



Strategic Plan

2024-2030

www.elporvenir.org



Vision:

Transforming lives through clean water.

Mission:

To implement sustainable clean water solutions.

Values:

- **Commitment** to long-term partnerships with Nicaraguan community members and supporting them as they work to build and maintain clean water solutions.
- **Leadership** in the construction and sustainability of WASH projects and watershed restoration; we share our experience and knowledge with others to impact more people.
- **Respect** for our community partners who build and maintain their own clean water and sanitation solutions.
- **Transparency** in all we do.
- **Continuous learning** to adapt and improve our work with communities.

The Big Picture



Founded in 1990, we develop and implement clean water, sanitation, hygiene (WASH) and watershed protection projects in rural Nicaragua. We partner with small, remote communities, schools, and health posts lacking clean water and other basic services such as sanitation, healthcare, and higher education.

This plan's seven-year horizon **aligns with the United Nations Strategic Development Goals** which set 2030 as the target year for a more prosperous and sustainable world.

Our work particularly aligns with Goals #6 and #15. Water and sanitation are human rights that many people lack, particularly in rural areas. Only **35% and 44% of Nicaragua's rural population have water and sanitation coverage**, respectively (Rural Water and Sanitation Information System [siasar.org]). The Nicaraguan national budget designates 7.5% to water and sanitation projects. We work to extend the government's efforts, reaching distant communities that otherwise wouldn't receive support. We build strong, trusting relationships with community members as we complete these last mile projects.

**SUSTAINABLE
DEVELOPMENT
GOALS**

6 CLEAN WATER
AND SANITATION



Ensure availability
and sustainable
management of
water and sanitation
for all

15 LIFE
ON LAND



Manage forests sustainably, halt
and reverse land and natural
habitat degradation, combat
desertification, and stop
biodiversity loss

Approaches and Strategies



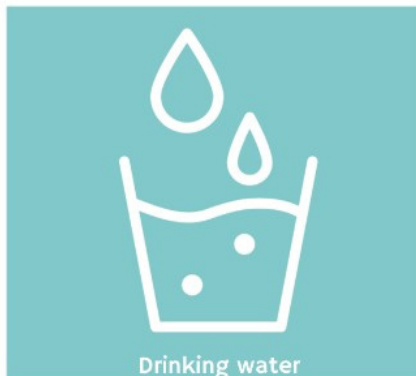
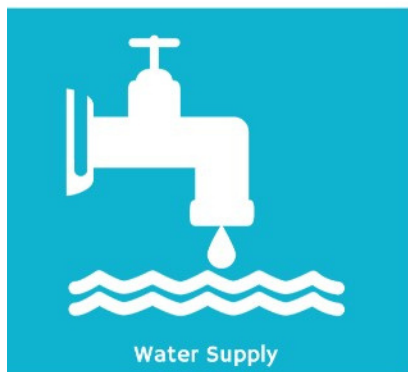
Cross-cutting Themes that Inform our Approach:

- **Gender equity:** Communities are more successful when women's voices are heard.
- **Climate change:** We focus on education and actions to mitigate climate change by working with community members to care for the environment.
- **Capacity strengthening:** We train rural Nicaraguans to promote sustainability, water quality, natural resource protection, and community empowerment.
- **Sustainability:** Community members build, own, operate, and maintain lasting WASH projects. Partner communities contribute financially from the beginning so that they can maintain projects in the future.

Strategies to Achieve our Mission:

- Alliances with communities, governments, and other organizations
- Community empowerment and ownership with strong local leadership
- Long-term community commitment
- Intensive watershed restoration
- Connecting WASH and watersheds

Why WASH (Water, Sanitation, and Hygiene)?



Some community partners share the deep impact WASH projects have on their daily lives:

- Inocencia, her children, and her grandchildren no longer get stomachaches from dirty water.
- “I feel better when my daughter uses [our new latrine]. Before, it was made of plastic, and insects got in. This new latrine is easier to take care of and keep clean. It stays dry, too!”—Nubia
- Residents of La Calera no longer slog through mud or duck through barbed wire fences multiple times a day to bring home a bucket of water. They are safer.
- Maestro Rivas, Waslala school teacher, knows that his students are healthier with their new, safe toilets and handwashing station.
- Zeneyda has more time to take care of her chickens and bake bread for selling.
- Rolando is glad his community has latrines and waste is no longer washing into fields and streams.
- Karla used to spend half a day washing clothes. Now that she can wash at home, she has more time to prepare lessons for the preschoolers she teaches.

