

IRC

Annual report 2022



Supporting water sanitation
and hygiene services for life

IRC Annual Report 2022

This Annual Report highlights some of our achievements in 2022, particularly focusing on influencing and scale to achieve high level commitment to WASH systems change. For more detailed information about finances and progress - and how we measure it - please read our [2022 Monitoring Report](#) and our [Financial Report 2022](#).

Find out more about the data presented in this report and how we track progress towards our goals at www.ircwash.org/data-behind-our-work

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The story of our cover photo: "Not just the position you hold in your organisation, but the legacies you leave behind and the small contributions you make in the lives of people for who words of thanks will not be held, make a genuine contribution to development today." Mrs. Charlotte Akwaah-Adjei Marfo, Program Manager of the Ministry of Sanitation and Water Resources, Ghana, showcased how government is increasingly nurturing systems leaders, by winning the All Systems Go Africa prize for most engaging presentation. Her capacity-building team is driving institutional change through strengthening and integrating systems in the delivery of projects across the country.

Other photos: pg. 6 @FocalDigitalImaging, pg. 9 Elias Assaf, pg. 10 IRC Burkina Faso, pg. 11 IRC Ethiopia, pg. 12 IRC Ghana, pg. 14 Elias Asaf, pg. 15 IRC Burkina Faso, pg. 16 IRC Ethiopia, pg. 17 IRC Ghana, pg. 18 Robert Tjalondon @Rockin Pictures, pg. 19 Asad Umar, Aga Khan Development Network, pg. 20 Mohamed Kane IRC Mali, pg. 21 @FocalDigitalImaging, pg. 22, Naomi Kabarungi IRC Uganda, pg. 27 @FocalDigitalImaging.

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Message from the CEO and Chair

From systems strengthening to systems change

Delivering on the vision of the Sustainable Development Goals demands profound change. We know that although it's of crucial importance, strengthening national systems is not enough to achieve our ambitious goals. That's why 2022 was defined by a deeper collaboration and continued commitment to the power of collective action.

Like the rest of the world, we emerged from COVID-19 only to be confronted by a global energy and cost of living shock. Together with continued instability and insecurity across the Sahel and in Ethiopia, this global turbulence meant that in many areas, we were unable to deliver projects on time and within budget.

Nevertheless, our decentralised teams in focus countries and other countries, together with our partner areas, managed to deliver real and positive impacts at local, national and global levels. In business terms 2022 was among our busiest ever, with a total turnover of ~€11.7 million and a small positive result of ~€60,000.

All Systems Go Africa was our first major international event in three years and a major milestone in building our community of systems leaders. The symposium convened 250 political leaders, government officials, academics and other professionals from 25 countries. An important emerging theme from the symposium and our broader work was the need to move from strengthening existing systems to advocating and supporting profound systems change through systems leadership. This has to happen at all levels of water, sanitation and hygiene system, and across interconnecting systems such as health, climate, economic development and social justice.

Our alliance with Water For People got a new name (One For All) and welcomed a new member, Central African Republic-focused NGO Water for Good. We developed a shared results framework to accompany the Alliance's Destination 2030 strategy, and we produced the first One For All annual impact report in May 2023. All Systems Go Africa represented an important joint activity for One For All's African teams, and it was followed in May 2023 by the All Systems Connect International Symposium, hosted in The Hague by IRC on behalf of the Alliance.

These gatherings are important milestones in our efforts to develop and support a community of organisations dedicated to building strong national systems. They are a key element of our commitment to effective collective action and systems leadership.

Beyond the African continent, attending Singapore International Water Week and the Sanitation and Water for All Sector Ministers' Meeting in Jakarta, Indonesia, provided opportunities to reach out to current (India, Bangladesh) and potential new Asian counterparts, and key players such as the Asian Development Bank.

We were excited to open our newest office in Mali, and to finalise the requirements for doing so in Niger. Both of these branch offices will, eventually, become independent entities along with all of IRC's other national offices – part of a network of independent and interdependent organisations delivering IRC's mission.

This will be the last annual report signed off by Robert Bos, who will hand over his position of Chair of IRC's Supervisory Board to Wambui Gichuri. Wambui prepared herself for the role by making extended visits to IRC's programmes in Ghana, Ethiopia, and Uganda during 2022, and we are delighted to welcome her at this significant time in IRC's development.

Patrick Moriarty,
Chief Executive Officer, IRC

Robert Bos,
Chair, Supervisory Board, IRC



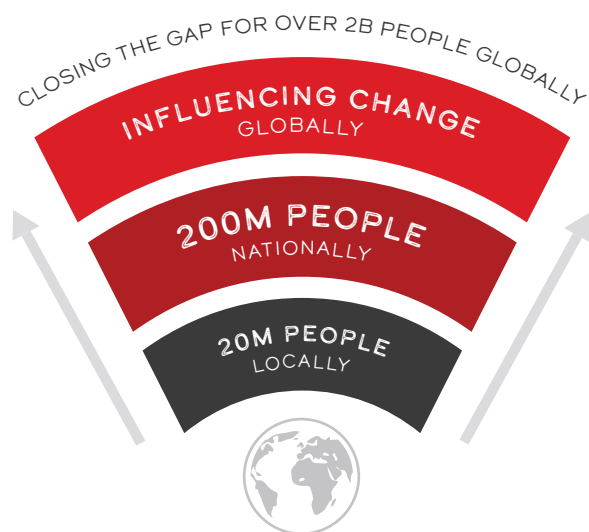
Because we can go faster
and further together

Introducing One For All

2022 was the first year we—IRC, Water For People and Water for Good—worked together, as Alliance members, to implement our new Destination 2030 shared strategy and joint mission. We are aiming to close the gap for over 2 billion people globally, 200 million people nationally, and 20 million people locally, whose health, lives and futures are at risk from dirty water and poor sanitation and hygiene.

One For All was founded in the belief that we can go faster and further together. The year 2030 – the United Nations deadline for the Sustainable Development Goals – is no longer a distant target. Solving SDG6 (water and sanitation for all) requires urgent, innovative, collective action.

Our levels of impact



The Sustainable Development Goals intersect and overlap in their pursuit of justice, peace and prosperity for all: action towards one goal affects outcomes in other goals. It's the same with One For All. We work with local and national governments and regional and global institutions to implement lasting climate-resilient water and sanitation systems. Yet we also reach beyond our sector to build alliances with leaders in health, climate, environment, economic development, education and equality.

Simply put, we partner with others because our futures and systems are interconnected. We fervently believe that safe water and sanitation services serve as a gateway to more effective public services, sustainable economic development and broader social justice. The actions of one – a person, a community, an alliance – are in support of all.

Explore more: www.oneforallalliance.org

Check IRC at a glance on the next page to understand our 2022 progress and how it is contributing to these levels of impact.

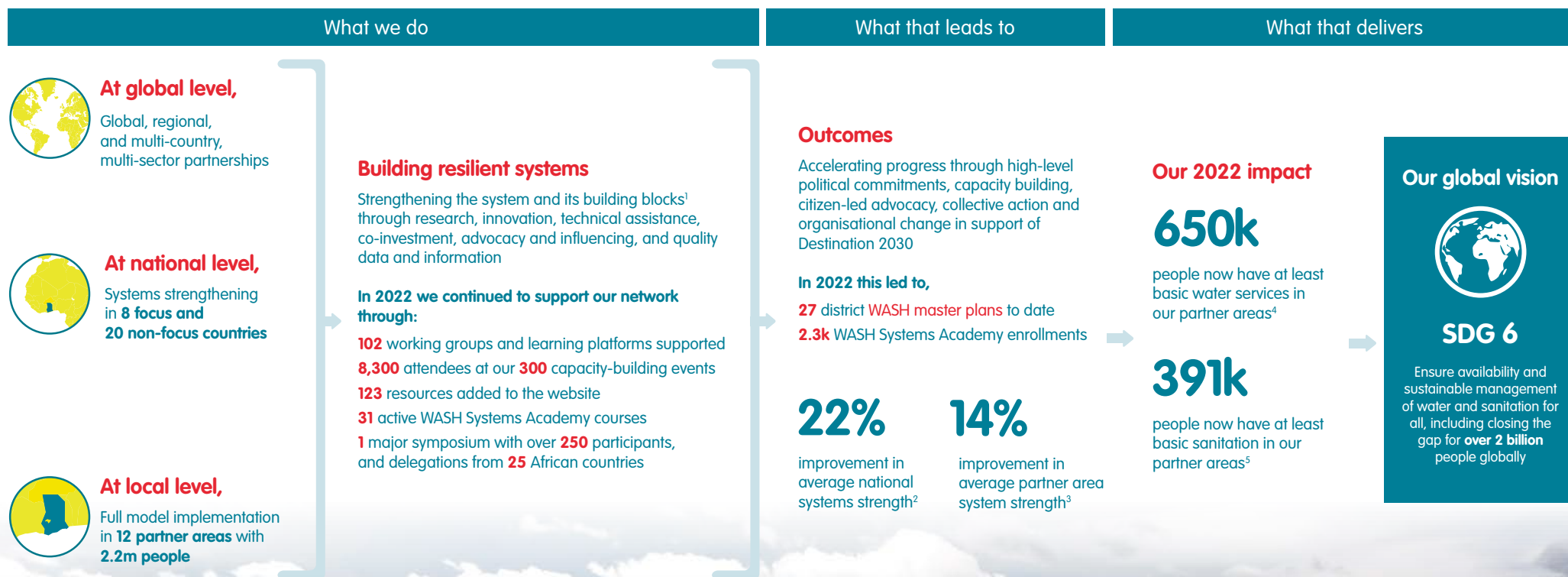
HOW WE WORK

IRC looks at the WASH system as a whole as well as through the lens of nine critical building blocks: institutions, policy and legislation, planning, finance, regulation and accountability, monitoring, infrastructure, water resources management and learning and adaptation. A WASH system is at its strongest when all these building blocks are in place and working effectively together at all institutional levels.

