

An aerial photograph of a lush green tropical forest. A wide, reddish-brown dirt road runs diagonally from the bottom left towards the top right. In the center of the road, two white vehicles are parked. To the right of the road, there is a small, rectangular solar panel array mounted on a structure. The forest is dense with various types of trees and vegetation. On the right side of the image, there are several thick, diagonal stripes in red, light blue, and dark blue. The overall scene suggests a remote, off-grid location where renewable energy is being utilized.

IRC

Annual report 2024

Supporting water sanitation
and hygiene services for life

www.ircwash.org

IRC Annual Report 2024

This Annual Report highlights some of our achievements in 2024. For more detailed information about our progress and finances, please read our [2024 Monitoring Report](#) and our [Financial Report 2024](#).

Published by IRC

Visiting and postal address

Netherlands Office

Riviermarkt 5
2513 AM The Hague
The Netherlands
T +31 70 304 4000
info@ircwash.org

Copy editing by Writing Services

Design and layout by Punt Grafisch Ontwerp

Printing Impressed, Pijnacker

Photos Cover photo Dechan Dalrymple, IRC, page 8 IRC Ghana, page 10-11 Theophile Harushyamagara/Water For People, Ahmed Hamada/EBS for GWOPA/UN-Habitat, Adobe Stock, Ruchika Shiva/IRC Asia, page 14, IRC Burkina Faso, page 15 IRC Asia, page 16 IRC Ghana, Theophile Harushyamagara/Water For People, page 17 IRC Mali, IRC Niger, page 18 IRC Ethiopia, IRC Uganda

Measuring progress is complicated.

These are the definitions and methods that we use, and that you'll see throughout this report:

We use definitions from the WHO/UNICEF Joint Monitoring Programme (JMP) for Water Supply, Sanitation, and Hygiene (WASH) to assess the quality of services that people are receiving and to set targets for the future. In this report, we share progress towards our 2030 vision for WASH services at national and district levels - but for detailed reflections on these please see our [2024 Monitoring Report](#).

The JMP outlines a 'service ladder' of five service levels for water and sanitation: no service (surface water or open defecation); unimproved; limited; basic; and, safely managed. Each level up from the bottom represents a significant improvement in the safety and security of the supply. A similar ladder exists for hygiene, and WASH in health care facilities and schools.

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. We also consider other criteria including technology type, protection from contaminants, distance from home and availability. Reported changes in service levels since the 2017 baseline are based on geographies in which multiple data points are available between 2017-2024.

The JMP definitions do not always match perfectly to national norms and standards. In particular, there is disagreement about what constitutes 'safe' services. Despite this, we believe it makes sense to use JMP wherever possible. For more information on the JMP methodology, go to <https://washdata.org/monitoring/methods>.

© 2025

We grant permission for individuals and organisations to share and adapt this material, in whole or in part, for non-commercial use, educational, scientific or development-related purposes, provided that the appropriate and full citation is given. This publication is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Netherlands License. View the terms of the license here: <https://creativecommons.org/licenses/by-nc-sa/3.0/nl/deed.en>

Message from the CEO and Chair

RESILIENCE IN A CHANGING WORLD

Resilient water and sanitation services support resilient communities. People around the world facing the reality of climate change—and the floods and droughts that define so much of its impact—are strengthened by systems that continue to deliver safe drinking water and sanitation services regardless. For these systems to serve their purpose, they must themselves be resilient to climate extremes. Water and sanitation are critical elements of climate adaptation, yet as the cover photo featuring the Kasenda hybrid pumping system in rural Uganda shows, they have a role to play in mitigation too, by reducing the carbon footprint and enhancing the financial viability of treating and delivering drinking water and managing human waste.

CONNECTING BEYOND BOUNDARIES

Exploring and strengthening linkages between the traditional water and sanitation sector and other crucial areas – including climate, health, and social justice – has become central to our work.

Since 2023, we've been actively extending our systems thinking, partnerships, and work beyond the narrow confines of the water and sanitation sector. In practice, it means actively reaching out and engaging with new partners and sectors.

Guided by our Destination 2030 strategy, we are doing this at all levels of water, sanitation, and allied systems –from local to national and global. Our foundational belief remains unchanged: change will only come when national actors, especially governments, commit to it. What is evolving is our understanding of where to find that systems leadership; that effectively championing water and sanitation means moving beyond these sectors, sharing challenges with others, and engaging diverse leadership to address shared obstacles.

PUTTING IDEAS INTO ACTION

You will find examples of this approach throughout this year's report – in our new WASH Systems Academy course on climate resilient services, in

blogs and thought pieces from our climate and water innovation group, in our field work on climate resilient WASH, and in our advocacy to embed water and sanitation within national visions of sustainable development through the Heads of State Initiatives. Across all our work, we connect across systems boundaries and champion visionary systems leadership. A growing part of our global influencing work is being done in collaboration with our One For All (OFA) alliance partners (Water For People and Water for Good). In a first, colleagues from all our teams attended Stockholm World Water Week as part of a joint OFA team and we will finalise registration of OFA UK in 2025.

ADAPTING OUR ORGANISATION

As the world changes, so must we. In 2024, we continued building our decentralised leadership model, working steadily toward becoming a federation of national organisations by 2026. At the heart of this transformation is our understanding that effectively influencing systems change demands legitimacy, and being recognised as a local actor – albeit one within a global network – increases that legitimacy.

NAVIGATING FINANCIAL CHALLENGES

During the year, we experienced precursors to the shocks currently shaking the global aid system, resulting in a €1.2 million (10%) shortfall in anticipated income. Despite this challenge, careful cost-reduction measures helped us break even. Looking forward, we expect instability and change to be the norm for the foreseeable future, calling for even greater agility and dedication from our teams.

