



# Board Manual

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## GOVERNANCE OVERVIEW

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The governance of 20 Liters is distributed among the Executive Committee and four subject-area Committees.

The Board of Directors is composed of the Executive Committee, the Chairs of each Committee, and additional Board Members at Large. This group holds sole voting authority and responsibility as dictated by the Organization's bylaws.

20 Liters utilizes a "working committee" model in which each committee:

- Sets policy for their specific area
- Oversees the management of a specific area
- Shares in carrying out tasks, projects, and programs

# Executive Committee

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## Committee Description

**Purpose:**

The Executive Committee supplements the work of the entire Board of Directors (“Board”). The Executive Committee has primary responsibility for setting vision and strategy, supervising the Managing Director, and ensuring compliance with the Articles of Incorporation and Bylaws.

The Board Chair may choose to convene just the Executive Committee for strategy, policy, and governance planning purposes.

**Primary Responsibilities:**

- Deal with emergencies and crises
- Manage the rules of order for meetings and actions including calling for proposals and votes
- Advise the Board Chair and Managing Director
- Carry out specific directions of the Board, and take action on policies when they affect the work of the Executive Committee or when the full Board directs the Committee to do so
- Lead the search for new Managing Director and provide annual performance reviews for Executive
- Represent and serve as ambassadors for the Organization, adhere to its principles and promote a positive image

**Structure:**

Chair, Vice Chair, Secretary, Treasurer and Managing Director. The Managing Director is only a voting member in the case of a tie vote.

**Schedule:**

Meets monthly and as needed.

## Position Descriptions

### Chairperson of the Board

#### Responsibilities

- Attend all Board of Directors and Executive Committee meetings
- Oversee full Board and Executive Committee meetings
- Work in partnership with the Managing Director to make sure Board resolutions are carried out
- Call for special meetings if necessary
- Appoint all Committee Chairs and with the Managing Director, recommend who will serve on Committees
- Assists Managing Director in preparing agenda for Board meetings
- Assists Managing Director in conducting new Board member orientation
- Oversee searches for a new Managing Director
- Coordinate Managing Director's annual performance evaluation
- Work with the Governance Committee to recruit new Board Members
- Act as an alternate spokesperson for the Organization
- Periodically consults with Board Members on their roles and help them assess their performance

#### Attributes

- Have a good working knowledge of US-based international non-profits.
- Have a good working knowledge of the water, sanitation and hygiene development sector
- Have a strong commitment to the mission, purpose, and values of the Organization
- Be more interested in the success of the Organization than own feelings of personal importance
- Be able to lead groups and manage rules of order
- Have strong problem-solving and relationship management skills
- Have a track record of integrity in leading Organizations

#### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

#### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Vice Chair

### Responsibilities

- Attend all Board of Directors and Executive Committee meetings
- Serve on the Executive Committee
- Carry out assignments and duties as requested by the Executive Committee Chair
- Understand the responsibilities of the Executive Committee Chair and be able to perform these duties in the Chair's absence
- Participate as a vital part of the Board of Directors leadership
- Act as an alternate spokesperson for the Organization
- Support other Committee Chairs and Vice-Chairs in the execution of their duties

### Attributes

- Have a good working knowledge of US-based international non-profits.
- Have a good working knowledge of the water, sanitation and hygiene development sector
- Have a strong commitment to the mission, purpose, and values of the Organization
- Be able to lead groups and manage rules of order
- Have a willingness to assist the Executive Committee Chair with projects and duties
- Have strong problem-solving and relationship management skills
- Have a track record of integrity in leading Organizations

### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Secretary

### Responsibilities

- Attend all Board of Directors and Executive Committee meetings
- Serve on the Executive Committee
- Carry out assignments and duties as requested by the Executive Committee Chair
- Understand the responsibilities of the Executive Committee Chair and be able to perform these duties in the absence of a Chair and Vice Chair.
- Provide advance notice of meetings of the Board of Directors and Executive Committee
- Ensure the retention and accuracy of all Board of Directors and Executive Committee records
- Create and review all Board of Directors and Executive Committee agendas and minutes
- Support other Committee Secretaries in the execution of their duties.

