



FY17 Q4 Update

April 21, 2017

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Headlines

Finance: No material changes to financial condition to report

Fundraising

- Exceeded \$ 1M in FY17 revenue
- \$230 K in proposals submitted in Q4
- \$50 K gift from a Family Foundation
- Positive initial conversations with two large potential funders.

Program

- 28,971 people actively supported across villages and schools in FY17.
- Mid-term evaluation of sustainability pilots underway.
- School construction underway.
- Developing village scaleup and research proposal with researcher partners.

HR

- Jennifer Stoltz Favus joined board.

Q4 Financial review

Please note that the “actual” figures are through Feb 28 and the FY17 budget is through 31 Mar.

Final end-of-year figures are currently being reviewed in preparation for our annual audit.

The cash position is as of Apr 20, 2017.

Actual (as of 28 Feb 2017) v. FY17 Budget				
	Actual	Budget	Var (\$)	Var (%)
Revenue	871,084	742,715	128,369	17%
Expenses	646,619	663,611	(16,992)	-3%
Surplus/(deficit)	224,466	79,104	145,362	184%

Cash position (as of Apr 20, 2017)				
2017 Apr	2016 April	Var (\$)	Var (%)	~Months of runway
155,623	76,006	79,617	105%	2.2

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.

	FY17 Target	FY17 Actual
People served (since 2008)	116,225	134,976
People served (this year)	14,310	28,971
New water points	14	14
Rehabilitated water points	14	14
Sustainability pilot villages	60	60
Schools	-	18
Water quality tests	341	242

Water quality tests were delayed due to focus on school infrastructure construction in Q4.
Delay will be made up in Q1.

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

Programs developed for village, school, and health center settings; health center program implementation is contingent on additional fundraising.

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
- ✓ Q3: Communicate strategy internally and externally, and begin implementation
- ✓ Q4: Continue implementation in accordance with project plans

Strategy finalization was delayed but completed 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. (**Partially completed.**)
- ✓ 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. (**Deferred to FY18.**)
- ✓ Q3: Identify and implement performance management system and procedures.
- Q4: Setup QuickBooks to support grant management. (**In progress for Q1 FY18.**)

Employees (as of 31 Mar 2017)	
Headcount	29
YTD Gains	13*
YTD Attrition	6

*Includes formalization of 3 guards as employees as well as CP as ED.

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.

DASHBOARD (31 Mar 2017)	Revenue	
	FY17 target	FY17 Actual*
Revenue raised	802,461	1,010,400

*Final revenue raised figures are being determined in preparation of the audit.

Pipeline	Value of proposal asks	
	FY17 Target	FY17 Actual
Renewals (mostly individuals)	134,261	287,400
New donors	480,000	477,225
Upgrades (incremental to renewal)	180,000	88,000
Total	794,261	852,625

New donors	
Average ask size	\$ 47,723
Total asks	10
Win rate (out of 5 with decisions)	80%
Revenue from new donors	\$ 167,000

We exceeded our fundraising goal for revenue more generally, and for secured revenue from new donors, specifically. Fundraising success of year will be more evident in Q1-Q2 of FY18, when 5 pending proposals should get decision. More work still needed to further diversify fundraising base.

FY18 Objectives

1. **Improve health and well-being through WASH.** Bring clean water, sanitation, and hygiene education to more than 38,000 additional people, while supporting 26,721 people in continuing sustainability pilot and school projects.
2. **Complete pilots, begin scaleup.** Complete pilot programs (sustainability pilots, schools, and health center), share lessons learned, and (a) begin scaling successful approach(es), or (b) assess reasons for failure and create new action plan. Begin scaling up village program in conjunction with a randomized controlled trial of the program.
3. **Build organizational capacity to support programmatic growth:** maintain pipelines for key program positions, establish a high-engagement, high-performance culture, implement scalable program management systems, and expand board by 2-3 members.
4. **Diversify budget:** Generate \$300-500 K in revenue from new institutional donors and/or upgrades of existing foundations.

FY18 Key Performance Indicators

Program activities					
	Q1	Q2	Q3	Q4	Total
People reached (since 2008)	134,976	142,526	146,076	173,576	173,576
People actively supported	26,721	34,271	37,821	38,600	65,321
New projects					
People actively supported	-	7,550	11,100	38,600	38,600
Villages	-	10	20	70	70
Health center	-	1	1	1	1
Continuing projects					
People served	26,721	26,721	26,721	-	26,721
Sustainability pilot villages	60	60	60	-	60
Schools	18	18	18	-	18

Fundraising objectives for new donors/upgrades (thousands)						
	Q1	Q2	Q3	Q4	FY17	Variance (%)
New asks (grant revenue)	200	400	500	600	477	26%
New revenue (secured)						
Budget	175	175	339	339	167	103%
Stretch Target	175	275	375	475	167	184%

Program KPIs are currently being developed and will be shared with the board in May for feedback and inclusion in Q1 update.

FY18 Q1 Preview: organizational focus areas

- **Fundraising**
 - Submit \$200 K in proposals
 - Complete and share annual report
- **Key performance indicators**
 - Draft metrics have been shared with research partners for comment.
 - Share with board, finalize, and incorporate into quarterly reporting.
- **Sustainability pilots**
 - Communicate interim results to board and key supporters.
- **ScrubSmart school program**
 - Finish construction and continue training