SAHA GLOBAL · Q4 2025

Quarterly Highlights Report

Reliable water service for last-mile communities in rural Ghana.

February 2026

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Saha concluded 2025 by reaching its most significant programmatic milestone to date: completing the upgrades of all water points to our utility-style model. As our utility footprint expanded, so did government engagement, community uptake, and sector influence. This report captures the key outcomes of Q4 2025 and highlights how we're positioning Saha for accelerated progress in 2026.

Record High Clean Water Consumption

Communities served under Saha's upgraded utility-style model reached historic levels of clean water use in 2025. Among communities that had operated under the model for at least one year, per-capita consumption was over 16x higher than baseline, reflecting major gains in reliability, affordability, and daily uptake.

Utility Model Upgrades Completed

By the end of the year, Saha completed the upgrade of all eligible surface water treatment centers to our utility-style service model, marking the close of a multi-year operational transition.

Driving National Last-Mile Standards

Saha strengthened our position as a sector leader, equipping government partners with technical guidance and evidence to shape national standards for last-mile water service delivery.

Full utility upgrades completed

Leading to a Historic Increase in Clean Water Consumption

By December 2025, Saha reached a major milestone: 100% of eligible surface water treatment centers have now been upgraded to Saha's utility-style service model. All of these partner communities are now managed under standardized protocols for quality, reliability, accountability, and preventative maintenance. This achievement marks the completion of a multi-year upgrade process that began in 2022. Our full utility portfolio now includes 470 water points, encompassing both surface and groundwater systems. These centers now provide safe, professionally managed water service to over 135,000 people across five regions.

The impact of Saha's utility-style service model became fully visible in 2025. Across all Saha communities, clean water production surpassed 20 million liters by the end of the year, more than triple the volume produced in 2024. For communities served under the upgraded model for a full year, average per-capita clean water consumption increased by more than 16 times compared to baseline (2023) consumption, far exceeding initial expectations and goals.

This growth reflects a fundamental shift in how households access and rely on safe water. By the end of 2025, 20% of upgraded communities had reached exclusive clean water consumption. In 64% of communities, a majority of households were drinking only clean Saha water, up from 0% in 2023. These changes were not driven by intensified behavior change campaigns, but by consistent availability, affordable pricing, convenient sales locations, and reliable daily service, confirming that operational reliability is the strongest driver of sustained clean water use.

Delivering service through local systems

Workforce, Groundwater, and Government Partnership

As Saha's utility-style model has matured, service delivery in 2025 has increasingly relied on the integration of a professional local workforce, diversified water infrastructure, and deepening district government partnership. Together, these elements are enabling more reliable service while reducing long-term delivery costs and operational risk.

Women water service operators remain a core pillar of Saha's service model. By the end of 2025, 1,213 women operators were earning stable monthly stipends and managing day-to-day water service across Saha's water points. Trained to utility-grade standards and evaluated against clear performance metrics, these operators ensure daily water availability, maintain systems, and flag issues early. These roles are central to sustaining consistent household reliance on clean water.

In parallel, Saha continued to build our groundwater service as an additional scale pathway. By December, we delivered professional groundwater maintenance services in 10 communities, with 26 boreholes under active management and 17 trained water service operators overseeing daily operations. This phase prioritized operational learning over rapid expansion, allowing Saha to refine revenue collection, preventative maintenance protocols and response systems specific to groundwater infrastructure.

District government partnership increasingly reinforces these operational systems. In Asunafo North, Saha completed training for district field staff who are now supporting routine service delivery by delivering treatment supplies to communities. This arrangement has generated significant cost savings, particularly given Saha's small footprint in this district and its distance from Saha's operations in the north of Ghana.

Collaboration has also deepened in East Gonja, where the District Assembly has committed a dedicated office building on the DA's compound for Saha's use at no cost, strengthening day-to-day coordination with District teams and reinforcing Saha's visibility and credibility as a long-term partner in service delivery. With support from Instiglio, we are also in the process of co-designing, with the East Gonja DA, a district-level rural water O&M endowment fund designed to generate long-term, performance-based, predictable financing for maintenance while reinforcing performance and accountability (see below for more details).

In North-East Gonja, the District Assembly has committed to leading and funding site planning for the expansion and rehabilitation of the Kanjiyili dugout, building on Saha's funding partnership with WaterHarvest.