We help put these building blocks in place by supporting political and technical leaders to improve multi-level governance, while also strengthening the capacities and models available to key actors. We also use partnerships, visionary planning, and technical assistance to raise financing and drive a collective action movement for WASH systems strengthening.

With growing proof of concept, we're showing what collective action by multi-skilled, multi-level partnerships can do. We're demonstrating how they can be leveraged - when allied with strong and committed government leadership - to achieve greater impact and real systems change.

IRC AT A GLANCE



1. Understanding the WASH Systems and Its Building Blocks, 2018, Huston A. and Moriarty P.
2. At IRC, we capture systems strengthening by measuring progress on building blocks rated 1 (worst) to 5 (best). Since 2017, average national system strength has gone up from 2.9 to 3.8 and partner area system strength from 2.3 to 3.7.
3. See 2. above
4. Based on data from our partner areas in Burkina Faso, Ethiopia, Ghana and Uganda of a total population of 1.29m
5. See 4. above

The context of our work in 2022

129 people

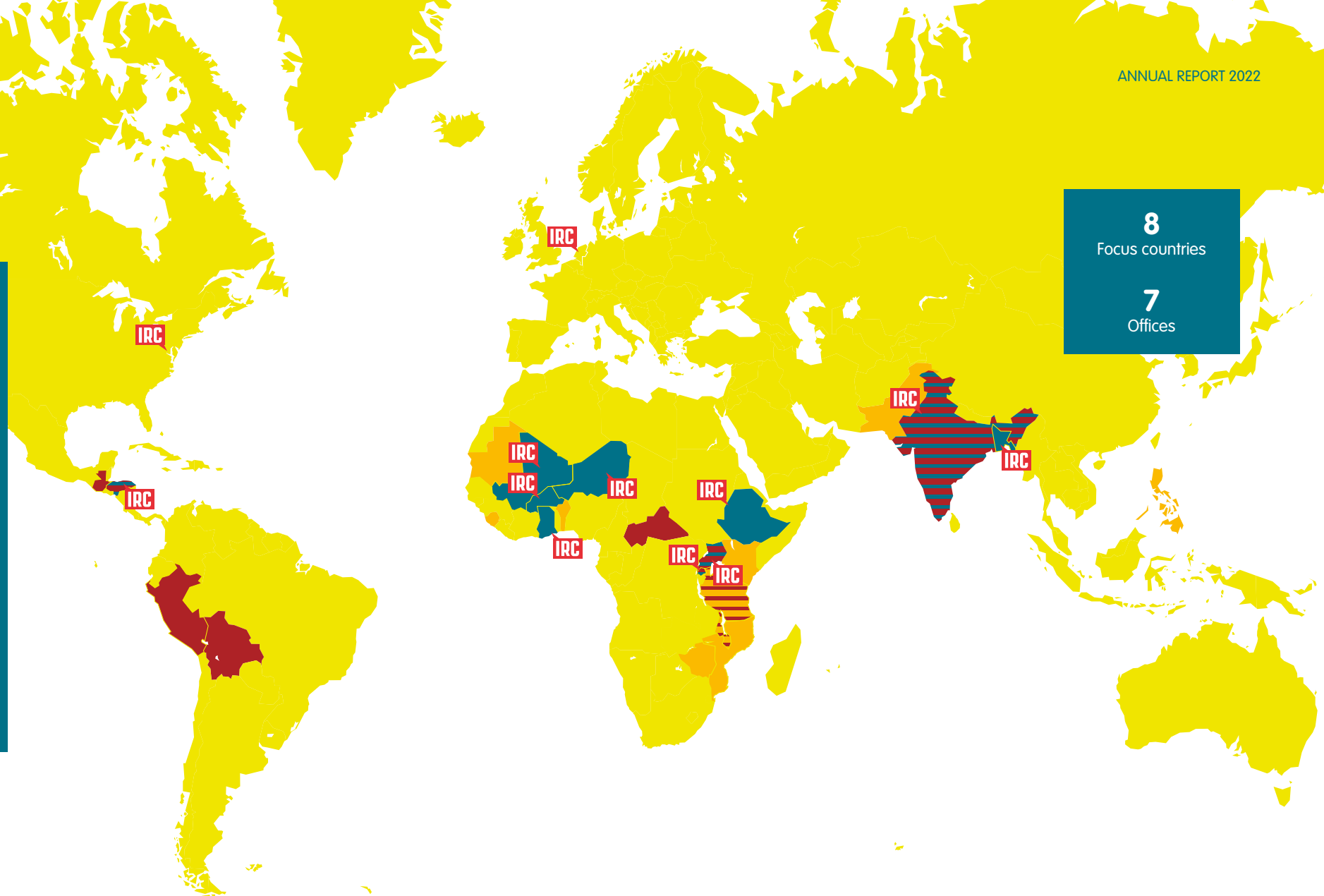
in our flexible workforce:
34 international,
62 in focus countries,
5 hosted, 3 interns
and 25 associates

120

Active programmes/
projects in 20
countries

€11.7

Million spent from
30 donors and
52 clients



8
Focus countries

7
Offices

Index

- The largest part of our work happens in our focus countries: Bangladesh, Burkina Faso, Ethiopia, Ghana, Honduras, India, Mali, Niger, Rwanda and Uganda.
- Through the One For All Alliance we contribute to impact in Bolivia, Central African Republic, Guatemala, Malawi, Peru and Tanzania, as well as other countries where the Alliance has joint presence - see map.
- Through projects, consultancy assignments and partnerships, we also worked in Benin, Kenya, Malawi, Mauritania, Mozambique, the Philippines, Pakistan, Sierra Leone, Tanzania and Zimbabwe amongst others.
- We have IRC offices in Burkina Faso, Ethiopia, Ghana, Mali, Niger, the Netherlands and Uganda. We also have a presence in Bangladesh, India, Honduras, Rwanda and the United States.

Achieving systems strengthening at scale by inspiring political commitment

Since 2017, IRC has been working with partner districts to develop more than 27 master plans. The development of such a plan is a political and technical process that convenes diverse stakeholders under government leadership. It starts with defining a WASH baseline of the administrative area including a context analysis. This is then followed by the development of a common vision, joint action agenda, and common monitoring and resource mobilisation strategies. In 2022, we launched our **District WASH Master Planning Facility** to take the planning approach to scale. This online resource provides expertise, tools, and training materials, building on the experiences that IRC and partners have gathered.

This type of visionary planning works – and has been effective despite setbacks with political instability in Burkina Faso and Ethiopia, and the after-effects of COVID-19 on public health and economies. Local leaders are starting to champion the stories resulting from these master plans, and in doing so, are inspiring change at regional and national levels.

For example, in Burkina Faso, the **2018-2030 district WASH master plan of Banfora** has united regional authorities and others and resulted in three regional master plans covering 87 districts – almost 25% of all districts across the country (see page 15). In Ghana, **Asutifi**

North's Ahonidie Mpontuo initiative is now being replicated in three other districts in the Ahafo region (see page 17). Our experiences in Ghana are published in the third of our 'Building strong WASH systems for the SDGs' working papers series: **A hub keeps WASH systems in motion: lessons from Ghana**.

We raised the profile of this work and shared our learning during **All Systems Go Africa**, our very first systems symposium in Africa. The event helped drive greater political commitment across the continent to achieving SDG6, and stronger investments in governance, management and operating systems.



Since 2017, IRC has been working with districts to develop more than 27 master plans.

All Systems Go Africa



Some highlights from All Systems Go Africa capturing (from left to right): Photo 1: IRC Ghana Country Director, Vida Duti with Mrs Theodora Adomako Adjei, Extension Service Coordinator at the Community Water and Sanitation Agency, Ghana. Photo 2: IRC, Water For People and Water for Good teams. Photo 3: Dr Tanko Yussif Azzika, Director of Programmes (Acting) of the African Ministers' Council on Water with Mr. Donald Tay, the Director of Water at the Ministry of Sanitation and Water Resources, Ghana. Photo 4: Elizabeth Wamera, UNICEF, with Comfort Kansho, Policy Officer Water, Sanitation and Hygiene, AMCOW. Photo 5: H. E. Dr. Eng. Habtamu Itefa Geleta, Minister of Water and Energy of the Federal Democratic Republic of Ethiopia and AMCOW's Vice President for Eastern Africa with Robel Wamisho, Program Manager, World Vision. Photo 6: Sareen Malik, Executive Secretary, ANEW, Vice Chair of the SWA (Sanitation and Water for All) Steering.

Accelerating progress across the African continent

All Systems Go Africa was our influencing highlight of the year. It was held in Ghana in October 2022, and organised by our Africa Change Hub in partnership with the Government of the Republic of Ghana and UNICEF.

250 political leaders, government officials, academics and other professionals and practitioners from 25 countries challenged one another to make the changes required to achieve Africa's ambitious water, sanitation and hygiene targets.

