

ONE WORLD



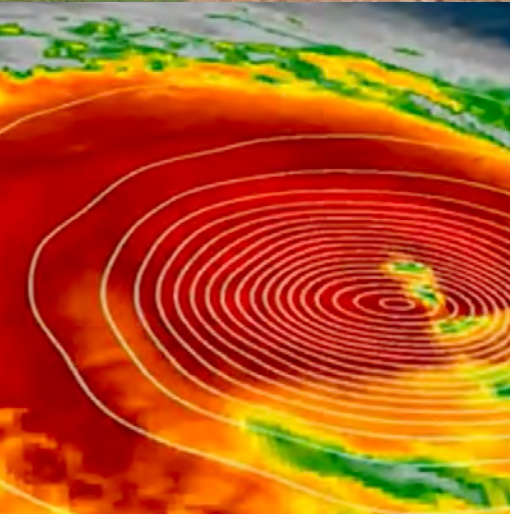
ONE MISSION

ONE

FOR

ALL





INTRODUCING ONE FOR ALL

One For All was founded in the belief that we can go faster and further together. The year 2030 – the United Nations deadline for Sustainable Development Goals – is no longer a distant target. Solving for SDG 6 (water and sanitation for all) requires urgent, innovative, collective action.

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

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



BECAUSE WE CAN GO FASTER AND FURTHER TOGETHER

TOGETHER WE CAN GO FURTHER THAN WE CAN ALONE



PATRICK MORIARTY
CEO IRC

We've been talking with Water For People since 2012 about the need to unite to go further than we could alone. We realized we shared the same beliefs and aspirations, including national systems strengthening, long-term collective impact, and elevating diverse voices and leadership. We knew that together – along with governments, communities, leaders, NGOs and supporters – we could magnify each other's strengths and amplify our impact.

Yet we needed a way to hold ourselves and each other accountable, and to challenge each other to go beyond business as usual, to achieve bolder outcomes. We asked ourselves "What if...?" After exploring a number of routes, we chose the model of an alliance, where each organization (at the time just two) would share a business strategy, theory of change and accountability mechanisms.

We believe this is the only way to achieve our urgent joint mission: to close the gap for over 2 billion people – one quarter of the world's population – whose health, lives and futures are at risk from dirty water and poor sanitation and hygiene. It's the only way to achieve the Sustainable Development Goal of clean water and sanitation for everyone, forever.



SAMSON HAILU BEKELE
CO-CEO, WATER FOR PEOPLE

We asked, "Why can't we do this work in a more strategic way?" The water, sanitation and hygiene sector is fragmented, with a large number of small players. That results in competition for resources and confusion for governments about how to coordinate with them all. We knew that to achieve our ambitious goals, we needed to be more collaborative, coordinated and strategic. Only then could we galvanize action, create momentum and build enduring change.



MARK DUEY
CO-CEO, WATER FOR PEOPLE

I find two aspects to be the most important: *our joint influence strategy* – a unified voice and key activities we'll work on together at global and regional levels; and *our results framework* – shared impact targets that will help us align our monitoring and reporting mechanisms, which in turn will help us share learning, overcome enormous challenges and accelerate our collective progress.



JON ALLEN
CEO, WATER FOR GOOD

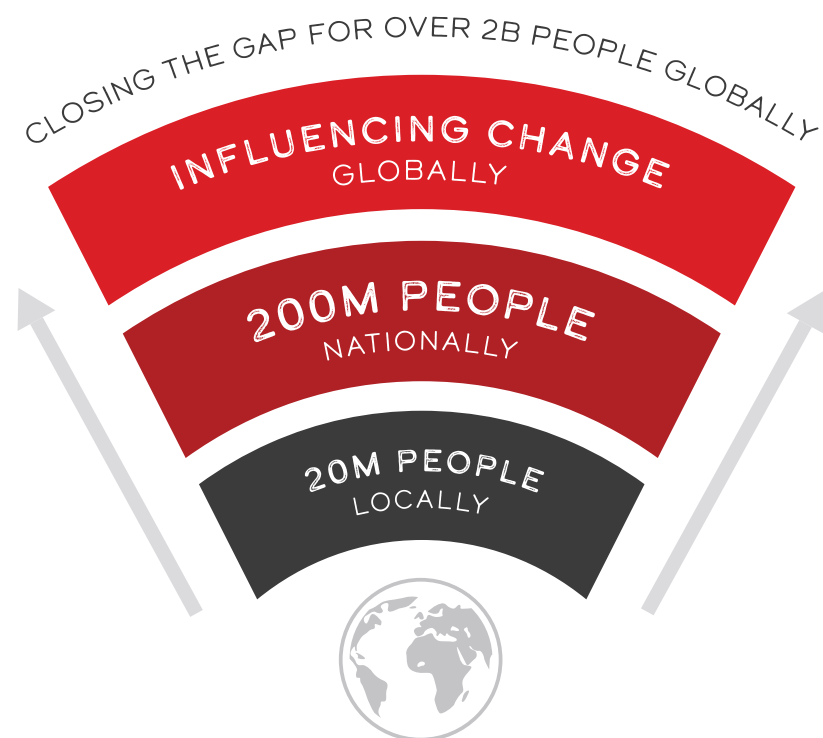
When Water for Good was approached last year about joining One For All, we knew immediately it was a good fit. We recognize that the current way of doing things in the water, sanitation and hygiene sector needs to shift to achieve universal and sustainable services.