### Attributes

- Have a good working knowledge of US-based international non-profits.
- Have a strong commitment to the mission, purpose, and values of the Organization.
- Be more interested in the success of the Committee than own feelings of personal importance
- Be able to formulate agendas, send communications and take minutes in compliance with applicable laws
- Have a willingness to assist the Executive Committee Chair with projects and duties

### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Treasurer

### Responsibilities

- Attend all Board of Directors and Executive Committee meetings
- Serve on the Executive Committee
- Carry out assignments and duties as requested by the Executive Committee Chair
- Maintain knowledge of the Organization's financial goals and objectives
- Serve as the Committee Chair of the Finance Committee
- Manage, with the Finance Committee, the Board's review of and action related to the Board's financial responsibilities
- Work with the Managing Director and Fundraisers to ensure that appropriate financial reports are made available to the Board and public on a timely basis
- Present the annual budget to the Board of Directors for approval
- Review the annual audit to provide answers and recommendations for changes in finance and accounting practices.

### Attributes

- Have a good working knowledge of US-based international non-profits.
- Have a strong commitment to the mission, purpose, and values of the Organization.
- Be more interested in the success of the Committee than own feelings of personal importance
- Understand financial accounting laws and procedures for US-based nonprofit Organizations
- Have a willingness to assist the Executive Committee Chair with projects and duties

### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.



## Program Committee

### **Purpose:**

The Program Committee identifies the program needs for the organization based on a review of constituent needs. They provide leadership for program development and ensures program evaluation meets applicable standards. The Committee also sets program delivery standards and researches new technologies.

### **Primary Responsibilities:**

#### **Oversee program delivery:**

- Identify constituent needs for related programs and services
- Oversee research and development initiatives
- Assist with establishing program plans, goals and metrics
- Manage partnerships with organizations that provide similar solutions

#### **Set program delivery standards:**

- Ensure appropriate use of programs and solutions
- Evaluate program effectiveness, impact and participant satisfaction with programs
- Design and implement strategic changes to improve program effectiveness, impact, and satisfaction

#### **Provide program updates:**

- Collect program reports and submit to Board of Directors monthly
- Provide program and evaluation data to Outreach Committee as needed
- Communicate with the Outreach Committee about funding and marketing needs
- Serves as ambassadors for the Organization and promotes a positive image and reputation for the Organization

### **Structure:**

Chair, Vice Chair and several additional Members.

The Committee Chair also serves as a voting member of the Board of Directors.

The Managing Director, Technical Advisors, and Consultants and Country-level Program Managers may also be included.

### **Schedule:**

Meets at a minimum on a quarterly basis.

## Outreach Committee

### Purpose:

The Outreach Committee works with the Development Director to develop and implement communications and marketing to audiences including: donors/prospective donors for developing the Organization's fundraising and relationship building activities; online communities [social media, email list, etc.] for developing general awareness, visibility, and online engagement; and event attendees for developing general awareness, visibility, and engagement through events.

### Primary Responsibilities:

#### **Develop fundraising and communications strategy:**

- Establish an annual outreach plan with related success metrics
- Involve all Board Members in outreach activities, including donor meetings
- Monitor fundraising efforts to ensure ethical practices are in place, donors are acknowledged appropriately, and fundraising efforts are cost-effective
- Establish identity standards and guidelines which ensure a consistent brand and image for the Organization
- Maintain communications with program committee to share program updates and coordinate key messaging

#### **Deepen personal engagement with community members:**

- Develop relationships with prospects, donors, and community stakeholders
- Conduct donor meetings to strengthen relationships and solicit major gifts
- Promote the Organization's visibility and case for support within the community

#### **Manage day-to-day communications & marketing efforts:**

- Execute communications and marketing activities detailed in outreach plan
- Evaluate and refine strategies to ensure successful execution

#### **Coordinate fundraising events:**

- Support advocates and event host organizations to coordinate fundraising events

### Structure:

Chair, Vice Chair and several additional Members.

The Committee Chair also serves as members of the Board of Directors.

