



green empowerment

VILLAGE SOLUTIONS FOR GLOBAL CHANGE



**2023-2025  
Strategic Plan**



green empowerment

UGANDA



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**Green Empowerment is ready to take our work to the next level and exponentially expand our impact.**

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## EXECUTIVE SUMMARY

Green Empowerment is ready to take our work to the next level and exponentially expand our impact. Our mission of delivering clean water and renewable energy for rural communities is more important now than ever. **Green Empowerment's approach to development creates profound and lasting change in people's lives by providing sustainable infrastructure, supporting poverty alleviation, and building climate resilience in communities most vulnerable to the threats of climate change.** Over the next three years, we are striving to expand our work so that more people have these foundational resources needed to thrive.

**In our first 25 years, we reached over 500,000 people with renewable energy and clean water solutions that last.** The purpose of this document is to set out Green Empowerment's strategy for the next three years: 2023 to 2025.

This strategic plan aims to increase our impact over the next three years while maintaining our organizational values, delivering quality projects, and growing our global network. **As we look to the future, this three-year strategic plan is the first step in realizing our vision to elevate our organization, expand our global network and accelerate our impact over the next 25 years.**



## INTRODUCTION

Green Empowerment works with local partners around the world to strengthen communities by delivering renewable energy and safe, clean water. We collaborate with Indigenous peoples, rural communities and local organizations to improve health outcomes, build climate change resilience, advance gender equity and help lift families out of poverty. We prioritize “last mile” communities: those that otherwise do not have access to these critical resources and who have been left behind by other local, regional, and international efforts. Our work brings reliable, affordable clean water and renewable energy directly to people's homes, health centers, and schools through infrastructure built and maintained by community members themselves.

## OUR VISION

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

## OUR VALUES

Our core values of *Local Leadership*, *Social Justice*, and *Sustainability* fuel our team and inform our approach to community infrastructure projects. Green Empowerment's success is built on a solid foundation that embraces our organizational values and integrates them into everything we do.

## OUR APPROACH

We employ a unique model of long-term engagement with local partners and the communities they serve, supporting local practitioners as they lead projects. Together we implement renewable energy and clean water projects that address communities' health, economic, and environmental priorities.

We support local leaders and changemakers by providing fundraising and technical support, empowering communities to build, own, and maintain their own infrastructure projects. Authentic partnership is the heart of what we do. We currently work with over 20 local partners in 10 countries and are actively expanding our reach into new communities.

## OUR WORK

### Renewable Energy

Over 780 million people do not have access to reliable electricity and 51% of health facilities in low- and middle-income countries lack access to reliable electricity. We go beyond lighting to build energy systems that power larger appliances and bring reliable, clean energy to households, health clinics, schools, and other community facilities.

### Water, Sanitation and Hygiene

Over 2 billion people lack access to *safely managed* drinking water (drinking water that is from an improved water source located on premises, available when needed, and potable). Over 1.7 billion people do not have basic sanitation services. Globally rural communities continue to face significant disparities in access to water, sanitation, and hygiene services compared to most urban areas. We form micro-utilities that provide piped, treated water to homes, schools and health clinics, incorporating sanitation and hygiene services to maximize the benefits of clean water infrastructure.

### Technical Support

We believe in openly sharing knowledge and technology. We offer a wealth of technical resources designed to help organizations plan and implement energy and water projects. Our innovation and consulting services fill locally-identified technology and training gaps. This knowledge enables us to customize the tools, resources, and knowledge resulting in solutions built from the ground up.





## OUR NEXT LEVEL VISION

As we look into the future, Green Empowerment will build an expanded global network of diverse local partners building sustainable, community-based infrastructure projects that achieve 100% access to clean water and renewable energy in more countries and communities across the globe.

**Our next level vision is a roadmap on how to scale our work while staying true to our values.** In order to realize this vision, we will invest in these four guiding pillars: *Partner Success*, *Collective Empowerment*, *Innovation & Learning*, and *Organizational Growth*.



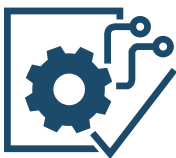
### PARTNER SUCCESS

Partnership is at the heart of our work. Green Empowerment leverages training, technology, and collaborative fundraising to support our partners in their efforts to bring about sustainable change in collaboration with communities.



### COLLECTIVE EMPOWERMENT

We believe the path to universal access is through collective empowerment — locally-driven organizations implementing projects at home and supporting each other in a global network.



### INNOVATION & LEARNING

Green Empowerment develops innovative tools to ensure long-term sustainability of projects based on community-identified needs. We share best practices with our global network and invest in continuously improving our programs.



### ORGANIZATIONAL GROWTH

Green Empowerment invests in improved marketing, outreach, and engagement to connect a diverse range of stakeholders to our mission, helping to secure the resources needed to achieve our ambitious vision.



## GOALS AND OBJECTIVES

The following goals and objectives set forth the strategic direction for the organization over the next three years within two key areas: OUR IMPACT, the *programmatic* goals and objectives that will drive our projects and OUR ORGANIZATION, the *operational* goals and objectives that will position our organization to achieve the ambitious impact we envision.

Green Empowerment sets targets for achieving our objectives and assesses our progress quarterly. We adapt our organizational planning and strategies based on performance and external factors that may require us to enhance, alter, or shift priorities and resources.

## OUR IMPACT

This section outlines the key *programmatic* goals and objectives Green Empowerment will focus on over the next three years to advance clean water and energy projects for “last mile” communities.

