

2017 Annual Report





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Two children, Manju and Saleena Lama, playing near a partially completed latrine construction in Nepal. Access to latrines and safely managed sanitation is a pillar of health in remote communities.

CAWST is committed to addressing the global need for safe drinking water and sanitation. We build local knowledge and skills on household solutions that people can implement themselves. We do this by providing subsidized training, consulting, and open-content education materials and resources.



Our Vision

is a world where people have the opportunity to succeed because their basic water and sanitation needs have been met.



Our Mission

is to provide technical training and consulting, and to act as a centre of expertise in water and sanitation for the poor in developing countries.



Our Core Strategies

- Make water knowledge common knowledge.
- Build the capacity of public sector organizations.
- Start with household water treatment.
- Lead with education and training.
- Identify barriers to implementation and ways to overcome them.

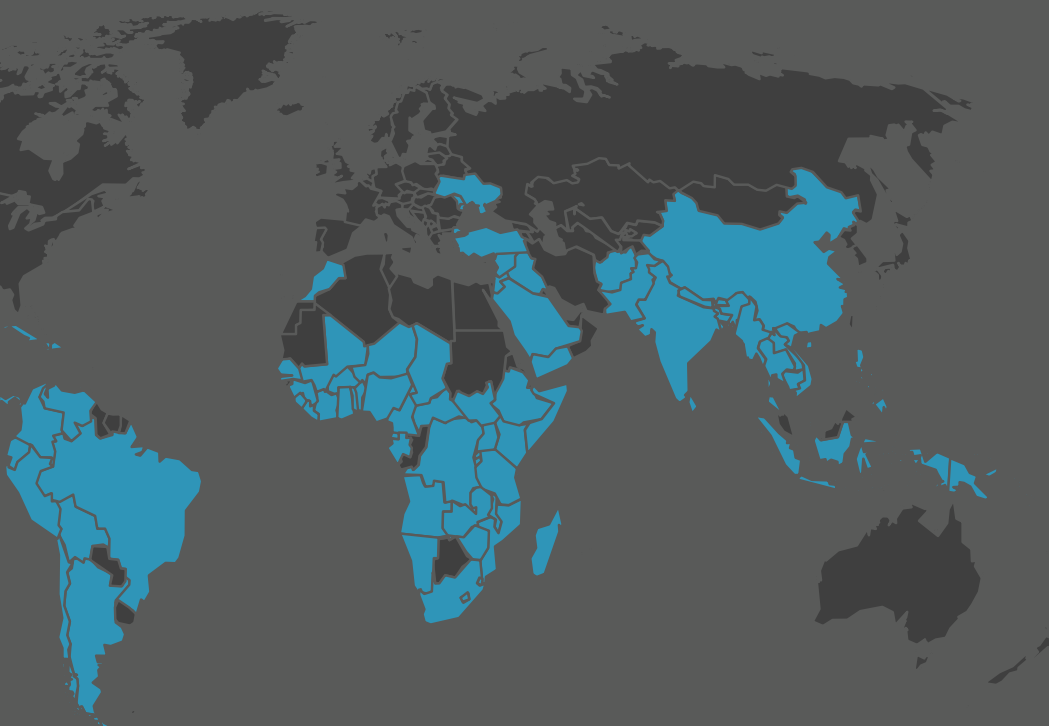
2017 Highlights

	2017	2016	2015	2014	2013
People with better water or sanitation as a result of CAWST and WET (Water Expertise and Training) Centre clients' projects (cumulative)	14.9 million	14.1 million	12.6 million	10.9 million	9.1 million
Organizations that have implemented water or sanitation projects (cumulative)	1,490	1,290	1,090	970	730
Number of countries where CAWST's clients have implemented and reported water or sanitation projects (cumulative)	87	84	82	78	68
People trained by clients using CAWST's training and education materials (cumulative)	8.3 million	7.7 million	6.6 million	5.0 million	3.3 million
Annual expenditure by CAWST	\$4.7 million	\$4.6 million	\$5.1 million	\$4.7 million	\$3.6 million
CAWST expenditure per person impacted (cumulative)	\$2.61	\$2.42	\$2.35	\$2.17	\$2.18

Global Reach

Over 6,000 clients have accessed CAWST's products and services directly, online or via our WET Centre partners.

1,490 clients in 87 countries have reported implementing water or sanitation projects since 2001.



Alemtsehay Abera from Dire Duleti facilitates a self-help group training in Kondala, Ethiopia. Self-help groups consist of 10 - 20 members organized to help each other financially, socially and emotionally, on the principle that every person in a community can contribute to the development of their country.



Letter from our Board Chair and CEO

We're out to make a difference, and it's no small task. It is one thing to see the statistics, but another to figure out how CAWST best contributes to solving the issue* of 2.1 billion people in the world who are without readily available safe water, and 4.5 billion people without safely managed sanitation services.

*WHO/UNICEF JMP, 2017

To help chart CAWST's way forward, we visited Ethiopia in the fall of 2017 along with Zambia, Kenya and Zimbabwe. Ethiopia stands out for its challenge and potential: how do you reach a population of 100 million people, mainly in rural areas, with safely managed water and sanitation? This is the challenge of the Ethiopian government: they have set a target to reach a third of their population with household water treatment in the next three years. While this may be ambitious, it is a government commitment we support.

Our Ethiopian WET Centre partner is working directly with health extension workers within the government structure, as well as a network of 13,000 self-help groups. These are village-based committees that enable saving and lending among members. Both the government and the self-help groups are requesting training from the WET Centre, and the combined potential of these two structures working to scale up is tremendous.

We are placing a priority on our work with WET Centres in Ethiopia and Zambia. Their focus is on local community agents as key to motivating and supporting households in taking action on water, sanitation and hygiene (WASH) for health. We view this work as crucial to extending the reach of the WET Centres in these countries. In doing so, CAWST is learning to better serve other WET Centres and clients globally.

Another priority in extending our reach and impact is to develop CAWST's online learning strategy, building on the success of our Virtual Services.

As the depth and breadth of CAWST's services expand, our clients can accomplish more. Along with the findings of our annual client survey, this growth compels us to review our measurement system.

With excitement for the potential ahead, we invite you to read the stories and testimonials in our Annual Report, the challenges and opportunities. We welcome your questions, and encourage you to join us in making a difference.

Thank you,



David P. O'Brien, O.C.
Board Chair

Shauna Curry
CEO



M

"I had to fight against the perceptions of my peers, my professors, that as a woman I was unlikely to graduate. Some women internalize those perceptions, but if you don't believe that you can do it, then maybe you won't."



A story of impact artha!

Meet Martha Gebeyehu, from Ethiopia.

Martha is a leader who thrives in that ill-defined and sometimes messy space between the personal and the professional. One of a handful of women in leadership roles within Ethiopian Kale Heywet Church (EKHC) – a spiritual and community development organization – she heads a team of WASH specialists as the WET Centre Coordinator. And yet, when asked about challenges she has faced in her life, she has to think hard to come up with an answer.

