



One Village at a Time

A multi-year plan to serve more people, more effectively.

STRATEGIC PLAN: 2018-2020

With joy you will draw from the wells of salvation.

ISAIAH 12:3

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EXECUTIVE SUMMARY

The last three years at Lifewater have been exceptional. At no point in our history have we completed more water projects, reached more people, and done so in a manner that is traceable and measurable in real-time from anywhere in the world! But there is more to this story.

When the Board of Directors approved our previous strategic plan in late 2014, our organization was taking a calculated risk. The plan outlined a transition from partner-implemented programs to staffing and implementing our own projects. Having worked with partners for 37 years, we knew this was the only way to ensure consistent quality programming throughout our operations.

Our previous plan also outlined the design and deployment of an entirely new program approach we called our Vision of a Healthy Village (VHV). This approach was developed based on years of learning from our successes and failures, coupled with a deep desire to see lasting and transformative change take root in the communities where we serve.

Truth be told, we didn't know if either of these strategies would produce the results we desired. We entered into that season with humility and open hands, asking God to multiply what was fruitful for His Kingdom and would bless those in the margins, His beloved. Looking back, the results over these past three years have far exceeded our expectations and what was written in that original document.

Today, Lifewater is actively reaching 125,000 vulnerable children and families living in extreme poverty in the remote, rural, and harsh corners of our world. These are our clients and we serve them with national staff organized into field teams who now total more than 80 people. The data system we deployed works and we have built robust monitoring and evaluation practices to learn from our failures, improve our program weaknesses, and celebrate our success based on real facts and not just anecdotal evidence.

As we look ahead, it is important to acknowledge the path to this point has not been easy and our work is not complete. We can improve. We will improve. The path to doing so is laid out in the pages that follow this letter.

Major highlights of this plan include:

- The addition of six new field offices to reach 100,000 more people than we are currently able to serve
- The development of an online water project sponsorship to better connect our donors with the progress and projects that they are making possible
- An internal leadership development focus to provide opportunities for the continued growth of all Lifewater staff
- A commitment to work with church planting partners in every district where we have operations

We enter into this next season with the same disposition we had previously. In humility, we come with prayerful hearts and open hands; working to build an organization that is nimble, opportunistic, and accountable to our stakeholders and staff, alike.

If you have taken the time to read this letter and the pages that follow, I want thank you. Our world is thirsty for good news. Mothers and fathers are praying for their babies to live free of water-borne diseases. Distressed health centers are overrun with people suffering from what are preventable illnesses. Together, we can address the root causes of these circumstances – one village at a time.

Glad to serve with you,



Justin Narducci
President/Chief Executive Officer

Our Calling

At Lifewater we believe in doing one thing and doing it really well. That "one thing" is our Vision of a Healthy Village program, which is designed to work in rural environments, among the poorest of our world's poor. Places where children die every sixty seconds from preventable diseases, where women spend hours fetching water from rivers and lakes, and where men are sidelined from productive work. These are harsh, remote, and rural places without electricity, sewer systems, or government infrastructure. They are also places where the hope of the Gospel and the local church is not yet present. It is here among the world's most vulnerable we have been called, and where the Vision of a Healthy Village comes to life.

Mission

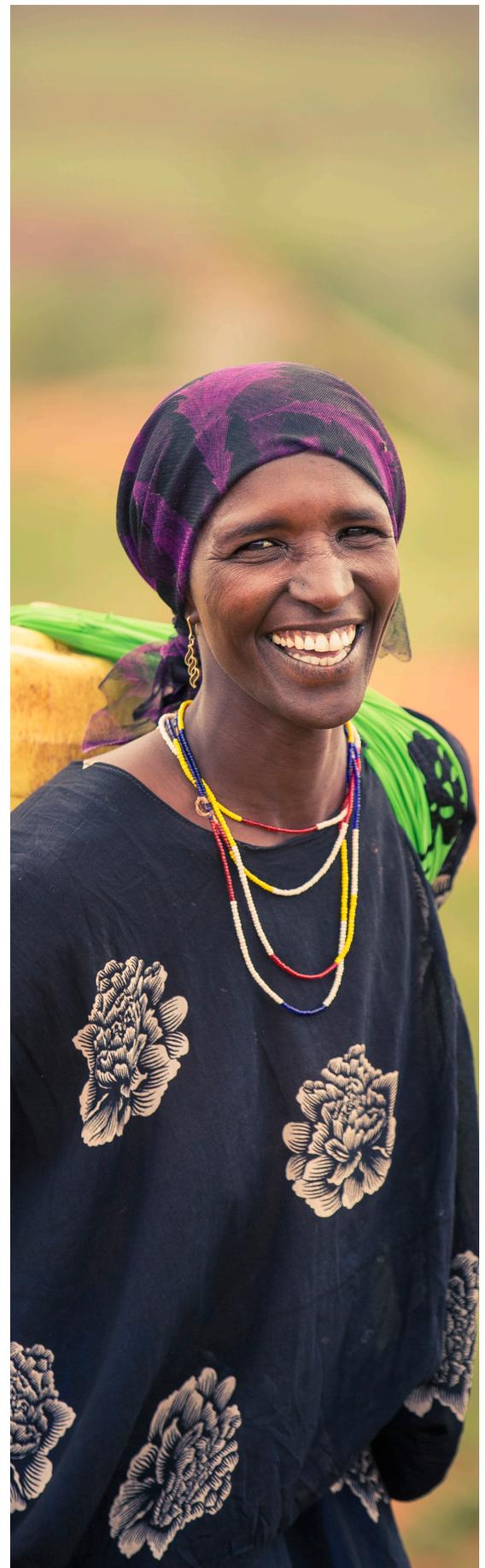
We are Christians committed to ending the global water and sanitation crisis, one village at a time.

Vision

Safe water for every child.

A healthy home for every family.

The love of Christ for all.



Core Values

Lifewater staff are:

1 Christ Centered

We are compelled by the great commission (Matthew 28) to serve with great compassion (Matthew 25) in pursuit of the least, the lost, and the last. We practice integral mission through the demonstration and proclamation of the gospel in our program planning, communication, strategic partnerships, and community relationships.

2 Child Focused

We affirm the original calling given to our Founder, William A. Ashe, who believed that every underserved child and family should have the opportunity to drink safe water and to live free of water-borne diseases, and that anything less is a grave injustice.

3 Impact Oriented

We approach large, global problems with locally appropriate solutions in leadership, ownership, sustainability, and technology to produce a lasting impact. We appreciate data and continuously analyze it to improve our activities.

