

IRC +  water for people

DESTINATION 2030

— LONG-TERM VISION AND 10-YEAR STRATEGY —



EXECUTIVE SUMMARY

THE CHALLENGE

We have less than 10 years to ensure that everyone in the world has access to lasting and safe water, sanitation, and hygiene services, and thus meet Sustainable Development Goal 6 (SDG 6). Over two billion people remain unserved and the standard and sustainability of existing services is inadequate.¹ We are even losing momentum with the COVID-19 pandemic, and are facing major threats like climate change, armed conflict, and racial inequality.

We are making progress, but not fast enough. Our mission is to reach the over two billion people who do not have quality lasting water, sanitation, and hygiene services and we need political leadership to work with us so we can achieve this and move more families out of poverty, improve women's safety and societal status, reduce child mortality, get more kids – especially girls – in school, and increase job opportunities and income generation.

The solution lies in government-led systems with strong private sector support. Governments have the scale, financial muscle, and legitimacy to deliver water and sanitation services to everyone, forever. We envision a world where governments, businesses, and civil society have the skills, funding, and people to provide these services. Water For People and IRC are working to strengthen these systems.

A STRONG ALLIANCE



Water For People and IRC have worked with each other and with government, private sector, and civil society partners for the past decade. We have long

shared a mission to create strong and resilient local and national water, sanitation, and hygiene systems. We have now created a formal alliance that brings our complementary strengths, experience and resources together. Between us we have more than 80 years of experience as a global resource center, implementer, sector influencer, and chosen partner of local and national governments around the world. Our joint agreement strategy will be reviewed and updated annually and when organizations join the alliance. We are also designing a process to support our existing branch offices become independent organizations and alliance members if they so choose.

The value proposition of our alliance is that we can have a far greater impact by 2030. An alliance of strong global organizations can adopt innovative methods, leverage country-level expertise and move more quickly to ensure everyone has safe and sustainable water, sanitation, and hygiene services forever (SDG 6). We will constantly challenge ourselves and adapt to changing circumstances. We welcome partners, particularly in countries or regions where we do not yet have a presence, to join our alliance.

¹ United Nations Children's Fund and World Health Organization 2019, 2020 and 2021 reports.

LONG-TERM VISION AND STRATEGY

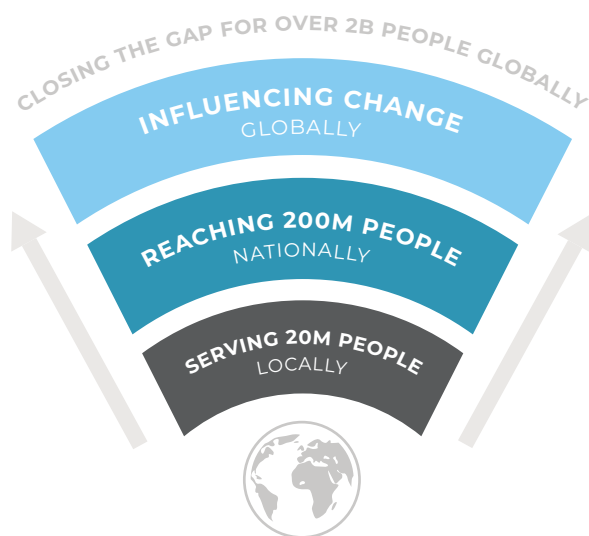
Destination 2030 is our shared vision and strategy for how we will work for the delivery of safe water and sanitation services to everyone at community and country level, and in the global development arena. Our strategy was developed by diverse global teams, local to the countries where we work, and they will implement it, drawing on our expertise and legitimacy to act as drivers and agents of change in local systems.

Destination 2030 is underpinned by an expansive mindset and 10X thinking whereby we will move beyond incremental progress and drive exponential advances in service delivery globally.

Our work in at least 20 countries will generate evidence and models for others to adopt. Simultaneously, we will seek additional partners, particularly in countries or regions where we are not yet present, to join our alliance.

Our mission is to significantly improve the quality of life for more people globally over the next decade. We successfully used 2010 to 2020 to develop our impact models and theories of change and test and refine them.

We will now use 2020 to 2030 to radically increase our impact while tripling our annual investment in water and sanitation systems. We have defined three interconnected **impact pathways**.



1. LOCAL IMPACT

We will seek to achieve universal services by strengthening local water, sanitation and hygiene systems and investing in over **150 partner areas to improve services for 20 million people by 2030**.

2. NATIONAL IMPACT

We will scale efforts at national level to strengthen water and sanitation systems and improve services for more than **200 million people in at least 20 countries by 2030**.

3. GLOBAL IMPACT

We will challenge the status quo, influence leaders, and support people and partners to change the behaviors, relationships, and power dynamics that perpetuate inequity. We will influence and help bring about transformational change in how services are provided for over **2 billion people who still lack safe water and sanitation across the globe**.

HOW WILL WE DO IT?

We have identified six desired outcomes to achieve both the Human Right to Water and Sanitation and our Impact Targets.

1. **High level political will** for universal and sustainable access to water and sanitation services drives accelerated progress toward SDG 6.
2. **Key actors have the capacity** to improve planning, service provision, and regulation.
3. **Secure finance for the sector achieves SDG 6** and increases the value of public and private investments in resilient water, sanitation, and hygiene.
4. **Citizens demand higher levels of service**, more can pay their rates, and there are subsidies for those who cannot pay.
5. **Collective action drives transformative change** through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.
6. **Organizational change supports Destination 2030.**

AMBITION AND ACCOUNTABILITY

We are accountable for achieving the Impact Targets set out in Destination 2030. We will therefore collect and publish data with governments at local and national levels, and with international agencies and partners on systems strengthening and service delivery. Our Impact Targets by region are summarized in the subsequent table.

By 2025, other partners will have joined the alliance and we will be working in at least 20 countries by 2030. We have defined growth plans to jointly invest US\$ 100 million/year by 2030 to achieve Destination 2030. Our growth will come from both our current donors and new donors from foundations, corporations, individuals, and bilateral and multilateral government authorities/agencies. We will put more effort into institutional funding opportunities and flexible funding to fill gaps not covered by targeted grants or contracts.

Destination 2030 is ambitious and exciting, yet attainable. We will stretch, grow, and lead the water and sanitation sector with our bold goals and progressive thinking. We are looking forward to accelerating and expanding our pursuit of sustainable water, sanitation, and hygiene services for all.