“It’s very difficult when I have to leave my two children to go into the field,” she says. “My husband is very supportive, caring for them while I’m away. But I miss them so much, I cry with joy when I get back home. I’m thankful that now I’m only gone for a few days at a time, a week at most.”

It wasn’t always so. In her early days as a water quality analyst she would be in the field for long stretches – once, she took her 16-week old daughter with her, on a month-long assignment. Remarkable, considering the places Martha does much of her work are remote, lacking basic services like running water and electricity. But perhaps unsurprising when you hear her speak about why she does the work that she does.

“I am passionate about sharing my skills and knowledge with people. I believe that I am here to help others.”

The middle of five children, Martha grew up with her teacher parents in Addis Ababa. They emphasized the value of education and hard work, and encouraged their children, particularly their daughters, to find a path of their own in the world before starting a family.

“My mother was always my example of how to be strong, how to be loving, and how to work hard,” Martha explains.

She carried these lessons into her university study of applied chemistry, an academically challenging and male-dominated field.

“I had to fight against the perceptions of my peers, my professors, that as a woman I was unlikely to graduate. Some women internalize those perceptions, but if you don’t believe that you can do it, then maybe you won’t.”

This confident determination and people-focused purpose make Martha a strong and compassionate leader. She sees her role as supporting and empowering her team to find their own way, while inspiring them to share her passion for the work.

“Of course, it can be challenging,” she shares, “but it is the communication, the working together as a team that I really enjoy. And I like being able to influence others to do things differently; better.”

Taking a relationship-centered approach with an emphasis on good communication has helped her accomplish



Martha pictured with her husband, Abraham Tuji and her two children Biruh Abraham, 6, and Nathan Abraham, 3.

tangible impacts in under-served communities. One of her proudest achievements has been integrating the WASH program into the networks of self-help groups (SHGs) organized by EKHC, and government health extension workers. The connections Martha has facilitated mean that limited resources go further, and more vulnerable populations have access to vital WASH education.

“The support that CAWST has provided has helped to build my own capacity in facilitation and training while providing essential financial resources to support our work,” Martha explains. “Their mentorship and coaching have also really helped me see the bigger picture and think strategically about how to advance this work inside of EKHC.” And she’s just getting started. Her success integrating WASH at EKHC has energized her to tackle wider opportunities for integration; she has her eye on the health department next.

Watching Martha work in the community, it is clear how much she cares about the people with whom and for whom she works, and in turn, how much they appreciate and respect her. She is able to walk in many worlds, connecting easily with church administrators, development professionals, scientists, farmers, potters, mothers and children; and although her work may sometimes take her away from her own children, her faith and optimism help her to see opportunities instead of challenges.

“I want people to know that investing in us, in WASH education, is worth it. Many people lack knowledge about water, sanitation and hygiene. It may be simple, but people just don’t know how to save their own lives by preventing water borne illnesses.” She pauses, and then says definitively, “Saving just one child is worth it.”

Looking back

CAWST Service Delivery: Report on Progress

2017

As a centre of expertise in water and sanitation for the poor in developing countries, CAWST provides training workshops, online resources and consulting support. Our clients access these products and services through four main channels: our team, WET Centres, external capacity development organizations, and Virtual Services.

CAWST's Team

In-person delivery of training and consulting support services one-on-one or to small groups of people in-country, and over email or phone.

1

Achievements

- Expanded service delivery in 16 countries, including increased focus in French-speaking Africa (Côte d'Ivoire, Burkina Faso, and Chad), India, and Myanmar.
- Delivered our new Faecal Sludge Management workshops in Cambodia, Peru, and Vietnam.

Challenge

- Determining the optimal level of resources (enabled through donations to CAWST) to offer clients who cannot pay for our services, helping them to start, strengthen, and grow their programs.

Water Expertise and Training (WET) Centres

In-country teams operate within existing organizations, doing locally what CAWST does globally.

2

Achievements, with training and support by CAWST

- Ethiopia: EKHC piloted the introduction of Household Water Treatment and Safe Storage (HWTS) and WASH training of village self-help groups, with promising results.
- Nepal: ENPHO launched a comprehensive Earthquake Relief project providing WASH training and support, funded by Global Affairs Canada.
- Honduras: Pure Water for the World (PWW) expanded their WASH in schools and sanitation programs, and raised \$73,000 in earned revenue.

Challenges

- Figuring out the longer-term financial sustainability of WET Centres.
- Finding organizations committed to the WET Centre strategy, in particular the ongoing consulting support.
- Committing to the high level of input required over several years to build WET Centres' organizational capacity, so they can deliver services independently of CAWST.

Capacity development organizations

These are individuals, organizations or institutions trained by CAWST who provide one or more capacity development activities on specific topic areas of expertise (eg. sanitation, ceramic filters, biosand filters).

We are increasing our focus on this channel for service delivery. Our goal is to develop skilled trainers across many existing organizations, which requires fewer resources than creating a WET Centre. A capacity development organization may progress to become a WET Centre.

3

Achievements

- Trained and supported six organizations in improving the quality of their training: Aqua Clara Kenya, Asian Institute of Technology (AIT), Consortium for DEWATS Dissemination Society (CDD), Potters for Peace, Pure Water for the World-Haiti, and Sehgal Foundation.
- Secured a two-year, USD 800,000 grant from the Bill & Melinda Gates Foundation to strengthen sanitation capacity building efforts in Sub-Saharan Africa and South Asia.

Challenges

- Providing the necessary follow-up consulting support is not in the mandate of most training institutions.
- Funding is limited for local organizations to build their own capacity, and for delivering training and consulting support to other organizations.
- Focusing on broader organizational capacity, while remaining focused on providing practical and technical skills that enable clients to take action.
- This is a new initiative for CAWST, and has yet to be proven.

CAWST's Virtual Services

Our learning products and services are made widely and freely available anywhere, anytime, online and offline.

4

Achievements

- Created biosand filter animated instructional videos in ten languages: six new translations by our clients to Burmese, Bahasa Indonesia, Amharic, Hindi, Tanzanian Swahili, and Telugu, in addition to the original French, English, Spanish, and Caribbean Creole that CAWST produced.
- 11,628 registered users, and 5,145 downloads in 179 countries.
- Supported over 1,000 clients via our online chat.

Challenges

- Better understanding how people are using our resources to start, strengthen or grow their WASH programs.
- Developing learner-centred online learning tools that best serve our clients.

Looking forward

2018

In 2018, CAWST will focus on a few major initiatives that will increase our organizational capability to learn, improve, and sustain our service delivery.