This requires collaborative planning and execution – exactly how the alliance is committed to working. We're pleased that we've now officially announced our membership in 2023, and we're 100% on board!

WHAT MAKES ONE FOR ALL UNIQUE

Many people share our beliefs and aspirations. And we welcome others to join us or to use the principles that drive our alliance: to accelerate change through collective action, systems strengthening and work toward a mutual accountability framework.

By working with governments, communities, NGOs and supporters, we'll increase local and national impact to contribute to sustained or improved services for 200 million people by 2030.



INCLUSIVE INFLUENCE WITH ALL TYPES OF LEADERS

We inspire leaders at all levels and believe everyone has a seat at the table in the shared pursuit of clean water for all. Diverse voices, unique perspectives, and proven expertise shape who we are. This commitment to inclusion drives our ambitious vision forward.

TOGETHER, WE ACHIEVE GREATER IMPACT.



PROGRESSIVE PARTNERSHIPS WITH ACCOUNTABILITY

We respectfully challenge each other to go beyond business as usual. As we hold ourselves and each other accountable, we magnify each other's strengths and so achieve bolder outcomes.

TOGETHER, WE CREATE MOMENTUM THAT LEADS TO TRANSFORMATION.



SUSTAINABLE SERVICES THROUGH SYSTEMS STRENGTHENING

Our systems approach connects people and equips them to generate long-term impact. Staff work with local and national governments so that communities prosper. We try, we fail, we learn, we succeed.

TOGETHER, WE BUILD ENDURING CHANGE.

HONDURAS
GUATEMALA

PERU
BOLIVIA

MALI
NIGER
BURKINA FASO
GHANA

CENTRAL AFRICAN REPUBLIC

INDIA
ETHIOPIA
UGANDA
RWANDA
TANZANIA
MALAWI

OUR SHARED FOOTPRINT

In 2023, our combined global footprint grew to 15 countries. This number includes our newest alliance member's work in the Central Africa Republic. In Honduras, Uganda and India, alliance members have a collective presence.

15 COUNTRIES, 4 CONTINENTS

- WATER FOR PEOPLE
- IRC
- ▣ SHARED
- WATER FOR GOOD (new in 2023)





HONDURAS

HELPING ASSOCIATIONS OF MUNICIPALITIES TO ACHIEVE SCALE

Many small municipalities in Honduras struggle to support water supplies in rural areas because they can't afford to provide technical services. One For All has been piloting a solution in three areas of the La Paz department, creating a roadmap to reach all citizens using member organizations' complementary strengths.



Under this model, *mancomunidades* (associations of municipalities) establish a shared Water and Sanitation Technical Unit that offers monitoring and technical support to water committees, and helps calculate realistic prices (tariffs) for customers. One For All provides technical assistance and training for the unit, so its staff can improve their services.

As a result, a person like Sarahí Morales has achieved some impressive results. A water and sanitation technician in La Paz, Sarahí has provided technical support to at least 117 water committees, improved water quality management in 38 rural supply systems and worked on the review of tariffs of 17 water committees.

"With the implementation of this model," Sarahí says, "we are guaranteeing the sustainability of these systems. This is because we have a training and technical



SARAHÍ MORALES, A WATER AND SANITATION TECHNICIAN IN LA PAZ

assistance plan for all the water boards to help with administration, operation and maintenance."