DESTINATION 2030 IMPACT TARGETS BY REGION

Region	Alliance National Impact Targets ^a	Alliance Local Impact Targets			
		Districts, Municipalities, Blocks ^b		Cities and Towns ^c	
	Population	#	Population	#	Population
Africa	80M	26	8.0M	14	2.0M
Asia	20M	12	1.8M	5	1.8M
Latin America	3M	36	0.6M	46	0.9M
TOTAL in current focus countries	103M	74	10.4M	65	4.7M
<i>Targets in new areas and countries^d</i>	97M	18	3.6M	7	1.3M
		92	14M	72	6M
Global Impact Goals	200M				20M

Notes:

- a** National Impact Targets consider contribution through scaling approaches and models in non-partner areas at the local level (using current populations).
- b** Partner area populations are based on area-wide goals for water and sanitation services and current populations.
- c** Numbers for cities and towns exclude locations that overlap with the partner area populations. When including overlapping locations (in India, Ethiopia, Bolivia, and Rwanda) the targets are over 80 city and towns and 6 million people.
- d** An average of 200,000 people per district or per urban area was assumed within new areas, which is based on average populations in Africa and Asia although expansion may occur in other regions as well. Specific locations will be selected based on criteria developed in the planning process.

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1. INTRODUCTION

This document articulates our Destination 2030 vision and our strategy to achieve it. It describes our impact model, intended outcomes, and approach to shared governance, and summarizes the revenue and Impact Targets for 2025 and 2030.

THE CHALLENGE



As of 2020, 771 million people lack basic water access, 2 billion lack safely managed water services¹ and 1.7 billion have no basic sanitation and hygiene access. Forty percent of health care facilities do not have basic hand hygiene facilities. Women and girls collect water in 80% of households, profoundly impacting their rights, education, and safety. In a fast-changing world – population growth, climate change, ecosystem fragility, and geopolitical tensions – we have less than 10 years to meet the Sustainable Development Goals (SDGs). The challenge

is immense and highly complex. Much has already been done but despite progress, investment, growing expertise and collaboration at all levels, much of the world remains badly off track.

The water, sanitation, and hygiene sector suffers from failing systems and a lack of both high-level political will and accountability between actors at global, regional, and national levels. The result is policy and institutional fragmentation at all levels which hinders performance which in turn discourages investment. Yet there are pockets of excellence rooted in local and national governments, and vital partnerships with international institutions, investors, and non-governmental organizations (NGOs). Significant progress has been made in recent decades (Figure 1).

Changing demographics have major implications on service provision and ensuring that no one is left behind. **Global population growth is slowing but remains high in Africa and parts of Asia and Latin America.**² By 2050, 68% of the world population is projected to live in urban areas – often in slums – with Africa becoming increasingly urbanized.³

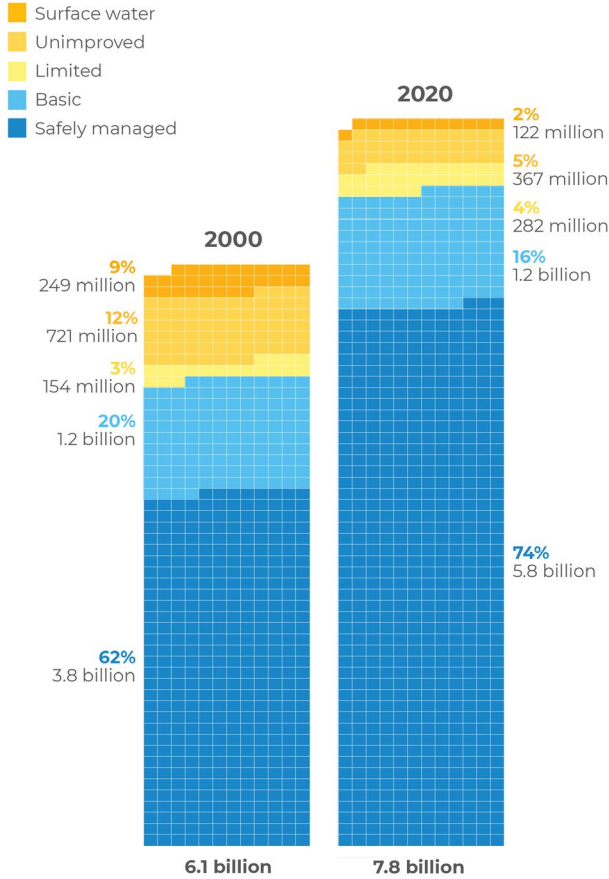
Further, the COVID-19 pandemic and climate crisis have become powerful symbols of the complexity and urgency of today's challenges. They clearly show the world's connectivity, inequality, and vulnerability. They demonstrate the need for interconnected global action on major issues and the potential of what we can achieve together. And they show the huge risks in failing to do so.

1 United Nations Children's Fund and World Health Organization 2019, 2020 and 2021 reports.

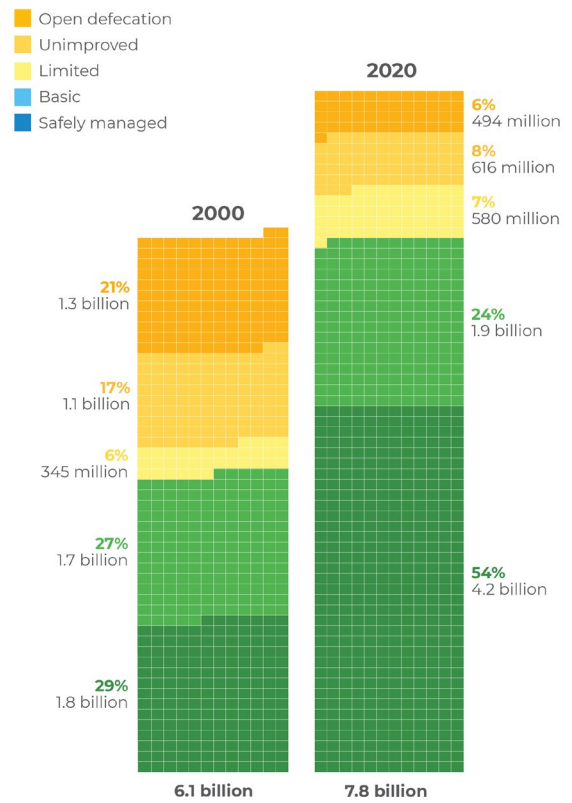
2 United Nations, Department of Economic and Social Affairs, Population Division (2017). World Population Prospects: The 2017 Revision, DVD Edition.

