World Neighbors
Strategic Plan 2018-2021
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**WORLD NEIGHBORS**

**MISSION**
World Neighbors inspires people and strengthens communities to find lasting solutions to hunger, poverty and disease, and to promote a healthy environment.

**VISION**
Our purpose is to strengthen the capacity of marginalized communities to meet their basic needs and to determine and sustain an equitable and inclusive development process.

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**PROGRAMS AND OPERATIONS**

**REGIONS and HQ will**
- Annually assess each program to determine progress along stages and review targeted exit date
- Increase resources by identifying and securing grants and other opportunities
- Increase number of communities/individuals served within current regional areas
- Fulfill funding requirements and report progress in timely manner
- Continue to advocate for marginalized populations, women’s equity, rights, and health

**REGIONS will**
- Explore and assess expansion possibilities within or into Africa
  - Niger, Cameroon, Malawi and/or Ethiopia
  - Latin America & the Caribbean
  - Peru, Haiti, Bolivia and Guatemala
- South Asia
  - Bangladesh
- Southeast Asia
  - Bali and Sumatra

**HEADQUARTERS will**
- Assess current workflow and implement strategies to improve efficiency and streamline tasks
- Add a finance/human resources assistant to HQ office

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**LEADERSHIP & GOVERNANCE**

**USING BEST PRACTICES, TRUSTEE DEVELOPMENT, NETWORKS, & RELATIONSHIPS**

**THE BOARD will**
- Prioritize best practices
- Continue to monitor WN goals and objectives and progress toward specific benchmarks
- Broaden board diversity (race, gender, age, profession)
- Continue to emphasize the role of the board in leading WN strategically

**EACH TRUSTEE will**
- Financially support WN at a priority level
- Visit at least one program site during their tenure
- Serve as ambassadors for WN
- Identify and utilize capabilities and interests of current and past members
- Increase access to trustee networks

**THE CEO will**
- Create global staff conferences in 2019 and 2021
- Provide leadership to board committees and advisory groups
- Communicate regularly among CEO, chair, and vice-chair
- Focus on revenue-generating activity

**THE BOARD AND THE CEO will**
- Increase visibility of WN through
  - Public Appearances
  - Advocacy Efforts
  - Media Coverage
  - Increased presence on social media platforms.

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**RESOURCE DEVELOPMENT**

**INCREASE DONATIONS AND REVENUE BY FIVE PERCENT ANNUALLY**

**From INDIVIDUAL DONORS**
- Evaluate effectiveness of giving programs
- Determine funding gaps
- Increase trustee engagement in development
- Identify and cultivate prospective donors
- Implement communications plan for top 150 donors
- Increase targeted asks
- Target direct mail and email appeals to current, new, and lapsed donors
- Continue stewardship of best practices

**From INSTITUTIONAL FUNDERS**
- Increase proposals by 5-8 in $100K range and by 3-5 in $500K or above range
- Re-engage former funders
- Ensure best practices funder retention/ stewardship

**From PLANNED GIVING**
- Secure 30+ planned gifts by 2021
- Develop/approve planned giving policy
- Identify potential planned givers
- Create targeted campaign
- Incorporate planned giving messages into communication
- At least 30% of trustees commit to planned gift giving
Message from World Neighbors President & CEO

This World Neighbors Strategic Plan 2018-2021 is the product of a collaborative process that included both the staff and the Board of Trustees. In preparing this plan, we have asked the Board and the staff the primary question: “Why prepare a strategic plan?” Simply put, a strategic planning process for a nonprofit organization identifies strategies allowing a nonprofit to achieve its mission. As a 67-year-old organization, World Neighbors (WN) has a proven track record of identifying and fulfilling mission-related strategies. Despite changes in the world, changes in the financial landscape, and even changes within the organization, WN has maintained its focus on excellent programming supported by sound leadership and robust resources.

WN’s previous Strategic Plan was designed to cover the period of 2013-2016, a time in which WN was operating under the umbrella of a second nonprofit organization. With a change in top leadership, the organization needed to not only maintain its identity, but also regain its independence. Thanks to its dedicated stakeholders and top-notch staff, WN overcame those struggles and re-emerged as a strong, independent nonprofit in 2016. We are now approaching the end of our second year of renewed independence.