The Symposium was opened by the Vice President of Ghana, His Excellency Alhaji Dr Mahamudu Bawumia, which reflects the increased high level political engagement in our focus countries.

Six urgent actions were identified at the event with the leadership of the African Ministers' Council on Water (AMCOW), and these will inform the design of the post-2025 Africa Water Vision. AMCOW also made a commitment to support systems change and strengthening in Africa.

"AMCOW believes in the power of systems, and I believe we all believe in the power of systems. Together we can effect the needed change and get Africa on good track towards achieving the Africa Water Vision and the SDGs." - Dr Tanko Yussif Azzika, Director of Programmes, AMCOW, addressing participants at All Systems Go Africa.

Our Africa Regional Hub will work closely through the One For All Alliance to support AMCOW and other relevant regional players to achieve their commitment to promote systems change across the continent by 2025.

Our Partnership for WASH Systems in Africa with UNICEF was central to the success of the Symposium. Under this partnership we're focusing on strengthening national WASH systems in 19 countries. We provide technical assistance on value for money, sector-wide sustainability checks, national monitoring and create training courses on systems and on finance (to be launched in 2023) and we co-wrote **UNICEF's new 2022-25 Knowledge Management Strategy**.

In 2022, we also strengthened our programme in Rwanda through the Isoko y'Ubuzima ('Source of Life') project funded by USAID. The consortium is led by Water For People, and includes IRC, VEI, CARE International, and African Evangelistic Enterprise as members.

For more stories from Africa, see the snapshots from our focus countries, pages 15-22.

Photo: His Excellency Alhaji Dr Mahamudu Bawumia, Vice President of the Republic of Ghana, Hon. Cecilia Abena Dapaah, Minister for Sanitation and Water Resources of the Republic of Ghana, and Honourable Amidu Issahaku Chinnia, Deputy Minister of Sanitation and Water Resources of the Republic of Ghana, at All Systems Go Africa.



Scaling up water, sanitation and hygiene through a change hub in South Asia

Our Asia Change Hub has been forming strong coalitions with like-minded partners and building its presence as a think tank. Being present in India and Bangladesh has increased our credibility and allowed us to work at community, state and national level, and with a range of partners including academia, government, young professionals and civil society.

In India, we worked with UNICEF which strengthened our relationship with the government, especially in the state of Odisha. We've been working with the exciting 24/7 Drink from Tap Mission of the Government of Odisha with its vision to reach everyone with safe and reliable drinking water services.

Through the Centre for Youth and Social Development and the Youth for Water Campaign we worked with women and young people to foster understanding on why and how to actively participate in the governance of water and sanitation.

In India, at national level, we've supported the development of a roadmap for hand hygiene. See the story on page 19.

In Bangladesh, we've launched a four-year project to achieve equitable and sustainable drinking water and sanitation in climate hotspots. The project is funded by the Embassy of the Kingdom of the Netherlands in Bangladesh and managed by BRAC, the largest NGO in the country.

The work will include active engagement with local government to implement a pro-poor strategy.

At international level we've started to share our learning on platforms like the Singapore International Water Week, where CEO Patrick Moriarty gave a keynote on Systems Approaches Towards Achieving SDG6 Targets. Thinking about systems beyond infrastructure was a new perspective for many participants. References to the IRC keynote were made throughout the conference, reflecting

an increased interest in systems thinking in the water and sanitation sector.

We also provided technical advice and assistance such as sector-wide sustainability checks, community-based monitoring, and finance options for households and the role of small water enterprises.



Photo: Members of a women's Self-help Group (SHG) in Ganjam district, Odisha drawing a dream village during a training on decision-making in WASH.

Global highlights

In 2022, our Global Change Hub continued to drive systems change at scale at the international level.



Photo: Started by the Sanitation and Water for All (SWA) global partnership, the Justice Begins Here campaign raises awareness that clean water and the ability to live free from the dangers of poor sanitation and hygiene are not privileges: they are fundamental human rights. More here: <https://justicebegins.org>

INFLUENCING UP IN THE WORLD OF WATER, SANITATION AND HYGIENE

We developed finance strategies in Rwanda and in Ethiopia with UNICEF. We worked on advocacy with Sanitation and Water for All (SWA), including facilitating the finance ministers meeting in Jakarta. Through this work, we've helped shape cross-sector finance discourse. We've also contributed to *SWA's Global Audience Report*, produced a *guide* on finance strategies and helped design an international campaign which calls for just and equitable delivery of water, sanitation and hygiene services. The *#JusticeBeginsHere* campaign invites individuals and organisations from all sectors to tackle the structural inequalities which hinder the delivery of water and sanitation services.

In the run up to the UN 2023 Water Conference, we supported work to ensure African Heads of State committed to new Presidential Compacts on water and sanitation services, including increasing budget allocations, reducing open defecation, and delivering climate-resilient services. Our country programmes were at the heart of this high-level influencing.

BUILDING SKILLS AND AWARENESS OF SYSTEMS STRENGTHENING

Our free, online *WASH Systems Academy* had more enrolments than in any year so far. We're also increasing the number of blended courses in which we mix self-paced online work with supported classroom work, through our country programmes and other partners. One example is the Agenda for Change (A4C) partner Welthungerhilfe (WHH). They're using the Academy as a tool to help their staff and local and national partners to roll out the systems strengthening approach in all their programme countries.

While acknowledging the joint efforts of many, we see it as a success that the title of the latest GLAAS report is called *Strong Systems and Sound investments*, reflecting our long-term advocacy work around systems strengthening.

CONNECTING PEOPLE AND IDEAS, SYSTEMS AND SOLUTIONS TO ACHIEVE JUSTICE FOR ALL

We've been increasingly reaching out beyond water, sanitation and hygiene to make connections with colleagues in health, climate, education, economic development and social justice. We know we need to connect across silos and sectors if we're to tackle the challenges we're all facing and achieve the SDGs. And we believe the solutions lie in strong, interconnected, national and local systems working in co-ordination to deliver crucial public services. This requires systems leadership – leading across boundaries and driving collective action in complex circumstances; connecting across silos and sectors – finding better ways to address shared system challenges, together; and importantly, taking action – making commitments that will accelerate progress and deepen impact to achieve the Sustainable Development Goals (SDGs). So the aim of our CONNECT approach is to build alliances, champion systems leadership and mobilise broader coalitions nationally, regionally and globally promoting our shared interest in resilient human development. This has provided the inspiration for the [All Systems Connect International Symposium 2023](#).

Ahead of this, in January 2022, IRC hosted a unique platform for young climate and water activists. The Post-COP Activists Connect online event demanded more integrated thinking and collaboration to achieve a more intersectional, inclusive and equitable future. Six young leaders shared honest reflections on the global COP conference: shining a light on the glimmers of hope, but more importantly illuminating points of improvement. The event demarcated the launch of the [Toilet Talks](#) show and website, driven by IRC's larger ambitions to move beyond siloed thinking and fuel connection.



Photo: From left to right: Hajar Yagkoubi (event moderator), Valery Molay, Gabriel Klaasen, Shomy Hasan Chowdhury, Bonita Murungi, Patience Agyekum, Srilekha Chakraborty, Henk Ovink (Dutch Special Envoy for International Water Affairs) and Desmond Alugnoa



Snapshots from our focus countries

This photo shows Domingo Argueta, a system operator, repairing water storage tanks in Guyabal in Honduras, one of the areas in which we work. The next few pages are dedicated to stories from all our focus countries. These show how we are achieving systemic change at scale, driven by systems leaders at local and national levels who aim to influence at the highest levels of decision making. For more detailed information about our country, regional and global programmes and their challenges and achievements in 2022, please refer to our [2022 Monitoring report](#)

We're working on strengthening systems at district, regional and national levels. Hover over the maps on pages 15-22 to see our progress so far.

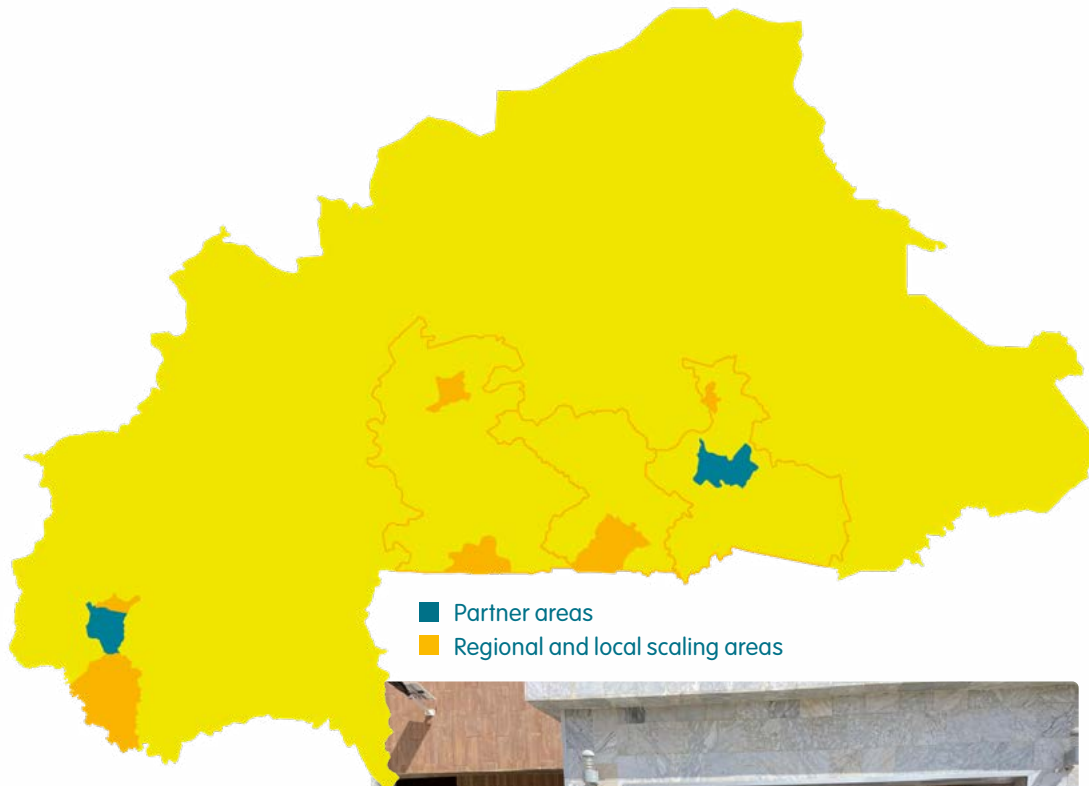


Photo: Participants at the launch of the Centre-South regional WASH master plan.

