



# CASE FOR SUPPORT

*Since 2004, Blood:Water has raised over 45 million dollars to support local organizations in East and Southern Africa.*





# THE PROBLEM

Only 14% of funding from international donors goes to local organizations in Africa, so an astounding 86% of funding never gets into the hands of those closest to the issues being addressed\*. Many local leaders and community-based organizations are implementing solutions that drive lasting change, but they are under-resourced and under-funded.

Despite decades of work and trillions of dollars spent, the linked water and HIV/AIDS crises in Africa persist. Every 2 minutes, a child dies from lack of access to clean water. In Africa, 60% of all new HIV infections occur in women, infants, or young children\*\*.

## THE BLOOD:WATER MODEL IS UNIQUELY SUITED TO SOLVE THE PROBLEM



### OUR MISSION

Blood:Water is an international nonprofit that partners with African community-driven organizations to end water and HIV/AIDS health disparities through organizational strengthening and financial support.

### OUR VISION

To share in the joy of ending the water & HIV/AIDS crises - *with* our partners and *in* this lifetime.



“  
Something unique about Blood:Water is how keen Blood:Water is on ensuring that their partner organizations rise to another level leaving the organizations sustainable even after the 8 year partnership has ended.”

**Geoffrey Kinaalwa**

Executive Director of Partners for Community Transformation (PaCT), Uganda



# OUR APPROACH

Healthy organizations equal healthy communities. We commit to **eight years** of funding and utilize an assessment tool, called the Institutional Development Framework (IDF), used by civil society organizations globally for over 20 years to guide our organizational strengthening activities. Our model has proven to be successful in supporting the growth of the local team and leadership, increasing the organization's financial health, and ensuring these activities increase overall program quality through collaborative monitoring, evaluation and learning. This is a recipe for healthy and sustaining organizations poised to serve their communities for years to come.



## OUR MODEL

COMMUNITY  
DRIVEN  
ORGANIZATIONS



EIGHT YEAR  
FUNDING



ORGANIZATIONAL  
STRENGTHENING



**EVERY EIGHT YEARS,  
BLOOD:WATER STRENGTHENS  
19 PARTNER ORGANIZATIONS,  
DIRECTLY IMPACTING  
686,000 PEOPLE.**



# MEASURING SUCCESS

We bolster partners that have viable programs, adequate resources, and credible systems consistently applied throughout their work. What does that look like?

- + Their **vision and mission** are clear and have buy-in across stakeholders
- + Their **strategic plan drives** planning, resourcing and decision making
- + Their **recruiting, hiring, performance management, and compensation practices** improve retention and team culture
- + They bring **expertise in their programs** and utilize quantitative and qualitative data in decision-making
- + They demonstrate **best practices in accounting and financial management** along with **diversity in funding**
- + They **create and leverage existing networks of collaboration** where they serve

## MONITORING, EVALUATION & LEARNING

We measure outcomes in 4 key areas across our eight-year partnership:

- + Partners strengthened to the sustaining stage of development
- + Increased program quality
- + Financial viability
- + Organizational autonomy

By measuring the % increase/improvement with each area as well as a combined growth score we can demonstrate the organization's expanded capacity and reach based on our partnership with them.

“You can't learn about the communities we serve through books. These issues need to be seen and understood at the community level, so we are the best to address these issues.”

**Ephy Imbali**

Executive Director, Community Asset Building & Development Action (CABDA), Kenya

## OUR RESULTS



**23%**  
**INCREASE IN PARTNER  
PROGRAM QUALITY**



**15%**  
**PARTNER GROWTH IN  
FINANCIAL VIABILITY**



**20%**  
**GROWTH TOWARD THE  
SUSTAINING STAGE OF ORG  
DEVELOPMENT**



**29%**  
**GROWTH IN ORG  
AUTONOMY**



# BY 2027

**25%**  
PARTNER PORTFOLIO  
INCREASE

IMPACTING  
**2 MILLION  
PEOPLE**

# RAISING \$10.5 MILLION

# THE OPPORTUNITY

We are seeking new philanthropic partners to join us as we **scale our impact** by:



**Growing the number of partners in our portfolio** that will have access to our unique model. We have proven that our model works, and we look forward to partnering with more like-minded community organizations in East and Southern Africa.



