IRC

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Monitoring Report 2014

As submitted by IRC to the Directorate-General for International Cooperation of The Netherlands Ministry of Foreign Affairs

Supporting water sanitation and hygiene services for life

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.

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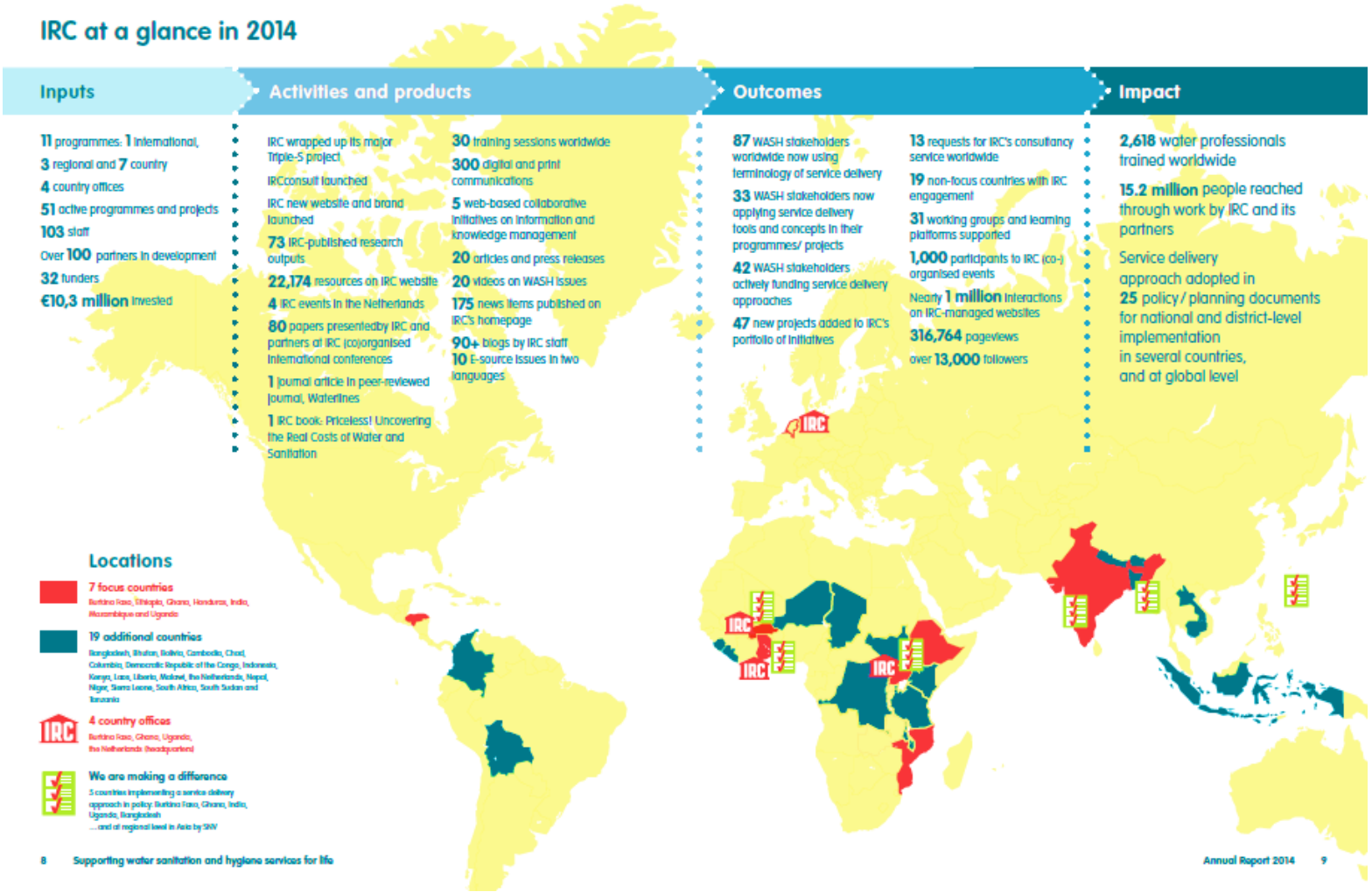
IRC at a glance in 2014



Introduction

IRC's vision is of a world in which all people – including the poorest and most marginalised – have access to adequate water, sanitation and hygiene services. Achieving universal access requires a sector-wide paradigm shift, from delivering hardware alone to ensuring actual delivery of quality services that last. The practice of only installing water taps and toilets as a way to deliver water, sanitation and hygiene (WASH) services has been proven ineffective.

IRC has four goals that it believes will bring about this change in the WASH sector:

1. Sector adoption of a service delivery approach
2. Sector adoption of a learning and adaptive approach
3. Improved aid effectiveness
4. Improved inter-sectoral dialogue and planning alignment

To achieve those goals, IRC's global programme and its three regional programmes—in Africa, Latin America and South Asia—focus on lobbying, advocacy and knowledge-sharing activities. Seven country programmes—Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique and Uganda drive change towards learning, adaptation and innovation in the delivery of WASH services.

IRC's 2012–2016 business plan initially set 2025 as its target for achieving universal access. To align with sector agreements on the design of Sustainable Development Goals, that date has been extended to 2030. The sector's adoption of the goal of universal access is an important positive step—and one to which IRC had contributed through its lobbying efforts.

The theory of change that informs IRC's work is that achieving universal access to services that last requires continuous innovation and support to local partners (national and local governments, NGOs, the private sector) over the long term (at least 10 years). To achieve the desired change, IRC needs to address issues at different levels and scales.

At the international and regional level IRC lobbies for changes in policy to orient practices around service delivery, based on the insights and knowledge gained from action research and monitoring in IRC's focus countries. Work in the focus countries spans all levels, from community and district water management to sectoral policymaking and inter-sectoral dialogues at the national level.

IRC's critical niche is creating and disseminating knowledge that spurs local, district, national, regional and international actors to change sector and inter-sectoral policy and action. Yet the adoption of progressive ideas is only the beginning of change: new approaches take time as well as funding to implement. It is therefore difficult to attribute change directly to IRC[1] .

To monitor its contribution to change, in 2012 IRC established an annual monitoring cycle, facilitated by an online repository system and dashboard. Staff report their activities every four months so that IRC can track progress and adapt strategies as necessary.

[1] For more details about how IRC perceives its contribution (vs attribution), see the Introduction in Monitoring Report 2013 (IRC, 2014).

Following recommendations of the Mid-Term Review of the IRC Business Plan 2012–2016, IRC re-evaluated its monitoring framework indicators. A new set of indicators was then adopted for 2015. Details about the updated indicators are presented in annex 1.

About this report

IRC benefited from two major external assessments during 2014: an end-of-project evaluation of its Sustainable Services at Scale (Triple-S), which concluded in late 2014; and a mid-term review of progress on IRC's 2012–2016 business plan. The main findings of these external assessments are included in summarised form in this report together with information from IRC's own monitoring.

The report has four main sections:

- Section 1 presents the findings of the two independent assessments.
- Section 2 is an overview of IRC's programmatic reach and influence.
- Section 3 details IRC's progress in meeting its four goals.
- Section 4 looks ahead to 2015 and beyond.

Those sections are followed by annexes with supporting data:

1. Updated monitoring framework indicators
2. Blogs in 2014
3. IRC-published research outputs in 2014
4. Global communications, 2014
5. IRC hosted websites, 2014
6. Active projects, 2014
7. Face-to-face and online training activities, 2014
8. Projects with service delivery approach components, 2014
9. Requests for IRC consultancy services, 2014
10. List of organisations who's policy clearly reflect (elements of) a cross sectoral approach to WASH service delivery and national platforms for intersectoral planning, dialogue and coordination in which IRC have participated in 2014

1 External assessments

This section of the 2014 IRC Monitoring Report summarises the findings and recommendations that emerged from two major external assessments: one, an evaluation of IRC's biggest project, Triple-S, and the other, a mid-term review of IRC's business plan for 2012–2016.

1.1 End-of-project evaluation of Triple-S

Triple-S, 'Sustainable Services at Scale', began in December 2008 with funding from the Bill & Melinda Gates Foundation and concluded in November 2014. The total project cost was US$ 22,074,261.

Triple-S had an ambitious goal: a paradigm shift in aid for rural water services in developing countries, from providing new water infrastructure to ensuring reliable, lasting service. The project aimed to understand why large investments in water infrastructure have so often failed to improve access to water, then develop new, sustainable models and demonstrate change in two focus countries, Ghana and Uganda. Other activities addressed international actors, advocating change in the approach of donors, bilateral aid agencies and financial institutions. Triple-S also instituted programmes in 'non-focus' countries—Burkina Faso, Honduras, India, and Mozambique.

It was a complex project, involving multiple country teams, government partners at different levels, and both academic and action research. Initially intended to run 10 years, it was scaled back to six.

In April 2014, IRC commissioned an independent team from Hydroconseil and Trémolet Consulting, to conduct an end-of-project evaluation[2]. Briefly, the reviewers found that Triple-S largely or completely met its main goals—no longer can governments or development partners ignore the issue of sustainability—and that nevertheless, measurable improvement in actual services lags behind. They also observed that IRC headquarters had the capacity both to organise this large project and then to adapt its management approach in shepherding it to conclusion.

[2] Hydroconseil Triple-S End of Project Evaluation–Ghana (2014), available at http://www.ircwash.org/blog/real-movement-more-work-needed-end-project-evaluation-triple-s

1.1.1 Findings from Triple-S evaluation

The evaluation was insightful and provided a number of findings and recommendations upon which IRC's management intends to act in 2015, and accordingly the executive summary is excerpted here, with the omission of some second-order details for brevity.

Box 1 Findings from the Triple-S End of Project Evaluation

Triple-S filled a niche in the international WASH sector as it placed sustainability at the centre of its discourse and activities

When originally designed, Triple-S did fill a niche in the international WASH sector as it developed a sustained and systematic approach to promote the sustainability of rural water services, and developed the Service Delivery Approach as a means of achieving this goal.

During its inception phase, Triple-S articulated a series of concepts about how to evaluate the prospects of rural water sector to achieve sustainability (the "principles framework") and identified the key elements of a Service Delivery Approach (SDA). To support the drive towards sustainability Triple-S developed a "whole-system change" approach … and conceptualised the way in which change is a long-term process.

Triple-S played a substantial role to place Sustainability and SDA at the heart of international discourse and practices in the WASH sector

… Triple-S has been effective at conveying consistent messages about sustainability over several years, which has clearly helped the issue gain prominence in international discourse on water services in general. Triple-S developed a sustained and systematic approach for promoting sustainability of rural services …

However, not all of this change in discourse and practices can be attributed to Triple-S. The project came along at the right time, as a growing part of the WASH sector community was starting to take more notice of the acute challenge of ensuring sustainability of existing investment … This also coincided with a shift in focus within the international development community, as it is moving from an exclusive focus on providing access (as captured in the Millennium Development Goals) to one of delivering sustainable services (as captured in the Sustainable Development Goals). …

Triple-S' design and Theory of Change was innovative and ambitious, but how it would fulfil all of its ambitions was not so clear

The Triple-S theory of change (ToC) was based on the whole-system change approach [and] assumed that demonstrating the need for change and to adopt an SDA would be sufficient to achieve improvements in service levels and user satisfaction … [However,] the ToC was found to be overly ambitious compared to what the project could realistically achieve without funding for implementation. … Time is an important aspect of the Triple-S' "whole-system change" approach: the IRC team has repeatedly stated that 6-years was not a sufficient time frame for the project, and that full demonstration of the project approach would have required a longer period – 10 years as initially planned.

Adaptive management has been a key success factor for such a complex project

Key to the project's success was dedicated project management willing to adapt over time. …

IRC proved it had the capacity to develop an adaptive management approach that helped socially develop the concepts behind Triple-S while implementing key activities and working internally to find the best possible organisation for the project. This adaptive management, strongly supported by the Gates Foundation, was vital for the development of such a complex project which clearly stretched IRC's implementing capacity as it stood in 2008.

… Although WASHCost[3] appears better known in certain international circles, Triple-S has been key for embedding the WASHCost concepts and approaches on the ground at country level, taking them to scale and facilitating their inclusion in national and local strategies.

Triple-S played a significant role in changing perceptions and discourse around sustainability and adopting a service delivery approach in the target countries, particularly in Ghana and to a lesser extent in Uganda

In those two countries, Triple-S articulated the concepts of sustainability and the service delivery approach in a clear manner and made them accessible to all. It also placed the spotlight on the "district" level (i.e. decentralised government level) as a key level at which to engage and provide capacity-building in order to strengthen decentralisation and coordinate stakeholders in complex systems. It further encouraged all WASH stakeholders to consider local governments as key partners for monitoring, planning and budgeting.

The project impact at ground level and its ability to prove the effectiveness of the "whole system change" approach was limited however

Whilst a change in discourse and practices clearly occurred in the two focus countries, impact on the ground was limited. In districts where Triple-S invested substantial resources, functionality and user satisfaction either modestly improved or in some cases, it went down. …

In addition, the decision not to include any "investment" money in the project was risky and not necessarily beneficial to the project. Providing funding for investment in [Ghana and] Uganda could have helped boost the functionality indicators in the 5 target districts. It is likely that the combination of no investment money and limited focus on the financing side of the SDA through project activities limited the impact that Triple-S could have had on the ground and, therefore, affected the project's ability to "demonstrate" that issues in the rural sector could be approached in a different way. Overall, despite several years of sustained efforts in a small number of districts, and with substantial "soft" resources made available to support those districts, sustainable services still remain elusive in those districts.…

IRC note: *Making services truly sustainable will take longer than the three to four years that Triple-S was active in the focus districts (whose progress IRC is continuing to monitor). The decision not to use project funds to fix broken facilities was based on advise although functionality would have risen in the short term (thereby raising Triple-S's score), the project aimed instead to establish a new model, one in which local actors would themselves develop sustainable approaches to service delivery. Experience has proved that when outsiders parachute in with a fix, the fix is not likely to last.*

The International Work Stream outputs are of good quality and generally well-rated and it has overall achieved its expected outcomes

Triple-S outputs produced at the international level were of good quality and were appreciated by sector stakeholders. Outputs available on the website are seen as useful, although there have been some complaints about its density and difficulties with identifying key documents. Training events were well-run and deemed useful by most participants. Triple-S developed a number of interesting approaches to influence other partners … and methodological tools … to assess the impact of such activities.

In terms of outcomes, a significant number of DPs have adopted SDA principles following their engagement with Triple-S, notably US-based NGOs and some major bilateral agencies such as USAID, DFAT and DGIS. Some DPs, such as key NGOs, Foundations and funders, have adapted their planning and implementation procedures. However, some key players in the sector seem untouched by Triple-S' ideas and still focus on financing infrastructure and achieving

[3] WASHCost was a five-year (2008-2013 action research project investigating the costs of providing water, sanitation and hygiene services to rural and peri-urban communities in Ghana, Burkina-Faso, Mozambique and India (Andhra Pradesh). Funded by the Bill & Melinda Gates Foundation and executed by the IRC.

numbers. …

Although sustainability is now clearly on the map, the "how-to" deliver sustainability of rural water services, the SDA approach and the whole-system approach required to deliver it still need to be proven and be better articulated

- At national level, emphasis has been placed on scaling-up as a way of ensuring legacy by enabling the Triple-S approach to be replicated in additional districts. The Ghana Triple-S project has been very successful at identifying new funding or partners to scale up the approach …
- At international level, project ambassadors have been tasked with advocating the service delivery approach going forward. This approach is unlikely to ensure legacy, however, except in very specific cases where the ambassadors have been very closely involved with Triple-S. …
- Legacy could also be ensured by IRC itself … However, working as a backbone organisation to support change requires specific skills and experience, as well as funding and it is very unlikely that IRC will obtain the high level of funding that it had obtained from the Bill and Melinda Gates Foundation going forward. In the absence of such funding, IRC would therefore need to rethink what can be done to promote the service delivery approach. At this stage, in order to help with fostering legacy, it would be useful to collate all lessons learned during the life of the Triple-S project on "how to" promote services over infrastructure into a succinct and practical format …

1.1.2 Recommendations based on Triple-S

The Triple-S end-of-project evaluation also provided helpful recommendations. Again, we quote from the report, omitting details.

Box 2 Recommendations of the Triple-S End of Project Evaluation

Simplifying and prioritising the messages around the Triple-S analysis frameworks and building blocks should be a key area for IRC to work on going forward in order to ensure legacy. The approach articulated by the project is useful but not easily graspable for people looking to implement projects on the ground. Although the principles framework proved to be an effective evaluation tool …, it is nonetheless fairly cumbersome to apply. …

Triple -S should develop learning on "how" to achieve change by evaluating actual progress in countries. Once stakeholders have been made aware of how to achieve sustainability and have decided to move to a service delivery approach, the next key challenge is to work with all sector stakeholders …. As resources were limited, … none of the country work streams were able to work on all the aspects of the service delivery approach in the target districts. …

Triple-S should refine its key messages to address the expectations of different audiences. … key messages from the project (and especially the "whole system change approach") need to be carefully crafted to address the expectations of different audiences. … This could be produced as a very practical "how-to" guide for local governments. … Clear guidance on support to service providers is critical …

Triple-S should consider funding needs in project design. One key element that the project has been lacking to boost its ability to deliver real impact is funding for actually implementing change. Triple-S has been effective at "raising awareness" and getting people to understand that a change in approach is needed to achieve sustainability. Several activities under the project have led to the development of tools to monitor progress, to budget and plan. However, without corresponding funding, these budgets have remained without finance and improvements could not be delivered.

IRC note: *Having identified and addressed the real issue in rural areas—it is not lack of infrastructure but an inability to ensure service—we are not surprised that funding for implementation is the next hurdle. IRC and its country partners have reached the heart of the challenge: mobilizing resources for genuinely sustainable solutions that don't require continual infusions of aid.*

Lack of funding is also frequently cited as a key constraint to sustaining the approach to learning promoted by the Triple-S project, which is based on fostering the development of learning alliances at national, regional and local levels. … IRC should clearly define a partnering and funding strategy for its activities and provide advice to entities seeking to apply the Triple-S approach.

