



World Vision®



Our Roadmap to Impact 2021-2025

GLOBAL WATER, SANITATION, AND HYGIENE BUSINESS PLAN



**OUR ROADMAP TO IMPACT 2021-2025:
WORLD VISION GLOBAL WASH BUSINESS PLAN**

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World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. We serve all people, regardless of religion, race, ethnicity, or gender.

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Executive Summary

Water, sanitation, and hygiene (WASH) are at the heart of child well-being and foundational to World Vision's mission for all children and their communities to experience life in all its fullness. For more than 35 years, World Vision has been committed to stand in the gap, globally leveraging resources and locally working alongside communities to ensure millions of children around the world have access to clean water, dignified sanitation, and healthy hygiene practices. However, there is much work left to be done.

As we approach 2021, more than 785 million people around the world are still without safe water, while sanitation and hygiene remain the biggest challenges in the WASH sector. Only 30% of households report access to a basic sanitation service, and 3 billion people are living without access to soap and water for handwashing¹—in a world currently facing a global health pandemic where hygiene is of great importance for prevention.

“Our Roadmap to Impact” is World Vision’s global WASH business plan for 2021 to 2025. It outlines our organizational commitment to invest \$1 billion over the next five years to extend the impact of our WASH work across 41 prioritized countries in six regions, with an emphasis on reaching the world’s most vulnerable, especially in fragile contexts.



During this period World Vision plans to impact 15 million people with safe water, 14 million people with improved sanitation, and 18 million with improved hygiene through access to household hand-washing stations. These plans will keep us on track to reach everyone, everywhere we work with basic clean water access by 2030—approximately 50 million people between 2016 to 2030. We also will continue to provide WASH during emergencies, and when combined with our provision of sustained water service, we will continue to reach one new person with clean water every 10 seconds. Importantly, we will revisit this business plan within two years to determine whether we can increase our impact to reach 20 million people with clean water between 2021 to 2025.

As our work enters a new decade with only 10 years remaining on the calendar to achieve the 2030 U.N. Sustainable Development Goals (SDG), World Vision must accelerate efforts. While SDG 6 sets the standard of ‘safely managed’ water and sanitation services for all, millions still lack basic access. Compounding these gaps are growing global and regional problems including climate change, political instability, existing and looming economic crises, and the yet unknown long-term impacts of the COVID-19 pandemic on both the most stable countries and the most vulnerable. While we face a time of great need where the impacts of the pandemic on global resource flows are already being felt, we also recognize that this need requires a great response—a response to which WASH must be central.

¹ WHO/UNICEF Joint Monitoring Programme report, 2017.

BUSINESS PLAN GOALS

Driven by the vision of transformative WASH for child well-being, and grounded in the values of people, accountability, and leadership, four goals with corresponding commitments and indicators summarize the strategic direction of the business plan. The four business plan goals are as follows:

Figure 1: Business plan goals summary



BUSINESS PLAN FINANCING

World Vision will utilize multiple revenue streams to fund the activities of this business plan; leveraging catalytic base funding at a rate of 4:1, while also exploring growth of alternative financing options to increase investments across the sector. This broad financing strategy enables World Vision to build on the strengths of each individual revenue stream, while mitigating risk to any country WASH program or the success of the business plan overall should any single funding stream be disrupted.

The \$1 billion cost of the full business plan demonstrates a \$300 million increase in World Vision WASH investment over the previous 2015 to 2020 business plan—our largest financial investment in a business plan to date. This overall increase is partly reflective of an \$8 increase per person served to \$47, allocating greater funds to ensure water quality monitoring and prioritization of sanitation targets—both critical commitments made in response to recommendations from the 14-country World Vision WASH evaluation in partnership with the Water Institute at the University of North Carolina (UNC). Meeting the needs for water access on-site for WASH in institutions as highlighted by the SDGs also have increased overall costs. The increased costs are expected to be covered by larger allocations of national office sponsorship funding toward WASH, as well as an increase in private funding, U.S. base funding, and local resource generation.

While the global economic repercussions of COVID-19 may pose a potential risk to funding—as well as a risk to meeting the projected targets over the business plan—the pandemic also highlights the critical nature of WASH work around the world. The need for WASH interventions as a core component of World Vision’s comprehensive multi-sectoral response to COVID-19 may result in funding prioritization for water and hygiene interventions within livelihood and health awards World Vision is seeking.

THE ROADMAP: HOW WE ACHIEVE OUR VISION

The business plan roadmap is a framework outlining World Vision’s strategic approach to achieve these goals by aligning every component of our work—programming focus areas, quality initiatives, financing plans, organizational distinctives which multiply impact, and core values—toward the vision of transformative WASH for child well-being.

Four WASH programming areas are prioritized to achieve household, community, and institutional WASH targets. These priority areas include: 1) Water supply, 2) Sanitation and hygiene, 3) Governance and finance, and 4) Water security. Behavior-change interventions and cross-cutting themes of gender equality and social inclusion are integrated across programming.

WASH quality initiatives and programming focus areas reflect learnings from both World Vision’s WASH evaluation with UNC as well as external sector evaluations of the WASH-B and SHINE trials. Learnings point toward the need for ensuring higher levels of service, increased

focus on water quality alongside access, prioritization of household sanitation and hygiene, behavior change, and a commitment to greater rigor in monitoring with attention to evidence-based programming and impact measurement.

To complement programming activities, a set of quality initiatives—monitoring, research and learning, capacity building, and advocacy—ensure continuous learning, adapting, and gathering evidence of impact for accountability.

Impact multipliers and core values are also key elements of World Vision’s WASH business plan roadmap. Our values of people, accountability, and leadership position World Vision to lead in the sector while impact multipliers leverage qualities of World Vision’s organizational DNA to boost effectiveness. For example, by leveraging World Vision’s unique faith engagement during the first seven weeks of our COVID-19 response, more than 20,000 faith leaders were deployed to deliver preventative hygiene and social distancing messaging for behavior change within their own communities.

Figure 2: Roadmap summary



BUSINESS PLAN IMPLEMENTATION AND ACCOUNTABILITY

Beginning with local-level planning ensures WASH programming is aligned to community and government needs as well as national office strategy, and focuses investments in the areas where they will be most effective. This process also ensures accountability with commitments made jointly by national directors.

World Vision's common process is to review and adapt business planning efforts at the mid-term of the five-year period. Due to COVID-19 restrictions and responses during the timeline of this business planning process, several national offices were unable to contribute at full capacity to the business plan. This gap is reflected in lower projected targets across some regions and initiative areas and will be revisited in 2023 working with national offices to adjust targets, account for evolving programming landscapes, and to address any significant adjustments in financial projections.

Global 2021-2025 targets



15 Million

People reached with safer, more accessible drinking water



18 Million

People gaining access to household hand-washing stations



14 Million

People gaining access to household sanitation



150

Districts supported toward reaching universal WASH coverage



Overview

Our Roadmap to Impact: World Vision’s 2021-2025 Global WASH Business Plan defines World Vision’s commitments, investments, and programmatic intentions for the organization’s work in water, sanitation, and hygiene programming over the next five years, and demonstrates World Vision’s projected contributions toward the WASH sector at large in the critical work of achieving SDG 6—clean water and sanitation for all.

Co-created by World Vision WASH staff members across 41 national offices and six regions—and informed by local community and district leadership, global and regional technical experts, government stakeholders, and dedicated donors—this business plan lays out a global strategic vision and direction built from contextualized country WASH business plans. This is an operational document, intended to guide our direction and decisions, while also holding us accountable for the progress and impact of WASH programming over the next five years. The document is also intended to be shared externally, with partners, donors, and stakeholders to inform them of planned World Vision WASH operational goals and activities between 2021 and 2025.



This business plan demonstrates how World Vision will achieve its intentions to deliver transformative WASH for child well-being guided by four strategic five-year goals including:

- 1) Accelerating universal and equitable access to water, sanitation, and hygiene services to contribute to SDG 6**
- 2) Deepening our focus on the most vulnerable, especially in fragile and extremely fragile contexts**
- 3) Demonstrating sustainable impact**
- 4) Leveraging a \$1 billion business plan to mobilize financing for WASH services**

Commitments and planned outputs serve as guideposts to ensure ongoing annual advancement toward these goals, while a set of shared values serve as compass to drive progress and guide decisions along the course. Together, the business plan activities of programming, program quality, and the financing plan are the means and interventions through which World Vision will deliver on these targets, while ‘impact multipliers’ describe distinctives unique to World Vision to increase program effectiveness and sustainable impact.

Vision, Mission, and Values

OUR VISION: TRANSFORMATIVE WASH FOR CHILD WELL-BEING

World Vision's Global WASH Program helps to improve child well-being, health, nutrition, and education outcomes through access to sustainable and safely managed WASH services. Since clean water, dignified sanitation, and the ability to practice healthy hygiene behaviors are foundational to long-term well-being, World Vision and its partners are committed to reach everyone, everywhere we work with water, sanitation, and hygiene by 2030.

Simply stated, transformative WASH is safe and plentiful, proven and sustained. It creates flourishing communities where families do not need to worry about quality, accessibility, or reliability. This vision of transformative WASH for child well-being directs the work of World Vision's 2021-2025 business plan. It is the vision around which World Vision focuses its investments, coordinates initiatives, engages partners and communities, influences governments, and makes commitments to see lives changed around the world. This shared vision also ensures that World Vision's WASH programs around the world are oriented in a common direction toward 2030.

Matthew 25:35

“For I was thirsty, and you gave me something to drink...”

MISSION AND VALUES

In 2015, World Vision adopted a mission statement for our global WASH programming, namely, “Every child deserves clean water.” This statement has helped shape our organizational identity in WASH, articulating a motivation for the work that we do. Importantly, it reflects the petitions of Christ in Matthew 25:35, “For I was thirsty, and you gave me something to drink...” Before there were programming areas and program quality initiatives or quantitative targets for households reached; there was this—a simple clarion call to meet the needs of the thirsty, no matter the worldly status of those who thirst. This is the ultimate measure of our success—faithful adherence to the words of Christ as we steward the resources entrusted to us in relentless pursuit of the God-given right of every child to safe water, dignified sanitation, and hygiene services.

Stemming from this mission and underlying the decisions that drive our work is a set of three mutually reinforcing core values that when activated together lead to impact.

Figure 3: WASH values





We value people

World Vision values the people with whom and for whom we work. We recognize and treat people as who they are—as image-bearers of God. Valuing people means:

- Taking time to listen and deeply understand societal values and contextualized priorities. We view ‘communities’ as partners in decision-making; setting aside external, top-down agendas to recognize, articulate and support communities’ aspirations for improving water, sanitation, and hygiene.
- Ensuring that inclusivity and equality permeates our work to meet the needs of women, children, and the most vulnerable, especially persons with disabilities and other marginalized groups.
- Recognizing the sacrifices, hard work, and needs of World Vision staff members. We show consideration for each person’s time and skills; and acknowledge the challenging circumstances and difficult contexts in which we work.

We value accountability

World Vision values accountability, fully embracing our commitments to the people we serve and the countries in which they live. We strive to establish commitments across entire countries and to the sector stakeholders in individual countries. We are responsible to the donors who entrust us with resources. We account for our actions and decisions, and the impact these have—both positive and negative.

Valuing accountability means:

- Delivering on the mutually agreed-upon goals for the transformation of WASH systems that we make in partnership with communities and local authorities.
- Communicating with transparency to our private and institutional donors that entrust resources to bring better water and sanitation services to vulnerable people around the world.
- Leaning into monitoring, evaluation, and learning by adopting the highest standards for data collection, analysis, and sharing; thereby helping us to quantify impact and facilitate continual improvement in the quality of our work.

We value leadership

World Vision values leadership, learning, and innovation. As a technical and practitioner-leading organization in the WASH sector we will step out of our comfort zones to make bold commitments, test new ideas, engage new partners, and challenge prevailing systems and the status quo. Valuing leadership means:

- Exercising technical leadership in the sector-wide shift from expanding basic access to facilitating high-quality, sustainable WASH services, and sharing our learnings for the benefit of the sector.
- Adopting a whole-of-sector engagement strategy, making meaningful contributions to dialogue on WASH through public fora, social media, and face-to-face conversations with other thought leaders, government leaders, faith leaders, and local community leadership.
- Leading by example through setting and sharing bold public commitments and a vision for transformation that individuals and organizations can come alongside to support.

Background & Strategy Alignment

Over the past 35 years, World Vision has become one of the largest non-governmental providers of clean water in low- and middle-income countries, but our work, goals, and responsibilities do not stop there. What began as a water project focused in one geographic region has multiplied and matured to impact an estimated 20 million people globally with clean water, 12.5 million with improved sanitation, and 20 million with hygiene promotion in the last business plan period of 2016-2020 alone.²

World Vision's ability to accomplish this work has been possible due to the tireless efforts of dedicated staff members, the vision from leadership, a commitment to learning, and the trust and shared vision of donors and partners who stand strongly behind the aspiration that every child deserves clean water. In particular, World Vision recognizes the long enduring partnership of 30 years with the Conrad N. Hilton Foundation and the pioneering investments into WASH programming from Dave and Dana Dornsife since 2010.

In 2010, World Vision also began to use a business planning process to incentivize funding with an intention to grow investment for larger-scale WASH programming. The expansion of our work over the past decade, guided by two consecutive business plans (2011-2015 and 2016-2020) demonstrates the success of the business planning process.

² Numbers of people reached are estimated based on 2016-2019 actual numbers (16,073,423 sustainable water; 10,244,898 sanitation; and 16,533,935 hygiene) plus 2020 projections—as complete 2020 numbers are not yet available at time of writing.

WORLD VISION'S GLOBAL STRATEGY: OUR PROMISE

Created in 2017, the World Vision global strategy, Our Promise,³ aligns World Vision's organizational mandate and mission with its commitment to deliver on the global SDGs to end extreme poverty by the end of this decade.

Within the strategic imperatives of Our Promise, WASH is highlighted as one of the organization's five priority sectors. Our Promise also mandates the organization to extend and increase work in fragile contexts to reach the most vulnerable and to collaborate for broader impact. These imperatives position WASH programming as a priority for investment; drive greater integration with other priority technical areas through multi-sectoral interventions; focus efforts to prioritize the most fragile contexts, and ensure that our WASH programming around the world is aligned toward supporting the fulfillment of SDG 6.

World Vision's technical WASH guidance is found in the WASH Core Project Model and associated WASH Field Guidelines which provide the framework for all WASH implementation. Embedded in the model are important programmatic shifts which address major gaps in World Vision WASH that were identified in past assessments and evaluations. The newly established priorities and programmatic shifts found in the model are integrated within the sections and directions of this business plan.

³ World Vision International (2017). [Our Promise 2030](#).

1985 to 2020 Timeline



1985

Ghana Rural Water Project (GRWP) launched with USAID commitment

1980s

1990 Partnership with Conrad N. Hilton Foundation for GRWP Phase II

1995 GRWP Phase III begins

1990s

2000 Millennium Development Goals launched and adopted

2006 Hilton Foundation partnership expands to Ethiopia Rural Water Project

1990s



2003

West Africa Water Initiative) launched in Ghana, Mali & Niger

2009 Zambia program launched

2000s

2016 World Vision makes universal coverage commitment
Second 5-year WASH business plan expanded to 40 countries (2016-2020)



2011

WV launches first 5-year WASH business plan for 10 sub-Saharan African countries with catalytic funding from private donors (2011-2015)

2000s



2015

U.N. launches Sustainable Development Goals

2010s

2019 Public commitment to WASH in healthcare facilities



2020

Global COVID-19 pandemic and response efforts

Third 5-year business plan launched (2021-2025)

2017 Our Promise highlights WASH as a WVI Global Priority

WV WASH monitoring indicators aligned to SDG 6

World Vision 14-country evaluation with UNC Water Institute

2020s

Geographic Scope

World Vision currently works globally across nearly 100 countries. Countries determined to have a high need for water, sanitation, and hygiene programming, in alignment to their country's strategy, were selected to be part of this five-year business plan. These include 41 countries across six regions (38 countries with national plans plus three countries included through World Vision's Syria Response).

■ Countries included in this business plan

LATIN AMERICA & CARIBBEAN

Bolivia
El Salvador
Guatemala
Haiti
Honduras
Nicaragua

WEST AFRICA

Chad
Ghana
Mali
Mauritania
Niger
Senegal
Sierra Leone

SOUTHERN AFRICA

Angola
Democratic Republic of Congo
Eswatini
Lesotho
Malawi
Mozambique
Zambia
Zimbabwe

EAST AFRICA

Burundi
Ethiopia
Kenya
Rwanda
Somalia
South Sudan
Sudan
Tanzania
Uganda

MIDDLE EAST & EASTERN EUROPE

Afghanistan
Iraq
Jordan
Lebanon
Syria

ASIA PACIFIC

Bangladesh
Cambodia
India
Indonesia
Myanmar
Papua New Guinea

Business Plan Roadmap

Motivated by core values, World Vision's WASH activities leverage unique impact multipliers that lead to achievement of business plan goals and ultimately transformative WASH for child well-being.



Figure 4: Business plan roadmap

2021-2025 Goals and Commitments

Four goals with corresponding commitments provide overarching strategic direction for World Vision's WASH work in this business plan period. Progress against these goals each year drives us closer to achieving of our vision of transformative WASH for child well-being everywhere that World Vision works:

Goal 1: Accelerate universal and equitable access to water, sanitation, and hygiene services to contribute to SDG 6

Goal 2: Deepen focus on the most vulnerable people, especially in fragile contexts

Goal 3: Demonstrate sustainable impact

Goal 4: Leverage \$1 billion business plan to mobilize financing for WASH services



Goal 1: Accelerate universal and equitable access to water, sanitation, and hygiene services to contribute to SDG 6

OUR COMMITMENT

Support 150 subnational districts toward achievement of SDG 6

World Vision is committed to the realization of SDG 6: Ensure availability and sustainable management of water and sanitation for all. Under the 2021-2025 business plan, World Vision will catalyze access to safe and affordable drinking water (Target 6.1) and help end open defecation through adequate sanitation and hygiene for all (Target 6.2).

World Vision's alignment with the ambitious SDG targets for universal and equitable WASH services has important implications for our work. The SDGs will not be achieved by one government or organization alone, but huge progress can be made through collective efforts.

