IRC

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Monitoring Report 2024

As submitted by IRC to the Directorate-General for International Cooperation of the Netherlands Ministry of Foreign Affairs

Supporting water sanitation and hygiene services for life

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Abbreviations

A4C	Agenda for Change
BB	Building Block
CapEx	Capital Expenditure
CapManEx	Capital Maintenance Expenditure
CO2	Carbon Dioxide
CONIWAS	Coalition of NGOs in Water and Sanitation (Ghana)
CWIS	City-Wide Inclusive Sanitation
D30	Destination 2030
DEI	Diversity, Equity and Inclusion
DGIS	Directorate-General for International Cooperation
DST	Department of Science and Technology (India)
ExpDS	Expenditure on Direct Support
FCDO	Foreign, Commonwealth & Development Office (UK)
GESI	Gender Equity and Social Inclusion
HCF	Healthcare Facility
HoSI	Heads of State Initiatives
IPC	Infection Prevention and Control
IWRM	Integrated Water Resources Management
JMP	Joint Monitoring Programme (by WHO/ UNICEF)
JTR	Joint Technical Review
KPI	Key Performance Indicator
LNOB	Leave No One Behind
MEAL	Monitoring, Evaluation, Accountability and Learning
MEL	Monitoring, Evaluation and Learning
MoWE	Ministry of Water and Energy (Ethiopia)
MSF	Multi-Stakeholder Forum
MWE	Ministry of Water and Environment (Uganda)
NAP	National Adaptation Plan
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organisation
NGO	Non-Governmental Organisation
NLLAP	National Level Learning Alliance Platform
NWP	Netherlands Water Partnership
OFA	One For All (Alliance)
OpEx	Operational Expenditure
PML	Planning, Monitoring and Learning
PMR	Planning, Monitoring and Reporting
QIS	Qualitative Information System
RCC	Regional Coordination Council
SDG	Sustainable Development Goal
SWA	Sanitation and Water for All
TOT	Training of Trainers
WASAC	Water and Sanitation Corporation (Rwanda)
WASH	Water, Sanitation and Hygiene
WASH FIT	Water and Sanitation for Health Facility Improvement Tool
WFC	Water Finance Coalition
WRM	Water Resource Management

Contents

List of Tables

List of Figures

Executive summary

IRC's approach to monitoring is underpinned by Destination 2030 (D30), a shared strategy developed with our **One For All Alliance** partners: **Water For People** and **Water for Good**. Together, we have a common Theory of Change and Results Framework. Our mission is to significantly improve the quality of life for more people globally over the next decade. Our ambition is structured around three major impact levels namely improving WASH services for over 20 million people in 150 partner areas, strengthening WASH systems for over 200 million people in at least 20 countries, and influencing global actors to drive transformative change and reach two billion people. To this end, we (One For All) are currently working in 17 countries and 64 partner districts.

To accurately measure our progress towards Destination 2030, we have rigorously tracked our progress using a combination of robust combination of tools and methodologies. This report follows the structure of the D30 Theory of Change and details IRC's specific contributions to Destination 2030 during 2024. It presents an overview of progress made in IRC's global programme, its regional programmes and its nine country programmes, including 13 partner districts, covering 2.3 million people.

In 2024, Bangladesh and Rwanda became focus countries, expanding IRC's programme to new contexts. Despite political instability in Mali, Niger, and Burkina Faso, we maintained or adapted our activities and supported government partners where possible.

We played a key role in shaping WASH policy at national and global levels, with for example support to Ghana's Presidential Compact, the launch of national WASH financing strategy (e.g. Ethiopia), and advocacy for water in global climate discussions. We contributed to defining climate-resilient WASH and connecting water resource management with WASH in fragile and climate-affected areas. We partnered with national and local entities for expanded WASH master planning and the development of new guidelines, supported continuous WASH service monitoring and data sharing for informed decision-making, provided technical and financial assistance for policy reviews, toolkit development, and training of local government officials, collaborated on significant mapping and assessment initiatives, such as water facility mapping, a national survey on WASH service levels in healthcare facilities and WASH accounts (TrackFin methodology), contributed to the establishment and revision of key frameworks, like the O&M framework

All these activities contributed to substantial improvement in **systems strength in the countries and districts where we work**. Improvements in system building blocks were seen at both district and national levels. These trends reflect the growing capacity and leadership in partner areas, even though national-level improvements are often slow due to complex governance and institutional barriers. Regulation and finance were the weakest building blocks in 2024, while planning and infrastructure development were strongest.

	National	District
Average building block strength (out of 5)	3.2	3.1
2019-2024 average system strength growth (%)	9%	10%
Strongest BB 2024	Infrastructure development	Planning
Weakest BB 2024	Regulation	Finance

In addition to strengthening of the building blocks, additional outcomes of our programme activities were observed. In Ethiopia, service delivery models were strengthened through our work with town utilities and refugee populations. In Uganda, we improved data use and district-level planning. In Bangladesh, the climate hotspot initiative reached across 45 upazilas.

The continued strengthening of systems, particularly at district level, delivers tangible improvements in service levels. Asutifi North District in Ghana is on track to achieving SDG 6, with approximately 80% of the population having access to basic water services. The next phase is to move from basic to safely managed services, while ensuring that access already achieved is sustained (post-construction support). Similarly, for sanitation, with now nearly 99% of the population using sanitation facilities, the focus is on avoiding slippage, whilst at the same time increasing the level of service by removing the reliance on shared facilities. Kabarole District in Uganda is on track to achieving its safely managed service level goal of 21% by 2030, as the percentage now stands at 15%, up from 5% in 2017. In Burkina Faso, our close partnership with the commune of Tenkodogo since 2020 has helped shift the implementation of its water and sanitation strategic plan towards a service-oriented approach. A concrete result of this collaboration is the connection of over 800 vulnerable households to the ONEA drinking water network (Burkina Faso's national utility) between 2021 and 2023 in Tenkodogo.

The consolidated picture shows an impressive increase in basic service levels across the board with water access to at least basic services going up from 51% to 55% (see table below) and sanitation from 20% to 26%. While this is partly related to more complete datasets, it still shows a considerable increase in coverage and progress. Only hygiene services remain static.

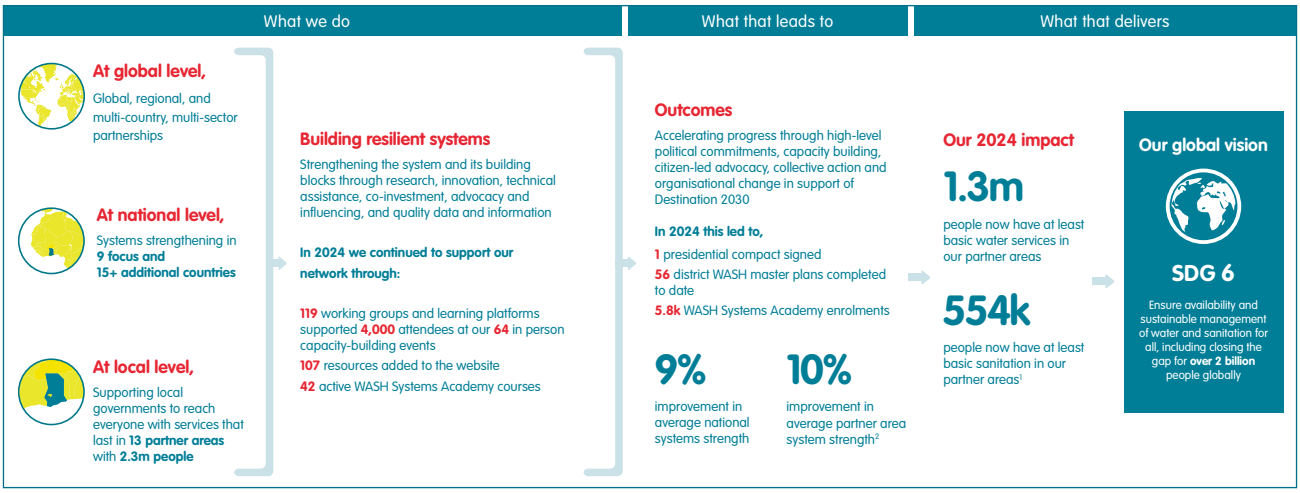
Notable progress has also been made in healthcare facilities and schools in some of our intervention countries (Uganda, Mali), with coverage going up from 44% to 54%. While the increase in sanitation has been remarkable from 7% to 27%, overall access to basic sanitation and hygiene in these institutions generally remains low.

	Access to basic services					
	People		Schools		Health posts	
	2023	2024	2023	2024	2023	2024
Drinking water	51% 1,008,000 out of 2.0 mln	55% 1,280,000 out of 2.3 mln	43% 461 out of 1,069	46% 643 out of 1,394	44% 111 out of 254	54% 224 out of 412
Sanitation	20% 402,000 out of 2.0 mln	26% 554,000 out of 2.1 mln	48% 513 out of 1,069	46% 638 out of 1,394	7% 19 out of 254	27% 113 out of 412
	12% 138,000 out of 1.2 mln	11% 198,000 out of 1.7 mln	42% 449 out of 1,069	30% 412 out of 1,394	31% 78 out of 254	31% 129 out of 412

Note: due to data gaps there are differences in population and institutes included between years and intervention type

At global level, key achievements also included innovations in learning, partnerships, advocacy and influencing. Over 1,500 people earned certificates through the WASH Systems Academy, and four new training modules were launched. We contributed to global advocacy through COP-related campaigns and promoted climate-resilient WASH strategies in partnership with WaterAid and Water For People. We have actively worked to mobilise high-level political support for the WASH sector. Since 2022, our collaboration with partners has enabled the expansion of the Heads of State Initiatives, leading to the launch of three national pacts in Indonesia, South Sudan and Ghana in 2024.

IRC at a glance



1. Based on data from our partner areas in Burkina Faso, Ethiopia, Ghana, India, Niger and Uganda of a total population of 1.29m
2. We capture systems strengthening by measuring progress on building blocks rated 1 (worst) to 5 (best). Since 2019 average national system strength has gone up from 2.8 to 3.2, and for partner areas from 2.7 to 3.1

1. Introduction

IRC is committed to Sustainable Development Goal 6: ensuring safe and affordable drinking water and sanitation for all. We focus on targets 6.1, 6.2, and 6.3—covering safe water, sanitation, and wastewater—while recognising that all SDG targets are interconnected. The SDGs prioritise reaching the most underserved communities, while also improving services for those who already have basic access.

Our approach is guided by Destination 2030 (D30), a shared strategy developed with our One For All Alliance partners: **Water For People** and **Water for Good**. Together, we use a joint monitoring and results framework to track progress towards D30.

This report highlights IRC's achievements that contribute to the D30 Results Framework. It complements the One For All Alliance Annual Report 2024, which presents our collective achievements.

Chapter 2 outlines the D30 approach to monitoring.
Chapter 3 indicates what we did in 2024 (activities and outputs).
Chapter 4 highlights what this led to (outcomes).
Chapter 5 reflects on what progress was seen on service delivery.
Chapter 6 provides conclusions.

The Annexes include detailed time series data since 2017, complete indicator results, and a mapping to the new DGIS Results Framework.

Annex 1 gives details of progress in the country programmes and Annex 3 gives details on progress of key outputs of IRC programmes in 2024.

This report is also published on the **International Aid Transparency Initiative** (IATI), platform, where financial details of DGIS-funded programmes are made publicly available.

2. Our approach to monitoring

2.1 D30 Theory of Change

Our work is guided by the D30 Theory of Change (Figure 1), which reflects our understanding of how water, sanitation, and hygiene systems can be strengthened to improve service delivery. Lasting change in these complex systems results from a combination of actions—often many small shifts in people, institutions, and conditions at local, national, and global levels that together drive major improvements.

Our Theory of Change shows how the activities, outcomes, and impacts of our work are interlinked. It is ambitious and visionary to inspire radical and transformational change instead of just replicating what we have previously done. The D30 Theory of Change, applied by all partners of One for All, is underpinned by our own IRC strategy framework (2017–2030) and consists of a long-term vision and 10 year strategy. This is unpacked in our strategic plan 2020-2024 and our medium-term strategy framework 2022-2024.

Each of our nine country programmes has a multi-year strategy (Burkina Faso, Ethiopia, Ghana, Mali, Niger, Uganda, Global and regional programme), operationalised through annual plans. As organisation, we produce an overall annual plan, which sets out the key activities and outputs to be achieved, and how these contribute to medium-term outcome targets. We report on progress on these through our Annual Reports and annual joint OFA Annual Reports.

Each programme team reports and reflects on the implementation of its annual plan. These reflections are based on the progress against the D30 indicators and are complemented by analyses of national and global data sources and the information and insights obtained from different projects.

The Theory of Change outlines (from left to right):

1. the levels at which we work;
2. our approaches and efforts to strengthen systems ("what we do");
3. the outcomes we aim to achieve ("What that leads to"); and
4. the broader impact on systems and service delivery ("What that delivers").

This report is following the same logic and expands on each of these in greater detail in the following chapters.

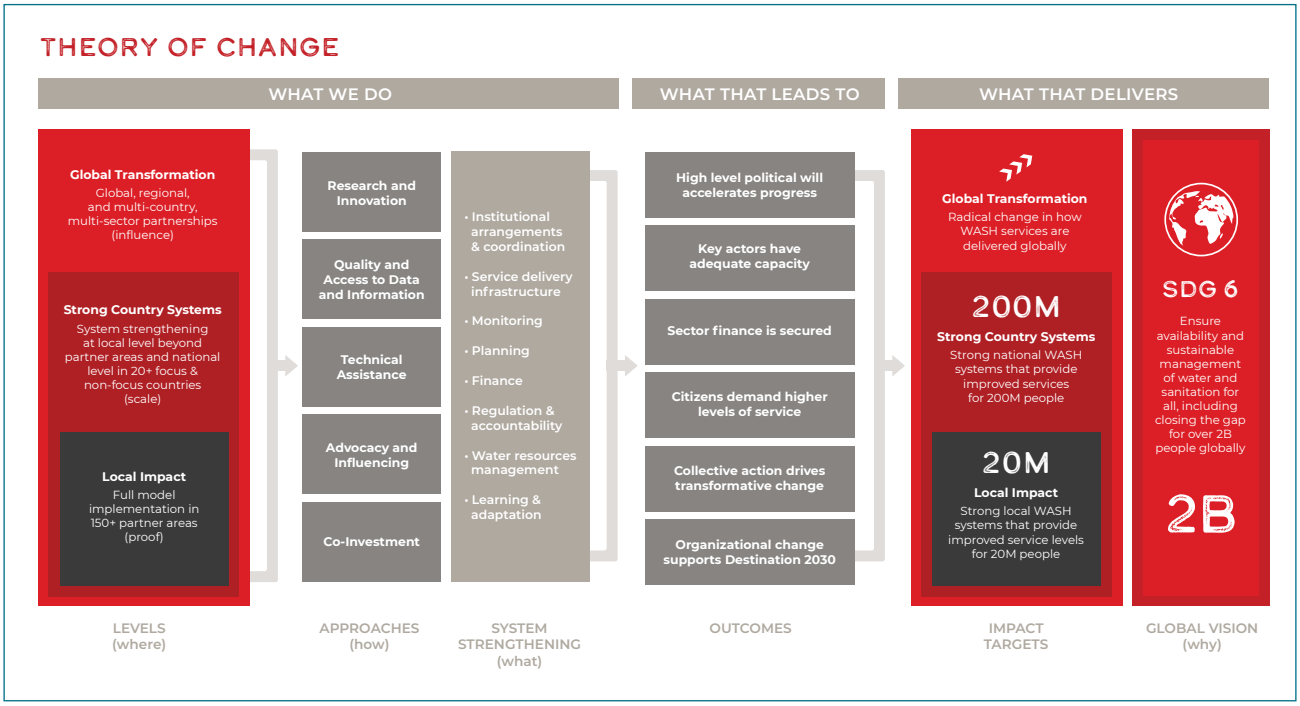


Figure 1: The Destination 2030 Theory of Change, described in the D30 Strategy

2.2 The Destination 2030 Results Framework

The D30 Results Framework is a mutual accountability and adaptive management tool that allows One For All members to track progress towards impact targets and anticipated results of the Theory of Change. The Results Framework supports One For All members to be consistent in measuring information, hence making reporting and synthesis possible at the global level. It is designed to be flexible and to enable different countries and member organisations to retain their context-specific and organisation-specific metrics

The D30 Results Framework includes indicators for outputs, outcomes, and impacts. Outcomes are the results of an output or several outputs—these are changes in behaviour, policy, or context that we contribute to, but are not within our direct control. Impacts are defined as the longest-term outcomes of our work—the change we wish to see in water, sanitation and hygiene services for the populations we serve.