A key reason for the success of the model is the political will of the municipal authorities, as the real implementers, according to Gabino Argueta, municipal mayor of Santa Maria in La Paz. The shared technical unit merely coordinates, trains and offers follow-up. The actual technicians then replicate the training "in the communities, in the water boards, with the plumbers, with the community leaders," he adds. "We can see which community will need to improve, when and where."

The *mancomunidad* model is effective but also faces some challenges, as the shared human resources still comes at a cost to member municipalities, and it takes a lot of work to convince them to share those costs. The alliance's roadmap helps show the way forward. If this works in La Paz, setting up shared Water and Sanitation Technical Units in all of the existing mancomunidades serves as a much more realistic path to scale than trying to set them up in all 298 municipalities.

WHAT THIS LOOKS LIKE

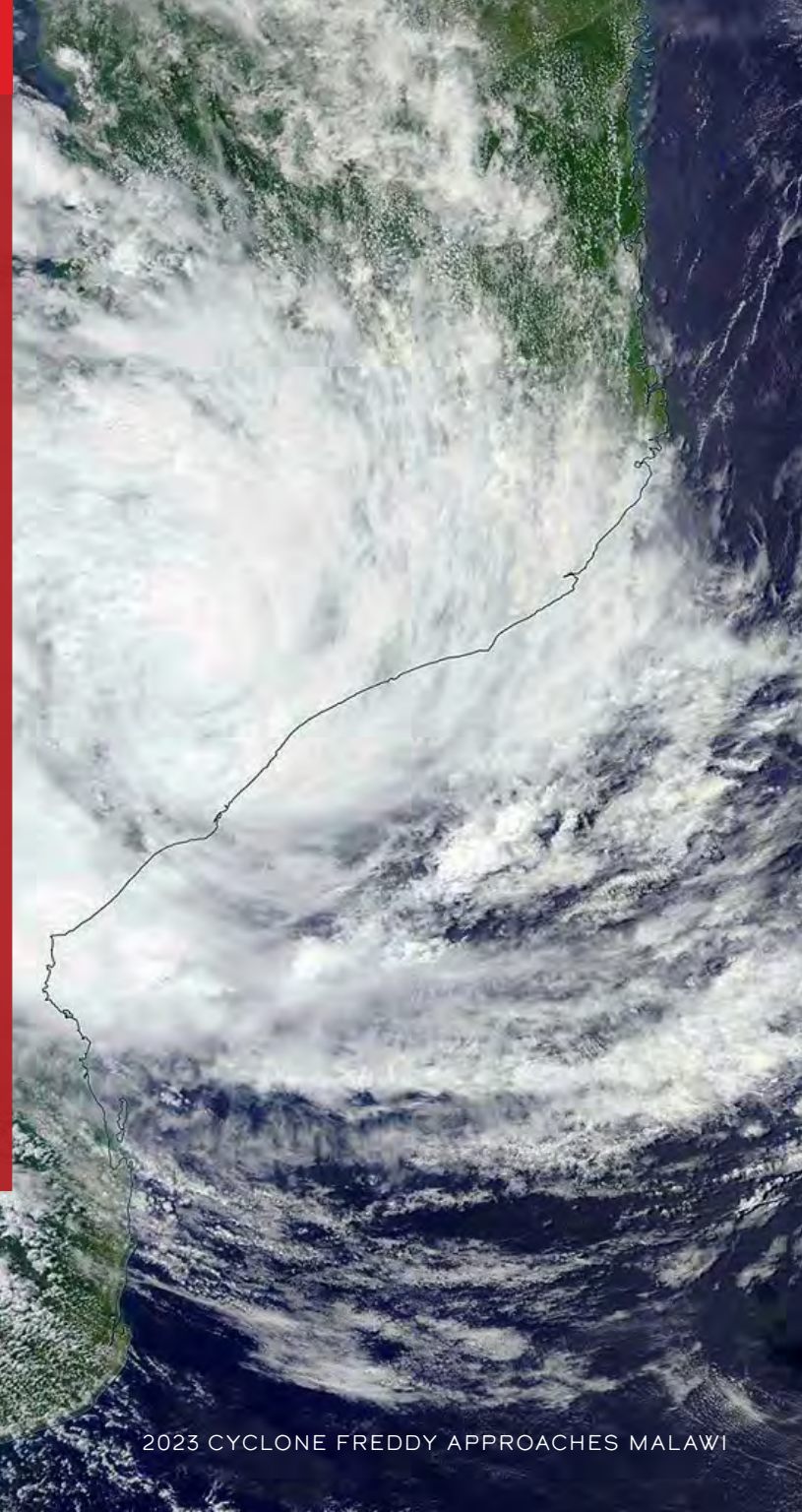




MALAWI

MAKING SMART USE OF FUNDING, THROUGH A CLIMATE-RESILIENT WASH FINANCING STRATEGY

Less than 3 percent of climate financing is spent on adapting systems and behaviors, and only a small fraction of that goes to water, sanitation and hygiene. This flow of money must change urgently to build people's resilience to droughts, floods, landslides and water-borne diseases. In Malawi, this resilience can't come soon enough.



