



green empowerment

Village Solutions for Global Change since 1997



**Strategic Plan  
2020 - 2022**

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# Executive Summary

Over the next three years, Green Empowerment will work with local partners to reach an additional 100,000 people in rural communities with critical renewable energy and clean water infrastructure projects across the globe.

Green Empowerment is ready to expand our impact in communities, share our expertise more broadly and promote local organizations who are working in their home countries to serve communities at the last mile. As climate change and worsening economic equality threaten rural communities across the globe, we believe that local stakeholders and community leaders must be supported in their efforts to serve their communities. Green Empowerment's approach to community development helps meet immediate community needs while strengthening their ability to adapt to climate impacts, mobilize for future projects and manage their communal resources.

The 2020-2022 Strategic Plan is an ambitious and thoughtful roadmap that outlines the goals and objectives that Green Empowerment is going to address over the next three years to expand our impact, increase our leadership and strengthen our organization. The plan honors our organization's history, values and vision by putting communities and local partners at the forefront of our work to advance a more equitable world.

## Table of Contents

<b>Executive Summary</b>	<b>1</b>
<b>Introduction</b>	<b>2</b>
<b>Mission, Vision, Core Values &amp; Approach</b>	<b>3</b>
<b>Goals &amp; Objectives</b>	<b>4</b>
<b>1 Project Implementation</b>	<b>4</b>
<b>2 Impact Expansion</b>	<b>6</b>
<b>3 Organizational Excellence</b>	<b>7</b>
<b>Annex I: 2020-2022 Organizational Budget</b>	<b>8</b>



## Introduction

Since 1997, Green Empowerment (GE) has worked with local partners around the world to strengthen communities by delivering renewable energy, safe water, and complementary health, economic, and environmental projects. The organization's work addresses two of the most pressing issues of our time: poverty and climate change. Greater access to clean energy and potable water, coupled with watershed restoration, are important means for improving health, stimulating income-generating activities, increasing opportunities, and enhancing overall quality of life in ways that respect the natural environment. Recognizing the critical role of ecosystem services and natural resource management to sustainable economies, Green Empowerment prioritizes integrated projects that incorporate agroforestry, watershed protection, and sustainable agricultural initiatives in addition to the provision of water and energy services. Green Empowerment's projects aim to improve human well-being, are sustainable over time, limit the impacts of climate change, and have the potential for broad impact beyond any one community.

The purpose of this document is to set out Green Empowerment's Strategic Plan for the next three years: 2020, 2021, 2022. Our strategic plan is a critical component of good organizational management and governance, and a key step in achieving high-level goals and objectives. Planning helps ensure that our organization remains relevant and responsive to the needs of our beneficiaries and partners, as well as contributing to organizational stability, providing a basis for monitoring progress and facilitating new program development.

# Mission, Vision, Core Values & Approach

## Mission:

Green Empowerment works with local partners around the world to strengthen communities by delivering renewable energy and safe water.

## Vision:

We envision an equitable and sustainable world where everyone has clean water, renewable energy, and a healthy environment.

## Core Values:

- Social Justice -- We support people in their efforts to live free of poverty, oppression, and exploitation and embrace equity and self-sufficiency in all aspects of our work.
- Sustainability -- We promote strategies for improving human well-being that simultaneously restore and protect local ecosystems, reduce greenhouse gas pollution, and help communities adapt to climate change.
- Local Leadership -- We encourage in-country leadership to take responsibility for their own decisions and manage their own resources. Our approach is rooted in respect for the values, dignity, contributions, and perspectives of our partners and the cultures in which we work. Communities build, maintain and operate their own projects, leading to enduring solutions.

## Approach:

Green Empowerment's unique and innovative approach is a concrete manifestation of our core values and is thoroughly documented in our Organizational Theory and Logic Model. We are an international development organization that provides technical, organizational, and financial support to partners in developing countries to empower them to successfully implement community-based renewable energy, clean water and complementary projects in the communities they serve.

Our development model is based on the working relationship between GE, a local partner, and the communities that directly benefit from the project. Each entity has their respective roles that complement, harmonize and support one another and lead to the ultimate success and sustainability of community empowerment projects.