Triple-S should improve communication about the actual impact. One area that IRC needs to seriously consider is how it communicates externally on the Triple-S project impacts and, more generally, on the impact of activities undertaken using the Triple-S approach. Some of the tools could be refined, simplified and promoted. IRC should also present more realistic results in its corporate communication and be upfront about the challenges (and rewards) of implementing a whole system change approach to achieve SDA. IRC could be more assertive in terms of measuring the scale and impact of what they have achieved, in communicating this impact and not focusing only on the pilot districts. … Finally, going forward, IRC may consider adopting more of a "platform" approach … to collate experiences, lessons learned and documentation from a much broader range of stakeholders working on similar subjects. …

Even though sanitation was not included in the project scope, the Triple-S approach could be applied to sanitation (with modifications) in order to maximise impact. … The inclusion of sanitation in the final year of project implementation is a welcome development, but comes too late to influence what Triple-S has been able to learn during its initial implementation period.

IRC should also broaden its conception of rural water services so as to apply the SDA not exclusively to dispersed rural communities receiving water from boreholes fitted with hand pumps, but also small towns served via small piped networks. … the future of water supply services in rural areas (including in terms of sustainability) clearly appears to lie in expanding the number of small piped networks. This is an area that requires further attention …

1.1.3 Next steps for IRC

The end-of-project evaluation serves as a basis for future focus, and the reviewers' recommendations are feeding into IRC's ongoing work. We mention two areas in particular.

Refined and simplified tools. IRC agrees: sector practitioners need a condensed, more accessible toolkit. The Triple-S initiative walked the line between academic, so that researchers could contribute rigorous, actionable findings that would be broadly useful globally, and practical, so that service delivery in particular places would measurably improve. Based on the research and the experience with what worked on the ground, in 2015 IRC will develop a comprehensive toolkit that conveys both the 'what' of the Triple-S vision—universal access to water services that last—and the 'how' of achieving it.

Sanitation in addition to water. The report recommends that IRC tackle sanitation. Perhaps Triple-S should have been more broadly conceived to address all aspects of WASH, but regardless, IRC in 2014 began taking a whole-system approach to urban sanitation. The service delivery approach that was tested for water access appears just as applicable to sanitation, and IRC is committed to extending its work into this critical area.

1.2 Mid-term review of IRC business plan

'The IRC International Water and Sanitation Centre Business Plan 2012–2016 Mid-Term Review' was prepared by Bert van Woersem, Ken Caplan and Tracey Keatman for DGIS as part of the requirement of the current subsidy agreement and was and completed in October 2014.

1.2.1 Findings from mid-term review

The reviewers found that 'without question', IRC's service delivery approach, life-cycle costs approach, and sustainability and monitoring tools were 'highly relevant and useful for the sector' (van Woersem et al., 2014, 53). They affirmed IRC's theory of change—that action research on the ground yields lessons and guidance for replicating innovations and scaling them up, thereby promoting change at the global level.

WASHCost's emphasis on sustainability, post-construction monitoring and capital maintenance have had 'a clear influence in the global dialogue on service sustainability' in the rural WASH sector (van Woersem et al., 2014, 53). As 'clear evidence of impact' (53), the reviewers note that DGIS is adopting a sustainability clause for aid recipients, and DFID and USAID have referred to WASHCost and life-cycle costing in requests for proposals.

However, the reviewers observe, such influence 'has not yet been translated in impact on the ground. As noted, these concepts and tools are only at the very beginning of being translated into policy shifts, changed approaches to budgeting, investments or financing. Indeed a five-year project time frame is too short to have sufficiently influenced these practices and behaviours' (van Woersem et al., 2014, 53).

The following excerpts are taken from the executive summary of the report (van Woersem et al., 2014, 1–3).

Box 3 Findings from the IRC Business Plan 2012–2016 Mid-Term Review

IRC is on track in becoming a leading, innovative and piloting organization that is an important and appreciated player in the international arena. IRC has clearly developed and communicated a vision regarding service delivery. Results in the field of thematic innovation and innovative action research focused on [service delivery] and sustainability in focus countries have been substantial. These results are being spread to the global level in an effective manner. IRC as a medium sized player is one of the agenda shapers at global level as well as in the three countries visited. …

The uptake of the results of key projects "on the ground" remains limited. That said, IRC's emphasis is on longer-term change that take time and major effort to embed. By all accounts, though, translating IRC's thinking, concepts and tools for practical application requires significant simplification. IRC is making major and consistent efforts to bring results of individual projects beyond the project's life cycle to various levels within the context of limited resource availability for these efforts. …

IRC's niche at country level is a combination of: 1) a good research agenda able to translate concepts into action on the ground; 2) balanced and appreciated position between NGO and government, seen as neutral and independent and not too close to government; 3) an international network of professionals on call; 4) a key potential player in monitoring; and 5) a leader in sector governance work whereby an evidence base is generated and then used for direct policy influencing in a "hands on", practical manner. …

… work at the international level [synthesizing, extracting, comparing and documenting] is crucial for IRC and at the end of the day it is IRC's core (non-project) funding that allows IRC to be an effective driver of change in the global WASH arena.

1.2.2 Conclusions from mid-term review

The following excerpts come from the conclusions of the report (van Woersem et al., 2014, 50–53).

Box 4 Conclusions from the IRC Business Plan 2012–2016 Mid-Term Review

… the uptake of the results of key projects "on the ground" remains limited. On the one hand, evidence alone does not convince stakeholders to change – change takes time and major effort. On the other hand, the translation of thinking, concepts and tools to take and use in a practical sense requires significant simplification. That said, IRC makes major and consistent efforts to bring results of individual projects beyond the project's life cycle to various levels within the context of limited resource availability for these efforts. …

The adoption by the sector of the service delivery approach in fact is the overarching outcome to date … IRC has made very substantial progress against this outcome, particularly in the rural sector and with NGOs. IRC has played an important role in getting the service delivery approach high on the agenda. [Life-cycle costing] and more broadly the issue of sustainability has contributed to the shift in discourse from access to water to a service delivery approach. IRC has been important in setting the international agenda in this respect. WASHCost and Triple-S have influenced global level understanding of costing and service levels. …

Financing remains a major bottleneck. Life cycle costing suggests that WASH needs continuous financing and consistent support for communities from local government and the private sector. The issue of public finance and financing mechanisms has not sufficiently been explored but is increasingly on the agenda and further progress is expected during the second half of the Business Plan period …

IRC's progress against Outcome 2 (a sector that learns and adapts) is satisfactory, but further explanation is needed to understand the trajectory in the remaining period of the Business Plan and going forward. Whilst it is understood that IRC is only halfway through the Business Plan, overall progress on this outcome has been less than expected …

The adoption by the sector of a strong learning and adaptive approach … remains a challenge and one that admittedly IRC cannot influence on its own. The sector learning platforms have provided mixed results. …

The progress made against Outcome 3 (improved aid effectiveness) is difficult to assess at the global level. This broad outcome has not been defined and translated in operational terms specifying IRC's role and place in this process with particular reference to the country level. Efforts made at country level are appreciated, but seemingly still with limited impact. Overall IRC's progress can be considered low to medium …

However, translating this outcome in operational terms by "strengthening national and local governments to better play their key role in the sector change/service delivery process," and thereby a driver of greater coherence in the sector, would lead to a more focused and considerably more positive assessment of this outcome.

The progress made against Outcome 4 (to improve the inter-sectoral dialogue) has been unsatisfactory. IRC has not paid much attention to this outcome. MUSTRAIN is one of the few projects where some progress has been made. It is recognized that IRC intends to focus more on this area in the remaining period of the Business Plan, although well thought through strategies were still to be determined. …

So whilst many organisations offer components of what IRC offers, no directly comparable and sufficiently neutral organisations emerged that do all that IRC does. A further question to ask is if IRC were not to exist, would something like IRC be created. The general sense from the interviews was, accepting certain parameters of size, skill sets and efficiency, that there would be a critical galvanising role missing that an IRC could play.

2 2014 In Review

This section presents IRC's own assessment of its progress in 2014.

The first subsection presents a summary of communications and administrative changes plus programmatic inputs, per the 2012–2016 business plan. The second subsection quantifies the results of IRC's efforts to change management, governance and financing in the WASH sector. The final part highlights achievements in IRC focus countries, as reported by in-country programme staff.

2.1 Positioning for results

IRC's 2012–2016 business plan was designed to position the organisation as a dynamic, modern NGO that combines high levels of commitment and well-developed social values with professionalism and flexibility. The plan identified three business areas:

- knowledge management and innovation;
- innovation and action research in countries and regions; and
- market-based, demand-responsive assignments from governments, international agencies and other outside organisations.

2.1.1 Knowledge management and innovation

Steps to strengthen IRC's communications and advocacy work—to better position the organisation for delivering knowledge and innovation in water management, governance and financing—began in 2013. In 2014 communications became a central part of IRC's work. IRC launched its new website while building staff capacity to communicate with different audiences.

The new website, launched in May 2014, gathers all materials in one place (blogs, news, research outputs) in accordance with the new IRC branding strategy. For clarity and impact, the number of IRC-managed on-line media was reduced, from 15 to 5 mostly by incorporating them into a new corporate website.

In 2014 IRC published more than 90 blogs (annex 2), 14 press releases and 10 issues of E-Source (six in English, four in French) were produced. The homepage of the website offered 175 news items and 22,174 resources. IRC continued publishing research results and analysis at three open-source knowledge portals:

- Akvopedia Finance Portal (life-cycle costing);
- Akvopedia Sustainability Portal (sustainability framework, including the Dutch WASH Alliance's FIETS approach); and
- IRC Sanitation Pack within the Sanitation portal (sanitation technologies for application at household-village levels).

All research outputs can be found in annex 3. Global communications achievements are presented in annex 4.

IRC's digital presence reached more than half a million people in 2014: 265,412 through the websites that IRC hosts (annex 5), and 316,764 page views in various social media platforms. IRC counted 13,681 followers for its 1,187 posts, suggesting that IRC continued to be a trusted and reliable source of information and innovation.

IRC's monitoring dashboard (the central repository for IRC outputs and outcomes) was refined, with a clearer and more deliberate monitoring and learning process. Learning and reporting

cycles were built into IRC's annual planning; IRC's learning and monitoring cycles are now guided by a revised framework (annex 1) and a results chain (available for download here), which maps out the theory of change for each programme. The results chains are now updated each year as part of IRC's annual planning cycle.

In September IRC launched WASHCost e-book: Priceless! Uncovering the real costs of water and sanitation during the Stockholm World Water Week. Free copies were distributed during the 37th WEDC International Conference: Sustainable Water and Sanitation Service for All in a Fast Changing World, held in Hanoi.

Training activities and materials on service delivery were produced in English, French and Portuguese. For the second year in a row, Radio Netherlands Training Centre and IRC co-facilitated an intensive three-week training on Multi-Media Journalism and Water for nine participants from around the world. IRC also continued providing support to sector learning networks in Sierra Leone by organising writing workshops for WASH-Net and WaterAid Sierra Leone.

Other channels of engagement in knowledge sharing and management included involvement in collaborative web-based initiatives that facilitate wide dissemination of information. IRC also targeted Dutch-based media and lobbying and advocacy organisations to strengthen partnerships with like-minded Dutch organisations.

2.1.2 Innovation and action research in countries and regions

In 2014 IRC ran 11 programmes: a global programme (International Influencing and Innovation), three regional programmes (Africa, South Asia and Latin America) and seven country programmes (Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique and Uganda).

Of the seven focus countries, three (Burkina Faso, Ghana and Uganda) were implemented by IRC country offices staffed by local professionals. These three countries also received the most funding in 2014. Opportunities, issues and partnerships outside the focus countries were managed by IRC's regional or global programmes.

IRC's largest project, Sustainable Services at Scale (Triple-S), wrapped up in 2014 (see Section 1). IRC continued emphasising the service delivery approach, the life-cycle cost approach to financing of WASH services, and the Everyone Forever initiative[4] (an IRC partnership with Water for People and Water and Sanitation for the Urban Poor). Details about these IRC initiatives and monitoring programmes' progress can be found in Monitoring Report 2013 (IRC, 2014).

During 2014, 47 new projects were acquired by IRC and its partners, with a total value of € 10,057,754, making for a total of 51 active projects in 2014.(annex 6).

Table 1 presents 2014 expenditures by programme. Of the € 10,292,018 spent on IRC's programmes and operations, DGIS funding covered € 4,535,350, or about 44 percent[5].

[4] In 2013 IRC joined Water for People and Water and Sanitation for the Urban Poor to start promoting a shared agenda around the concept of Everyone Forever.

[5] IRC's financial system currently only partially supports attribution of resource investment to countries. As a result, these figures are indicative. The financial system will be updated in 2015 to allow for a more precise allocation of resources to countries.

Table 1 Expenditure per IRC programmes, 2014

Programme	Expenditures (EUR)
Country programmes	3,404,396
Burkina Faso	747,963
Ethiopia	341,867
Ghana	1,292,498
Honduras	46,588
India	153,296
Uganda	822,184
Regional programmes	2,088,199
Africa	587,379
Latin America	71,494
South Asia	1,429,326
Global programme	4,799,423
TOTAL	10,292,018

2.1.3 Adapting to a changing business environment

To prepare IRC for to fulfil its mission and vision in a changing aid landscape, the 2012–2016 business plan called for decentralisation: IRC would maintain a core staff in The Hague but increasingly deploy staff in the countries and regions that are the focus of its activities.

In 2014 IRC continued reconfiguring its staffing structure, de-emphasising its headquarters office and strengthening its country offices. Despite this, and faced with a challenging business environment, IRC took the difficult decision in the second half of 2014 to further reduce its staff size in the Netherlands through a programme of forced redundancy. This took part in early 2015 and resulted in further reduction of IRC's Netherlands based staff to some 36 full-time-equivalent staff (a reduction of approximately 30%)

To mitigate the negative effects of losing so many highly knowledgeable and experienced staff, IRC will seek to maintain different working relations (for example through consultancy arrangements) Through various arrangements IRC hopes to retain its training and facilitation capacities so that they can fulfil training assignments by IRC headquarters and country programmes and deliver high-quality services to external clients. IRC's staff transferred knowledge and skills to more than 2,000 sector professionals over the course of the year. The complete list of training activities in 2014 is in annex 7.

The mid-term review commissioned by IRC to evaluate progress on its 2012–2016 business plan confirmed the wisdom of both decentralisation and modification of staffing in the Netherlands.

IRC will make its overall offer more attractive by: 1) developing locally competitive tariffs for national staff; 2) increasing the total share of projects executed by national staff and country teams; 3) reducing the ratio of Netherlands contracted to non-Netherlands staff, overall and in projects and; 4) making more use of consultants and other flexible modalities. Achieving a more attractive overall offer is a major objective of the restructuring that will follow the current downsize. (Woersem and Caplan 2014, 4)

2.2 Results in achieving IRC's goals

At least 87 organisations worldwide now use the language of service delivery, 33 have incorporated service delivery in their internal practices, and 42 are now actively funding the approach. Specific elements of service delivery were officially adopted in eight countries and two regions. Worldwide, 47 projects now include service delivery elements.

To quantify outreach and influence, in 2014 IRC identified direct and indirect indicators for numbers of people who had access to improved water and sanitation services or whose hygiene behaviour had improved.

Direct beneficiaries. This is the estimated number of people, in areas where IRC is involved, directly in implementation or support activities:

- monitoring of infrastructure or service providers;
- planning and budgeting by local authorities; or
- training for service providers in operations and maintenance or hygiene promotion.

Indirect beneficiaries. This is the estimated number of people whom IRC has influenced through its activities such as the following:

- replication of IRC approaches by partners (e.g., service monitoring in additional districts),
- partners' improved approaches to service delivery on which IRC had provided training, or
- general outreach on hygiene or sanitation promotion by the media.

In 2014, work by IRC and its partners reached approximately 15.2 million people (Table 2) with some aspect of improved water, sanitation and/or hygiene services.

Table 2 Impact overview of IRC's work with institutional and country partners, 2014[6]

	People reached 2014		Cases[7] when organisations used service delivery approach in…		
Programme	Direct beneficiaries	Indirect beneficiaries	Language of service delivery	Internal practices	Funding requirements
Country programmes					
Burkina Faso	332,515	2,658,129	17	1	2
Ethiopia	160,000	-	10	1	5
Ghana	-	4,200,857	17	7	9
Honduras	-	419,294	4	2	
India			10	1	4
Uganda	863,750	36,000	9	2	5
Regional programmes					
Africa	45,000	-	14	6	8
Latin America			12	3	2
South Asia	6,500,000	-	13	4	6
International programme	27,618	-	51	24	22
TOTAL	**7,928,883**	**7,314,280**	**157**	**51**	**63**

2.3 Country highlights

The following reports on successful outcomes in 2014 were received from IRC country programme staff.

2.3.1 Burkina Faso

IRC is a relatively new player in the WASH sector. The first thing that we needed to do was demonstrate our added value in the sector. Our big success is the acknowledgement of IRC as key advocator of the service delivery approach in Burkina Faso. Many problems in the sector are

[6] Figures are the people reached in 2014 and the cumulative total of organisations reached by the work of IRC and its partners since 2012.

[7] Towards the end of 2012, IRC started tracking the types of organisations actively funding, using, and adopting elements of a service delivery approach. IRC maintains an internal spreadsheet, which is regularly updated to monitor progress. The numbers reported in the table are derived from that list, which is available upon request.

not monitored and therefore not solved. Now any evaluation, any process involves IRC, and people are asking for our input. IRC plays a role in advocacy—we play a watchdog role.

At national level, we supported the Ministry of Water in the development of a national monitoring framework.

As a result of IRC's increasing visibility and standing in the sector in Burkina, IRC received a new grant from European Union, partnering with the Ministry of Water, Hydraulic Infrastructure and Sanitation in Burkina Faso, Helvetas Swiss Intercooperation and six municipalities to meet the challenge of adequate and lasting sanitation for rural people

2.3.2 Ethiopia

We were awarded two large contracts, one for UNICEF (monitoring service delivery in 16 towns) and one for government (monitoring the very ambitious ONEWASH national programme, budgeted at 2.4 billion USD). These projects will change the sector. IRC now has the scale to work. Ethiopia is investing a lot of money and it is important to know that things will change because of that.

Building upon further work that IRC funded, the Ministry of Water and Energy has developed a self-supply guideline which is being implemented.