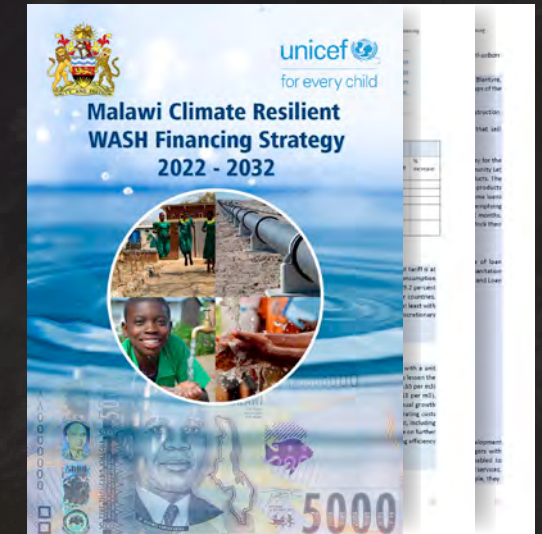
2023 CYCLONE FREDDY APPROACHES MALAWI

In 2020, One For All identified finance as a significant barrier to a strong climate adaptation. So the alliance brought together representatives from Malawi's Ministry of Water and Sanitation's Planning Department and the Ministry of Finance to develop a *Climate Resilient WASH Financing Strategy*, funded by UNICEF.

"We could not have achieved so much alone," says Kate Harawa, director of influence and scale at Water For People. "We united diverse voices and knowledge through a stakeholder consultation... and analyzed financial gaps and bottlenecks that were hindering progress. Together, we designed a strategy that gives practical ways to address them."



KATE HARAWA (LEFT), DIRECTOR OF INFLUENCE AND SCALE



But the team didn't stop there. The government wanted the alliance to publicize the strategy to all Malawians – particularly the main players in health, climate change and social justice. So members of the alliance visited each ministry and discussed practical ways to implement the strategies locally. According to Kate, valuable projects are already emerging that focus on repairs to existing infrastructure.

"We can't keep doing business as usual," says Kate, "and we can always learn from each other."

WHAT THIS LOOKS LIKE





RWANDA

EMPOWERING LOCAL SYSTEMS LEADERS TO INFLUENCE THEIR COMMUNITIES

Isoko y'Ubuzima ("source of life") is a five-year USAID-funded project to improve water, sanitation and hygiene (WASH) services and systems for 100,000 people in rural Rwanda. It is managed by Water For People and supported by IRC, VEI, CARE International and African Evangelistic Enterprise.



By day, William Musoni works as a laborer. After work hours, he educates communities in Rwanda's Eastern Province on good hygiene practices. William is one of 1,200 people from 10 districts across Rwanda trained as part of Isoko y'Ubuzima. William also serves as a mobilizer for community savings and loan associations, where he encourages people to invest in and use proper sanitation facilities and products. So far, he estimates, he's reached 6,000 to 7,000 community members this way.

"Because I have built a relationship with local leaders," William says, "if I request a space to speak about sanitation and hygiene, they always grant my wish."



WILLIAM MUSONI SPEAKING AT A COMMUNITY GATHERING



William emphasizes the importance of handwashing and cleaning food and utensils. If people don't have a handwashing facility in their household, he helps them build one and then shows them how to use it.

"They were mostly aware that they must wash their hands after changing diapers or cleaning up a child who has used the toilet and before breastfeeding," he says. "But handwashing after using the toilet has not been a common practice, and that is changing."

To make sure that people can practice what they learn, the community savings and loan associations promote a culture of saving money so that people can buy toilets, soap and menstrual hygiene products.

(cont.)

WHAT THIS LOOKS LIKE

(cont.)

Empowering community leaders like William is just part of the story. The government of Rwanda has an ambitious plan for national universal WASH access, and One For All consortium members have facilitated the process of developing a national WASH systems strengthening agenda. One For All is also working closely with district governments, the private sector, and communities to develop a shared vision about strengthening services and complementary action plans.

