Dear Friends,

I am honored to write my first Annual Report reflection as Water For People’s CEO. I’m especially excited to reflect on our 25th anniversary of working toward a world where every person has access to reliable and safe water and sanitation services.

The crowning achievement of 2016 is that we positively impacted over 550 communities, bringing water service to over 365,000 people – a new milestone! And thanks to all of our donors, we also had a record-breaking financial year.

I was fortunate to visit all our country programs in 2016. Most striking from my time in the field was hearing so many personal stories and seeing our impact model – Everyone Forever – come to life.

I met John Mathias, a sanitation entrepreneur in Blantyre, Malawi, who shared how he went from door-to-door sales of SatoPans to opening his own successful business selling all types of toilets and offering pit emptying services. In Santa Cruz del Quiché, Guatemala, Doña Carmen, a member of the Women’s Committee, shared how Water For People helped bring stakeholders together to complete construction and develop a service authority for water with a fee structure to ensure ongoing operations and maintenance. In India, children are the ambassadors of behavior change. School water committees “Water Ministers” not only promote good hygiene, water, and sanitation practices at school – they also take these practices home and create change in their families and communities.

Through these stories and experiences, I found that our work is not only complex and challenging, it is also transformational and life-changing. Ensuring reliable and safe water and sanitation services for every family, clinic, and school is critical to accelerating social progress – better education, improved health, and greater economic prosperity. After 25 years of working in partnership toward solving the global water crisis, we have in our sights sustainable water and sanitation for all.

This great opportunity is the guiding force behind our new Strategy 2017-2021: Increase Our Impact X 20. We look forward to embarking on this new chapter and sharing many more milestones with those who have walked by our side for the past 25 years. Thank you for joining us on this journey. Together, we won't stop until water and sanitation for Everyone Forever is no longer just a model, but a reality.

Kind regards,

Eleanor Allen
Chief Executive Officer
Dear Partners and Friends,

As Board Chair in 2016 and a Board member since 2008, I have seen the increasing impact of Water For People on the places where we work, and the increasing impact of the dollars donated by our supporters. As we finish celebrating our 25th anniversary, it’s a great time to reflect on where we have been, where we are going, and how we will get there.

Twenty-five years ago, our American Water Works Association founders had a vision to provide safe drinking water and toilets to people in developing countries. Our founders knew safe water changes lives – better health, more children attending schools, and increased safety of hygienic toilets. Our efforts started with a focus on providing the pumps and the pipes, but over time evolved to more closely engage local communities. We built processes to ensure water and sanitation services would last long after aid organizations leave.

That impact model evolved to Everyone Forever – partnering with local governments and businesses to gain full coverage for every family, clinic, and school with proven and sustainable systems in place. Everyone Forever ensures water keeps flowing after Water For People completes its work in a district. Partnering with the community is key to building sustainable institutions that span generations. As of 2016, six districts have reached an Everyone milestone by reaching every community in their districts with reliable water services, and five districts have reached every clinic and school.

We aren’t stopping there. Our new 2017-2021 Strategic Plan outlines how we’re furthering the Everyone Forever work in the districts we serve. One crucial way we’re doing this is through partnerships with national governments in four countries to bring Everyone Forever programming to scale nationally. To accomplish this goal, we’re also partnering with other NGOs and foundations on Agenda For Change – a collaboration to spread what we have learned and to accelerate permanent change in the water and sanitation sector. It’s like a water droplet that has a ripple effect – it creates a current of change to overcome the water crisis Forever!

I want to thank all of you who have partnered with us to make this change happen. I’m excited about the possibility for real, lasting change in the sector and in people’s lives. Thank you to CEO Eleanor Allen and our outstanding team at Water For People who make a difference every day.

Sincerely,

Mary Kay Kaufmann
Board Chair, 2016
MISSION
Water For People exists to promote the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments.

VISION
We envision a world where every person has access to safe drinking water and sanitation.

YEAR IN REVIEW

1.8 billion people don’t have access to safe water. 2.4 billion lack access to adequate sanitation.

Water For People has a sustainable solution to end the global water and sanitation crisis.

Through our Everyone Forever model, we’re partnering with governments, communities, NGOs, suppliers, entrepreneurs, and technical experts to make sure every family, clinic, and school has safe water and sanitation services Forever. Here’s our progress from 2016:

EVERYONE MILESTONES

3 NEW DISTRICTS
reached every community with reliable water services: Sagar Island and Patharpatri, India, and Villa Rivero, Bolivia

2 NEW DISTRICTS
reached every clinic and school with reliable water and sanitation services: San Benito, Bolivia, and Asunción, Peru

GLOBAL IMPACT

365,034
people reached with water

243,865
people reached with sanitation

428,675
people reached with hygiene education

63%
level of sustainability of water systems

759
jobs created

1 new Everyone Forever district added – Gicumbi in Rwanda

5 countries where our collaboration through Agenda For Change is driving scale to national levels: Bolivia, Honduras, Nicaragua, Rwanda, and Uganda

GROWING IN PARTNERSHIP

Water For People does all its work alongside and through local partners – entrepreneurs, community members, civil society, and local and national governments – because these are the people who will make sure water and sanitation services last for generations to come. On the road to Everyone Forever, we also partner with funders, NGOs, and volunteers who support reliable water and sanitation services across the nine countries where we work. We couldn’t do our work without these partners, and 2016 was a year of growing with them.
It takes more than access to services for water, sanitation, and hygiene (WASH) initiatives to succeed – people must be motivated to use them. Affecting behavior change is one of the most difficult, but critical, components of sustainable WASH programming. Water For People's partnership with ONE DROP Foundation in Guatemala and India utilizes the power of social arts to mobilize behavior change throughout communities, using the creativity of local artistic groups to bring themes such as handwashing, payment for water services, and demand for sanitation technology into the public sphere. This integrated approach builds upon communities' existing cultures and belief systems to create lasting behavior change around safe water and sanitation practices.