2.3.3 Ghana

Working with the Community Water and Sanitation Agency, we have applied the service delivery approach to about 131 districts. We supported monitoring systems and continued advocating for improved service delivery in the WASH sector. We are asking, 'Are the people getting what the government says it provides?'

We are looking at the quality of service, not just if a water facility is present. Is it functioning? The agency was in the driver's seat.

We have also supported the successful training of 854 regional and district government officials and coaching in application of service monitoring tools for data collection. These skills have been applied by the trainees to collect data on over 14, 000 water points in 119 districts in Ghana.

A Pilot of an SMS alert system for repair services and development of a business model on its viability was established and is being used by communities to report on system break down.1058 communities reported on the functionality status of their water points.

2.3.4 Honduras

How much does a water facility cost? It used to depend on the donor. But now the price of water supply is clear. Now we have the figures, which can be used by the government in its negotiations with donors.

This is going to influence the service that people are getting. Government has committed to use the reference data. With the more realistic budget, the investment can be adapted to what is needed to reach the people targeted for service. The central government is carrying out projects; small projects could be better carried out by municipalities.

Commitment by the private sector and government are examples of success of IRC's way of working.

2.3.5 India

In 2014 we were focusing on acquisition. We signed an MoU with Government of India for capacity building. For India this means that there is a shift from infrastructure to service delivery focus. The approach is still fragmented, but IRC brings in different way of looking at WASH service delivery. The government has mobilised more resources, in absolute terms, with the Clean India Campaign. And we are in the Water for People partnership.

2.3.6 Mozambique

Thanks to IRC WASHCost's work in promoting and embedding the life-cycle costs approach in sector practice, operations budgets were considered during district planning, and the contract cost of monitoring boreholes continued to be updated and used to keep pricing checks in place.

We continued disseminating effective WASH practices to sector professionals. Training materials on IRC's service delivery and life-cycle costs approaches were made part of the national WASH curriculum.

2.3.7 Uganda

Working closely with partners we have continued to support national processes; A national strategy for operation and maintenance was adopted. The 2014 Joint Sector Review adopted the sub-county water and sanitation boards as one of the national strategies for improving O&M. The policy directive is now being drafted.

Our work has been extended to two districts–Lira and Kabarole– and have started working with O&M service contracts, supporting the local private sector. The district local governments used the guidelines developed by IRC for contracting hand-pump mechanics associations to conduct routine maintenance and repairs of the water sources.

We participated in a menstrual hygiene management (MHM) coalition which has advocated for the recognition of the importance MHM. As a result the Ministry of Water and Environment issued a national policy directive to all schools in Uganda to provide menstrual hygiene facilities–changing rooms for girls and sanitary pads and raising awareness.

3 Evaluation of ongoing work

This section provides details on how IRC is meeting its four goals:

1. Sector adoption of a service delivery approach
2. Sector adoption of a learning and adaptive approach
3. Improved aid effectiveness
4. Improved inter-sectoral dialogue and planning alignment

3.1 Progress in Goal 1, sector adoption of a service delivery approach

In 2014 IRC's investments in making WASH infrastructure sustainable through a service delivery approach saw results. Stakeholders sought IRC's help for monitoring service delivery and understanding life-cycle costs. The language of service delivery is now explicitly part of many countries' programmes and planning, and tools for its implementation are being adopted and adjusted to context.

When this goal is achieved ...

- Official publications and documents of government and international organisations refer to access to services instead of access to water.
- Access is counted in terms of service provision instead of hardware, using service delivery indicators.
- Governments and funding agencies develop and implement a service delivery approach.
- Countries can accurately monitor trends in service delivery levels.

3.1.1 International and regional achievements

International

Elements of a service delivery approach informed nine 2014 policy and planning documents for implementation at national and regional levels, all developed and finalised with input from IRC. Worldwide, this makes a total of 25 policy and planning documents with a service delivery component.

The Rural Water Supply Network strategy for 2015–2017, for example, explicitly promotes sustainable service delivery and related topics (self-supply, monitoring, multiple-use water systems). The Millennium Water Alliance and the Dutch WASH Alliance strategies also now use service delivery terminology in their strategies.

IRC's advocacy work together with Water for People, to support achievements of Everyone Forever initiative (established in 2013), gained attention in Bolivia, Honduras, India and Uganda.

IRC published its service delivery approach for urban sanitation. Encompassing sanitation and urban WASH systems was a recommendation from the end-of-project evaluation of Triple-S (Section 1 of this report).

IRC established and maintained a Dutch language page, published blogs and opinion pieces on Dutch aid for WASH, and held a series of IRC events on the issues. These efforts increased the visibility of IRC approaches and networking.

A total of 42 face-to-face and online training activities were organised in 2014 (annex 4), 17 of which centred on the concepts of a service delivery approach and the methodologies and tools for implementing it. Among these events was the WASH Sustainability Forum co-organised by

IRC, at which organisations received information on the terminology and concepts of service delivery; the forum attracted over 170 participants.

The results of IRC's programmes and projects were the subject of 73 research papers and briefings (annex 3).

Africa

The concept of service delivery, including monitoring and public finance, gained traction in regional learning events, agendas, processes and outcomes. The Africa Water Week 2014 report, for example, included explicit statements on reaching everyone in Africa with sustainable services.

IRC was in a strong position to influence the AfricaSan declaration because of its work on the International Task Force and the conference agenda. For the conference[8], IRC and Water and Sanitation for the Urban Poor produced a briefing paper for an IRC facilitated event, The Role of Public Finance in Reaching Scale and Sustainable Water and Sanitation Services, and IRC scheduled sessions about the role of local government in sustainable service delivery.

Asia

In 2014, IRC developed performance monitoring guidelines for the Sustainable Sanitation and Hygiene for All initiative, covering both impact and outcome indicators. This monitoring framework enables comparisons across the region and benefits rural sanitation and hygiene programmes implemented throughout Asia by SNV.

IRC's qualitative information system, a participatory management tool for monitoring service delivery, was scaled up across seven countries in Asia—Bangladesh, Bhutan, Cambodia, Indonesia, Laos, Nepal and Vietnam—through IRC's support for large projects managed by INGOs BRAC, SNV and Simavi. In 2014, BRAC WASH used WASH Info, a new online open-source platform to design the survey and to collect and clean data. In 2015 it also allow for basic analyses and simple reporting with text and graphics.

Central America

The region's Rural Water and Sanitation Information System (Sistema de Información de Agua y Saneamiento Rural, SIASAR) piloted a comprehensive set of sanitation and hygiene indicators. Data from the six pilot municipalities indicated that effective coverage in these municipalities was only 55 percent, or 20 percent below the official Joint Monitoring Programme (JMP) figures.

3.1.2 Achievements by country

Focus countries

Burkina Faso

2014 was a year of consolidation for IRC Burkina Faso and a critical year for the USAID-funded West Africa WASH programme, which focused on monitoring of service delivery. Monitoring processes were further tested and developed in two communes at the local level and at the regional level. A national-level monitoring framework was developed and shared with stakeholders, and IRC Burkina Faso advocated for its adoption in the next fifteen year national WASH programme.

[8] Because of the outbreak of Ebola in West Africa, AfricaSan 4 was postponed from October 8–10, 2014, to May 25–27, 2015.

In 2013 IRC Burkina Faso had signed a MoU with the Ministry of Water, Hydraulic Infrastructure, Sanitation and Food Security for supporting the review of national sector policies and strategies. In 2014, under this agreement, IRC assisted the National Directorate of Sanitation in defining specific targets for hygiene and sanitation by 2030, based on JMP guidelines. It also supported the process of reviewing national norms and criteria for public investments in hygiene and sanitation to reach the 2030 targets.

The outcome: the principles of a service delivery approach were adopted in the national sanitation and hygiene programme for 2016–2030. IRC Burkina Faso was asked to serve on the consulting team that will develop this programme, based on the updated policies and strategies. This assignment will start in 2015.

A bilingual international conference organized by IRC Burkina Faso together with Ps-Eau, titled Monitoring of WASH Services in West Africa, drew 230 people from 32 countries to Ouagadougou.

Florida International University, as the project lead and intermediary for the USAID-funded West Africa project WAWASH, provided additional funding to strengthen IRC's new EU-funded sanitation project, SaniEst.

IRC Burkina Faso assisted Danida with the development of its 2016–2020 country support plan, which now includes IRC's hygiene cost-effectiveness methodology and support strategy for sustainable sanitation, developed as part of the SaniEst project.

Ethiopia

In 2014 IRC concluded activities under the Multiple-Use Services project to support three Millennium Water Alliance partners.

A major new project began to provide independent monitoring for UNICEF's small towns programme (One WASH Plus) with impact evaluations, sustainability checks and documentation. IRC and Horn of Africa Regional Environment Centre and Network (HoA-REC&N) designed a quasi-randomised control trial to assess impacts of the programme, and a baseline study on water, sanitation and hygiene across 16 small towns in four regions was completed in December 2014.

In parallel, IRC joined the Millennium Water Alliance–Ethiopia programme as an implementing partner and began testing self-supply acceleration as a complementary service delivery model.

With Coffey International (a UK consulting firm), IRC began providing technical and managerial support to the country's One WASH National Programme. This large project will strengthen IRC's operations in Ethiopia.

Ghana

IRC Ghana continued advocating for improved service delivery in the WASH sector. With staff embedded at the Community Water and Sanitation Agency, IRC Ghana was able to raise awareness of the service delivery approach and help stakeholders understand the terminology and use the concepts[9].

[9]IRC Business Plan 2012–2016 Mid-Term Review Report (The Hague, Netherlands: DGIS, 2014).

To create a country system for monitoring rural water services, IRC Ghana helped the Community Water and Sanitation Agency finalise and publish its service delivery monitoring framework. The framework's service level indicators had been defined and piloted in the Triple-S pilot districts in Ghana.

Through IRC Ghana's partnership initiatives and with joint funding from IRC, the World Bank, UNICEF, SNV, DGIS and the Hilton Foundation, the Community Water and Sanitation Agency revised its district monitoring and evaluation system (known as DiMES) to include the service delivery indicators. Data collection was scaled up in 131 of the country's 216 districts. Even though the system was not yet complete and fully functional, the agency was already noting benefits and applying it as a management tool:

> *Hitherto, I had to send my team to the field to collect data any time I needed specific information, travel to the field to see what is happening or read reports after the fact but now in the comfort of my office, I am able to track on a daily basis what is going on.*
>
> **Clement Bugase, CEO, Community Water and Sanitation Agency**

In another outcome of the Triple-S project, the Hilton Foundation asked IRC Ghana to apply the service delivery approach in the 10 districts where it is funding other NGOS that work on improving coverage. That project began and resulted in a strong coalition with a shared vision, goal and approach to project implementation. A co-created work plan that aligns with each partner's plan of operation was also developed. The grantees (DRI, WaterAid, WVI, SWN, UNICEF) and the Community Water and Sanitation Agency have clarified their modes of operation, roles and responsibilities and the logic underpinning the partnership.

With the service delivery approach now adopted, the Ghana 2014 High Level Meetings agreements included a policy commitment for planning and investment to cover full life-cycle costs and practical application by local governments. The Ministry of Finance, district assemblies and key stakeholders and partners committed to adequate financial support for new investments, major rehabilitation and expansion of existing facilities, and funding of government institutions' operational costs for delivering WASH services.

The Nuffic Niche project for WASH curriculum development, which was implemented with Maastricht University, provided opportunity for IRC Ghana to support WASH curriculum improvements that foster theory and practice.

Under the DGIS-funded SMARTerWASH project led by IRC in partnership with the Community Water and Sanitation Agency (CWSA), Akvo, Water for People and SkyFox, The national team organised workshops to help Upper East, Northern, Brong-Ahafo, Upper West and Central regional teams organise district-level trainings for field enumerators. The 143 participants came from 119 districts, the Community Water and Sanitation Agency, the Ghana Statistical Service and regional coordinating councils. Following the workshop, 714 district staff were trained as field enumerators to collect baseline data on functionality, level of service delivered, and performance of service providers and authorities. Data collection in all 119 districts was completed.

In October IRC provided technical support and knowledge transfer in a four-day workshop that equipped Community Water and Sanitation Agency staff with tools and skills for data cleaning and analysis, including templates for analysis and report writing. About 35 agency staff drawn from all six SMARTerWASH regions were trained

Also under SMARTerWASH, 188 communities in 17 districts were invited to learn how to use information technology to improve monitoring and maintenance. A total of 81 communities—18 in the Brong Ahafo region, 27 in the Greater Accra region and 36 in the Northern region—were then trained in using the SkyFox platform, a mobile application developed by SkyFox, a Ghanaian company, to report water system breakdowns, order spare parts and help users, service providers and parts suppliers coordinate repairs. In addition, 34 local mechanics and district-level staff responsible for water in 12 districts received SkyFox training. The rural water monitoring system was upgraded to include service delivery indicators, 854 regional and district officials were coached in applying the monitoring tools and using the SkyFox alert platform, and 1,058 communities used the system to indicate the functionality status of their water points. Funding for the initiative was provided by the Dutch and Ghanaian governments, the World Bank, UNICEF, the Hilton Foundation, SNV and IRC.

Honduras

IRC's analysis of life-cycle costs of WASH services, completed in 2014, contributed to sector discussions about revising reference unit costs for capital and capital maintenance expenditures and about Fondo Hondureño de Inversión Social's management of cost data. The study results were shared widely, and it is expected that the agency will implement the recommended changes in information management in 2015.

In 2014 IRC became a full member of the national Rural Water and Sanitation Information System (SIASAR) committee and began participating in regional SIASAR fora, contributing to the development of this system for monitoring sustainability of services. IRC also helped develop an improved reporting module and test sanitation indicators. With the other partners, IRC applied to use the resulting data for the Everyone Forever initiative.

IRC studied life-cycle costs and provided recommendations for Fondo Hondureño de Inversión Social to improve the tracking of costs and learn from past investment projects. The IRC study also provided suggestions on how the agency can use SIASAR data on service levels. These ideas were accepted and further elaborated in the study presentation. It was expected that the agency would implement the recommended changes in information management.

Everyone Forever, an IRC partnership initiative known in Honduras as Para Todos Para Siempre, became a mechanism for the major WASH NGOs in Honduras to coordinate their work with each other and with government entities, including the Honduran water and sanitation utility (Servicio Autónomo Nacional de Acueductos y Alcantarillados), Consejo Nacional de Agua Potable y Saneamiento, Empresa Pública Social del Agua y Saneamiento and the Honduran association of municipalities. The initiative obtained recognition from government and development partners. IRC contributed by serving on the steering committee, working on monitoring, and developing a methodology for determining the cost of universal access.

India

In India, IRC has documented the interventions in Patharpratima and Sagar blocks of West Bengal in a Working paper 'Islands of success'. This process in which IRC and Water For People closely worked is focused on establishing state hubs in India, these hubs are intended to facilitate and support the sector initiatives and programmes led by the government.

The Government of India has shown strong interest in collaborating with IRC and signing an MOU to formalize technical support for monitoring and institutional capacity building under

Swatch Bharat Abhyan (Clean India by 2019), an initiative for achieving universal sanitation coverage within five years.

With the ambitious Swatch Bharat strategy adopted, IRC India and Water for People prepared to roll out Everyone Forever in India in the first quarter of 2015. IRC India conducted a two-day workshop for Water for People staff in Delhi on the Everyone Forever hub, in anticipation of introducing the initiative in Patna, Bihar. The platform helped clarify and strengthen the team's understanding of the programme, goal, strategies, activity plans, indicators and communication tools.

Mozambique

Escola Superior de Desenvolvimento Rural (ESUDER), the Eduardo Mondlane University rural engineering school, added service delivery and life-cycle costs approaches to its WASH curriculum. IRC provided training for the ESUDER lecturer as part of this Nuffic-funded project.

Thanks to IRC WASHCost's work in promoting and embedding the life-cycle costs approach in sector practice, operations budgets were considered during district planning, and the contract cost of monitoring boreholes continued to be updated and used to keep pricing checks in place.

Uganda

The Ministry of Water and Environment disseminated district guidelines for establishing subcounty water supply and sanitation boards—a central recommendation of IRC's Triple-S project—and incorporated the boards in sector planning for 2014/15. The Joint Sector Review 2014 adopted these entities as part of the national strategy for improving operation and maintenance (O&M).

Box 5 Implementation of the service delivery approach in Uganda

Introduced during the Triple-S project, subcounty water and sanitation boards support rural water service provision by enhancing water user committees' accountability to water users. They also help the committees collect fees from users to support maintenance and thus ensure service.

In 2014 the financial model for the boards was altered to balance user tariffs and transfers from the district local governments. The water user committees are now expected to remit at least 80 percent of the funds collected to the boards, and the districts are expected to transfer 80 percent of the proportion of the conditional grant for O&M to the subcounties.

The Ministry of Water and Environment disseminated district guidelines for establishing the boards and incorporated the boards into sector planning for 2014/15. However, IRC found that remittance of funds from the water user committees to boards was still low. Only 40 percent of the committees subscribing to boards were remitting funds—and they were remitting only 45 percent of the funds collected.

For the model to work well, at least 80 percent of the funds collected must be remitted to the boards. The boards continued to help the water user committees manage the funds and ensure accountability to water users through monthly or bimonthly meetings.

Local governments in Lira and Kabarole districts expressed interest in continuing with Triple-S innovations, especially the subcounty water supply and sanitation boards, hand-pump mechanics associations and learning alliances.

The Mobile Phones for Water (M4W) system, introduced by Triple-S, continued to provide information to trigger action on non-functional water supply facilities, as well as to guide allocation of resources for O&M. In Kabarole District, IRC Uganda's engagement with communities and the hand-pump mechanics association on the M4W platform resulted in assessment of at least 130 water sources between May and August 2014. The district water office used the reports to allocate 51 million UGX (€15,000) for major repairs for FY2014/15. Recommendations from this initiative are summarized in the M4W policy brief.

IRC Uganda observed heightened interest in a life-cycle costs approach and scheduled a presentation on life-cycle costing for development partners in February 2015. The Ministry of Water and Environment asked IRC Uganda to conduct a unit cost analysis to incorporate life-cycle costing in planning for O&M of water supply facilities.

In Lira District, community leaders and the hand-pump mechanics association conducted a community awareness campaign on O&M that resulted in the servicing of 90 water sources, using funds from the water source committees. They also started routine information campaigns on O&M to increase demand for preventive maintenance.

