

2024 Statement of ROI

THE RETURN ON INVESTMENT CREATED BY **CLEAN WATER,**
EVANGELISM, & DISCIPLESHIP,
A PROGRAM OF **THE BUCKET MINISTRY,**
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2024

Prepared by:

CALVIN EDWARDS
& COMPANY

Maximizing the Good of Giving



for:

ROI Ministry

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in collaboration with:

The Bucket Ministry

1930 Alpha Drive

Rockwall, Texas 75087

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NOTICE

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Introduction

ROI Ministry (ROIM) seeks to identify, support, and promote ministries that have high levels of impact per dollar invested. These organizations proclaim the gospel, bring people to faith, or help the poor and needy in the name of Christ—and do so in very effective ways, thus ensuring a high return on investment (ROI) for kingdom giving.

Each year, since 2011, ROIM has identified and published its list of “Top 10” ministries that operated programs in the prior year that reaped significant outcomes with the finances entrusted to them. For 2025, the list includes **The Bucket Ministry** and its program, **Clean Water, Evangelism, and Discipleship**.

Calvin Edwards & Company (CEC), a philanthropic advisory firm in Atlanta, GA, has extensive experience calculating ROI, and performing similar analyses, for many organizations worldwide. ROIM has engaged CEC to conduct a professional, third-party review and ROI calculation of each “Top 10” ministry program since 2014. CEC was not engaged to identify the ministry programs or verify that their ROI exceeds others’.

The Confidence Rating presented on page 4 indicates CEC’s estimated confidence that the ROI calculation is reliable. It is based on CEC’s judgment regarding the reasonableness and/or quality of the following four factors:

- ✓ Estimates used
- ✓ Assumptions relied upon
- ✓ Allocation of costs to the program
- ✓ Data-gathering methodology

In addition to considering kingdom “return,” ROIM has 18 standards that it expects “Top 10” ministries to meet. These are listed in Appendix A. CEC asked The Bucket Ministry to provide evidence that it complied with the standards, reviewed responses, and conducted a random check on three standards. Based on this analysis, CEC considers The Bucket Ministry’s reported alignment with ROIM standards to be reliable. This alignment is indicated on pages 2 and 3 with numbered, colored symbols.

The Bucket Ministry completed the application process for its program, Clean Water, Evangelism, and Discipleship, and was selected by ROIM from a pool of applicants. This *2024 Statement of ROI*, created by CEC, constitutes an independent verification that the program efficiently and effectively used funds in 2024 to reach the lost with the gospel and serve people in the name of Christ.

The Bucket Ministry

LEGAL NAME

The Bucket Ministry (TBM)

ADDRESS

1930 Alpha Drive
Rockwall, Texas 75087

TELEPHONE

469.314.1688

WEBSITE

thebucketministry.org

EMAIL

info@thebucketministry.org

MISSION

"To share God's love through the gift of safe, clean drinking water and preach the gospel and disciple the unreached and forgotten people groups."

GEOGRAPHIC FOCUS

15 countries in Africa, Asia, North America, & South America

STRATEGY

To fulfill its mission, TBM brings clean and safe water to impoverished people groups who lack access to clean water and have little or no exposure to the gospel of Jesus Christ. TBM distributes water filters to households, then follows up multiple times to ensure maintenance, grow relationships, and share the message of Christ.

STATEMENT OF FAITH

1 Yes, consistent with historic Christian creeds

LAUSANNE COVENANT

2 Yes, subscribes to the Covenant

LEADERSHIP FAITH COMMITMENT

3 Leadership manifests a personal commitment to Jesus and is actively involved in a church.

NUMBER OF PAID STAFF

Nine full-time, one part-time, & 245 contractors

BOARD

4 11 members

INDEPENDENCE

5 10 of 11 board members are independent.

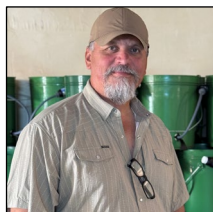
BOARD DONORS

All board members have contributed within the past 12 months.

MEETING FREQUENCY

6 At least four times annually

SENIOR EXECUTIVE



Christopher Beth is the founder, chief storyteller, and director of TBM. Mr. Beth attended the University of

Kansas and spent most of his career as a business consultant in the pet industry. His burden to start TBM was sparked while accompanying his daughter on a school mission trip to the Brazilian Amazon in 2012.

AUDITED FINANCIAL STATEMENTS

7 Yes, by Kurtis Smith LLC, according to GAAP

TRANSPARENCY

8 10 Yes, board members receive financial statements monthly and at quarterly meetings. Audited financials are available upon request.