Over the past five years, WN has been through some of the most tumultuous years in its 67-year history. Despite the turmoil, WN is going strong, is financially independent, and is poised to grow and continue to expand to new communities and new countries in some of the poorest, remote places on earth. In this plan, the three themes of continuous organic growth, rigorous focus on outcomes and sustainability, and strengthening our resource base are our primary goals.

In 2000, the United Nations set its Millennium Development Goals related to the human condition. In its 15-year update, the UN reported that progress is happening. For instance, Nepal (where WN has been operating since 1973) was one of the world’s poorest nations in 2000. Over the last 15 years, Nepal has experienced the largest improvement in its poverty index of any other nation. Although WN cannot take all the credit for these improvements, we have had a significant role in addressing issues such as maternal health – helping cut Nepal’s overall maternal mortality rate in half since 2000! This is just one example of how our hard work and persistence are helping thousands of people to improve their lives. Through this plan and the continued support of donors throughout the world, WN will continue to “move the needle” worldwide in terms of women’s empowerment, sustainable agriculture, business development, nutrition and other areas that affect basic human needs.
Introduction

Our Mission
World Neighbors inspires people and strengthens communities to find lasting solutions to hunger, poverty, and disease, and to promote a healthy environment.

Our Vision
World Neighbors’ purpose is to strengthen the capacity of marginalized communities to meet their basic needs and to determine and sustain an equitable and inclusive development process.

Our Core Principles

1. Select the communities where we work based on need and opportunity.

2. Establish a relationship of trust by meeting and interacting with stakeholders in the community and with local development actors, including government institutions and other non-governmental organizations (NGOs).

3. Promote inclusiveness, including women, ethnic minorities and other marginalized groups.

4. Work with people to try out new ideas - start small and stay practical to generate early enthusiasm.

5. Support communities to formulate a vision of their own development, building on a foundation of mobilizing local assets for development, rather than depending primarily on external resources.

6. Strengthen communities’ capacities to: identify, analyze, and solve their own problems; monitor and evaluate the results and apply lessons learned to improve their programs; address power dynamics within the community; sustain and multiply the results and grow.

7. During the early interactions with the community, work with them to develop a phase out/transition plan that anticipates WN leaving; regularly review the progress made on the plan and help them prepare for a shift in WN’s role from direct participation to oversight.

8. Document and share effective practices, processes and results with stakeholders, partners and the public.

9. Widen the impact of programs by strengthening community-based organizations to work with other organizations, networks, social movements and governments to spread effective approaches, influence policies and practices and engage in positive social change.
Components of the Plan

I. Programs and Operations

The mission of WN is carried out by the programs around the globe. It is the staff and partnerships in the countries that directly inspire people and strengthen communities. The “people on the ground” fully participate in programs that solve problems with hunger, poverty and disease while promoting a healthy environment.

Strategic initiatives related to program sustainability and innovation is the responsibility of both regional and headquarters staff.

Direct Programming Initiatives:

Objective 1.1: To annually assess each program to determine progress along stages and review the targeted exit date.

Objective 1.2: To increase the number of communities/individuals served within the current regional areas.

Objective 1.3: To continue advocating for marginalized populations, women’s equity, rights and health.

Objective 1.4: To explore and assess expansion possibilities within or into each region.

Objective 1.5: To assess current workflow and implement strategies to improve efficiency and streamline tasks.

Operational Initiatives:

Objective 1.6: To ensure all staff establish and fulfill annual professional development goals.

Objective 1.7: To implement a formal cross-training program among headquarters’ staff, ensuring that at least two employees are familiar with the tasks of each position.

Objective 1.8: To work with regional staff to improve consistent monitoring and evaluation of all programs, using uniform definitions of terms and outcomes.