IRC Uganda refined service delivery indicators. After completing the second round of data collection and analysis, a technical committee determined that the indicators were too numerous and complicated for easy use in the field. The committee worked with IRC Uganda to define three core indicators to improve estimation of the 'golden' indicators.

IRC Uganda and Water for People continued to champion the in-country Everyone Forever initiative. The two organisations held a joint meeting to explain the initiative and create more buy-in for implementation of the strategy. The meeting brought together representatives from NGOs and government, and Water for People, WaterAid and the Rotary Uganda WASH+ described their on-going work in Uganda and elsewhere.

In Kabarole, the functionality of rural water supply facilities improved by 2 percentage points, from 80 to 82 percent, and in Lira, it improved by 1 percentage point, from 73 to 74 percent. Overall, Uganda saw a slight increase in functionality, from 84 to 85 percent, as implementation of the service delivery approach lags its adoption as a model.

Other countries

Bangladesh

IRC provides development support to BRAC WASH, a programme that is by many measures the most successful WASH programme in the world. A few figures to give an impression: over the 8 years of the programme more than 51 million people in rural Bangladesh have seen sustained change in hygiene behaviour. Of these, more than 37 million have gained access to a hygienic toilet that they are using; 2.3 million to a safe water source; and more than 5,000 schools improved their WASH facilities.

Follow up monitoring shows that 98% of the changes delivered by BRAC have been sustained. The findings provide the evidence that the BRAC WASH programme managed to provide access to a sanitary latrines at a very large-scale and with a very high degree of equity. 71% of the ultra-poor have access to an improved toilet; compared to 80% of the poor and non-poor.

An independent (still to be published) evaluation by the Bill & Melinda Gates found that these results (which come from IRC and BRAC's own monitoring work) if anything understated the success of this ground-breaking project. The programme funding ends in 2015.

Bolivia
IRC's first assignment in Bolivia, funded by Inter-American Development Bank, involved asset management and life-cycle costing for universal access in dispersed rural settings.

Kenya
In four counties water master plans were updated with budgets using the Life Cycle Costing Approach. The budgets cover not only expenditures required for hardware, but also for water governance and capacity building.

South Sudan
Elements of the service delivery approach were promoted and tested as part of a pilot project on management and cost recovery in rural water supplies in two counties of the Eastern Equatoria State.

IRC worked mainly in collaboration with the Ministry of Foreign Affairs of the Netherlands and VNG International, a Dutch association of municipalities, to strengthen the capacity of local authorities to provide sustainable WASH services.

3.1.3 Summary results

In late 2012, IRC started tracking the organisations that were funding, using, or adopting elements of a service delivery approach. The tracking spreadsheet, available on request, has been regularly updated to monitor progress; Table 3 summarizes the results.

Table 3 Sector policy & planning documents with service delivery component

Country	Organisation	Title	Type
Burkina Faso	Arbinda and Gorgadji communes	Communal monitoring frameworks	Monitoring framework (2015 review process)
	DANIDA	2016-2020 country support plan	Support model for sustainable sanitation
	National directorate of sanitation	National sanitation and hygiene programme for 2016-2030	Programme document
Ghana	Community Water and Sanitation Agency	Service delivery monitoring framework	Sector monitoring framework
	Community Water and Sanitation Agency	National Community Water and Sanitation Strategy	Strategy
Uganda	Ministry of Water and Environment	Water and Environment Sector Performance Report 2014	Sector strategy guideline
Asia	SNV	Programme performance monitoring guidelines for rural sanitation and hygiene in Asia	Monitoring guidelines
India	Planning Commission	Report of Steering Committee on Water Resources and Sanitation for 12th Five-Year Plan (2012–2017)	Report
India	Ministry of Rural Development	National Rural Drinking Water Programme: Strategic Plan, 2011–2022	Strategy

Bangladesh	BRAC	BRAC WASH programme II	Monitoring approaches

IRC's monitoring indicators were revised for 2014 (details about this revision are given in Annex 1). Table 4 presents Goal 1 results for 2014.

Table 4 Status report and examples, Goal 1 [10]

Goal 1 indicators	Trends and status in 2014	Trend analysis and remarks
Annual increase among bilaterals/ IFIs using SDA terminology in 2014	13 bilaterals // IFIs ACHIEVED African Development Bank | BMGF | DFAT | DFID | EU | European Commission | Fontes Foundation | GIZ | Hilton foundation | Inter-American Development Bank (IDB) | U.S. Agency for International Development (USAID) | Water and Sanitation Programme (WSP) India | The World Bank (WB) In 2013: 5 bilaterals/ IFIs using SDA terminology - ACHIEVED IN 2012: 2 bilaterals/ IFIs using SDA terminology ACHIEVED	8 new bilaterals / IFIs were reported to use SDA in 2014: AfDB, DFAT, DFID, EU, European Commission, GIZ, WSP and WB. All bilaterals / IFIs that were reported last year continue using SDA terminology in 2014.
Annual increase among I/NGOs using SDA terminology	33 I/NGO in total, out of which 17 reported this year ACHIEVED AMCOW | BRAC | Catholic Relief Service (CRS) | Dutch WASH Alliance | Helvetas | LVIA | Millennium Water Alliance | NETWAS Uganda | RWSN | Simavi | SNV | Water for people (WfP)| WfP India | WfP Bolivia | WaterAid | WaterAid Burkina Faso | Wetlands In 2013: 18 I/NGOS using SDA terminology - ACHIEVED IN 2012: 2 I/NGOs using SDA terminology ACHIEVED	14 out of 17 reported I/NGO start using SDA terminology in 2014. 3 I/NGO reported last year continue using SDA terminology in this year as well. A total of 35 I/NGOs using SDA terminology over last 3 years.
Annual increase among organisations actively funding SDA approaches	38 organisations in total, out of which 25reported this year ACHIEVED BMGF | CRS | DFAT | DFID | DGIS | EU | Fontes Foundation | GIZ | Government of Ghana | Government of India | Government of Karnataka, India | Government of Kerala, India | Government of Uganda | Hilton foundation | IDB | NETWAS Uganda | ORIO | SNV | UNHCR | UNICEF | USAID | Water for people | WaterAid | Wetlands | World Bank In 2013: 20 organisations actively funding SDA - ACHIEVED IN 2012: 2 organisations actively funding SDA ACHIEVED	7 out of 24 reported organisations continue to fund actively SDA approaches over 2013 and 2014: DGIS | Fontes Foundation | Government of Ghana | Hilton foundation | UNHCR | USAID | World Bank
Number of organisations with internal practices	31 organisations in total, out of which 4 reported this year ACHIEVED	

[10] Items marked in red and orange in column 2 report on indicators and progress in 2013 and 2012, respectively. IRC's monitoring reports from previous years are available at www.ircwash.org.

that support SDA	Dutch WASH Alliance | Government of Ghana | Government of Uganda | SNV In 2013: 27 organisations international practice that support SDA - ACHIEVED Not tracked in 2012 (no baseline for this indicator)	
Country-specific elements of SDA agreed in a min of 2 countries/ sub-national regions	8 countries and 2 regions reported this year ACHIEVED Central America and Asia In 2013: Country-specific elements of SDA agreed in a total of 8 countries - ACHIEVED IN 2012: Country-specific elements of SDA agreed in a minimum of one country – ACHIEVED	Through regional monitoring platform SIASAR, SDA elements are being tested for sanitation. SNV adopted monitoring framework for its programmes in Asia that contain elements of SDA. Countries: Burkina Faso | Ethiopia | Ghana | Honduras | India | Indonesia | Mozambique | Uganda
Number of projects with SDA elements	Baseline: 47 projects world-wide	New indicator For full list see Annex 8
Web visits	265,412 (423,268 in 2013) (353,809 in 2012)	In 2014 IRC reduced websites from 15 to 7. With changes in monitoring and security systems of new website, number of returning visitors and downloads could not be monitored after April 2014.
Downloads	8,756[11] (38,020 in 2013) (30,145 in 2012)	
New visitors	178,886[12] (316,017 in 2013) (250,577 in 2012)	
Returning visitors	NA (107,251 in 2013) (103,232 in 2012)	

IFI = international financing institution
SDA = service delivery approach

3.1.4 Reflections and challenges for 2015

IRC's activities to promote service delivery saw success in 2014: the approach became part of policies at international, regional and national levels. Although adoption of the *practices* of

[11] Until end of April 2014
[12] Until end of April 2014

service delivery was not universal, evidence of progress began to emerge. Hastening change in implementation—for both water and sanitation services—is a major task for IRC in 2015.

In Burkina Faso the concepts of service delivery were being accepted by local governments and partnering institutions, but lack of capacity limited widespread adoption and implementation. IRC Burkina Faso got traction at the municipal level by focusing on building local capacity for monitoring, but the regional authorities, which support the municipalities, saw their role as limited to procurement. The uptake of a service delivery approach often depended on champions, usually the mayors.

In Mozambique Triple-S efforts to influence service delivery through Programa Nacional de Abastecimento de Água e Saneamento Rural (PRONASAR) did not have the anticipated direct effect on the National Directorate of Water. However, IRC provided input for the review of PRONASAR, and the sector collaboration case and IRC's experience and lessons helped inform the review of the sector-wide approach by the Royal Norwegian Embassy.

In Indonesia the sustainability framework, developed to guide the activities during the final year of implementation of SNV's SHAW programme, showed what was needed to ensure that local authorities could continue and sustain efforts. The framework should have been developed at the start of the programme, to allow time and resources to build the capacity of local government partners for sustaining, replicating and scaling up rural WASH initiatives.

In Uganda, as Triple-S ended, the district governments still required support to maintain progress and carry out the Triple-S experiments and innovative approaches. Preventive maintenance accounted for the largest share of the market for hand-pump mechanics' services. However, less than 10 percent of the water user committees conducted preventive maintenance. Service contracts for maintenance were still needed to unlock the market and improve functionality.

In Ghana the Community Water and Sanitation Agency received US$ 3,950,000 from the World Bank to revise its monitoring framework (DiMES) to include service delivery indicators and scale up data collection on functionality and service levels in 131 of the country's 216 districts. The agency required additional resources to monitor progress and to cover the remaining districts in three regions.

Even though Ghana's monitoring of rural water services was becoming institutionalised, information management and exchange remained a challenge at the sector level. Existing monitoring systems for sanitation and rural supply were not fully scaled up, mainstreamed and linked into a national sector information system.

Despite evidence of change in policy and, in the pilot districts, adoption of the life-cycle costs approach in Ghana, sector financing practices remained inadequate to ensure sustainability. Comprehensive 'how-to' guidance on life-cycle costing and asset management must be developed and integrated into national planning guidelines.

3.2 Progress on Goal 2, Sector adoption of a learning and adaptive approach

In 2014, IRC continued to bridge the knowledge gap in global and regional platforms and conferences, share and manage information through the IRC website, work with national and local governments on sector learning, and provide training and training materials to sector professionals. IRC supported sector learning platforms and helped organise, document, present, and disseminate knowledge. Despite promising signs of change in Ghana and Uganda, the sector as a whole dedicated insufficient time and resources to building learning and adaptation into its activities.

When this goal is achieved ...

- Dedicated sector platforms and formal networks facilitate sector and intersectoral dialogue and planning for governmental and nongovernmental bodies.
- Experiences are routinely documented, and exchange of information between stakeholders is a regular occurrence.
- Sector stakeholders in every country explicitly allocate resources to documentation, sharing and other forms of learning.
- Learning is prioritised in sector policies and strategies.
- Countries have structured processes to adjust policies, strategies and approaches based on context-specific knowledge generated through learning.

3.2.1 International and regional achievements

International

In 2014 IRC (co)organised four events that together drew more than 600 participants.

In February, in cooperation with the Private Sector Investing programme, Water and Sanitation for the Urban Poor and Water for People, IRC organised a conference on sanitation, titled Unclogging the Blockages, in Kampala, Uganda. Participants numbered 150 and came from 21 countries. Looking at sanitation as a business and a service, participants developed public sector strategies based on business models, finance, technology, demand creation and behaviour change, monitoring and inter-sectoral links.

In April IRC Burkina Faso and pS-Eau organised a sub-regional conference, Monitoring Decentralised WASH Services, in Ouagadougou. The largest conference yet organised by IRC for Francophone Africa, it attracted 230 participants from 32 countries.

In June IRC co-organised the 5th WASH Sustainability Forum in Amsterdam with over 150 participants from across the world. Discussion focused on practical tools to keep water and sanitation systems running.

In August IRC Uganda together with its partners organised the 1st Menstrual Hygiene Management conference, "Breaking the silence on menstruation, keep girls in school" in Kampala with over 100 participants from over 15 organisations.

Also in 2014, IRC participated in the Pan-American Health Organization–World Health Organization regional strategy meeting and the XXXIV Congreso Interamericano de Ingeniería Sanitaria y Ambiental (a biennial congress) and made a presentation on current developments and challenges in Latin America for meeting the Sustainable Development Goals.

3.2.2 Achievements by country

Focus countries

Each of IRC's focus countries now has a dedicated country-level learning platform that convenes regularly for sector dialogue and planning[13]. In Ghana and Uganda, resource allocations to a learning and adaptive approach increased.

Burkina Faso

As a result of the sub-regional seminar, Monitoring Decentralised WASH Services (see above), IRC Burkina Faso gained credibility in the country and in West Africa generally. Partnerships and additional funding were forthcoming. Knowledge products disseminated from this event included videos and proceedings, six research papers and 10 blogs (five each in French and English).

IRC Burkina Faso held four national workshops and more than 20 local and regional workshops on the service delivery approach.

Ghana

IRC Ghana facilitated a study on learning alliances to explore how learning could be made more effective. The study confirmed that the learning alliance platforms have enabled stakeholders to critique and review each other's initiatives. The platforms at national, regional and local levels answered a need and were appreciated by sector actors at all levels[14]. The Resource Centre Network steering committee began leading implementation of the study recommendations.

The Resource Centre Network, which is hosted by IRC, supported the Ministry of Local Government and Rural Development's Environmental Health and Sanitation Department in preparing a sanitation newsletter and establishing learning alliance platforms in more districts.

The Nuffic Niche project for WASH curriculum development at Maastricht University succeeded in incorporating the theory and practice of service delivery and life-cycle costs approaches into the curriculum into the curriculum of the University of Cape Coast for environmental health and sanitation professionals training. The new material was developed based on learnings of the Triple-S project.

Honduras

IRC, a member of the Rural Water and Sanitation Information System (SIASAR), contributed to this regional learning platform's regular meetings and helped put forward two proposals—for improving the way it generates reports and for revising the sanitation indicators.

India

IRC participated in several learning platforms on WASH that show that the sector is moving towards a service delivery approach. These gained significant visibility and importance after the announcement of the Clean India Mission by the government.

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[13] See annex 8 in Monitoring Report 2013 (The Hague: IRC, 2014).

[14] HydroconseilTriple-S End of Project Evaluation–Ghana (2014), available at http://www.ircwash.org/blog/real-movement-more-work-needed-end-project-evaluation-triple-s.

Mozambique

IRC in 2014 continued disseminating effective WASH practices to sector professionals. Training materials on IRC's service delivery and life-cycle costs approaches were made part of the national WASH curriculum. Triple-S enabled the translation of the training materials and trained trainers from the Centro de Formação Profissional de Água e Saneamento, the National Sector Information Management System (known as SINAS) and other national institutions. The program for the BSc degree in rural engineering at Eduardo Mondlane University included a modification of the WASH curriculum (materials, training plans and learning evaluations), and a university lecturer was trained. Locally relevant material developed in Portuguese covered WASH governance, service delivery and life-cycle costing topics.

Uganda

Sector agencies and NGOs continued to support and engage in learning on best practices in WASH. IRC worked closely with the Ministry of Water and Environment to strengthen two multi-stakeholder platforms: the Joint Sector Review adopted more structured learning sessions, and Good Governance, a working group, was assigned a dedicated facilitator to coordinate and follow up on issues.

NGOs and two technical support units of the Ministry of Water and Environment adopted best practices in their ongoing programmes and began using the evidence generated from the practices to guide reflection and learning.

Other countries

Indonesia

Simavi's programme in Indonesia, called Sanitation, Hygiene and Water (SHAW), and its partners, including IRC, continued sharing information and learning, and four workshops for programme coordinators were held over the course of the year. Nine training modules covering all aspects of the performance monitoring for the partners were developed and made available in early 2014. SHAW is a four-and-a-half-year project being implemented across nine districts in eastern Indonesia to increase access to toilets, promote their use and improve hygiene practices. IRC's contribution involved knowledge development and capacity building, particularly in the area of monitoring.

3.2.3 Summary results

IRC's monitoring indicators were revised for 2014 (details about this revision are available in Annex 3). Table 5 presents Goal 2 results for 2014.

Table 5 Status report and examples, Goal 2[15]

Goal 2 indicators	Status in 2014	Trend analysis and remarks
Number of IRC focus countries with dedicated sector platforms	Burkina Faso | Ghana | Uganda | Mozambique ALL IRC focus countries in Africa region with sector platforms: ACHIEVED In 2012: 1/3 of IRC focus countries with dedicated sector platforms: ACHIEVED	ALL IRC focus countries in Africa have learning sector platforms in which IRC actively participates. There is an initiative to strengthen regional and local level platforms in Ghana, Uganda and Burkina Faso.
Number of other countries with dedicated sector platforms	3 countries: Sierra Leone | Honduras | India 2013 baseline: 2 other countries	IRC became member of SIASAR in Honduras
Global / regional sector platforms and networks in which IRC is involved	12 platforms and networks: RWSN | WSSCC | AfricaSan | Africa Water Week | World Water Week | AMCOW | Everyone Forever | MUS | SWA | JMP | MWA | SIASAR 2013 Baseline: 5 global/regional sector platforms and networks	7 new regional / global platforms

3.2.4 Reflections and challenges for 2015

Most of the uptake of innovative monitoring tools took place in countries where IRC works, such as Indonesia, with its Sanitation Hygiene and Water (SHAW) programme. IRC tools are less visible at the international level. Despite continued support for learning, especially about innovations in rural water service delivery, learning and reflection remain undervalued in the sector as a whole.

Learning is often assumed to be essentially passive, involving workshops and courses, rather than understood as an active, ongoing, iterative practice that helps people become more effective and contribute to change. IRC needs to define mechanisms and channels to offer fully developed, tested and up-scaled concepts and methodologies to the sector.

