

# IRC

JUNE 2023

## Monitoring Report 2022

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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# **Monitoring Report 2022**

June 2023

## Abbreviations

<b>A4C</b>	Agenda for Change	<b>PLANASA</b>	National Water and Sanitation Plan
<b>AMCOW</b>	African Ministers' Council on Water	<b>PML</b>	Planning, Monitoring and Learning
<b>ANAM</b>	Asutifi North Ahonidie Mpontuo	<b>PMR</b>	Planning Monitoring and Reporting
<b>AWMZ</b>	Albertine Water Management Zone	<b>PTPS</b>	Para Todos, Por Siempre
<b>BB</b>	Building Blocks	<b>QIS</b>	Qualitative Information System
<b>COP</b>	Conference of the Parties	<b>RCN</b>	Resource Centre Network
<b>CSO</b>	Civil Society Organisations	<b>SBM</b>	Swachh Bharat Mission
<b>CWSA</b>	Community Water and Sanitation Agency	<b>SDG</b>	Sustainable Development Goal
<b>DGIS</b>	Directorate-General for International Cooperation of the Netherlands Ministry of Foreign Affairs	<b>SWA</b>	Sanitation and Water for All
<b>ERP</b>	Enterprise Resource Planning	<b>UNICEF</b>	United Nations Children's Fund
<b>GESI</b>	Gender Equity Social Inclusion	<b>UWASNET</b>	Uganda Water and Sanitation NGO Network
<b>GHG</b>	Greenhouse Gas	<b>WASH</b>	Water, sanitation and hygiene
<b>GLAAS</b>	Global Analysis and Assessment of Sanitation and Drinking-Water	<b>WFP</b>	World Food Programme
<b>HCF</b>	Health Care Facilities	<b>WHO</b>	World Health Organization
<b>IATI</b>	International Aid Transparency Initiative		
<b>IPC</b>	Infection Prevention and Control		
<b>IWRM</b>	Integrated Water Resource Management		
<b>JJM</b>	Jal Jeevan Mission		
<b>JMP</b>	Joint Monitoring Programme		
<b>KPI</b>	Key Performance Indicator		
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning		
<b>MBS</b>	Market-Based-Sanitation		
<b>MSWR</b>	Ministry of Sanitation and Water Resources		
<b>MWE</b>	Ministry of Water and the Environment		
<b>NGO</b>	Non-Governmental Organisation		
<b>ODF</b>	Open Defecation Free		
<b>ONEA</b>	Office National de l'Eau et de l'Assainissement		

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## Executive summary

In 2022, IRC emerged from the COVID-19 pandemic and into its new normal. IRC experienced a transitional period as our alliance with Water For People got a new name (One For All), we welcomed a new member (Water for Good), and launched our shared strategy and results framework, the **Destination 2030 Strategy**, based on a shared Theory of Change.

As 2022 was the first year of planning and monitoring IRC's impact within the Destination 2030 Strategy framework, we simultaneously worked toward establishing the corresponding monitoring framework, compiling an initial baseline, and continuing our evidence-based and impact-driven implementation of the strategy.




Since our systems approach was institutionalised in 2017, 2022 marked the sixth year of working in partner districts like Asutifi North in Ghana, and Kabarole District in Uganda, through commitments to Sustainable Development Goal (SDG) 6: ensure availability and sustainable management of water and sanitation for all.

Despite a challenging global context that includes political instability, a cost-of-living crisis, and climate change, IRC has seen systems strengthening efforts come to fruition in the form of strengthened district and national systems. Since 2017, average national systems strengthening in our focus countries has gone up from 2.6 to 3.7 (22 percentage points)<sup>1</sup> and district systems strengthening from 2.5 to 3.2 (14 percentage points).

We have also seen improving rates of access and use of quality, sustainable, and affordable water, sanitation, and hygiene services.

We have also faced setbacks and challenges. Improvements to systems and governance do not lead to overnight changes in service level results. In particular, following COVID-19 and the ensuing economic and political crises, service levels are not improving as quickly as we would like in all areas. In the Sahel in particular (focus countries Burkina Faso, Mali, and Niger), terrorism and political instability threaten our ability to monitor and directly support district level service improvements on the ground. We have seen water infrastructure being targeted by terrorists and schools where we supported sanitation and water facilities being closed entirely.

Table 1 : Average levels of basic or higher level service for the 2.2 million people in partner areas. Destination 2030 IRC baseline figures, 2022.

 Drinking water	<b>54%</b> Water at least basic
 Sanitation	<b>36%</b> Sanitation at least basic
 Hygiene	<b>13%</b> Hygiene

1. Using the Likert scale where 5 = 100%, a 10 percentage point increase equals a 0.5 increase on the Likert scale.



Still, the review of both our successes and our challenges suggests that our mission to strengthen local and country systems around the world is as important as ever. We are learning how to adapt and support systems strengthening in diverse and context-specific ways.

Under a deteriorating security situation, IRC Burkina Faso has adapted to focus on providing technical support, advocating for change, and continuing our work on master planning. Established amidst uncertainty, IRC Mali officially opened offices in June 2022 and has established critical partnerships to embed its work. This includes a new agreement with UNICEF for work in three communes. IRC Niger faced security challenges in Torodi and Makalondi districts, but made significant progress toward national level outcomes, including the mobilisation of partnerships for water, sanitation, and hygiene in healthcare facilities.

Under the Destination 2030 Strategy, IRC Ethiopia focuses on two partner woredas, Negelle Arsi and South Ari. This enables us to balance local impact with efforts aimed to scale this impact through regional and national change initiatives. In Ghana, we are implementing a five-year strategy to strengthen WASH systems at national and district levels, scaling up successful approaches from Asutifi North District, and exploring new methods. IRC Uganda continued its commitment to capacity development, service level monitoring, and systems strengthening in Kabarole District while expanding to work with Water For People in new areas and initiatives.

IRC has adopted a hybrid approach in India and Bangladesh, combining regional influencing efforts with a continued presence in-country to maintain position and relevance. In Honduras, IRC works closely with Water For People and the Para Todos, Por Siempre (PTPS) platform to achieve greater influence, and is helping to develop a national sector finance strategy and to advance the discussion on establishing regulatory bodies and commissions. In Rwanda, where IRC has not yet established a focus country office, two Rwanda-based IRC staff members are working with Water For People, VEI, and Care to bring our systems strengthening and master planning approaches to the Isoko y'Ubuzima project.

Beyond country level engagement, our Africa Regional Hub and global Change Hub saw results in advocacy and influencing as well as sector innovation.

In October 2022, IRC co-hosted the All Systems Go Africa event with the Government of Ghana and UNICEF. The event was attended by the Vice President of Ghana, marking highest level political engagement, and brought together stakeholders from 25 countries to discuss ambitious WASH targets, thereby securing a movement toward systems strengthening across the continent.

We developed the CONNECT approach to expand beyond the WASH sector and started planning for the All Systems Connect symposium (2023). Key partnerships were formed which contributed to finance strategies and advocacy efforts, and we launched the #JusticeBeginsHere campaign. The WASH Systems Academy saw increased enrolment and offered 31 active courses that include hybrid courses. Similarly, we established the District WASH Master Planning facility to support decentralised impact and progress toward SDG 6. We see our efforts in the latest GLAAS report entitled 'Strong systems and sound investments'.

In terms of IRC's continuous pursuit of exemplary monitoring approaches for WASH systems strengthening, in 2022 we went a step further internally by creating a Data Playground. The Data Playground contains monthly monitoring data, KPIs, and additional resources for staff. This initiative promotes broader data and information sharing, which is gradually resulting in fresh insights for informed decision making.

# 1. IRC at a glance

The context of our work in 2022

**129 people**

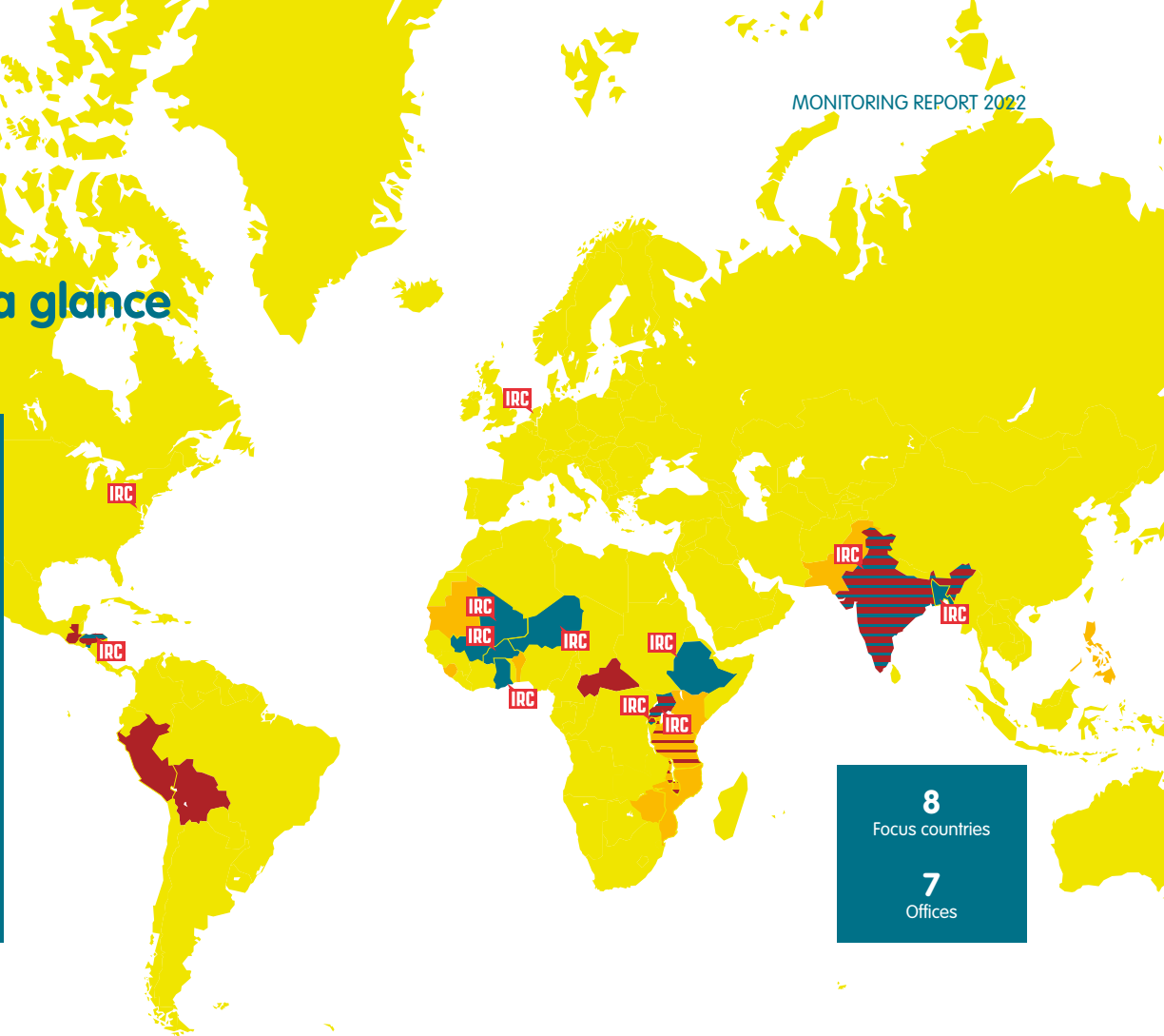
in our flexible workforce:  
34 international,  
62 in focus countries,  
5 hosted, 3 interns  
and 25 associates

**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.

### What we do



#### At global level,

Global, regional, and multi-country, multi-sector partnerships



#### At national level,

Systems strengthening in 8 focus and 20 non-focus countries



#### At local level,

Full model implementation in 12 partner areas with 2.2m people

### Building resilient systems

Strengthening the system and its building blocks<sup>1</sup> through research, innovation, technical assistance, co-investment, advocacy and influencing, and quality data and information

In 2022 we continued to support our network through:

- 102 working groups and learning platforms supported
- 8,300 attendees at our 300 capacity-building events
- 123 resources added to the website
- 31 active WASH Systems Academy courses
- 1 major symposium with over 250 participants, and delegations from 25 African countries

### What that leads to

#### Outcomes

Accelerating progress through high-level political commitments, capacity building, citizen-led advocacy, collective action and organisational change in support of Destination 2030

In 2022 this led to,

- 27 district WASH master plans to date
- 2.3k WASH Systems Academy enrollments

**22%**

improvement in average national systems strength<sup>2</sup>

**14%**

improvement in average partner area system strength<sup>3</sup>

### What that delivers

#### Our 2022 impact

**650k**

people now have at least basic water services in our partner areas<sup>4</sup>

**391k**

people now have at least basic sanitation in our partner areas<sup>5</sup>

#### Our global vision



**SDG 6**

Ensure availability and sustainable management of water and sanitation for all, including closing the gap for over 2 billion people globally

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

## 2. An introduction to our results framework and monitoring methodology

IRC is dedicated to achieving SDG 6 – Ensure access to water and sanitation for all. While we focus on targets 6.1, 6.2 and 6.3 (safe water, sanitation and wastewater), we recognise that these and other SDG targets are intertwined. The SDGs aim to prioritise the most underserved people whilst lifting the level of services offered to those who already have basic services.

The year 2022 was the first year of IRC's **Destination 2030 (D30) Strategy**, our shared strategy with the One For All Alliance. It was a transitional year in which we continued many of our programmes from the previous strategy framework while adapting our planning and monitoring processes to align with the new strategy.

In terms of monitoring, much of 2022 focused on the development of the results framework and monitoring approach for the One For All Alliance<sup>2</sup>. Monitoring experts from our country, regional, and global programme reviewed and began updating our tools and methodologies to become fit for purpose under the new strategy. We also worked toward establishing the initial baseline (also called snapshot 2022) for the D30 Strategy, which included a star system to capture data quality.

This report presents an overview of the results framework and the key results from 2022 for IRC. The separate **One For All Alliance Annual Report 2022** presents an overview of shared results from across the Alliance.

Chapter 3 gives an overview of our results framework and monitoring methodology under the D30 strategy. Chapter 4 gives an overview of progress against these results for each programme in 2022. Chapter 5 focuses specifically on the results achieved with contributions from DGIS funding. Chapter 6 gives an overview of our business performance metrics in 2022, with a focus on the inputs and resources that made programme delivery possible.

This report is also publicly available in the International Aid Transparency Initiative (IATI), where the financial flows of the DGIS programme funds are reported.

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2. Note: In this report we refer to the D30 results framework. The One For All branding only came towards the end of 2022 and was launched in May 2023.

### 3. Our approach to monitoring

The D30 Results Framework is based on the **D30 Theory of Change** (Figure 1). The Theory of Change is rooted in our understanding of water, sanitation, and hygiene systems and how they can be strengthened and changed to improve service delivery. Lasting change in such complex systems is always the result of a combination of activities. Often, many small changes in the actors and factors within the system (at local, national, or regional/global levels) give rise to eventual major shifts.

