

Water.org
DELEGATION OF AUTHORITY
UPDATED AS OF APRIL 2024

DOA
Introduction

The Board delegates authority to the Chief Executive Officer (CEO) for certain activities and transactions to facilitate the business activities of Water.org ("Water.org" or the "Organization"). The CEO will not undertake actions that will jeopardize the financial stability and/or 501(c)(3) tax exempt status of the Organization or make decisions that do not reflect the prudent use of financial resources or risk management.

Through this document, we summarize the authority the CEO is conveying in the Delegation of Authority {Link} to other positions in the Organization, with separately designated limits, in order to facilitate the smooth operations of the Organization. The Delegation of Authority applies to the entire organization including all subsidiaries, affiliates, or ventures that are controlled by it.

The Delegation of Authority better aligns with organization hierarchy, process mapping and role definitions specifying functional approval, scopes and limits as well as the required prior interfaces with other areas of the organization. Additionally, it brings clarity between the internal authority to approve specific operational actions and the legal approval to act as an authorized signatory.

For the avoidance of doubt, this Delegation of Authority establishes the process for approving transactions within the organization. If a transaction approved according to this Delegation of Authority requires a signature from Water.org or any of its branches and/or affiliated entities, such signature shall be performed by the authorized signatory of each respective entity {link to the board resolution with the authorized signatories per entity}.

In no case shall any section of this document take precedence over incremental Administrative or Departmental procedure that may require a higher approval or transaction action or follow more specific management instruction.

All staff and management of Water.org must be aware of and acknowledge the Delegation of Authority.

The purpose of the Delegation of Authority Policy is to establish the formal means of communicating the authority limits necessary for the approval of the daily business transactions throughout the Organization. If a transaction approved according to this Delegation of Authority requires a signature from Water.org or any of its branches and/or affiliated entities, such signature shall be performed by the authorized signatory of each respective entity {link to the board resolution with the authorized signatories per entity}.

Every effort is made to maintain a clear and consistent delegation throughout the Organization to expedite operations. All authority for Organization action is derived from powers delegated by the Board of Directors to the CEO. In turn, the CEO delegates some of those powers deemed necessary to the President & COO and the Executive Committee (EX Committee).

Individuals authorized for approval limits should understand that the authority carries reasonable accountability, and it is their responsibility to manage and control spending and operations within their approval limits. An authorization to spend the organization's money is not an authorization to exceed approved annual budgets.

It is also understood that in no case shall transactions be fragmented in order to circumvent the designated limits, and if a person is unwilling to accept full responsibility the items should be passed to a higher level for approval.

DOA Section

1	GBS
2	Finance
3	Legal
4	IT
5	GI
6	HR
7	Insights
8	Fundraising
9	Marketing

10	AOA
11	President & COO (PMO)

DOA
GENERAL RULES
Compliance Documentation Employees and management executing contracts or agreements, and approving transactions, are required to ensure that they have proceeded within all appropriate processes and procedures. If a specific item is not referenced in this document, it is the individual's responsibility to look in additional Organizational Policies or documentation to determine the appropriate process or procedure. Appropriate documentation for authorizing a transaction can take various forms, including the initialing of final contracts, approval forms, memorandums, email, or other electronic communications. All contracts shall be maintained with documentation of the appropriate approvals and the final executed version sent to the Contracts/Legal Department (contracts@water.org). When using a scanned image of another employee's signature, the person applying the signature to any document on behalf of the organization must have documented consent from all appropriate parties. If a document must be digitally signed, the organization recommends signature through an authorized Digital Signature Platform valid in the respective jurisdiction and approved by the organization.
Business Contracts and Agreements The Delegation of Authority specifies further the limits within each area of the organization allowing for better management and control of the Business Contracts + Agreements (including Non-Disclosure Agreements) required by the respective area. If a Business Contract/Agreement approved according to this Delegation of Authority requires a signature from Water.org or any of its branches and/or affiliated entities, such signature shall be performed by the authorized signatory of each respective entity (link to the board resolution with the authorized signatories per entity). See Section 10: Compliance Documentation once a contract or agreement has been approved.
Combining Transactions This policy shall be interpreted broadly so that a series of reasonably related transactions shall be considered as a single transaction for the purpose of determining approval and authority levels required by this policy. Dividing a commitment or transaction into two or more parts to evade a limit of authority is prohibited and is a violation of this policy.
Routine Administrative Approval Authorization Certain payments which result from specific contract, lease and governmental obligations are routinely authorized by staff personnel who are responsible for calculating or verifying the accuracy of such payments according to the respective contract, lease, and governmental obligation clauses. It is reasoned that approval to pay was given at the time of execution of the contractual obligation. The possibility of personal benefit is considered to be remote, therefore, staff personnel are considered to be merely verifying the amount due through the accounts' payable approval process.
Legal And Statutory Documents Legal and statutory matters or entity related activities must be revised by the Legal Department prior to its formalization. The Legal Department must receive through contracts@water.org and archive the original documents.
Policy Interpretations + Amendments As unanticipated facts and circumstances occur that are not specifically addressed in this policy, the Organization will issue interpretations of this policy. Such interpretations shall be submitted in writing to Legal and subsequently approved by the President & COO. The Organization may choose to amend the Delegation of Authority policy and change specific delegations of authority and/or monetary amounts to reflect changes in the Organization. The Board of Directors shall approve such policy amendments.
CEO Will Only Take the Following Action with Approval as Outlined: Executive Committee of the Board approval may be obtained between regularly scheduled Board meetings and will then be reported to the full Board at the next scheduled Board meeting. <ul style="list-style-type: none">• Engage in purchasing items \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors.• Allow any one individual complete authority over a financial transaction. There must be two signatures on every check over \$10,000.• Commit to an annual salary of more than \$200,000 or a compensation increase of more than 50% in any 12-month period for any period for any single employee.• Purchase or enter into a contract in situations where they or the contracting party has a material conflict of interest. Board of Directors approval may be obtained via e-mail or in person meeting. <ul style="list-style-type: none">• Make single unbudgeted operating or capital expenditures of more than \$500,000 including full life value of leases.• Commit to any contract for services in excess of 5 years in duration, excluding commitment to NGO partners, implementing partners, or for other services where the Organization has a compensating funding commitment.• Enter into a new financial arrangement which results in the Organization taking on debt or other balance sheet liabilities.• Form or dissolve new legal entities, change legal structure, or adopt any brand identity requiring a new trademark filing.• Accept gifts greater than \$7 million or grants or cause marketing agreements of any size with real potential to incur material institutional risk including currency risk, unfunded obligations and/or risk to the reputation of the Organization (e.g. commitment to evangelize for religious purposes or risk of adverse publicity from mainstream news sources).
Delegation of Authority to Subordinates To delegate authority to a subordinate, documentation of the delegation must be submitted to Finance 7 days prior to the effective date. This may be put into effect: <ul style="list-style-type: none">• When an employee is to be absent for a period not exceeding ten working days, his/her Authorization may be temporarily delegated to another employee within the Organization. Except as previously authorized by the President & COO, the authority should be delegated to the next-most-senior person on the respective team. The temporary authorization is to be in writing and specify the effective length of time and must be approved by the supervisor of the individual who is delegating authority. This documentation is to be submitted to Contracts/Legal (contract@water.org) and kept on record.• Every approval made by delegatee, must be recorded, and reported to the primary approver's absence by the delegatee.• For an absence exceeding ten business days, all documents requiring approval will be referred to the next higher level for approval. See Temporary Delegation Form for further details and instructions.• When a supervisor concludes that delegating authority for a specific project or task will streamline business operations and maximize efficiency, his /her Authorization may be delegated to another employee in the Organization. If the authorization is to be permanent, or for an undetermined timeframe, the authorization is to be in writing and specify the project or task. This authority is to be approved by the supervisor of the individual who is delegating authority. This documentation is to be submitted to Contracts/Legal (contracts@water.org) and kept on record.
Non-Operational and Functional Delegations of Authority This Executive Summary is intended to identify or represent the core operational processes of the organization. Detailed delegated authorities by function can be found in the matrix delegation of authority (link) these functional authorities must be adhered to as part of the overall approved areas of the organization.
Local Requirements The fact that the country in which the operation takes place requires an approval or a signature of a local representative does not exempt the process from being submitted to all stages of this DoA. In these cases, a local approver or signature must be added to the flow, if not already provided.
Final Approval or Signature The signature of any document or the final acceptance in systems can only occur after obtaining all the approvals provided for in this DoA.