ONE DROP Foundation was founded by Cirque du Soleil founder Guy LaLiberte, a strong believer that the arts can solve global problems as big as the water crisis. Water For People's partnership with ONE DROP will reach 67,500 people in Guatemala and 650,000 people in India with programming for water and sanitation services, livelihoods promotion, and Social Art for Behavior Change that includes street plays, theatrical performances, workshops, public murals, and videos. Many of these multidisciplinary art forms are based on local folklore and use song, dance, puppetry, and drama to promote healthy water and sanitation behaviors. Involving community members as active participants strengthens ownership and empowerment, promoting long-term change from the ground up.

**PARTNERSHIP FOR BEHAVIOR CHANGE:**

**SOCIAL ARTS WITH ONE DROP FOUNDATION**

Krishna Devi lives in the Purnaiyah Block of India's Sheohar District. Last year, a social arts facilitator visited her village to discuss the importance of hygiene. The facilitator discovered that Krishna's family and others had to walk long distances to fetch safe drinking water, and many families were drinking from a nearby contaminated source.

"I had to go far away to fetch water for drinking and other household purposes," says Krishna. “The water I fetched was from shallow sources, which made my family sick, and a lot of money was spent on medicines.”

To address this issue, a local social arts group, supported by ONE DROP, organized a multidisciplinary show in Krishna's community that portrayed the importance of safe water and healthy hygiene practices. Through the performance, the community began to understand the health issues associated with using unsafe water, and Krishna decided her family should install a deep-source hand pump at their home. Her husband was reluctant at first, but with her knowledge from the show, she convinced him that this was an important investment for their family – especially their three children.

Now, Krishna's family has safer water, and her neighbors are also able to fetch water from her family's hand pump. Because their family is healthier, they spend less money on medication and are investing that money into their children's education. They have become champions and influencers for safe water and are even sharing the importance of safe water to clients of their family business, bringing behavior change throughout their entire community.

"Now, we sleep well, feel energetic, and spend more happy time as a family," says Krishna.
THE FIRST MONTH WE LENT ABOUT 58,000K (80 USD). THE FOLLOWING MONTH, EVERYONE MANAGED TO PAY BACK THE MONEY. WE LENT IT OUT AGAIN, AND WE NOTICED THE MONEY WAS GROWING EXPONENTIALY. IT WAS AT THAT MOMENT THAT WE REALIZED, ‘AH, THIS ACTUALLY WORKS!’

Rhoda Nkombeza, member of the water point committee that runs borehole banks.
Partnership for Sustainable Sanitation:

THE SANITATION MARKETPLACE
IN NICARAGUA AND UGANDA

Water For People’s ultimate aim for sanitation services is to improve human and environmental health by putting a toilet within reach of every household. We know that toilet giveaways don’t work, because that creates a cycle where families don’t view constructing a household toilet as something they could do themselves – or would even be willing to do. Instead of giveaways, a sustainable, long-term approach to sanitation has to consider market forces and all of the local systems at work. There must be market demand for toilets, access to capital for families to invest in them, locally available construction supplies, and local knowledge about how to construct safe and hygienic sanitation facilities. Among Water For People’s programs in Latin America, Nicaragua has led the charge in a sanitation strategy that does all of this, leading to exciting breakthroughs in an area that has historically been challenging throughout Latin America.

Investing in a toilet is a significant personal choice – and can be a significant investment. To provide families options and capital to invest in sanitation, Water For People established partnerships with two microfinance institutions (MFIs) in Nicaragua, convincing them to offer water and sanitation loans through their 20 branch offices. Water For People provides the MFIs with training on different types of sanitation technologies, and the loan officers encourage households to build or rehabilitate their sanitation facilities. Families can use the sanitation solution they prefer and one that meets their budget, whether that is a ventilated latrine, ecosan toilet, or – most commonly – a flush toilet. In 2016, more than 400 sanitation loans were disbursed to families in northern Nicaragua through this program. These families have become local influencers, changing their communities’ norms around sanitation and compelling others to invest in sanitation for their own households.

Water For People has also cultivated connections with local hardware stores and national distributors to make sanitation construction materials and parts more widely available. It’s also important to develop local knowledge on how to build sanitation facilities, so in 2016 we conducted training for 36 new masons on sanitation construction. These different partnerships throughout the entire sanitation marketplace and value chain are the beginning of scaling sustainable sanitation across Nicaragua. Our efforts have even been recognized at a national level, with Water For People now leading Nicaragua’s National Steering Group for Integrated Sanitation.

FELIX PEDRO LOPEZ: INVESTING IN A TOILET

Felix Pedro Lopez makes a living for himself, his wife, and daughter by working at coffee plantations near the La Union community in the district of San Rafael del Norte, Nicaragua. With the future of his daughter in mind, he decided to invest in his family’s health by taking out a sanitation loan from one of Water For People’s microfinance partners, Aldea Global. “This toilet is better than a latrine because it doesn’t contaminate the environment,” says Felix. “Before, we used a latrine that I had built,” he says. “But it got filled up with water and the smell was not good. We are a family that likes to live better and progress day by day. That is why we decided to have this technology, and now other families are doing the same. I consider that my best achievement has been giving better conditions to my wife and daughter.”

