

LIVING WATER INTERNATIONAL

# the well

2015 ANNUAL REVIEW



**Living Water International exists to demonstrate the love of God  
by helping communities acquire desperately needed clean water,  
and experience living water—the gospel of Jesus Christ—  
which alone satisfies the deepest thirst.**













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**LETTER FROM  
THE CEO**

**What an accomplishment! This year marks the successful completion of our 2011-2015 Global Strategic Plan. Through the grace of God, we met almost every target. We couldn't have made these strides without your support—thank you!**

We're poised to better serve the thirsty alongside you, for the next 25 years and beyond.

This year marked Living Water International's quarter-century anniversary, and we've already embarked on our next five-year strategic plan. We've also developed a bold and exciting vision to guide our organization through 2040 (PP. 26-27).

In 2015, you helped our local teams in West Africa courageously face the region's deadliest Ebola crisis head on, fighting back fear as they followed Christ into the field every day to provide safe-water access.

Because your emergency response equipped and empowered these servant leaders, no cases of Ebola were reported in Liberian communities where Living Water works consistently in Margibi County, and our work areas in Sierra Leone were Ebola-free six months before the country was officially declared free of the disease (PP. 22-23). Your response to God's call literally saved lives, and it's nothing short of miraculous.

But your support goes beyond quenching physical thirst—it quenches spiritual thirst as well. This year, I had the privilege of visiting our work in Zimbabwe, where I attended churches gathering around Living Water wells. These congregations have grown from just a handful of believers to more than 100 (PP. 32-33). Nothing could be a more tangible illustration of our mission—water, for life, in Jesus' name. That's what inspires me every day.

I hope the accounts in this report encourage you as much as they've uplifted me. People like you, responsive to God's call to serve, make these stories possible. May God continue to bless you as we grow together.

In Jesus' name,

A handwritten signature in black ink, which appears to read "Michael J. Mantel". The signature is fluid and cursive, with a large, stylized "M" and "J".

**Michael J. Mantel, Ph.D.**

President & CEO



# LOOKING BACK LOOK FORWARD





# ING IARD

**It was 1994, and Kenya's drought-baked Great Rift Valley was brittle. The nomadic Maasai people, known for their bright garments and traditional dance, were in danger of losing their cattle herds to famine. Across Africa, 22 million people sought emergency food aid as crops shriveled.**

At the same time, a fledgling Living Water International was struggling with its own bleak reality. Though our founders had worked tirelessly alongside their Kenyan brothers in Mombassa, three demoralizing years had only produced salt water boreholes. So next they moved their newly rehabilitated rig—a Jaswell 3500—to the Great Rift Valley, hired local Kenyan leadership, and trained a national team of drillers.



It took another year of joint effort, but finally in early 1995, at 800 feet deep, the drill struck water. A joyous party erupted. The Maasai sang and danced because all past efforts to provide water had failed. Then

And it worked. Soon operations expanded to India, then Ghana. By 2010, Living Water was working in 24 countries. But to grow at this trajectory, we needed to strengthen our structures.

local water committee to manage the day-to-day business of the water system, and neighboring churches, trained by our staff, are partnering to better share the gospel through storytelling and dialogue. Thanks to support like yours, more and more communities like Radienya are experiencing this life-changing transformation.

### HOW WE GOT HERE

Since Living Water began in 1990 we've grown and made big changes, while remaining true to our core values: honor God, develop people, pursue excellence, and be good stewards. Some of our milestones include:



### TRANSFER TO NATIONAL LEADERSHIP

Beginning in 2011, we committed to cultivating national leaders in every program. By 2013, we had regional offices led by regional leaders, and country directors piloting programs from within their own regions—if not their home country itself.

**"WE WERE FIGURING IT OUT ALMOST AS WE WENT. OUR GOAL WAS ONE WELL PER MONTH, BECAUSE THAT'S WHAT WE THOUGHT WE COULD RAISE MONEY FOR."**

in late 1995, their wells were fitted with submersible pumps, finally making the water accessible. God honored the persistence of our founders, and as the area received physical water, people also accepted the *living water*, and a local church grew.

"[At that time,] we were figuring it out almost as we went," said co-founder Gary Evans. "Our goal was one well per month, because that's what we thought we could raise money for.

### KENYA NOW

Two-and-a-half decades later, that first well in the Great Rift Valley is just one of more than 800 successful projects in Kenya—and one of more than 16,000 across 26 countries.

The scope of our projects has increased too. Right now in Radienya village, Kenya, gravity carries water from a protected spring downhill via almost a mile of high-density distribution pipe to a treated 1,320-gallon-capacity storage tank. There, community members collect safe drinking water from two taps yielding about four gallons per minute.

Before we started building this complex water system, our hygiene promoters spent 11 months leading Radienya through a Community-Led Total Sanitation (CLTS) process that earned the community an Open Defecation Free (ODF) status. Some of those same community members remain on an elected





## HYGIENE AND SANITATION PROMOTION

Because every \$1 invested in water and sanitation yields \$4 worth of savings in time, productivity, and health care costs, beginning in 2003 we incorporated participatory hygiene and sanitation education in our Central American operations. In 2011, we committed to its implementation across the globe and shifted toward hygiene and sanitation promotion, which includes greater emphasis on long-term behavior change, as part of our new water access, sanitation, and hygiene (WASH) program areas.

## WASH PROGRAM AREAS (WPAS)

Focusing our work in geographic regions, known as WPAs, for three to five years allows us to thoughtfully integrate WASH and mobilize local churches and municipal institutions for multiplied impact and sustainability. Our pilot program in Ruhaama, Uganda, was designed in 2011 and launched in January 2012. We've been learning from these



early efforts and framing new guidelines for replication as the programs grow.

(READ MORE, PP. 14-15) We're now operating seven WPAs across five countries, with more in the works.



## MOBILIZING THE CHURCH

We have always sought to proclaim the gospel and empower the Church in our program areas, but in 2013, we made a specific shift to include Church Mobilization as a central pillar everywhere we work. When we conclude a program, we want to see not only improved water, sanitation, and hygiene services in an area, but a network of local churches that is better equipped to demonstrate and proclaim the gospel of Jesus Christ than when we arrived.

(READ MORE PP. 36-37)

## APPROPRIATE WATER SOLUTIONS

We now implement a broad range of projects—not just boreholes and hand pumps—to better serve large communities or address environmental challenges. Our local engineers take an entire community's



needs into consideration, then design a tailor-made water solution specific to that location.