Water.org

DELEGATION OF AUTHORITY

UPDATED AS OF APRIL 2024

FOUNDERS	BOARD				EXECUTIVE TEAM	COMMITTEES
Gary White	Adam Schechter	Chairman and CEO, Labcorp	Jodi Kahn	Business Consultant & Advisor	Gary White (CEO)	Resource Committee
Matt Damon	Andy Sareyan	President & CEO, Andrews McMeel Universal	Julie Flynn (Secretary)	Director, Flynn Family Foundation	Vedika Bhandarkar (PRESIDENT & COO)	Internal Fund Request (IFR)
	Anil Arora	Board of Directors, Envestnet Inc and ConAgra Brands	Kara Hurst	VP of Worldwide Sustainability, Amazon	Rich Thorsten (CIO)	Special Internal Fund Request (SIF)
	Anne Finucane	Former Vice Chair and Chair, Bank of America Europe	Keith Quinn	Principal, Black Lamp Inc.	Lina Bonova (CRO)	Tier II Governance Board
	Chris Torto (Treasurer)	CEO, Ascenty	Larry Tanz	Vice President, Original Series, EMEA, Netflix	Janet Tinsley (CGIO)	
	Gary White	CEO & Co-Founder, Water.org & WaterEquity	Lynn Taliento (Vice Chair)	Partner, Senior Advisor, McKinsey	Jay Schwartz (CFO)	
	Guru Gowrappan	President, Viasat	Sara Xi	Chief Product Officer, Rubicon Carbon		
	Hilary Schneider (Past Chair)	CEO, Shutterfly	Terry Traywick (Chair)	CEO & Founder, Level Five, LLC		
	Jack Leslie	Former Chair, Weber Shandwick	Tony Stayner	Partner, Silicon Valley Social Venture Fund		

A ACCOUNTABLE - the person who is the final approver (authority)
C CONSULTED AND REVIEWED (sign-off and review required prior to submission)

C CONSULTED AND REVIEWER (sign-off and review required prior to execution)

INFORMED (informed and also able to provide advisory)

