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**Headlines**

**Finance:** No material changes to financial condition to report. $187 K in cash (2.7 months runway)

**Fundraising**
- Q3 fundraising efforts resulted in exceeding goals. Next year, end-of-year outreach will be done earlier and will require less time. May have missed some additional funds due to late mailing.
- Two institutional proposals came through; the former in Q3 and the latter in early Q4 (total $230 K.)
- Q4 focus will be on a few remaining individual asks, 1-2 institutional proposals, and cultivation for renewals and additional proposals in FY18. The goal is to reach $1 M this fiscal year.

**Program**
- Mid-term evaluation of Sustainability pilots set for April. Initial results from Village Savings and Loan Association pilot program are very promising with significant increase in group saving for maintenance and repairs.
- New school program started: construction to be mostly completed in Q4 with teacher training beginning in Q4 as well.
- Program design discussions for health facility intervention underway with partner organization. Proposal to be submitted in Q4.

**HR**
- Ben Andrew joined board. Several staff joined in Uganda in key positions.
- Hiring behind schedule due to competitive hiring environment. Building a pipeline (internal and external) is a key need to be able to scale in the future.
- Working to improve program management so we can ensure reliable execution as we scale.
Q3 Financial review

Strong end-of-year fundraising has resulted in TWT in good financial condition. Budgeting errors will result in under-spending our Uganda budget. The result will be an operating surplus this fiscal year (exact amount TBD.)

Please note that several grants (worth $250 K) were secured during Q3, however, official notice was provided in Jan-Feb. These grants are not included in the revenue figures here. The figures are in line with our accounting practices.

Actual revenue raised as of 14 Feb 2017 is $943 K.
FY17 Objectives

1. Bring clean water, sanitation, and hygiene education to 116,225 people through existing infrastructure and regular monitoring, including at least 14,310 through new infrastructure and rehabilitation projects.

2. Pilot novel approaches to increase capacity of local communities to operate and maintain infrastructure for future generations, as well as explore how WASH can be a platform for broader impact.

3. Establish and implement an FY17-FY20 strategy that positions TWT to scale its impact.

4. Improve operational efficiency and capability through increasing staff technical capacity, standardizing work processes, and greater utilization of cloud-based systems.

5. Seek funding from new sources to increase revenue by 35% from FY16 and provide a more diverse portfolio to support greater expansion in FY18.
1. Bring clean water, sanitation, and hygiene education to 116,225 people through existing infrastructure and regular monitoring, including at least 14,310 through new infrastructure and rehabilitation projects.

**Annual targets**

<table>
<thead>
<tr>
<th>Type</th>
<th>New infrastructure</th>
<th>Existing infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Water points</td>
<td>Rehabs</td>
</tr>
<tr>
<td>Number</td>
<td>14</td>
<td>-</td>
</tr>
<tr>
<td>People served</td>
<td>2,310</td>
<td>-</td>
</tr>
</tbody>
</table>

*NOTE: Reduced from 80 to 74 as finalized sustainability pilots.

**Quarterly update**

<table>
<thead>
<tr>
<th>Program outputs (as of 31 Dec 2016)</th>
<th>FY17 Target</th>
<th>YTD Target</th>
<th>YTD Actual</th>
<th>FY17 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>New water points</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Water points rehabilitated</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Sustainability pilot villages trained</td>
<td>60</td>
<td>60</td>
<td>57</td>
<td>60</td>
</tr>
<tr>
<td>Water quality tests</td>
<td>341</td>
<td>165</td>
<td>152</td>
<td>334</td>
</tr>
</tbody>
</table>

Implementation is generally on track, however, planning mistakes have resulted in 1-2 month delays for several sustainability pilot communities, resulting in a missed Q3 targets for sustainability pilot training.

*NOTE: Reduced from 80 to 74 as finalized sustainability pilots.
2. Pilot novel approaches to increase capacity of local communities to operate and maintain infrastructure for future generations, as well as explore how WASH can be a platform for broader impact.

