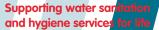**IRC**

June 2017

Monitoring Report 2016, incl. Reflection 2012 - 2016

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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Abbreviations

A4C	Agenda for Change
AFWW	Africa Water Week
AMCOW	African Ministers' Council on Water
BMGF	Bill and Melinda Gates Foundation
BP	Business Plan
CONASA	Consejo Nacional de Agua Potable y Saneamiento
DGIS	Directorate-General for International Cooperation
DFID	Department for International Development
DP	Development Partners
EPE	End of Programme Evaluation
HPMA	Hand Pump Mechanics Association
IDB	Inter-American Development Bank
IFI	International Financial Institutions
IIP	IRC's International and Innovation Programme
IWRM	Integrated Water Resource Management
KM	Knowledge Management
KMSL	Knowledge Management and Sector Learning
L&A	Learning & Adaptive
LA	Learning Alliance
LCCA	Life-Cycle Cost Approach
MDG	Millennium Development Goal
MMDA	Metropolitan Municipal and District Assembly
MSP	Multi-Stakeholder Platform
MTE	Mid-Term Evaluation
MUS	Multiple Use water Services
MWA	Millennium Water Alliance
MWE	Ministry of Water and Energy (Uganda)
MWRWH	Ministry of Water Resources, Works and Housing (Ghana)
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
OWNP	One WASH National Programme
PF4WASH	Public Finance for WASH
PTPS	Para Todos Por Siempre
QIS	Qualitative Information System

RWSN	Rural Water Supply Network
SDA	Service Delivery Approach
SDG	Sustainable Development Goal
SIASAR	Sistema de Información de Agua y Saneamiento Rural
SuSanA	Sustainable Sanitation Alliance
SWA	Sanitation and Water for All
SWAp	Sector Wide Approach
SWSSB	Sub county Water Supply and Sanitation Board
SWWW	Stockholm World Water Week
ToC	Theory of Change
USF	Uganda Sanitation Fund
WASH	Water, Sanitation and Hygiene
WCAR	West and Central Africa Region
WCARO	West and Central Africa Regional Office
WSSCC	Water Supply and Sanitation Collaborative Council

Introduction

2016 was the final year of IRC's business plan period (2012-2016), and of the funding agreement to DGIS of which this report forms a key deliverable. The focus during the year was on consolidating the gains of the previous five years, while preparing an ambitious new strategy for the period 2017-2030. By taking 2030 as the end point for the new strategy, IRC signals the alignment of its programming to the overall WASH sector ambition expressed in the Sustainable Development Goals (SDGs).

The period 2012 - 2016 saw a profound change in IRC as an organisation: decentralisation and the opening of country offices; downsizing in The Hague and restructuring of the entire organisation; and the development of a new business model as a 'think-and-do tank', driving sector change and strengthening in focus countries and globally. In 2016 important work was undertaken on strengthening the decentralised financial model (with each programme running an independent profit and loss account) and creating a new and more appropriate Collective Labour Agreement (Dutch CAO) for the staff on the Dutch payroll.

In terms of its programmes, 2016 saw both consolidation and new initiatives. An end of programme evaluation (EPE) carried out late in the year, covered the entire business plan period, it provided welcome confirmation of IRC's successes, most notably the widespread adoption by the sector of a Service Delivery Approach (the primary goal of the business plan). At the same time, it provided insight into areas that needed strengthening, in particular of the intervention logic and monitoring that guide IRC's work – both of which are addressed in IRC's new strategy.

The most important new initiative launched in 2016 was Watershed - empowering citizens (formerly WASH-IT!), IRC's strategic partnership with DGIS, Simavi, Akvo and Wetlands International. Watershed puts the focus squarely on the capacity of civil society to hold government and service providers to account for the quality of WASH services being delivered. In doing so, it helps to provide an incentive for stronger Government leadership – an area that has been identified as critical (and often absent) if the SDGs are to be achieved.

2016 also saw continued strengthening of IRC's Agenda for Change (A4C) partnership in which, IRC together with WaterAid, Water for People, Aguaconsult and the Osprey Foundation, we are building the case for national systems strengthening as a critical element in achieving the SDGs. For IRC, A4C work has meant both strengthening the in-country partnerships, and starting the work of identifying partner districts in our focus countries, which we will support in achieving universal access by 2030. This is a crucial building block of our new strategy.

This report presents the outputs of IRC's monitoring for the business period 2012 - 2016. It is structured into six main sections including this introduction:

1. Business plan 2012 - 2016 achievements and reflections.
2. Achievements in 2016 – our impact and main outcomes in 2016.
3. Activities and outputs – what we did and produced in 2016.
4. Inputs – the human and financial resources we used to achieve results in 2016.
5. Highlights and challenges – per programme – what went well and where challenges remain in 2016.
6. Reflection on 2016 and looking ahead.

1   Business plan 2012 – 2016 achievements and reflections

This annual monitoring report is the last for IRC's current 2012-16 business plan. In this chapter these five years provide a summative assessment of progress made during the period against IRC's programmatic goals, its organisational development and its business model. The summary draws heavily on the extensive End of Programme Evaluation (EPE) carried out for DGIS in the final quarter of 2016, with addition of the latest data from IRC's own monitoring.

Overall, IRC remains pleased with the progress achieved during what was a turbulent five years which saw the organisation achieve most of its goals while undertaking a complete organisational transformation. In the words of the EPE, IRC is an organisation that "punches above its weight" and has had real and positive impact on the WASH sector internationally, and especially in its six focus countries.

The EPE's findings gave strong support not just to IRC's selection of high level and ambitious outcomes and goals to steer its activities; but also its decision to progressively decentralise and to establish long-term embedded presence in the countries where we work.

1.1   Achievement of goals

The 2012-2016 business plan adopted an outcome focused approach, guided by four high level goals:

- Adoption by the sector of a service delivery approach (SDA).
- A sector that learns and adapts.
- Improved aid effectiveness (subsequently government leadership).
- Improved inter-sectoral dialogue and planning alignment.

While initially seen as four independent goals of equal importance, it quickly became clear that Goal 1 was in fact overarching. This was noted by the Mid-Term Evaluation (MTE) of the IRC business plan (carried out in 2014). Following the MTE the third goal on aid effectiveness was also given a stronger focus on promoting government leadership in WASH. This is reflected in the renaming of goal 3.

The MTE found that IRC had achieved, or over-achieved the primary goal, with the SDA broadly accepted as the guiding paradigm for WASH. That said, it also noted that this acceptance while strong in policy and dialogue, still requires more work to ensure its implementation in practice. It found that IRC had made good progress on the second and third goals, while the fourth had under-achieved.

The following sections provide more detail on each of the goals.

1.1.1   Goal 1: Adoption by the sector of a service delivery approach

Goal 1 served as an overarching and higher level goal to the other three throughout the programme. Achievement of this goal arguably was beyond expectation. It means that the terminology of the Service Delivery Approach has been adopted by the sector and that key stakeholders now actively fund and promote (at least some aspects of) the SDA. While we believe that this change has gained sufficient momentum to be sustained on its own, IRC will continue to work on it, for example through the movement of "Agenda for Change" and participating in the global platform Sanitation and Water for All (SWA).

The Service Delivery Approach terminology and concepts (such as Life-Cycle Costing and Sector Monitoring) are the foundations upon which IRC's new Strategy and Theory of Change with their focus on National Systems Strengthening are built. In the last years of the business plan period we realised that the creation of strong national systems (in Government, NGOs and the private sector) can only guarantee long-term sustainable WASH service delivery.

Table 1   Goal 1: Uptake of service delivery approach (SDA)

Goal 1: Service delivery approach
By 2016 the dominant paradigm in use at the international level will be based on the delivery of services rather than the construction of infrastructure. Future post-Millennium Goal (MDG) targets for water and sanitation will be couched in terms of sustainable and equitable service delivery and will include clear identification of the levels of service to be provided. As part of this objective IRC will lobby intensively for a commitment to universal coverage with clearly defined service levels by, at latest, 2025.

Indicator	Status end 2016	Trend and remarks
Annual increase among bilaterals / IFIs using SDA terminology	18	In 2016 **0** new bilaterals/IFIs were reported. 18 continued from previous years. First measurement in 2012: **2** bilaterals/IFIs were reported
Annual increase among I/NGOs using SDA terminology	30	In 2016 **6** new I/NGOs were reported. **24** continued from previous years. First measurement in 2012: **2** I/NGOs were reported
Annual increase among organisations actively funding SDA approaches	39	In 2016 4 new organisations were reported. **35** continued from previous years. First measurement in 2012: **2** organisations were reported
Annual increase among organisations actively promoting SDA approaches	77	In 2016 **22** new organisations, 2015 baseline measurement was done
Country-specific elements of SDA agreed in a minimum of 2 countries/sub-national regions	10 countries 5 regions	In 2016 **1** new countries and **1** new region were reported. First measurement in 2012: **1** country
Number of projects with SDA elements	75	In 2014: **47** projects

Source: End of Project Evaluation Report.

1.1.2   Goal 2: A sector that learns and adapts

Goal 2 ("adoption by the sector of a strong learning and adaptive approach to service delivery") also saw strong progress over the course of the business plan. This is most visible in the increasing relevance of monitoring and availability of data. It is also visible in the growing number of national sector platforms that are explicitly dedicated to learning, as well as to the growing awareness in Government and other stakeholders of the importance of creating space for learning. IRC has strongly supported learning platforms in all of its focus countries over the period. It has also built a strong reputation as an expert on building effective national monitoring

systems, e.g. through continuing long-term support to sector monitoring in Ghana and Ethiopia and the international monitoring conference in 2013 held in Ethiopia. IRC has also made its monitoring expertise available outside its focus countries, e.g. through its support (with Akvo and UNICEF) to 9 countries in West-Africa.

Support to learning and adaptation continues to be a core competence of IRC and runs across our new Strategy and Theory of Change.

Table 2   Goal 2: A sector that learns and adapts

Goal 2: A sector that learns and adapts		
By 2016, learning and adaptive management will be widely accepted as core elements of good practice in service provision.		
Indicator	**Status end 2016**	**Trend and remarks**
Number of IRC's focus countries with dedicated sector platforms	6	In 2012: 2 countries reported
Number of other countries, in which IRC works, with dedicated sector platforms	5	First measurement in 2013: 2 countries
Number of global / regional sector platforms and networks, in which IRC is involved	17	In 2016 2 new regional/global platforms were reported. 15 continued from previous years. First measurement in 2013: 5 regional/global I/NGOs were reported

Source: end of project Evaluation Report.

1.1.3   Goal 3: Improved aid effectiveness

Following recommendations in the mid-term evaluation, we made our third Goal "improved aid effectiveness"[1] more specific and focused on strengthening the role of national and local government to lead the development of the WASH sector. While good progress was made under this goal, it was less successful than Goals 1 and 2. While the re-focus (on advice of the mid-term evaluation) on the leading role of Government helped, the influence of IRC in this area was less strong. In part this is because for much of the period, IRC's focus was on strengthening the leadership within the ministries responsible for water, whilst paying less attention to the broader political environment (both nationally and locally). A crucial lesson is the (relatively to very) weak position that WASH sector ministries have within the broader political economy.

So, for example, in some of our focus countries (Ghana, Uganda) while economic growth and achievement of middle-income status might suggest more finance for WASH and stronger and more confident national leadership, in practice, this has been accompanied by a shift in national priorities: from service sectors towards productive sectors. This has in turn led to a weakening of the position of the WASH sector compared to the productive sectors.

We have taken this lesson on board, and used it in our work with civil society in our focus countries. This in order to become more effective at lobbying (national and local; sector and political) and ensure a strong leadership role by Government. Building national capacity for lobby and advocacy is central to our new strategy.

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[1] This goal later changed into government leadership.

Table 3   Goal 3: Improved aid effectiveness

Goal 3: Improved aid effectiveness By 2016, major traditional donors will be largely committed to harmonise and align the financing of service delivery with country-defined frameworks supporting country-specific service delivery models. IRC also aims for a significant increase in the extent to which non-traditional and non-state actors (including international NGOs) allow their actions to be guided by nationally agreed frameworks. Programme management is result driven and stakeholders are mutually accountable.		
Indicator	Status end 2016	Trend and remarks
By 2016 all IRC focus-countries' aid effectiveness agenda are in line with global aid effectiveness initiatives	6	First measurement, 2014: 5
Annual increase in number of requests from WASH sector stakeholders for IRC inputs/work on aid effectiveness	5	No new request reported, existing continued. First measurement, 2014: 4

Source: End of Project Evaluation Report.

1.1.4   Goal 4: Improved inter-sectoral dialogue and planning alignment

IRC's fourth goal was also the one where least progress was made. Despite a strong track record in local water governance and local Integrated Water Resources Management (IWRM), Multiple Use water Services (MUS) and WASH in Schools, we found it surprisingly difficult to make progress on this during the business plan period. The areas where most progress was made were 'WASH in Schools' (and other institutions such as prisons) and Multiple Use water Services. One reason may have been the strong focus in the final years of the MDGs on delivering numbers of new people served, which reduced the space for experimenting with new models and approaches. This reinforced a tendency in many countries for WASH to operate in something of a silo, with little effort to reach out to other sectors.

IRC still believes strongly in the need for these cross-sectoral linkages which are crucial to the effectiveness and sustainability of WASH interventions. We are also hopeful that the much broader and more inclusive focus of the SDGs will provide the necessary space and encouragement for national sector actors to move outside of their silos.

Goal 4 will stay in IRC's new Strategy and is incorporated in IRC's new Theory of Change. "WASH in extra-household settings" is one of the Service Delivery Models the progress of which will be monitored explicitly by the country programmes. Whilst Integrated Water Resource Management is regarded as one of the building blocks of the system for delivering sustainable WASH services. By articulating these factors more clearly in our future monitoring framework, we aim to have more targeted interventions in these areas.

Table 4   Goal 4: Improved inter-sectoral dialogue and planning

Goal 4: Improved inter-sectoral dialogue and planning alignment: WASH Services - Everyone's business

By 2016, IRC expects to see better integration and alignment of plans and budgets across the departments, agencies and private sector organisations that play a central role in sustaining WASH service delivery in rural and urban areas (e.g. local government, energy, health and education). This will become increasingly important in areas experiencing rapid urbanisation and increasing water scarcity.

Indicator	Status end 2016	Trend and remarks
Number of organisations who's policy clearly reflect (elements of) a cross-sectoral approach to WASH service delivery	14	In 2016 2 new organisations were reported. 12 continued from previous years. First measurement in 2014: 10 organisations were reported
Number of national platforms for inter-sectoral planning, dialogue and coordination, in which IRC participate	3	In 2016, no new platforms were reported. 3 continued. First measurement, 2014: 3

Source: End of Project Evaluation Report.