Burkina Faso

From one to three regional master plans covering 87 districts

*“The national aim to achieve universal access to drinking water must be implemented at the regional level. This can only be done through well-calibrated planning in the form of master plans. And we’ve been able to take this work to scale, extending master plans to 87 districts with the support of IRC through the financing of the European Union.” - **Boukaré Sabo**, Regional Director of Water and Sanitation for the Centre-West Region.*

In 2018, the district of Banfora developed its WASH master plan, yielding visible results on the ground. We supported the Technical Directorate for Water and Sanitation and coached community officers. As a result, the district is already capable of directly implementing WASH projects and moving towards universal access to WASH services.

In 2020, after participating in the Banfora planning process, the Director General of ONEA approached IRC Burkina Faso to support 11 other district master plans. We were able to convince the European Union to allocate financial resources to provide this support and scale up the approach.

Since then, we’ve helped develop five new district WASH master plans and three regional master plans covering 87 districts: 25% of all districts in the country. In 2022, the regional master plans for Centre-East, Centre-South, and Centre-West were launched by the Regional Directorates for Water and Sanitation. Regional Directors own their master plan and understand their importance to improving WASH services.

We’ll continue to support this scaling, including mobilising funds to support districts, while also monitoring the risks linked to political instability and the insecurity in the country. A coup d’état has inhibited progress, particularly because the mayors involved in the master planning process have been replaced by presidents of special delegations who are now responsible for implementing the plans.

Ethiopia

Accelerating the application of WASH systems concepts and approaches

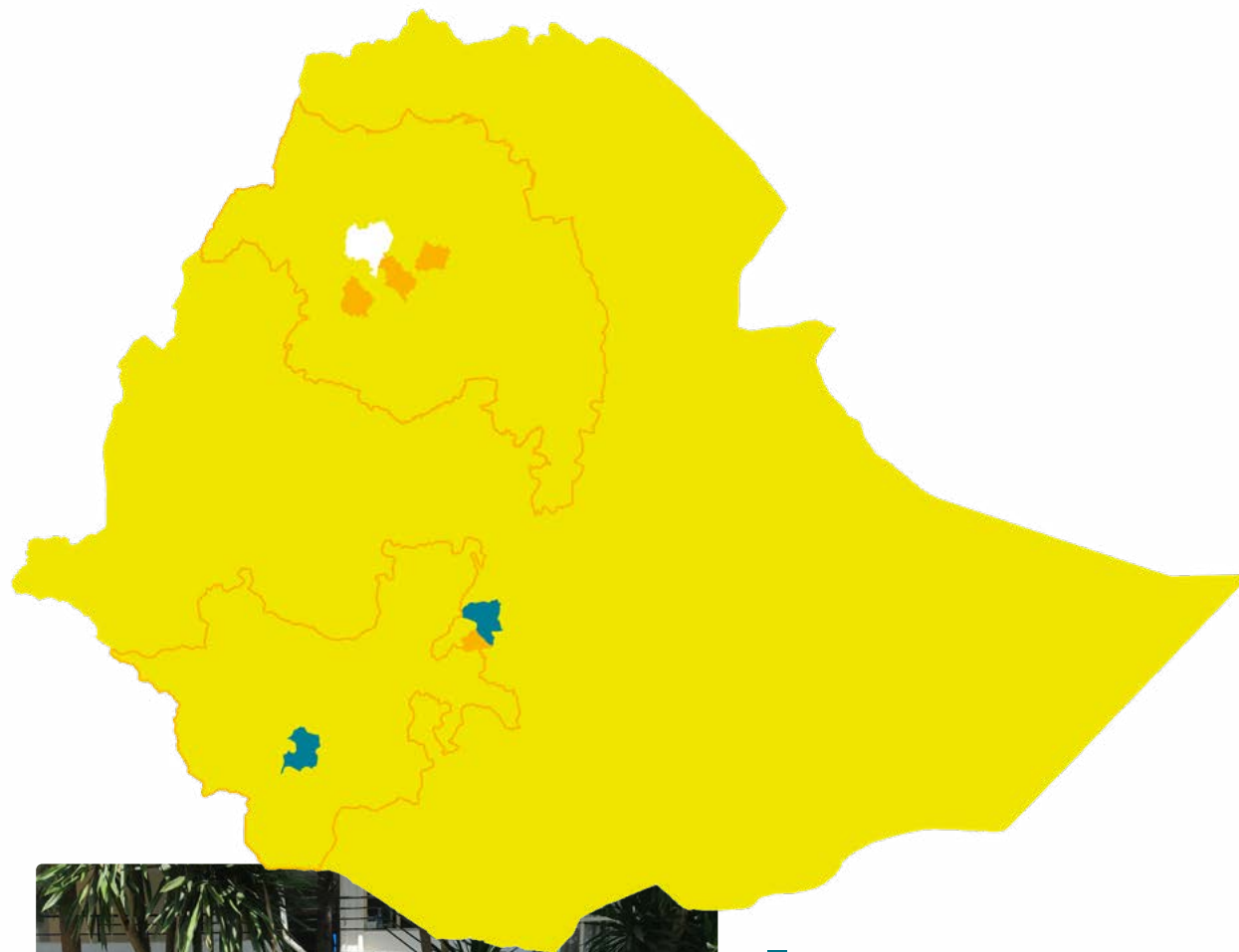
“Participants need to mainstream the concept during plan revision [...] and cascade the training to co-workers.” - **Mamo Yalew**, Amhara region scheme management director, WASH Systems Academy participant.

Before 2017, most people working in the sector were skeptical about the approaches to deliver sustainable WASH services. To increase awareness and understanding of systems strengthening, IRC worked with other WASH actors in the country to conduct pilot programmes that used different leverage points and approaches to strengthening local systems. These took place in 20 rural districts – but there are a total of 780 in the country.

Building on the learning from those districts, we identified that a pathway to achieving scale would be to work at a higher level – with subnational and national institutions. The WASH Systems Academy has also assisted in this process. Currently, the number of registrants and users of the WASH Systems Academy in Ethiopia has exceeded 1000. Material from the Academy has been integrated into university courses and modules have been translated into Amharic and Afan Oromo. We’re also collaborating with the Ethiopian Water Technology Institute (EWTI) to develop training for water sector professionals.

In 2022, we jointly organised a training of trainers (ToT) course with EWTI to spread these concepts faster and further. Tilik Tena Wondim from Bahir Dar University completed a three-day immersion course and said that all sector leaders would benefit from experiencing the course and applying the lessons in their work.

While we retain long-term commitments to two partner areas and three scaling areas, the WASH Systems Academy has proven to be an essential tool for sharing insights from these programmes and scaling our impact across the country. More ToT courses are planned for 2023 including for those who hold key posts beyond WASH: in finance, planning, and in civil society organisations.



- Partner areas
- Regional, zone and local scaling areas

Photo: Participants at the three-day blended training on WASH systems strengthening led by the Ethiopian Water Technology Institute (EWTI).