NICARAGUA: THE SANITATION VALUE CHAIN

- 404 sanitation loans disbursed by microfinance partners
- 24 microfinance organizations offering sanitation loans
- 36 masons trained on sanitation construction
- 12 hardware stores offering materials to construct sanitation facilities
- 244 sanitation loans
FRANCISCO JAVIER PALACIOS: CREATING A MARKETPLACE OF SKILLS

For sanitation to be sustainable, there must be local knowledge and technical skills to construct sanitation facilities and conduct maintenance on toilets. Within our systems-based approach, Water For People and a local partner trained 36 masons on sanitation construction, including Francisco Javier Palacios.

“I was motivated to join the sanitation building course for masons because of the subject,” says Francisco. “Sanitation really enhances the quality of life of people, and it allows us to live in hygienic conditions. People get sick for lack of knowledge, and that’s why learning is essential. Now I feel prepared to do all types of sanitation work.”

Francisco has been busy since completing the masonry training – not only building bathrooms, but also applying to go back to school. With his desire to continue learning, he applied to a two-year program through the Potable Water Technical School to become a water technician.

“I now feel a higher level of commitment with myself, the people, and the environment,” says Francisco.

UGANDA: TURNING WASTE INTO FUEL

In rural Uganda, Water For People is supporting another aspect of the sanitation value chain: fecal waste treatment. In the country’s Lira and Kitgum districts, two Decentralized Fecal Sludge Treatment (DEFAST) plants were launched in 2016, in partnership with local governments. These plants provide solutions for waste treatment in rural areas where no sewage systems or treatment plants exist. The DEFAST plants provide a safe place for pit latrine emptiers to dump waste so it can be treated to be pathogen free. The waste is then transformed into briquettes for fuel and cooking, or into fertilizer to be used by local families and farmers. In both cases the end products are less expensive than alternatives such as charcoal, and are more efficient and better for the environment. Using waste for fuel or fertilizer completes the cycle of a true circular economy.

The DEFAST plants are part of business hubs that support our Sanitation As A Business strategy – training sanitation entrepreneurs to sell toilets, empty latrines and septic tanks, safely transport waste to a treatment plant, and repurpose it into briquettes or fertilizer. Water For People has hosted several working groups at the DEFAST plants, and we hope to scale the model to other towns and districts in Uganda and East Africa. Representatives from Gicumbi District in Rwanda have already visited the DEFAST plant in Lira to learn about the process for potential application in their own district.

“In Uganda, we always talk about ways of saving the environment, but more trucks are still coming in bringing charcoal. Our dream is to save our environment.”

Fred Asiimwe, youth sanitation entrepreneur

The DEFAST plants created business opportunities, especially for youth, as part of our larger Sanitation As A Business initiative. Water For People supported young entrepreneurs with capital, as well as knowledge and research to improve the briquette-making process. These entrepreneurs are currently working through the challenges of marketing the briquettes and creating awareness about the benefits of using them.

48
$14 of charcoal
burns for 48 hours

200
$14 of briquettes
burns for 200 hours

4X
Briquettes are 4x more cost-effective than charcoal
In 2016, all four of our Everyone Forever districts in Guatemala created Municipal Water and Sanitation Offices (OMAS) to provide ongoing professional support to improve and maintain water and sanitation services. With the creation of these offices, these districts now have local government structures that support the water committees that are directly managing community water systems, essentially serving as local water utilities. The governor of the department of Quiché, where our four districts are located, has even encouraged replication of these offices beyond the districts where Water For People works, because he knows how critical they are to the long-term success of water services.

Municipal government offices like Guatemala’s OMAS are important partners in developing water systems, but will be even more critical in the years to come. Every system will need repairs, and all will encounter structural, financial, or management problems. With the training they’ve received, Guatemala’s OMAS will be able to provide the technical support necessary to ensure water systems are maintained. Advocating for and facilitating the creation of offices like OMAS is a key piece of empowering communities and governments to take long-term ownership of their water systems. On a national level, Water For People is advocating for the creation of the first legislation in Guatemala that would outline the national government’s role in supporting water services and regulating use of water resources at the national level.

Bolivia was the first of Water For People’s programs to establish municipal water and sanitation offices, and Honduras, Peru, and Nicaragua followed shortly after. With the OMAS established in the districts where we work in Guatemala, all of Water For People’s Latin America programs have created an institutional foundation to ensure communities have reliable water services Forever.

“The Municipal Water and Sanitation Offices are a vital element to achieve sustainability in the Everyone Forever strategy. They institutionalize technical assistance for water systems, annual monitoring, and strengthening of the water committees’ capacity. This achievement is a reflection of municipalities’ good coordination and understanding of the sustainability strategy.”

Edgar Fajardo, Guatemala Country Director, Water For People
Partnership for Awareness:

KIMBERLY-CLARK

What happens when communities lack safe sanitation? How can a toilet change someone’s life? These are the questions posed by Kimberly-Clark’s Toilets Change Lives program, which partners with Water For People to raise awareness about the need for safe sanitation in Bolivia and Peru.

The global sanitation crisis affects one in three people – more than twice the number of people affected by the global water crisis. Through commercials, social media campaigns, and advertisements, our partnership with Kimberly-Clark is raising awareness about the sanitation crisis in the very countries where we work. Kimberly-Clark brands like Scott and Suave have included messaging on their product packaging about the sanitation crisis and how it can be overcome. This unique marketing partnership, alongside funding to Water For People, is creating long-term solutions by bringing the message about safe sanitation to the forefront in Bolivia and Peru.

Benita (center), who lives in Bolivia’s Villa Rivero district, was able to build a safe bathroom for her family. Families like hers have better opportunities for safe, hygienic bathrooms through Water For People’s work supported by the Toilets Change Lives program.

Kimberly-Clark filmed a commercial in Peru that raises awareness about the sanitation crisis in the country.