ACCOUNTING CONTROLS

9 Yes, internal accounting controls have been implemented.

RESPONSIVENESS

11 Very good—responded to all questions in a timely and sufficient manner

501(C)(3)

12 August 2016

DONATION DEDUCTIBILITY

Yes, U.S.

LATEST FORM 990 FILING

2024

FOUNDED

13 2012

LEGAL RELATIONSHIP TO OTHER ENTITIES

The Bucket Ministry Film LLC & The Bucket Ministry Kenya

PROGRAM COMPONENTS

- ✓ **WATER ASSESSMENT**—TBM teams gather information to guide outreach, including door-to-door censuses, water testing, and church evaluation.
- ✓ **WATER FILTER DISTRIBUTION**—TBM gives every identified family: a water filter, anti-parasitic medication, filter demonstration, and gospel presentation.
- ✓ **FOLLOW-UP**—TBM goes back to each home at multiple set times to ensure proper filter use and to connect relationally and spiritually.
- ✓ **DISCIPLESHIP**—TBM facilitates the ongoing discipleship of families open to the gospel.



A Honduran girl demonstrates water before and after passing through a filter provided by TBM.

STATEMENT OF FINANCIAL POSITION, 12/31/24

Assets	\$5,075,223
Liabilities	\$87,485
Net assets	\$4,987,738
Portion restricted	\$2,912,616

Source: Audited financial statements

STATEMENT OF ACTIVITIES, 1/1/24 – 12/31/24

Revenue	\$5,762,109
Expenses	\$4,053,710
Net income	\$1,708,399

Source: Audited financial statements

DIFFERENTIATION

- ✓ **RELATIONAL EQUITY.** By doing filter check-ups with each household, TBM makes building relationship and sharing the gospel an integral part of its ministry.
- ✓ **IMPACT TRACKING.** TBM uses barcodes, GPS, and other technology to track all interactions. This allows for prompt, robust collection of data.

Clean Water, Evangelism, & Discipleship

PROGRAM PURPOSE

The Bucket Ministry is a single-program ministry. Therefore, the purpose of the program is the same as that of the organization: to share God's love through the gift of clean, safe drinking water and preach the gospel and disciple the unreached and forgotten people groups.

PROGRAM STRATEGY

The program strategy also replicates the organization's strategy. TBM brings clean and safe water to impoverished people groups who lack access to clean water and have little or no exposure to the gospel of Jesus Christ. TBM distributes water filters to households, then follows up multiple times to ensure maintenance, grow relationships, and share the message of Christ.

PROGRAM DESCRIPTION

TBM identifies communities around the world that lack



When serving a new area, TBM missionaries visit schools and teach about the need for clean water, how filters work, and the gospel.

access to clean water and have little to no exposure to the gospel message. It then uses indigenous missionaries to carry out a four-step process in these locations.

1. Assessment: The team goes door-to-door, takes a census, tests water, and assesses church presence.
2. Water filter distribution: TBM provides a long-lasting, Sawyer PointOne® water filter to every family.
3. Follow-up: Missionaries visit each family in their home a minimum of three times within 60 days. They ensure proper filter maintenance and seek to share the message of Christ.
4. Discipleship: Missionaries teach patterns of discipleship to those who receive Jesus as their savior.

RATIONALE FOR THE STRATEGY

The gift of clean water meets a physical need and earns trust. This opens doors for TBM to share the gospel. Structured follow-up visits to homes to assess water filtration help ensure lasting physical change, and they help facilitate evangelism and discipleship for lasting spiritual change. The use of local, indigenous missionaries helps establish rapport, creates an ethos of neighbors helping neighbors, and empowers local believers to serve their own communities. It is also a model that is reproducible in a variety of contexts. Many of TBM's missionaries are also pastors, which can augment TBM's efforts to get families plugged into local churches.

CURRENT STATUS

Over the years, TBM has honed its field processes and ministry model. It currently works in 15 countries and is able to monitor its global activities on a daily basis with its Mission Mapping system, which uses GIS (geographic information system) technology. TBM is also conducting a trial of adding six digital follow-ups with families using WhatsApp.

PROGRAM IMPACT

TBM has observed reduced water-borne diseases, infant mortality, and crime in communities it has served.