Objective 1.9: To continue to refine and improve monitoring and reporting of outcomes from all programs.
II. Leadership and Governance

Leadership and governance provide a stable foundation on which programs around the world can be developed, implemented and measured. The governance provided by WN’s trustees over the past decades has been essential to the organization’s success and to its ability to evolve with the changing environment. The chief executive officer, in turn, supports the trustees and has the overall responsibility for the organization. During the coming three years, while WN concentrates on expanding and deepening our programs and monitoring our results, strong and active governance and leadership will continue to be crucial.

**Trustees Initiatives:**

Objective 2.1: To prioritize best practices for nonprofit boards of directors.

Objective 2.2: To continue to monitor WN’s goals and objectives and progress toward specific benchmarks.

Objective 2.3: To broaden board diversity (race, gender, age, profession)

Objective 2.4: To continue to emphasize the role of the board in leading WN strategically.

**Trustee Initiatives:**

Objective 2.5: To support financially WN at a priority-giving level and assist with fundraising activities.

Objective 2.6: To visit at least one program site during board tenure.

Objective 2.7: To serve as ambassadors for WN.

Objective 2.8: To identify and utilize capabilities and interests of current and past members.

Objective 2.9: To increase WN’s access to trustee networks and circles of influence.

**CEO Initiatives:**

Objective 2.10: To create a global staff conference in 2019 and 2021.

Objective 2.12: To facilitate regular communication among the Trustees.

Objective 2.13: To focus on revenue-generating activity.
**Board and CEO Initiatives:**

Objective 2.14: To increase visibility of WN through public appearances, advocacy efforts and media coverage.

Objective 2.15: To increase the visibility of WN through a social media strategy.

Objective 2.16: To increase public understanding of the WN’s mission and outcomes through the website.

**III. Resource Development**

The mission of WN can only be accomplished with a strong financial base. To ensure sustainability of programming, WN must utilize multiple donor types and sources to guard against a dependence on any one base of support. Funding streams must allow for the flexibility needed to implement fully our holistic programmatic approach.

Increasing current revenue streams, both restricted and unrestricted, will be critical as WN seeks to strengthen its financial stability. We will continue to cultivate individual donors, with a particular focus on major gifts. This will be accomplished by deepening relationships with current donors, re-engaging lapsed donors and utilizing our supporters’ personal networks to reach out to additional high net-worth individuals.

Grants from institutions and foundations are a critical component of WN’s revenue. We will continue to work with our grants consultant and regional teams to find new grant opportunities and submit high quality proposals.

Alongside these two main sources of funding, which together make up the largest percentage of our revenue, WN will also be focusing on some ancillary initiatives to generate revenue. These initiatives will be aimed at attracting a younger donor base, businesses and religious organizations.

Increasing awareness of WN, its work and its outcomes are key to increasing engagement of current and potential investors. WN will use strategic communications to increase brand awareness, “market” WN to potential stakeholders and engage thought leaders.

Lastly, WN will continue pursuing planned giving opportunities, which generally take the longest amount of time to bear the fruits of our labor.

**Individual Donor Initiatives:**
Objective 3.1: Increase touch points with donors, including non-ask correspondence, to at least once a month.

Objective 3.2: Setup major donor meetings (cultivation, major past donors and current donors) at least bi-monthly.

Objective 3.3: Create a formal yearly resource development plan.

Objective 3.4: Target 25-40 year old potential donors.

Objective 3.5: Re-engage lapsed donors via direct mail and phone calls.

Objective 3.6: Increase trustee engagement in fundraising.

Objective 3.7: Continue stewardship efforts, using best practices.

Objective 3.8: Increase individual giving through the strategic use of social media platforms.

**Grant-Seeking Initiatives:**

Objective 3.9: Increase proposals by 5-8 in the $100,000 range and 3-5 in the $500,000 or above range.

Objective 3.10: Re-engage former funders.

Objective 3.11: Ensure best practices with funder retention/stewardship.

Objective 3.12: Work with regional staff to seek funding opportunities in the field.

**Communications Goals:**

Objective 3.13: Include impact statistics throughout website to better illustrate WN’s mission and efficacy.

