 2015:

- Water, hygiene and sanitation will be given greater priority in national development plans – in particular those for health, education and economic development.
- The proportion of financing going to water and sanitation as part of national governments’ poverty reduction plans will show an increase.
- Health, education, gender and livelihood plans will include investments in safe water, improved hygiene and sanitation.
- Official aid agencies will increase investment in water, improved hygiene and sanitation to help realize the Millennium Development Goals and poverty reduction targets.

As a consequence of the above we will expect to see a significant reduction in the deaths of children under the age of five due to diarrhea, a reduction in the numbers of people admitted to health centers with diarrheal diseases and an increase in the number of girls enrolled and retained in secondary education.

**Aim 4: We will further develop as an effective global organization recognized as a leader in our field and for living our values.**

We aim to be working in 30 developing counties by 2015, as well as supporting networks in many more. Our target is to raise an annual global total of £100 million (c.US \$160 million) by 2015.

**Objectives**

We will strengthen our organization to support the achievement of Aims 1, 2 and 3, ensuring the active engagement of all stakeholders.

Specifically we will:

- Develop WaterAid as a global organization to optimize opportunities to realize our mission while ensuring our global identity reflects our values and how we work.
- Further develop highly motivated, effective and diverse staff teams, with the right skills and leadership, who are committed to maximizing the impact of the organization.
- Continue to develop effective systems for accountability, management and good governance that promote learning and innovation.
- Further develop our sustainable and ethical working practices.

**Challenges and opportunities:**

**Economic instability**

In light of the unpredictable and unstable economic environment we will closely monitor and review our plans to ensure that we can honor our commitments without over-stretching our resources.

As well as raising funds in America, Australia and Europe we will also explore new markets, maximizing value for money and return on investment. Our ethical policy will guide us on where we can accept and seek funds.

**Global coordination and reach**

We will develop more WaterAid members and expand into more developing countries to increase our impact. We will establish an international board of WaterAid members to govern work across the organization and set up an international secretariat to maintain our mission, vision and values; promote high standards and to coordinate our work.

Country, regional and global operational plans will be developed for international program work, influencing, communications and fundraising to deliver this strategy. These will be available at [www.wateraidamerica.org/strategy](http://www.wateraidamerica.org/strategy).

**Value:**

**Collaborative** - The water and sanitation crisis will only be solved by collaborative action. Our engagement with other organizations, communities, staff and supporters underpins our success. We value their diversity.



The national water company installs a water pipe in Quelimane, Mozambique, following negotiations with WaterAid and our partner 7 de Abril Community Association. Pedro Portugal, a member of the association, which will manage the water points in their slum says: “This association was created in this slum. WaterAid came and started working with it. We had the idea of getting knowledge, bringing it to Quelimane and improving the lives of people here.”

Picture: WaterAid/Eva-Lotta Jansson



Karida Coulibaly collects water from the new handpump in Simba West, Mali. Chief of the village Drissa Coulibaly says: “Now we have safe water it contributes to better health. We have noticed changes in the health status. Now we have easy access to water. It frees our time to do other things.”

Picture: Charlie Bibby/FT

### People and culture

We are a people-centered organization that values and develops our people. We promote diversity, innovation and learning while recognizing the importance of life outside of work.

To achieve this strategy we will work to the highest standards of performance and accountability and invest in inspiring and empowering leadership. We will continue to promote a united WaterAid, ensuring our culture and learning are shared across the organization.

### Effective communications

With growth comes the challenge of effective communication. We will improve the quality of information sharing between our offices, staff, partners and supporters, ensuring our communications are effective and innovative while retaining quality and value for money. We will continue to raise our profile and strengthen our reputation with ethical and inspiring communications.

### Success indicators

By 2015:

- WaterAid will work in 30 developing countries; our impact will be felt in many more and our work will extend globally.
- We will be recognized as an influential leader in the water and sanitation sector, contributing to effective delivery of services in partnership and collaboration with other stakeholders.
- Supporter and employee surveys will continue<sup>9</sup> to demonstrate high levels of engagement.

<sup>9</sup> Building on the success of our first global employee survey in 2008 where 86% of staff took part, 93% are proud to work for WaterAid and 83% would recommend WaterAid as a good place to work.

“Before this toilet block we were in a terrible situation. There was no latrine. Girls were very upset because there was no privacy. This new toilet has really given us happiness.”

Godfrey Matovu, Head of Studies in St. Andrew's Primary School, Kingidi Village, Uganda.

Picture: WaterAid/Caroline Irby

## Where we work

Over the course of this strategy we will continue to work in developing countries in Sub-Saharan Africa, Asia and the Pacific region and will also investigate the potential to work in Latin America and the Caribbean. We will gradually expand from the 17 developing countries in which we currently work to widen our experience in a range of contexts, giving us greater credibility to influence change.

We will also develop our regional, continental and international work supporting groups such as the Freshwater Action Network, WASH (water, sanitation and hygiene for all) and the End Water Poverty coalition.