[15] Items marked in red and orange in column 2 report on indicators and progress in 2013 and 2012, respectively. IRC's monitoring reports from previous years are available at www.ircwash.org.

3.3 Progress on Goal 3, Improved aid effectiveness

IRC conducted three aid effectiveness assessments—in Burkina Faso, Ghana and Honduras—and gained visibility and influence in national debates on how to make aid effective. Results of IRC case studies were shared through the Sanitation and Water for All partnership.

When this goal is achieved ...

- Sector stakeholders demonstrate insight into the conditions and resources required for sustainable service delivery.
- Countries invest in strengthening capacity for nationally led planning processes and establish mechanisms for better transparency and more accountability in the WASH sector.
- The national environment—policies, strategies, institutions, budgets—is conducive to effective implementation of a service delivery approach.
- Approaches between governmental and non-governmental actors on policy and implementation are harmonised.
- Resource allocation processes are transparent, and stakeholders hold each other accountable for progress.

3.3.1 International and regional achievements

International

IRC has positioned itself internationally as an advocate for aid effectiveness and country leadership. In 2014, of the 14 requests IRC received for cooperation, four were related to aid effectiveness (annex 9). For example, DGIS, NWP and RVO asked IRC for knowledge inputs in programme and methodology development for aid effectiveness. IRC was also asked to develop guidelines for using the DGIS sustainability instruments—sustainability checks and compacts—in FDW partnerships and to help organise national and international events on the aid and trade agenda.

Participation in the Sanitation and Water for All country processes team gave IRC opportunity to explain the principles of aid effectiveness (summarized in IRC's aid effectiveness information package, produced in 2013), disseminate its research on the topic and relate its Triple-S experiences with implementation.

Alignment activities in 2014 included working with Sanitation and Water for All and with DGIS. IRC also worked with other Dutch partners under the Dutch WASH Alliance.

Regional

In 2014 IRC participated in Sanitation and Water for All's High Level Meeting at the World Bank in Washington, D.C. and published its statement of commitment to the partnership in English and French.

3.3.2 Achievements by country

Focus countries

Burkina Faso

IRC Burkina Faso conducted the sector's effectiveness assessment, which contributed to the national debate on effective aid for strengthening in-country sector capacities. Findings and recommendations were shared widely with major institutions.

Ghana

IRC Ghana had positioned itself as an honest broker in the sector[16], and in 2014 its reputation paid off. To foster consensus on joint action to improve harmonisation, the Ministry of Water Resources, Works and Housing asked IRC Ghana to lead a study on WASH sector alignment. The study appraised existing water sector partnerships and fostered dialogue on measures to improve sector coordination, harmonisation and alignment within the ministry and its agencies and between it and other ministries.

Through the Triple-S project, IRC Ghana supported the Community Water and Sanitation Agency in formulating operational documents to improve sector harmonization and coordination of delivery approaches that will improve implementation of the rural water programme. The proactive partnership approaches helped the agency build consensus around a new vision of adequate, sustainable water services and develop the operational documents to make the vision a reality. Preparation of the rural water sub-sector operational documents was a vector for driving organisational change within the agency and helping it work in a more coordinated manner. We worked with stakeholders to define and publish nationally agreed sector operational documents and guidelines. IRC provided strategic inputs in policy facilitation and engagements, action research and communication to promote the institutionalisation of solutions.

Honduras

IRC's study on aid effectiveness examined how aid could be improved to help address a funding gap. The main findings pointed to progress in implementing some principles in aid effectiveness, including the sector policy and plan in place, and capacity of government to direct and monitor donor support. Because the country's sector policy and plan were not fully institutionalised and funded, development partners continued to support short-term projects that were not necessarily integrated into the sector strategy. The IRC study recommended that the national government and donors focus on longer-term programme funding, assist the critical areas of sector performance monitoring and information and knowledge management, and strengthen municipal and service providers' capacities.

Mozambique

The National Water Directorate is one of the few public sector departments known to have allocated resources to develop a sector-specific anti-corruption strategy, which aims to strengthen accountability in the budgeting and planning components as part of the WASH sector reform. The strategy and action plan, developed by IRC, were finalised and undergoing review by the directorate. An article published by U4 Anti-corruption Resource Centre article describes this experience.

Uganda

IRC Uganda continued to support the sector-wide approach, which was implemented more than a decade ago through the Joint Monitoring Review platform. Besides engaging at the national level, IRC Uganda supported collaboration among stakeholders at the decentralized level, ensuring that service authorities, providers and users understood their roles and responsibilities. UWASNET, a network platform of NGOs supported by IRC, disseminated key chapters of the *District Implementation Manual* in the form of posters and a handbook, for all its members and partners.

[16] IRC Business Plan 2012–2016 Mid-Term Review Report (The Hague, Netherlands: DGIS, 2014).

Other countries

Bangladesh

The BRAC WASH programme is an example of combined investment leading to the large-scale and sustainable results. The WASH programme is carried out in 250 sub-districts, funded by different donors: EKN, Bill & Melinda Gates Foundation and DFID (EUR 129.5 million).

3.3.3 Summary results

IRC's monitoring indicators were revised for 2014 (details about this revision are available in Annex 1). Table 6 presents Goal 3 results for 2014.

Table 6 Status report and examples, Goal 3[17]

Goal 3 indicators	Status in 2014	Trend analysis and remarks
By 2016 all RC focus-countries aid effectiveness agenda are in line with global aid effectiveness initiatives	Baseline: 4 countries have SWAp for WASH: Uganda | Ethiopia | Burkina Faso | India 1 country has harmonisation framework for WASH: Ghana	WASH harmonisation framework was being developed in Honduras.
Annual increase in requests from WASH sector stakeholders for IRC inputs and work on aid effectiveness	Baseline: 4 requests Burkina Faso | Ghana | Netherlands	• DGIS, NWP and RVO asked IRC for knowledge inputs in programme and methodology development. • NWP and DGIS asked IRC to support organising events on aid and trade agenda. • Ghana's Ministry of Water Resources, Works and Housing asked IRC Ghana to lead study on sector harmonisation and alignment. • National directorate of sanitation asked IRC Burkina Faso for support in defining specific targets for hygiene and sanitation by 2030.

3.3.4 Reflections and challenges for 2015

Despite widespread formal acceptance of the Paris Declaration principles on aid effectiveness, true aid effectiveness remains elusive. The Sanitation and Water for All initiative is becoming an effective platform to promote the aid effectiveness agenda at the international level, primarily in Africa, and IRC is committed to supporting this partnership in the future.

IRC's work has shown that support for a country's administration makes it possible for the government to provide stronger leadership, with the result that donors and other actors start aligning their work. Nevertheless, progress remains slow and requires constant effort.

[17] IRC's monitoring reports from previous years are available at www.ircwash.org.

Within the Dutch WASH community, the aid and trade agenda has heightened awareness that strong leadership and institutions are a condition for sustainable sector investments and effective aid for developing countries. The introduction of DGIS's sustainability check and sustainability compact in the 2014 round of the Fonds Duurzaam Water is an additional measure to ensure the effectiveness of Dutch government aid.

3.4 Progress on Goal 4, Improved inter-sectoral dialogue and planning alignment

Ensuring access to WASH services to improve people's lives requires coordinated action between sectors. Progress in other areas included self-supply in Ethiopia, multiple-use water services, and WASH and menstrual hygiene in schools in Uganda. New partnerships were established as well.

When this goal is achieved ...

- National governments take a comprehensive, sector-wide approach to WASH.
- The sector's plan and budget are developed through sector-wide consultation and coordination processes and integrated in national planning and budgeting systems.
- The institutional plans of government departments, local governments, private sector, donors and NGOs are aligned with national WASH programmes and plans.

3.4.1 International and regional achievements

International

For the UN High Commissioner for Refugees, IRC adapted and tested a life-cycle costs approach to emergency services, then piloted the approach and its service ladders in two refugee camps, in Ethiopia and Chad. The report to the commission's headquarters opened the door for further cooperation in 2015.

Catholic Relief Services also asked for IRC's help. This work, executed in 2014, included piloting the life-cycle costs approach in refugee camps in Sudan, furthering the research and testing begun for the UN.

Both requests for IRC's expertise show the broad applicability and usefulness of IRC's life-cycle costing tool for improving the quality and sustainability of WASH services. No less than countries, both the UN and Catholic Relief Services must demonstrate transparency and cost-effectiveness in the funds they invest.

Regional

In 2014 IRC concluded its multiple-use services project, funded by the Coca-Cola Africa Foundation. The project addressed critical water problems in water-scarce rural areas through collaboration, innovative and alternative solutions, and exchange of knowledge and mutual learning. Two regions of Ethiopia launched implementation programmes. The expectation is that self-supply can fill gaps in water supply left by other service delivery models by unlocking another sources of finance: household investment. The Ethiopia programme of the Millennium Water Alliance, whose members include large NGOs such as Care, Catholic Relief Services and World Vision, took up ideas relating to multiple-use services in 2013, and training courses for the alliance used MUStRAIN outputs and case studies.

Also in Africa, IRC contributed to intersectoral planning in several ways: by developing Water Master Plans for four targets areas in Kenya, to provide a basis for future planning of interventions and capacity building linked to overall development; by adapting hygiene cost-

effectiveness methodology to incorporate EcoSan in Burkina Faso; and by studying the role of the public sector in sanitation as a service and a business.

Participants in a conference co-organised by IRC, Unclogging the Blockages, identified the lack of coordination among the housing, energy, agriculture and health sectors (as well as between the public and private sectors), particularly at district and municipal levels, as a major problem. They called for more holistic strategies and a cross-sector approach that would leverage resources, platforms, expertise and experience.

IRC also co-organised a menstrual hygiene management conference called Break the Silence on Menstruation: Keep Girls in School, held in Kampala. The conference, sponsored by the Menstrual Hygiene Coalition, of which IRC is a member, gathered more than 200 participants from African countries.

3.4.2 Achievements by country

Focus countries

Burkina Faso

IRC Burkina Faso contributed to inter-sectoral planning by adapting methodology for hygiene cost-effectiveness to assess an EcoSan implementation programme, and applying human rights principles to WASH interventions.

Uganda

As part of the Menstrual Hygiene management efforts, IRC Uganda contributed to breaking the silence about this topic in the country, identifying menstruation as one of the greatest obstacles to girls' attendance, retention and performance at school. Several studies—by the World Bank, SNV, IRC and other NGOs—show that up to 60 percent of schoolgirls in Uganda miss school each month because of the challenges posed by menstruation.

IRC and its partners' efforts resulted in the first national conference on menstrual hygiene (see above) and a motion on menstrual hygiene in the Parliament in November. A directive of the Ministry of Education and Sports began requiring schools to provide girls with sanitary pads by the end of 2014, and the ministry is expected to address menstrual hygiene in its 2015 WASH in schools policy. These are important developments in a region where menstruation is the subject of myths and taboos.

Other countries

Bangladesh

A business model for productive use of faecal sludge by micro-enterprises was developed and tested on a small scale. The model is expected to be scaled up as soon as BRAC obtains a license to process and market commercial bio-fertiliser from the Government of Bangladesh.

Girls in 4,600 schools gained access to latrines and menstrual hygiene through the WASH programmes of BRAC, IRC's partner in Bangladesh. The inclusion of menstrual hygiene management in BRAC WASH activities, especially WASH in schools, is an indication of progress in a large WASH programme.

IRC support enabled BRAC to adapt the life-cycle costs approach and apply it for the first time to determine service levels and gain insight into the full costs of sanitation facilities at schools.

Indonesia

A sanitation and hygiene monitoring tool using a web-based platform for data collection and data management was developed for monitoring progress and rolled out during the second half of 2014. At the end of the year a simplified monitoring system was developed by integrating the indicators in an existing Ministry of Health monitoring system. This was done to ensure continued monitoring after the end of the programme and to allow allow for easy integration with the WASH sector monitoring system at the national level (known as NAWASIS).

Kenya

In Kenya we developed master plans to provide a basis for future WASH interventions linked to overall development.

3.4.3 Summary results

IRC's monitoring indicators were revised for 2014 (details about this revision are available in Annex 1). Table 7 presents Goal 4 results for 2014.

Table 7 Status report and examples, Goal 4

Goal 4 indicators	Status in 2014	Trend analysis and remarks
Number of organisations whose policies reflect cross-sectoral approach to WASH service delivery	Baseline: 10 organisations Burkina Faso (1): Ministry of Water Ethiopia (1): Millennium Water Alliance Ethiopia Honduras (2): Fondo Hondureño de Inversión Social | Water for People Honduras India (1): Ministry of Drinking Water and Sanitation Global (5): the World Bank | Asian Development Bank | DFID | UNICEF | Water for People	Full list of organisations and platforms is in Annex 10
Number of national platforms for intersectoral planning, dialogue and coordination, in which IRC participates	Baseline: 3 Burkina Faso (2): Sector Annual Review; National WASH Forum India (1): Integrated Water Resource Management and water security pilots	

3.4.4 Reflections and challenges for 2015

Even though Goal 4 was not a priority for IRC's decentralised country programmes in 2014, some remarkable results were achieved. The revision of IRC's monitoring framework and the introduction of new indicators showed focus areas for future IRC work, such as more pronounced advocacy and strengthening of inter-sectoral platforms in focus countries. IRC is committed to continue efforts on this goal in 2015, particularly through continued support for WASH in schools, service delivery in emergencies and refugee camps, and multiple-use water services.

4 Prospects for 2015 and beyond

This section looks at the opportunities and challenges that lie ahead. The first subsection presents relevant recommendations from the mid-term review of IRC's 2012–2016 business plan and an an external assessment of IRC's role in Dutch foreign aid and its value added for the international WASH sector. In the second subsection, IRC leadership details how the organisation is responding, both administratively and programmatically, to the changing business climate for NGOs.

4.1 Recommendations based on mid-term review

The following excerpts, relating to how IRC should focus its efforts in the future, are taken from the main report of 'The IRC International Water and Sanitation Centre Business Plan 2012–2016 Mid-Term Review' (van Woersem et al., 2014, 57–58).

> IRC's business model should remain focused on the mutual strengthening and interdependency of the activities at country-regional and global level through clearly defined business units, each of them with its specific role, place and niche in the sector. …
>
> IRC has to invest in strengthening the IRC offices in the focus countries, making maximum use of IRC's credibility, its niche and with a pro-active approach leading to professional proposals together with the best possible partnership mix.
>
> The potential for strategic partnerships needs to be further investigated …
>
> The SDGs provide major opportunities for IRC to play an important role in: 1) the adoption of the service delivery approach with special reference to the sustainability issue; 2) elaborating the issue of policy influencing at country level and learning lessons from this process; 3) relevant thematic action research and monitoring.
>
> Innovation requires long-term work. Long-term change requires long-term funding. A 5-year project is not long enough to bring about institutional change at a country's government level. Some mechanism is needed to ensure that the innovations are embedded and turned into action. … Looking ahead beyond the end of a project when it is just beginning is necessary. Changes in practice require long-term programmes.

International water policy has become crucial for achieving the Sustainable Development Goals, and the International Waterambitie details how the Netherlands is expected to add value in five ways during 2015–2019. In four of those five areas, IRC has deep experience.

'Assessing IRC's Viability—Additional Task for MTR Team,' by Bert Van Woersem and Ken Caplan, a follow-up to the 2014 mid-term review, detailed IRC's potential contributions to international water policy and development objectives. Table 8 is reproduced from this report.

Table 8 IRC's possible contribution to the International Waterambitie

	Focus areas Netherlands value added	IRC's relevance and value added within the context of the note "International Waterambitie"
1.	**Geographical focus on delta-cities and deltas, geopolitically important regions and watersheds**	• Less direct relevance
2.	**Strengthening of water governance at national, regional and local level**	High relevance and value added: • The strengthening of water governance in the drinking water sector with special reference to the issue of sustainability at various levels remains a major issue. • Elaboration of partnerships for the implementation of the water and sanitation SDG with focus on the linkages between targets on WASH, water management and water/sludge treatment management. In this context the issue of sustainability will become increasingly important (one of IRCs main areas of competence/knowledge).
3.	**Strengthening of relations with themes like food and energy security, natural resources, environment and climate change (nexus);**	High relevance and value added: • The improved inter-sectoral dialogue is one of the four IRC objectives in its 2012-2016 Business Plan. IRC understands that WASH does not exist in a vacuum and promotes learning and dialogue about contextual issue of water resources management, climate change and more concretely WASH in multiple-use systems for economic development. • MUStRAIN project in Ethiopia incorporated two approaches to water harvesting for multiple use of water supply in which water supply was put in a broader water management context. • IRC has organized inter-sectoral dialogues in a number of countries.
4.	**Collaboration in partnerships with other countries, private sector, knowledge institutes, universities, civil society, NGOs and other donors**	High relevance and value added: • Role of IRC in SWA agenda shaping in the crucial field of sustainability at global level. • In future SWA agenda with focus on sustainability issue need to be rolled out to the national levels. In this context IRC country offices are well positioned as neutral knowledge broker to play a crucial role towards all stakeholders. • The unique positioning of IRC country offices and its appreciated role by all stakeholders is highly relevant in this field.
5.	**Focus on innovations in technical, governance and financing of water management.**	High relevance and value added: • The innovative role of IRC mainly through its major action research programmes funded by the Gates Foundation with substantial and tangible results in the field of sector change, governance and sustainability is recognized by all stakeholders. • These results have been spread from the national to the global level with special reference to the agenda shaping at SWA, WSP and UNICEF. • The local-national-regional-global linkages in IRC business model enable learning from reality, disseminating to others at country, regional and especially global level. As well as translating global key questions into action research at national and local level to draw lessons for the global level again.

The report found that IRC's results in thematic innovation and action research, focused on service delivery and sustainability, 'have been substantial and highly appreciated ... IRC is one of the agenda shapers at global level' (van Woersem and Caplan 2014, 3).

The reviewers noted the irony that 'IRC's profile has never been higher in terms of reach and influence, yet at the same time the organisation is undergoing serious financial challenges'. They also observe 'the curious situation whereby a renewed policy of cooperation within the Dutch water arena is announced roughly at the same time that a major contributing Dutch organisation with an international profile could be going out of business' (van Woersem and Caplan 2014, 3).