From left to right, the Theory of Change shows: 1) the institutional levels where we work; 2) what we do in terms of approaches and systems strengthening; 3) the outcomes that this leads to; and 4) the higher-level outcomes and impact that this delivers in terms of stronger systems and higher levels of services at each key level in the system where we work.

The D30 Theory of Change primarily focuses on three levels of work. However, we also engage at other levels in order to target leverage points for change wherever they exist. The local level refers to the level at which the responsibility for delegated public service delivery lies, and the country level reflects nation states (national governments) which are ultimately responsible for delivering human rights and citizen services. The global level reflects everything outside a country, including regional, continental, or global systems which have major effects on what happens within a country. Even though not all our work fits neatly in these boxes, these levels are fundamental to understanding the systems we engage with.

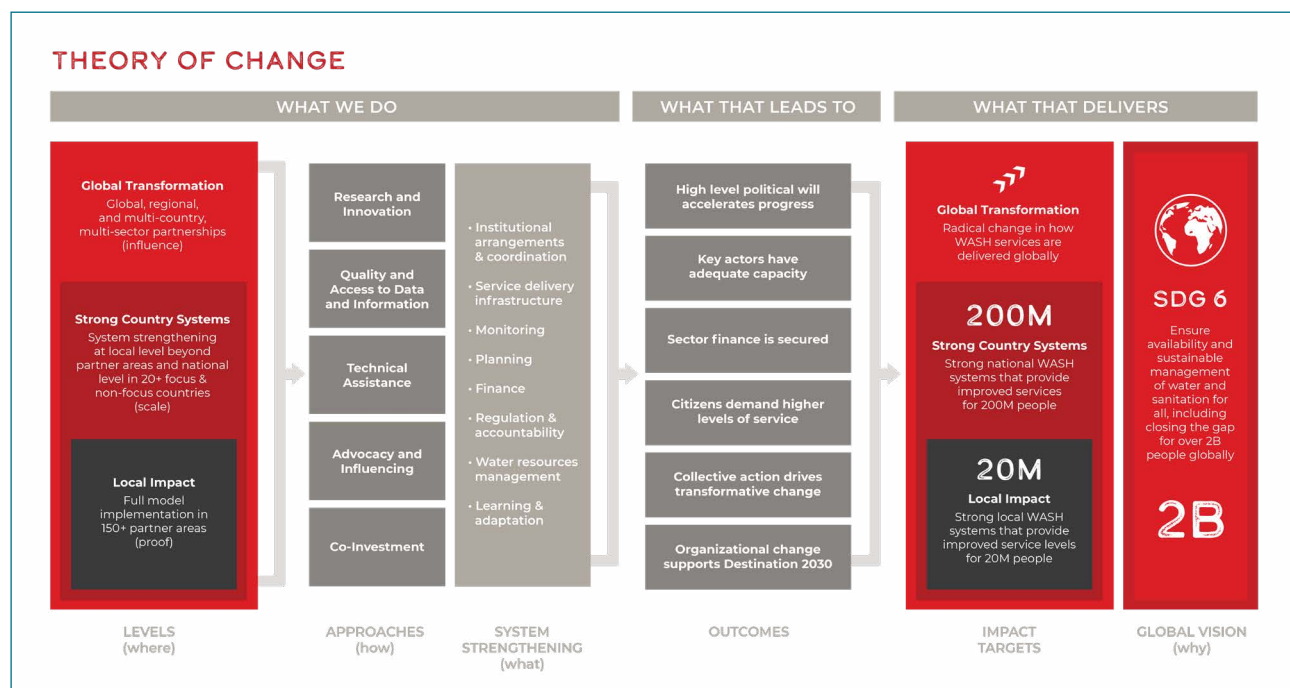


Figure 1: The Destination 2030 Theory of Change, described in the D30 Strategy

### 3.1 The Destination 2030 Results Framework

The Results Framework is a mutual accountability and adaptive management tool that allows One For All members to track progress toward impact targets and anticipated results.

The D30 Results Framework includes Theory of Change indicators such as inputs/activities, outputs, and outcomes, and focuses on outcomes and impacts. Inputs are our resource contributions and the foundation of our ability to operate. Activities are what we do, and outputs are the direct products of these activities. Outcomes are the results of an output or several outputs—these are changes in behaviour, policy, or context that are beyond 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.

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.

For IRC, the Destination 2030 Results Framework includes new innovations to our monitoring while also continuing with many of the methodologies developed under IRC's 2017-2021 Strategic Framework. IRC adopts the monitoring principles of the Sanitation and Water for All partners and the Agenda for Change Alliance (Figure 2).

#### OUR PRINCIPLES FOR MONITORING

These reflect our commitments as members of the Agenda for Change and Sanitation and Water for All.

- Embrace systems thinking and complexity-awareness; value metrics that assess contributions and shared results.
- Use locally relevant metrics when possible; leverage Alliance investments in monitoring to strengthen permanent country systems.
- Use UNICEF/WHO Joint Monitoring Programme (JMP) definitions for SDG 6 service levels as the common denominator that enables synthesis and consolidation from different countries.
- Support Alliance members to align but appreciate and allow institutional differences.
- Be as flexible as possible while providing guidance on best practices and promoting efficiency.
- Clearly state the minimum requirements for the use of the results framework and support organisations to meet them.
- Promote transparency and ensure appropriate quality data through peer review and methodological guidance.

Figure 2: The Collaborative Behaviours developed by Sanitation and Water for All and adopted by the Agenda for Change partners.

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 will allow an acceptable margin of error in our consolidated data to prioritise collaboration and support to key stakeholders in each context. We will report our methods transparently and strive to reduce the margins of error over time as available data sets become stronger.

Given that sector strengthening requires collective action by multiple WASH actors, much of our impact will be in the form of 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.

To ensure IRC is accountable and to enable us to reflect on our own successes and failures, our results framework assesses our contributions to these results through both qualitative inquiry and the assessment of the delivery of key activities and outputs in our annual plans. For example, the annual report of **One For All** highlights performance indicators for the whole Alliance (Figure 3), but the underlying database allows us to specify what each partner contributes to each performance indicator.

We also acknowledge **that true systems change takes time**. It may take several years for the definitive outcomes of a set of activities to become clear. Facilitating systems change involves ‘driving using the rear-view mirror’ as much as it requires a forward-looking vision. The Theory of Change is both an anchor and a means to describe and systematically question our implementation model.

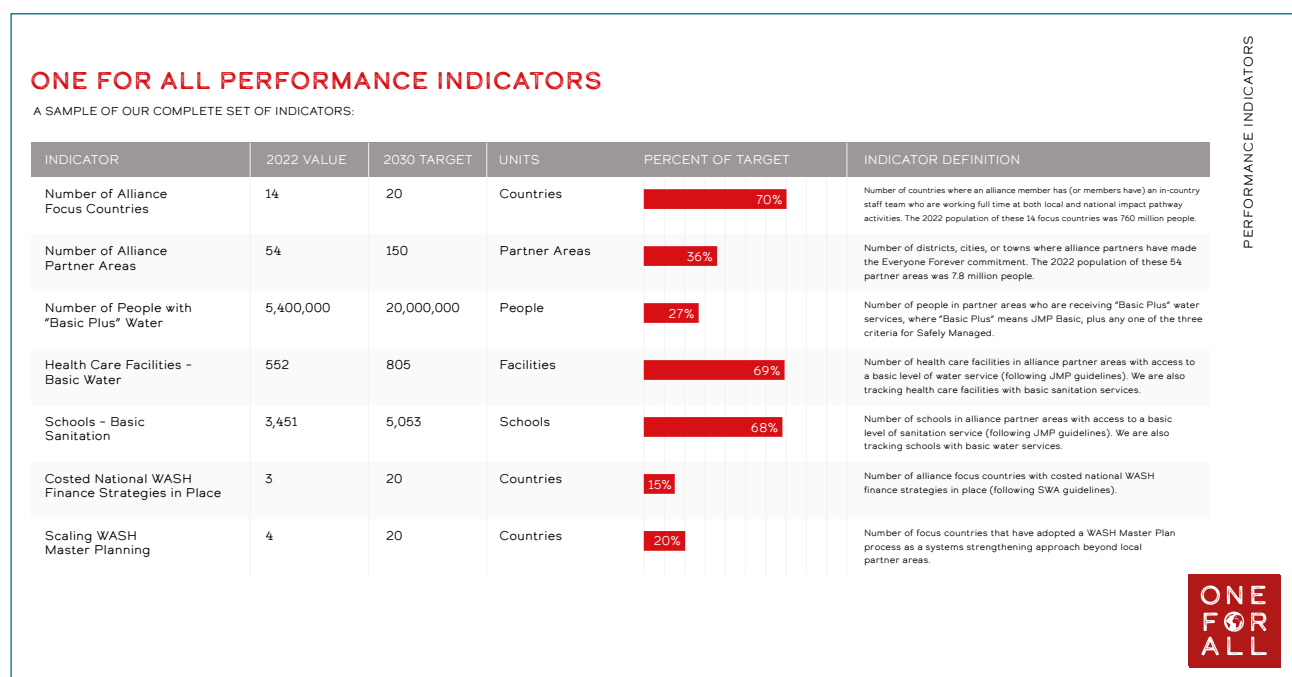


Figure 3: The performance indicators as reported in the One For All Annual Report.

### 3.2 Programme-level reporting

IRC runs a decentralised network of eight country programmes as well as regional hubs (Africa and Asia) and supported by the global Change Hub. These are delivered by a flexible workforce of 129 people: 34 people based internationally, 62 in focus countries, five hosted, three interns, and 25 associates. Though learning, monitoring, and reporting is a combined effort, typically each programme will have a PMR (planning, monitoring and reporting) lead.

Each of these programmes has an annual plan that was compiled in October–December of the previous year. The annual plans include key activities and outputs, and an indication of how these support the achievement of annual and medium-term targets. They also specify the resources needed and highlight risks. In addition to IRC's programme-level annual plans, we also have planning frameworks specific to the individual projects that make up our family of programmes. These are specific to each donor or project.

Each programme team reports and reflects on the implementation of its annual plan through a process of collaborative reflection. These reflections are based on the results delivered by IRC's monitoring tools as described in the following sections and are complemented by analyses of national and global data sources and the information and insights obtained from different projects.

In the following sections we describe the main components of our monitoring approach that form the foundation of our reporting.

### 3.3 Activity and output monitoring

Programmes report on the implementation (successes and failures) of their key outputs in the 12-month, end of year internal reporting. In addition, the management has monthly meetings with the CEO in which progress and challenges are discussed which lead to adaptations being made. In accordance with the subsidiarity principle, programmes conduct detailed activity monitoring and minimise reporting to the global framework.

All programmes also report on a set of numeric 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](http://www.ircwash.org/data-behind-our-work).

**Annex 3** gives details on progress with key outputs of IRC programmes in 2022.



### 3.4 Outcome monitoring

In view of our Theory of Change, local, country and global programmes measure progress against annual and medium-term outcome targets. The specific targets vary among countries, but all align with the D30 Theory of Change.

Progress in country programmes is measured according to the six (upstream) outcomes in our Theory of Change (Figure 1). The following are the outcomes that we work to achieve through implementing our activities at local, national, and global levels.

1. High level political will accelerates progress.
2. Key actors have adequate capacity.
3. Sector finance is secured.
4. Citizens demand higher levels of services.
5. Collective action drives transformative change.
6. Organisational change supports Destination 2030.

Our Theory of Change defines these outcomes as the critical pathways toward establishing strong, reliable, equitable WASH systems in local and country levels. These systems are required to deliver sustainable, equitable, high-quality water, sanitation, and hygiene services. We track indicators for systems strength and WASH service levels in our partner areas and focus countries. We also monitor international trends as part of our commitment to drive the global achievement of SDG 6.

These outcomes, whether upstream (actor capacity) or downstream (service levels), are tracked using a combination of the following methods.

#### **Method 1: Qualitative Information Systems**

Our upstream Theory of Change outcomes are measured using Qualitative Information System (QIS) ladders<sup>2</sup>, and are scored separately at both partner area and national level. Modified indicators are used for the global level. The QIS ladders use 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. These are the 'how' of delivering strong WASH systems and change within WASH systems.

As 2022 was a transition year to the new One For All framework, a new set of QIS tools was developed and tested to align with the D30 Strategy outcomes.

### **Method 2: Monitoring the strength of national and partner area WASH systems: scoring the WASH system building blocks<sup>3</sup>**

By achieving the outcomes in the Theory of Change, the strength of the WASH system will be increased overall. The building blocks 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<sup>4</sup> 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.

### **Method 3: WASH services monitoring**

In partner areas and focus countries, IRC programmes strive to follow the SDG 6 indicators using the JMP definitions and methodology, and to align with national monitoring systems wherever possible. The JMP identifies a service ladder whose rungs consist of five distinct service levels: surface water; unimproved; limited; basic; and, safely managed. 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.

Each level up from 'surface water' or 'no access' **represents a significant improvement in the safety and security of the supply**. In the D30 framework we have taken this further and introduced the concept of '**basic plus**'. The basic plus indicator is built 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'.

The basic plus indicator captures progress in service levels for millions of people that would otherwise not be captured. This helps us to drive progress towards universal access to safe services, and eventually 'safely managed' services by using a variety of context-appropriate strategies.

At district level, we work with government partners in focus districts to adapt support and strengthen their own monitoring systems, and to bring these in line with JMP and national methodologies to enable the most resource-efficient and accurate methodology possible. Where the data from these sources is insufficient, we supplement government monitoring with our own survey data.

3. 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](#).

4. A Likert scale is a common rating 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).

A good example of this is Asutifi North where the JMP data is integrated into the District reporting and underlying dashboard and data is made publicly available [www.anamwash.com/anam-wash-console](http://www.anamwash.com/anam-wash-console) (Figure 4).

At national level, we draw our data from the country-led monitoring system using both asset and household data. We collect this data from both JMP and national datasets (from ministries responsible for water and sanitation and/or national statistics agencies). For more information on the JMP methodology, go to [washdata.org/monitoring/methods](http://washdata.org/monitoring/methods).

**Method 4: Proxy indicators**

Systems are complex and many intertwined factors give rise to the observed performance (or lack of performance) of a service delivery system. To avoid excessive data collection, we also use proxy indicators to obtain insight into specific aspects of a system or building block. These may be in the form of primary data collection or by tracking secondary metrics available through existing surveys.

