

# IRC

Annual report 2016

Supporting water sanitation  
and hygiene services for life



**IRC Annual Report 2016**

This annual report gives a flavour of our achievements in 2016. For more detailed information about our progress and finances, please read our 2016 Monitoring Report and our 2016 Annual Accounts which are available on our website: [www.ircwash.org](http://www.ircwash.org).

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## Message from the CEO and chair

2016 was a year of success and consolidation as well as of loss, with the unexpected death of our much-missed colleague Ton Schouten. We were pleased and proud that the end of programme evaluation for our 2012-16 business plan confirmed just how successful we've been. In particular, it showed how we have become a relevant and valued country partner, and highlighted our achievements in establishing the service delivery approach globally.

The 2012-16 business plan was the last of its kind. It will be replaced by a broad strategic framework and theory of change. This framework will run up to 2030, and we will develop detailed annual plans within it. This new way of planning will allow us to be more flexible and adaptive, while still maintaining a strong strategic focus in line with the United Nations' Sustainable Development Goals (SDGs).

2016 saw us consolidate the work we committed to in 2012 as we continued to establish and maintain a long-term presence in our focus countries. In 2017, we will deepen our involvement. We will now establish and maintain long-term partnerships in specific districts within those countries. These will be dedicated to achieving universal access to water, sanitation and hygiene (WASH) services in those districts. We will do everything in our power to work with and support local governments and other partners to make this happen.

By adopting partner districts, we will also complete the process of decentralisation from the Netherlands that began in 2012. More importantly, we will hold ourselves accountable for making sure our interventions in system strengthening do lead to better WASH services for the poor.

As always, our success is founded on our partnerships: global, national, and local, with governments, civil society and increasingly the private sector. Only through these partnerships can we carry out the complex work of building strong, durable systems: systems that are essential if we're to achieve WASH services for life. We would therefore like to thank all the partners we worked with in 2016, and we look forward to working with you again in 2017.

And finally, it was with great sadness that we heard the news of our dear friend and board member Piers Cross' passing in March 2017. Our tribute to Piers can be found on the following pages.