		MANAGEMENT			FINANCE				GBS	IT	HR		LEGAL	GI			FUNDRAISING	MARKETING	INSIGHTS		BOARD	IFR COMMITTEE	SPECIFIC APPROVER											
		CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	CORPORATE ACCOUNTING	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	FINANCIAL MANAGER	REGIONAL FINANCE LEAD	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	DIRECTOR TECHNOLOGY	SENIOR DIRECTOR HR	ASSOCIATE DIRECTOR INTERNATIONAL HR OPS	REGIONAL BUSINESS PARTNER	HEAD OF LEGAL	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS DIRECTOR	CRO	HEAD OF CORPORATE PARTNERSHIPS	FUNDRAISING SENIOR MANAGER	SENIOR DIRECTOR MARKETING	CHIEF INSIGHTS OFFICER (CIO)	DIRECTOR INSIGHTS	REQUIRED SIGNATURES AT WATER BOARD HEADQUARTERS		APPROVER WILL BE APPOINTED BELOW
2	FINANCE																																	
2.11.1	OP EXPENSE - IN BUDGET BY FUNCTION**							C		C																								
	Budgeted Operating Expenses - \$1 - \$10,000 USD																												Manager by function					
	Budgeted Operating Expenses - \$10,001 - \$25,000 USD								C																				US Senior Manager or Country Executive Director by function					
	Budgeted Operating Expenses - \$25,001 - \$150,000 USD							C		C																			Director Level by Function					
	Budgeted Operating Expenses - \$150,001 - \$300,000 USD							C																					C Level by Function					
	Budgeted Operating Expenses - \$300,001 - \$400,000 USD		A		C																													
	Budgeted Operating Expenses - above 400,000 USD*	A		C																									A					
	COMMITMENT OR DECISIONS CONCERNING OR AFFECTING CAPITAL OF WATER.ORG				C																													
	Make single unbudgeted operating or capital expenditures of more than \$500,000 including full life value of leases.				C																								A					
2.11.2	OP EXPENSE - OUT BUDGET/ CAPITAL**																																	
	Budgeted Operating Expenses - \$1 - \$500,000 USD		C		A																													
	COMMITMENT OR DECISIONS CONCERNING OR AFFECTING CAPITAL OF WATER.ORG	C		A																														
	Make single unbudgeted operating or capital expenditures of more than \$500,000 including full life value of leases.	C		C																									A					
2.12	OP LEASING (Computers, cars, etc.)																																	
	APPROVAL OF NEW /RENEW LEASE COMMITMENTS FOR OP LEASING					I	A	A	C																									
2.13	APPOINTMENT OF AUDITORS																																	
	SELECTION/ APPROVAL AND RENEWAL OF AUDITORS					I	A		C																									
2.14	INVOICES																																	
2.15	CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY) + (INCLUDING AMENDMENTS)																																	
	AGREEMENTS - \$1 - \$10,000																		C															
	AGREEMENTS - \$10,001 - \$25,000							I		A	C								C															
	AGREEMENTS - \$25,001 - \$150,000							A		A									C															
	AGREEMENTS - \$150,001 - \$300,000							A		C	C							C																
	AGREEMENTS - \$300,001 - \$400,000	A		C	C	C	C											C																
	AGREEMENTS - \$400,001 - \$500,000	A		C	C	C	C											C																
	AGREEMENTS - Above \$500,001																	C											A					
	Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from the President & COO.	A		I	C	C	C	C																										
	Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors	C		I	C	C	C	C																					A					
	Contracts or Agreements exceeding the total requestor's approved budget must be approved through the SIF process.	C		I	C	I	C	C																				A-SIF	SIF					
2.16	In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement																																	
	AGREEMENTS lasting between 2 and 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Director responsible for the agreement.					A	I	I	C									C																
	AGREEMENTS lasting more than 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.					A	I	I	C									C																
	AGREEMENTS lasting between 3 and 4 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.	A		I	I	I	C	C										C																
	AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO.	A		I	I	I	C	C										C																
	AGREEMENTS lasting more than 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.	C		I	I	I	C	C										C										A						

The area must pass through the approvals provided under the Legal Tab in order to enter into any contracts with lawyers, legal or regulatory settlement or any legal matter.

Consult the Legal tab to see how to proceed.

		MANAGEMENT				FINANCE				GBS	IT	HR		LEGAL	GI			FUNDRAISING	MARKETING	INSIGHTS		BOARD	IFR COMMITTEE	SPECIFIC APPROVER										
2	FINANCE	CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	CORPORATE ACCOUNTING	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	FINANCIAL MANAGER	REGIONAL FINANCE LEAD	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	DIRECTOR TECHNOLOGY	SENIOR DIRECTOR HR	ASSOCIATE DIRECTOR INTERNATIONAL HR OPS	REGIONAL BUSINESS PARTNER	HEAD OF LEGAL	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS DIRECTOR	CRO	HEAD OF CORPORATE PARTNERSHIPS	FUNDRAISING SENIOR MANAGER	SENIOR DIRECTOR MARKETING	CHIEF INSIGHTS OFFICER (CIO)	DIRECTOR INSIGHTS	REQUIRED SIGNATURES AT WATER BOARD HEADQUARTERS		APPROVER WILL BE APPOINTED BELOW
2.18	HR Matters (employment contracts, individual contractors, Compensations, etc.)	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition program & reimbursement, overtime and paid time, benefits, compensation - base pay etc.																																
2.19	GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab																																
2.20	IT Matters	see IT tab																																

* Exceeding Approved Budget Amount or An Unbudgeted Item -

- Expenses exceeding the total requestor's approved budget must be approved through an Finance lead committee, subject to override by President & COO and/or CEO.
- An unbudgeted expense over \$500,000 will go to the Board of Directors for approval.
- See Exceeding Approved Budget Amount Procedure for detailed steps to submit an request.

** THE REQUESTING AREA SHOULD PROVIDE THE PRELIMINARY APPRAL OF THE INVOICES AND THE RESPECTIVE OF THE SERVICES/PRODUCTS DELIVERED

Non-Capitalized/Operating Expenses

All operating expenditures are budgeted on an annual basis through the Annual Budget process, and through this process are approved by the CEO and the Board of Directors. If an Non-Capital Expenditure approved according to this Delegation of Authority requires an signature from Water.org or any of its branches and/or affiliated entities, such signature shall be performed by the authorized signatory of each respective entity (link to the board resolution with the authorized signatories per entity).

The Delegation of Authority further specifies the limits within each of the functional and operational areas of the organization allowing for better management and accountability of expenses.

Capital Expenditures

All capital expenditures are budgeted on an annual basis through the Annual Budget process, and through this process are approved by the CEO and the Board of Directors. If an Capital Expenditure approved according to this Delegation of Authority requires an signature from Water.org or any of its branches and/or affiliated entities, such signature shall be performed by the authorized signatory of each respective entity (link to the board resolution with the authorized signatories per entity).

Any capital expenditures exceeding either the dollar or temporal limit outlined in this policy must be approved by either an Executive Committee of the Board or the Board of Directors.

The Delegation of Authority specifies that each area of the organization, and its respective Executives (Managers, Directors, and C-Level) and relevant Finance Partners shall only have the power to authorize Capital Expenditures according to the limits below related to their own area, allowing for better management and control of the operating expenses.