We believe that in order to ensure that the projects as well as the resulting benefits are sustainable in the long term, we must take certain actions:

- Work with in-country implementing partner organizations.
- Ensure full and effective community engagement and ownership throughout every stage of the project, from planning to implementation and beyond.
- Encourage inclusion of women, girls and under-represented groups to create opportunities and share benefits of the projects.
- Ensure appropriate technology selection.
- Incorporate environmental conservation principles throughout programs.
- Promote long-term project sustainability without Green Empowerment and with minimal partner organization involvement.

# Goals & Objectives

The following goals and objectives set forth the strategic direction for the organization over the next three years within the organization's core program areas. Green Empowerment has three distinct yet complementary program areas: 1.0 Project Implementation and 2.0 Impact Expansion. The purpose of each of these program areas is defined by their intended outcomes, all of which contribute to the organization's central objective of community empowerment. Additionally, the organization has set forth some ambitious organizational improvements and fundraising goals to help execute our three-year strategy, outlined in section 3.0 Organizational Excellence.

The organization sets objective level targets in a Results Framework that supplements the strategic goals and objectives. The organization tracks on the objectives and results framework and reports progress to the Board of Directors quarterly. Quarterly tracking enables Green Empowerment to adapt organizational planning and strategies based on performance and externalities that may enhance, alter or shift priorities and resources.

## 1 Project Implementation

Project Implementation is at the heart of Green Empowerment's mission. We work with partners to implement projects that aim to create resilient, empowered communities across the globe.

**1.1 Goal: Maximize our impact with existing partnerships in active program countries to bring renewable energy and clean water to an additional 100,000 people over the next three years with new projects.**

Objectives:

- 1.1.1 Continue to advance community managed water projects throughout program countries in Latin America with partners reaching 30 new communities by the end of 2022.
- 1.1.2 Explore opportunities to replicate success of community managed water projects in Latin America with partners in SE Asia, implementing projects with at least two partners by the end of 2022.
- 1.1.3 Increase the number of projects that integrate renewable energy into other community based services with existing partners. such as health care, education, small businesses and agriculture.
- 1.1.4 Advance renewable energy access in Borneo, particularly communities threatened by megadams, based on priorities identified by local communities and partners, supporting feasibility studies in at least 10 communities by the end of 2022.
- 1.1.5 Implement additional household energy projects with existing partners across a wide-range of energy technologies including clean cookstoves, biogas and household solar with annual targets set by staff and partners.

## **1.2 Goal: Expand partnerships in order to reach new geographic areas through renewable energy and clean water projects by piloting six new partnerships over the next three years.**

### Objectives:

- 1.2.1 In early 2020, assess a program expansion opportunity into Uganda utilizing the Program Expansion guidelines to make a well-informed decision by June 30, 2020.
- 1.2.2 By the end of 2020, further explore partnerships in Indonesia in order to inform our organization's strategy with recommendation on whether we will continue to seek new opportunities in Indonesia by December 2020.
- 1.2.3 By the end of 2021, establish three additional partnerships within existing program countries.
- 1.2.4 By the end of 2020, increase our field staff positions to align with the identified opportunities to strengthen existing and new partnerships and associated funding.

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## **1.3 Goal: Harness evidence on how Green Empowerment's partnership model delivers durable, sustainable solutions for communities by enhancing cross-organizational Monitoring and Evaluation (M&E).**

### Objectives:

- 1.3.1 By December 2020, introduce new M&E procedures to improve data collection and analysis for projects that integrate renewable energy and water access into other community services such as health care, education and agriculture.
- 1.3.2 Develop and achieve compliance on technical system design review process with partners and internal staff by December 2020.
- 1.3.3 By July 2022, implement improved data collection and analysis for all community-scale energy and water access projects to inform program design as well as external communications about community-based development supported through new funding opportunities.
- 1.3.4 Convert successful project examples into case studies that demonstrate the impact of our model and the breadth of our work in a compelling and readable way manner, publishing at least two per year.



## 2 Impact Expansion

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Green Empowerment aims to expand the impact of its work beyond individual projects and communities through the development and promotion of best practices and enhancing its reputation as a leader in the intersection of community development and appropriate technology. Activities in this area include capacity building; the dissemination of innovations and tool kits; the convening of networks; and the facilitation of connections and partnerships between complementary actors.