Internationally, we will continue to advance in serving our clients and WET Centres, while developing three key areas we believe will strengthen and expand our reach in the long-term:

- 1 Water, Sanitation and Hygiene (WASH) for Healthy Homes.** In 2015, we identified the following priorities: *Integrated WASH*, increasing the number, skills and knowledge of Community WASH Promoters, and scale-up of household water treatment. We will continue to advance these priorities by helping WET Centre initiatives in Ethiopia and Zambia, as the most promising opportunities for impact and learning to better serve our clients globally.
- 2 Capacity development organizations.** In 2016, we increased our focus on this channel for service delivery. In the next year we will make significant advancements through our work with the Bill & Melinda Gates Foundation on strengthening sanitation capacity building efforts in Sub-Saharan Africa and South Asia. We believe that nominal input by CAWST with key organizations at key times can improve the capacity development of existing organizations; and that this will result in increasing the number and quality of WASH initiatives. This is based on our experience with WET Centres and clients who provide training to others.
- 3 Online and Digital Learning.** In 2013, we launched our Virtual Services and now have three online platforms and three mobile apps providing WASH learning tools and resources to hundreds of practitioners every day. In the next year we will develop more and increasingly effective digital learning tools accessible both online and offline, such as microlearning modules.

In 2018 we will be more internally focused, for the purpose of increasing our organizational effectiveness, efficiency, and financial sustainability. We will:

- 1** Review our KPIs and measurement system. We will examine long-standing questions, such as whether and how to capture progress toward integrated WASH for Healthy Homes (see page 21).
- 2** Conduct an independent evaluation for the purpose of learning and accountability. Initiated by CAWST in 2017, it focuses on relevance, effectiveness, efficiency, impact, and sustainability.
- 3** Develop and launch a public engagement and fundraising initiative to expand our base of Canadians who are actively engaged with our cause.
- 4** Strengthen internal systems and processes, specifically our data management system of clients, donors, volunteers, and members.

Jane checks rainwater catchment barrels. She works with Aqua Clara Kenya, one of the clients we serve as a capacity development organization.

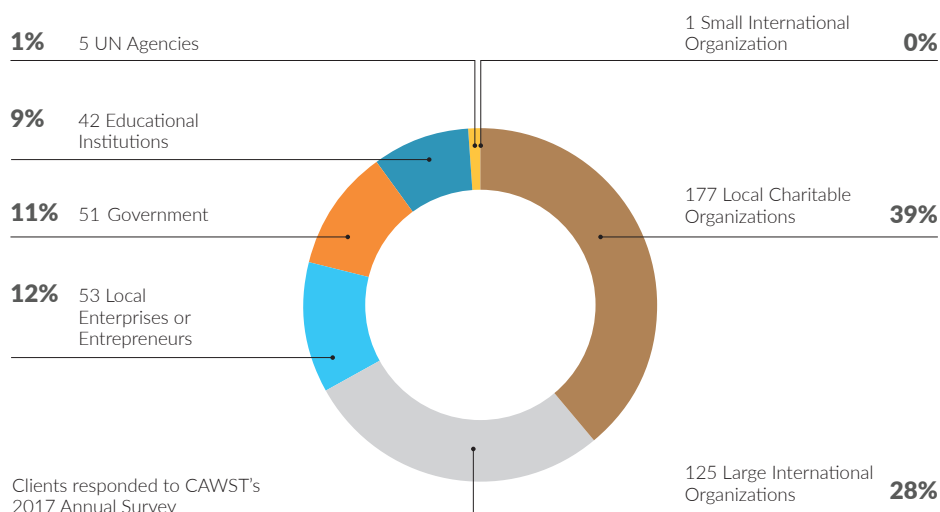


Clients & people

Our work is all about the potential of people. Whether they are clients, partners, staff, volunteers, or donors, people are at the centre of what we do at CAWST. Ultimately, your contribution supports people to achieve their full potential, with WASH as the intervention point. This is your impact on the world.

Clients

CAWST serves organizations who in turn serve those in need of safely managed water and sanitation. Our clients are organizations or governments that have the mandate to provide their communities with WASH. Each one is unique in their capabilities and local context. We support their mandate by developing their capacity to provide quality, sustainable WASH services.



Water Expertise and Training (WET) Centres

WET Centres do locally what CAWST does globally. They are our in-country partner organizations who provide training and consulting services such as workshops, development of education materials, water quality testing, and site visits. WET Centres multiply our efforts, adapt our training and consulting services to their local context, and reach many more people in their country or region than we could alone.

Pure Water for the World (PWW) Honduras is a perfect example of replicating CAWST services at the local level. Starting with some technical consulting and periodic workshops on biosand filters in 2005, our work together flourished, growing into a WET Centre partnership in 2014. In a remote area called La Mosquitia, PWW Honduras, in partnership with CAWST, UNICEF, and local departments of education, is educating teachers on the importance of WASH and how to integrate WASH topics into the curriculum. This is just one example of the impactful work that PWW Honduras is doing, successfully reaching people who are in dire need of safe water and sanitation.



Rony Alexander Quiñones, a trainer with Agua Pura Para El Mundo Honduras (PWW Honduras)

“WASH in schools is impactful because we work with teachers, they work with children, and the children are taking their learning back to their parents and households. This is especially important in an area as remote as La Mosquitia because the families would not have access to basic supplies or knowledge, so this type of education can lead to behaviour change that contributes to breaking the cycle of poverty.”

Oscar Armando Andino
WET Centre Coordinator, PWW Honduras

Collaborators

CAWST collaborates with research institutions to accomplish shared goals in research, knowledge management and sharing, and capacity development.

In 2017, our collaborations built upon existing student projects, providing new insights on implementation challenges that our clients face.

Queen's University: a team researched the question of potential risks of plastics leaching if non-food grade tubing is used for biosand filter body construction. It was inspired by questions from clients like ENPHO and Samaritan's Purse.

University of Calgary: a mechanical engineering team approached the challenge of washing sand and developed a creative barrel-spinning, time-saving method.

Concordia: an MSc. student has been investigating how water quality affects arsenic removal in the Kanchan filter, inspired by questions from our partners like ENPHO and JICA.

SAIT: a Civil Engineering Technology team investigated a common quality control issue of biosand filters in Africa, to develop recommendations on how the cement mix and construction practices could be improved.





Alejandro Carvallo

CAWST Board Member, Audit Committee member

Alejandro Carvallo is a Civil Engineer and holds a Master's in Business Administration. Alejandro has over 35 years of experience leading engineering, construction, and manufacturing companies through different roles at the C-level in North and South America. He has been a sponsor and Board member in several non-profit ventures in Latin America, Canada, and Africa. Alejandro was born in Venezuela, and after many years travelling worldwide, he and his family decided to settle in Canada. Alejandro and his wife have four children and two grandchildren. We proudly welcomed Alejandro to the CAWST Board in May of 2016.

“CAWST provides not goods, but knowledge. Goods are a one-time consumable; if a person shares money, each person gets only a fraction. On the other hand, knowledge is never lost, and it can be transmitted innumerable times. In fact, when shared, knowledge multiplies. This is the main reason I was compelled to support your work.”