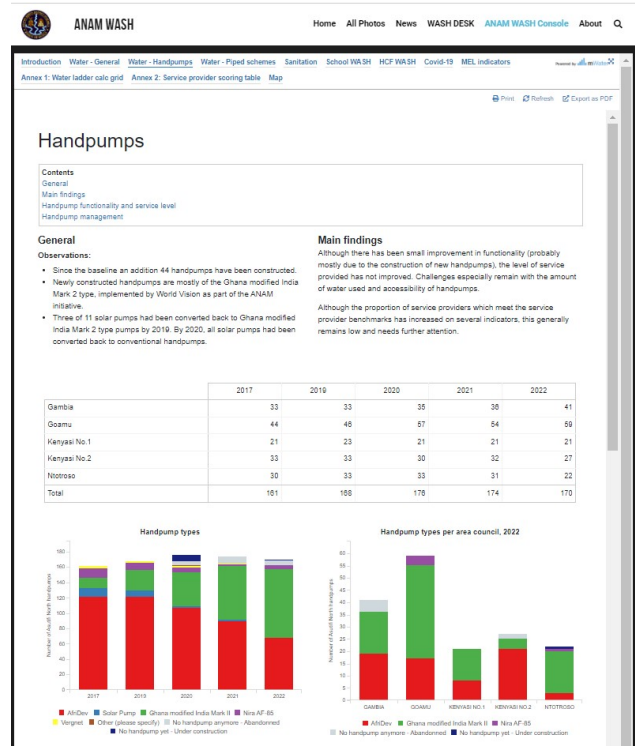


Figure 4: The publicly available data on services levels in Asutifi North.

## 4. Progress against outcomes in 2022

This section discusses the status of the overall progress of WASH systems strengthening and service level improvements in IRC's focus countries and globally. This is followed by a brief section on each country programme and the global programme.

It is set against the overall global challenges of the world emerging from COVID, including political instability in four of our focus countries, the war in Ukraine and its related cost of living crisis, and the worsening climate crisis. The word '**permacrisis**' has been used to describe the global state of affairs in 2022.

### 4.1 Progress on WASH systems strengthening

We know that systems change takes time. IRC has measured the strength of systems in its partner districts and focus countries since 2017. In 2020, we launched our **results dashboard** which gives the public access to our data. In 2022, we took it further internally by developing a 'Data Playground' which includes monthly monitoring data, academy information, KPIs and more. This is enabling the wider sharing of data and information and is gradually leading to new insights for decision making.

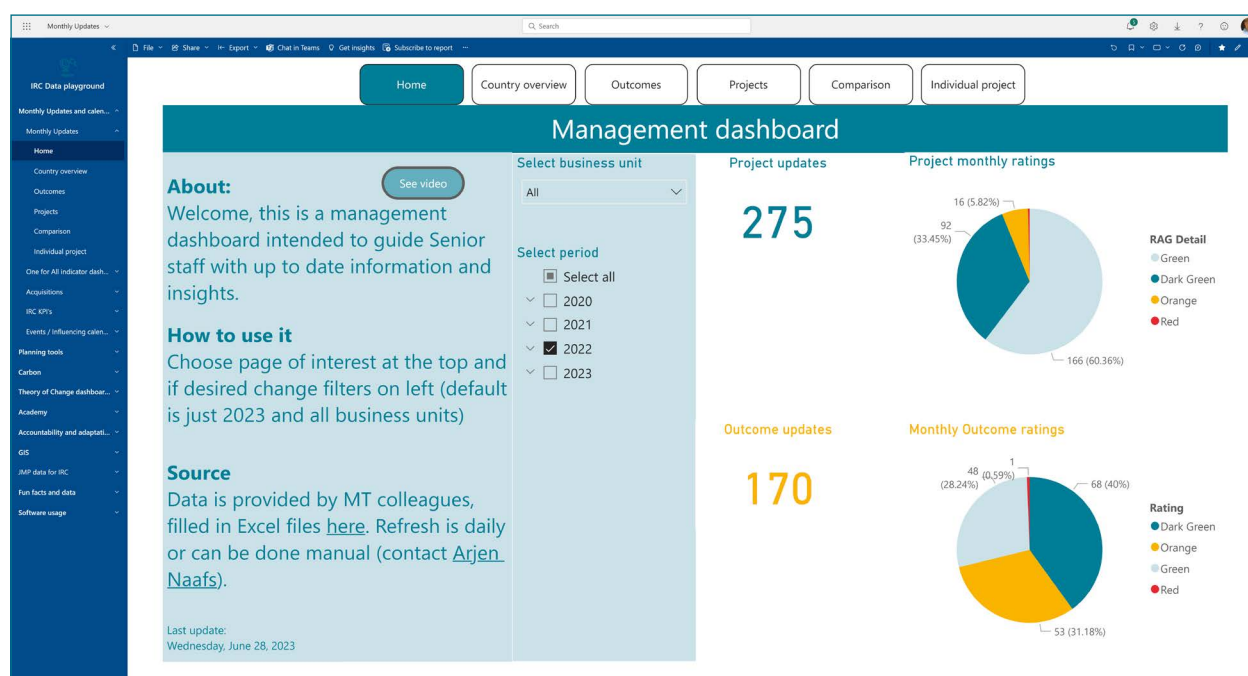
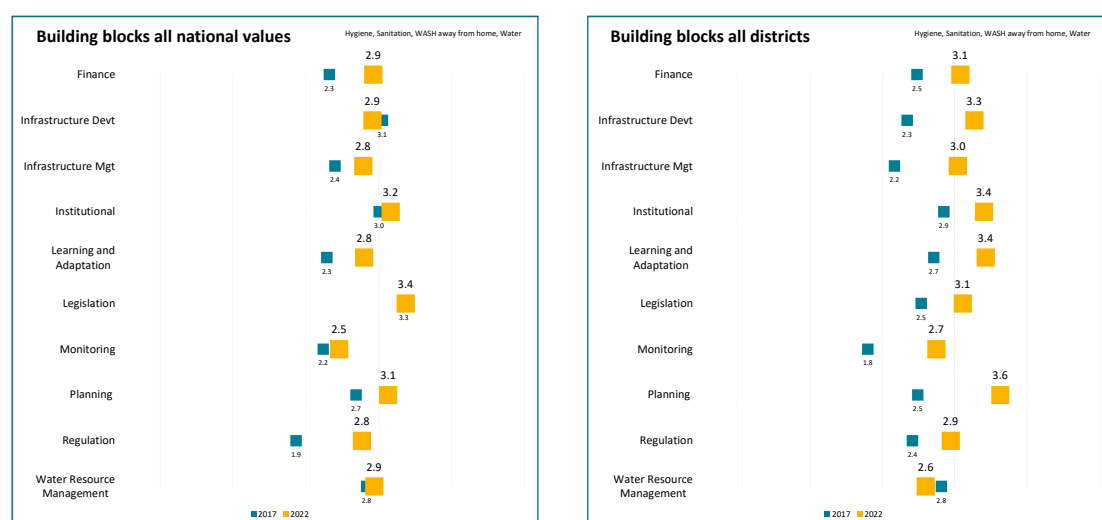


Figure 5: The internal Data Playground captures programmatic data and information.

As described in section 1.4, at IRC we assess systems strengthening by measuring progress on key WASH sub-systems, referred to as **building blocks** rated 1 (worst) to 5 (best). As systems strengthening takes time, we analyse the change over a five-year time span.

Since 2017, average national systems strength in our focus countries has gone up from 2.6 to 3.7 (22 percentage points)<sup>5</sup> and district systems strength from 2.5 to 3.2 (14 percentage points). The improvements have been across all the building blocks, except for water resource management. There are several reasons for the stagnation in water resource management: climatic events expose shortfalls; the continued challenge of linking WASH to IWRM; and, in some cases the lack of prioritisation.

At district level, the most noteworthy change is for the planning building block (from 2.5 to 3.6). This can be attributed to our efforts to strengthen planning via master planning in our partner areas.



Changes at national level – all sectors

Changes at district level – all sectors

Figure 6: The change in systems strength over a five-year period.

For disaggregated data on water, sanitation, hygiene and WASH away from home, see the Annexes or use filters in our [online dashboard](#)

## 4.2 Progress in WASH service delivery

The goal of strengthening WASH systems is always to improve the water, sanitation, and hygiene services that citizens are using. We strive to achieve universal and sustainable services in line with the SDG 6 commitments in our partner districts and at national and global levels where we work.

In 2022, the WHO-UNICEF Joint Monitoring Programme published an updated report on the progress of SDG 6 at household level with a focus on Africa. While positive trends are visible in most contexts, sub-Saharan Africa stands out as being particularly off-track to reach the 2030 targets (Figure 7).

5. Using the Likert scale where 5 = 100%, a 10 percentage point increase equals a 0.5 increase on the Likert scale.

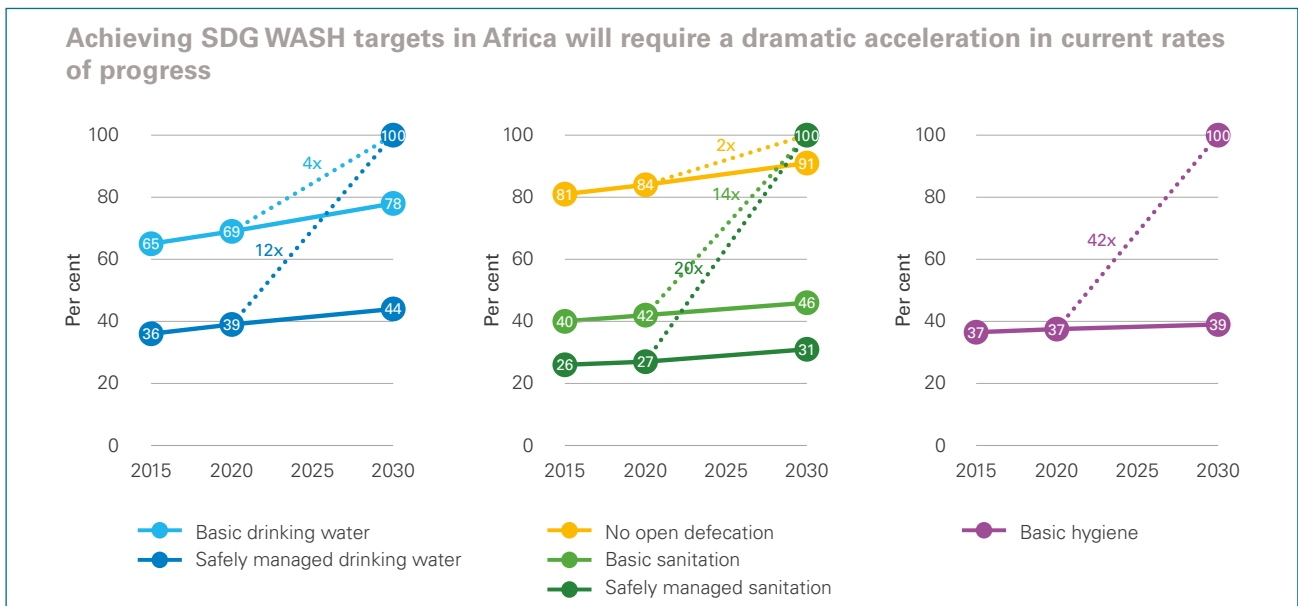


Figure 7: JMP’s snapshot for Africa.

We see similar acceleration needed in our partner districts—with the additional challenge of significant population growth. For example, the population in Banfora District in Burkina Faso (Figure 8) is expected to increase from 153,000 in 2017 to 235,000 in 2030. This means that service providers need to maintain existing services, increase service levels, reach the un-reached and expand to accommodate population growth.

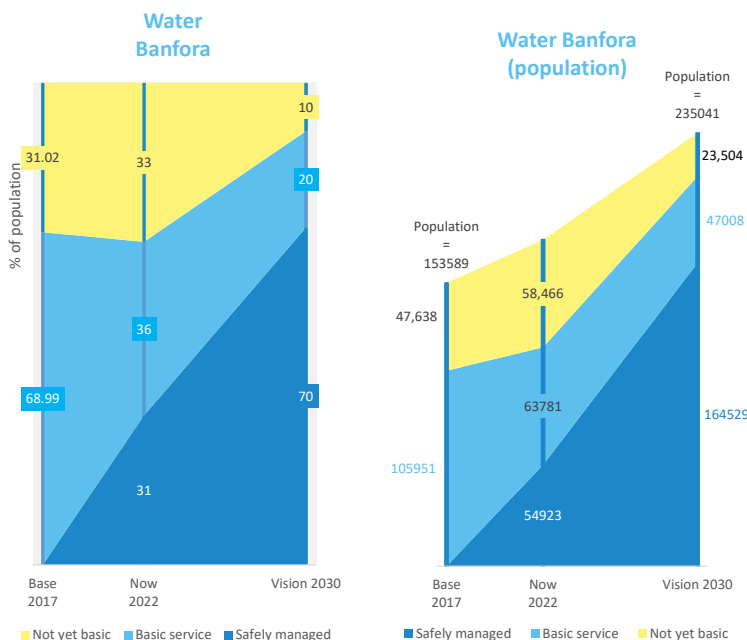





Figure 8: Water coverage and target for Banfora district, in % and in population.

When considering that this also applies to sanitation, hygiene and WASH in institutions (both schools and health posts), the challenge is evident.

Table 2 shows the current service levels which are still a long way from full coverage. This is partly due to the inclusion of new partner areas—which tend to be low in WASH coverage. As described in the country analysis in the subsequent sections, with the exception of Asutifi North in Ghana and Kabarole District in Uganda, most focus districts need to make considerable progress to meet the 2030 targets as set out in their master plans. Hygiene numbers remain low and uptake due to Covid handwashing campaigns has not yet been observed.

Table 2: 2022 status of service levels.

		People*	Schools	Health posts
 Drinking water	54% Water at least basic	650,000 Out of 1.29 mln	657 out of 1,367	112 out of 168
 Sanitation	36% Sanitation at least basic	390,000 Out of 1.29 mln	610 out of 1,367	26 out of 168
 Hygiene	13%	202,000 Out of 1.29 mln	Not enough data	Not enough data

\* based on districts with available data, with 1.29 mln people: Burkina Faso: Banfora; Ethiopia: Negelle Arsi, South Ari; Ghana: Asutifi North; Uganda: Bunyangabu, Kabarole

### 4.3 Changing partner areas

In 2021, IRC worked in 15 partner districts and 16 PTPS municipalities. During the Destination 2030 strategic reflection and planning process, countries critically reviewed the partner districts that they were working in to assess the ability and commitment to support districts to 2030. One key insight was that the key pathway to scale would be a combination of focusing on a smaller number of districts, coupled with regional and national systems change efforts, rather than a simple replication of district partnerships in a larger number of districts. Districts are not likely to accelerate to universal services without subsequent changes in national systems, changes that will in turn accelerate progress in districts across the country.

This reflection led to a reduction to 12 partner districts in 2022—some of which are new. It also led to a decrease in the population captured under our focus districts from 3.6 million to 2.2 million.