World Vision will ramp up area-wide approaches over the next five years in supporting the implementation of WASH universal coverage plans for more than 150 subnational districts.⁴ We also will expand our WASH investments in institutional settings such as healthcare facilities and schools. The SDG appeal to **"leave no one behind"** will require an intentional emphasis on inclusive program designs that accommodate the needs of the most vulnerable, including people with disabilities, the poorest households, and women and girls.

Importantly, the acceleration of SDG 6 is fundamental to the achievement of the SDGs more broadly as access to safe and reliable water and sanitation services underpins and enables many of the SDG targets, serving as a critical catalyst for sustainable development.

With the release of service standards for SDG 6, World Vision aligned its global WASH indicators during the 2016-2020 business plan period and communicated a 15-year universal coverage commitment to help end the global water crisis everywhere World Vision works by 2030. In this regard, the following business plan indicators reflect the SDG 6 water and sanitation service "ladders," and the proposed targets will be used to measure progress against this goal.

World Vision's commitment to supporting the SDGs goes beyond the alignment of indicators and is reflected in a comprehensive approach that is outcome oriented and emphasizes service-level improvements (specifically for accessibility, availability, and water quality). In addition, World Vision WASH programming is increasingly integrating upstream water resources management interventions, seeking to protect and sustain the watersheds on which downstream, community water systems depend. Illustrative programmatic examples of World Vision's shift toward the SDGs include:

- Addressing risks associated with water quality at water collection points and at points of consumption and use through improved monitoring, evaluation, and research
- Pivoting toward piped-water systems over hand pumps as a means to bolster water accessibility and quality
- Building the capacity of communities, government, and the private sector to plan, regulate, and finance water and sanitation systems

⁴ The term *district* is used as a generic term to represent a sub-national administrative jurisdiction (similar to "county" in the U.S.) Refer to regional dashboard maps for actual terminology of administrative areas by country.

- Broadening approaches to sanitation and hygiene improvements through market-based interventions, including both demand-side and supply-side activities
- Widening focus on reducing fecal contamination to include comprehensive environmental hygiene, specifically concerning child feces and animal feces management
- Supporting and measuring the improved management of watersheds to help safeguard upstream water resources under pressure from a changing climate
- Strengthening our work in WASH in emergencies to address the vulnerabilities associated with emerging disasters (onset and protracted)
- Expanding work in schools, health centers, and other settings outside the home, with significantly raised global standards for WASH in healthcare facilities (HCFs) including water at points of care, environmental cleaning, and medical waste management

The SDGs will not be achieved by one government or organization alone, but huge progress can be made through collective efforts.

Key indicators	Total
Household indicators	
People gaining access to a Basic ⁵ drinking water service	13,397,089
People gaining access to a Safely Managed drinking water service	1,231,718
People receiving improved service quality from a Basic drinking water service	390,400
Subtotal, People reached with safer, more accessible drinking water	15,019,207
People gaining access to a Basic sanitation service	9,566,358
People gaining access to a Limited sanitation service	1,973,132
Households with a Basic or Limited hand-washing facility available	3,531,473
Institutional indicators—schools	
Schools gaining access to a Basic drinking water service	7,744
Schools gaining access to sex-separated, Basic sanitation services (that comply with required ratios)	5,348
Schools gaining access to Basic hand-washing facilities	15,916
Institutional indicators—healthcare facilities	
Healthcare facilities gaining access to a Basic drinking water service	3,032
Healthcare facilities gaining access to a Basic sanitation service	2,567
Healthcare facilities gaining access to Basic hand-washing facilities	3,347

⁵ See <https://washdata.org/monitoring> for descriptions of Basic, Limited, and Safely Managed service levels.

Figure 5: SDG targets enabled by WASH



SDG 6: Ensure access to water and sanitation for all

Making progress on SDG 6 will enable and drive progress on other SDGs including:



SDG 1: End poverty in all its forms everywhere

Target 1.4: Reduce poverty and achieve universal access to basic services



SDG 5: Achieve gender equality and empower all women and girls

Targets 5.2 and 5.4: End violence against women and girls and reduce gender inequality



SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Target 2.2: End all forms of malnutrition



SDG 11: Make cities inclusive, safe, resilient and sustainable

Targets 11.1, 11.5: Ensure adequate, safe, and affordable housing for all and reduce deaths caused by disasters



SDG 3: Ensure healthy lives and promote well-being for all at all ages

Target 3.2, 3.3, 3.8 and 3.9: End preventable child deaths, combat neglected tropical diseases and waterborne diseases, and achieve universal health coverage



SDG 13: Take urgent action to combat climate change and its impacts

Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Target 4A: Provide safe and inclusive learning environments



SDG 17: Revitalize the global partnership for sustainable development

Targets 17.1, 17.3, and 17.18: Mobilize financing from domestic and private sector sources, and increase availability of high-quality, timely, and reliable data

Source: WHO (2017). Safely managed drinking water thematic report.

Goal 2: Deepen focus on the most vulnerable people, especially in fragile contexts

OUR COMMITMENT

Increase WASH funding for fragile and extremely fragile contexts

World Vision is committed to serving the most vulnerable, especially in countries where extreme poverty and protracted political instability have hampered investment in WASH services. Our global mandate prioritizes serving the most vulnerable children in all countries where we work.

Thirty of the business plan prioritized countries are considered fragile or extremely fragile states as defined by the Organisation for Economic Co-operation and Development (OECD) States of Fragility Framework.⁶ Of these countries, 12 are considered extremely fragile states.

Prioritization of work within fragile states is reflective of World Vision’s strategic imperative to intentionally expand and strengthen work within fragile contexts to reach the most vulnerable children. As OECD projects that 80% of the world’s extreme poor will be living in fragile contexts by 2030, transformative WASH work is critical in these countries to effectively reach the most vulnerable.

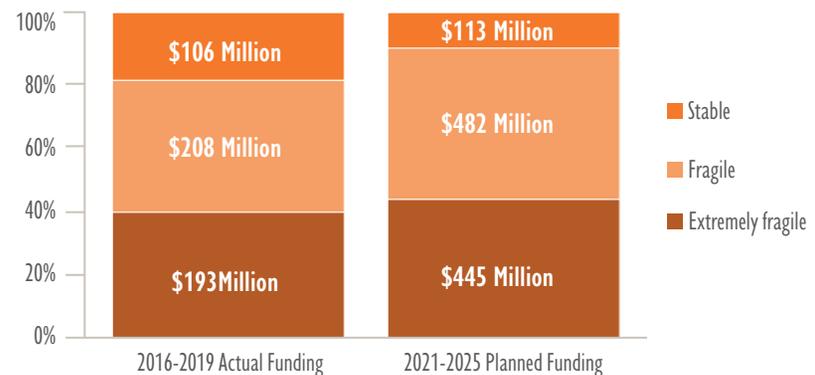
Planned funding directed toward fragile states in this business plan is expected to be 89%. This is an increase from actual funding of 79% across past years. Funding planned for extremely fragile states is increasing from 38% to 43% of all WASH funding.

High-quality WASH interventions in fragile contexts span a broad spectrum from covering the needs of vulnerable populations affected by natural disasters, disease outbreaks, and slow-onset emergencies, to protracted emergencies, extreme poverty, political instability, and conflict. Recognizing this broader view of fragility is critical for more responsive programming. Fragile contexts are unique and require very context-driven approaches, which are often more expensive and less predictable.

In WASH work across fragile states, World Vision has increased focus on building resilience to complex shocks and stress to break the cycle of poverty and reduce recurrent need for humanitarian assistance. Emergency WASH, while not highlighted by targets in this business plan due to its responsive nature, most often addresses basic and emerging needs of refugees and other crisis-affected populations by contributing to immediate life-saving WASH needs in the short term and overall well-being in the long term.⁷ World Vision will use short-term immediate response to lay the groundwork for long-term sustainability. We also will work to develop a model that identifies different metrics of success and how to measure those metrics.

World Vision’s call to serve the most vulnerable goes beyond fragile states and includes a deepened focus on the most vulnerable children in every country where we work. These children are those whose quality of life and ability to fulfill their potential are most affected by extreme

Figure 6: Funding in fragile states 2016-2019 vs. 2021-2025



⁶ OECD (2018), States of Fragility Index.

⁷ World Vision. Guidelines for WASH in Emergency Response (WIER).

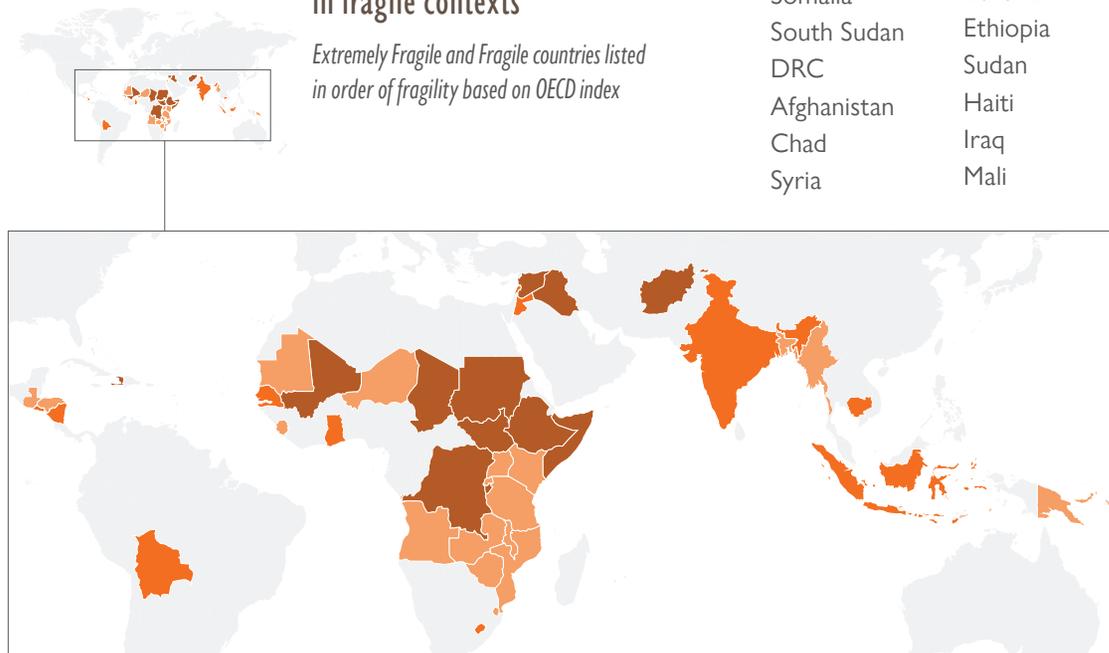
deprivation and violation of their rights. They often live in catastrophic situations with relationships characterized by violence, abuse, neglect, exploitation, exclusion, and discrimination. To serve the most vulnerable children, World Vision contextualizes definitions of vulnerability in each country, maps where the most vulnerable children are located based on national research, targets the most vulnerable districts for service, further maps vulnerability at the local level, and then designs and implements programs to meaningfully impact their well-being. This work is quantified and monitored locally, nationally, and globally.

Our focus on serving the most vulnerable includes ensuring marginalized groups, such as women and people with disabilities, are

meaningfully participating in and benefitting from WASH services that meet their specific needs and transform their relationships and lives. World Vision’s WASH approach actively promotes solutions for the advancement of vulnerable groups, which is essential to achieving inclusive and equitable WASH services for all. This work is supported by World Vision’s Gender Equality and Social Inclusion (GESI) framework, which involves monitoring well-being impacts. The inclusion of women and people with disabilities in WASH programming, along with ensuring their equitable access to WASH services, is a theme that cuts across all World Vision WASH interventions and is articulated in more detail in the cross-cutting themes section of this plan.

Figure 7: World Vision WASH in fragile contexts

Extremely Fragile and Fragile countries listed in order of fragility based on OECD index



Source: OECD States of Fragility 2018

Goal 3: Demonstrate sustainable impact

World Vision recognizes the need and value of measuring outputs and outcomes, capturing learnings, and sharing of information to drive programing decisions toward better effectiveness.

Continuous improvement of program models, staff capacity, and implementation processes will allow us to maximize sustainable impact. Collecting this evidence will allow World Vision to bring along other stakeholders, including communities, governments, and peer organizations globally through advocacy and dissemination at all levels.

2021-2025 Monitoring Milestones

- 1 Complete baseline assessment of WASH policies, practices, and bottlenecks, obtaining feedback from at least 500 WASH staff members from across the Partnership
- 2 Complete inventory of WASH assets in World Vision's global monitoring and evaluation database, updating monitoring records in the 15 largest national office WASH programs and mapping WASH assets using geographic information systems
- 3 Roll out training curriculum/modules for turning WASH data into decisions, with at least 250 WASH Design Monitoring and Evaluation staff members benefitting from WASH monitoring capacity building
- 4 Develop post-implementation monitoring strategy, including key outcome indicators with at least 20 national office WASH programs developing and adopting a post-implementation monitoring strategy
- 5 Deliver updated, detailed field guidance document on monitoring approaches and indicators

OUR COMMITMENT

- Iteratively improve programs based on sector-wide research agenda
- Become a global leader in WASH monitoring practices

To achieve this goal, we are committed to both growing as a learning organization and becoming a global leader in WASH monitoring practices. This business plan outlines a monitoring agenda and research and learning agenda that will be executed over the next five years.

2021-2025 Research and Learning Milestones

- 1 Continue flagship learning partnership with the Water Institute at UNC during 2021-2025 to generate evidence to improve program impacts and strategically position as a thought leader in the sector
- 2 Establish partnerships with at least four local research institutions in key national offices
- 3 Partner with innovators to test new products and approaches to deliver household sanitation and hygiene through small-scale pilot projects and take successful innovations to scale
- 4 Develop measures to capture the broad well-being impacts of World Vision WASH interventions
- 5 Evaluate the health, economic, and well-being impacts of key World Vision programmatic approaches for piped-water systems, WASH business centers, and WASH in schools and healthcare facilities

Goal 4: Leverage \$1 billion business plan to mobilize financing for WASH services

World Vision is committed to raising revenue of over \$1 billion for investment into WASH systems and services and to leverage those efforts to mobilize additional financing for the WASH sector.

The 2019 UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water Report indicates a majority of countries with costed national WASH plans lack sufficient finance to implement. Almost 90% do not have sufficient financing for rural drinking water and rural sanitation plans. The financing needed to achieve SDG 6 cannot be met by a single entity in the sector. Governments, the private sector, nonprofits, and civil society all need to influence additional financing for WASH.

The activities planned in this *Roadmap to Impact* assume a total needed investment of \$1 billion, which will help to impact millions of lives, but there is still great need to be met. World Vision will catalyze efforts to further influence others and find opportunities to close the financing gap. In support of this, ten countries with substantial planned investments (>\$30M), high programming capabilities, and opportunity potential are identified for concentrated efforts toward mobilizing additional financing. These countries are Ethiopia, Ghana, Honduras, Kenya, Malawi, Mali, Niger, Rwanda, Uganda, and Zambia.

In collaboration with global and local partners, we will implement activities to improve governance, financing, and advocacy to support the WASH plans of local communities and government authorities.

OUR COMMITMENT

Leverage \$1 billion business plan investment to mobilize further WASH sector financing

World Vision will track co-investments in infrastructure, counting government counterpart and private sector partner investments as expressed in a memorandum of understanding (MOU) between World Vision and all other parties. We will document advocacy efforts for greater financing and make direct linkages to appropriated funds. This would include national or sub-national budget information showing an increase in allocations and disbursements for water.

FIGURE 8: Is financing allocated to WASH sufficient to meet national targets?

WASH Area	Percentage of countries reporting sufficient finance ^a
Urban/rural drinking water (n=78)	21%/15%
Urban/rural sanitation (n=75)	14%/8%
Hygiene (n=67)	4%
WASH in healthcare facilities (n=69)	12%
WASH in schools (n=71)	8%

Source: GLAAS 2018/2019 country survey

^a In the GLAAS 2018/2019 country survey, sufficient finance was defined as more than 75% of what was needed to meet national targets.

Impact Multipliers

Critical components to World Vision's way of operating are key to multiplying the reach and effectiveness of our WASH work. These impact multipliers enable us to leverage our organizational distinctives, to meet and often exceed our global WASH goals, and to elevate our leadership ability.

- Strategic Partnerships and Collaboration
- Multi-sectoral Approaches
- Long-term Commitment
- Global Footprint and Localized Expertise
- Faith Engagement





STRATEGIC PARTNERSHIPS AND COLLABORATION

World Vision recognizes the need for strategic WASH partnerships at global, regional, and local levels; across all sectors of society including private, public, and civil society organizations/non-governmental organizations (NGOs); and across entities of all sizes from local community-based organizations (CBOs) to multi-national corporations.

Our partnerships are driven by a shared vision, bringing together diverse resources and contributions of multiple stakeholders to maximize value and achieve a common goal, most often for the purposes of program implementation, learning and capacity building, or financing. In every aspect of our work there is a necessity to partner and collaborate. Examples of these partnerships are highlighted throughout the business plan in case studies and spotlights.

Global partnerships contribute to WASH programs across multiple regions, or countries within a designated region. Global partners include:

- Corporations with shared vision and complementary resources
- Foundations, private donors, and institutional donors
- Academic institutions
- Peer organizations, NGOs, and bi-lateral and multi-lateral institutions
- Governmental institutions



Figure 9: Types of partnership and sample representation of World Vision WASH partners

Types of partnership

Learning and Capacity Building Partnerships	<p>Collaborations which improve program impact through sharing information, data analysis, research, evaluation, adaptation and training. Partners, often academic, enable improvement in capacity while influencing the sector as a whole through shared research and learning outputs.</p>
Implementation Partnerships	<p>Collaboration on areas of programming or program quality implementation leveraging complementary skillsets to increase coverage, maximize effectiveness, and deliver impact.</p>
Financing Partnerships	<p>Collaborations which enable investment and engage partners to raise revenue in order to achieve greater impact in shared priority areas.</p>

Sample representation of partners across types

The grid displays logos for the following organizations:

- CHILDREN'S INVESTMENT FUND FOUNDATION
- charity: water
- DENVER MATTRESS CO.
- DRI (Desert Research Institute) | Center for International Water and Sustainability
- EMORY ROLLINS SCHOOL OF PUBLIC HEALTH
- GOLF FORE AFRICA
- GRUNDFOS
- HILTON FOUNDATION
- LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE
- MILLENNIUM WATER ALLIANCE
- P&G Children's Safe Drinking Water
- SATO Smart, fresh toilets
- SESAME WORKSHOP
- Stanford Program on Water, Health & Development
- UNC WATER INSTITUTE
- USAID FROM THE AMERICAN PEOPLE
- VISIONFUND INTERNATIONAL
- water.org
- Wellspring Hope
- World Health Organization
- unicef

Local partnerships are established at national, regional, district, and community levels, in one area program (AP), or across a wider geography within a country. These partnerships serve many purposes including: improved access to communities through existing networks, building and establishing trust, and scaling local capacity. For example, as World Vision undertakes universal coverage planning with districts and governments, partnership relationships are paramount. Local partners include:

- Government ministries with MOUs at the national level
- Local authorities
- Local organizations including CBOs, NGOs, universities and research partners, churches, and faith leaders
- Public service providers including schools and health workers
- Private service providers including companies, industries, and businesses
- Local/national financing partners to fund programs within the area

Over the next five years, World Vision will continue to prioritize and strengthen its strategic collaborations for sustainable development through global partnerships (SDG 17).



