



WATER-SHARE
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A GOAL PROGRAMME



Water-Share Ireland: A GOAL Programme Strategy 2023-2025





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Welcome from the Chairperson



I warmly welcome the Water-Share Ireland community embracing our water sector patrons and supporters, the central and in-country GOAL teams and prospective colleagues coming on board for the first time, as we launch this updated Strategic Plan. This Plan and the associated organisational developments are intended to create an enduring framework whereby the Irish water sector (Uisce Éireann, supply chain partners and supporters) will enable GOAL Global, the international humanitarian response agency, to deliver enhanced development support in developing countries in the areas of water supply and sanitation.

We can all be rightly proud of the early Water-Share achievements supporting GOAL to deliver a pioneering faecal sludge management facility in Freetown (Sierra Leone), significant drinking water projects in Uganda, supporting the operation of existing water supplies in Idlib Province (Syria) and technical assistance to GOAL on projects in Zimbabwe and Ethiopia. These projects, over 4 years from

2019 to 2023, have demonstrated the potential for this collaboration. The challenge now is to consolidate this experience and create the formal organisational structure that can expand the scope and capability of the organisation with broad support from across the sector.

Over recent months, Uisce Éireann, the national public water utility of Ireland, has provided significant resources (administrative, legal and communications) which, through engaging with GOAL, have mapped out a future operational framework for Water-Share Ireland. The arrangement described in this document, defines Water-Share Ireland as a GOAL Programme, governed by its policies and business processes under the management of its Board and Executive. This will ensure the requisite governance and compliance with legal requirements while enabling the sector to manage and deliver significant projects in conjunction with GOAL teams in a number of developing countries.

I am confident that Water-Share Ireland can be an effective vehicle for

delivering programmes of work that focus on building capability in the Global South to support improved economic social and environmental outcomes at scale. In the process, our patrons and supporters will derive tangible benefits in terms of Corporate Social Responsibility (CSR) objectives based on the UN Sustainable Development Goals (SDGs).

The document sets out defined arrangements for the organisation, its identity as a GOAL Programme, its scope of activities, oversight and governance on behalf of the patrons and compliance with legislation and alignment with Government policy.

I invite you to read the document and hopefully to engage with Water-Share Ireland in this great endeavour.

Jerry Grant,
Chairperson,
Water-Share Ireland

Background to Water-Share Ireland: A GOAL Programme

Water-Share Ireland: A GOAL Programme is a strategic partnership between the Irish water sector and GOAL¹, operating as a GOAL Programme within its oversight and governance, to enable more effective delivery of water and sanitation projects in least developed countries. This strategic collaboration incorporates funding, materials, technical resources and expertise being provided by Water-Share patrons and supporters. Water-Share Ireland is proudly supported by Uisce Éireann.

Our experience since 2019 has shown that this collaboration can deliver major benefits in terms of drinking water supply, basic sanitation and faecal sludge management, training and capability building in rural communities, using the skills and expertise of the sector. This experience has provided proof of concept and the next stage is to consider how Water-Share can be established as a resilient and sustainable industry partnership.

Where this document refers to 'Water-Share', it should be understood as the specific GOAL programme that relies on the Irish water sector partnership for support, whether technical, financial or provision of personnel, materials, research or training.

Water Sanitation and Hygiene (WASH) programmes are vital for the wellbeing of communities across the globe. Everyone requires clean, safe water for drinking, cooking and washing. Polluted water isn't just dirty - it's deadly.

Water-Share can help GOAL teams to develop sustainable solutions, working in partnership with local communities to ensure that these water schemes remain viable into the future.

¹ Established in 1977, GOAL is an international humanitarian organisation dedicated to working with vulnerable communities across the globe experiencing crises, poverty and exclusion. GOAL delivers emergency humanitarian, health, WASH and food and nutrition programming across its 14 countries of operation.



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The problem in numbers

EVERY 2 MINUTES

a child dies from a preventable diarrhoea-related disease

3.6 BILLION

people lack access to safe sanitation

2 BILLION

people lack access to safe drinking water

494 MILLION

people are forced to practice open defecation

BENEFITS OF WATER-SHARE

In delivering for communities without basic services, Water-Share affords sector companies and volunteers a unique opportunity for cross-sector collaboration in support of GOAL programmes, offering real tangible benefits that align with the great sustainability challenges of our time; clean water, healthy communities, sustainable employment, education and social progress.