Table 3 Changes in partner districts

	District name	Status	Population
<b>Burkina Faso</b>	Banfora	Existing	177,170
<b>Ethiopia</b>	Negelle Arsi	Existing	338,826
<b>Ethiopia</b>	South Ari	Existing	192,998
<b>Ghana</b>	Asunafo North	New in 2022	150,198
<b>Ghana</b>	Asunafo South	New in 2022	91,693
<b>Ghana</b>	Asutifi North	Existing	70,381
<b>Ghana</b>	Tano North	New in 2022	93,608
<b>Honduras</b>	16 PTPS municipalities	Existing	267,504
<b>India</b>	Ganjam district (Chhatrapur block)	Existing	94,683
<b>Mali</b>	N’Goutjina	New in 2022	29,338
<b>Niger</b>	Kornaka	New in 2022	205,263
<b>Uganda</b>	Bunyangabu	Existing	195,100
<b>Uganda</b>	Kabarole	Existing	318,216
<b>Total 2022</b>			<b>2,224,978</b>
<b>Ethiopia</b>	Baka-Dawla Ari	Removed	82,997
<b>Ethiopia</b>	Dera	Removed	334,308
<b>Ethiopia</b>	Farta	Removed	342,153
<b>Ethiopia</b>	Mille	Removed	120,851
<b>Ethiopia</b>	North Mecha	Removed	356,516
<b>Ethiopia</b>	Shashemene	Removed	297,646
<b>Ethiopia</b>	Wob-Ari	Removed	66,466
<b>Mali</b>	Nossombougou	Removed	30,195
<b>Mali</b>	Oulodo	Removed	14,500
<b>Mali</b>	Tioribougou	Removed	18,488
<b>Total removed as partner district</b>			<b>1,664,120</b>

The D30 framework enables us to report better on scaling activities and/or replication areas. For example, in Burkina Faso, the 2018-2030 Banfora district WASH master plan united regional authorities and others and resulted in three regional master plans covering 87 districts—almost 25% of all districts across the country. In Ghana, Asutifi North’s Ahonidie Mpontuo initiative is now being replicated in three other districts in the Ahafo region. This process of scaling up and out will continue in 2023 and will help us achieve the targets under One For All.

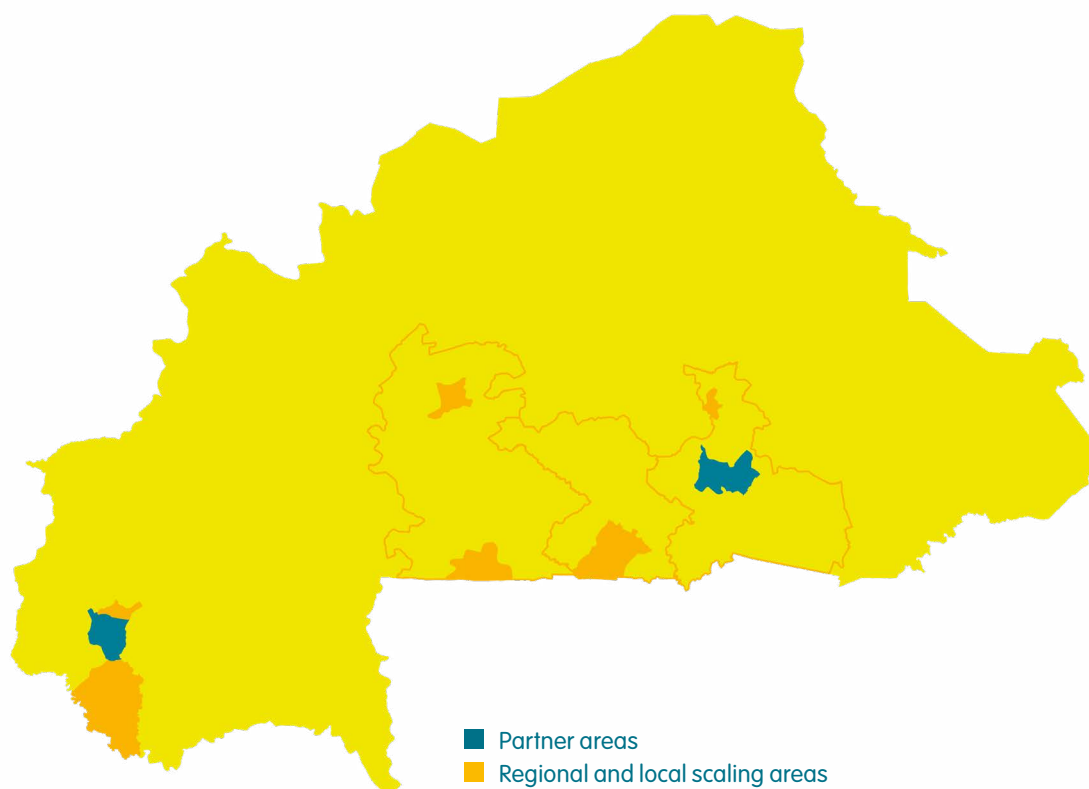
The D30 framework also requires us to further focus on and monitor WASH in schools and health posts. This is being incorporated in planned data updates in 2023. The One For All Alliance has agreed that activities in Honduras will be reported by Water For People.

The shift in partner areas also has an impact on the data that can be reported here. For example, some of the new districts do not yet have a baseline, or some of the existing partner areas may not have detailed information about institutions.



## 4.4 Strengthening WASH systems in IRC focus countries

### 4.4.1 Burkina Faso



In Burkina Faso, our work has been hampered by the security situation in the country, which has continued to deteriorate. The political governance has also regressed over the past five years, which affects the ability of the WASH sector to perform. Specifically, the January 2022 coup d'état has greatly impinged on the implementation of several actions at both the national and communal levels due to the dissolution of municipal councils. The leadership of national utility ONEA has declined over the past five years due to the lack of capacity that we are trying to build. Last year's comment about the country not being able to achieve the WASH SDGs by 2030 still stands because we have not really seen any progress in 2022.

Given this situation, we need to start adjusting our 2030 targets as well as our Theory of Change. It is not easy to influence decision-makers in the sector and ask them to do things differently, especially in the area of rural WASH, especially for a country like Burkina Faso that is facing a political and a security crisis. But it is a battle that we have taken on and is essential to achieving SDG 6. In 2022, we continued to provide our technical support to actors in terms of knowledge management, capacity building and advisory support and we believe that this is the right way to act since the idea is to allow them to learn from our ideas and gradually take over. According to our analysis, ongoing influence work is the most realistic solution to deal with decision-makers' resistance to change, even if the political environment in the country has been very volatile during 2022 and has made our task even more difficult.

IRC was invited to the flagship activities of the sector at national and regional level and often makes contributions. The advocacy documents we produce are shared with stakeholders in the sector and disseminated on the platform of the Ministry of Water and Sanitation for greater reach ([www.eauburkina.org](http://www.eauburkina.org)—currently undergoing maintenance).

We have developed two regional and five communal WASH master plans to achieve SDG 6 by 2030, leading to a stronger planning building block (Figure 8). We have also provided technical assistance to ONEA and to private operators of public water services in rural areas, which has made it possible to develop a digital platform for monitoring the operation of leased drinking water supply centres.

At the communal level, we have continued our technical assistance to the communes of Banfora and Tenkodogo to implement their master plans, monitor actions taken, and collect the results achieved. With IRC support, the commune of Banfora is becoming increasingly autonomous in terms of resource mobilisation for the implementation of the master plan, as well as the development and implementation of WASH projects.

In terms of the institutional building block, at the national level we have not made major progress, but at the district level (Figure 9), especially in the case of Banfora, the results are much more positive. With IRC support, the commune’s water, sanitation, and public hygiene department is gradually gaining autonomy and implementing WASH projects as part of the district master plan.

In the master planning process, IRC has supported the district of Banfora since 2017 to improve the planning of its WASH activities to improve services. We also assisted the 93 districts in the Water Governance project to develop their annual WASH work plans to better plan for needs and efficiently monitor interventions.



Figure 9: District building blocks from Banfora district 2017-2022

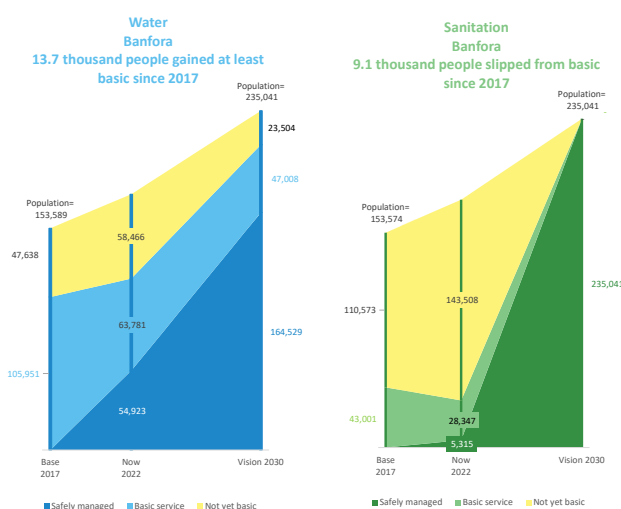
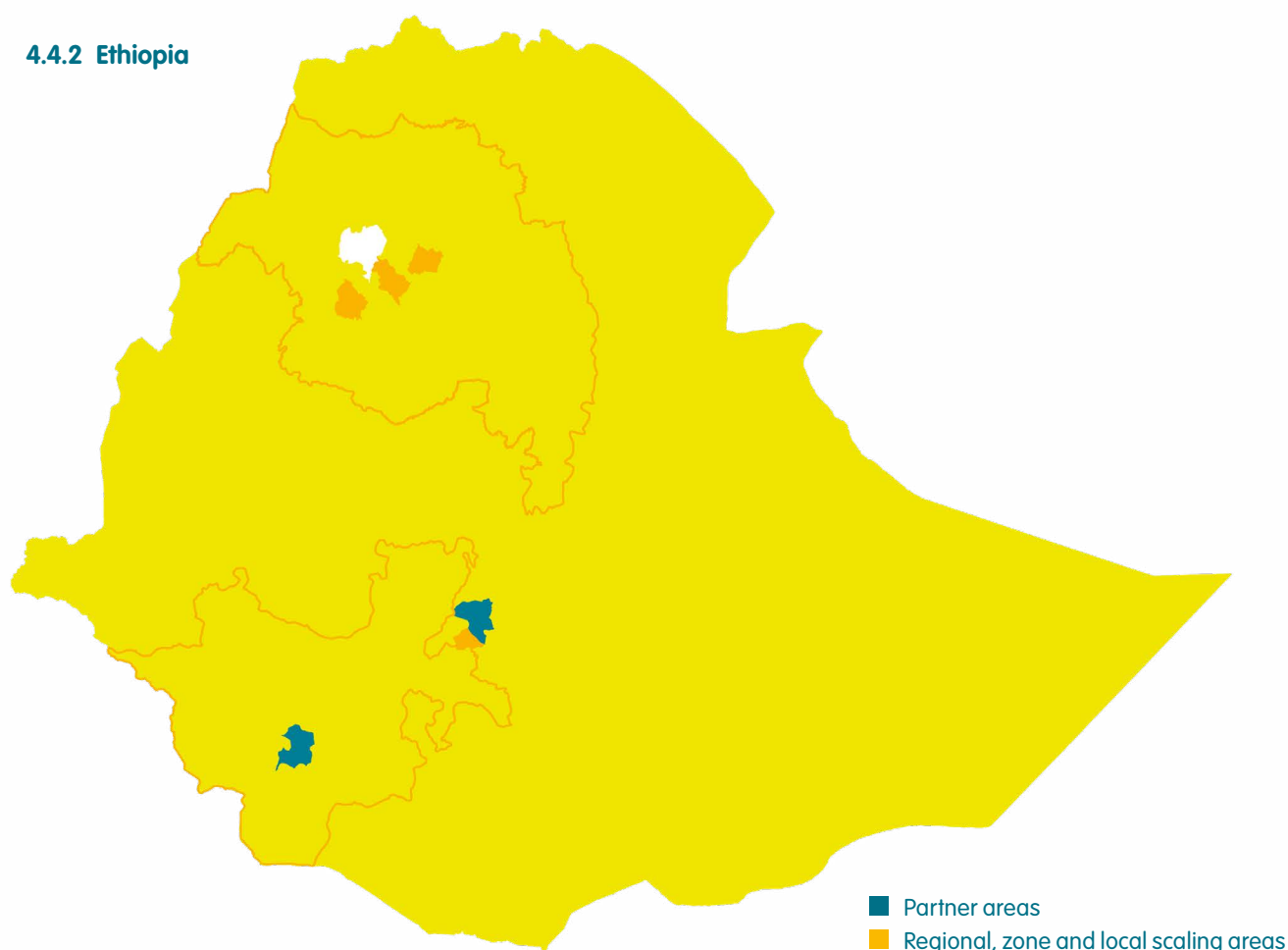


Figure 10: Progress towards the 2030 vision of Banfora district, Burkina Faso (household level)

#### 4.4.2 Ethiopia



In our two partner districts in 2022, we have strengthened our focus based on our decision last year by selecting two districts out of the nine we previously supported. We are mobilising our efforts and resources in these two partner districts (Negelle Arsi and South Ari) by piloting the full package of systems strengthening approaches as well as bringing learnings and experiences from other work to these areas to support them in achieving their vision and district targets. While we focus on the two partner districts, as potential scaling areas, we continue working in the other districts subject to the availability of resources.

This year, we further strengthened the WASH systems, prioritising financing, capacity building, monitoring, and planning both at national and sub-national (district, zone, and region) levels. Figure T1 shows how building block strengthening has taken place over the last five years. This is due to the OneWASH national programme and coordination between the stakeholders and good political leadership.

In 2022, our main contribution has been to support the national sanitation and hygiene reporting to AMCOW and national learning platforms. The three national sanitation building blocks showing progress are Planning, Legislation, and Learning and Adaptation.

One aspect still lags behind, and this is water resource management. The reasons for the stagnation in water resource management are multitude: climatic events expose shortfalls; linking WASH to IWRM continues to be challenging; and there is a lack of investment and capacity.

In partnership with local and national government and other WASH actors, we promoted WASH systems strengthening approaches by strengthening the supply chain for improved sanitation products. We also promoted public-private collaboration and the uptake of sanitation marketing innovations as well as supported the development of market-based sanitation across the country.

We helped develop a new module for the WASH Systems Academy on the basics of market-based sanitation and helped translate the standard definitions of WASH in four local languages (Amharic, Oromo, Somlai and Sidama). The sanitation protocol for SMART and TARGETED subsidies was endorsed and published by the Ministry of Health and the systems strengthening approach was piloted in two districts.

Assessing the level of services in our focus partner districts is a challenge given the lack of household or service-point data that could provide evidence of any changes in services over time. Since there was no household or site-level survey conducted in 2022, apart from sample households during the baseline assessments, getting a good insight into the proportion of people with access to unimproved and improved services at household and community levels is challenging.

A national WASH inventory was conducted in 2019, and there was hope of getting service level data indirectly calculated from the WASH facilities and the estimated number of users at each facility. However, it took more than a year for the draft analysis report to be shared. The results showed that only 21% of households in total and 4% of households in rural areas have a yard/household connection. The service levels in the woredas we support (Figure 12) show a lower percentage of household connections. This shows that we work in areas that are lagging behind nationally.

