

# E-PARCC

COLLABORATIVE GOVERNANCE INITIATIVE

Syracuse University

Maxwell School of Citizenship and Public Affairs

Program for the Advancement of Research on Conflict and Collaboration

## The Last Well: Changing Lives of Liberians through Collaboration

“When we’ve completed our goal, it will be the largest effort of its kind – going in the rural areas of a developing country from border to border and providing every single human a clean, permanent water source within a 15-minute walking distance of their home. This will be the first time ever where thousands of people have pulled together in one unified attempt to bring clean water to any developing country from border to border.”<sup>1</sup>

- Todd Phillips, founder and executive director, The Last Well, in June 2018

In January 2020, the Citizen Action Committee, a conglomeration of civil society organizations (CSOs), came out in support of Texas-based non-profit organization The Last Well (TLW), describing it as a true partner to the Liberian Government’s pro-poor agenda.

This case was written by Debapratim Purkayastha and Benudhar Sahu of IFCAI Foundation for Higher Education. It was the winning case in E-PARCC’s 2019-2020 Glendal E. and Alice D. Wright Prize Fund for Conflict and Collaboration Case Studies in International Development. The case is intended for classroom discussion and not to suggest either effective or ineffective responses to the situation depicted. It may be copied as many times as needed, provided that the authors and E-PARCC are given full credit. E-PARCC is a project of the Collaborative Governance Initiative, Program for the Advancement of Research on Conflict and Collaboration- a research, teaching and practice center within Syracuse University’s Maxwell School of Citizenship and Public Affairs.

[https://www.maxwell.syr.edu/parcc\\_eparcc.aspx](https://www.maxwell.syr.edu/parcc_eparcc.aspx)

<sup>1</sup> “The Last Well to Provide Liberia with Clean Drinking Water by 2020,” www.prnewswire.com, June 15, 2018.

There had been an outpouring of support for TLW from certain CSOs ever since a government commission had tried to create trouble for it in December 2019 by challenging its achievements in providing universal access to water in Liberia.

TLW had been working in Liberia since 2009 with the stated mission of providing safe drinking water and spreading the Gospel to the entire nation by the end of 2020. Its founder and executive director, Todd Phillips (Phillips), had decided to focus on Liberia, because in his perception, this West African nation was the “hardest place”<sup>2</sup> in the world and *water* was the biggest issue plaguing it. At TLW, the founders had a goal to “eliminate water scarcity in Liberia in Jesus’ name. We also know that by helping our neighbours across the globe get access to safe-drinking water and the gospel, we are providing an opportunity for Christ-followers to be agents of change for those in the world with the greatest need.”<sup>3</sup>

To achieve its mission, TLW entered into partnerships with many stakeholders including non-profit organizations, corporations, research institutions, faith-based organizations, and field partners, who expressed their commitment to working for the organization’s mission. The partners were determined to ensure that every Liberian had access to clean water within a 15-minute walking distance of their residence by the end of 2020. The field partners were composed of technical teams that installed wells, hand pumps, and household filters, as well as local teams that shared the Christian message to Liberian communities. The partners helped TLW map out all of Liberia, manage the delivery and usage of water filters, collect data to eradicate waterborne diseases, diminish death rates, and create a sustainable solution to the drinking water problem in the country.

TLW’s goal got a significant push when Sawyer Products<sup>4</sup> committed to bringing safe drinking water to the entire nation of Liberia by donating Sawyer water filter systems and providing training to the people on their usage. Calvin University<sup>5</sup> students helped TLW get to know the impact that the water filters had on the health of people.

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<sup>2</sup> “Rivercess Well Repair Program – Liberia,” <https://watercharity.com>.

<sup>3</sup> “About Us,” <https://thelastwell.org>.

<sup>4</sup> Founded in 1984, Sawyer Products is a US-based company that manufactures water filtration devices, insect repellent, sunscreen, and first aid kits.

<sup>5</sup> Calvin University, formerly Calvin College, is a private Christian liberal arts university based in Michigan, United States.

In October 2018, Phillips even lived on a barge on a lake in Dallas until he raised nearly US\$2.29 million in donations for the cause.<sup>6</sup> By April 2019, TLW had provided safe drinking water to more than two million Liberians in five counties through its safe drinking water projects,<sup>7</sup> but there were still almost 1 million residents who were not covered by its projects.<sup>8</sup> The National Water Sanitation and Hygiene<sup>9</sup> (WASH) Commission Liberia, however, challenged TLW's progress report saying that they had found major discrepancies in the claims made by TLW. Nevertheless, Phillip believed that his dedicated quest with support from partner organizations would help the organization achieve its goal. When TLW's mission was achieved, Liberia would be the first developing nation in the world with safe water from one border to another and would arguably be the nation most saturated with the Gospel, he said. Can Phillips and TLW's acting Country Director, Abdul Hafiz Koroma (Koroma), be able to achieve this ambitious goal by December 2020? And if so, how will they ensure the sustainability of the safe water sources beyond 2020?

## **THE LAST WELL**

After a radical conversion experience at age 24, Phillips devoted the next 20 years of his life to promoting the message of Jesus Christ among young adults around the world as an evangelist and pastor. After spending 15 years serving as pastor to four evangelistic ministries, Phillips was serving as the Senior Pastor of Frontline Church in Washington DC, when the idea of TLW came to him. Many young adults, who regularly attended one of the ten Frontline Campuses, saw the movie 'Amazing Grace,' which depicted the story of William Wilberforce's 40-year effort to end slavery in England. Inspired by the movie, they came to Phillips asking, "Why can't we see God END something in our generation like he did when he ended the slave trade through William Wilberforce?"<sup>10</sup> It was that question that led to the birth of TLW in 2008. The organization was founded by a group of Christian young adults led by Phillips.

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<sup>6</sup> Dana Branham, "A Man has been Floating on Lake Ray Hubbard for More than a Week – and He Won't Leave Until He Raises \$2 Million," [www.dallasnews.com](http://www.dallasnews.com), October 19, 2018.

<sup>7</sup> "We are The Last Well, A Water for Africa Charity," <https://thelastwell.org>, April 15, 2019.

<sup>8</sup> "Our Work," <https://thelastwell.org>.

<sup>9</sup> The National WASH Commission is an independent body in Liberia that supervises and controls stakeholder compliance and provides support to the institutions in the country to manage quality water, sanitation, and hygiene.

<sup>10</sup> "Dr. Todd Phillips' Goal to Provide Clean Drinking Water to Liberia," <https://voice.dts.edu>, July 12, 2018.