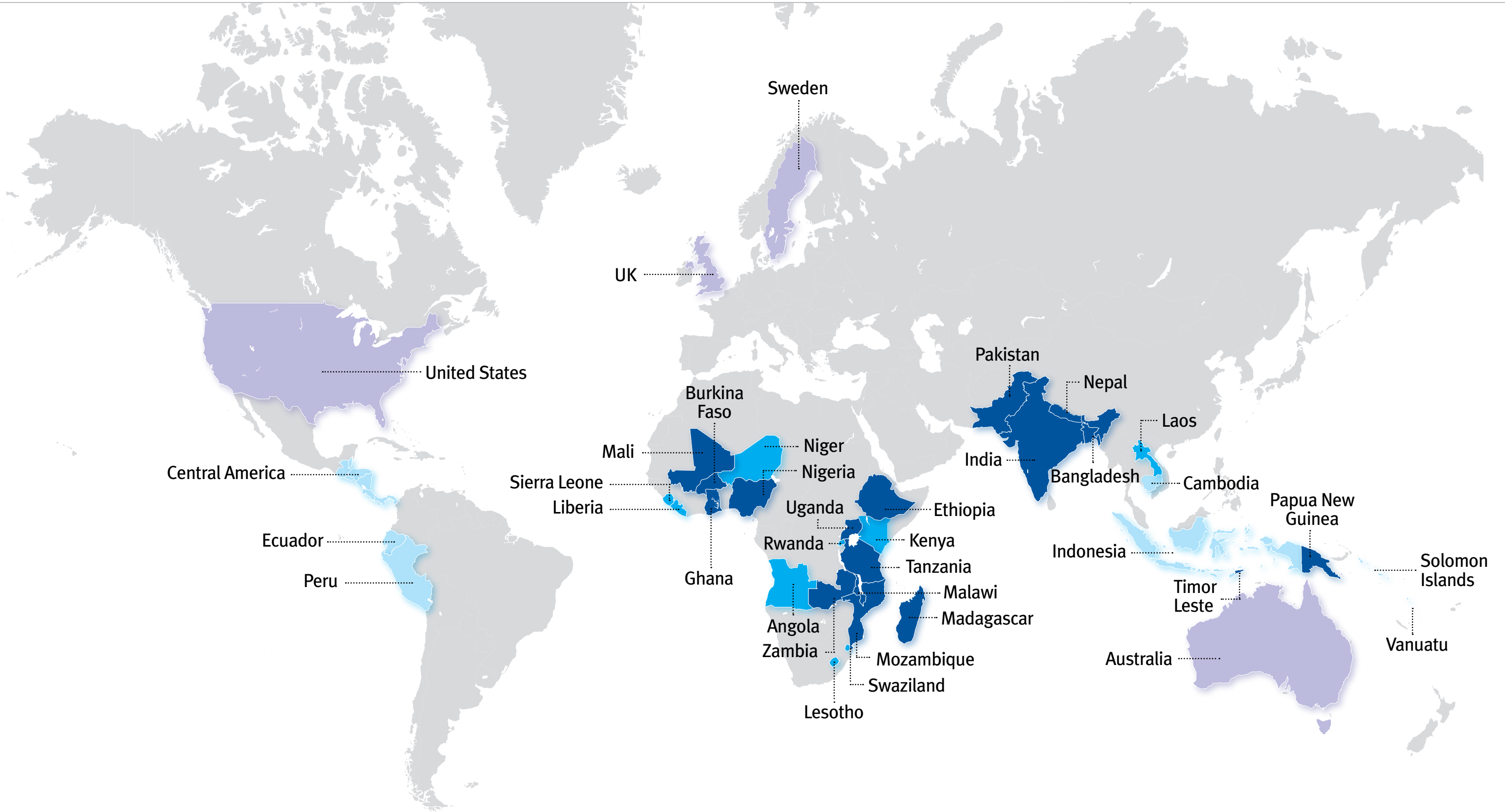
Responsibility for delivering this strategy is shared by independently-governed WaterAid offices in America, Australia, Sweden and the UK. An independent organization called Jal Seva Charitable Foundation has been formed in India and it is anticipated that this will be licensed as WaterAid in India.

**The countries where we work are selected based on the following criteria:**

1. There is potential for WaterAid's work to be effective and have a long-term positive impact.
2. The country lies at the lower end of the United Nations Development Programme Human Development Index and a significant part of the population in the country lacks access to water and sanitation.
3. There is an opportunity for WaterAid's work to be coordinated with, and add value to, that of others.
4. There is potential for us to influence other organizations to improve access to safe water and sanitation.
5. There is an opportunity for WaterAid to widen our experience and knowledge giving us greater credibility to influence global change.

# Where we work

- Key**
- Countries where WaterAid works in 2009
  - Proposed new countries and areas of work
  - Countries under consideration
  - WaterAid members – America, Australia, Sweden, UK



**WaterAid transforms lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision-makers to maximize our impact.**

“The new cubicles are very good because they are much more private. The community members do the cleaning, we all take responsibility. The community are so happy with the new facilities.”

**Haljati Saada Namatovu,  
Kampala, Uganda.**



**WaterAid – water and sanitation for all**

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WaterAid: Australia ABN 99 700 687 141. UK registered charity numbers 288701 (England and Wales) and SC039479 (Scotland). Sweden registered as a foundation. US tax exempt 501(c)(3) nonprofit organization.

Front cover picture: Charlie Bibby/FT Picture: WaterAid/Caroline Irby. Design: Progression, [www.progressiondesign.co.uk](http://www.progressiondesign.co.uk)