

***Strategic Plan***  
Lifewater International



## **Strategic Plan for the years 2009 to 2014**

As Lifewater International pursues its mission in the midst of challenging economic circumstances, we are encouraged by a clear sense of God's blessing and affirmation that Lifewater should continue to plan for future growth. Responding to this invitation to look ahead, Lifewater has developed a strategic plan to guide our work over the next five years.

Lifewater's 2009 to 2014 strategic plan includes the organization's mission, vision, and core values, which provide a foundation upon which specific strategic goals and objectives have been developed. With a strong foundation and promising plan for growth, we are confident that Lifewater is equipped to respond with excellence to God's call to be his hands and feet in our hurting world. We are grateful for all of our partners in this ministry: prayer supporters, donors, volunteers, WASH development colleagues, in-country partners, and local beneficiary communities. May God continue to bless us as we express his love through sustainable WASH development.

## Mission

Compelled by God's call and the global water and sanitation crisis, Lifewater International equips partner organizations and works with them to empower communities in developing countries to gain safe water, adequate sanitation, effective hygiene, and the knowledge of Jesus' love.

## Vision

Our vision is a world where every person has access to safe water, improved health, and the knowledge of Jesus' love.

## Core Values

- » We are Christian.
- » We believe in the inherent dignity and worth of all people.
- » We are committed to the poor through holistic ministry.
- » We practice partnership.
- » We are committed to good stewardship.

## Current Status

- » Lifewater works in seven countries: Ethiopia, Laos, Kenya, Uganda, Afghanistan, Ecuador, and Zambia.
- » Lifewater works with ten in-country partner organizations.
- » Lifewater's budget is 2.3 million dollars.
- » The number of WASH beneficiaries is approximately 100,000 per year.
- » Lifewater has 150 active certified field trainers.

## Summary

The 2009 to 2014 strategic plan communicates six organizational goals and the means by which Lifewater plans to achieve these goals. The overarching motive for the plan is to share God's love as we help the maximum number of individuals gain safe water, improved sanitation, effective hygiene, and the skills they need to pass on these resources to future generations.

Over the next five years, Lifewater aims to increase the number of people benefitting from Lifewater-funded initiatives to 250,000 per year for water and 75,000 per year for sanitation. Lifewater will also increase the number of capable community hygiene trainers to 500 per year. Means of achieving this include program growth in Africa, Latin America, and Asia; the establishment of an Africa office; new emphasis on peri-urban WASH development; WASH in Schools; and the sharing of Lifewater curriculum and training with other nonprofit organizations.

Lifewater will remain on the cutting edge of its field by developing new training programs that help in-country partner organizations cultivate innovative, culturally appropriate, and holistic WASH interventions. New program development will be made possible through the establishment of a research and development program, which will also enable Lifewater to make use of new communications technologies.

Lifewater's growing ability to reach more people with WASH will be undergirded by an organizational budget that reaches six million dollars and an expanded Volunteer Programs Department that doubles the number of active field trainers and stateside volunteers. Finally, Lifewater will take measurable steps to become a top-tiered development organization distinguished by its integrity, excellence, and expertise in WASH implementation, curriculum development, and training.

## Strategic Goals and Objectives

1. By 2014 we will be funding in-country partner organizations to help 250,000 people gain access to safe water and 75,000 people gain access to adequate sanitation every year. By the same year, we also will be training 500 in-country partner staff members, community health workers, and teachers in hygiene education every year. <sup>1</sup>
  - a. Focus program work in Africa, Latin America, and Asia.
  - b. Work with in-country partners to scale up their WASH programs to help meet the (2015) Millennium Development goals of reducing by one half the number of people without access to safe drinking water and basic sanitation.
  - c. Develop a strategy for geographical expansion and initiate work in three new East African countries.
  - d. Increase program work in Latin America to 10 percent of total program expenditures.
  
2. Enhance WASH program implementation to support strategic growth and facilitate the delivery of our training programs.
  - a. Establish an Africa office to oversee program work and regional expansion.
  - b. Increase work in peri-urban areas to 10 percent of total program expenditures.
  - c. Increase work in schools to 30 percent of total program expenditures.
  - d. Work with in-country partners to initiate plans of cooperation with government and other agencies to achieve maximum WASH coverage in their countries.
  
3. Expand technical expertise and training programs to cultivate innovative holistic WASH interventions.
  - a. Create new training programs that help partners promote and implement WASH programs in both rural and peri-urban contexts.
  - b. Develop a curriculum program to assist in-country partners in the contextualization of training materials.
  - c. Help partners develop strategies to share the gospel in and through their work.

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<sup>1</sup>. Compared to 100,000 water beneficiaries, 25,000 sanitation beneficiaries, and 175 hygiene trainers for the fiscal year 2008/09. (a beneficiary is defined as one who receives direct services from the management and funding effort of LI.)

- d. Incorporate participatory learning methods in all training programs.
- e. Establish a research and development (R&D) budget for the Education & Training Department amounting to 2 percent of Lifewater's annual budget.
- f. Increase by 15 percent the number of U.S. based organizations using Lifewater's training methods and materials.

#### **4. Increase annual income to six million dollars.**

- a. Increase percentage of undesignated funds in relation to the overall budget by 3 percent annually to pursue new ministry opportunities.
- b. Increase number of new individual donors by 10 percent annually to leverage foundation and corporate giving.
- c. Increase number of donor churches by 10 percent annually.
- d. Maintain the Lifewater board of director's commitment to giving regularly and sacrificially and encouraging others in their sphere of influence to contribute to Lifewater's ministry.
- e. Increase the average gift size of donating foundations and corporations by 10 percent annually.
- f. Establish a research and development (R&D) budget equal to 2 percent of Lifewater's annual budget for the Communications & Development Department.

#### **5. Double number of active field trainers and stateside volunteers and equip them for ministry.**

- a. Expand the Volunteer Programs Department budget by 30 percent annually.
- b. Create an e-learning program to enhance volunteer training and preparation.
- c. Develop promotional packages tailored to individuals, churches, civic groups, schools, and businesses to help communicate Lifewater's mission and engage others in its ministry.

- d. Develop and implement a stateside regional training strategy that includes at least one public awareness event per year in each region.
- e. Form and maintain regional volunteer and intern teams to contribute to research efforts, curriculum development, public awareness, and fundraising.

**6. Become a top-tiered NGO distinguished by our integrity, excellence, and expertise in WASH implementation, curriculum development, and training.**

- a. Meet the other strategic goals.
- b. Contribute to the recruitment and retention of qualified staff by effectively promoting employment opportunities, providing competitive staff packages, and ensuring a hospitable and healthy work environment.
- c. Gain superior ratings from third-party nonprofit charity rating instruments (e.g., Charity Navigator, Guidestar, Independent Charities of America).
- d. Be featured in at least one high profile media outlet (e.g., New York Times, CNN) to increase awareness of the global water and sanitation crisis.
- e. Continue to develop our IMS and IT systems to support our growth and commitment to integrity and excellence.
- f. Further develop monitoring and evaluation systems to increase accountability, transparency, and participation by community members, in-country partners, Lifewater, and donors.