How Partnerships are Multiplying Impact in Ethiopia

In Ethiopia, World Vision's learning and **capacity building partnership** with the UK's Open University provided a WASH curriculum and capacity building package for rural government health extension workers. This helped to build the sector's human resource capacity for the rollout of the National One WASH program.

Our strong **implementation partnership** with the Federal Ministry of Water, Irrigation and Energy supported the One WASH program design and implementation and led to the ministry's recommendation for World Vision to be a partner of choice for the Children's Investment Fund Foundation (CIFF).

World Vision has built a strong **financing partnership** with CIFF, in funding the Schistosomiasis and Soil-Transmitted Helminthes Transmission Break Project. This collaborative effort has led to a potential opportunity for funding in the coming years.



MULTI-SECTORAL APPROACHES

World Vision’s transformational development program approach is grounded in delivering multi-sectoral community-based solutions. As a priority sector, WASH is recognized as essential to a community’s transformation and resilience. WASH as a stand-alone intervention, however, is only one piece of the puzzle. Development that achieves the full breadth of child well-being objectives can only be accomplished through the effective integration of WASH with the other priority sectors of health and nutrition, food security and livelihoods, economic development, education, and child protection.

Through our multi-sectoral approach, investments made in WASH enable greater impact across all areas of development, for example:

- WASH improves **health and nutrition** through reductions of waterborne diseases and respiratory infections, both major causes of death in children under five, and reduces contraction of neglected tropical diseases. Access to WASH services also helps children be better nourished, preventing chronic diarrhea which leads to enteropathy and undernutrition. WASH in healthcare facilities is critical for preventing infections, improving healthcare quality, and saving lives, particularly in World Vision’s response to COVID-19.

Development that achieves the full breadth of child well-being objectives can only be accomplished through effective integration of WASH with other priority sectors.

- WASH as a part of **food security and livelihoods** programming improves water security to reduce hunger, poverty, and malnutrition, as well as builds resilient communities and countries to safeguard livelihoods and promote early recoveries in response to emergencies.
- Rural piped-water systems provide water for productive uses in agriculture and business. When integrating water and **agriculture**, for example, food and nutrition security is addressed, having a multiplicative approach of solving needs for both nutrition and protection from infection.
- The absence of WASH services presents a fundamental limitation to a country’s economic trajectory as 78% of jobs are WASH dependent⁸—particularly for livelihoods across small and medium enterprises, service positions in lodging and food, and within textile production. The role of WASH in generating **economic prosperity** is all the more important as communities seek to recover economically from the COVID-19 pandemic.
- WASH integration with education is critical for **child protection** and boosting school attendance. WASH in schools opens the path for **stronger education outcomes**, protects children from injury and violence, and opens the door to address harmful stigma toward women and people with disabilities, creating a pathway to build more positive social norms.

⁸ Water and Jobs Report, UNESCO 2016



LONG-TERM COMMITMENT

World Vision's long-term commitments to communities through the area program model enables the environment required for WASH programs to grow, thrive, and impact holistic transformation over time.

An average commitment of 10 to 15 years in every community where we work provides a foundation for continuity in program delivery, incremental growth, and integration of WASH within multi-sectoral programming. This commitment allows time for behavior change, advocacy, and adoption of sustainable practices.

World Vision's long-term presence in countries and communities also provides a significant opportunity for establishing relationships with national- and district-level governments, local authorities, and partners. These relationships provide the strong foundation of shared history, respect, and credibility, which make it easier to initiate new projects and the trust required to work together in partnership—from the fundamental tasks of obtaining statutory documents, such as land rights for a water system, to setting and achieving joint plans of universal WASH coverage.



GLOBAL FOOTPRINT AND LOCALIZED EXPERTISE

World Vision currently implements some level of WASH programming in 55 countries across six regions, including the 41 countries programs represented in this business plan. While this global footprint positions World Vision as one of the largest NGO providers of clean water in low- and middle-income countries, the ability to deliver this work at scale is enabled by the strategic coordination of locally led WASH efforts, guided by national priorities, and backed by a strategic global operation.

More than 1,200 dedicated WASH staff members work on the ground in the communities and districts of World Vision's program areas.

This important emphasis on localized expertise ensures that every WASH solution being designed and implemented—from the national WASH strategy to community level interventions—is contextualized and adapted for each community.

Through intentional and structured capacity building programs for staff members across the globe, we create a critical mass of technically skilled professionals, who are also experts in their local context. Impact is multiplied through staff who inherently understand societal structures, local policies, regulations, and local language.

At a macro level, World Vision is able to leverage the size and scale of the WASH portfolio to mobilize resources, facilitate strategic multi-national partnerships, advocate for policy change at national and international levels, and drive high-level changes to the sector at large.



FAITH ENGAGEMENT

As a Christian, faith-based organization, World Vision is uniquely positioned to engage and mobilize local religious leaders from across faiths as agents of change and advocates for WASH programs and behaviors. Within all of the contexts where World Vision works—even in the most restrictive contexts—whether the communities identify as Christian, Muslim, Hindu, Buddhist, or another religion, we strive to be intentional about leveraging our Christian identity in sensitive and appropriate ways.

Faith communities play a key role in promoting sanitation and hygiene behavior change due to the established trust that communities already hold in their faith leaders. When messages are delivered through faith channels, this inherent trust makes adoption by communities more likely than when routine education initiatives organized by development agents or government representatives are employed. For example, during the Ebola crisis, the messages from church and mosque leaders were adopted by communities more quickly because they believed their faith leaders would not lie to them.

84% of the world's populations identify with a religious group.⁹

⁹ Pew Research Center, *Global Religious Landscape*. 2012

Through faith engagement, WASH impact is multiplied by working with faith leaders and communities to:

- Initiate WASH work in new communities by training faith leaders in technical aspects of WASH, mobilizing them as WASH advocates, and empowering their development of community action plans.
- Recognize and resolve circumstances where cultural and religious teachings may contradict healthy WASH behaviors and progress.
- Provide resources for religious leaders to promote WASH within their respective communities.
- Assure WASH is effectively integrated into World Vision Faith and Development programs that equip faith leaders and community members where appropriate (e.g. within World Vision's Channels of Hope).



Activities: Programming Areas

WASH programming areas are the core technical interventions whereby we deliver on our business plan targets in communities and in the institutions that support communities, including schools and healthcare facilities.

WASH programmatic investment in this business plan is focused around four prioritized intervention areas:

- Water supply
- Sanitation and hygiene
- Governance and finance
- Water security and resilience

Behavior-change practices and the themes of gender equality and social inclusion are integrated across all intervention areas as outlined in World Vision's WASH Core Project Model and associated WASH Field Guidelines.

Prioritization to determine the appropriate mix of interventions to provide contextually appropriate holistic solutions is decided at the country level based on national strategy, and then tailored at the local district level.



Building on Learnings for Transformative WASH

Two key studies completed in recent years have contributed toward programming adaptations to strengthen our WASH approaches within this business plan period.

- The World Vision 14-country WASH evaluation in partnership with the Water Institute at UNC which found a need to strengthen water quality, household sanitation and hygiene, and behavior change.
- The external WASH-Benefits (WASH-B) and Sanitation, Hygiene, Infant Nutrition Efficacy (SHINE) trials in Kenya, Bangladesh, and Zimbabwe, which found minimal health benefits from MDG-level WASH services.

Evidence-based adaptations toward more transformative WASH programming across implementation areas have been incorporated into the approaches of this business plan based on these studies.

Learning: Though basic services positively impact communities in many ways, higher service levels are important to directly improve child health.

Adaptation: Increasing emphasis on higher quality programming, including:

- Providing water closer to households through piped-water systems where water is less likely to be contaminated at the point of consumption and more likely to be used for handwashing and income-generating activities
- Ensuring higher drinking water quality through household-level testing to allow for improvements in program delivery
- Reducing fecal contamination in the environment through a focus beyond only toilets to include safe management of child and animal feces

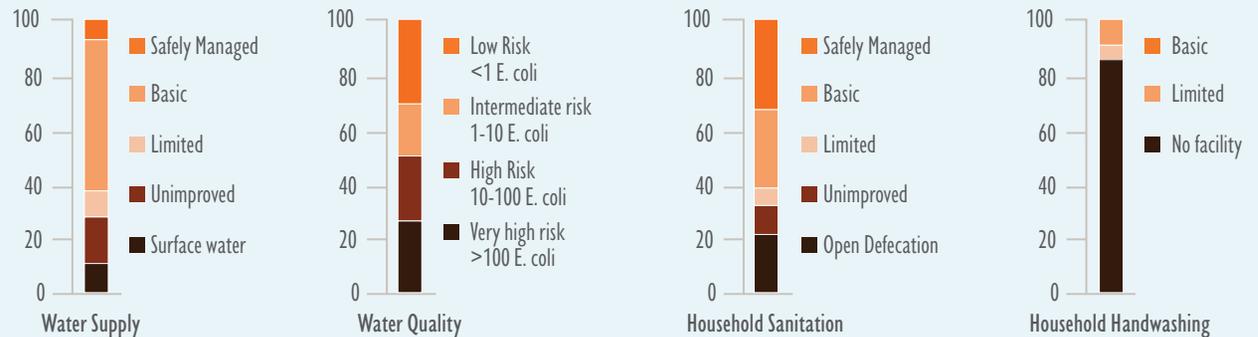
Learning: Sanitation and hygiene remain as major challenges to the WASH sector across the board.

Adaptation: Pursuing sanitation and hygiene promotion approaches that combine:

- Supply-side approaches (innovative technologies, business models, and subsidies)
- Demand-side approaches (developing contextualized behavior-change messages using tool kits and standardized processes and delivering messages using evidence-based approaches such as nurturing care groups)

Figure 10: Status of WASH services across 14 high investment countries

Source: World Vision 14-country WASH evaluation with the Water Institute at UNC



Water Supply

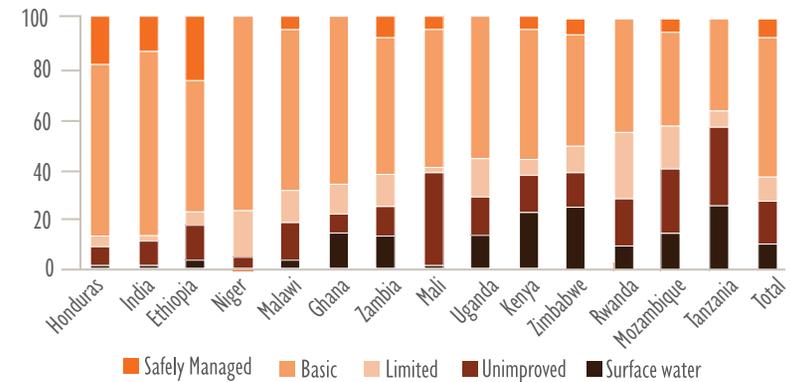
Since the inception of World Vision’s WASH programming, bringing life-changing clean water to the forgotten, the marginalized, and the vulnerable has been central to our mission and organizational identity. This distinctive, unwavering focus will remain foundational during the 2021-2025 business plan. Equally important, however, is the need to adapt to the shifting priorities of the countries and communities where we serve, strengthening the systems that sustain water supply and ensure quality, with a continued drive toward universal coverage.

OUR APPROACH

In response to learnings from the 14-country study with UNC, World Vision will prioritize improving water quality at the systems level; working with governments to move beyond simply providing flowing water to providing flowing water that is free from bacteriological and chemical contamination (from the source to the point of use).

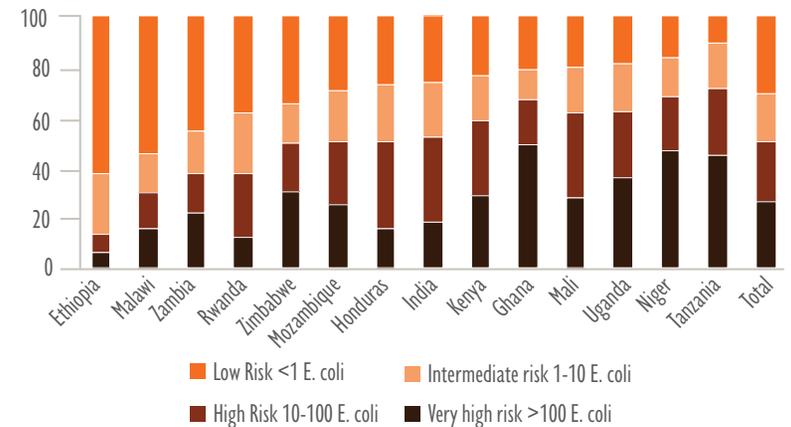
Doubling down on the shift from boreholes with hand pumps to piped-water systems that deliver water as close to the household as possible (facilitating household connections when possible) will have significant benefits in improving water quality by reducing the need for transport and storage of water before use.

Figure 11: Status of household water service levels across 14 high investment countries (%)



Source: World Vision 14-country WASH evaluation with the Water Institute at UNC

Figure 12: Status of household water quality across 14 high investment countries (%)



Source: World Vision 14-country WASH evaluation with the Water Institute at UNC

Piped water at the household level relieves women and girls of the disproportionate burden of water collection and significantly benefits hygiene improvements by empowering households to improve cleaning practices due to increased water availability. In direct response to COVID-19 and other epidemics, piped water to the dwelling also helps households reduce exposure to diseases spread by interpersonal transmission through decreased use of public facilities.

Figure 13: Piped water systems and hand pump trends over time

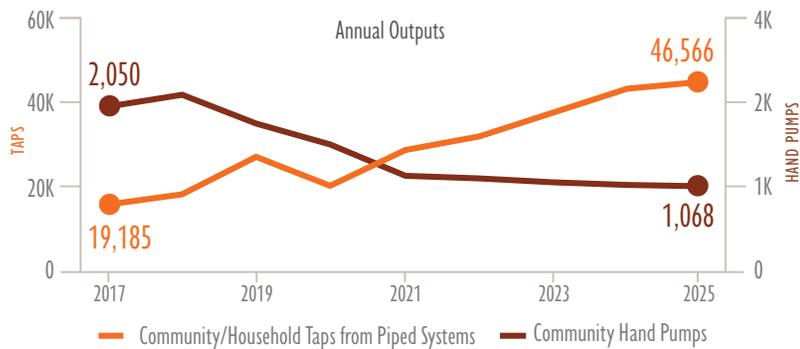
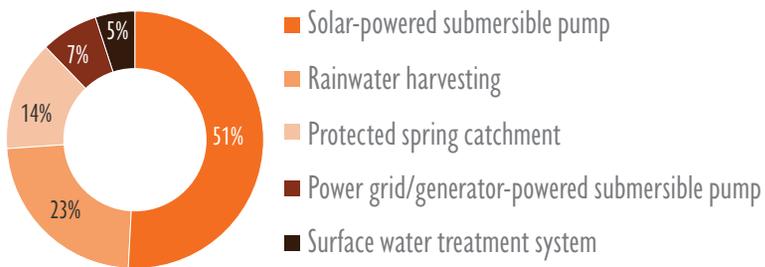


Figure 14: Water supply systems by type



2021-2025 areas of focus

- 1 Delineate and plan for universal coverage in a number of countries, particularly working with governments to identify strategic areas to focus efforts to reach this target using the district strategic planning approach.
- 2 Increase focus on designing water systems to allow for individual household connections as well as multiple uses to support livelihoods.
- 3 Improve water quality at the household level through increased emphasis on piped-water systems.
- 4 Strengthen procurement policy and supply chains for certified potable water materials.
- 5 Monitor water quality through regular checks incorporated in the WASH monitoring agenda.

2021-2025 key targets

 **15 Million**
People reached with safer, more accessible drinking water

 **4.3 Million**
Children reached with safer, more accessible drinking water at school



Sanitation and Hygiene

Motivated by results from the World Vision 14-country WASH evaluation showing deficits across the sector and the need to continue to investigate root causes, World Vision has prioritized greater attention on sanitation and hygiene in this business plan to maximize our impact on child well-being.

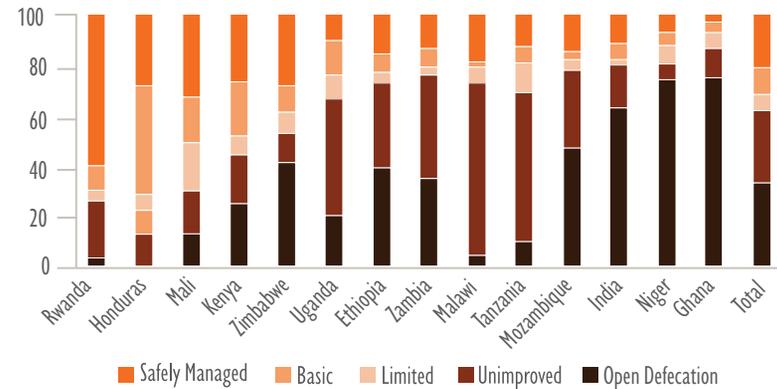
OUR APPROACH

Creating contextualized and innovative approaches to improve sanitation and hygiene will be a focal point of the next five years.