**Robert Bos,**

Chair, IRC Supervisory Board

**Patrick Moriarty,**

Chief Executive Officer, IRC





## Piers Cross

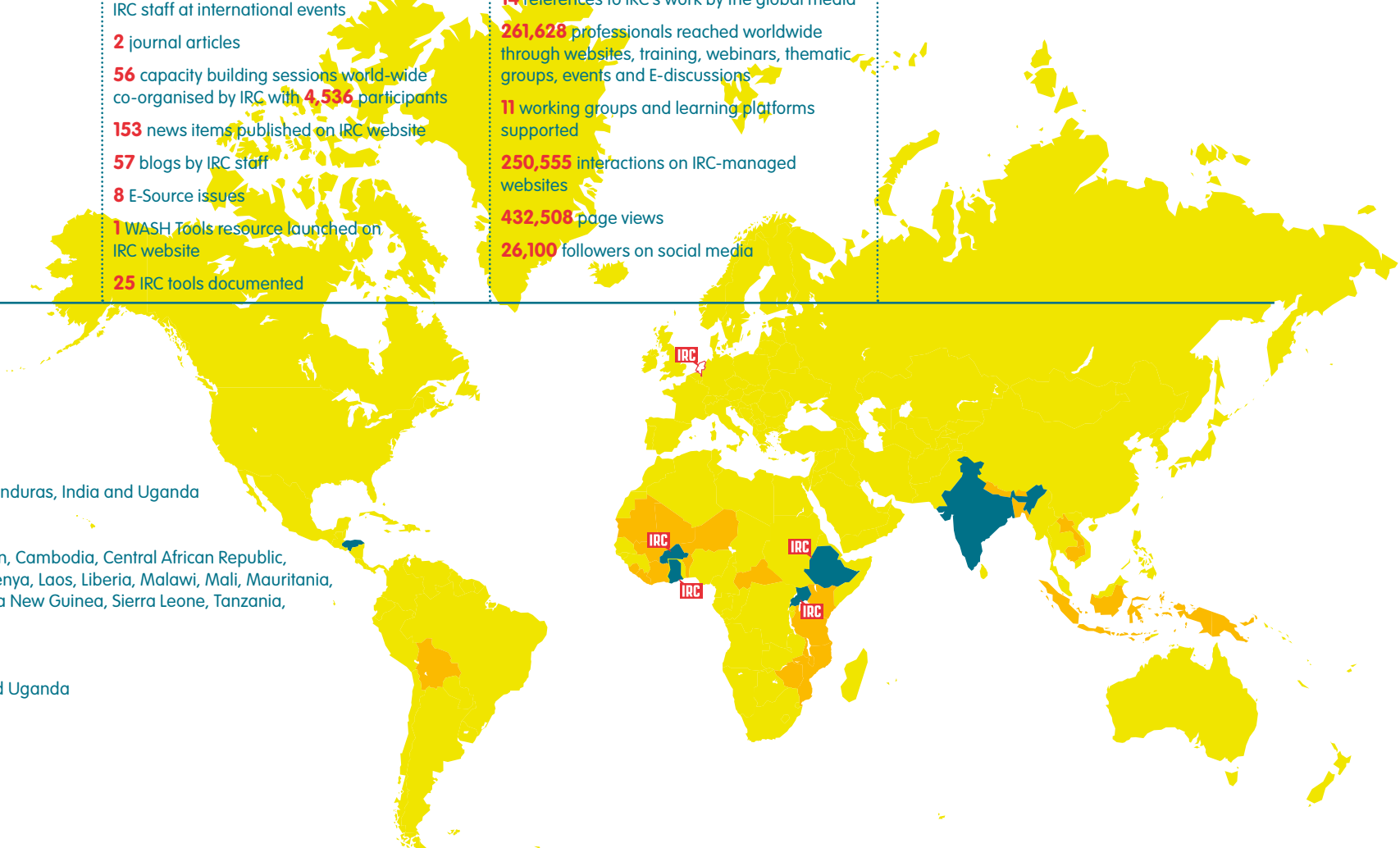
In March 2017 our dear friend and respected Supervisory Board Member, Piers Cross, passed away. Piers's first formal connection with IRC was in 1999, when he served as an international member on our Advisory Board. In 2012, he joined our Supervisory Board. His contribution was always of great value, and he kept us on the right track with his clear view of the WASH sector. We will undoubtedly miss Piers's expertise, but most of all, we will miss the friendship of a man of great wisdom and humour.

# IRC at a glance

Inputs	Outputs	Outcomes	Impact
<p><b>6</b> country programmes and <b>1</b> international programme</p> <p><b>4</b> country offices</p> <p><b>93</b> active programmes and projects</p> <p><b>30</b> IRC staff in the Netherlands and <b>35</b> IRC country office staff</p> <p><b>13</b> associates</p> <p><b>10</b> interns</p> <p><b>100+</b> partners in development</p> <p><b>505</b> IRC Consult advisory days</p> <p><b>€ 9.25 million</b> invested</p>	<p><b>44</b> IRC-published research outputs</p> <p><b>22,876</b> resources on IRC website</p> <p><b>5</b> IRC events in the Netherlands</p> <p><b>40+</b> presentations and papers presented by IRC staff at international events</p> <p><b>2</b> journal articles</p> <p><b>56</b> capacity building sessions world-wide co-organised by IRC with <b>4,536</b> participants</p> <p><b>153</b> news items published on IRC website</p> <p><b>57</b> blogs by IRC staff</p> <p><b>8</b> E-Source issues</p> <p><b>1</b> WASH Tools resource launched on IRC website</p> <p><b>25</b> IRC tools documented</p>	<p><b>19</b> stakeholders in WASH using service delivery approach terminology</p> <p><b>26</b> stakeholders in WASH are actively promoting or funding the service delivery approach</p> <p><b>14</b> references to IRC's work by the global media</p> <p><b>261,628</b> professionals reached worldwide through websites, training, webinars, thematic groups, events and E-discussions</p> <p><b>11</b> working groups and learning platforms supported</p> <p><b>250,555</b> interactions on IRC-managed websites</p> <p><b>432,508</b> page views</p> <p><b>26,100</b> followers on social media</p>	<p><b>1,538,585 people</b> reached directly by IRC in focus locations</p> <p><b>4,487,704 people</b> reached indirectly by IRC partners using IRC approaches, methods and tools</p>