Nevertheless, we believe we are on the right track to remain relevant in a changing world and to the needs of our friends and partners in the communities and countries where we work. Thank you to all our staff, partners, and funders for your hard work and support during 2024. We look forward to continuing to deliver real change that improves lives in 2025.



Patrick Moriarty
Chief Executive Officer, IRC



Wambui Gichuri
Chair, Supervisory Board, IRC



Who are we and how we work

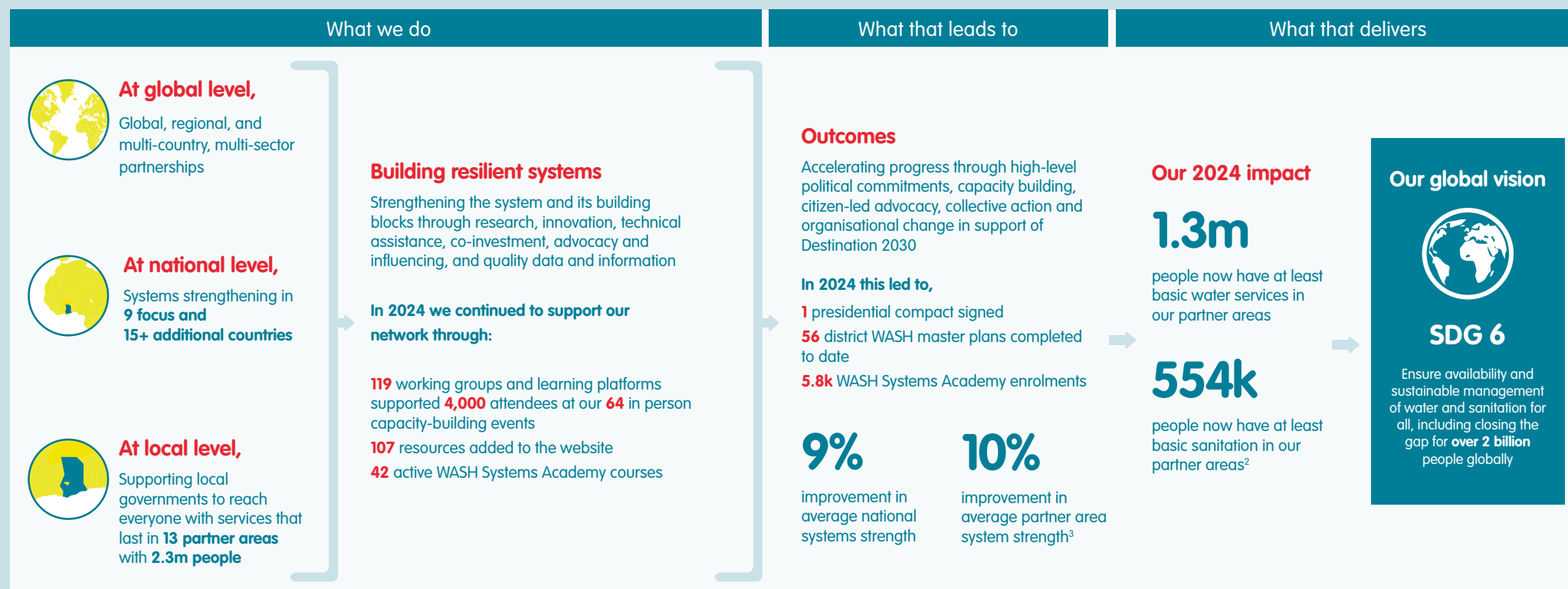
We exist to support countries to build strong local and national services, underpinned by resilient systems, that transform lives and build equity, justice and opportunity for all.

We work with Water For People, and Water for Good in the One For All alliance. Our joint mission is to close the gap in water, sanitation and hygiene services for 20 million people locally – insights from which directly

inform how we influence change for 200 million people nationally and 2 billion people globally.

We work through and beyond water, sanitation and hygiene to inform, influence and inspire decision makers and citizens, through partnerships, consultancy, technical advice and visionary planning. Together we strengthen systems that transform lives.

IRC AT A GLANCE



1. Understanding the WASH System and Its Building Blocks, 2018, Huston A. and Moriarty P.

2. Based on data from our partner areas in Burkina Faso, Ethiopia, Ghana, India, Niger and Uganda of a total population of 1.29m

3. 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

The context of our work in 2024

124 people
in our flexible workforce.
More on pg xx.