The widely accepted Community-Led Total Sanitation (CLTS) approach guided our 2016-2020 sanitation interventions in communities; however, this did not always have the desired impact of moving people up the sanitation ladder to a higher quality latrine. In this new business plan, CLTS is one element of a broader more holistic approach that includes sanitation marketing/demand creation as well as considerations for financing. World Vision will support the entire sanitation value chain, help move populations higher up the sanitation ladder, and ensure sustainability, accessibility, equity, and inclusion in communities we serve.

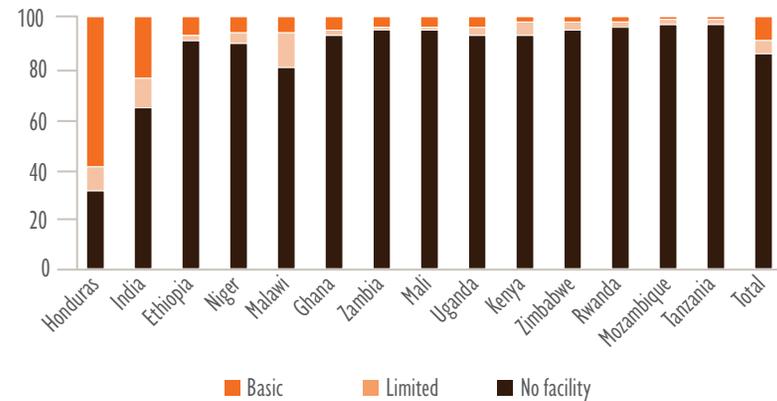
Hygiene promotion must move beyond just educational messaging to include effective behavior-change programming and better products supported by increased levels of water service and access to financing. Finally, a wider view of fecal contamination in the environment will include focus on reducing exposures to child and animal feces.

Figure 15: Status of household sanitation levels across 14 high investment countries (%)



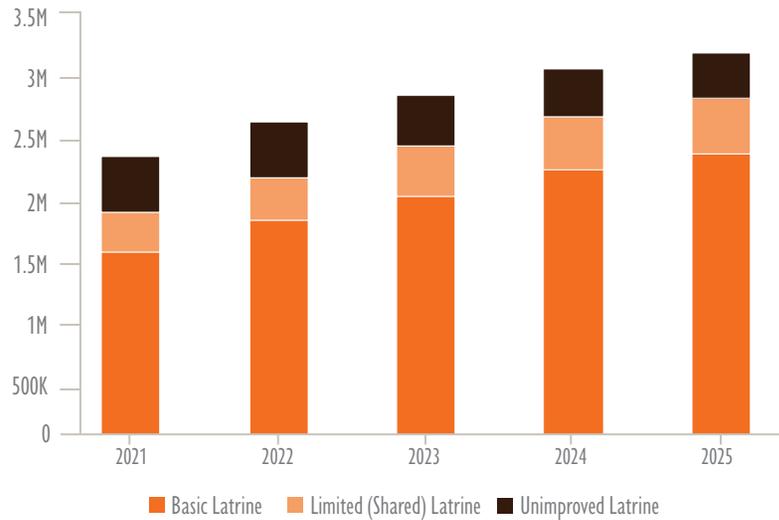
Source: World Vision 14-country WASH evaluation with the Water Institute at UNC

Figure 16: Status of household hygiene levels across 14 high investment countries (%)



Source: World Vision 14-country WASH evaluation with the Water Institute at UNC

Figure 17: Disaggregation of planned sanitation services



Improved sanitation facilities over time 2021-2025

World Vision will support the entire sanitation value chain, help move populations higher up the sanitation ladder, and ensure sustainability, accessibility, equity, and inclusion in communities we serve.

2021-2025 areas of focus

- 1 Support the testing of innovative sanitation and hygiene products to develop affordable and appropriate solutions.
- 2 Develop market-based approaches, including private sector partnerships, new funding mechanisms and subsidies to reach the most vulnerable, that drive demand and ensure a sustainable supply of affordable products appropriate to individual household contexts (e.g. WASH business centers).
- 3 Leverage community trust to contextualize behavior-change methodology that respects local cultures and contexts, creates healthy pathways for change, and encourages positive social norms (e.g. faith engagement, community full participation through nurturing care groups project model).

2021-2025 key targets

 13.6 Million

People gaining access to household sanitation

 2.4 Million

Children gaining access to sanitation facilities at schools



Governance and Finance

Improved WASH governance—from re-engineering community-based management approaches to strengthened regulatory oversight—represents one of the most important enablers for achieving progress under SDG 6 and ensuring long-term sustainability of our work.

OUR APPROACH

Embracing a “systems-based approach” to build sustainable and resilient WASH solutions is linked to the capacities of local stakeholders and national governments as critical components of that system. Government must provide or allow for the enabling environment for WASH services to remain viable enterprises and to expand to meet the needs of the unserved and under-served. The adoption of WHO water safety planning in design, construction, and management of WASH facilities is key to supporting a systems-based approach (i.e. considering safety of water supply from the source to the point of consumption and ultimate disposal).

World Vision will seek every opportunity to build the capacity of government, community leadership, and private businesses in the countries and areas where we work to serve their citizens. Partnering with the government strategically supports their efforts to bring WASH services to all communities and equip them with the tools and systems for ongoing operation and maintenance of those services.

Governments, the private sector, nonprofits, and civil society all need to leverage additional financing for WASH, recognizing that no single actor in the sector has the resources to independently achieve the SDGs. Better understanding and utilization of standard financing is needed, as well as creative financing measures, such as leveraging

capital markets, facilitating public-private partnerships, and tapping microfinance institutions for household connections. World Vision will support the development of district-level WASH plans and use life-cycle costing to build awareness among users of how much funding is needed on an annual basis to keep water systems maintained and operational.

2021-2025 areas of focus

- 1 Assist national and local governments to create, adopt, and implement sound policies for the WASH sector.
- 2 Empower government officials to lead in their jurisdictions, collaborating in all aspects of infrastructure financing, planning, management, design, installation, monitoring and compliance with national and international quantitative and qualitative standards.
- 3 Serve as an advocate for the poor, helping to mobilize communities to advocate for the government to more actively embrace their role in sustaining and expanding services, primarily through the Citizen Voice and Action (CVA) approach to social accountability.

2021-2025 key targets



346

District-level WASH universal coverage plans created



20,395

Local businesses active in repair of WASH facilities and provision of WASH products

World Vision Universal Coverage Strategy

World Vision has committed to support local districts to reach universal coverage of WASH services by 2030 in alignment with SDG 6. Toward this goal of achieving universal coverage in the 2021-2025 business plan period, World Vision is committed to:

- Collaborating with NGOs, governments, communities, and the private sector
- Facilitating water, sanitation, and hygiene services through developing healthy WASH behaviors and sustainably managed infrastructure
- Building capacity of local stakeholders to maintain the water systems
- Advocating with government for sustainable service provision and ongoing maintenance.
- Mobilizing resources through leveraging funding and partnership with the private sector
- Monitoring program quality and post-implementation sustainability
- Sharing knowledge and learning throughout the Partnership and the WASH sector at large

As national and local governments around the world may strive to reach different service levels on the SDG ladder, to have consistency across global WASH programs, World Vision has established foundational service levels for communities/households, schools, and HCFs. Our committed minimum standard for reaching universal coverage is based on the Joint Monitoring Programme (JMP) “Basic” standard for all three settings.

Each World Vision national office is responsible to set their own service level targets, which may be higher than these foundational service levels according to their context and national government policy, and all should strive for Safely Managed services where possible. Strategy commitments could go beyond 2030 if necessary and we will continue to support WASH efforts until our goals are met.



Finish the job: Rwanda Universal Coverage 2024

In support of the Government of Rwanda’s commitment to universal WASH across all districts by 2024, World Vision has pledged to raise and invest over \$50 million across the 15 districts where we have programs.

Investments include co-financing water supply systems with district governments; handing over system operation after one year of functionality to ensure sustainability; as well as supporting Water and Sanitation Corporation and private operators for sustainable management of systems.

With this investment, Rwanda is on target to be the first World Vision country in which we reach everyone in World Vision operating areas. Currently, three additional countries (Ghana, Honduras, and Zambia) are working on plans, in coordination with government and local stakeholders, to reach everyone in districts with World Vision operating areas. We intend to begin implementing these plans during the 2021-2025 time period and will be developing plans for other World Vision offices as well.

Water Security and Resilience

The sustained availability of water—both in sufficient quantity and adequate quality—is fundamental to the successful expansion of safe drinking water services under SDG 6. Embracing strategies for integrated water resource management enables the strengthening of downstream water supply systems while also improving the management of the finite upstream water resources on which those services depend.

OUR APPROACH

World Vision’s approach to water security requires looking “beyond the pipe” to the broader integrity of ecosystems and catchments accompanied by the mitigation of water pollution. We view upstream interventions to improve watershed management—including forest conservation, farmer managed natural regeneration, erosion control, and artificial groundwater recharge—as a critical aspect of safeguarding the downstream drinking water supply.

Closely related to water security, World Vision also seeks to build the resilience of households and communities by helping them prepare for, endure, and recover from recurrent crises. Recognizing that climate change has the potential to both reverse decades of progress on water access and impact local hydrological cycles, World Vision will adopt a “climate lens” in our WASH programming, helping households, communities, and governments thrive under today’s conditions while also planning for how those conditions may evolve. Planning for resilient WASH services will take many forms, including infrastructure siting in relation to flood zones, increasing water storage capacity for

protracted drought, maximizing the use of solar power to reduce dependencies on grid power, as well as helping households anticipate seasonal precipitation fluctuations and the resulting impacts on water for domestic and livelihood needs.

2021-2025 areas of focus

- 1 Integrate climate change scenarios into infrastructure planning.
- 2 Support water resource planning and water allocation decisions.
- 3 Advocate for watershed protection and/or rehabilitation.
- 4 Develop an evidence-base on climate resilient WASH.



Behavior Change

Behavior-change programming is integrated across the primary focus areas within communities, schools, and healthcare facilities to alter social perceptions and norms, and to drive the adaptation of physical environments required to see sustained WASH impact. While behavior change has been an approach for World Vision WASH, low results in sanitation and hygiene revealed by the World Vision study with UNC led us to put a higher emphasis on developing these techniques and investing in them to see greater impact.

OUR APPROACH

Dedicated approaches to behavior change are guided by locally contextualized programming primarily around eight essential behaviors for WASH:

- 1 Handwashing with soap and running/flowing water at critical times
- 2 Safe construction and proper/hygienic use of latrines
- 3 Safe disposal of infant/child feces in a latrine hole (linked with latrine use)
- 4 Separation of children from soil and animal feces
- 5 Households that treat, handle, and store their drinking water with appropriate methods
- 6 Safe use and disposal (or cleaning if reusable) of menstrual hygiene materials
- 7 Food hygiene (including eating utensils and eating area)
- 8 Paying for water use



To facilitate change for each of these key behaviors, we will strengthen the process of designing behavior-change content through development and roll out of planning tools and guidelines to assist national offices.

This will include:

- A simple behavioral diagnostic tool to allow national office staff members to understand the unique challenges facing each AP.
- A series of staff training modules that include general introductions, training on tools, and higher-level capacity building to develop behavior-change specialists.

These essential behaviors will be targeted by delivering key messages through a variety of approaches, including: nurturing care groups (NCG), WASH business centers, faith engagement within communities, WASH UP! and Girl Talk programming in schools and communities, and improved infrastructure with associated operation and maintenance approaches to improve sustainability.

Gender Equality and Social Inclusion

Our commitment to transformative WASH includes a commitment to gender equality and social inclusion (GESI). World Vision’s GESI approach actively strives to examine, question, and change harmful social norms and power imbalances as a means of reaching gender equality and social inclusion objectives in any given context.

GESI approaches typically tackle barriers to decision-making, formal and informal systems, and participation in addition to those that hinder access and well-being by:

- Fostering critical examination of inequalities and social roles, norms, and dynamics
- Recognizing and strengthening positive norms that support equality, social inclusion, and an enabling environment
- Promoting the relative increase in position of women, girls, people with disabilities, and other vulnerable groups
- Changing underlying social structures, policies, and broadly held social/cultural norms that perpetuate inequalities and social exclusion

Figure 18: World Vision GESI continuum

Not GESI Responsive	GESI Absent	There is no consideration of gender norms and unequal power relations, or potential patterns of gender equality or social inclusion in the design or delivery of program activities. There is no discussion of the gendered or inclusive dimensions of the environment where programs may be operating in and how this may affect interventions.
	GESI Exploitative	Reinforces, uses and/or takes advantage of gender inequalities, social norms, and stereotypes.
	GESI Insensitive	Gender norms and social inequalities are acknowledged as key aspects of context but not brought into any aspects of program planning, delivery, or feedback.
GESI Responsive	GESI Accommodating/ Sensitive	Acknowledges but works around gender, disability, or other social differences and inequalities to achieve project objectives. Interventions address practical needs of vulnerable groups but not the underlying root causes of inequality or exclusion. There is a “missed opportunity” to shift norms that reinforce inequality and exclusion.
	GESI Transformative	Actively seeks to engage with and transform gender and social inequalities in the long term to achieve GESI sustainable change. Challenges or shifts gender norms, unequal power relations, stereotypes, and discriminatory practices. Promotes equitable systems.
Goal: Better development outcomes for the most vulnerable.		

GENDER EQUALITY

Lack of access to clean water, sanitation, and hygiene disproportionately affects women and girls who are most affected by the consequences of poor WASH. Beyond providing solutions which target the advancement of women, involving women operationally in WASH programming is critical. Learnings of the Global Water Challenge's Ripple Effect Study show that including women and girls in WASH interventions such as water-user associations, leads both to skills development and leadership opportunities, and enhances the role and voice of women in important elements of the intervention.

Moving beyond GESI-accommodating, our programs will strive to be GESI-transformative (See Figure 18), ensuring measurement of well-being impacts disaggregated by sex and ability, influencing social norms

Strong Women Strong World

Since 2011 World Visions' Strong Women Strong World (SWSW) initiative has been bringing female financing partners together at the forefront of WASH philanthropic engagement.

Women currently hold 40% of global wealth and are involved in 90% of philanthropic donations with 93% of high net worth women reporting that charitable giving is a means to articulate their values.

Women philanthropists are strongly motivated to give to programming which impacts the lives of women and girls and recognize that involving women in WASH is an effective way to solve societal problems and address poverty.

and traditions to ensure a more equitable society. World Vision's newly defined Gender Equality and Social Inclusion framework focuses on five domains: 1) Access, 2) Participation, 3) Decision-making, 4) Systems, and 5) Well-being. As World Vision WASH evolves into more GESI-transformative programming, we seek to address WASH issues through these five domains, both in our programming and in our staffing.

As women currently represent <20% of WASH staff globally, World Vision recognizes the need to take greater strides to increase gender parity within staffing as well as representation of females in higher level positions of leadership. World Vision WASH is addressing this gap in part by encouraging 50% participation of women in our Desert Research Institute (DRI) and Drexel University capacity building programs. We are also focused on identifying and promoting women into key leadership roles in national office WASH teams.

2021-2025 key targets



4,470

Schools gaining access to improved sanitation for girls, with facilities to manage menstrual hygiene



1,540

Bathing rooms available for women in postnatal care at healthcare facilities



DISABILITY INCLUSION

People with disabilities represent some of the most vulnerable in communities due to an inability to access services and appropriate infrastructure, as well as marginalization and discrimination.

World Vision’s disability-inclusive WASH programming supports SDG target 6.2 of adequate and equitable sanitation and hygiene that is accessible for all, especially the most vulnerable. This includes:

- Ensuring WASH facilities at schools and HCFs are accessible and inclusive, including facilities with clear paths without stairs or steps, free of obstructions, and with guiding handrails for those with visual impairments; enough space inside sanitation facilities for a wheelchair user to enter, exit, and maneuver adequately inside; and a door handle and seat/ handrails that are within reach of children using wheelchairs or crutches.
- Actively consulting people with disabilities and other vulnerable groups during program design to ensure meaningful participation, benefit from inclusive hygiene messaging, and increased access to safe water and improved sanitation through adaptive design of water points and latrines prior to construction.

2021-2025 key targets



4,961

Schools gaining access to improved sanitation for children/ youth with limited mobility



Inclusive Sanitation: World Vision in Iraq

UNHCR estimates that only about 17% of refugees living in camps have access to safely managed sanitation. Additionally, the 3.5 million persons in camps who are living with a disability are left even further behind.

In Hasansham U2 camp in Iraq, World Vision partners with UNHCR to develop sanitation solutions for internally displaced populations living with disabilities by improving accessibility of existing infrastructure, working with local artisans to produce assistive devices, and educating the community about disability inclusion and good hygiene practices.

Institutional WASH

WASH IN SCHOOLS

Access to WASH services in schools is critical to support children's educational attainment to achieve all aspects of child well-being—especially for girls and children with disabilities.

WASH in schools programming integrates WASH interventions together with approaches from the education sector to jointly support both SDG 6 and SDG 4 (quality education). In delivering WASH services, World Vision strives to meet or exceed criteria for basic WASH coverage in schools including the presence of improved water that is piped on premises, equitable and accessible sanitation facilities, accessible hand-washing stations with soap, and facilities to manage menstrual hygiene.

World Vision is currently working in partnership with Stanford University to develop an effective operations and maintenance (O&M) strategy for WASH in schools (as part of a larger sustainability strategy addressing schools, HCFs, and piped-water systems) to ensure infrastructure is properly maintained and products are regularly supplied to ensure consistent and proper utilization.

Girls face additional barriers in accessing equitable education due to the lack of usable and appropriate WASH facilities, the lesser value often placed on girls' education, gender-based violence, concerns around hygiene and dignity during menstruation, and society-defined gender roles which can limit girls' ability to fully participate in school.



Sesame Workshop

In partnership with Sesame Workshop, World Vision is already implementing child-friendly WASH UP! programming in 15 countries, and we have piloted the Girl Talk menstrual health and hygiene program in Zimbabwe. During the 2021-2025 business plan, we intend to strengthen existing WASH UP! and Girl Talk programs and expand them to further countries to strengthen hygiene behavior-change programs in schools.

Launched in 2017, WASH UP! teaches children how to practice and share healthy WASH habits through play by engaging with child-friendly learning materials featuring the Sesame characters Raya and Elmo. Girl Talk builds on healthy hygiene basics to teach older school-age girls and boys about puberty and menstrual health.

