

The N3R Operational Model

Organizational Overview

N3R (Ninos Tres Rios) is a USA-based non-governmental organization (NGO) providing funding to UVM (Asociación Una Vida Mejor), a like-minded organization based in San Salvador and conducting programs in impoverished subsistence villages surrounding Nahuizalco, El Salvador. These programs provide limited monetary assistance encouraging students to attend school and for children with disabilities to receive needed medical attention.

N3R (aka Ninos Tres Rios)

N3R was first established in 2002 as a church-based charitable group supporting education and medical needs in the villages surrounding Nahuizalco, El Salvador.

In 2008, N3R became licensed as Niños Tres Rios, a Charity operating in the state of Washington, and Federally approved as a 501(c)3 non-profit. N3R remains current and qualified by these applicable agencies.

UBI No. 602-881-178. APPID #1298486.

EIN No. 2666-3873890

Organizational Structure

N3R consists solely of a board of directors. It has no facilities, employees or fixed assets. All N3R Board members are unpaid volunteers. Information on N3R's Board of Directors is available upon request.

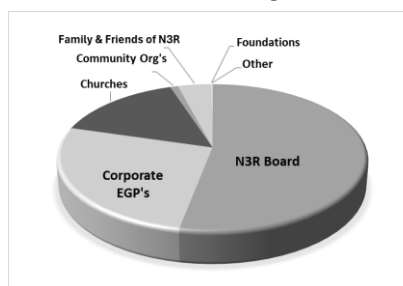
The N3R Board of Directors meets quarterly to conduct the business of reviewing program progress, discussing financial matters, and, when appropriate, adjusting policy.

N3R's website, www.N3R.org, provides an overview of the organization.

Funding Sources

Funding for N3R programs typically comes from the below listed giving channels. The attendant chart roughly reflects the cumulative contribution of each channel to our annual budget.

- N3R Board Member Contributions
- Corporate Employee Giving Programs
- Churches
- Community Organizations
- Family & Friends of N3R
- Foundations
- Other



N3R's funds are predominately received from United States sources.

Funds Accountability

The N3R Board of Directors includes a Treasurer whose responsibility it is to manage all financial transactions. The Treasurer submits a current financial report during N3R Board meetings. The Treasurer engages with an outside accountant to prepare N3R's tax reports. N3R's financial reports are available upon request.

The N3R Operational Model

UVM (aka Asociación Una Vida Mejor)

Until 2016, N3R managed its programs through like-minded volunteers located in El Salvador.

In August 2016, this group of volunteers formalized themselves as a licensed Asociación under the laws of El Salvador under the name Asociación Una Vida Mejor (UVM).

Organizational Structure

Asociación UVM consists of a San Salvador based board of directors providing leadership and management, and women-led community groups in each village being served. UVM has no facilities, paid employees, or fixed assets. All asociación members are unpaid volunteers. Each community group is formed around a local leader and co-leader that provide insight to the management team regarding needs within their community. Information on UVM's Board of Directors is available upon request.

Funding Sources

N3R is currently Asociación UVM's primary source of funding.

Funds Accountability

The UVM Board of Directors includes a Treasurer whose responsibility it is to manage all financial transactions. The Treasurer is responsible for regularly reporting financial status to the board of directors. The Treasurer is responsible for engaging with an outside accountant as necessary to comply with El Salvador's FIU reporting regulations.

Partnering Relationship

N3R's Board of Directors, in consultation with the UVM Board of Directors, establishes a yearly Program Plan and Operating Budget concerning the programs, special projects and associated funding for activities UVM will conduct on behalf of N3R in El Salvador during the calendar year.

UVM currently conducts an Education Assistance Program and a Special Needs/Medical Assistance Program, on behalf of N3R, in 14 subsistence farming villages surrounding Nahuizalco, El Salvador. The population being served is mainly indigenous. Participation in its programs are solely need-based and without regard to ethnicity, gender, religion or political leanings.

N3R publishes an annual Program Summary document at the beginning of the calendar year which summarizes the N3R/UVM planning and budget for the coming year. This document is publicly available via the N3R website, <https://www.N3R.org>. N3R's annual budget is available upon request.