110
Active programmes/
projects in 24 countries

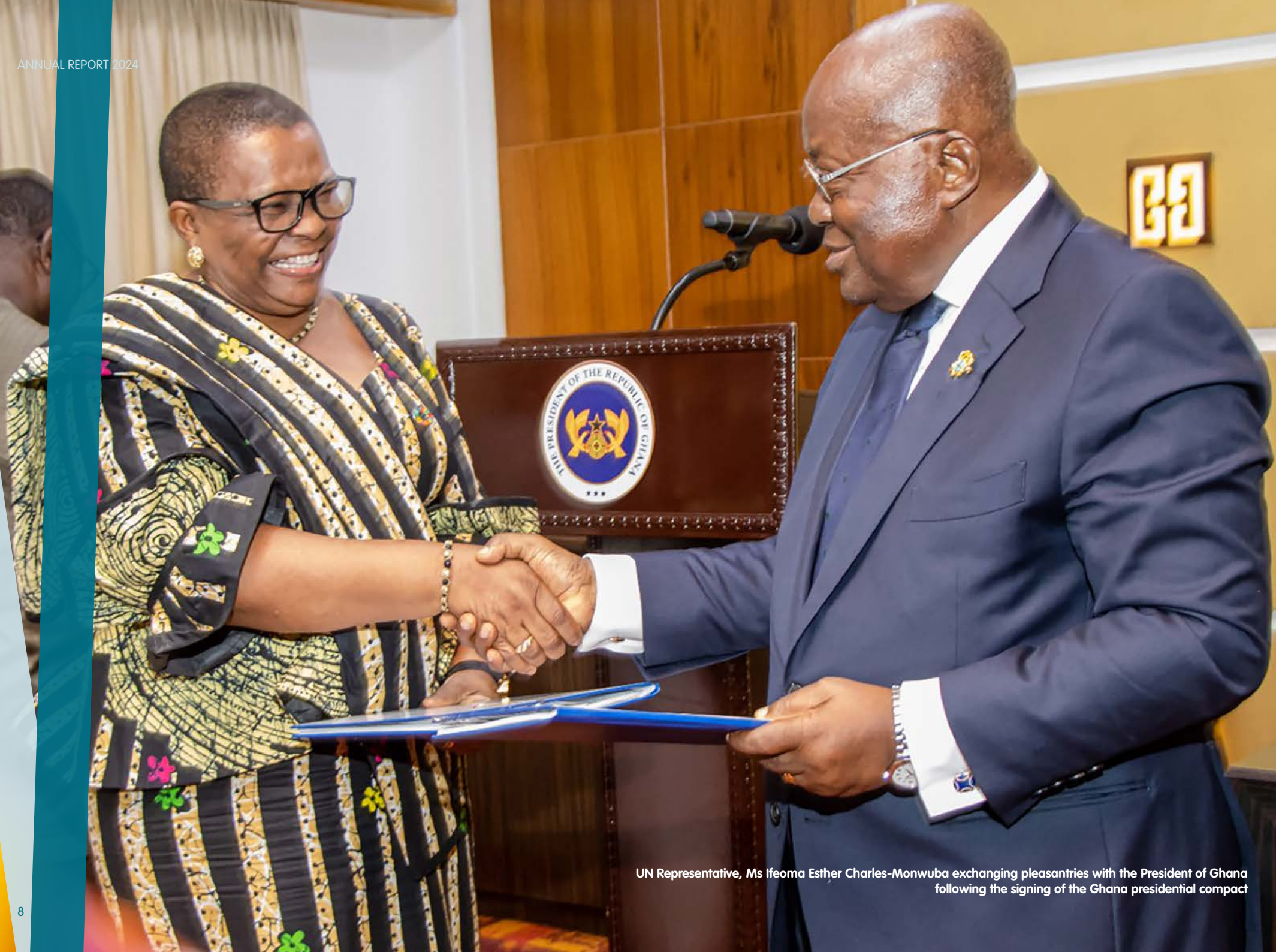
€11.2
million spent from
37 donors and
47 clients

Index

■ The largest part of our work happens in the following countries: Bangladesh, Burkina Faso, Ethiopia, Ghana, India, Mali, Niger, Rwanda and Uganda. Although we work in Bangladesh and Uganda, we do not yet have IRC offices there.

■ Through the One For All alliance we contribute to impact in Bolivia, Cambodia, Central African Republic, Ethiopia, Guatemala, Honduras, India, Malawi, Peru, Rwanda, Tanzania and Uganda.

■ Through projects, consultancy and partnerships, we also worked in Cambodia, Malawi, Mozambique, Nepal, The Netherlands, Nigeria, Pakistan, Sierra Leone, Tanzania, Vietnam, and Zimbabwe.



UN Representative, Ms Ifeoma Esther Charles-Monwuba exchanging pleasantries with the President of Ghana following the signing of the Ghana presidential compact

Presidential compacts continue to build momentum

In 2024, the Heads of State Initiatives (HoSI), which we actively support with other Sanitation and Water for All (SWA) members, continued to drive greater commitment from political leaders to water, sanitation and hygiene across the globe. These compacts typically combine a big vision and a strong commitment to reform to get country systems working better, attracting more finance and spending resources effectively. The unique position and long-standing relationships of our One For All alliance country programme teams with government and strategic sector partners meant that many of our colleagues were at the heart of these processes.

Following launches of presidential compacts in Indonesia and South Sudan, in August 2024, Ghana's then President Nana Addo Dankwa Akufo-Addo signed their Presidential Compact on Water, Sanitation, and Hygiene. The compact outlines an ambitious vision of 90% of households having access to safely managed sanitation and 100% access to safely managed water. It emphasises the importance of strengthening institutions, adopting a circular economy approach, and promoting environmental concerns. As our country director in Ghana, Vida Dutu explains here, the signing of the compact is just the beginning: "I hope we can build on this as a driver to advance progress in the sector and make Ghana a shining star on the continent, leading the charge to position sustainable access to improved water, sanitation, and hygiene services to stimulate the achievement of the Sustainable Development Goals and socio-economic development." Read more in Ghana's story on page 16.

We're looking forward to seeing further presidential compacts launched in 2025. The Ethiopian government is expected to complete its compact. In Uganda, the government has started with an assessment of the cost of inaction in WASH services, engaging key stakeholders through various meetings and conversations, leading to a draft compact. A Ministerial announcement is expected in 2025, although this may be affected by the upcoming elections. In Malawi, One For All alliance member, Water For People, is working with the government and its partners on the launch of a national compact in 2025.

Driving change regionally and globally

We build on the work we do locally and nationally to create change across regions and around the world – contributing to achieving the Sustainable Development Goals for everyone, everywhere. This work is coordinated through our Africa and Asia regional programmes, and our Global programme.