2021-2025 areas of focus

- 1 Improve safe WASH access in schools, striving to meet or exceed criteria as outlined in universal coverage service levels for schools.
- 2 Establish school WASH clubs to lead WASH activities.
- 3 Deliver behavior-change programming in schools through WASH Up! and Girl Talk programs, teaching hygiene and menstrual health respectively.
- 4 Integrate WASH response efforts for global COVID-19 pandemic recovery within WASH in schools programs, ensuring disinfection in schools, and promoting sustainable healthy hand-washing behaviors.
- 5 Develop an effective, evidence-based O&M strategy for WASH in schools.

2021-2025 key targets



8,344

Schools gaining access to safer drinking water on-site



5,348

Schools gaining access to sex-separated, Basic sanitation services (that comply with required ratios)



15,916

Schools gaining access to Basic hand-washing facilities

WASH IN HEALTHCARE FACILITIES

World Vision’s growing focus on WASH in healthcare facilities (HCFs) plays a critical role in preventing and controlling infections and outbreaks, improving the quality of healthcare, and saving lives. Without basic WASH services, the universal health coverage targets of SDG 3 (good health and well-being) cannot be achieved—particularly the goals of increasing rates of safe childbirth and decreasing under-5 mortality.

In 2019, World Vision and our partners made a public commitment to provide basic WASH services in 800 rural healthcare facilities across 35 countries with the ability to serve an estimated 7.2 million people between 2019 and 2021 in response to a global call to action by the U.N. Secretary General. We expect to meet or exceed this goal by 2021.

World Vision’s WASH in HCFs operation and maintenance strategy includes facilitating high-quality training on infection prevention, ensuring a system is in place for HCFs to acquire needed supplies,



monitoring for accountability, and planning for catastrophic events. In particular, since most HCFs are part of the government healthcare system, we will advocate with local government officials to set aside sufficient budget for hospital upkeep and cleaning. In this way, cleaners can be hired for the facility and equipped appropriately with bleach or chlorine, and healthcare workers can have the supplies they need to prevent infection. Without appropriate budget, improved WASH infrastructure will not have the impact it could have when combined with this enabling environment for long-term sustainability.

World Vision's WASH in HCFs work is often delivered through BabyWASH, World Vision's initiative that aims to integrate WASH with maternal, newborn, and child health, nutrition, and early childhood development interventions to achieve greater impact for mothers and children to improve health outcomes and avert death in the first 1,000 days of life.

Since WASH is only one part of environmental health in HCFs, we will increasingly work with the World Vision health team to design comprehensive approaches to infection prevention and control to reduce healthcare-associated infections.

2021-2025 areas of focus

- 1 Improve safe WASH access in HCFs, striving to meet or exceed criteria as outlined in universal coverage service levels for healthcare facilities.
- 2 Achieve our goal of providing WASH services in 800 rural HCFs.
- 3 Broadly adopt an appropriate assessment tool across the partnership for HCFs.
- 4 Support WASH in HCFs in COVID-19 response efforts as essential for containing outbreaks and reducing transmission.
- 5 Address evidence gap around effective approaches for WASH in HCFs through the learning agenda.
- 6 Strengthen infection prevention and control (IPC) through developing a branded integrated approach to WASH in HCFs/ IPC potentially including distribution of learning materials and healthcare worker training in 'WHO's 6 Cleans' for delivering babies and through proper use of gloves, handwashing, and cleaning procedures.



2021-2025 key targets



3,032

Healthcare facilities gaining access to a Basic drinking water service



3,347

Healthcare facilities gaining access to Basic hand-washing facilities



2,337

Healthcare facilities with cleaning policies and protocols in place

Activities: Program Quality Initiatives

Program quality initiatives represent a specific set of actions designed to strengthen and deepen World Vision's WASH programming over the next five years. These actions help ensure that our work is continuously improving and adapting based on evidence and our commitment to learning.

Program quality initiatives include:

- Monitoring
- Research and Learning
- Capacity Building
- Advocacy

The work defined in the key program quality initiative areas of monitoring and research and learning contribute directly to business plan goal three, to demonstrate sustainable impact.



Monitoring

A renewed focus on standardization and rigor in our monitoring practice across the World Vision WASH portfolio is a key initiative in the 2021-2025 period in line with upholding the core value of accountability as well as the broader SDG 6 focus on service quality.

OUR APPROACH

World Vision's proposed WASH monitoring agenda provides a framework to assess, adapt, and strengthen monitoring policies and practices, to more effectively identify the unserved, design and implement solutions, and empower government agencies and local communities to maintain critical WASH assets. Importantly, World Vision aligns our monitoring approach to the protocols set forth by the JMP for SDG 6 such that we can support the global effort to track progress toward universal and equitable WASH services.

Five overarching objectives will guide implementation of the monitoring agenda, helping to translate aspirations into action:

- **Obtain an in-depth understanding of current monitoring approaches and constraints, accompanied by capacity-building needs.** *Gather quantitative and qualitative assessment data of the present monitoring landscape for WASH across the World Vision Partnership to better ascertain the strengths and limitations of current approaches.*
- **Improve standardization and transparency of monitoring approaches.** *Establish a uniform understanding of WASH monitoring approaches that reflect JMP best practices and agreed starting point for continuity across different teams and national offices.*
- **Adopt the latest technology tools to monitor the reach of WASH services, helping to quantify coverage levels and identify service gaps.** *Advances in remote sensing and machine learning, for example, can help us understand where unserved households are located in new and unprecedented ways.*
- **Build capacity of World Vision staff members to collect, analyze, visualize, and share WASH monitoring data to inform programming decisions.** *Develop approaches and systems to integrate monitoring into daily workstreams, shifting from one-off surveys to systematic longitudinal monitoring whereby staff members are empowered with tools and capacity to collect monitoring data as they go about their jobs—visiting field sites, meeting with communities, and making programming decisions. Train staff members in data analysis and visualization, emphasizing the use of geographic information systems (GIS) to understand and communicate the reach and impact of our work.*
- **Strengthen country-led, post-implementation monitoring to improve the sustainability of WASH systems and measure key development outcomes.** *Bolster government- and stakeholder-supported monitoring systems for mutually reinforcing purposes of assessing sustainability of WASH assets and behaviors.*

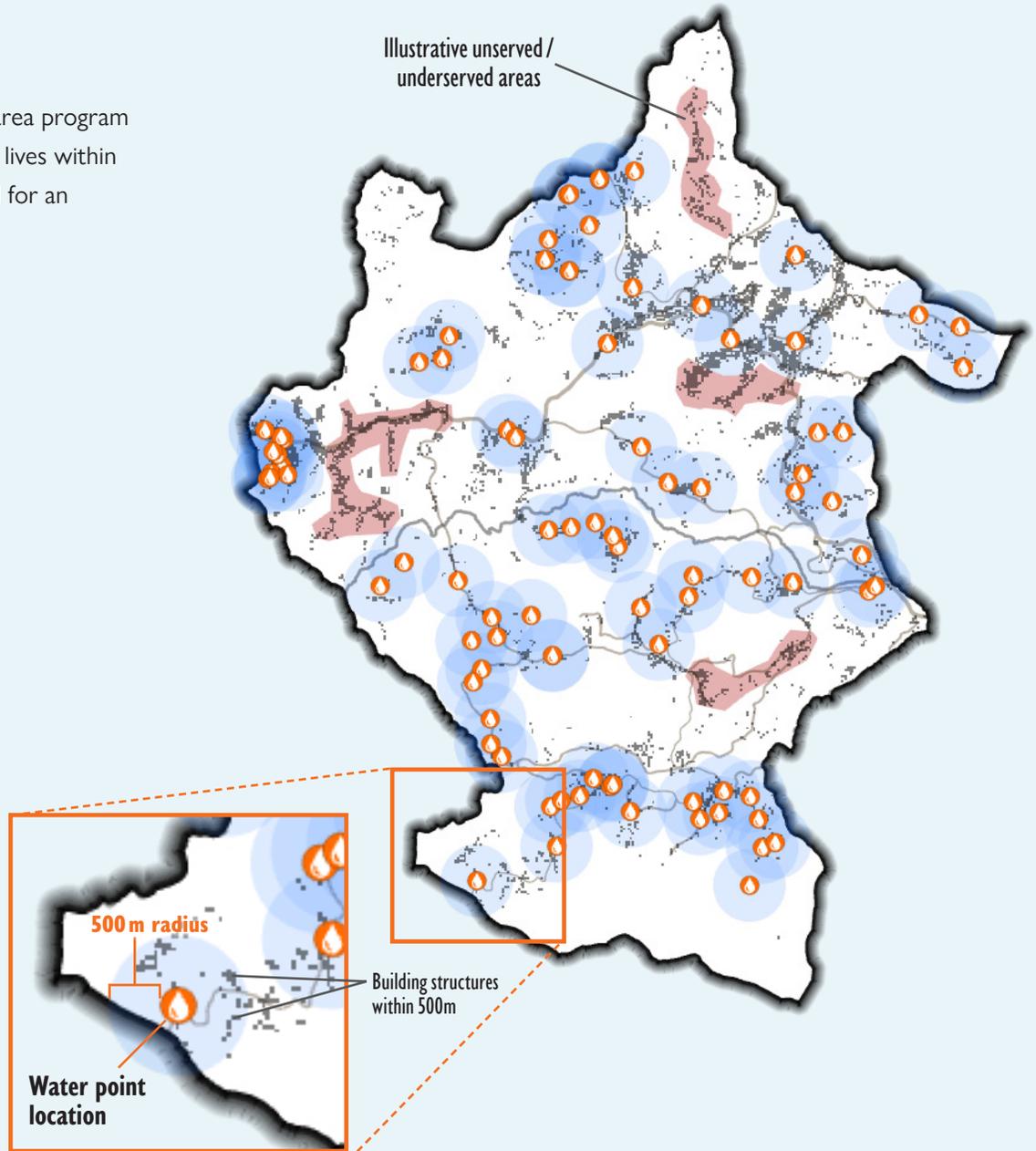
Monitoring WASH Access with Geo-spatial Analytics

Mapping high resolution population data for a sample area program (Figure 19) demonstrates about 60% of the population lives within 500 meters of a water point, the government standard for an improved water source.

Area Program Population by Distance from Water Point



Figure 19: Area Program GIS monitoring sample



Research and Learning

Our commitment to prioritize learning and research partnerships means that we will gather and use data and evidence about our own programming to improve WASH programming at scale. We also will disseminate our findings to transform approaches in the broader sector to accelerate progress toward SDG 6.

World Vision will intentionally move beyond measuring outputs to assessing the impact of our work on key outcomes. This will be catalyzed by both rigorous evaluations of specific World Vision approaches to understand their impacts on health and poverty, as well as developing broader measures of well-being in alignment with World Vision's positioning as an organization focused on child well-being.

OUR APPROACH

Learning is an iterative process, beginning with collating existing knowledge, trying new approaches suggested by our in-country experts, evaluating promising innovations, and scaling up best practices, which are then monitored and evaluated over the longer-term.

To maximize the impact of our learning on the ground, we will intentionally establish national-level partnerships with key research institutes and universities.

We will build evidence through the following activities:

- Synthesize existing sector knowledge into evidence guides accessible to national offices
- Analyze existing World Vision data from prior evaluations and ongoing program monitoring
- Partner with universities to conduct rapid pilot studies as well as rigorous evaluations as the evidence base for promising World Vision program approaches increases
- Leverage our long-term programming commitments to jointly pursue funding with partners for research and learning to generate evidence useful for the WASH sector as a whole outside of World Vision-specific approaches

Each activity will generate several key outputs, including not only peer-reviewed scientific papers, but also technical reports and policy briefs useful to World Vision staff members, partners, donors, and policymakers.

To maximize the impact of our learning on the ground, we will intentionally establish national-level partnerships with key research institutes and universities. This will ensure that research is contextually relevant, increase World Vision staff capacity in implementation and learning, and build collaborations in-country to increase opportunities for leadership and revenue generation.

Figure 20: Sample learning agenda areas and questions

Learning Areas

Sample of Learning Questions

Learning Areas	Sample of Learning Questions
 Water Supply	<p>What combination of community-managed and/or professionally run aspects of water systems are ideal for maintaining water supply sustainability?</p>
 Sanitation and Hygiene	<p>How can we achieve sustainable rates of high-quality sanitation and hygiene through a combination of demand and supply-side approaches?</p> <p>How can we achieve higher rates of environmental cleanliness through management of child and animal feces?</p>
 Water Security	<p>How do we define, measure, and improve resilience, especially in the context of multiple source use?</p>
 Governance and Finance	<p>What combination of financing models (government, community, and private sector) are most effective in ensuring sustainability?</p>
 Institutional WASH (Schools & HCFs)	<p>What combinations of behavior change and infrastructure can drive sustainable WASH services in schools and HCFs?</p>
 COVID-19	<p>What are the impacts of COVID-19 on WASH service delivery and how do we mitigate them?</p> <p>How can improving WASH services support livelihood recovery after COVID-19?</p>

Capacity Building

To ensure World Vision's 1,200 WASH staff members across the Partnership have the necessary technical and human-resource competencies to effectively design, implement, and sustainably manage WASH interventions, capacity building is integrated as a key program quality element across WASH efforts.

Since 2015, World Vision has been partnering with DRI and Drexel University to provide WASH capacity building to more than 180 staff members worldwide. This effort helps grow staff capacity through two parallel tracks focused on technical provision of water/ WASH implementation and global health for WASH and behavior change. Each student of the program completes a capstone or operational research project, an effort which has been a value add to WASH programming. For example, one student's research project resulted in World Vision leadership taking a more intentional focus and commitment to WASH in HCFs in Zambia.

World Vision anticipates an additional 160 staff members will complete this capacity building initiative in 2021 and 2022, after which the project will be reviewed to inform future design and objectives.

Our capacity building initiatives are also aimed to improve staff retention and develop leaders in WASH through the following activities:

- Expose field staff to donor engagements and global WASH sector events
- Engage staff in work exchanges and deployments to gain and grow skills
- Co-create contextualized solutions with peers in regional learning labs



Women in WASH: Expanding opportunities for female WASH engineers in Afghanistan

In Afghanistan, creating intentional opportunities for qualified female WASH engineers to gain practical work experience in their field helps reduce gender inequity in the pool of technically trained candidates and strengthen the long-term capacity of the WASH sector as a whole in a fragile context.

When it comes to recruitment of engineers, female candidates lack the experience levels of their male counterparts. Recognizing and seeking to address this gap in Afghanistan, World Vision is intentionally recruiting female engineers and hiring them for a year of intensive capacity building and on-the-job experience, alongside existing WASH engineers.

On-the-job training pairs experienced project engineers with trainees to provide practical experience in on-site surveys, designs, bill of quantities (BoQ) development, and construction monitoring.

Formal training includes monthly opportunities to build skills and address gaps across a series of technical areas in cooperation with an external NGO capacity building partner.

Advocacy

Advocacy as a program quality initiative addresses systemic issues that limit sector progress by influencing government policies and community practices.

Outputs of effective advocacy are critical to successfully move WASH indicators beyond access and service delivery to achieve universal coverage and ultimately transformative WASH.

As a pillar of World Vision's transformational development approach, advocacy efforts within WASH are often integrated within national office and AP program operations through formal and informal relationships with government, communities, CBOs, and sector working groups at the national level.

World Vision WASH aims to improve our targeting and reporting on advocacy efforts and results, making these activities more visible and deliberate in achieving impactful outcomes. This work can inform and help guide the sector which can, in turn, leverage significant support.

ENGAGEMENT WITH GOVERNMENTS

Through advocacy, World Vision strives to hold the governments of the countries and localities where we work accountable to their role in long-term WASH solutions.

World Vision's WASH Core Project Model and Field Guidelines state that WASH programming must align with government standards, and where policies and standards are insufficient or non-existent, World Vision must work to help set these standards and ensure policies are formed, implemented, and monitored.

Partnership with government ministries of Health, Hygiene and Sanitation, and Water (or equivalent in country) is extremely important to elevate WASH as a key development issue and build the capacity of government ministries and local governments to support WASH improvements and provide adequate policies and public services for WASH improvements to be maintained.

World Vision also works with policymakers to advocate for adequate resources to increase WASH access in rural and vulnerable communities, including people with disabilities. Our engagement will extend to influence policies, guidelines, and strategies that support quality compliance, especially in term of adopting measures to prevent and mitigate toxic metals in sector-provided water.

ENGAGEMENT WITH COMMUNITIES

At local levels, World Vision's strong social accountability programming helps to amplify the voices of the most vulnerable, and our reputation and close relationships with government counterparts allows for social accountability programming to be implemented. Social accountability initiatives in national offices and APs empower communities to participate in making sure their government and other authorities are delivering on their promises for child well-being.

In most of the targeted countries represented in this business plan, WASH advocacy is primarily introduced into communities through Citizen Voice and Action (CVA) efforts which equip citizens to understand their rights and empower communities to express their needs in constructive dialogue with governments.

Activities: Financing Plan

World Vision's strategic financing plan for *Our Roadmap to Impact* is a key differentiator in our implementation approach, leading to greater impact and sustainability of our work.

World Vision WASH programs integrate funding from multiple revenue streams each year. This approach to financing enables efficient program delivery year-to-year, while also ensuring the long-term commitment required to advocate for systemic change to achieve transformative WASH.

A blended strategy of base funding and leveraged funding with growing alternative financing options enables us to build on the strengths of each revenue stream, while minimizing risk to any country WASH program or the success of the business plan as a whole should any single funding stream be disrupted.



Base Funding

Base funding is the catalytic driver of the WASH business plan. Generated primarily through private donations from a mix of highly committed individuals and mass-market campaigns, this flexible funding enables national offices to program strategically based on community and district-driven need while enabling and strengthening long-term program commitments. Base funding also serves as leverage to raise additional funds.

Over the past five years, we've seen a rate of an additional \$4 of leveraged funds for every \$1 of base funding invested, and we look to increase this ratio even further in 2021-2025.