## Locations

- **6 focus countries**  
Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda
- **23 additional countries**  
Bangladesh, Benin, Bolivia, Bhutan, Cambodia, Central African Republic, Guinea, Indonesia, Ivory Coast, Kenya, Laos, Liberia, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Papua New Guinea, Sierra Leone, Tanzania, Timor-Leste, and Zimbabwe
- **4 country offices**  
Burkina Faso, Ethiopia, Ghana and Uganda



## 2016's place in our past and our future

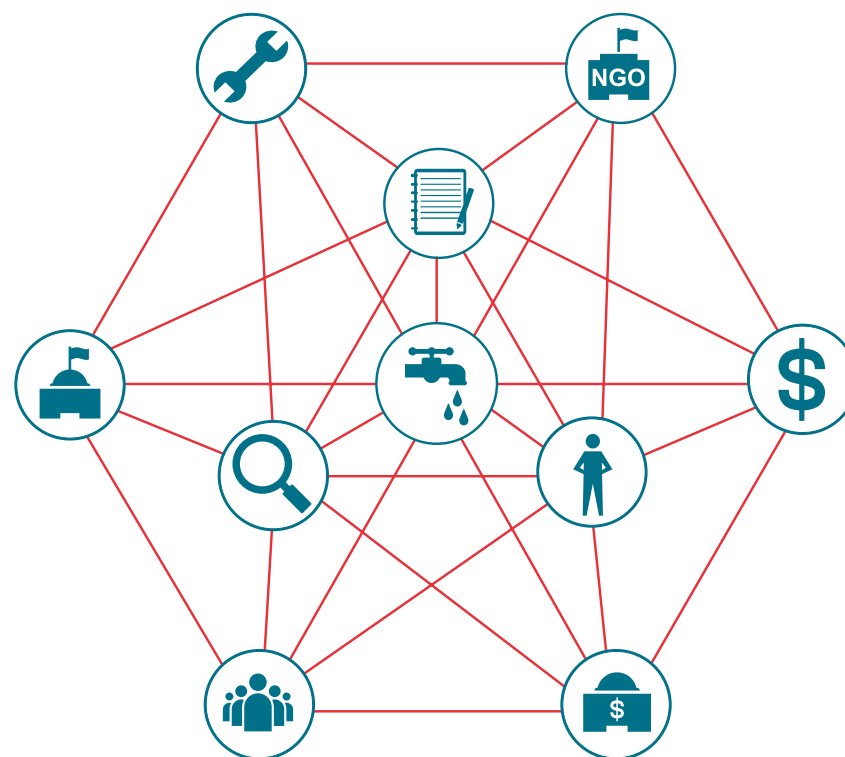
Sustainable water, sanitation and hygiene (WASH) services need strong local and national systems, made up of infrastructure, people, institutions and finance. These systems in turn rely on many sub-systems (or building blocks) being in place, such as: monitoring, asset management, regulation and service provision. For WASH services to be delivered sustainably to everyone, all these systems and sub-systems must be working.

Our 2015 annual report said that working to strengthen national and local WASH systems would be at the heart of our mission. It is also at the core of our new strategy. 2016 saw us continue to consolidate and standardise our work in this area. We made our [WASH toolkit](#) available via our website, this includes systems strengthening tools and reinforces our support to the [Agenda for Change](#) partnership.

