



Board Manual

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GOVERNANCE OVERVIEW

20 Liters is governed by a voluntary Board of Directors which consists of at least 3 and no more than 12 members. The full Board of Directors holds 4 quarterly meetings each year. Additional special meetings may be held with appropriate notice. The Board is responsible for governing the acts and goals of the organization.

The Officers of the Board of Directors, including the Chairperson of the Board, Vice Chairperson of the Board, Secretary, Treasurer, and President, constitute the Executive Committee of the Board of Directors. The Executive Committee meets monthly and has primary responsibility for setting vision and strategy and supervising the President

The President is the chief executive officer (or equivalent position, regardless of title) of 20 Liters. The President, as the sole staff member serving on the Board, does not have the power to vote except to resolve a tied vote. The President may also serve as the Secretary of the Board.

TERMS OF SERVICE

Director's Terms of Service

Directors agree to serve on the 20 Liters Board for a one-year term, beginning on the member's first official Board meeting. Members may be re-elected to an unlimited number of terms.

Director nominations and elections will take place in accordance with 20 Liters' bylaws and the process outlined here. If a member decides to resign before their term ends, 20 Liters requests that they submit a letter to the Chairperson and President 30 days before their resignation is effective.

Officer's Terms of Service

Officers agree to serve on the 20 Liters Board of Directors and Executive Committee for a three-year term, beginning on the officer's first official Board meeting. Members may be re-elected to an unlimited number of terms.

Officer nominations and elections will take place in accordance with 20 Liters' bylaws and the process outlined here. If an officer decides to resign before their term ends, 20 Liters requests that they submit a letter to the Chairperson and President 30 days before their resignation is effective.

Director Responsibilities

Member of the Board of Directors

Volunteer position, 1 year term, average time commitment of 2-4 hours/month

Responsibilities, Tasks, & Assignments

- **Fulfill General Responsibilities of a Director, including:**
- Attend all Board of Directors meetings
- Prepare for meetings by reading all materials provided in advance of the meeting, be prepared to ask questions as necessary.
- Carry out assignments and duties as requested by the Chairperson of the Board
- Understand 20 Liters' mission, policies, and programs so that you are able to monitor and strengthen them
- Provide additional feedback in areas of personal expertise that impact the work of the organization

- **Support Fundraising Efforts, including:**
- Advocate for 20 Liters in your personal and professional life
- Consider a personal financial contribution to 20 Liters
- Attend 20 Liters events, as available
- Provide contacts and leads for potential donors, volunteers, partners, etc.

- **Provide financial oversight, including:**
- Ensure adequate financial resources for the organization to fulfill its mission
- Provide financial oversight
- Assist in developing the annual budget and ensure proper financial controls are in place.

Required Knowledge, Skills & Abilities

- General knowledge of US-based international non-profits.
- Strong commitment to the mission, purpose, and values of the Organization
- Have a track record of integrity in leading Organizations

Member Recruitment & Selection

Goals of Board Member Recruitment & Selection

- Recruit highly-qualified, motivated and skilled persons to further the mission of 20 Liters

- Ensure the recruitment process is timely, efficient, transparent, and well communicated

General Process

Recruitment of Candidates

- Even when positions are not currently available, interested persons can complete an application and submit it to the Executive Committee which will save it for future consideration.
- During periods of active recruitment, position descriptions and other relevant information will be shared with 20 Liters leadership, volunteers, and partners to identify candidates.
- Current Directors and leadership volunteers are encouraged to share position descriptions and other relevant information with people they believe to be good candidates.
- The Board will also contact candidates who previously submitted applications for consideration.
- All interested candidates will be asked to complete an application and return it to the person who recruited them or to the listed staff member.

Application

- Candidate applications will be sent to the Executive Committee for review.
- A member of the Executive 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.
- During the interview, the candidate will receive a detailed timeline for next steps in the process.
- After the interview, the interviewer[s] will develop a recommendation to be shared with the full Board of Directors.
- The full application and recommendation will be presented at the next Board meeting [or by email for urgent appointments].

Selection Criteria

- Selection to serve as a member of the Board of Directors requires a majority affirmative vote by the current Board of Directors.
- Selected applicants will be notified by a member Executive Committee of the results of the vote.
- Applicants who fail to receive a majority affirmation may opt to remain under consideration for future open positions.
- Applications and other applicable documents related to the decision will be maintained by the Secretary.

Executive Committee Overview

Committee Members will include: the Chairperson of the Board, Vice Chairperson of the Board, Secretary, Treasurer, and President.

Purpose: The Executive Committee is responsible for setting vision and strategy, and supervising the President

Schedule: Meets monthly and as needed.

Board of Director Officer Position Descriptions

Chairperson of the Board

Volunteer position, 3 year term, average time commitment of 4-8 hours/month

Responsibilities, Tasks, & Assignments

- Attend all Board of Directors and Executive Committee meetings
- Oversee full Board and Executive Committee meetings
- Work in partnership with the President to ensure Board resolutions are carried out
- Call for special meetings if necessary
- Assist Secretary in preparing agenda for Board Meetings
- Oversee searches for a new President when the position is vacant
- Coordinate President's annual performance evaluation
- Assist in the recruitment of new Board Members
- Act as an alternate spokesperson for the Organization
- Periodically consult with Board Members on their roles and help them assess their performance

Required Knowledge, Skills & Abilities

- Working knowledge of US-based international non-profits.
- Working knowledge of the water, sanitation and hygiene development sector
- 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 Organizations