The Development Director and/or Managing Director may also be included.

### Schedule:

Meets at a minimum on a quarterly basis.

## Finance Committee

### **Purpose:**

The Finance Committee works with the Managing Director and Finance Director to generate the required monthly financial reports for the Board, develop the draft budget, forecast expenses and revenue, and address financial issues. The Committee is also responsible for ensuring an annual external financial audit is conducted presenting the final audit to the Board for approval and ensuring appropriate financial controls are in place.

### **Primary Responsibilities:**

- Assist the Managing Director and in developing a draft annual budget for Board approval
- Prepare financial reports for the Board, Managing Director and others as needed
- Monitor financial reports and identify potential financial issues
- Monitor financial instruments and cash flow/ balance
- Conduct financial forecasts and project future needs
- Provide budgets and financial information for grants and donors as requested
- Assist the Managing Director and Finance Director in preparing and filing annual reports with the local, State and Federal government
- Manage an annual external audit
- Review initial audit reports, present findings, explanations and recommendations to the Board
- Represents and serves as ambassadors for the Organization, adheres to its principles and promotes a positive image

### **Structure:**

Chair, Vice Chair, Secretary and several additional Members.

The Committee Chair also serves as the Treasurer of the Executive Committee.

The Managing Director may also be included.

### **Schedule:**

Meets at a minimum on a quarterly basis.

## Position Descriptions

### Committee Chair (Non-Executive Committee)

#### Responsibilities

- Serve as a member of the Board of Directors
- Attend or arrange for a delegate to attend all Board of Director meetings
- Attend all Committee meetings
- Appoint a Vice-Chair and Secretary for the Committee
- Lead a subject-focused Committee in the planning and execution of projects and initiatives
- Assign responsibilities to Committee Members and manage progress towards goals
- Liaison between the Committee and the Board of Directors, presenting proposals relevant to the Committee and providing regular Committee reports and updates
- Resolve conflicts among Committee Members
- Presents proposals to the Board of Directors
- Ensure regular meetings of the Committee occur and that assigned work is completed by Members between meetings

#### Attributes

- Have good working knowledge, experience, and training relevant to the appointed Committee
- Have a strong commitment to the mission, purpose, and values of the Organization.
- Be able to lead groups and manage rules of order
- Have strong problem-solving and relationship management skills
- Have a track record of integrity in leading groups
- Be more interested in the success of the Committee than own feelings of personal importance

#### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

#### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Committee Vice Chair (Non-Executive Committee)

### Responsibilities

- Attend all Committee meetings
- Assist the Committee Chair in leading a subject-focused Committee in the planning and execution of projects and initiatives
- Carry out assignments and duties as requested by the Committee Chair
- Understand the responsibilities of the Committee Chair and be able to perform these duties in the Chair's absence
- Act as an alternate delegate for the Committee

### Attributes

- Have good working knowledge, experience, and training relevant to the appointed Committee
- Have a strong commitment to the mission, purpose, and values of the Organization.
- Be able to lead groups and manage rules of order
- Have strong problem-solving and relationship management skills
- Have a track record of integrity in leading groups
- Be more interested in the success of the Committee than own feelings of personal importance

### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Committee Secretary (Non-Executive Committee)

### Responsibilities

- Attend all Committee meetings
- Carry out assignments and duties as requested by the Committee Chair
- Understand the responsibilities of the Committee Chair and be able to perform these duties in the absence of a Chair and Vice Chair
- Provide advance notice of meetings of the Committee to its Members
- With the Executive Committee Secretary, ensure the retention and accuracy of all Committee records
- Create and review all Committee agendas and minutes

### Attributes

- Have good working knowledge, experience, and training relevant to the appointed Committee
- Have a strong commitment to the mission, purpose, and values of the Organization.
- Be more interested in the success of the Committee than own feelings of personal importance
- Be able to formulate agendas, send communications and take minutes in compliance with applicable laws
- Have a willingness to assist the Committee Chair with projects and duties

### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Committee Member (Non-Executive Committee)

### Responsibilities

- Attend all Committee meetings
- Carry out assignments and duties as requested by the Committee Chair
- Contribute to the success of the Committee's plans and initiatives between regular meetings
- Provide ideas, information and guidance related to the Committee's subject matter
- Commit to staying abreast of subjects relevant to the Committee's focus.