Alejandro Carvallo

Board of Directors

CAWST's Board
Members are:

David P. O'Brien, O.C.
Chair

Mel Belich
Audit Committee

David Boone
Audit Committee

Alejandro Carvallo
Audit Committee

Shawn Cornett
*Governance Committee,
Human Resources
Committee*

Shauna Curry
CEO

Camille Dow Baker
Co-founder

Eric Monteith
*Human Resources
Committee*

Greta Raymond
*Governance Committee,
Human Resources
Committee*

Christopher Read
Audit Committee

Ora Zabloski
*Governance Committee,
Human Resources
Committee*

The Board Chair and
CEO are ex officio
members of all Board
Committees.

Profiles of CAWST's
Board members can
be found at [cawst.org/
board](http://cawst.org/board)

Members

Our members believe in our vision and mission and have joined us in an international movement to alleviate extreme poverty, starting with the most basic of needs – water and sanitation. Members can vote at CAWST's Annual General Meeting and stay current on CAWST's latest news. CAWST has 806 members from 72 countries. In 2017, 122 new members joined CAWST.



Team

We are proud of our people. Our 50-member team of highly-qualified staff and associates is deeply devoted to our cause. Most are based in Calgary; they collectively hail from 19 countries, speak 20 languages, and have worked in 97 countries. They are doers and changemakers: engineers, educators and other professionals, four with PhDs and 15 with Masters degrees.

Changemakers like Lena Bunzenmeyer, who has been working with CAWST since 2014 as a Global WASH Advisor.

"There are so many things I love about my work, but ultimately it comes down to people. I have so many opportunities to be inspired by people doing incredible work in often challenging situations and difficult environments, with

minimal funding, variable human resources, and volatile seasons. Through it all I find amazing people, working for amazing local organizations, having amazing impact. I love when I can make an organization's work just a little bit easier or more effective simply by connecting them to knowledge. Throughout 2017 I've been working with an organization called GraceWorks Myanmar. They've been running a successful Community Development Education program for many years, but only recently realized the need to address WASH issues in their program areas. Through our work together, they are taking their experiences in community education and adding valuable technical information that, in the end, will have far-reaching positive influences across an entire country."

"I have so many opportunities to be inspired by people doing incredible work in often challenging situations"

Lena Bunzenmeyer



Volunteers

We appreciate the time and talent contributed by our many volunteers. CAWST volunteers are diverse in their experience and roles. From research to facilitation to event logistics, they are integral and indispensable to our work. In 2017, 38 volunteers contributed 302 hours, for a total of 55.5 person-years to date.

One of those volunteers is Kristina Anderson, who has volunteered with us for over a year and participated in multiple CAWST trainings.

"The first time I heard about CAWST was during my time in Haiti volunteering on a water filtration project. I was searching for some local support, and through CAWST's online chat system I connected with Sam, a WASH Technical Advisor. He put me in touch with Andrew, a local Haitian water quality advisor, who was able to provide us with the support we desperately needed at that time. Your staff members are deeply knowledgeable in the field, professional, and ready to go

out of their way to support projects all over the world. I was so impressed with the service that CAWST provides that I looked into volunteering upon my return to Canada.

Volunteering on the online chat system has taught me so much about all of the WASH work that is happening in the world. Your staff have been very helpful answering all my questions, and the training courses I have been able to attend have been fantastic.

I look forward to volunteering with CAWST for many years to come, and am proud to support such a fine organization."



CAWST's Canadian public engagement in 2017 included a Wavemakers bike trip. The first of its kind, *Ride the Rockies* gave young participants an opportunity to develop their leadership skills and understanding of our local watershed.

ENPHO staff lead a community training program, teaching the principles of sanitation and hygiene. ENPHO is our Water Expertise and Training (WET) Centre partner in Nepal.



We are grateful to each and every individual and organization who supports our work through financial contributions.

Donors

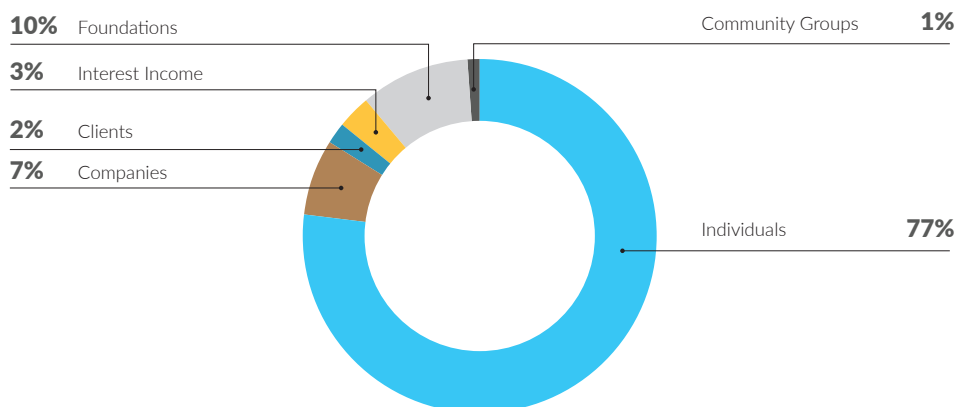
As donors, you make our work possible. Recently, some of you provided additional time and feedback about why you donate, and what you think about CAWST and our work. This helps us better understand you, which in turn will help us expand and diversify our funding. Some of the key things we heard include:

- You believe inadequate water, sanitation, and hygiene is one of the greatest problems facing the world today; and that supporting international development matters, along with sustaining change.
- Many of you see your support as an investment in sustainable human capacity development. You are inspired by the low cost solutions we promote.
- Many of you first heard about CAWST through someone you knew. You first gave because you had been looking for a credible charity addressing these issues or to support someone you knew who was involved with CAWST.
- You want to keep communication personal; in terms of how we deliver it, its frequency and what it's about. Both numbers and stories are important to you.


These insights suggest that new donors will, like you, already care about water and international development. Through your feedback, we learned that personal relationships are an important way to reach donors. In accordance with your wishes, we will continue to track our results and maintain transparent financial reporting, to demonstrate the strength of your social investment. We are committed to using your donations responsibly to develop capacity, support low cost WASH technologies, and work toward sustainable change.

For a full list of our donors please visit cawst.org/donors

2017 Revenue by Donor



CAWST strives to maintain diverse, balanced revenue sources so that our funding is resilient to change. That way, when one source of funding decreases, it does not cause significant swings in budget or staffing, nor endanger our ability to serve clients. That resilience was tested in 2015 when the end of a major funding agreement with the Government of Canada coincided with a significant drop in corporate donations, related to economic conditions. We are grateful to David P. O'Brien, O.C., for supporting us in this time so that CAWST could continue to serve its clients and meet its commitments. We are jointly dedicated to returning to more balanced revenue segments.

A woman with dark hair, wearing a white short-sleeved shirt with floral embroidery and a grey skirt, stands in the doorway of a latrine. She is smiling and looking towards the camera. The latrine has a corrugated metal roof and a wooden door that is open. The interior is dark, and the exterior wall is made of concrete. The scene is set outdoors with some foliage visible on the left.