**Exponentially increasing the positive impact on communities** across East and Southern Africa, getting us closer to the end of the water and HIV/AIDS crises in the region.



**Continuing to grow The Leader Collective** to extend our reach beyond just the partners in our portfolio.

**“Some funders are driving their own mission and vision when providing funding for projects because of the restrictions they have. Partnership with BloodWater is different because Blood:Water allows us to drive our mission and set our agenda.”**

**Jimmy Katuma**  
Executive Director, Community Partnership for Relief & Development (COPRED), Malawi



**LEADER COLLECTIVE**  
AT BLOOD:WATER

**The Leader Collective** is an online community of practice that exists to convene, cultivate, and amplify African leaders driving health and development change.



**ACCESS TO TOOLS & RESOURCES**



**PARTNER NETWORKING**

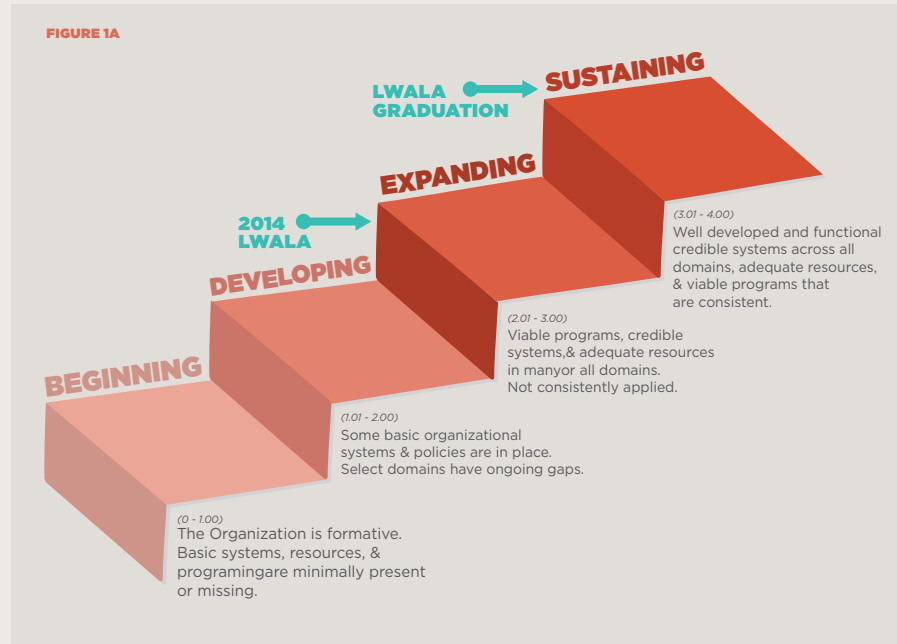


**BUILD CONNECTIONS**



## LONG-TERM OUTCOMES THROUGH BLOOD:WATER'S PARTNERSHIP

Lwala's first IDF assessment in 2014 placed them at the beginning of the "Developing" stage of organizational development (see Figure 1A). The largest jump in scoring came between the second (2016) and third (2019) IDF assessments, and by the end of partnership Lwala scored in the middle of the "Sustaining" stage. The following changes were highlighted in the report:



- + Community programs became associated with the WASH activities and access to water led to improvement in hygiene and proper sanitation throughout the communities served.
- + Tangible changes in attitude among community and households due to continuous health education by the community health workers.
- + Demonstration of growth in developing a digitized data collection and reporting system for community health work.
- + More community consultation during program design and development.

# LWALA CASE STUDY

## Introduction & Background

Lwala Community Alliance (Lwala) is a civil society organization in western Kenya founded in 2007 by a community that believed that it was unjust not to receive quality healthcare services. Community members came together to build the area's first health clinic in 2007. Since then the clinic has grown into a hospital and Lwala is delivering community-based programming and health services and transforming the health system for 1.1 million people in Migori County.

The Lwala + Blood:Water partnership started in 2007, as Blood:Water supported the launch of the clinic and the first water well near the clinic site. From there Blood:Water was a key supporter as Lwala expanded programs to reach all the local primary schools with safe water, hygiene, and sanitation, and then innovate with an integrated HIV/AIDS and WASH program (HAWI) in 2015.

