

WSUP | Water & Sanitation
for Urban Populations

Annual Report

2024 - 2025



Driving inclusive and resilient urban water and sanitation systems



Members of a WASH Management Committee at a factory in Athi River, Mavoko, Kenya, review training manuals designed to strengthen workers' knowledge of safe water, sanitation, and hygiene practices. Supported by WSUP, this initiative aims to improve the health and well-being of factory employees and neighbouring communities by addressing water scarcity, poor sanitation, and the high disease burden in surrounding areas. ©WSUP/Stephen Ouma

Our work is central to the achievement of two of the UN's Sustainable Development Goals (SDGs)



It also contributes to the achievement of several other SDGs



Cover image: At a community water point in Naivasha, Kenya, a resident fills her container, one of thousands benefiting from an inclusive water and sanitation project supported by The One Foundation, designed to expand coverage and deliver a reliable supply to low-income neighbourhoods. ©WSUP/Brian Tsuma

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Message from our chair

This past year marked a defining chapter in WSUP's story. As we celebrated 20 years of impact, the world around us continued to evolve at an extraordinary speed and with increasing complexity. Urbanisation, climate stress, and constrained development finance reshaped the global water and sanitation landscape.

For WSUP, these shifts have only reaffirmed how justified our long-standing focus on urban areas has been. Since our founding in 2005, we have remained unwavering in our belief that cities—home to more than half of the world's population and growing rapidly—are where the water, sanitation, and hygiene (WASH) challenge is most urgent and where solutions must deliver at scale.

Urban WASH goes far beyond infrastructure: it encompasses inclusive service models for dense informal settlements, strengthened water and sanitation utilities, climate-resilient planning, appropriate faecal sludge management, and governance systems capable of sustaining services for millions. As this year has shown, our commitment to urban systems is not just relevant, it is essential.

The 2024–2025 financial year unfolded against a backdrop of mounting crises that tested the resilience of WASH systems worldwide. Across Africa and Asia, prolonged droughts, intensified floods, and energy shortages disrupted water supply and sanitation infrastructure. In Zambia, drought and power shortages were declared a national disaster; in Mozambique, urban flooding exposed fragile systems; and in Kenya, cholera outbreaks resurfaced in informal settlements. Compounding these challenges, the WASH sector continued to grapple with a significant shortfall in funding, leaving many countries unable to meet growing demands for resilient services.

A changed and fast-evolving political context, both globally and domestically, has impacted us all and has implications for all the countries in which we operate. The need for water and decent sanitation, however, surely transcends all divides and must be something about which the world can unite. We cling to the belief that this is the case and work to make it so.

From the Board's perspective, our primary role has been to ensure that our strategic direction remains both ambitious and accountable. We have strengthened governance frameworks, enhanced transparency, and ensured that our strategy is firmly grounded in evidence, partnerships, and financial sustainability.

On behalf of the Board, I want to pay a personal tribute to all our staff and partners who have stepped up to the challenges of these times in such an inspirational way. I also wish to thank our funders, who have not only shown confidence in WSUP as an institution but have, in so many ways, demonstrated profound generosity and commitment to our beneficiaries. As we say in Ghana, where I grew up and still remember our family's first flushing toilet in downtown Accra 70 years ago, 'Medaase' Thank you.

Thank you very much!



Rt Hon the Lord Boateng

The Rt Hon the Lord Boateng CVO DL
Chair of the Board
Water & Sanitation for
Urban Populations

A year in review

For WSUP, this year marked 20 years of transforming urban water, sanitation and hygiene services. I am proud to share the progress we have made together with our staff, partners, funders, and the communities we serve. Every success in this report is built on collaboration and the belief that access to safe water and sanitation is the foundation of dignity, health, and opportunity.

Despite these achievements, urban growth, funding constraints, and the realities of climate change continue to test the resilience of WASH systems. We reaffirm our commitment to locally led solutions, long-term partnerships, and adaptive approaches that can withstand uncertainty and meet these challenges.

WSUP's strength continues to lie in its ability to bridge policy, practice, and people. Our work with utilities, governments, and the private sector is building sustainable, market-based WASH systems that reach low-income communities in rapidly urbanising contexts. Our approach goes beyond infrastructure as we create the conditions for these WASH services to thrive.

Over the past year, WSUP has continued to demonstrate the power of systems change. The impact of our shared sanitation initiatives is proving to have significant health benefits, including reductions in child stunting. We have witnessed how our utility partnerships have enabled thousands of people to connect to safely managed piped water services, and benefit from improved faecal sludge management through innovative public-private models. Our advocacy efforts have influenced national sanitation strategies and strengthened regulation in several countries. Our work on reducing non-revenue water has supported utilities to cut losses, improve financial performance, and expand services to low-income communities.

Behind these achievements are human stories: urban residents accessing dependable water and dignified sanitation services, utilities better equipped to deliver for the communities they serve, and neighbourhoods strengthened by improved health, safety, and resilience.

In March 2025, we proudly evolved our identity to Water & Sanitation for Urban Populations. As cities expand and climate pressures intensify, our purpose remains unchanged: to strengthen the systems that deliver inclusive and resilient WASH services for low-income urban communities.

As we look ahead, we will be rolling out our new 2025–2030 Strategy, an ambitious roadmap for scale and sustainability with three flagship Big Initiatives:

- **Rolling out Regulation in Africa (RORA):** Supporting regulators to create fair and inclusive frameworks that expand access.
- **Shared sanitation for child health:** Improving health outcomes through high-quality shared sanitation solutions.
- **Climate-resilient urban WASH services:** Helping cities adapt to floods, droughts, and water scarcity with innovative infrastructure and planning.

I am personally energised by the scale of the challenge and the power of our collective response. It is my heartfelt belief that our shared vision will determine the future of urban health and resilience. I invite you to stand with us and continue supporting these vital initiatives, which will guide our fundraising, partnerships, and research, ensuring that WSUP remains at the forefront of innovation and lasting impact in urban WASH.



Ed Mitchell

Ed Mitchell
Chief Executive Officer
Water & Sanitation for
Urban Populations

Residents of a low-income neighbourhood in Antananarivo, Madagascar, queue at a community water point, part of WSUP's efforts to expand inclusive water access and strengthen social connections in underserved urban areas. ©WSUP/Tsilavo Rapiera

Why WSUP?

We believe that universal and resilient urban water and sanitation are fundamental cornerstones of human prosperity, well-being, and economic activity. We understand that strong systems require strong policy. With the global population projected to be two-thirds urban by 2050, there is an urgent moral and strategic imperative to build the enduring systems that can support this growth and empower the local leaders who run them.

In rapidly expanding urban centres across the Global South, population growth is outpacing the provision of essential WASH infrastructure and services. Residents of low-income communities and informal settlements live without access to safe, affordable, and reliable water and sanitation. This negatively impacts health, livelihoods and dignity, and entrenches gender inequities by disproportionately burdening women and girls. Underlying these challenges are systemic failures, with change hampered by fragmented policies, weak institutional frameworks, and inadequate funding, with stakeholders often failing to unite in collaborative action. The growing threat of climate change further exacerbates the crisis and its challenges.

In response, WSUP drives inclusive and resilient urban water and sanitation systems - drawing on 20 years of expertise in addressing these complex urban challenges. By strengthening systems, we ensure

that people and communities benefit from sustainable, high-quality services. We are a systems player, partner, and pioneer dedicated to making service provision work for everyone, everywhere.

Our work is guided by three core approaches that drive change across the urban WASH ecosystem:

- **Pioneering practices:** WSUP develops, pilots, and validates innovative solutions—from delivery models to frameworks and regulations—that enable sustainable system change. By directly testing these approaches (see pages 10-11), we de-risk adoption for others, addressing gaps where proven solutions exist but remain underused, and where evidence for innovations is still limited.
- **Partnerships:** We move beyond technical assistance by actively collaborating with local service providers to scale and improve services. Through trusted, close partnerships, we mainstream proven solutions via shared learning, promoting replication across Sub-Saharan Africa and South Asia (see pages 22-23).
- **Policies:** We understand that strong systems require strong policy. We work to shape urban WASH policies, practices, and investments locally and globally, building the evidence base that mobilises finance and encourages adoption of best practices. This focus ensures policies and regulations are clarified and strengthened, reflecting funders' expectations for responsible system-change players (see pages 18-19).

We focus on:



Clean, affordable drinking water: Connecting poor communities to their city's water network, providing safe water at an affordable price.



Climate change: Building resilient water and sanitation systems which meet today's needs and tomorrow's climate.



Improving utilities: Helping build stronger utilities with better infrastructure, fewer leaks and improved customer services able to meet the needs of the poor.



Safe, dignified toilets: Ensuring clean, convenient, and safe toilets and sanitation systems for communities, households and in schools.