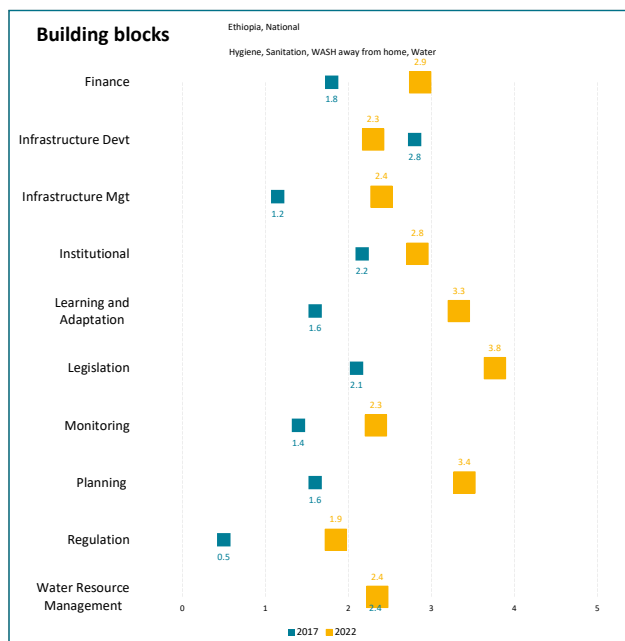


Figure 11: National building block scores 2017-2022.

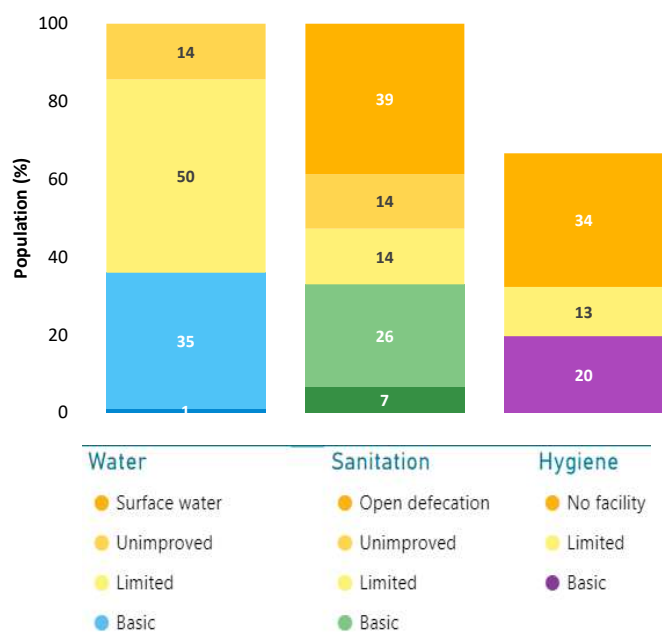
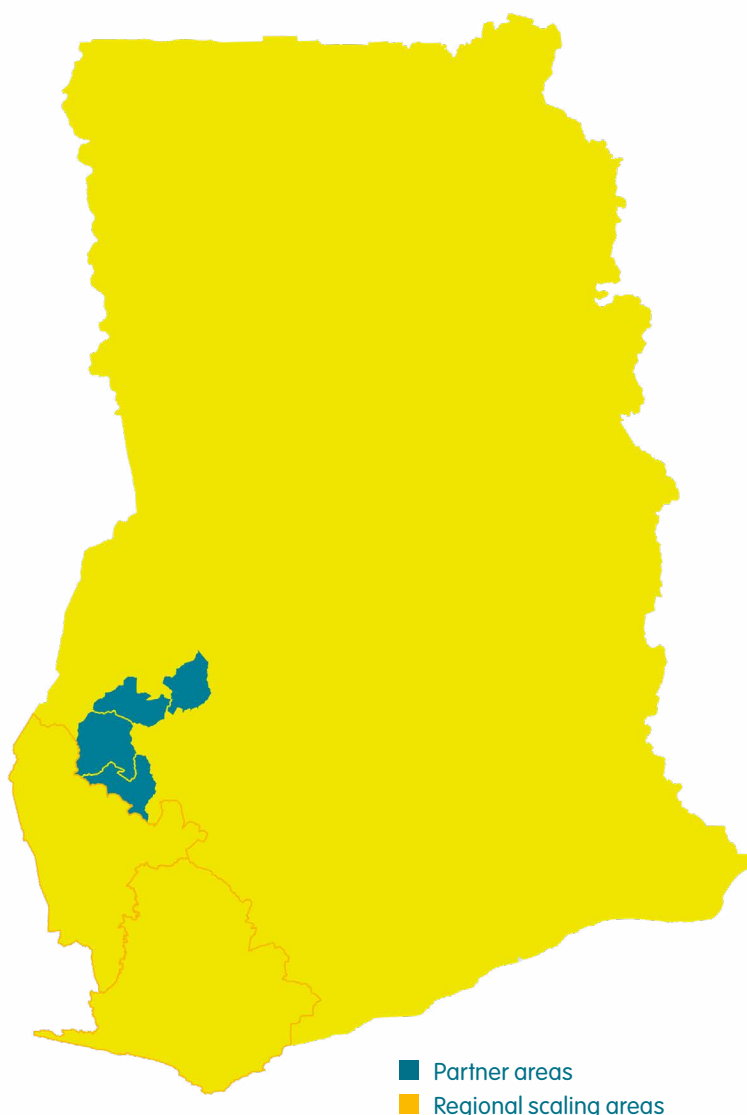


Figure 12: Combined service level data of Mille, South Ari and Negelle Arsi, Ethiopia (household level).

### 4.4.3 Ghana

IRC is implementing a five-year strategy (2022-2026) to support the strengthening of WASH systems at national and district levels and thereby reach more people. We are doing this by scaling up proven approaches in Ghana and by exploring and developing new ways of accelerating progress.

Over the period, we expanded our operations to turn the successful district-wide initiative in the Asutifi North District into actionable programmes at scale in three additional districts (Asunafo North, Asunafo South and Tano North) in the Ahafo Region. WASH Master Plans were co-developed to guide implementation in the new districts. The lessons also informed the development of a WASH Toolkit by the National Development Planning Commission which was used to train over 100 metropolitan, municipal and district assemblies from 14 regions to improve the quality of annual WASH plans.



At the national level, we continued to work with government leaders—providing expertise, technical and financial support—to strengthen water and sanitation systems. Our national impact initiatives included: support to the MSWR to review the Water Policy, support to the sector reforms to transition the Community Water and Sanitation Agency (CWSA) to a rural water utility for which we led a sector consultative process with key stakeholders to establish the requirements for the reforms and implications for the wider sector governance issues. We also continued to develop capacity and supported community service organisations (CSOs) to use evidence to demand government leadership and hold service providers to account through parliamentary dialogues on the 2023 economic policy and budget statement.

Figure 13 highlights the progress on systems strengthening in Asutifi North, with progress in all areas, aside from water resource management. The reasons for the stagnation are multitude: climatic events expose shortfalls; the continued challenge of small-scale mining; and a lack of investment and capacity. Improvements on monitoring have been achieved, such as through the [ANAMWASH website](#) supported by IRC with funding from the Conrad N. Hilton Foundation. At national level in 2022, we partnered with Ghana Statistical Services to initiate the process of mapping water facilities in 14 districts in the western region of Ghana. At national level, the revision of the Water Policy in 2022 achieved institutional progress. The Water Policy acts as a framework to guide the sustainable use, management and planning of water resources for drinking and other domestic uses.

Despite the Government taking steps designed to make WASH delivery systems more effective and resilient, ongoing changes in the sector have blurred roles and responsibilities and made strategies and coordination less clear. There are still areas which require further work such as the regulation of service providers in the rural subsector (in terms of service demarcation areas, licencing, setting standards for service delivery and setting uniform tariffs). The institutional responsibility for the regulation of the rural water subsector will have to be considered in the reform process.

The ANAM partnership has made progress in expanding access to improved water services in Asutifi North District in the last five years (Figure 14). The results from services monitoring in 2022 showed that 56,000 people representing 90% of the population in the district have access to improved water services. The proportion of the unserved population reduced from 14% in 2021 to 10% in 2022 whilst over 600 more people in 2022 gained access to safely managed water services. Given the current progress, and even taking the population growth into account, the district is on track to achieving the SDG 6 water target ahead of 2030. Households with access to basic sanitation services increased from 14% in 2018 to 33% in 2022. Despite the modest progress, the district is off track in achieving the 2030 SDG 6 target for sanitation.

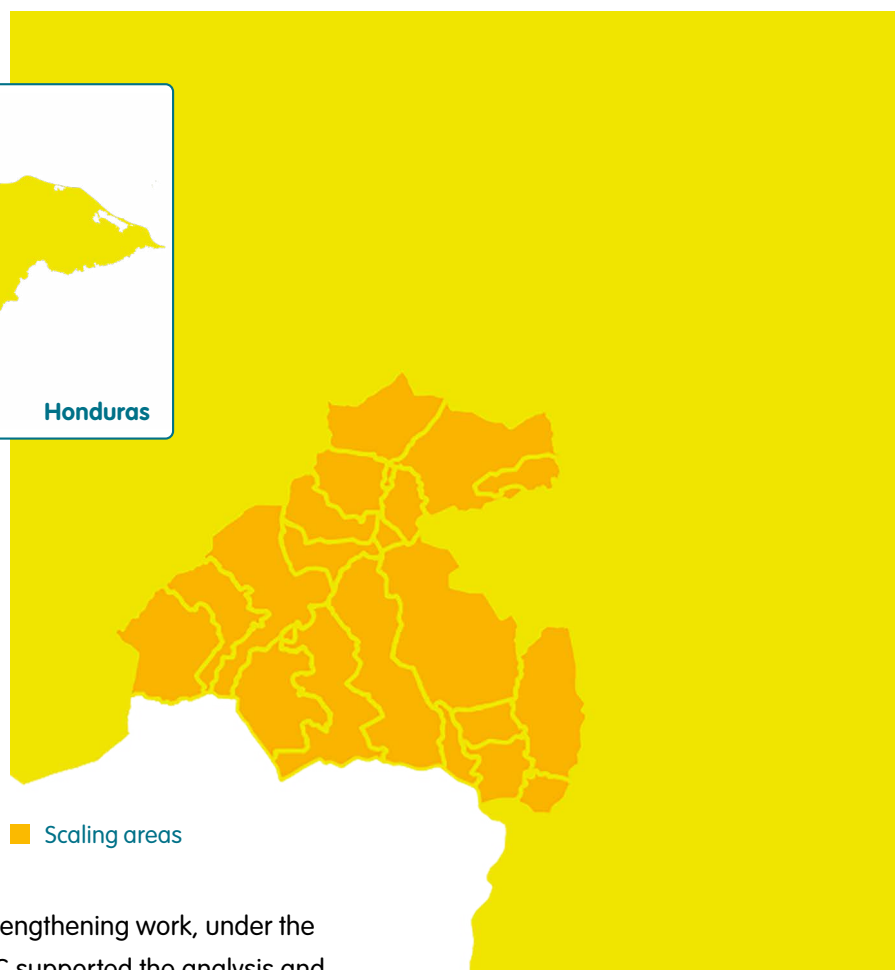
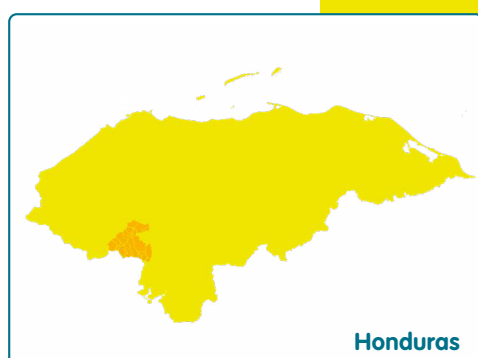


Figure 13: District building block scores from Asutifi North district 2017-2022.



Figure 14: Progress towards the 2030 vision of Asutifi North district, Ghana (household level).

#### 4.4.4 Honduras



As part of our national systems strengthening work, under the leadership of Water For People, IRC supported the analysis and drafting of the national sector finance strategy and the drafting of a strategy for sector monitoring. IRC acted as the main technical advisor for both. In addition, through PTPS, we supported ongoing advocacy and knowledge sharing.

With Water For People, progress was made in strengthening the systems in three scaling mancomunidades (associations of municipalities), under the joint D30 strategy in La Paz. IRC helped establish an intermunicipal water and sanitation commission in Mamsurpaz and restructure the commission in Mamcepaz, as well as provided technical assistance to the delegated regulatory body at intermunicipal level in these mancomunidades.

From 2023 onwards, we will work and report under the leadership of Water For People.

At the national level, the main changes observed are in the building blocks of: 1) planning, 2) monitoring, 3) finance, and 4) learning and adaptation. Through the National Water and Sanitation Plan (PLANASA), the national sector plan has been updated, including areas for strengthening the sector system. One of the pending points for PLANASA to be properly executed is the national financial strategy, which was started in 2022 and is due for completion at the beginning of 2023 with the technical support of IRC.

In terms of monitoring, progress had been made in previous years in government entities recognising that a monitoring system needs to go beyond data collection and be a structural process of analysis and action. PTPS is currently facilitating the preparation of a national monitoring strategy.

In terms of Learning and Adaptation, PTPS has become the main platform for the exchange of experiences, lessons learned, and operational coordination between sector players.

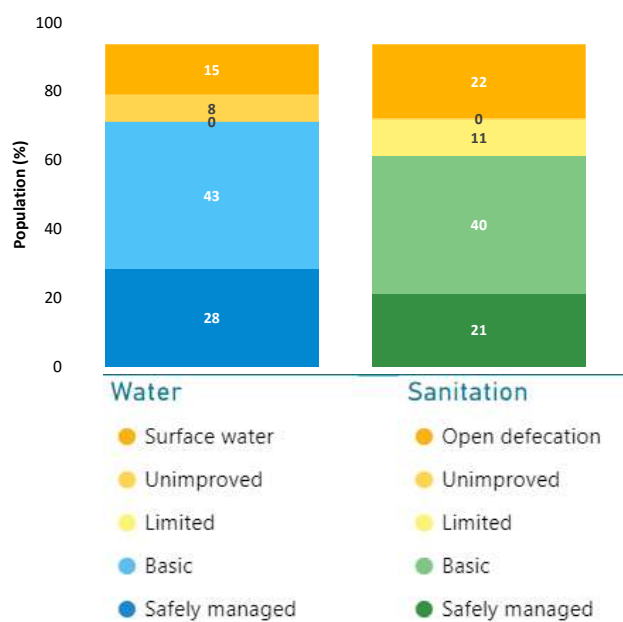


Figure 15: Average service levels in the 16 PTPS municipalities, Honduras.



#### 4.4.5 India and Bangladesh

We have adopted a hybrid approach, working on influencing beyond India and Bangladesh while continuing to be present in country for the credibility and legitimacy of our work.