R	RESPONSIBLE - person(s) who will execute the task
A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
I	INFORMED (informed and also able to provide advisory)

A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
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DELEGATION OF AUTHORITY

UPDATED AS OF APRIL 2024

										MANAGEMENT		FINANCE		GBS	IT	LEGAL	HR	INSIGHTS		FUNDRAISING		MARKETING	GI			BOARD	SPECIFIC APPROVER				
4	IT	CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	DIRECTOR TECHNOLOGY	MANAGER TECHNOLOGY	HEAD OF LEGAL	HR DIRECTOR	HR MANAGER	CHIEF INSIGHTS OFFICER	INSIGHTS MANAGER	CRO	FUND RAISING DIRECTOR	FUND RAISING MANAGER	tbd	MARKETING DIRECTOR	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS LEAD	REQUIRED SIGNATURES AT WATER BOARD HEADQUARTERS	APPROVER WILL BE APPOINTED BELOW
4.2 BUSINESS CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY) + (INCLUDING AMENDMENTS)****																															
AGREEMENTS - \$1 - \$10,000								C	A	C	C	C										C							Manager Responsible for the agreement.		
AGREEMENTS - \$10,001 - \$150,000								C	A	C	C	C										C							Director Responsible for the agreement.		
AGREEMENTS - >\$150,001 - \$300,000							C	C	A	C	C	C																Director Responsible for the agreement.			
AGREEMENTS - >\$300,001 - \$400,000		A		C	C			C	C																			C-level Responsible for the agreement.			
AGREEMENTS - >\$400,001 - \$500,000		A		C				C	C																			C-level Responsible for the agreement.			
AGREEMENTS - >Above \$500,001				C				C	C																			A			
Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from the President & COO.		A																													
Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors.																													A		
Contracts or Agreements exceeding the total requestor's approved budget must be approved through the SIF application process.																													SIF		
4.3 In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement																															
AGREEMENTS lasting between 2 and 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Director responsible for the agreement.									A																				Director responsible for the agreement		
AGREEMENTS lasting more than 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.	A	A																											C-Level responsible for the agreement		
AGREEMENTS lasting between 3 and 4 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.		A																													
AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO.	A																														
AGREEMENTS lasting more than 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.								A																					A		
Finance approval is required whenever the purchase falls out of the IT Policy rules/budget																															

* Finance approval is required whenever the purchase falls out of the IT Policy rules/budget

4.4	Legal Matters (Corporate Entity Matters, Power of Attorneys, Legal Support, etc.)	The area must pass through the approvals provided under the Legal Tab in order to enter into any contracts with lawyers, legal or regulatory settlement or any legal matter. Consult the Legal tab to see how to proceed.
4.5	HR Matters (employment contracts, individual contractors, Compensations, etc.)	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition program & reimbursement, overtime and paid time, benefits, compensation - base pay etc. Consult the HR tab to see how to proceed.
4.6	GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab
4.7	Finance Matters	see Finance Tab

A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
I	INFORMED (informed and also able to provide advisory)

5 GI - Partnership, Grants and MoUs AGREEMENTS

		MANAGEMENT				FINANCE		GBS	IT	HR		LEGAL	GI		INSIGHTS		FUNDRAISING		MARKETING		BOARD	SPECIFIC APPROVER	Notes										
5.1	PARTNERSHIP OR GRANT AGREEMENTS (INCLUDING AMENDMENTS) REGIONAL HUBS*	CHIEF EXECUTIVE OFFICER (CEO)	CHIEF OF STAFF	PRESIDENT & CHIEF OPERATING OFFICER (COO)	OFFICE OF THE PMO	CHIEF FINANCE OFFICER (CFO)	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	DIRECTOR TECHNOLOGY	MANAGER TECHNOLOGY	GLOBAL HR DIRECTOR	GLOBAL HR MANAGER	HR BUSINESS PARTNER (HRBP)	HEAD OF LEGAL	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS LEAD	CHIEF INSIGHTS OFFICER (CIO)	INSIGHTS MANAGER	CHIEF REVENUE OFFICER (CRO)	FUND RAISING DIRECTOR	FUND RAISING MANAGER	MARKETING DIRECTOR	REQUIRED SIGNATURES AT WATER BOARD HEADQUARTERS	APPROVER WILL BE APPOINTED BELOW		
TECHNICAL SERVICE AGREEMENTS - \$0						C							C			A													Either the Regional ED -or- Regional Business Line lead must be consulted (not necessary to have both)				
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$1 - \$10,000						C							C			A																	
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$10,001 - \$250,000						C							C			A																	
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$250,001 - \$500,000						C							C			A																	
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$500,001 - \$750,000						C							C			A																	
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$750,001 - \$2,000,000					A	C							C																				
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$2,000,001 - \$3,000,000	A					C							C																				
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$3,000,001+						C							C																A				
If the cumulative amount of all the partner payments exceeds the approved grant budget by \$100,000 or is 15% over the approved grant budget, Finance will provide an analysis to the President & COO on the best course of action for proceeding.													C																				
In some countries, local boards or country representatives may need to sign certain types of agreements																																	
No staff GI staff member is authorized to sign an grant agreement unless funding has been secured to cover the full cost of the commitment. Funding may consist of fully or lightly restricted grants, pooled funds, or UNR approved by the IFR committee.																																	
All partnership and grant agreements must have an budget and work plan as back up documentation.																																	
5.2	PARTNERSHIP OR GRANT AGREEMENTS (INCLUDING AMENDMENTS) US HUB*												C		A																		
TECHNICAL SERVICE AGREEMENTS - \$0													C			C		A															
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$1 - \$250,000													C			C		A															
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$250,001 - \$750,000													C			C	A																
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$750,001 - \$2,000,000					A								C			C																	
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$2,000,001 - \$3,000,000	A					C							C			C																	
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$3,000,001+						C							C			C													A				
If the cumulative amount of all the partner payments exceeds the approved grant budget by \$100,000 or is 15% over the approved grant budget, Finance will provide an analysis to the President & COO on the best course of action for proceeding.																																	
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All partnership and grant agreements must have an budget and work plan as back up documentation.																																	
5.3	GRANT PAYMENTS TO PARTNER ORGANIZATIONS*** REGIONAL HUBS*																																
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$1 - \$10,000																																	
PAYMENTS - \$10,001 - \$250,000																																	
PAYMENTS - \$250,001 - \$500,000																																	
PAYMENTS - \$500,001-\$750,000																																	
PAYMENTS - \$750,001 - \$2,000,000					A																												
PAYMENTS - \$2,000,001 - \$3,000,000	A					C																											
PAYMENTS - \$3,000,001+						C																									A		
5.4	GRANT PAYMENTS TO PARTNER ORGANIZATIONS*** US HUB*																																
PAYMENTS - \$1 - \$250,000																																	
PAYMENTS - \$250,001-\$750,000																																	
PAYMENTS - \$750,001 - \$2,000,000					A																												
PAYMENTS - \$2,000,001 - \$3,000,000	A					C																											
PAYMENTS - \$3,000,001+						C																									A		
5.5	BUSINESS CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY/ MOU) + (INCLUDING AMENDMENTS)**** REGIONAL HUBS																																
AGREEMENTS - \$1 - \$10,000													C			C																	
AGREEMENTS - \$10,001 - \$25,000																																	