Base funding enables achievement of business plan goals by:

- Strengthening agency at the national and community level to determine investment priorities
- Allocating resources to critical components, such as learning, capacity building, and monitoring, which enable more comprehensive WASH programming and greater leverage for revenue generation
- Complementing funds from more restricted revenue streams to close gaps and maximize reach
- Ensuring staffing continuity by funding gaps between cycles of time-bound/grant-funded projects

Leveraged Funding

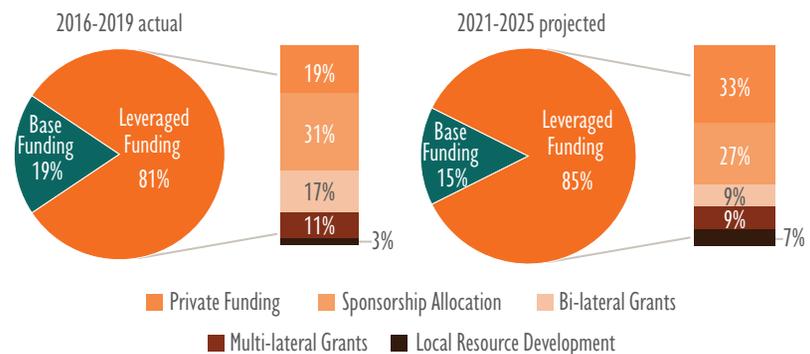
Leveraged funds enable strategic program implementation at scale, allowing World Vision to set and achieve ambitious national and global targets.

Accounting for approximately 85% of the WASH funding projected for the 2021-2025 business plan, leveraged funds are generated from a range of revenue streams including World Vision child sponsorship, bi-lateral and multi-lateral grants, government counterparts, foundations, and global and local level partners for both implementation and financing.

World Vision's ability to grow leveraged funds for implementation of this business plan is enabled by:

- Utilizing private resources to leverage public and private grants for WASH
- Increasing sponsorship funding allocations to WASH through national office strategy prioritization

Figure 21: Comparison of base funding to leveraged funding over business plan periods



Alternative Financing for WASH

To further support and strengthen WASH services, World Vision is committed to influencing additional investments into the WASH sector. These efforts are summarized in goal four. Philanthropic and grant funding can be a powerful supplement to other types of financing including public government resources, bond issuance, user payments, and private/commercial lending.

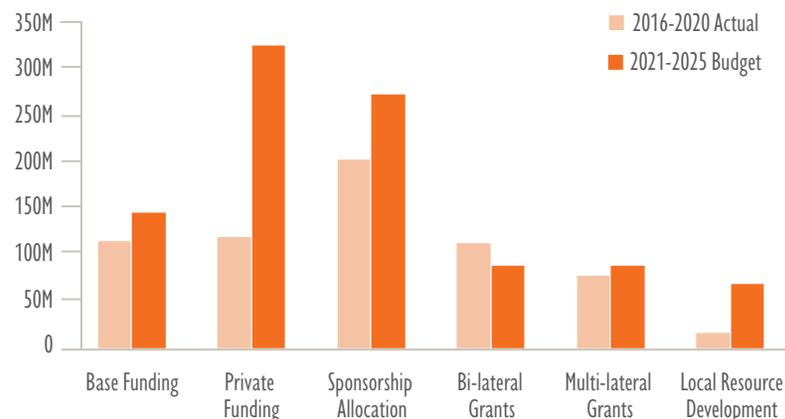
Efforts to influence alternative financing for WASH are included within this financing plan. In collaboration with global and local partners, we will implement activities to improve governance, financing, and advocacy to support the WASH plans of local communities and government authorities. Examples of possible activities or approaches that would lead to and be counted as alternative financing include:

- co-investments/cost-share in infrastructure
- community payments or in-kind contributions
- impact investment bonds
- facilitating insurance policies for water system components
- supporting micro-loan products

World Vision is committed to influence additional investments to support and strengthen the global WASH sector.

In addition to providing health benefits, household water connections and higher quality sanitation facilities can also improve economic benefit. To support higher levels of WASH service World Vision WASH has begun partnering with Water.org and VisionFund around micro-lending initiatives. Water.org has a wealth of experience in partnering with microfinance institutions and creating lending products so families can afford household water connections and quality toilets. With World Vision’s WASH programs and our partnership with VisionFund, we have both the demand creation and lending capabilities. Water.org and other organizations have seen significant success in this area and World Vision looks to build on that experience.

Figure 22: Funding comparison 2016-2020 actual vs. 2021-2025 budget



Comparison of business plan funding sources—2016-2019 actuals plus 2020 budget vs. 2021-2025 budgeted.

Insurance Innovation

Sustainability of rural water systems in sub-Saharan Africa is of great importance and a significant challenge because communities often lack resources to repair complex water system components and procure expensive replacement parts. Supplemental financial and governance tools are needed for long-term sustainability.

To build water system resiliency and reduce the financial burden on communities in Kenya and Zambia, one of the ways World Vision is helping enable communities to sustain water systems is by leading development of private insurance policies for mechanized water systems. This innovation is aimed to help strengthen water system governance, reduce downtime, and shields communities from water shortages that cause families to use unsafe water.

World Vision took initiative in 2017 to begin educating insurance companies on the need for water system financial sustainability solutions. It provided opportunities for companies to meet with communities to understand their water systems and helped to define the terms of insurance policies. Annual policy costs must be advantageous for the consumers to sustain a willingness to pay, and they also need to have a low risk of financial loss for the insurance company. World Vision is monitoring the success of insurance coverage to increase functionality of mechanized water systems and validating if overall risk for insurance companies is manageable.



School children collect clean water from an automated AQTAP kiosk in World Vision's Wema program area, in Nakuru county, Kenya.



Sustainable water systems provide families with a reliable supply of water for drinking, hygiene, and gardening.

Costs and Funding Sources

PROJECTED COSTS

Projected global costs for funding the 2021-2015 WASH Business Plan are calculated through the tiered roll up process of business plan development. Community- and district-level WASH plans are consolidated into respective national plans. Each of these national plans is included in their respective regional plan, and the collective regional plans determine the global plan. The costs associated with these plans are harmonized at a national level for cost efficiencies and economies of scale. All regional and global averages are, therefore, averages of associated national costs. The costs to fulfill the consolidated plans are linked to the planned investments from resource development.

Figure 23: Business plan activity costs

Water supply and water security	\$612 million
Sanitation and hygiene	\$206 million
Governance and finance	\$35 million
Monitoring and research and learning	\$21 million
Program management and capacity building	\$167 million
Total	\$1.04 billion

Costs associated with this business plan have increased comparatively with prior business plans due in large part to our alignment to the SDGs. Specific factors include:

- Working to support a higher level of water supply services, ideally bringing water closer to homes with better quality, but also reducing the number of hand pumps being installed and the number of water point repairs being conducted.
- Creating better management structures through modernizing the community WASH committee to become a higher level of authority, integrating private and public operators into piped-water services, strengthening the enabling systems around WASH services, and facilitating better financing plans for services.
- Shifting toward implementing more institutional WASH services, including a significant increase in schools and health centers reached with piped water on premises and higher standards for sanitation and hygiene facilities.
- A greater focus on measuring impact, resulting in an increase of monitoring and evaluation costs.
- More regulated procurement and supply chain procedures and quality requirements which have increased material costs.
- COVID-19 has significantly disrupted global supply chains and increased risks to workers, resulting in higher material and contractor costs.

Figure 24: Annual costs of business plan activities

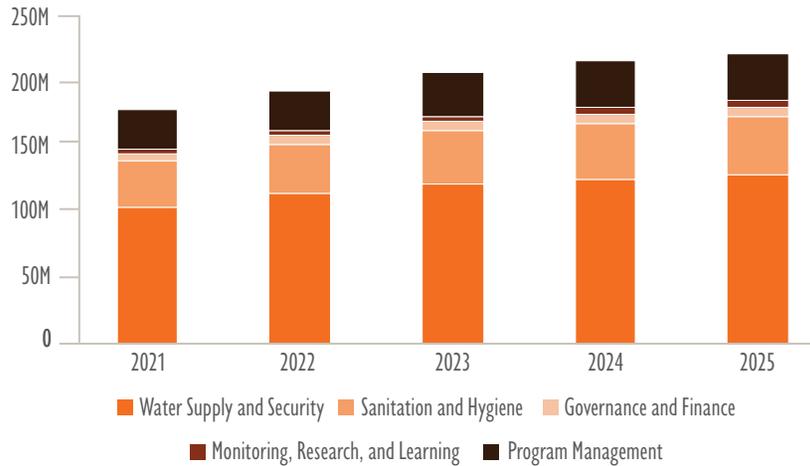


Figure 25: Business plan activity costs by type

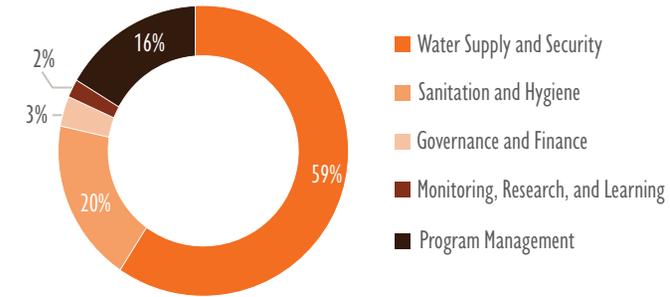
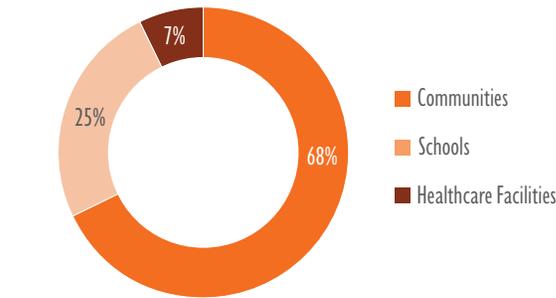


Figure 26: Business plan activity costs by setting



Proxy dollar amounts, categorized and shown below, are helpful in analyzing trends, associations, and comparisons of planned investments. Our anticipated investment amount per community member is increased by 20% from the past five-year period and by 65% per student.

Figure 27: Anticipated investment per person served

Investment per community member

	2011-2015	2016-2020	2021-2025
Water	\$38.35	\$30.26	\$38.24
Sanitation	\$7.82	\$7.37	\$6.46
Hygiene	\$4.21	\$1.45	\$2.18
Total	\$50.38	\$39.08	\$46.88

Investment per student

	2016-2020	2021-2025
Water	\$15.32	\$39.02
Sanitation	\$26.36	\$32.29
Hygiene	\$2.96	\$2.46
Total	\$44.64	\$73.77

Targeted Funding Sources

World Vision uses historical trends and forecasted revenue to determine where to focus resource development efforts. The funding plan is designed to mitigate risk. Should one revenue stream decline and not meet anticipated revenue targets, focus can be shifted to other revenue streams to make up the difference.

World Vision offices all over the world contribute to the resources needed to fulfill the business plan investments into WASH.



Figure 28: Projected revenue channels over time (annual revenue is equal to annual costs)

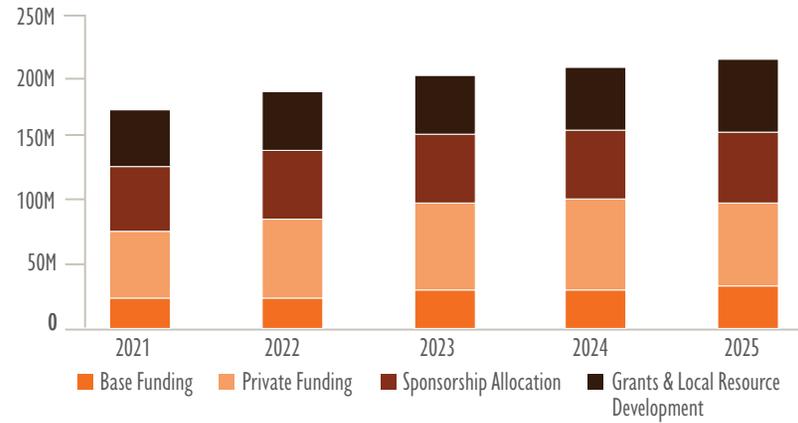
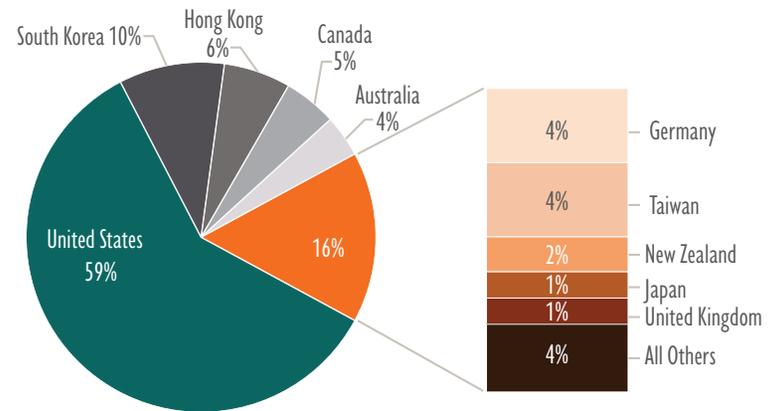


Figure 29: Private and sponsorship funding origins



Projected contribution by support office toward business plan funding

Asia Pacific Dashboard

 \$99M
Total investments

 304
WASH staff

The Asia-Pacific region (APR) is contextually diverse, spanning from the subcontinent nations of India and Bangladesh to the Pacific Islands. While 16 World Vision national offices in APR have WASH programs, six countries are prioritized in this business plan with strategic investments focused primarily on India, Indonesia, and Bangladesh—three of the most populous countries in the world as well as the three nations with the highest populations represented in the business plan. Such population density requires a unique blend of rural and urban WASH approaches distinctive to the region.

Across these countries of focus, most governments have established national plans for WASH improvement and are highly active and involved in carrying out those plans. Each country also has committed to make progress toward universal coverage plans.

Water quality is a challenge in most countries, and many countries are working to get improved access to quality water closer to homes. Despite high access rates in India, water quality is poor. Bangladesh, Cambodia, and Myanmar face arsenic challenges with ground water. Because of the lack of quality ground water in APR, options for water supply need to include alternative technologies such as rainwater harvesting and surface water treatment.

The Asia-Pacific region holds a large potential for growth within the World Vision WASH portfolio in the coming years. The region also has much to offer to the WASH community of practice in terms of innovation, approaches, and technology. Sanitation marketing and loan products are growing across the region.

Geographic Footprint of Active WASH Programming



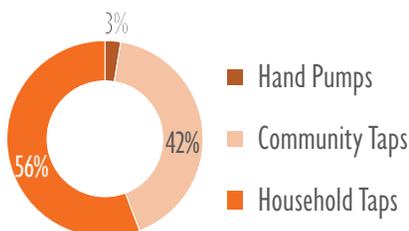
Programming to Watch

- 1** In Indonesia, World Vision is working with communities to encourage engagement in village annual planning practices to voice their needs to local government and advocate for funds for capital infrastructure.
- 2** In India, World Vision continues to partner with the government to improve sanitation after helping over 1.4 million people receive household toilets as part of the Clean India Campaign. In follow-up stages of the program, we will help to address challenges associated with sanitation services and toilet maintenance.
- 3** In Papua New Guinea, World Vision is working in partnership with local and national government to build capacity to revise and implement a national WASH strategy. Lower level government water boards will serve as private operators to manage large community water systems.
- 4** In schools across Uttar Pradesh, India, World Vision is beginning implementation of a large WASH UP! program. This program will have a strong learning component with a research study being conducted by Stanford University to look at operation and maintenance approaches and impacts of the program on sustained behavior change.

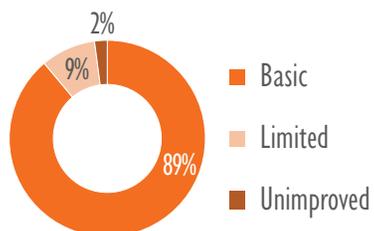
People gaining access to



Community Water Points by Type



Household Sanitation by SDG Service Level



District-Level Plans Developed

44



Cambodia: WASH Capacity Building for Emergency Response

In Cambodia, World Vision and UNICEF co-lead the Humanitarian Relief Forum (HRF) for the WASH sector. In collaboration with the government of Cambodia, the forum trains civil society on WASH in emergencies to be prepared for timely and effective responses.

As part of this effort, World Vision in Cambodia implemented a “WASH Emergency Preparedness and Response Capacity Strengthening Project” for the purpose of building the capacity of Cambodia government officials in WASH emergency preparedness and response capacity, particularly working with the Ministry of Rural Development to create an emergency preparedness and response plan.

Through the relationship with UNICEF, World Vision also has received funding to pilot new technology for climate resilient community piped-water systems. The aim of the pilot is to increase access to safe water for people living in drought affected and/or water scarcity provinces.