Our work is aligned with the United Nation's Sustainable Development Goals (SDGs) and provides a framework for sector companies to fulfil their Corporate Social Responsibility and staff engagement goals.



Key Achievements of Water-Share



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The success of Water-Share Ireland projects benefits thousands of people every day. Together, we are improving water quality, providing access to safe water and sanitation solutions for vulnerable communities in the developing world. While the health benefits are obvious, accessible clean water is a key enabler of socio-economic progress. Children, especially girls, can remain longer at school and women have more time for economic activity.

Our projects must be sustainable in the local setting. GOAL teams in-country ensure that communities are consulted on what the needs are, how the schemes can be developed and operated successfully. The challenges on all our projects are identifying safe water sources, mitigating health risks with basic water treatment, while ensuring that ongoing operation is secured both in terms of local revenue generation and technical capability. We are also focused on improved sanitation in both urban and rural settings as a key public health enabler.

The projects shown below have demonstrated what is possible through effective support from water sector companies in Ireland allied to the work of GOAL in the field. These projects, though small in global terms, are enhancing quality of life and empowering communities among the poorest and most vulnerable on the planet.



FREETOWN, SIERRA LEONE

Freetown, a city with a population of more than 1 million people, has practically no wastewater infrastructure, relying on simple local latrines for basic sanitation. Latrine sludge must be decanted and disposed of periodically to manage pollution risk. This sludge was dumped on top of solid waste on the town landfill, without any treatment and allowed to seep through the waste and enter into waterways which was proving to be a critical health and environmental hazard. Water-Share, working closely with the GOAL team on the ground, supported and enabled design, construction and commissioning of the country's first faecal sludge treatment plant with partners including EPS, Nicholas O'Dwyer and our wider team of volunteers.

Working closely with the Freetown City Council, the plant is now operating six days a week, successfully dewatering an average of eleven trucks of latrine sludge daily and uses a novel geotextile bag de-watering process.

Since its opening, the plant has processed over 11 Kilotonnes of latrine sludge from 1,500 trucks. We continue to engage with GOAL to address the practical difficulties of accessing community latrine facilities for maintenance and continue to seek ways to improve the sustainable management of the sludge.

We are proud of these achievements and the positive impact on the environment and health for the people of Freetown. The success to date has encouraged us to continue to develop the facility, reviewing end-uses of the sludge, increased storage of dewatered product and developing further the capability of Freetown City Council staff.

UGANDA

The areas we are working in Uganda have long suffered with insufficient access to safe drinking water. Local water sources are polluted or unsuitable for drinking with no sustainable options available to treat these sources. We have completed Phase 1 of a project aimed at bringing safe drinking water to areas lacking suitable water resources of their own. Supported by a skilled volunteer team of Water-Share members including Uisce Éireann (current and retired staff), Ryan Hanley and Arup, Phase 1 identified a number of potential high yield boreholes with good quality water.

Construction was completed in December, 2023 on the Molumbi Borehole scheme, which includes a new borehole, storage tanks and a gravity feed system to serve 5,200 people. The project relies on solar powered pump to supply the central storage reservoir. The project has been supervised by GOAL's Uganda WASH team, with Water-Share technical support and implemented by Bernoulli Contractors. Following successful water source assessment which revealed spare capacity and excellent quality, the works have been sized for potential expansion to a significantly larger benefitting community in future stages. We are incredibly grateful for the generous support of Ward & Burke Construction, whose contributions have helped fully fund the project through Water-Share Ireland.

Looking towards 2024, we intend to monitor demand in the scheme and determine the potential for expansion of this source to neighbouring villages, including a number of local schools. We will look



to the Water-Share community to help enable the full potential of this scheme during the coming year.

In the Kaabong area in northern Uganda, where 3,500 people rely on three poor-quality boreholes, there is an urgent need for a safe water supply. To address this, the Joe and Helen O'Toole Charitable Trust is funding a project with a generous budget of €100,000 to bring sustainable water supply to the area.