WASH for women and girls: Providing infrastructure and services that support attendance in schools, safety while going to the toilet, and saving women the time and money otherwise spent on collecting water for domestic use.



Mobilising investment: Working with international and local financial institutions to unlock and direct investment which benefits the poorest urban residents.



Improving policies and regulation: Advocating for improved policies and regulations which underpin better services for both the poor and the environment.

Impact figures 2024 - 2025

At WSUP, we have a permanent presence in different cities and municipalities across six countries, and we are strengthening our presence in Uganda through our consultancy arm, WSUP Advisory.

Our strategic goals
WSUP's Strategic Goals for 2020-2025 reflected our vision for changing the capacity of cities to provide basic sustainable services to the poorest residents, drive us to scale, and integrate our proven models within wider urban development. Our new Strategic Plan 2025-2030 can be found on page 29.



**Strategic goal 1
Integrated city development**
Integrate WASH services within wider urban development to make cities inclusive, safe, resilient, and sustainable.



**Strategic goal 2
Stronger service providers**
Strengthening and expanding our technical and business support to utilities, municipalities and water and sanitation enterprises.



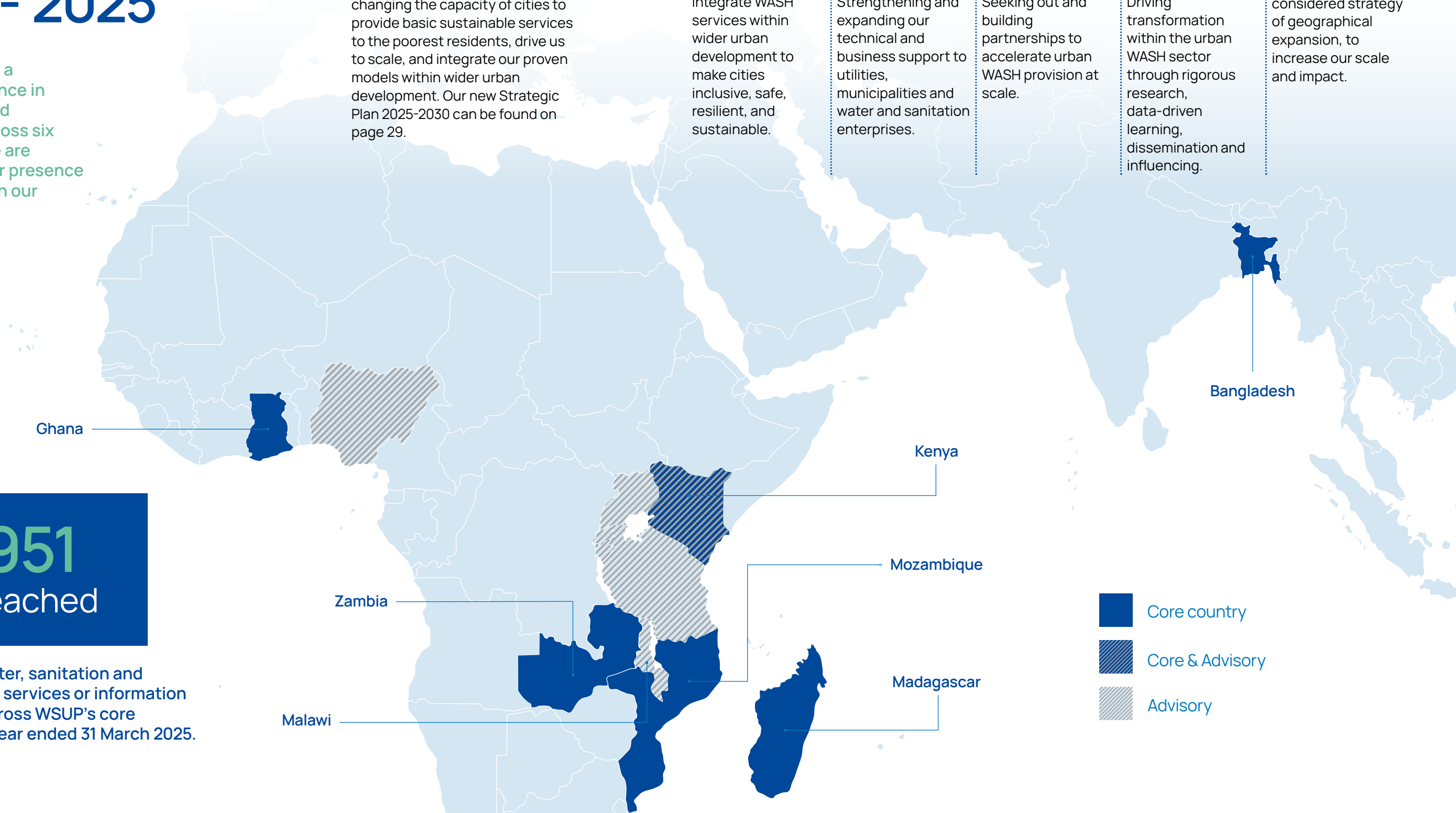
**Strategic goal 3
Enhanced partnerships**
Seeking out and building partnerships to accelerate urban WASH provision at scale.



**Strategic goal 4
Effective policies & regulations**
Driving transformation within the urban WASH sector through rigorous research, data-driven learning, dissemination and influencing.



**Strategic goal 5
Increased scale**
Implementing a considered strategy of geographical expansion, to increase our scale and impact.



984,951
people reached

with improved water, sanitation and hygiene facilities, services or information and education across WSUP's core countries in the year ended 31 March 2025.

Water
73,635

Hygiene
638,385

Sanitation
272,931

Finance mobilised
\$655,488**

** A core concept within WSUP's theory of change is securing finance for models and service approaches which work, with a particular focus on the financial sustainability of service providers. We track four main categories of finance mobilised: household payments for connection and maintenance of water/ sewage bills (where WSUP support the connection) which builds up the service provider's revenue base, and public, private or IFI investments in service delivery improvements which are influenced by WSUP, either through collaboration during the investment or through a replication of an approach developed by WSUP.

How high-quality shared sanitation can reshape urban WASH

WSUP has long argued that well-designed and well-managed shared sanitation should be recognised as a good, safe, sustainable solution for the millions who live in crowded, low-income, informal settlements.

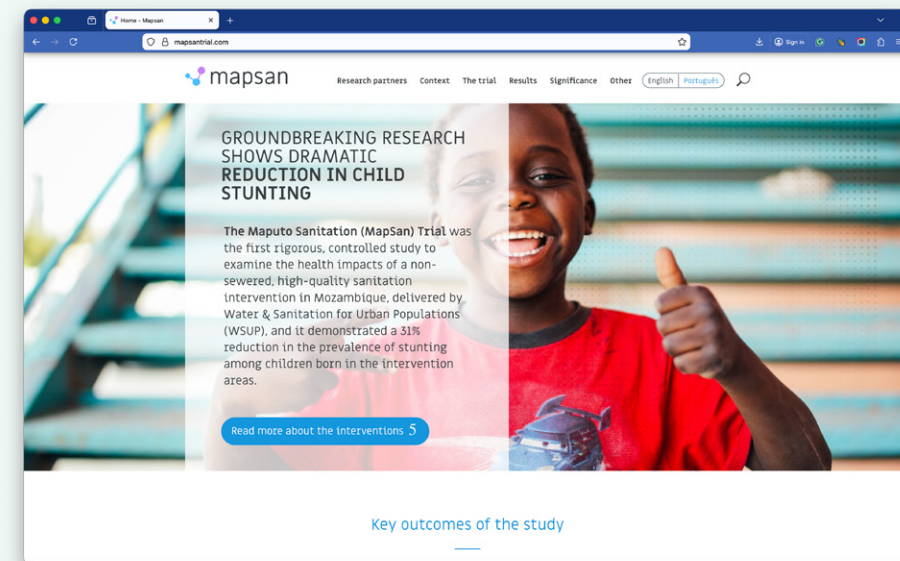
We now have evidence that this was a well-placed belief, as we share the results of ground-breaking research that demonstrates a direct link between good quality, shared sanitation and improved health and development outcomes. These results have the potential to super-charge progress towards achieving safe sanitation for all which is one of WSUP's Big Initiatives for 2025-2030.

Game-changing research

The [Maputo Sanitation](#) (MapSan) trial, which ran from 2013 to 2024, is the first rigorous study of its kind: a before-and-after controlled study designed to evaluate the impact of WSUP's high-quality shared sanitation on diarrhoeal diseases and wider health impacts in children under five. Partners in the trial included the University of North Carolina, the London School of Hygiene and Tropical Medicine, and the Instituto Nacional de Saúde, Mozambique.