(READ MORE ON PP. 16-17)

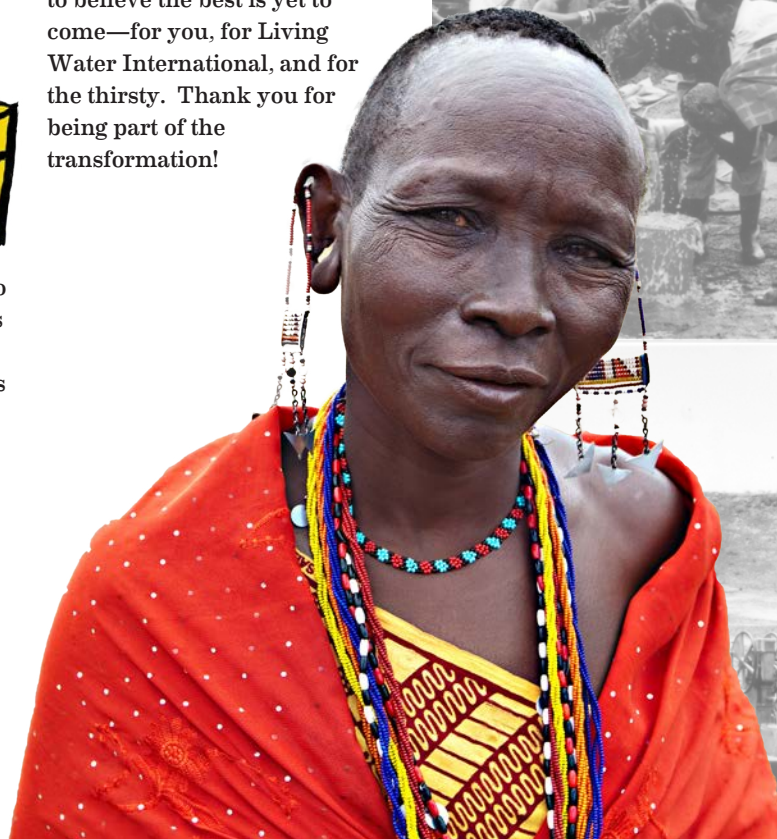


## QUALITY STANDARDS

As we progress, we want to continue to deliver a consistent level of quality across all of our programs.

That task grows as your generosity supports our future expansions—both by number of countries and scope of individual projects. These quality standards address every aspect of our work.

As we continue to grow, we remain inspired by our founders' unwavering response to God's call. God's provision and your support encourage us to believe the best is yet to come—for you, for Living Water International, and for the thirsty. Thank you for being part of the transformation!







**WA**





ATER



# 2015

## ACCOMPLISHMENTS

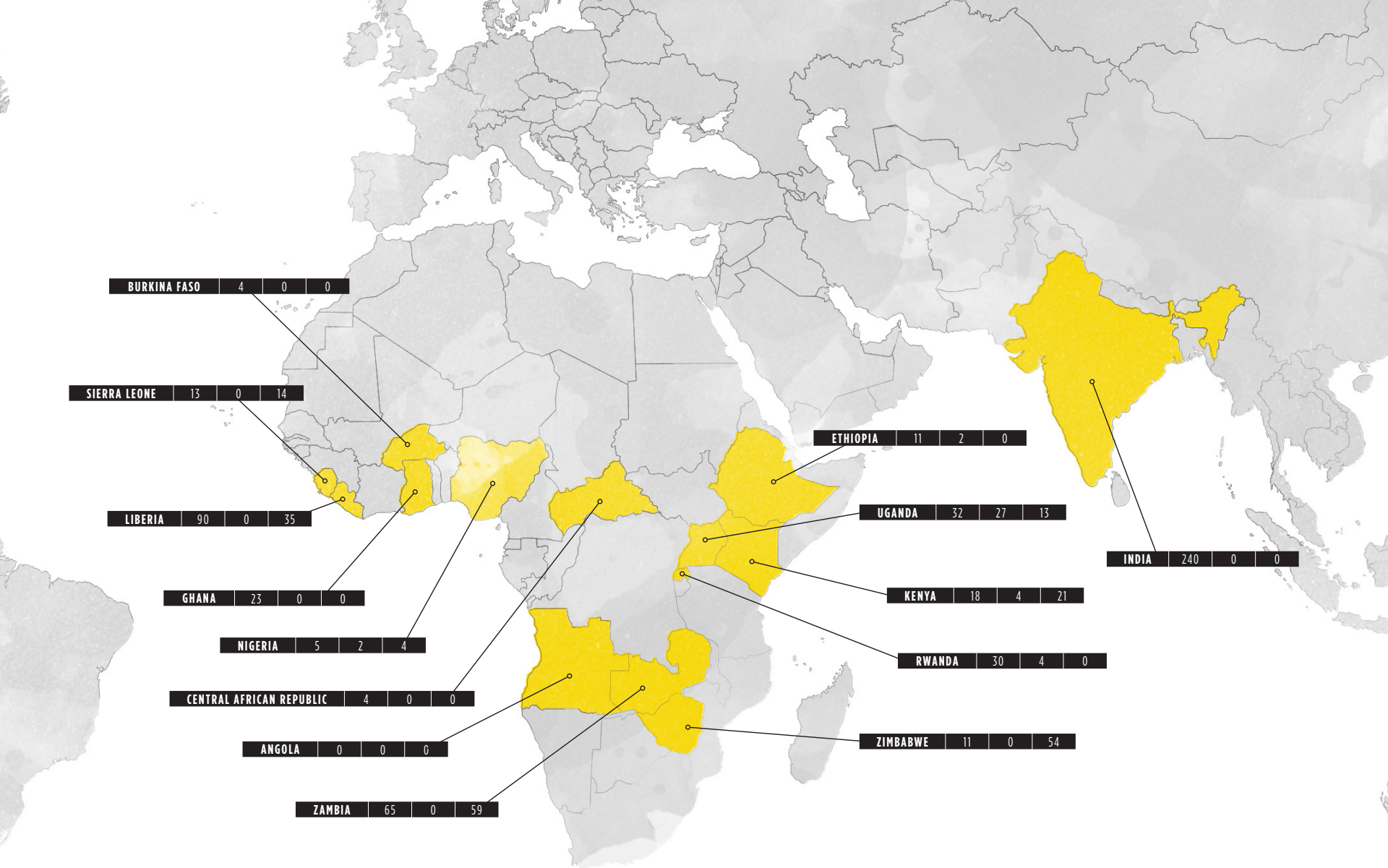
### WHAT YOU HELPED US ACHIEVE THIS YEAR— AND OVER THE PAST QUARTER-CENTURY!

Over the past 25 years, you've helped us install more than 16,000 clean water systems serving at least 5 million people. 2015 was an amazing year of ministry. This year our local teams completed 1,205 projects, mobilized 58,567 hygiene and sanitation champions through 6,618 hygiene promotion activities, and equipped 10,458 people to share their faith more effectively using storytelling and dialogue in oral cultures.

Our record-breaking gala exceeded our \$3 million goal. Your support helped ensure that no cases of Ebola were recorded in any Margibi County community in Liberia where Living Water works. Our work areas in Sierra Leone were Ebola-free six months before the nation was declared free of the disease. ([READ MORE ON PP 22](#))

Thank you for literally saving lives!





IN 2015



**58,567**

TRAINED  
HYGIENE & SANITATION  
CHAMPIONS



**6,618**

HYGIENE  
PROMOTION  
ACTIVITIES



**10,458**

TRAINED  
ORAL DISCIPLE  
MAKERS



**1,205**

WATER  
PROJECTS  
COMPLETED IN 2015



## FOCUSING ON HOPE

### PROGRAM EVALUATION SHOWS BIG GAINS IN UGANDA

Alex, a 17-year-old Ugandan boy, used to have little hope for the future. His biggest dream was to attend high school—an impossible goal, mainly because of the time he spent collecting water daily for his family. Kids like Alex typically spend hours each day hauling water from contaminated streams—instead of using that time to study or earn money to pay tuition. The little money families do have is often spent at clinics to treat waterborne diseases.

#### BEFORE WATER

Lack of clean water kept Alex's family—and his entire community—trapped in a cycle of poverty. His father traveled to find meager migrant work, which forced Alex's mom to raise the seven kids alone on a small plot of land. Consequently, Alex and his siblings had no money to pay their \$6 tuition to attend school.