A woman with her latrine
in the community of Cerro
Bijao, in Trojes, at the
border of Nicaragua and
Honduras. Over 65% of the
population lacks access to
safely managed sanitation.

(WHO/UNICEF JMP, 2017)

Results summary

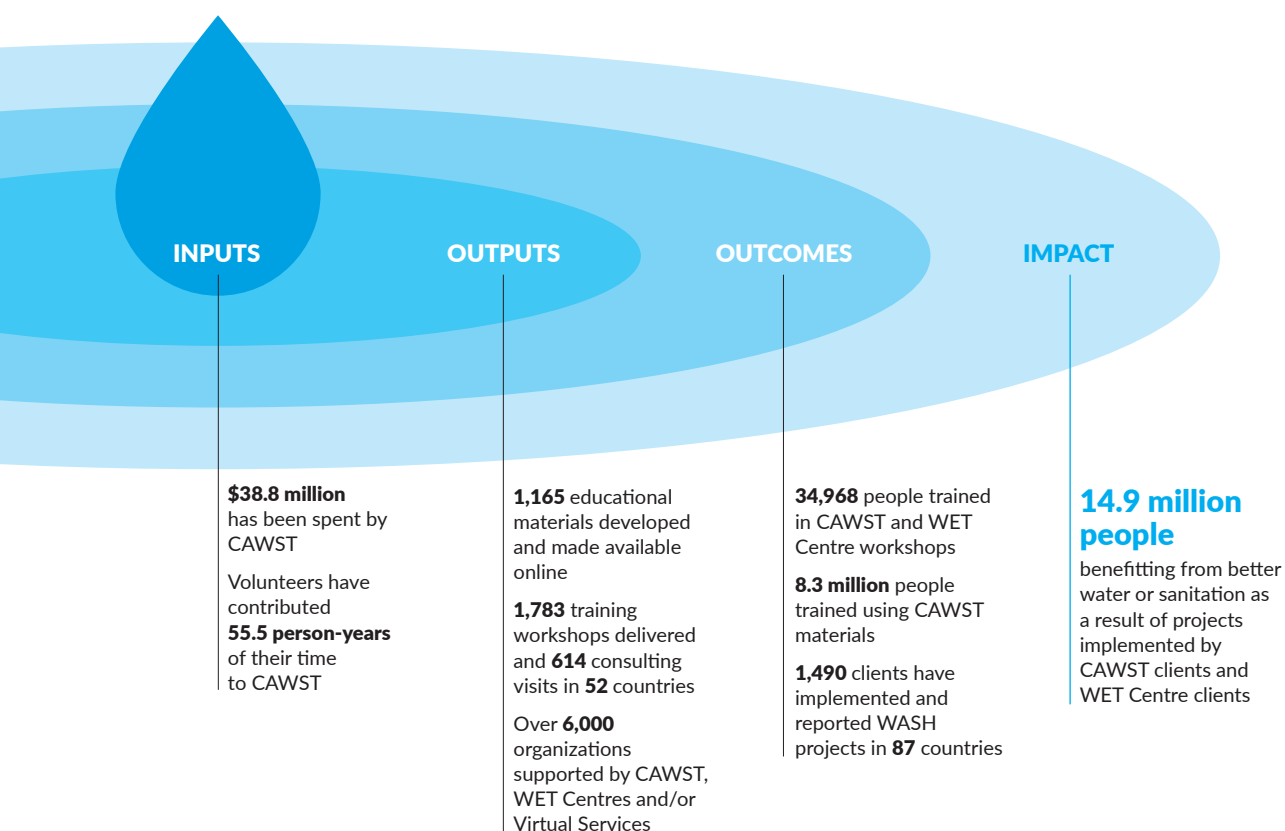
With our annual reporting, CAWST's Board of Directors seeks to capture the overall impact of the past year. In doing so, we take into account:

- the success of our clients, of which we are proud to be a contributor through our services
- that our KPIs cannot fully capture the extent of our impact
- that some outcomes of capacity development are abstract, and therefore difficult to measure

In our reporting and performance CAWST is continually seeking to identify areas for improvement, and to better understand and communicate our strengths, outcomes, and impact.



Patricia, a young girl from George in Zambia, enjoys a glass of safe drinking water at home. In partnership with our WET Centres, we are exploring more effective water quality monitoring options at the household level.



2017 Key Performance Indicators

Since our inception, CAWST has provided capacity development services to organizations working in non-networked WASH, helping them to start, strengthen, or scale up their programs. Our suite of services includes technical training, competency development, and consulting support.

In our early days, we worked primarily with organizations focused on WASH hardware implementation; however, over the years our clients and partners – in particular our WET Centres – adopted CAWST's model and began to offer capacity development services themselves. In each of their regions, WET Centres support organizations that implement WASH, as well as community agents such as Community WASH Promoters (CWPs) and Health Extension Workers (HEWs). CAWST believes this is an effective model to reach more people with better water and sanitation services, and to achieve better hygiene practices. As our clients and services have evolved, so has the need to review how we measure our performance. The farther away an outcome is from a CAWST activity, the less control we have over it and the harder it becomes to track. This became evident in 2017, leading us to reflect on each of our Key Performance Indicators (KPIs).

In 2013, we decided to include household water treatment & sanitation system implementations reported by the community agents (CWPs and HEWs) that work closely with our WET Centres. These agents contribute significantly to the communities where they live and work, but their efforts were not represented in the way we tracked results. We decided to count regional groups of community agents as 'client organizations' in our results.

Between 2016 and 2017, the number of these community agents responding to the CAWST survey and their aggregate impact increased significantly. As part of our annual review of the data, we found that the number of households with better water and/or sanitation reported by community agents in Zambia exceeded the population of the district(s) where they operate.

Further investigation highlighted the limitations of our current measurement system and the evolution of our

clients and their services. Several factors contributed to this over-reporting, including:

- the same households could be counted in two or more years by the CWPs and/or HEWs
- every technology is counted separately. So, if a household has a latrine and a ceramic filter, that house could be counted and reported twice
- our WET Centres and CWPs both reported the same biosand filters in their results
- CWPs/HEWs promote practices including WASH technology implementation at the household level, rather than implementing the hardware. When responding to the survey, CWP/HEWs often report number of households that received training on the technologies as hardware implementation
- the same household could be visited by more than one CWP or HEW – not often, but it does happen – and thus reported and counted more than one time

For these reasons, we have removed all of the CWP and HEW contributions to KPI 1 for the years in which they were included (2013-2017). This causes the cumulative number of people impacted with better water or sanitation to be smaller than previously reported. Therefore all the figures have been updated from 2013 to 2017.

KPI 2 measures training and education by others using CAWST resources, so it partially captures CHP and HEW contributions, but their full impact is not captured by our current KPIs.