The study tracked health outcomes among children under five years old in low-income, informal neighbourhoods with the improved shared toilets installed by WSUP, and in communities that did not have improved facilities. The results at the end of the five years showed a major public health breakthrough.

A young girl walks towards a newly constructed, high-quality shared sanitation block in Beira, Mozambique. Installed by WSUP, these facilities bring safe, improved sanitation to communities that previously had no access to proper toilets. © WSUP/ Julio Dengucho



The MapSan website presents the definitive evidence that high-quality shared sanitation, delivered at scale, significantly reduces stunting and improves child health in dense urban communal settings.

Children born into households using WSUP's high-quality shared toilets were less likely to be exposed to enteric pathogens, leading to a 31% reduction in stunting, a condition of impaired growth caused by chronic infection and poor nutrition. Stunting has lifelong consequences, including impaired cognitive development and poorer educational attainment. Together, these outcomes are linked to reduced economic potential, lower adult wages, lost productivity, and an increased risk of chronic disease in later life.

This 31% reduction substantially outperforms the results of nutritional support programmes, which typically achieve stunting reductions of 10–20% at comparable cost levels. This is the first robust, long-term evidence that high-quality, shared sanitation can deliver significant health benefits.

MapSan research has also demonstrated quality-of-life gains from the improved toilets, including improved dignity, reduced stress, better mental well-being, and enhanced safety for women and girls. These findings affirm that sanitation is not only a health intervention but also a matter of human rights, gender equity, and urban safety.

Rethinking what “progress” means

According to the World Health Organization (WHO) and UNICEF's Joint Monitoring Programme (JMP), which tracks global progress towards SDG 6, shared sanitation is currently only seen as a limited sanitation service, as these facilities can be poorly designed and maintained.

Yet, in densely populated urban areas — and especially in informal settlements, where families often live in one or two rented rooms in shared compounds — individual household toilets are simply out of reach. Even with major investment in slum

upgrading, including extension of WASH services, shared sanitation is usually the only option. Not recognising high-quality shared sanitation as an acceptable sanitation service, limits investment in it as a solution for the millions living in urban slums.

The results of this study shift shared sanitation from a reluctant compromise — “better than nothing” — to a scientifically validated, scalable public health solution. MapSan demonstrates that in contexts where space and infrastructure constraints make private toilets unfeasible, shared sanitation provides a viable, life-changing, cost-effective alternative.

A call to action: From evidence to equity

WSUP is committed to leveraging this powerful evidence to mobilise support for delivering high-quality shared sanitation at scale as one of our Big Initiatives for 2025-2030.

We want to scale up high-quality shared sanitation across multiple countries, continuing to demonstrate how this is a viable solution that can tackle the elevated prevalence of stunting among children born into urban slums.

WSUP calls for greater recognition of high-quality shared sanitation as a legitimate, high-impact and cost-effective solution that should be adopted by governments and implementing agencies as part of a multi-tiered sanitation strategy. This includes recognition of high-quality shared sanitation in post-2030 global monitoring frameworks, defined by strict standards of design, management, and hygiene. This shift would help unlock financing for solutions to both poor sanitation and child stunting that work in the most challenging urban contexts.

Want to know more or support this work?
Contact: partnerships@wsup.com



Uttam Saha
Country Manager



Bangladesh

Project locations: Dhaka, Chattogram, Cumilla, Kalaroa, Tongi, and Chuadanga

172.9m
Total population

69.9m
Urban population

2.93%
Urbanisation rate

52%
Urban residents living in slums

69%
People without safely managed sanitation

41%
People without safely managed drinking water

World Bank data

Amid the political shift Bangladesh experienced last year, WSUP continued its mission to drive transformative change in urban WASH services, ensuring that the country's most vulnerable urban residents are not left behind.

Our achievements have laid the groundwork for lasting, large-scale transformation, including the SWEEP model, a market-based public-private partnership for safe, affordable and professional faecal sludge management (FSM) services. SWEEP has been recognised as a model of innovation for driving public-private partnerships to improve FSM services and as best practice for equitable urban sanitation investment.

Funding from The Coca-Cola Foundation has enabled our work with Chattogram Water Supply and Sewerage Authority and other utilities to extend legal water connections into low-income settlements while reducing non-revenue water and building institutional capacity for last-mile service delivery. At the same time, we are strengthening school facilities to improve hygiene practices, advance gender equity, and creating safer, more inclusive learning environments, recognising water, sanitation and hygiene as a cross-cutting driver of development.

Through our partnership with the VF Corporation, WSUP worked with management in 15 factories across Chattogram and Tongi to implement the WASH for Factory Workers initiative, providing safe and dignified WASH services for predominantly female workforces.



Roksana Begum, a resident of a low-income community in Chattogram, Bangladesh, teaches her daughter proper handwashing at a water point built within their block. As a member of the local community committee, Roksana helps ensure the water point remains operational and well-maintained, supporting hygiene and health for all residents. ©WSUP/SM Tamzid Al Fatah

We continue to be a key voice in shaping Bangladesh's national WASH policy. We have contributed to the FSM network and the Menstrual Hygiene Management platform and collaborated with the Policy Support Branch under the Ministry of Local Government to develop the WASH Sector Development Plan, a costed action plan for menstrual hygiene management. Our advocacy has also led to increased recognition of WASH needs within worker welfare programs in the industrial sector.

Looking ahead, we plan to further develop the SWEEP model, sharing our learning in fora such as UNC Water and Health Conference, deepen climate-resilient WASH practices, expand inclusive school and workplace initiatives, and support citywide inclusive sanitation planning.



Frank Kettey
Country Manager



Ghana

Project locations: Accra, Kumasi, and Takoradi

34.1m
Total population

20.2m
Urban population

3%
Urbanisation rate

33%
Urban residents living in slums

71%
People without even basic sanitation

56%
People without safely managed drinking water

World Bank data

WSUP's work in Ghana has evolved from community-level interventions to a national-scale transformation that is now shaping utility performance, municipal financing, and governance systems, reaching more than 14 million people. This year, our partnership enabled households to gain new or improved water connections, strengthened school WASH services, and advanced digital and operational reforms within utilities.

Working alongside Ghana Water Limited, the Community Water and Sanitation Agency (CWSA), and over 30 municipalities, WSUP delivered solutions that are locally managed, financially viable, and ready for sustained scale. Together with CWSA, we supported operational improvements to reduce non-revenue water, enhance water quality, modernise billing and revenue collection, and introduce a digital asset management system across the Western region, with support from the Conrad N Hilton Foundation. We also invested in advancing women's leadership through targeted training and mentorship programmes.

In the Ashanti region, with support from The One Foundation, we deployed solar-powered water systems combining network extensions, storage, and treatment to improve energy efficiency and ensure reliable access to safe water for low-income communities. In partnership with the School Health Education Programme, we upgraded WASH facilities in 11 schools, providing disability-accessible toilets, separate facilities for boys, girls, and teachers, and changing rooms to support menstrual hygiene.



Juliana Opoku of Juaso, Ghana, now collects water from a shared neighbourhood connection installed outside her home with support from The One Foundation and WSUP. After years of walking long distances to fetch water, Juliana can now spend more time with her family, highlighting how safe, reliable water access transforms daily life, uplifts communities, and restores dignity. ©WSUP/Kwame Afriyie-Anto

Through a combination of mechanised boreholes, rainwater harvesting systems, and strengthened school health clubs, WASH practices improved for more than 7,000 students and teachers.

Digital transformation remained at the core of WSUP's approach. The mWater platform, rolled out with CWSA, digitised asset mapping and system monitoring across seven water systems in the Western Region and is now being scaled by CWSA across 15 regions. mWater was also piloted in 16 schools, enabling real-time maintenance tracking and informing plans to integrate WASH indicators into national Education Management Information Systems (EMIS) for sector-wide monitoring.

Looking ahead, WSUP Ghana will deepen its focus on citywide sanitation, commercial sustainability, and data-driven governance.

Sustainable futures with climate-resilient urban WASH

Climate change is disrupting water and sanitation services worldwide, with the most devastating effects felt by low-income communities that already struggle to access safe and reliable services. Droughts strain water sources, while floods destroy fragile infrastructure and contaminate supplies. For the millions living in urban informal settlements, climate change is not a future threat; it is a daily reality that exacerbates their struggle for dignity and health.

Climate-resilient water and sanitation services are no longer a nice to have, but an urgent need. Urban water and sanitation service providers are at the forefront of climate impacts. They're the ones responsible for keeping water flowing and sanitation

safe, often with limited staff, tight budgets, and growing demand. When these systems fail, the consequences are immediate and unequal: it is women walking further for water, families exposed to disease, and low-income communities left most at risk.