1.1.5   Monitoring

An important recommendation of the EPE is that IRC needs to continue to strengthen the monitoring system to support its outcome focused way of working. A main challenge of the monitoring framework of the business plan 2012-2016, has been that it provided insufficient guidance and focus to the programmes to support context specific prioritisation of activities, and intermediate outcomes to achieve the goals. The EPE also identified the difficulty to link real progress in improved services to higher level policy influencing or system strengthening activities.

At the same time, we believe and the EPE acknowledged this, that IRC is at the leading edge of developing monitoring systems that can meaningfully track progress on national systems building - an area of critical importance in achieving the SDGs.

IRC agrees with the findings of the EPE, which mirror its own learning. The new strategy deepens the IRC model to the level of partner districts, helping us to better specify our entire "impact chain" - allowing us to directly monitor all aspects from high level policy influencing to improvement in services on the ground. This has been accompanied by a high level Theory of Change that sets out the main intermediate outcomes, assumptions and activities needed to achieve the strategy's goals. This work will complete the change, started ten years ago, in IRC's monitoring work. Moving from a primary focus on number of products developed, to an integrated monitoring chain that incorporates inputs and activities, outputs, outcomes (changes in policy and behaviour at global, national and district level) and impact in terms of quality and access to service in our focus districts.

1.2   Organisational development

Since becoming independent of the Dutch Government in 2006, IRC has been through a period of profound transformation. Most importantly, it has become a decentralised and internationally operating organisation. IRC is involved in activities in a total of 29 countries of which at present six are focus countries. Four of these focus countries have country offices (Ghana, Burkina Faso, Uganda and Ethiopia). India and Honduras country programmes, not yet legally established as

branch offices, are run by a small local staff with support from IRC The Netherlands. IRC expects to formalise its presence in both countries in 2017.

The six IRC focus countries can be grouped as follows:

1. Strong, well-established country offices with fully fledged programmes and potential for financial sustainability in the short to medium term (Ghana and Burkina Faso).
2. Upcoming country offices with emerging programmes and potential for financial sustainability in the medium term (Uganda and Ethiopia).
3. Focus country programmes without a registered office with limited activities and unclear potential for financial sustainability (India and Honduras).

During the business plan (BP) period substantial progress has been made in the establishment and strengthening of the country offices in Ghana, Burkina Faso, Uganda and Ethiopia. The development of the country offices in Uganda and Ethiopia has been accelerated during the last three years thanks to investments in the establishment of these country offices originally through DGIS core programmatic funding and during the last few years through core funding from Bill and Melinda Gates Foundation (BMGF) exchange rate gains. Moreover, the start of new programmes has stimulated the development of these country offices as well.

Under IRC's new Strategy, we envisage extending to up to four new focus countries by 2021 to complete our decentralised model. We equally envisage continuing the process of making IRC country offices operationally independent of IRC, with the objective of having at least one country office operating as an entirely independent entity (albeit continuing to use the IRC name) by 2021. In the medium term, our vision of IRC is as a network of locally based and operating entities sharing a common brand and set of values.

The next step in this process is to deepen this decentralisation to the district level, with the identification of partner districts that IRC commits to supporting to achieve universal access (SDG 6). The strategy envisages at least one partner district per focus country in which proof of concept is tested and provided with 100% coverage that is sustainable, understandable and at the appropriate level for replication. The EPE identified, and IRC is aware of the risk implicit in this approach of getting mired in one or two districts over a lengthy period of time seeking solid and substantial progress before lessons are taken to the national level. IRC is mindful of avoiding the "piloting" mentality of resource intensive approaches that are not replicable. IRC is also working with the partners of the Agenda for Change initiative like WaterAid and Water for People as well as other groups like Safe Water Network in Ghana to share lessons learned about the approach. As such, partner districts will be part of a broader country strategy that will see IRC continuing to work in other districts and at national level. At the same time, the long-term commitment to these districts will allow IRC to "ground" its Theory of Change in real observable change to WASH services.

In the wording of the EPE, IRC has "successfully and effectively navigated its way through a difficult period". The process of decentralisation, compounded by a sudden funding gap brought with it the need for drastic adjustments to the role and size of the IRC office in The Hague. IRC's new governance structure is facilitating greater ownership by Country Directors and improving accountability, learning and financial control. This new governance structure is an outcome of restructuring efforts IRC undertook following downsizing of staff in The Hague and the adjusting of the business model. Over the past two years, IRC has implemented substantial cost reductions, halving the staff numbers in The Hague as compared to the start of the programme

in 2012. New employment conditions (Collective Labour Agreement - Dutch CAO) were agreed at the end of 2016, including a voluntary reduction of three weeks annual leave.

1.3   Business model and finances

The 2012-2016 business plan had an ambitious target of a total turnover of € 51 million for the 5-year period. IRC is delighted to have nevertheless achieved a total turnover of € 47,341 for the period (i.e. shortfall of 7%). It should be noted that not all of this money is spent on and by IRC directly. For example, in 2016 some 37% of the € 9.3 million income was allocated to partners and consultants.

In terms of DGIS core funding support, Table 5 provides an overview. During the business plan period, the DGIS core funding from the Subsidy Agreement averaged 23% of IRC's total income. Over recent years, IRC has seen a dramatic shift in reliance on DGIS for core funding from 49% of total income in 2007 to 26% in 2012 to 19% in 2016. Core funding as part of IRC's total income has averaged 30% during the business plan, suggesting that every € 1 received in core funding is helping to leverage to € 3. IRC has been able to maintain its profile globally and to ensure its knowledge brokering and related work at this level of core funding over the business plan period.

Table 5   Realised income IRC 2012 – 2016

Realised income IRC 2012-2016	2012	2013	2014	2015	2016	Total
Core Programme						
DGIS subsidy agreement	€ 2,751	€ 2,727	€ 2,469	€ 997	€ 1,751	€ 10,695
Other sources than DGIS[2]	€ 342	€ 231	€ 412	€ 1,602	€ 882	€ 3,468
Sub total	€ 3,093	€ 2,958	€ 2,881	€ 2,599	€ 2,632	€ 14,162
DGIS Subsidy Agreement %	27%	27%	23%	12%	19%	23%
Total Core Funding %	30%	29%	27%	33%	28%	30%
External projects						
Subtotal	€ 6,984	€ 6,972	€ 7,411	€ 5,186	€ 6,625	€ 33,178
Total	€ 10,077	€ 9,930	€ 10,292	€ 7,784	€ 9,258	€ 47,341

Source: IRC Finance Department.

Table 6 provides information on expenses for the business plan period showing a loss over the period of nearly € 1.2 million or roughly 2% of the gross revenue of the period. The primary causes of this loss are the downsizing of the organisation (with the requirement to cover severance payments and unemployment allowances according the Dutch labour law) and investments in brand and website. In essence, IRC drew down its reserves (not shown in the income figures in table 5) to meet these costs. With regard to IRC's reserves position at present, reserves are being held that cover some 2 months of operating costs. The aim is to strengthen

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[2] Gates Core Funding (2012-2013) and Gates Foundation Exchange Rate results (2014-2016).

the reserves to a capital buffer of € 2 million by 2021, which should cover 4-6 months of operating costs as per NGO benchmarks.

Table 6   Realised expenses IRC 2012 – 2016

Realised income IRC 2012-2016	2012	2013	2014	2015	2016	Total
Expenses						
Personnel costs	€ 4,880	€ 5,022	€ 4,409	€ 2,931	€ 3,400	€ 20,642
Other project related costs	€ 4,712	€ 4,927	€ 5,429	€ 4,623	€ 5,014	€ 24,704
General administrative costs	€ 459	€ 397	€ 457	€ 279	€ 593	€ 2,185
Subtotal expenses	€ 10,051	€ 10,346	€ 10,295	€ 7,832	€ 9,007	€ 47,531
Operating result	€ 26	-€ 416	-€ 3	-€ 48	€ 251	-€ 190
Financial income & expenditures	€ 12	€ 244	€ 842	-€ 49	-€ 48	€ 982
Annual result	€ 13	-€ 660	-€ 825	€ 1	€ 298	-€ 1,172

Source: IRC Finance Department.

IRC's business model that is developed over the past years is based on country business units, an International and Innovation programme, an advisory wing (IRC Consult), all underpinned by technical and administrative support from The Hague.

An important part of the model is continued core programmatic support to IRC. In the wording of the EPE: "the importance of not killing the goose that lays the golden eggs." The EPE estimates the programmatic needs of IRC at a minimum level of € 1 million annually - funding required to provide the key services to the sector that continue to be difficult to finance from the market.

In addition to this € 1 million per year of core programmatic support for the SDG period, we believe that for the years 2017-2019 we will need to find an average of € 0.6-1 million per year of additional core funding to finalise implementation of our new business model - including the strengthening of country programmes with focal districts, an increased international voice and expanded advisory outreach (IRC Consult).

2 Achievements in 2016

2.1 Introduction

The infographic (Figure 1) presents a summative overview of IRC's results chain for 2016: from inputs in terms of money, people and programmes through to the activities undertaken, outputs delivered, the outcomes achieved and finally the impact in terms of number of users of water, sanitation and hygiene services that were reached.

In the following sections we explore further what these figures mean in terms of IRC achievements, challenges and lessons learned. As an organisation that operates primarily in the areas of knowledge, policy and capacity building, it is difficult to measure the direct impact of our interventions on WASH service users.

At the heart of this approach, is the fact that: IRC finds its niche in creating and disseminating knowledge that spurs local, district, national, regional and international action and change; while at the same time convening broad based stakeholder networks around this knowledge, with the aim of achieving sector change through collective impact.

In order to monitor our contribution to the change, it is important to understand not only what we do and influence most directly (our activities, outputs and outcomes), but also what the partners we work with and whom we seek to influence and support do. This is what we attempt to capture in the impact section of our monitoring report.

The data presented in this report is based on IRC's annual monitoring cycle, facilitated by an online repository and dashboard. IRC staff report their activities using a mixture of hard and soft indicators. Following the Mid-Term Review of the IRC business plan 2012–2016, IRC re-evaluated its monitoring framework indicators based on the recommendations of the review, and this report is also based on an updated set of indicators with targets adopted for 2016.

In the subsequent chapters of the report, the different elements of the organisation's Results Chain are presented in more detail, along with the means we use to monitor achievements.

2.2 IRC at a glance

Figure 1   IRC at a glance in 2016

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

Locations

- **6 focus countries**
  Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda

- **23 additional countries**
  Bangladesh, Benin, Bolivia, Bhutan, Cambodia, Central African Republic, Guinea, Indonesia, Ivory Coast, Kenya, Laos, Liberia, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Papua New Guinea, Sierra Leone, Tanzania, Timor-Leste, and Zimbabwe

- **4 country offices**
  Burkina Faso, Ethiopia, Ghana and Uganda

Source: IRC Monitoring & Learning team

2.3 Impact – people reached directly and indirectly

In 2015, IRC started to extend the measurement of impact to all IRC focus countries, and broaden assessment of impact with self-assessments of more qualitative indicators along our Results Chain. An overview of the scores from this exercise is provided in Annex 1: IRC Impact and goal scores 2016.

Table 7 shows the number of people reached directly and indirectly by IRC's programmes and those of our partners (the definitions used for impact measurement in 2016 are shown in Box 1).

Box 1   IRC definition people reached direct and indirect

The definitions for people reached used for the 2016 monitoring are:

People directly reached: population of focus districts/communes/municipalities in which IRC is actively engaged and who are likely to benefit from improved services through the actions of us or our government, private sector or NGO partners.

People indirectly reached: outreach to population of districts/communes/municipalities in which IRC is not directly engaged, but in which partners with whom IRC works directly (government, NGOs, private sector), in the country, are engaged and are using IRC based approaches to bring improved services.

Table 7   Impact: people reached by IRC and partners, 2014 - 2016[3]

Programme	2014		2015		2016	
	Number of people directly reached	Number of people indirectly reached	Number of people directly reached	Number of people indirectly reached	Number of people directly reached	Number of people indirectly reached
Burkina Faso	332,515	2,658,129	577,086	1,100,672	613,000	1,100,672
Ghana	0	4,200,857	15,200	not available	316,148	802,538
Ethiopia	160,000	0	0	395,570	-	395,570
Uganda	863,750	36,000	884,732	635,000	350,000	880,700
India	0	0	0	0	-	-
Honduras	0	419,294	0	419,294	-	619,418
International	6,572,618[4]	n.a.	797,393	3,471,000	259,437	688,806
TOTAL	7,928,883	7,314,280	2,274,411	6,021,536	1,538,585	4,487,704

Source: IRC Programmes.

IRC has continued to reflect on how best its impact can be measured (as an organisation that does not directly deliver services) and this led to an update of the definitions of the indicators.

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[3] In 2015, IRC updated the definitions for measuring the number of people reached indirectly. Presented figures therefore cannot be compared one on one.

[4] This is largely due to IRC's involvement in the BRAC Water, Sanitation and Hygiene Programme which helped over 39 million people gain access to hygienic latrines and 2.3 million people gain access to safe water across 250 sub-districts in Bangladesh over 2006 to 2015. For more information see https://www.ircwash.org/projects/brac-wash-ii-dgis-and-bmgf.

The figures for 2014 to 2016 are therefore not directly comparable, and it is also important to note that the country programmes measure the indicators differently which requires further interpretation and estimation. As part of the new organisational Theory of Change for 2017 and beyond, indicators and methods of measurement are further refined and, made more directly comparable.

Starting in 2016, as part of IRC's Agenda for Change initiative, we are identifying partner districts in our focus countries. These are districts with whom we intend to partner until 2030 and/or the achievement of Sustainable Development Goal 6. The implication of this new way of working is that we will be able to measure impact more directly, starting from 2017. In preparation for this approach, IRC and its partners are already working in focus districts, and we have also started to measure service delivery indicators on how the system of delivering services is evolving on the ground. These indicators include: functionality of water systems; user satisfaction; and, budgets for the different WASH subsectors. These scores will gain significance when measured at regular intervals over time, helping us to directly understand the impact of our work through trends in both WASH services and the systems that deliver them.

2.4 Outcomes – achievement of IRC's programmatic goals

Alongside these quantitative impact indicators, 2016 has been the first year that all programmes of IRC have used the refined outcome indicators (2015). The main outcomes of IRC's business plan are the four goals for sector change set out below:

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

As mentioned in the 2014 and 2015 monitoring report, it has become increasingly clear that Goals 2, 3 and 4 are largely supportive of Goal 1 which is IRC's overarching goal.