As a result, the consortium now works directly in more than half the country. This strategic collaboration with all stakeholders is critical to the success of the project and to the work of people like William in the districts.



ISOKO Y'UBUZIMA

TARGETS:

120,000

People will gain access to basic drinking water services

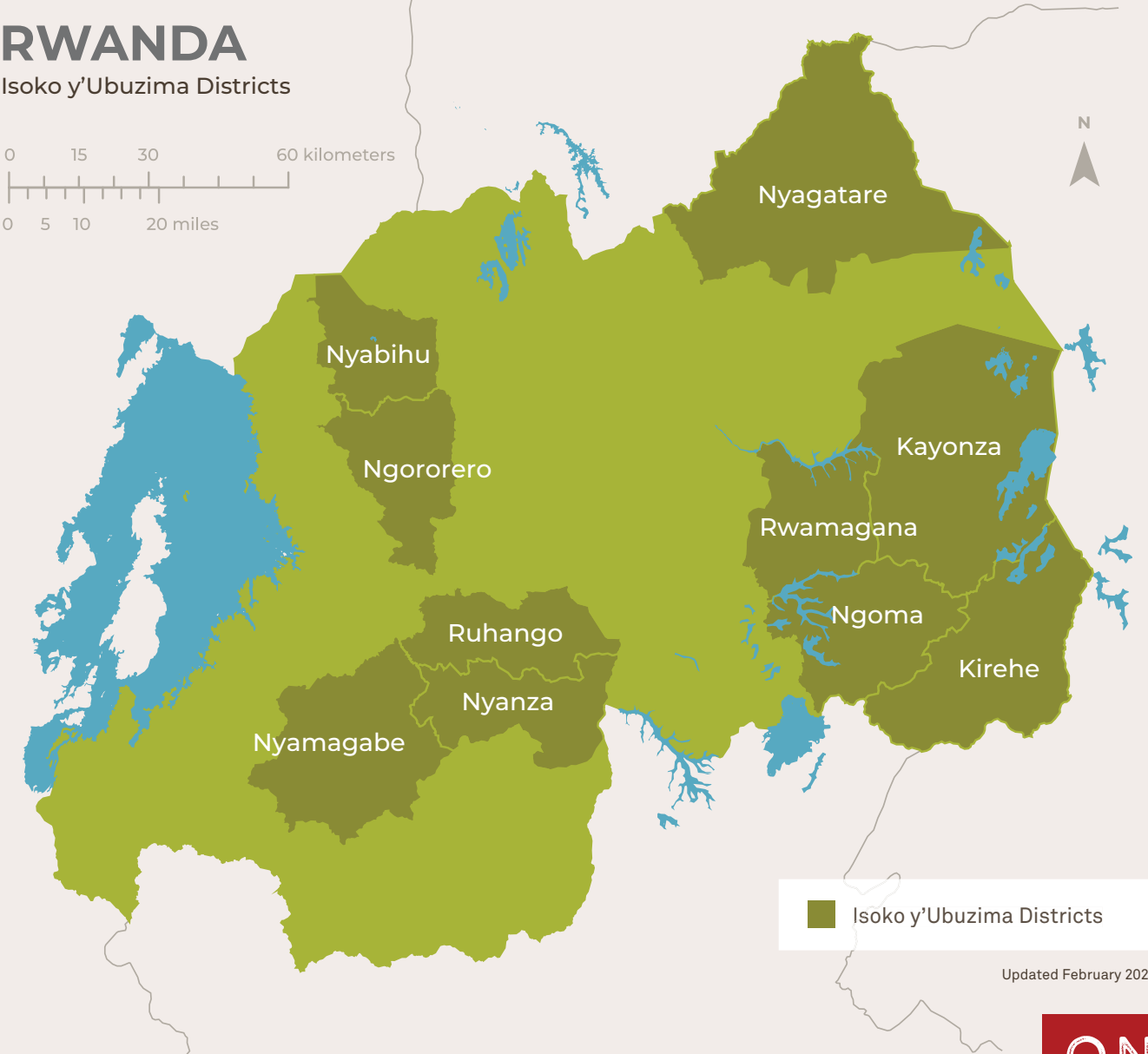
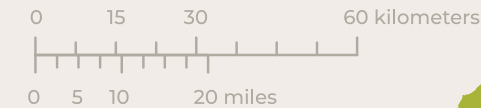
100,000

People will gain access to basic sanitation services

96,000

Will receive improved service quality from an existing basic or safely managed drinking water service

RWANDA Isoko y'Ubuzima Districts



Isoko y'Ubuzima Districts

Updated February 2022

WHAT THIS LOOKS LIKE





INDIA

WORKING WITH GOVERNMENTS TO BRING EVIDENCE-BASED LEARNING TO SCALE

Bihar has a population of 110 million and West Bengal around 91 million. One For All and other international NGOs face the ongoing challenges of scale and sustainability – reaching every community and ensuring that it can eventually manage its own services with support from its own government rather than outside agencies.