The overarching lesson we learned from our 2012-16 business plan was that government leadership and finance are essential to achieving our mission and improving access to wider investment.

With the launch of our Watershed programme in 2016, we are strengthening the capacity of civil society organisations to interact with governments and service providers, and to hold them to account.

The theory of change which underpins our new strategy sees broad-based partnerships as the means to achieving the Sustainable Development Goals. We will support these partnerships through our role as a hub – facilitating, bringing people together, sharing knowledge and ensuring good communication. In 2016 we established a global hub for the Agenda for Change partnership, and strengthened our hub activities in Uganda and Honduras. Our next step is to consolidate this early work in partner districts and expand the programme, as we outline in our [Strategic Framework 2017-30](#).









## Next steps

### AGENDA FOR CHANGE

If we're to reach everyone with sustainable water, sanitation and hygiene (WASH) services by 2030 we need to understand the people behind the systems (national and district), the factors that make the systems work, and how they all interact. And we will only see real sustained progress when national governments provide the leadership, financing and support to district-level planning and service delivery.

In 2016, we and our partners WaterAid, Water For People, Aguaconsult and Osprey Foundation, collaborated far more as part of our Agenda for Change<sup>1</sup>. This included increasing the number of learning and district-level engagement activities we ran. In the initiative's three priority countries – Honduras, Uganda and Rwanda – we supported national level collaboration as well as district level efforts to create strong systems. We continued to work collaboratively to influence the WASH sector to use more sustainable approaches to service delivery in line with the Sanitation and Water for All<sup>2</sup> and Agenda for Change principles. At country level, our partnerships have expanded to include new NGO and government partners who are committed to our vision.

Under Agenda for Change, we also put in place a roadmap for systems change in our three priority countries. We worked with district governments to use tools which assess institutional capacity, the policy environment, monitoring, water resources, and finance and budgeting, so that they can plan and implement WASH services more effectively.

### IRC CONSULT

In 2016 we brought our advisory service, IRC Consult, fully in-house to The Hague after a two-year pilot with Aguaconsult. Richard Ward, the manager of the IRC Consult pilot, joined us to continue the development of the endeavour.

We were contracted to deliver more than 500 days of advisory work in 2016 for donors and partners such as the World Health Organization, World Bank, Welthungerhilfe, Oxford Policy Management, Water Integrity Network, Simavi, SNV, Aguaconsult, PSI, United Nations Development Programme (UNDP), African Ministers' Council on Water (AMCOW), and DAI.

Bringing IRC Consult in-house has allowed us to develop an exciting new brand and focus, while continuing to have close links with Aguaconsult and the experience gained during the pilot. IRC Consult has become a key tool in expanding our network of associate consultants and partners, and the reach of our concepts and tools beyond our focus countries.

<sup>1</sup> A set of guiding principles and actions for achieving universal water, sanitation and hygiene services by 2030. See <https://www.ircwash.org/agenda-for-change>

<sup>2</sup> A global partnership to achieve universal access to clear water and adequate sanitation. See <http://sanitationandwaterforall.org/>

## Selected challenges and highlights of 2016

### BURKINA FASO

#### IMPROVING SERVICES AND INSTITUTIONS, AND SUPPORTING NATIONAL GOVERNANCE

*'More than two-thirds of the Burkinabe population still lacks access to an adequate latrine or uses the bush as their toilet. You may get some support from the partners, but they won't do it all for you forever. Once on board, the rest is up to you.'*

**Ambroise Niouga Ouedraogo**, Minister for Water and Sanitation

In 2016 we helped the Ministry of Water and Sanitation to finalise national sector planning for achieving SDG 6. Our interventions saw the introduction of adapted service delivery indicators as well as specific governance indicators which will be monitored by country systems from 2017 onwards. We supported six municipalities with better monitoring, planning and coordination of sanitation services.