“Kimberly-Clark believes it is so important to establish partnerships with organizations like Water For People, who have a deep expertise and solid strategy on how to drive results in sanitation. Our partnership in Latin America has been exceptionally successful in raising awareness around the theme and impacting thousands of people in gaining access to sanitation.”
– Ornella Guzzo, Kimberly-Clark Sustainability Business Partner for Latin America
Partnership for Giving Back:
WATER FOR PEOPLE VOLUNTEERS

Water For People’s Committees are made up of people passionate about our mission – many of whom are professionals in the water industry and members of the American Water Works Association (AWWA) and Water Environment Federation. For all of our 25 years, their community outreach and fundraising has advanced our work, bringing more people reliable water and sanitation services. For these volunteers, investing their time, resources, and in some cases their expertise in Water For People allows them to give back in a way that truly drives global change.

Barika Poole
Barika is the former Florida Section AWWA Water For People Committee Chair (and still an active Committee member), World Water Corps® participant, and long-time Water For People champion. She is a recipient of the Kenneth J. Miller Founders’ Award for her volunteer efforts and her dedication to Water For People’s mission.

Barika was first introduced to Water For People through a workplace giving campaign with her former employer, CDM Smith. She decided to join the World Water Corps (WWC) to contribute her technical knowledge as a water resources engineer. Barika volunteered in Guatemala, where she was trained on monitoring alongside our country staff. Based on her experience in Guatemala with the WWC, Barika was selected to lead a WWC assignment in India in 2012 and participated in a Donor Tour to Nicaragua in 2014, lending her technical expertise to advance our Everyone Forever model.

“As a water resources professional, I provide services to people in the developed world. However, most people are unaware how water affects their everyday lives,” said Barika. “But in the developing world you can see the impact – the excitement people have, the pride, the appreciation. This is a great way to give of yourself to make the world a better place.”

Barika says one of her favorite Water For People memories is from a visit to a village in Nicaragua. She stepped into a muddy area and her leg sunk into the ground, leaving her shoe stuck in the mud. “After help from my teammates fishing out my shoe, I cleaned up at a nearby house where a water tap had just been installed,” she said. “They were very proud that they could help me!”

Barika joined the Florida Section AWWA Water For People Committee to continue giving back in other ways. The outreach and fundraising efforts of the committee over the past 13 years have resulted in over $700,000 raised for Water For People. Barika has been integral in the coordination of “Wine For Water,” the committee’s largest event in the state. In 2016 the event raised a record $57,000!

We thank Barika and all our volunteers for energizing our work and for committing to Everyone Forever alongside us.

“Water For People has taught me that simple solutions are best, and that passionate volunteers can really make a difference in the world.”
Barika Poole, Florida Section AWWA
Here’s what some of our volunteers have to say about why they volunteer with Water For People:

“As a 40-year veteran of the water industry, I understand the importance of safe water and sanitation. As I look further than my own backyard, the importance for this around the world is evident. Being able to make an impact in a place I may never see and to people I may never meet is very rewarding.”
– Dennis Ross, Illinois Section AWWA

“The necessity of water for life is unquestionable, and Water For People has fostered a system that provides access to water for those who are most in need, all while ensuring system sustainability, longevity, and education.”
– Lamya King, North Carolina AWWA-WEA and World Water Corps volunteer

“The first time I was presented with what Water For People is trying to accomplish I couldn’t help but think of my children. Nowhere in my dreams for them do I put water safety or personal safety while walking hours to get water. I volunteered to help Water For People because I want to be part of the solution. No man, woman, or child in this world should have to drink water that has a high probability of making them sick. Nobody should have to walk miles to get water for basic needs.”
– Jim Hauth, Minnesota Section AWWA

“Through Water For People I can combine my professional work here in the USA with the most important work of caring for our global resources and relieving human suffering through improved hygiene and clean, accessible water and wastewater treatment.”
– Mary White, New England WEA
Agenda For Change

Agenda For Change is a global, collaborative effort to provide support for countries working toward achieving Sustainable Development Goal 6 (SDG 6) – sustainable water and sanitation services for all. Agenda For Change promotes strengthening district and national-level systems to ensure services are delivered, maintained, and financed over time for everyone. In practice, Agenda For Change facilitates in-country coordination activities that drive scale to national levels, as well as global collaboration to share learnings and best practices.

A consistent and collective approach to deliver sustainable water and sanitation services is being initially focused across eight countries that are poised for rapid progress: Bolivia, Burkina Faso, Ethiopia, Ghana, Honduras, Nicaragua, Rwanda, and Uganda. Water For People is a co-founder and helps lead Agenda For Change, along with Aguaconsult, IRC, Osprey Foundation, and WaterAid.

Partnership for Global Advocacy:

OSPREY FOUNDATION

Water For People strives to be a clear and compelling voice in global forums, promoting Everyone Forever as the most effective strategy to achieve long-term systems change. Our funder and Agenda For Change partner, Osprey Foundation, believes in the Everyone Forever model and advocates for our approach – and for us – to other funders investing in global water and sanitation initiatives.

“Water For People understands that delivering sustainable and affordable WASH services to the poor means strengthening the permanent local systems for providing those services, not just digging wells or building latrines,” says Louis Boorstin, Managing Director of Osprey Foundation. “Water For People is the right size – it’s large enough to work at scale within and across countries but small enough to be flexible and adaptive. Water For People promotes a culture of openness and learning, so it candidly acknowledges when mistakes are made and improves over time.”

Osprey Foundation started as a Water For People partner in Guatemala, and has since become an influential Everyone Forever collaborator and advisor. They invest highly flexible funding that lets Water For People seize opportunities as they arise – allowing us to expand the reach of Everyone Forever in the nine countries where we work.