Objective 3.14: Speak at civic groups and religious organizations about WN.

Objective 3.15: To increase visibility of WN through public appearances, advocacy efforts and media coverage. This correlates to Objective 2.14.

Objective 3.16: To increase the visibility of WN through a social media strategy. This correlates to Objective 2.15.
Objective 3.17: To increase public understanding of the WN mission and outcomes through the website. This correlates to Objective 2.16.

**Ancillary Initiatives:**

Objective 3.18: Attract a younger donor base (ages 18-35) via online fundraising campaigns.

Objective 3.19: Solicit retail and restaurant business support by asking them to dedicate a day to donate a percent of sales to WN.

**Planned Giving Initiatives:**

Objective 3.20: Create a targeted campaign for planned giving.

Objective 3.21: Identify potential planned givers.

Objective 3.22: Secure planned gifts from at least 30% of trustees.

Objective 3.23: Secure more than 30 planned gifts.
Appendices

I. Strategic Planning Process

A strategic planning process for a nonprofit organization identifies strategies so that a nonprofit will achieve its mission (National Council of Nonprofits). As a 67-year-old organization, WN has a proven track record of identifying and fulfilling mission-related strategies. Despite changes in the world, changes in the financial landscape and even changes within the organization, WN has maintained its focus on excellent programming supported by sound leadership and robust resources.

WN’s previous Strategic Plan was designed to cover the period of 2013-2016, a time in which WN was operating under the umbrella of a second nonprofit organization. Thanks to its dedicated stakeholders and top-notch staff, WN became independent again in 2016 and re-emerged as a strong, independent nonprofit.

In 2017, WN recognized the need to create a new strategic plan to guide the organization from 2018-2021. During 2017, WN leadership, trustees and staff from around the world underwent the strategic planning process that resulted in this document.

II. Regional Overviews: Context and Opportunities in each region

Africa Regional Analysis

In Africa, the elimination of hunger, poverty and disease and sound environmental stewardship is critical. This resonates well with WN’s mission. The thematic areas of sustainable agriculture and rural livelihoods (SARL), community-based natural resources management (CBNRM), community and reproductive health (CRH) and gender that underpin our work are still relevant to the challenges facing the communities in Sub-Saharan Africa. With the integration of HIV/AIDS care and prevention, climate change adaptation and mitigation, and disaster preparedness and risk reduction (DPRR) into the key thematic areas, the key drivers of Africa’s development would have been considered. Therefore, during the current strategic plan period, our programs will deepen and integrate these themes and endeavor to introduce the DPRR theme, despite the need (in September 2016 there was an earthquake in the Lake Victoria Basin and the tremors were felt in our program areas). Our programs need to be prepared for such natural calamities. Finally, innovation by farmers and households will be given more emphasis.

Strategic goals in current programs: During this strategic plan period (2018-2021) the nature, structure and schedule of program implementation in Africa will depend on the
stage of evolution of each program. Based on the five-stage model, the programs are at different stages ranging between the first (Initiation) and the fifth (Maturity) and the emphasis will be different among programs. In general, however, priorities will be given to the following strategic objectives:

- Increasing agricultural production and productivity through innovative methods that are climate-sensitive, with emphasis on households that are still food insecure.
- Participating in identified agricultural value chains. In programs where most of the households are already producing surplus and are engaged in diversified agricultural production, their capacities will be built to identify the section of the value chain that they can effectively participate in. Emphasis will be placed on value addition to agricultural produce and collective marketing by farmer associations.
- Integrating fishing (including aquaculture) into food security discourse and addressing the gender issues related to fish production and fish mongering.
- Promoting diversified income generation through agribusiness (horticulture) and savings and credit groups.
- Supporting program implementation and management structures at the community level.
- Documenting program outcomes and processes.
- Integrating community health volunteers into the devolved government systems of community health units created by the community-based health policies.
- Formulating exit strategies for mature programs and undertaking program exploration both within existing countries as well as in new countries if resources permit.
- Intensifying resource mobilization through grant seeking and other methods.

Program expansion: The regional staff will explore the possibilities of expanding to new countries in Africa.