### **1 - Goal: Advance our vision of Collective Empowerment to accelerate the number of individuals benefiting from Green Empowerment’s projects, reaching an additional 200,000 people by 2025.**

#### **Objectives:**

- 1.1 - Define Collective Empowerment programmatic activities by Q2 2023, developing, piloting, and evaluating new concepts, in collaboration with our partners throughout the term of this strategic plan.
- 1.2 - Engage existing partners in new and innovative ways to increase the number of energy and water projects in an additional 100 last mile communities by 2025.
- 1.3 - Grow the number of new partnerships by 50% (increase from 19 partnerships to 27) by the end of 2025.

### **2 - Goal: Expand our collective global impact by enhancing the quantity, functionality and accessibility of our tools and resources to help our partners implement quality, effective and sustained projects.**

#### **Objectives:**

- 2.1 - By Q2 2023, update our partnership and project frameworks for supporting the efficacy of existing partnerships and enabling quicker formation of new partnerships in support of Green Empowerment’s goals. This will help us achieve objectives 1.1.2 and 1.1.3.
- 2.2 - Invest in improved systems for monitoring project implementation and performance by the end of 2023. This will enable measurement of project sustainability by a) ensuring quality



- installations; b) facilitating on-going project operations and maintenance; c) establishing a feedback loop for continuous improvement; and d) supporting financial viability of the systems.
- 2.3 - By Q3 2023, create a Green Empowerment toolbox which will support partners throughout a project's lifecycle by assessing existing tools, completing a gap analysis, and evaluating the demand for existing, as well as new, tools.
- 2.4 - Institute a modern, cloud-based knowledge management solution by Q1 2024 that facilitates improved collaboration between Green Empowerment and its partners. This will increase accessibility to the toolbox, easing the use of available tools and resources as measured by practitioner utilization and feedback.

### **3 - Goal: Define Green Empowerment's pathway of action for scaling up our impact and achieving our Next Level Vision.**

#### **Objectives:**

- 3.1 - By the end of 2023, define the elements of Green Empowerment's work that are essential, distinctive, and replicable to help articulate how we will exponentially grow our impact.
- 3.2 - Pilot a new Impact Measurement approach for more regular assessment of impact to support our pathway of action for scaling up impact in Q1 2023.
- 3.3 - Update our cross-organizational Monitoring and Evaluation Strategy by Q2 2023 and use the new Impact Measurement approach throughout this three-year strategic plan.
- 3.4 - In 2024, conduct key pilot projects that support this theorized pathway for scaling up, and measure their results to determine if they will accelerate our impact and help us achieve our Next Level Vision.
- 3.5 - By the end of 2025, if the pathway to scaling up is successful, identify programmatic or organizational changes needed for further, or more successful implementation, and incorporate these into the next three-year strategic plan.

## **OUR ORGANIZATION**

Maintaining a strong, adaptable, and well-resourced organization is key to preserving and expanding Green Empowerment's impact. This section outlines key *organizational* goals and objectives that we believe are necessary to successfully deliver on our impact goals and objectives.

### **4 - Goal: Achieve stable, nimble, and resilient funding to deliver immediate benefits to last mile rural communities and grow our organizational resources to support our network of international partners.**

#### **Objectives:**

- 4.1 - Seed a Board-Designated Invested Fund with a portion of an anticipated Legacy Gift of \$500,000 in October 2023, defining the purpose, management, and structure for the fund before the gift is received.
- 4.2 - Launch "25 for 25" campaign to grow the Reuss Legacy Circle to 25 planned-giving donors by the end of 2023.
- 4.3 - Secure multi-year program funding to explore new partnerships and concepts laid out in our Impact Strategy above, targeting \$500,000 annually to complement existing funding.



**5 - Goal: Keep our people informed, involved, and inspired to achieve our impact goals, maintain our organizational culture, and nurture our high-impact team as Green Empowerment and our work grows.**

**Objectives:**

- 5.1 - Build off the momentum of the current board vision by recruiting three new members in 2023 to bring new program networks, philanthropic connections and expertise to the organization.
- 5.2 - Invest in team cohesion to minimize potential silos, mitigate challenges, and maximize the potential of our diverse, distributed and passionate team. Develop an annual plan for team-building activities including off-site and regional meetings with associated travel, professional development, internal networking and more.
- 5.2 - Evaluate employee satisfaction and our organization's performance on an annual basis. Share the results of this evaluation across the team and identify areas for improvement biannually.

**6 - Goal: Leverage the power of storytelling to increase the visibility of our organization and generate opportunities for sector leadership for our staff and our partners.**

**Objectives:**

- 6.1 - Secure funding by the end of 2023 to produce a series of impact videos to support the organization's fundraising and visibility objectives.
- 6.2 - Seek opportunities for different global team members to share our work, expand access to our toolbox, and promote our partners across different mediums, at minimum quarterly.
- 6.3 - Incorporate the voices of community leaders, partners, and our global community across our communications channels to amplify our collective action for lasting impact.

**REVENUE TARGETS**

To support the growth outlined in our three year plan we have compiled revenue targets for the next three years. In addition, we anticipate a one-time legacy gift of \$500,000 in 2023.

 **2023**  
**\$2,196,500**

 **2024**  
**\$2,737,025**

 **2025**  
**\$3,443,266**

**REPORT CARD**

This 2023-2025 Strategy is built off the success of our previous three-year cycle. You can see the results in our **2020-2022 Strategic Plan Report Card**.

[www.greenempowerment.org/reportcard](http://www.greenempowerment.org/reportcard)