The new system for monitoring achievement of these goals is based on the use of the Qualitative Information System (QIS) methodology, developed by IRC. QIS works on the basis of ladders of short statements about outcomes ("mini-scenarios") ranging from zero to maximum impact. Each of these is allocated a score of between 0 and 100, typically in steps of 25 and with 50 defined as being a "benchmark" level. The QIS ladders are included in **Error! Reference source not found.**, and in Annex 3: QIS impact measurement IRC International Programme.

Ideally, the methodology is used in a participatory manner and is assessed by sector stakeholders. In this second year of applying this system, in most cases the IRC Country Directors scored the indicators by self-assessment. For the scores see Annex 1: IRC Impact and goal scores 2016.

QIS scores for each goal are reported in the following sections, as well as examples of programme level outcomes and of the scenarios attached to the different QIS indicators and scores.

2.4.1 Goal 1: sector adoption of a service delivery approach

With Goal 1, IRC aims to change the sector's focus from provision of infrastructure to its effective use and management to deliver WASH services that last. IRC equips local governments and service providers with knowledge and tools to sustain the delivery of water and sanitation services. By conducting action research and influencing policy and decision makers, IRC improves the quality, reliability and sustainability of those services.

The QIS scores for the indicator "*Service Delivery Approach (SDA) building blocks mainstreamed by government and development partners*", under Goal 1 for the focus countries range between 50 and 75 out of 100[5]. These scores mean that in the countries, at least five to eight SDA principles are prominent in national discourse, while between two and four SDA building blocks are integrated in policies and put in practice. The International and Innovation programme scored Goal 1 at 100.

These figures confirm the overall impression that Goal 1 of IRC's 2012-2016 business plan has been achieved on the level of adoption of the service delivery approach into sector discourse and increasingly into policy, while application in activities continues to catch up.

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[5] The QIS ladders are included in Annex 2: QIS scoring for impact measurement IRC country programmes and Annex 3: QIS impact measurement IRC International Programme.

A review of the adoption of a Service Delivery Approach for rural water supply in 16 countries across the globe[6] shows particularly progress in institutional arrangements for rural water supply and monitoring. The 2016 Rural Water and Sanitation (RWSN) Forum[7] also clearly reflected the adoption of an SDA, including related to the financing of life-cycle costs, the use of monitoring for decision making and support, the need to have service delivery models for different segments of rural areas.

IRC Uganda's role as National Coordinator for the Water Supply and Sanitation Collaborative Council (WSSCC), earned its space and voice in the national level dialogues on rural sanitation planning, financing and programming. IRC and the other Agenda for Change coalition partners played an active role in the strategic level discussions and decisions of the Uganda Sanitation Fund (USF) Project Steering Committee. The USF is the biggest source of funding for rural sanitation and is worth US $9 million for the period 2011 - 2020. The active involvement of the Agenda for Change Coalition on the USF Project Steering committee contributed to improved collaboration with the partners and provides opportunity for influencing the shape of the programme. For example, thanks to USF, sanitation coverage in Uganda's Amuria district has improved from 52.6% in 2011 to 85% in 2016.

Concepts developed by IRC related to developing and sustaining national monitoring systems are being used in **Ethiopia** by the National WASH Coordination Office and the Ministry of Water, Irrigation and Electricity. Specifically, IRC developed a data exchange agreement for all WASH ministries including Water, Health, Education and Finance, in addition to authoring the procurement documents for the national WASH management information system and the national WASH mobile survey tool. Furthermore, IRC developed the first comprehensive WASH-sector annual report for Ethiopia, a cornerstone document for government, development partners and civil society.

In Honduras, the Consejo Nacional de Agua Potable y Saneamiento's (CONASA) new WASH finance policy reflects the concepts and terminology of life-cycle costing.

Work by **IRC Ghana** on monitoring is resulting in a paradigm shift in Ghana from focusing on monitoring physical infrastructure to the end product– safe water service provision[8]. For example, through the SMARTerWASH project, IRC has been involved in improving monitoring and enhancing the sustainability of water and sanitation facilities through mobile phone technology[9].

Annex 4: Service delivery approach uptake provides an overview of the uptake of SDA terminology by governments and donors, examples of funding the approach and active promotion of the approach.

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[6] Global Study on Sustainable Service Delivery Models for Rural Water; Synthesis of Emerging Findings, Prepared for the 7th Global Rural Water Supply Network Forum, Abidjan, Cote d'Ivoire, November 29 – December 2, 2016, available at https://rwsnforum7.files.wordpress.com/2016/11/global-study-conference-1121.pdf.

[7] The 7th Rural Water and Sanitation (RWSN) Forum 'Water for everyone' took place 29th November – 2nd December, 2016. Key messages are available at: http://www.ircwash.org/sites/default/files/7th_rural_water_supply_network_forum_brief_jn.pdf.

[8] It's not the hardware - but the service that matters, Vera van de Grift. Available at http://www.ircwash.org/news/it's-not-the-hardware-but-the-service-that-matters.

[9] Presentation at RWSN forum by SkyFox on mobile phone technology for spare part supply. Available at https://rwsnforum7.files.wordpress.com/2016/11/238-rwsn-skyfox-presentation-2.pdf.

2.4.2 Goal 2: Sector adoption of a learning and adaptive approach

With Goal 2 IRC expresses that a learning and adaptive approach is essential to service delivery because the external environment including the climate, economies, demographics, and people's needs and expectations, are constantly changing. Making services sustainable means identifying business, technological and financial models that work in the context of a country or region, and the sector must continually adapt and innovate, or risk failure.

Country programmes have monitored Goal 2 using the QIS indicator "*Degree of country hub led multi-sector platform and learning alliance activities contributing to review and adaption of policies and practices of the sector*". At the international level the QIS indicator adopted is "*The sector is able to learn, innovate and adapt in the face of change*".

Scores varied between 35 (India), 50 (Ethiopia and Honduras) and 75 (Burkina Faso, Ghana, Uganda and the International Programme).[10]

The scenario for a score of 75 is:

- Multi-stakeholder platforms (MSP) exist at one level (national, regional and/or district, as appropriate), and are sustainably funded by member contributions.
- MSP meetings happen with defined frequency for sharing, reviewing and adapting service delivery models.
- Recommendations from MSPs and Learning Alliances (LA) are used for the review of policies and practices on an ad hoc basis.
- A country hub is sustained but with funding from a few or only one stakeholder(s).

The scenario for a score of 25 is:

- A multi-stakeholder platform exists at the national level, but is funded only on an ad hoc basis.

All IRC focus countries have sector learning platforms in which IRC actively contributes. IRC also actively participates in RWSN and in the Sustainable Sanitation Alliance (SuSanA).

Throughout 2016, the RWSN Mapping and Monitoring Theme has been led by IRC. The group has over 1,000 professional members from across government, development partners and civil society. IRC coordinated and managed the thematic area at the RWSN forum in Abidjan with 467 participating WASH sector professionals from 64 countries. During the forum IRC presented results from projects in Ethiopia and across the nine countries implementing the IRC-developed national WASH Monitoring and Evaluation assessment framework.

Progress is slow, but during 2016 a number of key steps are made to guarantee an enhanced role for Knowledge Management and Sector Learning (KMSL) in the WASH agenda in Africa. An important milestone reached is that AMCOW is taking the very much needed "Africa ownership" for the KMSL agenda in Africa. Inclusion of KMSL in the Africa Roadmap for Achieving the N'gor Commitments on Water Security and Sanitation in Africa is an important achievement in institutionalising KMSL in the Africa WASH agenda. For example see the call for governments to

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[10] The QIS ladders are included in Annex 2: QIS scoring for impact measurement IRC country programmes and Annex 3: QIS impact measurement IRC International Programme.

invest in sector learning features among the main messages from the WASH theme during the 6th Africa Water Week.[11]

For example, IRC co-authored the background note of the 2016 Kampala WASH Symposium, which brought together the 21st SuSanA meetings and the 2016 WASH Sustainability Forum. The symposium looked beyond the conventional notion of 'projects' to explore how WASH actors can and should work together within the wider complex systems that deliver services[12]. It brought emerging thinking on how to drive whole systems change and supported the building of robust national systems at scale capable of providing universal access.

The UNICEF-IRC partnership for Knowledge Management and Sector Learning (KMSL) aimed to raise awareness of the importance of learning in 11 West and Central African (WCAR) countries and the region and to explore possibilities for how these learning processes can be better supported. The partnership project used the findings of interviews with more than 100 professionals from government, civil society and academia in nine different countries. In addition, a survey was held among 30 professionals from regional platforms, networks and organisations, involved in learning activities in WASH in the WCAR and African region.

The bimonthly meetings of the Para Todos Por Siempre (PTPS) initiative in Honduras, in which IRC is involved, act as moment for sharing and reflecting on key sector issues. The PTPS website is also increasingly fulfilling the role of a main information channel in the sector with regular news items, and a repository of sector documents.

In **India** IRC and TARU initiated WASH Dialogues[13]. This platform provides a space for the WASH sector in India to grapple with the challenge of making India Open Defecation Free by 2 October 2019.

In Ethiopia, IRC co-organised a WASH learning seminar on monitoring to improve the sustainability of WASH services in collaboration with the National WASH Coordination Office, the Ministry of Water, Irrigation and Energy, the USAID-funded Lowland WASH Activity, Charity: Water/ REST, and UNICEF.

IRC **Burkina Faso** initiated an advocacy platform with Civil Society Organisations and mainstream media called FAS'EAU Alliance to promote the human rights to water and sanitation.

The WASH Agenda for Change coalition in **Uganda** has used a series of platforms at National and District level to enhance awareness of sector actors on WASH investment planning tools. The approach was adopted by Technical Support Units that will use it to develop investment plans for all districts. IRC Uganda also supported the National Sanitation Working group to conduct a learning journey, and documented the experience of the Uganda Sanitation Fund in implementation of the Follow up MANDONA approach. The documentation guided sanitation

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[11] Also see Inclusion of sector learning and knowledge sharing in the Final Communiqué of the 6th Africa Water Week " Dar es Salaam Roadmap for Achieving the N'gor Commitments on Water Security and Sanitation in Africa" http://africawaterweek.com/6/wp-content/uploads/2016/08/AWW6-Final-Communique-DAR-ES-SALAAM-ROADMAP.pdf.

[12] Kampala WASH Symposium background note : bringing together the 21st Sustainable Sanitation Alliance (SuSanA) meetings and the 2016 WASH Sustainability Forum see http://www.ircwash.org/sites/default/files/kampala_wash_symposium_background_note.pdf.

[13] In total 4 WASH Dialogues were organised on; 1) A WASH View From Jhadol, Udaipur, 2) Sharing of a study on uptake of toilets in South Rajasthan, 3) WASH Dialogue on budget tracking and policy in India and 4) Understanding behaviour change initiatives for sanitation.

and hygiene improved dialogues in the working group and in other Uganda Sanitation Fund promotional activities at national and district level.

Annex 5: Sector platforms for aligning policies and practices provides the overview of sector platforms that support the alignment of policies and practices in the sector.

2.4.3 Goal 3: Government leadership

Truly effective aid delivers more benefits with less waste. When aid is channelled through a country's sector budget and harmonised with national plans, with the government taking the lead, institutions can operate and maintain water and sanitation services into the future. To achieve Goal 3, IRC lobbies stakeholders to embrace the principles of aid effectiveness and supports governments' efforts to provide strong, clear leadership.

IRC's contribution to aid effectiveness in general terms has been limited. IRC's role in achieving such a broad goal was after the Mid-term Review of 2014, in 2015 better defined with "a focus on playing a role in the strengthening of national and local governments to play their key role in the sector change/delivery process". IRC's progress in contributing to this specified goal is significant as an organisation with a substantial "footprint" through IRC country offices in countries concerned.

QIS scores for Goal 3 in IRC's focus countries vary between 50 (India, International Programme and Ghana), 75 (Burkina Faso and Ethiopia) and 80 (Uganda). The indicator used is "*Degree of alignment of planning, finances and policies by development partners to government priorities and government led systems*"[14].

IRC has partly achieved the target that by 2016, all IRC focus-countries aid effectiveness agendas are in line with global aid effectiveness initiatives. Uganda, Ethiopia, Burkina Faso and India have a Sector Wide Approach (SWAp) and Ghana has a harmonisation framework for WASH. Honduras is developing its harmonised framework.

IRC has been working with UNICEF, Akvo, and the Dutch government (DGIS) to support nine countries in West and Central Africa to strengthen the tracking and evaluation of progress on national water and sanitation goals. IRC's methodology and self-assessment tool was delivered in a participatory workshop in Mauritania, Cote d'Ivoire, Guinea, and WCAR to a group of 20-50 WASH monitoring stakeholders representing several sectors: health, education, water resources, statistics from government, service operators, and NGOs. This has resulted in the development of three country National Knowledge Management and Sector Learning plans. Nine countries carried out a diagnosis on how best learning in the WASH sector can be improved. In addition, a strategy has been developed with AMCOW and key stakeholders supporting capacity building for WASH in WCAR, based on a survey held among 65 organisations and individuals engaged with learning and capacity building in the region.

Annex 6: Status and examples on government leadership provides an overview on what has been reported by IRC on aid effectiveness in 2016.

2.4.4 Goal 4: Improved inter-sectoral dialogue and planning alignment

With Goal 4, IRC promotes learning and dialogue about the contextual issues of water resource management and climate change; WASH in extra household settings; and, multiple-use water

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[14] The QIS ladders are included in Annex 2: QIS scoring for impact measurement IRC country programmes and Annex 3: QIS impact measurement IRC International Programme.

systems for economic development – all of which are paramount for achieving the SDGs. The desired result is integration of WASH planning and budgeting with energy, health, education and other sectors.

As in previous years, all IRC programmes registered less activity towards this goal than in the other three goals. This reflects the continuing narrow focus of much of the WASH sector, which is frustratingly difficult to break out from. The adoption of broad WASH sector Goal 6, however, allows for much wider focus on areas of water resources, water use efficiency and wastewater management, as well as the inclusion within the SDGs of many goals that directly or indirectly implicate the WASH sector. This trend will hopefully provide impetus to break out of the narrow sector confines and address the contextual issues in the countries.

The indicator used by the country programmes is: "*degree to which the WASH sector is coordinating its policies, practices and budgets to maximise efficiency and effectiveness in improving livelihoods*". The programmes scores varied from 0 (Ethiopia), 20 (International Programme), 25 (India and Ghana), 50 (Honduras) to 75 (Burkina Faso)[15].

As part of Watershed, which started in January 2016, IRC in partnership with the Dutch Ministry of Foreign Affairs, Simavi, Akvo and Wetlands International aims to build the capacity of civil society organisations for evidence-based lobbying and advocacy on WASH and Integrated Water Resource Management (IWRM) issues. The partnership activities in six countries - Kenya, Uganda, Mali, Ghana, Bangladesh, India and also at international level - will specifically focus on the identification and inclusion of the marginalised in WASH and IWRM governance.