The UVM team has sole responsibility for execution of the agreed programs. In their management role, UVM conducts program meetings with the community groups and individuals being served. Program meetings are typically held in the nearby market town, Nahuizalco. UVM enrolls prospective assistance recipients into the N3R funded programs at the beginning of the year. Thereafter, UVM conducts quarterly meetings where enrolled recipients submit prior quarter accountability evidence qualifying them for continued assistance during the coming quarter. After the quarterly meeting, UVM distributes N3R funds to the bank accounts of qualified enrollees according to the agreed assistance amounts set by UVM for the coming quarter.

The presidents of UVM and N3R provide the primary partnering coordination appropriate to the program operations, and the UVM President provides a status report during N3R Board meetings.

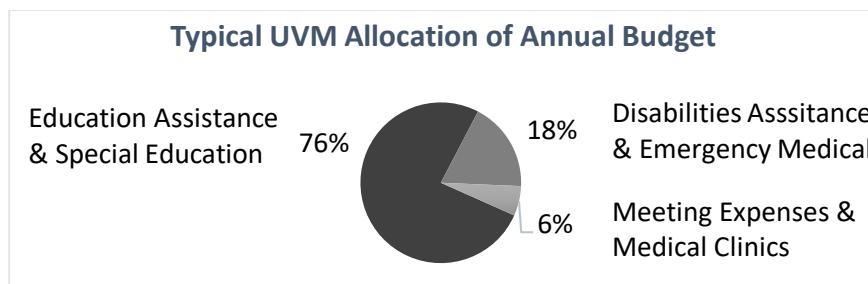
The N3R Operational Model

Disbursement of N3R Funds

N3R conducts itself solely as a funding channel with respect to the funding of UVM managed programs. N3R provides quarterly funding to UVM according to the established Program Plan and Budget. N3R self-funds its own operating expenses.

Allocation of N3R Funds

As summarized in the following chart, roughly 94% of N3R's annual budget is allocated toward directly assisting students with the education costs and assisting families with the regular cost of care for their disabled children and unplanned medical emergencies.



N3R and UVM seek to conduct the assistance allocations in a manner that leaves the individual and family with primary responsibility for owning the need to avoid becoming a dependency influence within the family and community.

Education Assistance: Funding is intended for the encouragement of families in deep poverty to educate all their children. Enrolled recipients generally attend local schools of their choice.

Special Needs Assistance: Funding is intended to encourage families of children with physical and/or mental impairment to obtain the appropriate level of medical care and regular physical therapy so that their impaired child.

Emergency Medical Assistance: Funding is intended to help with the unplanned incidental cost for items such as eyeglasses, transportation for an exam or treatment, clinic fees, and medicine for an enrolled child.

UVM Expenses: Recognizing that UVM are volunteers providing a beneficial service to N3R, funding is provided to reimburse the actual costs for van rental, gas, food and other incidental expenses associated with conduct of its program meetings in Nahuizalco and occasional visits in the villages.

Medical Clinic Expenses: Many people in the villages we serve are unable to afford the cost of regular medical care. N3R funds UVM to conduct open-to-all medical clinics once or twice per year as funding and availability allow. Clinic funding is intended to cover the cost of van rental, gas and meals for a team of volunteer doctors and assistants from Hope Mission join the UVM team during these clinics. Clinics are typically held concurrent with UVM's quarterly meetings in Nahuizalco.

Reserves*: In order to provide some assurance of year over year continuity in our programs, N3R typically maintains a set-aside of reserve funds.

*Due to a substantial falloff in giving since 2023, N3R's Board has chosen to allocate its full reserves to the 2025 budget.

The N3R Operational Model

Our Attitude toward Service

N3R considers itself to be representing Christian principles of conduct and volunteerism.

Board of Directors

N3R's Board of Directors consists of US citizens employed in traditional roles, such as accountants, engineers, housewives, teachers and lawyers.

All board members are unpaid volunteers, receiving no compensation, monetary or otherwise, for the services they provide on N3R's behalf, whether in the USA or El Salvador.