We initiated an advocacy platform called FAS'EAU Alliance. This will increase people's ability to interact with government departments and service providers to promote their human right to water and sanitation and to hold them to account.

In the face of continued success the demand for IRC's support is high, as everybody is now lined up towards sustainability, effectiveness and universality. Over the coming years we will guide and support the sector to strengthen systems both at operational and national level.

### ETHIOPIA

#### CREATING SUSTAINABLE IMPACT THROUGH MONITORING AND LEARNING

*'In recent years the government has been giving attention to clean water supply. More than 160,000 water schemes have been constructed and we need to work on making them sustainable. In the coming years we'll be giving sustainability more attention than construction. It is time to look at best examples of sustainability check tools in Ethiopia, as well as in other countries, so they can be scaled up for implementation.'*

**Nuredin Mohammed**, water supply directorate at the Ministry of Water, Irrigation and Energy

We expanded our work with the Ethiopian government and its partners, including the Ministry of Water, Irrigation and Electricity, the Ministry of Health and the Ministry of Education. A key highlight was working with the One WaSH National Program (OWNP) to produce the sector-wide annual WASH report.

Along with our partners we are working to improve the water, sanitation and hygiene (WASH) services in eight small towns. Our day-to-day work involves providing monitoring and related knowledge management services to support learning among all system actors.

We have been advising on monitoring to support the delivery of better WASH services to some of the hardest to reach pastoralist communities in the Afar, Somali and Southern Nations Nationalities and People's regions. And we continued to look into finding ways to get more people to pay for their self-supply of water and sanitation.

While Ethiopia has seen an increase in the number of people enjoying first time access to WASH services, enormous sustainability challenges remain. Helping the sector to find long-term solutions to these is at the core of our work.

## GHANA

### WORKING TOWARDS ROBUST DATA COLLECTION FOR SUSTAINABILITY

*'We now have data that we can use to improve the service levels of water facilities in the districts and to help with their decision making. Now we're aware of where problem areas exist, and we can use the reference documents to help us learn how to increase service levels. One benefit of having data from monitoring is that it caused us to take immediate actions, and we have rehabilitated 34 boreholes since 2015.'*

**Gordon Domayele**, District Coordinating Director of Sene East District Assembly, Brong-Ahafo Region

In 2016 we worked through our partners with the Community Water and Sanitation Agency and National Development Planning Commission (NDPC) to provide technical support to 13 districts in using service monitoring data, an asset management framework, and the life-cycle cost approach for planning and budgeting for the sustainable management of water, sanitation and hygiene (WASH) services.

With our partners we scaled-up and consolidated WASH sector monitoring in rural communities and small towns in Ghana. We refined indicators for monitoring water services, transferred skills and capacity to government officials, and leveraged funding from different projects to expand our impact to more communities. We collected data on handpumps, piped schemes, Water and Sanitation Management teams and service authorities, in 131 districts covering nearly 2/3 of the country. Data was used to produce regional and district factsheets and a digital atlas.

IRC Ghana supports the Sanitation Challenge for Ghana, a competition challenging metropolitan, municipal, and district assemblies in Ghana to team up with their citizens, innovators and solvers to design and carry out liquid waste management strategies to transform the livelihoods of the country's urban centres. The Duapa Award recognised 21 metropolitan, municipal, and district assemblies for their strategies. Stage 2 of the challenge, The Dignified City Award, will be awarded in December 2018.

## HONDURAS

### ENHANCING PARTNERSHIPS AND ADVOCACY

*'IRC plays a critical role in Honduras as a 'backbone' institution supporting wide-scale and sustained access to water and sanitation services. As a key partner in the 'Para Todos Por Siempre' (Everyone Forever) movement, IRC supports a broad network of government, civil society and private sector players that is moving beyond first-time access to deliver sustainable WASH services on a district-wide basis. This approach in Honduras also forms part of the growing Agenda for Change initiative, where IRC works with partners on a global basis to help reach the SDGs.'*

**Louis Boorstin**, Managing Director, Osprey Foundation

In 2016, as part of the Para Todos Por Siempre (PTPS)<sup>3</sup> initiative, we created a roadmap towards achieving water, sanitation and hygiene (WASH) services for 'Everyone, Forever' at municipal level. The roadmap is being applied in 17 municipalities and so far, progress has been good. The initiative has established institutional arrangements and there is a clearer insight into the status of service delivery and cost as a result of using monitoring frameworks and baseline data.