The Multiple Use water Services (MUS) Group website was remodelled in 2016 for easy use by the sector.

Annex 5: Sector platforms for aligning policies and practices provides an overview of IRC's involvement in cross-sectoral activities and platforms.

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[15] The QIS ladders are included in Annex 2: QIS scoring for impact measurement IRC country programmes and Annex 3: QIS impact measurement IRC International Programme.

3 Activities and outputs

IRC's 2012–2016 business plan foresees the restructuring of the organisation as a dynamic, modern 'think-and-do tank' that combines high levels of commitment and well-developed social values with professionalism and flexibility. In the business plan special focus is given to the following three areas of activity to achieve our goals:

1. Knowledge management and communication.
2. Innovation and action research in countries and regions.
3. Market-based, demand-responsive assignments from governments, international agencies and other organisations.

Progress on each of these is reported below.

3.1 Knowledge management and communication

IRC's communications surpassed almost all the targets set for 2016. It was a successful year in regard to events, media engagement, IRC's online offering and the building of internal confidence and enthusiasm in promotion of SDA. This is also manifested by IRC's approach to press and media relations globally and in our focus countries. In trying to reach a more varied audience, IRC is also exploring and using creative ways and tools such as radio talk shows, Podcasts, TEDx presentation, quizzes and video films, live IRC events in The Hague, in India, Ethiopia and at international level.

- IRC successfully (co-)organised 19 international events and three thematic group meetings reaching 261,628 sector professionals.[16]
- IRC organised 56 capacity building sessions which included trainings, webinars, thematic groups, events and e-discussions in 2016 reaching 4,536 WASH sector professionals.[17]
- The online training course: costing sustainable services has been updated and migrated from a Moodle training environment to the IRC website. The Sustainability Monitoring Framework training has been updated and split into two separate modules.

In 2016, Agenda for Change (A4C) specific events were held in collaboration with global events including the Africa Water Week (AFWW), Kampala WASH Symposium, WEDC, Stockholm World Water Week (SWWW) and UNC Water and Health Conference. IRC's Agenda for Change partners hosted information booths at the Kampala WASH Symposium, Stockholm World Water Week and the UNC Water and Health Conference. Conference sessions were held at Africa Water Week, Stockholm World Water Week and the UNC Water and Health Conference. These focused on the progress made in Agenda for Change countries and provided an overview of the movement globally. In addition, IRC, on behalf of the Agenda for Change movement, coordinated a breakfast meeting for key stakeholders in the WASH sector at SWWW to show progress made over the last year, an overview of country specific work and discussions about how to move Agenda for Change forward.

3.1.1 Communication and communication products

In 2016, IRC continued to produce and disseminate a range of communication products using multiple communication channels:

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[16] For details see Annex 12: IRC Global Communications in 2016 and Table 10 Professionals reached worldwide by IRC through training, webinars, thematic groups, events and e-discussions.
[17] For details see Annex 8: Capacity building sessions worldwide co-organised.

- IRC organised five events in the Netherlands and IRC staff gave more than 40 presentations and submitted papers at international events, published 44 research outputs (briefing notes, working papers, research reports) and two journal articles.
- In 2016, IRC published more than 57 blogs (Annex 9: Blog titles and links), five press releases and eight issues of E-Source.
- IRC's digital presence increased to 432,508 page views, while IRC in social media had 26,100 followers, suggesting that IRC continued to be a trusted and reliable source of information and innovation with 22,876 resources and 153 news items published on the IRC website in 2016.

IRC in collaboration with WSUP and Trémolet Consulting created the Public Finance for WASH initiative to address the gap in financing for the SDGs. Several briefs and news items have been published on the website in 2016. Research on public finance for WASH in Burkina Faso, India, Honduras and Ethiopia has started in 2016 and will be published in 2017.

Our Global Communication achievements are presented in Annex 12: IRC Global Communications in 2016, while details about the use of IRC's website can be found in Annex 10: IRC's digital presence and detailed information on blogs in Annex 9: Blog titles and links and research outputs published in Annex 11: IRC-published research outputs.

In 2017, IRC will continue updating its communications agenda as it will be useful to have IRC's audience, mission and priorities aligned to the new IRC Theory of Change (2017 – 2030) and notably the drive to seek growth in investment and fundraising activity.

3.1.2 Tool development

Whereas, IRC has been known for its products (including tools) related to different aspects of WASH service delivery, these have now for the first time been brought together in a comprehensive manner, through a dedicated tools section on the IRC website; WASH Tools.

WASH Tools includes tools, concepts and cases developed by IRC and its partners. In 2016, 25 new tools have been reported (see table below). WASH Tools had over 3,566 unique page views and overall more than 37,000 pdfs have been downloaded from these particular web pages.

Through the Agenda for Change, IRC has been able to articulate a roadmap that shows when to use which type of tools in the process of getting sustainable and universal WASH services. New tools have been developed on faecal sludge management and new costing tools such as the currency converter.

Table 8   Tool development in 2016

	Tool name	Short description
1	A methodology to cost water services in a refugee context	The life-cycle cost approach to costing the provision of water services to refugees in camps (update)
2	A principle-based approach to sustainable rural water services at scale : moving from vision to action	This Triple-S Working Paper presents the Triple-S Principles Framework and the key concepts behind it.
3	Aid effectiveness in the water, sanitation and hygiene sector of	Study on aid effectiveness in Honduras underpinning IRC's approach based on the understanding that achieving universal

	Tool name	Short description
	Honduras	and sustainable WASH.
4	Annotated Water Integrity Scan	This tool serves to increase awareness about water integrity by stimulating debate on the topic and to quickly assess integrity risks in the water sector.
5	Assessing hygiene cost-effectiveness: a methodology	This paper offers a methodological framework to assess the cost effectiveness of hygiene interventions based on preliminary test observations.
6	Classifying progress in rural water experiments	This tool provides guidance on a systematic approach to experimenting with innovative solutions to water problems.
7	Developing institutional frameworks for monitoring rural water services in Latin America	Various countries in Latin America have begun monitoring rural water supply service delivery, driven by two objectives: 1) to establish rural water inventories for investment planning, and 2) to target post-construction support. A methodology to define an institutional framework for monitoring was developed in order to avoid problems with the sustainability of the monitoring systems themselves.
8	Documenting change : an introduction to process documentation	Documenting change is a vitally important activity for learning from and improving upon work carried out.
9	Faecal Waste Flow Calculator	The tool is developed to determine faecal waste volumes along the entire sanitation service chain, allowing city planners, service authorities or any other users to determine where the biggest losses are and where interventions should be targeted. Less easily quantifiable issues such as the existence of policies and legislation, availability and transparency of plans and budgets, presence and adherence to environmental and safety standards are captured with the use of score cards.
10	Guidelines for developing a Self-supply acceleration plan for your area	Self-supply, where households or small groups of households take the lead in the development and improvement of their own water supplies is now a recognised approach to realising universal access to safe water in Ethiopia. These guidelines support planning and implementation of activities to enhance and accelerate self-supply at regional, zonal and Woreda levels.
11	Guidelines for planning and providing multiple-use water services	This manual synthesises various existing guidelines on the multiple-use water services (MUS) approach into one concise set of generic guidelines on 'how to do MUS'.
12	IRC Costing and Budgeting Tools	This set of tools is developed to support district authorities in planning and budgeting for sustainable water services in their district or municipality.
13	IRC's tool for communications strategy development	A step by step guidance for developing a communication strategy for your programme.
14	Online training course: costing sustainable services	This is a free-of-charge Moodle training provided by IRC.

	Tool name	Short description
15	Retrospective Currency Converter	This tool can be used to review historical expenditures and derive estimates that can be used for financial planning purposes.
16	Sanitation Supply and Demand Tool	With the help of this tool a rapid assessment can be done to understand current and potential future supply and demand for sanitation products and services.
17	Sustainability Monitoring Framework and Sustainability Index	The SMF/SI measures the likelihood of a sustainable WASH service or hygiene behaviour. It investigates if all the requirements are present and needed to ensure a sustainable service. This includes the enabling environment (policy, strategy, capacities, attitudes, behaviours etc.) – updated.
18	Target audience analysis tool	This tool gives guidance for a structured process for identifying communications targets, prioritising these, and defining pathways to influencing.
19	Technology Applicability Framework	The Technology Applicability Framework (TAF) is a decision support tool on the applicability, scalability and sustainability of a specific WASH technology to provide lasting services in a specific context and on the readiness for its introduction.
20	Technology Introduction Process	The TIP gives guidance for countries on how to develop country-based technology validation and introduction guidelines and how to apply them so that the sector can learn and develop in terms of innovation.
21	The EMPOWERS approach to water governance: guidelines, methods and tools	These are a compilation of guidelines, methods and tools for use in processes of planning and dialogue for improved water governance at local and governorate level.
22	The EMPOWERS approach to water governance: guidelines, methods and tools	Guidelines, methods and tools for use in processes of planning and dialogue within and between local and intermediate levels.
23	Tools for costing Everyone Forever in Bolivia	The actual tools are in Spanish, but there is an explanation available in English.
24	Understanding the resource implications of the 'plus' in community management of rural water supply systems: concepts and methodology.	The Community Water Plus research project studies a sample of twenty of the most successful community-managed rural water programmes in India, examining what type, extent and style of supporting organisations that are prevalent in the rural water supply chain and the resource implications of this. The conceptual framework and methodology described in this working paper are believed to be of relevance beyond this specific research project, and can be used by other studies into support to community-managed rural water supplies.
25	Using ICT for monitoring rural water services : from data to action	A conceptual framework for using information and communication technologies to improve service delivery in the rural water sector.

Source: IRC Communications.

3.2 Innovation and action research in countries and globally

In 2016, IRC ran seven programmes: a global programme (International and Innovation programme), and six country programmes (Burkina Faso, Ethiopia, Ghana, Honduras, India, and Uganda). Activities were carried out in 23 additional non-focus countries[18].The assignments of IRC Consult are treated as part of the International and Innovation programme.

IRC's largest project, Sustainable Services at Scale (Triple-S), ended formally in April 2014, but was extended to December 2016 under a cost-neutral extension. At the end of 2014, IRC had clearly met its primary goal of creating a paradigm shift in the rural water sector: from hardware to service delivery.

All 44 research outputs can be found in Annex 11: IRC-published research outputs.

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[18] Countries where IRC was active in 2016 apart from the IRC focus countries are: Bangladesh, Benin, Bhutan, Bolivia, Cambodia, Central African Republic, Guinea, Indonesia, Ivory Coast, Kenya, Laos, Liberia, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Papua New Guinea, Sierra Leone, Tanzania, Timor-Leste and the Latin America and Caribbean region. The work in the Latin America and Caribbean region was combined desk work for all the 26 countries in the Latin America and Caribbean region with a visit to Chile.

4 Inputs

This section provides a brief overview of the inputs that IRC used for achieving its Goals from 2014 - 2016. Table 9 presents 2014 to 2016 expenses by IRC's programmes. Expenses in 2016 have increased compared to 2015. Overall expenses clearly reflect the decentralisation process with a stronger focus on the country programmes. In 2014, the International and Innovation programme accounted for 67% of the total, while in 2015 and 2016 this was around 50%. The overall reduction in expenses in 2015 was mainly due to the winding down of the Triple-S project in 2014. This also explains the significant reduction in expenses by the Uganda country programme, while the Burkina Faso country programme expenses increase was caused by large sanitation implementation programmes and the increase in Ethiopia by the large monitoring support programmes.

Table 9   Expenses IRC programmes 2014 to 2016 (in Euros)

Programme	Expenses (EUR) 2014	Expenses (EUR)[19] 2015	Expenses (EUR) 2016
Country			
Burkina Faso	750,000	1,320,000	1,195,234
Ethiopia	340,000	760,000	684,824
Ghana	1,290,000	1,370,000	1,161,374
Honduras	50,000	80,000	183,762
India	150,000	130,000	351,619
Uganda	820,000	460,000	824,452
International and Innovation	4,800,000	3,660,000[20]	4,856,561
TOTAL	**10,290,000**	**7,780,000**	**9,257,827**
	Expenses (EUR) 2014	**Expenses (EUR)[21] 2015**	**Expenses (EUR) 2016**
Region*			
Africa	590,000		1,144,683
Latin America	70,000		66,141
Asia	1,430,000		433,157
Region TOTAL	**2,088,199**		**1,643,981**
Focus country TOTAL	**3,400,000**	**4,120,000**	**4,401,266**

*This is the sum of the regional activities in that region without expenses in the IRC focus countries and the International and Innovation Programme.

Source: IRC Finance.

Expenses in Asia reduced significantly since 2014 due to large programmes such as the BRAC WASH programme winding down in 2015 while expenses in Africa doubled.

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[19] Figures of 2015 are rounded off at 10,000s.
[20] This figure includes the expenses for The Netherlands € 690,000.
[21] Figures of 2015 are rounded off at 10,000s.

During 2016, 39 new projects were acquired by IRC and its partners, making a total of 93 active projects in 2016 (see Annex 13: Active projects in 2016) for the full list).

4.1   Staff and offices

To prepare IRC for fulfilling 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 our activities.

After the staff downsizing in late 2014, IRC reconfigured the staffing structure in 2015. This has resulted in some 30 full-time-equivalent staff (a reduction of approximately 30%) in the Netherlands and 35 staff in focus countries.

Table 10   IRC staff in 2016

Total staff IRC	2016
Staff in the Netherlands (in FTEs, at 31/12/2016)	29.9
Interns throughout the year (headcount)	10
Associates (headcount)	13
Via job agencies (headcount)	1
Freelance/ZZP (headcount)	0
Country offices (in FTEs, at 31/12/2016)	35.4
Burkina	9.3
Ethiopia	5.4
Ghana	10.5
Honduras	1.5
India	1.7
Uganda	7

Source: IRC HR.

5 Highlights and challenges

This section draws on the monitoring data collected by IRC in 2016 and reported in the previous sections and annexes to draw out some of the most important highlights and challenges of IRC's seven main programmes in 2016: the International and Innovation programme and the programmes of the six focus countries: Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda.

5.1 International and innovation programme

In 2016, IRC committed to foster government leadership in the sector, mobilisation of more public finance, support to strong national systems to monitor and manage water and sanitation and to build the capacity of civil society organisations to hold their governments and service providers accountable – all of which are crucial for realising IRC's vision in which government provides accountability and sufficient resources to ensure increased and sustainable water and sanitation services.