Furthermore, 'unlike most other Dutch organisations, IRC is increasingly seen as international or global in nature rather than primarily a vehicle for Dutch foreign assistance [yet] some Dutch Government funding to IRC is required to give other donors reassurance that it is valued at home as well as abroad' (van Woersem and Caplan 2014, 3).

4.2 Looking forward

2015 is the penultimate year of IRC's current Business Plan and subsidy period with DGIS. IRC is halfway through a planned change process that included the decision to open offices in some of its focus countries (2012), a full rebranding exercise (2013) and a significant costs reduction in its office in the Netherlands (2014).

The emphasis in the coming year will be on a further restructuring of the organization, taking into account the recommendations of the various external evaluations carried out in 2014, and including development of an adjusted business model and strengthening of the ability of country offices to function as autonomous business units.

Thematically, IRC has found much to agree with and learn from in both its own internal monitoring and especially the two major external reviews of its work carried out in 2014. In particular, it agrees with the need to continue to focus on a business model and theory of change that sees vibrant and engaged country programmes as being at the heart of its work. In 2015 it will continue to strengthen and consolidate existing country programmes.

IRC also takes seriously the need, identified in both external evaluations, to continue to work on the clarity and simplicity of the advice and knowledge it provides to the sector. 2015 will see a major effort made in developing a tool-kit for sustainability.

From a business perspective, IRC faces a rapidly changing business environment, particularly reductions in core programmatic funding from DGIS and the end of major funding from the Bill & Melinda Gates Foundation. Although IRC has already diversified its donor base and will continue to do so, these two occurrences pose a major challenge.

To address this, IRC initiated a restructuring process in 2014 that included a ~30 percent staff reduction in its office in the Netherlands. The total planned IRC staffing in 2015 will be ca. 70 to 75 FTEs, of which half will be based in one of IRC's six focus countries. This compares with approximately 120 contract and project staff in 2012.

The total budget for 2015 ((prepared in November 2014) was € 7,018,266, almost € 3,000,000 less than the budget for 2014. This budget includes € 1,900,000 of core programmatic funding, largely sourced from DGIS. In addition, from its Triple-S project IRC received substantial exchange rate gains that will be used in 2015 and 2016 to supplement Gates Foundation funding in delivering IRC's core programme. Identification of new sources of un-earmarked funding for its core programme post-2016 is a primary focus of IRC's business development unit.

At the time of writing, The budgeted target for 2015 project funding (i.e., additional to core programmatic funding) was € 5,118,266, of which € 5,647,500 (110 percent of the 2015 budget) has already been contracted. This includes new projects funded by the Conrad Hilton Foundation (Ghana), European Union (Burkina Faso) and DFID (Ethiopia).

What is more, IRC has a well-stocked pipeline of additional new projects. Based on these considerations, the budget ambition for 2015 has been increased to € 8,500,000, a reduction of only 15 percent from 2014 levels (as opposed to the anticipated 30 percent reduction).

Nevertheless, despite these positive signals, it remains challenging for IRC to optimize the use of project budgets to fully recover its indirect costs. A revision of the business model, including a new cost and revenue model, is essential to resolve this long-standing problem. Additionally, IRC may well run into capacity constraints for accomplishing the work acquired thus far, as it faces a full pipeline but smaller staff. Nevertheless, IRC will be conservative in growing its staff size in the Netherlands and will seek wherever possible to meet these constraints through country positions, the use of associates and other similarly flexible approaches.

For 2016, IRC has the ambition to grow its total budget to € 10,000,000, of which approximately 65 percent has already been contracted. An important new activity for 2016–2020 is the DGIS-funded WASH IT! Consortium, of which IRC is the lead. A provisional annual grant of € 3,270,000 will be shared amongst the four consortium partners.

The business model will be further adapted in 2015 to equip the new IRC to achieve its vision and mission.

5 Annexes

Annex 1 Updated IRC Monitoring Framework indicators (for reporting period 2014 – 2016)

To achieve objectives of Goal 1 we would like to see increase on annual basis of IFIs / bilaterals, NGOs and other organisations that actively use SDA terminology and fund the approach. We would also like to see an increase in number of countries and/or regions where locally specific SDA elements are agreed in the sector and accepted.

Table 9 Updated IRC Monitoring Framework indicators, Goal 1

GOAL 1		
Sign of Progress/Sign of Change	**Indicators (2012-2013)**	**Indicators (2014-2016)**
Signs of progress Shift in discourse from access to water to access to service delivery in official publications and documents of government and international organisations Increased demand for information products regarding the implementation of service delivery models offered by IRC Increased demand from governments and funding agencies for IRC support in development and implementation of a service delivery approach Country-specific service delivery approaches are agreed by sector stakeholders and officially documented **Signs of change** Access figures are expressed in relation to service provision rather than access to hardware in IRC's target countries using service delivery ladders for water and sanitation (or similar) Increased in-country capacity to monitor trends over time in service delivery levels	3 bilaterals/ IFIs using SDA terminology in 2013 ACHIEVED in 2012 and 2013	Annual increase among bilaterals/ IFIs using SDA terminology in 2014
	3 I/NGOs using SDA terminology ACHIEVED in 2012 and 2013	Annual increase among I/NGOs using SDA terminology
	3 organisations actively funding SDA approaches ACHIEVED in 2012 and 2013	Annual increase among organisations actively funding SDA approaches
	3 organisations with internal practices that support SDA	Number of organisations with internal practices that support SDA
	Country-specific elements of SDA agreed in a min of 2 countries/ sub-national regions ACHIEVED in 2012 and 2013	Country-specific elements of SDA agreed in a min of 2 countries/ sub-national regions
		Number of projects with SDA elements
	Web visits Downloads New visitors Returning visitors	Web visits Downloads New visitors Returning visitors

Based on result chain and work reported by IRC programmes, in 2013 2 new indicators were added to Goal 2. These indicators were kept for period 2014 – 2016.

Table 10 Updated IRC Monitoring Framework indicators, Goal 2

GOAL 2		
Sign of Progress/Sign of Change	**Indicators (2012-2013)**	**Indicators (2014-2016)**
Signs of progress Dedicated sector platforms, or formal networks in place facilitating (inter-) sectoral dialogue and planning, in particular between governmental and non-governmental bodies Active and regular documentation of experiences and exchange of sector information between various stakeholders Sector stakeholders in focus countries allocate explicit resources to learning (documentation, sharing, etc.) Countries demand IRC's support in promoting and institutionalising a better learning environment in the sector **Signs of change** Learning is a prioritised area in sector policies and strategies Countries implement a structured process to adjust policies, strategies and approaches based on context-specific generated knowledge through learning and adaptive processes	½ of IRC's focus countries (country programmes) with dedicated sector platforms - **ACHIEVED in 2012**	Number of IRC's focus countries with dedicated sector platforms
	OTHER COUNTRIES W/ dedicated sector platforms (Added indicator for 2013)	Number of other countries, in which IRC work, with dedicated sector platforms
	GLOBAL/ REGIONAL sector platforms (Added indicator for 2013)	Number of global / regional sector platforms and networks, in which IRC is involved

As IRC main objective is the sector change, for Goal 3 we moved away from information request - and dissemination - related indicators, and we introduced indicators that can track sector changes in the countries. We are interested to see sector wide approach or other harmonised platform for WASH in countries where we work (and beyond) and our efforts are concentrating in that direction.

Table 11 Updated IRC Monitoring Framework indicators, Goal 3

GOAL 3		
Sign of Progress/Sign of Change	**Indicators (2012-2013)**	**Indicators (2014-2016)**
Signs of progress Sector stakeholders demonstrate a better insight into the conditions and resources required for sustainable service delivery and the resources available Countries invest in and demand IRC support in strengthening capacities for nationally-led planning processes Countries invest in and demand IRC support in establishing mechanisms for better transparency and more accountability in the sector **Signs of change** The national environment (national policies, strategies, institutional framework capacities, budget) is conducive for effective implementation of a service delivery approach Approaches between government and non-government actors on policy and implementation are harmonised Resource allocation processes are transparent and stakeholders hold each other accountable for progress in implementation of national policies, strategies and programme / plan	Additional 30 requests for information and knowledge products on realistic costing approach to WASH services delivery ACHIEVED in 2013	By 2016 all RC focus-countries aid effectiveness agenda are in line with global aid effectiveness initiatives
	Additional 30 requests for information and knowledge products on aid effectiveness in the WASH sector ACHIEVED in 2013	Annual increase in number of requests from WASH sector stakeholders for IRC inputs/work on aid effectiveness
	Direct engagement in at least 1 additional country policy process ACHIEVED in 2013	

Table 12 Updated IRC Monitoring Framework indicators, Goal 4

GOAL 4		
Sign of Progress/Sign of Change	**Indicators (2012-2013)**	**Indicators (2014-2016)**
Signs of progress National governments invest in development of the various building blocks of a sector wide approach Request for IRC support to improve sectoral dialogue	Planning is an agenda item of 1/3 of inter-sectoral platforms in which IRC is involved, and is composed of actors from a range of national sectors ACHIEVED in 2013	Number of organisations who's policy clearly reflect (elements of) a cross-sectoral approach to WASH service delivery
Signs of change Development of sector plan and budget is integrated in national planning and budgeting systems Sector plan and budget result from sector-wide consultation and coordination processes Institutional plans of various stakeholders (government departments, local governments, private sector, donors and NGOs) are aligned with national WASH programmes / plans	IRC leads at least 1 inter-sector multi-disciplinary platform ACHIEVED in 2012	Number of national platforms for intersectoral planning, dialogue and coordination, in which IRC participate

Annex 2 Blogs in 2014

No	Title	Web link
1	IRC launches reference guide on non-sewered sanitation	https://sanitationupdates.wordpress.com/2013/12/04/irc-launches-reference-guide-on-non-sewered-sanitation/
2	How to solve the tension between providing universal access to water and demands for higher levels of service?	http://www.ircwash.org/blog/how-solve-tension-between-providing-universal-access-water-and-demands-higher-levels-service
3	Activating communities for sustainable services	http://www.ircwash.org/blog/activating-communities-sustainable-services
4	Aftermath of the Sanitation and Water for All High Level Meeting	http://www.ircwash.org/blog/aftermath-sanitation-and-water-all-high-level-meeting
5	Unclogging the blockages in sanitation	http://www.ircwash.org/blog/unclogging-blockages-sanitation
6	The Bangladesh Paradox: exceptional health and sanitation advances despite poverty	http://www.ircwash.org/blog/bangladesh-paradox
7	Menstruation and girls' education: Storify-ied Twitter chat	http://www.ircwash.org/blog/menstruation-and-girls-storify-ied-twitter-chat
8	Big lenders need an entry point to encourage sustainable services	http://www.ircwash.org/blog/big-lenders-need-entry-point-encourage-sustainable-services
9	Get your pitch right	http://www.ircwash.org/blog/get-your-pitch-right-understanding-difference-between-charity-venture-philanthropy-and-impact
10	If there is so much money around, what's the problem?	http://www.ircwash.org/blog/if-there-so-much-money-around-what%E2%80%99s-problem
11	Microfinance as a potential catalyst for improved sanitation	http://wp.me/paGBZ-2oh
12	Faecal Sludge Management in China: a strong public sector enables innovative business	http://www.ircwash.org/blog/fsm-china-strong-public-sector-enables-innovative-businesses
13	Cities can't wait for sanitation	http://www.ircwash.org/blog/cities-cant-wait-sanitation

14	The threat from salt water in Bangladesh – we may have been here before: 8,000 years ago	http://www.ircwash.org/blog/threat-salt-water-bangladesh-%E2%80%93-we-may-have-been-here-8000-years-ago
15	On Septic Tanks and Postponed Open Defecation	http://www.ircwash.org/blog/indonesia-urban-sanitation-development-program-septic-tanks-and-postponed-open-defecation
16	The performance of piped water systems vs handpumps in rural growth centres	http://waterservicesthatlast.wordpress.com/2014/02/07/the-performance-of-piped-water-systems-versus-handpumps-in-growing-rural-growth-centres-2500-to-7500-people/
17	The Indonesia Urban Sanitation Development Program: A Brief Description and Observations from the Field	http://www.ircwash.org/blog/indonesia-urban-sanitation-development-program-brief-description-and-observations-field
18	Les performances des systèmes d'approvisionnement en eau potable simplifiés et des pompes à motricité humaine dans les petites villes	http://fr.ircwash.org/blog/les-performances-des-syst%C3%A8mes-d%E2%80%99approvisionnement-en-eau-potable-simplifi%C3%A9s-et-des-pompes-%C3%A0
19	The journey visualised	http://www.ircwash.org/blog/journey-visualised
20	Sustainability: an afterthought or...	http://www.ircwash.org/blog/sustainability-afterthought-or
21	Towards system change in urban sanitation	http://www.ircwash.org/blog/towards-system-change-urban-sanitation-3
22	Getting timely information in the format you want	http://www.ircwash.org/blog/getting-timely-information-format-you-want
23	Disabled people also have a right to sanitation	http://www.ircwash.org/blog/disabled-people-also-have-right-sanitation
24	The SWA process: Is it all worth the effort?	http://www.ircwash.org/blog/swa-process-it-worth-all-effort
25	How are you and how is your loo?	http://www.ircwash.org/blog/how-are-you-and-how-your-loo
26	Seeing the forest and the trees	http://www.ircwash.org/blog/seeing-forest-and-trees
27	Financing the post-2015 Millennium Development Goals: why we need to make public finance sexy!	http://www.ircwash.org/blog/financing-sdgs-why-we-need-make-public-finance-sexy
28	More bang for your bucks	http://www.ircwash.org/blog/more-bang-your-bucks
29	¿Era la vieja letrina o la letrina de alguna vieja?	http://es.ircwash.org/blog/%C2%BFera-la-vieja-letrina-o-la-letrina-de-alguna-vieja

30	¿Cuánto cuesta? Depende.	http://es.ircwash.org/blog/%C2%BFcu%C3%A1nto-cuesta-depende
31	All quiet on the water front	http://www.ircwash.org/blog/all-quiet-waterfront
32	L'eau pour les femmes, et les femmes pour l'eau	http://fr.ircwash.org/blog/leau-pour-les-femmes-et-les-femmes-pour-l%E2%80%99eau
33	La question de la qualité de l'eau	http://fr.ircwash.org/blog/la-question-de-la-qualit%C3%A9-de-l%E2%80%99eau
34	Le dilemme de la poule ou l'œuf : promouvoir les pratiques hygiéniques ou favoriser la construction d'ouvrages ?	http://fr.ircwash.org/blog/le-dilemme-de-la-poule-ou-l%E2%80%99%C5%93uf-promouvoir-les-pratiques-hygi%C3%A9niques-ou-favoriser-la
35	Financing for sustainability in the Kenya Arid Lands	http://www.ircwash.org/blog/financing-sustainability-kenya-arid-lands
36	Managing improved water sources at scale	http://www.ircwash.org/blog/managing-improved-water-sources-scale
37	Pour une gestion à l'échelle des points d'eau modernes	http://fr.ircwash.org/blog/pour-une-gestion-%C3%A0-l%C3%A9chelle-des-points-deau-modernes
38	Does rehabilitation deliver? – Lessons from India Rural Water Supply	http://www.ircwash.org/blog/does-rehabilitation-deliver-%E2%80%93-lessons-india-rural-water-supply
39	Iniciativa Para Todos, Por Siempre	http://es.ircwash.org/news/iniciativa-para-todos-por-siempre
40	Geen geëmmer met de bucket challenge, doneer aan de overheid!	http://nl.ircwash.org/blog/geen-ge%C3%ABmmer-met-de-bucket-challenge-doneer-aan-de-overheid
41	Watervoorzieningen voor het leven	http://nl.ircwash.org/blog/watervoorzieningen-voor-het-leven
42	No more fairy tales	http://www.ircwash.org/blog/no-more-fairy-tales
43	The elephant in the room	http://www.ircwash.org/blog/elephant-room-0
44	Tools for life	http://www.ircwash.org/blog/tools-life
45	Menstrual hygiene management brought to light…	http://www.ircwash.org/blog/menstrual-hygiene-management-highlights
46	Sanitation on the other side of the wall	http://www.ircwash.org/blog/sanitation-other-side-wall

47	"We find things we like, we find things we don't like and we find things we can live with"	http://www.ircwash.org/blog/%E2%80%9Cwe-find-things-we-we-find-thing-we-don%E2%80%99t-and-we-find-things-we-can-live-with%E2%80%9D
48	Affordability of WASH services: rules of thumb and why it's difficult to measure	http://www.ircwash.org/blog/affordability-wash-services-rules-thumb-and-why-it%E2%80%99s-difficult-measure
49	A joint letter to the UN Open Working Group on Post-2015 to refine the water and sanitation focus area	http://www.ircwash.org/blog/joint-letter-un-tackling-unfinished-business
50	Learning to write and writing to learn	http://www.ircwash.org/blog/learning-write-and-writing-learn
51	Breaking the Silence on Menstruation	http://www.ircwash.org/blog/breaking-silence-menstruation
52	What's right with menstruation?	http://www.ircwash.org/blog/what%E2%80%99s-right-menstruation
53	How dangerous can WASH information be?	http://www.ircwash.org/blog/how-dangerous-can-wash-information-be
54	Why focus on menstrual hygiene management?	http://www.ircwash.org/blog/why-focus-menstrual-hygiene-management
55	The WASH Sector School of 'Hard Knocks' - learning from experience for dealing with the future	http://www.ircwash.org/blog/wash-sector-school-hard-knocks-learning-experience-dealing-future
56	Is more better?	http://www.ircwash.org/blog/more-better
57	Turning money into sustainable sanitation services	http://www.ircwash.org/blog/turning-money-sustainable-sanitation-services
58	From triggering behaviour change to sustaining it. Interview with Julia Rosenbaum	http://www.ircwash.org/blog/triggering-behaviour-change-sustaining-it-interview-julia-rosenbaum
59	5th WASH Sustainability Forum, tipping point in the sustainability debate?	http://www.ircwash.org/blog/fifth-wash-sustainability-forum-tipping-point-sustainability-debate
60	The Indian Sanitation Deadlock, and how to engage with it	http://www.ircwash.org/blog/indian-sanitation-conundrum-and-how-engage-it
61	A Water Bank: securing financing to develop water services to all and for life in low and middle income countries	http://www.ircwash.org/blog/water-bank-securing-financing-develop-water-services-all-and-life-low-and-middle-income