Reaching the last, remaining unserved members of the population is key to achieve universal access. Yet, providing them with services is difficult and often expensive. In November 2016, we started working on developing innovative models for water and sanitation service delivery provision in dispersed rural settings.

To achieve universal access to WASH services requires commitment from both technical decision makers as well as political leaders. In the coming years we will be taking our advocacy agenda forward to improve on the political commitment.

<sup>3</sup> An initiative to develop and systematize innovative approaches and models for universal and sustainable water and sanitation services in Honduras. See <http://ptps-aps.org>



## INDIA

### PROPELLING ADVOCACY, INNOVATION AND ACCESSIBLE WATER, SANITATION AND HYGIENE SERVICES

*'The Sanitation Innovation Accelerator (SIA) is an amazing platform for a start-up company. I have got access to a huge set of experts and mentors. The SIA initiators, Ennovent, IRC and TARU Leading Edge, sent me invitations to roundtables and sanitation dialogues. Ennovent is partnering with my company to jointly pitch to investors to scale-up sales of GARV Toilets.'*

**Mayank Midha**, winner of the Sanitation Innovation Accelerator 2016

Along with Ennovent and TARU Leading Edge Ltd., we launched the Sanitation Innovation Accelerator 2016 for India's rural markets. This unique programme aimed to discover, support and scale-up entrepreneurial innovations in rural sanitation. Eighty-eight innovative ideas were received, and from a shortlist of six, Mayank Midha's company (see above) emerged as the winner.

We initiated discussions and planning for the 'Innovation Hub for Urban WASH Solutions' project. This will help national, regional, state and city governments and organisations to develop scalable solutions for urban water, sanitation and hygiene (WASH) in India.

We kicked off our Watershed initiative. Watershed helps civil society organisations to engage with government and service providers to achieve faster results, hold them to account, and to ensure universal WASH for all by 2030. Watershed will become a leading initiative in the years to come.

Our research on successful community-managed rural water supply programmes and approaches across India was concluded in 2016. Its findings were shared with WASH policy-makers, implementers and international finance institutions, both in India and globally.

## UGANDA

### STRENGTHENING SYSTEMS THROUGH COLLABORATION AND STRATEGIC DECISION MAKING

*'Stop talking about, 'we are here for two years, we are here for three years'. No, we should talk about, 'we are here, with the local government, for as long as possible'. Because, development and processes that bring about change, don't happen in one or two years. So, we need to stay in here, we need to stay in the district. And not just talk about sub-county 1, 2, 3 – this district has 16 sub-counties, and if we are going to talk about 100% access, everybody in this district should be served, we shouldn't leave out any single sub-county, any single village.'*

**Jane Nabunnya Mulumba**, Country Director IRC Uganda

A key milestone was the re-opening of our office in Kabarole and the signing of a memorandum of understanding with the district local government.

In Lira district, the percentage of working water supply facilities improved from 77% to 81%, while in Kabarole it was maintained at 84%. This 4% increase in Lira district was partly due to the increased capacity of the Sub-County Water Supply and Sanitation Boards and the Hand Pump Mechanic Associations (HPMAs) to maintain water supply facilities. Throughout the year, we continued to support the HPMAs to increase the number of working facilities in communities in Kabarole, and to ensure organised maintenance of hand pumps so that they can bring safe water to the communities, sustainably.