4 Long Viewed

We recognize that lasting and transformational change takes time and often requires a reframing of one's worldview. We are patient yet persistent in our expectations, actions, and strategies, understanding that the most significant changes in a community come from within.

5 Entrepreneurial

Seeking to be good stewards of the resources entrusted to us, we look for creative, collaborative, and efficient ways to undertake our work. We invest staff time, talent, and money with the expectation of a multiplied return.

6 Servant Leaders

We work together to build a lean and nimble organization that operates in humility, with mutual respect for our colleagues, stakeholders, and the communities we serve. We shall be known by our love, not our position or status.

Annual staff survey helps all staff and stakeholders know if the organization is living its values.



Lifewater in 2020

Each objective is organized with one year milestones and three year destinations, and will be reviewed quarterly with the Board of Directors and updated annually by the Senior Management Team.

Three-Year Strategic Objectives: 2018-2020

Organizational Capacity *Strengthen the backbone of our operations*

- 1 Launch six new field offices to reach an additional 100,000+ new people/year
- 2 Develop robust and balanced field leadership
- 3 Diversify program portfolio by expanding into one new country
- 4 Maintain field, financial, and donor data in secure cloud-based infrastructure

Funding and Communication *Fuel our growth and expansion*

- 5 Exponentially grow new sources of giving through online water project sponsorship platform
- 6 Multiply Major Gift Officer strategy throughout the United States
- 7 Incorporate compelling storytelling into communication strategy
- 8 Build a bigger audience to grow and diversify our donor base

Programmatic Enhancements *Continuously improve the quality of our service*

- 9 Meet or exceed World Health Organization standards for all elements of WASH programming
- 10 Expand in-country partnerships to ensure that all program locations have active church planting strategies
- 11 Redesign WASH in Schools strategy to better serve young girls
- 12 Monitor sustainability for five years following intervention



Organizational Capacity

Lifewater's ability to manage human, technical, and financial resources to meet the needs of staff, stakeholders and primary clients, alike.

STRATEGIC OBJECTIVE #1:

Launch six new field offices to reach an additional 100,000+ new people/year

Lifewater programming is coordinated from field offices located within the target district. Each field office implements programming in village clusters, focusing on intensive activities within one cluster for a period of 12-18 months at a time. The intensive phase of the program is followed by a maintenance phase for the next 12 months to encourage prolonged behavior change. This objective increases the number of field offices by two per year for the next three years. On average, a field office can reach 15,000 new people/year. Because of the cost and strategic importance of each location, funding for the start of new field offices is generally provided by grants from Foundation stakeholders.

Lifewater in 2020

Total organizational capacity:

- 13+ field offices
- 175+ field staff
- 20,000+ healthy homes/year
- 400+ water projects/year
- Service capacity: 250,000 people (minimum)

2018 Milestones

Add two new offices:

- Ethiopia Drilling Operations in 1Q2018 (funded)
- Uganda Site #3 in 3Q2018 (funded)

100+ field staff

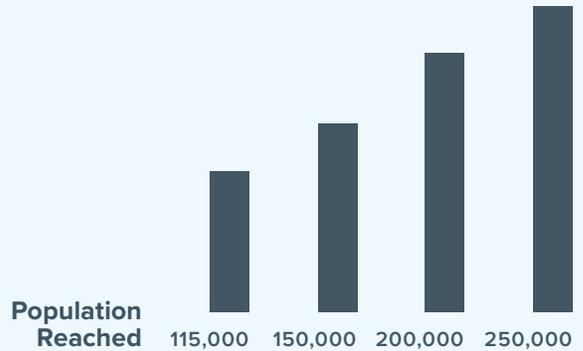
12,500+ new healthy homes

250+ completed water projects

Service capacity: 150,000 people

1 Projected Program Capacity Growth

	2017	2018	2019	2020
Programs	6	8	11	13
Field Staff	72	100	150	175
Drilling Staff	0	5	5	5
Healthy Homes	10,000	12,500	17,500	20,000
Water Projects	175	250	325	400



Projections above are based on 2017 program activity, staffing, and efficiency.

STRATEGIC OBJECTIVE #2:

Develop robust and balanced field leadership

Having women in leadership is a priority for Lifewater. Not just to promote gender equality, but to ensure that our programming takes into consideration the unique needs of women and girls in our WASH programming. Each Lifewater country of operation is led by a Country Director and each field office has a management team led by the Program Manager. Of the seven field offices currently active, all but one is managed by a male and every country is led by a male. Conversely, at Lifewater Headquarters, the senior management team has 60% female representation. This objective will promote improved gender balance at the management levels within our organization, while also providing opportunities for ongoing leadership development for all Lifewater field staff.

Lifewater in 2020

33% female representation in field management across the organization (currently 16%)

10 staff members in MAOL¹ program (enrolled or graduated) via our organization wide “Emerging Leaders Program”

Country Leadership Team in place: Country Director, Director of Program Operations, HR, and Finance/Administration.

2018 Milestones

Conduct training for all field offices in Servant Leadership (3-5 day workshop)

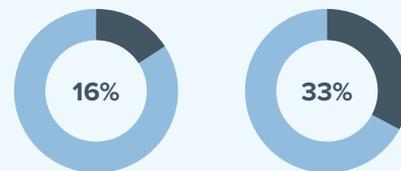
Develop and pilot test emerging leaders program for four (4) high-potential staff

Recruit and place at least one Director of Program Operations in Cambodia or Uganda

2 Female Representation in Management

	2017	2020
Field Offices	7	13
Total In-country Management Personnel	25	45

In-country Female Management Personnel



Current

Goal

Female

Male

¹ Program is facilitated by Development Associates International and focuses on Organizational Leadership capacity building of national staff.

STRATEGIC OBJECTIVE #3:

Diversify program portfolio by expanding into one new country

Five years ago, Lifewater began reducing its countries of operation. This decision was based on a desire to have a larger footprint within countries that had the unique combination of urgent rural WASH needs and the unique opportunity to serve the unreached people of the world.

Lifewater currently operates in two clusters of countries: East Africa and Southeast Asia. Countries of operation within the East Africa cluster are Ethiopia and Uganda, whereas Cambodia is the only country of operation in the Southeast Asia. This objective will increase the countries of operation by a total of two over the course of the next three years, but only outlines program activities in one country. Predominately, this strategy is undertaken to decrease political risk and exposure were Lifewater expelled or unable to serve in any of the existing countries of operation. Tanzania was selected for the East Africa region based on its exceedingly large target population of 24M rural vulnerable children and families with acute WASH needs, coupled with the rapid rise of Islam in the country.