Lwala graduated from partnership with Blood:Water at the end of 2022, concluding eight years of pairing long-term, iterative and intentional organizational strengthening ("OS") with flexible financial support. The conclusion of partnership included a "Most Significant Change" assessment whereby Lwala reflected on the impact of Blood:Water's partnership. This case study highlights the Most Significant Change results documented by Lwala.

## LWALA'S IMPACT THROUGH BLOOD:WATER'S GRANT SUPPORT

The partnership has facilitated the construction of WASH infrastructure, hygiene and sanitation behavior change through community-led total sanitation (CLTS), household case management via HIV community care, stigma and discrimination mitigation and even supporting facility-based quality improvement. More than 370,000 people were trained in proper sanitation and hygiene practices, and more than 104,000 people were reached with HIV testing and counseling. Nearly all babies are born HIV-free when connected to Lwala services. Through all this, Lwala identified and framed the programmatic needs, relevant responses and applied the funding towards high quality service provision for the communities it reaches daily.

## BLOOD:WATER'S IMPACT THROUGH ORGANIZATIONAL STRENGTHENING (OS)

From Lwala's perspective, the experience of partnership with Blood:Water was beneficial throughout and particularly critical during the initial years. However, when OS funding was paired with the program grant, it enhanced the engagement of both organizations, and Lwala became more objective and target oriented. The OS support started at the right time as Lwala was expanding its community work on WASH and needed to develop systems for the organization to implement credible programs. The OS support also enabled Lwala to undertake key organizational development improvements, including salary surveys and systems expansion and thematic training towards staff development. This added real value to the programmatic grant that the organization was already receiving.

## LWALA'S MOST SIGNIFICANT CHANGE

The most significant change identified by Lwala was the strategic development of the Kenya Executive Leadership Team. From 2007-2014, Lwala focused their strategic visioning, brand positioning and executive management in their US staff and board. In 2014 Lwala reached the decision to conduct a robust team role review and a realignment process to make way for a restructure of the executive leadership team. It is noteworthy that this was done following the first IDF in 2014 which identified oversight and leadership as key areas for improvement.

In 2016 Lwala hired a Kenyan managing director to work alongside the US-based executive director. The responsibility to build a strong local accountability body and leadership team was delegated to the managing director and allowed that process to be locally driven. This initiated a robust journey of growing the local senior management team and a Kenyan governance board, which is in place and evolving further today.

**“When the idea of Lwala came to be, it was just an idea. But Blood:Water saw an idea that had the opportunity to become something... Blood:Water made the first real investment to make Lwala what it is today.”**

**Julius Mbeya**  
CO-CEO  
Lwala, Kenya



WATCH LWALA'S STORY HERE

<sup>1</sup>Internal data ref: <https://bloodwater.lightning.force.com/lightning/Report/000Nu000001D4bVIMAS/view>



# CURRENT PARTNERS



# AFRICA PARTNERSHIPS TEAM



**Nadia Kist**  
Director of Africa Partnerships  
Nairobi, Kenya



**Amanda Manzella**  
Impact & Learning Manager  
Buffalo, New York



**Ann Kungu**  
Africa Partnerships Portfolio Manager  
Nairobi, Kenya



**Agevi Michael**  
Organizational Strengthening Coordinator  
Nairobi, Kenya



**Emmaculate Musenya**  
Africa Partnerships Coordinator  
Nairobi, Kenya





“**Blood:Water’s approach centers around partnership, and they also recognize that there isn’t a one-size fits all solution, that they need to understand and follow African-based,-led organizations to find the solutions that are going to take hold.”**

**Abby Maxman**  
President and CEO of Oxfam America

## FUNDING PARTNERS

Shockwave Foundation  
Imago Dei Foundation  
Davison-Bruce Foundation  
Cutwater Foundation

## ACCREDITATION



## CONTACT US

US Office:  
Jake Smith  
Executive Director  
[jsmith@bloodwater.org](mailto:jsmith@bloodwater.org)  
615-545-7172

Kenya Office:  
Nadia Kist  
Director of Africa Partnerships  
[nkist@bloodwater.org](mailto:nkist@bloodwater.org)  
+254.725.757.406

## SOCIAL MEDIA

@bloodwatermission @bloodwater  
 @bloodwatermission @bloodwatermission

## SOURCES

\*<https://www.bridgespan.org>  
\*\*<https://www.csis.org>