The International and Innovation programme develops and advocates for a *Service Delivery Approach* at international, national, and district level by driving innovation and research; relationship building and management of key sector influencers; capacitating service providers and authorities; strengthening resource mobilisation through effective management of assets and financial flows; and supporting the development of monitoring systems and other mechanisms that increase evidence and knowledge for driving the sector forward.

DGIS has continued to play a leading role in promoting sustainability of service delivery, building on advice provided by IRC. We supported DGIS in reviewing the experiences with sustainability checks in the UNICEF WCARO programme and provided recommendations for standardizing the approach. We are providing similar support to the DGIS-supported Global Sanitation Fund of the Water and Sanitation Collaborative Council developing for them a Theory of Change and results framework, in which the checking and monitoring of sustainable services is central.

The service delivery approach also comes across in the new DGIS strategy for reaching 50/30 million people with sanitation and water services, though concerns exist on the finances that DGIS has available for this ambitious strategy.

Our partnership with the United Nations continued by providing policy recommendations to the World Health Organization on improving service delivery of small water and sanitation systems and we developed tools to assist UNICEF in assessing WASH monitoring and evaluation in Central African Republic, Côte d'Ivoire, Guinea, Liberia, Mali, Mauritania, and Sierra Leone. For UNHCR, we have completed the costing tools for assessing capital and recurrent costs for water supply in all types of refugee camp settings. The costing dashboard is now part of UNHCR reporting tools.

Agenda for Change (A4C) was launched at a key sector event (LATINOSAN) and many key players expressed interest in more information and staying informed about developments and ways of engagement in the Agenda for Change movement.

The One Drop (in partnership with IDB, FEMSA and Pepsi Cola) regional programme for the Latin America and the Caribbean (LAC) region is formulated around (elements of) the Agenda for Change and includes a proposal and expression of interest for IRC's support in establishing and implementing the backbone (hub) functions in their programme countries and at regional level.

The Millennium Water Alliance (MWA) partnerships adopted a new strategy for LAC framed around sector systems strengthening and the A4C principles.

IRC facilitated and implemented a [session](#) during the UNC Health Conference (2016) on "Sector strengthening for achieving the SDGs in Latin America: A focus on monitoring and planning capacities for sustained service delivery". This session was convened by IRC, Catholic Relief Services, WaterAid and Water for People.

A [joint session](#) on Knowledge Management (KM) and Sector Learning (SL) with AMCOW, RWSN, WSSCC, and UNICEF-WCARO was facilitated and implemented during the 6th Africa Water Week in Tanzania.

Besides our focus countries, IRC's expertise and influence extended across the globe, assisting governments in Cambodia, Nepal, Bhutan, Indonesia, South Sudan, Timor-Leste, Papua New Guinea and Zimbabwe on improving water, sanitation and hygiene monitoring, and service delivery models and approaches.

5.2 Burkina Faso

At national level, IRC Burkina Faso has been supporting the Ministry of Water and Sanitation to finalise national sector planning for SDG 6. Within its major sanitation project (SaniEst) IRC has been supporting six municipalities with better monitoring, planning and coordination around the delivery of sanitation services. In parallel, IRC initiated an advocacy platform with CSOs and mainstream media called FAS'EAU Alliance to promote the human right to water and sanitation.

The main challenges faced by IRC Burkina are about having the organisational means to respond to demand: supporting the sector in solving the huge amount of complex problems they are now aware of (sustainability, effectiveness, universality, etc.). IRC is expected to provide (and help providing) solutions at political and strategic levels (financing models, institutional arrangements models, capacity development strategies, etc.) as well as at operational level (service delivery models, asset management models at communal level, tariff setting and local strategies for covering vulnerable populations etc.).

Lobbying and advocacy are key for structural and systemic change. Being able to hold national authorities and donors accountable requires legitimacy within the national arena of power. IRC has the credibility of a foreign NGO but the local civil society voices provide the legitimacy.

5.3 Ethiopia

In 2016, IRC Ethiopia expanded its programme. Key partner of IRC Ethiopia is the Government of Ethiopia in particular the Ministry of Water, Irrigation and Electricity, the Ministry of Health and the Ministry of Education. IRC Ethiopia engages in a range of key sector platforms, including the Self-Supply Task Force, WASH Sub-Group and National Rural Water Supply Technical Committee, Sanitation Marketing Multi-Stakeholder Platform and Household Water Treatment Working Group.

IRC developed a data exchange agreement for all WASH ministries including Water, Health, Education and Finance, in addition to authoring the procurement documents for the national WASH management information system and the national WASH mobile survey tool.

Technical and managerial support continued in monitoring and evaluation to the One WASH National Programme (OWNP) with DFID-funding. A key highlight was working with OWNP to

produce the first sector-wide annual WASH report, a cornerstone document for government, development partners and civil society.

IRC also continued to support UNICEF in the implementation of the ONEWASH PLUS project focused on eight small towns. This involves providing monitoring and related knowledge management services to support learning within the project and influence the wider sector.

The Lowland WASH activity is extending water, sanitation and hygiene to some of the hardest to reach pastoralist communities in the Afar, Somali and Southern Nations Nationalities and People's regions of Ethiopia. IRC started a productive collaboration initially providing advisory expertise to understand WASH monitoring and evaluation challenges.

Our work with the Millennium Water Alliance continued to focus on finding ways to realise household-led investment models to water supply (Self-supply). This led for example to a case study of implementation by Millennium Water Alliance partners in Oromia and Amhara regions of Ethiopia.

Although progress in the Ethiopian WASH sector has accelerated in extending first time access, enormous sustainability challenges remain and this forms the core of IRC Ethiopia work to help the sector find long-term solutions.

5.4 Ghana

Key successes for IRC in Ghana in 2016 include:

The partnership SMARTerWASH with CWSA, Akvo and Skyfox to improve ICT infrastructure, refine indicators for monitoring water services and transfer skills to government officials in their application has yielded positive results. The programme outcome target of fostering government leadership and enabling government officials to apply the tools and skills to establish a database on rural and small town water facilities and service levels in 131 districts was achieved in 2016 with the completion of the data collection process in the last 10 districts.

This was achieved with collective funding from DGIS, the World Bank, UNICEF and the Conrad N. Hilton Foundation. SMARTerWASH ended in December 2016 with the majority of the key outputs completed and evidence of positive outcomes emanating from the regions. Within the project period there have been capacity development trainings for government officers at national (30) regional (150) and district (714) level; the data has been analysed and factsheets have been developed and disseminated (regional factsheets (6) and district fact sheets (119) at the national and regional levels).

Work within the 13 districts of focus for IRC and the Hilton grantee partners (World Vision, Safe Water Network, WaterAid) have continued and there is evidence of progress in the use of IRC tools and approaches as service monitoring data, asset management framework and the LCCA planning and budgeting for the provision and management of water services. All 13 districts have been supported to develop district water and sanitation plans utilising the elements of the SDA. This was done in close collaboration with CWSA, and the National Development Planning Commission (NDPC) to ensure that it aligns with national processes and get the NDPC engaged on the new developments within the sub-sector.

Stage one of the Sanitation Challenge for Ghana ended successfully with an award of cash prizes to three Metropolitan Municipal and District Assemblies (Jasikan, Nanumba North and Atiwa)

and honorary awards to 18 MMDAs for the submission of innovative liquid waste management strategies. The Sanitation Challenge for Ghana is part of a large action research programme called Ideas to Impact, which aims to test the applicability and effectiveness of innovation prizes for addressing critical development challenges in climate change adaptation, energy access, and water and sanitation for the world's poorest people or low-income households. Ideas to Impact is funded by DFID and managed by a consortium led by IMC Worldwide.

Following the success, IMC Worldwide has requested IRC Ghana to continue its role as the implementing and communication agent for stage two of the Sanitation Challenge. Seventeen out of the 21 shortlisted MMDAs are participating in stage two of the competition which involves implementation and measurement of impact of the interventions from July 2016-December, 2018. IRC Ghana will continue to work within the project to further explore other opportunities for the Ghana programme in the sanitation sub-sector and to find alternative solutions for financing sanitation service delivery.

5.5 Honduras

In 2016, a further articulation of the [Para Todos Por Siempre (PTPS)](#) initiative took place, by structuring it according to a roadmap towards 'everyone, forever' at municipal level. This roadmap was applied in some 17 of the municipalities associated with PTPS, and these are now about half way, by having put the required institutional arrangements in place, having a baseline of service provision and a first insight into costs of services. In parallel, guidelines and tools were developed at national level, amongst others for the roadmap as such, for the various institutions and for costing. Finally, a monitoring framework for PTPS was developed, and a baseline compiled ([Monitoring framework of PTPS](#)).

IRC Honduras hired a second staff member and first steps were taken towards registration in Honduras.

In November, IRC Honduras started a new project on WASH in dispersed rural settings, which should allow us to get more insight into reaching the last few percent of unserved.

5.6 India

The India Country programme has actively participated in the Watershed project which started in January 2016.

IRC India together with Ennovent and TARU launched the [Sanitation Innovation Accelerator 2016](#) for India's rural markets. A total of 88 innovations were submitted to the Accelerator, of which six were shortlisted for a coaching trajectory to improve their business. Mayank Midha of GARV Toilets won the Sanitation Innovation Accelerator 2016. The judges praised the indestructible smart toilet which is much cheaper than comparable models without compromising on quality.

The [Community Water Plus project](#) was finalised with 20 case studies and a video 'The Future of Village Water Supply: What is the Role of Community Management in the Transition?' being published. This project investigated successful community-managed rural water supply programmes and approaches across India.

As part of Safe Water Phase II case studies have been compiled in five countries that have been successful in the business of providing household water treatment systems. In India the organisations selected were TARA and Spring Health.

IHUWASH - Innovation Hub for Urban WASH - is a programme funded by USAID and led by the National Institute of Urban Affairs. IRC is partnering with TARU and Ennovent to implement this programme. Preparatory discussions and planning took place end of 2016 and the baseline will start early 2017. IRC's involvement will be on capacity strengthening and (rapid) sanitation assessments.

5.7 Uganda

The WASH sector in Uganda made significant steps in providing access to water and sanitation services. According to the 2016 Ministry of Water and Environment (MWE) Sector Performance Report access to safe water increased from 65% in 2015 to 67% in 2016 and that of sanitation from 77% to 79% during the same period. However, the functionality of water supply facilities dropped from 88% to 86% in the same period.

The status of WASH services in the IRC Uganda focus districts also showed some changes. In Lira district, functionality of water supply facilities improved from 77% to 81% while in Kabarole functionality was maintained at 84%. The increase in functionality was partly attributed to enhanced capacity of the Sub county Water Supply and Sanitation Boards (SWSSBs) and Hand Pump Mechanics Associations (HPMAs) in maintaining water supply facilities both of which are initiatives that IRC has supported.

In general, IRC Uganda's progress in realising the outcomes was as planned though work on systems strengthening mechanisms for water, learning and adaptation stood out. The expected outcomes for sanitation were not realised as planned.

There was increased collaboration of partners at national and district level on a range of system strengthening initiatives. At national level the WASH Agenda for Change Coalition was able to reach consensus and develop a shared understanding on the Road Map of Universal Access and on the relevant tools and approaches. At district level IRC Uganda had the opportunity of strengthening collaboration with local partners (JESE, HEWASA, SNV) and District Local Governments on SWSSB and HPMA capacity and working modalities. The local partners (JESE, HEWASA) are also collaborating on IWRM and WASH lobbying and advocacy under the Watershed programme.

The role of IRC Uganda as National Coordinator for WSSCC in Uganda earned it space and voice in the national level dialogues on rural sanitation planning, financing and programming. IRC and the other Agenda for Change Coalition partners played an active role in the strategic level discussions and decisions of the Uganda Sanitation Fund (USF) Project Steering Committee. The USF is the biggest source of funding for rural sanitation and is worth US$ 9 million for the period 2011 - 2020. The active involvement of the Agenda for Change Coalition on the USF Project Steering Committee contributed to improved collaboration with the partners and provides opportunity for influencing the shape of the programme. Given the strategic position of IRC Uganda, there is need for the country programme to develop a coherent approach towards sanitation interventions to enable it to make grounded proposals for change in the sector.

The re-opening of the IRC Uganda office in Kabarole and eventual signing of a MoU with the District Local Government were key milestones in re-positioning the role of IRC at district level following the closure of the office in October 2014.

6   Reflection on the 2012-2016 business plan

2016 was the final year of IRC's 2012-2016 business plan (and the subsidy agreement with DGIS that supported it). Over this period IRC has gone through a process of profound change that included: decentralisation and opening of offices in some of its focus countries (2012); a full rebranding exercise (2013); a significant costs reduction in its office in The Netherlands (2014) and an ongoing restructuring of its internal organisation. All of this was driven by a vision of becoming a modern NGO and think-and-do tank, embedded in countries and making new knowledge lead to real change.

At of the end of 2016, this transformation was largely complete: IRC has an international programme run from The Hague, six ongoing country programmes, and country offices in Burkina Faso, Ethiopia, Ghana and Uganda; offices will be established in India and Honduras in the course of 2017. IRC's hybrid business model, delivering programmes funded from a mix of philanthropic and market sources is largely complete, also as a result of the development of our IRC Consult sub-brand.

At the same time, and as demonstrated by the findings of the End of Programme Evaluation (EPE) commissioned by DGIS, IRC has been largely successful in achieving the ambitious goals of our 2012-2016 business plan. Given both the ambitious nature of the plan, and the innovative outcome focused way of working, this was very gratifying. Over the five years of implementing the plan many lessons have been learned. Perhaps most importantly, that committing to broadly formulated Outcomes and Goals (such as "Adoption of a Service Delivery Approach") is a legitimate and useful way to guide programming, especially for a "think-and-do tank" that seeks to ensure that new knowledge leads to real change. This is particularly so when Goals and Outcomes are used to provide guidance to committed and embedded national and international teams given broad operational freedom to address the goals in ways that make sense to them and their partners. At the same time, it became clear that a strong intervention logic (or theory of change) backed by an equally strong monitoring framework are essential adjuncts to an outcome focused way of working.

Another important area of learning to come out of the programme are the limits to what can be achieved by change in policy and understanding if not backed by strong political and financial commitments. The danger is that people adopt a new language and way of thinking (for example around life-cycle costs or service delivery approach) but that change in behaviour that results in real improvements to services is slow to follow.

The lessons learned have been incorporated into IRC's new Strategy Framework and Theory of Change which, while building in an evolutionary manner on experiences over the previous five years, have at its heart a more explicit long-term commitment to partner districts. By doing this the full chain of policy to implementation (and back) can be continuously tested and experimented upon: and the extent to which changes in policy lead to improved results measured. At the heart of the new Theory of Change, is a second area of learning from the last five years: that political commitment is the single most important element in achieving the SDGs. Creating this political support, at the highest levels of a country's government, is central to a range of new advocacy activities including those being implemented by Watershed. Next to (and strongly related to) political support and leadership, finance continues to be probably the single most important bottleneck facing progress towards SDG 6. As such, this will continue to be a central focus for IRC's work.