### Attributes

- Have good working knowledge, experience, and training relevant to the appointed Committee
- Have a strong commitment to the mission, purpose, and values of the Organization.
- Be more interested in the success of the Committee than own feelings of personal importance
- Have a willingness to assist the Committee Chair with projects and duties

### Term of Service

Commit to serving in the position for a minimum of one (1) year. Assist with the appointment and orientation of a replacement as requested.

### Time Commitment

Expect to contribute between four (4) and twenty (20) hours per month in meetings, communications, and work.

## Terms of Service

### Board of Directors Terms of Service

Board members agree to serve on the 20 Liters Board of Directors for a three-year term. Terms begin on the members first official board meeting.

Members may be re-elected to an unlimited number of terms.

Board member nominations and elections will take place in accordance with Organization's bylaws and the Recruitment and Selection process outlined herein.

If a member decides to resign before their term ends, 20 Liters requests that they submit a letter to the Executive Committee Chair and Managing Director 30 days before their resignation is effective.

### Committee Member Terms of Service

Committee members agree to serve on the 20 Liters Board of Directors for a one-year term. Terms begin on the member's first official meeting.

Members may serve an unlimited number of terms as invited and affirm by the Committee Chair, Volunteer & Board Development Chair, and Managing Director.

Committee member nominations and appointments will take place in accordance with the Recruitment and Selection process outlined herein.

If a member decides to resign before their term ends, 20 Liters requests that they submit a letter to their Committee Chair 30 days before their resignation is effective.



## Responsibilities

### General Responsibilities

(Applies to all Members of Committees and the Board of Directors)

#### Actively contribute to the mission of the Organization

- Prepare for and attend meetings, ask questions, take responsibility and follow through on assignments
- Be informed about the Organization's mission, services, policies, and programs so that you are able to monitor and strengthen them.
- Ensure all programs are consistent with the Organization's mission
- Work with your Committee to ensure effective planning and goal setting
- Serve on Committees and complete assigned projects between Committee meetings as needed

#### Provide financial oversight and support fundraising

- Ensure adequate financial resources for the Organization to fulfill its mission
- Protect assets and provide proper financial oversight. Assist in developing the annual budget and ensuring that proper financial controls are in place
- Make a personal financial contribution to the Organization
- Cultivate and solicit funds on behalf of the Organization
- Assist in fundraising efforts
- Provide contacts and leads for potential donors, foundations and grant makers

#### Cultivate and recruit Board Members, Committee Members, and other volunteers

- Advocate for the Organization in your personal and professional life
- Attend Organizational functions as a supporter and advocate for the Organization
- Help identify nominees for Committees who can make significant contributions to the work of the Organization
- Help cultivate new candidates and orient new Members

### Board of Directors Member Responsibilities

(Applies to all Executive Committee Members and Committee Chairs)

#### Support and Evaluate the Managing Director

- Reach consensus on the Managing Director's responsibilities and duties
- Ensure that the Managing Director has the moral and professional support he or she needs to further the goals of the Organization.
- Provide an annual review of the performance and compensation of the Managing Director

## Board-Staffing Relationship Board/Managing Director Linkage

### Level One

The Board's connection to the operating organization, its achievement and conduct will be through the Managing Director.

### Level Two

#### **Unity of Control:**

Only officially passed policies/motions of the board, speaking authoritatively as a group, are binding on the Managing Director

#### **Accountability:**

The Managing Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Managing Director.

#### **Delegation to the Managing Director:**

The board will instruct the Managing Director through written policies that prescribe the organizations Ends to be achieved and prescribe organizational situations and actions to be avoided, allowing the Managing Director to use a reasonable interpretation of these policies.

#### **Monitoring of the Managing Director's performance:**

Systematic and rigorous monitoring of Managing Director job performance will be solely against the expected Managing Director job outputs: organization accomplishments of board policies on Ends and organizational operation with the boundaries established in board policies on Executive Limitations.