When the group decided to focus on philanthropic activities, Phillips asked two simple questions: “What is the greatest need in the world?” and “Where is the most challenging place in the world?”<sup>11</sup> These two core questions guided him and his team, looking to champion the cause of meeting a humanitarian need in Jesus’s name. It quickly became clear to Phillips that access to safe drinking water was the greatest need of humans. But, where was the most challenging place in the world? After searching for places in the world where the greatest help was needed, Phillips found Liberia, the second poorest country in the world according to the United Nations, and which was ranked on the Central Intelligence Agency<sup>12</sup> (CIA) World Fact Book’s Misery Index<sup>13</sup> as the most miserable place to live in the entire world in 2009.<sup>14</sup>

Bordering Sierra Leone, Côte d’Ivoire (Ivory Coast), and Guinea, Liberia is home to an estimated 4.98 million people.<sup>15</sup> The Republic of Liberia is divided into fifteen counties, which, in turn, are subdivided into 90 districts (see Exhibit I for a Map of Liberia). Well known for decades as the Paris of West Africa, Liberia is a beautiful coastal country. However, unlike its neighboring countries, Liberia was colonized by African-American slaves seeking asylum from the US, post-slavery. Since then, Liberia has been grappling with many challenges, including governmental corruption, civil war, outbreaks of the deadly Ebola virus, and lack of economic stability. The civil war, which continued for fourteen years (1990-2003), destroyed Liberia’s hydroelectric plant, the Mount Coffee Hydro Electric Plant outside the capital Monrovia, and caused surface water contamination. Following the civil war, many Liberians were forced to use the water available, regardless of its condition.

Though Liberia is considered as one of the wettest countries in the world by annual rainfall, it is the worst affected by water scarcity of the African countries. Nearly one-third of Liberians had minimal access to a reliable source of safe water as of June 2019.<sup>16</sup> The Liberians suffered the ill effects of having little to no safe water to drink,<sup>17</sup> which created a

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<sup>11</sup> “About Us,” <https://thelastwell.org>.

<sup>12</sup> CIA is the principal foreign intelligence and counterintelligence agency of the US government, tasked with gathering, processing, and analyzing national security information from around the world.

<sup>13</sup> The misery index is a crude economic measure that sums a country’s unemployment and inflation rates to assess on the ground.

<sup>14</sup> “About Us,” <https://thelastwell.org>.

<sup>15</sup> “We Are The Last Well, A Water for Africa Charity,” <https://thelastwell.org>, April 15, 2019.

<sup>16</sup> “The Water Crisis in Africa: Which Countries are Impacted the Most?” <https://thelastwell.org>, June 21, 2019.

<sup>17</sup> “Access, The Last Well to Bring Fresh Water to Liberia,” [www.wqpmag.com](http://www.wqpmag.com), July 03, 2013.

health crisis that affected the whole nation. The water crisis was so bad that of the thousand deaths each year in Liberia due to waterborne diseases, about 90% were of children under the age of five (see Exhibit II for Water Scarcity Statistic Around the World). Many of the nation's girls were deprived of education because they had to spend several hours every day fetching water to meet their family's drinking water needs.

Though access to water is a basic fundamental right of citizens, getting access to it was a huge struggle for most Liberians. The government of Liberia's Poverty Reduction Strategy (PRS) in 2008 aimed to speed up the nation's pace of development, and included a promise to double people's access to drinking water in four years. However, little had been done to replace the old infrastructure damaged during the civil war, according to Silas Siakor (Siakor), director of the Sustainable Development Institute, Liberia. By the end of 2011, the government report on the PRS plan showed that only seven of the twenty-two goals related to water and sanitation had been met. "There is absolutely no way that one percent of the people in River Cess or Sinoe or Grand Kru or Maryland or River Gee or Grand Gedeh will have access to pipe-borne water by 2015, not even by 2020. I could bet my head on that,"<sup>18</sup> said Siakor.

Moreover, the central government had failed to boost the budget needed to address the water crisis and related challenges in the country. According to Chuchu Kordor Selma (Selma), the WaterAid<sup>19</sup> Team Leader for Liberia and Sierra Leone, Liberia's water problems were attributed to urban migration, fragmentation of the water sector, and low investment in the sector by the central government. In 2013, Liberia committed 1.2% of the national budget to the water sector. This dropped to 0.4% in 2014 and the figure continued to remain low since then.<sup>20</sup> "Water needs investment, and sanitation needs commitment, so to solve the water problem Liberians are going through, there must be increased government investment in the sector,"<sup>21</sup> Selma said. He said the Liberian Ministry of Public Works (MPW) had failed to execute a US\$1 million water project in 2014 and that the money had been put to use for another purpose at the Ministry as the budget year ended.

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<sup>18</sup> Tecee Boley, "Liberia's Water Woes: Why Clean, Safe Water is Still out of Reach for Many Liberians," [www.newnarratives.org](http://www.newnarratives.org), May 21, 2012.

<sup>19</sup> WaterAid is an international NGO that focuses on water, sanitation, and hygiene across the countries in the world.

<sup>20</sup> John Baffoe and Rees Mwasambili, "Liberia: 2018 African Economic Outlook," [www.afdb.org](http://www.afdb.org).

<sup>21</sup> Evelyn Kpadeh Seagbeh, "Water Shortage a Serious Challenge for Liberians," [www.aa.com](http://www.aa.com), April 02, 2016.

The mass shortage of safe, clean water across the capital Monrovia and its surroundings, including the slum of West Point, remained a big challenge. Residents of West Point, the country's biggest slum, faced the brunt of the water problem as most of them had to buy water from local vendors each day at an exorbitant rate. The government's failure to address the water problem prompted local vendors to see this as a business opportunity to cater to the need. Kumba Korkor, a West Point businesswoman, said that due to the contamination of water in the local wells, she had to purchase at least 15 gallons of water a day to wash and do other household chores at a cost of \$300 Liberian.<sup>22</sup> She complained that whenever people used the water from the wells in the community, their bodies became covered with rashes.

TLW started its project to fix Liberia's water problem in 2009. Phillips said that he had often heard mothers say that they had borne several children, but only half were still living. "There is a common phrase among everyone in Liberia: 'Water is life.' They know clean water is essential to giving their children a hope and a future. Many children die each day because of completely preventable illnesses that come from drinking dirty water... We're in Liberia to make sure stories like that never happen again."<sup>23</sup>

TLW was established with the mission "to provide access to safe-drinking water for the entire nation of Liberia, border to border, and offer the Gospel to every community we serve, by 2020."<sup>24</sup> Phillips selected Liberia as a majority of its people were Christian, English was the official language, the political climate was relatively calm, and the topography was suitable for drilling wells. Moreover, according to Phillips, Christianity in Liberia, like water, had contamination issues. "Many are culturally Christian but have little understanding of a relationship with God and salvation through Christ,"<sup>25</sup> Phillips said.

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<sup>22</sup> *Ibid*

<sup>23</sup> "The Last Well to Provide Liberia with Clean Drinking Water By 2020," [www.prnewswire.com](http://www.prnewswire.com), June 15, 2018.

<sup>24</sup> "About Us," <https://thelastwell.org>.

<sup>25</sup> Patti Richter, "Lifting Liberia Out of Misery," [www.thegospelcoalition.org](http://www.thegospelcoalition.org), November 06, 2018.

Phillips wanted to see to it that no one in Liberia would die from exposure to bacteria through their drinking water. He estimated the total cost of the project, which would be required to complete the building of wells in all the nation's 15 counties at US\$31 million.<sup>26</sup> In 2011, Phillips relocated his family and the NGO to Dallas, Texas. Later, he was appointed as the executive director of TLW to oversee the organization's operations on a full time basis. During the initial phase, Phillips continued his efforts to raise money and spread awareness for the cause. In the spring of 2013, TLW organized a fundraising program in Heath, Texas, to raise funds to complete the mission. The program attracted more than 150 potential donors and received more than US\$3 million in funding and donor commitments.<sup>27</sup> In June 2013, Access, a leading provider of paperless electronic forms management solutions, partnered with TLW to bring safe water to Liberia. By this time, TLW had mobilized more than US\$1.7 million in funds, provided water to 315,000 Liberians, and started 377 water projects through six partnerships.<sup>28</sup> Access came forward to assist the organization in its mission with a dedicated, long-term fundraising campaign, providing business and marketing support.