The 2012-2016 business plan had the adoption of a Service Delivery Approach as its primary goal. This came, in particular, from an analysis that saw sustainability as a critical issue for the sector. And that, in turn, lack of sustainability was driven by a focus on delivering new infrastructure (hardware) at the expense of the systems needed to manage and maintain it to deliver services. As the EPE notes, the adoption of the Service Delivery Approach is the single biggest success of the business plan. More recently, IRC has sought to embed the concept of the Service Delivery Approach within a broader context of systems change and systems strengthening. This is driven by an understanding that, to deliver sustainable WASH services to everyone (SDG 6) and to cut the reliance on aid to do so requires strong national systems capable of delivering those services. Systems change and systems strengthening lie at the heart of Sanitation and Water for All and the Agenda for Change. They are equally embedded in IRC's new strategy.

IRC's niche remains the same. At country level it is a combination of: a good research agenda and capacity - able to translate concepts into action on the ground; a balanced and appreciated position between NGO, government and other actors; an international network of professionals on call; a set of core competences across critical areas such as monitoring, costing, finance and sector governance. This is complemented by strength at the international level characterised by a broad range of skills in knowledge management and (policy) advocacy: synthesising, extracting, comparing and documenting evidence.

6.1   Looking forward

The transformation that IRC has been through over the last five years has brought us to the position of being an internationally respected organisation and a brand with a highly relevant set of concepts, approaches and skills and strong country programmes where we are seen as a trusted and impartial actor. It has also brought us a reformed hybrid (social enterprise) business model and an ambitious new strategy embedded in the SDGs.

At the same time, even while the market for IRC's "systems strengthening" and "sector knowledge" is growing (a market that we have contributed greatly to creating) our business model remains reliant on a un- (or loosely) earmarked programmatic funding that is difficult to find.

Without this flexible programmatic funding (around 20% of total turnover ~ € 2 million per year) it remains difficult to pull the disparate projects that make up the remaining 80% into coherent programmes; as it does to provide knowledge products (public goods) for which there is high demand but low willingness to pay. Reliance on this funding remains IRC's Achilles' heel: an inheritance from our origins within Government – where there was no need or expectation of building out a broad base of support.

Looking forward, therefore, a major focus for the first few years of the new business plan will be securing this flexible financing through continuing to build the market for what IRC offers and by building out a network of supportive donors for this part of IRC's business. With this as a priority, we will continue to finesse and strengthen our decentralised organisational model: adding new focus countries (up to a total of 10 by 2021); increasing the independence of existing focus countries; building the IRC Consult business and continuing to ensure the relevance of and demand for our knowledge and skills.

7 Annexes

Annex 1: IRC Impact and goal scores 2016

Table 11 IRC Impact QIS goal scores 2016

Programme	Impact scores										QIS goal scores			
	Population reached directly	Population reached indirectly	Number of professionals reached	Functionality of water systems	User Satisfaction	Rural drinking water budget	Urban drinking water budget	Post construction urban drinking water budget	Rural sanitation budget	Urban sanitation budget	SDA Building Blocks	Learning Sector	Aid effectiveness	Livelihoods impact
Burkina Faso	613,000	1,100,672	438	88.70%	Not available	N/A	N/A	N/A	N/A	N/A	50	75	75	75
Ethiopia	0	395,570	179	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50	50	75	0
Ghana	316,148	802,538	1,009	74%[22]	19%[23]	GHS 52,005.291[24]	N/A	N/A	N/A	N/A	50	75	50	25
Honduras	0	619,418	150	83%[25]	n/d	5.7 US$[26]	4.8 US$[27]	0.98 US$[28]	3.3 US$[29]	4.3 US$[30]	65	50	50	50
India	0	0	155	Not available	Not available	Not available	Not available	Not available	Not available	Not available	35	35	50	25
Uganda	350,000	880,700	350	86%	n/d	0.6 US$	8.3	1.80%	0.03	N/A	75	75	80	30
International	259,437	688,806	259,347	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	75	50	20
Total	1,538,585	4,487,704	260,175											

Source: IRC Programmes.

[22] For 131 out of 216 districts based on data from 2014 and 2015.
[23] Data for 6 DAs in 5 regions - satisfied with the reliability, quantity, quality and accessibility of their water supply.
[24] 13.9 % of MWRWH budget * Source: Government of Ghana budget statement.
[25] Scoring A or B on SIASAR.
[26] Rural inhabitant, MAPAS, 2017.
[27] $/urban inhabitant, MAPAS, 2017.
[28] Per person in rural areas, please note this is post construction for rural water and sanitation combined.
[29] Rural person, MAPAS, 2017.
[30] Urban inhabitants, MAPAS, 2017.

Annex 2: QIS scoring for impact measurement IRC country programmes

Number of SDA building blocks mainstreamed by national government and development partners

The indicator -Adoption of SDA Principles- (on a scale of 100) is based on the scoring at country level measured by QIS. Each level indicates a certain score.

The SDA indicator reflects the score by the Country Director and sector leaders on a scale of 100 whether the national government and development partners have integrated the SDA approach in their policies, practices and funding patterns.

Table 12   QIS scoring indicator adoption of SDA principles

Description	Score
National Government and development partners have mainstreamed all SDA building blocks in their policies, practices and funding patterns: • Management of water and sanitation services is professionalised, with several legal options for service providers setup, • All being supported adequately by capable service authorities, and regulated through appropriate mechanisms. • All interventions are harmonised and coordinated, in a sector that values learning and is prepared to adapt based on experience. • Systematic asset management is planned and financed, with clear roles and responsibilities for all involved. • The national monitoring system tracks service delivery indicators and services providers' and authorities' performance indicators, against nationally agreed norms and standards. • Financial frameworks account for all life-cycle costs, and commitments are made at all levels.	100
Most (at least eight) building blocks are included in national government and development partners' policies, but only some (at least four) are being actually transformed into practice. For example: • Alternative service providers options are being promoted and the learning and adaptive capacity of the sector is good at national and at decentralised levels. • Leadership of national government and systems exist but remains weak. • National monitoring is in place but not all stakeholders are actively supporting their updating and usage. • Financing all life-cycle costs remains a challenge, especially for improved asset management and support to service authorities.	75
Though at least five principles are very prominent in their discourse, only some (at least two) SDA building blocks are integrated in national and development partners' policies and fewer even are being put in practice. For example: • National and harmonised systems (planning, monitoring, funding) exist but are bypassed. • Asset management is very limited and it is very difficult to finance capital maintenance expenditure and direct support costs, especially in district budgets. • National monitoring is being upgraded but not yet able to provide a compelling and global picture for action.	50

Description	Score
• Support to service providers and service authorities remains weak on a country scale although there are pockets of evidence that improved Service Delivery Models (SDMs) are making a difference.	
• National government starts using some (at least two) SDA principles in its discourse but SDA is not yet accepted by all stakeholders. • Main implementation remains through isolated projects, with ongoing testing of some (at least two) building blocks for SDA.	25
WASH planning and implementation is through projects and concentrates on infrastructure building.	0

Degree of alignment of planning, finances and policies by development partners to government priorities and government-led systems

National government is responsible and accountable for service provision and should therefore be in the lead on service delivery. Being in the lead entails harmonising and coordinating actors and programmes on WASH services. These actors include national and local government, donors, lending banks, NGOs and other WASH sector stakeholders.

Harmonisation and coordination entails all actors recognising and adhering to common principles and approaches when supporting water and sanitation services. It includes the principles of 'aid effectiveness', meaning especially that external actors better coordinate amongst themselves and align behind a recipient country's national policies, priorities, and systems. It means implementing programmes (at local level) should follow nationally-set guidelines and standards.

The government leadership indicator reflects the score by IRC Country Directors and sector leaders on a scale of 100 of whether the harmonisation and coordination functions are sustained in the country.

Table 13   QIS scoring indicator government leadership

Description	Score
• Government and Development Partners have harmonised and aligned their policies, practices and funding patterns in the country. • All funding for WASH investment and sustainability support goes through a sector budget or joint programme funding un-earmarked, with the national and local governments (as appropriate) in accepted leadership for prioritisation, allocation and management of undertakings and funds. • Monitoring and reporting is through national systems that inform all stakeholders according to their needs.	100
• National systems, guidelines and platforms for harmonisation and alignment exist and are supported by development partners. • Though interventions are being harmonised, implementation remains partly fragmented. • Although there is a system to channel funds via the sector budget and/or joint programme funding and some development partners use this system and follow national and local government priorities, others still earmark their funding to their own specific targets.	75

Description	Score
• The leadership of national government and systems exist but remains relatively weak. • Monitoring systems are in place but not all stakeholders are actively supporting their updating and usage.	
• National systems, guidelines and platforms for harmonisation and alignment exist. • Development partners and all sector stakeholders invest and support national guidelines and frameworks development (like a sector strategic development plan). • There is a mixed practice: there is no system to channel funds via the sector budget and/or joint programme funding; some development partners' funding follows national and local government priorities; others still earmark their funding to their own specific targets.	50
• National systems, guidelines and platforms for harmonisation and alignment exist but are bypassed. • Development partners discourse and policies show a shift towards principles of Harmonisation and Alignment (national leadership, norms and monitoring), but main practice remains project implementation.	25
Development partners plan, present and implement WASH projects in isolation of national systems and priorities.	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 20 – 21.

Degree of country hub led MSP and LA activities contributing to review and adaption of policies and practices of the sector

Getting services to everyone implies igniting broadly based and nationally owned movements that are able to grapple with the inherent complexity of getting services to everyone; movements that can work out and then implement their own solutions; that learn what does and doesn't work as they go; that adapt where necessary until, eventually, they reach (and maintain) their goal. The country offices are to play an important role in generating or empowering these movements; they function as a hub or learning alliance or multi-stakeholder platform to support the national WASH community to learn and adapt.

The learning and adaptive sector reflects the score by the Country Director and sector leaders on a scale of 100 whether hub functions (learning alliance/multi-stakeholder functions) are sustained in the country (meet at different authority levels with defined frequency for sharing, reviewing and adapting service delivery models, and are sustainably funded) and whether they influence adaptation of policies and practices.

The sector is able to learn, innovate and adapt in the face of change. Services are delivered to agreed standards: the quality of those services is monitored in (close to) real time. Within countries clear mechanisms exist to use data from monitoring to identify blockages and find solutions. National mechanisms exist for documenting and sharing innovations and lessons learnt. Innovative and cross-sectoral evidence is generated by IRC and partners simulating sector change. IRC and partners datasets are accessed and used as evidence for stimulating sector change. Data is freely available.

Country hubs are active coordination points for MSPs and facilitate sector learning and KM with a link with sector review and planning processes. IRC country programmes are key players in making the country hubs a success.

Each step on the ladder has a short description, called mini-scenario, which describes the situation represented by a particular score. The QIS table used for scoring the learning sector is shown in Table 14:

Table 14   QIS scoring indicator learning sector

Description	Score
• A regular (at least two-yearly) government led review of sector performance takes place with the participation of all sector stakeholders. • The sector is using evidence from (monitoring) data to review on a regular basis sector performance. • The concept of the Learning Alliance (LA) as method for participatory action research is known and used at least once per year in the sector. • Multi-stakeholder platforms exist at all levels (national, regional and/or district, with a minimum of 2 levels, as appropriate), and are sustainably funded by member contributions. • MSP meetings happen with defined frequency for sharing, reviewing and adapting service delivery models. • Recommendations from MSP and LA are used for review of policies and practices. • A country hub is sustained and financed by (member) sector organisations.	100
• Multi-stakeholder platforms exist at least at one level (national, regional and/or district, as appropriate), and are sustainably funded by member contributions. • MSP meetings happen with defined frequency for sharing, reviewing and adapting service delivery models. • Recommendations from MSPs and LA are used for review of policies and practices on an ad hoc basis. • A country hub is sustained but with funding only from a few or one stakeholder(s).	75
• Multi-stakeholder platforms exist at least at one level (national, regional and/or district, as appropriate), but is funded only on an ad hoc basis. • MSP meetings for sharing, reviewing and adapting service delivery models happen on an ad hoc basis. • A country hub is sustained but with funding only from a few or one stakeholder(s).	50
A multi-stakeholder platform exists at the national level, but is funded only on an ad hoc basis.	25
No multi-stakeholder platform exists or meets regularly in the country.	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 22 – 23.

Degree to which WASH sector is coordinating its policies, practices and budgets to maximise efficiency and effectiveness in improving livelihoods

The maximising livelihoods impact indicator reflects the score by the IRC Country Directors and sector leaders on a scale of 100 on whether the sector is taking as a starting point the effective use of WASH services to improve livelihoods.

The sector has a clear understanding of the potential for access to WASH services to improve livelihoods across health, productive and income generating activities. Partnerships are developed with other sectors (health; economic development; agriculture and food production) to maximise the benefits of investment in WASH services.

Each step on the ladder has a short description, called mini-scenario, which describes the situation represented by a particular score. The QIS table used for scoring improved livelihoods is shown in Table 15:

Table 15   QIS scoring indicator improved livelihoods

Description	Score
• More than one sector initiative (research; advocacy) to understand, raise awareness and/or disseminate the understanding on the relation between WASH services and livelihoods. • More than one in-country partnership developed and maintained with other sectors.	100
• At least one sector initiative (research; advocacy) to understand, raise awareness and/or disseminate the understanding on the relation between WASH services and livelihoods. • More than one in-country partnership developed and maintained with other sectors).	75
• At least one sector initiative (research; advocacy) to understand, raise awareness and/or disseminate the understanding on the relation between WASH services and livelihoods. • At least one in-country partnership developed and maintained with other sectors.	50
• No sector initiative (research; advocacy) to understand, raise awareness and/or disseminate the understanding on the relation between WASH services and livelihoods. • At least one in-country partnership developed and maintained with other sectors.	25
• No sector initiative (research; advocacy) to understand, raise awareness and/or disseminate the understanding on the relation between WASH services and livelihoods. • No in-country partnership developed and maintained with other sectors.	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 24.

Annex 3: QIS impact measurement IRC International Programme

The sector focuses on delivering WASH services to everyone that last indefinitely
The SDA indicator reflects the score by the IIP Director and theme leaders on a scale of 100, on whether IRC is driving the international WASH community to actively integrate the SDA approach in the areas of research, advocacy, and innovation.