3 <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

Between 2000 and 2020, 2 billion people gained access to safely managed drinking water services



Between 2000 and 2020, 2.4 billion people gained access to safely managed sanitation services



Between 2015 and 2020, half a billion people gained access to basic hygiene services

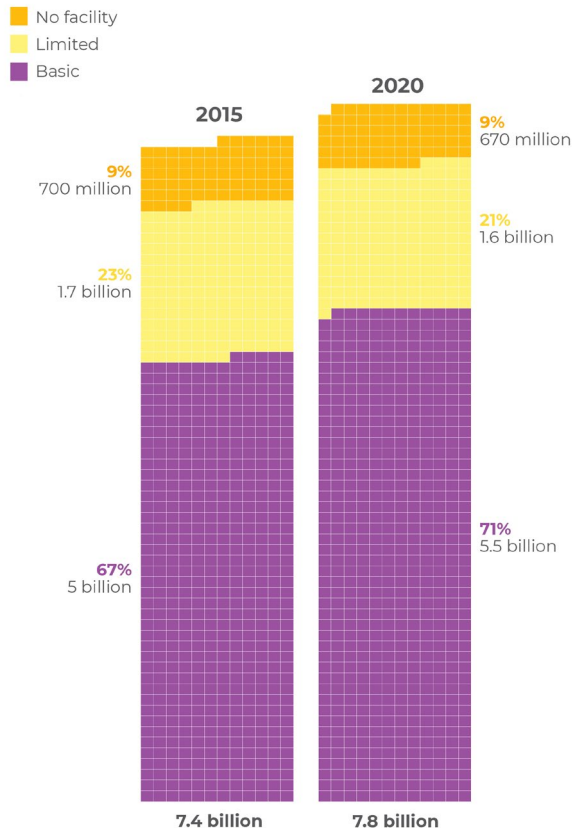


Figure 1: Population using different levels of water (blue), sanitation (green), and hygiene (purple) services in 2000 and 2020 (each unit represents 10 million people). Source: JMP, 2021.

Resilient systems are a requirement to survive in a volatile, uncertain, complex, and ambiguous world. We define water, sanitation, and hygiene systems as all the social, technical, institutional, environmental and financial factors, actors, motivations, and interactions that influence service delivery in any given context.⁴

As modern NGOs, we cannot solve problems alone, but we can connect across societies and engage beyond our sector globally to work with decision-makers, experts, and citizens to find integrated solutions. We can catalyze systems strengthening through partnering governments, civil society, and businesses. And we can challenge ourselves and others to be better, root out inequalities and poor practices in our own systems, and invest more effectively to pursue the common goal.

2. DESTINATION 2030 AND THE ALLIANCE

Destination 2030 is Water For People and IRC’s joint vision and 10 year strategy. Our voices are strongest in partnership, and we wholeheartedly believe in collaborating to achieve the SDGs. Our vision for global transformation across the entire SDG agenda is shown in Figure 2.



Figure 2: The Destination 2030 Vision, developed jointly by IRC and Water For People.

4 See Huston and Moriarty (2018) <https://www.ircwash.org/resources/understanding-wash-system-and-its-building-blocks>.

We think in terms of systems and understand that we are just one part of a complex system. Hence, we believe it is essential to articulate both what we will do and what others need to do to create change.

Our experience and expertise have shown us that the only solution to the global water crisis is to strengthen and develop the water, sanitation and hygiene systems that enable quality service provision. This is the only way to ensure services that last.

Figure 3 depicts the building blocks of this system which must be in place and functioning to achieve universal and lasting services. Putting these in place is not a ‘quick fix’. It takes time to change the way people think about the problem and act to solve it. It takes time for politicians and governments to believe and to buy in. We also need to change ourselves to better meet the challenge of Destination 2030.

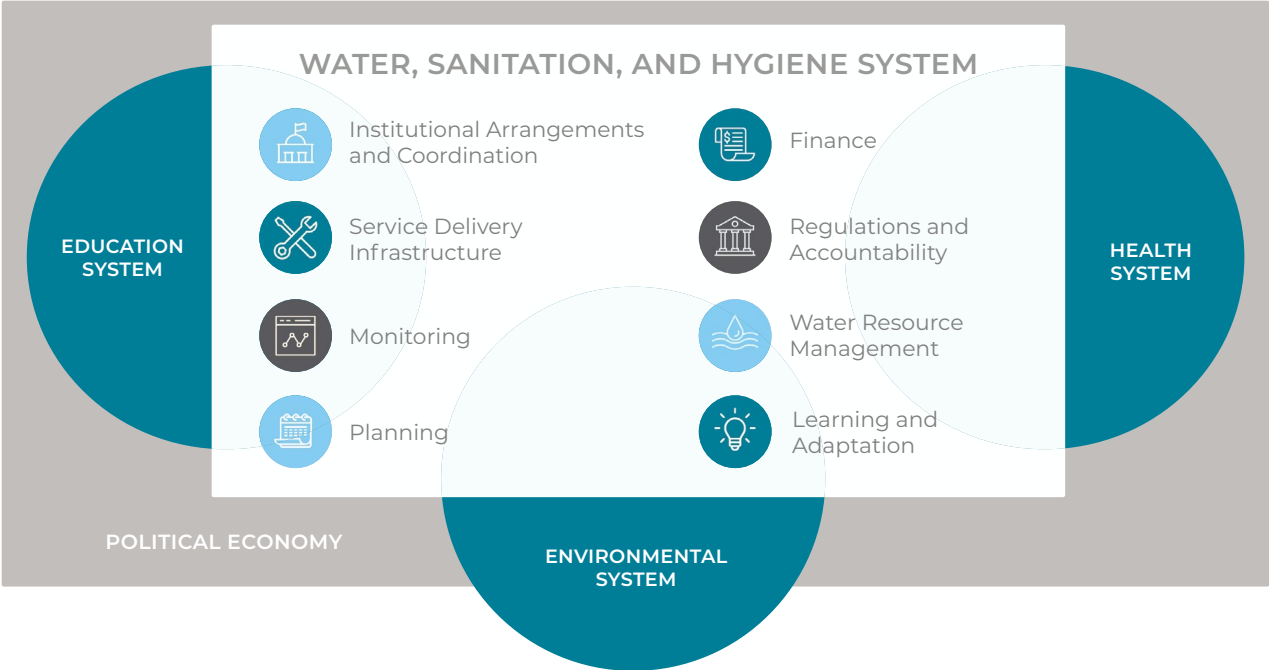


Figure 3: Building blocks of water, sanitation, and hygiene systems, adapted from Agenda for Change.

3. DESTINATION 2030 THEORY OF CHANGE

Our approach to leading change is audacious. While we are striving to have a greater impact by building on what we have accomplished to date, we are doing things differently.

We will inspire radical and transformational change instead of just replicating what we have done. Destination 2030 describes our intended impact, our outcomes along the way, and the types of activities that will deliver these. The theory of change in Annex 1 shows how we strive for impact at local, national, and global levels. These three levels are interlinked and mutually supportive. They are rooted in a foundation of understanding, strengthening, and changing water and sanitation systems. Success in one will underpin success in all. We will drive change through all three and call on others to do the same. Our Impact Targets and pathways are illustrated in Figure 4.