Vice Chairperson of the Board

Volunteer position, 3 year term, average time commitment of 4-8 hours/month

Responsibilities, Tasks, & Assignments

- Attend all Board of Directors and Executive Committee meetings
- Carry out assignments and duties as requested by the Chairperson of the Board
- Understand & Perform the responsibilities of the Chairperson of the Board in their absence.
- Assist in the recruitment of new Board Members
- Act as an alternate spokesperson for the Organization

Required Knowledge, Skills & Abilities

- Working knowledge of US-based international non-profits.
- Working knowledge of the water, sanitation and hygiene development sector
- 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 Chairperson of the Board with projects and duties
- Have strong problem-solving and relationship management skills
- Have a track record of integrity in leading Organizations

Treasurer

Volunteer position, 3 year term, average time commitment of 4-8 hours/month

Responsibilities, Tasks, & Assignments

- Attend all Board of Directors and Executive Committee meetings
- Carry out assignments and duties as requested by the Chairperson of the Board
- Maintain knowledge of the Organization's financial goals and objectives
- Manage the Board's review of and action related to Board's financial responsibilities
- Work with the President to ensure that 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 audits/reviews to provide recommendations for changes in finance/accounting practices.
- Assist in the recruitment of new Board Members

Required Knowledge, Skills & Abilities

- Working knowledge of US-based international non-profits.
- Strong commitment to the mission, purpose, and values of the Organization
- Understand financial accounting laws and procedures for US-based nonprofit organizations
- 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

Secretary

Volunteer position, 3 year term, average time commitment of 4-8 hours/month

Responsibilities, Tasks, & Assignments

- Attend all Board of Directors and Executive Committee meetings
- Carry out assignments and duties as requested by the Chairperson of the Board
- Provide advance notice of meetings of the Board of Directors and Executive Committee
- Ensure the retention and accuracy of Board of Directors and Executive Committee Meeting Minutes and records
- Draft all Board of Director and Executive Committee Meeting agendas

Required Knowledge, Skills & Abilities

- Working knowledge of US-based international non-profits.
- Strong commitment to the mission, purpose, and values of the Organization
- Be able to formulate agendas, send communications, take minutes, and keep records in compliance with applicable organization policies and laws.
- Have a willingness to assist the Executive Committee Chair with projects and duties
- Have a track record of integrity in leading Organizations

President

Position held by the chief executive officer [or equivalent position, regardless of title] of the Organization. Non-voting member of the Board, except in the case of a tie vote.

Responsibilities, Tasks, & Assignments

- Attend all Board of Directors and Executive Committee meetings
- Carry out assignments and duties as requested by the Chairperson of the Board
- Work in partnership with board members and staff to ensure Board resolutions are carried out
- Assist Secretary in preparing agenda for Board Meetings
- Serve as the Secretary in their absence
- Assist in the recruitment of new Board Members
- Act as a spokesperson for the Organization
- Periodically consult with Board Members on their roles and help them assess their performance

Required Knowledge, Skills & Abilities

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

20 LITERS ORGANIZATION OVERVIEW

Mission & Values

20 Liters makes dirty water clean for the most vulnerable through long-lasting and innovative solutions.

Empowering: We seek to empower those who utilize our solutions by developing the assets of local communities and leveraging global partnerships, while holding the needs and participation of those we serve above all others.

Honoring: We seek to honor God by serving our neighbors near and far with love, compassion, and respect for the personally held beliefs of individuals from all faith backgrounds.

Partnering: We seek to forge strong partnerships and believe that success is possible when we work in collaboration with others, generously sharing our skills and resources.

Sustaining: We seek to create sustainable change that positively impacts entire communities for decades by prioritizing solutions that are simple, durable, and appropriate to the specific needs of those we serve.

History

In 2008, a group of passionate volunteers from Mars Hill Bible Church in Grandville, MI formed the Rwandan Water Team in partnership with World Relief Rwanda to support clean water projects in Masaka, Rwanda after 500 people living in the sector died in a cholera outbreak due to contaminated water. While the group that would become “20 Liters” provided the funding, technical expertise, and training; World Relief Rwanda provided logistical support, recruited volunteers, and set up the organizational structure for the project. By 2010, the success of the project led to 20 Liters being incorporated as an independent non-profit to continue their vital work. Since the project began, 20 Liters has impacted over 160,000 people through point-of-use water filtration, rainwater harvesting systems, and health and hygiene training in eight sectors of Rwanda along the Nyabarongo River.

A word about our name, 20 Liters. Across the world, it’s common for people to carry a 20-liter jerry can to a water source to collect dirty water. Making our name a reminder of the weight that people without access to clean water must carry. 20 liters is also the minimum amount of water each one of us needs each day for adequate health and hygiene. Our name is a constant reminder of the people and the lives we work to change every day.

Our Approach

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.

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 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.

Methodology

Access to clean water makes a difference, but so does how we provide that access...

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 volunteers follow 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.

GOVERNANCE DOCUMENTS

Founding Documents

Can be found at <https://20liters.org/about-us/more-info/#governance>

Including:

- Articles of Incorporation
- Bylaws
- IRS Determination letters

Policies and Financial Documents

Can be found at <https://20liters.org/about-us/more-info/#policies-financials>

Including:

- Conflict of Interest Policy
- Donation and Fundraising Policy
- Non-Discrimination Policy
- Operations Policy
- Storage Policy
- Technologies Policy
- Whistleblower Policy
- Board/Staffing Relationship Policy