## **THE COLLABORATIVE APPROACH**

TLW engaged many field partners as well as a great diversity of companies that contributed toward achieving significant and long-term commitments to its mission. The business partners and government ministries in the US and Liberia were the key resources for TLW (see Exhibit III for US and Liberia-based Partners). Its Liberia-based partners provided matching grants and cost sharing programs, while TLW's teams in the field drilled wells and shared the Gospel and connected villagers to local or regional churches. TLW's business partnerships were responsible for mobilizing a huge amount of fundraising in the US, besides creating awareness about the organization's mission to take water and the Gospel border to border in Liberia. Ministry partners of both the countries joined forces to add more resources in every area.

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<sup>26</sup> David A. Yates, "Liberia: The Last Well to Provide Basic Water Access for All By 2020," <https://allafrica.com>, August 06, 2019.

<sup>27</sup> "We Are The Last Well, A Water for Africa Charity," <https://thelastwell.org>, April 15, 2019.

<sup>28</sup> "Access Partners with The Last Well to Bring Fresh Water to Liberia," [www.prweb.com](http://www.prweb.com), June 19, 2013.

VitalStorm, a Texas-based online marketing agency for home service companies, wanted to use its platform to help drive meaningful change in the lives of the people in Liberia. As a part of its corporate partnership initiative, the agency entered into a partnership with TLW in 2013. VitalStorm co-owner Jeff Light (Light) attended a meeting with Phillips and heard about his idea. Light loved the idea and conveyed it to the other owner of VitalStorm, Josh Moran (Moran). Inspired by TLW's activities, the co-owners began donating a portion of VitalStorm's proceeds to the organization. According to Moran, "Through our thankfulness, I'm inspired by The Last Well, just by the innovation that has to go into planning something like this. And it's not like they're just going to put a grid over Liberia and go drill wells, it's per capita... They have some rules and guidelines, and some areas are going to get more wells than others ... to overcome all the obstacles and challenges they've had, it takes a creative person to figure that out. I look at them as innovators: changing the world by changing someone's circumstances."<sup>29</sup>

In the midst of the worst Ebola outbreak in the country, TLW successfully moved across the Liberian countryside, completing nearly 400 water projects and reaching over 700,000 people by 2014. "In a year where many aid organizations are shutting their doors and fleeing Liberia, we, by God's grace, are moving town to town and village to village providing clean water,"<sup>30</sup> Phillips said. Having access to clean water would help check the spread of Ebola, and prevent the incidence of the water-borne diseases that caused the death of about 700 Liberians each week, he said. According to Phillips, "We've solved that problem for approximately 250,000 people this year and plan to reach that many or more in 2015 as we move toward our goal of reaching all Liberians by 2020. The drilling teams are in place and we have evangelists and church planters in every region of the country. All we need are the funds to complete the mission."<sup>31</sup>

By 2015, TLW was providing clean drinking water in counties like Bomi, Bong, and Grand Kru through partnerships with non-profit organizations like World Hope International and Water

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<sup>29</sup> "The Last Well: A VitalStorm Partner with a Big Dream," <https://vitalstorm.com>, June 14, 2018.

<sup>30</sup> "The Last Well Helps Combat Ebola Outbreak by Bringing Clean Water to 250,000 Liberians," [www.prweb.com](http://www.prweb.com), October 29, 2014.

<sup>31</sup> *Ibid*



4 Life.<sup>32</sup> Other faith-based non-profit organizations such as Living Water International, Teamwork Africa, Wordsower Liberia, Vision Collaboration, Equip Liberia, Water of Life, and Christian Revival Church Association (CRCA) also assisted TLW in the construction of wells in the counties of Margibi, Nimba, Grand Gedeh, Grand Bassa, Sinoe, and River Cess.<sup>33</sup>

In March 2016, the World Bank<sup>34</sup> approved US\$10 million credit to Liberia to deal with the acute water shortage in its capital Monrovia and surrounding areas and improve the operational efficiency of the Liberia Water and Sewer Corporation<sup>35</sup> (LWSC). While Selma and many Liberians in Monrovia appreciated the World Bank's support for water supplies in their country, they were concerned about implementation of the project by the local authorities. According to Selma, "The World Bank fund could make a huge difference in dealing with the water problem in Liberia, provided the proper strategies and investment plans are developed and implemented."<sup>36</sup>

On April 24, 2016, TLW obtained US\$309,000 in donations and commitments at its fourth Annual Fundraising Gala, held in Rockwall, Texas.<sup>37</sup> "The Gala gives us a great springboard to provide fresh water and share the Gospel with thousands more people... But we've got to continue this fundraising momentum so we can finish what we've started and transform an entire nation,"<sup>38</sup> Phillips said. Its supporters including Access, one of the 103 companies and individuals at the Gala, sponsored Nimba county village's well project. By May 2016, TLW had completed as many as 1,500 water projects, bringing clean water to more than 1 million people.<sup>39</sup>

A group of US-based Liberty University students formed the TEN Campaign with the goal of providing clean water to communities in Liberia. The students first focused on addressing

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<sup>32</sup> David A. Yates, "The Last Well to Provide Basic Water Access for All By 2020," [www.liberianobserver.com](http://www.liberianobserver.com), August 06, 2019.

<sup>33</sup> David Yates, "Liberia: The Last Well Dedicates Hand-Pumps," <https://allafrica.com>, December 09, 2019.

<sup>34</sup> The World Bank is an international financial institution that financially supports poorer countries for pursuing their capital projects. It consists of two institutions – the International Bank for Reconstruction and Development, and the International Development Association.

<sup>35</sup> LWSC is responsible for construction, installation, operation, and management of safe drinking water and sewerage services in Liberia.

<sup>36</sup> Evelyn Kpadch Seagbeh, "Water Shortage A Serious Challenge for Liberians," [www.aa.com](http://www.aa.com), April 02, 2016.

<sup>37</sup> "Access Partner The Last Well Raises \$309,000 for Water Projects in Liberia at 4<sup>th</sup> Annual Gala," [www.prweb.com](http://www.prweb.com), May 17, 2016.

<sup>38</sup> Cholo Brooks, "Access Partner the Last Well Raises \$309,000 for Water Projects in Liberia at 4<sup>th</sup> Annual Gala," [www.gnnliberia.com](http://www.gnnliberia.com), May 17, 2016.

<sup>39</sup> *Ibid*

the water problems in Grand Kru county, the hardest county to reach in Liberia. By October 2016, the students had raised US\$75,000 through a series of fundraising efforts to provide 25 wells in the county. The Ten Campaign partnered with The Last Well to raise funds and achieve their mission in Liberia. “The students of Liberty University have been a vital partner to The Last Well in seeing all of Grand Kru reached with the Gospel and clean water. ... Because of the efforts of these students, the remaining water projects for this remote region of Liberia were fully funded,”<sup>40</sup> said Ryan Tew (Tew), TLW Director of Development.