Global Programme

Driving global change through informed voices

We build on what we learn locally to drive change globally – bringing real voices and experience into global debate and action. Highlights included celebrating the launch of the first ‘presidential’ compacts by country leaders and convening sessions at the World Urban Forum and the Collective Action Forum.

Our WASH Systems Academy reached 3,620 new users and we launched 18 new courses, including WASH Finance, Climate-Resilient WASH Services, Climate Finance, and The Humanitarian-Development-Peace Nexus.

We increased our impact through technical assistance, examples including work on Cambodia’s national sanitation finance strategy and rural water management alternatives for the Government of Zimbabwe.



In the Netherlands, we worked with the newly elected Parliament and Government on development cooperation policy. We also explored how we might expand our mission to other European countries.

www.ircwash.org/global

Africa Regional

Advancing systems leadership in Africa

We've continued to unlock political, financial, and technical leadership to accelerate progress in sub-Saharan Africa.

Significant achievements include strengthening political leadership through AMCOW, capacity-building with UNICEF and AfWASA, and securing financing from the Conrad N. Hilton Foundation and UNICEF.

A key activity in 2024 has been working towards the All Systems Leadership - Africa Symposium 2026 in Kigali, Rwanda. Having secured initial funding, the symposium, co-hosted by AMCOW and Rwanda's government, will drive systemic change, and we're actively seeking additional partners to expand its impact.

www.ircwash.org/africa



Asia Regional

National systems strengthening in Asia

In 2024, we focused on national systems strengthening in Bangladesh, Cambodia, India, Nepal, and Pakistan.

Key achievements included our work with BRAC to strengthen local institutions and identify climate-resilient solutions through the Equitable and Sustainable WASH Services in Bangladesh Delta Plan Hotspots project and the FCDO-supported WASH Systems for Health Partnership with the London School of Hygiene and Tropical Medicine (LSHTM), and the University of Leeds. Through this partnership, we published a learning note that recommends practical steps to building socially inclusive water, sanitation and hygiene systems.

We are also supporting the Dutch Embassy in Bangladesh and sector partners to form a learning platform that will identify challenges and address them through direct interventions, policy advocacy to secure political commitment, and liaising with the private sector.

www.ircwash.org/asia

Water and climate resilience, the only way forward

Water is the primary means through which we feel the effects of a changing climate. Over 90% of natural disasters are water-related weather events – droughts, floods and storms – yet only 0.3% of global climate finance goes to water supply and sanitation.

Making resilient water, sanitation and hygiene systems that keep functioning in floods and droughts is essential to supporting people to adapt and prosper in the face of climate change. If water remains an afterthought in climate interventions, those interventions will fail.

Water, sanitation and hygiene also has a role to play in mitigation. It can reduce fossil fuel use and lower greenhouse gas emissions – through efficient, well-managed systems.

Through our climate finance campaign and climate-related WASH Systems Academy courses, we call on all sector professionals to take action. We want to raise awareness of the funding gap, as well as the need for better evidence about the necessity of water and sanitation for climate adaptation and mitigation. We are calling on leaders to fund more ambitiously and holistically.

We also championed this link through our trilingual Climate Resilient WASH services course co-developed with WaterAid and Water For People, our One For All partner. Collaborating around such themes compounds impact and leads to better outcomes.



'Climate change is here and is having increasing impacts around the world. It is therefore imperative to plan and act for this. We now have a new goal to achieve: climate-resilient WASH and [to] integrate resilience across the entire WASH system.'

Kate Harawa of Water For People who features in our Climate Resilient WASH Services course
[Listen to it here.](#)

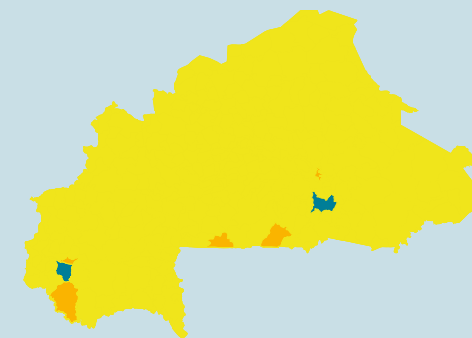


Snapshots from our focus countries

The next few pages are dedicated to updates from all our focus countries. These link to more detailed updates on our website and they show how we're achieving systemic change at scale, driven by systems leaders working at local and national levels who are influencing at the highest levels of decision making. For more detailed information about our country, regional and global programmes and their latest challenges and achievements, please refer to our [2024 Monitoring Report](#).



Joachim and his friend walking home from school in Tenkodogo, Burkina Faso



Burkina Faso

Strong local leadership transforming lives in Tenkodogo

50% water	25% sanitation	9% hygiene
10 staff	€ 1.06 million revenue	
6 projects	2 partner areas	
5 donors	372,280 population of partner areas	

In Tenkodogo, Burkina Faso, access to clean water and proper hygiene has been a persistent challenge due to rapid population growth and climate change. The IRC-led initiative, implemented with local government and supported by The Church of Jesus Christ of Latter-day Saints, has transformed the lives of thousands by connecting newly drilled boreholes to the water network, ensuring a steady supply for 6,000 households.

Our long-running 'Clean Hands, Good Health' campaign expanded to ten new schools, reaching more than 4,000 students and their families, promoting good hygiene practices. Local radio stations amplified the message, reaching more than 158,000 listeners.

Our work has empowered local leadership and strengthened community resilience.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-burkina-faso

Also watch this video to find out more about Joachim's story:

Drops of happiness | Impact of water and hygiene on families in Tenkodogo, Burkina Faso - YouTube



Bangladesh

Sustainable services in climate hotspots: Shiuli's story

98% water

59% sanitation

62% hygiene

1 staff

4 projects

2 donors

€ 130 thousand revenue

Building on our longstanding relationship with BRAC, we're contributing to the Equitable and Sustainable WASH Services in Bangladesh Delta Plan Hotspots plan (2022-2026).

