Water for South Sudan
2020-2023 Strategic Plan
Approved by Board June 13, 2020
Updated February 1, 2021

VISION
The South Sudanese people have ready access to water, sanitation, and hygiene (WASH) services.

MISSION
Deliver sustainable quality-of-life services to and with the people of South Sudan by efficiently providing access to clean, safe water, and improving hygiene and sanitation practices in areas of great need.

WFSS VALUES
• Providing sustainable development and growth in collaboration with the people of South Sudan
• Interacting and serving with warmth, sincerity, respect, and compassion
• Understanding the people, customs, and cultures of the South Sudanese people
• Deepening, leveraging, and expanding resources and partnerships to maximize our impact
• Inspiring philanthropy by young people around the world
• Protecting the purity of the aquifer
• Modeling peaceful collaboration among South Sudanese people
• Conducting our work with administrative and operational excellence

Defining terms:
WFSS: Water for South Sudan- National NGO in South Sudan
INC: Water for South Sudan, Inc.- US nonprofit

WORK STREAMS - (Subject to COVID constraints)
COLLABORATIONS, OUTREACH, and BUSINESS DEVELOPMENT

THREE YEAR OBJECTIVE(S):
• Secure several key strategic partners to expand funding sources beyond WFSS Inc.
• Extend our knowledge, effectiveness, scale, impact, and resources such that WFSS is fully engaged across all WASH sectors, and the activities to support them.

PROPOSED PROJECTS FOR 2020-21
WFSS:
• Strengthen relationships with South Sudanese NGOs, government, and foreign embassies by
  o Hosting WASH cluster meetings ON TRACK
o Interacting with key NGOs’ leadership ON TRACK
o Engaging with S. Sudanese government officials ON TRACK
o Attend conferences in Africa, US, elsewhere ON TRACK
  • Extend/develop relationships begun via COVID work with UNICEF and others ON TRACK

INC/WFSS:
  • Continue to explore partnerships and relationships with Well Beyond, Water is Basic, Hearts on Fire, Bob Lange, NEWIN, Opportunity Collaboration, Untapped Shores and others re innovation, technology advances etc. ON TRACK
  • Review UPDP partnership with Aqua-Africa ON TRACK
  • Research business models (costing, pricing, inventory plans, supply chain etc.) policies, related to operations business and opportunities to secure (sub) contracts for drilling and/or rehabbing wells for others. IN PROCESS
  • Research models, partners to undertake a micro-finance program to support sustainability projects for village-level maintenance of wells and/or water purchase IN PROCESS

INC:
  • Strengthen relationships and connect with South Sudanese networks, with emphasis on Syracuse, Buffalo, Boston, Chicago and Southern California. ON TRACK
  • Build teacher network, strengthen Teacher Advisory Council and build out ALWTW and curriculum support materials ON HOLD - COVID

PROGRAM AND OPERATIONS

THREE YEAR OBJECTIVE(S):
  • Be recognized as a leading WASH provider moving beyond the Bahr el Ghazal region, as conditions permit, and distinguishing our work as developmental vs relief.
  • WFSS has full responsibility for recommending and implementing these S. Sudan-based initiatives supported by Inc.

PROPOSED PROJECTS FOR WFSS in 2020-21
  • Drill 40-50 new wells initially using one team IN PROCESS
  • Rehab 50-60 older wells, initially using one team IN PROCESS
  • Provide hygiene education in every village we visit (90-110) IN PROCESS
  • Create a stand-alone hygiene training program/team for COVID ON TRACK
  • Improve hygiene program; enhance feminine hygiene education ON TRACK
  • Construct second latrine project at a school in Wau (subject to funding) ON HOLD
  • Implement water filtration pilot project (research conducted this year) ON TRACK
  • Complete work to build M&E team to visit older wells ON TRACK
  • Construct water storage system (pending Manitou Fund grant) ON TRACK

COMPOUND PROJECTS:
  • Create additional space offices and archives in storage building ON HOLD
  • Furnish and equip multi-purpose building ON HOLD
• Raise roof of inventory building for ventilation **ON HOLD**
• Fuel tank storage project (staged?) **ON HOLD**
• Build shelter for vehicles to protect from sun and rain **ON HOLD**

*Pending review of expenses and projected spending. Budget was developed after strategic plan, and many of these projects were cut from the budget.*

**CONTEMPLATED PROJECT(S) FOR 2021-23**
• Explore establishing a second compound (location, share, rent etc.)
• Launch second rehab/drilling team for contract work (sooner if funding allows)
• Construct additional latrines
• Establish Education Institute/Training Center
• Add additional office space

**FINANCE, DEVELOPMENT and EARNED INCOME**

**THREE YEAR OBJECTIVE(S):**
• Enhance and diversify our financial capacity leveraging new NNGO and the funding it secures.
• Operate seamless processes, decision-making, and controls between WFSS and WFSS Inc.
• Build donor, sponsor, and other payer/contractual relationships such that WFSS comfortably operates on a $2.0 million+ annual budget.

**PROPOSED PROJECTS FOR 2020-21 (Subject to COVID constraints)**

**WFSS:**
• Conduct education trainings and/or building rental – **TRAININGS ON TRACK/RENTAL ON HOLD**
• Secure new revenue/earned income from S Sudanese sources (government & NGOs)
  - Gain 2+well drilling and/or rehab contracts - **ON TRACK**
• Sign contract for sanitation project **ON HOLD**
• Develop fundraising strategies and connections with NNGO board members **TO DO**

**INC:**
• Implement Raiser’s Edge donor management system **DONE/ONGOING**
• Design virtual fundraising strategies **DONE/ONGOING**
• Reach $1.2 million in traditional donations **ON TRACK**
• Raise $30,000 for the Capital fund **ONGOING/AT RISK**
• Hold four house parties, branching out to Syracuse, Buffalo, and other cities **ON TRACK**
• Develop fundraising strategies and connections with NNGO board members **ON TRACK**

**PEOPLE/HUMAN RESOURCES**

**THREE YEAR OBJECTIVE(S):**
• Migration of primary responsibility for shaping and managing WFSS’ operations to WFSS complete.
Meet S. Sudanese government’s vision that 35% of SS staff are women, focusing on women in managerial positions and on the WFSS board.

PROPOSED PROJECTS FOR 2020-21 (Subject to COVID constraints)
- Complete succession/emergency planning for US and SS **TO DO**
- Refine Salva’s role as Senior Advisor, with annual goals **TO DO**
- Conduct additional trainings at WFSS compound, augmented by paid attendees from other NGOs **ON HOLD/COVID**
- Hire new personnel. Possible positions:
  - Hygiene & Sanitation Manager to assist w/ Monitoring & Evaluation **TO DO/REVIEW**
  - Assistant to Compound Manager & Field Coordinator **TO DO/REVIEW**
  - Increase hours & responsibilities for WFSS, Inc. Office Assistant **DONE**
- Strengthen Board membership, meetings, and effectiveness
  - Include speakers at 2+ Board meetings – **ON TRACK**
  - Secure at least one new remote board member to expand visibility/fundraising **ONGOING**
  - Secure one S. Sudanese board member for US board, location flexible **TO DO**

CONTEMPLATED PROJECT(S) FOR 2021-23
- US plans
- SS plans, including Salva’s goals