Things started to change for Alex when Living Water International launched

our very first WASH Program Area (WPA) in 2012 in his community—one of 23 communities included in our program's geographic focus region.

For more than 20 years, Living Water has been a leader in drilling water wells around the world, but WPAs are part of a strategic shift. Five years ago, we expanded our vision to develop programs that maximize our impact within a geographic region, over three to five years. Our ultimate goal is to reduce waterborne diseases through access to safe water and sanitation and hygiene (WASH) practices, within a holistic, Christian development framework.

#### AFTER WATER

Now that the WPA in Alex's region has run for three years, it recently underwent a full evaluation to inform our subsequent strategic plans. As expected, we found that WPAs build stronger relationships between community members

and Living Water staff, leading to long-term behavior change. WASH initiatives have enabled Alex to stay healthy and start his own brick-making business, which provides the income for school tuition, for himself and his siblings. Now Alex's dreams have grown—he wants to be an accountant or an engineer—

community-led total sanitation approach to promote health. This means community members no longer leave faeces openly exposed to the environment by adopting the use of a latrine.

To also address spiritual need, not just physical need, 39

### ALEX'S STORY IS JUST ONE WPA SUCCESS. TODAY, NEARLY 40,000 PEOPLE BENEFIT FROM THE PROGRAM.

all because people like you invested in our strategic vision to transform lives like Alex's.

Alex's story is just one WPA success. Today, nearly 40,000 people benefit from the program. When it began, only 65 percent of the WPA's population collected drinking water from protected sources—now that number has jumped to 92 percent. Even more encouraging, 11 of the 23 communities are now designated Open Defecation Free (ODF) by the national government because your support empowers our

churches are now trained in contextual Bible storytelling, and 38 are assisting local water committees in water resource management. Now kids like Alex can have daily contact with believers who care about both their physical and spiritual growth.

Based on this successful pilot program, we've launched subsequent WPAs across Uganda, Kenya, Liberia, Haiti, and Nicaragua, with plans for more.

LEARN MORE AT  
[WATER.CC/BRIGHTFUTURE](http://WATER.CC/BRIGHTFUTURE)





Now with safe water nearby thanks to Living Water's WPA, Alex has time to run a brick-making business that pays his tuition.



Dionila in Bicentenario, Mexico, uses safe water to wash away the germs her dangerous work tracks home—so her family is safe and healthy!

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## RESTORING DIONILA'S DIGNITY

### LARGE-SCALE WATER SYSTEMS IN MEXICO

Dionila, a single mother of seven living in Bicentenario, Mexico, works nights as a **pepenador**—someone who earns a living sorting garbage for recyclables. Her work in the garbage dump is grueling and unsanitary.

Her typical workday begins each evening at 6:30 p.m., sorting through broken glass and rotten food for metals, plastics, and personal items that can be cleaned and resold. At midnight, she heads home with large bags of garbage, where she changes clothes, makes food, eats, and naps. At 3:00 a.m., she returns to the garbage heap, where she'll work until 6:30 a.m. Then she cuts wood, makes a fire, prepares breakfast and lunch, gets her kids off to school, separates recyclables for sale, and makes dinner before setting off for another night's work.

Backbreaking work and schedule aside, workers like Dionila are at constant risk of disease carried by the materials they collect—and

from contaminants in their only water source, a nearby ravine.

But thanks to support like yours, our team of safe-water engineers has transformed Dionila's daily life. Our staff developed a water system tailored to the community, which enables Dionila and her 899 neighbors to drink, cook, and bathe with water from a protected spring, channeled downhill to a storage tank and distributed directly to their homes.

Now Dionila belongs to a Community Care Group, a group of local volunteers trained by Living Water Mexico to share hygiene lessons with neighboring families. Since she's been empowered by our staff, Dionila is now equipped to give back to her community.

Large-scale projects such as this one are typically more efficient than boreholes and hand pumps. They also often capture the attention of the national government—whether through financial or technical

support—which increases a project's sustainability.

To ensure that the quality of these large-scale systems remains consistent with our core values, we developed quality standards. These benchmarks address the planning, implementation, and evaluation phases for projects such as protected springs,

change promotion. We've already exceeded the goal!

For Dionila, the safe water piped to her home means she can now wash away microscopic bacteria she carries home from work to keep her family safe from disease. Though her work remains strenuous, the safe water you helped provide has improved

### FOR DIONILA, SAFE WATER MEANS SHE CAN KEEP HER FAMILY SAFE FROM DISEASE.

rainwater harvesting systems, and piped-water distribution.

The work you support in Mexico is part of a three-year grant concluding soon, made possible through Coca-Cola, FEMSA, and the Millennium Water Alliance. Along with additional funding from supporters like you, we were able to allocate \$3.9 million to the goal of serving more than 65,000 people in Mexico through large-scale systems and hygiene and sanitation behavior-

her living conditions and restored her sense of dignity. She continues to carve out a better life for her family.

[LEARN MORE AT WATER.CC/MEXICO](http://water.cc/mexico)



# INDIVIDUALLY INSPIRING

YOUR EFFORTS TO SERVE THE THIRSTY

Did you know 52 percent of this year's revenue was made possible by individuals like you? This ministry couldn't thrive without your support—both financial and word-of-mouth. Many of you go the extra mile to spread the word about the cause of clean water. Your advocacy means the world to us. Here are some of the most inspirational go-getters who caught our eye this year.

FIND MORE IDEAS AT [WATER.CC/TAKEACTION](http://WATER.CC/TAKEACTION)



## TEAM LIVING WATER

In the 2015 Chevron Houston Marathon, Jen scored second place for her Team Living Water fundraising efforts, raising more than \$23,000 for the thirsty! Jen's motivation is clear: "While I run for fun, most people [in the developing world] walk the same distances for water, often dirty water. The Lord allowed me to use my love for running and my ability to speak to be their advocate."



## JACK'S LEGACY

Jack McAtee went missing September 19, 2014. For 381 days, his parents and sisters held out hope for his return, until they received confirmation of his passing. To honor his life, the McAtee family set a goal to raise \$50,000 for safe water projects in Kenya, where Jack's parents first met. Living Water is honored to be part of Jack's legacy.

# H2OIL

WE CAN MIX OIL + WATER

## H2OIL

H2Oil, Living Water's oil-and-gas-industry advocacy group, hosted a golf tournament and raised nearly \$120,000 that supported 17 new wells, 50 capital maintenance repairs, and a new rig-transport truck in Guatemala. More than 100 golfers from industry leaders like Stallion Oilfield Services and Square Mile Energy participated.



## BAKE SALE BEGINNINGS

After Josh's youth group raised more than \$100,000 for the thirsty through bake sales, he was motivated to fund well rehabilitations in Zambia through his own online fundraising page. By selling T-shirts and sending letters to friends and family—and even heads of major Texas corporations—in six months he raised more than \$15,000 to restore five wells.



### PINT-SIZED ATHLETES

Seven elementary school kids were compelled to race the Ballwin Kids' Triathlon after cheering on other Team Living Water athletes from their church, The Crossing. The pint-sized team raised \$3,000 toward a well in Guatemala. Their full-grown teammates will help drill the well on an upcoming short-term trip.