Globally, the water sector is believed to contribute to almost two per cent of greenhouse gas emissions, with wastewater and sanitation accounting for the largest share, emitting methane and nitrous oxide gases with significantly more global warming potential than carbon dioxide. At a city level, the impact becomes even more striking, with studies showing that poor sanitation services could be responsible for up to half of the greenhouse gas emissions. This is why one of our Big Initiatives is extending WASH services that both reduce emissions and are resilient to climate impacts.

Our approach: Building resilience and implementing mitigation activities

Our systems-based approach to climate resilience is centred on equipping water and sanitation service providers with tools to adapt and respond to the challenges of climate change.

We believe that building resilience starts with strengthening water and sanitation service providers themselves. Improving their ability to understand climate risks and act on them is one of the most effective and scalable ways to build climate resilience in cities, ensuring that all residents have access to safe water and sanitation.

We support future-proofing of infrastructure that can withstand floods and droughts and extend services to the most climate-vulnerable communities. Simultaneously, we work to reduce greenhouse gas emissions from sanitation systems and power services with renewable energy.

This strategy ensures that the vital services we help establish today will endure for tomorrow. This work is not theoretical. It is happening on the ground, in partnership with utilities and communities, creating replicable models for urban resilience.

Our work on future-proofing WASH

Across our countries of operation, we are implementing this approach through targeted interventions that address local climate vulnerabilities.

• Solarising water supply in Zambia

In Chazanga, frequent power cuts due to low flows over the Kariba dam leave the community without a reliable water supply. WSUP's intervention goes beyond pipe repairs; we are supporting Chazanga Water Trust to solarise the boreholes that feed the system. This shift to clean energy ensures a continuous water supply despite grid instability, building climate resilience into the very heart of the city's water system and safeguarding water access for thousands.

• Flood-resilient sanitation in Bangladesh

In the flood-prone informal settlements of Chattogram, standard pit latrines routinely overflow, contaminating water and soil. WSUP is constructing properly lined, flood-resilient sanitation blocks. These facilities are designed to remain operational and contained during heavy rains, protecting community health and preventing the spread of waterborne diseases.



Climate-driven flooding in Chattogram, Bangladesh is breaching boundaries and overwhelming canals—contaminating water and exposing nearby families to dangerous WASH-related diseases. @WSUP/EMmoulding

• Reducing water losses in Madagascar

In Antananarivo, tackling non-revenue water (NRW) is a priority given the high level of water stress. WSUP partnered with the utility JIRAMA to implement advanced leak detection and pressure management systems. By reducing NRW, we are making the system more efficient and drought-resilient, ensuring every drop of treated water reaches those who need it most, a critical adaptation in a water-stressed region.

Why this systems-based approach is non-negotiable

These examples are not isolated projects; they are components of a unified strategy. Climate-resilient WASH is about more than raised latrines and solar panels. It is about:

- **Strengthening governance:** Empowering utilities with the data, skills, and financial models to manage climate disruptions.
- **Prioritising equity:** Ensuring that climate adaptation intentionally targets the most vulnerable communities, who contribute least to the crisis yet bear its greatest burden.
- **Generating evidence:** Using our on-the-ground implementation to prove what works, influencing national policies and attracting larger-scale investment.

To learn more about our climate-resilient WASH initiative and how you can support or be part of it, please email: partnerships@wsup.com

An aerial view of Mandrangobato, Antananarivo, Madagascar, where residents rely on community sanitation infrastructure supported by a Citywide Inclusive Sanitation (CWIS) project. By applying CWIS principles, responsibility, accountability, and resource planning, WSUP is helping low-income urban communities access climate-resilient water and sanitation services, crucial as droughts and floods increasingly disrupt fragile systems. ©WSUP/Tsilavo Rapiera





Antony Ambugo
Country Manager



Kenya

Project locations: Nairobi, Naivasha, Nakuru, Kisumu, Eldoret, Mavoko, and Malindi



World Bank data

In the last year, we have strengthened our role as a key partner in shaping how Kenyan cities plan, finance, and deliver water and sanitation services. We partnered with national and county governments to support inclusive, sustainable urban growth in Kenya.

Through our partnership with the UN's Sanitation and Hygiene Fund (SHF), we implemented the Kenya Market-Based Sanitation programme, which aimed to catalyse locally driven sanitation markets and expand access to WASH products and services. We focused on embedding inclusive service delivery into the core operations of city utilities by mainstreaming non-sewered sanitation as a core utility function. We supported six water service providers to integrate low-income sanitation service delivery into their business plans and establish dedicated sanitation units. We co-developed Kenya's first sanitation key performance indicators with the Water Services Regulatory Board (WASREB), now being piloted across 10 water service providers to strengthen governance and accelerate coverage.

To strengthen financial sustainability, we supported cities in introducing sanitation development fees and helped the Water Sector Trust Fund design a resource mobilisation strategy to unlock domestic and blended financing. In addition, our public-private partnerships, involving enterprises such as Fresh Life and LIXIL/SATO for safe pit-emptying services and sanitation microfinance, demonstrate a market-based strategy that scales services efficiently.

In collaboration with WASREB and Eastern and



Margaret Mongare at her home in Mukuru Kwa Reuben, Nairobi, Kenya, benefits from prepaid water connections with pour-flush toilets and a simplified sewer system, which has replaced pit latrines with flush toilets, ensuring reliable and safe sanitation. ©WSUP/Brian Otieno

Southern Africa Water and Sanitation (ESAWAS), we supported the piloting of the Sanitracker App in Kisumu and Nakuru, positioning it as a platform for real-time emptying requests that improved service responsiveness across two counties.

In partnership with The One Foundation, we extended simplified sewer systems in Nairobi and Naivasha, providing a cost-efficient and adaptable alternative to conventional sewer networks. These systems extend safe sanitation in low-income areas to central lines, enhancing sanitation standards and contributing to reduced sanitation-related illnesses.

Looking ahead, we aim to deepen public-private collaboration to formally integrate small-scale providers into county-led urban water and sanitation systems, strengthen regulatory frameworks to enable services at scale, and ensure WASH services remain resilient to climate change.



Sylvie Ramanantsoa
Country Manager



Madagascar

Project locations: Antananarivo, Mahajanga, and Toliara



World Bank data

Madagascar faces severe urban WASH challenges, including rapid city growth, fragile infrastructure, and climate risks. Over the past year, WSUP has driven systemic transformation, achieving measurable progress in institutional strengthening, WASH service expansion, and circular economy integration.

WSUP's approach is built on partnerships with utilities and municipalities to institutionalise pro-poor and climate-resilient WASH within public systems. In Antananarivo, Mahajanga, and Toliara, we collaborated with local governments and the national utility, JIRAMA, to co-develop joint action plans that integrated water, sanitation, waste, and hygiene priorities.

Our work with JIRAMA strengthened their capacity to manage non-revenue water resulting in over six million cubic meters of water saved and the extension of services to previously under-served low income neighbourhoods through the installation of 780 community facilities, which are continuing to provide vital water and sanitation services.

We have scaled up circular sanitation economy model through local enterprises known as RF2s, which provide pit-emptying, waste collection, and canal cleaning services. With WSUP's business and technical training, 26 RF2s are now formalised service providers, collectively reaching more than 55,000 residents. Their shift from donor-funded initiatives to viable local businesses demonstrates WSUP's focus on market-based, self-sustaining WASH systems that generate jobs and local ownership. Circular economy



JIRAMA, Madagascar's state electricity and water utility, has a Non-Revenue Water (NRW) reduction team in Antananarivo that works with WSUP to cut water losses, a critical step in improving the utility's efficiency and financial sustainability. ©WSUP/Tsilavo Rapiera

training has equipped entrepreneurs to transform waste into reusable products such as compost, ecological charcoal, and liquid soap, creating new income streams while reducing environmental impact.

In the last year, we delivered climate-resilient, inclusive WASH facilities to 21 schools, benefiting nearly 20,000 students and teachers. These facilities integrate menstrual hygiene management, disability access, and rainwater harvesting, and embed circular economy principles.

Looking ahead, WSUP Madagascar will focus on three interconnected pillars: scaling proven models, enhancing climate resilience, and securing long-term financial sustainability. This will involve expanding delegated service models and formalised RF2 sanitation enterprises into new cities and regions for commune-wide coverage.

How effective regulation is unlocking WASH for Africa's urban low-income communities

The challenge of providing access to clean water and safe sanitation for the millions living in informal urban settlements is often perceived as due to a lack of infrastructure.

This is certainly the case, but it is not the only reason; a lack of strong, effective regulation providing clear sets of rules that are enforced and that hold institutions accountable means that the system fails those it is meant to serve. As a result, service provision is patchy, investment goes elsewhere, and too many people are consistently left behind.