No members of our board hold, or have ever held, high level positions in political office, federal aid organizations, or the military, whether in the USA or El Salvador.

No members of our board are involved in businesses that might benefit from N3R's programs and activities, whether in the USA or El Salvador.

Members of our board do not have family members or relatives acting as board members of Asociación UVM, or enrolled in the N3R/UVM programs, or otherwise designating enrollees to the N3R/UVM programs.

Socio-Political Involvement

It is the intent of N3R, as an organization and as N3R board members, to avoid involvement of N3R in socio-political activities or political affiliations, whether by direct participation or by use of our funds for lobbying or grant-making purposes, and whether taking place in the United States or elsewhere in the world.

Asociación UVM and its volunteers are asked to refrain from introducing socio-political activities and materials as part of N3R program related meetings or activities.

N3R's funding is made available to Asociación UVM with an understanding that it is to be provided to those in need without condition of the recipient's social, political, or religious beliefs.

Assistance Program Enrollment

N3R provides funds to Asociación UVM for the conduct of an Education Assistance Program and a Special Needs & Medical Assistance Program on N3R's behalf according to the established budget amount.

Selection of those enrolled in the program is a need-based decision made by the UVM Board of Directors in coordination with the asociación village leaders. N3R does not itself engage in this selection and enrollment process.

Asociación UVM has sole discretion to maintain and enforces certain rules for participation in the programs.

Student participation is conditioned on submittal of the school's attendance and grades records. Participation in a gang is cause for dismissal from the program.

The N3R Operational Model

N3R Funds Accountability Management

N3R's Board of Directors includes a Treasurer as an officer of the Board. N3R attests that Treasurer has primary responsibility for receipt of donor funds into N3R's Bank accounts and dispersal of funds according to the Budget and other Special Projects that have been identified and approved by the N3R Board of Directors.

N3R maintains a system where contributions received are accountable to identifiable sources such as known individuals and well-known corporations, and all such contribution records are maintained and available for review by appropriate agencies.

Contributions received by N3R are placed into a General Fund, from which they are then allocated for funding our quarterly commitments to Asociación UVM according to the budget approved by the N3R Board of Directors.

The Funds Accountability Model provided on the following page summarizes how N3R funds are managed and accounted for throughout the distribution process.

N3R Accountability Process

Accumulation of donor funds are continual, with the N3R Treasurer acting as gatekeeper regarding appropriateness (compliance) of the donation, and as accountant with respect to logging the donation into the appropriate program account for which the donation was designated.

Once per quarter, the N3R Treasurer disperses funds to the charities according to the Budget Plan and Special Causes established by the N3R Board of Directors.

All dispersals of funds from the N3R account are made by check, wire transfer or other financially traceable means. Cash transactions are not allowed.

The N3R Treasurer provides the N3R Board of Directors with a formal report of receipts, dispersals, account balance, and any noteworthy anomalies (compliance flags) at the Board's quarterly meeting.

Once per year, the N3R Treasurer engages an independent external Accountant to review N3R's accounts and make the necessary tax document submittals required of a 501(c)3 corporation by the Federal Government.

Once per year, the N3R Treasurer submits an accounting summary to the N3R Vice President, where it is included in the N3R Vice Presidents annual compliance reports made to State and Federal agencies as necessary to maintain N3R's licensed status as a 501(c)3 charity.

UVM Accountability Process

The N3R Treasurer coordinates notification and acknowledgement of funds transfers with the president or treasurer of UVM.

Transfer of funds from N3R to UVM are made by bank-to-bank wire transfer into UVM's formal bank account.