Schools gaining access to:



Basic Water

3,426

Basic Sanitation

1,664

Basic Hygiene

5,672

Training in planning and budgeting of WASH services

2,530

Healthcare facilities gaining access to:



Basic Water

877

Basic Sanitation

745

Basic Hygiene

486

Cleaning policies and protocols

486

Community interventions:



Piped-water systems built

2,643

Faith leaders trained

3,644

Local businesses active in WASH

6,588

WASH committees formed & trained

5,450

Latin America and Caribbean Dashboard

 **\$74M**
Total investments

 **65**
WASH staff

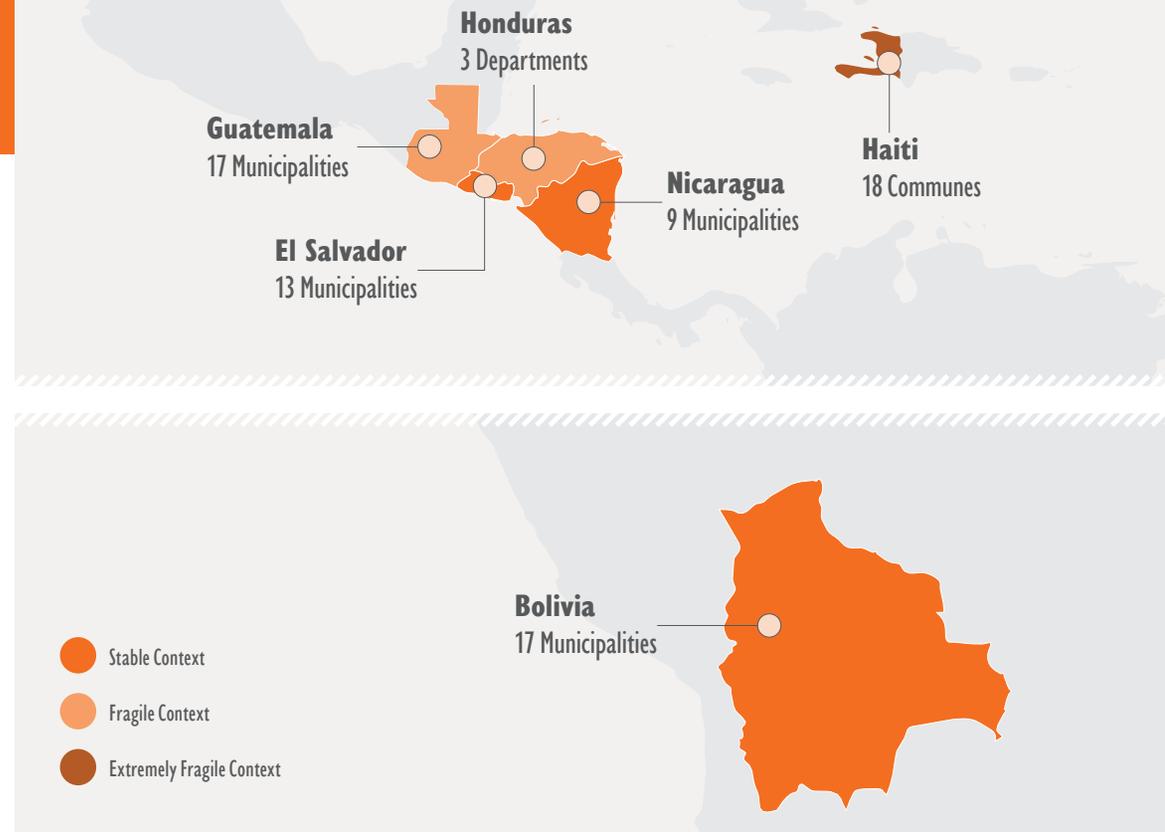
The Latin America and Caribbean (LAC) region is highly exposed to the effects of climate change with countries facing increased amounts of storms, flooding, mudslides, and extended drought periods. These issues create severe damage to infrastructure and exacerbate socio-economic vulnerabilities, requiring an increased programming focus on resilience to climate change across the region.

Across LAC countries there is strong coordination with government at the regional and national levels, as well as strong collaboration between in-country NGOs. Most countries in the LAC portfolio will be targeting universal coverage across districts and World Vision program areas.

On-site household water connections, with access inside the home or right outside the door, is a distinctive across the region. Achieving a high service level will continue to be a programmatic focus, with delivery of connections to water supply and pour flush toilets at the household level, while working toward increased and improved programming around wastewater and gray water removal and treatment.

Also distinctive to the region is direct contribution from communities in development of water systems. Communities support the excavation of trenches for pipelines and households regularly contribute tariffs, monitored through metered systems. WASH committees and plumbing groups in communities are trained to help build latrines and maintain systems.

Geographic Footprint of Active WASH Programming



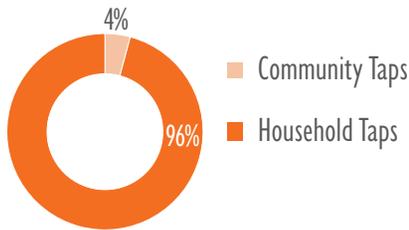
Programming to Watch

- 1 In Nicaragua, World Vision is addressing water quality in locations where arsenic is found in groundwater, helping households reduce concentrations of arsenic contamination.
- 2 Continued WASH in school programs across the region which align with government designed initiatives, and, where possible, complement with additional programs such as WASH UP!
- 3 In Honduras, World Vision is continuing work on gravity-fed spring catchment systems; with a significant programming focus on micro-watershed management for the protection of the catchment area for these springs.
- 4 Stronger links between WASH and livelihoods will be seen across the region.

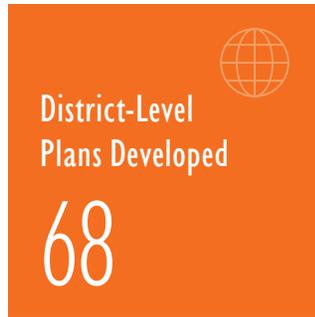
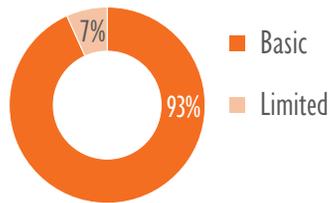
People gaining access to



Community Water Points by Type



Household Sanitation by SDG Service Level



Schools gaining access to:



Basic Water 703

Basic Sanitation 769

Basic Hygiene 768

Training in planning and budgeting of WASH services 825

Healthcare facilities gaining access to:



Basic Water 259

Basic Sanitation 180

Basic Hygiene 233

Cleaning policies and protocols 233

Community interventions:



Piped-water systems built 657

Faith leaders trained 2,361

Local businesses active in WASH 798

WASH committees formed & trained 767



Micro-Watershed Work in Honduras

Honduras is considered one of the most vulnerable countries to the effects of climate change and variability, with most communities experiencing a level of water scarcity.

In Honduras, World Vision has partnered with the National Institute for Conservation and Forest Development, Protected Areas and Wildlife, to initiate a process of sustainable micro-watershed management within its climate change adaptation program.

The main objectives of this agreement are to provide technical support, to train water boards on micro-watershed management, and to secure legal support for the declarations of the micro-watersheds as a protected area for water production.

Investments in micro-watershed management increase sustainability of water systems and quality and consistency of household water supply; contribute to food security through the efficient use of water for agricultural production through hydroponic crops; and improve risk management through the reduction of the runoff to avoid floods and landslides in communities.

Middle East And Eastern Europe Dashboard

 \$23M
Total investments

 191
WASH staff

WASH in the Middle East and Eastern Europe region (MEER) is transitioning from primarily humanitarian and emergency programs to sustainable WASH services, particularly in Afghanistan and Iraq.

Historically, much of World Vision's WASH work across the region has been grant-funded and focused on populations displaced as a result of conflict and insecurity, including internally displaced people, refugees in formal camps and informal tent settlements, and returnee populations. This has been the focus in Syria, Lebanon, and Jordan since 2011. WASH activities supporting vulnerable populations in these countries has included camp infrastructure and storm water drainage projects, solid waste management, hygiene promotion, and WASH UP! programs at schools.

While programming will continue to serve displaced populations, other focus areas will include water security, scarcity, and conservation; water resource management; and water safety plans to address challenges associated with cyclical drought and flooding, and conflict between government and armed opposition groups.

Faith engagement is an important differentiator in this predominately Islamic region. In Afghanistan, World Vision has developed a strategic partnership with Muslim faith leaders for developing a "WASH in Islam" curriculum.

Notably, in Afghanistan, World Vision WASH programming has grown and improved significantly in the past five years due to strategic positioning of base funding and excellent leadership; and has been recognized by UNICEF at the country's largest water NGO.

Geographic Footprint of Active WASH Programming



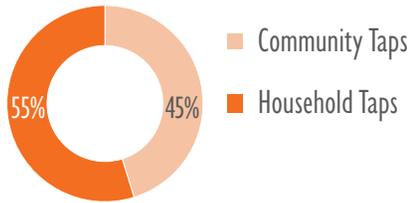
Programming to Watch

- 1 In Afghanistan, Iraq, Jordan, Lebanon, and Syria World Vision is implementing an adaptation of WASH UP! programming in child safe spaces and community gatherings.
- 2 In Iraq, World Vision is training communities in water conservation approaches to enhance economical water usage.
- 3 Growth of gender equality and social inclusion programming.
- 4 Rehabilitation of WASH infrastructure damaged from conflict.

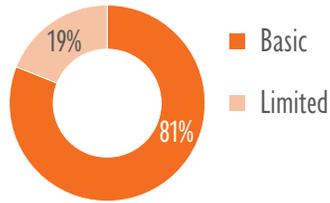
People gaining access to



Community Water Points by Type



Household Sanitation by SDG Service Level



District-Level Plans Developed

2

Schools gaining access to:



Basic Water 103

Basic Sanitation 69

Basic Hygiene 103

Training in planning and budgeting of WASH services 79

Healthcare facilities gaining access to:



Basic Water 43

Basic Sanitation 43

Basic Hygiene 43

Cleaning policies and protocols 43

Community interventions:



Piped-water systems built 250

Faith leaders trained 950

WASH committees formed & trained 222



Environmental Sustainable Solid Waste Management Project: Azraq Refugee Camp – Jordan

Jordan is home to more than 650,000 Syrian refugees, 18% of whom reside at formal refugee camps. Azraq camp hosts a population of 36,298. Between February 2016 and December 2019, World Vision Jordan, with funding from EuropeAid and World Vision Germany, supported the set-up of a recycling center for solid waste at Azraq Camp aimed to reduce the cost and environmental impact of solid waste and to help generate revenue through sorting and sale of recyclable materials.

Household education and awareness sessions, cash for work opportunities and the recycling center have all led to a substantial improvement of waste collection, recycling, and the overall environmental quality at the camp. Of the resident's surveyed, 91% felt that the project improved the quality of the environment. The project was able to provide cash for work to more than 1,400 volunteers and 41% of volunteers reported an increase in income compared with the previous year, compared to 13% in a control group.

East Africa Dashboard

 **\$525M**
Total investments

 **427**
WASH staff

The East Africa region (EAR) is home to World Vision’s most extensive WASH portfolio, including our two largest country WASH programs in Ethiopia and Kenya. Notably, EAR also includes five of the world’s most extremely fragile countries.

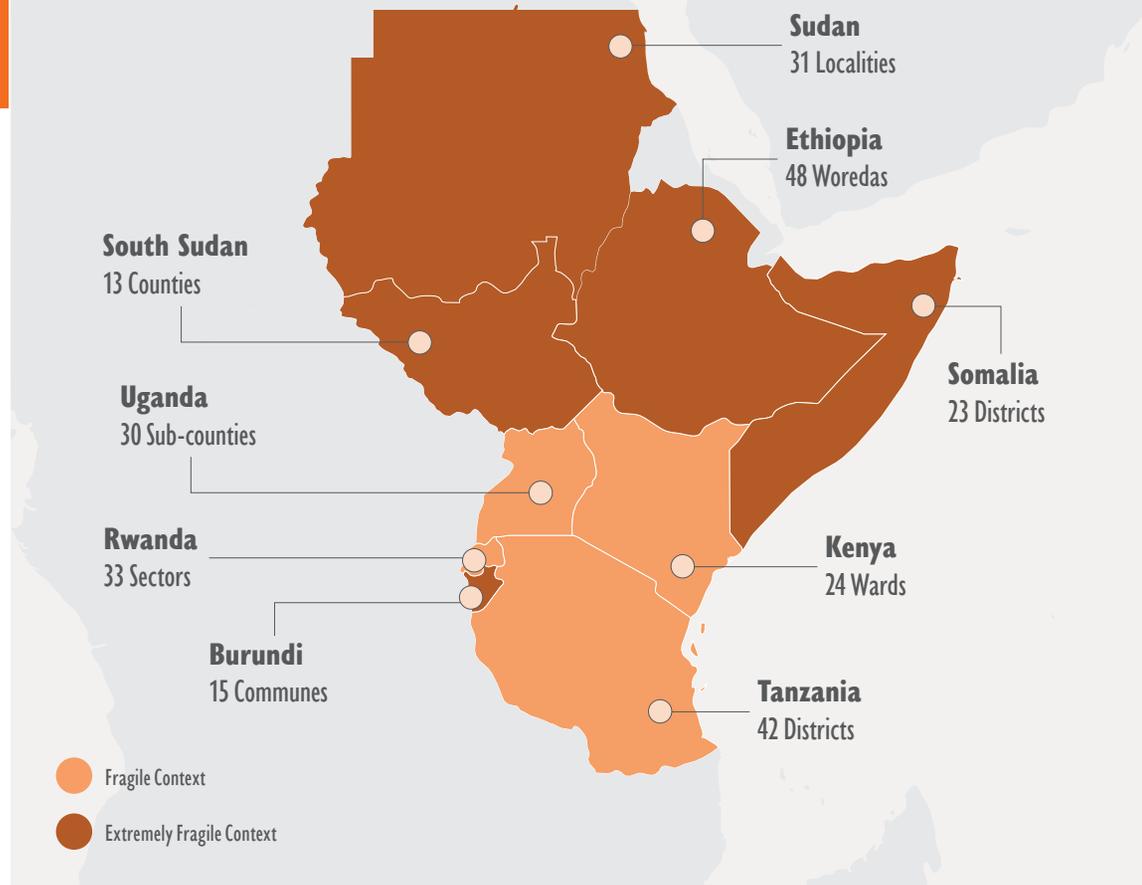
Interventions have largely focused on grant-funded response work as countries face sporadic conflict, sanctions, border issues, political instability, and displaced people groups, with some countries beginning to transition to a development focus.

Extensive drought and floods across the Horn of Africa have resulted in significant attention of WASH programming toward climate change resilience. East Africa countries continue to innovate to respond to climate change and ensure groundwater recharge. World Vision Kenya has installed additional automatic payment systems to reduce water waste, while Somalia has set up hydrometric stations in four districts to facilitate monitoring of weather, surface water, and groundwater.

Across national offices, WASH programs have established close relationships with national government ministries. In many cases, World Vision staff members have been invited to lead or contribute as members of government advisory groups that help establish policy and direction of WASH strategy for the country.

East Africa has some of the most innovative and advanced programming across the World Vision Partnership, including some of the strongest experiences in market-based WASH activities and efforts in resilience.

Geographic Footprint of Active WASH Programming

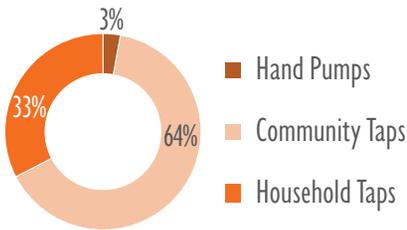


- 1 Advancing sustainability through private public partnerships through the water systems insurance scheme.
- 2 Supporting the country of Rwanda in reaching SDG 6.
- 3 Recognizing behavior change as key to sustainable sanitation and hygiene programming and working with faith leaders as a key partner.
- 4 Developing Ethiopia and Kenya microfinance institution loan products to finance sanitation facilities and household water connections.

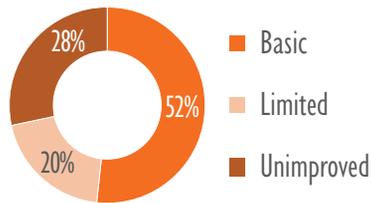
People gaining access to



Community Water Points by Type



Household Sanitation by SDG Service Level



District-Level Plans Developed

96



Water Security & Resilience

Across East Africa, water security and resilience efforts help to address the underlying causes of recurring crises and chronic vulnerability.

Through the Resilient Arid Lands Partnership for Integrated Development (RAPID), a USAID funded partnership with the Millennium Water Alliance in Kenya, World Vision has contributed to building and strengthening community resilience to climate change in arid and semi-arid lands through improved water resources management, livestock, rangeland management, and business management.

The program is unique in that it connects county leaders, NGOs and the private sector. With these key leaders in the same office, the partnership has created trust, better communication, and shared goals.

While the RAPIDs program is complete, East Africa continues to strengthen its work in resilience through initiatives like World Vision Ethiopia's climate resilient water supply and sanitation and hygiene program in drought-prone areas.

Schools gaining access to:



Basic Water

2,172

Basic Sanitation

1,306

Basic Hygiene

3,695

Training in planning and budgeting of WASH services

2,733

Healthcare facilities gaining access to:



Basic Water

1,023

Basic Sanitation

815

Basic Hygiene

1,015

Cleaning policies and protocols

1,015

Community interventions:



Piped-water systems built

1,716

Faith leaders trained

10,229

Local businesses active in WASH

1,501

WASH committees formed & trained

5,700

Southern Africa Dashboard

 \$165M
Total investments

 168
WASH staff

Across the Southern Africa region, national office strategies and WASH staff members are highly committed to supporting efforts to reach universal coverage across districts in their respective countries. These efforts are supported by strong relationships with national and local government, and the region’s approach to achieve hygiene promotion and open defecation-free (ODF) sanitation goals in advance of water supply.

Programming is adapting quickly toward the needs of resilience around climate change especially in Eswatini, Lesotho, Malawi, Mozambique, and Zimbabwe where seasonal flooding has increased due to extended periods of drought followed by high intensity rainfall. These events have led to a decrease in groundwater recharge which impacts water availability for domestic and productive use.

Challenging economic conditions in the fragile contexts of DRC, Angola, and Zimbabwe have impacted, and will likely to continue to greatly impact, WASH initiatives. In Zimbabwe, hyper-inflation caused by economic instability has affected cost of WASH services and supplies; Angola’s economic stability is tied to the volatile global oil market; and internal conflict and prolonged political instability of the DRC has destabilized the already fragile economic conditions where 60% of the population live on less than \$1 per day.

In WASH in schools, SAR exceeds MHM standards, ensuring that schools provide privacy, security, and facilities to hygienically manage menstruation with dignity including waste disposal and water for washing to prevent discrimination.

Geographic Footprint of Active WASH Programming



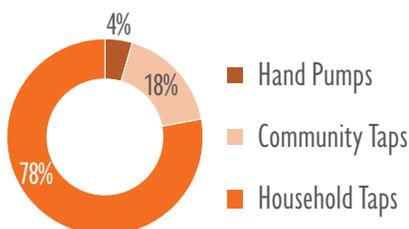
Programming to Watch

- 1 High level of achievement toward universal coverage across Southern Africa with an increase in Safely Managed water services.
- 2 An increased community intensive approach toward governance of WASH services.
- 3 In Zambia, World Vision is piloting insurance schemes to support resilience of piped-water systems.
- 4 Improved sanitation outcomes through contextualized government approaches in Zimbabwe (demand-led sanitation) and DRC (Healthy Villages and Schools).