In West Africa, WN will be faced with two choices. The first is to return to Niger, where we withdrew in 2009 due to resource constraints. The youngest program in Burkina Faso, PRODESEN – Bani is located close to the Niger boundary and this proximity will encourage exchange visits for joint learning. Niger is one of the poorest counties in Africa. The other possibility is to undertake program exploration in Cameroon, which is a bilingual country. Working in Cameroon would facilitate the interactions between French-speaking and English-speaking African countries.
In eastern Africa, exploration could be conducted in two countries: Malawi and Ethiopia. Malawi is one of the poorest countries in Africa; it would benefit from WN approach to development. Ethiopia is another possibility, but the current civil society legislation in that country is not conducive.

**Latin America and the Caribbean Regional Analysis**

**Introduction**

While the nations served by WN in Africa have roughly the same demographics and challenges, the countries served in Latin America and the Caribbean are each vastly different. Therefore, the country context and opportunities are presented separately for each country.

**BOLIVIA**

Over the next three years, WN in Bolivia will address the following issues: children from indigenous communities having access and receiving quality education; and incorporating sexual and reproductive education in schools and communities. Water, sanitation and hygiene (WASH) and sustainable agriculture are going to be our main lines of intervention in our strategic plan. However, these components will be sustained by strengthening and expanding savings and credit groups, with an emphasis on women.

WN is searching for new grants in Santa Cruz de la Sierra, a Bolivian region close to Paraguay. Due to its proximity, we are also searching for opportunities of expansion into Paraguay to work with marginalized Guarani communities on both sides of Bolivia.

**GUATEMALA**

After our successful work in Chiquimula and Atitlan, WN received a generous three-year grant from the Starbucks Foundation to work in the region of Huehuetenango located in the northern part of the country near the border with Mexico. The project addresses three critical problems: (i) chronic malnutrition in children under two; (ii) contaminated water used for human consumption and (iii) social and economic barriers that prevent access to financial resources. World Neighbors’ (WN) initiative will reach every targeted community using a peer-to-peer, holistic approach and farmer–to-farmer schools to address these three critical issues.

The overall goal of the project is to improve the lives and livelihoods of 3,000 marginalized rural families living in 30 coffee-growing communities from the municipalities of Chiantla, San Pedro Necta and La Libertad in the Department of Huehuetenango, Guatemala.
This three-year grant (2017-2020) is addressing three objectives: (i) Improve the dietary diversity of families by promoting the use of nutritious local crops, (ii) Promote community health by facilitating access to safe water, improved sanitation, hygiene and education; and, (iii) Empower community entrepreneurship through a system of S&C, run and led by women entrepreneurs. These three critical interventions will create the basis for sustainable development for the communities in the targeted municipalities by serving as the basic starting point for more complex interventions.

Consistent with our strategy, we will be searching for new funds to strengthen our program in Chiquimula while expanding into new communities. The focus will continue to be on WASH, sustainable agriculture, savings and credits, community health (which includes sexual and reproductive health) and climate change adaptation and mitigation.

In addition, we will be exploring the possibility of expanding our program into two new countries: Honduras and Belize. Both countries share borders with Guatemala and have ethnic groups marginalized from mainstream social development and economic growth with high rates of immigration into the United States.

**HAITI**

In the next three years, WN will strengthen its work in the Artibonite region to help the community-based organization in the area to graduate, while expanding into new Artibonite communities and securing additional funding sources.

We will strengthen our current work and lines of intervention in Artibonite in the next three years with focus on our reconstruction work plan from hurricane Matthew while exploring new grants for our expansion into the new region, the Central Department.

To achieve that, WN has started collaborating with international and national organizations like Centre for Affordable Water and Sanitation Treatment (CAWST), based in Calgary Canada and International Water for Haiti, an organization working in Haiti and Honduras.

Our three-year strategic plan is also in line with what is currently happening in Haiti after the devastation caused by the hurricane:

- Help community-based organization partner, communities and families have safe drinking water, hygiene and sanitation to prevent the spread of cholera and other related dirty water diseases.
- Help farmers to reestablish agriculture and animal husbandry activities to ensure food security for their families.
• Support initiatives through creating and supporting savings and credit programs for farmers and women.