Lifewater in 2020

- Lifewater Tanzania fully functional with one field office operational (East Africa Cluster)
- Country #2 (Likely Laos) registered in Southeast Asia Cluster
- West Africa desk research completed for new cluster of countries post 2020

2018 Milestones

- Commence registration process for International NGO in Tanzania
- Recruitment and short-list of Country Director for Lifewater Tanzania
- Feasibility assessment undertaken by external contractor for Laos



STRATEGIC OBJECTIVE #4:

Maintain field, financial, and donor data in secure cloud-based infrastructure

Anecdotal stories are no longer sufficient evidence of transformation for Lifewater. We are relentless about results and use real-time field data to inform decision making. Key to Lifewater's success is its ability to securely store field data and organize it in such a way that it is useful, timely, and accurate for internal and external stakeholders. Internally, the data will be centralized securely and presented into dashboards to support program management, monitoring, evaluation, and program quality purposes. Externally, relevant field data would be prominently displayed on our website in an effort to engender trust, promote transparency, and engage with stakeholders through meaningful updates.

Lifewater in 2020

Program metrics and results are available on website automatically

CEO has suite of dashboards to monitor the organizational health, at anytime from anywhere, with up-to-date information from all departments within Lifewater.

Lifewater has a cloud-based financial system that integrates field office and HQ finances

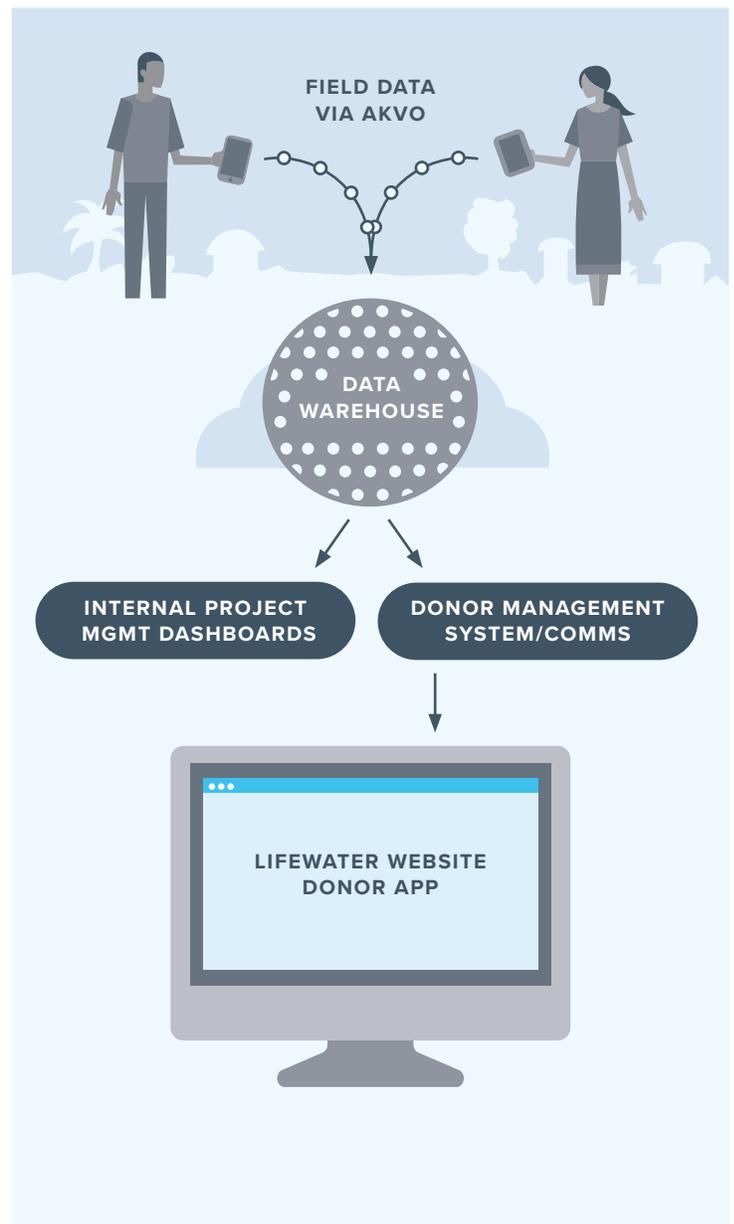
2018 Milestones

Establish 'data warehouse' to manage field data

Develop and deploy program management and monitoring/evaluation dashboards connected to data warehouse

Integrate data warehouse with Salesforce for donor stewardship and Wordpress for real-time reporting

4 Data Architecture





Funding and Communication

Lifewater's ability to align with the values and desires of stakeholders in order to finance its planned operations.

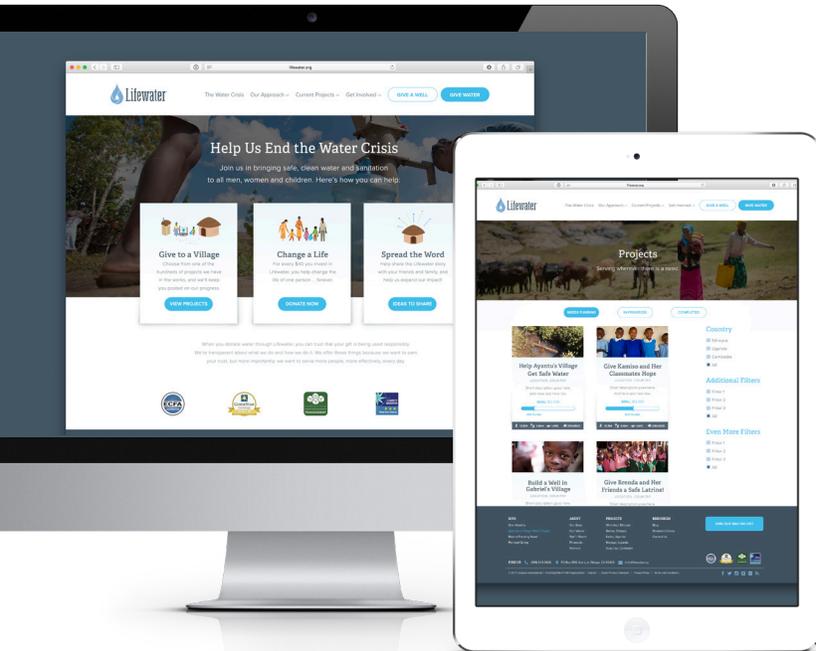
STRATEGIC OBJECTIVE #5:

Exponentially grow new sources of giving through online project sponsorship offering

Lifewater will catalytically increase and diversify its base of support by creating a multi-touchpoint digital experience that matches specific projects with individuals and groups who want to fund village water projects. Major donors, could sponsor an entire project on their own. Churches and small groups could take on a project as a group. Even a number of general donors could contribute independently of one another and complete the sponsorship of a project together.

project, and provided simple, convenient methods for sharing the project with others.