AGREEMENTS - >Above \$500,001					C			C							A		
Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from the President & COO.																	
Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors.																	
Contracts or Agreements exceeding the total requestor's approved budget must be approved through the IFR application process for allocation of UNR funds.																	
5.6 BUSINESS CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY/ MOU) + (INCLUDING AMENDMENTS)**** US HUB																	
AGREEMENTS - \$1 - \$10,000					C			C									
AGREEMENTS - \$10,001 - \$25,000					C			C	A								
AGREEMENTS - >\$25,001 - \$150,000								C	A								
AGREEMENTS - >\$150,001 - \$300,000								C	A								
AGREEMENTS - >\$300,001 - \$400,000		A			C			C									
AGREEMENTS - >\$400,001 - \$500,000					C			C									
AGREEMENTS - >Above \$500,001					C			C						A			
Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from the President & COO.																	
Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors																	
Contracts or Agreements exceeding the total requestor's approved budget must be approved through the IFR application process for allocation of UNR funds.																	
5.7 In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement or contract. REGIONAL HUBS																	
AGREEMENTS lasting up to 2 years, up to \$250,000, must have, if not yet provided under the DoA, the additional approval of the Regional Executive Director or Regional Director responsible for the agreement.													A				
AGREEMENTS lasting between 2 and 3 years, up to \$500,000 of value, must have, if not yet provided under the DoA, the additional approval of the an Regional Director responsible for the agreement.													A				
AGREEMENTS lasting between 3 and 4 years, up to \$750,000 of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.													A				
AGREEMENTS lasting between 4 and 5 years, up to \$2,000,000 of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.		A															
AGREEMENTS lasting between 5 and 7 years, up to \$3,000,000 of value, must have, if not yet provided under the DoA, the additional approval of the CEO.	A																
AGREEMENTS lasting more than 7 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.														A			
5.8 In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement or contract. US HUB																	
AGREEMENTS lasting up to 3 years, up to \$250,000 of value, must have, if not yet provided under the DoA, the additional approval of the an Regional Director responsible for the agreement.													A				
AGREEMENTS lasting between 3 and 4 years, up to \$750,000 of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.													A				
AGREEMENTS lasting between 4 and 5 years, up to \$2,000,000 of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.		A															
AGREEMENTS lasting between 5 and 7 years, up to \$3,000,000 of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.	A																
AGREEMENTS lasting more than 7 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.														A			
5.9 HR Matters (employment contracts, individual contractors, Compensations, etc.)	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition program & reimbursement, overtime and paid time, benefits, compensation - base pay etc.																
5.10 GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab																
5.11 Finance Matters	see Finance Tab																
5.12 IT Matters	see IT tab																
5.13 LEGAL Matters	see Legal tab																

A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
I	INFORMED (informed and also able to provide advisory)

*	If the cumulative amount of all the partner payments exceeds the approved grant budget by \$100,000 or is 15% over the approved grant budget, Finance will provide an analysis to the President & COO on the best course of action for proceeding. Any Grant Agreement that exceeds \$2,000,000 will go to the Board of Directors for approval.
	For any outgoing grant or award (service and/or funds) to a partner organization, the proper documentation must be submitted directly to Finance and submitted to wiretransfer@water.org before the first payment will be distributed. If a Grant to Partner Organization approved according to this Delegation of Authority requires a signature from Water.org or any of its branches and/or affiliated entities, such signature shall be performed by the authorized signatory of each respective entity (link to the board resolution with the authorized signatories per entity).
	See General Rules: - Routine Administrative Approval Authorization applies to the processing of the outgoing partner payments once the initial contract or agreement has been signed. - Compliance Documentation once a contract or agreement has been approved.