Figure 2: Local, national and global level impact

For each of the outcome and impact figures, targets are set at the level of One For All, and each contributing organisation (see Figure 2 for the impact targets for each level). Similarly, targets are set for outcomes (see Annex 4)

To cover the full spectrum of the three partners of One For All, the full framework includes 95 indicators. While this may appear extensive for data collection, a quarter are not mandatory and over a third are automatically calculated. See Annex 4 for the full list of indicators, over 1,000 recorded values, and coding principles. Figure 3 in chapter 3 presents the core indicators.

Our priority is to ensure that the monitoring we do aligns with government priorities and that the resulting insights or data are shared with governments and communities. Prioritising country alignment means that data from different countries or local areas may not always be fully aligned or directly comparable between countries. We allow an acceptable margin of error in our consolidated data to prioritise collaboration and support to key stakeholders in each context. We report our methods transparently and strive to reduce the margins of error over time as available data sets become stronger.

Since strengthening the sector depends on collective action, much of our impact will come through contributing to shared outcomes. In terms of measuring the overall impact of our work, contribution is more important to us than attribution. Our approach suggests that, to drive change in a complex system, the actors involved (including ourselves) must hold each other mutually accountable for achieving results that are beyond the control of any single actor.

We continue to learn about the challenges of sharing a results and monitoring framework among separate organisations. During this third year of the monitoring framework, the OFA Strategic Accountability Team reviewed the monitoring indicators and fine-tuned the indicator list.

2.3 Monitoring methods

We use a variety of tools to monitor progress, presented below. We track activities and outputs through activity and output monitoring (method 1), progress on systems strength through WASH building block assessments (method 2) and other outcomes through QIS analysis (method 3) and outcome harvesting (method 4). Secondary data collected and used to inform the building block and QIS analyses, and to inform changes in the global landscape and service levels (method 5). WASH service levels in our partner areas are mostly assessed through primary data collection and analysis (method 6).

Method 1: Activity and output monitoring
All programmes report on shared output indicators that help us track our scope and reach as an organisation. Many of these output indicators have been tracked since 2017 and include: published outputs, information on the people trained, the platforms and networks facilitated, and several indicators on the audiences reached through our communications. These results are summarised in the 'IRC at a glance' table (chapter 1), along with some new D30 indicators, and are presented over the years in our data dashboard www.ircwash.org/data-behind-our-work and our annual monitoring reports.

Method 2: WASH system building block assessment

The building blocks[1] are a way of breaking down the complexity of the WASH system; looking at it through different lenses that allow it to be more easily understood and measured. Each of the nine WASH system building blocks is evaluated and scored at the district and national level using a set of 3-5 Likert scale indicators (benchmarks representing the key aspects of that building block). An abbreviated set of indicators is used to specifically assess the systems for hygiene and extra-household settings. The building block method has been widely adopted in the sector[2].

Method 3: Qualitative Information Systems

Part of the outcomes are measured using Qualitative Information System (QIS) ladders. The QIS ladders use ordinal scoring scales to convert qualitative information (from participatory appraisals) into numbers, enabling the capture of rich descriptive information as well as semi-quantitative scores to help track change over time[3]. IRC is using this in partner areas to measure behaviour change.

Method 4: Outcome harvesting

A tool that helps us identify the unexpected and emergent changes we contribute to. Outcome harvesting complements broader evaluation methods (e.g. service levels, building blocks) by capturing narratives around systems change. Outcome harvesting identifies outcomes, the significance of the outcome, and the contribution to the programme. It is a methodology that needs rigour, continuous capacity building, and when done with adequate resources, it supports collaborative strategic reflection. We have been harvesting outcomes since 2017, mostly project based. Since 2024, we are using outcome harvesting Alliance-wide.

Method 5: Secondary data

Systems are complex and many interconnected factors give rise to the perceived performance (or lack of performance) of a service delivery system. To avoid excessive data collection, we also use secondary data to obtain insight into specific aspects of a system or building block. Data from SWA, GLAAS and JMP, for example, are used in the Results Framework.

Method 6: Service level monitoring

We strive to follow the SDG 6 indicators using the JMP definitions and methodology, and to align with national monitoring systems wherever possible. Like the JMP, we use a combination of household surveys, infrastructure, water quality and administrative data to estimate the proportion of the population being served at each level. Criteria include technology type, protection from contaminants, distance from home and availability.

1. The nine WASH building blocks as defined by IRC are: institutions and coordination; policy and legislation; regulation/accountability; finance; planning; monitoring; infrastructure; water resource management; and learning and adaptation. For more information, see Huston and Moriarty 2018.
2. In 2024, more than 100 participants from outside IRC completed the specialist WASH Systems Academy course on building blocks.
3. A common rating is the Likert scale which enables a balanced response, in our case, ranging from 0 to 5. The benchmark statements for the building block elements are scored from 0 (non-existent) to 5 (exists and fully applied).

We have built on the JMP ladders by introducing the concept of '**basic plus**'. The basic plus indicator is added to fill the globally undefined area between basic and safely managed services. In the case of water, basic plus means that a water service must meet the definition of basic services as well as at least one of the three criteria of 'safely managed'.

This additional step on the ladder captures progress on service levels for those who have moved beyond a basic service, but do not yet classify as safely managed.

Making monitoring results accessible and available

The drive for monitoring is to understand what progress is being made, how change happens, what our role in it is and what we need to do better. We use this to account for our progress, to learn from what works and what does not, and to inform operational and strategic decisions going forward. An important tool is therefore to bring the information together and provide insights and consolidation.

We have been tracking activities and outputs and measuring the strength of district systems and service levels in our partner districts and focus countries since 2017. In 2020, we launched our results dashboard, which provides public access to our data. In 2023, we extended it by combining our results data with those of the OFA members and created joined, filterable dashboards.

The dashboard enhances accessibility of data, both internally and externally, enabling its use for accountability, learning and decision-making.

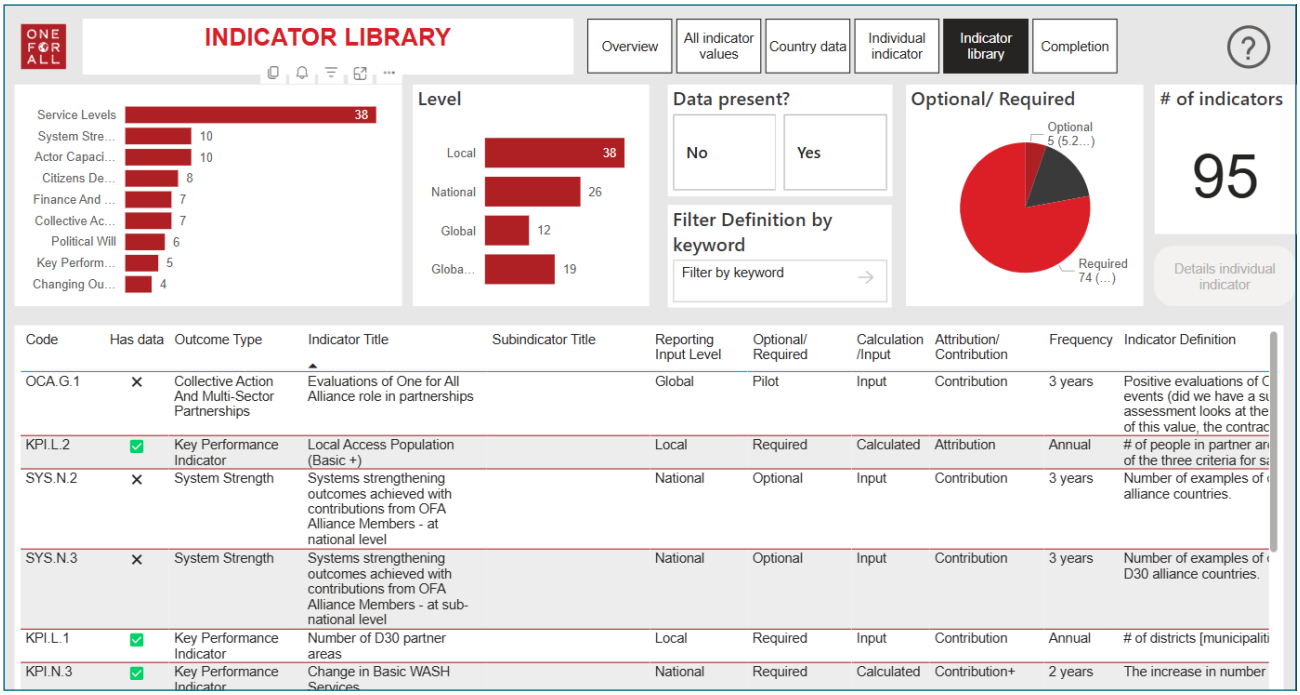


Figure 3: The One For All Data Dashboard

3. What we do (activities and outputs)

Figure 4 presents the matrix of core indicators. These are organised by level and by Theory of Change group. This chapter discusses the "What we do component"

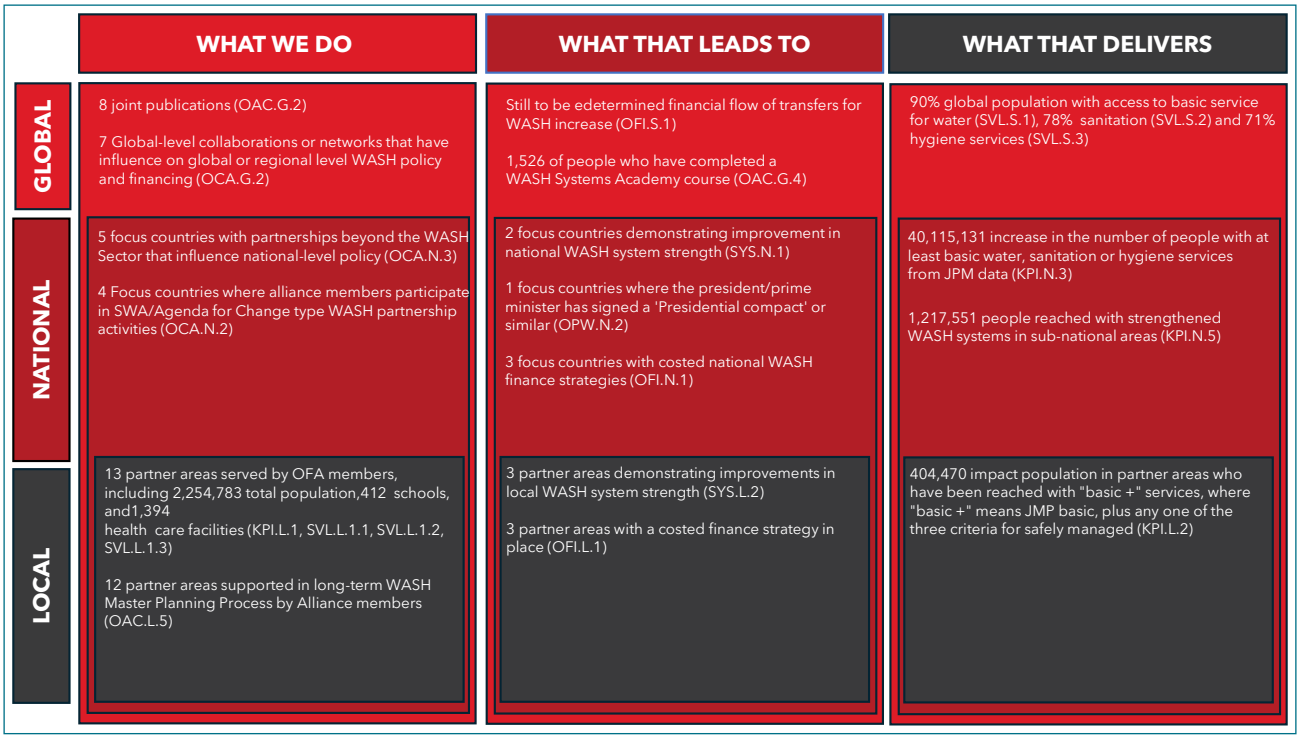


Figure 4: Matrix of selected indicators and their IRC 2024 values

3.1 The context of where we work

In 2024, we had nine focus countries (Bangladesh, Burkina Faso, India (Odisha state), Mali, Niger, Ghana, Uganda, Ethiopia and Rwanda), and regional influencing programmes in Africa and Asia, and a global influencing programme. Each country faces different contextual challenges. For example, Burkina Faso has seen worsening political and security problems, which have disrupted WASH progress, and we have had to reduce work in Banfora district. Similarly, in Niger, the 2023 coup led to reduced international support, and new administrators were unfamiliar with WASH policies. In Mali, we had to limit interventions in N'Goutjina[4] district. By shifting focus and adapting, we remain committed to the Sahel countries irrespective of their current fragile state. In contrast, Ghana, Uganda, and Rwanda benefited from more stable environments, allowing for strong government partnerships and policy reforms. In Ethiopia, stability improved during the course of the year. While building our district level work we were particularly active at regional and small-town levels, working closely with partners like UNICEF and PSI.

4. Significant activities took place in Nossombougou, Ouolodo, Tioribougou in Mali, but only in healthcare centres and are not yet considered as partner areas.

Within the country programmes, we work in 13 partner areas. A partner area is where we have an on-the-ground presence and a long-term partnership agreement with the government to implement systems strengthening until universality and sustainability are achieved[5].

Both the Bangladesh and Rwanda (new in 2024 as focus country) programmes work in large parts of the country. The Bangladesh programme includes a climate hotspot project that supports 45 upzilla's (districts). The Rwanda programme works through the USAID-funded Isoko y'Ubuzima project in 10 districts. However, these areas do not (yet) meet all the criteria to be considered partner area and are hence not yet considered as such.

As can be seen in Table 1, the population of these 13 partner areas amounts to 2.3 million.