- Q1: Develop relationships with peer organizations and researchers to inform development of new program concepts
- Q1: Conduct field research to inform program design decisions
- Q2: Develop 3-4 program concepts and begin staff training:
  - 2-3 focused on sustainability
  - 1-2 focused on increasing impact
- Q3: Begin implementation.
- Q4: Continue implementation in accordance with project plans, and develop partnerships to scale up promising approaches and/or refine program concepts for further testing

Village training and coaching support visits have been in progress for several months. Interim report to be completed in April. The Mutunda school project activities are starting this month. Health center program is in development with proposal Q4.
3. Establish and implement an FY17-FY20 strategy that positions TWT to scale its impact.

- Q1: Conduct meetings with SMEs across NGO, government, research, and funder spaces
- Q1: Get staff input on possible strategic directions
- Q2: Board strategy discussions, get SME feedback on strategy memo, finalize strategy, and update FY17 operational objectives as necessary
  - Strategy summary completed, but longer strategy memo still needs a final round of board review and an update of FY17 objectives as necessary
- Q3: Communicate strategy internally and externally, and begin implementation
- Q4: Continue implementation in accordance with project plans

**Draft strategy memo is ready for board review with a goal of finalizing and communicating externally in Q4.**
4. Improve operational efficiency and capability through increasing staff technical capacity, standardizing work processes, and greater utilization of cloud-based systems.

- Q1: Roll out new systems and policies/procedures for finance, human resources, and CRM.
- Q2: Roll out new visualizations for M&E data for internal program management and external communication.
- Q2: Complete analysis of staffing needs and begin implementation plan to add necessary capacity.
- Q2: Implement new project management and inventory management systems and procedures.
- Q3: Identify and implement performance management system and procedures.
- Q4: Setup QuickBooks to support grant management

**Employees (as of 31 Dec 2016)**

<table>
<thead>
<tr>
<th>Headcount</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD Gains</td>
<td>9*</td>
</tr>
<tr>
<td>YTD Attrition</td>
<td>5</td>
</tr>
</tbody>
</table>

*Includes formalization of 3 guards as employees.

**Q3 Arrivals (includes Jan-Feb as well)**
- Ben Andrew - Board.
- Martin Epua – Finance & Ops Manager
- Fred Ogwal – School WASH Officer
- Olive Kamusiime – Community Development Officer (CDO)
- Abu Evaline – CDO

**Departures**
- Florence Samanya – Finance & Ops Manager
- Musa Sentongo – Office Coordinator

*3 Community Development Officer hiring offers were unsuccessful.*

Items marked in yellow have progressed, but are being deferred until FY18 for completion. We have added several strong staff members this quarter. However, we notably struggled to recruit for our Community Development Officer position. I can speak to our understanding of the source of this issue and what we’re doing to avoid similar problems in the future.
5. Seek funding from new sources to increase revenue by 35% from FY16 and provide a more diverse portfolio to support greater expansion in FY18.

We exceeded our FY17 fundraising goal & now aim for $1 M annual revenue. We will submit 1-2 institutional grants between $75-$200 K in Q4. Beyond this outreach, I’m cultivating relationships with potential research partners to pursue joint funding for a scaleup (and evaluation) of our programs (target grant size: $300-$700 K)- anticipated start in Jan 2018.
Q4 Preview: organizational focus areas

- **Implementation quality**
  - Sustainability pilots: Continued biweekly support visits.
  - School program: construction activities and initial teacher training.

- **Planning**
  - Finalize and communicate strategic plan externally
  - Finalize FY18 plan and communicate externally.

- **Finance**
  - Finalize FY18 budget and setup systems for grant management

- **Stewardship and Cultivation**
  - Follow up with current major donors/stakeholders.
  - Identify and engage 2-3 prospective foundations/corporations.

- **Proposals**
  - 1-2 significant (> $50-$300 K) institutional proposals out the door.