6	HUMAN RESOURCES	MANAGEMENT				FINANCE			GBS	LEGAL	IT	HR		FUNDRAISING	MARKETING	INSIGHTS		GI			DIRECT MANAGER	COMMITTEE	BOARD	SPECIFIC APPROVER						
		CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	HEAD OF LEGAL	DIRECTOR TECHNOLOGY	HR DIRECTOR	SR. HR MANAGER	REGIONAL HR BUSINESS PARTNER	FUNCTIONAL HR SPECIALIST	CRO	MARKETING DIRECTOR	CHIEF INSIGHTS OFFICER	INSIGHTS DIRECTOR	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS LEAD			
6.1	Talent Acquisition / Talent Mobility / Independent Contractors						I			I			I		C											A				
	Hiring new employees and independent contractors (incremental spending)						I			I			I		C											A				
	Backfills (continued spending)						I			I			I		C											A				
	Selection of hire candidate														C											C				
	Relocation of employees (upon employers request)	A							C				C													C				
	Use of recruitment search firm								C				A		C											C				
	Use of and contract renewals for job posting sites								C				C																	
	Use of temp agencies and temporary worker invoice processing								C				A		C											C				
	Employees moving within country (in an registered location)												A		C											C				
	Pre-Approval of Reimbursement of expenses for Third Parties (Independent contractors) Intl.								C	I			C													A				
	Pre-Approval of Reimbursement of expenses for Third Parties (Independent contractors) US								C	I			C													A				
6.2	ONBOARDING																													
	REIMBURSEMENT OF REMOTE WORK EXPENSES - (deviations from Remote Work Stipends Policy)								C				A													C				
6.3	BENEFITS									C			A													C				
	Insurance Plans and Renewals																													
6.4	Performance Management / Talent Management / Learning & Development								C			A														C				
	Global Individual Development Policy & Fund Requests								C			A														C				
6.5	COMPENSATION - BASE PAY																													
	ANNUAL MERIT (Org. Budgets)								C			A	I	I	C											C				
	ANNUAL MERIT (Individual Increase amounts)								C			A	I	I	C											C				
	ANNUAL INCENTIVE	C		C		I			C			C	I	I	C										C		Executive Committee only			
	MANAGEMENT ADJUSTMENTS (must be <\$175,000 & up to 25% increase)	I				I			I			A	I	I	C										C					
	PROMOTIONS								I			I			A	I	I	C								C				
	Compensation Packages for new hires								I			I			A	I	I	C							C					
	Separation Packages (must be <\$175,000)								I			I			A	I	I	I							C					
	Any action that commit to an annual salary of more than \$200,000 and an compensation increase of more than 50% in any 12-month period for any period for any single employee must have the additional approval of Water.Org Board.	C		I								C													A					
6.9	TERMINATION											I			I	C	C	C								A				
6.10	CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY/ EMPLOYMENT / INDIVIDUAL CONTRACTOR) + (INCLUDING AMENDMENTS)																													
	AGREEMENTS - \$1 - \$10,000											C			A		C												Manager Responsible for the agreement.	
	AGREEMENTS - \$10,001 - \$150,000											C		A	C		C												Director Responsible for the agreement.	
	AGREEMENTS - >\$150,001 - \$300,000											C		A															Director Responsible for the agreement.	
	AGREEMENTS - >\$300,001 - \$400,000	A										C		C															C-level Responsible for the agreement.	
	AGREEMENTS - >\$400,001 - \$500,000	A										C		C															C-level Responsible for the agreement.	
	AGREEMENTS - >Above \$500,001											C																	A	
	Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from the President & COO.	A																												

6	HUMAN RESOURCES	MANAGEMENT				FINANCE			GBS	LEGAL	IT	HR			FUNDRAISING	MARKETING	INSIGHTS	GI				DIRECT MANAGER	COMMITTEE	BOARD	SPECIFIC APPROVER								
		CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS				ORG DEVELOPMENT LEAD	HEAD OF LEGAL	DIRECTOR TECHNOLOGY	HR DIRECTOR	SR. HR MANAGER	REGIONAL HR BUSINESS PARTNER	FUNCTIONAL HR SPECIALIST	MARKETING DIRECTOR	CHIEF INSIGHTS OFFICER	INSIGHTS DIRECTOR	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS LEAD					
	Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors																												A		APPROVER WILL BE APPOINTED BELOW		
	Contracts or Agreements exceeding the total requestor's approved budget must be approved through the SIF application process.																												SIF				
6.11	In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement																																
	AGREEMENTS lasting between 2 and 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Director responsible for the agreement.									C		A																	Director responsible for the agreement				
	AGREEMENTS lasting more than 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.		A							C																			C-Level responsible for the agreement				
	AGREEMENTS lasting between 3 and 4 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.		A							C																							
	AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO.		A							C																					A		
	AGREEMENTS lasting more than 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.									C																					A		
	Any action concerning an executive position must have additional approvals from the President & COO;																																
	Any action concerning the C-Level must have additional approvals from CEO;																																
6.12	Legal Matters (Corporate Entity Matters, Power of Attorneys, Legal Support, etc.)																																
6.13	GBS Matters (Travel & Expenses, Risk, Insurance, etc.)																																
6.14	Finance Matters																																
6.15	IT Matters																																

A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
I	INFORMED (informed and also able to provide advisory)

		MANAGEMENT			INSIGHTS			FINANCE		GBS	IT	HR	LEGAL	FUNDRAISING		MARKETING	GI			BOARD	SPECIFIC APPROVER								
		CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CHIEF INSIGHTS OFFICER	INSIGHTS DIRECTOR	INSIGHTS MANAGER	REGIONAL INSIGHTS LEAD	CFO	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	DIRECTOR TECHNOLOGY	HR DIRECTOR	HR MANAGER	HEAD OF LEGAL	CRO	FUNDRAISING DIRECTOR	FUNDRAISING MANAGER	tbd	MARKETING DIRECTOR	CHIEF GLOBAL IMPACT OFFICER	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD
7	<h2>7 Insights</h2>																											APPROVER WILL BE APPOINTED BELOW	
7.1	BUSINESS CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY) + (INCLUDING AMENDMENTS)*	AGREEMENTS - \$1 - \$10,000					A			C				C								I			I		Manager Responsible for the agreement.		
	AGREEMENTS - \$10,001 - \$150,000					A				C				C								I			I		Director Responsible for the agreement.		
	AGREEMENTS - >\$150,001 - \$300,000				A									C								I			I		C-Level responsible for the agreement.		
	AGREEMENTS - >\$300,001 - \$400,000		A		C									C								I			I		C-level Responsible for the agreement.		
	AGREEMENTS - >\$400,001 - \$500,000		A		C			C						C								I			I		C-level Responsible for the agreement.		
	AGREEMENTS - >Above \$500,001				C			C						C								I			I	A			
	Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from the President & COO.		A																										
	Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors		C																							C			
	Contracts or Agreements exceeding the total requestor's approved budget must be approved through the SIF application process.																										SIF Committee		
7.2	In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement	AGREEMENTS lasting between 2 and 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Director responsible for the agreement.					A																					Director responsible for the agreement	
	AGREEMENTS lasting more than 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.				A																						C-Level responsible for the agreement		
	AGREEMENTS lasting between 3 and 4 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.		A		C																								
	AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO.		A		C																								
	AGREEMENTS lasting more than 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.				C																					A			
	AGREEMENTS in which Water.org may consider to add, amend, or deviate from its standard impact measurement and reporting framework and/or key impact indicators***					A																							
	AGREEMENTS which require application of Water.org's impact data privacy protocols				C*** *	A																							
7.3	Legal Matters (Corporate Entity Matters, Power of Attorneys, Legal Support, etc.)	The area must pass through the approvals provided under the Legal Tab in order to enter into any contracts with lawyers, legal or regulatory settlement or any legal matter. Consult the Legal tab to see how to proceed.																											
7.4	HR Matters (employment contracts, individual contractors, Compensations, etc.)	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition program & reimbursement, overtime and paid time, benefits, compensation - base pay etc. Consult the HR tab to see how to proceed.																											
7.5	GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab																											
7.6	Finance Matters	see Finance Tab																											
7.7	IT Matters	see IT tab																											

* Agreements include donor agreements, grant agreements, third party services agreements, MoUs, and NDAs which the Insights team is accountable to execute on behalf of Water.org.