Given the poor quality of available sources, the immediate challenge is to find a good quality source with enough capacity, solar-powered pumping, a reservoir, and a piped system to bring water to village tap stands. This is proving quite a challenge as the local groundwater is generally of poor quality. We are currently commissioning a drilling programme to try to fund an adequate source or multiple smaller sources.

SYRIA

The Idlib province in north west Syria region was heavily impacted by the earthquakes which struck in February 2023. With a limited local workforce and dilapidated infrastructure in an already war-torn area, the Water-Share Ireland programme addresses difficulties providing consistent access to clean water for over 50,000 people in Salqin.

The work was inevitably interrupted by the catastrophic earthquake event, and limited funding further hampers efforts to operate pumping stations consistently and procure new equipment. The insufficient sustainable yield of raw water sources compounds the scarcity issue, resulting in water supply for only one day per fortnight in different zones of Salqin City, resulting in a network that is continuously drained and pressurised, complicating accurate night flow measurement.

Water-Share Ireland, in partnership with RPS and Cully Automation, continues working on a water network study and establishing water loss measurement systems.

This is a particularly challenging project, given the disaster recovery imperatives in the region. However, sustainable water supplies are the highest public health priority for the local communities. Apart from the network issues, Arup is helping to address the longer-term hydrogeological resources in the face of increasing drought. This work has identified the need for irrigation as a major component of the water need.



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Strategic Alignment of Water-Share

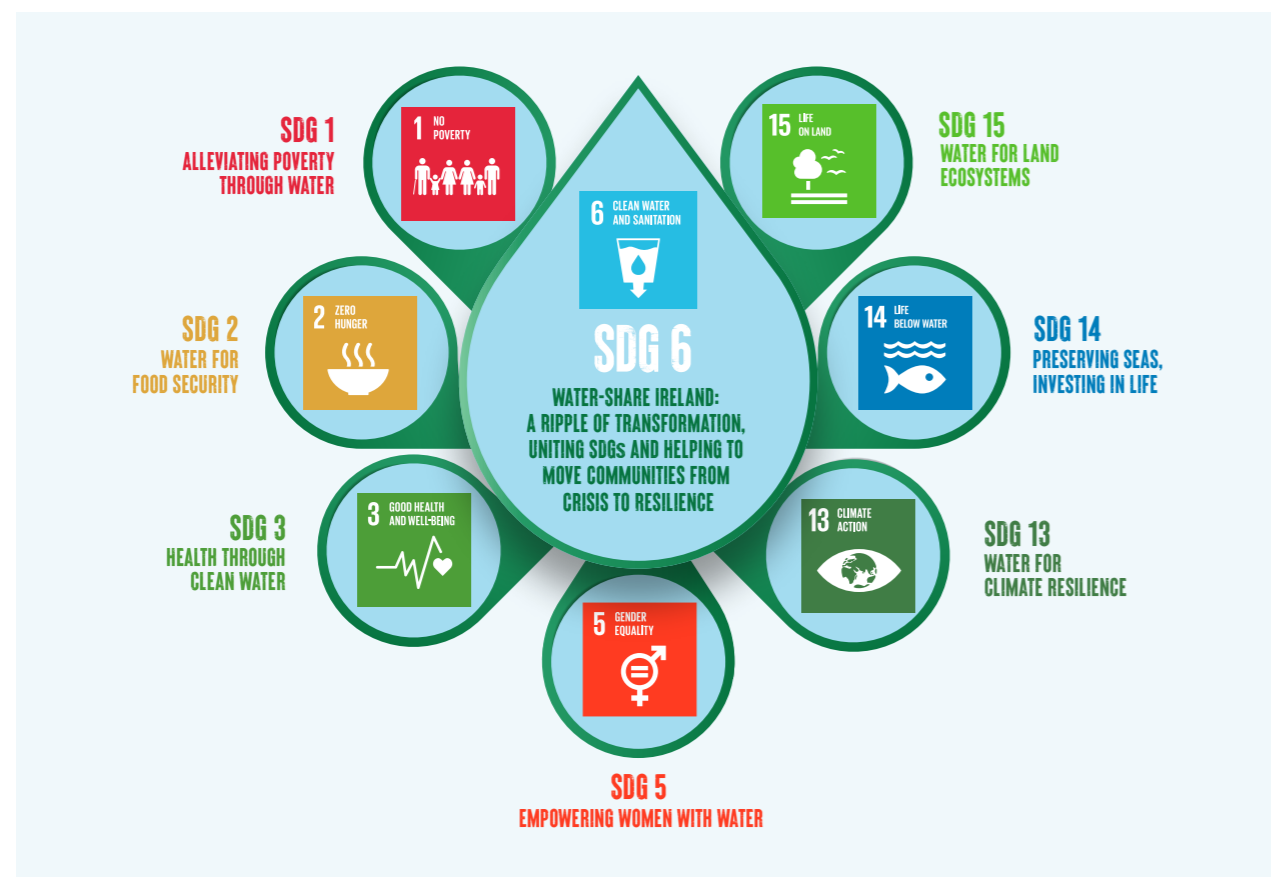
UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Ireland has signed up to the UN Sustainable Development Goals (SDGs), a call for action by all countries, rich and poor, to end poverty, advance social progress (health, education, employment), protect the environment and tackle climate change.