Ultimately, this year's analysis provided valuable and timely information that will inform CAWST operations and measurement. We are revising our measurement system in 2018, aligning with our revised Theory of Change, to improve how we capture and report our results.

When CAWST first developed Key Performance Indicators in 2004, we committed to measuring our work by both the number of people we have trained, and what trainees do with the knowledge and skills they gain from our services. Many capacity development organizations like ours only track outputs, like the number of people trained. We chose to measure the number of people using better water or sanitation as an indication of the extent to which our services result in WASH project implementation by our clients. It has been an important indicator for us to keep focused on the people we serve. It is an imperfect measure, because CAWST services are contributions to those results and because of the expanding and changing nature of our services.

Over the years, we refined our KPIs as we better understood the types of clients we serve and the subsequent actions they take, particularly how knowledge spreads from the clients we serve to the people whom our clients serve.

We have several standing questions about our measurement system, which we have not yet resolved. We will investigate these further in 2018-2019:



1 Capture the broader impacts of our work.

The depth and breadth of CAWST's services have expanded, as have the resulting impacts. Our clients are taking action in inspiring and unexpected ways that we have not captured. For example, households often build rubbish pits after being trained by Community WASH Promoters, as a first easy step to health and hygiene.



2 Measure improvements in quality, not only quantity.

An increasing proportion of our work is with clients who are already implementing water and sanitation projects. With our support, for example through site visits and research, clients improve the quality of their implementation and overcome challenges. By working with our clients to develop and refine training programs, we help them to motivate action in their target population. Through our competency development process, clients continuously improve skills that enhance their implementation of WASH projects. Our current KPIs only measure the number of people reached, not the improvements in quality or sustainability stemming from our services.



3 Recognize the progress households make toward Healthy Homes.

For a healthy home, people need water, sanitation and hygiene (WASH) practiced correctly and consistently, however it's difficult for people to adopt new technologies and multiple practices all at once. Progress is achieved with a series of incremental changes over time, as people: (i) adopt an initial WASH technology or practice and then make incremental improvements; (ii) expand to include additional areas of water, sanitation or hygiene; (iii) use these technologies correctly, consistently, and continuously.



4. Identify the best metrics to guide our work and track our progress.

This is a question we asked in 2004, and we continue to ask it regularly. KPIs cannot reflect everything. We also need internal, predictive indicators to help us target and refine our services. In 2018, we are re-assessing and evolving our measurement system, exploring practical ways to show, in-depth, how our services have changed clients' work.

KPI 1

Cumulative number of people with better water or sanitation

“CAWST provides great value in our communities, helping provide necessary options to improve our livelihoods.”

Silo Rojas

UNV, South Sudan

“We utilize CAWST workshops as professional development opportunities to learn more and be able to coach implementers on best practices. We appreciate the resources provided by CAWST. Thank you all!”

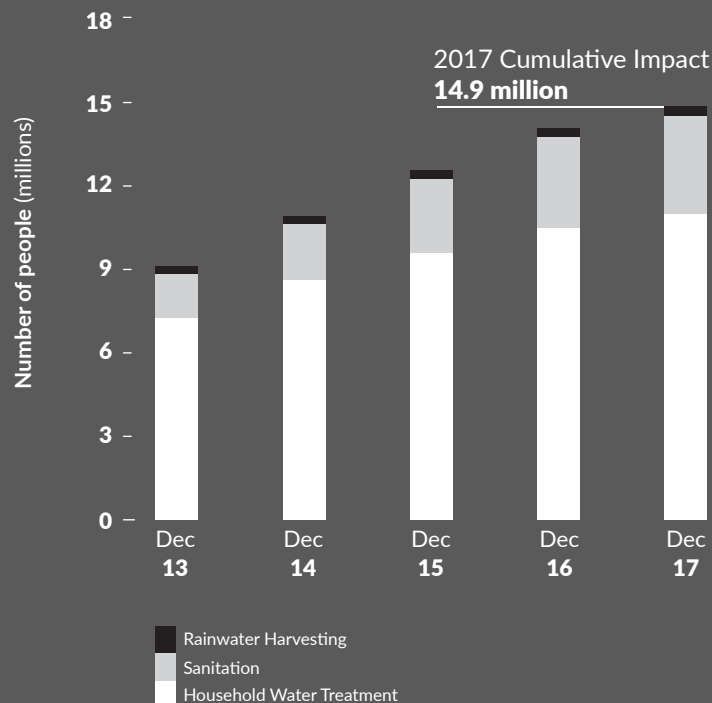
Vanessa Vegas

The Rotary Foundation, United States

One of CAWST’s indicators of success is the degree to which our clients take action after receiving services from CAWST, the WET Centres or Virtual Services. KPI 1 captures what CAWST’s clients report as the number of people they have reached with better water or sanitation. CAWST services play a critical role, along with other factors that contribute to a project’s success.

In 2017, there was a 5.3% increase in results over 2016, compared to 15.6% average growth in the prior five years. The smaller growth in 2017 was caused primarily by a high report of chlorine in 2016 due to a cholera outbreak in Ethiopia, and to WET Centres’ clients reporting lower impact. (Also see KPI introduction, page 20-21).

In calculating KPI 1, we apply a retention factor to account for the proportion of people who received better water or sanitation in the past but may no longer be using these technologies currently.



KPI 2

Number of people reached using CAWST's education materials

“CAWST is my one-stop shop for any WASH related queries. I really like the fact that I am able to download, for free, any education material when needed and that you provide a wide variety of materials.”

Jeremiah Magar

Aqua Clara International, Kenya

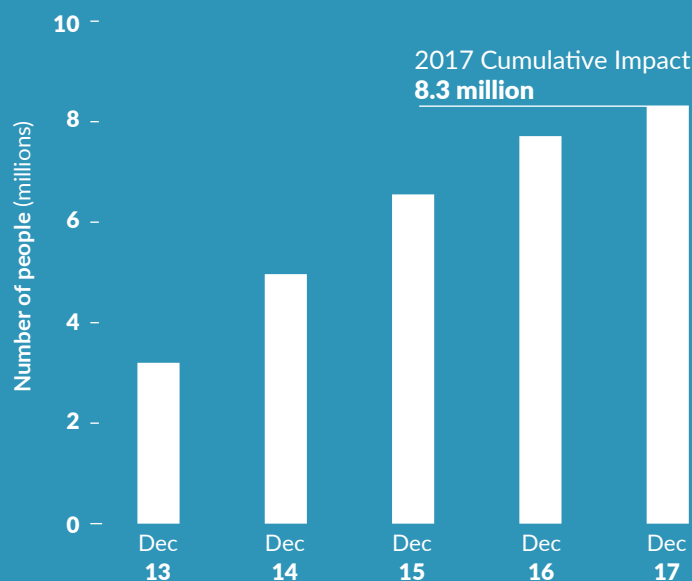
This year, our clients reported having trained and/or engaged approximately 600,000 people (through community awareness events or mass media campaigns) using CAWST's education materials, totalling 8.3 million since our start. These materials include CAWST's WASH technical and learning-focused training manuals, competency frameworks, games, and informational posters.