** The Director or CIO may at their discretion engage Regional Operations Directors as Advisors in agreements occurring within an given respective region.

*** Please consult with the Director, Insights about this prior to contract review process

**** The Director, Insights is responsible for administering the protocol on an day to day basis. Depending on sensitivity of data in question, the CIO may also need to review prior to moving to the signature phase.

A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
I	INFORMED (informed and also able to provide advisory)

8 FUNDRAISING - DONOR AGREEMENTS

	MANAGEMENT				FINANCE				IT	GBS	LEGAL	HR	INSIGHTS	FUNDRAISING	MARKETING	GI		BOARD	SPECIFIC APPROVER										
	CEO	PRESIDENT & COO	CHEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	REGIONAL MANAGER	LOCAL MANAGER/COORDINATOR	DIRECTOR TECHNOLOGY	ORG DEVELOPMENT LEAD	HEAD OF LEGAL	HR DIRECTOR	HR MANAGER	CHIEF INSIGHTS OFFICER	INSIGHTS DIRECTOR	CRO	FUND RAISING DIRECTOR RELATIONSHIP MANAGER	DIRECTOR	MANAGER	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS LEAD	REQUIRED SIGNATURES AT WATER BOARD HEADQUARTERS	APPROVER WILL BE APPOINTED BELOW

8.1 DONOR AGREEMENTS - QUOTATIONS, TENDERS, BIDS, CONTRACTS & BINDING AGREEMENTS * (INCLUDING AMENDMENTS)**

STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$1 - \$ 500,000	AUTOMATIC APPROVAL																									
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$500,001 - \$1,000,000											I	A	C	I	C**	I	I									
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$1,000,001 - \$3,500,000											I	A	C	I	C**	I	I									
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$3,500,001 - \$7,000,000											I	A	C	I	C**	I	I									
STANDARD/ Water.org STD. TEMPLATE AGREEMENTS - \$7,000,001 +											I	C	C	I	C**	I	I									A
COMPLEX AGREEMENTS* - \$1 - \$ 500,000						C*					C*	I	A	C	I	C**	I	I								
COMPLEX AGREEMENTS* - \$500,001 - \$1,000,000						C*					C*	I	A	C	I	C**	I	I								
COMPLEX AGREEMENTS - \$1,000,001 - \$3,500,000		A				C*					C*	I	C	C	I	C**	I	I								
COMPLEX AGREEMENTS - \$3,500,001 - \$7,000,000	A	C				C*					C*	I	C	C	I	C**	I	I								
COMPLEX AGREEMENTS - \$7,000,001+		C				C*					C*	I	C	C	I	C**	I	I								A

8.2 BUSINESS CONTRACTS AND AGREEMENTS (VENDOR/CONSULTANCY / MOU/PARTNERSHIP AGREEMENTS) + (INCLUDING AMENDMENTS)****

AGREEMENTS - \$1 - \$10,000											C					A											Manager Responsible for the
AGREEMENTS - \$10,001 - \$25,000											C					A	C										Director Responsible for the
AGREEMENTS - \$25,000 - \$150,000											C					A	C										Director Responsible for the
AGREEMENTS - >\$150,001 - \$300,000											C					A	C										Director Responsible for the
AGREEMENTS - >\$300,001 - \$400,000		A									C					C											C-level Responsible for the agreement.
AGREEMENTS - >\$400,001 - \$500,000	A										C					C											C-level Responsible for the agreement.
AGREEMENTS - >Above \$500,001											C					C											A
Any purchasing agreement where there has not been an assessment of the quality and price offered by at least three (3) different vendors must have an additional approval from President & COO.	A										C					C											
Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different											C					C											
Contracts or Agreements exceeding the total requestor's approved budget must be approved through the											C					C											SIF

8.3 In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement

AGREEMENTS lasting between 2 and 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Director																	A	C									
AGREEMENTS lasting more than 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level																	A	C									
AGREEMENTS lasting between 3 and 4 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.	A																C										
AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO.	A																C										
AGREEMENTS lasting more than 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.																	C										A
FOREIGN EXCHANGE COMMITMENTS IN DONOR AGREEMENT		A				C											C										

* The term donor agreement applies to all incoming revenue agreements including grants, strategic partnerships, and cause marketing agreements.
If an Donor Agreement is approved according to this Delegation of Authority, it requires an signature from Water.org or any of its branches and/or affiliated entities. Such signature shall be performed by the authorized signatory of each respective entity (link to the board resolution with the authorized signatories per entity).
The Chief Revenue Officer (CRO) has been authorized by the CEO to approve Donor Agreements upon completion of defined internal reviews and documented concurrence. Furthermore, the CRO is authorized to approve agreements without going to internal Finance and Legal revision and sign off, unless otherwise formally requested. Cover sheets need to be included with all formal requests to Legal. See General Rules Section: Compliance Documentation once an contract or agreement has been approved.

** CGIO only has to be consulted in UNR funding Type

*** For any outgoing grant or award to an partner organization, the proper documentation showing the Partner's Certification must be submitted directly to Finance before the first payment will be distributed.