All of this will be done through a multi-platform digital experience blending mobile, social, email and desktop touchpoints. Additional personalized non-digital touchpoints will be triggered at specific donation levels (phone call, personal email, thank you note), but everything will revolve around a central project experience that donors can access 24/7 online.



Once the project is sponsored, however, the real engagement begins. Sponsors will receive unique and regular updates as the project progresses through the various stages of development. They will see photos, videos and stories from the community after the project is completed, and will receive a project completion certificate. Upon completion, they will be prompted to choose another

Lifewater in 2020

Sponsorship platform raising \$2M+/year

Platform is enhanced at least one additional time and is no longer in beta testing

Digital marketing ROI is a proven 10:1+ return¹

2018 Milestones

Beta test new project-specific fundraising platform on Lifewater's existing website

Tie a weekly story from the field to a water project on a map

Update all program pages to include maps that present real-time information

Organize all donor sponsorship information in salesforce and build communication triggers into the database

¹ Based on industry experience/homework we are seeking a 10:1 return on marketing spend.

STRATEGIC OBJECTIVE #6:

Multiply Major Gift Officer strategy throughout the United States

Over the last five years, Lifewater has tripled its total giving by being accountable to major donor and key foundation relationships for the results of its programming. The organization is known for its exceptional stewardship follow-up, aligning major gifts with the results for a specific village sponsored by the donor. On average, a Major Gift Officer (MGO) can manage an active portfolio of 150-200 major giving accounts with about 50% of those accounts giving \$5,000 or more in a calendar year. Lifewater currently has a West Coast and Midwest MGO, and would ultimately like to deploy a Mountain region and South MGO to ensure that we have an active cultivation strategy and presence in each priority region of the United States.

Lifewater in 2020

Director of Major Gift/Donor Relations leading the team

Four (4) MGOs remotely located in strategic regions throughout USA, raising at least \$4M/year from their portfolio in total

Mid-level gifts manager raising at least \$1.5M/year from 750 mid-level donors.

2018 Milestones

Place full-time mid-level donor relations coordinator at HQ to compliment two existing MGOs

Develop robust lead-generation system to enhance the quality of leads generated from internet sources in support of major gifts

200 active Major Donors and 500 Mid-Level Donors

6 Projected Giving by Donor Segment



STRATEGIC OBJECTIVE #7:

Incorporate compelling storytelling into communication strategy

Human empathy and compassion can only manifest from connection. Mission and non-profit fundraising works best when it makes a direct, human connection between donors and the people they seek to impact. Traditionally, this has been a one-to-one interaction—a direct connection with a missionary who reports back to stakeholders on the progress being made. As part of its brand promise and equity, Lifewater wants to connect the progress taking place in villages served all over the world, and share the stories of life-transformation in a dignifying and emotionally engaging manner.

Lifewater in 2020

Develop a series of short ‘brand films’ that tell the Lifewater story (general) through specific stories from the field

Capture and share a story from each village water project that was sponsored (automatically)

Lifewater is regarded as a thought leader based on the quality of its content and the regularity of its content creation¹

Add communications and marketing coordinator position at HQ to manage the traffic

2018 Milestones

Field journalists operational in all three countries (Cambodia, Ethiopia, and Uganda)

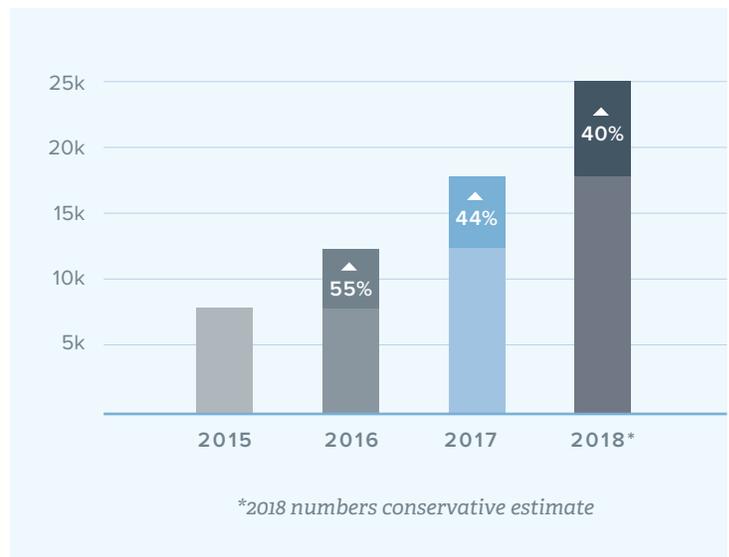
Thoroughly leverage virtual reality as a means to improve storytelling

Update blog architecture and content strategy to enhance thought leadership opportunities

Develop a unique offer for growing the email/communications list

¹ This would be measured by media inquiries, downloads of its resources, and media articles published

7 Anticipated Increase in Average Monthly Web Traffic



STRATEGIC OBJECTIVE #8:

Build a bigger audience to grow and diversify our donor base

It is a noisy world we live in. Marketers from companies and organizations are using every channel possible to capture our attention and call us to take action for whatever product or cause they may be selling. Local events have been successful for Lifewater in its ability to cut through all of the noise and meet face-to-face with those that want to join us in this cause. We want to continue to scale-up these events while decreasing the barriers to entry for new donors that find us online. Key to this strategy is raising a pool of matching funds that will be specifically allocated to match donations made by new donors. We believe that incentivizing new donor acquisition efforts will effectively double our mid/major new donor acquisition rate.

Lifewater in 2020

Double active accounts ¹ to 15,000, which include email and home address for multi-channel communication

Annually host 30 mid/major donor cultivation events in key markets throughout USA

Provide matching funds for all new donors as funding allows

2018 Milestones

Introduce a new brand offer, "that all new donor gifts will be matched" to decrease the barrier to entry of new donor acquisition.