### WATER WORKS

Water Works—a grassroots advocacy group for young professionals—launched in April with a sold-out, 180-person event in downtown Houston. Since then, these passionate influencers have volunteered at local music festivals, supported Living Water's annual gala en masse, and hosted a bean-bag-toss tournament and a #YogaForWater event in collaboration with lululemon. Together, they have engaged 750 new friends in the story of the thirsty—and raised nearly \$100,000 for life-saving Ebola-response work in Liberia.

LEARN MORE AT [WATER.CC/WATERWORKS](http://WATER.CC/WATERWORKS)

### SPARE CHANGE

Young twins Thomas and Zachary were inspired by a friend to save spare change for the thirsty. After almost two years, they donated two containers full of coins—nearly \$300!



YOU HELPED US RAISE

**\$26,243,000**

MILLION TO SERVE 1,205  
THIRSTY COMMUNITIES

YOU HELPED

**4,439**

HOUSEHOLDS IN HAITI & RWANDA  
JOIN COMMUNITY HEALTH CLUBS

YOU SOLD OUT OUR

25TH-ANNIVERSARY GALA  
AND HELPED RAISE MORE THAN

**\$3,500,000**

YOU SUPPORTED 465  
TEAM LIVING WATER ATHLETES  
WHO FUNDRAISED

**\$175,494**

FOR THE THIRSTY

**2,370**

TRIP PARTICIPANTS HELPED DRILL  
NEARLY 300 NEW WELLS IN CENTRAL  
AMERICA & HAITI ON SHORT-TERM TRIPS

YOU SUPPORTED NEARLY

**200**

BIBLE-STORYTELLING WORKSHOPS SO  
PARTICIPANTS CAN STRATEGICALLY  
SHARE THE GOSPEL IN ORAL CULTURES

YOU HELPED PRESENT THE  
WORD OF GOD TO OVER

**350,000**

PEOPLE



A close-up photograph of a child's hand, palm facing forward, with white chalk outlines drawn around the fingers and wrist. The hand is holding a bright yellow banner that spans across the middle of the frame. On the banner, the word "FOR" is written in large, bold, white capital letters. The background is blurred, showing other children in a classroom setting.

**FOR**





LIFE



## EBOLA'S EMERGENCY

### YOUR LIFE-SAVING RESPONSE

Because of your generosity that promotes our Community-Led Total Sanitation (CLTS) programs in West Africa, Ebola's force was weakened in Liberian and Sierra Leonean communities where you help us serve.

Liberian villages where Living Water International works in Margibi County, one of Liberia's most Ebola-affected areas, managed to avoid Ebola entirely during the outbreak that began in 2014, even though local staff told us this was a "no-go zone" during this time. That's nothing short of miraculous—thanks to God's grace, your support, and the dedication of our teams in the field.

Because these communities had previously undergone a six-month program led by Living Water hygiene staff, nine Margibi-county communities were already actively engaging in hygiene and sanitation training to identify their own

life-threatening behaviors, develop their own solutions, and be officially declared Open Defecation Free (ODF) by the Liberian government.

Nearly two years before Ebola would take the nation by storm, these communities had already integrated strong hygiene and sanitation practices into their everyday lives: handwashing with soap at critical times, constructing and maintaining latrines and dish racks, keeping food safe from insects, and corralling animals away from clean water sources.

Sierra Leone was another country hit hard by the Ebola crisis. "As the death count climbed higher and higher, more organizations would pull out of the country," said Rosemarie Blake, Living Water International Sierra Leone's operations manager. "In our area, eventually it was just Living Water and one other organization." But our staff chose to stay and stand

in the gap for those affected.

Even as our teammates like Rosemarie were forced to see Ebola victims suffer in local clinics, they also saw evidence of humanity's resounding strength and dignity. In Mayimaban, Sierra Leone, for example, residents worked together to construct latrines for each household, helping to

ministering to all affected. This progress gives us hope.

Kadiatu's story from Sierra Leone embodies transformation at its best. The widowed mother of three, braving the danger of Ebola alone, said, "I used to spend a lot of time crying, and I was a woman without any hope." But when she thought the weight of her recent loss—

### **LIBERIAN VILLAGES WHERE LIVING WATER INTERNATIONAL WORKS IN MARGIBI COUNTY, ONE OF LIBERIA'S MOST EBOLA-AFFECTED AREAS, MANAGED TO AVOID EBOLA ENTIRELY DURING THE OUTBREAK**

protect the health of everyone, in spite of the risks involved.

Now schools are reopening across West Africa, armed with new latrines and handwashing stations that your emergency response provided; local churches, empowered by Living Water church-mobilization staff, are

and fear of the disease—would overtake her, she accepted Jesus through the ministry of one of Living Water's partner churches. "Now, even though things are challenging, I enjoy peace in the Lord with my children. To God be the glory."

[LEARN MORE AT WATER.CC/EBOLA](http://water.cc/ebola)







In Rwanda, a community member uses a handwashing station, cost effectively constructed with local resources.



# JOIN THE CLUB

## HOW A COMMUNITY APPROACH MAKES HYGIENE ENGAGING

In 2015, Living Water International's teams in Haiti and Rwanda made great strides in increasing community engagement around hygiene and sanitation through the adoption of Community Health Clubs, an approach first developed by South Africa-based development organization Africa AHEAD in 1994. The program is designed to build a sense of belonging for groups of 25 to 100 people, who gather weekly to learn and integrate life-saving hygiene and sanitation practices into their everyday lives.

The clubs meet over six to eight months to discuss waterborne-disease prevention and the management of water and sanitation resources. Each week, local volunteer facilitators introduce a new topic—such as the safe use of water in food, handwashing with soap, and the correct disposal of waste—building upon the previous week's lesson.

To accommodate high illiteracy rates, the education materials are pictorial, and the lessons

include a variety of engaging, participatory activities.

Members receive homework that requires they apply their new knowledge at home. Each member tracks his or her progress on a membership card. Those members who attend every session—and implement every recommended practice—earn a certificate and are encouraged to start their own clubs.

Because each club is managed by an elected committee of active members, this approach helps build a sustainable community governance infrastructure, laying the foundation for a community-based organization capable of managing future community development initiatives, like other water projects. And, as educational supplies and qualified teachers are often scarce in rural communities, the clubs are instrumental in developing future leaders for exponential impact.

Living Water first adopted the Community Health Club approach in Haiti in

2013, in partnership with the University of Texas at San Antonio. Those first 19 clubs graduated participants from 939 households the following year, potentially impacting 4,700 people. In 2015, 25 local facilitators

implement additional clubs in the three remaining sectors within the Ruhango district.

For our sisters and brothers in Haiti and Rwanda, where the struggle for daily survival can hinder community

## THIS APPROACH HELPS BUILD SUSTAINABLE INFRASTRUCTURE, LAYING THE FOUNDATION FOR A COMMUNITY-BASED ORGANIZATION CAPABLE OF FUTURE COMMUNITY DEVELOPMENT INITIATIVES.

began leading representatives from 959 households through the curriculum—they're set to graduate in 2016.