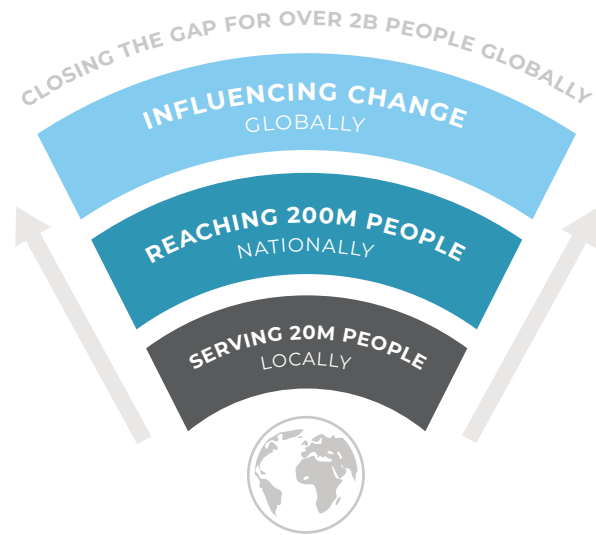


Figure 4: Destination 2030 Impact Targets

Local impact: strong systems for universal and sustainable services

At the local level we work to accelerate progress in partner districts, municipalities, blocks, cities and towns. These ‘partner areas’ are areas where we have an on-the-ground presence and a long-term partnership agreement with the responsible government officials. Everything we do at the local level breathes our commitment to ensure that everyone in a given district has access to services that last forever.

We work in partnership with local governments and service providers to provide technical and financial support and jointly develop and model ways of delivering universal and sustainable access to water and sanitation services. Our partnerships extend beyond the public sector and include key private service providers. We also co-invest in constructing and upgrading water supply and sanitation infrastructure. We commit to supporting local partners until they have achieved safe, reliable, and sustainable water and sanitation services, knowing that the systems can then continue and thrive without our assistance. This is proof that our models for change are worthy of scaling.

This area-wide approach has been proven by both IRC and Water For People. For more information see [Water For People’s Everyone Forever Model](#) and [IRC’s strategy](#) on long-term commitment to partner districts. We will hold ourselves accountable for strengthening local water, sanitation, and hygiene systems, and ensuring **safe and sustainable services for more than 20 million people in partner areas in more than 20 countries by 2030**. Annex 2 lists the focus countries and details the Impact Targets at the local level.

National impact: strengthening, reforming, and adapting country systems

Strong water and sanitation systems are the only way to achieve sustainable and universal services at local and national levels. National and local governments are the authorities responsible for ensuring that adequate quality services are provided to people at affordable prices. In the countries where we work, we work with government leaders – providing expertise, guidance, and technical support – to strengthen water and sanitation systems. In doing so, we support civil society to use evidence to demand government leadership and hold service providers to account. This empowers national governments and promotes independence from aid.

A crucial part of our systems strengthening work is to support the development of strong and resilient market systems capable of providing high-quality services. In addition to governments, we partner with private sector leaders to develop strong market systems.

Our systems strengthening work varies across contexts, but always includes the critical elements of technical assistance, investment support, capacity building, and influencing work. Our national impact initiatives include the: scaling of approaches and models to non-partner areas at local and subnational levels; provision of direct technical assistance to and training for sub-national and national institutions; and, strengthening specific building blocks of the system through engagement at the central government level.

At the national level, by scaling area-wide systems strengthening approaches through other pathways such as replication, technical assistance, and influence, **we will support systems strengthening and help achieve at least basic services for at least 200 million people in more than 20 countries by 2030.** Annex 2 lists the focus countries and provides additional details on Impact Targets at the national level.

Global transformational change: shifts in power structures, hearts, and minds

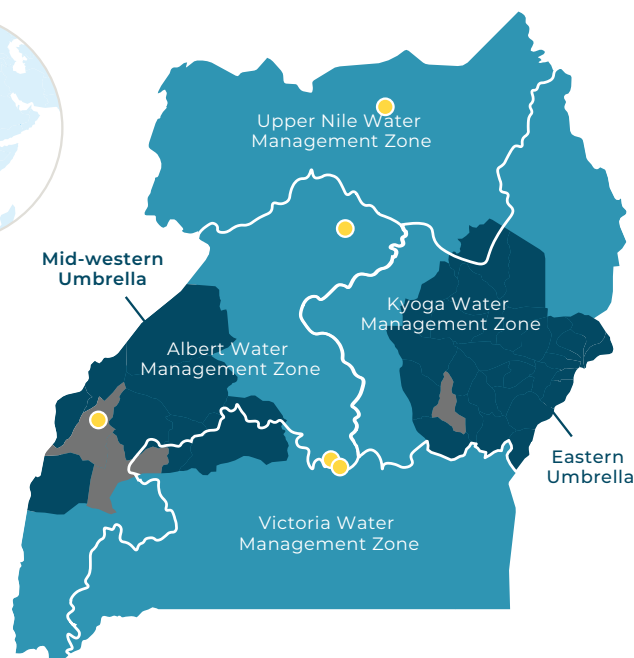
Achieving the SDGs globally is an enormous undertaking that calls for transformational change in how the world views and delivers sustainable development. We will do our part, developing impactful global partnerships, contributing critical evidence, and influencing key leaders. We will question the status quo, patterns of behavior and power dynamics that do not promote progress or contribute to the SDGs. We will challenge ourselves and be at the forefront of shifting paradigms in development, helping ourselves and others to work toward a more equitable and sustainable future.

At global level, we will contribute to the global achievement of SDG 6 and the delivery of the human right to water and sanitation to everyone who currently lacks it: more than 2 billion people across the globe. Annex 2 provides additional details on Impact Targets at the global level.

Working at different levels in one country: the case of Uganda

Although our impact focuses on three levels – local, national, and global – we work at many distinct levels in many ways across a country. The following figure is an example of the various levels and ways we work in Uganda.