Each year, many more people access our materials (using both CAWST's online and offline resource libraries) than what KPI 2 captures. Access and downloads indicate interest in the materials; KPI 2 takes it a step further to indicate that the materials are useful and being used.

“We build customized, decentralized water purification systems for mostly rural Somaliland. CAWST's biosand knowledge has helped us incorporate high quality biosand filters in our systems.”

Bille Abdi

CEO, Macaan Water Filters, Somalia



KPI 3

Number of implementing clients

“CAWST is supporting us to improve and develop WASH activities. I appreciate how they have increased our capacities, especially on WASH.”

Eng Mohammed Islam Quraishi

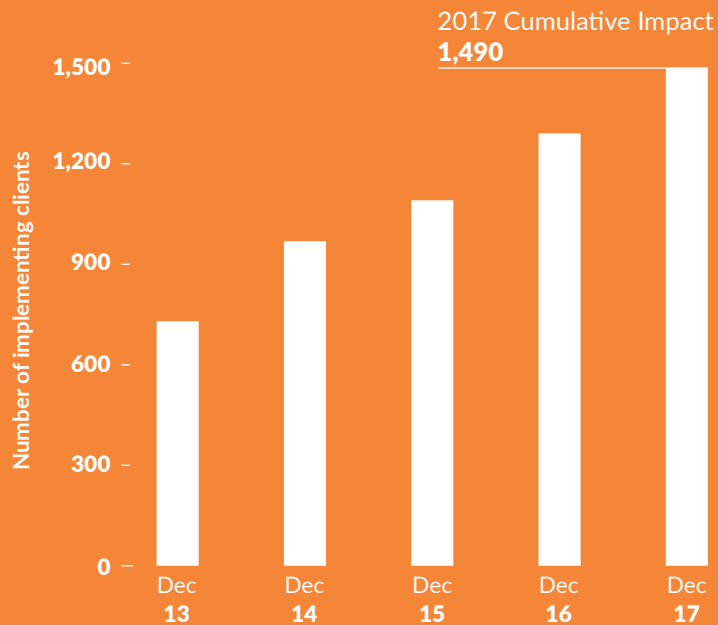
Mission East, Afghanistan

The number of implementing clients grew from 1,290 to 1,490 in 2017, representing approximately 15% growth. These clients are organizations that have accessed services from CAWST, WET Centres and/or our Virtual Services; and have reported that they are implementing water, sanitation and/or hygiene hardware, and/or are using CAWST materials to teach others. The growth in the number of implementing clients contributes to reaching more people with better water or sanitation.

“CAWST has excellent resources to standardize hygiene training, which is required now for all Rotary Water Projects. I especially appreciate that many materials are available in multiple languages.”

Terri Smiley

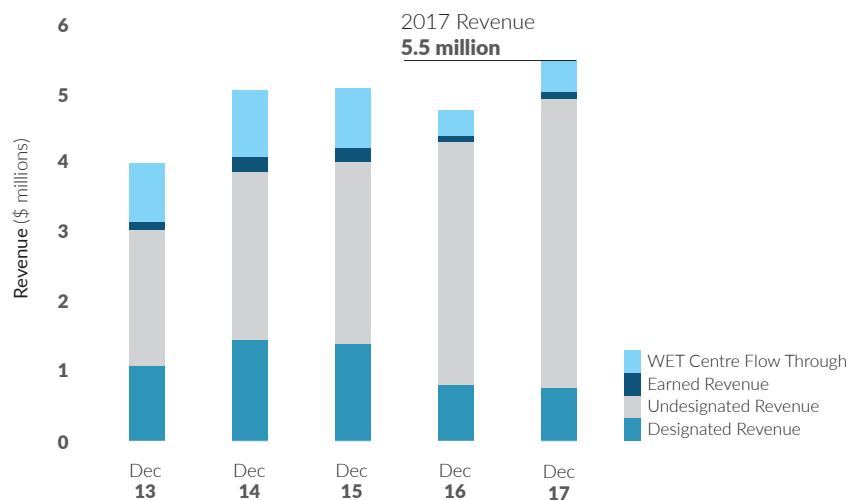
Rotary Club of Kalsipell, United States



Financial information

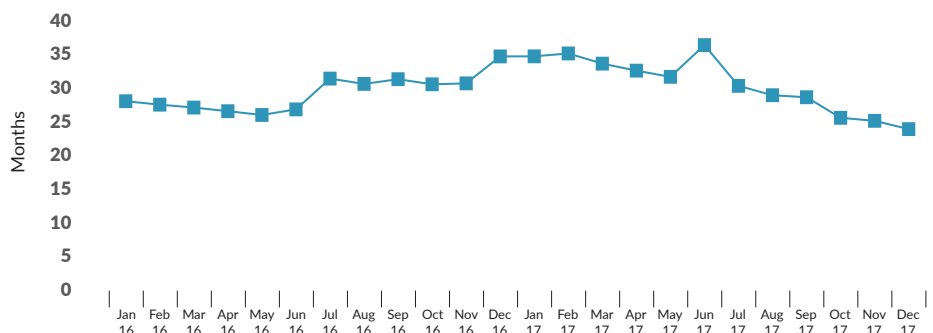
KPI 4 Revenue

In 2017, revenue totaled \$5.5 million, an increase from the previous three years, with the most growth being in undesignated funding. This enables CAWST to serve WET Centres and clients with the most pressing needs or highest leverage. While designated funding dropped in 2015, it holds steady from 2016 to 2017 thanks to two new projects with the Bill & Melinda Gates Foundation and Global Affairs Canada.



KPI 5 Financial Reserves

The Financial Reserves are calculated as the month-end cash balance divided by the average forecasted monthly expenditures six months forward. As of December 2017, our financial reserves would allow CAWST to operate for two years without additional funding. The reserves include \$13 million in deferred revenue to future years. Our funding reserves enhance our stability as an organization and ability to plan our strategies for future years.



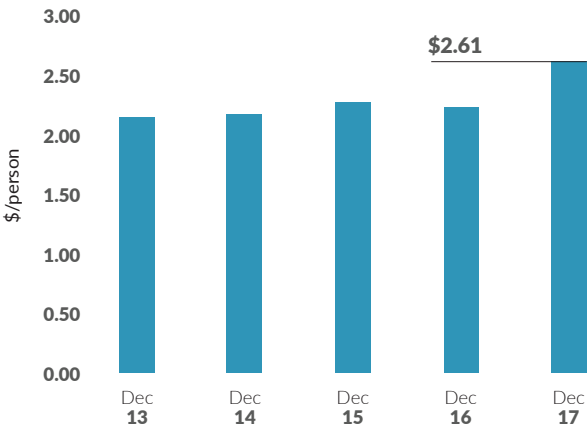



“We first heard of CAWST in 2005 and were immediately intrigued by the mission, curious to learn more and driven to help out. Since then, our support has taken multiple forms, from volunteering to help staff get ready for workshops to making financial contributions. We believe in the CAWST approach that helps local communities initiate and sustain their water and sanitation projects. CAWST’s model engages communities to be responsible for their own future, with the reassurance that CAWST can support when needed. What a gift of hope it must be!”