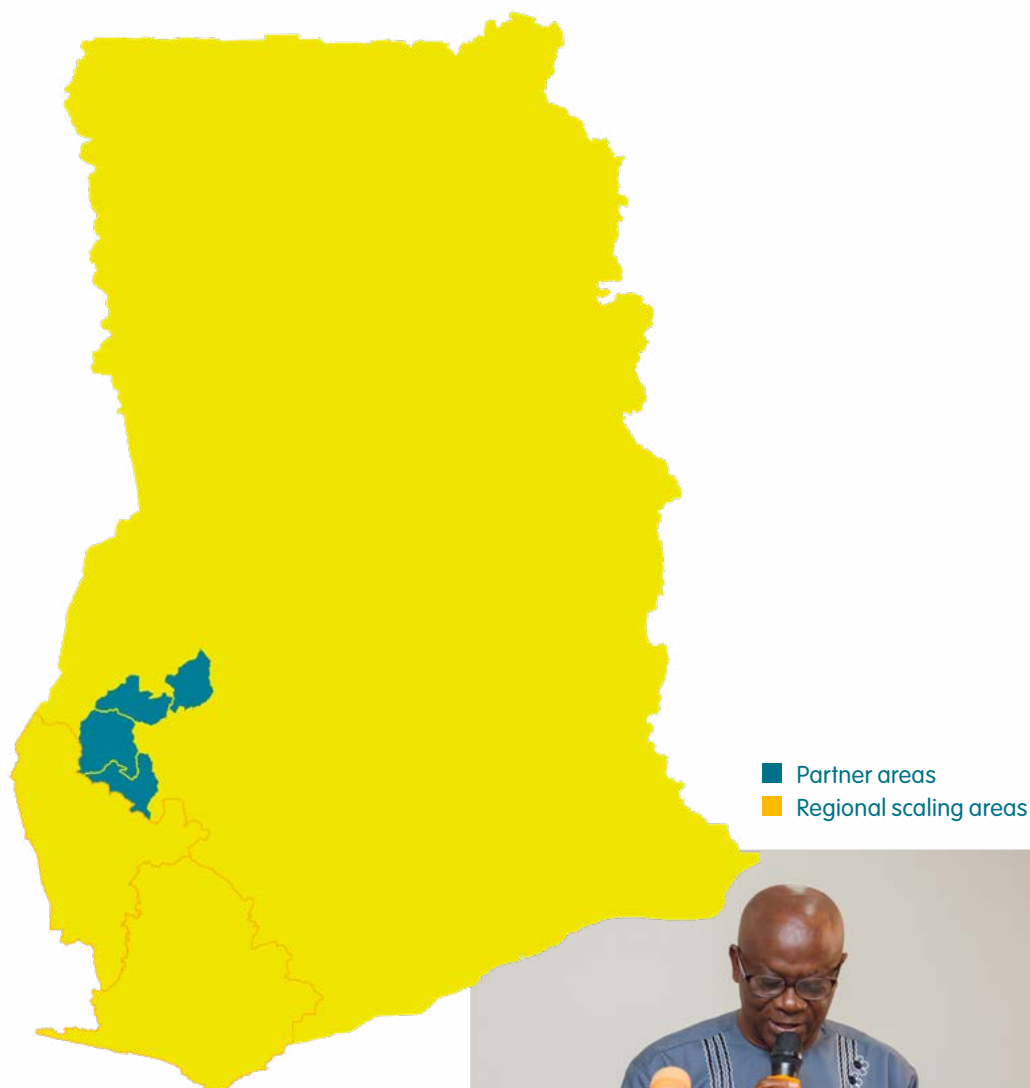


Photo: Ahafo Regional Minister,
Hon. George Yaw Boakye

Ghana

Addressing nationwide capacity gaps in WASH planning

“A Regional Medium Term Development Plan, and a Regional Integrated Plan are being developed. I will urge the Regional Planning Coordinating Unit to ensure that the WASH components of these plans are well crafted to be able to attract the partnerships needed to achieve universal access to WASH in the Ahafo region.” – Hon. George Yaw Boakye, Ahafo Regional Minister.

In 2017, with funding from the Conrad N. Hilton Foundation, IRC Ghana worked with the Asutifi North District and other partners to develop the Asutifi North Ahonidie Mpontuo WASH master plan. The initiative resulted in 90% of the population gaining access to at least basic water services, with efforts now focusing on the hard-to-reach, small and isolated communities, and sanitation.

In 2022, the District Chief Executive of Asutifi North, Hon. Anthony Mensah, presented these results at an Ahafo regional meeting. This motivated other districts to develop master plans, and led the Ahafo Regional Minister, Hon. George Yaw Boakye, to champion the approach and guide its replication. Over the next five years, the Ahafo Regional Council will support all six of its districts to develop master plans, bringing benefits to more than 500,000 people.

In the same year, the National Development Planning Commission (NDPC) began using a WASH planning toolkit developed with IRC Ghana. By embedding this toolkit in other national processes, they reached district leaders in half the country: 421 staff working in 130 districts across 14 regions. The NDPC now understands the challenges and gaps in WASH planning and can use this to revise wider national development planning guidelines.

IRC Ghana will continue to support NDPC to institutionalise the approach, with the aim of expanding master plans to all districts by 2026.

Honduras

A mayor's drive to improve water and sanitation

“Strengthening the capacities of technicians is important to achieve the sustainability of the systems.” – **Gabino Argueta**, Mayor of Santa María.

Since 2019, IRC Honduras and Water For People have worked together to support small municipalities in Honduras to supply water in rural areas. These municipalities are often too small to afford and provide technical services. To overcome this, we established partnerships with the mancomunidades (associations of municipalities) in three areas of La Paz, with funds from The Church of Jesus Christ of Latter-Day Saints.

The Mayor of Santa María, Mr. Gabino Argueta, was one of the first mayors to take action. He approved the creation of a municipal technical unit for potable water and sanitation (UTMAS) and developed staff skills to provide technical assistance to rural providers and establish a monitoring system using the SIASAR tool*.

As a result, in 2022, the municipality has improved access to Class A water services from 13% to 47%, and sanitation and hygiene services from an 80% lack of services in 2019 to 73% of Class A services. This means sanitation services are functional, and include a handwashing station, safe water management and garbage collection.

Other municipalities such as Chinacla and Marcala, have now also assigned a water and sanitation technician.

We'll continue to support the municipalities with technical assistance, implementing a financial strategy, and strengthening the skills of urban service providers.

* [SIASAR](#) – the Rural Water and Sanitation Information System – was launched by the governments of Honduras, Nicaragua and Panama and is a basic, updated, comparative information tool on rural water supply and sanitation services in a country.

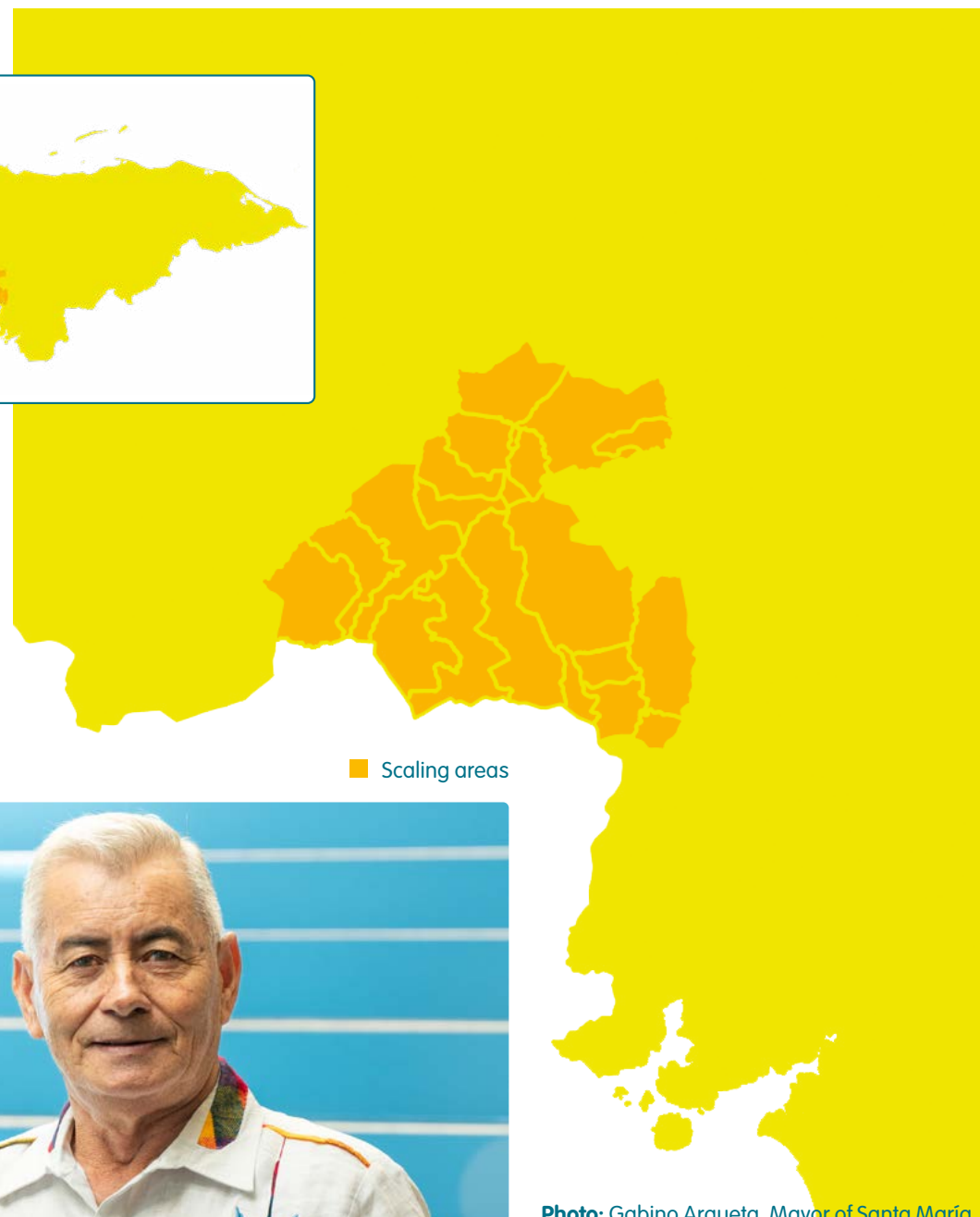
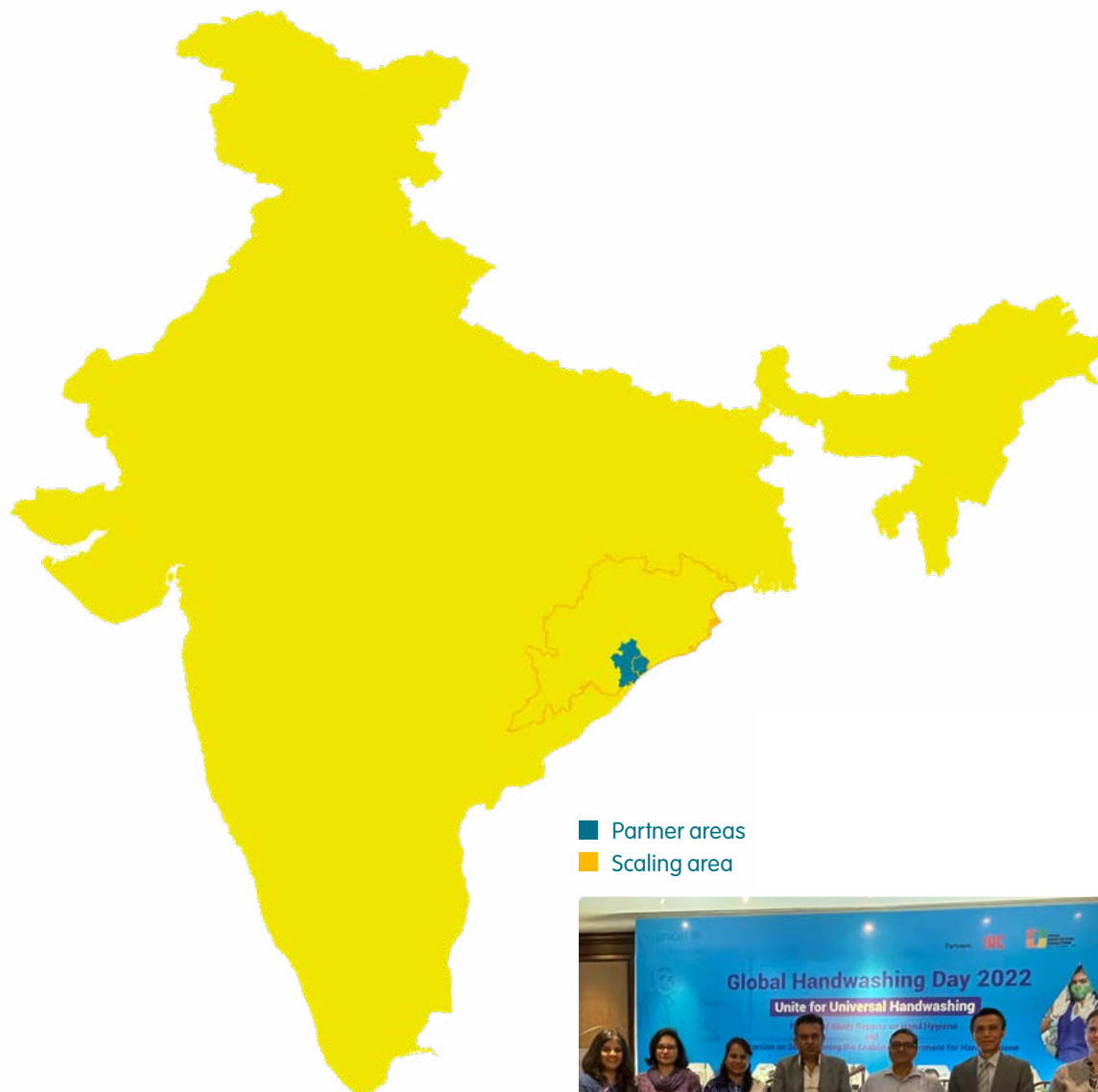