Table 1: Changes in partner districts

Country	District name	Population 2023	Population 2024
Bangladesh	No specific partner area		-
Burkina Faso	Banfora	178,550	187,597
	Tenkodogo	160,817	184,683
Ethiopia	Negelle Arsi	347,974	315,074
	South Ari	198,595	198,715
Ghana	Asunafo North	154,433	156,595
	Asunafo South	94,278	95,598
	Asutifi North	72,000	73,656
	Tano North	96,247	97,595
India	Ganjam district (Chhatrapur block)	94,683**	179,898
Mali*	N'Goutjina	29,338	29,338
Niger	Kornaka	213269	216,522
Rwanda	No specific partner area		
Uganda	Bunyangabu	195,100	218,723
	Kabarole	318,216	383,213
Total		**2,137,375**	**2,337,207**

* Due to security limited activity in 2024

** This was the 2011 census data, not corrected for population growth

5. Areas where collaboration is limited to a pilot project or other time-bound scope are not considered partner areas. While no fixed duration is set, projects are expected to continue at least until 2030 or until exit criteria are met.

3.2 Key activities and outputs

This section summarises key activities and outputs. They are organised below as per our six approaches in the Theory of Change, with the level of intervention included in brackets. We conduct our activities with and through partners – overall we have collaborated with 119 partners and platforms.

Research and innovation

Our research and innovation work were guided by the OFA learning agenda and its Innovation and Learning Groups, with most activities taking place at the global level.

- Advancing IRC's role as a think tank through a learning and innovation agenda focused on systems leadership and financing, including learning sessions, thought papers, and blogs.
- Contributing to the Sanitation and Water for All (SWA) Climate Working Group and participating in global events such as the Global Adaptation Forum (Bonn) and the NAP Forum (Bangladesh).
- Through the Connect Agenda, we published a climate paper and, together with WaterAid and Water For People, launched a Climate Resilient WASH Academy course in English, French and Spanish.

Quality and access to Data and information

IRC stimulates and strengthens evidence-based decision making, through improved monitoring and access to data and information.

- **Niger:** Updated WASH service level data for all schools and healthcare facilities in Kornaka—the only commune in the country with full JMP-aligned institutional data. Assessed system building blocks, provided recommendations, and facilitated the first-ever local WASH sector review. (Local)
- **Uganda:** Partnered with Kabarole and Bunyangabu districts to monitor WASH service levels and guide planning, focusing on underserved communities. (Local)
- **Burkina Faso:** Improved monitoring and accountability among 10 rural water private operators by establishing a biannual reporting platform for better data collection and system management. (Scaling)
- **Ethiopia:** In partnership with UNICEF, supported town water utilities in Itang and Berhale to develop and implement performance improvement plans. (Scaling)
- **Ghana:** Shared evidence from water service mapping in the Western Region with sector stakeholders, informing progress on Utilitisation. (Scaling)
- **Burkina Faso:** Developed communication materials highlighting IRC's systems-strengthening work since 2012. (National – publication pending rebranding)

Technical assistance

We provided technical support to governmental and non-governmental partners, at different levels.

- 12 partner areas supported in long-term WASH Master Planning Process (Local)
- Cumulative, 56 master plans have been rolled out. (Scaling)
- **Ethiopia:** Supported City-Wide Inclusive Sanitation in five towns with refugee or IDP camps, including assessments and strategic plans for liquid and solid waste management. (Scaling)
- **Mali:** Delivered WASH FIT 2.0 training for healthcare workers and provided equipment to maternity wards. Assessed WASH infrastructure in schools and health centres across six municipalities. (Scaling)
- **Niger:** Provided technical support to local and national authorities to strengthen decentralised WASH governance. (Scaling)
- **Uganda:** Improved rural water access and contributed to the national Operation and Maintenance Framework. (Scaling)
- **Bangladesh:** Conducted a vulnerability assessment as part of a service level review in climate hotspot areas. (National)
- **Burkina Faso:** Supported ONEA in preparing a USD 15 million funding proposal for climate-resilient water supply, submitted to the African Development Bank. (National)
- **Ethiopia:** Contributed to the development and rollout of the national WASH financing strategy. (National)
- **Ghana:** Facilitated a national WASH Systems Performance Assessment through the Agenda for Change partnership, using district-level data. (National)
- **Mali:** Supported WASH improvements in healthcare facilities through a costed roadmap, validation process, and guidance documents. Facilitated quarterly coordination between the Ministry of Health and the WASH task force. (National)
- **Niger:** Led the first cycle of national WASH accounts. (National)
- **Uganda:** Supported the Ministry of Water and Environment in organising the Albertine Regional Water and Environment Week and follow-up stakeholder forum. (National)
- **Regional (AMCOW):** Provided technical assistance and took part in operations, including preparations for and participation in the 5th Annual Partners Coordination Platform meeting. (Regional)

Advocacy and influencing

Advocacy and influencing activities have mainly taken place at national and global level. 5 focus countries reported partnerships beyond the WASH sector that influence national-level policy (Indicator OCA.N.3):

- **Ethiopia:** Participated in the national Multi-Stakeholder Forum (MSF), Joint Technical Review (JTR), and key WASH and WRM working groups, including co-chairing the national WASH financing group. Co-produced and launched a national IWRM video with the Ministry of Water and Energy and the Embassy of the Netherlands, available on IRC's website. (National)
- **Ghana:** Supported the development and launch of the Presidential Compact, committing USD 1.7 billion annually to WASH until 2030. Strengthened collaboration with CONIWAS by providing technical support, co-hosting a sub-theme at the Mole Conference, and contributing to WASH financing advocacy. (National)
- **Netherlands:** Engaged the newly elected Parliament and Government on the role of water in development policy. Through the NWP-NGO platform, co-organised a parliamentary meeting on water in international development and contributed to a dialogue between NWP and the Minister for Foreign Trade and Development Cooperation. Also hosted two WASH debates—one on the Ministry's new water results framework, and one on strengthening systems for refugees and host communities. (National)

At global level, we continued to expand our influence beyond the traditional WASH sector. In 2024, we participated in cross-sector events such as the World Urban Forum and the Collective Action Forum, and launched a climate finance campaign aligned with COP in Baku.

We also formed new partnerships beyond WASH, including with UN-Habitat, UNDP, and UNHCR, building on our core collaboration with UNICEF. While further progress is needed, we remain committed to broadening our networks and contributing to wider development dialogues.

Preparations are underway for the 2026 Kigali, All Systems Leadership - Africa, Symposium, which will convene political, financial, and technical leaders to drive systemic change. Key themes will include accelerating financial credibility, enhancing professionalisation, and strengthening regulatory frameworks.

Co-investment

In the OFA Theory of Change co-investment aims to unlock finance for sustainable services. While IRC does not directly fund infrastructure, it contributes through cost-sharing. In 2024, IRC supported access to climate-resilient water services for 6,000 low-income people in Tenkodogo by helping expand ONEA's capacity with two new boreholes, funded by a partner.

4. What this leads to (outcomes)

This section outlines the overall progress of WASH systems strengthening and related outcomes in IRC's focus countries and globally. Reference is made to Figure 4 that shows the core indicators on what this leads to.

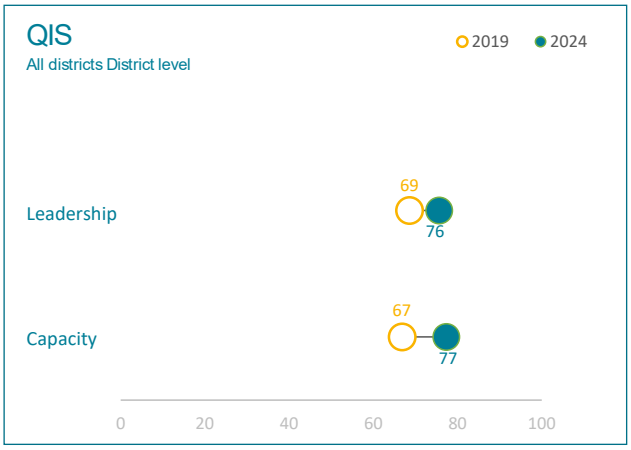
4.1 How systems are changing

As explained in Section 2.3, we use QIS tools to assess how our activities and outputs contribute to systems change (Figure 5)[6]. Data from our partner districts show steady year-on-year progress in leadership and capacity over the past years. This reflects, for example, a shift from limited political commitment—where only some leaders support the 2030 targets—to proactive leadership that mobilises resources and unites stakeholders around concrete actions. Table 2 showcases how Kabarole, **Uganda** has evolved from a low scoring district to a very strong one. In 2024, this led, for example, to the district leadership successfully securing an additional USD 15,000 (50 million GHS) for the Buhara water scheme.

Table 2: Kabarole showing a constant increase in capacity and leadership

District Kabarole	2017	2018	2019	2020	2021	2022	2023	2024
Capacity	35	52	64	79	79	74	80	80
Political & financial leadership	33	63	53	75	30	72	75	85

An example of increased capacity can be seen in **Ethiopia**, in the districts of Farta, Dera, and North Mecha. Government stakeholders there progressed from simply recognising capacity gaps and expressing commitment to addressing them, to actively demonstrating improved capacity. This progress was supported by IRC through tailored, on-the-job training and coaching for district government partners, focusing on long-term and annual planning, resource mobilisation strategies, and budgeting.



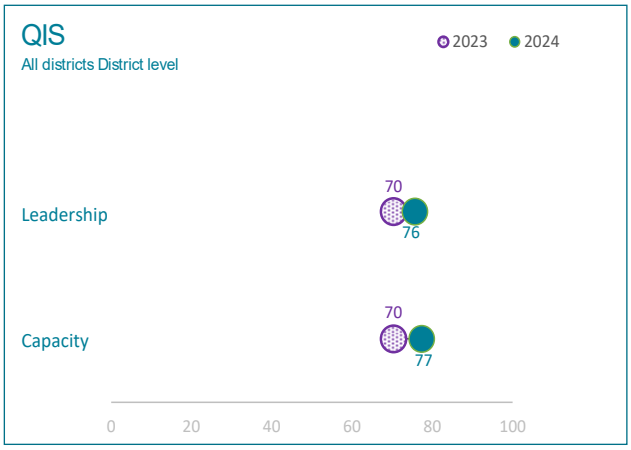


Figure 5: QIS results combined Ethiopia, Ghana, Uganda

6. Since 2019, we have adjusted our QIS approach, phasing out measurements on models and partnerships while maintaining historical comparability for leadership and capacity indicators. Data are presented for three countries only, as no updates occurred in the others in 2024.

4.2 WASH systems' strength

Comparing across countries and over the five-year period (Table 3), we see substantial improvement in systems strength in the countries and districts where we work. Improvements were seen at both district and national levels, particular in Ethiopia and Uganda. Since 2019, average system strength scores increased from 2.7 to 3.1 at district level and from 2.8 to 3.2 at national level. These trends reflect the growing capacity and leadership in partner areas, even though national-level improvements are often slower due the entrenched nature of existing systems and the complexity of coordinating with a broader range of stakeholders at a higher political level. Regulation and finance were the weakest building blocks in 2024, while planning and infrastructure development were strongest.

Table 3: 2024 status and progress of system strength measured through building blocks

	National average BB 2019 to 2024 (% increase)	District average BB 2019 to 2024 (% increase)	Strongest National BB 2024	Strongest District BB 2024	Weakest National BB 2024	Weakest District BB 2024
Burkina Faso	2.7 to 2.8 (1%)	3.2 to 3.7 (9%)	Legislation	Planning	Regulation	Finance
Ethiopia	1.7 to 2.9 (25%)	1.6 to 3.1 (31%)	Legislation	Planning	Monitoring	Finance
Ghana	3.1 to 2.8 (-5%)	3.0 to 3.3 (6%)	Infrastructure development	Institutional	Water resource management	Learning and Adaptation
India (Orissa state)	2.8 (no data 2019)	2.6 to 2.5 (-2%)	Legislation	Infrastructure development	Monitoring	Monitoring
Niger	*	*	*	*	*	*
Mali	4.1 (no data 2019)	2.7 (no 2019 data)	Infrastructure development	Infrastructure development	Regulation	Regulation
Uganda	3.0 to 3.6 (13%)	2.5 to 3.9 (28%)	Infrastructure development	Learning and Adaptation	Finance	Infrastructure management
Overall	2.8 to 3.2 (9%)	2.7 to 3.1 (10%)	Legislation & Infrastructure development	Planning	Regulation	Finance

Legislation and infrastructure development consistently scored relatively high at both district and national levels, while regulation scored lowest at the national level. A more detailed analysis in Annex 2 shows a gradual improvement across most building blocks over the years, visible in water, sanitation, and WASH at institutions.

An exception is hygiene (Table 4). Initial attention during the early COVID-19 years led to measurable improvements between 2020 and 2022, but most of the building blocks are now decreasing, particular finance.

Table 4: National hygiene progress 2019-2024

	2019	2020	2021	2022	2023	2024
Finance	2.00	2.20	2.63	2.63	2.50	2.12
Institutional	3.00	3.08	3.10	3.10	3.33	2.92
Learning and Adaptation	3.00	2.80	2.75	2.75	2.83	2.74
Legislation	3.50	3.00	3.50	3.50	3.25	3.00
Monitoring	1.50	2.75	2.38	2.38	1.50	2.74
Planning	3.00	3.56	3.06	3.06	3.17	3.04
Overall	**2.67**	**2.90**	**2.87**	**2.87**	**2.83**	**2.75**

At national level two countries (Ethiopia and Uganda) reported an increase in more than half of the building blocks (Indicator SYS.N.1.n). In Ethiopia, for example, improvements were related to the strong One WASH National Programme, strengthening the institutional and planning blocks and with the Multi-Sector Platforms gradually including regional authorities, better monitoring was reported. Figure 6 shows that Uganda has improved considerably over the last 5 years, strengthening across the board.

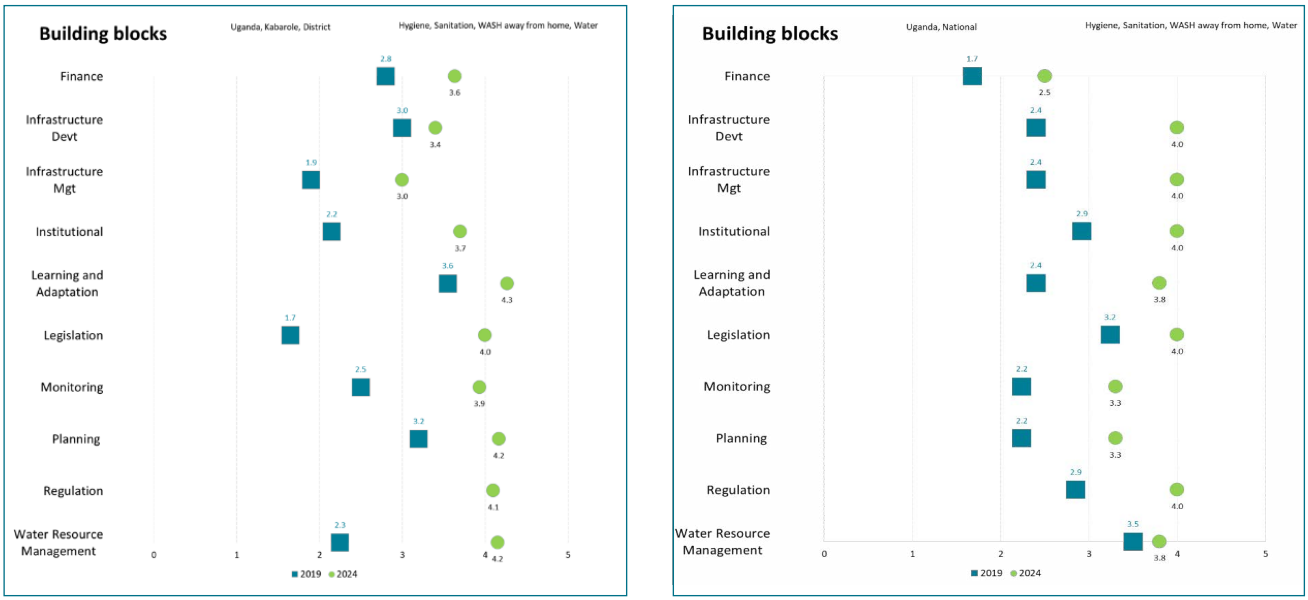


Figure 6: Comparing the average building block district (left) with national (right) 2019-2024

At partner district level Indicator (Indicator SYS.L.2.n), the improvements this year were more modest, with three (Asutifi North, Bunyangabu, Kabarole) reporting improvements over at least four building blocks. A good example is Kabarole, **Uganda** (Figure 6) where the district started from a lower baseline than the national average, showing weaknesses such as gaps in legislation. This was expected, as districts in 2017-2019 were selected based on low service coverage and weaker systems. However, sustained efforts in Kabarole have led to significant improvements, resulting in a more balanced and resilient system with no major weak links.