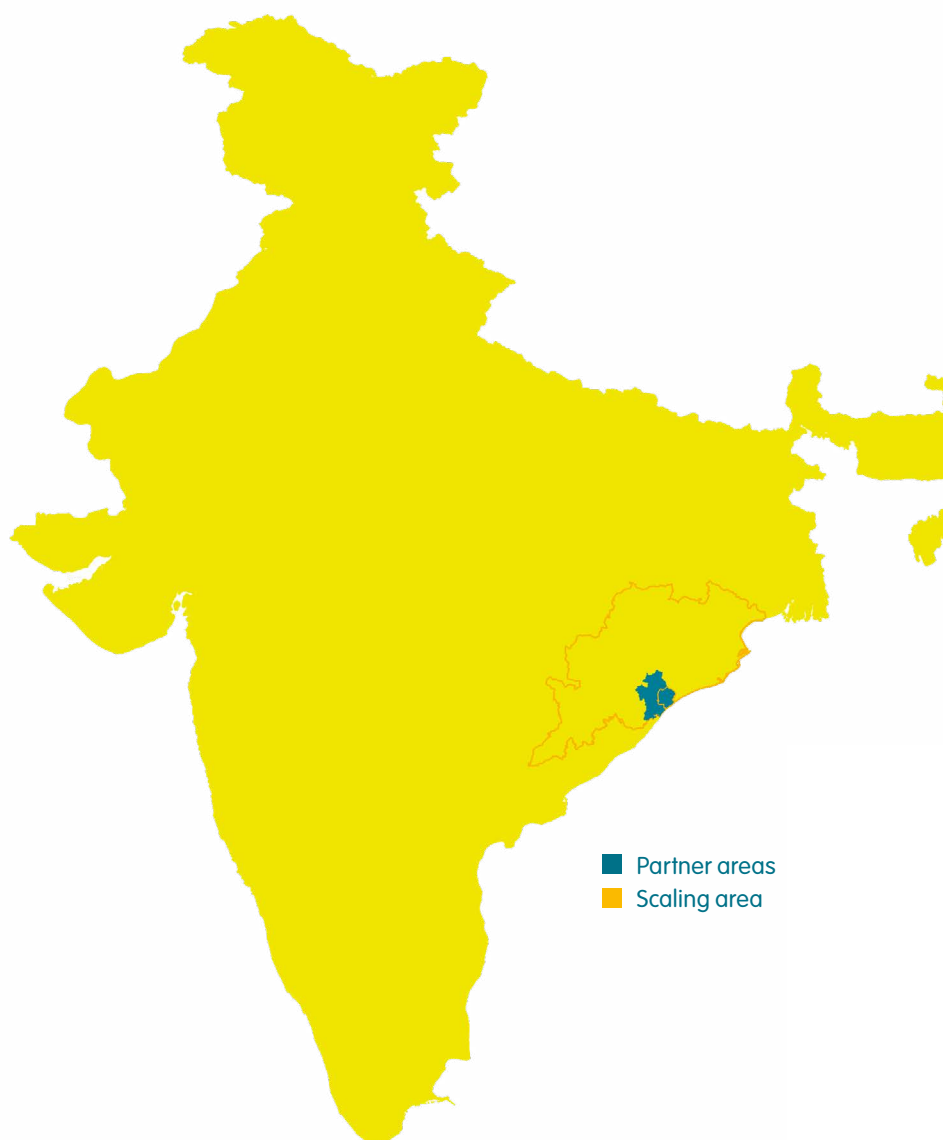
IRC was represented at the Singapore International Water Week with content sessions and a keynote by IRC's CEO at the opening which emphasised the importance of a systems approach to water and sanitation. This allowed us to forge new linkages with partners, including the Asia Development Bank, which led to a request for collaboration.

At the national level in India, we worked closely with UNICEF, Centre for Budget and Governance Accountability, WaterAid and our Alliance partner Water For People. We have also started to explore linkages with actors like the Aga Khan Foundation and Tata Trust, organisations that can help to scale and that are interested in IRC's product/approach to move from infrastructure construction to sustainability of services.

We have been using existing learning and sharing events to strengthen our partnerships and the systems strengthening approach. Through co-funding the India chapter of SuSanA with UNICEF, WaterAid, India Sanitation Coalition, and Water For People, we have reached a wide range of organisations and individuals with webinars on key elements of systems strengthening.

At the local level in India, we collaborated with UNICEF and the Centre for Youth and Development. We worked on a diverse portfolio, ranging from a review of the Odisha State Water Policy and facilitating the development of hand hygiene guidance documents, to empowering women through capacity training in soap making and entrepreneurship. Our work in our partner area, Chhatrapur block in Ganjam district, was relatively limited in 2022 due to finance constraints.

In Bangladesh, BRAC and IRC have renewed their knowledge partnership and we collaborated in a joint proposal to improve water and sanitation in climate hotspots in Bangladesh. The project started at the end of the year.



Under the WASH SDG Consortium, IRC delivered its committed work and received a request to work in the no-cost extension period as well.

Through the work in the SDG WASH Consortium of Bangladesh, IRC has worked towards getting local government institutions to recognise the importance of planning, budgeting for and monitoring water and sanitation service levels. IRC’s role focused on facilitating the monitoring of sustainability of services.

Overall, since 2021 there have been no big changes in the building blocks for India. At the national and state levels, water supply continued to be of importance because of the flagship programme of providing every rural household with a tap connection under the Jal Jeevan Mission (JJM). The focus in phase 2 of the Swachh Bharat Mission (SBM), launched in 2020, changed to liquid and solid waste management. However, the focus of both programmes continues to be on infrastructure. Both are connected to public dashboards (JJM Dashboard and SBM-G Dashboard) that report on coverage.

Civil society, however, has been holding discussions to shift the focus to sustainable services. Similarly, it has initiated discussions on hygiene.

The JJM in India has led to an increase in the number of households with tap connections (Figure 17). However, information on whether these taps are functional and have an available water supply, is not known. In terms of sanitation, although the SBM phase 2 also talks about focusing on maintaining Open Defecation Free (ODF) status, the public dashboard only focuses on waste management.

Bangladesh carried out a Building Blocks (BB) assessment for small coastal towns in early 2022. The national level assessment is planned for 2023 and will allow improvements to be measured in the following years.

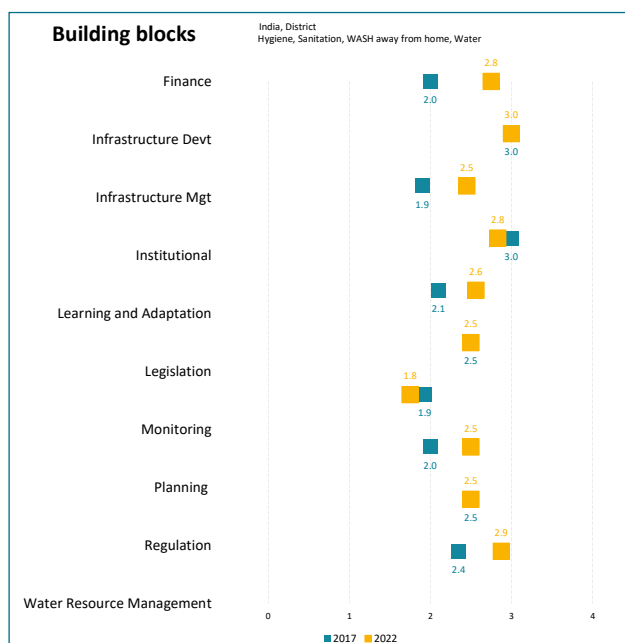


Figure 16: Building block scores from Ganjam district, India 2017-2022.

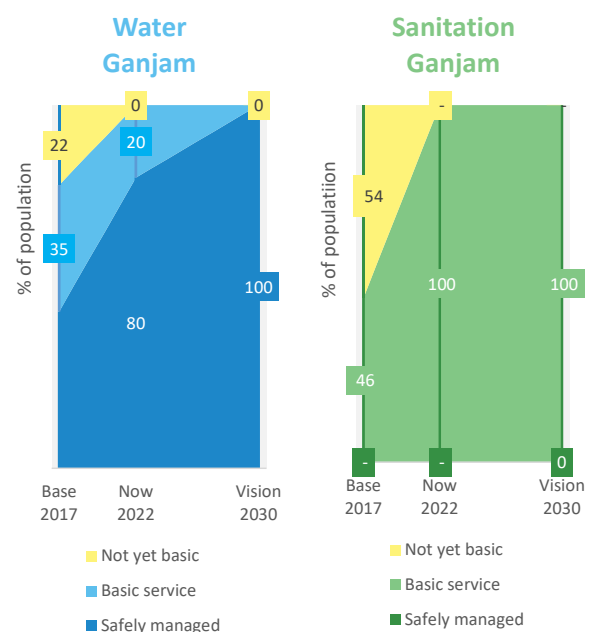
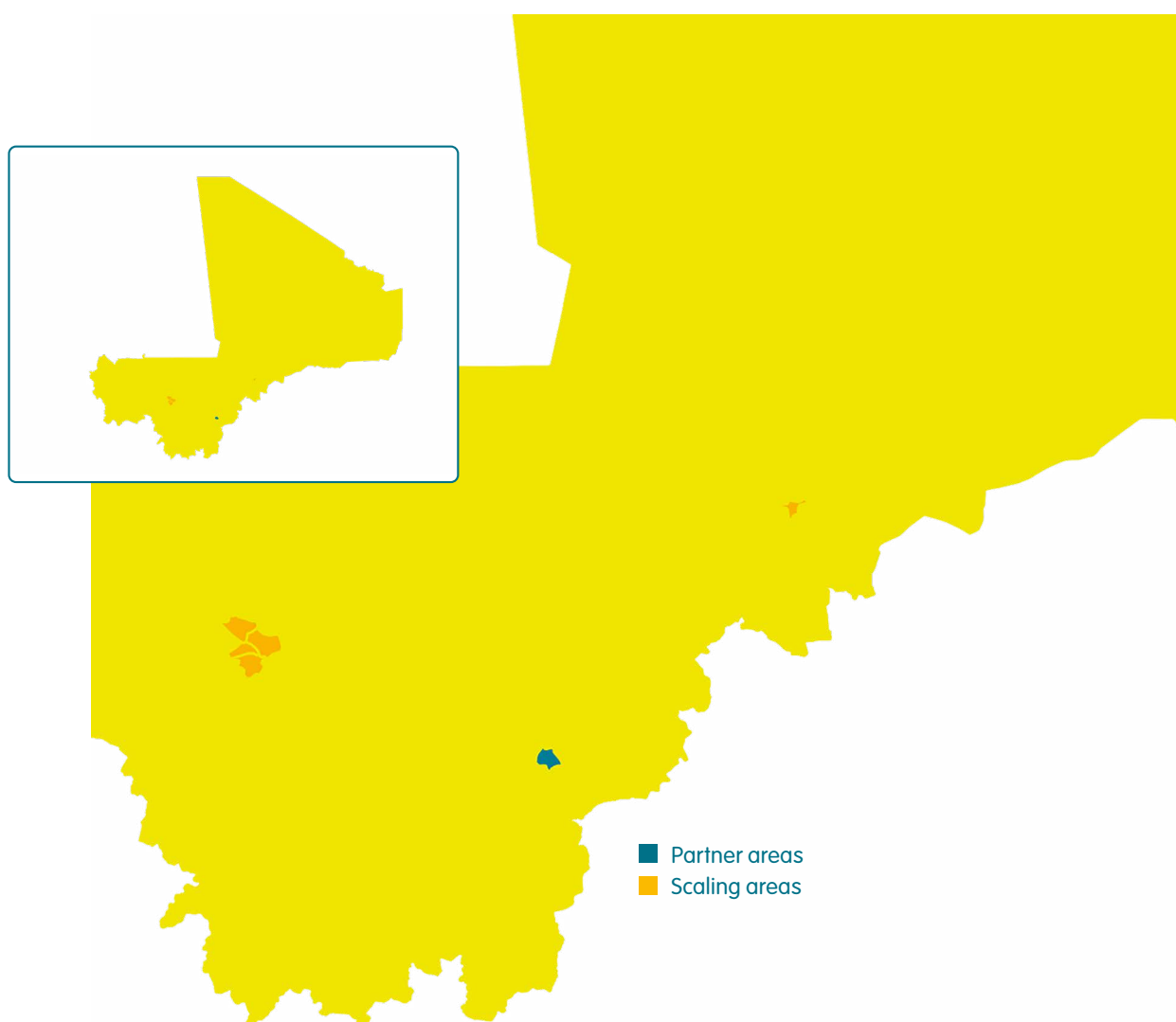


Figure 17: Progress towards Ganjam’s vision for 2030.

#### 4.4.6 Mali



Our IRC Mali offices officially opened on 17 June 2022. This was the first anniversary of our official authorisation to operate in Mali, which was granted on 17 June 2021.

In our partner communes (Nossombougou, Ouolodo and Tioribougou), we continued to collaborate with World Vision on the Clean Water and Maternity project in the health centres on the implementation and monitoring of the WASH FIT process. This has been captured in a documentary video on an experience sharing workshop on WASH FIT in rural maternity hospitals.

To enhance our national influence, we joined the WASH/IPC (Infection Prevention and Control) task force, which enabled us to actively take part in the development of the National Strategic Plan for the improvement of access to drinking water, hygiene and sanitation in health facilities in Mali 2022-2026. Furthermore, we are using our knowledge to adapt the WASH FIT 2.0 tools.

In partnership at national level, we co-organised a national seminar entitled 'Let's talk about resilient WASH systems in Mali'.

In October 2022, we signed an agreement with UNICEF to implement a project to strengthen the capacities of three communes in managing development interventions, particularly basic social services (WASH, Education, Health, Protection). This new partnership has enabled us to establish new partnerships with the communes of Nonkon, N’Goutjina and Dandoli.

Overall, there is a clear improvement from 2021 to 2022 (Figure 18) in the health centres of the partner communes. In particular, basic hygiene (from 29% to 67%) and sanitation services (0 to 6%) improved.

However, in schools, the situation remained virtually unchanged for water. That said, there was a drop in hygiene from 51% in 2021 to 41% in 2022. It should be noted that over the last two years IRC Mali has evolved much more in the health centres than in the schools. Thus, the regular monitoring of the health centres could explain their good performance while schools have not had this privilege.