The Work

We do not initiate projects; **we respond to community requests based on community-determined needs** and a commitment to work collaboratively. Community members agree to contribute 15-20% of project costs, including manual labor. Community commitment improves project sustainability.

We provide training and technical assistance to rural communities for the construction of wells, water systems, spring capture systems, latrines, and school handwashing stations. To ensure sustainable, long-term benefits, we train local Potable Water and Sanitation Committees (CAPS) on operations and maintenance and train residents on best hygiene practices.

CAPS are the **local leadership** in rural communities that plan and manage water and sanitation projects. Recognized by the national government as legal entities, they are key to project success.

Community members initiate, build, own, operate, and maintain their water and sanitation infrastructure. CAPS in each local community leads the operation and maintenance of completed projects. CAPS, with assistance from the local municipal water and sanitation teams (UMAS), promote project sustainability. Active community participation and women's decision-making within CAPS improves sustainability.





WASH Aspirational Targets

- 95% of households in partner regions have access to potable water
- 95% of households in partner regions have access to safe sanitation
- 85% of projects in excellent condition
- 80% of projects have an operating Potable Water and Sanitation Committee
- 75% of communities practice healthy hygiene habits

Watershed Restoration



As a small, less-developed country, Nicaragua is a minor contributor to global climate change but is significantly impacted due to location, coastlines, dependence on rain for agriculture, and natural disasters. According to Nicaraguan Forest Institute (INAFOR), deforestation has averaged 173,000 acres per year for the last 50 years. **More than 50% of forests have been lost** to agriculture and cattle raising (Forest Sector Analysis in Nicaragua INAFOR).

We work to preserve and improve water availability and quality, ensuring year-round clean water in rural communities. **Increasing forests and improving how land is used promotes water security and climate change resiliency.**

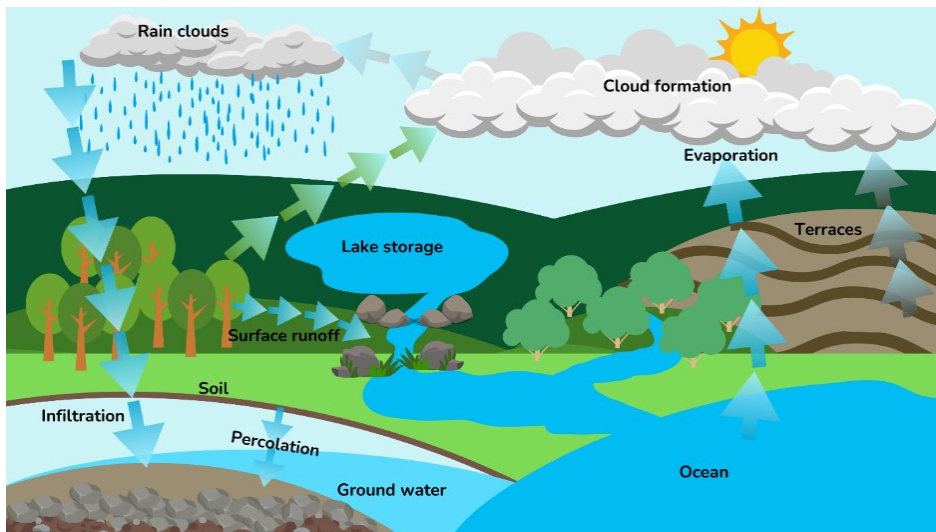
The Work:

We work with local communities, CAPS, and farm owners to improve watershed health, promote water flow in clean drinking water projects, and improve food security by focusing on reforestation as well as water and soil conservation practices. Practices include

- Integrating trees to create a sustainable land use system that protects the watershed and improves agricultural yields (agroforestry)
- Constructing live barriers and terracing to promote groundwater infiltration and erosion reduction
- Constructing check-dams to slow streamflow and increase water absorption
- Building fuel-efficient stoves which use 60% less firewood and vent harmful smoke from the home

Watershed Aspirational Targets

- 35% forest coverage in partner regions to protect watersheds
- Reduce turbidity levels to 4.59 NTU (indicates reduced erosion)
- 10% increase in water flow as measured in watersheds
- 10% increase in water level in wells (Static Well Level measurement)
- 60% reduction in firewood consumption



WASH-Watershed Connection

Most people think of us as a water organization, and we are. But from 1998-2022, we've also worked with rural Nicaraguans to plant over 1.6 million trees.

Why do we do it? Without trees, there is no water. And without water, there is no life.