But it does not have to be this way. Building the systems that make infrastructure and service provision work for everyone is at the heart of WSUP's Big Initiative: Rolling out Regulation in Africa (RORA).

Why regulation is the linchpin

A football match without a referee would swiftly descend into chaos. In the world of water and sanitation, the regulator is that vital referee, ensuring rules are followed and there is fair play. Without regulation to establish specific rules and standards, the direction and goals that are set out in Government policies cannot be actioned or operationalised, and remain just words on paper. The regulator implements policy while balancing the interests of, service providers, and consumers,

ensuring that services are not only provided but are affordable, reliable, and of a high standard, especially for the most vulnerable.

The importance of robust regulation and good governance has been increasingly recognised within the water and sanitation sector over the last 15 years. Sector reform processes have successfully strengthened institutions, regulations and policies, and in doing so provided examples of good practice that can be replicated elsewhere. WSUP has been a key player in this, working closely with regulators in focus countries to support key reforms.

- **Driving pro-poor services in Kenya:** WSUP worked with the Kenya's Water Services Regulatory Board (WASREB) to introduce a groundbreaking Key Performance Indicator (KPI) 10, which requires utilities to report on their services to low-income areas. This transformed pro-poor work from a voluntary activity into a mandatory, monitored function. Utilities are now ranked and compared, creating a powerful incentive to invest in inclusive planning, map informal settlements, and extend services to those who have been previously overlooked. Building on KPI 10, WSUP is now supporting WASREB to introduce a KPI for on-site sanitation services. This is "active regulating" at its best, using transparency and competition to drive equity.
- **Unlocking finance in Mozambique:** In Maputo, WSUP collaborated with the regulator, AURA, and the municipality to design a sanitation surcharge, which adds a small fee to the water bills of higher-consuming customers, creating a cross-subsidy to fund sanitation services in low-income communities. The regulator's role was crucial in building trust, setting an equitable tariff, and establishing the accountability framework to ensure the funds are spent correctly. This model, now being replicated in other cities across Mozambique, demonstrates how regulation can unlock sustainable, citywide financing.
- **Building a comprehensive framework in Zambia:** Zambia's National Water Supply and Sanitation Council (NWASCO) has taken decisive steps beyond its water-centric origins. With support from WSUP and a wide range of partners, it developed a comprehensive Framework for Urban On-Site Sanitation and Faecal Sludge Management. This framework empowers and mandates commercial utilities to provide both sewered and non-sewered services, clarifying roles, setting standards, and integrating sanitation into the core of their



A technician installs pipes for a simplified sewer system, providing an affordable, effective solution to bring safe, resilient sanitation to low-income urban communities and informal settlements. @WSUP/ Awaken Pictures

operations. It is a landmark step in establishing a coherent and accountable system for the entire sanitation service chain.

RORA: A continent-wide strategy for systemic change

Building on these successes, the RORA Big Initiative represents a strategic scaling-up of regulatory reforms. Under the Initiative, WSUP will work in close partnership with ESAWAS Regulators Association and the World Health Organization (WHO) to support countries in adopting guidance set out in the jointly developed Roadmap for Advancing Sanitation Regulation, with plans to adapt the Roadmap to include water supply.

RORA is deliberately demand-led, working with governments and regulators who have expressed a clear commitment to reform. All that is needed is funding to be truly transformational: investing in regulation means investing in the foundation of sustainable development. Regulation ensures that billions of dollars in infrastructure investment are effective and equitable. Through proactive support to service providers, active regulation creates the conditions for climate-resilient services and empowers utilities to adapt to the challenges of rapid urbanisation.

Equitable water and sanitation for all requires the robust and proactive systems that effective regulation provides. Through RORA, WSUP and its partners are laying that foundation, building a future where the rules of the game ensure that everyone, regardless of their income or address, has a chance to win.

Find out more about RORA and how you can support or be part of it by emailing: partnerships@wsup.com



The George Intelligent Pressure Management System in Zone 18, Zambia, equips the water network with smart controls, enabling continuous supply and real-time monitoring to ensure every household has reliable access to water.



Fátima Mussá
Country Manager



Mozambique

Project locations: Maputo, Beira, and Nampula

33.9m
Total population

13.1m
Urban population

4.2%
Urbanisation rate

55%
Urban residents living in slums

63%
People without even basic sanitation

37%
People without even basic drinking water services

World Bank data

Mozambique faces a severe urban WASH crisis driven by rapid urbanisation, widespread poverty, and intensifying climate shocks. In dense informal settlements of cities such as Maputo and Beira, millions are left without reliable access to clean water and safe sanitation. Amid these challenges, WSUP focused on building resilient, inclusive systems that deliver sustainable services for low-income urban communities.



Cristina Quino Paulo, a resident of Chota Neighbourhood in Beira, Mozambique, washes dishes with her daughter at a tap outside her home, part of WSUP's last-mile water connections for low-income communities. ©WSUP/Júlio Dengucho

In Beira, WSUP improved access to safe water by constructing 11 kilometres of new water supply networks, providing clean, reliable water directly to around 3,800 families in the Chota community. Alongside infrastructure expansion, we equipped the local utility with remote monitoring systems capable of detecting leaks in real-time, an innovation that reduces non-revenue water and supports financial sustainability. Service delivery was further strengthened across four low-income communities through targeted operational support.

Access to safe sanitation also improved significantly. In Maputo and Beira, WSUP constructed shared toilets and sanitation blocks benefiting 53 families, paired with intensive hygiene promotion to reduce waterborne disease risks and restore dignity for residents in vulnerable settlements.

Schools remained a priority. In Maputo, WSUP constructed and rehabilitated WASH facilities in four primary schools, and supported improved hygiene operation and maintenance in five additional schools,

benefiting 8,566 pupils. These upgrades have made learning environments healthier and more inclusive, particularly for girls, while encouraging long-term hygiene practices that extend to households and communities.

In the last year, we have expanded our work to Nampula, the fastest growing city in the country and one which suffers from a drastic lack of water supply. With funding from The Coca-Cola Foundation, we are working with the local utility to expand the water supply network into low-income communities and supporting them to reduce water loss through improved infrastructure and management practices.

In the coming year, we will drive deeper systemic impact: expanding safe water access, deploying climate-resilient sanitation in low-income communities, scaling WASH in schools and healthcare facilities, and continuing to strengthen AURA's capacity to regulate for equitable, efficient, and sustainable services nationwide, ensuring resilient, inclusive urban water and sanitation for all.



Reuben Sipuma
Country Manager



Zambia

Project locations: Lusaka and Livingstone

20.5m
Total population

9.5m
Urban population

4%
Urbanisation rate

48%
Urban residents living in slums

64%
People without even basic sanitation

32%
People without even basic drinking water services

World Bank data

Zambia's progress toward universal WASH access is increasingly threatened by drought, energy shortages, cholera outbreaks, and chronic underfunding—pressures that disproportionately affect low-income urban communities. In this context, WSUP Zambia has delivered results that not only improve services today but also strengthen the long-term systems needed for resilient, equitable WASH delivery.



A technician in Gondwe, Lusaka, Zambia, shows solar panels that power a new water distribution system, including a borehole and water tower. The system now provides reliable, clean water to residents of this low-income community, who previously had to rely on the goodwill of others. @WSUP/Charles Mulomba

In partnership with the Lusaka Water Supply and Sanitation Company (LWSC), we are expanding water access in Chazanga with funding from The Coca-Cola Foundation, aiming to reach more than 43,500 residents. To address climate risks and unreliable power supply, WSUP is supporting the installation of a solar-powered water system, demonstrating a viable, climate-resilient model for utilities facing load-shedding.

In Livingstone, our partnership with the Pictet Group Foundation has helped Southern Water and Sanitation Company (SWSC) replace unsafe community-built networks with professionally designed infrastructure, restoring reliable water access and enabling real-time flow and pressure monitoring. Utility staff also benefited from capacity building in hydraulic design, non-revenue water reduction, leak detection, and remote monitoring, strengthening operational resilience.

Our policy and regulatory engagement has shaped national frameworks, including the Code of Practice

for On-Site Sanitation and FSM, updated rural WASH guidelines, and emerging financing mechanisms for household sanitation. These reforms establish the enabling environment required for utilities, municipalities, and the private sector to deliver safely managed sanitation at scale.

Looking ahead, WSUP Zambia will focus on scale, resilience, and sustainability, expanding partnerships with LWSC, SWSC, and additional commercial utilities. We will advance private-sector participation across the FSM and water-service chain, stimulate demand through sanitation marketing, and expand school WASH with the Ministry of Education, delivering gender-sensitive facilities and long-term maintenance systems to ensure durable impact.