“Osprey explicitly provides multi-year, unrestricted funding to Water For People so the organization can advance its systems-based approach and learning culture,” says Louis. “This approach gives Water For People the flexibility it needs to achieve its goals as efficiently as possible. We encourage other funders to join us in this approach.”
Partnership for Scale:
COALITION FOR EVERYONE FOREVER IN HONDURAS

In Honduras, a national Everyone Forever movement, known as Para Todos Por Siempre (PTPS), is growing. The movement is fueled by a coalition that Water For People formed with 13 NGOs and two key national government agencies to expand the reach of Everyone Forever. The PTPS network is one of Water For People’s most promising initiatives that could accomplish scale, reaching all of Honduras with safe water services.

Martín Rivera has been one of the key actors in advocating to municipal governments in Honduras about the need to invest in water and sanitation resources, including training and technical assistance to local water committees. He has influenced the national dialogue to define what Honduras needs to do to meet SDG 6. Martín’s leadership of the PTPS movement has created systems change that we hope will lead to at least five districts achieving Everyone in the next year.

The PTPS movement has developed a set of joint principles and a monitoring framework that reflect Water For People’s Everyone Forever model. That means all the NGOs are operating with the same goal in mind and have consistent measures to annually evaluate progress in the 30 districts covered by the coalition. Their combined forces have built deeper relationships with politicians at municipal and national levels to support WASH initiatives and invest in infrastructure and training. PTPS will create district-level models that will allow Honduras to scale sustainable water services nationally, and it is already serving as a model for how other countries could facilitate national collaboration toward Everyone Forever.

Honduras is also one of the countries where Agenda For Change principles are being implemented. PTPS predates Agenda For Change, but with the new efforts in place with Agenda For Change partners, PTPS is positioned to reach more people – and reach them more quickly.
Partnership for National Momentum:
NEW EVERYONE FOREVER DISTRICT IN RWANDA

Water For People knows that once momentum toward Everyone Forever builds at the district level and change begins, replication at the national level—led by national leaders—becomes easier. This is what is happening in Rwanda, where the national government invited Water For People to replicate our Everyone Forever model in a new district—Gicumbi. The addition of Gicumbi represents the success of advocacy and partnership at the national and district levels. It is a demonstration that Rwanda’s government believes in our work and is motivated to invest in Everyone Forever for its country.

Water For People is always aiming to improve over time and learn from our successes and mistakes. In Gicumbi, we’ve brought lessons from Rulindo—a neighboring Everyone Forever district with similar geography and challenges, such as lack of electricity—and applied them to the planning process. Equipped with our knowledge from years of work in Rulindo, we spent 2016 gathering baseline data, creating design plans, and determining how much investment will be needed to reach full coverage in Gicumbi. This planning stage revealed that 93 water systems will need to be built or rehabilitated to reach Everyone in the district.

With the addition of Gicumbi, Water For People now works in three districts in Rwanda, but through our partnership with Agenda For Change, a total of seven districts are deploying the District Wide Approach, similar to our Everyone Forever model. We are hopeful that this national momentum toward Everyone Forever in Rwanda will continue, accelerating access to reliable water services to all families, clinics, and schools.

“The for the Rwanda Country Program, the invitation to go into Gicumbi is a proof of our success in Rulindo, and an expression of trust and appreciation of our support to the Government of Rwanda in the WASH sector. It’s a great opportunity for us to influence systems change through a well-documented model of how proper planning for WASH services can be done.”

Perpetue Kamuyumbu, Rwanda Country Director, Water For People

For ten years, Mayor Justus served as a leader to his Rwandan district with the chief goal of securing water and sanitation services for entire communities. The Everyone Forever model began in Rulindo under Mayor Justus’ leadership in 2011. “Very soon we shall see Everyone Forever not just for Rulindo, but going beyond the district, even going beyond Rwanda,” said Mayor Justus. Through local leadership efforts like his and the continued work of Rulindo’s new mayor, Emmanuel Kayiranga, Everyone Forever in Rwanda is expanding to the district of Gicumbi—a big step toward achieving Mayor Justus’s dream of water and sanitation for his entire country. “Tomorrow will bring a better future for our children,” he said. “The sky is the limit.”
### 2016 BY THE NUMBERS

These are the numbers of communities, schools, clinics, and people touched by our work in 2016. While the numbers are important, behind them are the incredible stories of resilient people who are creating better futures through access to water and sanitation services.

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<tr>
<th>Country</th>
<th>Number of Communities</th>
<th>Number of Schools</th>
<th>Number of Health Clinics</th>
<th>Population with Reliable Water</th>
<th>Population with Reliable Sanitation</th>
<th>Population Receiving Hygiene Education</th>
<th>Number of Jobs Created</th>
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<td>1</td>
<td>11,912</td>
<td>40,576</td>
<td>13,886</td>
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<tr>
<td>Total - Africa</td>
<td>217</td>
<td>66</td>
<td>2</td>
<td>233,342</td>
<td>124,786</td>
<td>231,023</td>
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<tr>
<td>India</td>
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<tr>
<td>India</td>
<td>241</td>
<td>95</td>
<td>3</td>
<td>94,532</td>
<td>93,894</td>
<td>154,151</td>
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<tr>
<td>TRUST</td>
<td>11</td>
<td>44</td>
<td>0</td>
<td>14,573</td>
<td>13,051</td>
<td>14,573</td>
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<tr>
<td>Total - India</td>
<td>252</td>
<td>139</td>
<td>3</td>
<td>109,105</td>
<td>106,945</td>
<td>168,724</td>
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<td>Total</td>
<td>558</td>
<td>256</td>
<td>9</td>
<td>365,034</td>
<td>243,865</td>
<td>428,675</td>
<td>759</td>
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</table>

2017 MONITORING FRAMEWORK

Water For People spent 2016 undergoing a revision to our monitoring framework. We have been a leader in monitoring and evaluation since 2006, and this new framework builds upon that leadership. Many monitoring processes will remain the same, but some new components include household-level monitoring of water service, country-specific sustainable services checklists that evaluate our progress toward exiting a district, and asset-registry tools to help district offices plan to replace or repair infrastructure. This new, even more robust framework will allow us to further improve accuracy and transparency and make even better data-driven decisions.