TLW was lauded for making significant progress between the years 2008 and 2016. It was credited with reducing the number of Liberians who lacked access to safe water – from 50% in 2008 to 20-25% as of December 2016.<sup>41</sup>

TLW and its about 70 partners continued their tireless work and by August 2017, the organization had completed 1,855 projects, with 2,200 projects pending.<sup>42</sup> In December 2017, Access announced a dollar-for-dollar matching grant to TLW to further its drinking water mission. “This will be the first time in history that clean water has been provided to an entire nation. ... It’s a big goal but with the new matching donation doubling each dollar, even small gifts can make a significant impact in the lives of Liberians,”<sup>43</sup> said Phillips. As of December 31, 2017, TLW had 1,385 donors, a 163% increase from the donor size in 2014, which was attributed to its strategic focus on marketing and organization of new donor events (see Exhibit IV for The Last Well’s Growth Trends).

In April 2018, the non-profit organization Water Charity joined hands with the partners of TLW to bring clean water to every resident in Liberia. It coordinated its efforts with those of TLW in Liberia so that every village and every person in the country could get the service through their collective effort. To map all of Liberia, the partner organizations focused on the data collection process that involved 150 Liberians, who were trained in Geographic Information System (GIS) data collection.<sup>44</sup> These teams visited each village in the country,

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<sup>40</sup> “Students Campaign Raises \$75,000 to Provide Clean Water in Liberia,” [www.liberty.edu](http://www.liberty.edu), October 13, 2016.

<sup>41</sup> “The Last Well: Nonprofit Analytics,” <https://thelastwell.org>.

<sup>42</sup> Omari Jackson, “The Last Well, Partners Recommit to 2020 Mandate,” [www.liberianobserver.com](http://www.liberianobserver.com), August 02, 2017.

<sup>43</sup> “Access Partner The Last Well Advances Clean Water Initiative in Liberia with Dollar-for-Dollar Matching Grant,” [www.prweb.com](http://www.prweb.com), December 04, 2017.

<sup>44</sup> “NGO Maps Out Entire Liberia and Brings Clean Water to Every Single Resident,” <https://geoawesomeness.com>, April 04, 2018.

conducting their own census with a focus on water and health. The organizations used a real-time collaborative mapping platform, GIS Cloud, incorporating different stakeholders like the field workers, engineers and managers, decision makers, and the public to help in the evaluating the existing resources and determining the related actions needed to meet the objectives. After the plan was established and implemented, the organizations assessed the effects of access to clean water to track health improvement, increasing number of work and school days, as well as improvement in economic conditions of the people through reduction in their medical savings associated with waterborne sickness.

Phillips believed that some parts of the country were so remote that bringing the technology to build wells could prove almost impossible. To combat this problem, TLW discovered a water filtration system (Sawyer water filters) that could be distributed easily to households to filter water resources and help prevent diseases. International Director for Sawyer, Darrel Larson (Larson), led the team for the GIS data collection process in Liberia. The process involved country-wide county surveys, tracking thousands of drilled wells, and tracking the distribution of over 100,000 clean drinking filter systems.<sup>45</sup> Sawyer used Hollow Fiber Membrane filters<sup>46</sup> to provide a complete solution for Liberia's clean water requirements, especially in rural areas. The filters, buckets (filters were attached to a 20-liter bucket), and much of the distribution costs were borne by Sawyer. Larson helped TLW to map out the progress of the water project and trained and supported the teams that were in charge of installing water filter systems across the country. He was actively involved in networking all the stakeholders to ensure achievement of the collaborative effort to handle Liberia's water problems. After the first round of data collection, Sawyer water filters were installed to provide clean water to villages in the country. Earlier, TLW had partnered with Sawyer to distribute nearly 120,000 donated Sawyer PointOne water filter systems in Liberia.<sup>47</sup>

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<sup>45</sup> "GIS is Radically Transforming Non-Profit Interventions around the World," [www.giscloud.com](http://www.giscloud.com).

<sup>46</sup> Hollow fiber membranes are a cost-effective way for filtration of very clean groundwater to the treatment of very polluted wastewater.

<sup>47</sup> "The Last Well to Provide Liberia with Clean Drinking Water by 2020," [www.prnewswire.com](http://www.prnewswire.com), June 15, 2018.

## INITIATIVES BY CALVIN UNIVERSITY STUDENTS

In June 2018, Calvin University<sup>48</sup> students partnered with TLW in its bid to solve the water crisis in Liberia. In partnership with Sawyer and TLW, five Calvin University students collected, analyzed, and mapped data showing how the distribution of Sawyer PointONE water filter systems in Liberia drastically improved the health of nearly 1 million people in the country.<sup>49</sup> The students – specializing in public health, mathematics and statistics, and geography – were selected to conduct research for the united cause. They used their learning in the classroom for a clean water research project. The geography students worked on a GIS mapping application for Sawyer to get the basic demographic information, while the mathematics and statistics team analyzed the data and the public health team interpreted the data to find out its impact on the health of Liberians.

According to the institution, in the Clean Water Institute of Calvin<sup>50</sup> (CWIC) project, students established a model for the service of the people in Liberia, which would guide them throughout their lives and careers. According to Jamison Koeman, one of the group of Calvin students, “These partnerships hold potential for sustainable work that can provide lasting change in alleviating population health problems. ... But partnership work in global health also holds the potential for detrimental change if sustainability is not accounted for.”<sup>51</sup>

In June 2018, Calvin University analyzed data from over 22,000 Liberian households that received Sawyer water filters from TLW. A follow-up survey two weeks after the water filters were received revealed a significant fall in waterborne illness-related diarrhea symptoms. Only 2.9% of the households reported cases of diarrhea, as against 36% during the previous two-week period. The number of households reporting diarrhea further fell to 1.5% after the water filters had been in use for eight weeks. Phillips said, “It’s quite remarkable to see the positive shifts in health in these rural villages. ... We’ve seen a massive improvement on overall health conditions – not just for a few hundred people – but hundreds of thousands of people are being affected and now have better health because

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<sup>48</sup> Calvin University, formerly Calvin College, is a private Christian liberal arts university, based in Michigan, United States.

<sup>49</sup> “Calvin College Study Plays Key Role in Clean Water Project,” <https://sawyer.com>, September 25, 2018.

<sup>50</sup> CWIC works in partnership with agencies on a diversity of fields – from chemistry to psychology to engineering and beyond – to identify solutions.

<sup>51</sup> “Calvin College Study Plays Key Role in Clean Water Project,” [www.crcna.org](http://www.crcna.org), October 03, 2018.

they have a clean water source.”<sup>52</sup> According to Kristen Alford (Alford), Calvin College associate professor of public health and social work, “What’s exciting to us is seeing that these kids in Liberia who wouldn’t have these opportunities to grow and thrive, are now having these opportunities. Anytime you see a child not only being able to live, but to live well because of something that seems pretty simple, like the distribution of one water filter to their household, that’s exciting. This is going to be a major change for the world.”<sup>53</sup>

Phillips confessed that at the beginning, the objective of providing clean water to Liberia looked impossible. Many people told him that he was undertaking a fool’s errand and it just couldn’t be done. “But it was an act of faith to believe that God would push the barriers aside to help us find a solution. People started to believe that we can really do this, and now, this is changing the conversation of humanitarian efforts all over the world,”<sup>54</sup> Phillips said.