Delivery on the SDGs and their related targets is central to the work of Water-Share Ireland. Delivering safe and clean water to vulnerable communities in developing countries is crucial to end poverty and other deficiencies including health, welfare, and environmental protection.

The below infographic shows the impact of Water-Share Ireland on driving these SDGs, anchored in SDG 6 - Clean Water and Sanitation, while simultaneously reaching across multiple other goals, empowering vulnerable communities and fostering resilience.

Progressive companies in Ireland are identifying their vision and strategic objectives with the UN SDGs. Water-Share provides a framework for real partnership (SDG 17) with the Irish NGO sector and developing country programmes to use our resources, talent and experience to promote the critical WASH agenda.



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Government Strategy

The work of Water-Share Ireland is aligned with "Ireland's Policy for International Development, A Better World". This policy is grounded in the SDGs by placing them at the heart of Ireland's approach to international development. To this end, our work is complementary to the objectives and intent of Irish Aid in support of capability building in developing countries.

GOAL through its programmes seeks to 'reduce humanitarian need, prioritise gender equality, reinforce climate action and strengthen governance'. Therefore, the work of Water-Share is consistent with Ireland's national objectives of effective international development cooperation as a core element of its foreign policy. This aid is delivered through a rich matrix of bilateral relationships and partnerships. GOAL provides an important pathway for delivering through its programmes. Water-Share Ireland can further enhance this capability in the water and sanitation areas which are so vital in terms of human health and wellbeing.



Water-Share Membership

The success of Water-Share projects benefits thousands of people every day. Together, we are improving water quality, providing access to safe water and sanitation solutions for so many vulnerable communities in the developing world. These projects are pointing the way to how to achieve sustainable solutions for deeply disadvantaged communities in the countries in which GOAL operates.

The work to date has been made possible by generous financial support from sector companies together with major volunteer effort by individuals across the sector.

Members of the Water-Share alliance are saving lives in vulnerable communities, while providing life-changing opportunities to their employees to develop skills and give back to their global family. Members experience a tangible connection between their business and aid work, benefitting recruitment, retention and corporate social responsibility objectives. Membership can enrich the technical and managerial capabilities of staff involved, offer short term secondment opportunities, and reinforce the value of water and sanitation services.



Companies are offered the following Membership Options:

Water-Share Patron: Commitment to annual funding of €5,000, which can include services in kind on projects (staff input, materials, research or secretariat facilities). Each patron is entitled to nominate one member to the Water-Share Steering Committee.

Water-Share Supporter: Commitment to annual funding of €1,000 with staff afforded full opportunity to engage in the work where the opportunity is identified. This category will also include individuals, for example retired specialists, whose expertise and experience has proven so beneficial in helping to manage and deliver projects.

 **Thank you for your membership and continued financial support to Water-Share Ireland.**

Water-Share Vision & Mission

Water-Share supports and enhances GOAL's fundamental approach of building resilience in the communities it works with, and in providing sustainable capability building as the best means of achieving meaningful progress in social and economic development. This recognises that historic investment in water infrastructure has often failed, where the financial, technical or process requirements were inadequate in the operating phase. Therefore, the work of Water-Share embraces GOAL approach and is fully aligned with the UN Sustainable Development Goals (SDGs) in our holistic approach. Our Vision, Mission and Strategic Goals reflect these objectives.