The new framework will continue to monitor entire districts, regardless of whether Water For People has direct programming in every community. This lets us present a complete picture of the state of water and sanitation services in the districts where we work. We will begin using the new Monitoring Framework in our 2017 Fiscal Year.

*Numbers in the following charts were evaluated under the prior Monitoring Framework. 2017 numbers will reflect the new framework.*
### Everyone Forever Districts: GLOBAL PROGRESS


<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>34%</td>
<td>29%</td>
<td>44%</td>
<td>48%</td>
<td>54%</td>
<td>20%</td>
</tr>
<tr>
<td>India</td>
<td>40%</td>
<td>44%</td>
<td>64%</td>
<td>67%</td>
<td>64%</td>
<td>24%</td>
</tr>
<tr>
<td>Latin America</td>
<td>40%</td>
<td>22%</td>
<td>55%</td>
<td>66%</td>
<td>67%</td>
<td>27%</td>
</tr>
<tr>
<td>Total</td>
<td>38%</td>
<td>32%</td>
<td>54%</td>
<td>60%</td>
<td>62%</td>
<td>24%</td>
</tr>
</tbody>
</table>

### Everyone Forever Districts: REGIONAL PROGRESS

#### Everyone

Communities with intermediate or high levels of water services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>22%</td>
<td>15%</td>
<td>52%</td>
<td>58%</td>
<td>68%</td>
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</tr>
<tr>
<td>India</td>
<td>No Data</td>
<td>44%</td>
<td>83%</td>
<td>90%</td>
<td>90%</td>
<td>46%</td>
</tr>
<tr>
<td>Latin America</td>
<td>44%</td>
<td>24%</td>
<td>75%</td>
<td>76%</td>
<td>88%</td>
<td>44%</td>
</tr>
<tr>
<td>Total</td>
<td>24%</td>
<td>28%</td>
<td>70%</td>
<td>74%</td>
<td>82%</td>
<td>58%</td>
</tr>
</tbody>
</table>

### Clinics and schools with intermediate or high levels of water and sanitation services

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>3%</td>
<td>9%</td>
<td>57%</td>
<td>55%</td>
<td>60%</td>
<td>57%</td>
</tr>
<tr>
<td>India</td>
<td>No Data</td>
<td>34%</td>
<td>60%</td>
<td>60%</td>
<td>65%</td>
<td>31%</td>
</tr>
<tr>
<td>Latin America</td>
<td>18%</td>
<td>10%</td>
<td>65%</td>
<td>57%</td>
<td>69%</td>
<td>51%</td>
</tr>
<tr>
<td>Total</td>
<td>7%</td>
<td>18%</td>
<td>61%</td>
<td>57%</td>
<td>64%</td>
<td>57%</td>
</tr>
</tbody>
</table>

### Households with intermediate or high levels of hygienic sanitation services

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
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<tbody>
<tr>
<td>Africa</td>
<td>22%</td>
<td>24%</td>
<td>57%</td>
<td>67%</td>
<td>61%</td>
<td>39%</td>
</tr>
<tr>
<td>India</td>
<td>7%</td>
<td>21%</td>
<td>44%</td>
<td>40%</td>
<td>50%</td>
<td>43%</td>
</tr>
<tr>
<td>Latin America</td>
<td>32%</td>
<td>24%</td>
<td>64%</td>
<td>66%</td>
<td>80%</td>
<td>48%</td>
</tr>
<tr>
<td>Total</td>
<td>20%</td>
<td>23%</td>
<td>55%</td>
<td>58%</td>
<td>63%</td>
<td>43%</td>
</tr>
</tbody>
</table>

### Forever

Water systems with intermediate or high likelihood of sustainability

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>34%</td>
<td>29%</td>
<td>44%</td>
<td>48%</td>
<td>54%</td>
<td>20%</td>
</tr>
<tr>
<td>India</td>
<td>40%</td>
<td>44%</td>
<td>64%</td>
<td>67%</td>
<td>64%</td>
<td>24%</td>
</tr>
<tr>
<td>Latin America</td>
<td>40%</td>
<td>22%</td>
<td>55%</td>
<td>66%</td>
<td>67%</td>
<td>27%</td>
</tr>
<tr>
<td>Total</td>
<td>38%</td>
<td>32%</td>
<td>54%</td>
<td>60%</td>
<td>62%</td>
<td>24%</td>
</tr>
</tbody>
</table>
### FINANCIALS

#### CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
**SEPTEMBER 30, 2016 AND 2015**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$3,227,377</td>
<td>$3,316,508</td>
</tr>
<tr>
<td>Current Contributions Receivable</td>
<td>3,178,328</td>
<td>1,543,058</td>
</tr>
<tr>
<td>Prepaid Expenses and Other Assets</td>
<td>496,845</td>
<td>457,766</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$6,902,550</td>
<td>$5,317,332</td>
</tr>
<tr>
<td>INVESTMENTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-Term Contributions Receivable, Net</td>
<td>4,268,843</td>
<td>4,985,536</td>
</tr>
<tr>
<td>PROPERTY AND EQUIPMENT, NET</td>
<td>738,203</td>
<td>640,306</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$12,276,785</td>
<td>$11,772,542</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS |               |               |
| CURRENT LIABILITIES |             |               |
| Accounts Payable and Accrued Expenses | $1,557,552  | $1,101,876    |
| Deferred Rent | 125,997      | 131,685       |
| **Total Current Liabilities** | 1,683,549     | 1,233,561     |
| PENSION LIABILITY | 242,029      | 267,078       |
| **Total Liabilities and Net Assets** | $12,276,785   | $11,772,542   |