Bangladesh is one of the countries most vulnerable to climate change. This project will provide safely managed water and sanitation services to one million people across 14 districts. It focuses on developing a microcredit model, strengthening supply chains, and supporting local government institutions.

A notable success story is Shiuli Begum from Patharghata, who transformed from struggling to find clean water to becoming a successful entrepreneur with a water treatment plant. With BRAC's support, Shiuli expanded to reach more people, and now plans to use solar energy for climate resilience.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-bangladesh

India

Uniting stakeholders to consider water in urban design

93% water

78% sanitation

76% hygiene

2 staff

4 projects

3 donors

€ 110 thousand revenue

In India, we've formed strong coalitions to strengthen governance, focusing on planning, finance, institutions, and policy. In 2024, we shared our sector reflections from Odisha and nationally.

We achieved significant progress through the Water4Change project, which developed a water-sensitive urban design framework for Bhopal, Bhuj, and Kozhikode.

The project used a multi-disciplinary approach to urban design, bringing together diverse stakeholders, including those with usually limited influence to envision a climate-resilient design framework for the city, using water as an agent of change. It focuses on water equity, disaster resilience, water security and healthy water and looks at water from four perspectives: society and culture, built and natural environment, infrastructure and technology, and governance.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-india



Celebrating the signing of the Presidential Compact for Ghana (From left, representatives from: SWA, UNICEF, World Bank, Minister of Sanitation and Water Resources, IRC, consultant and staff of the Ministry of Sanitation and Water Resources)

Ghana

Driving presidential commitment through systems leadership

88% water

29% sanitation

42% hygiene

13 staff

2.70 million revenue

14 projects

6 partner areas

5 donors

464,782 population of partner areas

In 2024, Ghana laid the foundation for increased political commitment to water, sanitation, and hygiene with the approval of the revised Ghana Water Policy and the signing of the Presidential Compact by then President Nana Addo Dankwa Akufo-Addo. This will mobilise US\$ 1.7 billion annually to achieve SDG 6 by 2030. This high-level commitment provides a challenging but achievable target for us and our partners to unite around. Following the December 2024 elections we're working with partners to reaffirm this commitment with the new government.

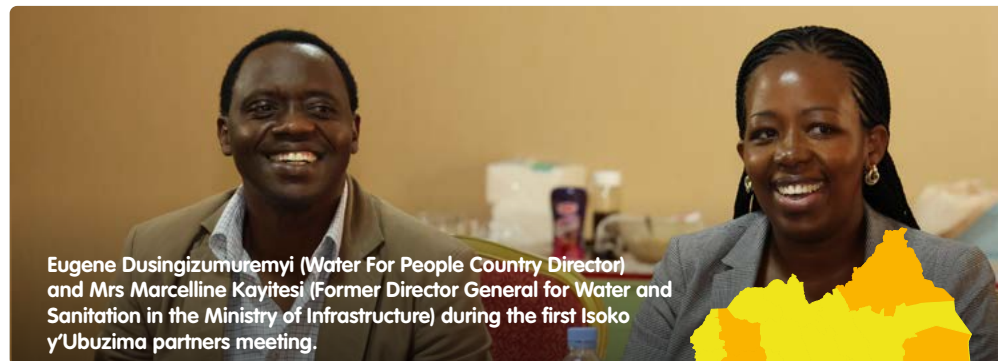
We strengthened systems in Tano North, Asutifi North, and Upper Denkyira East through the WASH Systems Academy. We finalised master plans for Asutifi South and Tano South with the Regional Coordinating Council, and continued to collaborate with the National Development Planning Commission. We also published the lessons we've learned on scaling the master planning approach.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-ghana



Percentage of country population with at least basic services (JMP) - applies to all service level data



Eugene Dusingizumuremyi (Water For People Country Director) and Mrs Marcelline Kayitesi (Former Director General for Water and Sanitation in the Ministry of Infrastructure) during the first Isoko y'Ubuzima partners meeting.

Rwanda

Connecting finance with climate to strengthen systems

65% water

74% sanitation

18% hygiene

2 staff

6 projects

5 donors

€ 410 thousand revenue

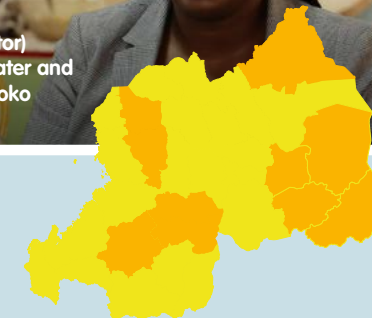
In Rwanda, we collaborated with the public water utility, the Water and Sanitation Corporation (WASAC) to strengthen systems through finance.

Starting in 2022, we developed the WASH Financing Strategy for UNICEF Rwanda, recommending better preparation of projects to attract funders and investors. Partnering with WASAC, and with support from UNICEF and Water For People, we then developed a climate-resilient WASH strategy aligned with Rwanda's Green Growth ambitions. By 2023, we identified areas for improvement, including economic, financial, and environmental feasibility. In 2024, we held a workshop to review structural gaps and integrate climate resilience into feasibility studies.