Photo: Gabino Argueta, Mayor of Santa María



- Partner areas
- Scaling area

Photo: Ruchika Shiva (IRC India), Trisha Agarwala (CBGA), Nabanita Das (CYSD), Sujoy Mojumdar (UNICEF), Dr Chandra Shekhar Kumar (Additional Secretary, Ministry of Panchayati Raj), Yasumasa Kimura (UNICEF), Marije Broeckhuijsen (UNICEF) at the launch of the hand hygiene studies on Global Handwashing Day.



India

Systems strengthening for improved hand hygiene

*“I would like to congratulate the IRC team for the excellent work done in the context of the global Hand Hygiene for All initiative. The studies have been submitted to the central government ministries of Local Self-Government and Drinking Water and Sanitation. They are also being shared with state government and are expected to influence further work on hand hygiene in India.” – **Sujoy Mojumdar**, WASH Specialist, UNICEF.*

In response to the COVID-19 pandemic, the World Health Organization (WHO) and UNICEF launched the Hand Hygiene for All initiative in 2020. More than 70 countries invested resources and energy to strengthen policy and systems and accelerate progress.

During the pandemic, IRC assisted the Government of India by conducting studies to support a strong hygiene system. Funded by UNICEF India, we worked with the Centre for Budget and Governance Accountability and the Centre for Youth and Social Development to map public budgets and the capacities required to increase good hand hygiene practices, at national, state, and local levels. We also developed a monitoring framework to guide hand hygiene system strengthening.

The reports and policy briefs of the studies were launched in October 2022, at an event to celebrate Global Handwashing Day, organised by UNICEF India in partnership with IRC and other sector partners. The publications were released by Dr. Chandra Shekhar Kumar, Additional Secretary, Ministry of Panchayati Raj, Government of India, and Yasumasa Kimura, UNICEF India Country office, Deputy Representative (Programmes), in the presence of representatives from civil society organisations, private sector, youth, and local government.

Mali

One step closer to safe healthcare facilities in rural areas

“Before working with IRC, maternity clinics were not in the municipality’s action plans. Today, we are improving the working and living conditions of healthcare workers in maternity clinics.” – **Sidi Diarra**, deputy mayor of Nossombougou.

Since 2018, IRC Mali has supported the districts of Nossombougou, Ouolodo and Tioribougou to improve WASH services. We began by developing master plans, and improving access to basic water services in healthcare facilities and schools.

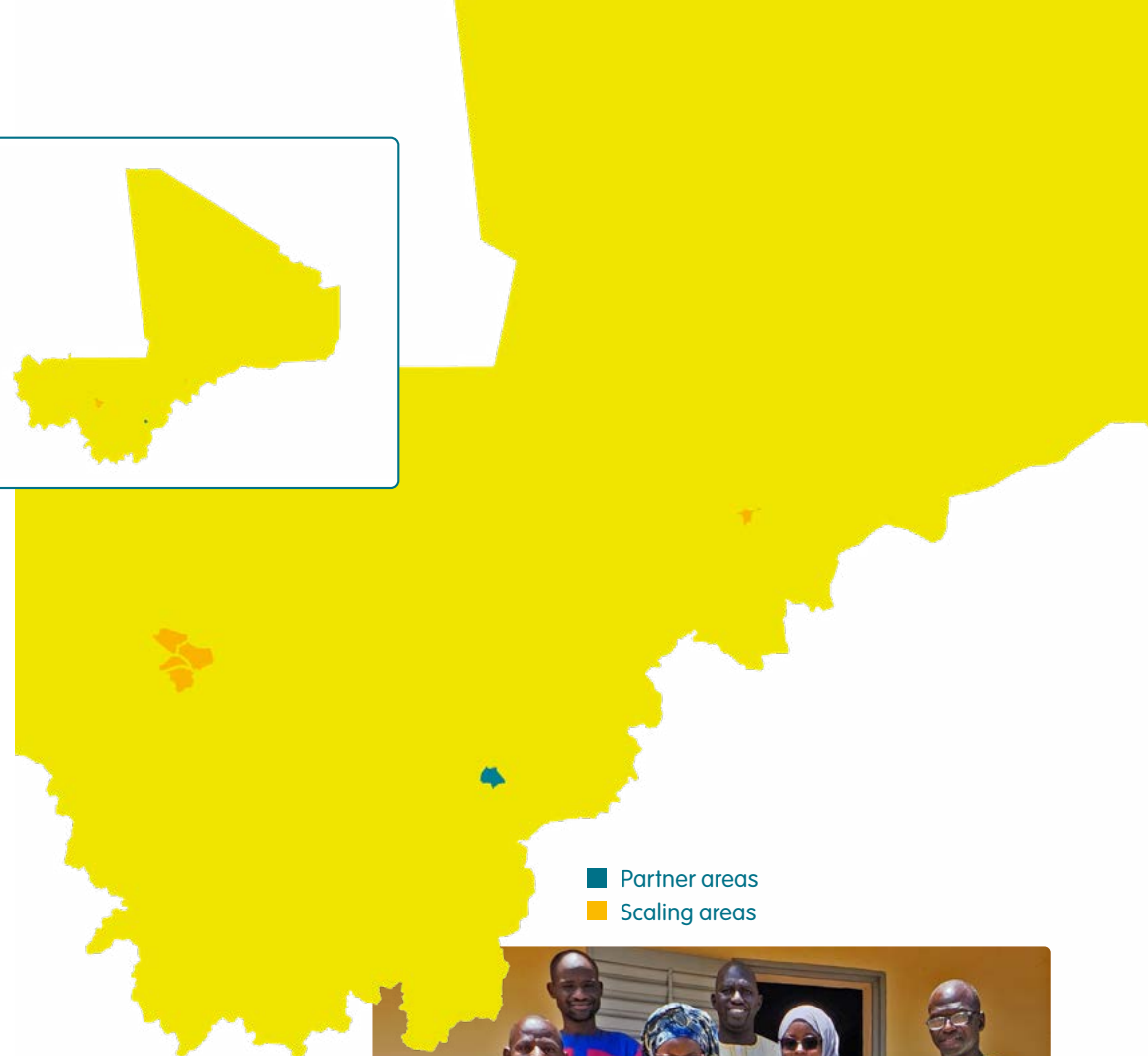
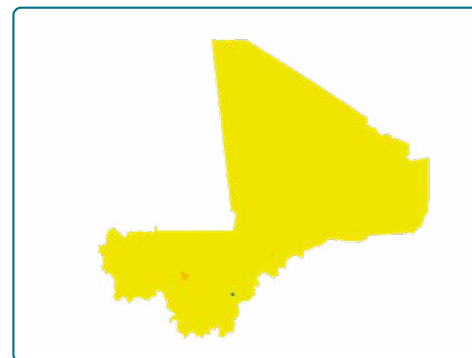
In 2021, six healthcare facilities across the three districts achieved basic water services where they had none before. M’béné Konare, a mother of two from Dourako village, was grateful for the improvements which guaranteed the safer birth of her second child, and said “I hope these improvements continue to ensure a healthier future for our children and families”.

