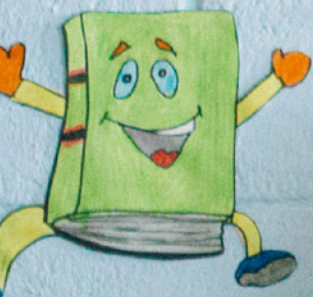


# HIGIENO



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## BEHIND THE NUMBERS

FISCAL YEAR 2015

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# WHO WE ARE

At Water For People we believe that every human being deserves lasting access to safe water and sanitation, and we exist to create that in our lifetime. We develop local and national solutions. We want to see people break free from the cycle of poverty and spend more time working, growing, learning, and thriving instead of walking for water and fighting off illness.

Our programs cover 30 districts across 9 countries to bring lasting access to safe water and sanitation to 4 million people. We're working with local governments, community members, and local businesses to provide reliable service and to invest in the long-term solutions that are right for them. We want every family, every clinic, and every school to have lasting access to safe water and sanitation for generations to come; we call this model Everyone Forever.

#### Through Everyone Forever (EF) we are:

- 1) Working with government leaders and community members to get local buy-in.**
- 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 accessible and sustainable.**
- 5) Creating scalable momentum driving towards national coverage in at least four countries where we work.**

## FROM DISRUPTOR TO COLLABORATOR

Over the past five years, our Everyone Forever model has pushed our partners and funders to think differently about how to implement water and sanitation programs globally. We no longer think about short-term one off projects, and instead have set our focus on long-term systems change; and *it is working*. While it is important to celebrate our progress, we know that in order to achieve the newly established **Sustainable Development Goal 6—ensure availability and sustainable management of water and sanitation for all**—there needs to be more collaboration and global investment in WASH to accelerate replication and scale.

At Water For People FY2015 was focused on enhancing existing collaborations and building new alliances for greater impact. Our new CEO, Eleanor Allen is well positioned to take Water For People from a disruptor to leader and collaborator in the sector, and bring focus to continued demonstration of EF as well as greater scale and impact.

### District Mayors

Local government are our primary partners on the ground. Their commitment to reaching everyone in their district with water and sanitation ensures ownership at the local level. Progress on EF at the district-level saw a rise in the level of service for water across the globe **from 38% in 2012 to 61% in 2015**. Well on our way to reaching 4 million people in 30 districts across 9 countries by 2020.

### Sanitation Entrepreneurs

While engaging local governments is critical for the provision of sustainable water supply, engaging local entrepreneurs is critical for the provision of sustainable sanitation services. Technology and innovation can take sanitation services to scale. One example is in Rwanda where we have partnered with PIVOT, a social enterprise setting up the country's first ever fecal sludge management plant in Kigali with the potential to serve 1 million people with sustainable sanitation services. Water For People Uganda has partnered with Strong Youth, in Kampala to make and sell charcoal from human waste, and looking to support the wider adoption of this technology with poultry farmers across the country.

### Global Alliances

[Agenda For Change](#) is a coalition of water and sanitation organizations coming together around a set of agreed upon principles. These principles will align our organizations, make us more accountable, and guide our individual contributions to our shared 2030 SDG6 vision. As founding members, Water For People along with WaterAid, IRC, Aguaconsult and Osprey Foundation are laying the foundation for greater sector collaboration.

### Unlikely Partnerships

Long-term systems change requires funding partners that are willing to make multi-year agreements with flexible funding covering costs across the organization. [Absolut Elyx](#), [One Drop](#), [LDS Charities](#) and [Kimberly-Clark](#) all represent unlikely partnerships that allow Water For People to make long term commitments to our partners in the field.

### LEVEL OF WATER SERVICE



61%

2015

38%

2012

## ORGANIZATIONAL STABILITY

In FY2015, Water For People grew its unrestricted operating reserves to \$5 million (6 months of operating reserves) after two years of surplus revenue. These reserves allow us to move confidently into FY2016 with an annual budget of \$20.7 million, a 21% increase from FY2015. Revenues increased 4% from a diversified portfolio of donors. Increased funding in FY2015 is a direct result of greater investment in our Business Development team, clarity of our programmatic goals, and demonstrated impact in the field. Other investments in FY2015 include:

- Strengthening leadership with a new CEO (Eleanor Allen) and two new country directors Alberto Yutronic (Bolivia) and Tupac Mejia (Honduras).
- Enhancing our brand through commercial partnerships with Elyx, Kimberly-Clark, and TOMS
- Installing financial planning software to better manage projections in revenue, expense and cash
- Investing in the human resources department in order to create a people-centered organization poised for growth

### Other areas to pay attention to as we grow:

- Continuing to invest in business infrastructure to enhance global IT as well as collaborative communication tools for our global team
- Mitigating for the impacts of increased global instability, both natural and man-made, as well as operational risks, through Enterprise Risk Management
- Securing more flexible, multi-year, unrestricted and/or full-cost recovery funding partners
- Focusing on acquiring and retaining key personnel who can support the advancement of our mission, and investing in our employees
- Maintaining the highest standards of practice in accountability and transparency





## THE (NEAR-TERM) FUTURE

In the next five years, Water For People will focus on scaling and replicating district-level EF in the countries where we work, building national advisories, and leading the sector to meet the demands of SDG6 by 2030. 30 districts will grow to 50 districts, and 4 million people to 7 million people; we will continue to work to bring safe access to water and sanitation services at the district-level. In addition, we will positively impact over 40 million people by working at the national-level advising on national water and sanitation programs in four countries (Uganda, Rwanda, Bolivia and Honduras). Additional plans include:

- 1 | Developing a new 2017-2021 strategic plan focused on proof, scale, and global leadership.
- 2 | Continuously improving our monitoring program by enhancing our AKVO Flow monitoring software with indicators aligned with the SDGs.
- 3 | Forming more collaborations and partnerships for greater global influence.
- 4 | Investing in our [EF Tracker](#) platform allowing us to see and share the impact of our work with our funders and partners, ensuring we build on positive results and continuously innovate and test new delivery techniques in the field.
- 5 | Growing our unrestricted operating reserves from \$5 million to \$8 million by 2021 as we grow our annual budget to \$30 million. This provides a contingency if there is an unexpected change in funding or programming.

FY2015 was an exciting year of growth and transition. Water For People did not slow down and is poised to grow and increase our impact around the world. 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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