At national level, the WASH Agenda for Change Coalition was able to reach a shared understanding on a roadmap to universal access to water, sanitation and hygiene services. 2016 also saw the launch of our Watershed initiative, which will improve governance in WASH and integrated water resources management through strengthening the capacity of civil society to hold government and service providers to account.

We need to keep on supporting the Government of Uganda to develop a coherent approach towards sanitation interventions and to make grounded proposals for change in the WASH sector.

## International programme

Our flagship initiative, the Agenda for Change, has been a driving force in our activities. Under this we have committed ourselves to fostering government leadership in the water, sanitation and hygiene (WASH) sector, which in turn will lead to more public finance becoming available to build strong national systems to deliver WASH services.

Our International Programme supports and advocates for this by:

- driving innovation and research;
- building relationships with key sector influencers;
- strengthening service providers and authorities to provide better services to their populations;
- strengthening resource mobilisation through effective management of assets and financial flows; and
- supporting the development of monitoring systems and other mechanisms that increase the evidence and knowledge gathered to drive the sector forward.

A highlight for the year was the launch of our Watershed initiative – a strategic partnership with Dutch and International partners in Bangladesh, Ghana, Kenya, India, Mali and Uganda. Under Watershed we are learning how evidence-based lobbying and advocacy can more effectively influence policy and practice in the WASH and Water Resources sectors, and how to increase the ability of civil society organisations to hold their governments and service providers to account.

In support of our systems strengthening work we launched our **WASH Tools** resource on our website. The 26 tools provide WASH professionals with guidance, approaches, resources, and solutions to help them to engage in systems strengthening in support of WASH service delivery to all.

We continued to strengthen our networking and advocacy efforts by:

- managing two thematic areas of the Rural Water Supply Network (which has more than 10,000 WASH professionals), and coordinating its Forum (more than 500 attendees);
- co-leading the Public Finance for WASH Initiative with Water & Sanitation for the Urban Poor (WSUP);
- training 179 water sector professionals from the Millennium Water Alliance, WaterAid, SNV, Lowlands Ethiopia, Water For People, Government of Uganda, and Government of Ethiopia;
- publishing 57 thought-provoking blogs, 44 research outputs and supporting broad debates at international events with more than 40 papers and presentations.

## Governance and staffing

### IRC'S SUPERVISORY BOARD

Robert Bos (Chairperson, 19/05/2017)  
 Hans van Dord (Chairperson, until 18/05/2017)  
 Henk den Boer  
 Piers Cross  
 Meera Mehta  
 Regien van der Sijp  
 Emiel Wegelin  
 Antonie de Wilde

### STAFFING

Most of our full-time staff are based in the countries where we work. This is important because we want to strengthen local and national country processes and systems. By the end of 2016, 35 full-time-equivalent (fte) staff were working in our country offices: 9.3 in Burkina Faso, 5.4 in Ethiopia, 10.5 in Ghana, 1.5 in Honduras, 1.7 in India and 7 in Uganda. 30 fte staff were working in the Netherlands.

Our global associate programme counted 13 associate members, giving us access to a wide network of top international experts.

We also offered ten internship positions to people who gained valuable international and multi-disciplinary experience.

## Supporting our work

Due to the great work and confidence of our partners and funders we achieved our primary goal of getting the sector to adopt a service delivery approach. Now we look forward to working with them to achieve our vision of robust systems which will support water, sanitation, and hygiene (WASH) services that are *forever and for everyone*.