### **2.1 Goal: Position Green Empowerment as a leader in appropriate technology solutions for community-based development by expanding our capacity-building offerings, promoting best-practices and sharing our expertise beyond our existing network.**

Objectives:

- 2.1.1 By December 2020, develop improved renewable energy toolkits that provide technical details, standards and complimentary user guides to improve system design, installation and long-term operations and maintenance.
- 2.1.2 By July 2021, finalize training modules for complimentary capacity-building activities that Green Empowerment offers beyond technical training, such as administration, community organizing and watershed conservation.
- 2.1.3 Enhance Green Empowerment's position as a sector leader through strategic external engagements that may include providing ongoing presentations at conferences, leveraging social media and more traditional media placement.

### **2.2 Goal: Support improved understanding of our implementation model and the impacts of our holistic approach to projects by advancing research and development activities.**

Objectives:

- 2.2.1 Develop a research and development framework that provides a set of internal guidelines and standards for evaluating research and development priorities, understanding the cost-benefit of these activities and ensuring alignment with our mission and values by July 2020.
- 2.2.2 Evaluate external sources of information for the organization to consider economic trends, local demographics, community prioritization and biodiversity value in assessing partnerships and areas of focus for project implementation and document guidance by June 2021.
- 2.2.3 Dedicate staff time to research and development activities, documenting the commitment through annual workplan items that are informed by program and partner needs.
- 2.2.4 Explore and pilot new technology solutions that support community- and partner-based project management, piloting at least one new technology by December 2021.
- 2.2.5 Seek research opportunities to quantify the climate and conservation impact of existing and future community projects and use the research to find opportunities to provide additional funding to programs and communities.

## **2.3 Goal: Invest in technology innovation and corresponding trainings and toolkits with our partners and networks to expand how appropriate technology solutions are improving community livelihoods across projects.**

### Objectives:

- 2.3.1 Pilot and document the design approach and lessons learned for solar-micro hydro hybrid systems as a solution for community-based energy access by December 2020.
- 2.3.2 Support existing energy access partners in building their expertise on the design, installation and program structure for solar microgrids, hosting a least one exchange and documenting the training resources by late 2022.
- 2.3.3 Facilitate South-South knowledge exchanges that leverage expertise in the global south on integrating new technologies and building program strategies, targeting two exchanges per year.

## **3 Organizational Excellence**

Key to maintaining and expanding Green Empowerment's impact is maintaining a strong, adaptable and well-funded organization. This requires strong administration and governance of the organization, smart fiscal management of resources and a diverse and consistent flow of revenue. The organization has set forth specific goals to provide a supportive framework towards achieving organizational excellence that will allow the organization to achieve the programmatic goals and objectives outlined in this three-year strategic plan.

**3.1 Goal: Meet unrestricted revenue goals and position the organization for long-term financial stability by increasing our organizational visibility and philanthropic engagement opportunities**

**3.2 Goal: Generate increased program funding by developing new strategies that diversify funding sources, support broad programmatic objectives and complement existing project funding resources.**

**3.3 Goal: Ensure that Green Empowerment has well-trained, diverse, dedicated and engaged staff, leadership, advisors and volunteers to meet our goals.**



# 2020-2022 Organizational Budget

Revenue			
	2020	2021	2022
Unrestricted Revenue	\$365,000	\$400,000	\$438,500
Programs Revenue	\$944,300	\$1,032,270	\$1,128,710
<b>Total Revenue</b>	<b>\$1,309,300</b>	<b>\$1,432,270</b>	<b>\$1,567,210</b>
Expenses			
	2020	2021	2022
Admin & Fundraising	\$205,791	\$216,080	\$226,890
Program Expenses	\$1,090,206	\$1,199,224	\$1,319,142
<b>Total Expenses</b>	<b>\$1,295,997</b>	<b>\$1,415,304</b>	<b>\$1,546,032</b>
<b>Change in Net Assets</b>	<b>\$13,303</b>	<b>\$16,966</b>	<b>\$21,178</b>