#### CONSOLIDATED STATEMENT OF ACTIVITIES
**YEARS ENDED SEPTEMBER 30, 2016 AND 2015**

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions, Grants, and Sponsorships</td>
<td>$19,214,569</td>
<td>$18,637,365</td>
</tr>
<tr>
<td>In-Kind Contributions</td>
<td>734,763</td>
<td>253,521</td>
</tr>
<tr>
<td>Special Events</td>
<td>230,837</td>
<td>59,640</td>
</tr>
<tr>
<td>Interest Income</td>
<td>38,390</td>
<td>39,257</td>
</tr>
<tr>
<td>Unrealized Loss</td>
<td>(3,414)</td>
<td>7125</td>
</tr>
<tr>
<td>Other Income (Loss)</td>
<td>176,528</td>
<td>48,948</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>20,391,673</td>
<td>19,043,856</td>
</tr>
<tr>
<td>EXPENSE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>16,056,070</td>
<td>13,330,044</td>
</tr>
<tr>
<td>Supporting Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td>2,185,421</td>
<td>1,974,794</td>
</tr>
<tr>
<td>Fundraising</td>
<td>2,070,878</td>
<td>1,810,289</td>
</tr>
<tr>
<td>Total Support Services</td>
<td>4,256,299</td>
<td>3,785,083</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>20,312,369</td>
<td>17,115,127</td>
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<tr>
<td>CHANGE IN NET ASSETS</td>
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<td></td>
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<tr>
<td>Net Assets - Beginning of Year</td>
<td>10,271,903</td>
<td>8,341,174</td>
</tr>
<tr>
<td><strong>NET ASSETS - END OF YEAR</strong></td>
<td>$10,351,207</td>
<td>$10,271,903</td>
</tr>
</tbody>
</table>
Thank you to everyone who celebrated our 25th anniversary with us in 2016! With partners like you, we can't wait for the years ahead.

THANK YOU TO OUR DONORS
Donations from October 1, 2015 - September 30, 2016

**EF Global Strategic Partners**
$1 million+
- charity: water
- LDS Charities
- The Rick and Nancy Moskovitz Foundation
- One Drop Foundation

**EF Visionaries**
$500,000 - $999,999
- Absolut Elyx
- Autodesk Foundation
- University of Strathclyde Research & Innovation

**EF Champions**
$250,000 - $499,999
- CH2M and Employees
- Colgate-Palmolive

**EF Leaders**
$100,000 - $249,999
- Anonymous (1)
- AECOM and Employees
- American Standard
- Arcadis and Employees
- Bentley Systems and Employees
- Bohemian Foundation
- Brown and Caldwell and Employees
- California-Nevada Section AWWA
- CDM Smith and Employees

**FOMIN**
- Inter-American Development Bank
- Keurig Green Mountain, Inc.
- One Foundation
- Paddie\& Inc.
- The Stephen & Sandy Rosenthal Family Foundation
- Xylem, Inc. and Employees

**FOMIN**
- Inter-American Development Bank
- Keurig Green Mountain, Inc.
- One Foundation
- Paddie\& Inc.
- The Stephen & Sandy Rosenthal Family Foundation
- Xylem, Inc. and Employees

2016 SOURCES OF REVENUE

- 46% Foundations
- 17% Individuals
- 14% Corporations
- 7% Committees
- 6% Workplace Giving
- 5% Other
- 4% In-Kind Donation
- 1% Special Events

2016 USE OF FUNDS

- 79% Programs
- 11% Administration
- 10% Fundraising

2016 SPEND BY REGION

- 50% Africa
- 35% Latin America
- 15% India

35% Latin America
50% Africa
15% India

11% Administration
79% Programs
10% Fundraising

34 35
Karen and Mark Strauss  
SUEZ and Employees  
Ronald and Elisabeth Sugameli  
Mary Sullivan  
Joe Tamburini  
Robert and Mindy Tanzola  
Team Old Timer  
Dr. Vikas Tewari  
Josh Thatcher  
Mr. & Mrs. Troy and Christine Thielen  
Dennis and Jeani Thomas  
Mr. & Mrs. Carmen and Kathleen Tierno  
Tighe & Bond Consulting Engineers  
TiaBest Charity Gift Cards  
TOSA Foundation  
Tracy Family Foundation  
Daria Turlington  
United Way - Albuquerque  
United Way - Colorado  
URS Energy & Construction, Inc.  
Simon Valentine  
Sabine van der Meulen  
Jennifer Van Egmond  
Doug and Melissa Van Ornum  
Mr. Carl J. Vehorn  
Voya Foundation  
Peter Wallace  
Mr. Jack Wang  
Paul and Judy Ware  
Alec Wasner  
Water Charities Fundraising  
The Water Planet Company and Employees  
Water Research Foundation and Employees  
David and Deborah Weber  
Michael Wekesser  
Wells Fargo Community Support Campaign  
David Wongert  
Floyd and Diana Wicks  
Nicole Wiley  
Helen Williams  
Dr. Scott D. and Mrs. Alice Williams  
Lee and Danielle Wilson  
Wink Fastners, Inc.  
Eric Wittleder  
Wink Fasteners, Inc.  
Lee and Danielle Wilson  
Dr. Scott D. and Mrs. Alice Williams  
Lee and Danielle Wilson  
Wink Fastners, Inc.  
Eric Wittleder  
Wink Fasteners, Inc.  
Lee and Danielle Wilson