The sector focuses on delivering WASH services to everyone that last indefinitely. Planning and costing of services at scale: includes all aspects of the service life-cycle; includes provision of services to everyone (every household; every institution; every man; every woman; every child). It is clear who will pay: financing models exist for all stages of the services life-cycle drawing on Tariffs, Taxes and (only where essential) Transfers. Policies, strategies and monitoring tools are set in place to ensure that services reach the poorest and most excluded.

Each step on the ladder has a short description, called mini-scenario, which describes the situation represented by a particular score. The QIS table used for scoring SDA is shown in Table 16:

Table 16 QIS scoring indicator SDA

Description	Score
• At least 8 development partners use commitment to SDA as requirement for funding and 5 International WASH NGOs carry out programmes that have at least 8 building blocks of the SDA approach. • At least 4 out of 10 IRC focus countries have fully operationalised hubs, covering both the sanitation and hygiene and water sectors. • At least 5 countries in addition to the IRC focus countries have identifiable hubs similar to the IRC approach (agenda for change).	100
• At least 4 development partners use commitment to SDA as requirement for funding and 3 International WASH NGOs carry out programmes that have at least 8 building blocks of the SDA approach. • At least 3 out of 10 IRC focus countries have fully operationalised hubs, covering both the sanitation and hygiene and water sectors. • At least 5 examples of a partner that adapts the IRC approach in a non-focus country.	75
• At least 2 development partners use commitment to SDA as requirement for funding and 1 International WASH NGO carries out programmes that have at least 8 building blocks of the SDA approach. • At least 1 out of 10 IRC focus countries has a fully operationalised hub, covering both the sanitation and hygiene and water sectors. • At least 3 examples of a partner that adapts the IRC approach in a non-focus country.	50
• At least 1 development partner uses commitment to SDA as requirement for funding and 1 International WASH NGO carries out programmes that have at least 8 building blocks of the SDA approach. • At least 2 examples of a partner that adapts the IRC approach in a non-focus country.	25
• Development partners and international NGOs are not committed to SDA. None of the IRC focus countries has a fully operational hub and no countries in addition to the IRC focus countries have identifiable hubs similar to the IRC approach (SDA/Agenda for Change).	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 25.

The sector is able to learn, innovate and adapt in the face of change
The learning and adaptive sector reflects the score by the IIP Director and theme leaders on a scale of 100 on whether IRC's knowledge, innovations, tools and data are used as source by the international WASH community for learning and adaptation.

The sector is able to learn, innovate and adapt in the face of change. Services are delivered to agreed standards: the quality of those services is monitored in (close to) real time. Within countries clear mechanisms exist to use data from monitoring to identify blockages and find solutions. National mechanisms exist for documenting and sharing innovations and lessons learnt. Innovative and cross-sectoral evidence is generated by IRC and partners simulating sector change. IRC and partners datasets are accessed and used as evidence for stimulating sector change. Data is freely available.

Each step on the ladder has a short description, called mini-scenario, which describes the situation represented by a particular score. The QIS table used for scoring L&A sector is shown in Table 17:

Table 17   QIS scoring indicator learning and adaptive sector

Description	Score
• At least 2 international WASH events (held within the last 2 years) and an international WASH event convened by IRC (held within the last 2 years) are mobilising sector stakeholders around an 'Agenda for Change – relevant' topic. • At least 20 organisations have applied or used IRC methods and tools (over the past 2 years) in their WASH programmes. • At least 2 IRC flagship peer reviewed publications on an 'Agenda for Change – relevant' topic have been published during the last 2 years. • Tools and e-learning materials of IRC are accessed by at least 800 sector professionals/ year. • The number of visitors to IRC website is increasing with more than 7,5%/year. • IRC has globally accessible datasets, which are recognised as sector evidence and used by others for sector change.	100
• At least 2 international WASH events (held within the last 2 years) and an international WASH event convened by IRC (held within the last 2 years) are mobilising sector stakeholders around an 'Agenda for Change – relevant' topic. • At least 10 organisations have applied or used IRC methods and tools (over the past 2 years) in their WASH programmes. • At least 2 IRC flagship peer reviewed publications on an 'Agenda for Change – relevant' topic has been published during the last 2 years. • Tools and e-learning materials of IRC are accessed by at least 600 sector professionals/year. • The number of visitors to IRC website is increasing with more than 5%/year. • IRC has no globally accessible datasets.	75
• At least 2 international WASH events (held within the last 2 years) are mobilising sector stakeholders around an 'Agenda for Change – relevant' topic. • At least 5 organisations have applied or used IRC methods and tools (over the past 2 years) in their WASH programmes. • At least 1 IRC flagship peer reviewed publication on an 'Agenda for Change – relevant' topic has been published during the last 2 years. • Tools and e-learning materials of IRC are accessed by at least 600 sector professionals/ year.	50

Description	Score
• At least 1 international WASH event (held within the last 2 years) are mobilising sector stakeholders around an 'Agenda for Change – relevant' topic. • At least 3 organisations have applied or used IRC methods and tools (over the past 2 years) in their WASH programmes. • At least 1 IRC flagship peer reviewed publication on an 'Agenda for Change – relevant' topic has been published during the last 2 years. • Tools and e-learning materials of IRC are accessed by at least 400 sector professionals/year. • The number of visitors to IRC website is stable. • IRC has no globally accessible datasets.	25
• No international WASH event or an IRC convened international WASH event is mobilising sector stakeholders around an 'Agenda for Change – relevant' topic. • Hardly any organisation has applied or used IRC methods and tools (over the past 2 years) in their WASH programmes. • No IRC flagship publication on a relevant topic. • Tools and e-learning materials of IRC are hardly accessed by sector professionals. • The number of visitors to IRC website is stable or decreasing. • IRC has no globally accessible datasets.	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 26 – 27.

The government leads on sector change and service delivery – all others support

The government leadership indicator reflects the score by the IIP Director and theme leaders on a scale of 100 on whether IRC is undertaking sector initiatives that gather support among the global WASH community and commitment of the international WASH community to the aid effectiveness agenda.

Government leads on sector change and service delivery – all others support (aid effectiveness). Local governments have (and are executing) plans for achieving universal access within their areas. These plans are properly costed, and finances are identified for all life-cycle cost elements. Mechanisms are in place to carry out repairs when necessary. National government creates an enabling (financial and legislative) environment: domestic resources are earmarked for WASH services. The necessary legislation is in place to allow service providers (including the private sector) to operate within a clear legal framework and to be held accountable for the quality of what they do. Bilateral and multilateral donors, NGOs and private sector all align their activities to government's lead. Civil society is able to effectively hold government (and service providers) to account for their pledges and actions.

Each step on the ladder has a short description, called mini-scenario, which describes the situation represented by a particular score. The QIS table used for scoring government leadership is shown in Table 18:

Table 18 QIS scoring indicator government leadership

Description	Score
• Two (2) major sector (thematic) initiatives undertaken/ongoing by IRC that actively promote a leading government role in the sector over the past 2 years, which have significant uptake by the international WASH sector stakeholders. • At least 3 IRC partnerships undertaken/ongoing that pro-actively contribute to the promotion of	100

Description	Score
aid effectiveness.	
• One (1) major sector (thematic) initiative undertaken/ongoing by IRC that actively promotes a leading government role in the sector over the past 2 years, which has significant uptake by the international WASH sector stakeholders. • At least 2 IRC partnerships undertaken/ongoing that pro-actively contribute to the promotion of aid effectiveness.	75
• One (1) major sector (thematic) initiative undertaken/ongoing by IRC that actively promotes a leading government role in the sector over the past 2 years, which has significant uptake by the international WASH sector stakeholders. • At least 1 IRC partnership undertaken/ongoing that pro-actively contributes to the promotion of aid effectiveness.	50
• One (1) major sector (thematic) initiative undertaken/ongoing by IRC that actively promotes a leading government role in the sector over the past 2 years, that doesn't (yet) have significant uptake by the international WASH sector stakeholders. • At least 1 IRC partnership undertaken/ongoing that pro-actively contributes to the promotion of aid effectiveness	25
• No major sector (thematic) initiative undertaken/ongoing by IRC that actively promotes a leading government role in the sector over the past 2 years. • No commitment for a partnership with IRC to contribute to the aid effectiveness agenda by the international WASH community.	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 28.

The sector takes as its starting point the effective use of WASH services to improve livelihoods

The maximising livelihoods impact indicator reflects the score by the IIP Director and theme leaders on a scale of 100 on whether IRC is undertaking sector initiatives that gather support among the global WASH community and commitment of the international WASH community to the aid effectiveness agenda.

The sector takes as its starting point the effective use of WASH services to improve livelihoods. The sector has a clear understanding of the potential for access to WASH services to improve livelihoods across health, productive and income generating activities. Partnerships are developed with other sectors (health; economic development; agriculture and food production) to maximise the benefits of investment in WASH services.

Each step on the ladder has a short description, called mini-scenario, which describes the situation represented by a particular score. The QIS table used for scoring improved livelihoods is shown in Table 19:

Table 19   QIS scoring indicator improved livelihoods

Description	Score
• At least 2 IRC initiatives (research; advocacy) are undertaken / ongoing over the past two years to raise global awareness on the relation between WASH services and livelihoods. • At least 2 IRC partnerships developed and maintained over the past 2 years with other sectors.	100

Description	Score
• At least 1 IRC initiative (research; advocacy) is undertaken / ongoing over the past 2 years to raise global awareness on the relation between WASH services and livelihoods. • At least 2 IRC partnerships developed and maintained over the past 2 years with other sectors.	75
• At least 1 IRC initiative (research; advocacy) is undertaken / ongoing over the past 2 years to raise global awareness on relation between WASH services and livelihoods. • At least 1 IRC partnership developed and maintained over the past 2 years with other sectors.	50
• No IRC initiative (research; advocacy) is undertaken / ongoing over the past 2 years to raise global awareness on relation between WASH services and livelihoods. No IRC initiative (research; advocacy) to raise global awareness on relation WASH services and livelihoods. • At least 1 IRC partnership developed and maintained over the past 2 years with other sectors.	25
• No IRC initiative (research; advocacy) is undertaken / ongoing over the past 2 years to raise global awareness on relation between WASH services and livelihoods. No IRC initiative (research; advocacy) to raise global awareness on relation WASH services and livelihoods. • No IRC partnership developed and maintained over the past 2 years with other sectors.	0

Source: 2015 12 M Reporting to the Dashboard, M&L Guidance Notes, January 2016, produced by IRC M&L team, page 29.

Annex 4: Service delivery approach uptake

Table 20 Goal 1: Service delivery approach trends and status 2012 – 2016

Goal 1 indicators	Trends and status 2012 - 2016
Annual increase among bilaterals/ IFIs using SDA terminology in 2016	**In 2016: 10 bilaterals/ IFIs in total using SDA terminology – ACHIEVED: DGIS | IDB | The World Bank | USAID | VNG International | UNICEF | WHO | WSSCC/GSF | MWA** In 2015: 18 bilaterals/ IFIs in total using SDA terminology, out of which 8 new - ACHIEVED In 2014: 13 bilaterals/ IFIs using SDA terminology, out of which 8 new - ACHIEVED In 2013: 5 bilaterals/ IFIs using SDA terminology, out of which 3 new - ACHIEVED In 2012: 2 bilaterals/ IFIs using SDA terminology - ACHIEVED
Annual increase among I/NGOs using SDA terminology	**In 2016: 9 I/NGOs in total, out of which 6 new reported using SDA terminology in 2016 – ACHIEVED: CONASA | Lowlands Ethiopia | MWA Ethiopia | One Drop | RWSN | SNV Asia | SNV Kenya | Water for People Uganda | WaterAid Ethiopia** In 2015: 24 I/NGOs in total, out of which 9 new reported using SDA terminology in 2015 - ACHIEVED In 2014: 33 I/NGO in total, out of which 17 new reported in 2014, using SDA terminology - ACHIEVED In 2013: 18 I/NGOS using SDA terminology - ACHIEVED In 2012: 2 I/NGOs using SDA terminology ACHIEVED
Annual increase among organisations actively fund SDA approaches	**In 2016: 4 organisations reported – ACHIEVED: DGIS | EU | IDB | World Bank** In 2015: 35 organisation, out of which 17 new reported in 2015 - ACHIEVED In 2014: 38 organisations in total, out of which 25 new reported in 2014 - ACHIEVED In 2013: 20 organisations actively funding SDA - ACHIEVED In 2012: 2 organisations actively funding SDA ACHIEVED
Annual increase among organisation actively promoting SDA approaches	**22 organisation actively promoting SDA approaches in 2016 – ACHIEVED: CONASA | DGIS | Government of Ethiopia | Government of Indonesia | Government of Nepal | EU | Government of Bhutan | IDB | Lowlands Ethiopia | MWA Ethiopia | Ministry of Water and Sanitation – Burkina Faso | RWSN | SNV Asia | SNV Kenya | UNICEF | USAID | VNG International | Water for People Uganda | WaterAid Ethiopia | WHO | World Bank | WSSCC/GSF** In 2015: 55 organisations were reported to actively promote SDA approaches - BASELINE

Goal 1 indicators	Trends and status 2012 - 2016
Country-specific elements of SDA agreed in a min of 2 countries/ sub-national regions	In 2016 ACHIEVED with 10 countries and 5 regions of which are 6 new countries and 3 new regions: Indonesia | Nepal | Bhutan | Ethiopia | Uganda | Rwanda | Honduras | South Sudan | Timor-Leste | Papua New Guinea In 2015: Country-specific elements of SDA agreed in a total of 9 countries and 4 regions - ACHIEVED In 2014: Country-specific elements of SDA agreed in a total of 8 countries and 2 regions - ACHIEVED 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 1 country – ACHIEVED
Number of projects with SDA elements	In 2016: 75 project worldwide[31] In 2015: 69 projects worldwide In 2014: 47 projects worldwide

Source: IRC programmes and IRC Strategic Partnership.

Table 21 Reported projects with SDA components worldwide in 2016

Programme	Organisation	Project name	Description	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
Honduras	CONASA	PTPS	CONASA's new WASH finance policy reflects the concepts and terminology around life-cycle costing	N/A	Actual use	Actively promote	http://ptps-aps.org/wp-content/uploads/2016/11/Politica-Financiera-APS-5.pdf
International	RWSN	IIP	The synthesis of the RWSN Forum clearly reflected a range of issues related to the adoption of an SDA, including related to the financing of life-cycle costs, the use of monitoring for decision making and support, the need to have service delivery models for	DGIS	Actual use	Actively promote	https://rwsn7.net/

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[31] This is sum of 2014-2016.