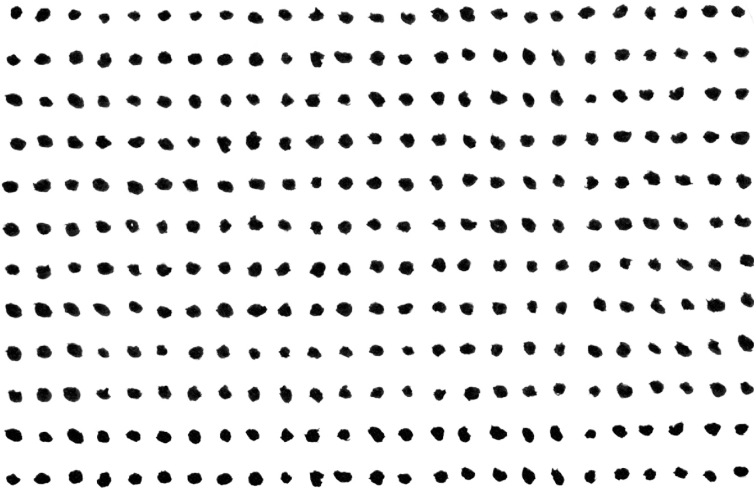
In 2009, the Rwandan government deemed Community Health Clubs the preferred national approach to hygiene training. In 2015, Living Water's staff in Rwanda helped establish clubs in 59 communities. Representatives from 3,480 households—approximately 30 percent of the target community sector—participated consistently for six months. The plan is to

development, these health clubs foster collective growth and give women, children, and men equal voice—a lot like the body of Christ.

LEARN MORE AT  
[WATER.CC/HEALTHCLUBS](http://WATER.CC/HEALTHCLUBS)



1 IN 2010 WE BROUGHT TOGETHER THIS MANY PEOPLE



2 IN 5 REGIONAL SUMMITS

3 TO MAKE A PLAN TO DOUBLE OUR GROWTH & IMPACT



**WE  
DID  
IT!**



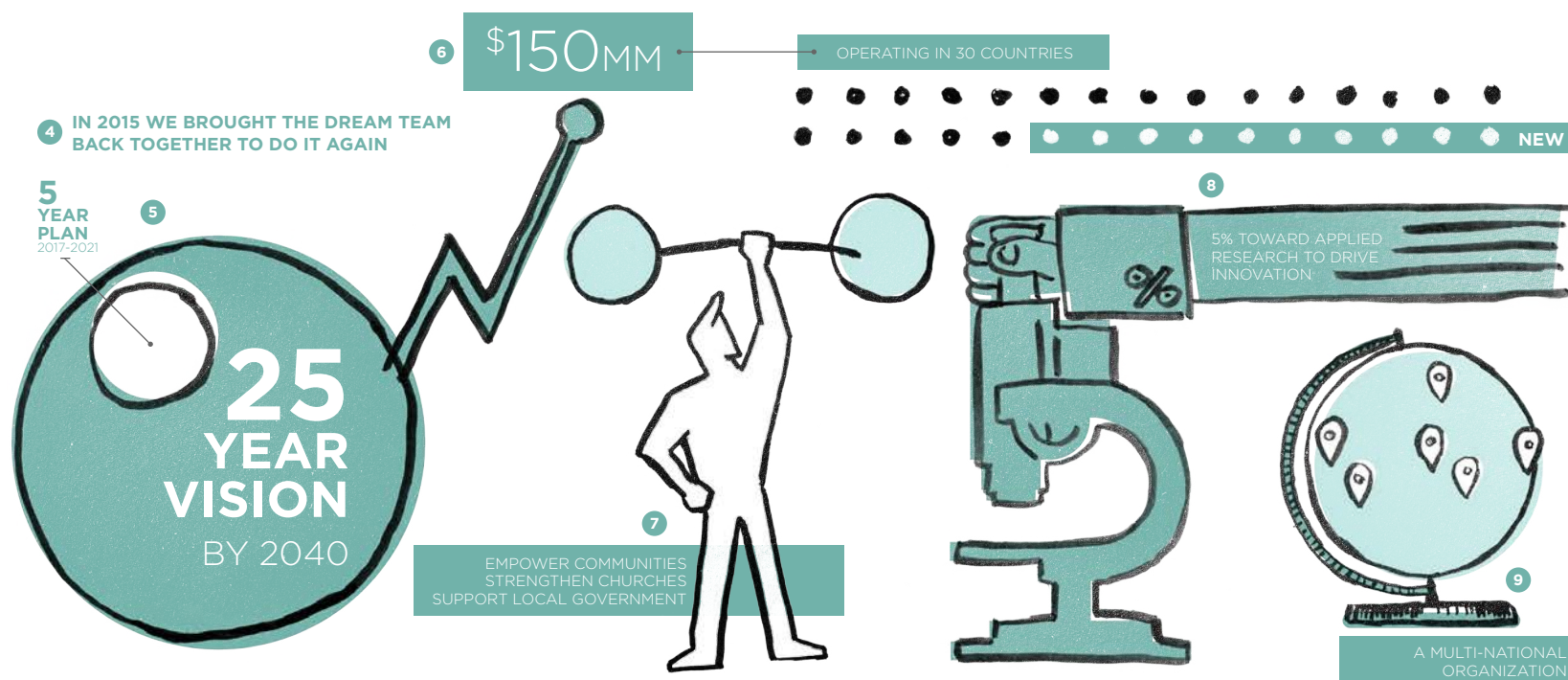
BY 2015

# WATERSHED 2040

## OUR EVER-EXPANDING STRATEGY & VISION

Living Water International's primary goal outlined in our 2011-2015 Global Strategic Plan was to double our organization's growth and impact, and, by God's grace, we achieved that goal!

The journey along that path began in 2010 with our first "Watershed" event, our process for spiritual discernment and strategic planning. We kicked it off with five regional summits involving more than 300 international staffers, local leaders, and key stakeholders, where together we charted the course for Living Water to become the organization you know today. Under the principles their efforts established, we've since made incredible progress in budgets, staffing, quality standards, and integral mission.



In 2014, Living Water's board of directors challenged us to execute an even bolder goal: to develop our next five-year strategic plan, but within the context of a 25-year vision. Not only would we pave the way for 2021, we'd dream big for 2040.

So our teams came together again—staff, board members, partners, donors, and local leaders—at regional summits across Guatemala, South Africa, and the United States, to plan our next strategic steps. The results became our 2017-2021 Global Strategic Plan and 2040 Vision, which sets the stage for our next 25 years.

### IN 2040, WE PLAN TO BE:

**A \$150 MILLION ORGANIZATION, STRATEGICALLY WORKING ACROSS 30 COUNTRIES.**

**EMPOWERING COMMUNITIES, STRENGTHENING CHURCHES, AND SUPPORTING GOVERNMENT LEADERS THROUGH GOD-HONORING WATER, SANITATION, AND HYGIENE PROGRAMS IN EACH COUNTRY IN WHICH WE WORK.**

**INVESTING 5 PERCENT OF OUR GLOBAL PROGRAM BUDGET IN APPLIED RESEARCH TO PROPEL INNOVATION.**

**A MULTI-NATIONAL ORGANIZATION WITH LIVING WATER U.S. AS JUST ONE OF MANY NATIONAL OFFICES GOVERNED BY A GLOBALLY REPRESENTATIVE BOARD.**

To realize this vision, our country offices and Houston staff have translated these benchmarks and more into their own country plans and departmental goals for the next five years, across four strategic focus areas—program effectiveness, church mobilization, collaborative partnerships, and dynamic fundraising.

As just one example, in Liberia, our vision calls for the implementation of two new WASH Program Areas, our term for geographic focus over 3-5 years for maximum impact. These

programs will also expand to include large-scale water systems—not just boreholes and hand pumps—and will be implemented in close partnership with the national government, church networks, and aid agencies like UNICEF and Save the Children.