The Government of India and each state have significantly ramped up investment in water and sanitation infrastructure in recent years. “We realized that what is most needed is support to ensure these services are sustainable at scale, and to do that we have to work much more closely with the government than ever before,” explains Vivek Sharan, state in charge for Water For People Bihar.

The first step was to showcase how One For All’s systems strengthened the existing model, including a workshop with district and state government officials. Together they outlined the alliance’s role as technical advisers and partners. Officials even invited One For All to appoint people to serve at state and district levels in both states. That move was a game-changer, according to Sujata Tripathy, state in charge for Water For People in West Bengal.



SUJATA TRIPATHY, STATE IN CHARGE, WEST BENGAL



Building political will to invest in systems strengthening was critical in ensuring continued resources, strategies, policies and guidelines. “But the big challenge,” Sujata continues, “lies in mobilizing funds in an effective manner, making these policies work on the ground and making sure that services are sustainable.”

One For All’s “building blocks” approach proved essential in light of this big challenge: addressing everything from planning with the community, to ensuring robust monitoring and data collection for accountability.

“Partnering with government marks a huge change to the way we work,” Vivek says. “By functioning at the state level and in partnerships with other INGOs and the alliance, we can maximize everyone’s expertise and resources for far greater impact.”

WHAT THIS LOOKS LIKE



BRINGING TOGETHER SYSTEMS LEADERS TO BUILD MOMENTUM AND TAKE ACTION



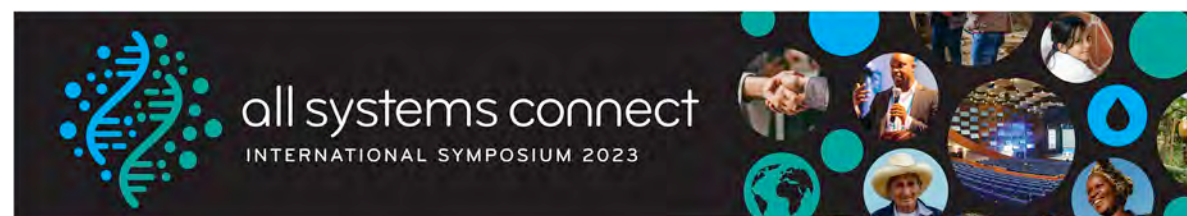
In October 2022, All Systems Go Africa brought together 250 participants from 25 African countries to meet in Accra, Ghana. This group comprised political leaders, professionals, government officials, academia, NGOs, private sector, donors and regional institutions. Alliance partner IRC led the event, in collaboration with UNICEF and the government of the Republic of Ghana.

In his opening address, the Republic of Ghana's vice president, His Excellency Alhaji Dr. Mahamudu Bawumia, reminded participants of the continent's bold vision adopted in 2000, the Africa Water Vision – that *"everyone on the continent will have access to safe water and sanitation by 2025."*

However, about 30% of Africa's population still lack basic drinking water services, and 57% remain without access to basic sanitation.

The symposium identified urgent actions necessary to help design a post-2025 Africa Water Vision. This represents a core function of the One For All alliance – acting as a catalyst and champion of others to take up the systems strengthening challenge. As part of the concluding call to action, Dr. Tanko Yussif Azzika, Director of Programmes (Acting) of the African Ministers' Council on Water said, *"We all believe in the power of systems. Together we can affect the needed change and get Africa on good track toward achieving the Africa Water Vision and the SDGs."*

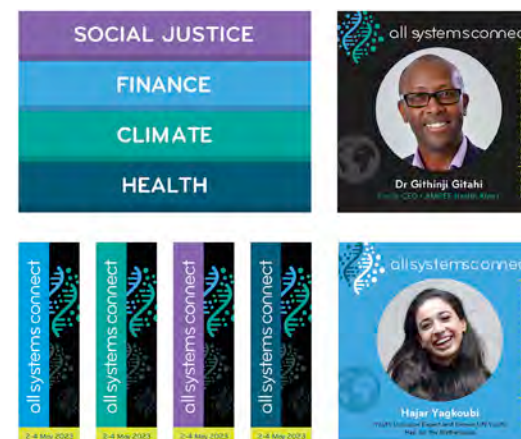
Participants further agreed that the All Systems Go Africa symposium will be hosted on a rotational basis by different African countries, with the next event planned for 2025.