8.4 Legal Matters (Corporate Entity Matters, Power of Attorneys, Legal Support, etc.)	The area must pass through the approvals provided under the Legal Tab in order to enter into any contracts with lawyers, legal or regulatory settlement or any legal matter.
8.5 HR Matters	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition
8.6 GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab (LINK TO GBS TAB)
8.7 Finance Matters	see Finance Tab (LINK TO FINANCE TAB)
8.8 IT Matters	see IT Tab (LINK TO IT TAB)

A ACCOUNTABLE - the person who is the final approver (authority)

C CONSULTED AND REVIEWER (sign-off and review required prior to execution)

I INFORMED (informed and also able to provide advisory)

Purchasing items which cost \$150,000 or more where there has not been an assessment of the quality and price offered by at least three (3) different vendors										C															
Contracts or Agreements exceeding the total requestor's approved budget must be approved through the SIF application process.										C										SIF					
Contracts or Agreements exceeding the total requestor's approved budget must be approved through the SIF application process.			C	C	I						C									SIF					
9.3 In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement																									
AGREEMENTS lasting between 2 and 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Director responsible for the agreement.				C	I						A									Director responsible for the agreement					
AGREEMENTS lasting more than 3 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the an C-Level responsible for the agreement.				C	I					A	C								C-Level responsible for the agreement						
AGREEMENTS lasting between 3 and 4 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the President & COO.		A	C	I							C														
AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO.	A		C	I							C														
AGREEMENTS lasting more than 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the Board.			C	I							C								A						
9.4 Legal Matters (Corporate Entity Matters, Power of Attorneys, Legal Support, etc.)	The area must pass through the approvals provided under the Legal Tab in order to enter into any contracts with lawyers, legal or regulatory settlement or any legal matter. Consult the Legal tab to see how to proceed.																								
9.5 HR Matters	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition program & reimbursement, overtime and paid time, benefits, compensation - base pay etc. Consult the HR tab to see how to proceed.																								
9.6 GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab (Link to GBS tab)																								
9.7 Finance Matters	see Finance Tab (Link to Finance tab)																								
9.8 IT Matters	see IT Tab (Link to IT tab)																								

A	ACCOUNTABLE - the person who is the final approver (authority)
C	CONSULTED AND REVIEWER (sign-off and review required prior to execution)
I	INFORMED (informed and also able to provide advisory)

		MANAGEMENT				FINANCE			GBS	IT	LEGAL	HR	INSIGHTS		FUNDRAISING		MARKETING		GI			BOARD	TIER II GOVERNANCE BOARD	SPECIFIC APPROVER							
11	OCOO (PMO) This section of the delegation of authority is applicable to Project Management Office (PMO), a function within the Office of the President & Chief Operating Officer (OCOO)	CEO	PRESIDENT & COO	CHIEF OF STAFF	OFFICE OF THE PMO	CFO	CONTROLLER	ASSOCIATE DIRECTOR INTERNATIONAL FINANCE OPS	LOCAL MANAGER/COORDINATOR	ORG DEVELOPMENT LEAD	DIRECTOR TECHNOLOGY	HEAD OF LEGAL	HR DIRECTOR	HR MANAGER	CHIEF INSIGHTS OFFICER	INSIGHTS DIRECTOR	CRO	FUND RAISING DIRECTOR	FUND RAISING MANAGER	MARKETING DIRECTOR	MARKETING MANAGER	CHIEF GLOBAL IMPACT OFFICER (CGIO)	GLOBAL BUSINESS DIRECTOR	GLOBAL OPERATIONS SR. MANAGER	REGIONAL DIRECTOR	REGIONAL EXECUTIVE DIRECTOR	REGIONAL BUSINESS LINE LEAD	REGIONAL OPERATIONS LEAD	REQUIRED SIGNATURES AT WATER BOARD HEADQUARTERS	TIER II GOVERNANCE BOARD	APPROVER WILL BE APPOINTED BELOW
		Grant Management (Pre and Post Awards)/ Special Projects																													
11.1	Business Contracts And Agreements for Non-Capitalized / Operating Expenses & Capital Expenses	AGREEMENTS - \$1 - \$10,000	C	A						C																					
	AGREEMENTS - \$10,001 - \$25,000	C	A							C																					
	AGREEMENTS - \$25,001 - \$150,000	A		C						C																					
	AGREEMENTS - \$150,001 - \$300,000	A		C						C																					
	AGREEMENTS - \$300,001 - \$400,000	A		C						C																			An expense over \$500,000 will go to the Board of Directors for approval.		
	AGREEMENTS - \$400,001 - \$500,000	A		C						C																					
11.2	In addition to the approvals based on value, the following additional approvals must be considered due to the duration of the agreement	AGREEMENTS between one to 2 years, regardless of value, must have, if not yet provided under the DoA - have additional approval from the COO and if appropriate, a specific approver (e.g. Tier II Project Governance Board)	A	C	I																								C		
	AGREEMENTS lasting between 4 and 5 years, regardless of value, must have, if not yet provided under the DoA, the additional approval of the CEO and if appropriate, a specific approver (e.g. Tier II Project Governance Board)	A		C	I																								C		
11.3	PRESIDENT & OCOO Operations	Approval of Departmental Fiscal Year Operating plans	A	I	C	C				C	C	C	C						C												
11.4	PMO Operations	Authorize creation of PMO portfolio of projects (Strategic Portfolio Approval Gate)	I	A	I	C																							C		
	Approval of Tier II Projects to move into Execution Phase (Execution Gate)	C		C																									A		
	Approval of software/new Project Management (PM) tool	A		C					C																				I		
	Approval of PMO deliverables each fiscal year	A		C																											
11.5	Legal Matters (Corporate Entity Matters, Power of Attorneys, Legal Support, etc.)	The area must pass through the approvals provided under the Legal Tab in order to enter into any contracts with lawyers, legal or regulatory settlement or any legal matter. Consult the Legal tab to see how to proceed.																													
11.6	HR Matters (employment contracts, individual contractors, Compensations, etc.)	The area must pass through the approvals provided under the HR Tab in order to proceed with any HR matter, including without limitation, relocation, employment disputes, recruitment and termination, tuition program & reimbursement, overtime and paid time, benefits, compensation - base pay etc. Consult the HR tab to see how to proceed.																													
11.7	GBS Matters (Travel & Expenses, Risk, Insurance, etc.)	see GBS Tab																													
11.8	Finance Matters	see Finance Tab																													
11.9	IT Matters	see IT Tab																													

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*** Regional Directors consultation is needed only for countries where we have offices
** • For hiring of any consulting firm/vendors by AOA in the countries where we have offices, the regional director or her/his designee is consulted (to

