



water for people
everyone | forever

BEHIND THE NUMBERS

FISCAL YEAR 2014





WHO WE ARE

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

- 1 | Working with mayors in **30 districts across nine countries** to reach every household (4 million people), every school, and every clinic in the district in the next four years. No one is left out.
- 2 | **Unlocking local funds** by leveraging charitable donations with local investment.
- 3 | Reinforcing local institutions and stimulating local capital markets to ensure **long-term systems change** and aid independence.
- 4 | Monitoring whether water is flowing and sanitation services are accessed by **Everyone** and will continue to be—**Forever**.
- 5 | Creating **scalable momentum** driving towards national coverage in at least four countries where we work.
- 6 | **Accelerating EF** around the world.

EVERYONE FOREVER MOMENTUM

In 2014, when the majority of our 30 districts reached 55% or greater coverage, demonstrating a clear line of sight to reaching Everyone in the next four years. This success has caught the attention of neighboring districts, national ministries, and neighboring countries. Examples of our progress in 2014 include:

Water For People EF Investment

Three years of monitoring data (2012-2014) across all target districts allow us to see significant changes in our **EF** program across a very diverse global landscape.

- Most notably in Bolivia, 6 districts went from 14% to 82% water coverage; a 68% increase.
- In Rwanda, two districts went from 14% to 57% water coverage; a 43% increase. With the local government committing to 45% of the costs, the path to full coverage is closer than ever.
- In India, two districts reached 64% water coverage, up 24% with the local government contributing 32% of total costs.
- Even more important, sustainability of the water systems has increased from 20% to 56% globally, confirming that the investments we make today have the real potential to last Forever, freeing districts from a cycle of aid dependency.
- On the sanitation side, our Sanitation as a Business programs supporting sanitation entrepreneurs has helped increase coverage from 7% to 61% across our country programs. In large part, this growth is achieved using the power of local capital markets.

National EF Influence

Within the nine countries where Water For People works, momentum around **EF** is extending beyond the 30 districts. There are 76 additional districts interested in implementing **EF** representing an additional 105 million people. Most significantly:

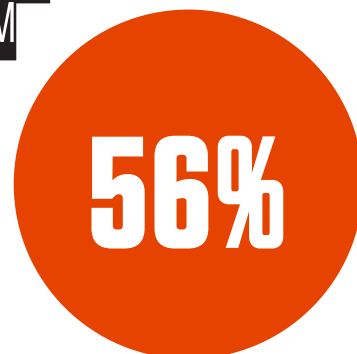
- In Bolivia, Water For People signed an agreement with 41 other districts to replicate **EF**. The Vice Minister of Water and Environment in La Paz is looking to replicate **EF** across Bolivia, pushing it closer to national policy.
- In Honduras, there are an additional 19 districts interested in implementing **EF**, scaling it to one third of the country.
- In Rwanda, eight additional districts formally requested support from Water For People to implement **EF**.

Global EF Influence

Momentum around **EF** is extending beyond the nine countries where Water For People works with the potential to impact tens of millions of people.

- A group of five mayors from Kenya traveled to the Rulindo district of Rwanda to learn the principles of **EF** to bring back to their districts in Kenya.
- In Ghana, 64 districts (30% of the country) are interested in implementing **EF** through our alliance with IRC and AKVO.
- In Liberia, there is interest at a national level to implement **EF** across all 68 districts.

GLOBAL SUSTAINABILITY OF WATER SYSTEMS HAS INCREASED FROM



RE-BALANCE ORGANIZATIONALLY

In 2014, Water For People was able to recoup the 2013 deficit with a \$1.7 million surplus in unrestricted cash. With four months of unrestricted operating reserves, we were able to grow our 2015 budget to \$17.3 million, on our way to our annual operating goal of \$25 million. This increased funding in 2014 is a direct result of greater investment in our sales team, clarity of our programmatic goals, and demonstrated impact. Other investments in 2014 include:

- Building our brand through strategic partnerships with TOMS and American Standard
- Enhancing our risk and compliance department to stay ahead of a growing and increasingly complex funding base
- Expanding the global finance team to effectively oversee and support our nine country programs

Other areas to pay attention to as we grow:

- Managing our growth with greater investment in technology and staff capacities
- Preparing for the impacts of increased global instability, both natural and man-made
- Understanding our costs to ensure efficiency and effectiveness of our investments
- Maintaining the highest standards of practice in accountability and transparency





ACCELERATOR

THE (NEAR-TERM) FUTURE

In the next five years, the **EF** movement will continue to grow as new districts reach full coverage in water and sanitation. It is a critical time to look more broadly to meet the demands of our global vision. We've made several key strategic business decisions:

- 1 |** Frustrated with the pace of change, Water For People felt it was time to take **EF** to the next level. In 2015, Water For People will launch a new initiative called **Everyone Forever** Accelerator dedicated to creating a global **EF** movement across the water and sanitation sector. Ned Breslin will transition from CEO of Water For People and double down on this new effort. Ned's drive for bigger, bolder, transformative programming in the WASH sector and philanthropy as a whole is just what this effort needs to succeed. Water For People will name a new CEO in 2015.
- 2 |** It will cost \$125 million to reach **EF** in the 30 districts where we work. To this end, we are building a group of global partners with the ability to give \$1 million or more over five years, to help secure a commitment to our vision.
- 3 |** Water For People can't do this alone, so we will continue to prioritize unlocking local funds. We have been successful in leveraging, on average, 35% from local governments, annually.
- 4 |** A renewed investment in our Re-imagining Reporting platform allows us to see and share the impact of our work with our funders and partners, ensuring we build on positive results and learn from negative ones.
- 5 |** Water For People is growing our unrestricted reserves to \$5 million. This will allow us to innovate, invest, and push our mission when we see opportunities.

It was a great year. Without the trust and support of all our donors, champions and local partners around the world, we would never have made such significant progress. Thank you for joining us on a journey that does not end until water and sanitation poverty is eradicated for ***Everyone Forever.*** It is a big goal, but as we all know the alternative is unacceptable.

Susan N. Dorsey, CFO



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