Sam Drabble
Director of Research & Evaluation

Strengthening WASH systems through evidence and research

WSUP's 2025–2030 Strategic Plan sets out five core themes and three interconnected 'big initiatives' that build on our theory of change and define where we can have the greatest impact. A strong thread of evidence-based programming runs through the Plan, supported by research completed over the past year. During this time, the Evaluation, Research & Learning team worked closely with WSUP country teams and partners to finalise studies that form the foundation of these themes and further reinforce our evidence base.

Connecting the public and private sectors

Across Eastern and Southern Africa, sanitation mandates are shifting from split responsibilities to fully integrating sewered and non-sewered services under utilities. While this transition brings clear benefits, it also demands long-term institutional change, new resources, and adjustments in policy, regulation, and private sector roles.

These issues were central to a recent Africa Sanitation Dialogue co-convened by WSUP, IWA, and UN-Habitat, and underpin new WSUP–ESAWAS Regulators Association guidance that outlines the steps utilities can take to adopt their expanded mandates, especially through the formalisation of manual pit emptiers.

Responsibilities and regulation

The Roadmap for [Advancing Sanitation Regulation](#), a major sector initiative, conceived by WHO and developed with WSUP, UNICEF and ESAWAS Regulators Association, draws on consultations with regulatory authorities across Africa, Asia, Europe and

Latin America, including WSUP partners in Kenya, Mozambique and Zambia. It sets out key principles, milestones and guidance for strengthening sanitation regulation.

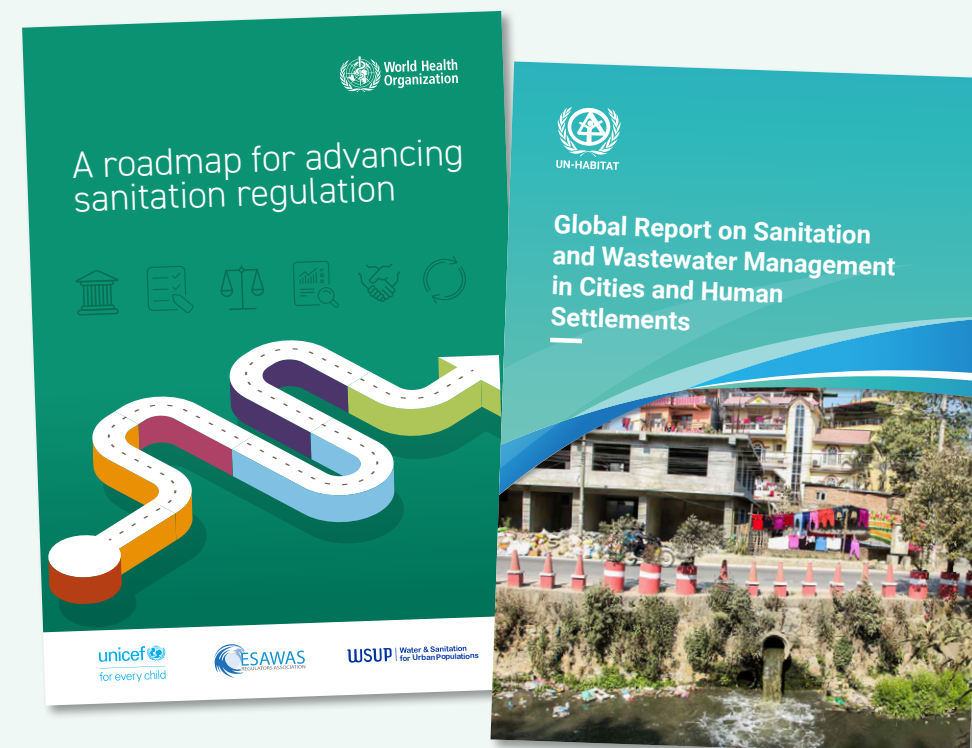
Over the past year, finalising and promoting the Roadmap has been a major focus. Sam Drabble, WSUP's Director of Research & Evaluation and lead author of the [Roadmap](#), presented its core messages at the 2024 UNC Water & Health Conference, emphasising the critical role of 'active regulating' in moving from policy to implementation—insights later captured in a PLOS Water opinion piece. Following the Roadmap's launch in a WHO-led global webinar, WSUP is now focusing on putting its guidance into practice through the RORA big initiative (see Page 18).

Supporting the next generation

On Page 10, we highlight the important results from the 60-month MapSan follow-up and their implications, now detailed in two newly published pre-print articles.

Effects of urban sanitation upgrades on child growth: cross-sectional analysis of long-term growth outcomes following a non-randomised controlled trial. [This article](#) outlines how WSUP's shared sanitation intervention in Maputo was found to significantly reduce stunting among children born into compounds with improved sanitation. It concludes, "Children served by high-quality, shared sanitation from birth experienced improved growth compared with children lacking adequate sanitation in this low-income urban setting".

Effects of urban sanitation upgrades on enteric pathogen exposure: cross-sectional analysis of stool pathogen detection following a non-randomised controlled trial. This article outlines how the



WSUP's research and reports—developed in close collaboration with global and local partners—capture evidence, insights, and innovations that strengthen urban WASH systems and drive lasting change for low-income communities.

intervention significantly reduced exposure to enteric pathogens, which are known to contribute to stunting. The article concludes, "Children living continuously from birth in compounds served by sanitation upgrades had fewer enteric pathogens in their stool at follow-up, compared with similar controls. [Results](#) suggest that this intervention effectively reduced exposure to enteric pathogens in this setting".

Climate

Over the past year, WSUP has continued to play a central role in the Climate-Resilient Sanitation (CRS) Coalition, delivering new research and strengthening the evidence base in this critical area. WSUP edited new [technical guidelines](#), published by the Green Climate Fund (GCF), offering countries practical guidance for designing climate-resilient sanitation projects.

In partnership with UNICEF, we developed training materials to support CRS proposals for GCF and other climate funders. These materials were piloted at the 2025 World Water Week as part of the seminar series "Mitigating and Adapting to Climate Impacts Through Sanitation Systems," co-convened by WSUP, WaterAid, and CAF – Development Bank of Latin America and the Caribbean.

Citywide inclusive WASH

A major research achievement under the 2020–25 Business Plan was WSUP's leadership of the consortium producing the [UN-Habitat Global Report on Sanitation and Wastewater Management in Cities and Human Settlements](#). Drawing on analysis from 18

cities across Africa, Asia, Europe and Latin America, the report provides a global overview of current service levels and the enabling functions required for scaling sanitation service provision.

WSUP also led the design, coordination and delivery of the subsequent webinar series, which shared practical recommendations from the report and attracted strong engagement throughout. The series benefited from contributions by expert speakers across global, regional, national and city-level partners.

Strengthening monitoring, evaluation and learning

Alongside our external research, WSUP has made significant progress in strengthening our internal monitoring, evaluation and learning (MEL) systems. Key achievements include:

- Finalising a new MEL framework that underpins the 2030 Strategic Plan and enables real-time visualisation of progress against key project metrics. WSUP's core indicators have also been expanded to include water saved and faecal waste safely managed, both tracked at the organisational level for the first time.
- Reinforcing cross-country learning through our Webinar Wednesday series and programme reviews focused on assessing the sustainability and long-term outcomes of previous interventions.

Find out how our Evaluation, Research & Learning team generates evidence, strengthens impact, and informs policy and how you can support or partner with us by emailing sdrabble@wsup.com



Philippa Ross
Managing Director
WSUP Advisory CIC

Building professional, financially sustainable utilities

Since 2018, WSUP Advisory has been supporting the transformation of Uganda's regional water utilities, known as Umbrella Authorities, from technical support organisations into professional service providers capable of delivering sustainable water services to hundreds of thousands of people in small towns and rural growth centres.

Our approach focuses on systems strengthening to help utilities become customer-focused, commercially minded organisations that:

- Recover their operating and maintenance costs
- Operate with some autonomy
- Use resources and run operations efficiently through standardised processes
- Plan strategically for future business development
- Have a motivated and committed workforce

We have supported the Mid-Western Umbrella of Water and Sanitation (MWUWS) in establishing a functioning board of directors, implementing a customer charter, setting up a delegated area management structure, and developing equitable service programs. This has improved non-revenue water and water quality monitoring, and we have invested in staff training and development at all levels.

The MWUWS has made impressive progress, tripling the number of customers from 8,000 to 28,000 and annual revenue from 124 million UGX to 425 million UGX, achieving financial sustainability while dramatically expanding service coverage. Customer satisfaction has also risen significantly, with



MWUWS board members after a governance training. Strengthening board oversight and adopting key policies has helped streamline operations, target growth, and tackle challenges such as non-revenue water, showing how good governance drives success in water and sanitation service delivery. ©WSUP/Lillian Nabasirye

residents reporting greater confidence in water quality and service reliability.