Vision WHAT WE WILL BE BY 2025

Water-Share is established as a unique partnership between Ireland's water sector and GOAL, enabling the delivery of sustainable safe drinking water and wastewater services to communities in least developed countries that enable major improvements in public health, education, local economy and quality of life.

Mission & Values HOW WE WILL OPERATE

Water-Share enables the delivery of water and wastewater projects through GOAL by technical, financial and research contributions. In our work, we value collaboration, respect, local empowerment, innovation and community resilience.

Strategic Goals

The following key strategic goals will further our mission towards achievement of our Vision Statement by 2025:

-  **Strong Management and Oversight;** Establish Water-Share as a fully funded, properly governed and sustainable partnership as a GOAL Programme.
-  **Resilient Funding;** Secure consistent funding capacity of at least €200,000 annually in cash and pro-bono support, with at least 80% guaranteed from patron fees and the balance derived from social events and other initiatives supported by the sector.
-  **Research and Innovation;** To seek and promote improvements in the delivery of water and wastewater projects in developing countries through research and innovation.
-  **Strong Partnerships and Panel of Volunteers;** Establish strong engagement between sector patrons and the Water-Share organisation through Corporate Social Responsibility and Sustainable Development Goals. Set up a panel of volunteers made up of experienced individuals and graduates contributing oversight and support to projects, both remotely and through 'on the ground' visits and assignments.
-  **Centres of Excellence;** Subject Centres of Excellence identified and engaged with the Water-Share work covering basic water supplies, hydrogeology, basic water treatment, renewable energy, sanitation, operation & maintenance and research teams, either within entities or across several entities.
-  **Established Reputation;** To promote Water-Share throughout the engineering, government, educational and charity sectors showcasing our positive impact on public health, education, local economy and quality of life in developing countries.

Management & Oversight

Water-Share will operate as a GOAL programme and, as such, will be governed by the board of GOAL, as trustees of that charity.

Charity regulations, financial regulations and any other legal and/or regulatory requirements related to Water-Share activity will be satisfied by GOAL under their normal governance model. Water-Share management and oversight will be satisfied through a Water-Share Steering Committee. Terms of Reference will be agreed for this Steering Committee. A Memorandum of Understanding (MOU) will outline obligations and entitlements of membership, and Operational Plans will outline planned activities at a more tactical level.

All Water-Share donations will be routed through GOAL, ensuring the highest standards of good governance and transparency. A financial update will be provided by the GOAL representative at every meeting of the Steering Committee and at the AGM.



Water-Share Steering Committee

The Water-Share Steering Committee will comprise of elected officers, GOAL representatives and representatives from Water-Share Patrons and will provide a model to grow Water-Share in line with the ambition set out in the Water-Share strategy. The Steering Committee will oversee the activities of Water-Share, assess needs, make decisions on projects brought forward by GOAL and ensure members are kept up to date on key areas.

An Annual General Meeting (AGM) will be open to attendees from Patrons and Supporters. The AGM will, at minimum, update Patrons and Supporters on activities conducted by Water-Share since the last meeting, provide a financial update, discuss active projects and portfolio of projects and appoint members of the Steering Committee. Where nominations exceed positions, an election will be held at the AGM.

Officers of the Steering Committee to be appointed/elected by the Patrons and Supporters will comprise of the Chairperson and Secretary. Other Officer roles will be assigned by the Steering Committee from its membership at its first meeting following the AGM. It is envisaged that the below roles will be required. In the short term, Uisce Éireann has committed to providing personnel support in terms of a Programme Director who will work with GOAL and empower the Steering Committee in its work. Uisce Éireann has also committed to provide further support (Programme Coordinator) which will help to coordinate the work and the input of Patrons and Supporters.