Test efficacy of strategic partnerships with four new external entities for co-branded awareness campaigns (youVersion, Tyndale, Hope Outfitters, and VBS)

Host 15 mid/major donor cultivation events in key markets throughout USA

¹ Active accounts represent an account that has taken action with Lifewater within the past three years.

8 Four-part Growth Strategy





Program Enhancements

Continuously improving our programming based on lessons learned and best-practices within our sector.

STRATEGIC OBJECTIVE #9:

Meet or exceed World Health Organization standards for WASH programming

In the summer of 2017, the World Health Organization (WHO) and United Nations released their updated *Progress on Drinking Water, Sanitation, and Hygiene (WASH) relative to the Sustainable Development Goals of 2030*.¹ The primary outcome of this report was the definition of new (and higher) international standards for what is now termed ‘basic’ access to safe water, improved sanitation services, and hygiene facilities. Of these three foci, the most glaring deficiency for Lifewater was on its ability to meet the basic standard for water access, which now limits the total travel time to/from a water source as less than 30 minutes. All three standards are outlined below and Lifewater aims to meet or exceed these standards by 2020.

Lifewater in 2020

All standards for ‘basic access’ are met or exceeded by Lifewater programming:

Drinking water: from an improved source, collection time <30 minutes roundtrip including queuing

Sanitation services: use of improved facilities that are not shared with other households

Hygiene facilities: availability of handwashing facility on premise with soap and water

WASH in Schools:

- Drinking water from an improved source is available at school
- Improved sanitation facilities, which are single-sex and usable at the school
- Handwashing facilities that have soap and water are available at school

Water quality testing: annually, in-line with national standards

2018 Milestones

Develop water quality standards and testing for every field office

Monitor all water quality samples in AKVO using the Caddisfly application²

Revisit existing village clusters to determine additional hardware installation to ensure 100% water coverage based on new basic access standards

9 Basic Standards For Five Focus Areas

1	DRINKING WATER from an improved source, collection time <30 minutes roundtrip including queuing
2	SANITATION SERVICES use of improved facilities that are not shared with other households
3	HYGIENE FACILITIES availability of handwashing facility on premise with soap and water
4	WASH IN SCHOOLS 1. Drinking water from an improved source is available at school 2. Improved sanitation facilities, which are single-sex and usable at the school 3. Handwashing facilities that have soap and water are available at school
5	WATER QUALITY TESTING annually, in-line with national standards

¹ A full version of the report can be found here: <http://www.who.int/mediacentre/news/releases/2017/launch-version-report-jmp-water-sanitation-hygiene.pdf> Lifewater seeks to adhere to international best practices in all facets of program implementation to ensure alignment with national priorities regardless of country.

² Please see <https://akvo.org/akvo-caddisfly/>

STRATEGIC OBJECTIVE #10:

Expand in-country partnerships to ensure that all program locations have active church planting strategies

The Gospel, rightly understood, is integrated. It responds to people as whole people; it doesn't single out just spiritual or physical needs. Christian community development begins with people transformed by the love of God, who then respond to God's call to share the Gospel with others through studying the Bible, building relationships, increasing community health, planting churches, and improving access to safe water.

Lifewater has a core competency in WASH programming and now works in intentional and strategic partnership with church planting ministries to catalyze the planting and rooting of new churches in our program areas. Further into the future, new site selection will be informed by areas of strategic importance for Lifewater and its church planting partner.

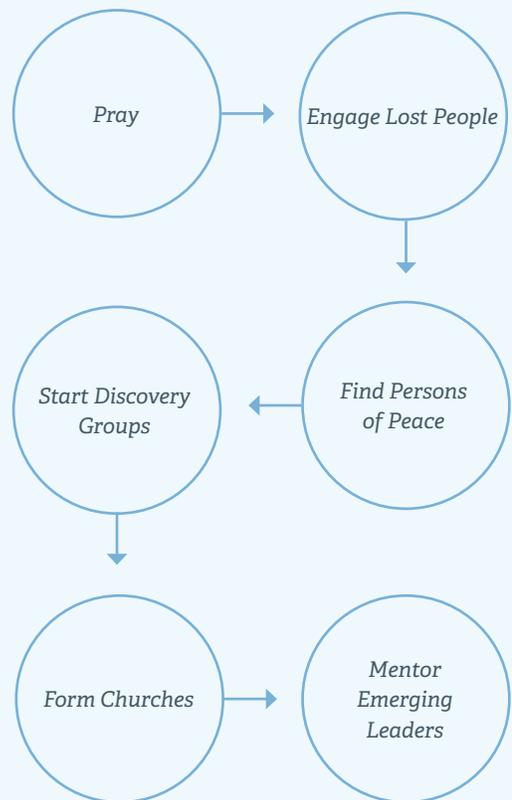
Lifewater in 2020

- Have an operating church planting partner in every program region
- Lifewater staff member managing the spiritual formation of staff, church planting partners and standards of practice
- Ability to monitor progress of church planting/Disciple Making Movements in real-time

2018 Milestones

- Pilot test a long-term partnership with a national network of churches in Cambodia
- Select two new program locations based on joint review of region with partner
- 10 new self-sustaining churches planted by partners in program regions

10 Lifewater Partner DMM Strategy



Lifewater partners with Cityteam International and EECMY in communities that do not have a Christian presence. When communities receive clean water, health, and hope it creates an open door for the Gospel, and Cityteam helps maximize the Kingdom opportunity. Additionally, a "person of peace" usually emerges when Lifewater arrives in a community, and we are able to introduce that person to Cityteam's local leadership.

STRATEGIC OBJECTIVE #11:

Adopt district-level model of service provision, coverage, and sector engagement to catalyze sustainability

Lasting improvements in WASH investments can only happen when all actors are engaged and empowered to participate in the change process. Within this objective, Lifewater will design all programs with the goal of achieving WHO standards for the entire district, with the intentional inclusion of government, health, and educational actors in the change process. This is a long-term commitment to engaging and building the capacity of existing social structures with the express purpose to promote sustainability, ownership, and cooperative financing of WASH programs in the district.