UGANDA'S LEVELS OF ENGAGEMENT FOR IMPACT



NATIONAL IMPACT

National and Central Levels - Strengthening country systems through technical assistance and influence

- Supporting Ministry of Water and Environment, national program working groups and platforms
- Engaging Uganda Water and Sanitation Network (UWASNET) Civil Society
- Strengthening Water, sanitation, and hygiene (WASH) Media Network
- Partnering with and engaging the National Water and Sewerage Corporation
- Building broader constituency for systems strengthening (through Agenda for Change and Sanitation and Water for All)
- Engaging with the National Planning Authority
- Engaging with research and academic institutions to generate evidence for policy, advocacy, and influence

Market Areas - Strengthening market systems and scaling select products and services at subnational and national levels

- Engaging with WASH private sector (including manufacturers, promoters, etc.)
- Supporting sanitation businesses
- Researching and innovating sanitation and hygiene products and services

Subnational Levels - Scaling area-wide approaches through replication, technical assistance, and influence

- Supporting regional utilities: Mid-western Umbrella and Eastern Umbrella
- Engaging Rural Water and Sanitation Regional Centres (formerly Technical Support Units)
- Partnering with Water Resource Management Zones: Upper Nile, Albert, Kyoga, and Victoria

GLOBAL IMPACT

Global - Engaging with global actors for learning, advocacy, and influence

- Partnering with multi-national organizations and stakeholders
- Sharing best practices through global platforms
- Participating in global networks
- Providing thought leadership

Africa Regional - Engaging with regional actors for influence

- Influencing and knowledge exchange
- Engaging and advocacy in regional platforms (African Ministers' Council on Water (AMCOW) and Nile Basin Initiative)

LOCAL IMPACT

Strengthening capacities, comprehensive planning, and co-investment for area-wide inclusive services for households, schools, and health centers in partner areas.

Current partner areas include:

Districts

- Kabarole (IRC)
- Bunyangabu (IRC)
- Kamwenge (WFP)
- Luuka (WFP)

Cities and Towns

- Kampala City
- Fort portal City
- Kitgum Municipality
- Kole Town Council
- Nansana Municipality

Figure 5: An illustration of the many levels in which we engage as part of our systems change model in Uganda.

OUTCOMES

Our strategy includes six outcomes that must be achieved in each impact pathway if we are to reach our Destination 2030 Impact Targets. The first five are key outcomes in the local, national, and global systems that provide water and sanitation services. They are interrelated and essential steps in achieving Destination 2030. The sixth reflects the internal organizational change needed to achieve the trifecta of social impact, adequate financial resources, and environmental responsibility.

OUTCOME 1: High level political will for universal and sustainable access to water and sanitation services drives accelerated progress toward SDG 6.

Enormous political will is needed at the highest levels to mobilize the resources required to achieve SDG 6. Political leaders, especially heads of state, parliamentarians, treasuries, and sub-national political leaders such as mayors and governors, need to commit to water, sanitation, and hygiene. Political commitment will lead to bigger investment plans, new funding sources, and greater dedication of resources to water and sanitation. Political commitment will entail leaders with authority driving aligned, cross-sector support for improved water and sanitation, including water resource management and inclusive planning. It will ensure that no one is left behind with substandard or no services. Greater expectations and accountability, and more efficient resource use will help achieve SDG 6.

To achieve this outcome, we will build a nexus of influencers and decision-makers that understand that water and sanitation services are the basis for all sustainable development. Our message to leaders is therefore to prioritize the water, sanitation, and hygiene sector and its continued improvement. By targeting advocacy to decision makers, running campaigns, and stimulating a dynamic and visible civil society network that activates citizens voices, we will reach influential leaders and change minds.

Our aim is that committed government leadership at local, regional, and national levels prioritizes the sustainability and equity of water and sanitation services, while tracking their progress and holding themselves accountable across the SDG agenda.

OUTCOME 2: Key actors have the capacity to improve planning, service provision and regulation.

Political leaders must be able to rely on strong sector technical leadership (service authorities and service providers) and systems to plan, implement, monitor, and regulate service delivery. Robust plans must be complemented by technical and institutional capacities and adequate performance of service authorities (public agencies). Service providers – whether large scale national utility corporations, mid-size private operators, small scale private enterprises, or emerging rural utilities – are critical for reliable service delivery.

Our capacity building efforts touch many areas, including the following:

- Recognition that positive regulation is essential in providing improved services and protecting the poorest.
- Understanding of long-term investment decisions.

- Ensuring that water resources and climate resilient planning are fully integrated in water supply master plans.
- Understanding that monitoring service levels and benchmarking similar systems in other geographies (including sustainability and equity criteria) contributes to informed decision making.

We view water, sanitation, and hygiene system strengthening as a continuous process. This means that we commit to long-term partnerships with public and private actors. Our technical assistance to service providers, regulators, and private sector partners is complemented by research, learning facilitation, and participation in multisector working groups. **Our aim is that there is public and private interaction in the countries where we work, regulation that promotes continuous improvement, and appropriate models to deliver reliable quality services.**

OUTCOME 3: Secure finance for the sector achieves SDG 6 and increases the value of public and private investments in resilient water, sanitation, and hygiene.

Strong systems require a significant increase in investment, coupled with more efficient channeling and use of resources. Ministries of finance, banks and investment partners, NGOs, and civil society each have a role to play. While increasing the financial flows through known mechanisms, further exploration of models for blending revenue streams from taxes, tariffs, and transfers, as well as loans, bonds, and equity are needed to leverage investment with new and different partners.

We advocate and support national institutions to take a forward-looking approach to investment planning (10 to 20 years). This will help ensure that expanding and improving services is done with sustainability and equity in mind, while planning for upgrading service quality where needed and increasing investment in climate resilient infrastructure.

At local level, we work with governments to ensure that regulation and subsidy mechanisms incentivize equitable service provision. This includes promoting investment in a range of quality water and sanitation options including sewered and non-sewered sanitation technologies. This also includes co-investment in infrastructure in partner areas given the significant gaps that remain in capital investment needs versus what current financial flows provide.

Our aim is to see ministries of finance and other investors prioritizing the water, sanitation and hygiene sector, and ministries responsible for water and sanitation championing and implementing multi-year capital investment and management improvement programs while demonstrating improved sector efficiency.

OUTCOME 4: Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay.

The public – clients of services or rate payers – is a major contributor to financing water and sanitation services. Services provided must be good quality and affordable. Stimulating

genuine and widespread demand is a critical and often overlooked aspect of transformative change in public services.⁵ Effective demand means that people value the services and are both willing and able to pay for them.

We will stimulate effective demand for services that are safely managed, affordable, and context appropriate. This requires a multi-pronged approach that includes subsidy mechanisms that stimulate demand for safer services from populations that are unable to pay while creating opportunities for the Human Right to water and sanitation to be met. **Our aim is that all citizens, including the most vulnerable, demand, use, and value reliable quality services.**

OUTCOME 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.

Water and sanitation services depend on service delivery systems that are also part of, and rely on, wider political, environmental, and societal systems (see Figure 3). Progress hinges on tackling bigger challenges like increasing domestic tax revenue, tax justice, water resources management and climate resilience, urban planning, and putting a stop to exploitative investment practices that hinder social development – including water and sanitation services.

Partnerships are important both for identifying win-win solutions and negotiating equitable trade-offs. Furthermore, partnerships help us to broaden the skills, knowledge base, and sphere of influence and impact that we can have as organizations and as a sector – all critical in delivering the political leadership targeted under Outcome 1.