62	The Detroit Water Disconnections	http://www.ircwash.org/blog/detroit-water-disconnections
63	Is it relief or is it development?	http://www.ircwash.org/blog/it-relief-or-it-development
64	Costing and financing monitoring and evaluation of water services	http://www.ircwash.org/blog/costing-and-financing-monitoring-and-evaluation-water-services
65	Costing water services in humanitarian context: setting-up the ladder	http://www.ircwash.org/blog/costing-water-services-humanitarian-context-setting-ladder
66	Assessing water service levels in Bambasi refugee camp, Ethiopia	http://www.ircwash.org/blog/assessing-water-service-levels-refugee-camp-bambasi-ethiopia
67	The tea-time message for men is hot and strong - but first wash your hands!	http://www.ircwash.org/blog/tea-time-message-men-hot-and-strong-%E2%80%93-first-wash-your-hands
68	Unclogging the Blockages in Sanitation - Kampala conference brings together sanitation organisations from north and south	http://www.ircwash.org/blog/unclogging-blockages-sanitation-conference
69	Water and sanitation services delivery should be at the heart of climate change adaptation	http://www.ircwash.org/blog/water-and-sanitation-services-delivery-should-be-heart-climate-change-adaptation
70	IRC partners with CRS on sanitation marketing training	http://www.ircwash.org/blog/sanitation-marketing-training
71	India rural water supply: an orphan of reforms?	http://waterservicesthatlast.wordpress.com/2014/02/03/india-rural-water-supply-an-orphan-of-reforms/
72	Sanitation Updates - 30 posts Jan-Dec 2014	http://sanitationupdates.wordpress.com/author/dietvorst/ | https://sanitationupdates.wordpress.com/wp-admin/index.php?page=stats&view=table&blog=2547083 | https://feedburner.google.com/fb/a/dashboard?id=1hjentmgfr3tm0hujv1v0e25hk | https://sanitationupdates.wordpress.com/wp-admin/index.php?page=stats | https://sanitationupdates.wordpress.com/2014/annual-report/ | https://www.google.com/analytics/web/?hl=en#report/social-sources/a5030598w76142602p78696496/%3F_u.date00%3D20140413%26_u.date01%3D20141231/ | https://wordpress.com/my-stats/?view=clicks&summarize&numdays=365
73	Are we looking in the right places for water sector innovation?	http://www.ircwash.org/blog/are-we-searching-right-direction

74	Testing the sub-county water supply and sanitation board as a new management model in rural Uganda	http://www.ircwash.org/blog/testing-sub-county-water-supply-and-sanitation-board-new-management-model-rural-uganda
75	Long, expensive & messy: the realities of sector change	http://www.ircwash.org/blog/long-expensive-messy-realities-sector-change-0
76	Cautiously optimistic: What will it take to create WASH sectors that work?	http://waterservicesthatlast.wordpress.com/2014/04/29/cautiously-optimistic/
77	Where have all the committees gone?	http://www.ircwash.org/blog/where-have-all-committees-gone-0
78	Quality time	http://www.ircwash.org/blog/quality-time
79	Una nutritiva sopa de cebolla	http://es.ircwash.org/blog/una-nutritiva-sopa-de-cebolla
80	Everyone together for everyone forever: changing the whole system in practice	http://www.ircwash.org/blog/everyone-together-everyone-forever-changing-whole-system-practice
81	Changing the whole system to provide water, sanitation and hygiene services that last	http://www.ircwash.org/blog/changing-whole-system-provide-water-sanitation-and-hygiene-services-last
82	The end of aid	http://waterservicesthatlast.wordpress.com/2014/01/28/the-end-of-aid
83	Timor-Leste – a service delivery state of mind	http://www.ircwash.org/blog/timor-leste-%E2%80%93-service-delivery-state-mind
84	Een dag in het leven van … een Jalabandhu in India	http://nl.ircwash.org/blog/een-dag-het-leven-van-%E2%80%A6-een-jalabandhu-india
85	Investeren in de toekomst: Hoe meet je dat?	http://nl.ircwash.org/blog/investeren-de-toekomst-hoe-meet-je-dat
86	Strategische partnerschappen zijn als het dansen van de tango	http://nl.ircwash.org/blog/strategische-partnerschappen-zijn-als-het-dansen-van-de-de-tango
87	Gemiste kans voor duurzame watervoorzieningen	http://nl.ircwash.org/blog/gemiste-kans-voor-duurzame-watervoorzieningen
88	Zoeken we op de juiste plek naar water sector innovaties?	http://nl.ircwash.org/blog/zoeken-we-op-de-juiste-plek-naar-water-sector-innovaties
89	Waar is de uitgang?	http://nl.ircwash.org/blog/op-weg-naar-de-uitgang
90	Een gezamenlijke inspanning: het onderzoeken van	http://nl.ircwash.org/blog/een-gezamenlijke-inspanning-het-onderzoeken-van-mogelijkheden-voor-betere-

	mogelijkheden voor betere samenwerking tussen Nederlandse, Ethiopische, WASH en andere sector partners	samenwerking-tussen
91	The more we explore, the better insight we get on self-supply potential	http://www.ircwash.org/blog/more-we-explore-better-insight-we-get-self-supply-potential
92	Triggering for Self-supply	http://www.ircwash.org/blog/triggering-self-supply
93	Enhancing the Effectiveness of Hygiene Promotion and Community Empowerment Interventions – a 3 years Action Research in 4 countries	http://www.ircwash.org/blog/enhancing-effectiveness-hygiene-promotion-and-community-empowerment-interventions-%E2%80%93-3-years
94	Sharing Self-supply experience	http://www.ircwash.org/blog/sharing-self-supply-experience

Annex 3 IRC-published research outputs in 2014

	Title	Publication Type	Goal
1	A model that will transform WASH sector learning processes in Uganda	Briefing Note	2
2	2014 WASH Sustainability Forum : initial concepts	Conference paper	1,2
3	Aid and trade : implications for the future of WASH	Conference paper	3,4
4	Assessment of the performance of the service delivery model for point sources in Uganda	Briefing Note	1
5	Assessment of the performance of Water Source Committees as a Service Delivery Model for rural water services in Uganda	Briefing Note	1
6	Assessment of the Water Source Committee service delivery model	Briefing Note	2
7	BRAC WASH annual review meeting 2014	Working paper	3
8	Cobertura total, para siempre: herramientas de costeo de servicios de agua a nivel municipal	Working paper	1
9	Collapsing latrines: how this was dealt with in the Pan-Africa Programme	Briefing Note	1
10	Cost-effectiveness of hygiene interventions: a methodology	Conference paper	1,2

11	Costing water service in a refugee context: methodological report	Working paper	1,2
12	Costos de inversiones en agua y saneamiento rural bajo diferentes modelos de intervención en Honduras	Conference paper	1
13	Efficacité de l'aide publique au développement dans le secteur AEPHA	Working paper	4
14	Efficacité des interventions en matière d'hygiène et d'assainissement	Working paper	1
15	Enquête de satisfaction des usagers du service public d'eau potable en milieu rural et semi-urbain au Burkina Faso	Working paper	1
16	Evaluation of The Netherlands Government's development assistance for water and sanitation	Fact Sheet	3
17	Global monitoring instruments for water, sanitation and hygiene	Fact Sheet	3
18	GLOWS training module : learning about Self-supply	Training package	1
19	Improving performance of WASH actors : capacity self-assessments of SHAW partner NGOs	Working paper	2
20	Integrating water resources and water demand to improve drought resilience and build water strategies	Fact Sheet	1
21	La gestion des adductions d'eau potable simplifiées au Burkina Faso : problématique, enjeux et perspectives	Working paper	1
22	Learning alliance approach : final report	Working paper	1

23	Learning, adapting, embedding : experiences and lessons from the Triple-S Initiative in Uganda	Book	2
24	Mainstreaming anti-corruption initiatives : development of a water sector strategy in Mozambique	Briefing Note	3
25	Mapping of water, sanitation and hygiene sustainability tools	Working paper	1
26	Measuring the likelihood of WASH sustainability	Fact Sheet	1
27	Mobile Phones for Water: Improving functionality of rural water facilities - a M4W Synthesis Report:	Working paper	1
28	Multilingual tools to collect, analyse, and use life-cycle costs of water and sanitation services	Fact Sheet	1
29	Multiple Use Water Services - Potential and Challenges for Rural Dwellers	Conference report	4
30	MUS Group meeting June 2014	Conference report	4
31	Performance monitoring guidelines for the rural SSH4A multi-country programme in Asia	Working paper	2
32	Performance of rural water service providers and service authorities in eight districts in Uganda	Briefing Note	1
33	Policy framework for water, Ministry of Foreign Affairs of The Netherlands	Fact Sheet	3
34	Policy response to the evaluation of The Netherlands Government's development assistance for water and sanitation	Fact Sheet	3
35	Political processes and technical consultations for the development of the post-2015 agenda	Fact Sheet	4

36	Priceless! Uncovering the real costs of water and sanitation	Book	1
37	Pruebas piloto: propuesta de indicadores para saneamiento e higiene en el SIASAR	Conference paper	1
38	QIS quality review : review of the implementation of the Qualitative Information System	Working paper	1
39	Quality of the water from improved sources to consumption in households	Working paper	1
40	Review of the implementation of the Qualitative Information System	Working paper	1
41	Sanitation business catalogue	Catalogue	2
42	Sanitation demand and supply in rural Bangladesh	Working paper	1
43	Scaling up multiple use water services accountability in public water sector performance for health and wealth	Book	4
44	Service Delivery Indicators in Uganda	Briefing Note	1
45	Service Delivery Indicators: a tool for improving rural water services	Briefing Note	1
46	Simulating large scale change interventions for WASH services using Agent-Based Modelling	Fact Sheet	1
47	SMF/SI Guide - Sustainability Monitoring Framework and Sustainability Index	Working paper	1,2
48	Strengthening the learning and adaptive capacity of the rural water sub sector	Briefing Note	2

49	Striking the balance: what is the role of the public sector in sanitation as a service and as a business?	Published paper	1
50	Sub-county Water Supply and Sanitation Boards to strengthen O&M for rural water supply facilities	Briefing Note	1
51	Supporting hand pump mechanics to improve operation and maintenance of rural water supply facilities	Briefing Note	1
52	Sustainable Sanitation & Hygiene for All (SSH4A) factsheet	Fact Sheet	1
53	Sustainable water and sanitation services: the Life-Cycle Cost Approach to planning and management	Book	2
54	Synthese et enseignements du seminaire sur le suivi-evaluation de Ouagadougou	Fact Sheet	1,2
55	The paradox of rural water user demand and satisfaction : findings from selected districts in northern and mid western Uganda	Working paper	1
56	The story behind functionality figures	Briefing Note	1
57	Towards a better balance between water demand and supply	Working paper	1
58	Towards greater sustainability and accountability of Dutch development assistance to WASH	Fact Sheet	4
59	Towards systemic change in urban sanitation	Working paper	1
60	Turning CLTS Challenges into Opportunities for Success	Briefing Note	1

61	Unclogging the Blockages in Sanitation conference	Conference report	2
62	User Satisfaction Survey -Three Districts	Fact Sheet	2
63	Using mobile phones to facilitate local monitoring and improve functionality of rural water points	Briefing Note	1
64	WASH I Report on QIS data analysis: Findings from the first round 2012 - 2013	Working paper	1
65	WASH Info : real-time monitoring with built-in statistical analysis	Fact Sheet	2
66	WASHCost Tools brochure	Fact Sheet	1
67	Water and sanitation as a human right	Fact Sheet	3
68	Water harvesting for Multiple Use in Ethiopia (MUStRAIN) : final report	Working paper	1
69	Water sector harmonisation and alignment study: assessment of sector partnerships in Ghana	Working paper	3
70	Water service monitoring in Akatsi North and South Districts	Fact Sheet	1
71	Water service monitoring in East Gonja District	Fact Sheet	1
72	Water service monitoring in Sunyani West District	Fact Sheet	1
73	Water supply from sand rivers for multiple uses	Working paper	4

Annex 4 IRC Global Communications in 2014

2014 has been a year of the evolution in IRC's communications, a year where IRC has gradually matured its new IRC identity for its publications. IRC's website was officially launched on April 28, 2014, and has continued to be the pivot of its communications work. In 2014, IRC produced and published:

- +100 news items in English, 55 in French, 10 in Dutch and 10 in Spanish
- 102 blogs, out of which 65 were in English, 26 in French, 8 in Dutch and 3 in Spanish (see annex 2)
- 73 research publications (see annex 3)
- Annual report in English and French,
- 14 press releases: 4 for a Dutch audience; 10 for a global audience, which helped us explore, interact and built relations with both global and national media more often than in the past year (see Table 14),
- One book, Priceless! : uncovering the real costs of water and sanitation
- 10 issues of the E-Source newsletter in English(6) and French(4)

As a result of our efforts, IRC appeared 12 times in global media in 2014 (see Table 9)

Table 13 Overview of IRC in global media in 2014

Date	Media name	Article name and web link
07/01/2014	Diplomat Magazine	Business as usual? A New Year, A New Approach to NGO Work
04/05/2014	Diplomat Magazine	The End of Aid
23/07/2014	New Vision	School girls taught how to make sanitary pads
15/08/2014	New Vision	Government launches menstrual management booklet
16/08/2014	Daily Monitor	61% miss school over menstruation - Unicef
17/08/2014	The Observer	Education launches plan to keep girls in school
27/08/2014	Dutch Water Sector	BRAC WASH Programme
04/09/2014	The Guardian	Funding water projects: are donors flushing good money away?
07/10/2014	The Indian Express	Not Just toilets
13/10/2014	Dutch Water Sector	IRC and Aqua for All to support Millennium Water Alliance in second phase Ethiopia WASH program
05/12/2014	Dutch Water Sector	IRC and Simavi call for universal access to water also in schools, clinics and at work
29/12/2014	Dutch Water Sector	Selling not telling approach boosts lasting hygiene and sanitation behaviour in Bangladesh

The communications team also embarked on a range of strategic activities aimed at building on the positive outcomes of the rebranding process and worked on streamlining internal processes to respond to the developments, and facilitate interaction with different audiences:

- An advanced search and a search engine optimisation were developed as an effort to improve the functionality of the website

- An initiative to promote the hidden stories of IRC's achievements through video blogging was started in December with the promotion of the SMARTerWASH work and story
- Rebuild of the IRC's new and updated IRC intranet to guide staff in optimal use of branding guidelines and templates, as well as to facilitate every day work
- Successfully collaborated with Radio Netherlands Training Centre on the delivery of the 2nd multi-media and WASH course for journalists from the South in the Netherlands
- Embarked on a KnowledgePoint pilot project for IRC online enquiries
- Continued cooperation with WASH information consortium (WIC): The WIC has continued working on improving different products, and made its page at SuSanA's forum public

Table 14 overview of IRC press-releases in 2014

Date	Name and web link
12/03/2014	Conrad N. Hilton Foundation backs IRC with US$ 3 million for work in Ghana
20/03/2014	Do the Math, Make it Last: IRC Launches WASHCost Calculator
20/03/2014	IRC Selected as an Exhibitor for the Reinvent the Toilet Fair: India
22/03/2014	Stop Wasting Energy, Start Investing in Services
07/04/2014	IRC joins dialogue in Washington on Sanitation and Water for All
09/04/2014	IRC and Aguaconsult launch new venture: 'IRCconsult'
28/04/2014	IRC launches new website to challenge failing status quo
30/05/2014	Netherlands 'Football for Water' initiative contributes towards reaching universal access to water, sanitation and hygiene
02/06/2014	IRC is starting a Euro 3.3 million project co-funded by European Union in Burkina Faso
09/07/2014	Leaders attend sustainability Forum focused on tools for lasting water, sanitation, and hygiene services
27/08/2014	IRC launches new book: Priceless! Uncovering the real costs of water and sanitation
19/11/2014	Cities can't wait for sanitation
27/11/2014	IRC makes job cuts at head office to focus on country-based work
03/12/2014	Discussion on Sustainable Development Goals in final phase

Annex 5 Overview of websites hosted by IRC, 2014

No	Website Name	No. of visits			No. of downloads			No. new visitors		
		2014	**2013**	**2012**	**2014**	**2013**	**2012**	**2014**	**2013**	**2012**
1	IRC corporate	230,030	371,909	301,029	8,011	21,330	14,647	170,872	282,481	219,093
2	Triple-S	13,815	15,041	15,139	336	2,957	2,905	8,014	8,199	7,657
3	Community Managed Project (Ethiopia programme)	6,540	3,789	1,300	276	2,066	938	-	2,896	815
4	MUS thematic group	3,080	3,637	4,828	-	772	1,384	-	2,463	3,605
5	WASH in Schools	7,358	7,417	9,393	71	5,012	4,922	-	5,427	6,522
6	Ghana resource centre network	4,515	3,695	4,004	62	233	371	-	2,915	3,102
7	Wash Learning Sierra Leone	74	-	-	-	-	-	-	-	-
	TOTAL	**265,412**	**423,268**	**353,809**	**8,756**	**38,020**	**30,145**	**178,886**	**316,017**	**250,577**