In May 2023, One For All will host the All Systems Connect 2023 Symposium. With the 2030 UN goals staring us in the face, we have less than a decade to think differently, work differently and connect systems to drive change. This is no ordinary event. This is 'business unusual'. The event's goal: to innovatively connect people, ideas, systems and solutions to achieve justice for all.

Some 250 global experts from 125-plus organizations will join 600 participants to champion the Water Action Agenda from the UN2023 Water Conference. The gathering will promote the importance of systems leadership and the transformative impact of connecting across sectors to champion the value of water, sanitation and hygiene to positively impact health, climate, financing and social justice.

Partners include the World Health Organization, the Foreign, Commonwealth and Development Office (FCDO), the Government of the Netherlands, the Conrad N. Hilton Foundation, Osprey Foundation, World Vision, Aqua for All, Sanitation and Water for All, UNICEF, Vox Impuls, Agenda for Change, Aguaconsult, Deltares, End Water Poverty, Water Wiser, The Hague and Partners and Devex.



2022 ONE FOR ALL KEY NUMBERS FOR JOINT REPORTING



2022 marked the first year of a joint strategy and monitoring system for One For All member organizations. Some partner areas are new, some indicators are still being explored and some information is simply not yet present. The numbers on the following pages are based on the best available data and most data points have been rounded off to two digits.

The indicators presented on the following pages have been selected to show a snapshot of our progress and ambition as an alliance. These indicators are just a few of the full set of indicators that we have established. The target numbers are expected to receive an update now that 2022 snapshot data is known.

Our Theory of Change (upcoming page) — ambitious because it has to be — drives our target goals and performance indicators in service of a world where everyone, no matter where they live, rural or urban, has access to sustainable safe water and sanitation.



To learn more about our joint strategy and monitoring system, visit oneforallalliance.org

ALLIANCE AMBITION

TO GROW
3X
FROM 54
PARTNER AREAS
TO 150

TO REACH
4X
MORE PEOPLE WITH
BASIC PLUS SERVICES
increasing from 5.4 million
to 20 million by 2030