We continuously nourish and challenge our existing partnerships to do better and go further, while fostering new ones beyond conventional sector boundaries to expand our impact and bring new resources into the sector. Health, education, environmental, and economic systems are particularly important for collaboration toward SDG 6. We strive to ensure water and sanitation are prioritized within wider political and technical planning processes for these sectors and beyond. This also requires understanding of and collaboration with financial institutions and systems.

Our aim is to seek out and form strong partnerships with relevant actors within and beyond the water, sanitation, and hygiene sector thereby attracting more expertise and resources to the sector and creating the conditions to bring about lasting service delivery to the underserved.

OUTCOME 6: Organizational change supports Destination 2030.

To achieve our goal we too need to grow and change. We are adapting our governance and management structures as well as our business practices to appropriately reflect the world we work in and the change we want to see.

⁵ According to a review of 15 successful social movements ranging from tobacco control, to school lunches and to marriage equality. See <https://hbr.org/2017/09/audacious-philanthropy>.

We are changing our organizational structures to be more equitable. This includes transferring greater decision-making power as close as possible to those who implement or are affected by the decisions – the principle of subsidiarity. We are working on enhancing our legitimacy so that we are more effective in all our countries – including the US and the Netherlands. We are improving our culture in the areas of justice, equity, diversity, and inclusion in our workplaces, employee populations, and on our boards. This includes our approach to selecting and placing talent for subject matter expertise as well as administrative and technical functions.

Not only are we changing our internal organizational structures, but we are also changing the way we collaborate. We promote the voices and influences of our partners and stakeholders. When working with Agenda for Change,⁶ Sanitation and Water For All,⁷ UNICEF, The World Health Organization, and others, we promote transparency and alignment to the leadership of governments. We are thus helping shift the balance of power in international development from the funding countries to the operating countries.

We are responding to the climate emergency as an organization. We are finding ways to improve the climate resilience of our programs. We carefully consider the design of infrastructure, account for natural disaster setbacks, and proactively design for an uncertain future that is more resilient to unexpected extreme weather events and expected climate change impacts. We will also reduce our organizational carbon footprints.

Our aim is to continually question and change ourselves, our organizational structure, our ethics and how we work so that we can have the greatest impact and influence.



COUNTRY AND REGIONAL LEADERSHIP + SUSTAINABLE FINANCING + RADICAL TRANSPARENCY + CONTINUOUS LEARNING + REDUCED CARBON FOOTPRINT

4. OUR PARTNERSHIP AND BUSINESS MODEL

The Water For People and IRC partnership embodies a complementarity that has grown over the years and a realization that we can achieve more together than alone.

A STRONGER PARTNERSHIP TO INCREASE IMPACT

Water For People and IRC have worked increasingly more closely together for most of the last decade. We were both among the founding members of the Agenda for Change and Para Todos Por Siempre movements. As we collaborated, our joint understanding of the challenges facing the sector and the solutions to those challenges evolved: collective action, systems strengthening, government leadership, and area-based working.

We have complementary sets of skills: Water For People as an innovative and respected thought leader and implementer working in partnership with local actors to deliver services differently and with more impact, most notably through the creation of the

⁶ <https://washagendaforchange.org/joint-principles/>

⁷ <https://sanitationandwaterforall.org/about/our-work/priority-areas>

Everyone Forever model; IRC as a leading think-and-do tank, combining policy research, advocacy, training, and knowledge management as well as direct financial support to partner areas. Between us we work across three continents and at all levels, engaging everyone from school children to presidents. We both have teams of country experts who are known thought leaders and change agents. These synergistic and powerful skills underpin Destination 2030.

AN ALLIANCE

To deliver our shared Destination 2030 vision and strategy, IRC and Water For People are embarking on a journey to create a new way of working together through a formal alliance. Over time others will join us. As an alliance, we seek to achieve three goals.

1. **Deliver our ambitious Destination 2030 Impact Targets.**
2. **Further increase the legitimacy of our organizations.**
3. **Ensure the sustainability of what we do and how we do it, now and into the future.**

We are at the start of a long journey together. Our overall objective is clear: to create an effective and impactful global alliance to deliver Destination 2030. Alliance members commit to a common results framework for Destination 2030 and a joint plan for influencing transformational change within the sector, regionally and globally.

FINANCIAL MODEL AND GROWTH STRATEGY

As founder members, Water For People and IRC have set the ambitious goal of raising US\$ 100 million annually by 2030 to deliver the impact set out in Destination 2030. New alliance members would bring additional revenue or skills. The Destination 2030 funding plan is largely directed towards the local impact pathway where co-investment in infrastructure is needed. Investment at the national and global levels will grow every year up to 2030.

Funding sources will be a mix of private foundation and corporate grants, unrestricted donations, institutional grants and contracts, and fee-for-services (consulting/advisory) funding. While we continue to nurture and grow revenue streams, we are developing new opportunities. Our shared funding portfolio relies on our traditional strengths and allows for new growth.

The shared 2030 total revenue breakdown:

1. **Foundations = 50%**
2. **Individuals = 20%**
3. **Corporate partnerships = 5%**
4. **Institutional funding = 25%**

To grow to a US\$ 100 million revenue per year by 2030, we will leverage credibility, impact, and brand to grow our portfolio of funders, partners, and audiences.

Our Shared Funding Portfolio

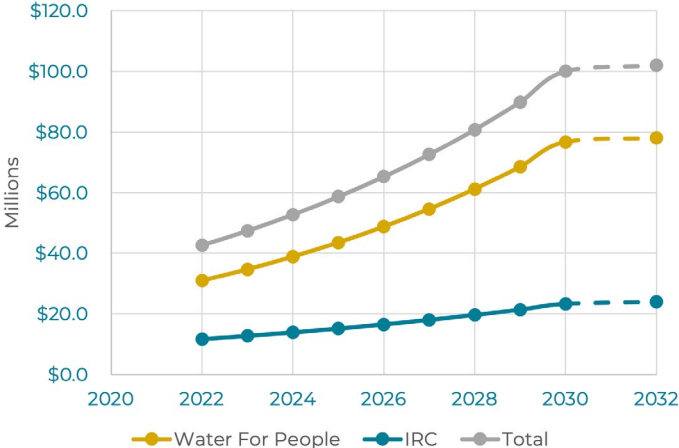


Figure 5: Revenue projections to 2030 (Average annual growth rate = 11%)

5. OPERATIONALIZING OUR STRATEGY

Destination 2030 will guide our actions between 2022 and 2030. Destination 2030 will be updated periodically according to our progress and in response to emergent change. It will guide organizational and country-level strategic and operational planning for alliance members.

Destination 2030 is founded on a philosophy of learning and adaptation. We have annual targets and indicators against which to review our progress, assumptions, and theory of change each year and adapt them as needed. We are uncompromising in our commitment to achieving our Destination 2030 vision, while remaining flexible, agile, and creative in our approach.