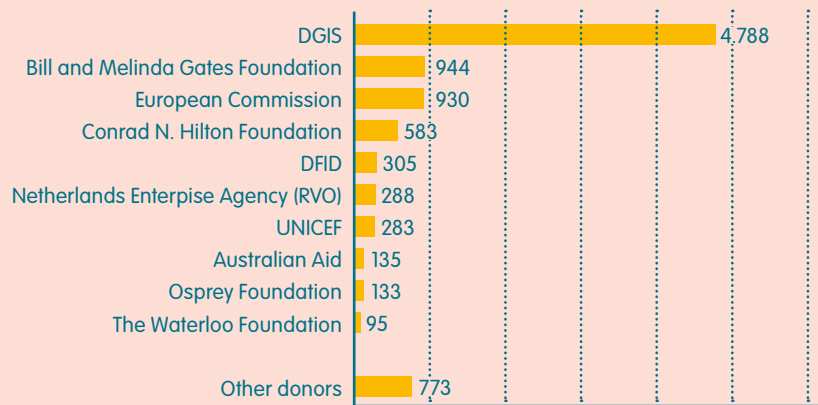
### INCOME STATEMENT 2012 – 2016 (AMOUNTS IN THOUSANDS OF EUROS)

Income	2012	2013	2014	2015	2016
Core programme funding	3,093	2,958	2,469	2,599	2,632
Other project funding	6,984	6,972	7,823	5,186	6,625
<b>Total income</b>	<b>10,077</b>	<b>9,930</b>	<b>10,292</b>	<b>7,784</b>	<b>9,258</b>
Expenses					
Personnel costs	4,880	5,022	4,409	2,931	3,400
Other project related costs	4,712	4,927	5,429	4,623	5,014
General and administrative expenses	459	397	457	279	593
<b>Subtotal expenses</b>	<b>10,051</b>	<b>10,346</b>	<b>10,295</b>	<b>7,832</b>	<b>9,007</b>
Operating result	26	-416	-3	-48	251
Financial income and expenditures	12	244	822	-49	-48
<b>Annual result</b>	<b>13</b>	<b>-660</b>	<b>-825</b>	<b>1</b>	<b>298</b>



# Donors / other funders, 2016

## TOP DONORS (AMOUNTS IN THOUSANDS OF EUROS)



## OTHER DONORS

Catholic Relief Services (CRS) / Coca Cola Foundation / Danida / Dutch WASH Alliance / ACRA CCS / Global Environment and Technology Foundation (GEFT) / Inter-American Development Bank (IDB) / LVIA Solidarity and International Collaboration / Ministry of Water and Environment Uganda / Natural Environment Research Council (NERC) / NUFFIC / OneDrop Foundation / Osprey Foundation / Plan UK / Signe Hanson / RNTC / Swiss Agency for Development and Cooperation / Swiss Agency for Development and Cooperation (SDC) / Simavi / Taru Leading Edge Ltd. / United Nations High Commissioner for Refugees (UNCHR) / United Nations Office for Project Services (UNOPS) / USAID / WaterAid UK / Water For People / World Health Organization / Water Integrity Network (WIN) / World Bank / Water Supply and Sanitation Collaborative Council (WSSCC)

## OTHER CLIENTS AND PARTNERS

AECOM / African Ministers' Council on Water (AMCOW) / Aguaconsult / Akvo / Coffey International / COWI / DAI / Florida International University (FIU) / Hydroconseil / IDS / IHE Delft / IMC Worldwide / Millenium Water Alliance (MWA) / MUNDO / Oxfam Quebec / Oxford University / PSI / Royal HaskoningDHV / Simavi / SNV / UNICEF / University of Colorado Boulder (UCB) / University of Reading / Vitens Evides International / VNG International / Water For People / WaterAid / Welthungerhilfe / Water Supply and Sanitation Collaborative Council (WSSCC)

# Expenditure

## EXPENDITURE PER PROGRAMME (AMOUNTS IN THOUSANDS OF EUROS)



At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration. We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

We face a complex challenge. Every year, thousands of projects within and beyond the WASH sector fail – the result of short-term targets and interventions, at the cost of long-term service solutions.

This leaves around a third of the world's poorest people without access to the most basic of human rights, and leads directly to economic, social and health problems on a global scale. IRC exists to continually challenge and shape the established practices of the WASH sector.

Through collaboration and the active application of our expertise, we work with governments, service providers and international organisations to deliver systems and services that are truly built to last.