Progress on outcome indicators

Table 5 presents a selection of outcome indicators and their overall OFA target for 2030. It is exciting to see progress being made on all of them. The 2030 targets show the ambition of the Alliance and IRC is starting to contribute to the achievements. Our analysis shows that more mature programmes, such as those in Uganda, Ethiopia, and Ghana, are leading in performance—demonstrating that achieving outcomes takes time.

Table 5: 2024 values of selected outcome indicator

Level	2023 value	2024 value	2030 target OFA	Description	Comment 2024
Local	-	3	150	Partner areas with an operational funding and finance strategy. (Indicator OFI.L.1.n)	Ethiopia, Ghana, Uganda
	9	9	150	WASH system strength assessments conducted in partner areas since 2022 (Indicator SYS.L.1.n)	Almost all, except Banfora, N'Goutjina and Chhatrapur block
	-	3	150	partner areas where an up-to-date local financial gap analysis is in place in 2024. (Indicator OFI.L.2.n)	Kabarole, Asutifi North, Negelle Arsi
	-	3	150	partner areas with a functioning accountability mechanism for service providers and service authorities increased in 2024 (Indicator ODE.L.1.n)	Asutifi North, Bunyangabu, Kabarole
	6	8	150	partner areas that have regular progress review meetings for learning and reflection on progress toward district WASH targets in the last year (2024). (Indicator OCA.L.1.n)	Banfora, Negelle Arsi, South-Ari, Asutifi North, N'Goutjina, Kornaka, Bunyangabu, Kabarole
National	-	3	20	countries with costed national WASH finance strategies (Indicator OFI.N.1.n)	Bangladesh, Ethiopia, India
	1	1	20	countries where the president/prime minister has signed a 'Presidential compact' or similar (Indicator OPW.N.2.n)	Ghana
	1	2	20	The number of countries where WASH Master Planning has been scaled to cover at least 25% of the country, increased from 2022(Indicator OAC.N.2.n)	Ghana, Uganda
Global	747	1526		By 2024, a total of 1,526 WASH Systems Academy courses were completed by people from various countries. (Indicator OAC.G.4)	

Over the past five years, our work has led to positive outcomes at global, national, and local levels, influencing governments, donors, and NGOs (see Annex 2 for details):

Globally, IRC has played a key role in building high-level political support for WASH. Since 2022, we have worked with partners to expand the Heads of State Initiatives. In 2024, three national pacts were launched by the heads of state of **Indonesia**, **South Sudan**, and **Ghana**.

In **Ethiopia**, the Ministry of Water and Energy developed its first National WASH Financing Strategy in 2024, a major step towards the SDGs. The strategy was led by NIRAS with technical support from IRC, which has co-chaired the national WASH financing working group since 2018.

In **Burkina Faso**, IRC has supported the **commune of Tenkodogo** since 2020 to implement its water and sanitation strategic plan. Our close collaboration with the mayor's office influenced key decisions toward a service-oriented approach. As a result, more than 800 vulnerable households in urban Tenkodogo received private drinking water connections from the ONEA network between November 2021 and December 2023.

5. What this delivers - progress on service delivery

5.1 Global trends service levels

The World as a whole is making good progress towards achieving universal access to at least basic water services, but it will fall short of completely achieving this (JMP 2022, JMP 2024). Analysis of our Global landscape indicators shows that both in relative and absolute terms, most of the population that is projected to remain unserved is in Sub-Saharan Africa (Figure 7). For sanitation, Central and Southern Asia are regions that will contribute most to reducing the number and proportion of people without access to at least basic sanitation, but a small proportion (high in absolute numbers) will remain unserved. In Sub-Saharan Africa, current levels of access are low, and are projected to improve only marginally, leading to a larger number of unserved in absolute numbers. In both water supply and sanitation, the unserved are disproportionally found among the poorest wealth quintiles, but the current projections for 2030 need to be taken with caution given the limited data. In all the indicators, the D30 countries broadly follow the regional trends with a number of positive and negative outliers.

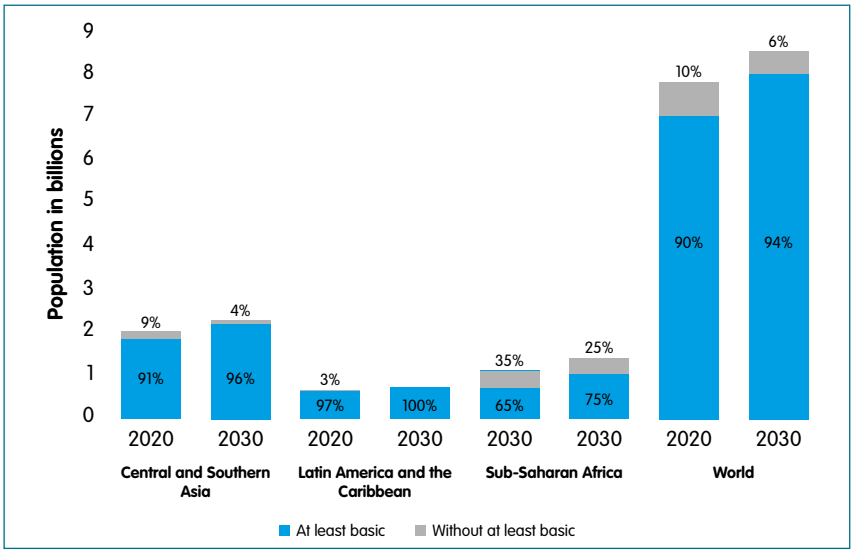


Figure 7: Number and proportion of people with access to at least basic water services (billions) (SVL.S.1) in 2020 and 2030 (projected) (Source: WHO/UNICEF, 2021)

5.2 Service levels at national levels

As One For All, one of our key indicators (KPI.3) is to have an increase of 200 million people with at least basic services in the countries we work in. Based on JMP data and using 2020 as a baseline, we see an increase of 23 million for 2023 and 40 million for 2024 for the countries IRC is active in (Figure 8[7]). The population has increased by 12%, while the population with at least basic services has grown by 20%, indicating that service coverage is expanding faster than population growth. However, despite this progress, the SDG target is unlikely to be met.

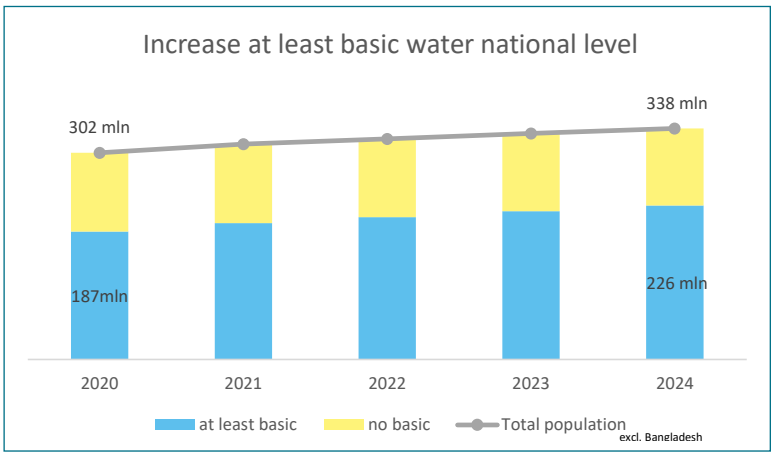


Figure 8: Population with water basic service levels across countries we work in

5.3 Service levels in partner areas

Table 6 provides the current status on service levels in the partner areas. The consolidated picture shows an impressive increase in basic service levels across the board with water access to at least basic services going up from 51% to 55% and sanitation from 20% to 26%. While this is partly related to more complete datasets, it still shows a considerable increase in coverage and progress. Only hygiene services remain static.

Notable progress has also been made in institutions (healthcare facilities and schools) in some of our intervention countries (Uganda, Mali), with coverage going up from 44% to 54%. While the increase in sanitation has been remarkable from 7% to 27%, overall access to basic sanitation and hygiene in institutions generally remains low. The most recent JMP (JMP 2024) shows the challenges with service levels at healthcare facilities, particularly in fragile contexts. We see these global challenges reflected in our partner districts, particularly in our work in the increasingly fragile Sahel countries. In both Mali and Niger, our focus is on is responding to this global challenge by working more closely with healthcare centres. Furthermore, with FCDO funding, we are rolling out a multi-year multi-country WASH Systems for Health project in Malawi, Nigeria, Tanzania, Bangladesh, Nepal, Sierra Leone. We only started structurally reporting on institutions last year as part of the D30 framework and have since improved our reporting (e.g. last year we were only reporting on half of the health posts). The current status (Table 6) highlights that institutions need considerable attention. Still nearly one in two healthcare centres do not have access to basic drinking water, and only one in three have sanitation and basic hygiene.

7. Bangladesh has been excluded as it only is part in 2024.

Table 6: 2024 status of at least basic service levels in our partner areas

	People		Schools		Health posts	
	2023[2]	2024	2023[4]	2024[3]	2023[6]	2024[3]
Drinking water	51% 1,008,000 out of 2.0 mln	55% 1,280,000 out of 2.3 mln[1]	43% 461 out of 1,069	46% 643 out of 1,394	44% 111 out of 254	54% 224 out of 412
Sanitation	20% 402,000 out of 2.0 mln	26% 554,000 out of 2.1 mln[2]	48% 513 out of 1,069	46% 638 out of 1,394	7% 19 out of 254	27% 113 out of 412
	12% 138,000 out of 1.2 mln[4]	11% 198,000 out of 1.7 mln[3]	42% 449 out of 1,069	30% 412 out of 1,394	31% 78 out of 254	31% 129 out of 412

Excluded the following due to insufficient data:
1. excludes Mali
2. excludes Mali, and Tenkodogo (Burkina Faso)
3. excludes Mali, Ganjam (India) and Tenkodogo (Burkina Faso), Ghana - Tano North and Asunafo South
4. excludes N'Goutjina (Mali) and Tenkodogo (Niger) and Ghana
5. excludes Ganjam (India) and Tenkodogo (Niger)

Table 6 also highlights the various data gaps, with differences in population and institutes included between years and intervention type. Progress is therefore best viewed for each partner area individually (see Figure 9).

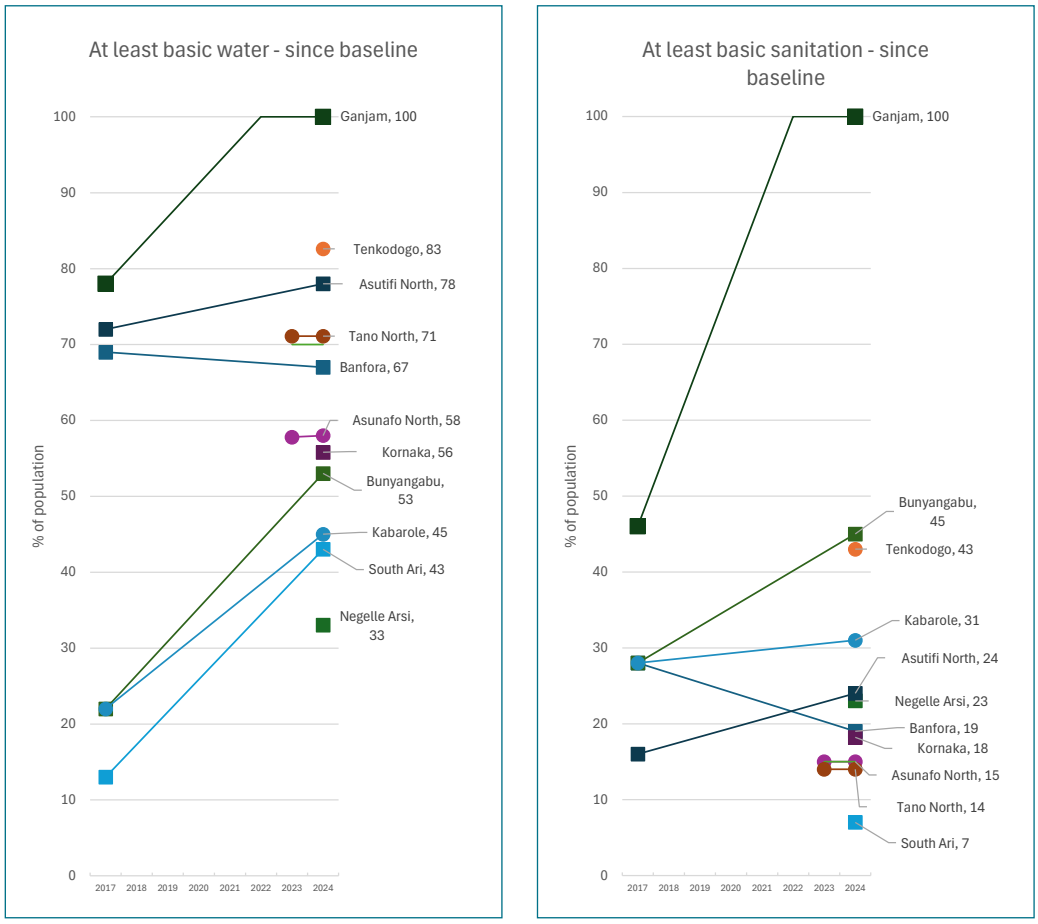


Figure 9: Progress on at least basic water and sanitation since baseline for each partner area

The government of **Ganjam district** (Chhatrapur block), India, reports having reached 100% basic services, driven by large national programmes such as the Swachh Bharat Mission for sanitation and the Jal Jeevan Mission for water. While IRC Asia has not conducted its own service level inventories in the area, efforts are focused on ensuring that no one is left behind.

Asutifi North District in Ghana is on track to achieving SDG 6, with approximately 80% of the population having access to water services. The next phase is to move from basic to safely managed services, while ensuring that access already achieved is sustained (post-construction support). Similarly, for sanitation, with now nearly 99% of the population using sanitation facilities, the focus is on avoiding slippage, whilst at the same time increasing the level of service by removing the reliance on shared facilities.

