



water for people  
everyone | forever

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# BEHIND THE NUMBERS FISCAL YEAR 2013

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## WHO WE ARE

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**Water For People has a relatively small global footprint, yet a large global vision. We want a world where no one dies from water and sanitation related diseases: where *Everyone* has access to safe drinking water and sanitation, *Forever*. To achieve our global vision of *Everyone Forever (EF)*, Water For People is:**

- 1) Creating scalable momentum and solutions in 30 districts across 10 countries serving 4 million people, and driving towards national coverage in 4 countries in the next 5 years.
- 2) Forging a global alliance in the water and sanitation sector to collaborate using common standards of practice.
- 3) Stimulating local funding by pairing charitable donations with local investment and thus enhancing local ownership and creating the conditions for aid independence.
- 4) Monitoring whether water is flowing to ***Everyone*** and will continue to flow—***Forever***.
- 5) Replicating and scaling our work from districts to nations to regions around the world.

### **Momentum is building across our country programs. A couple examples of our progress include:**

- 1) The national government of Bolivia celebrated full water coverage for residents in the district of Cuchumuela for the first time in its history. Other districts are inspired and are aligning their investments around **EF**. For 2014, we have already signed an agreement with 10 other districts to replicate **EF** with no hardware investment from Water For People, and a further 30 districts have signed an MOU with us to explore how to implement **EF**. Most important for us, local government and communities are now the lead investors in water, sanitation, and hygiene education, leveraging Water For People dollars by 50% and putting local resources at the center of development.
- 2) In Honduras, Water For People and the municipal government of Chinda celebrated reaching full water coverage at the end of 2011. In 2013, Water For People signed an agreement to support the rollout of EF throughout Honduras with eight other NGOs (including CRS, CARE, Living Water International, Pure Water for the World, World Vision, IRC, Save the Children, and Agua Para el Pueblo) now testing **EF** in nine additional districts, with a vision to scale this model to one third of the country and eventually nationally in near future. Additionally, this group of NGOs has demonstrated their commitment to **EF** by hiring a national-level coordinator to work directly with government on building the **EF** movement.
- 3) In India, Water For People is leading a state-level cross-departmental committee to create the **EF** roadmap for full water and sanitation coverage in the State of Bihar, an area covering more than 100 million inhabitants; our girl-focused and disabled-friendly School, Water, Sanitation and Hygiene education (SWASH) programs are blossoming into nationwide policy; and in West Bengal, our mobile hand pump mechanics program known as the Jahlabandhu (Friends of Water) has not only dramatically reduced malfunction downtime, but also has created more than 100 jobs (including our first female Jahlabandhu jobs last year). The Jahlabandhu program has been so inspirational that it is now being replicated by other NGOs working in India.
- 4) In Malawi, 88 rural villages achieved open defecation free status (all families have and use a toilet); we have seen a 15% increase in sustainability results; and our work led to the creation of 552 permanent water service jobs in Blantyre (485 of these jobs are held by women). Last year our work in Malawi generated an additional \$1.94 million in economic activity and additional water and sanitation investments in Water for People districts.



## **DEMAND OUTPACING SUPPLY**

As we gained momentum for **EF** in fiscal year 2013, demand for our services outpaced our resources. Water For People and our Board of Directors made an important decision to dip into operating reserves to maintain momentum and push our mission further than we otherwise could, resulting in a deficit of \$1.2 million in fiscal year 2013. This deficit was predicted throughout the year, contained to a level we were comfortable with, and integrated into our overall strategy and financial planning. Water For People has built and maintained operating reserves for this very reason, to allow us to make a larger investment in our mission at key strategic points in time. It allowed us to push **EF** further in the field, to build support in-country for further local investments, and to push **EF** at an international level.

**In the next three years, the *EF* movement will continue to grow as new districts reach full coverage in water and sanitation and global and local partners continue to adopt *EF* practices. Water For People will continue to invest in monitoring and evaluation systems to ensure that investments we make now will last without additional charitable donations, freeing districts from a cycle of aid dependency.**

It is also a critical time to look inward and ensure Water For People as an organization is poised to grow and meet the demands of our global vision. We've made several key strategic business decisions:

- 1) Water For People is consolidating the Latin America region, merging the Central and South America Regional offices. This aligns with our goal to reduce our focus on growth in new countries and go deeper in the countries where we currently operate, creating greater efficiency and cost savings in the coming years.
- 2) Water For People is building a group of global partners with the ability to give \$1 million or more over multiple years, securing our commitment to reaching *EF* in 30 districts in 10 countries during the next five years. This means building capacity among our staff through more complex partnerships and long-term contracts.
- 3) Water For People is growing our unrestricted reserves to \$5 million during the next four years. This will allow us to innovate, invest, and pilot new ideas when we see opportunities. It requires a targeted effort to secure a pool of unrestricted donors who understand the value of this organizational investment and the impact it can make on advancing our mission in the future.
- 4) Water For People is focused on transforming sector practice by being a thought leader in the water/sanitation, philanthropic, and monitoring/transparency sectors. Successfully influencing these sectors requires many voices from the Water For People community. We need to hear from staff and partners whom all bring unique insights to this growing movement. As such, considerable investments will be made to support the development of voices across our community so that our unique collection of stories and calls to action will encourage the water sector, charitable organizations, and advocates for greater transparency in development to join us in this transformational work.

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These are exciting times. Water For People would not have made the progress we have without the amazing support from all our donors and supporters, who make up this collective movement and who are essential voices in our community. We celebrate these victories with you, and are inspired by your commitment to a better world.

**Susan N. Dorsey**  
**CFO, Water For People**