#### **Managing Director Termination:**

Managing Director termination is an authority retained by the Board of Directors, not delegated to any officer or committee.

## Staff Means Policies

### Executive Limitation Level One

The Managing Director shall have full authority to manage, direct and operate the affairs of 20 Liters except as limited by policy and the law.

## Executive Limitation Level Two

### **Staff:**

The term “staff” refers to employees and volunteers of 20 Liters, excluding only the Board of Directors. All staff are under the full authority of the Managing Director and subject to the standards of 20 Liters’ policies and manuals, as well as US, federal, state and local laws and regulations.

### **Treatment of Staff:**

The Managing Director may not cause or allow conditions that are unfair, unorganized, undignified or unclear.

### **Financial Planning and Activities:**

Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy or fail to be derived from a multi-year plan. The Managing Director shall not put 20 Liters at risk of financial harm due to failure to plan, budget or operate in a manner that deviates materially from the board’s designated Ends Policies.

### **Emergency Succession:**

In order to protect the organization from the sudden loss of Managing Director services, the Managing Director will ensure the Executive Committee is familiar with issues and process. Succession plans will be in place for other key staff as well. The Managing Director will not fail to put in place a continuity of operations plan.

### **Asset Protection:**

Regarding the stewardship of assets, the Managing Director shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.

### **Compensation and Benefits:**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Managing Director shall not cause or allow jeopardy to fiscal integrity or public image.

### **Communication and Support to the Board of Directors:**

The Managing Director shall not permit the board to be uninformed or unsupported in its work.

## Ends Policies

20 Liters will provide the necessary technology and training to individuals and families in distribution areas to improve the quality of life, health, and sanitation.

## Recruitment and Selection Process

### Goals

- Recruit highly-qualified, motivated and skilled persons to further the mission of the Organization
- Ensure the application, interview, placement and orientation process is timely, efficient and well communicated

### General Process

#### Pre-identification and early applications

- Even when positions are not available, Committee Members can submit information on people they believe to be good candidates for existing positions to the Board Development Committee
- The Board Development Committee will maintain a pre-identified candidate list for when positions become available
- Even when positions are not available, interested persons can complete an application and submit it to the Board Development Committee which will save it for future consideration and communicate with the applicant within 24 hours.

#### Notice of availability

- Committee Chairs regularly assess their own Committee's need for additional members and notify the Board Development Committee of available positions
- The Board Development Committee notifies the Board of Directors, the Managing Director and the Marketing Director to advertise the available positions

#### Solicitation & Recruitment

- All Committee Members are encouraged to share Committee descriptions, position descriptions, and applications with people they believe to be good candidates
- The Board Development Committee can use the pre-identified candidate list to solicit and recruit candidates
- All candidates will complete an application and return it to the person who recruited them

#### Application

- Candidate applications will be sent to the Board Development Committee for review
- The Board Development Committee will discuss the application with the applicable Committee Chairs within 24 hours of receiving the application
- A member of the Board Development Committee or the applicable Committee will contact the applicant within 48 hours of receiving the application to schedule an interview to occur within 2 weeks

## Interview

- By phone or in-person interviews will be scheduled to occur within 2 weeks of initial application
- Interviews should include a member of the Board Development Committee and a member of the applicable Committee to which placement is being considered
- After the interview, the Board Development member and the Committee member will develop a recommendation, a timeline for presentation to the appropriate Committees, and a deadline for notifying the applicant
- Within 24 hours of the interview, one of the interviewers will contact the applicant to inform them of the deadline for notification
- The application and recommendation will be presented at the next Committee meeting or by email for urgent appointments

## Board of Directors

### Selection

- Selection to serve as a member of the Executive Committee (Chair, Vice Chair, Secretary or Treasurer) or the Board of Directors (Committee Chairs) requires a majority affirmative vote by the Board of Directors
- Selected applicants will be notified by a member of the Board Development Committee or the Executive Committee Chair of the results of the vote
- Applicants who fail to receive a majority affirmation may be considered for a Committee position (Vice Chair, Secretary, Member)
- Applications and other applicable documents related to the decision will be maintained by the Board Development Committee