We worked closely with the three local governments to create awareness of the poor conditions of healthcare facilities and advocate for change. Mayors responded by incorporating maternity clinics in their municipality development plans. “Today, maternity clinics are at the forefront of our preoccupations,” said Sidi Diarra, deputy mayor of Nossombougou.

In 2022, the Directorate-General for Health and Public Hygiene (DGSHP) of the Mali government committed to include rural maternity clinics in the revision of the healthcare system. At a workshop organised by DGSHP and supported by WHO, the decision was made to adapt WASH FIT for use in the Mali context. WASH FIT is a digital tool designed to help health care facilities improve the quality of care through improved WASH.

In October 2022, we signed an agreement with UNICEF which helped us establish new partnerships with the communes of Nonkon, Dandoli and our new partner area, N’Goutjina.

Although there has been progress in political commitment, we are aware of the risks including funding, climate change and political instability.



■ Partner areas
■ Scaling areas

Photo: Celebrating the signing of the memorandum of understanding with the commune of Nossombougou.

From left to right, Sidi Diarra (First Deputy Mayor), Gaoussou Dabo (Municipal Water and Sanitation Service Agent), Dr. Afou Bengaly (IRC WASH Mali Country Director), Mohamed Kane (IRC WASH Mali Program Assistant), Sanata Thera (Communication Officer IRC WASH Mali) and Salif Traore (Secretary General of the town hall).





- Partner area
- Former districts of engagement

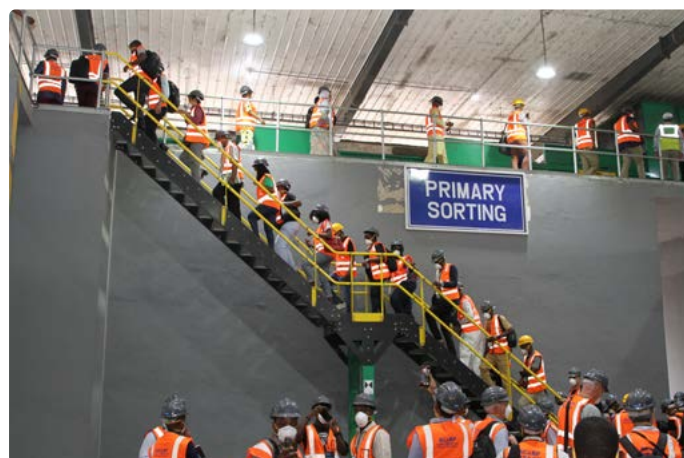


Photo: Site visit to solid and liquid waste collection and treatment plant during All Systems Go Africa

Niger

Political commitment follows a conference and site visit in Ghana

“Strengthening WASH systems in Africa requires a paradigm shift that takes into account holistic thinking and approaches to the establishment and operation of these systems.” – **Mrs. Fatimata Nouhou**, Director General of the Sanitation Department of the Ministry of Hydraulics and Sanitation.

In 2022, due to security concerns in Makalondi and Torodi districts we started working with a new partner district, Kornaka. If political stability returns to our former partner districts, we hope to resume activities in these areas. In the meantime, we’re scaling our learning into our engagement with local government and partners in Kornaka.

A highlight of the year was inspired by the All Systems Go Africa symposium in Ghana. We invited the Director General of the Sanitation Department of the Ministry of Hydraulics and Sanitation, Mrs. Fatimata Nouhou, and the mayor of Kornaka district, Mr. Attaher Alassan, to join the symposium. The event led the Director General to emphasise the need for a systems approach to achieve SDG6 at a national level meeting.

During the symposium, IRC Ghana organised a site visit to a solid and liquid waste collection and treatment plant operated by the JOSPONG group in Accra. The mayor was enthusiastic about the visit, and it inspired him to improve the solid waste situation in his own community. He says: *“Following this mission, I had the initiative to allocate 6,000,000 FCFA (9,146 euro) to install a municipal waste management system and evolve it gradually.”*

The use of local funds demonstrates the mayor’s strong political commitment, as the national government has not yet provided finances for WASH to local authorities. We will continue to support this project, understanding that it is the start of a major shift in increasing political commitment and investment, particularly for rural areas. The next steps will include establishing five waste dumps, a system for sorting reusable waste in each neighbourhood, and a revenue fund management group. We will also address key challenges including mobilising financial resources, strengthening capacity and reaching the most vulnerable.

Uganda

A master plan leads to partnerships with national utilities

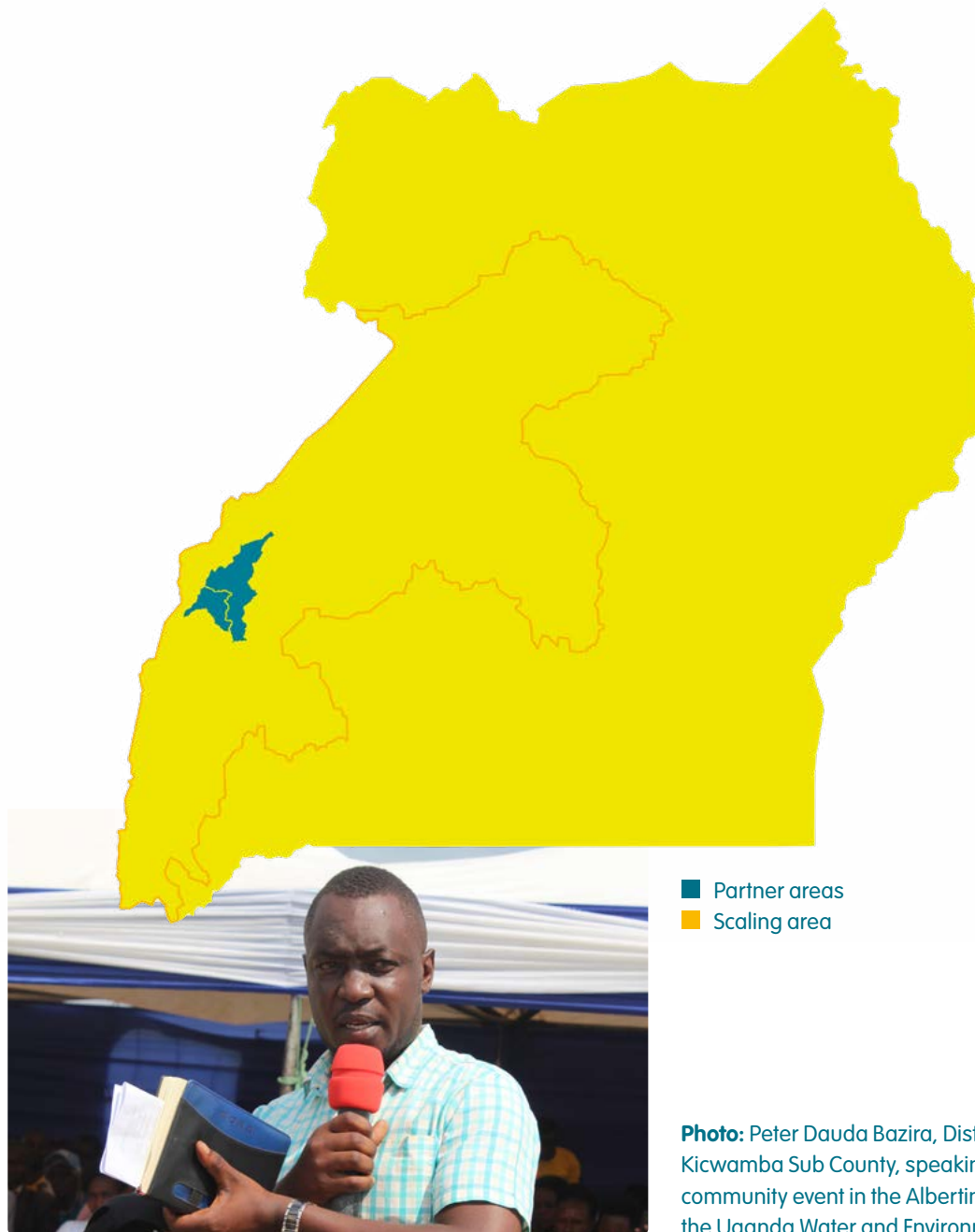
“We were hell-bent on doing things our own way, especially those that would bring us political mileage, like building unplanned, unsafe water sources. But we now know the least-served areas which need urgent attention, and how much money we need to reach everyone. We are more able to collaborate with other institutions by jointly pooling resources and agreeing on priorities.” – Peter Dauda Bazira, District Councillor for Kicwamba Sub County, Member of District Executive as Secretary for Finance and Gender, and Chairperson of the Kabarole District WASH Task Team.