PERU

WN’s strategic plan 2018-2021 will plan to graduate our program and our partner Los Chankas in Apurimac in the initial years, and further strengthen our program in Ayacucho.

WN staff will seek grant opportunities to work in marginalized indigenous communities in the Amazon focusing on WASH; savings and credit with an emphasis on income generating activities, sustainable agriculture, community health (including sexual and reproductive health) and climate change adaptation and mitigation. Those regions in the Peruvian Amazon will be Loreto, Ucayali and San Martin.

One of the most successful programs in Peru has been the guinea pig farming program. Families make the investment of buying a few guinea pigs, and within a few months the families are not only able to augment their diets, but also bring in income. World Neighbors has also helped farmers that raise cattle for milk and mead production to grow their businesses.

Harvesting rainwater using traditional knowledge in the Andean communities of Peru has also been a success, since communities are responding effectively to the impacts of climate change by building small ditches to collect rainwater, which is used during the dry season. Thus, the availability of water improves not only agricultural production and animal husbandry, but it also improves the Andean ecosystems by preserving more flora that holds water for longer periods of time and engenders more fauna.

In June 2017, we started a collaborative project with the Yanapai Group and two researchers from Colorado State University which is funded by the McKnight Foundation. The project is entitled, “Expanding the Impact of Improved Fallows and Landscape Management for Soil Fertility and Ecosystem Services.” This project aims to develop improved and diversified, multipurpose fallow options to enhance the restoration of soil fertility, increase plot level productivity and profitability, and to understand the role of farmer livelihoods and household characteristics.

South Asia Regional Analysis

INDIA

WN began working with rural women in Bihar on reproductive and community health, which now has expanded to other equally important thematic areas like sustainable agriculture, rural livelihood, savings and credit groups, federation of savings and credit
groups, water and sanitation, community-based natural resources management and local capacity building. As of 2018, WN works in 15 villages with 311 groups and 4,689 women group members. WN implements its program through local organization - GPSVS\(^1\). In the strategic plan 2018-2021, WN will continue to make progress in these thematic areas.

The policy of the government of Bihar has been in alignment with some of the work on sustainable agriculture, reproductive health, and natural resources conservation that WN initiated in rural villages of Madhubani, Bihar. For example, local governments have supported villages in producing vermin compost, providing community health volunteers, and a mother-and-child-care center in one community. In the next three years, WN will continue to work with the local and national government to advocate our holistic approach to be considered in future policy planning.

**NEPAL**

WN has been working in Nepal since 1973. In those 43 years, it has worked with more than a dozen partners to change lives of thousands of beneficiaries, primarily women. Currently, WN’s districts are located near its regional office in Kathmandu, fulfilling dual purposes of accessibility and enabling easy/regular monitoring. This has increased the frequency of our visits, helped provide timely technical inputs and on-the-spot field coaching and mentoring.

The Government of Nepal’s Development Policies emphasize livelihoods for the poor and improvements for health, particularly for women and children. There is an emphasis on ecofriendly development strategies that address the adverse impact of climate change. WN programs are fully aligned with these priorities while enhancing the capacity of rural women from disadvantaged communities.

**Southeast Asia Regional Analysis**

In the strategic plan 2018-2021, the geographical focus in Indonesia will continue to be vulnerable communities in Nusa Tenggara Barat and Nusa Tenggara Timor. If our resource base stabilizes and increases, Bali will be assessed as a possible new focus area.

In Timor-Leste, our agreement is with the regional government of Oecusse. Given both the extreme levels of poverty felt across the district, coupled with the lack of other development organizations and limited government capacity, we will continue to focus our work only on Oecusse over the next three years.

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\(^1\) GPSVS – Ghoghardia Prakhand Swarajya Vikas Sangh, community based NGO in Jagatpur, Madhubani, Bihar, India
Within the region, if suitable opportunities arise, WN would like to expand into new South East Asian (SEA) countries. Cambodia has been identified as a possible new country.