- **Chair;** will be a Patron nominee responsible for convening and chairing meetings of the Steering Committee, representing (in person or through a nominee) in engagements with key stakeholders, funders, media briefings or otherwise as required.
- **Secretary;** who will be responsible for maintaining a record of Steering Committee meetings, notifying members of meetings, making necessary arrangements and circulating agendas and liaising with the Committee regarding their role and activities.
- **Funding/Membership Lead;** who will aim to achieve the funding and membership ambition as set out in the strategy, through direct engagement with the sector.
- **Communications Lead;** who will maintain an active engagement across all stakeholders, work closely with counterparts in GOAL and coordinate quarterly bulletins to the sector outlining activities and achievements.
- **Patron Representatives;** who will offer technical advice and support and pro-actively engage with the sector to ensure success of Water-Share projects.
- **Project Managers;** technical project managers overseeing a project or element of that project.
- **Treasurer;** will be a GOAL representative and will keep track of all income and expenditure, reporting on same to the Steering Committee. This key role shall ensure issuing invoices and pursuing payment of subscriptions, accounting for income and costs associated with fund-raising activities.
- **Programme Director;** will be a Patron nominee and will be central to delivering the strategy as agreed by the Steering Committee. This key role shall ensure that Water-Share meets its objectives on an ongoing basis and remains true to its Mission and Vision.
- **Programme Coordinator;** will be a Patron nominee and will maintain oversight of each work programme, working with the Country Managers and Project Managers, garnering support from Patrons and advising the Steering Committee of the need for support, resources or other dependencies for projects delivery.
- **Country Managers;** will commit to oversee the in-country projects and coordinate activity between all participants and the Steering Committee. GOAL will facilitate technical visits to the recipient countries by Country Managers where this is safe, feasible and likely to contribute significantly to the delivery of the work.

Water-Share Sub Committees

The Steering Committee may establish Sub-Committees which may include external members and representatives of NGO's. The Sub-Committees may include Membership and Fundraising & Events, Communications, Research & Innovation among others. These Sub-Committees will be operational in nature, focused on the links between Water-Share and the local in-country GOAL teams.

Sub-Committee memberships and Terms of Reference will be subject to approval of the Steering Committee. The level of complexity and administration will need to reflect the scale of work and may be evolved as needed, sufficient to ensure effective services.

It is recommended that the Steering Committee should meet on a bi-monthly basis and that Sub-Committees should meet on a monthly basis where necessary. Sub-Committees should meet in advance of the scheduled date of the Steering Committee in order to give timely updates.

All members of the Steering Committee and Sub-Committees will sit on the committees for a period of 12 months. Members shall be eligible for re-election annually to a maximum of five (5) years service.

Proposal of New Projects

The Water-Share Steering Committee will look to GOAL to propose projects that might be supported. This recognises that Water-Share is a support role, helping to enable GOAL delivery at increased scale and/or technical complexity. The criteria for project adoption are scope for delivering tangible benefit and potential of the sector to enable delivery. When a project is proposed by GOAL, a project outline will be presented to the Steering Committee for consideration. Where it is accepted, the Committee will seek to identify resources required and arrange for same (technical, financial). A project plan will be prepared by a nominated Project Manager to be agreed with GOAL and against which progress will be monitored and agreed.

It is appropriate that a risk appetite is adopted for Water-Share that aligns with that of GOAL. This must recognise that solutions to chronic deficits (including safe water and sanitation) in least developed countries cannot always meet the standards of design and performance in Ireland. Solutions must be sustainable in the local environment and take account of the skills and capabilities present in the community. It is also recognised that local solutions might fail due to these limitations and this is recognised as an intrinsic part of enabling capability building.

Therefore, the Steering Committee will take a view on the level of risk inherent in the project and agree with GOAL on the appropriate standard of service involved. Water-Share recognises that GOAL operates a best practise approach to its projects in terms of advance community engagement, securing buy-in to proposed solutions and having robust procurement arrangements for its local service providers. All parties to these projects, therefore, operate on the basis of best endeavours without warranty of successful performance.

Next steps for Water-Share

The projects we have delivered to date have made life-changing impact in these communities through this unique partnership. Our view is that the concept has been successfully proven and it is timely to chart the next steps to embed the concept within the sector as an enduring and sustainable project.

We will seek approval and positive support for these proposals at our next sector meeting. Assuming approval, the Steering Committee will work to publicise Water-Share to the sector, with the objective of expanding the numbers of companies involved. In the meantime, we are working with GOAL to identify new projects and activities that might be taken forward.





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