Our work is helping Rwanda to become more climate-resilient, to secure the finance to do this, and to achieve its water, sanitation and hygiene targets by 2030.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-rwanda





Mr. Hamadou Dicko, Technical Advisor for Health and Environment at the Ministry of Health



Fadila Garba Saley, IRC Niger pounding millet with Kornaka community member

Mali

Collective action for health systems strengthening

84% water **50%** sanitation **17%** hygiene

2 staff **€ 200 thousand** revenue
2 projects **6** partner areas
2 donors **143,756** population of partner areas

In Mali, we've transformed water, sanitation and hygiene systems in healthcare facilities as members of a task force including government partners, World Vision, and WaterAid. This collaboration led to the development of the national strategy for WASH in healthcare facilities (2023-27); a national guide and in 2024 a national assessment of service levels in healthcare facilities and a costed plan (a 'roadmap').

The assessment revealed shortcomings in WASH infrastructure, staff training, hygiene promotion, and equipment. Despite political instability, the task force made progress, with quarterly presentations to the Ministry of Health, which takes the initiatives to the President and the Ministry of Labour.

Political instability and a deepening funding crisis remain our central challenges: increased government engagement will be key.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-mali

Niger

Health-driven approaches to strengthening systems

49% water **16%** sanitation **25%** hygiene

2 staff **€ 160 thousand** revenue
4 projects **1** partner area
2 donors **216,522** population of partner areas

In 2024, our collaboration with the Public Hygiene and Environmental Health Directorate of the Ministry of Public Health highlighted the importance of cross-sectoral collaboration in strengthening systems.

In 2022, at a meeting between the State and civil society organisations (CSOs), we introduced the recommendation from the World Health Assembly of a costed roadmap for achieving SDG 6 in health facilities.

Since then, with the Directorate, we secured support from World Vision, WHO, CDC and Save the Children, working together to assess service levels in healthcare facilities, which led to a costed roadmap in 2024.

Despite political and financial constraints, the Directorate's leadership in identifying new funds shows their commitment to this work.

Learn more about our highlights from the year:

www.ircwash.org/blog/snapshots-2024-niger



Validation of the Citywide Inclusive Sanitation diagnostic assessment for Awbare, Kebribeyah, Sheder, and Qoloi host communities and refugee camps in the Somali Region

Ethiopia

Unlocking financial support and political will

52% water

9% sanitation

8% hygiene

14 staff

€ 1.51 million revenue

20 projects

2 partner areas

7 donors

513,789 population of partner areas

In 2024, Ethiopia launched its national WASH financing strategy, achieved through the national Water and Energy Sector Working Group.

This began in 2022, when we shared our policy brief on improving rural water supply financing with the Ministry of Water and Energy, recommending increased financing and clear guidelines. This led to agreement that a national financing strategy was needed. The Ministries of Water and Energy, Finance, Health, and Education co-led its creation, with technical support from NIRAS, a consultancy firm and partners. As co-chair of the national WASH financing group we played a central role and now promote its implementation.

We're also advancing the Heads of State Initiatives, with a presidential compact due to be launched in 2025, and continuing work on water, sanitation and hygiene master plans, despite ongoing instability.

Learn more about our highlights from the year:
www.ircwash.org/blog/snapshots-2024-ethiopia



Bosco Mwije, plumber working for the government of Uganda's Mid-Western Umbrella in Kasenda

Uganda

Operations and maintenance: a stepping stone to systems change

59% water

31% sanitation

21% hygiene

12 staff

€ 1.05 million revenue

12 projects

2 partner areas

9 donors

601,936 population of partner areas

In 2024, we helped implement of the National Operation and Maintenance Framework to enhance services nationally, and within Kabarole and Bunyangabu districts.

Our master planning approach has resulted in significant improvements in service access: in Kabarole, access to safely managed services increased from 0% in 2017 to 15% in 2024. Access to unimproved sources reduced from 57% to 30%. In Bunyangabu, access to safely managed services increased from 17% in 2022 to 20%.

There are still challenges such as inadequate funding, technical capacity, and community engagement in rural water supply systems. We collaborated with stakeholders including the Ministry of Water and Environment, to address these.

Learn more about our highlights from the year:
www.ircwash.org/blog/snapshots-2024-uganda

Governance, staffing and finances

IRC'S SUPERVISORY BOARD

Wambui Gichuri (Chair)
Jan Sebel (Treasurer)
Akiça Bahri
Louis Boorstin
Clarissa Brocklehurst
Koos Wieriks

ORGANISATION AND STAFFING

On 31 December 2024, we had 98 staff members, including eight staff members who we host for other organisations (six from Sanitation and Water For All and two from Agenda for Change). In addition, IRC had 26 programmatic associates.

This combined workforce of 124 people had a physical presence in more than 20 countries. 70% of staff members reside in the Global South, and 30% in the Global North.