Both **Kabarole** and **Bunyangabu** in Uganda show progress on water since the baseline in 2017 (when they were still a single district). Kabarole District is on track to achieving its safely managed service level goal of 21% by 2030, as is the percentage now stands at 15%, up from 5% in 2017. Bunyangabu is performing better on sanitation.

In Burkina Faso, our close partnership with the commune of **Tenkodogo** since 2020 has helped shift the implementation of its water and sanitation strategic plan towards a service-oriented approach. A concrete result of this collaboration is the connection of over 800 vulnerable households to the ONEA drinking water network between 2021 and 2023 in Tenkodogo. The baseline conducted in 2024 shows high basic service levels at 83%.

A further good example of service level progress over time is **South Ari**, where basic water services have improved significantly since 2017. However, the case also highlights the challenge of rapid population growth. The population in South Ari is projected to grow from 167,000 in 2017 to 243,000 by 2030 (see also Figure 16 Annex 1). This requires service providers not only to maintain and improve current service levels, but also to expand coverage to reach unserved populations and meet future population growth. In the case of South Ari, and most others, they are not on track to meet the SDG, not even for water.

As highlighted in Section 2.2, we are also tracking the **Basic+** service level. Indicator SVL.L.3.1.n increased from 271,254 (13%) to 389,088 (17%), reflecting a rise in access to piped water services. This significant growth indicates that the shift towards utilities and higher service levels—referred to as 'Utilitisation—is underway.

6. Conclusions

In 2024, IRC continued to strengthen water, sanitation and hygiene (WASH) systems through collaboration with local and national leadership. IRC's focus on long-term partnerships in 13 districts across nine countries supported systemic change as part of the Destination 2030 (D30) strategy, which we jointly implement and monitor with the One For All Alliance.

Key achievements:

Systems strength: IRC recorded steady improvements in WASH systems over the previous years with average building block scores rising from 2.7 to 3.1 at the district level and from 2.8 to 3.2 nationally over five years. Key achievements include improved legislation and planning in Ethiopia, expanded master planning and enhanced monitoring in Ghana, successful decentralisation of WASH services to municipal levels in Mali, and the establishment of a national WASH survey baseline for healthcare facilities in Niger. In Uganda's Kabarole district, comprehensive improvements led to a robust overall system outperforming national averages. Despite challenges such as institutional capacity gaps and the need for stronger national regulation in some areas, the collective efforts, particularly IRC's targeted interventions, demonstrate a clear commitment to building sustainable and resilient WASH systems through comprehensive data collection, and continuous learning and adaptation.

IRC contributed to these changes in system strength in the following ways. At national and global levels, IRC played a key role in shaping WASH policy. This included support to Ghana's Presidential Compact, the launch of national WASH financing strategy (e.g. Ethiopia), and advocacy for water in global climate discussions. IRC contributed to defining climate-resilient WASH and connecting water resource management with WASH in fragile and climate-affected areas. We partnered with national and local entities for expanded WASH master planning and the development of new guidelines, supported continuous WASH service monitoring and data sharing for informed decision-making, provided technical and financial assistance for policy reviews, toolkit development, and training of local government officials, collaborated on significant mapping and assessment initiatives, such as water facility mapping, a national survey on WASH service levels in healthcare facilities and WASH accounts (TrackFin methodology), contributed to the establishment and revision of key frameworks, like the O&M framework in Uganda.

Service Levels: Across our intervention areas, we're making demonstrable progress in expanding access to WASH services, bringing us closer to our goal of universal coverage. Despite a challenging global and regional context, our dedicated efforts are yielding tangible improvements for communities.

In South Ari, Ethiopia, we've seen a remarkable 37% increase in basic and limited water services since 2019, benefiting 63,000 people. Similarly, Asutifi North District in Ghana is on track to achieving SDG 6, with approximately 80% of the population having access to water services. The next phase is to move from basic to safely managed services, while ensuring that access already achieved is sustained (post-construction support). Similarly, for sanitation, with now nearly 99% of the population using sanitation facilities, the focus is on avoiding slippage, whilst at the same time increasing the level of service by removing the reliance on shared facilities., showcasing the power of focused district-

level interventions. Furthermore, in Uganda, Kabarole and Bunyangabu districts show promising growth in safely managed water services, reaching 15% and 20% respectively, well above the national rural average of 9%. We've also achieved high basic water service access in healthcare facilities in Kabarole (91%) and Bunyangabu (85%), significantly exceeding the national average. All these showcase the power of focused district-level interventions.

However, the journey isn't without its hurdles. Countries like Burkina Faso and Niger face significant challenges, with national progress on SDG 6 notably off-track, largely due to insufficient resource mobilisation. While progress is evident in drinking water, basic sanitation remains a critical challenge across many regions.

Innovation and Learning: IRC expanded its use of qualitative outcome monitoring and supported joint learning through platforms and the WASH Systems Academy. New training courses and learning products were launched, including on climate resilience, gender equity and social inclusion. The academy has reached thousands of professionals and supported improved practice across countries.

Reflections:
Looking ahead, our journey in strengthening WASH systems, while marked by significant achievements, also illuminates clear pathways for future interventions. The mixed progress across our intervention areas underscores the critical need for adaptive and context-specific strategies. One striking observation is the critical importance of context. Insecurity in one region can halt all progress, while administrative restructuring in another can undermine institutional capacity despite previous gains. This highlights the need for adaptive programming and resilient strategies that can account for sudden shifts in political, social, or environmental landscapes.

Furthermore, while our success in expanding water access is commendable, sanitation and hygiene remain significant hurdles. Our reflections highlight the imperative to intensify focus on basic sanitation interventions, moving communities from unimproved to basic facilities, and introducing innovate solutions for menstrual hygiene management and inclusive access. We must also continue to strengthen local capacity and ownership.

Despite these complexities, our data consistently shows positive developments in critical areas, validating our approach and the resilience of our partnerships. We are committed to leveraging these successes and addressing the remaining challenges, ensuring that more communities gain sustainable access to essential WASH services.

Annexes

Annex 1: Progress in IRC countries

Annex 2: Programme Scoring and time series data 2017-2024 (PDF)

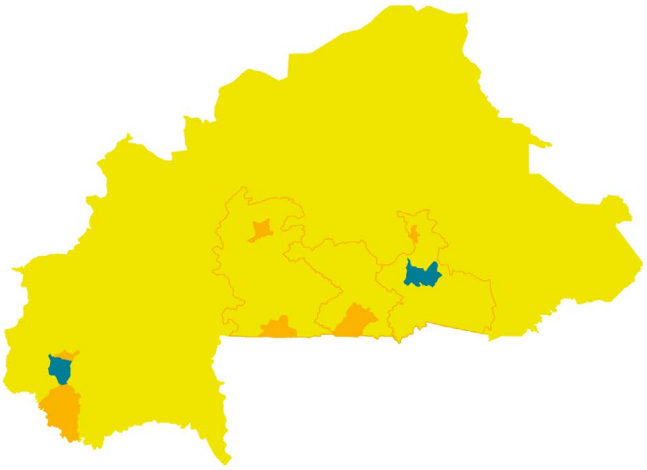
Annex 3: Outputs, Outcomes (EXCEL)

Annex 4: D30 Indicator library and results (Excel)

Annex 1 – Progress in IRC focus countries

The next few pages present snapshots of the context, progress, challenges, and key results from our focus countries and partner districts in 2024. They include data on building blocks and service levels, showing how systemic change is happening at scale. This progress is driven by systems leaders working at both local and national levels, who influence decision-making at the highest levels.

Burkina Faso



Context

Since 2021, Burkina Faso's worsening political and security situation has jeopardised the achievement of the WASH SDGs by 2030. Despite these challenges, IRC remains committed to supporting the country's recovery and progress towards universal WASH services, focusing on safer areas like Tenkodogo and the Centre Ouest region.

Activities and outputs

In 2024, IRC promoted access to climate-resilient water services for 6,000 low-income people in Tenkodogo by increasing ONEA's system capacity with two new boreholes. Completed in July 2024, this investment improved drinking water service continuity.

IRC also conducted hand hygiene campaigns in 10 schools, reaching 4,177 students and training 100 teachers. Using an innovative, user-friendly educational approach, the campaign emphasised teaching students proper handwashing practices, which they could pass on to their families. Schools were equipped with 85 handwashing devices, and the campaign concluded with a symbolic ceremony in January 2024.

To strengthen ONEA's capacity, IRC supported the preparation of a USD 15 million climate resilience funding proposal submitted to the African Development Bank. The proposal focuses on developing a climate resilience strategy for Burkina Faso's drinking water supply and implementing priority investments, with IRC providing technical assistance.

Figure 10: Example of urban utility dynamic reporting for utilities in Burkina Faso

Additionally, IRC improved monitoring and accountability among 10 rural water private operators in seven regions through a workshop in November 2024. Participants were trained to use the mWater platform for biannual reporting, enabling detailed data collection and improved management of rural water systems. The workshop also set the stage for regional accountability meetings to address infrastructure maintenance, network management, and financing challenges.

These interventions demonstrate our continued commitment to enhancing WASH services in fragile contexts while fostering resilience, capacity building and collaboration among stakeholders.

Systems strength

Progress on systems strengthening since 2017 (Figure 12) has been made across the board. This was mainly due to activities prior to 2024 as no update and no activities were conducted due to insecurity. For example, the water, sanitation and public hygiene department was gradually gaining autonomy with e.g. projects funded by Oxfam (123 000 Euros). All of this is thanks to IRC's support on advocacy and the mobilisation of financial resources for the implementation of the master plan. However, leadership at local authority level has declined slightly as a result of institutional change, and it is important to continue building skills when security improves to enable local authorities to play their full role as main contracting authority.

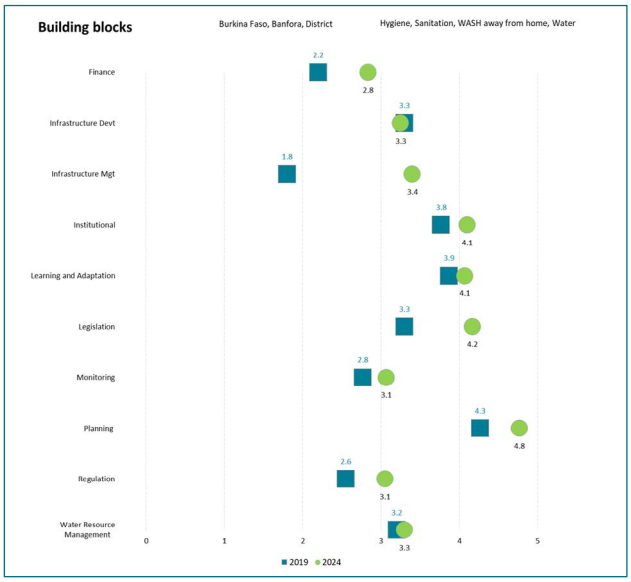


Figure 11: District building blocks from Banfora district 2019-2024

Service levels

At national level, the JMP 2020 report highlights the fact that Burkina Faso has regressed over the past five years, despite the efforts of all partners. The 2022 report reveals that the country gained only 1 point between 2020 and 2022 in terms of drinking water and 1.5 points in terms of sanitation. This situation already poses a problem in terms of the efficiency of the sector, which requires a far-reaching reform of the Ministry of Water and Sanitation and is reflected in our analyses for 2021 and 2022. Since our 2021 strategic review, it has become clear that Burkina Faso will not achieve the WASH SDGs by 2030 due to the continued deterioration of the political economy and security situation.

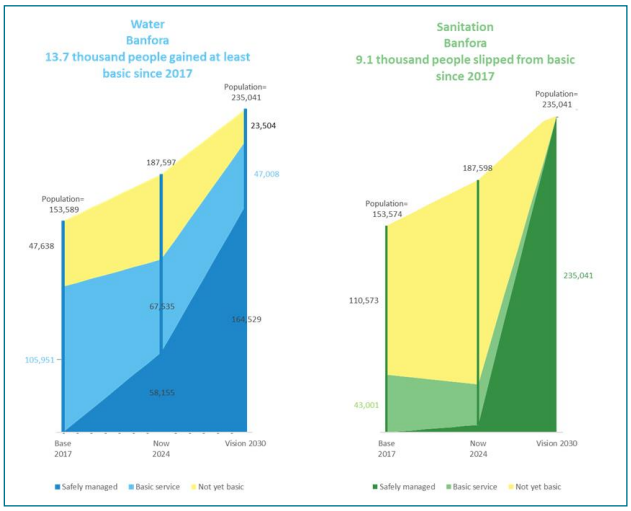
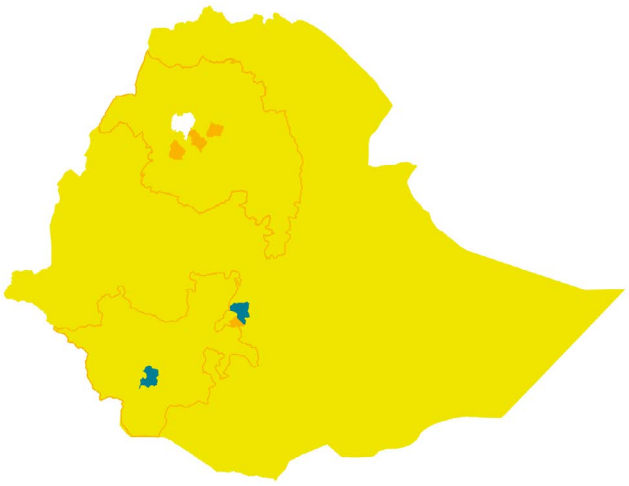


Figure 12: Progress towards the 2030 vision of Banfora district, Burkina Faso (household level)

Figure 13 highlights the Banfora service level trajectory, which clearly shows that water is nearly on track, while sanitation is clearly off track. It also highlights the challenges associated with significant population growth since 2017. With IRC having had to temporarily withdraw from Banfora, it is not expected that the master plan can be achieved. Another district, Tenkodogo, however, is showing improvements in drinking water and hygiene services, but household service level data are still to be collected.

Ethiopia



Context

In 2024, **IRC Ethiopia** supported the implementation and updating of district WASH master plans in **South Ari**, **Negelle Arsi**, **Dera**, **Farta**, **North Mecha**, and **Shashamane** woredas. Resource mobilisation strategies were developed and implemented in all targeted areas. At national level, IRC actively participated in the Water and Energy Sector Working Group, including its WASH, WRM, and WASH financing sub-groups.

Activities and Outputs

IRC contributed to the national Multi-Stakeholder Forum (MSF) and supported development of the national WASH financing strategy.

In partnership with UNICEF, IRC helped enhance town water utilities in **Itang** and **Berhale** by developing and implementing performance improvement plans. It also supported the development of City-Wide Inclusive Sanitation (CWIS) strategic action plans for five towns and the **Addis Ababa cluster** hosting refugees and IDPs.

IRC focused on generating and sharing evidence from partner districts to demonstrate pathways to achieving and sustaining universal WASH coverage. These insights were shared across national, regional and district platforms to inform strategies and advocacy.

Efforts to connect WASH with climate and health were evident through CWIS activities in partnership with UNICEF and the USAID Markets for Sanitation project. IRC maintained and strengthened partnerships with the Ministry of Water and Energy, Ministry of Health, Ethiopian Water Technology Institute (EWTI), Population Services International (PSI), Agenda for Change partners and UNICEF.

In partnership with the Ministry of Water and Energy, IRC supported the launch of the Heads of State Initiatives (HoSI), with a presidential compact expected in 2025.