By June 2018, TLW’s drinking water movement brought about remarkable changes in the Liberian community. Tew said, “When we started, nearly 50 percent of the country didn’t have access to clean water, and we’ve seen a drastic change in that... Statistically, all those people who would be dying, aren’t. We’ve seen more than 70,000 lives that were actually saved rather than lost because of the water provision in the country.”<sup>55</sup> Children, who earlier used to spend six hours each way on collecting water, were able to do the task in half an hour in total, thanks to TLW’s project. It became such a grassroots movement that word about TLW reached the community before the organization itself reached the ground. “They [partners] had shared the gospel, given them clean water, and these people started to go and tell other communities what had been done... Our partners left, and these community dwellers started going to the villages around them and telling them, ‘Water is coming, and Jesus is bringing it’,”<sup>56</sup> Tew added. The water-filtration systems became a prized possession for every community. TLW’s strategy of solving a real social problem, coupled with spreading the message of Jesus produced significant impact in many communities in Liberia.

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<sup>52</sup> “The Last Well to Provide Liberia with Clean Drinking Water By 2020,” [www.markets.businessinsider.com](http://www.markets.businessinsider.com), June 15, 2018.

<sup>53</sup> “Calvin College Study Plays Key role in Clean Water Project,” [www.crcna.org](http://www.crcna.org), October 03, 2018.

<sup>54</sup> “The Last Well to Provide Liberia with Clean Drinking Water By 2020,” [www.marketwatch.com](http://www.marketwatch.com), June 15, 2018.

<sup>55</sup> “The Last Well: A VitalStorm Partner with a Big Dream,” <https://vitalstorm.com>, June 14, 2018.

<sup>56</sup> *Ibid.*

Waterborne illnesses, earlier attributed to spiritual outcomes, were eradicated through the provision of clean drinking water. The change in belief of Liberians paved the way for the Gospel to gain traction, replacing ancient local cultures and practices.

## HOPE FLOAT CAMPAIGN

Phillips had organized a series of fundraising initiatives since 2009. He invited people across the globe to join him and thousands of others who were working tirelessly in Liberia. Since TLW began its operations, as many as 45,000 Sawyer PointOne water filters had been funded and placed in Liberian households within five of the country's 15 counties as of June 2018. Another 33,000 filters were slotted to be placed in households in the country by the end of 2018.<sup>57</sup> TLW targeted raising another US\$5 million within 6-12 months for the placement of the rest of the 40,000 or more filters in 2019 and 2020.<sup>58</sup>

To bring the organization one step closer to meeting its goal, TLW launched a significant fundraising push by putting Phillips on a barge in Lake Ray Hubbard just outside of Dallas, Texas. The initiative was called the Hope Float campaign to signify that access to clean water would keep hope alive in Liberia. On October 10, 2018, Phillips resolved to live on the floating barge until he raised US\$2.29 million. "I feel that this is a calling on my life... I'm in until the end. This thing will get done, and there will be nothing that keeps me from getting to that goal,"<sup>59</sup> Phillips said. While camping out on the barge, Phillips used a Sawyer water filter to filter the lake water to get drinkable water, in addition to using Sawyer sunscreen and bug spray. By filtering his own drinking water from the lake, Phillips wanted to identify himself with those his organization was committed to reaching. He endured weeks of bad weather in North Texas that sometimes threatened his campaign. "Every single human being in this world deserves access to safe drinking water. ... We hope our efforts will open up the dialogue on clean water initiatives and bring this notion to fruition – not just for Liberia, but across the globe,"<sup>60</sup> said Phillips.

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<sup>57</sup> "The Last Well to Provide Liberia with Clean Drinking Water By 2020," <https://markets.businessinsider.com>, June 15, 2018.

<sup>58</sup> *Ibid*

<sup>59</sup> Julie Wells, "The Last Well Fundraiser: Founder Living on Lake Ray Hubbard," [www.vitalstorm.com](http://www.vitalstorm.com), October 26, 2018.

<sup>60</sup> "Nonprofit Founder Camps Out on Barge Until \$2M Raised for Clean Water Campaign," [www.prnewswire.com](http://www.prnewswire.com), October 03, 2018.

On November 6, 2018, Phillips stepped off the barge after meeting his fundraising goal when Brent Hilliard (Hilliard), co-owner of Hilliard Office Solutions,<sup>61</sup> pledged US\$180,000 in donations.<sup>62</sup> When Phillips got the assurance from Hilliard, he declared that his clean drinking water mission was in sight. Phillips said, “We’re going to see the last well drilled in the last village... It’s going to happen. This barge initiative, this Hope Floats barge initiative, got us ever closer to that.”<sup>63</sup> Social media campaigns, such as a Facebook live campaign, helped TLW find new donors. As of December 31, 2018, TLW had mobilized donations (cash and non-cash) of US\$3,170,185 compared to US\$2,453,451 in financial year 2016 (see Exhibit V for The Last Well’s Financial Statement).

During the Hope Float campaign, the American Out-Of-Home advertising and experimental marketing services company Lime Media supported TLW’s initiative to meet the water problems in Liberia. The company donated the structural trussing that was attached to the barge, several generators to keep Phillips powered, and all the cameras and equipment for a live internet feed. Off the lake, Lime Media contributed to spreading Phillip’s message, providing a visually appealing LED truck to drive awareness among the people. Starting from providing office space for Phillips within Lime Media’s Rowlett, Texas office, its President, Heath Hill, served as a long-time member on TLW’s Board of Directors. Lime Media also supported TLW financially, through employee volunteer hours and assets for the organization fundraisers.

## **PROGRESS SO FAR...**

Liberia’s Water Sanitation and Hygiene sector continued facing chronic structural problems in the post-civil war period. While the Liberian government gave priority to the sectors including health with provision of funding through country’s national budget, the WASH sector was left in the hands of non-state actors such as NGOs, CSOs, and development organizations to invest for reconstruction and development of the infrastructure. Poor access to WASH remained a critical concern for the Liberians.

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<sup>61</sup> Hilliard is a US-based information and communication technology company.

<sup>62</sup> Leonardo Blair, “Texas Pastor Meets \$2.3M Fundraising Goal to Help Liberia Get Clean Water After Huge Donation,” [www.christianpost.com](http://www.christianpost.com), November 07, 2018.

<sup>63</sup> Dana Branham, “After Weeks Afloat on Lake Ray Hubbard, Fundraiser Reaches Goal of \$2.3 Million To Help Liberians,” [www.dallasnews.com](http://www.dallasnews.com), November 07, 2018.

Liberia government's 2009 Water Supply and Sanitation Policy and the 2011 WASH Compact set out institutional arrangements in delivering WASH services. In 2015, the government established the National Water Resources and Sanitation Board (NWRSB) to coordinate multiple ministries and agencies relating to WASH activities, oversee legislation and policy implementation. In 2018, the government established the WASH Commission to take on the regulatory function of the WASH sector. The Commission was mandated to promote and regulate the management and improvement of water, sanitation, and hygiene services for the health, growth and development of the people in the country.