This is just one instance of how an exciting long-term vision backed by solid planning and execution will enable us to expand our ability to offer water, for life, in Jesus' name wherever he calls us next.

LEARN MORE AT  
[WATER.CC/WATERSHED2040](http://WATER.CC/WATERSHED2040)



# SURVEYS GO MOBILE

## LAUNCHING TECHNOLOGY FOR DATA PRECISION

During 2015, Living Water International teams in Nicaragua and Uganda launched a successful pilot program using mobile devices as critical data-collection instruments in two of our most recent WASH Program Areas.

These hand-held devices enabled our teams to more efficiently conduct baseline surveys with community members, which inform our engineers' decisions about a new water system's design. Even when connection isn't available in rural areas, data is automatically backed up upon returning to the field office.

"We're trying to become more systematic in our data collection from this point forward," said Roger Steele, Senior Advisor for Monitoring, Evaluation, and Learning, "so we have data not only from a specific program area, but also so that [data] can be aggregated by country, regionally, and globally."

Early results indicate that mobile devices are superior to paper-and-pen questionnaires in precision, consistency, and accuracy. Mobile devices also

allow for automated "skip logic" that creates a custom path through a survey, based on a respondent's answers. Replacing pen and paper with a mobile device also means data only has to be recorded once, and is automatically entered in a database. This streamlined process eliminates the mistakes that can slip in while typing that handwritten data into a digital database.

Mistakes are still possible, but our teams are learning that when we plan ahead to adapt mobile tools for data gathering, we can reduce these errors.

"We've also learned that each country is different," said Guillermo Zepeda, Living Water Nicaragua Country Director. "We often design global, generic questionnaires, but we have to make sure that we can adapt to fit different cultural contexts."

Armed with this knowledge, our teams around the world are moving toward incorporating mobile devices into their tool belts.



Our teams are incorporating mobile devices into our community survey process to increase efficiency.

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# LIFE-SAVING SUDS

## FACILITATING GLOBAL HANDWASHING DAY

Every October 15, the world celebrates Global Handwashing Day (GHD) to encourage people to adopt the life-saving behavior of handwashing with soap. If everyone did so, we could save nearly half of the 1.7 million children who die each year from diarrheal-related illnesses.

Living Water International is a key organizer of GHD advocacy and educational events in many of the countries where you help us serve. In Kenya, our team helped facilitate a celebration that benefitted an estimated 4,000 people.

“A large number of the GHD participants are school children, as they are key advocates and influence their families,” said Maitabel Okumu, Living Water Service Centre’s hygiene and sanitation specialist in Kenya. “Children learn fast and often grow up practicing what is taught to them while young.”

In Liberia, a GHD parade—organized by Living Water Liberia, the national government, and other sector partners such as Save the Children and the World Health Organization—made news

headlines. Kolu Jallah, Living Water Liberia’s operations manager, addressed the gathering and explained that handwashing with soap and safe water was one of the most effective tools Liberians should continue to use to contain and defeat the Ebola outbreak.

In Sierra Leone, where Ebola is also still a potential threat, 500 people attended the celebration and 1,000 more received educational materials to promote proper hygiene and sanitation behaviors.

In Mexico, our team used a puppet show and superhero skit to convey the importance of handwashing. In Haiti, nearly 700 students learned handwashing techniques and received soap and coloring books to help reinforce the lessons.

With more than 200 million people involved each year in celebrations in over 100 countries around the world, we hope to continue realizing the impact of GHD for generations to come.



Global handwashing day events encourage people to adopt the life-saving behavior of handwashing with soap.



IN JESUS



S' NAME



## THE GENIUS OF ONE

### EMPOWERING ZIMBABWE'S NEXT GENERATION OF PASTORS

A new generation of Christian leaders is longing to be heard in Zimbabwe. These new voices give the global Church an opportunity to work together so the rest of the world takes notice.

Their voices were heard at “The Genius of One,” a day-long conference and revival hosted in Zimbabwe in July of 2015 by Living Water International and two of its partners—the Evangelical Fellowship of Zimbabwe (EFZ) and The Crossing from St. Louis. More than 100 pastors and ministry leaders participated.

“It was our desire to provide resources and training for our brothers and sisters leading the Church in Zimbabwe,” said Greg Holder, lead pastor of The Crossing. “We saw this as an opportunity for the many churches and denominations to be ‘one’ in a country that is fractured by so much.”

EFZ is a network of 600 denominations, made up of five million evangelical

Christians—a strategic partnership that allows us to work alongside diverse churches within the body of Christ for increased impact.

The Crossing has been active in Zimbabwe for years—providing drilling equipment—and increased its support of Living Water’s work there in 2014 with a multi-year commitment. That’s because the staff and congregation believe the practical impact of a water, sanitation, and hygiene (WASH) program should always lead to sharing the gospel. Their partnership is vital because, like Living Water, they believe offering water in Jesus’ name should not only proclaim the gospel, but also mobilize and equip local churches where we serve.

The conference’s sessions, co-led by local leaders and those from The Crossing, spoke directly to challenges faced by lead pastors, women’s ministers, youth leaders, oral-preference learners, and those using technology to spread a

church’s mission. Participants focused on solutions for balancing dedication to family and ministry, and ways to mentor sustainable leaders, resolve conflict, and leverage social media and visual communications.

presence, which only the local church can truly provide.

“Because of our strong belief in the principles found in Jesus’ prayer in John 17—that we would somehow be united as one—the question will always

### WATER IN JESUS’ NAME SHOULD NOT ONLY PROCLAIM THE GOSPEL, BUT ALSO MOBILIZE AND EQUIP LOCAL CHURCHES WHERE WE SERVE.

“The open and authentic questions from those attending generated passionate, and sometimes surprising, dialogue about how the Church can respond to the challenges and opportunities in Zimbabwe,” Pastor Holder said. “It was extremely encouraging to see how hungry folks were for such conversations.”

Partnerships with local churches build continuity with God’s ongoing work—a reminder that for our work to be sustainable, there needs to be an ongoing Christian

be how to celebrate and learn from fellow believers who may not think, look, or act just like us,” Pastor Holder said. “There is an opportunity to continue to build bridges, to encourage both young and not-so-young to work together.”

[LEARN MORE AT WATER.CC/ZIMBABWE](http://water.cc/zimbabwe)

The Crossing's lead pastor, Greg Holder, and local Zimbabwe pastors Moses and Joshua shared encouragement and ideas on equipping the country's churches.

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# SHORT TRIP BIG IMPACT

HOW LIVING WATER TRIPS AFFECT



## **Living Water International partners with many North American churches to bring safe water to communities,**

while inspiring them to pursue God's purposes, locally and globally. In 2015, approximately 2,370 volunteers—overwhelmingly sent by churches—participated in short-term well-drilling trips and witnessed our impact in Central America and Haiti firsthand.

In addition to blessing thirsty communities, these trips inspire our short-term volunteers, allowing them to build relationships with the communities they support and with each other.

## **GRATITUDE IN HONDURAS**

After returning from a short-term trip to Honduras in August, Andrew Gilt was inspired to write a thank-you note to the mission team at Westgate Church, which supported the trip.