Annex 2 contains more information about the targets for impact at local, national, and global levels, and Table 1 summarizes these targets by region. These are based on our current and anticipated impact levels and reflect our ambition for the alliance. Since we expect new members to join by 2025, we will revisit these targets regularly to continue driving increased impact and global transformation.

TABLE 1: DESTINATION 2030 IMPACT TARGETS BY REGION

Region	Alliance National Impact Targets ^a	Alliance Local Impact Targets			
		Districts, Municipalities, Blocks ^b		Cities and Towns ^c	
	Population	#	Population	#	Population
Africa	80M	26	8.0M	14	2.0M
Asia	20M	12	1.8M	5	1.8M
Latin America	3M	36	0.6M	46	0.9M
TOTAL in current focus countries	103M	74	10.4M	65	4.7M
<i>Targets in new areas and countries^d</i>	97M	18	3.6M	7	1.3M
		92	14M	72	6M
Global Impact Goals	200M				20M

Notes:

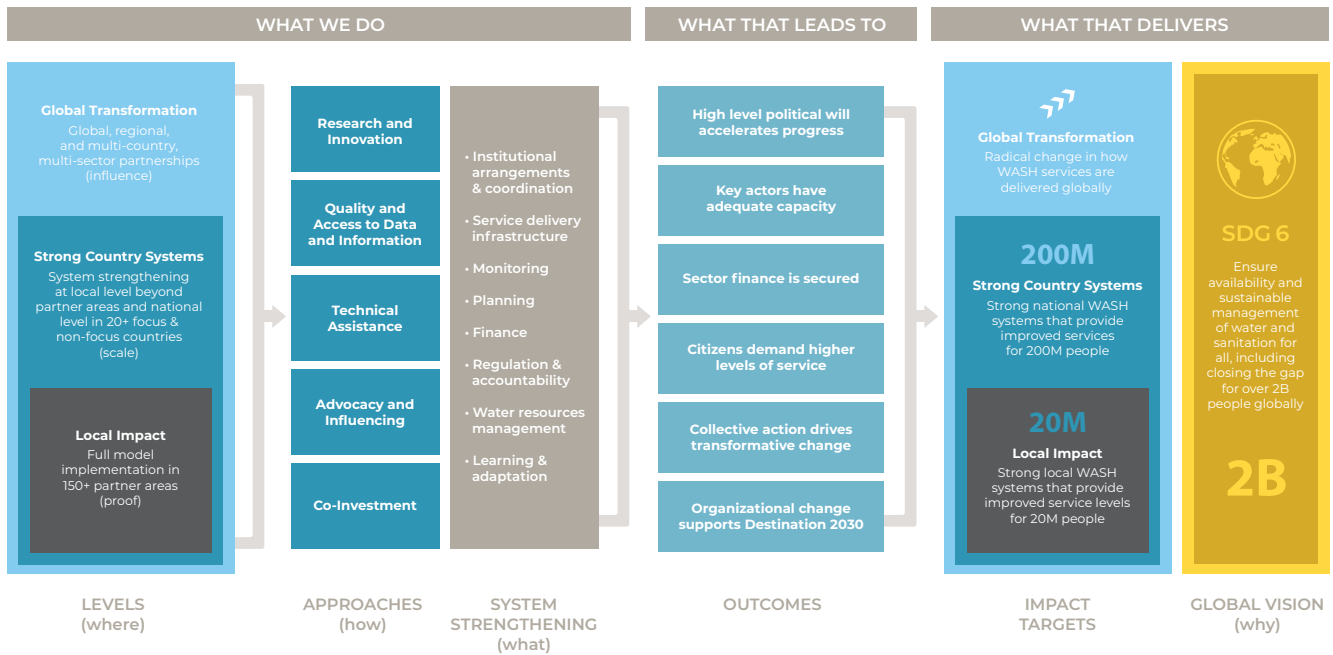
- a** National Impact Targets consider contribution through scaling approaches and models in non-partner areas at the local level (using current populations).
- b** Partner area populations are based on area-wide goals for water and sanitation services and current populations.
- c** Numbers for cities and towns exclude locations that overlap with the partner area populations. When including overlapping locations (in India, Ethiopia, Bolivia, and Rwanda) the targets are over 80 city and towns and 6 million people.
- d** An average of 200,000 people per district or per urban area was assumed within new areas, which is based on average populations in Africa and Asia although expansion may occur in other regions as well. Specific locations will be selected based on criteria developed in the planning process.

MONITORING AND LEARNING

Our Destination 2030 strategy is supported by a results framework. The framework builds on IRC and Water For People's tools and expertise in responding to the alliance's objectives while aligning more closely with government-led monitoring systems and other global initiatives such as UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water ([GLAAS](#)) and the WHO-UNICEF Joint Monitoring Program ([JMP](#)). A clear and appropriate results framework for our work at country, regional and global levels will ensure we have the data and information required for both learning and adaptation, and external accountability. Monitoring against the results framework, or parts of it, is an essential commitment for alliance members.

As systems thinkers, change agents, and accountable partners, learning is central to our success and our purpose. We continually invest in systematic learning and applied research. Our learning revolves around knowledge generation and sharing, interrogating the assumptions underpinning our strategy, and ensuring a data driven approach to holding ourselves and others accountable to adaptation.

ANNEX 1: THEORY OF CHANGE



ANNEX 2: SUMMARY OF DESTINATION 2030 IMPACT TARGETS

This annex shows the initial work we have done in defining measurable targets for our global ambition to accelerate progress in reaching SDG 6 at the local, national, and global levels. Our targets are organized according to three impact levels: Local, National, and Global. These are based on our current position, trajectory, and ambition for growth and transformation. The breakdown of country target populations and local and national Impact Targets are given in the following table. For further explanations of these figures and how they are calculated, see the text that follows.