Lifewater in 2020

All schools in target districts have adopted redesigned WASH in Schools strategy

Strategic cooperative agreements with district officials for each district of operation that includes:

- Capacity building of local government
- Inclusion of health facilities in WASH programming

Viable operations and maintenance capacity operational in every district of service

2018 Milestones

Update all program strategy documents to focus on the entire district, with projects managed in groups of clustered villages

Redesign WASH in schools programming and begin pilot testing

In-country leadership begin communication with district actors on long-term WASH cooperative agreements

Lifewater actively participates in national and global dialogue to address systemic sustainability for districts

- In-country leadership participate in national forums (National)
- Join the WASH Agenda for Change (Global)

11 Lifewater's Vision of a Healthy Village



- | | |
|------------------------------|------------------------|
| 1 DRYING RACK | 7 HEALTH PROMOTERS |
| 2 HANDWASHING DEVICE | 8 CHURCH |
| 3 LATRINE | 9 SCHOOL LATRINE |
| 4 SAFE WATER STORAGE AND USE | 10 SCHOOL WATER SOURCE |
| 5 WATER SOURCE | 11 SCHOOL HEALTH CLUBS |
| 6 WATER COMMITTEE | 12 LOCAL GOVERNMENT |

STRATEGIC OBJECTIVE #12:

Monitor sustainability for five years following intervention

Lifewater has a long history of working with communities to develop sustainable water projects that are maintained long after the program period. Recent research conducted in Northern Uganda on Lifewater managed water projects found that 92% were still functional 3-5 years following the completion of the intervention. This rate is exceedingly high when compared with the 60% functionality rate widely considered normal throughout sub-Saharan Africa.¹

This objective will expand the scope of our sustainability efforts to include intentional staffing after the intensive phase of programming and the collection of data related to all elements of our programming: sustained behavior change, changed worldview, and water source functionality. Further, this information will be transparently shared on Lifewater’s website in an effort to ensure that stakeholders know we are accountable for the long-term impact of our efforts.

Lifewater in 2020

Become widely recognized as having world-class appropriate technology and field engineering ²

Each field office staffed with sustainability officers managing the maintenance phase of programming

Regular qualitative and quantitative assessments overseen by a Monitoring and Evaluation (M/E) position (quarterly, mid-term, program completion, post-program)

Published rates of sustainability for all graduated villages on Lifewater website

2018 Milestones

Add second WASH Engineer to Technical Team, who will develop Operations and Maintenance strategies for each country of operation

Develop and deploy water hardware standards for all types of appropriate technology utilized by Lifewater in the field

Create sustainability dashboard for data visualization and ongoing monitoring of programs in the maintenance phase

12 Program Sustainability Metrics

LIFEWATER WILL ALLOCATE SPECIFIC FIELD PERSONNEL TO QUARTERLY MEASURE RETENTION RATES OF:



Healthy Homes



Healthy Villages



Healthy Schools



Churches Planted



Water Source Functionality



Water Committees*

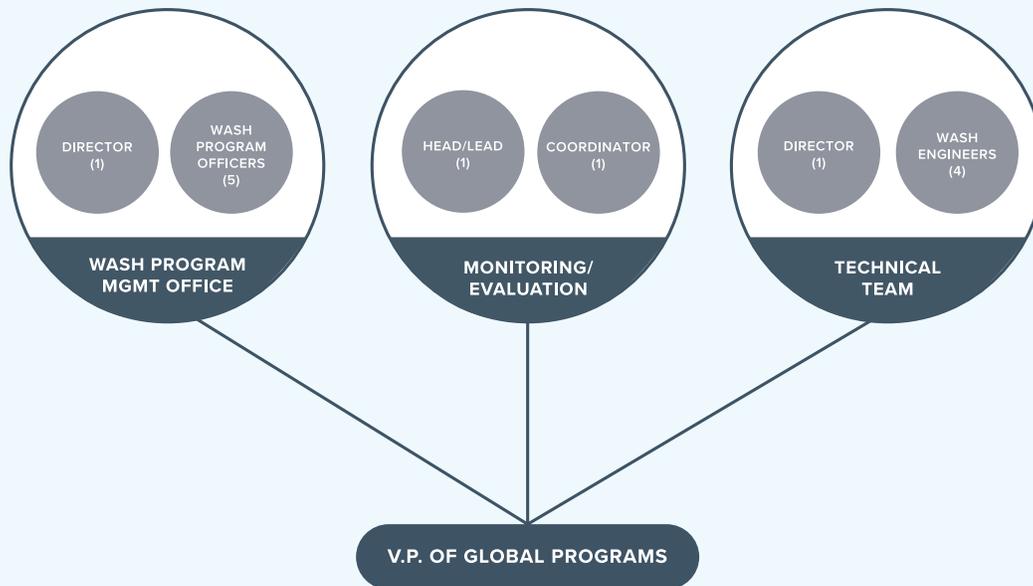
**including amounts saved for repairs*

¹ Lifewater figures based water points drilled in northern Uganda between 2007-2015. Overall numbers from Rural Water Supply Network.