Andrew said a direct result of Westgate's gift is that a community now has safe water. But even more importantly, he said Westgate allowed his team to serve as "a representation of Christ's love. We were all challenged to grow in our relationships with Jesus," Andrew said.

Keivan Tehrani, the global compassion pastor at Westgate, was so touched by Andrew's email, he read it to the church staff and mission board, "It was so great hearing how the well impacted not only the village but the American team also."

## **TRUE CELEBRATION IN NICARAGUA**

When Kevin Kamp registered for a Living Water short-term trip to Nicaragua, he was already dreaming of the dedication ceremony to celebrate the new well his team would drill. However, no water was found after a full week of drilling, and the volunteer team sorrowfully prepared to return to the States.

Then, a local boy approached and presented a gift from his family to thank the participants for coming to visit—an act of selflessness in the midst of poverty. During a celebration service at the local church, the pastor explained the mighty deeds of God, during difficulty and plenty.

"We didn't produce water from the well, yet they were grateful," Kevin said. "I thought the blessings would flow from a well; however, God's plan was to have a greater blessing flow from inside a local church."

Several months later, this community finally received water—now the blessings are two-fold!

## **GOD'S WILL IN EL SALVADOR**

For three years, Rob Anderson had organized a team from his church to serve on a Living Water trip. In 2015, he prepared for a group trip to El Salvador. But by the departure date, he was the only "group" participant left. The remaining slots filled with individuals on Living Water's waiting list. For Rob, it felt like failure.

During team devotionals while in the field, his fellow trip participants learned why Rob took this trip alone. It was because his church is now involved in multiple mission opportunities; his fellow churchgoers were already traveling the globe in Jesus' name, inspired by their own trips with Living Water.

His newfound friends helped him see the trip through the lens of God's design when they reminded him of Proverbs 16:1: "We can make our own plans, but the Lord gives the right answer."

Rob planned to fill his trip, while the Lord planned to reach the nations.

LEARN MORE AT [WATER.CC/TRIPS](http://WATER.CC/TRIPS)

# ACT

AT THE CHURCHES THAT SPONSOR THEM



## INTEGRAL MISSION

### WATER + CHURCH = TRANSFORMATION

At Living Water International, we have always believed that a local church can be a powerful force for community transformation through water, sanitation, and hygiene (WASH). But in recent years, we have seen that WASH can also be a means to the end of an empowered, thriving community church.

The work that Living Water pursues alongside local churches—mobilizing communities, drilling wells, promoting good hygiene and sanitation—is transformative in itself, but these activities eventually come to a close. If we have done our work well, local churches have the opportunity to build that momentum year after year. Part of our role in mobilizing churches is to affirm the unique role they have in a community as the hands and feet of Jesus.

“Many times the church doesn’t necessarily understand the power that they have,” said Juan Carlos Carcamo, Living Water’s Regional Advisor for Church Mobilization and Gospel Proclamation for the Latin America and Caribbean Region. “It’s necessary to help raise the awareness that they are in the community called by

God to serve, not just people in their church, but all the people.”

Early in the year, we evaluated a church-centered WASH program in Zimbabwe, where churches volunteer to organize WASH activities and challenge other churches to get involved, too. The approach helps local churches more effectively both proclaim and demonstrate the gospel—and have a stronger witness when they work together.

“We do not segregate; we are not judgmental,” said Victor Madziakapita, Living Water’s Regional Vice President for Africa. When Living Water provides a successful well and trains a community on hygiene and sanitation, Victor said, “it gives an opportunity for Christians and Muslims to start talking to one another... as friends!”

In today’s climate of religious conflict, fostering understanding and respect between opposing groups, showing the love of Christ, is one of the best strategies we have to grow the Church.



Living Water pursues work alongside local churches to mobilize them to serve their entire communities through safe water and God’s love.

# THE FUTURE OF ORALITY

## EMPOWERING EDUCATORS TO COMMUNICATE GOD'S WORD

In October of 2015, 120 pastors, ministry leaders, and theological educators from more than a dozen countries met at Daystar University in Nairobi, Kenya, for an Orality Practitioner and Theological Education Consultation. During the three-day event, African ministry leaders learned how the orality movement is a significant breakthrough in mission outreach.

As a ministry tool, orality is the use of verbal expression in communities where oral traditions are strong, and access to written texts may be limited. It relies on storytelling and dialogue to communicate biblical truths.

“Orality derives its effectiveness from its simplicity and reproducibility,” said Rev. Lindani Dube, Living Water International’s Church Mobilization and Gospel Proclamation Director for Africa.

Across cultures, but especially throughout Africa, stories have always been effective and transformative in communicating complex issues of life to people of all ages, whether literate or illiterate.

“Storytelling and the asking of appropriate questions is a proven way in which lessons ‘stick’ for a lifetime,” Dube said.

The consultation brought together leading theological educators to discuss how their institutions might incorporate orality into their curricula. A number of initiatives emerged from the sessions, including the formation of an African Orality Committee to promote orality strategy, development, and collaboration, as well as interest in creating orality study programs at a number of African academic institutions.

“Orality makes the communication alive, personal, engaging, and exciting,” said Florence Muli-Musiime, the chancellor of Daystar University.

It’s reminiscent of 1 John 1:3: “We proclaim to you what we have seen and heard, so that you also may have fellowship with us...” Orality will continue to be at the heart of our Great Commission goal, to share what we have received and heard, in all simplicity.

LEARN MORE AT [WATER.CC/ORALITY](http://WATER.CC/ORALITY)



The Orality Practitioner and Theological Education Consultation brought together leading theological educators to discuss how their institutions might incorporate orality into their curricula.







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## LETTER FROM THE CFO



**I am pleased to provide this financial summary of Living Water International's global work in 2015. Our staff prioritizes stewardship, not only as an organizational practice, but also as a tenet of our Christian identity.**

Living Water's senior team worked diligently in allocating your gifts to implement WASH programs and share the gospel in more than 20 countries. We are grateful for our dependable and devoted leaders who made those allocations possible in our day-to-day operations.

This year, Penny Mock joined our staff as Corporate Controller and leads our accounting and finance team with excellence. Her background as a former CFO and COO has helped us restructure budget models and processes to shift our fiscal year, soon to span July through June.

Our administration staff gained Michael Bourke as Senior Director-IT. With a strong background in both business and academia, he and his staff are spearheading systems integration, creating a data warehouse, and replacing outdated systems—a strenuous, three-year process.

The innovations on both Penny's and Michael's teams will ultimately help our organization better measure the impact of your generosity—and identify other outcomes in addition to completed water projects—to report back to you.

We were able to spend 80 cents of every dollar on programs. This, along with proper accounting and spending records, helps us maintain our high standing with Charity Navigator, the Better Business Bureau, and the Evangelical Council for Financial Accountability (ECFA). The following are our management's financial estimates and highlights. Detailed audited financials and Form 990 will be published on our website as soon as they are available.

Thank you for entrusting us with your generous support for the thirsty!