IRC also partnered with the Amhara Region Media Agency and the Conrad N. Hilton Foundation for a ten-month TV campaign promoting WASH. Additionally, the Amharic and Afan Oromo versions of the WASH Systems Academy Basic Course were finalised and launched.

Despite challenges in resource mobilisation for partner districts, IRC Ethiopia surpassed its annual fundraising goal. These achievements align with its 2022–2025 country strategy and the D30 Theory of Change, positioning the organisation for continued progress.

Systems strength

IRC Ethiopia observed improvements in multiple building blocks at both national and district levels.

At the **national** level, progress was made in the areas of institutions, legislation, finance (due to the national WASH financing strategy), planning (supported by the national vision, plan, and One WASH National Programme), regulation, and learning and adaptation. Legislation advanced to green.

In **South Ari**, improvements were seen in planning, infrastructure development, infrastructure management, monitoring, regulation, and learning and adaptation. Planning (due to the development and use of the district WASH master plan) and infrastructure development (due to the capacity of the Woreda Water and Energy Office) moved to green. However, institutional capacity declined, mainly due to budget constraints affecting WASH implementation. This is also linked to administrative restructuring—**South Ari** was split into three districts, **South Omo Zone** into two zones, and the **SNNP Region** into three regions.

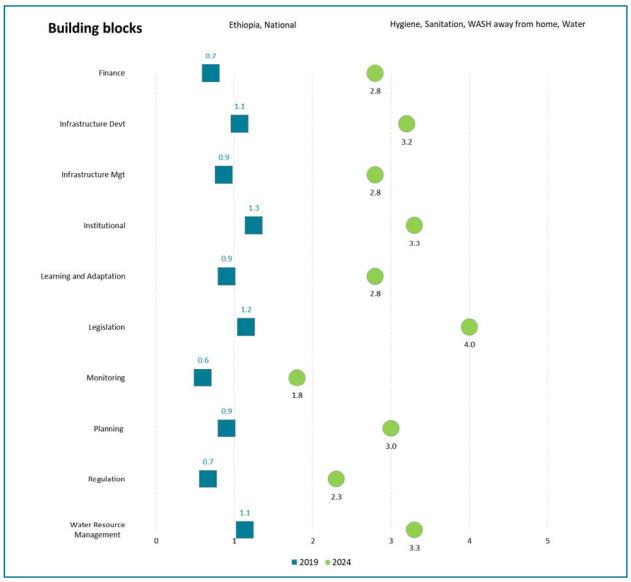


Figure 13: Ethiopia National building block scores from 2019-2024

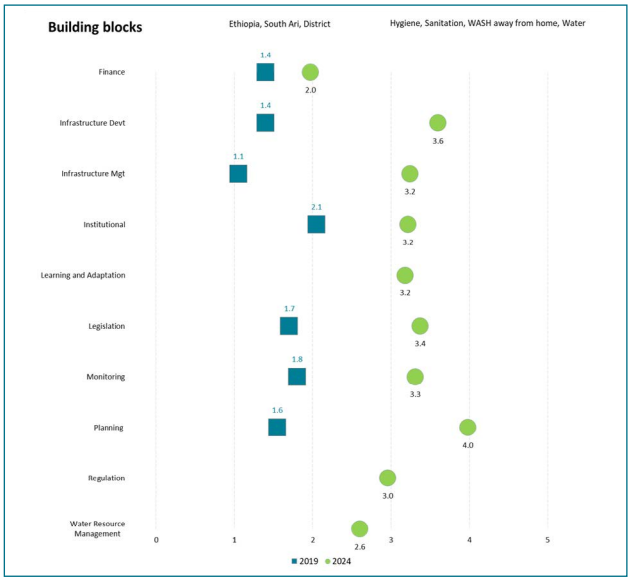


Figure 14: District building block scores from South Ari 2019-2024

Service levels

Since 2019, **South Ari** has seen a 37% increase in basic and limited water services and a total of 63,000 people have seen improvement in their basic water services. This is due to consistent work with the woreda to improve capacity on all building blocks, combined with government investments in water.

Basic sanitation in both districts is very low and achieving the 2030 vision seems unlikely. Presently, there are over 70% unimproved toilets (see Annex 2) indicating that moving from unimproved to basic services is essential. Capacity-building training for health extension workers and woreda health office staff has taken place, which improves both the implementation of programmes and the data quality.

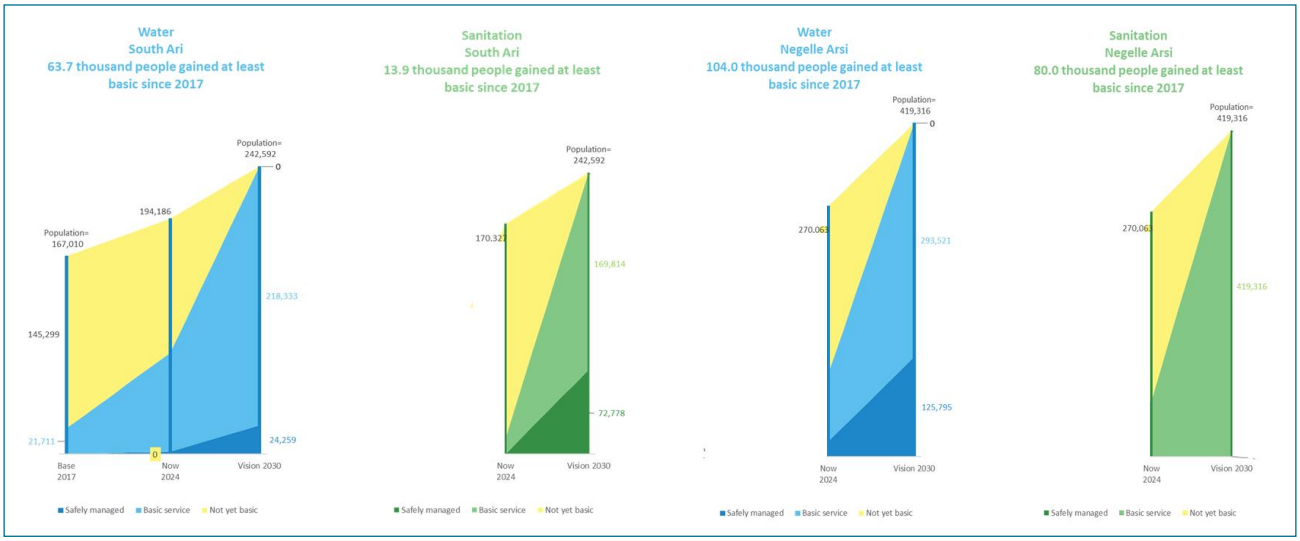
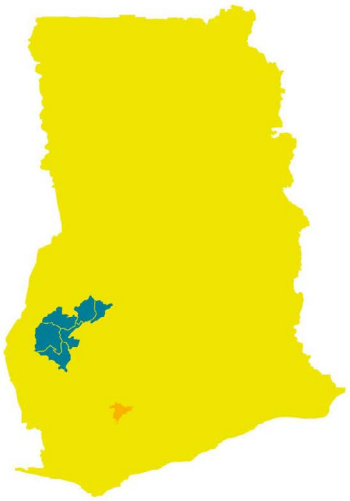


Figure 15: Combined service level data of, South Ari and Negelle Arsi, Ethiopia (household level)

Ghana



Context

At national level IRC Ghana supported efforts to secure high-level political will for WASH service delivery. At the regional and district levels, IRC continued to work with multiple partners as part of collective action in the Ahafo Regional programme.

Activities and outputs

We collaborated with the National Development Planning Commission (NPDC) to convene the intersectoral dialogue on SDG 6. The workshop, on the theme: Effective Sector Coordination for Improved and Sustained WASH Service Delivery, identified the underlying causes of the current state of WASH sector coordination, forged agreements among important players and institutions to improve sector-wide and intra-sector coordination, and gathered feedback from the session to prepare a WASH Coordination Advice Paper.

We also supported the Ministry of Sanitation and Water Resources to finalise, publish and launch the revised the National Water Policy which was approved by the Cabinet in July 2024. Following up on the Heads of State Initiatives, the President of the Republic of Ghana, H. E. Nana Addo Dankwa Akufo-Addo, signed the Presidential Compact on Water, Sanitation and Hygiene in August 2024, as part of the government's commitment to improving public health, increasing climate resilience and ensuring that hard-to-reach communities have access to water, sanitation and hygiene services.

IRC shared evidence from mapping water services in the Western Region of Ghana which gathered information on the facilities (functionality, reliability, distance, delivery models in place, operations and management) and performance of the service providers and authorities at the National Level Learning Alliance Platform (NLLAP). The platform was useful for sharing insights on 'Utilitisation' progress in Ghana.

IRC continued to collaborate with the Ahafo Regional Coordinating Council (RCC) and partners to finalise the remaining two master plans for Asutifi South and Tano South districts, and to convene learning meetings as part of the implementation of the Ahafo Regional WASH programme. IRC Ghana worked with the districts and partners to implement the WASH master plans through strengthening capacity of staff in the districts, providing WASH infrastructure, and monitoring and tracking progress towards achieving SDG 6. We also supported key district actors from Upper Denkyira East Municipal Assembly, Asutifi North District Assembly and Tano North Municipal Assembly by building their capacity in WASH systems strengthening through the WASH Systems Academy platform.

As part of the learning and adaptation building block, IRC Ghana also captured the contributions and achievements across projects in collaboration with district, regional, national and NGO partners, focusing on what has been achieved in the form of stories in video documentation and booklets.

Systems strength

Over the past five years, systems strengthening shows progress in some building blocks but regression in others (Figure 17, Figure 18). IRC Ghana's work in 2024 supported several key building blocks of the WASH system:

Planning:

We partnered with the National Development Planning Commission (NDPC) to expand WASH master planning to nine districts nationwide. NDPC is helping these districts draft their WASH master plans for finalisation and implementation. Lessons learned from this process have helped shape new guidelines for the 2026–2029 Medium Term Development Plans. At the district level, we worked with the Ahafo Regional Coordinating team to support two districts—**Tano South** and **Asutifi South**—in developing their WASH master plans aimed at achieving full coverage.

Monitoring:

We continued to support WASH service monitoring in focus districts to provide continuous data for planning and decision-making. Data was collected in all six districts in the region to create an asset inventory and assess service levels. We also shared findings from water facility mapping in 14 districts of the Western Region with the Ghana Statistical Service and the Community Water and Sanitation Agency (CWSA) at the National Level Learning Alliance Platform (NLLAP).

Institutional Strengthening:

We engaged in national efforts to finalise and publish the revised **National Water Policy (2024)**. IRC also supported knowledge management and sector learning through the Resource Centre Network in Ghana. Technical support was provided to NDPC to facilitate a dialogue session aimed at improving WASH coordination.

Learning and Adaptation:

National and district-level learning platforms were supported to reflect on progress, address challenges, and plan collaboratively for sustainable WASH improvements. In the Ahafo WASH Programme and **Asutifi North** district, Learning Alliance Platforms foster peer learning and uptake of innovations.

Further highlights include:

- Technical and financial support to the Ministry of Sanitation and Water Resources to review the National Water Policy, a key framework guiding sustainable water resource use and planning.
- Collaboration with NDPC to develop and pilot a WASH toolkit to improve local-level WASH planning.
- Training local government officials from 14 regions to improve district annual WASH plans.
- Partnership with the Ghana Statistical Service to map water facilities in 14 districts in the Western Region.

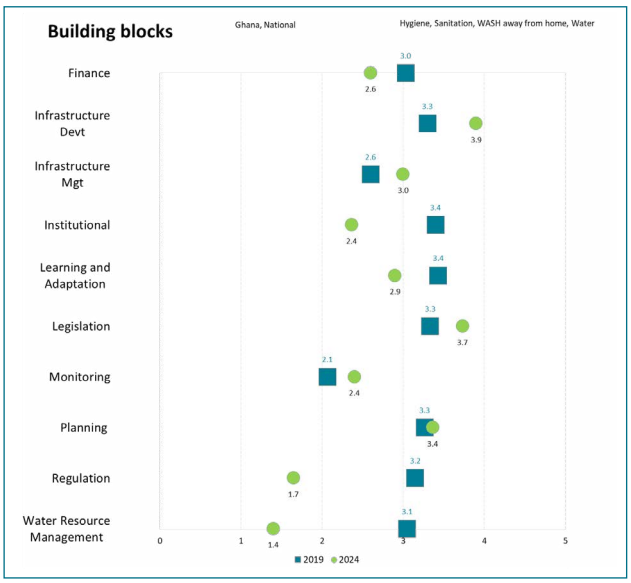


Figure 16: Ghana National building block scores from 2019-2024

Figure 17: District building block scores from Asutifi North 2019-2024

At the district level, the **Asutifi North** institutional capacity gaps assessment led to training for district staff on applying national WASH guidelines and policies, and on Life-Cycle Cost and Asset Management approaches. Measures to strengthen WASH accountability—through budget tracking, service monitoring, and town hall meetings—were jointly pursued. The project's midterm assessment confirmed progress in district financial and political commitment and mutual accountability for WASH.

Service levels

Service monitoring data show that Asutifi North, the initial district, is on track to achieve SDG 6. About 80% of the population has access to water services. The achievement for water access is impressive, however, there is a need to improve the level of service for the citizens, ensure that access is maintained (post-construction support) and to shift from basic to safely managed services which is the focus for the next phase of efforts in the district.

For sanitation, the key success is that open defecation has been reduced significantly, but less that 25% have access to at least basic services. 76% still rely on shared systems, and the ambition is to intensify efforts to shift from limited to at least basic sanitation services.

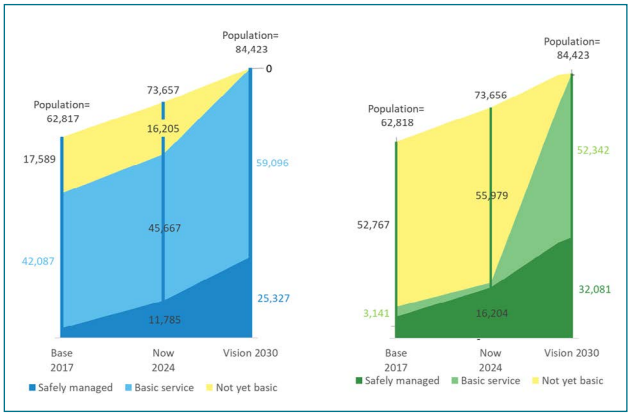


Figure 18: Progress towards the 2030 vision of Asutifi North district, Ghana (household level)

Mali

Context

In 2024, IRC **Mali** continued its commitment to strengthening WASH systems in healthcare facilities and rural communities. Using a systemic and collaborative approach, significant progress was achieved despite financial and administrative challenges.

Activities and outputs

One of the main areas of focus was supporting the **WASH/IPC Task Force**, a national working group responsible for coordinating and managing WASH interventions in healthcare facilities. This collaboration led to the validation of the **National WASH Roadmap for healthcare facilities**, marking a key milestone towards sustainable service improvements. Additionally, the **National WASH Promotion Guide** for healthcare facilities was finalised and adopted, providing a structured framework to guide future interventions.