Maureen and George Amos

KPI 6 CAWST’s cost per person affected

We use this indicator to measure the efficiency of our work. It is calculated as cumulative CAWST expenditures since the start of our organization (\$38.83 million) divided by the total number of people reached with better water or sanitation through the work of our clients and WET Centre’s clients (14.9 million). This is higher than previous years due to the increased depth and breadth of CAWST’s services not captured by KPI 1, and lower total annual results reported by our clients (see KPI introduction, page 20-21, and KPI 1 page 22). This indicator reflects CAWST’s investment in assisting our clients and partners to maximize the impact of all their available resources.





CAWST takes pride in being prudent with our funds and accountable to all who contribute to our cause. In 2017, we were named one of Canada’s most accountable and efficient charities by the *Financial Post*.

Our expenditures explained

Your investment in CAWST is an investment in people. You are helping to bring about strategic, sustainable, scalable change in WASH. Here's how we use your valuable contributions.

We break down our expenditures into three categories as required by the Canada Revenue Agency:

Fundraising

These are the costs related to the efforts we make to solicit donations. In 2017, we expanded our *Gift of Water* campaign during the holiday season, including additional advertising and development of a video. Many thanks to those who contributed; we exceeded \$20,000, double our initial target.

Management and Administration

Administrative costs are often misinterpreted as extraneous for non-profit organizations, but they are vital to our work and to running effectively. They include important areas such as planning, human resources, financial stewardship and controls, and information communication systems and technologies.

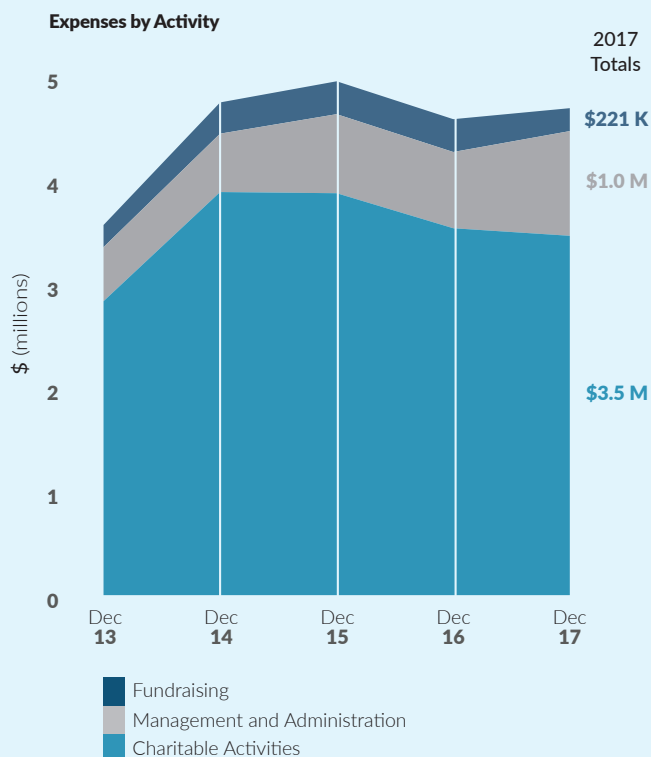
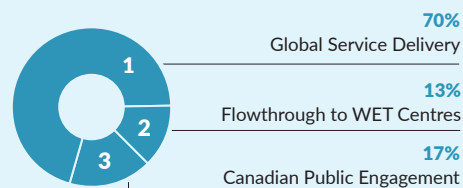
Charitable Activities

This is the work we do that is directly in service of our vision and mission. Our goal is to maximize the proportion of funding spent on our global service delivery.

We break down our charitable activities spending into three categories:

- 1 Global Service Delivery:** CAWST works to deliver services to clients and partners, targeting implementers of WASH projects in developing countries. CAWST supports our clients around the world to start, improve, or scale up their own WASH programs. Our services include training workshops, consulting support, education and training resources, and institutional capacity building.
- 2 Flowthrough to WET Centres:** We provide direct financial support for the development of each WET Centre, including staff and institutional capability, and the delivery of training and consulting support services to other organizations in the region. Thanks to a private donation, we have been able to continue the WET Centre development while we seek funding for WET Centres.
- 3 Canadian Public Engagement:** Our Canadian public engagement strategy focuses on educating, inspiring, and empowering Canadians to take action on water, sanitation and hygiene. This includes our Wavemakers program, which engages youth through classroom workshops and youth-led action projects on water and sanitation issues.

2017 Charitable Activities Breakdown



Statement of Financial Position

December 31, 2017, with comparative information for 2016.
Unaudited condensed financial information for CAWST is presented below.
The latest audited financial statements can be found at cawst.org.

	December 31, 2017	December 31, 2016
Assets		
Current Assets:		
Cash and Cash Equivalents	\$ 1,006,538	\$ 1,179,982
Term Deposits	14,464,474	13,635,575
Accounts Receivable	172,712	84,835
Government Sales Tax Receivable	5,662	7,288
Prepaid Expenses	79,977	27,669
	15,729,363	14,935,349
Term Deposits	-	-
Property and Equipment	133,702	186,949
Total Assets	\$ 15,863,065	\$ 15,122,298
Liabilities and Net Assets		
Current Liabilities		
Accounts Payable and Accrued Liabilities	\$ 234,783	\$ 176,721
Government Payroll Tax Payable	-	-
Deferred Contributions	5,993,288	4,046,616
Deferred Capital Contributions	77,092	119,142
	13,315,487	13,340,100
Net Assets	2,547,578	1,782,198
Total Liabilities and Net Assets	\$ 15,863,065	\$ 15,122,298

Statement of Financial Operations

Year ended December 31, 2017, and 2016

	2017	2016
Revenues		
Donations	\$ 4,438,055	\$ 3,812,942
Grant Revenue	720,109	696,587
Amortization of Deferred Contributions	42,050	7,009
Interest Income	151,411	143,787
Training Courses	32,459	54,527
Project Consulting	72,119	27,140
	5,456,203	4,741,992
Expenses		
Water Expertise and Training Centres	454,843	369,367
Salary and Benefits; Consulting	3,226,009	3,268,967
Travel	322,891	293,768
General Administration	377,606	329,136
Rent and Utilities	172,914	191,958
Gain/Loss on Sale of Marketable Securities	27,810	46,490
Materials and Laboratory Supplies	11,183	2,484
Professional Fees; Training and Conferences	59,549	62,537
Unrealized Foreign Exchange Gain	(44,596)	(24,903)
Depreciation	82,614	45,139
	4,690,823	4,584,943
Excess of Revenues Over Expenses	\$ 765,380	\$ 157,049

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