Sincerely,

**James W. Malliet**  
SVP - Chief Financial Officer & Treasurer



KEY FINANCIAL DATA

Revenue	2010	2011	2012	2013	2014	2015	5 YR Comp Growth
Total Contributions, Fees, & Events	\$17,411,000	\$20,456,000	\$20,739,000	\$25,033,000	\$25,561,000	\$26,243,000	9%

Operating Expenses	2010	2011	2012	2013	2014	2015	
Total Program Expenses	\$12,895,000	\$14,286,000	\$17,100,000	\$19,057,000	\$21,476,000	\$20,491,000	
Fundraising	\$2,329,000	\$3,028,000	\$3,201,000	\$3,295,000	\$3,348,000	\$3,194,000	
Administration	\$1,128,000	\$1,145,000	\$1,378,000	\$1,353,000	\$1,567,000	\$1,873,000	
Total Operating Expenses	\$16,352,000	\$18,459,000	\$21,679,000	\$23,705,000	\$ 26,391,000	\$25,558,000	9%

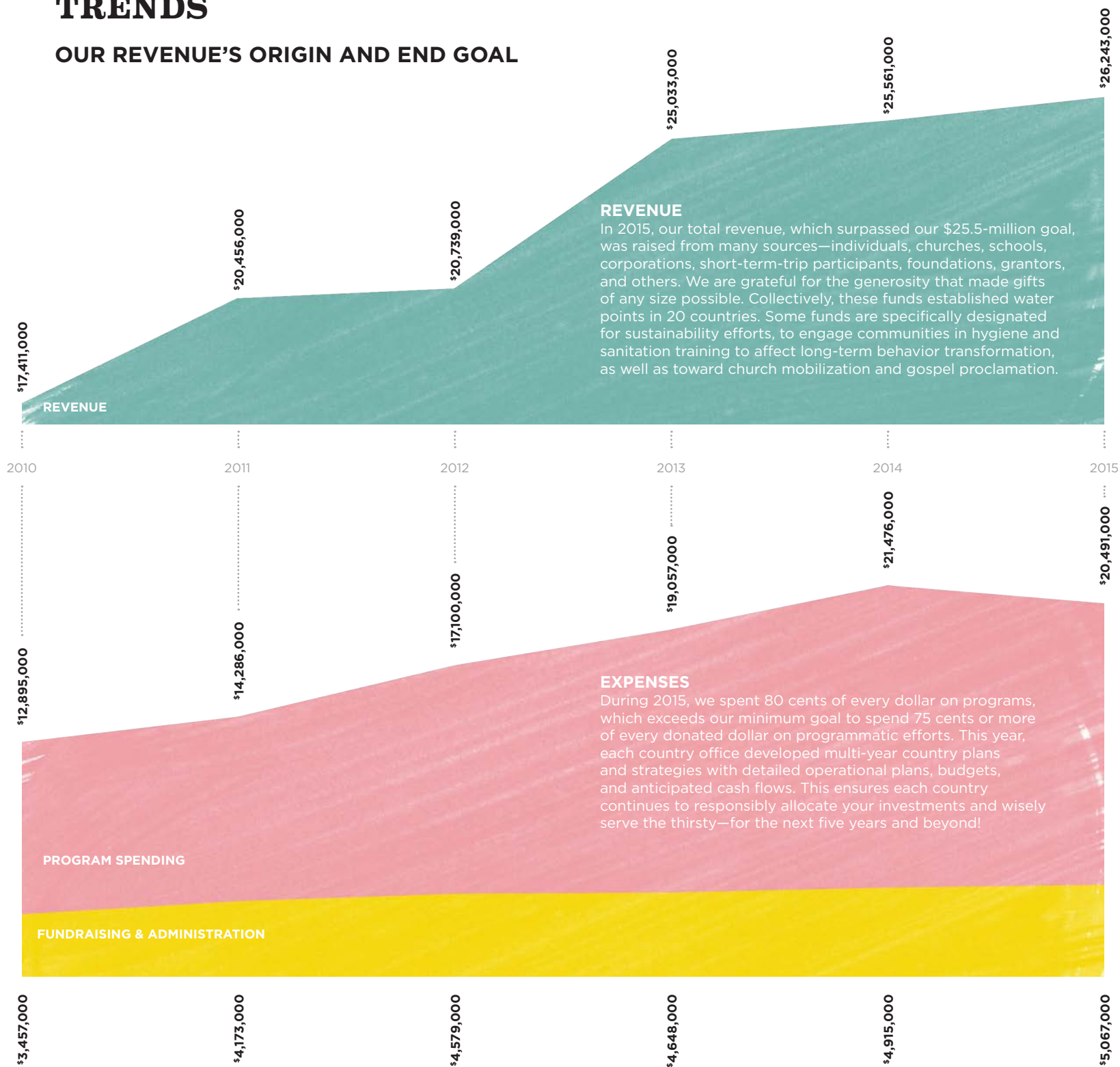
Net Assets	2010	2011	2012	2013	2014	2015	
Change in Net Assets From Operations	\$1,059,000	\$1,997,000	(\$940,000)	\$1,328,000	(\$830,000)	\$685,000	
Consolidation of Affiliates & Other	\$0	\$387,000	\$829,000	\$38,000	\$0	\$0	
Net Assets Beginning of Year	\$5,983,000	\$7,042,000	\$9,426,000	\$9,315,000	\$10,681,000	9,851,000	
Net Assets End of Year	\$7,042,000	\$9,426,000	\$9,315,000	\$10,681,000	\$9,851,000	\$10,536,000	8%

Figures above are management-generated.  
See [water.cc/financials](http://water.cc/financials) for Form 990 and audited financial statements; they are published as soon as they become available.



# TRENDS

## OUR REVENUE'S ORIGIN AND END GOAL



# REVENUE & EXPENSES

## VALUING YOU AND THE THIRSTY

**52%** **INDIVIDUALS \$13,748,000**

More than 12,800 individuals—families and children, Team Living Water athletes, online fundraisers, and more—served the thirsty with generous gifts of all sizes. This generosity accounted for 52 percent of our total revenue!

READ MORE PP. 18-19

**FUNDRAISING**  
\$3,194,000

**ADMINISTRATION**  
\$1,873,000

**TOTAL EXPENSES**  
\$25,558,000

**PROGRAMS**  
\$20,491,000

**LATIN AMERICA & CARIBBEAN** \$9,821,000  
(Includes \$1,918,000 for trip participant flight costs)

**48%**

**45%**

**AFRICA** \$9,319,000

**TOTAL REVENUE**  
\$26,243,000

**CHURCHES** \$6,370,000

**24%**

North American churches—many of whom participate in initiatives such as congregation-wide recycling programs for water, Advent Conspiracy, or the H2O Project for Lent—further our ultimate goal to mobilize the global Church. We're grateful for their partnership, which allows us to work shoulder-to-shoulder with local churches in the countries where we serve.

**PARTNERS** \$3,557,000

**14%**

Our 47 funding partners—which include non-profits, foundations (encompassing those involved in Corporate Social Responsibility), and governmental and non-governmental organizations—invested in safe water to provide 14 percent of our revenue this year.

**SCHOOLS & CORPORATIONS** \$1,733,000

**7%**

Students at both faith-based and public schools learned about the water crisis and responded generously. These future leaders, along with generous company-matched employee donations, represented 7 percent of our total revenue in 2015.

**LOCAL REVENUE** \$835,000

**3%**

We encouraged our international staff to raise donations within each country, in order to support more programs. In Liberia, for example, our local staff raised more than \$600,000 for water projects during the Ebola crisis.

**INDIA** \$1,351,000

**7%**







**Jesus answered, “Everyone who drinks this water will be thirsty again, but whoever drinks the water I give them will never thirst. Indeed, the water I give them will become in them a spring of water welling up to eternal life.”**

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John 4:13-14





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