OUTPUTS

14 The program generated the following outputs in FY 2024:

- ✓ Served 41,270 families
- ✓ Taught 241,727 discipleship lessons

PRIMARY OUTCOME

15 The return generated by this program is expressed in terms of **people who have clean water** who previously did not. This refers to people living in households that retrieve water from dirty sources and receive a filter, bucket, and anti-parasitic medications from TBM, as well as follow-up visits to ensure proper filter system usage. The ROI calculation on the following page refers to this outcome.

SECONDARY OUTCOME

15 The program also generates the following secondary outcome:

- ✓ **Discipleship lessons received.** When teams come across a Christian believer or witness a profession of faith, these individuals immediately receive discipleship lessons from TBM missionaries. They are taught patterns of discipleship and how to study God's word on their own. The metrics associated with this outcome is reported below the ROI calculation on the following page.

EXPENSE TRACKING

16 TBM tracks costs associated with program outputs and outcomes.

DONOR REPORTING FREQUENCY

17 TBM reports daily, weekly, or monthly based on individual donor preference.

DONOR ACCESS

18 Yes, provides donors access to the program's operations

Return on Investment Calculation

OUTCOME ACHIEVED

As a result of TBM's program, Clean Water, Evangelism, & Discipleship, in 2024, 151,306 people have clean water. They also received follow-up visits and heard the gospel. TBM assumes that the filters people receive will provide clean water for at least 20 years.¹

Outcome	
151,306	people who have clean water

ESTIMATES & ASSUMPTIONS

TBM's use of technology minimizes the number of estimates and assumptions in determining the outcome. TBM uses GIS and GPS technology that quantifies and tracks the filters it distributes. TBM's house-to-house survey likely yields an accurate headcount of filter users. TBM assumes that households that receive a filter continue to use it regularly. The cost per outcome below, measured in years, assumes that using the filter will continue to be a necessity for 20 years.

DATA COLLECTION METHOD

At the start of each project, teams go door to door, establishing a GPS pinpoint and collecting the number of people for each home.² Water is also tested to ensure TBM's Sawyer PointOne® filter can treat the home's water problems. A unique, serialized barcode is affixed to each water filter system and tied to the home's GPS pinpoint. At each encounter with a family, TBM scans the barcode with TBM's data collection smartphone app, thereby tracking all interactions. At the end of every day, this information is uploaded and sent back to the main office in the U.S. through TBM's Mission Mapping system.

COST OF ACHIEVING THE OUTCOME

The cost to achieve this outcome was \$4,053,710. Because TBM operates only one program, the program cost is equal to the ministry's total 2024 expenses. TBM allocates its expenses by function. In 2024, expenses were broken down into 86.3% program expenses, 7.2% fundraising expenses, and 6.5% management and general expenses. All three categories are included in the calculation.

Total Cost of Program
\$4,053,710

PARTNERSHIPS

TBM carries out all of the operations necessary to achieve its outcomes without partners. However, it has an ongoing relationship with Sawyer Products, which manufactures the water filters TBM uses and provides a significant number of these to TBM at no cost.

COST PER OUTCOME

Therefore, the cost to TBM per outcome, considered in terms of years, is:

$$\frac{\$4,053,710 \text{ program cost}}{151,306 \text{ people who have clean water}} \div 20 \text{ years} =$$

Cost to TBM Per Outcome
\$1.34 per person per year of clean water

RETURN ON INVESTMENT

The return on investment of a \$1,000 investment by a donor would be:

$$\frac{\$1,000 \text{ investment}}{\$1.34^3 \text{ cost per person per year of clean water}} =$$

Return on \$1,000 Investment
746 people who have clean water for one year

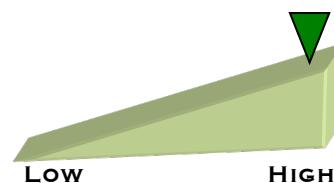
SECONDARY OUTCOME

In addition, the program had the following secondary outcome:

241,727 discipleship lessons received

CONFIDENCE RATING

CEC's estimated confidence that the ROI calculation is reliable is:



¹ The filters TBM distributes have been tested to provide clean water for the equivalent of 30 years of household use. This 20-year estimate was provided by Christopher Beth, director of TBM.

² The count of individuals in a household is that of adults, children, and infants as defined by the World Health Organization.

³ The exact number used in this calculation was 1.3396.

APPENDIX A

ROI Ministry Standards

ROI Ministry (ROIM) has 18 standards that it expects “Top 10” ministries to meet—13 for the organization and five for the program on which “return on investment” is calculated. They are listed below. These standards are strongly recommended, though ROIM recognizes that circumstances may exist where variations are warranted. The organization’s compliance with these standards is shown on pages 2 and 3 by numbered, colored symbols.