In December 2018, TLW and the members of the WASH Commission promised to provide clean water within a walking distance of 15 minutes for every community of 600 people throughout Liberia by 2020. The WASH Commission team headed by its chairman and CEO, Bobby Whitfield (Whitfield), took stock of all the activities of TLW and resolved to visit the five counties – Grand Kru, Bomi, Bong, Gbarpolu, and Grand Gedeh – where TLW had projects. TLW's senior vice president for Liberian operations, Doc Lawson (Lawson), presented a report of the organization's activities in Liberia to the WASH Commission team, where it claimed to have provided safe drinking water from 6,229 wells, while spreading the Gospel, in the five counties by the end of 2018.<sup>64</sup>

In addition to providing safe drinking water, TLW helped young women get the education they deserved and created new job opportunities for Liberian contractors who drilled and serviced each well. The organization ensured that its association did not stop with just digging the wells and distributing the water filters among the people in the country. It conducted follow-ups, revisiting villages to make sure that beneficiaries were able to operate the well and any associated devices.

Lawson said that the water filtration device could last for 15 years to serve a family of eight persons<sup>65</sup> and proper maintenance would help its long-time use.

Over the 10 years (from 2009 to 2019), The Last Well claimed that it had reached over 2 million Liberians with water and the Gospel through over 8,000 water projects.<sup>66</sup> The Gospel

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<sup>64</sup> Omari Jackson, "WASH Commission, The Last Well to Verify Wells in Five Counties," [www.liberianobserver.com](http://www.liberianobserver.com), December 10, 2018.

<sup>65</sup> Omari Jackson, "Providing Safe Drinking Water: Gov't's Priority," [www.liberianobserver.com](http://www.liberianobserver.com), January 15, 2019.



had been shared in each of these communities, which were connected to a local or regional Christian pastor. Though this was a great achievement for the organization, there were still almost 1 million Liberians left to reach in 4,000 communities by the end of 2020.<sup>67</sup> The Last Well targeted four counties – Lofa, Nimba, River Gee, and Margibi – for the year 2019 and Montserrado county the next year (see Exhibit VI for The Last Well’s Road Map To 2020).

The provision of safe drinking water to the Liberians was a priority for President George Manneh Opong Weah’s government in Liberia. In January 2019, the MPW Liberia, headed by Mobutu Vlah Nyepan (Nyepan), entered into an agreement with TLW to accomplish the organization’s vision. As per the agreement, the Ministry would distribute 30,000 water purification systems to at least 230,000 Liberians in the Ground Cape Mount, River Gee, River Cess, Sinoe, and Maryland counties.<sup>68</sup> Nyepan announced that he would support TLW’s initiative to provide safe drinking water to the Liberians. Nyepan said, “We will monitor and support you with our coordinators. ...We’ll provide you with any assistance that you will need to complete your goal and provide water to those residing in the five communities, till you complete the 2020 deadline for the 15 counties.”<sup>69</sup>

In May 2019, TLW established a strategic partnership with two US-based organizations, Page Family Foundation (PFF) and Magna Imperio Systems (MIS), to reach clean water to nearly 400,000 Liberians across Nimba and Margibi counties, two of the most populated regions in Liberia. This was TLW’s largest such partnership in Liberia. Speaking on the partnership, Grant Page, founder of MIS and PFF, said “Our goal at MIS is to change the world one drop at a time. This partnership allows us to reach hundreds of thousands of women, men, and children in Liberia and set the stage for expanding this life-transforming strategy to millions around the world.”<sup>70</sup>

At a one-day Legislative Information Sharing and Engagement (LISE) session held on August 5, 2019 in Monrovia, Phillips said that Liberia would be the first developing nation in history

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<sup>66</sup> “We Are The Last Well, A Water For Africa Charity,” <https://thelastwell.org>, April 15, 2019.

<sup>67</sup> “Goals and Progress,” <https://thelastwell.org>.

<sup>68</sup> Omari Jackson, “Liberia: ‘Providing Safe Drinking Water – Govt’s Priority,’” [www.allafrica.com](http://www.allafrica.com), January 15, 2019.

<sup>69</sup> Omari Jackson, “Providing Safe Drinking Water: Govt’s Priority,” [www.liberianobserver.com](http://www.liberianobserver.com), January 15, 2019.

<sup>70</sup> “The Last Well, Page Family Foundation and MIS Launch Historic Border-to-Border Water Provision Strategy in Nimba and Margibi Counties, Liberia,” [www.liberianobserver.com](http://www.liberianobserver.com), May 23, 2019.

with basic access to clean water for all.<sup>71</sup> Praising TLW for its work in the counties, the lawmakers from Margibi and River Cess County and others in the LISE session pledged their unconditional support and commitment to working with the organization in realizing its vision for the country.

On August 6, 2019, TLW launched a social marketing project that sought to bring together the organization's partners, government, and private entrepreneurs in the country's water sector. The project aimed at creating business opportunities in the country with investment in water and other areas in the Liberian economy. Phillip's social marketing push was intended to transform unskilled Liberians into skilled people, who could contribute to the infrastructure development of the country. "The social marketing will serve as a tool in maintaining the facilities already constructed by The Last well,"<sup>72</sup> said Kelli Schroder, Communications Manager, TLW. In September 2019, TLW in collaboration with Montserrado County Senator Saah Joseph and the local authorities conducted a three-day training program on the usage and maintenance of water filter bucket in rural Montserrado County. The training programme aimed to ensure that the implementation of the clean water access project in rural Montserrado was sustained. It brought together 75 heads of households from several catchment communities in Bentol, Montserrado.<sup>73</sup> The beneficiaries of the training program praised The Last Well initiation that immensely contributed to the fight against water borne diseases in the community. "I feel safe now to drink water from the creek because the water filter bucket has purified the water. Therefore, we are grateful to the management of The Last Well,"<sup>74</sup> said a beneficiary.

Among the local stakeholders, Liberian lawmakers like Ben A. Fofana of Margibi County, Dallas A. Gueh of River Cess County and others appreciated TLW for its significant work in the counties. The lawmakers vowed their unintimidated support and assurance to work with TLW to realize its dream in the country. Abdul Hafiz Koroma (Koroma), TLW's then vice president for International Affairs and Strategic Partnerships, said that the focus of the

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<sup>71</sup> David A. Yates, "The Last Well to Provide Basic Water Access for All By 2020," [www.liberianobserver.com](http://www.liberianobserver.com), August 06, 2019.

<sup>72</sup> Henry Karmo, "Last Well Holds Investment & Partners Conference in Liberia," [www.frontpageafricaonline.com](http://www.frontpageafricaonline.com), August 07, 2019.

<sup>73</sup> David A. Yates, "The Last Well Trains 75 Households on Water Filter Buckets," [www.liberianobserver.com](http://www.liberianobserver.com), September 11, 2019.

<sup>74</sup> *Ibid*

organization of ensuring that Liberians had access to clean drinking water, was in line with Sustainable Development Goal (SDG) 6.<sup>75</sup> “We have also completed other projects in Maryland, Sinoe, River Cess, Grand Bassa, Grand Cape Mount Counties, but we want to ensure that our people have access to safe and clean drinking water by 2020,”<sup>76</sup> Koroma said.