TO SUPPORT
20+
COUNTRIES
as focus countries
for national systems
strengthening

TO STRENGTHEN
WASH SYSTEMS FOR
100X
THE NUMBER
OF PEOPLE
in our partner areas

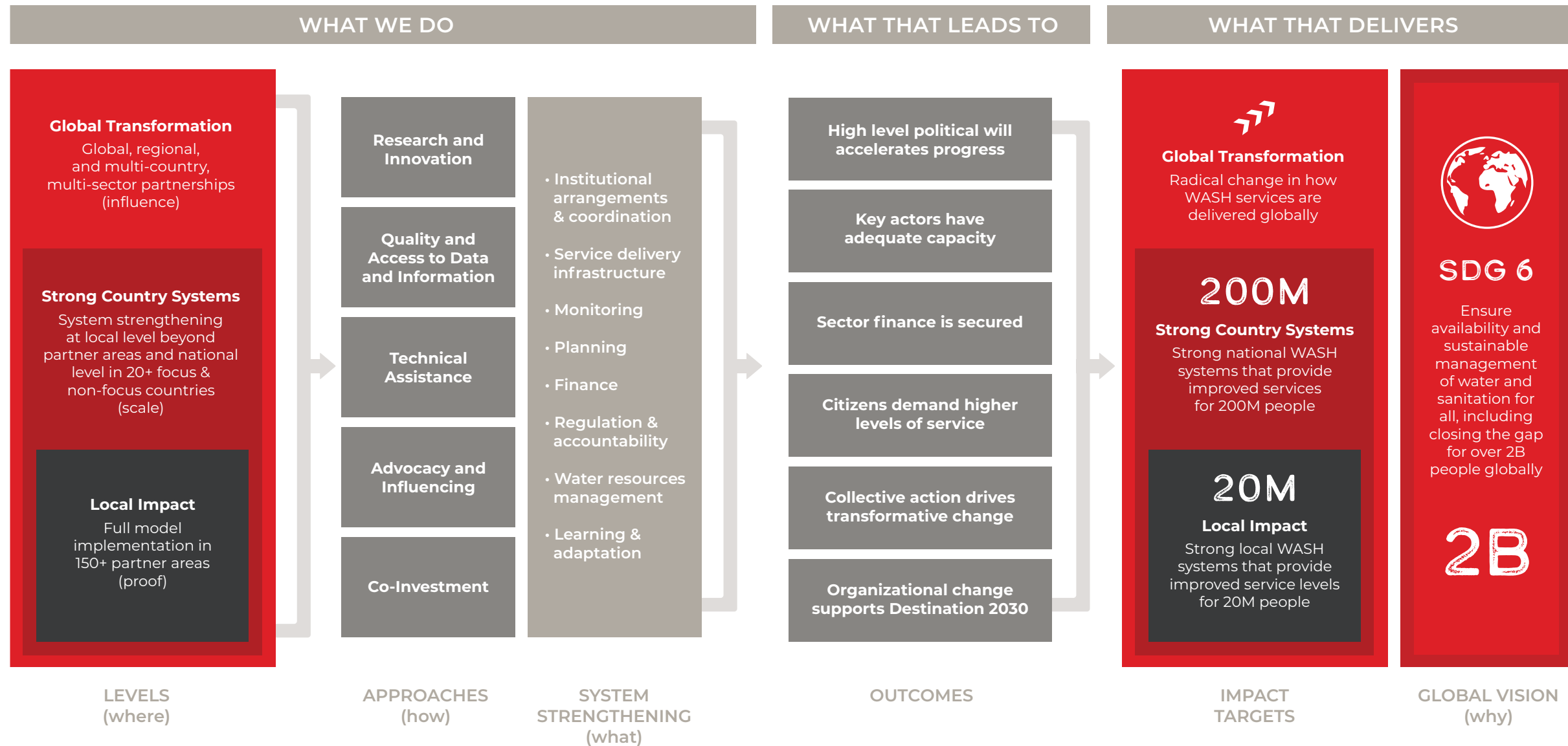
ONE FOR ALL PERFORMANCE INDICATORS

A SAMPLE OF OUR COMPLETE SET OF INDICATORS:

INDICATOR	2022 VALUE	2030 TARGET	UNITS	PERCENT OF TARGET	INDICATOR DEFINITION
Number of Alliance Focus Countries	14	20	Countries	70%	Number of countries where an alliance member has (or members have) an in-country staff team who are working full time at both local and national impact pathway activities. The 2022 population of these 14 focus countries was 760 million people.
Number of Alliance Partner Areas	54	150	Partner Areas	36%	Number of districts, cities, or towns where alliance partners have made the Everyone Forever commitment. The 2022 population of these 54 partner areas was 7.8 million people.
Number of People with "Basic Plus" Water	5,400,000	20,000,000	People	27%	Number of people in partner areas who are receiving "Basic Plus" water services, where "Basic Plus" means JMP Basic, plus any one of the three criteria for Safely Managed.
Health Care Facilities - Basic Water	552	805	Facilities	69%	Number of health care facilities in alliance partner areas with access to a basic level of water service (following JMP guidelines). We are also tracking health care facilities with basic sanitation services.
Schools - Basic Sanitation	3,451	5,053	Schools	68%	Number of schools in alliance partner areas with access to a basic level of sanitation service (following JMP guidelines). We are also tracking schools with basic water services.
Costed National WASH Finance Strategies in Place	3	20	Countries	15%	Number of alliance focus countries with costed national WASH finance strategies in place (following SWA guidelines).
Scaling WASH Master Planning	4	20	Countries	20%	Number of focus countries that have adopted a WASH Master Plan process as a systems strengthening approach beyond local partner areas.

WE'RE TURNING THEORY INTO ACTION

Our Theory of Change outlines an ambitious plan that counts on local impact and strong country systems to influence lasting global change as we accelerate toward SDG 6.





ONE FOR ALL

“We believe this is the only way to achieve our urgent joint mission: to close the gap for over 2 billion people – one quarter of the world’s population – whose health, lives and futures are at risk from dirty water and poor sanitation and hygiene. It’s the only way to achieve the Sustainable Development Goal of clean water and sanitation for everyone, forever.”

PATRICK MORIARTY, CEO, IRC

2022 ANNUAL REPORT



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