TABLE 2: COUNTRY BREAKDOWN AND LOCAL AND NATIONAL IMPACT TARGETS

Country/ State	Alliance Member	2030 National Govt Goals: Populations with at Least Basic Services	Alliance National Impact Targets ^a	Alliance Local Impact Targets			
				Districts, Municipalities, Blocks ^b		Cities and Towns ^c	
			Population	#	Population	#	Population
Burkina Faso	IRC	27,400,000	80M	26	8.0M	14	2.0M
Ethiopia	IRC	139,600,000					
Ghana	IRC	37,300,000					
Malawi	Water For People	26,000,000					
Mali	IRC	26,829,000					
Niger	IRC	18,200,000					
Rwanda	Water For People	16,000,000					
Uganda	Water For People/IRC	63,800,000					
Africa		360,000,000					
India - WB	Water For People	102,061,600	20M	12	1.8M	5	1.8M
India - Bihar	Water For People	111,892,600					
India-Maharashtra	Water For People	129,046,000					
India - Odisha	IRC	43,511,040					
Asia - India		390,000,000					
Bolivia	Water For People	11,220,000	3M	36	0.6M	46	0.9M
Guatemala	Water For People	20,140,000					
Honduras	Water For People/IRC	10,878,000					
Nicaragua	Water For People	5,740,000					
Peru	Water For People	36,432,000					
Latin America		80,000,000					
Total in current focus countries		830,000,000	103M	74	10.4M	65	4.7M
<i>Targets in new areas and countries^d</i>			<i>97M</i>	<i>18</i>	<i>3.6M</i>	<i>7</i>	<i>1.3M</i>
				92	14M	72	6.0M
Global Impact Goals			200M				20M

Notes:

- a** National Impact Targets consider contribution through scaling approaches and models in non-partner areas at the local level (using current populations).
- b** Partner area populations are based on area-wide goals for water and sanitation services and current populations.
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- d** An average of 200,000 people per district or per urban area was assumed within new areas, which is based on average populations in Africa and Asia although expansion may occur in other regions as well. Specific locations will be selected based on criteria developed in the planning process.

LOCAL

The overarching impact target at the local level is to strengthen water, sanitation, and hygiene systems in over 150 partner areas to deliver adequate water and sanitation services to at least 20 million people.

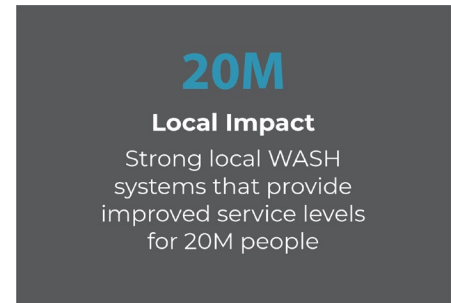
Some of the specific targets that contribute to this broader ambition include:

- 14 million people reached with adequate water and basic sanitation services in over 90 partner districts, municipalities, and blocks;
- 6 million people reached with sanitation services in over 70 cities and towns outside of partner districts, municipalities and blocks;
- Over 5,000 schools with adequate water and sanitation services;
- Over 900 clinics with adequate hygiene services; and,
- Over 50 partner areas with strong local water and sanitation systems capable of sustaining service delivery.

To reach these targets, we are working on the following outcomes using example indicators to measure progress at the local level. We have included example indicators to give a sense of our level of ambition. We will refine the indicators and targets after we have set baselines and completed the planning processes.

1. **High level political will** for universal and sustainable access to water and sanitation services drives accelerated progress toward SDG 6. *Example: 50 partner areas with political leadership in mobilizing resources.*
2. **Key actors have capacity** to improve planning, service provision and regulation. *Example: 100 actors with strengthened capacities.*
3. **Secure finance for the sector achieves SDG 6** and increases the value of public and private investments in resilient water, sanitation, and hygiene. *Example: 50 partner areas and an additional 30 cities and towns have public sector investment in subsidy models that favor people living in poverty.*
4. **Citizens demand higher levels of service**, more can pay their rates, and there are subsidies for those who cannot pay. *Example: 50 partner areas with strategies embedded in a water and sanitation plan to reach vulnerable and excluded populations.*
5. **Collective action drives transformative change** through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector. *Example: 40 partner areas aligned and operating in catchment management strategies with cross-sector actors.*

This work will require increased investment at the local level reaching US\$ 32 million by 2025 and US\$ 45 million by 2030. Co-investment in infrastructure is a significant portion of local investment.



NATIONAL

Our overarching impact target at the national level is to strengthen national water, sanitation, and hygiene systems that deliver at least basic water and sanitation services to 200 million people in at least 20 focus countries.

Specific targets that make up the overarching ambition include the following:

- 200 million people reached through scaling area-wide systems strengthening approaches through various pathways including replication, technical assistance and influence at local, subnational, and national levels.
- At least 20 countries investing in national programs that increase the strength of water, sanitation, and hygiene systems delivering water and sanitation services. These countries together will reach 1 billion people with at least basic services by 2030 in line with government targets.
- Over 30 sanitation products and services scaled in strengthened market systems that reach 10 million people.

To achieve these targets, we have set the following intermediate outcomes to measure progress at the national level. We have included example indicators to give a sense of the level of ambition. We will refine the indicators and targets after we have set baselines and completed the planning processes.

1. **High level political will** for universal and sustainable access to water and sanitation services drives accelerated progress toward SDG 6. *Example: 20 countries with impactful high-level dialogs.*
2. **Key actors have capacity** to improve planning, service provision and regulation. *Example: 10 new training and accreditation programs developed.*
3. **Secure finance for the sector achieves SDG 6** and increases the value of public and private investments in resilient water, sanitation, and hygiene. *Example: 20 countries with increasing water, sanitation, and hygiene budgets.*
4. **Citizens demand higher levels of service**, more can pay their rates, and there are subsidies for those who cannot pay. *Example: 20 countries with the space, capacity and voice of civil society organizations in water, sanitation, and hygiene.*
5. **Collective action drives transformative change** through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector. *Example: 10 countries with water resources partnerships.*
6. **Organizational change supports Destination 2030.** *Example: More than 50% of incoming contracts are received through country offices.*

This work will require increased investment at the national level reaching US\$ 12 million by 2025 and US\$ 25 million by 2030.

200M

Strong Country Systems

Strong national WASH systems that provide improved services for 200M people

GLOBAL

Our Impact Targets at the global and regional level are about influencing the global prioritization of water, sanitation and hygiene and promoting approaches that strengthen national systems. We will work in partnership with others and learn from our own experiences to influence stakeholders at all levels and to encourage uptake of concepts and approaches outside our focus countries.



Specific targets that contribute to this broader ambition include:

- 1. Innovation and Research** is foundational to adaptation and improvement in various approaches and technologies. We will learn from successes and failures and our learnings will feed our commitment to find contextualized solutions. *Example: Research outputs are published and reach targeted decision makers.*
- 2. Quality and Access to Data and Information.** Data, accessible knowledge, and learning are at the core of building sustainable services. Improving the quality of data collected and increasing access to training and learning will drive global transformation. *Example: 30,000 people accessing courses and learning materials.*
- 3. Technical Assistance** is a key component of how we increase adoption of a systems strengthening approach to water, sanitation, and hygiene. *Example: Our consultancy work supports systems strengthening in at least 30 countries.*
- 4. Influence** includes bringing key actors in water, sanitation, and hygiene along on the journey to SDG 6 and advocating for systems strengthening as the global norm. *Example: We are involved in at least five multi-country stakeholder partnerships committed to implementing and funding system change.*

IRC +  water for people

DESTINATION 2030

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