Besides working with local people on water projects, TLW also invited many area pastors and church planters to do the work of evangelism. Phillips said that their partners provided the church leaders with much needed biblical resources and training “so that Liberians can carry on when we’re gone.”<sup>77</sup> The Last Well’s approach was in consonance with Operation World’s<sup>78</sup> view concerning Liberia: “Christian help ministries are essential in this land of great spiritual hunger, great spiritual needs, but few material resources,” yet, “evangelization and mission must fall to Liberians and other Africans.”<sup>79</sup> Phillips said giving Liberians the gift of clean water also earned them the right to spread the message of Jesus through the transformational initiative for the betterment of humanity.

## **A DAUNTING TASK**

The idea of reaching every man, woman, and child in a nation with safe water seemed to be a daunting task, especially since such an audacious goal had never been achieved in a developing country. According to Phillips, “It’s an incredibly challenging place... What we are trying to do is stop children from dying, and also spread the Christian message to the whole country. We hope they will hear our message and accept it. But at the same time, no matter what they believe, no matter what religion they are, no matter what political ideology they have, everyone gets water. That is what we are committed to.”<sup>80</sup>

There were also questions about sustainability of the project beyond 2020. Amos Twehway Sawmadal (Sawmadal), director WASH Rural Water Development at the MPW Liberia, urged

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<sup>75</sup> Sustainable Development Goal 6 (SDG 6) is one of the 17 Sustainable Development Goals established by the United Nations in 2015. It calls for availability and sustainable management of clean water and sanitation for all people.

<sup>76</sup> David A. Yates, “Liberia: The Last Well Dedicates Hand-Pumps,” <https://allafrica.com>, December 09, 2019.

<sup>77</sup> Patti Richter, “Lifting Liberia Out of Misery,” [www.thegospelcoalition.org](http://www.thegospelcoalition.org), November 06, 2018.

<sup>78</sup> Operation World is a reference book and prayer guide that is used by the Christians to pray for the nations.

<sup>79</sup> Patti Richter, “Lifting Liberia Out of Misery,” [www.thegospelcoalition.org](http://www.thegospelcoalition.org), November 06, 2018.

<sup>80</sup> Julie Wells, “The Last Well Fundraiser: Founder Living on Lake Ray Hubbard,” [www.vitalstorm.com](http://www.vitalstorm.com), October 26, 2018.

the beneficiaries of the water project in Liberia to take ownership of the wells. “After the year 2020 when every community has clean water,” Sawmadal said, “our challenge is to sustain the benefits.”<sup>81</sup> He said that there was a greater need for collaboration between TLW, its partners, and beneficiary communities to develop the means to sustain the water project beyond 2020. Lawson too reiterated the need for the communities to take ownership of the wells. George WK Yarngo, Assistant Minister for Community Services at the MPW, said, “The level of collaboration with local partners must be based on reality and the commitment to serve, since very often such programs are abandoned when lack of integrity interferes with their execution.”<sup>82</sup>

To complicate matters for TLW, in its investigation report published on December 19, 2019, the WASH Commission challenged the organization’s achievement in Liberia. The Commission described TLW’s claim of providing universal access to water in its entirety to 2 million people in five counties as “counterproductive.”<sup>83</sup> “All of these claims are far from reality and do not mean well for the common good of the ordinary Liberian,”<sup>84</sup> Whitfield said. The Commission claimed that they were not able to find a single well dug or rehabilitated by TLW in Grand Gedeh, and that over 50% of the local contractors employed by TLW were not in legal standing with the government, and they had not obtained sectorial clearances from the relevant government agencies.

Notwithstanding the negative report, the MPW Liberia stood by TLW,<sup>85</sup> as did other members of civil society in Liberia. Liberia Youth WASH Coalition (LYWC), a group of over 26 civil society youth-led organizations, condemned the findings of the WASH Commission, saying Whitfield’s statement against TLW was “derogatory.” LYWC’s Chairman, Samuel James Kpator, lambasted the WASH Commission saying that “such action by Mr. Whitfield, is not a true representation of who we are as a country and we want to use this occasion to reassure our donors and partners, that we appreciate their support to the sector, and we

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<sup>81</sup> Omari Jackson, “The Last Well, Partners Recommit to 2020 Mandate,” [www.liberianobserver.com](http://www.liberianobserver.com), August 02, 2017.

<sup>82</sup> *Ibid*

<sup>83</sup> Obediah Johnson, “Liberia: Water Sanitation and Hygiene Commission Accuses United States-supported NGO, The Last Well, of Deceiving Donors over Construction of Hand Pumps in Liberia,” [www.frontpageafricaonline.com](http://www.frontpageafricaonline.com), December 20, 2019.

<sup>84</sup> Simeon S. Wiakanty, “WASH Commission Challenging Last Well’s Progress Report?,” [www.liberianobserver.com](http://www.liberianobserver.com), December 27, 2019.

<sup>85</sup> Bill W. Cooper, “Lastwell Threatens Legal Action against WASHC’s Boss,” [www.theinquirernewspaper.com](http://www.theinquirernewspaper.com), December 23, 2019.

look forward to them doing more for our people in ensuring that our people can access clean water and sustainable sanitation services.”<sup>86</sup> LYWC said the findings from the WASH Commission were foul campaigns intended to undermine the credibility of the partners, who had been providing WASH related services to Liberians for more than a decade.

Koroma said the accusations raised by the Commission were untrue. He said the documents presented by the TLW team to the Commission had been overwhelmingly appreciated by its partners. In January 2020, the Citizen Action Committee, in recognition of TLW’s contribution in the water, sanitation, and hygiene sector in Liberia, bestowed the honor of the Outstanding Development Partners on TLW. Koroma said that the recognition would go a long way in encouraging the organization to attract more funding for its WASH projects in the country. The founders of TLW believed that they were on track to solve the problem of water in Liberia by reaching the remaining around 900,000 Liberians, thus making Liberia the first among nations that would benefit from border-to-border safe water initiatives. However, the question being asked was whether the safe water sources would remain sustainable when TLW’s mission was achieved and the organization had left the country.

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<sup>86</sup> Obediah Johnson, “Youth Group Condemns National WASH Commission Over Last Well’s Investigation,” <https://frontpageafricaonline.com>, Dec 24, 2019.