Annex 6 Active projects in 2014

No	Project name	Donor	Start date
1	BMGF - Triple- S : Sustainable Services at Scale	BMGF	1-11-2008
2	PLAN - CLTS: Empowering self-help sanitation of communities and schools in Africa	DGIS	7-12-2009
3	SIMAVI - SHAW: Sanitation, Hygiene and Water in Eastern Indonesia	Dutch embassies	6-5-2010
4	WA-WASH: West Africa water supply, sanitation and hygiene project	USAID	1-1-2011
5	Nuffic - IWRM South Africa	Nuffic	1-1-2011
6	DGIS and BMGF - BRAC-WASH II Programme: Ensuring sustainable access to sanitation, water and hygiene in hard-to-reach areas and for underserved people in Bangladesh	DGIS	1-9-2011
7	HIF -Knowledge Point II	HIF (Humanitarian Innovation Fund)	1-9-2012
8	UNICEF - SKMI: Sanitation Knowledge Management Initiative	UNICEF	26-9-2012
9	BMGF - WASHcost Calculator	BMGF	13-11-2012
10	IADB - Give to Colombia	Inter-American Development Bank (IDB)	4-12-2012
11	AUSAID - Disability and its Impact on Safe Hygiene and Sanitation	Australian Aid	1-1-2013
12	DFID - ASI WASH Facility Sierra Leone	DFID	1-1-2013
13	Nuffic - FIPAG professional development Mozambique	Nuffic	14-1-2013
14	DWASH - AR4L: Action Research for Learning	Dutch WASH Alliance	1-3-2013
15	USAID - Arid Lands Disaster Risk Reduction-WASH Program	USAID	13-3-2013
16	FDW - SMARTerWASH: Mobile monitoring for rural water and sanitation services that last	DGIS	1-4-2013
17	AusAID - New Civil Society WASH Fund: Nepal and Bhutan	Australian Aid	1-5-2013
18	MWA - Consulting Services to the MWA-EP TCCAF Program Ethiopia	Coca Cola Foundation	27-5-2013
19	ADRAS - Research Com. management of rural water supply India	Australian Aid	30-5-2013
20	ODI - Climate screening report Ethiopia	ODI	2-7-2013
21	GEFT - Procleanse filtration field study Ghana	GEFT	1-12-2013
22	WB - Deployment Integrated Water and Sanitation MIS Niger	World Bank	10-12-2013
23	Nuffic - Capacity Building UCC Ghana	Nuffic	1-1-2014
24	DFID - Verification of baseline data for the PBR Scheme Tanzania	DFID	1-1-2014
25	DFID - Evaluation of the Ethiopia Peace and Development Programme	DFID	6-1-2014
26	UNHCR - Study Costs for Water in a refugee context	UNHCR	15-4-2014

27	EU - Sanitation Service Delivery Burkina Faso	EU	29-4-2014
28	FUSP - Sustainability Check Mozambique	FUSP Consortium	26-5-2014
29	UNICEF - Monitoring ONE WASHplus Ethiopia	UNICEF	1-6-2014
30	MAVC - Research updating mechanisms district mon systems	Making all Voices Count (MAVC)	1-6-2014
31	VNG - Support for Management and cost recovery in rural water s	DGIS	6-6-2014
32	LVIA - Methodology support to the LVIA Sanitation Project	LVIA	10-6-2014
33	WB - Behaviour Change Initiative under the IAMWARM Project	World Bank	23-6-2014
34	DFID - County WASH Strategic Plan Development in 10 Counties in Kenya	DFID	26-6-2014
35	Guest Lecture	UNESCO-IHE	27-6-2014
36	Conrad N. Hilton Foundation - Strengthening Local Government Capacity to effectively manage and deliver Water Services	Conrad N. Hilton Foundation	1-7-2014
37	MWA - Millennium Water Alliance Ethiopia Programme	Conrad N. Hilton Foundation	1-7-2014
38	WaterAid - Support to Sector Performance Mapping RWSN	WaterAid	21-7-2014
39	MWA - Study Household Water Treatment and Storage (HWTS) Ethiopia	Conrad N. Hilton Foundation	21-7-2014
40	WB - Study Water tariff policy and PPP strategy Burkina Faso	World Bank	1-8-2014
41	Vitens - M&E Plan for Sustainable Water Services Ethiopia	Vitens Evides International	1-9-2014
42	WFP - LCCA training Bolivia	Water for People	15-9-2014
43	CRS - Training on LLCA	CRS (Catholic Relief Services)	15-9-2014
44	FINNIDA - COWASH Ethiopia programme	FINNIDA	1-10-2014
45	DWASH - Training modules for Sustainability Monitoring Framework	SIMAVI	1-10-2014
46	SNV - Sustainability assessment rural WASH project Mozambique	SNV	1-10-2014
47	DHV - ORIO technical assistance	DGIS	10-10-2014
48	USAID - SaniEast Burkina Faso	USAID	10-10-2014
49	Radio Netherlands - Inputs to Multimedia Journalism & Water Course	Radio Netherlands	3-11-2014
50	GIZ - Capacity Development for the Urban Water and Sanitation sector Uganda	GIZ	1-12-2014
51	WSSCC - Support National Coordinator Uganda	WSSCC	15-12-2014

Annex 7 Face-to-face and online training activities in 2014

No	Title	No of participants	Goal	Type
1	Learn more about WASH - Communicate it better through stories online	9	Goal 4	Online
2	SIASAR regional WASH monitoring system (two seminars), Central America	100	Goal 1	Face to face
3	LCCA Workshop and Support to WASH Consortium in Democratic Republic of the Congo	6	Goal 1	Face to face
4	Bridging Water & Energy Service Delivery with Mobiles and Information Technology (IRC session, World Water Week, Stockholm)	70	Goal 1	Face to face
5	National Training of Trainers (SMARTerWASH Project), Ghana	40	Goal 1	Face to face
6	Financing for sustainability in the Kenya Arid Lands (three workshops)	34	Goal 4	Face to face
7	Unclogging the Blockages to Sanitation as a Business and Sanitation as a Service	150	Goal 1	Face to face
8	Learning and exchange workshop with eight Communes and two DREAHA on monitoring water services and management of small networks	28	Goal 1	Face to face
9	Séminaire sur le suivi-évaluation des services locaux d'eau potable et d'assainissement	230	Goal 2	Face to face
10	Workshop on monitoring framework at communal level	20	Goal 1	Face to face
11	Self-supply training (in two regions in Ethiopia)	62		Face to face
12	Webinar: Putting the Plus into Community Management: experiences with Sub-County Water Supply and Sanitation Boards in Uganda	25	Goal 1	Online
13	WaterAid webinar on sustainable service delivery	35	Goal 1	Online
14	5TH WASH Sustainability Forum	170	Goal 1, Goal 2	Online
15	Presentation/ workshop at IHE on learning sector	30	Goal 2, Goal 4	Face to face

16	Writing workshop (Writeshop) for Sector Learning in Sierra Leone	11		Face to face
17	Training in baseline data collection on water supply facilities and performance of service providers	700	Goal 3	Face to face
18	Costing sustainable services online course series: total of five (February/April/June/August/October/December)	492	Goal 1	Online
19	Training in CWSA: Service Delivery Indicators, monitoring framework and Akvo FLOW	152	Goal 2	Face to face
20	Workshop on LCCA Survey in Bambasi refugee camp in Ethiopia	49	Goal 4	Face to face
21	Training in data cleaning, analysis, visualisation and report generation	36	Goal 1	Face to face
22	LCCA / SDA training, Brisbane, Australia	22	Goal 1	Face to face
23	SDA/LCCA Training delivery for lecturer and BSc students of the University Eduardo Mondlane Rural Engineering School, Mozambique	22	Goal 2	Face to face
24	Training | Baseline preparations workshop in Nepal	18	Goal 1	Face to face
25	Performance monitoring workshops	13	Goal 2	Face to face
26	Training | Baseline preparations workshop in Bhutan	12	Goal 1	Face to face
27	Global communications: training Multimedia Journalism and WASH	9	Goal 2	Face to face
28	Writeshop for Sector Learning in Sierra Leone	8	Goal 2	Face to face
29	Training of Sub county Water Supply and Sanitation boards on post construction support, Uganda	40	Goal 1	Face to Face
30	Training of Hand Pump Mechanic Associations on Operation and maintenance guidelines, Uganda	42	Goal 1	Face to Face
	TOTAL NUMBER OF PARTICIPANTS	**2,618**		

Annex 8 Reported projects with SDA components worldwide in 2014

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
1	Government of Kerala, India (GoK 2003)	Modernization of Government Programmes	Government of Kerala - ADB	Actual use	Promote and funding	http://www.old.kerala.gov.in/archive/421.pdf
2	Government of India (GoI)	UN Resolution on Sustainable Service Delivery - signatory September 2011	Government of India	Actual use	Actively promote	http://indiasanitationportal.org/1299
3	Government of Karnataka, India	Karnataka Urban Water Sector Improvement Project - sustainable services in Urban local bodies	Government of Karnataka - World Bank	Actual use	Promote and funding	http://www.worldbank.org/projects/P082510/karnataka-urban-water-sector-improvement-project?lang=en
4	Government of India	National Rural Drinking Water Programme	Government of India	Actual use	Promote and funding	http://www.mdws.gov.in/
5	Appropriate Technology Centre for Water and Sanitation, Uganda	Triple-S	BMGF	Actual use	Actively promote	http://www.atc.washuganda.net
6	Water For People Bolivia	Construyendo un ecosistema de negocios de agua y saneamiento	IDB	Actual use	Actively promote	http://es.ircwash.org/news/los-costos-de-llegar-a-agua-y-saneamiento-para-todos-por-siempre
7	EPSAS (Empresa Pública Social de Agua y Saneamiento) de La Paz, Bolivia	ORIO-DHV Plan de acción social	ORIO	Planned use	Actively promote	http://es.ircwash.org/news/irc-desarrolla-un-plan-de-acci%C3%B3n-social-para-prestaci%C3%B3n-de-servicios-de-agua-en-zonas-peri
8	BRAC, Bangladesh	BRAC WASH programme	DGIS, BMGF, DFAT, DFID	Actual use	Actively promote	Project document and most if not all of the 2014 outputs
9	Simavi	SHAW programme for East Indonesia	DGIS	Actual use	Actively promote	Project document and most if not all of the 2014 outputs

10	SNV	SSH4A	DFAT	Actual use	Actively promote	Project document and 2014 outputs
11	DWA- Dutch WASH Alliance	IIIP; Triple-S	WaterAid, IRC, Wetlands etc.	Actual use	Actively promote	http://www.washalliance.nl/fiets-strategy/ see Sustainability Monitoring Framework on http://www.washalliance.nl/learn-more/downloads; https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ7IIHecEVfMm1OeXpKM3d2S0NwZ21YVDN1blFGOGpR/edit
12	MWA- Millennium Water Alliance	IIIP; Triple-S	various	Actual use	Actively promote	http://mwawater.org/advocacy/get-involved;https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ7IIHeUDhuOEJRYUNVMWZTY0RnM2o3QmxSbERYTy13/edit
13	Rural Water Supply Network (RWSN)	IIIP; Triple-S; MUS	various	Actual use	Actively promote	http://rural-water-supply.net/en/rwsn-strategy;https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ7IIHeMURHSnRDcHhXaTladW1OR091R2VfM0dxVnRz/edit
14	European Commission-FP7	IIIP; WASHTech	European Commission	Actual use	Actively promote	http://bookshop.europa.eu/en/ex-post-evaluation-of-fp7-cooperation-programme-theme-environment-including-climate-change--pbKI0614224/?CatalogCategoryID=r2AKABstX7kAAAEjppEY4e5L
15	African Development Bank	IIIP	AfDB	Actual use	Actively promote	http://www.afdb.org/en/about-us/structure/complexes/sector-operations/water-sanitation-department-owas; https://drive.google.com/a/ircwash.org/?tab=mo#folders/0Bws7mVQ7IIHeWnFKOGQzYnU4TWc
16	AMCOW and partners	IIIP, Africa Regional	DGIS	Actual use	Actively promote	http://www.ircwash.org/news/africasan-4-date-confirmed-assuming the term "full chain sanitation services" counts!
17	Ministry of Drinking Water and Sanitation, Government of India	National Rural Drinking Water Programme	Government of India	Actual use	Actively promote	http://mdws.gov.in/sites/upload_files/ddws/files/pdf/StrategicPlan_2011_22_Water.pdf
18	Planning Commission, Government of India	12th Year Plan – Steering Committee on Water Resources	Government of India	Actual use	Actively promote	http://planningcommission.gov.in/aboutus/committee/strgrp12/str_sani.pdf

		and Sanitation				
19	Water and Sanitation Program- South Asia; The World Bank	Scaling up Rural Sanitation	World Bank	Actual use	Actively promote	http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-does-it-take-to-scale-up-rural-sanitation.pdf
20	Water For People – India	Everyone Forever	Water For People, One Drop	Actual use	Actively promote	http://tap.waterforpeople.org/usercontent/site_6/s4/1000043313/133/Everyone%20Forever%20Sheohar%20India_Final1.pdf
21	Commune of Gorgadji, Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar
22	Commune of Arbinda, Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar
23	Regional WASH directorate-Sahel region	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar
24	Helvetas	SaniEst	EU	Actual use	Actively promote	Project documents
25	LVIA	BKF CP	DGIS	Actual use	Actively promote	Joint study report + blogs
26	GIZ	WAWASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
27	Direction Générale des Ressources en Eau (DGRE), Burkina Faso	WAWASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
28	DGAEUE	SaniEst	EU	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
29	WaterAid Burkina Faso	BKF CP	DGIS	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
30	EU country delegation	WAWASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
31	World Bank WSP / Burkina Faso	WAWASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.

32	FIU / Burkina Faso	WAWASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
33	Fasohydro	WAWASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops.
34	Water for People	WASHCost, Triple-S, ATWHATCOST	BMGF	Actual use	Promote and funding	www.waterforpeople.org
35	Ministry of Water and Environment, Uganda	Triple-S, WASHCost, WASHTech	BMGF	Actual use	Actively promote	www.mwe.go.ug
36	Uganda Water and Sanitation NGO Network (UWASNET)	Triple-S	BMGF	Actual use	Actively promote	www.uwasnet.org
37	Fontes Foundation	WASHCost	BMGF	Actual use	Promote and funding	http://www.fontes.no/
38	SNV Netherlands Development Organisation, Uganda	Triple-S	BMGF	Actual use	Promote and funding	http://www.snvworld.org/en/countries/uganda
39	NETWAS Uganda	Triple-S	BMGF	Actual use	Promote and funding	http://www.netwasuganda.org/
40	Community Water and Sanitation Agency, Ghana	SMARTerWASH	DGIS	Actual use	Promote and funding	http://www.cwsagh.org/cwsa_subcat_linkdetails.cfm?corpnews_catid=6&corpnews_scatid=22&corpnews_scatlinkid=35
41	Government of Ghana	2014 SWA HLM Commitments	UNICEF & GoG	Actual use	Actively promote	http://sanitationandwaterforall.org.report_card/ghana
42	Government of Ghana	Revision of CWSA Corporate Plan	GoG & Triple- S	Actual use	Actively promote	CWSA Corporate Plan 2013-2017
43	Conrad N. Hilton Foundation	Triple- S Phase II	Conrad N. Hilton Foundation	Actual use	Promote and funding	http://www.ghananewsagency.org/economics/conrad-foundation-supports-ghana-to-expand-water-services-73123
44	Ministry of Water Resources Works and	Triple- S	BMGF	Actual use	Actively promote	http://www.cwsagh.org/cwsa_subcat_select.cfm?corpnews_catid=6&corpnews_scatid=23

	Housing, Ghana					
45	USAID	RFA for USAID W4H project in Ghana	USAID	Planned use	Promote and funding	http://www.grants.gov/web/grants/view-opportunity.html?oppId=263308
46	Water For People Bolivia	Construyendo el Ecosistema de Negocios de Agua y Saneamiento en Cochabamba, Bolivia	IDB	Planned use	Actively promote	http://www.iadb.org/es/proyectos/project-information-page,1303.html?id=BO-M1058
47	AMCOW	Africa Water Week and AfricaSan	GIZ, Gates, etc.	Actual use	Actively promote	http://www.africawaterweek.com/5th/docs/outcomes/Sub_themes/Sub%20theme%201%20AWW5%20Session%20Summaries%20ENGLISH.pdf

Annex 9 Requests for IRC's cooperation in 2014

Name of Organisation	Type	Goal	Country	Request for
Ministère de l'Eau, des Aménagements Hydrauliques et de l'Assainissement (MEAHA)	Government	Goal 1	Burkina Faso	Support in setting up a monitoring dashboard for sanitation
National directorate of sanitation	Government	Goal 3	Burkina Faso	Support in defining specific targets for hygiene and sanitation by 2030 based on JMP guidelines
Ministry of Water Resources, Works and Housing	Government	Goal 3	Ghana	Conducting a study on sector harmonisation and alignment
SNV	INGO	Goal 1	Mozambique	Sustainability assessment of SNV programme and sustainability advocacy in the country
Ministry of Water and Environment	Government	Goal 1	Uganda	Unit cost analysis study to incorporate lifecycle costing in the planning for operation and maintenance of water supply facilities
Sustainable Water Fund (FDW)	Public-Private Partnership facility	Goal 3	Netherlands	Introduction of the sustainability check and compacts in the FDW guidelines
NWP and DGIS	Bi-lateral donor	Goal 3	Netherlands	Organising (national and international events) on the aid and trade agenda
WaterAid	INGO	Goal 1	Bolivia	A scoping study of asset management and peri-urban water supply Bolivia
SANAA-BID programme	Government	Goal 1	Honduras	Carrying out LCC Analysis of SANAA-BID programme
Everyone Forever partners	NGOs	Goal 2	Honduras	Methodologies for costing the reaching of Everyone Forever
SIASAR	Regional platform	Goal 1	Central America	Becoming a full partner of the regional monitoring system
Jharkhand State, India	Government	Goal 1	India	Setting on Everyone, Forever Hub with state stakeholders
Punjab State, India	Government	Goal 2	India	Post-construction support for sustainability of community schemes

Annex 10 Goal 4 organisations and platforms

List of organisations who's policy clearly reflect (elements of) a cross sectoral approach to WASH service delivery and national platforms for intersectoral planning, dialogue and coordination in which IRC have participated in 2014

Programme	Name of organisation / authority / platform	Support to adoption of livelihoods based approach (multidisciplinary beyond WASH sector)	Multiple use services	WASH in schools	Local IWRM/water security	Health
Burkina Faso	Ministry of water / Sector annual review	No	No	Yes	Yes	Yes
	Ministry of water National Wash forum	Yes	Yes	Yes	Yes	Yes
Ethiopia	Millennium Water Alliance Ethiopia Programme	To some extend	Yes	Yes	No	Yes
Honduras	FHIS - Fondo Hondureño de Inversión Social	Yes	Yes	No	No	-
	Water For People Honduras	No	No	Yes	To some extent	-
India	Government of India, State Governments	Yes	Yes	Yes	Yes	Yes
	Ministry of Drinking Water and Sanitation (GoI)	Yes	Yes	Yes	Yes	Yes
Global	UNICEF	Yes	Yes	Yes	Yes	Yes
	The World Bank	Yes	Yes	Yes	Yes	Yes
	ADB	Yes	Yes	Yes	Yes	Yes
	DFID	Yes	Yes	Yes	Yes	Yes
	Water For People	Yes	Yes	Yes	Yes	Yes

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