² As determined by annual peer survey

2020 Organizational Structure

1 Projected HQ Global Programs Team

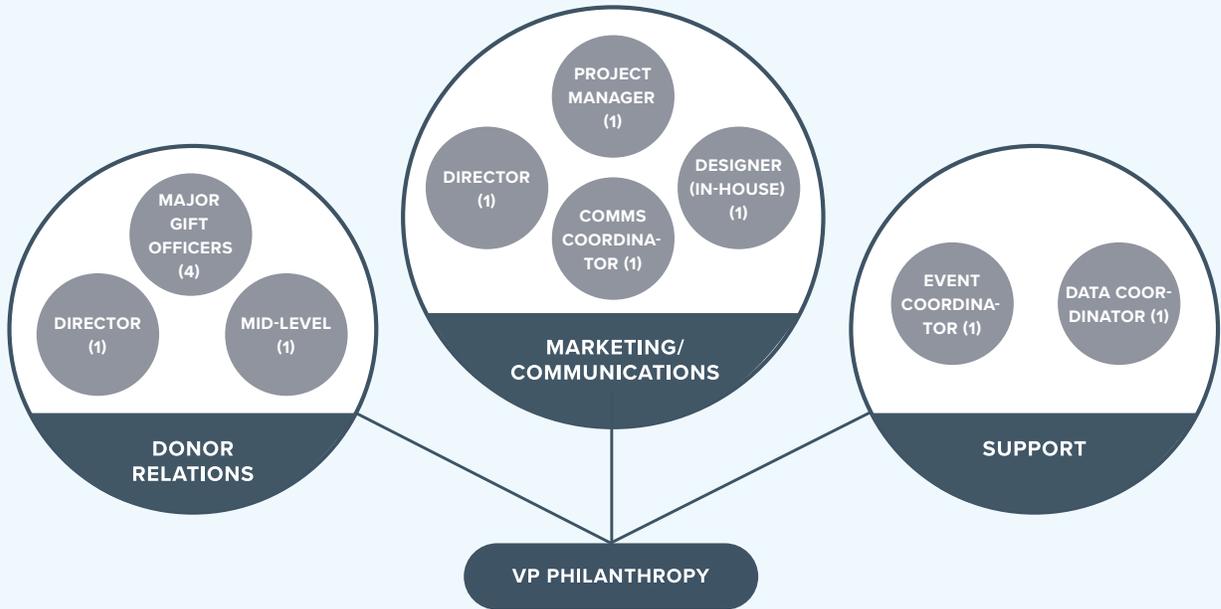


Staffing Timeline

	WASH PROGRAM MGMT OFFICE	MONITORING/EVALUATION	TECHNICAL TEAM	# FULL TIME EQUIVALENT
2018	● ● ● + DIRECTOR	● ●	● ●	9
2019	● ● ● ● + DIRECTOR	● ●	● ● ●	11
2020	● ● ● ● ● + DIRECTOR	● ●	● ● ● + DIRECTOR	13

2020 Organizational Structure

2 Projected Philanthropy Team Structure

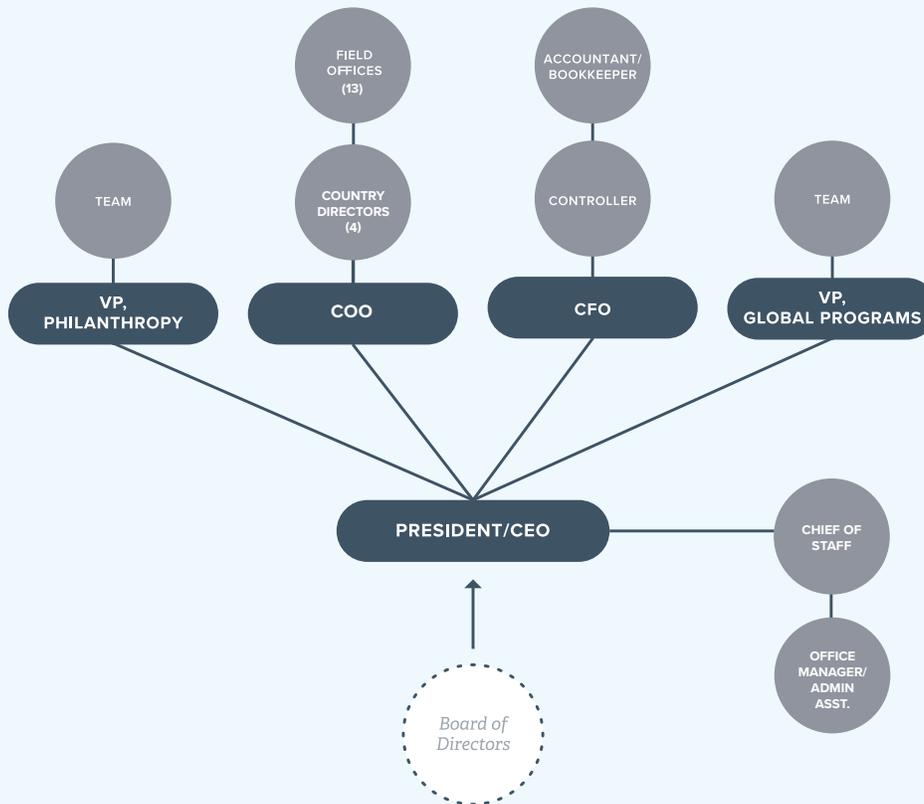


Staffing Timeline

	DONOR RELATIONS	SUPPORT	MARKETING/COMMUNICATIONS	TOTAL
2018	● ● ●	●	● ● + DIRECTOR	8
2019	● ● ● ●	●	● ● ● + DIRECTOR	10
2020	● ● ● ● + DIRECTOR	● ●	● ● ● + DIRECTOR	12