Together, these workforce, infrastructure, and government systems are laying the foundation for scalable, district-integrated rural water service delivery as Saha prepares for expanded operations in 2026.

Climate resilience

In January 2026, Saha adopted a Climate Strategy to safeguard year-round, utility-grade water service as climate change increases water source volatility in northern Ghana. The strategy lays out a phased plan through 2028. Phase I (2025–2026) focuses on building internal capacity, integrating climate risk into planning, and testing practical resilience measures while establishing portfolio-wide climate risk assessments. Phase II (2027–2028) focuses on embedding climate resilience into annual goal-setting and deepening partnerships with District Assemblies and national actors, including exploring climate finance to support long-term adaptation. The strategy builds on established sector resources and tools, including Climate Resilient WASH guidance and Saha's own rubrics and standard operating procedures, so resilience actions can be measured, replicated, and integrated into district systems over time.

District-level rural water O&M endowment fund

Financing Sustainability in East Gonja

Over the past quarter, we have worked closely with our partners at Instiglio and moved the Rural Water O&M Endowment Fund work from concept to active co-design. Early engagement has focused on ensuring the fund can operate effectively within Ghana's financial and public-sector environment. Building on the results-based approach we shared previously, the current design centers on protecting principal and using investment returns to finance O&M through clear, rule-based mechanisms. The Instiglio team is currently in Ghana, and together we have convened a series of co-design meetings with key government partners, potential fund managers, and other stakeholders to test and refine the approach.

These discussions have helped sharpen the design choices that matter for long-term adoption and sector alignment. The Ministry, UNICEF, and CWSA have expressed strong interest in the fund's potential to address last-mile financing gaps, while raising issues we are now incorporating, including exchange-rate exposure in a multi-currency structure and lessons from prior sector financing mechanisms. As the performance framework is refined, we are anchoring disbursements to a small, comparable set of service-delivery indicators based on Uptime's existing model, with third-party verification and clear separation between service provision and district oversight roles. This week, we begin meetings with the East Gonja District to ground these design decisions in district realities and confirm roles, processes, and accountability arrangements. By Q2 2026, we expect to be actively fundraising to secure an anchor donor for the fund. For further information, please see this summary document.

Scaling with purpose: Well Constructed partnership progress

As outlined in our previous quarterly report, Saha is partnering with Well Constructed to integrate approximately 500 existing water points into our service delivery portfolio by June 2026. If fully integrated, these sites would extend Saha's utility-grade service to more than 200,000 additional people in the Upper East Region, more than doubling our current reach of 135,000 customers. During Q4, this integration moved from planning into execution. Water point audits are now underway, and to date we have successfully verified 377 functional water points, with additional sites currently being assessed.

As part of this process, Saha has begun formal engagement with District Assemblies in the region, as well as local law enforcement, to ensure safe, well-coordinated operations as we scale. These introductions support staff safety, equipment security, and smooth day-to-day operations. In one early engagement, a district police commander was already familiar with Saha's work through prior interactions with our government engagement team, helping facilitate a smooth district-level introduction and underscoring how sustained national engagement can support safer, more efficient expansion.

We are encouraged by the pace and quality of this integration work and will continue to share updates as additional water points are verified and being prepared for integration into Saha's managed service platform.

Mighty Ally collaboration

Over the past quarter we have also spent a lot of time working with Mighty Ally. Together, we have been translating Saha's evolution into a clearer public presence, and we are excited to unveil an updated brand and visual identity, alongside a new website that more fully reflects the utility-grade service we provide. These tools will strengthen how we communicate our model, performance, and impact to communities, government partners, and funders as we enter the next phase of growth. Thank you again to Cartier Philanthropy for supporting this work!

Looking ahead: 2026 and beyond

In 2026, Saha will strengthen utility-grade water service across our operating footprint and extend it to more last-mile communities in Ghana. We will expand professional groundwater maintenance into the Upper East through Well Constructed, advance the East Gonja District Water Endowment Fund toward launch to help districts finance reliable operations over time, and work alongside government partners to define and plan sustainable service delivery for hard-to-reach areas. As we scale service and continue to measure performance, we will generate the evidence needed to inform standards, guide investment, and demonstrate what it takes to deliver dependable last-mile water service at scale.

Every sip safe, every day, for everyone.