Journey to self-sufficiency

Achieving operational cost recovery is a significant milestone, but true self-sufficiency requires access to capital investment. With government funds stretched thin and development finance increasingly scarce, MWUWS aims to build capacity to attract additional finance and foster autonomy and self-sufficiency.

WSUP Advisory is supporting MWUWS to demonstrate its creditworthiness through a 'dummy' loan mechanism that enables the utility to experience the full cycle of securing and servicing a loan, from preparing bankable propositions to managing capital expenditure, maintaining regular repayments and reporting to financiers. Building on this pilot phase, WSUP Advisory is working to establish a guarantee facility to secure finance (commercial, concessionary or supplier credit) for investment in their systems. This phased approach

aims to build MWUWS's capacity whilst gradually reducing dependence on government and donor support. Our work in Uganda has provided valuable lessons that we are applying across other countries.

WASH systems for health: A systems approach in Tanzania and Malawi

In 2025, building on our long-term experience in Uganda, WSUP Advisory extended its technical support to professionalise service providers, expand rural water supply services in Tanzania and Malawi as part of the WASH Systems for Health Programme funded by The Foreign, Commonwealth and Development Office (FCDO). Working alongside SNV (Tanzania) and Water for People (Malawi).

Advisory's systems approach is strengthening rural water supply services and addressing the bottlenecks that prevent service improvement. Our work has developed new procedures for clustering community-based water supply organisations and supported the professionalisation of services through strengthening monitoring and reporting, utilising data to drive continuous service improvement, developing standard systems and procedures, building a stronger skills base, and

achieving more cost-effective operations.

In Tanzania, the Rural Water Supply and Sanitation Agency is piloting these new ways of working and in Malawi, the Southern Water Board is piloting procedures for taking over Water User Associations and bringing them under the Water Board's operational control. This represents a significant shift in service delivery models and has the potential to improve service standards for thousands of rural residents.

WSUP Advisory will continue to work with SNV and Water for People to reflect on pilot results, refine procedures, and generate final clustering and takeover guidelines that can be disseminated at the national level. This will support the institutionalisation of these approaches and enable replication in other districts and utilities.

Looking ahead

By focusing on professionalisation, developing bankable projects and enabling access to finance, WSUP Advisory is helping utilities make the transition from struggling service providers to confident, capable organisations that can sustainably serve their communities.

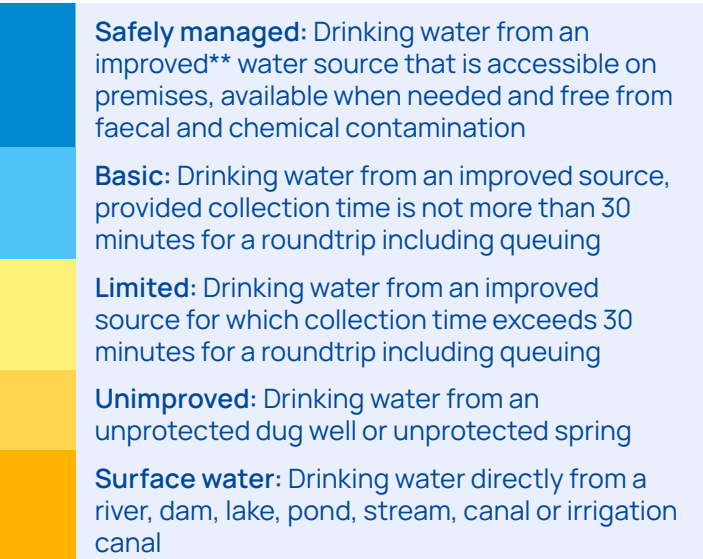


Tracking WSUP's contribution to achieving SDG 6

Sustainable Development Goals 6 seeks to ensure access to water and sanitation for all, with eight targets, the first of which are:

- 6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.
- Indicator 6.1.1: Proportion of population using safely managed drinking water services
- 6.2: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
- Indicator 6.2.1: Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water

Progress towards achieving these population-level targets is tracked using data from the World Health Organisation / UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP) which uses data produced by over 5,000 national data sources. The 'ladders' are used to benchmark and compare service levels.



**Improved drinking water sources are those that have the potential to deliver safe water by nature of their design and construction, and include piped water, boreholes or tubewells, protected dug wells, protected springs, rainwater, and packaged or delivered water

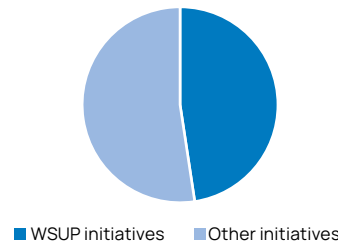


**Improved sanitation facilities are those designed to hygienically separate excreta from human contact, and include flush/pour flush toilets connected to piped sewer systems, septic tanks or pit latrines; pit latrines with slabs (including ventilated pit latrines), and composting toilets

New JMP data was released in August 2025. Taking this data alongside WSUP impact figures, we can track how our work has supported urban residents to move up the JMP ladders towards safely managed water and sanitation services. Below are a few examples of where WSUP has made a significant contribution.

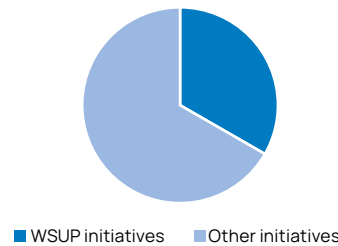
These numbers include beneficiaries reached through both direct implementation by WSUP, and indirectly through strengthening the capacity of service providers to replicate and expand on effective approaches that have been modelled by WSUP.

Water: number of people with improved access to water in urban areas 2015-2024



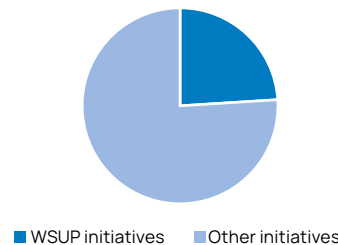
Kenya:
4,660,000 – JMP data
2,218,179 – WSUP data
47.6% – WSUP contribution to total increase

We achieved this by working with utilities and partners to improve access to water through new connections, extending water networks and supporting the improvement in services and hours of service.



Madagascar:
3,590,000 – JMP data
1,196,248 – WSUP data
33.3% – WSUP contribution to total increase

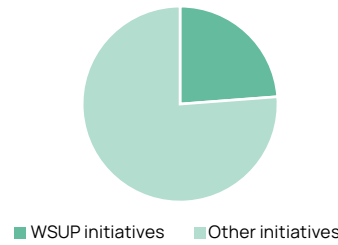
We achieved this by working with the national utility, JIRAMA, and partners to improve water quality, supply and reduce losses, increasing production, household connections and communal WASH facilities, including kiosks and laundry blocks.



Mozambique
4,940,000 – JMP data
1,188,909 – WSUP data
24.0% – WSUP contribution to total increase

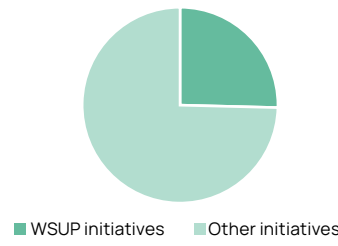
We achieved this by working with utilities and partners to improve access to water through new connections, extending water networks and supporting the delegation of service provision to community organisations.

Sanitation: number of people with access to limited sanitation or better, in urban areas 2015 – 2024



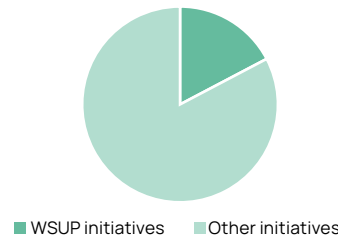
Kenya
5,480,000 – JMP data
1,304,537 – WSUP data
23.8% – WSUP contribution to total increase

We achieved this by expanding simplified sewer networks in low-income communities and enabling households to upgrade their toilets and connect and by enhancing the provision of safe pit-emptying services.