The programmatic focus areas for this region in the next three years are:

1. **Disaster Risk Reduction (DRR)**
2. **Climate Change Adaptation (CCA)**
3. **Community-based Natural Resource Management (CBNRM) and Sustainable Agriculture & Rural Livelihoods (SARL)**
4. **Community Health and Hygiene**

It is WN SEA’s intention to remain sufficiently flexible to be able to adapt to the region’s dynamic development environment. The approaches briefly described below are therefore to be interpreted as a broad set of guidelines on how we will plan and conduct our work over the next three years. The approaches will be continuously reviewed and adjusted as necessary.

**Disaster Risk Reduction (DRR)**

Building community resilience requires a combination of methods, which will range from facilitating:

- the formation and training of village-level disaster management groups,
- conducting DRR assessments leading to the formulation of action plans,
- advocating for these plans to be incorporated into village development plans and funded by the government,
- the running of disaster simulations,
- to longer-term approaches such as diversifying economic activities and developing livelihoods that are more resilient.

Over the last few years, WN has assisted the government’s Disaster Management Agency in complying with the 2008 *National Regulation on Disaster Management* through the creation of multi-stakeholder DRR forums, made up of members from government agencies, the Red Cross, religious bodies and community-based organizations (CBOs). Over the next three years, we will continue to build these forums’ capacity in how to advocate for DRR budgets from the government’s *Budget for Regional Development and Expenditure*; draft DRR regulations; and general capacity-building trainings on their duties and functions as members of the DRR Forum.
Although our DRR work has so far focused mainly in Indonesia, WN SEA will look to build upon this experience and expertise by expanding into Timor-Leste over the next three years.

**Climate Change Adaptation (CCA)**

WN SEA will continue its CCA program, where we work with communities to better manage and reduce the risks associated with changes in climate and weather patterns.

Often implemented through an integrated program with DRR, WN’s approach to CCA focuses heavily on agricultural-based activities such as:

- soil and water conservation,
- agroforestry,
- promotion of low-cost agricultural technology,
- promotion of local food crops, and
- rainfall prediction modelling - thus reducing a community’s exposure and vulnerability to risk while simultaneously strengthening their capacity to cope and prosper when faced with its effects.

In Oecusse, given the district’s dire water shortages, in recent years WN’s CCA approach in Timor-Leste has focused heavily on increasing access to safe and clean water. While our aim over the next three years is to continue this work and expand into more communities, we also aim to bring to Oecusse some of the successful technologies we have used in Indonesia - especially the rainfall prediction studies, which have assisted so many farmers across eastern Indonesia.

**Community-Based Natural Resource Management (CBNRM) and Sustainable Agriculture & Rural Livelihoods (SARL)**

Whether implemented as an approach to mitigate possible disasters; to reduce the negative effects of climate change; to improve natural resource management; or as a means solely to increase food security, sustainable agriculture remains central to all our work across SEA. Strategies and approaches which have already proven successful in the region - conservation agriculture (no/minimum tillage, no burning, crop diversification/rotation), terracing, agroforestry, family/social forestry, cover crops to improve soil quality, improved seed varieties, growing fodder for animals, watershed management, animal husbandry etc. will continue to be employed.
Learning, experimentation and self-development will be encouraged at all times to build local skills and capacities (e.g., peer-to-peer education and farmer field schools).

**Community Health and Hygiene**

WN SEA views the raising of awareness on the importance of a healthy environment as the first step toward improving the region’s health indicators. WN SEA will aim to engage in health education campaigns, highlighting simple measures that can be taken to reduce mortality and morbidity rates.

Then, focusing mainly on access to clean water, WN SEA will work with our partners on natural spring conservation, boreholes, community ponds, rain water harvesting, shallow wells as well as developing simple innovative technologies for water purification.

Improvements in sanitation levels will be targeted through community and school hygiene promotion campaigns, as well as using the community-led total sanitation model to mobilize communities to become open-defecation free.
III Global Organizational Charts