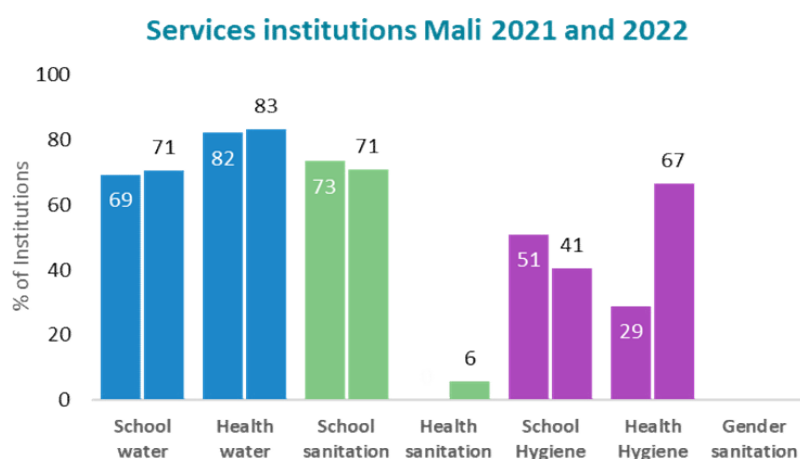
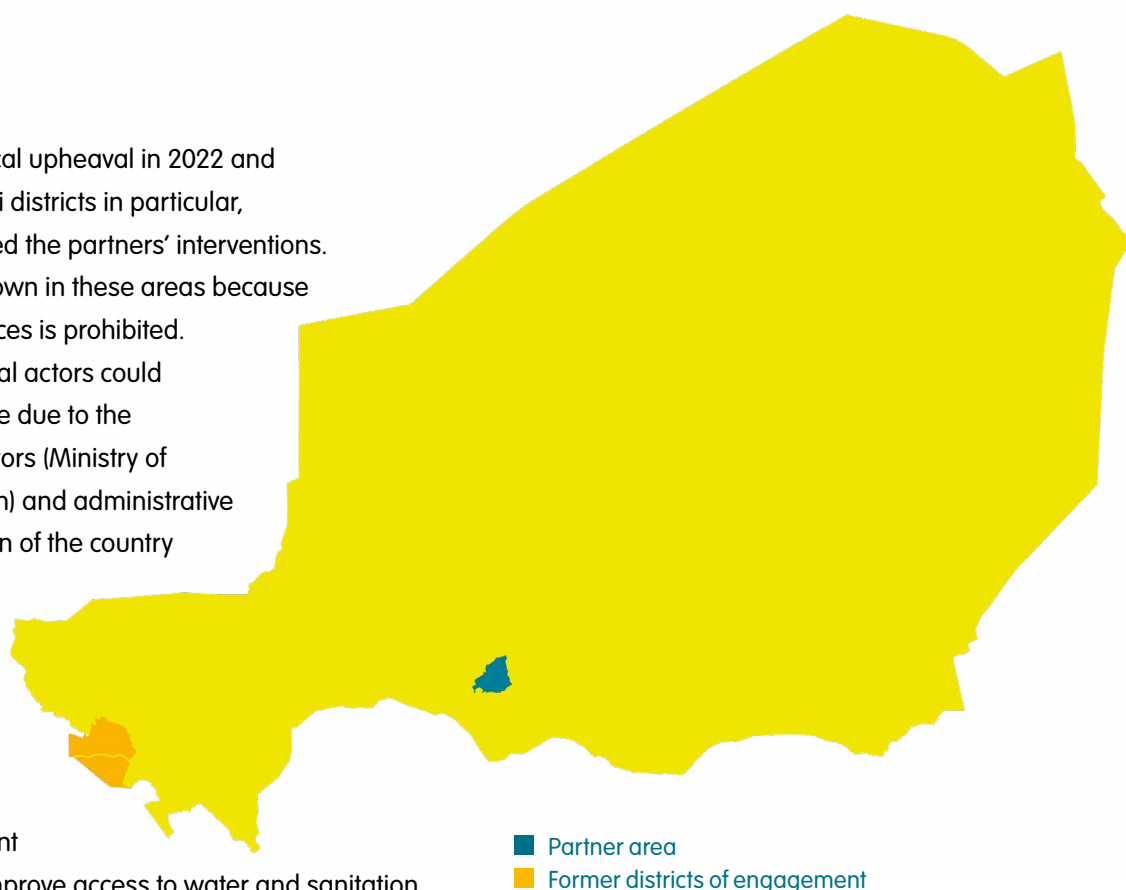


Figure 18: Status of institutional WASH, Mali.

#### 4.4.7 Niger

Niger experienced political upheaval in 2022 and for Torodi and Makalondi districts in particular, this considerably hindered the partners' interventions. Activities have slowed down in these areas because movement in certain places is prohibited. Engagement with national actors could sometimes not take place due to the unavailability of state actors (Ministry of Hydraulics and Sanitation) and administrative delays (official recognition of the country office national roadmap for achieving SDG 6 in healthcare facilities and costed action plan).



Nevertheless, in 2022, IRC Niger made significant progress in its work to improve access to water and sanitation in the country. We achieved two of the three main outcomes for the year: 'strong national systems and government leadership supported', and 'technical assistance provided at the communal level to achieve universal access to water, hygiene and sanitation.'

Under the leadership of IRC, the process of developing a roadmap and an associated costed action plan to achieve SDG 6 in healthcare facilities (HCFs) was initiated. A technical working group and a steering committee were created by the Ministry of Public Health and the Prime Minister's Office respectively.

We also chose a new focus district (Kornaka) and recruited a communal technical assistant to facilitate systems strengthening at the district level.

Collective action is also at the heart of the programme. IRC is involved in several partnerships (A4C, UNICEF) and technical working groups (WASH FIT) to strengthen WASH services and systems.

The IRC Niger programme started in late 2018 and many systems strengthening activities were conducted. The building blocks assessment was done in 2021 at the national level and showed distinct progress. At the end of 2021, the national monitoring system reported service levels in schools and healthcare facilities for the first time. In 2022, a building block assessment was conducted at the Kornaka focus district level (Figure 19). Water resource management scored low as no source protection or preservation activities are conducted in the district, and the operationalisation of the National IWRM Action Plan is not yet effective in the Goulbi N'Kaba sub-basin. Another aspect that will be assessed over time is the lack of financial mechanisms at the district level to systematically strengthen WASH services in healthcare facilities.

Service level information has not yet been collected from households, but the focus on institutional services highlights the need for sanitation at health posts and hygiene at schools (Figure 19).

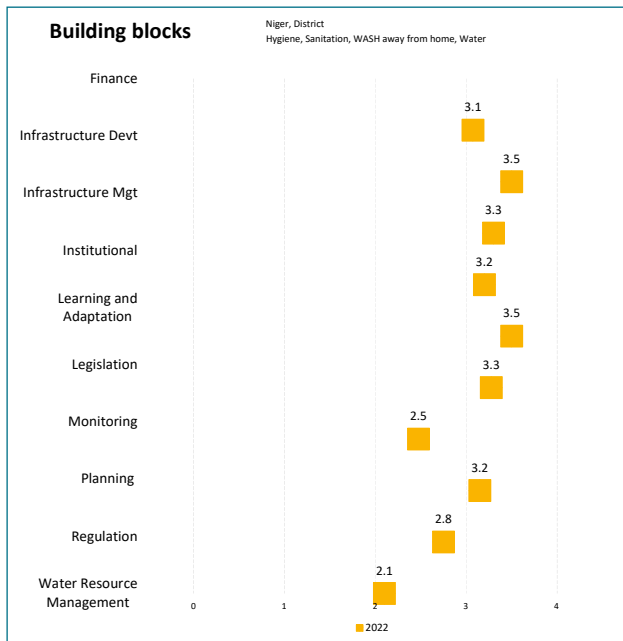


Figure 19: District building block scores from Kornaka district 2017-2022.

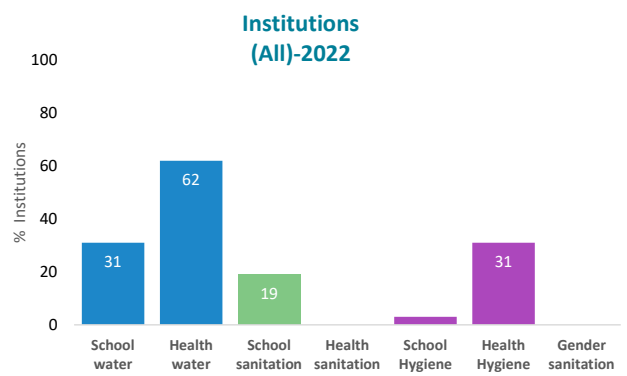
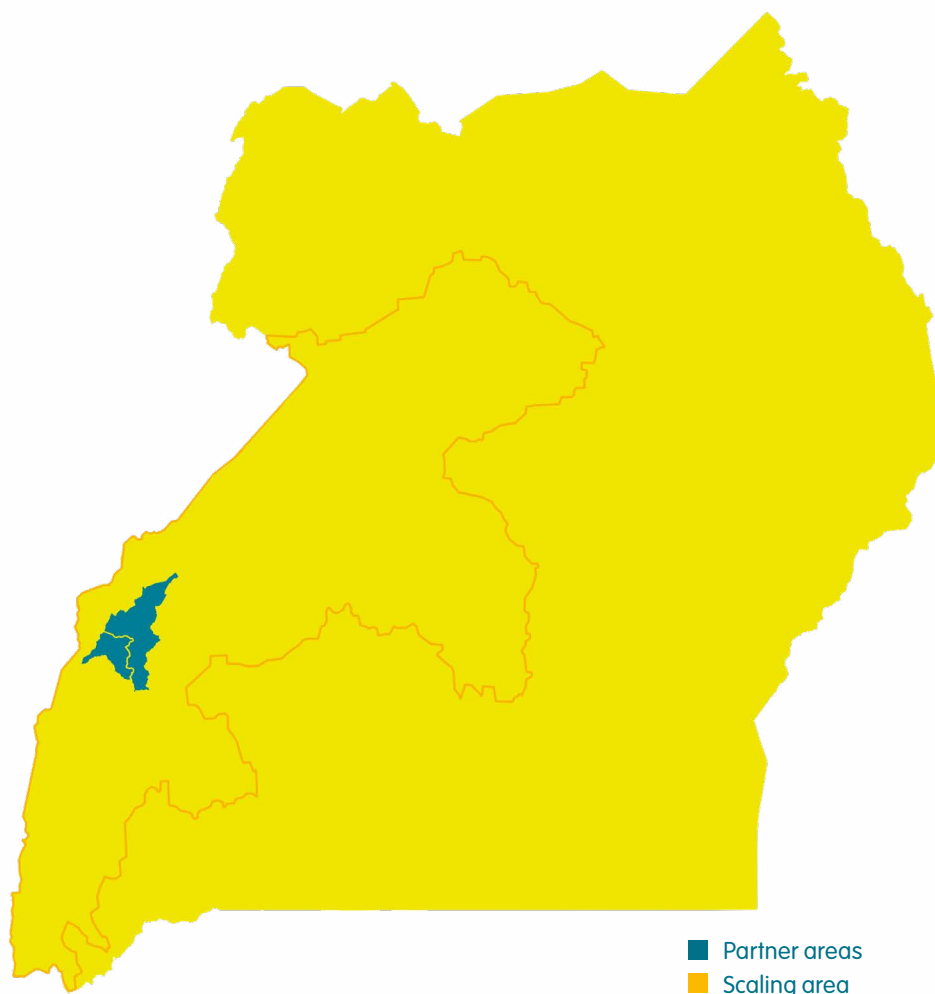


Figure 20: Status of institutional WASH from Kornaka district 2022, Niger.

#### 4.4.8 Uganda

The 2022 annual work plan was largely implemented (more than 80%), primarily due to the easing of COVID-19 restrictions and general staff well-being.

In line with strengthening national level partnerships for improved collective action, IRC supported and participated in Uganda Water and Environment Week, a forum where different sector stakeholders could share information/ knowledge, dialogue and learn from one another, geared towards improving water and environmental resources in Uganda. IRC Uganda and other A4C partners held a coordination meeting between the Ministry of Water and Environment (MWE), Sector Liaison Department and WASH CSOs to gain a deeper understanding of their distinct roles in promoting effective WASH service delivery at national, regional, district and local levels.



IRC continued to implement the renewed MoUs with the MWE and Kabarole District Local Government. The Tripartite MoU aims to strengthen the Water Resources Institute's capacity to deliver cutting edge work for Water and Environment Capacity Development Programmes. It will conduct a basic training course in WASH systems strengthening for 20 selected government and CSO professionals in the WASH Sector.

Over the year, IRC worked at the national level with the A4C members to implement key recommendations that emerged from the national level WASH systems assessment report issued in November 2021. It engaged with stakeholder district officials of Kabarole and Bunyangabu regarding the roll out of the new operation and maintenance framework for rural water and sanitation.

At the district level, IRC built on previous efforts to further strengthen WASH systems by: conducting a Root Cause Analysis for WASH in 54 HCFs (including government, private for profit, and not for profit) in Kabarole District in partnership with Child Development Centres; conducting home improvement campaigns across three sub-counties of Harugongo, Busoro and Rwengaju in Kabarole district; and, partnering with the Albertine Water Management Zone (AWMZ) to implement restoration activities for the Mpanga River catchment. Progress was made towards achieving the target of 100% access to safe water in Kabende in partnership with National Water and Sewerage

Cooperation where an extra 4.1 km of water piped network was installed. Four Town Sanitation Plans (Mugusu, Kijjuura, Kiko and Kasenda—all in Kabarole District) were launched for more in-depth work in sanitation.

Uganda has now fully adopted the D30 Alliance and fundamental progress was registered on the joint activities with Water For People (developed in 2021). More joint activities were implemented, including the development of a joint D30 implementation strategy in Uganda, and a D30 communications and media engagement roadmap and mapping for WASH advocacy (to enable us to better target influencing and advocacy at national and district levels). At the district level, our annual work plan is guided by the **WASH Master Plan** (Kabarole) and **WASH Roadmap** (Bunyangabu). These two documents continue to guide strong collective action among the implementing partners resulting in substantial increases in funding to the sector within the districts. The building block assessments show strengthening across the board since 2017 (Figure 21). Improvements are evolving, as can be seen in improved funding absorption capacity at the District Water Office that can partly be attributed to strengthened MWE Regional Centres that continue to play a critical role in supporting the partner districts.

A service level assessment was done in 2022 (Figure 22). A comparison with previous years turned out to be convoluted due to sub-counties (Bukuuku and Karambi) moving into the Fort Portal urban municipality. A comparison must therefore be done using national JMP data. This shows that the results in Kabarole are slightly disappointing as levels are below national averages. One explanation could be that our surveys are more rigorous (e.g. 50% of population is dependent on pit latrines which do not yet meet JMP’s basic criteria). Nevertheless, the low values for sanitation and hygiene still pose a challenge to our approach and closer collaboration with the health sector is one of the avenues pursued in 2023 to improve this.

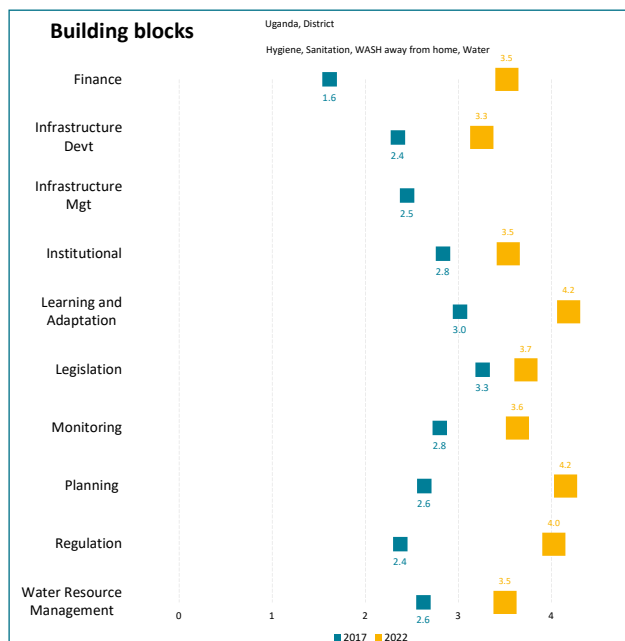


Figure 21: District building block scores from Kabarole district 2017-2022.