2020 Organizational Structure

3 Projected 2020 Organization Structure

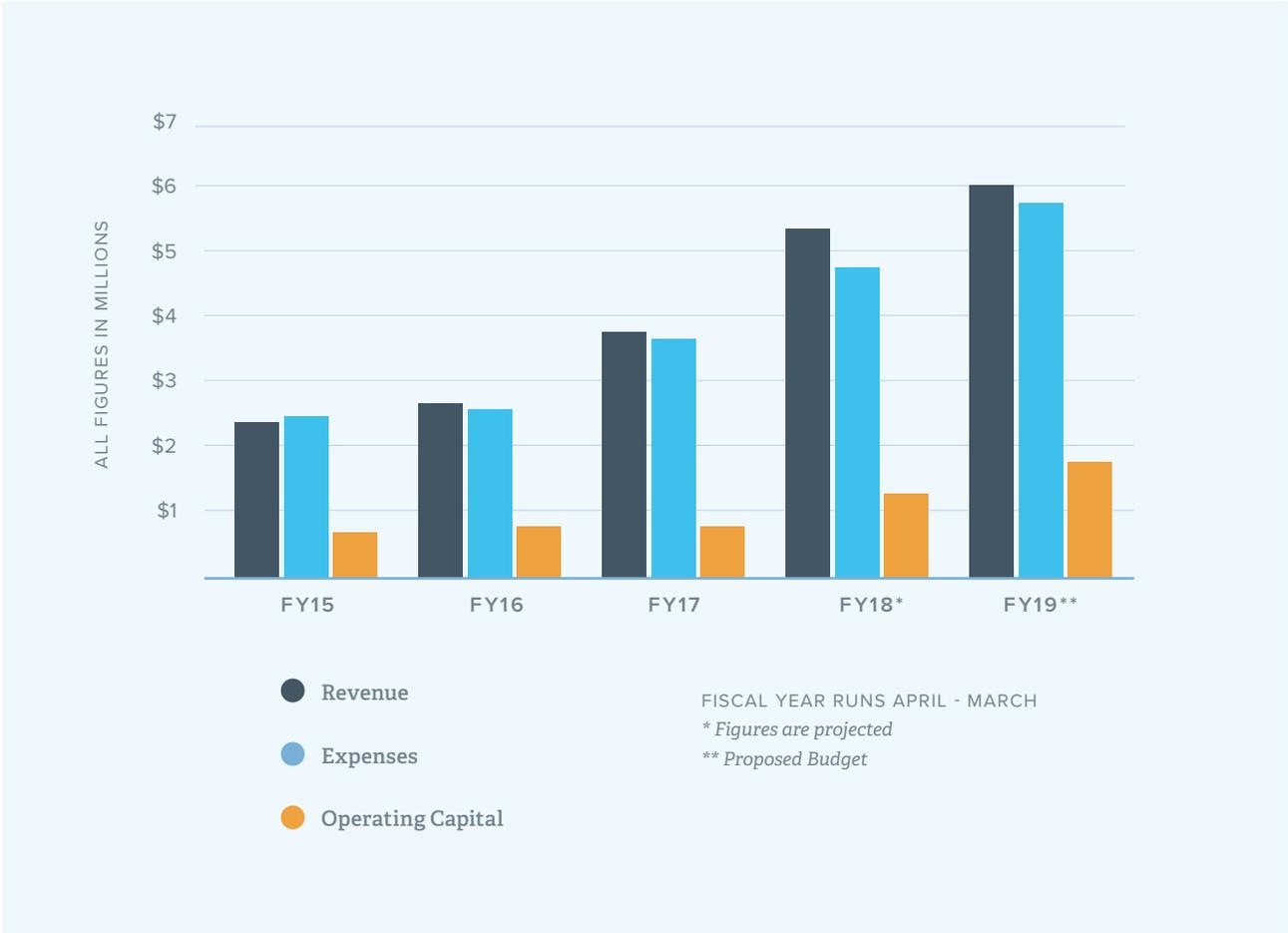


Staffing Timeline

	COUNTRY DIRECTORS	FINANCE	OFFICE OF THE PRESIDENT	FIELD	HQ	TOTAL
2018	● ● ●	●	● ● + CEO	95	20	115
2019	● ● ● ● + COO	● ●	● ● + CEO	125	25	150
2020	● ● ● ● ● + COO	● ● + CFO	● ● ● + CEO	150	30	180

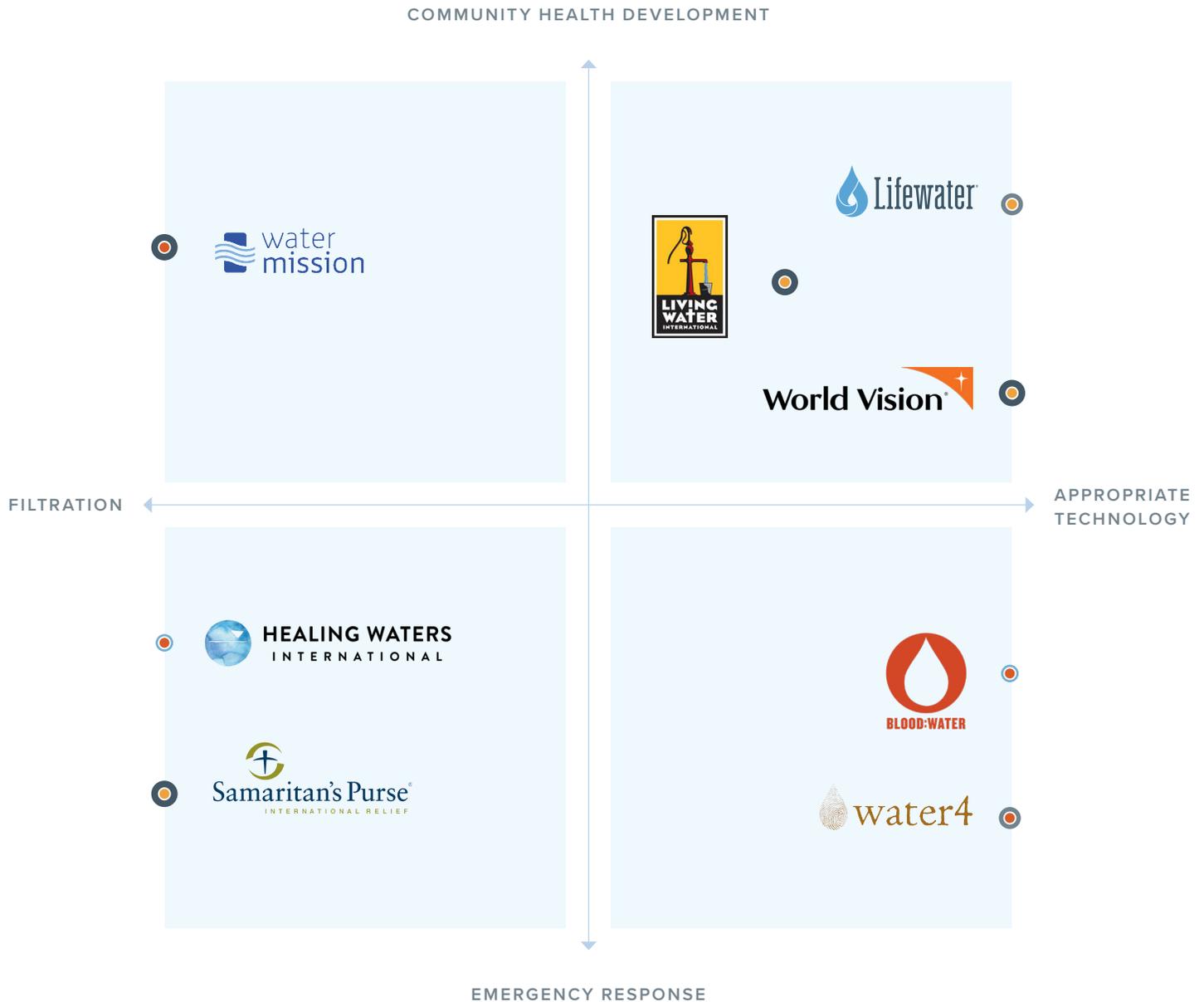
Financial Trends

4 Financial Trends



Approach & Methodology Comparison

Faith-based water organizations with multi-country operations



Faith-based nonprofits working in the water sector differ in approach and methodology. Some organizations focus on disaster relief/emergency response, while others center efforts on long-term development. Often, this coincides with solutions used, ranging from filtration to infrastructure and appropriate technology integration.

Organization Size (Budget)

-  <5 million
-  \$5 - \$10 million
-  \$10+ million

Direct vs Partner-based

-  **DIRECT** Organizations that directly manage, direct and build water projects in the field
-  **PARTNER-BASED** Organizations that contract with other organizations in the field to implement projects