Three indicators link our programs:

- Maintain or increase well-water levels (water quantity).
- Improve or maintain water flow in streams (water quantity).
- Improve soil conservation in order to decrease water turbidity (water quality).



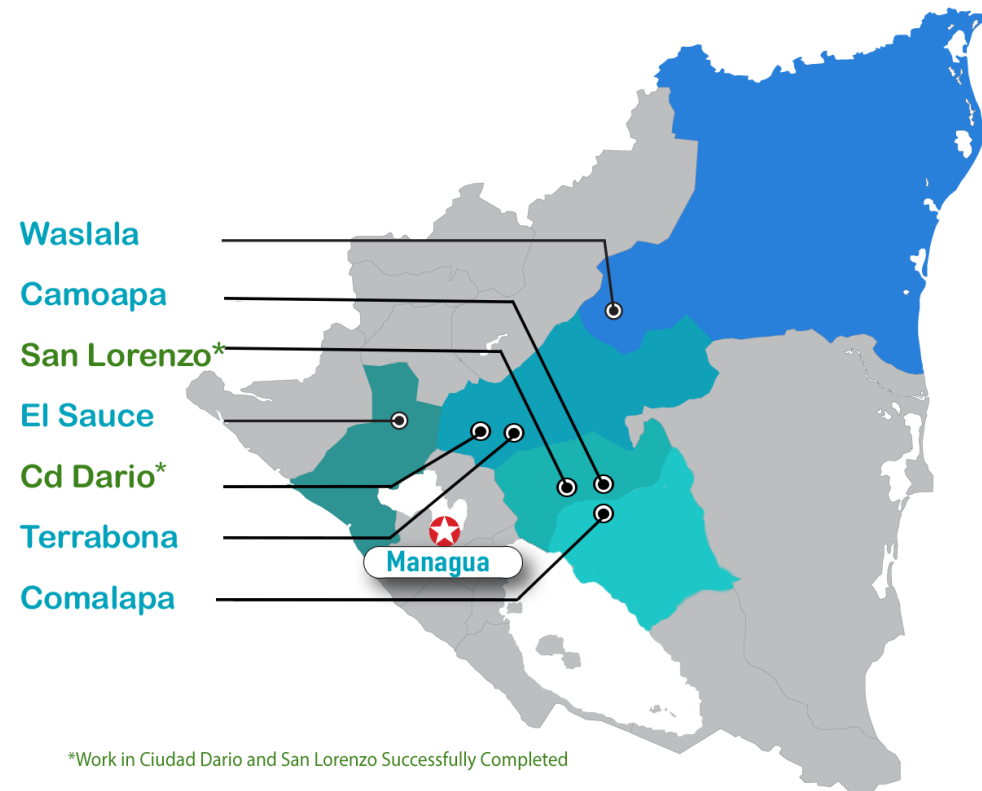
Expansion and Partnerships

By 2024, we will have **successfully completed work in Ciudad Dario (2022) and San Lorenzo (2023)**, reaching 95% water coverage in both of those regions. We expect to complete WASH work in Terrabona and El Sauce in 2025. Watershed projects are long-term in nature and have their own timelines.

We are also **expanding** into new municipalities based on community demand and need, watershed topography, municipal government support, available funding, and operational capacity. We expect to enter at least two new regions during this plan period.

To maintain high levels of water and sanitation coverage, we partner with communities on existing projects by

- Developing projects through alliances with local governments. Direct coordination begins with the Nicaraguan Institute of Municipal Development (INIFOM).
- Coordinating with other organizations that complement WASH and watershed activities, such as the Nicaraguan Water and Sanitation Network (RASNIC).
- Forming alliances with other organizations to complement strengths and better support rural communities.
- Innovating with new technology to work more effectively and share information with local governments and other entities.





Operations

We are committed to supporting staff and the overall organization through human resources, logistics, and cost-effective operations.

We

- Invest in training.
- Manage risk and develop contingency plans.
- Monitor our strategic plan to drive accountability.
- Transition effectively from completed regions into new regions.
- Pursue strategic alliances to achieve organizational goals.

Resources

We have shown resilience in fundraising. Individual donations increased from 17% to 29% of total income during the previous strategic plan period, showing a healthy donor base. However, to achieve our goals, income must increase. Project cost and complexity have increased due to distance to remote communities, availability of labor and talent, geographic conditions, population growth, and climate change. We are committed to serve rural Nicaraguans with WASH and watershed protection needs. Key elements to achieve this plan are

- New partnerships
- Expanded foundation fundraising
- Robust individual fundraising
- Expanded legacy giving
- Strong donor retention