GENDER

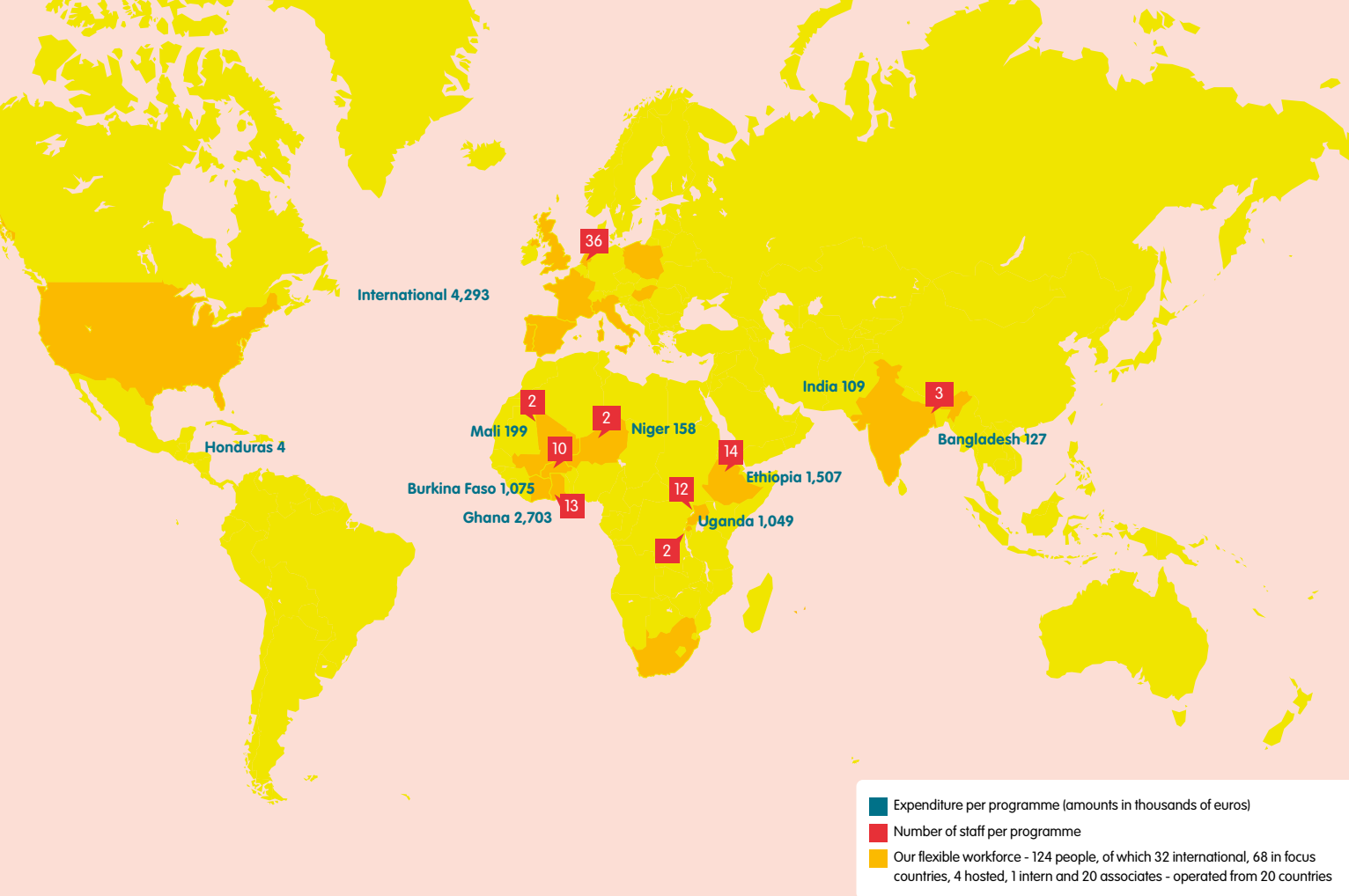
Of the 98 staff members, 46 identified as female and 52 as male. Although we're close to a 50/50 balance if it comes to the number of staff, in the levels of work, we can see a small imbalance in the roles of drivers; cleaners and facilitators, as well as at officer level and in senior management.

Our senior management consists of:

- four women (three from the Global South, one from the Global North)
- eight men (three from the Global South, five from the Global North)

INCOME STATEMENT 2020 - 2024 (AMOUNTS IN THOUSANDS OF EUROS)

Income	2020	2021	2022	2023	2024
Programmatic funding DGIS	1,611	1,397	1,564	1,487	1,436
Other project funding	9,112	7,287	10,147	10,988	9,788
Total income	10,724	8,684	11,711	12,474	11,224
Expenses					
Personnel expenses	4,240	4,173	4,787	4,873	4,699
Direct project expenses	5,981	4,275	6,781	7,664	6,817
General admin expenses	215	488	207	283	110
Total expenses	10,435	8,937	11,776	12,820	11,626
Operating result	289	-252	-65	-345	-402
Financial expenditures	200	-241	-123	-118	396
Annual result	89	-12	58	-463	-6



WE THANK THE FOLLOWING DONORS FOR SUPPORTING US, AND CONSULTANCY CLIENTS FOR WORKING WITH US:

100fontaines / African Development Bank / African Water and Sanitation Association (AfWASA) / Agenda for Change Secretariat / Anesvad Foundation / Aqua for All / Aquaya Institute / Arisa / Asian Development Bank / BRAC / CAF Development Bank of Latin America and the Caribbean / CARE International / Catholic Relief Services (CRS) / Conrad N. Hilton Foundation / Directorate-General for International Cooperation (DGIS) / Dutch Research Council (NWO) / European Commission / Federal Ministry for Economic Cooperation and Development (BMZ) / Foreign, Commonwealth and Development Office (FCDO) / French Development Agency (AFD) / German Toilet Organization / Global Centre on Adaptation (GCA) / Helvetas Swiss Intercooperation / James Percy Foundation / LTS International (NIRAS Group) / Millennium Water Alliance (MWA) / Netcentric Campaigns / Netherlands Enterprise Agency (RVO) / Netherlands Water Partnership (NWP) / Osprey Foundation / Population Services International (PSI) / Project Maji / Resources Centre Network (RCN) Ghana / Sanitation and Water for All (SWA) / Simavi / Swiss Water & Sanitation Consortium / Technical University Delft / The Church of Jesus Christ of Latter-Day Saints / United Nations Development Program (UNDP) / United Nations Human Settlements Program (UN Habitat) / United Nations International Children's Emergency Fund (UNICEF) / United Nations Office for Project Services (UNOPS) / United States Agency for International Development / Vitens Evides International (VEI) / Vitol Foundation / Wageningen Centre for Development Innovation / WaterAid / Water for Good / Water For People / Water Integrity Network (WIN) / Waterloo Foundation / Welt-hungerhilfe (WHH) / Winrock International / World Health Organization (WHO) / World Vision

"Through the lens of systems leadership, I've come to see that strengthening public services is not just about infrastructure or policy—but about empowering the people and platforms that bring those services to life. Reviving the District WASH Boards has been a strategic entry point in our broader systems strengthening efforts in Rwanda, and it has shown me how inclusive, collective leadership can transform dormant structures into engines of accountability, sustainability, and change. It's in these spaces—where government, communities, and service providers connect—that the seeds of transformation are truly sown."