Dr. Thomas J. Danaher Jr.  
Larry R. Dirks  
Anant Jesse Farberman  
Harold J. Gorman  
Martha J. Hahn  
Michael C. Havener  
Steven Highter  
Robert Hite  
Laurence Hohman  
Gary D. Jacobson  
Paul Judge  
Kenneth D. Kerri  
Ruth Webster Lynch  
Kenneth J. Miller  
Francis W. Montanari  
Lauren “Ashley” Moore  
Sharratt D. Oliphant  
William F. O’Zee  
Joseph Pabst  
William Pearce  
Jeff Peters  
Charles H. “Chuck” Pierotti  
Margaret C. Pitchford  
Robert M. Prutt  
Glen Reagin  
Jeff M. Resee  
Allan L. Rupp  
Carl T. Schlachtz  
Rodney Short  
Marvin E. Simpson  
Dr. John E. “Ed” Singley  
Haley Sippel  
Jerry Smith  
Lois L. Swansen  
J. Ellis Turner  
Robert C. Wilgig

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Eleanor Allen  
Donna Calleleqon  
Nancy Card  
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Monica Ellis  
Alan Farkas  
Mary Kay Kaufmann  
Patrick McCann  
Mehsen Mortada  
David Nastro  
Cindy Paulson  
William Roe  
Kristy Schloss  
Maureen Stapleton  
Malcolm Walter

Ambassadors  
Former Board members and their partners who actively support and advocate for Water For People  
Bob and Janet Adameski  
Edmund and Eva Archuleta  
Ms. Nancy Barnes  
Dr. Joy Barrett and Dr. Bill Hogrew  
Bevin and Diane Beaudet  
Mr. Ventura and Mrs. Betty Benguechea  
Mr. Merrill and Mrs. Lynda Bingham, R.E.  
Dr. Paul and Mrs. Barbara Bowen  
Erich and Dawn Broksas  
Mr. & Mrs. Foster and Shirley Burba  
Mr. James Clark, P.E.  
Ms. Penny Davey  
Arun and Dhriti Deb  
Chuck and Joan DiLaura  
Paul and Marilyn Dryer  
Monica and Chuck Ellis  
Fred and Linda Elwell  
Mr. Neil Grant and Ms. Kim Fletcher  
Carolyn Hardy-Olsen and Dennis Olsen  
Ms. Cynthia Hartley  
Julie and Christ Hellmann  
Sarah Hite  
Jack and Donna Hoffbuhr  
Rod and Sharon Holme  
John and Cindy Huber  
Rob and Sarah Hunter  
Daniel and Lorraine Kelleher  
Ms. Lucinda Kindred  
Richard and Barbara Kuchenrither  
Guy and Charmaine Le Patourel  
Daniel and Kathryn Lee  
Dale Lucy  
Dr. Charles Masur, M.D.  
Kathryn and Mike McCain  
Patrick and Linda McCann  
Dr. E. Anne Merryfield  
Raymond and Marianne Miller  
Dennis Mitchell and Lotte Flint-Petersen  
Mr. David Modser  
Darwin and Beth Nelson  
Mr. Tony Petrucci, P.E.  
Ms. Surina Piyadasa and Mr. Mark Ehrman  
Indra Prashad  
Mary and Cindy Primo  
Marlay and Regina Price  
Robert and Rosemarie Reinert  
Andrew Richardson  
Dick and Connie Riegel  
J. Carlo Rietveld  
Mr. John and Mrs. Linda Roberts  
R. Lee Roberts and Carol Thaler Roberts  
Mr. & Mrs. Donald and Constance Rosch  
Terry and Linda Relan  
Ms. Patricia Simon  
Mrs. Rose Marie Smith  
Elisa Speranza and Jonathan Kardon  
Marcia and Sidney St. Martin  
Mr. James W. Stephenson  
Mr. & Mrs. Lyndon and Susie Stovall  
John and Rita Sudman  
Mr. & Mrs. Bjorn and Sharon von Euler  
Paul and Judy Ware  
Floyd and Diana Wicks  
Jim and Jan Williams  
Mr. & Mrs. Bob and Chris Willis  
Mrs. Ellen Wolf and Mr. Richard Harris

Safe Water Guardians  
Extraordinary individuals who have included Water For People as a beneficiary in their estate plans  
Anonymous  
Helena Baribeau  
Alden Beard  
Matt and Marlo Berg  
Beverly A. Bishop  
Robert P. Blaudeau  
Ann and Bill Brackett  
Ned and Lindsey Breslin  
Bernie R. and Rosalie Bullert  
Bill and Mary Butler  
Robert Chalopky  
Larry and Sharon Clark  
Tracy A. Clinton  
Robert Cummings  
Susan Davis  
Sanford and Linda Dee  
Leendert T. DeJong  
Chuck and Joan DiLaura  
Marion Erwin  
Joseph Goodwill  
John David Griffith  
Steve and Karen Guttenplan  
Carolyn Hardy-Olsen and Dennis Olsen  
Nancy Hawes  
Jennifer S. Heath  
Tamara Hess  
Sarah Hite  
Lyle Hoag  
Robert Kemp  
Patrick and Linda McCann  
Betty Miller  
John T. Morris  
Alice Milerer Norton  
Ken Ransford  
Barbara Reskin  
Connie and Dick Riegel  
Eric P. Rothstein  
Richard and Mary Anne Sawey  
Valerie Shinn  
Elisa M. Speranza  
Jim and Jan Williams

World Water Corps Volunteers  
Sue Caulfield  
Jeff Friesen  
Stephen Johnson  
Lamya King  
Georgette McKeen  
Patrick Mette  
Robert W. Page  
Jesse Skwaruk  
Mark Taylor