STANDARDS FOR THE ORGANIZATION

CHRISTIAN

1. The organization has a statement of faith consistent with historic Christian creeds.
2. The organization subscribes to The Lausanne Covenant of 1974.
3. The organization’s leadership manifests a personal commitment to Jesus Christ and is actively involved in a local church congregation.

GOVERNANCE

4. The organization has an active board of directors with at least five members.
5. The board has no more than two non-independent members, and it has at least four independent members for every one non-independent member. An independent member is one who is not an employee or contractor, has no familial relation to any employee, and has no familial relation to another board member.
6. The board meets at least two times per year, and at least one of those meetings is in-person.

FINANCIAL

7. The organization prepares financial statements according to GAAP and complies with FASB standards.
8. Financial statements are provided to the board on a regular schedule.
9. The organization has implemented internal accounting controls to prevent and detect fraud and financial misstatements, including:
 - a. Opening mail and receiving checks, preparation of bank deposits, and recording accounting entries are separated duties performed by different persons or by two persons who monitor each other’s work.
 - b. Reporting any variations from GAAP reporting requirements within financial statements.
 - c. Having financial statements prepared by an accountant without undue influence from management.

TRANSPARENCY

10. The organization makes its financial statements or Form 990 available to the public.
11. The organization responds appropriately to external requests for information.

LEGAL

12. The organization has 501(c)(3) tax-exempt status with the IRS.
13. The organization has existed in its current form for at least three years.

STANDARDS FOR THE PROGRAM

PROGRAM EFFECTIVENESS

14. Outputs for the program are measured and reported to its donors.
15. At least one primary outcome for the program is identified, and possibly some secondary outcomes, and efforts are made to measure or estimate these.
16. Costs associated with program outputs and outcomes are tracked.

REPORTING & ACCESS

17. The organization reports to its donors on the program’s progress and performance at least semi-annually.
18. The organization provides donors access to the program’s operations.

ROI Ministry used the professional services of Calvin Edwards & Company to develop these standards. Ver. 1.4, May 2020.

Principles for Calculating Return on Investment

There is not a well-established, standard method to calculate ROI for nonprofit organizations. When doing so, many issues arise, largely related to calculating the cost of generating outcomes. Calvin Edwards & Company (CEC) used the principles below in the calculation presented.

1. ROI is calculated on a discrete program of a ministry. In some cases, a ministry conducts only one program—this is a “single-program ministry.” In such cases, CEC clearly indicates that the program is the ministry’s only program.
2. The metric for the “return” is the primary outcome of the program.
3. A program may also have secondary outcomes or outputs. These are noted as additional results of the program.
4. Secondary outcomes or outputs are also reported numerically, if available. However, the program cost is not split among outcomes—the full cost of a program is used as the “investment” for the “return” of the primary outcome. Multiple ROI statistics (for multiple outcomes) are not calculated.
5. Program costs include all direct and indirect program costs, including non-cash costs such as depreciation of equipment used for the program, amortization of product development costs, etc.
6. Partnerships are noted when they occur. When a ministry pays a partner to help generate its outcomes, the cost is included in the calculation. This is called an “implementing partner.”
7. When a partner provides services free of charge to help generate a ministry’s outcomes, the cost of the partner’s contribution is not included in the calculation. Generally, this is unknown. Such a partner is called a “supporting partner” because it provides crucial support to the program. Supporting partners create leverage by enabling greater outcomes at a lower cost to the ministry, and such leverage is noted, though it is not quantified.
8. The value of volunteer labor is not included in the calculation. It is, however, noted as an in-kind gift that reduces the program cost, as are other significant, ongoing in-kind gifts.
9. All appropriate overhead is added to the program cost in one of two ways:
 - a. Program overhead: Overhead directly attributable to a program if a ministry tracks it.
 - b. Ministry overhead: A portion of the ministry’s overhead proportional to the program’s share of total program costs (for a single-program ministry this is 100%).
10. In rare cases, all overhead is pre-funded by the board or one or more specific donors. In this case, others’ investments do not fund overhead, and it is excluded from the program cost. (See point 11 below.)
11. All financial numbers are derived from the ministry’s financial statements; when financial estimates are used (e.g., for overhead applicable to the program), they too are based on financial statements.
12. There may be times when the principles stated here cannot or should not be applied; in these cases, the *Statement of ROI* states the variation, reason, and alternate calculation employed.