## Committee Vice Chairs, Secretaries, and Members

### Selection

- Selection to serve as a Vice Chair, Secretary, or Member requires the approval of the Committee Chair.
- The Committee Chair or a member of the Board Development Committee will notify the applicant of the decision of the Committee Chair and provide next steps for orientation
- Applicants who fail to receive the approval of the Committee Chair cannot be considered for appointment to the Board of Directors
- Applications and other applicable documents related to the decision will be maintained by the Board Development Committee

## ORGANIZATIONAL DOCUMENTS

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### History

In June of 2006, 500 people living in the Masaka Sector of Rwanda died of a cholera outbreak due to contaminated water.

In 2009, Mars Hill Bible Church and World Relief Rwanda engaged in a partnership to bring clean water to people living along the Nyabarongo River, south of the City of Kigali.

In 2010, 20 Liters launched out of Mars Hill Bible Church as an independent nonprofit to address the global water crisis through clean water technology, training, and support.

From that moment on, we set out to make clean water a reality—20 Liters at a time—in one of the world’s most underserved areas: Sub-Saharan Africa. To do this, we developed a partnership with World Relief Rwanda, leveraging their expertise at mobilizing local churches and teaching water hygiene to school-aged children. We also developed solutions specifically for those along the Nyabarongo River. And we developed methods to empower locals to be the ones leading the change.

At 20 Liters, we’re in the business of making dirty water clean. How do we do that? Through Sand and Membrane (SAM) Filters and Rainwater Harvesting Systems.

The filters we use are SAM 2 (for schools and clinics) and SAM 3 (for individual households). They are based on the concept of two-stage filtering. These simple, cost-effective solutions remove the harmful bacteria from water that’s been collected from contaminated sources, such a river, swamp or mud puddle. The end result is improved health, as well as an improved quality of life.

And since Sub-Saharan Africa gets far more rain than you’d ever think, Rainwater Harvesting Systems allow large amounts of water to be collected in 10,000-liter tanks installed on churches, then filtered and distributed to the communities.

## Motivation

### **Water is everything and every thing needs water.**

Access to clean water is a fundamental human need that must be met if we expect to sustain progress toward ending poverty, ensuring access to education, and improving global health standards.

### **Global problems are personal problems.**

The complexity of global problems can make the consequences of those problems and potential solutions seem distant and impersonal. We're not okay with that. We invite you to pursue a deeper understanding of the ways water shapes your life and the lives of others. We want you to become passionate about water - not because it matters for somebody, somewhere - but because it matters for you.

### **Personal problems need personal solutions.**

Engage with us to talk about the problem, to understand the problem from different perspectives, to identify and implement solutions. We want to work with and for *you*, because personal problems need and deserve personal solutions.

### **Solving a problem always starts with trying to understand the problem, which is why our programs in both Rwanda and the U.S. start with education.**

In Rwanda, the families receiving filters dedicate several hours participating in hands-on training to educate themselves about how to use and maintain their filter, how to avoid contaminating their filtered water, and the basics of preventing transmission of germs through hand-washing and basic hygiene skills.

In the U.S., 20 Liters provides opportunities for families to learn more about the global water crisis and our technologies. At each of our events, we make demonstration filters available so that our supporters can touch and begin to understand how the filters work. We regularly suggest engagement activities like participating in a Walk for Water that help individuals and families better understand the realities of living in a place without access to clean water. And finally, we make sure our supporters see the numbers that show the severity of the global water crisis and the stories of individuals who use our solutions to meet the needs of their families and communities.

**Once you understand a problem, you can start identifying solutions. So, our next step is getting hands engaged in making solutions.**

In Rwanda, our volunteers start by identifying the families in their communities who face the most barriers to accessing clean water. Then they work with their hands to build Rain Water Harvest Systems, install SAM2 Community Filters, and to complete final assembly and distribution of SAM3 Household Filters.