Since 2018, when the Kabarole District Local Government started implementing their WASH master plan, the district has transformed the way it plans, manages, and accounts for WASH services. They even established a WASH task team to track implementation and progress.

As a result, every sub-county and town council has at least a part of its population served by a piped water network. Almost half (46%) the population now has access to water from a piped water tap – an astonishing achievement given that almost nobody in rural areas had piped water six years ago.

The rural district has even made a partnership with the giant National Water and Sewerage Corporation (NWSC) which usually only works in urban areas.

IRC Uganda is now supporting neighbouring Bunyangabu district to develop a WASH master plan after ensuring that the district developed a detailed WASH roadmap. Together the two districts will reach a combined population of more than 495,300 people.



■ Partner areas
■ Scaling area

Photo: Peter Dauda Bazira, District Councillor for Kicwamba Sub County, speaking at a community event in the Albertine Region during the Uganda Water and Environment Week.

Governance, staffing and finances

IRC SUPERVISORY BOARD

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

STAFFING

In total throughout 2022 we had 96 staff members of which 62 (65%) were located in one of IRC's focus countries. In addition to its employees, IRC also hosted five staff for the Agenda for Change Secretariat, Sanitation and Sanitation and Water for All (SWA), RCN Ghana and Para Todos Por Siempre in Honduras. Furthermore, more than 20 associates and three interns contributed to IRC's efforts during 2022. Our flexible workforce operated from 20 countries.

“This year, we launched the CONNECT Health programme, which looks at the intersection and synergies between the global health and WASH sectors. The response to our [position paper](#) has been really positive and we have heard from a wide variety of partners that they want to get on board with this effort. I'm excited to build on this momentum in 2023.”

Lindsay Denny, Global Health and WASH Expert, IRC Associate

INCOME STATEMENT 2018 - 2022 (AMOUNTS IN THOUSANDS OF EUROS)

Income	2018	2019	2020	2021	2022
Programmatic Funding DGIS	1,281	1,474	1,611	1,397	1,564
Other project funding	9,804	10,376	9,112	7,287	10,147
Total income	11,085	11,850	10,724	8,684	11,711
Expenses					
Personnel expenses	3,590	4,067	4,240	4,173	4,787
Direct project expenses	6,911	7,275	5,981	4,275	6,781
General admin expenses	402	455	215	488	207
Total expenses	10,903	11,797	10,435	8,937	11,776
Operating result	182	52	289	-252	-65
Financial expenditures	69	-45	200	-241	-123
Annual result	112	97	89	-12	58

Photo: Emmanuel Oppong Antwi (IRC Ghana), Francisca Quao (IRC Ghana) and Michael Bationo (Change Hub) at All Systems Go Africa

International 5,012

Honduras 116

2

Mali 378

8

Burkina Faso 2,335

13

Ghana 1,426

13

Niger 307

38

Uganda 776

1

12

Ethiopia 1,163

12

India 137

Bangladesh 61

3

- Expenditure per programme (amounts in thousands of euros)
- Number of staff per programme
- Our flexible workforce - including staff, hosted staff, interns and Supervisory Board - operated from 20 countries

DEVELOPING OUR ORGANISATION

We are aiming to grow, to achieve and to sustain greater and systemic impact across the world. This ambition requires us to better anchor ourselves in the respective societal and institutional systems we need to transform to deliver effective public services that last. To support that, we are changing from one organisation headquartered in The Netherlands into an international federation of country, regional and global members.

The mission of One IRC is to significantly improve the quality of life for more people over the next decade by strengthening water, sanitation and hygiene systems at local, national and international levels.

In 2022, the Exact Enterprise Resources Planning (ERP) system was rolled out to all country offices, enabling an effective and consistent administration. With both information and resources management now being cloud-based, the momentum has been created to practically transition into a One IRC network, and to continue to communicate effectively.

SUPPORTING OUR WORK

By working effectively together through collective action, we can drive systems change and build resilient local and national WASH systems that will 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.

“At UNICEF we are very excited about our ongoing engagement with IRC and Water For People through our Partnership for WASH Systems in Africa. This focuses on capacity building, technical assistance, knowledge management and advocacy in relation to WASH systems strengthening. We look forward to continuing in our partnership that builds on the unique strengths of the two organisations and leads to greater outcomes for the wider WASH sector.”

Niall Boot, WASH Specialist, UNICEF

DIVERSITY EQUITY AND INCLUSION

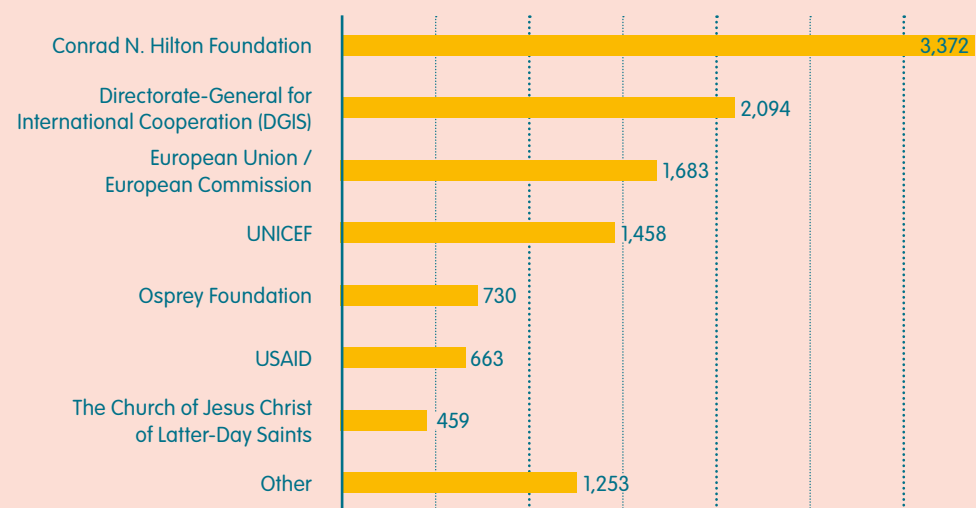
We believe that safe and secure water and sanitation services are a gateway to justice and opportunity for all people. This truth powers our mission.

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 THANK THE FOLLOWING DONORS AND CLIENTS - INCLUDING THOSE WHO SUPPORT OUR CONSULTANCY WORK - FOR JOINING AND SUPPORTING US IN OUR WASH JOURNEY:

Zie Institut International d'Ingénierie de l'Eau et de l'Environnement / Agence Française de Développement (AFD) / Aguaconsult Ltd / Amref Flying Doctors / Anesvad Foundation / Aqua for All / Aquaya Institute / Advocating Rights in South Asia (Arisa) / Bill and Melinda Gates Foundation / BRAC / CAF Development Bank of Latin America / Chemonics / Conrad N. Hilton Foundation / Databoom / Department of Foreign Affairs and Trade (DFAT) / DigDeep / Directorate-General for International Cooperation (DGIS) / DT Global / Dutch Research Council (NWO-WOTRO) / Eau Vive Burkina Faso / European Union - European Commission / Federal Ministry for Economic Cooperation and Development (BMZ) / Foreign, Commonwealth and Development Office (FCDO) / ForthInvestment / Impact Hub Bamako / Institute for Water Education Delft (IHE) / James Percy Foundation / KfW Development Bank / MACS Energy & Water / Millennium Water Alliance (MWA) / Netcentric Campaigns / Netherlands Enterprise Agency (RVO) / Netherlands Water Partnership (NWP) / Niras Indvelop / Nuffic / Office National de l'Eau et l'Assainissement (ONEA) / OneDrop Foundation / Osprey Foundation / Oxfam / Plan Netherlands / Population Services International (PSI) / Sanitation and Water for All (SWA) / Save the Children / Simavi / SNV Netherlands Development Organisation / Svenska Postkodstiftelsen / Swedish International Development Cooperation Agency (SIDA) / TetraTech / The Church of Jesus Christ of Latter-Day Saints (LDS) / The Hague Academy / Transition International / Technical University Delft / United Nations International Children's Emergency Fund (UNICEF) / United Nations Office for Project Services (UNOPS) / United States Agency for International Development (USAID) / University of Colorado Boulder (UCB) / Vitens Evides International (VEI) / Vitol Foundation / Wageningen Centre for Development Innovation (WCDI) / Water For People (WFP) / Waterloo Foundation / Welthungerhilfe / World Health Organization (WHO)



Participants at All Systems Go Africa, including Hon. Aminu Chinnia, Deputy Minister for Sanitation and Water Resources of the Republic of Ghana, H. E. Dr. Eng. Habtamu Itfa Geleta, Minister of Water and Energy of the Federal Democratic Republic of Ethiopia and Vice President for Eastern Africa of the African Ministers' Council on Water (AMCOW) and Dr Tanko Yussif Azzika, Director of Programmes (Acting) of AMCOW.

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.