Madagascar
3,460,000 – JMP data
879,072 – WSUP data
25.4% – WSUP contribution to total increase

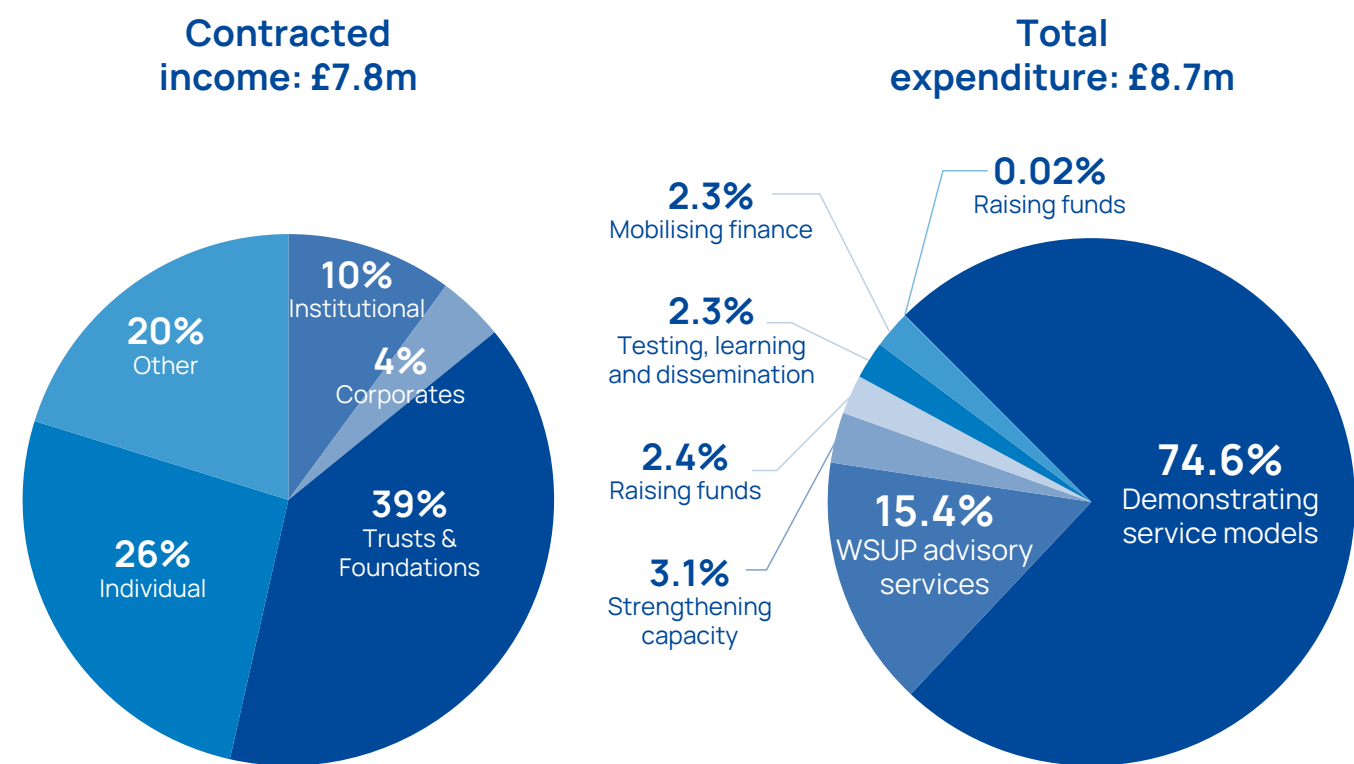
We achieved this by working with SMA, the sanitation utility and partners to strengthen operations, governance and customer access to sanitation and solid waste services, while upgrading toilets and delivering new public and school sanitation facilities.



Bangladesh
21,380,000 – JMP data
3,698,808 – WSUP data
17.3% – WSUP contribution to total increase

We achieved this by rolling out our SWEEP model with utilities, delivering affordable, safely managed pit-emptying services and supporting pour-flush latrines in low-income communities.

Finances for the year ended 31 March 2025



WSUP Governance

To distinguish it from traditional charitable or philanthropic entities, WSUP operates as a not-for-profit company limited by guarantee, with the following organisations acting as WSUP’s Members, during the year covered by this Report:

Borealis & Borouge
Care International
Cranfield University
Thames Water
Unilever

WSUP Board of Directors 1st April 2024 – 31st March 2025

Lord Paul Boateng (Chair)	Helena Dollimore (resigned 25 July 2024)
Andy Wales	Richard Adams
Peter Lochery	David Scott
Karl Simons	
Ida Aagenaes (appointed 25 July 2024)	
Jethro Yates (resigned 25 April 2024)	

There is also The WSUP Charity (UK reg charity no. 1170651) which supports our work.

WSUP Charity directors/trustees:

Vanniasingam Ramalingam Baghirathan	Peter Lochery
David Birch (Chair)	Ulrike Sapiro

WSUP’s Strategic Plan 2025 - 2030

WSUP drives inclusive and resilient urban water and sanitation systems and services through pioneering practices, partnerships and policies.

Building on 20 years of expertise in urban WASH, which has benefitted over 42 million people, we want to expand our scale and impact significantly given that over 700 million people still lack access to safe water and 1.6 billion don’t have a decent toilet.

We think the natural evolution of our current approaches will get us to more than 50 million people by 2030 and our Big Initiatives can potentially add a further 10 to 30 million.

Sustainable water and sanitation services require more than taps and toilets. They are the product of a system that ensures they are always available, affordable, and financially, environmentally and technically sustainable.

WSUP delivers services and tests approaches, creates the conditions for these approaches to be scaled and works with others to replicate them widely. This results in stronger service providers who are incentivised and held accountable through clear mandates, policies and regulations and are supported by sustainable financing streams.

Over the next five years, we will focus on the five key themes on the right and the three Big Initiatives below to maximise our contribution to the SDGs

Big Initiatives

- Rolling out regulation in Africa (RORA) - (see pages 10-11)
- Shared toilets for improved child health (STICH) - (see pages 14-15)
- Extending WASH services that both reduce and are resilient to climate impacts - (see pages 18-19)

How we will deliver the strategic plan:

- More countries, more places
- Strategic partnerships
- Evaluation, research and learning
- Digitalisation, big data and AI
- Mobilising finance for WASH

Core metrics for success include:

- No. of people gaining access to improved toilets (aligns with SDG indicator 6.2.1)
- No. of people gaining access to improved water sources (SDG indicator 6.1.1)
- No. of people gaining access to improved washing facilities. (SDG indicator 6.2.1)
- Tons of waste safely managed (SDG indicator 6.3.1)
- Litres of water saved (SDG indicator 6.4.1)
- Finance mobilised for the WASH sector (SDG indicator 6.a.1)

Key themes:



01
Connecting the public and private sectors to better deliver for low-income communities



02
Clarifying responsibilities and strengthening regulation to enable services at scale



03
Supporting the next generation through high-quality water, sanitation and hygiene provision for children at home and in schools



04
Water and sanitation services in a changing climate



05
Leading the way in delivering Citywide Inclusive WASH

Thanks to WSUP's funders and partners

WSUP is grateful to the many funders and partners who have supported our various activities over this financial year. We would also like to thank all the communities we worked with.

Agence Francaise De Développement (AFD)	FSG	Save the Children	University of North Carolina at Chapel Hill
Agenda For Change	Gates Foundation	Skoll Foundation	University of Technology Sydney
Aguaconsult	Global Water & Sanitation Center (GWSC)	Slum Dwellers International	VF Corporation
Anonymous Donor	Green Climate Fund (GCF)	SNV Tanzania	Wash4Work
Arup	GSM Association (GSMA)	The Church of Jesus Christ of Latter-day Saints	Water & Development Alliance
Asian Institute of Technology	Guernsey Overseas Aid	The Coca-Cola Foundation	Water For People
Athena Infonomics	Habitat for Humanity	The One Foundation	Water Integrity Network
Birmingham City University	IDH Trade	The Osprey Foundation	WaterAid
CAF - Development Bank of Latin America and the Caribbean	Indian Institute for Human Settlements	The Sanitation and Hygiene Fund	World Health Organization
Chemonics	International Institute for Water and Environmental Engineering – 2ie	The World Bank Group	
Climate Resilient Sanitation Coalition	International Water Association	Thuyloi University (TLU)	
Conrad N Hilton Foundation	IRC WASH	Toilet Board Coalition	
Container Based Sanitation Alliance (CBSA)	Isle utilities	UK Research and Innovation	
Cranfield University	ITN-BUET	UN Habitat	
DevCon Consultants	LIXIL Corporation	UNICEF	
Dovetail Impact Foundation	London School of Hygiene & Tropical Medicine	United States Agency for International Development	
Eawag-Sandec	Mozambique National Institute for Health	University College London	
ECOPSIS	P4G	University of Leeds	
The Eastern and Southern African Water and Sanitation (ESAWAS) Regulators Association	Pictet Group Foundation		
Fresh Life	Ramboll Fonden		

We want to change even more lives, but we can't do it alone. If you are interested in supporting WSUP's work, or have any questions about what we do, please get in touch. Email us at partnerships@wsup.com



Shahinur Akhter, a Community Mobilisation Volunteer in Tongi, Bangladesh, educates adolescent girls on behaviour change, with a focus on menstrual hygiene. With the support of WSUP and its funders, volunteers like Shahinur are helping girls and women in low-income communities gain access to knowledge, facilities, and resources to manage menstruation with dignity, adopt better hygiene practices, and build healthier, safer communities. ©WSUP/SM Tamzid Al Fatah

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for Urban Populations

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