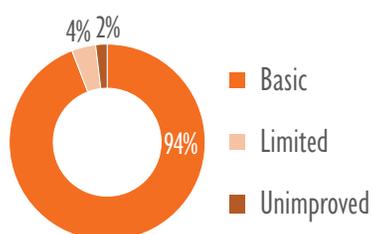
People gaining access to



Community Water Points by Type



Household Sanitation by SDG Service Level



District-Level Plans Developed

37

Schools gaining access to:



Basic Water

863

Basic Sanitation

839

Basic Hygiene

1,829

Training in planning and budgeting of WASH services

1,901

Healthcare facilities gaining access to:



Basic Water

320

Basic Sanitation

321

Basic Hygiene

455

Cleaning policies and protocols

455

Community interventions:



Piped-water systems built

1,127

Faith leaders trained

5,012

Local businesses active in WASH

4,272

WASH committees formed & trained

6,419



Girl Talk: WASH for menstrual health in schools

Girl Talk, a collaboration between Sesame Workshop and World Vision, is a WASH UP! follow-up curriculum that teaches girls' empowerment and menstrual management hygiene, as well as addresses myths and misconceptions about puberty. The program was first piloted in Zimbabwe.

An external evaluation following a two-year Zimbabwe pilot showed significant gains including:

- Increased participant knowledge of puberty and menstruation
- Reported dispelling of common myths and misconceptions about menstruation
- Improved girls' practical knowledge of menstrual cycles

By 2025, Girl Talk aims to reach a minimum of 5,000 girls in Southern Africa including 200 girls per year in the countries of Eswatini, Lesotho, Malawi, Zambia, and Zimbabwe.

West Africa Dashboard

 **\$153M**
Total investments

 **175**
WASH staff

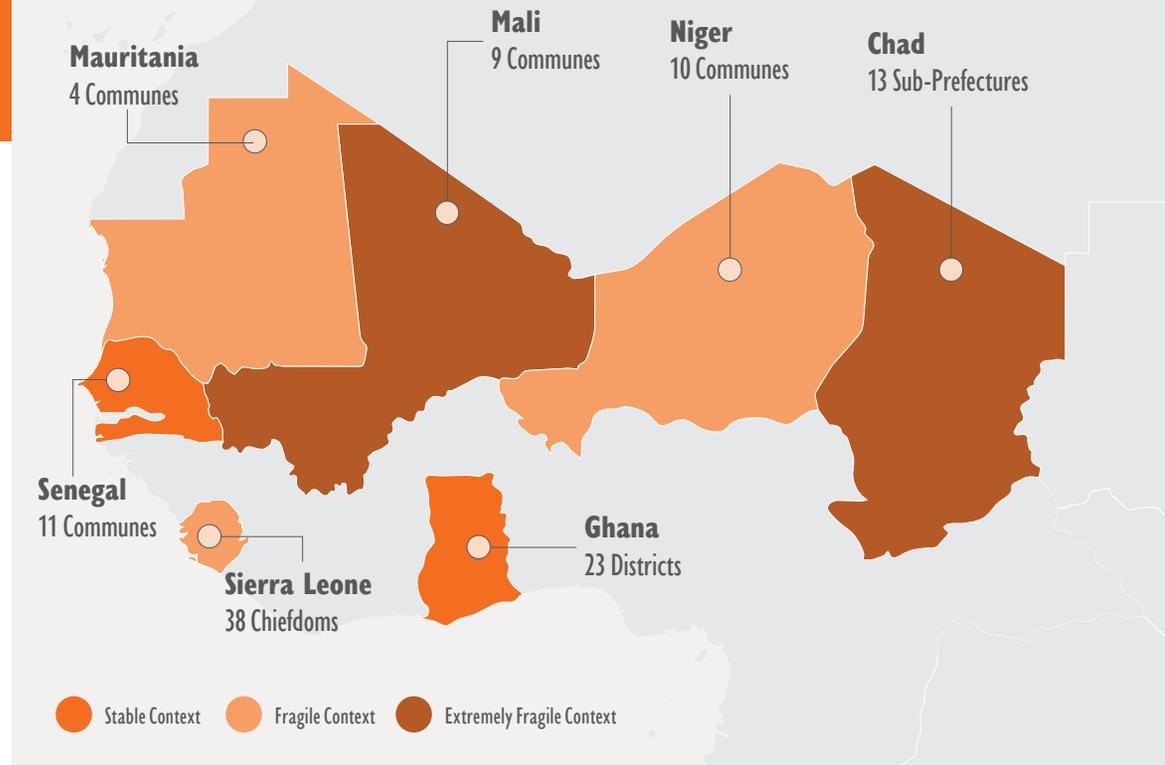
WASH programming in West Africa is primarily across the Sahel Region, one of the world's harshest contexts and climates. A prolonged dry season and very short rainy season stress water supply, while political instability, insecurity, and extremist violence exacerbate the number and complexity of humanitarian emergencies. Open defecation is the norm in many rural areas and progress on improved sanitation has been slow.

World Vision's work across this region has 35 years of history, beginning with the USAID funded Ghana Rural Water Project to eradicate Guinea worm. Soon after, long-term partnerships began with the Conrad N. Hilton Foundation and other grant recipients including WHO, CDC, and IRC WASH.

Despite likely being the most volatile region in Africa, many countries are moving quickly toward piped-water systems and seeking solutions toward climate-resilient infrastructure. Water quality remains a key focus due to both biological and heavy metal contamination. All West Africa countries are investing in the evaluation of water quality improvement and piloting solutions to decrease contamination, with Ghana focusing on understanding more of this issue region-wide through its water quality lab in Tamale.

Behavior-change programming and sanitation marketing are two significant areas of investment. Strong engagement with leaders of different faiths in the region, particularly Christian and Muslim, support community initiatives around WASH promotion of behavior change.

Geographic Footprint of Active WASH Programming



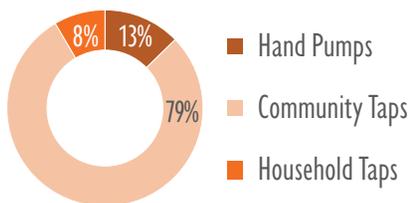
Programming to Watch

- 1 Ghana, Mali, and Niger have developed and are working toward district universal coverage master plans. In Ghana, progress is underway toward universal coverage across the district of Asutifi North, as part of a collaboration with Hilton foundation partners.
- 2 WASH UP! interventions are being implemented in schools across Ghana, Mali, and Niger to help children learn, practice, and model healthy WASH behaviors. WASH UP! is being adapted for behaviors that lead to the spread of neglected tropical diseases.
- 3 Sierra Leone will implement a strong strategy for integrated water resource management formed around social equity, economic efficiency, and environmental sustainability, supported by CVA.
- 4 In Chad's fragile context, the planned closure of eight World Vision APs and opening of eight new APs provides strategic opportunity for increased WASH focus in the initial years of the new programs.

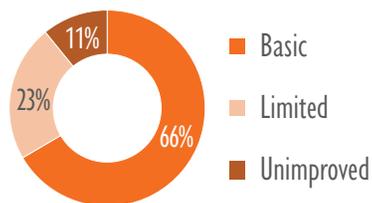
People gaining access to



Community Water Points by Type



Household Sanitation by SDG Service Level



District-Level Plans Developed

99



World Vision Mali & Hilton Foundation: WASH in HCFs

In Mali, World Vision has worked closely with WHO, CDC, WaterAid, and the Ministry of Health, in partnership with the Conrad N. Hilton Foundation, to improve WASH conditions in 40 HCFs across the districts of Kolokani and Koro.

Program outcome highlights include: solar-powered mechanized water systems to provide on-site access to safe water in 34 HCFs; behavior-change communication capacity building for healthcare workers; an inclusive and gender-segregated sanitation model for HCFs; and CVA training in local advocacy and WASH standards to hold authorities accountable to WASH in HCF minimum standards.

The project will continue to build on these, while further strengthening the enabling environment and influencing national policies to include WASH in HCF into national strategies for access to water and sanitation. World Vision will continue to emphasize monitoring, evaluation, and learning for proof of concept, replication, and scalability of universal WASH services in HCFs.

Schools gaining access to:



Basic Water 1,077

Basic Sanitation 700

Basic Hygiene 3,849

Training in planning and budgeting of WASH services 2,887

Healthcare facilities gaining access to:



Basic Water 510

Basic Sanitation 463

Basic Hygiene 1,115

Cleaning policies and protocols 1,115

Community interventions:



Piped-water systems built 742

Faith leaders trained 7,966

Local businesses active in WASH 7,236

WASH committees formed & trained 4,568

Appendix 1: Acronym List

AP	Area Program
APR	Asia Pacific Region
CBO	Community Based Organization
CLTS	Community-Led Total Sanitation
CVA	Citizen Voice and Action
DRI	Desert Research Institute
EAR	East Africa Region
GESI	Gender Equality and Social Inclusion
GRWP	Ghana Rural Water Project
HCF	Healthcare Facilities
IPC	Infection Prevention Control
JMP	Joint Monitoring Programme for Water Supply and Sanitation
LAC	Latin American and Caribbean
MEER	Middle East Eastern Europe Region
MHM	Menstrual Hygiene Management
MOU	Memorandum of Understanding
NCG	Nurturing Care Groups
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
ODF	Open Defecation Free
SAR	Southern Africa Region
SDG	Sustainable Development Goals
SHINE	Sanitation, Hygiene, Infant Nutrition Efficacy
UNC	University of North Carolina
WAR	West Africa Region
WASH	Water, Sanitation, and Hygiene
WASH-B	WASH Benefits
WASH FIT	Water and Sanitation for Health Facility Improvement Tool

Appendix 2: Business Plan Five-Year Targets

Water Supply and Security	2021	2022	2023	2024	2025	Total
Communities						
People reached with safer, more accessible drinking water	2,675,131	2,821,643	3,018,917	3,170,334	3,333,182	15,019,207
Piped-water systems built	1,056	1,237	1,444	1,636	1,763	7,135
Community water taps (shared) installed	9,403	11,008	11,932	12,274	12,075	56,692
On-plot household water connections installed	22,839	24,349	29,214	34,292	36,043	146,737
Wells with hand pumps built in communities	1,184	1,155	1,107	1,068	1,055	5,569
Hectares protected by improved watershed management	284	315	367	421	445	1,832
Institutions						
Children reached with safer, more accessible drinking water at school	735,838	824,325	891,159	939,493	933,149	4,323,963
Schools gaining access to safer drinking water on-site	1,285	1,493	1,670	1,870	2,026	8,344
Healthcare facilities gaining access to a Basic drinking water service	428	555	627	681	741	3,032

Appendix 2: Business Plan Five-Year Targets (continued)

Sanitation and Hygiene	2021	2022	2023	2024	2025	Total
Communities						
People gaining access to household sanitation	2,250,076	2,529,722	2,754,166	2,971,583	3,080,717	13,586,265
Households gaining access to sanitation facilities	446,226	490,188	561,916	579,979	589,169	2,667,478
Households gaining access to hand-washing facilities	680,371	681,679	717,390	731,821	720,212	3,531,473
Institutions						
Children gaining access to sanitation facilities at schools	389,773	452,469	491,875	531,733	568,340	2,434,191
Children gaining access to hand-washing facilities at schools	1,051,617	977,573	1,058,878	1,114,928	1,145,238	5,348,234
Schools gaining access to sex-separated, Basic sanitation services (that comply with required ratios)	766	961	1,108	1,226	1,286	5,348
Schools gaining access to improved sanitation for children/youth with limited mobility	778	894	1,021	1,115	1,154	4,961
Schools gaining access to improved sanitation for girls, with facilities to manage menstrual hygiene	743	810	910	988	1,019	4,470
Schools gaining access to Basic hand-washing facilities	3,698	2,862	2,982	3,149	3,225	15,916
Healthcare facilities gaining access to a Basic sanitation service	331	460	534	594	648	2,567
Healthcare facilities gaining access to Basic hand-washing facilities	730	591	615	670	740	3,347
Bathing rooms available for women in postnatal care at healthcare facilities	222	277	325	352	363	1,540
Healthcare facilities with cleaning policies and protocols in place	528	413	421	462	513	2,337

Appendix 2: Business Plan Five-Year Targets (continued)

Governance and Finance	2021	2022	2023	2024	2025	Total
District-level WASH universal coverage plans created	88	65	57	55	81	346
WASH committees formed and trained with a financing system in place for maintenance and repair	3,847	4,481	4,685	4,977	5,136	23,125
Local businesses active in repair of WASH facilities and provision of WASH products	3,629	3,840	4,036	4,291	4,600	20,395
Faith leaders trained to promote safe WASH practices	5,359	5,667	6,215	6,340	6,581	30,162
Schools trained in planning and budgeting for WASH services	1,793	2,001	2,189	2,397	2,575	10,955

Annual Indicators Monitored

Water Supply and Security

Household water quality tests conducted

Households trained in safe handling and storage of drinking water

Water points with automated payment systems

Water systems designed and built to meet both domestic and productive needs (e.g. gardens)

People benefiting from improved water resource management practices

Sanitation and Hygiene

Communities certified as Open Defecation Free

Communities gaining access to a new solid waste disposal system

Schools gaining access to one or more hand-washing facilities that meets the needs of people with limited mobility

Schools equipped with better solid waste management facilities

Healthcare facilities where cleaning staff were trained in the last 6 months

Healthcare facilities equipped to safely separate and dispose of medical waste

Governance and Finance

Community groups trained and active on WASH advocacy

Professional operators engaged to manage piped-water systems

Faith leaders actively engaged in promotion of safe WASH practices

School WASH clubs formed and trained

Appendix 3: Management and Accountability

The World Vision Partnership operates as a federation, which distributes governance powers across entities, including field offices, support offices, and the Global Centre (which includes regional offices). This more distributed governance model allows for easier local contextualization and agility, while retaining selected “reserve powers” for the Global Centre and regional offices. Support offices are responsible to raise public and private resources, as well as design and support programs. National offices are responsible for implementation, and, in some contexts, engage in local fundraising efforts. Regional offices offer regional oversight and strategic support. The Global Centre sets strategic priorities, promotes World Vision culture, provides global stewardship and accountability, and develops capabilities.

Our Roadmap to Impact is developed, implemented and monitored in partnership, with shared management and accountability across World Vision entities. The various entities involved, including the Global Centre WASH team, regional offices, national offices, and World Vision U.S., have key roles and responsibilities in the stewardship of the business plan.

EXECUTIVE LEADERSHIP

Provide executive leadership for establishing WASH priority and resource allocation.

Jean-Baptiste Kamate

Partnership Leader, Global Field Operations, World Vision International

Margaret Schuler

Senior Vice President for International Programs World Vision U.S.

Chris Glynn

Senior Vice President for Transformative Engagement World Vision U.S.I.

REGIONAL LEADERSHIP

Provide leadership for establishing WASH capabilities and resource allocation in their region. Provide support to field offices (through regional teams) for capacity building, acquisition and support services for program success.

Mark Kelly

Southern Africa Leader

Stephen Omollo

East Africa Leader

Carla Dominique Denizard

West Africa Leader

Jose Luis Jimenez

Latin America and Caribbean Leader;

Terry Ferrari

East Asia Leader

Cherian Thomas

South Asia and Pacific Leader

Eleanor Monbiot

Middle East and Eastern Europe Leader

NATIONAL DIRECTORS

Ultimate accountability for the success of WASH in their field office.

National Directors of each respective country

REGIONAL WASH DIRECTORS

Provide support for capacity building, operations and project success in the field offices. Provide a single regional point of contact for consolidation of information

Dr. Emmanuel Opong

Southern Africa WASH Director

Dr. Fungai Makoni

East Africa WASH Director

Godfrey Mawaa

West Africa WASH Director

FIELD OFFICE “WASH DIRECTORS” (ACTUAL TITLES VARY BY COUNTRY)

Responsibility for management and oversight of all WASH projects within the field office. Support local fundraising efforts, and work with support offices to support fundraising. Act as the primary point of contact for all WASH programming within each national office.

WASH directors of each respective country

SENIOR DIRECTOR FOR WASH, GLOBAL FIELD OPERATIONS

Responsible for overseeing global field operations for WASH.

Pauline Okumu

World Vision International

GLOBAL SECTOR LEAD FOR WASH

Leads global strategy development and adoption for WASH and works with external organizations for positioning and collaboration on WASH initiatives.

Dr. Ray Norman

World Vision International

SENIOR DIRECTOR FOR WASH QUALITY AND INNOVATION

Responsible for supporting programming quality and leading innovation efforts

Samuel Diarra

World Vision International

SENIOR DME AND RESEARCH ADVISOR FOR WASH

Responsible for guiding and supporting WASH monitoring efforts and advising on research opportunities.

Samuel Mwanangombe

World Vision International

WORLD VISION U.S. VICE PRESIDENT, WORLD VISION WATER

Responsible for World Vision U.S. water branding, marketing and messaging to private donors.

Dr. Greg Allgood

World Vision U.S.

WORLD VISION U.S. WASH DIRECTOR

Leads the U.S. WASH team and supports resource acquisition and cross-functional funding opportunities within World Vision U.S. Provides strategy and direction for the Global WASH Business Plan. Balances the delivery of commitments to U.S. donors, and U.S. funding commitments to the field.

Jordan Smoke

World Vision U.S.

WORLD VISION U.S. WASH PROGRAM MANAGEMENT

Responsible for providing support to field office WASH programs and initiatives including accurate communications, proposal development, and reporting and provide oversight to the Global WASH Program Business Plan through data tracking, management and utilization, as well as ensuring accurate communications, proposal development, and reporting.

Dr. Mulugeta Balecha

Middle East and Eastern Europe

Sarah Bowerman

Southern Africa

Peter Hynes

East Africa

Emily Matos

Asia

Bismark Norgbe

West Africa

Kristie Urich

Latin America and Caribbean

Mary Herrick

Proposal Development

WORLD VISION U.S. WASH TECHNICAL ADVISORS

Responsible for providing technical oversight including monitoring, research and learning, as well as ensuring adherence to institutional donor interest and the WASH sector industry.

Allen Hollenbach

World Vision U.S.

Dr. James (Ben) Tidwell

World Vision U.S.

WORLD VISION SUPPORT OFFICES

Support the implementation of the Global WASH Business Plan and coordinate efforts toward WASH with local stakeholders, especially engaging in revenue generation.

David Rodgers

World Vision Australia

Jonathan Kioko

World Vision Canada

Sarah Williams

World Vision New Zealand

Emily CL Chan

World Vision Hong Kong

Hiroaki Imanshi

World Vision Japan

EK Seo

World Vision Korea

Shine Liu

World Vision Taiwan

David Westwood

World Vision UK

Appendix 4: Reference Documents

Listed in order of use in the document:

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