Bénigne Mugwaneza Ishimwe, WASH Governance Expert, IRC, Rwanda.

DEVELOPING OUR ORGANISATION

We continued to make good progress in the decentralisation of power, in preparation for the creation of a federated network organisation of independent national members during 2025. We created a new internal management structure – the Directors Platform – drawn from the Directors of our country programmes and Dutch office. At the same time, we also created a Secretariat to support these Directors, led by our CEO and the heads of business development, communications,

strategy and administration. We also started work on a rebranding process, preparing for the formal launch of the network in 2026.

PROTECTION AGAINST SEXUAL EXPLOITATION AND ABUSE (PSEA)

We actively address PSEA. Initiatives include staff obtaining UNICEF PSEA certificates, having designated ‘Trust Persons’ that people can turn to, an established working group, improved policies, and bilingual accessibility of relevant

information. We’re aiming to comply with global standards, including for mediation support.

SUPPORTING OUR WORK

By working together through collective action, we can drive systems change and build resilient local and national water, sanitation and hygiene systems to achieve universal access for all by 2030. We are grateful to our partners and funders for helping us to get closer to our vision once again this year.

DIVERSITY EQUITY AND INCLUSION

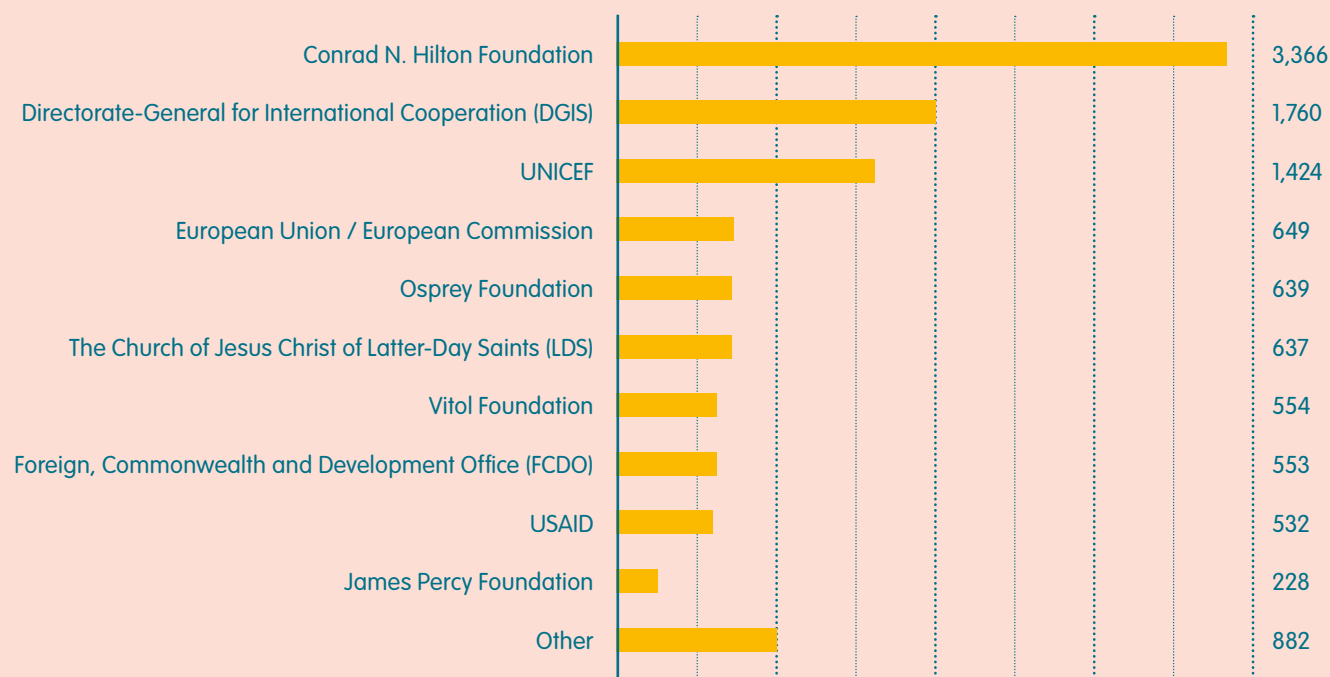
We believe that safe and secure water and sanitation services are a gateway to justice and opportunity for all people. This truth powers our mission.

We believe in diversity, in our teams and in the people with whom we engage, as we work towards this mission. We commit to actively reflect, learn, improve, promote and invest in a culture that supports diversity, justice, equity and inclusion.

We are committed to the Universal Declaration of Human Rights, and we will strongly advocate and promote the realisation of human rights in all that we do.

We will not engage in or tolerate any breach of human rights by our staff or associates.

OUR DONORS (AMOUNTS IN THOUSANDS OF EUROS)



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 and sustainable 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 need everyone to commit to massive-scale change – and as you're reading this, that also means you.



Address

Rivervismarkt 5
2513 AM The Hague
The Netherlands

T +31 70 3044000
info@ircwash.org