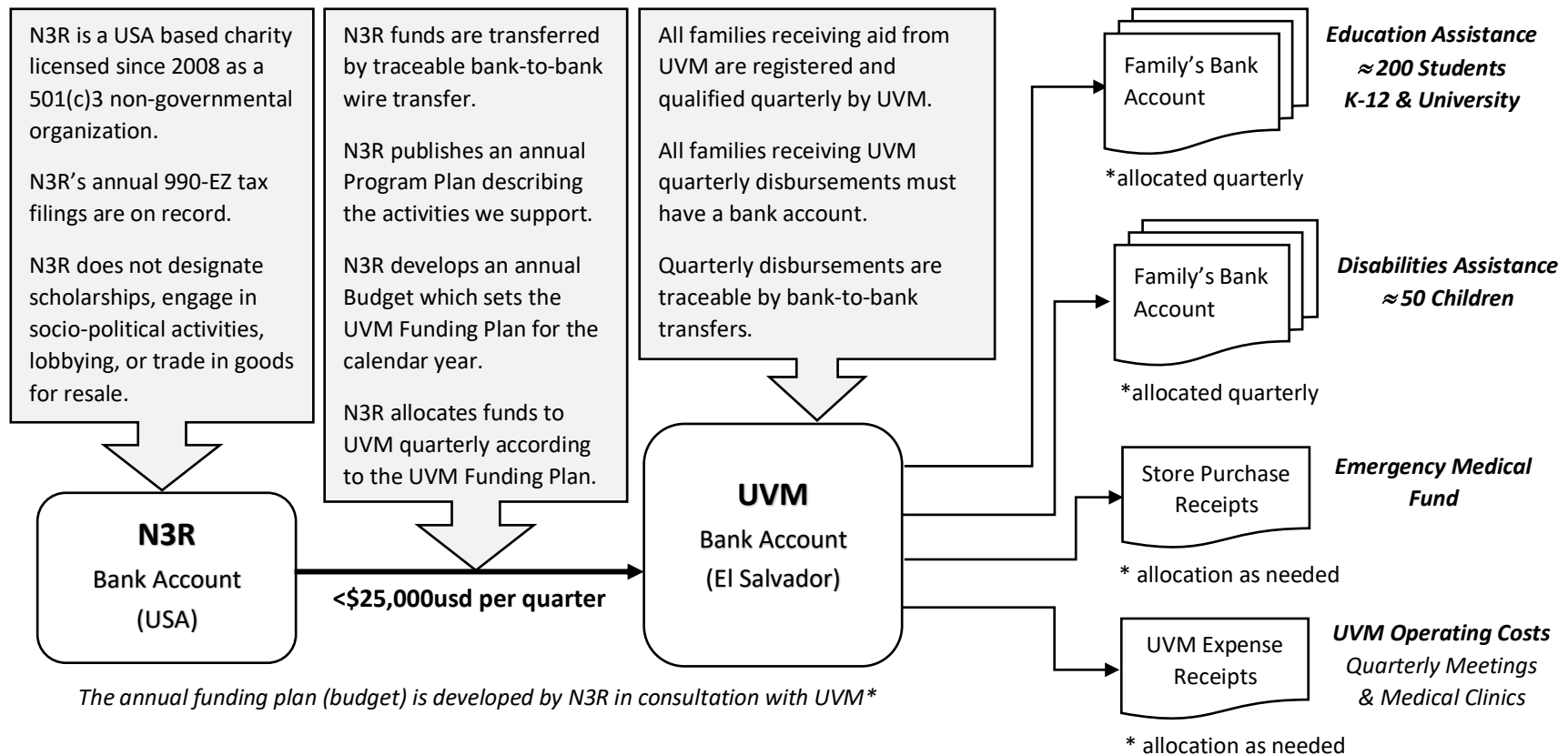
UVM requires that each family having an enrolled student or special child in the N3R/UVM program maintain a bank account to which UVM can transfer funds.

Enrolled program recipients are 'requalified' each quarter, after which their quarterly allotment is sent electronically by bank-to-bank transfer to their account.

The N3R Operational Model

N3R/UVM Funds Accountability Model

N3R (aka Ninos Tres Rios) provides funding for charitable programs administered in El Salvador by UVM (aka Asociación Una Vida Mejor)



Asociación Una Vida Mejor is an El Salvador licensed charity located in San Salvador and making quarterly financial reports to that governments FIU.

N3R and UVM are independent organizations having separate Boards but mutually cooperative interests.