In the U.S., our volunteers also have opportunities to get hands-on to make dirty water clean. They volunteer their time to host educational events, such as a local Walk for Water. They also complete the initial assembly of components for SAM2 Community Filters and SAM3 Household Filters that can then be shipped to Rwanda for final assembly.

**Once you've put your hands to work, the problem becomes your problem. You want to do MORE and need the tools to become an Advocate.**

In Rwanda, our volunteers stay involved for years in their local communities by being on-call to help their neighbors maintain and repair any filters that experience issues. These volunteers-turned-advocates stay in touch with our program staff in Rwanda to make sure that our efforts are truly sustainable and to continue to advocate for the needs of their communities.

In the U.S., our volunteers often share their passion for clean water on social media or plan local events to advocate on behalf of everyone who needs clean water and encourage their families, friends and communities to join them in taking it personally. These advocates can also harness their passion to sustain the work of 20 Liters financially by hosting personal fundraisers.

**We are 20 Liters.**

We make dirty water clean for the most vulnerable through long-lasting and innovative solutions. Our values are rooted in a desire to partner with the most vulnerable to empower their communities with sustainable solutions to support a basic human right – access to clean water.



## Methodology

Clean water makes a difference, but there's a difference in how we do it.

For us, it goes well beyond installation and set-up. Here's what else we're doing to make it sustainable and empower the communities we work in.

### Always Following Up

An unfortunate story in the water sector is that despite the best intentions, many of the solutions that are placed in communities end up getting broken over time, and often go un-fixed. The reasons for this vary, but we know one way to avoid this is through follow-up. That's why at 20 Liters installation is the beginning, not the end of the story.

Following a filter's installation, our Monitoring Team follows up with each beneficiary at least 4 times within the first 6 months to ensure that they are using their filter correctly and consistently, and that each filter and rainwater harvesting system is working properly. We also perform regular surveys in all areas to test the effectiveness of our solutions and approach over time.

### Keeping It Local

The hope for a better Rwanda is the people of Rwanda. That's why we started our work by listening to local leaders share the problems they face, and have continued working with them ever since. Our goal is to equip people from Rwandan communities facing clean water issues to be the solution to the very issues that surround them.

### Working Together

We believe that when organizations come together, they can accomplish much more than they ever would on their own. So we partner with organizations, such as Aqua Clara International and other engineers to continually push clean water technology forward. Our long-term partnership with World Relief Rwanda has also been a key component to our growth. Their church networks have enabled us to effectively reach those most in need and we partner directly with their programs that address Health and Hygiene, HIV/AIDS Prevention and Care, and Economic Development as a way to further educate and care for filter recipients.

### Taking A Simple, Cost-Effective Approach

Access to clean water shouldn't be reserved for only those who can afford it. So we are constantly working on ways to maintain and increase efficiency while reducing cost. Because lower cost solutions mean more people have access to clean water. People that can't wait for large infrastructure to be put in place. People that are dying every 20 seconds while waiting for the answer. So what's our answer? Simple solutions like household filters, school and clinic filters and rainwater harvesting systems that put the power of making dirty water clean in the hands of people and communities we come alongside.

## Articles of Incorporation

Can be found at <http://bit.ly/20Liters-Articles>

## Organizational Bylaws

Can be found at <http://bit.ly/20Liters-Bylaws>

## IRS Determination Letters

December 11 2013 letter can be found at <http://bit.ly/20Liters-IRS2013>

July 13 2017 letter can be found at <http://bit.ly/20Liters-IRS2017>

## Policies

### Conflict of Interest Policy

Can be found at <http://bit.ly/20Liters-Interest>

### Donations Fundraising Policy

Can be found at <http://bit.ly/20Liters-Donations>

### Fiscal Controls Policy

Can be found at <http://bit.ly/20Liters-Fiscal>

### Operations Policy

Can be found at <http://bit.ly/20Liters-Ops>

### Storage and Record Retention Policy

Can be found at <http://bit.ly/20Liters-Storage>

### Technologies Policy

Can be found at <http://bit.ly/20Liters-Tech>

### Whistleblower Protection Policy

Can be found at <http://bit.ly/20Liters-Whistle>