At the local level, assessments of WASH systems in several municipalities helped identify priority actions. The training of 20 regional trainers on the **WASH FIT 2.0** tool in Koutiala, along with the provision of essential equipment—such as handwashing stations, water tanks, and hygiene solutions—in eight rural maternity wards contributed to improved sanitary conditions. IRC Mali also maintained strong collaboration with local and international partners, particularly through the annual learning and sharing workshop with Agenda for Change members, reinforcing synergies and mutual learning.

However, a lack of additional funding hindered the full implementation of the WASH FIT approach. Moreover, bureaucratic delays within the Ministry of Health have postponed the organisation of a financing roundtable for WASH services in healthcare facilities.

Despite these challenges, IRC Mali remains committed, prioritising the acceleration of the implementation of the national costed roadmap for WASH in healthcare facilities to ensure sustainable and inclusive access to WASH services.

Systems strength

An analysis of trends over the past five years reveals significant improvements in the management of WASH services and institutional commitment in Mali. The emphasis on strengthening capacities at the municipal level, particularly through the establishment and funding of **Municipal Water and Sanitation Services (SMEA)**, has been notably successful. This initiative has greatly enhanced local management of WASH services, reflecting IRC's commitment to building sustainable WASH systems.

Mali has developed a favourable policy and legislative framework for WASH services in healthcare facilities, highlighted by the **National WASH Strategy for Healthcare Facilities** and the **National IPC (Infection Prevention and Control) Strategy**. The **National WASH Roadmap** and the **National WASH Promotion Guide** have provided structured guidance for interventions and strengthened engagement with national authorities. The creation of WASH FIT teams within healthcare facilities, the establishment of municipal WASH desks, and the distribution of essential equipment to rural maternity wards have all contributed to better maintenance of WASH infrastructure at the local level.

Moreover, the introduction of a pioneering communal monitoring system has enabled ongoing assessment and improvement of WASH service quality. Assessments using the Building Blocks framework in four municipalities, alongside JMP monitoring of schools and healthcare centres, have helped identify both the progress made and remaining challenges, ensuring the sustainability of WASH services.

Service levels

In **Mali**, more households had basic drinking water in 2023 (84%) compared to 2020 (81%), but there are still big differences between cities and rural areas. In cities, 95% have basic water, while in rural areas only 74% do. Basic sanitation is still low at 34%, and hygiene services have not improved, staying at 17%.

In schools, 60% of rural schools have water, but only 42% have sanitation and 38% have hygiene services. For healthcare facilities, 69% have access to improved water, but only 10% have basic sanitation (Figure 20).

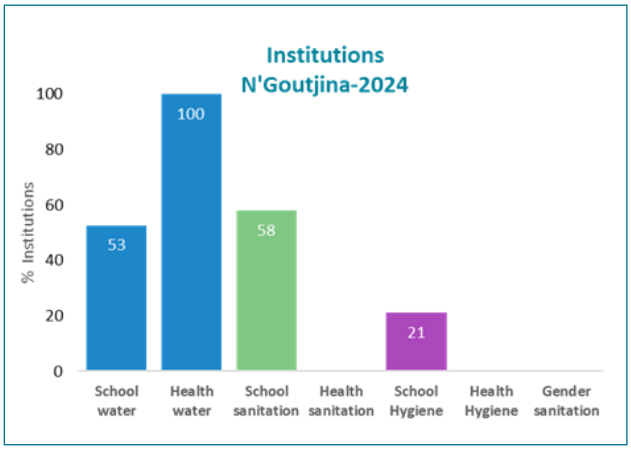


Figure 19: Status of institutional WASH, Mali

The situation in partner districts is mixed. In **Nossombougou**, fewer schools had basic water in 2024 (73.3%) compared to 2020 (78.6%). But in **Tioribougou**, sanitation in schools improved from 55.6% to 75%. In new communes like **Nonkon**, progress is good, with 59% of schools having basic water in 2024. However, **Dandoli** has regressed, with water access dropping from 50% in 2023 to 47% in 2024, and hygiene services staying at 0%.

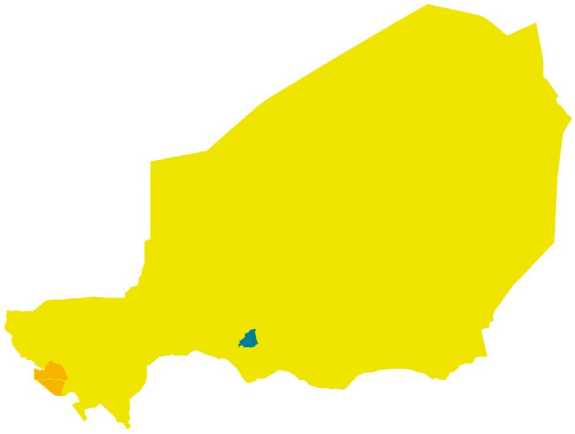
Older partner communes, which have been supported since 2018, show good results. In healthcare centres in **Nossombougou** and **Tioribougou**, basic water service reached 100%. But sanitation stayed the same in **Nossombougou** (16.7%) and **Ouolodo** (33.3%), and **Dandoli** has had no basic sanitation since 2023. Hygiene has also dropped in **Nossombougou** (from 20% in 2020 to 16.7% in 2024) and **Ouolodo** (from 50% in 2020 to 0% in 2024).

The drop in basic service levels in 2024 is partly because surveyors are now checking more carefully. In places like **N'Gountjina**, some toilets or water points that were counted as "basic service" before are now classified as "limited" or "no service", because they don't fully meet all thecriteria.

Also, more schools were included in the 2024 survey, especially **madrasas** (Muslim schools) in new communes. These new schools often have weaker WASH facilities, which lowers the overall percentage of basic services. Since there are no earlier data for these new communes, it is harder to compare the results over time.

Without more funding and stronger local skills, it will be hard for **Mali** to reach the goal of universal and sustainable WASH services by 2030.

Niger



Context

IRC Niger has been operating in a challenging environment since 2023. Following the July 2023 coup d'état, the country has experienced a significant reduction—and in some cases, suspension—of official development assistance from several donors. This political and financial instability has affected the implementation of IRC's mission.

At the local level, the replacement of elected mayors with delegated administrators has disrupted local governance structures. This shift has had implications for WASH systems strengthening efforts, with some achievements slowed or affected due to changes in leadership, coordination, and accountability at the commune level.

Activities and outputs

In **2024, IRC Niger** continued its mission despite the challenging operating environment by providing targeted technical and financial support to national and local WASH systems.

At the **national level**, IRC supported the **Ministry of Hydraulics, Sanitation and Environment** in the **first cycle of WASH accounts**, alongside WHO, WaterAid and other technical and financial partners. The outcomes of this process are expected to inform advocacy efforts aimed at increasing political and financial support for the sector.

IRC also worked collectively with organisations such as World Vision, WaterAid, WHO, UNICEF, Save the Children, and MOMENTUM Integrated Health Resilience to support the **Ministry of Public Health** in developing a national roadmap and costed action plan to achieve **SDG 6 in healthcare facilities**. The draft roadmap has been prepared and is set to be validated at a national workshop in 2025.

Further national-level support included contributions to the **GLAAS report** and the **sector-wide sustainability check study**, both led by the Ministry of Hydraulics, Sanitation and Environment. In parallel, IRC maintained efforts to secure new funding, developing and submitting several proposals, though none were successful during the year. As part of coalition-building, IRC also contributed to revitalising collaboration among NGO members of the **Agenda for Change** partnership. A significant milestone was the signing of a standard **Memorandum of Understanding between IRC and the Nigerien government**.

At the **local level**, in the **commune of Kornaka**, IRC facilitated the **first communal WASH sector review**. It implemented the **WASH FIT approach** in six healthcare facilities and supported these facilities in implementing their WASH improvement plans. To strengthen local WASH systems, an **assessment of the WASH system building blocks** was conducted with relevant stakeholders.

To monitor progress toward **SDG 6 in institutions**, IRC updated the WASH service levels in **all schools and healthcare facilities** in Kornaka, following the JMP criteria. Additionally, throughout 2024, IRC supported the commune in implementing the **decentralised powers transferred by the State** in the area of water management.

Systems strength

From **2022 to 2024**, the situation in the **Kornaka district** had been mixed, with some building blocks showing improvement while others experienced setbacks, largely due to the prevailing national context.

One notable challenge was in the **institutional building block**, which deteriorated following the change in local authorities. The newly appointed service officials lacked familiarity with key sector documents, which had previously been disseminated to their predecessors. In response, efforts are underway—led by the commune's technical and financial partners—to **reintroduce and promote these sector documents** among the current officials.

On a more positive note, progress was observed in **learning and adaptation**. IRC supported the commune in **organising its first sectoral review**, a milestone event that generated concrete recommendations to strengthen the WASH system. The commune has since begun implementing these recommendations, marking an important step towards more resilient and responsive local WASH governance.

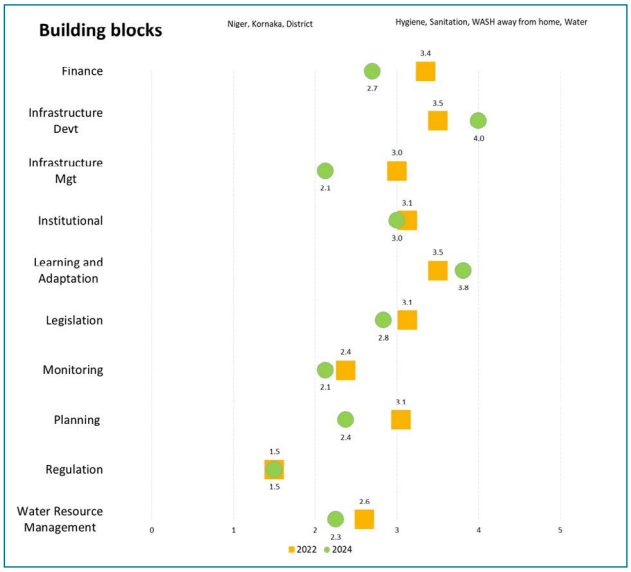


Figure 20: District building block scores from Kornaka district 2022-2024

At the **national** level, the most recent assessment dates back to 2021. Regarding **regulation** in the sanitation sector, there is no single overall regulatory agency responsible for enforcing sanitation laws. Instead, specific control bodies operate in this space, including the sanitary, environmental, and veterinary police, the phytosanitary team, and the National Environmental Assessment Office.

For the water sector, the regulatory agency is not yet fully operational nationwide.

A major advancement in **monitoring WASH** services was made in 2024 by conducting a national survey in **Niger** to assess service levels in healthcare facilities. This survey was a collaborative effort involving the Directorate of Public Hygiene and Environmental Health, IRC, World Vision, and WHO.

This survey is an essential baseline for tracking and evaluating changes in WASH service levels over time. It is the first comprehensive national assessment of its kind in **Niger**, providing critical data to guide future interventions and support continuous improvement of WASH services in healthcare facilities across the country.

Service levels

The JMP classifies **Niger** as a country where progress is too slow (off track) to achieve SDG 6 by 2030. At the current pace, the country will not reach universal coverage without substantial investment. This situation is consistent across the country, including our focus district, where some indicators are stagnating and others are deteriorating. The data from JMP accurately reflect the sector's reality, which is largely due to poor mobilisation of both internal and external resources to finance WASH services.

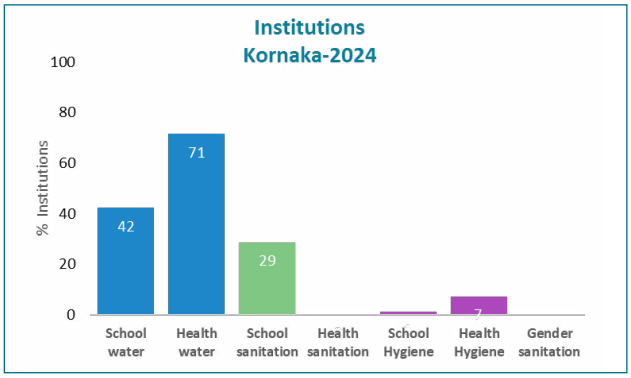
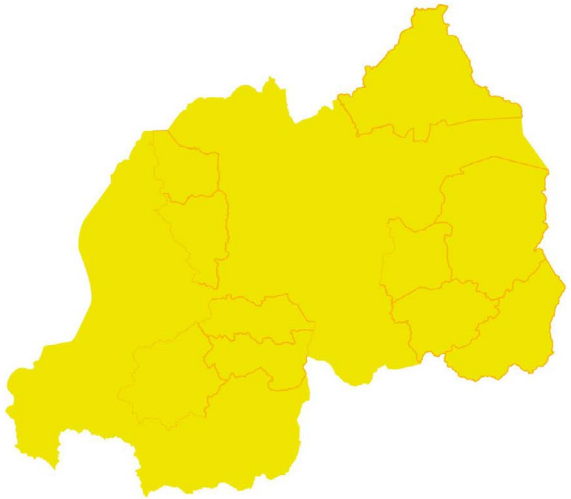


Figure 21: Status of institutional WASH in Kornaka district 2024, Niger

The situation in institutions is also mixed. Regarding sanitation, none of the healthcare facilities had a basic service level in 2024, mainly because toilets lack functional menstrual hygiene management facilities. Only 29% of schools have a basic sanitation service level, a rate that could improve with better management of existing latrines.

In terms of drinking water, 71% of healthcare facilities have a basic service level, which is encouraging. At this pace, the commune could achieve SDG 6.1 for healthcare facilities. However, for schools, only 42% have a basic drinking water service level.

Rwanda



Our work in **Rwanda** has a strong focus on strengthening systems through the finance building block. This effort was initiated through the WASH Financing Strategy developed by IRC for UNICEF Rwanda in 2022. One of the key recommendations from this strategy was the need to improve the preparation of bankable water and sanitation projects—an essential step for mobilising repayable finance in Rwanda.

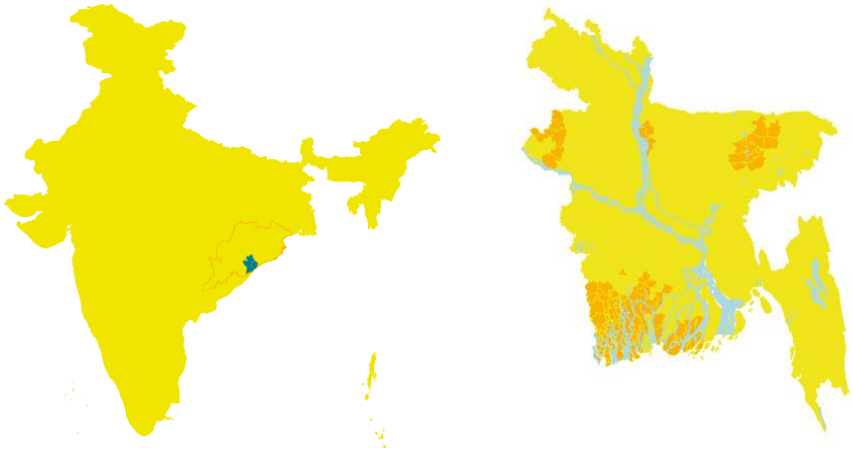
This recommendation has since been taken forward with the Water and Sanitation Corporation (WASAC). As a result, and with financial support from UNICEF, IRC and VEI developed the Climate Resilient WASH Strategy. This strategy aligns with the bold ambitions of the Green Growth strategy and addresses the responsibilities the sector holds under Rwanda's Nationally Determined Contributions (NDCs). With funding from Water For People,

IRC is supporting WASAC to roll out this strategy and strengthen project preparation between 2024 and 2026. It is expected that this will improve the sector's—and specifically WASAC's—ability to access climate finance.