### Exhibit I: A Map of Liberia with its Fifteen Counties



Source: <http://www.necliberia.org/>

### Exhibit II: Water Scarcity Statistic around the World (as of February 2019)

- 748 million people worldwide lack clean water
- That's almost 10% of the world's population without drinkable water
- Almost half of those in need of clean water are in sub-Saharan Africa; this includes Liberia
- 18% of deaths in Liberia are caused by diarrhea, malaria, and cholera – all waterborne diseases
- Out of all water fatalities, up to 90% are children under the age of five
- Currently, almost 1 million Liberians are without drinking water
- The Last Well has brought clean water to 4 million Liberians

Source: <https://thelastwell.org/water-crisis-in-liberia-what-to-know/>

**Exhibit III:US and Liberia-based Partners**

Ministry Partners	Business Partners
<ul style="list-style-type: none"> <li>• <a href="#">Assembly of God</a></li> <li>• <a href="#">CHRISEM</a></li> <li>• <a href="#">Christian Revival Church Association (CRCA)</a></li> <li>• <a href="#">Coastline</a></li> <li>• <a href="#">COHDEP</a></li> <li>• <a href="#">DonamiSport</a></li> <li>• <a href="#">Equip International</a></li> <li>• <a href="#">God Water</a></li> <li>• <a href="#">Life Water Canada</a></li> <li>• <a href="#">Living Water International</a></li> <li>• <a href="#">LUPN</a></li> <li>• <a href="#">Samaritan’s Purse</a></li> <li>• <a href="#">Vision Collaborators</a></li> <li>• <a href="#">Water4</a></li> <li>• <a href="#">Water Charity</a></li> <li>• <a href="#">Water of Life</a></li> <li>• <a href="#">Walls &amp; Wells</a></li> <li>• <a href="#">Westech</a></li> <li>• <a href="#">With This Ring</a></li> <li>• <a href="#">Wordsower</a></li> <li>• <a href="#">World Hope International</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Access</a></li> <li>• <a href="#">Baker Brothers Plumbing</a></li> <li>• <a href="#">Carolina Hook &amp; Line Co.</a></li> <li>• <a href="#">Gleco Plating</a></li> <li>• <a href="#">K&amp;S Insurance Agency</a></li> <li>• <a href="#">K.E. Andrews</a></li> <li>• <a href="#">Landmark Nurseries</a></li> <li>• <a href="#">Lime Media</a></li> <li>• <a href="#">Milestone Electric</a></li> <li>• <a href="#">Sawyer Products</a></li> <li>• <a href="#">Vital Storm</a></li> <li>• <a href="#">Mike Mazyck Realty</a></li> </ul>

\*The list is not exhaustive

Source: <https://thelastwell.org/about/>

**Exhibit IV: The Last Well's Growth Trends**

Particulars	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Change (%)	Explanation
Paid Staff	1.8	3.0	5.0	5.0	186%	Added key staff members over three years (2015-2017)
Client Served	297,198	419,588	251,488	284,568	4%	Trends associated with population size in rural areas served
Annual Income	\$812,987	\$2,367,611	\$2,458,110	\$2,022,576	149%	Increase in large and recurring donors over the three years (2016-2017)
Donors	527	1,240	1,055	1,385	163%	Strategic focus on marketing and new donor events
Key Activity	413	500	654	2,476	500%	Water project provided

Note: Fiscal Year starts from 1st January and ends with 31st December of a year.

Source: <https://thelastwell.org/wp-content/uploads/2019/02/The-Last-Well-2018-Analytics.pdf>

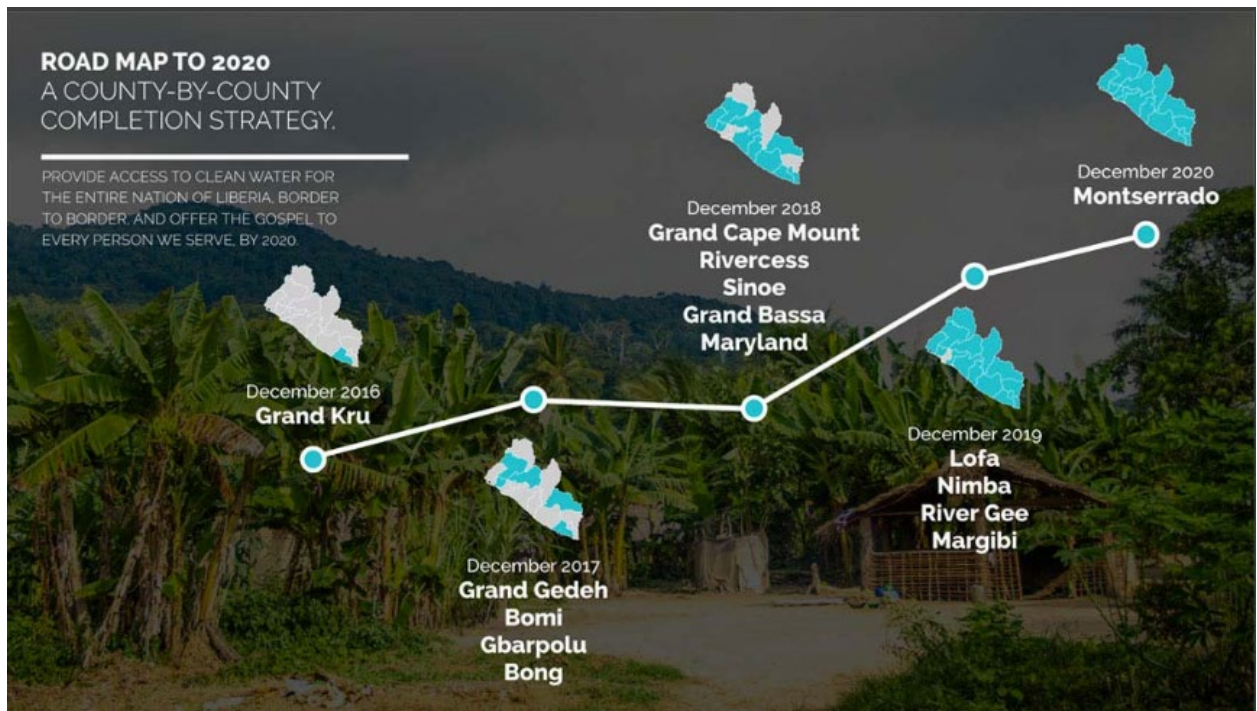
**Exhibit V: The Last Well's Financial Statement (Financial Year 2016-2018) (Figures in US\$)**

Particulars	12/31/16	12/31/17	12/31/18
<b>Revenue</b>			
Cash Donations	\$2,084,454	\$2,019,217	\$2,886,698
Non-cash Donations	\$368,997	\$0	\$283,487
Other Revenue	\$4,658	\$3,360	\$2,268
<b>Total Revenue</b>	<b>\$2,458,109</b>	<b>\$2,022,577</b>	<b>\$3,172,453</b>
<b>Expenses</b>			
Program	\$1,845,031	\$2,346,990	\$2,193,527
Administrative	\$210,266	\$193,837	\$207,972
Fundraising	\$184,467	\$193,132	\$226,024
Other	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$2,239,764</b>	<b>\$2,733,959</b>	<b>\$2,627,523</b>
<b>Excess (or Deficit) for the Year</b>	<b>\$218,345</b>	<b>\$-711,382</b>	<b>\$544,930</b>
Other	\$0	\$0	\$0
<b>Total Change in Net Assets</b>	<b>\$218,345</b>	<b>\$-711,382</b>	<b>\$544,930</b>
<b>Total Assets</b>	<b>\$1,219,360</b>	<b>\$508,557</b>	<b>\$1,484,996</b>
<b>Total Liabilities</b>	<b>\$12,833</b>	<b>\$13,412</b>	<b>\$66,562</b>
<b>Net Assets</b>	<b>\$1,206,527</b>	<b>\$495,145</b>	<b>\$1,418,434</b>

Source: [www.ecfa.org/MemberProfile.aspx?ID=41025](http://www.ecfa.org/MemberProfile.aspx?ID=41025)



## Exhibit VI: The Last Well's Road Map To 2020



Source: <https://thelastwell.org/>