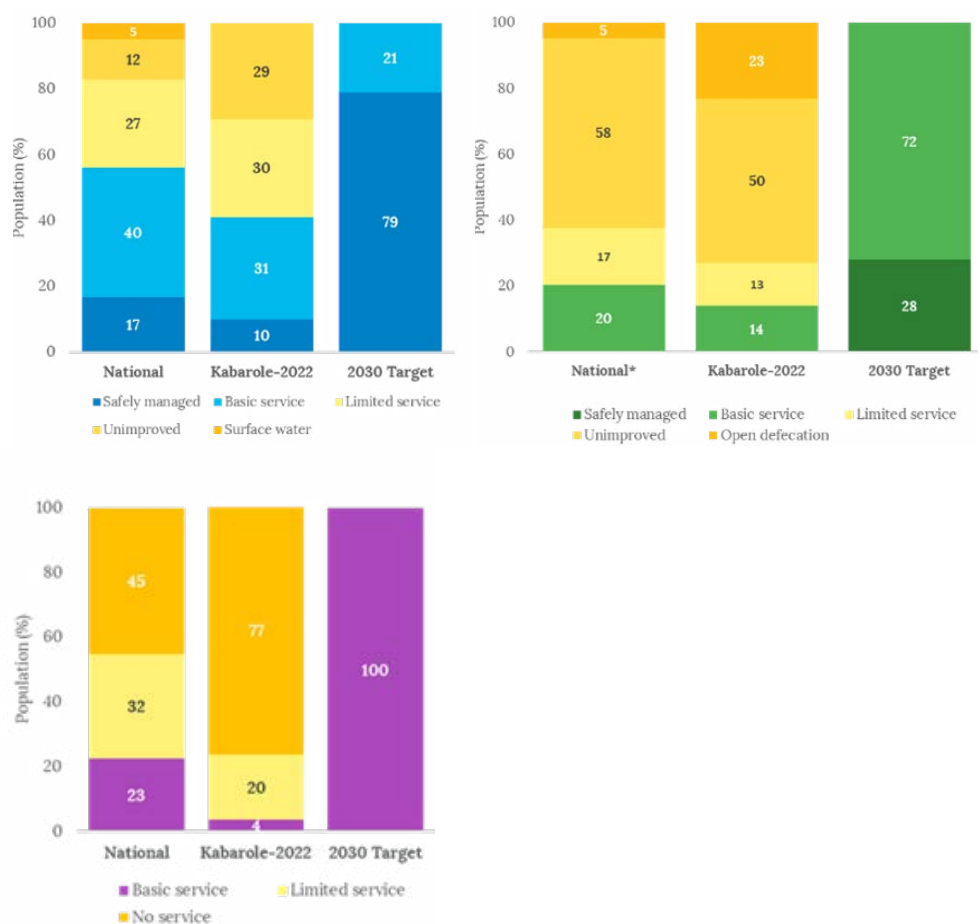


Figure 22: Progress towards the 2030 vision of Kabarole district.

### 4.5 Global and regional programmes

In 2022, IRC made significant progress in its work to influence change around WASH systems. For example, **All Systems Go Africa** marked our first ever major event co-hosted with the government in one of our focus countries. The Vice President of Ghana, his Excellency Alhaji Dr Mahamudu Bawumia, attended in person, reflecting the significant commitment and partnership for water and sanitation that IRC has nurtured in Ghana. The event brought together 250 political leaders, professionals, government officials, and academics from 25 countries to discuss the changes needed to achieve the ambitious WASH targets that have been set across the continent.

We also developed our **CONNECT approach** to reach beyond our traditional WASH sector, which was initially focused on health. This new way of working is also the inspiration for the design of the All Systems Connect symposium to be held in 2023. We invested and delivered critical outcomes through our key partnerships with Water For People (One For All), Sanitation and Water for All, UNICEF, A4C, and the Water Finance Coalition. This included positioning IRC in the UN 2023 Water Conference. Our WASH Systems Academy released new courses in new languages and extended our reach in and beyond the focus countries.

By working on **finance strategies** in Rwanda and with UNICEF in Ethiopia, and on advocacy with Sanitation and Water for All (SWA), including facilitating the finance ministers meeting in Jakarta, we helped shape the cross-sector finance discourse. We 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 WASH 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.

Our free, online **WASH Systems Academy** had more enrolments than in any year so far. We are also increasing the number of hybrid courses which mix self-paced online work with supported classroom work through our country programmes and other partners. One example is A4C partner Welthungerhilfe which uses the Academy as a tool to help its staff, district and national partners roll out the systems strengthening approach in its programme countries.

The Academy is also a monitoring success with data having highlighted critical aspects (e.g. the percentage of low and middle-income countries) and, over time, generating real change based on targeted changes in approach. In 2022, 31 courses (different languages, hybrid etc.) were run, leading to 1,577 new registrations, 2,363 enrolments and 690 completions (Figure 23).

In collaboration with country programmes, in 2021 we found a new way to scale up our success from country programmes: we established a **District WASH Master Planning Facility**. This initiative was iteratively developed by IRC staff with advice from board members and external experts. Its objective is to ensure scaling of district WASH master planning outside our partner areas as a model for decentralised impact, and to accelerate progress toward SDG 6 globally. Furthermore, it strives to support funding and the implementation of master plans through bundling fundable elements from multiple master plans into fundable proposals and linking these to appropriate sources of funding and finance. The District WASH Master Planning Facility launched its landing pages on the IRC website in mid-2022: [www.ircwash.org/facility](http://www.ircwash.org/facility). These web pages are useful resources for raising interest and supporting facilitation of district WASH master planning. They include a collection of published master plans, case studies, advocacy materials, and a link to the WASH Systems

Time dependant KPI						
	2018	2019	2020	2021	2022	Total
# Registered	1	170	978	1049	1577	<b>3480</b>
# enrollments	1	235	1239	1325	2363	<b>5163</b>
# completed	0	106	428	463	690	<b>1687</b>
% completed	0%	45%	35%	35%	29%	<b>33%</b>
# returners	0	65	244	177	506	<b>992</b>
% returners	0%	38%	25%	17%	32%	<b>29%</b>
# Countries	1	32	84	84	83	<b>116</b>
%LMIC		38%	34%	77%	91%	<b>71%</b>
% NGO			100%	97%	79%	<b>84%</b>
# Courses	1	4	10	20	31	<b>35</b>

Figure 23: All the Academy's KPIs show growth or improvement.

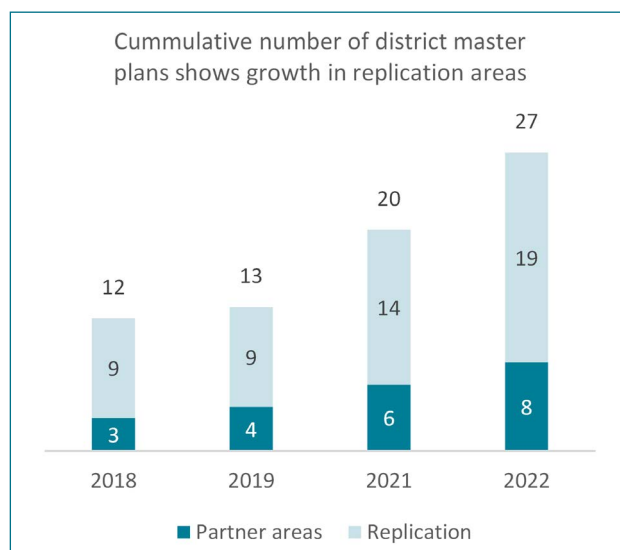


Figure 24: The growth of the number of district master plans.

Academy course on district planning, which was launched in 2022. By the end of 2022, IRC had been directly involved in the development of 27 (Figure 24) district WASH master plans, generated interest, and brought about action in the development and implementation of district WASH master plans by various other organisations.

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

## 5. Inputs

### 5.1 Staff and offices

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, SWA, RCN Ghana and PTPS in Honduras. More than 20 associates and three interns also contributed to IRC's efforts during 2022. Our flexible workforce operated from 19 countries.

### 5.2 Organisational development

Global policies at IRC are developed to ensure that all IRC offices safeguard shared values and principles based on diversity, equity and inclusion. Local addendums to these policies represent local law, legislation and customs. In 2022, we developed and updated policies focusing on career development; flexible workforce; health and safety; and behaviour and recruitment. All global policies are made available on the intranet in both French and English, thus ensuring that all staff have access in their preferred language. This set-up is enabling IRC to work towards independent and self-contained offices, without compromising the shared values and principles of 'one IRC'.

Working towards this plan for a networked organisation, our HR team started the process of reviewing and, where needed, developing (global) generic function profiles. These are directly linked to Hay-based salary scales and are based on independent local benchmarking. Benchmarking the salaries with similar organisations in a local environment will be a requirement for all future network members. This means that IRC has a fair and transparent salary and reward system for all staff in the network.

#### 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.

Following a draft carbon policy, we have monitored our Greenhouse Gas (GHG) emissions since 2019, in particular from the Netherlands office and in relation to business travel.

- In 2022, GHG emission on travel was 58% of the baseline year of 2019 (127 tons against the baseline of 217 tons).
- The total distance travelled was 1.2 million km—the equivalent of 28 trips around the world.

In 2023, this should develop into a wider environmental policy.

### 5.3 Partners and funders

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 get closer to our vision once again this year.

#### OUR DONORS (AMOUNTS IN THOUSANDS OF EUROS)

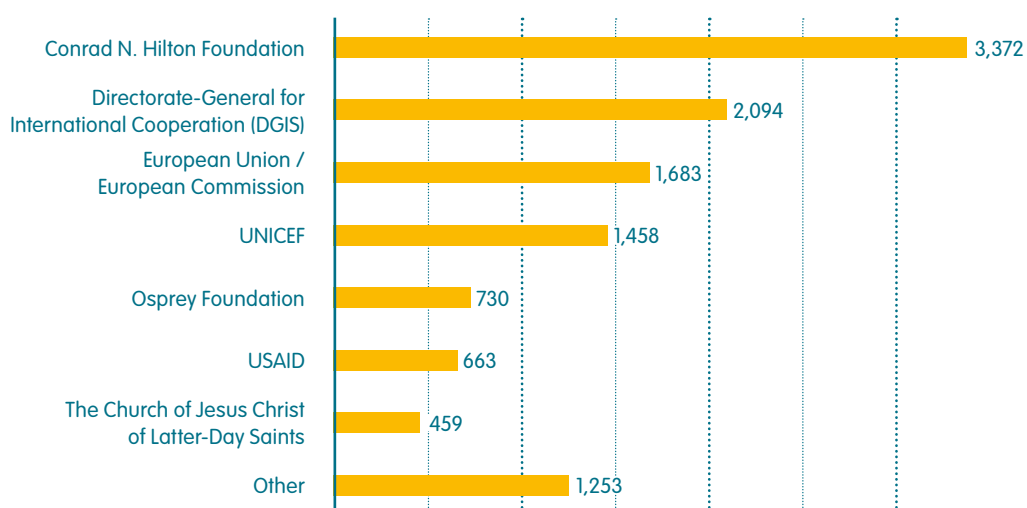


Figure 25: Main donors to IRC in 2022.

## 5.4 Expenditure and Project Income

DGIS's financial component comprises 13% of the overall financial picture (Table 4). It is the key support in developing new focus countries, acquisition (Growth Hub), making the organisation thrive (Support Hub) and thought leadership (Change Hub). For more information, please see the separate annual financial report.

Table 4 Overview of DGIS financial component.

Business unit/ programme	Target 2022	Budget 2022	Income through projects 2022	DGIS Programme (%)
Burkina Faso	€ 1,150,000	€ 2,335,071	€ 2,335,066	€ 77,057 (3%)
Ethiopia	€ 1,150,000	€ 1,197,835	€ 1,163,027	€ 75,344 (6%)
Ghana	€ 1,150,000	€ 2,353,697	€ 1,425,753	€ 65,433 (5%)
Mali	€ 500,000	€ 690,989	€ 377,587	€ 70,314 (19%)
Uganda	€ 1,150,000	€ 898,838	€ 776,034	€ 74,553 (10%)
<b>Total country programmes</b>	<b>€ 5,100,000</b>	<b>€ 7,476,430</b>	<b>€ 6,077,467</b>	<b>€ 362,711 (3%)</b>
Honduras	€ 175,000	€ 188,190	€ 115,735	€ 26,317 (23%)
South Asia Hub	€ 500,000	€ 206,600	€ 242,839	€ 93,585 (39%)
Niger	€ 375,000	€ 431,367	€ 306,733	€ 77,191 (25%)
<b>Total new focus countries</b>	<b>€ 1,050,000</b>	<b>€ 826,157</b>	<b>€ 665,306</b>	<b>€ 197,092 (30%)</b>
Change Hub	€ 3,150,000	€ 3,393,609	€ 3,881,342	€ 699,155 (18%)
Growth Hub	€ 0	€ 50,000	€ 45,307	€ 45,307 (100%)
Support Hub	€ 500,000	€ 533,400	€ 456,039	€ 233,793 (51%)
Secretariat	€ 200,000	€ 307,532	€ 585,518	€ 26,196 (4%)
<b>Total Netherlands cluster</b>	<b>€ 3,850,000</b>	<b>€ 4,284,541</b>	<b>€ 4,968,206</b>	<b>€ 1,004,452 (20%)</b>
<b>Total IRC</b>	<b>€ 10,000,000</b>	<b>€ 12,587,129</b>	<b>€ 11,710,979</b>	<b>€ 1,564,255 (13%)</b>

## 6. Conclusions

Under the current state of permacrisis, progress towards meaningful development is more challenging than ever. Despite this, we have made significant strides in achieving target outputs and activities under our Theory of Change and in collaboration with our partners. These efforts have led to notable examples of influencing and systems strengthening at local, national, and global level.

Our Academy has been integral to capacity building, with hybrid learning proving successful at the local level. We have been impressed by the replication of master plans and the improvements in monitoring processes across the board. With our All Systems Go Africa initiative, we are well positioned within the wider CONNECT agenda for All Systems Connect 2023.

However, we must remain critical of the limited improvements we have seen in service levels. While Asutifi North is a shining exception, most districts are at risk of not meeting the SDG targets. This is not surprising, as we acknowledge the difficulty of achieving the SDGs. We have identified data-related issues as one reason for the lagging progress, as service level and systems strength measurements are not an exact science, and differences in categorisation and margins of error hamper comparisons. Additionally, we work in districts and areas that were initially behind, including our new partner areas in 2022, which impacts averages. However, setting aside the data challenges, it is clear that low results in sanitation and hygiene continue to challenge us. We aim to drive better collaboration with health sector actors to boost improvements in 2023. This aligns with our additional focus on institutions under D30.

From a monitoring perspective, 2022 has been a transitional year, with exciting developments in shaping the new One For All Alliance. We have used the learnings from the 2017-2021 strategy to create a robust and functional D30 results framework that will guide our organisations towards ambitious targets for 2030. This framework gives our partners, donors, and the public confidence that we are accountable and adaptable.

## Annexes

[Annex 1: IRC Theory of Change Diagram \(PDF\) >](#)

[Annex 2: Programme Scoring and time series data 2017-2022 \(PDF\) >](#)

[Annex 3: Outputs and Activities IRC 2022 \(EXCEL\): Full database available here >](#)



**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.