In 2024, through IRC, the **Isoko y'Ubuzima** programme supported 10 districts to develop full life-cycle costed WASH investment plans. These plans were based on data from the detailed engineering designs developed in FY23 and from other sources, including WASAC, district authorities, and private operators. The district WASH investment plans were validated, and the total budget required (covering CapEx, CapManEx, OpEx, and ExpDS) to achieve universal WASH coverage by 2030 across the 10 districts is estimated at USD 1.3 billion. The districts include **Rwamagana**, **Kayonza**, **Ngoma**, **Kirehe**, **Nyagatare**, **Ruhango**, **Nyanza**, **Nyamagabe**, **Ngororero**, and **Nyabihu**.

Furthermore, IRC—through **Isoko y'Ubuzima**—organised a learning exchange visit to Odisha, India. Senior staff from WASAC participated and learned from the Odisha government's experience with its "Drink from Tap" mission, including practices in smart water management, water quality monitoring, non-revenue water reduction, public trust-building, in-house capacity development, and complaint resolution.

South Asia



Context

In **2024**, the Asia team provided technical assistance to governments and development partners across the region, with a focus on strengthening institutions, WASH finance, planning and monitoring, and advancing social justice under the "leave no one behind" principle. In pursuit of these goals, the team engaged in assignments in **Nepal**, **Pakistan**, and **Cambodia**, alongside ongoing work in **India** and **Bangladesh**.

Activities and outputs

Two key projects anchored our work in **Bangladesh** and the region. The Equitable and Sustainable WASH Services in Bangladesh Delta Plan Hotspots (2022–2026), implemented with BRAC, focuses on strengthening local institutions—particularly to reach the ultra-poor—and identifying climate-resilient WASH solutions in two climate hotspot areas. The FCDO-supported WASH Systems for Health project builds capacity in systems strengthening, with a focus on equity and inclusion. Under this project, we also developed knowledge products on GESI in systems strengthening.

Additionally, we supported the Asian Development Bank by delivering WASH systems strengthening training through the WASH Systems Academy to government utility officials from six Asian countries, expanding our regional footprint.

The Water4Change project, supported by NWO and the Department of Science and Technology (DST), Government of **India**, will close in March 2025. Our team contributed to the development of knowledge products and is preparing for the final dissemination event.

To support regional and global engagement, the team participated in Singapore Water Week, the World Water Forum in Bali, and Stockholm World Water Week.

Systems strength

As the Asia Regional programme, we are involved in programmes in Bangladesh, Nepal and India.
We conduct systems strengthening assessments with partners engaged more at the national and sub-national level. Our work across the countries is focused on institutions, planning and finance – as these are gap areas.

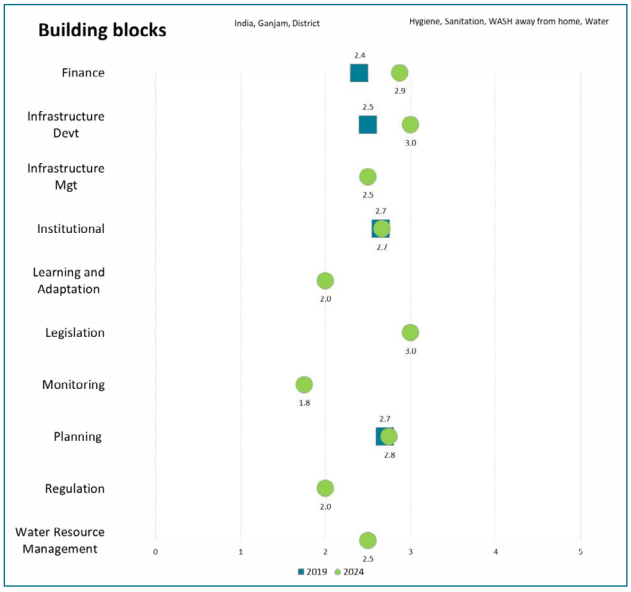


Figure 22: District building block scores from Ganjam districts 2019-2024

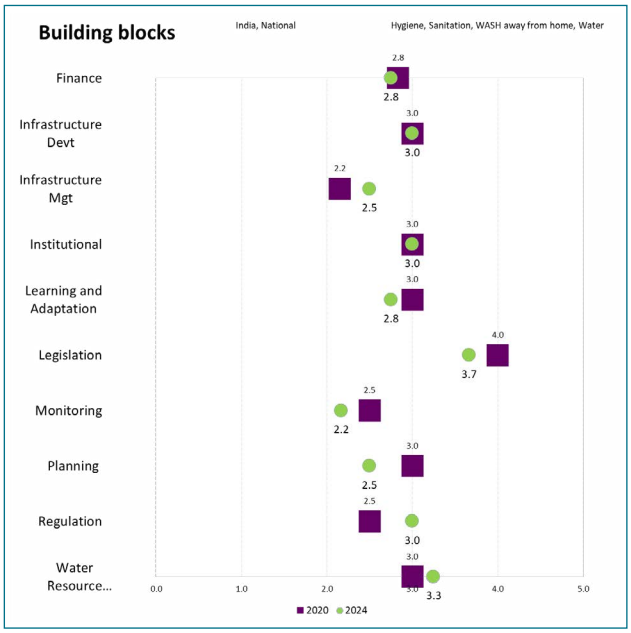
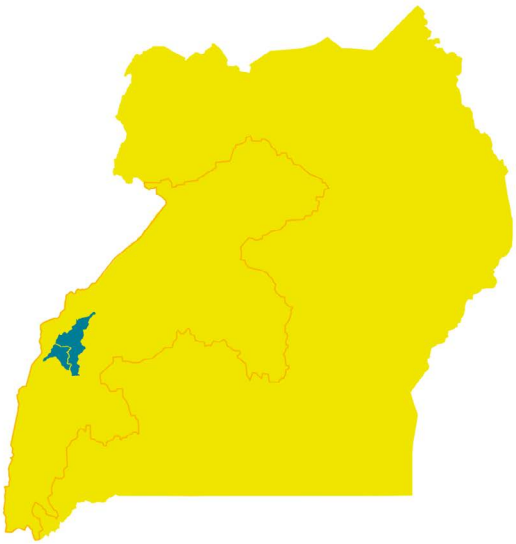


Figure 23: National building block scores from India 2020-2024

Uganda



Context

In 2024, we focused on the implementation of the National Operation and Maintenance (O&M) Framework, aiming to enhance water, sanitation and hygiene services at both the national level and within our partner districts: Kabarole and Bunyangabu. We also collaborated with various stakeholders, including the Ministry of Water and Environment, to support reflections and accelerate implementation through national and regional meetings.

Activities and outputs

Like previous years, the 2024 annual plan was largely implemented with support from strong partnerships at national and sub-national levels. Key highlights include IRC's support for and participation in major sector events such as the 7th Uganda Water and Environment Week 2024, UNC Water & Health Conference, Stockholm World Water Week, the first-ever Presidential Dialogue on WASH, SWA stakeholder engagement, the IRC programme and strategy development workshop, the inauguration of the National WASH Steering Committee, and the 14th Annual WASH CSO Forum.

IRC also continued to implement partnership agreements with the **Ministry of Water and Environment (MWE)**, **Kabarole** and **Bunyangabu** district local governments, and the tripartite MoU between IRC, **Water For People** and MWE aimed at strengthening the **Water Resources Institute (WRI)** as a hub for MWE's capacity development.

Other notable developments include the initiation of the process to register **IRC Uganda** as an independent national entity within the One IRC network, the WASH SDG programme close-out, contributions to the **National Development Plan IV**, and securing new grants from **Conrad N. Hilton Foundation**, **Pictet**, and **Latter-day Saints Charities**. IRC also supported the launch and development of **Health-National Adaptation Plan** and **WASH-National Adaptation Plan**, contributed to the review and update of the National WASH Indicator Monitoring Guide and strategy, supported the rollout of the O&M framework for rural water supply, helped form the **Bunyangabu District Water Supply Services Board**, and began work on safe water supply extensions in three villages in **Bwanika**, **Kabarole** (Phase 1).

Systems strength

In **Kabarole** district, all building blocks improved between 2019 and 2024, with significant gains in regulation, legislation and water resource management. Strengthening previously weak areas has resulted in a robust overall system. While **Kabarole** scored below the national average in 2019, it now outperforms it.

Regulation, previously managed at national level, has been handled locally since 2020. Local tariff regulations are now in place for public standpipes and schemes. Platforms such as budget conferences, barazas (community forums) led by the Rwenzori Anti-Corruption Coalition, media, and district council meetings have improved

community consultation. Voluntary sanitation committees help hold service providers accountable, reporting progress and raising issues—often through radio programmes focused on community development.

In 2024, an O&M framework was established. IRC contributed to its revision and served on the steering committee. IRC also supported the finalisation, printing and dissemination of the framework.

Kabarole has also shown strong legislative progress. The District Council actively supports policy formulation and implementation. In 2024, the District Water Supply Services Board and the Sanitation Ordinance were officially approved.

At the national level, improvements have been seen in monitoring, planning, WRM, and institutional building blocks. For example, three ministries agreed to align their monitoring frameworks with JMP standards. Finance remains the weakest area, though progress—such as the presidential dialogue on WASH—signals forward momentum.

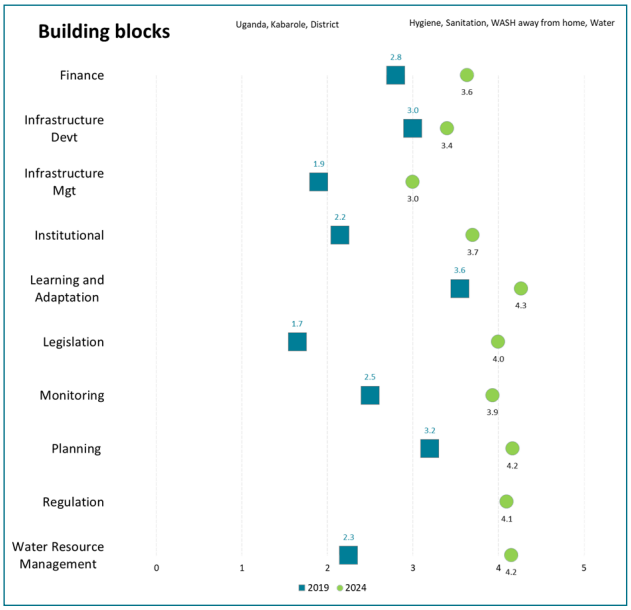


Figure 24: District building block scores from Kabarole district 2019-2024

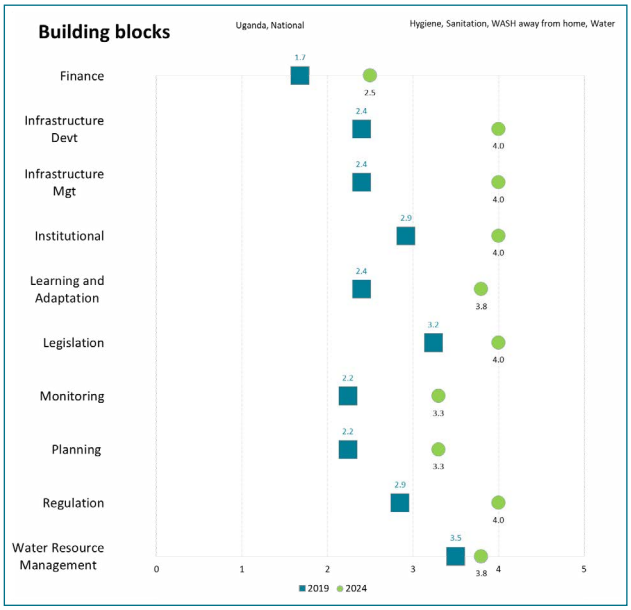


Figure 25: National building block scores from Uganda 2019-2024

Service levels

In 2024, access to safe water supply improved in **Bunyangabu** and **Kabarole** districts through a public-private partnership with National Water and Sewerage Corporation. In **Bunyangabu**, this included work in **Kibiito Town Council** and **Kabonero** sub-county, while in **Kabarole**, Phase 1 of a 12 km transmission and 2.5 km distribution system are underway in **Buhara**.

Figure 27 shows that access to safely managed water services rose to 15% in **Kabarole**, and from 17% in 2022 to 20% in **Bunyangabu**, compared to the national rural average of 9% (JMP, March 2023).

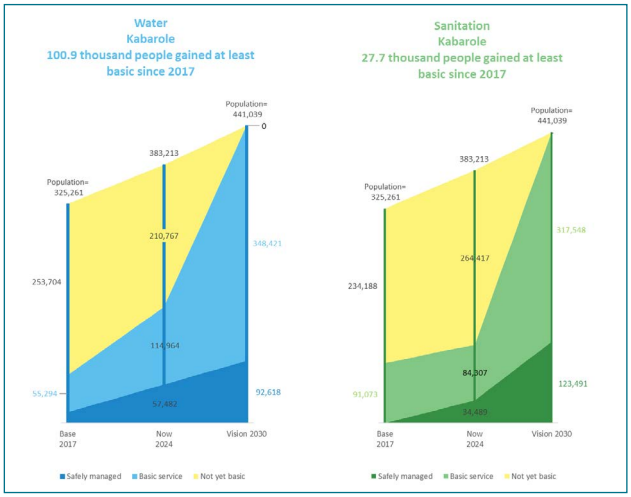


Figure 26: Service level trend in Kabarole (Households)

Kabarole is on track to reach its target for safely managed water services by 2030. However, it is off track for meeting its basic water service target at the current pace. Despite some improvements since 2017, the district is also not on track to meet its 2030 sanitation targets.

Basic water service access in healthcare facilities is high in **Kabarole** (91%) and **Bunyangabu** (85%), both exceeding the national average of 60%. However, for sanitation, all facilities in both districts remain at limited-service level. As the number of healthcare facilities without any sanitation service has declined, further improvements are needed to reach the basic standard. Toilets that accommodate people who menstruate and those with limited mobility remain insufficient.

In schools, 94.1% in **Bunyangabu** and 92% in **Kabarole** have access to basic drinking water services. For sanitation, coverage stands at 66.7% in **Bunyangabu** and 72.5% in **Kabarole**.

We have a once in a lifetime opportunity to make access to safe water and sanitation available for everyone, for good. The UN has set a target to achieve this by 2030 – known as Sustainable Development Goal 6 (SDG6).

Resilient systems: the only way

We know that the only way to achieve this goal is through resilient local and national water, sanitation and hygiene (WASH) systems that transform lives. We know how to build and strengthen these systems – but we need to do it now.

It will take everyone, in all parts of the system, changing the way they think and work.

Everyone, together

Each part of a country's WASH system must work effectively: from people using pumps, to monitoring tools, to finance systems. This can only be achieved if everyone in the system knows and plays their part.

Achieving universal access calls for collective action by a broad movement of government, civil society, private sector service providers, financiers, academia and others.

Our unique position

As a change hub, we're in a unique position to unite people to drive and champion change from the ground up. We need to convince district, country and global decision makers of what it'll take to achieve SDG 6.

Now is the time

We need to act now. We're halfway through but not halfway there. We need everyone to commit to massive-scale change – and as you're reading this, that also means you.