Programme	Organisation	Project name	Description	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
			different segments of rural areas				
International	World Bank	Global Study on Sustainable Service Delivery Models for Rural Water; Synthesis of Emerging Findings	Review of the adoption of a service delivery approach in 16 countries across the globe, using the Triple-S building block framework	World Bank	Actual use	Actively promote	https://rwsnforum7.files.wordpress.com/2016/11/global-study-conference-1121.pdf
International	WHO	IIP	Document with policy recommendations for improving service delivery in small water and sanitation systems, including on how to improve financing of life-cycle costs and strengthen sustainability of service	DGIS	Actual use	Actively promote	http://www.euro.who.int/en/health-topics/environment-and-health/water-and-sanitation/publications/2016/taking-policy-action-to-improve-small-scale-water-supply-and-sanitation-systems.-tools-and-good-practices-from-the-pan-european-region-2016
International	IDB	Learning initiative on dispersed rural areas	A learning initiative in 4 countries (incl. Colombia and Honduras) to develop models to provide services in dispersed rural setting	IDB	Actual use	Actively promote	https://www.dropbox.com/sh/9772ugnqf1iy874/AAA-FMU5NzhtDNhyPaKXywVxa?dl=0
International	DGIS	DGIS advisory	Draft strategy to reach 50m people with sanitation and 30m people with water	DGIS	Actual use	Actively promote	Draft strategy document (not online)

Source: IRC Programmes.

Annex 5: Sector platforms for aligning policies and practices

Table 22 Goal 2: Trends and status 2012 – 2016

Goal 2 indicators	Trends and status 2012 - 2016
Number of IRC focus countries with dedicated sector platforms	In 2016 all IRC focus countries have learning sector platforms in which IRC actively participates In 2015: Burkina Faso | Ghana | Uganda | Honduras | Ethiopia | India - ACHIEVED In 2014: Burkina Faso | Ghana | Uganda | Mozambique In 2013: All IRC focus countries in the Africa region with sector platforms - ACHIEVED In 2012: 1/3 of IRC focus countries with dedicated sector platforms - ACHIEVED
Number of other countries, in which IRC works, with dedicated sector platforms	In 2016 no platforms reported In 2015: Benin | Democratic Republic of Congo In 2014: 3 countries: Sierra Leone | Honduras | India 2013 Baseline: 2 other countries
Number of global / regional sector platforms and networks, in which IRC is involved	In 2016: 2 regional/global platforms reported: SuSanA | RWSN In 2015: 17 regional/global platforms reported In 2014: 12 global/regional sector platforms and networks 2013 Baseline: 5 global/regional sector platforms and networks

Source: IRC Programmes.

Annex 6: Status and examples on government leadership

Table 23 Goal 3: Trends and status 2014 - 2016

Goal 3 indicators	Trends and status 2014 - 2016
By 2016 all IRC focus-countries aid effectiveness agendas are in line with global aid effectiveness initiatives	In 2016: 4 countries have SWAp for WASH: Uganda | Ethiopia | Burkina Faso | India 1 country has harmonisation framework for WASH: Ghana 1 country is developing its harmonised framework: Honduras In 2014 (baseline) and 2015: 4 countries have SWAp for WASH and 1 country has harmonisation framework for WASH
Annual increase in number of requests from WASH sector stakeholders for IRC inputs/work on aid effectiveness	No data for 2016 In 2015: 4 requests reported from 2 global initiatives, Government of Burkina Faso and Honduras In 2014 (baseline): 4 requests

Source: IRC Programmes.

Annex 7: Overview of cross-sectoral approaches and platforms

Table 24 Goal 4: Trends and status 2014 – 2016

Goal 4 indicators	Trends and status 2014 - 2016
Number of organisations who's policy clearly reflect (elements of) a cross-sectoral approach to WASH service delivery	In 2016: 2 organisations - Honduras (2): Fondo Hondureno de Inversión Social | Water For People Honduras In 2015: 12 organisations - Bangladesh (1), Burkina Faso (1), Ethiopia (1), Ghana (1), Honduras (2), India (1), Global (5) In 2014 (baseline): 10 organisations - Burkina Faso (1), Ethiopia (1), Honduras (2), India (1), Global (5)
Number of national platforms for inter-sectoral planning, dialogue and coordination, in which IRC participates	No data on national platforms – same as in 2015 In 2015: 3 national platforms for inter-sectoral planning, dialogue and coordination - Burkina Faso (2), India (1) In 2014 (baseline): Burkina Faso (2), India (1)

Source: IRC Programmes.

Table 25 provides a list of organisations who's policy clearly reflect (elements of) a cross-sectoral approach to WASH service delivery and national platforms for inter-sectoral planning, dialogue and coordination in which IRC has participated in 2016.

Table 25 List of organisations with a cross-sectoral approach to WASH service delivery in 2016

Country	Name of organisation / authority / platform	Support to adoption of livelihoods based approach	MUS	WASH in schools	Local IWRM/water security	Health
Honduras	Fondo Hondureño de Inversión Social (FHIS)	Yes	Yes	No	No	
	Water For People Honduras	No	No	Yes	To some extent	

Source: IRC Honduras programme.

Annex 8: Capacity building sessions worldwide co-organised

Table 26 Capacity building sessions in 2016*

	Activities	Type	Number of professionals reached
1	Learning meeting on Universal Access in Kabarole	District learning meeting	30
2	SACOSAN VI - SACOSAN side event with SPLASH and BRAC	Event	25
3	SEHATI learning events	Event	38
4	SNV learning event (Cambodia)	Event	35
5	Sanitation and Water for All (SWA) Meeting of Ministers of Water, Sanitation and Hygiene	Event	
6	The Kampala WASH Symposium	Event	230
7	WEDC Conference: Redefining monitoring of rural water services for sustainable impact	Event	70
8	WEDC Conference: Sharing experiences on new approaches to urban sanitation management in Ghana	Event	88
9	Africa Water Week (AfWW): Strengthening national capacities for WASH sector learning - technical session Africa Water Week	Event	120
10	Africa Water Week (AfWW): WASH in Africa: from commitment to action	Event	100
11	Stockholm World Water Week (SWWW): Political drivers for sustained change in water service delivery.	Event	45
12	Stockholm World Water Week (SWWW): Presentation by Lydia Mirembe on "Hand pump mechanics associations for job opportunities and water services" at Seminar: Water and job opportunities: a critical nexus for growth.	Event	45
13	Stockholm World Water Week (SWWW): Watershed International WP External Validation Meeting	Event	26
14	"What's New Pussycat? How Tom Jones inspired better learning and collaboration in WASH"	Event	21
15	7th Rural Water Supply Network (RWSN) Forum	Event	500

	Activities	Type	Number of professionals reached
16	Reaching universal coverage: an Agenda for Change [NL IRC event]	Event	42
17	WIN-IRC Event: "Water Integrity Global Outlook 2016: Launch in The Netherlands" [NL IRC event]	Event	77
18	IRC-VIA Water event: Is the end of ownership near? A water and sanitation perspective [NL IRC event]	Event	72
19	Accountability tools to improve WASH service delivery [NL IRC event]	Event	49
20	Checking and monitoring sustainability of Water, Sanitation and Hygiene (WASH) services [NL IRC event]	Event	62
21	UNC Session: The role of advocacy to achieve the SDGs: building civil society capacity for WASH and IWRM	Event	45
22	UNC: Sector strengthening for achieving the SDGs in Latin America: A focus on monitoring and planning capacities for sustained service delivery	Event	10
23	UNC: Synergizing for Shared Impact to Achieve Sustainable Universal access to WASH services	Event	
24	UNC: Monitoring Systems Change Workshop - Next Steps	Event	
25	UNC: The story of systems building: Multi-country learning from Agenda for Change	Event	
26	UNC: Transformational change to reach the SDGs: putting SWA's collaborative behaviours into practice	Event	
27	UNC: Group led Self-supply as alternative model	Event	
28	UNC: A4C BF Meeting	Event	12
29	UNC: Domestic Resource Mobilisation for WASH: what can realistically be expected in lower middle income countries?	Event	60
30	UNC: Espresso café on WASH away from the home	Event	
31	Monitoring for Sustainability: a learning seminar, Addis Ababa, Ethiopia	Event	
32	Mole XXVII Conference in Ghana	Event	100
33	Ghana - Annual Stock Taking Forum (STF): Sharing experience on inclusive partnerships for urban sanitation	Event	110

	Activities	Type	Number of professionals reached
	service delivery in MMDAs		
34	WASH Dialogues: Tracking policy and budgetary commitments for drinking water and sanitation in the new fiscal architecture in India	Event	
35	Launch of Sanitation Innovation Accelerator 2016 (SIA'16), India	Event	
36	A WASH View From Jhadol, Udaipur, India	Event	
37	WASH Based Climate Adaptation Strategies in Ghana - National Level Learning Alliance Platform (NLLAP)	Event	402
38	Project launch "Modelos innovadores de abastecimiento de agua y saneamiento en zonas rurales dispersas de Honduras"	Event	30
39	II Congreso Interamericano de Agua y Saneamiento Rural (two key note speeches)	Event	300
40	Reunión agua y saneamiento en áreas rurales dispersas en América Latina	Event	30
41	Uganda WASH Media Awards	Event	200
42	Menstrual Hygiene Management (MHM) Day celebrations	Event	300
43	National Hand Washing Day celebrations	Event	500
44	WASH agenda for change (WA4C) tools meeting (June 2016)	Meeting / workshop	30
45	WASH agenda for change (WA4C) technical meeting (October 2016)	Meeting / workshop	15
46	UWASNET Civil Society Forum, Ghana	Sector event	200
47	LCCA intro for WaterAid Ethiopia	Training f2f	6
48	LCCA and costing tools training for MWA members Ethiopia	Training f2f	22
49	Costing tools intro USAID Lowlands Ethiopia staff	Training f2f	5

	Activities	Type	Number of professionals reached
50	Online training (LCCA)	Training online	145
51	Sustainability Index online course	Training online	46
52	Webinar: 1 Mapping & Monitoring e-discussion on country-led monitoring of rural water services	Webinar	80
53	Webinar: 2 Mapping & Monitoring e-discussion on country-led monitoring of rural water services	80	80
54	Webinar: 3 Mapping & Monitoring e-discussion on country-led monitoring of rural water services	80	80
55	Organisational Capacity Assessment in Laos	18	18
56	Global Sanitation Fund (GSF) Theory of Change (ToC) and Monitoring & Learning workshop	35	35
Total number of professionals reached			**4,536**

* This includes including training (i.e. face to face and online), events and e-discussions.

Source: IRC Communications.

Table 27 Professionals reached worldwide by IRC*

Programme	Numbers of professionals reached
International	259,347
Burkina Faso	438
Ethiopia	179
Ghana	1,009
Honduras	150
India	155
Uganda	350
TOTAL	**261,628**

* Through training, webinars, thematic groups, events and e-discussions.

Annex 9: Blog titles and links

Table 28 Blog with title and link published in 2016

	Blog title	Link
1	¿Por qué no ha sido sostenible la institucionalidad municipal en agua y saneamiento en Honduras?	http://es.ircwash.org/blog/%C2%BFpor-qu%C3%A9-no-ha-sido-del-todo-sostenible-la-institucionalidad-local-en-agua-y-saneamiento-en-los
2	Accelerating Self-supply for more water and more jobs	http://www.ircwash.org/blog/accelerating-self-supply-more-water-and-more-jobs
3	Accessibility of toilets by people with a disability: if only toilets could talk!	http://www.ircwash.org/blog/accessibility-toilets-people-disability-if-only-toilets-could-talk%E2%80%A6
4	Africa's Civil Society agree to support implementation of SDG 6 and N'gor Declaration	http://www.ircwash.org/blog/africa%E2%80%99s-civil-society-agree-support-implementation-sdg6-and-n%E2%80%99gor-declaration
5	Beating the heat in Odisha	http://www.ircwash.org/blog/beating-heat-odisha
6	Carbon finance: unlocking investments for safe water?	http://www.ircwash.org/blog/carbon-finance-unlocking-investments-safe-water
7	Cobertura total, financiamiento para siempre	http://es.ircwash.org/blog/cobertura-total-financiamiento-para-siempre
8	Communicating the sanitation challenge	http://www.ircwash.org/news/communicating-challenge
9	Construyendo la ruta para la cobertura total y para siempre	http://es.ircwash.org/blog/construyendo-la-ruta-para-la-cobertura-total-y-para-siempre
10	Enabling policy- and decision-makers to make informed decisions for (drinking) water, sanitation and hygiene	http://www.ircwash.org/news/enabling-policy-and-decision-makers-make-informed-decisions-drinking-water-sanitation-and
11	Everyone reached, financing remains forever	http://www.ircwash.org/blog/everyone-reached-financing-remains-forever
12	Financial indicators for water and sanitation at national level: what do we really need to know and early warning system	http://www.ircwash.org/blog/financial-indicators-water-and-sanitation-national-level-what-do-we-really-need-know
13	Finding my inner child and excitement in something new	http://www.ircwash.org/blog/finding-my-inner-child-and-excitement-something-new
14	Holding government accountable: from social audits to open data	http://www.ircwash.org/blog/holding-government-accountable-social-audits-open-data

	Blog title	Link
15	Hollywood, avocados and poor water quality*	http://www.ircwash.org/blog/hollywood-avocados-and-poor-water-quality
16	How can we get more people to treat their own water?	http://www.ircwash.org/blog/how-can-we-get-more-people-treat-their-own-water
17	How much does it cost to make you wash your hands?	http://www.ircwash.org/blog/how-much-does-it-cost-make-you-wash-your-hands
18	Indestructible and smart: public toilet innovation in India	http://www.ircwash.org/blog/indestructible-and-smart-public-toilet-innovation-india
19	Indian state invests heavily in sustainable water and sanitation services	http://www.ircwash.org/news/india-state-invests-heavily-sustainable-water-and-sanitation-services
20	Jijiga: towards clearing the dumpsite	http://www.ircwash.org/blog/jijiga-towards-clearing-dumpsite-0
21	Learning and growing with IRC	http://www.ircwash.org/news/learning-and-growing-irc
22	Learning in the rural water supply sector - a complexity perspective	http://www.ircwash.org/blog/learning-rural-water-supply-sector-%E2%80%93-complexity-perspective
23	Minister Ploumen moet op herkansing	http://hetnieuwe.viceversaonline.nl/blog/minister-ploumen-moet-op-herkansing/
24	Monitoring and messages for faster maintenance	http://www.ircwash.org/blog/monitoring-and-messages-faster-maintenance
25	Monitoring SDG 6 and the institutional spaghetti	http://www.ircwash.org/blog/monitoring-sdg-goal-6-and-institutional-family-spaghetti
26	More effort needed to fill the gap in capacity to effectively roll out the WaSH M&E MIS	http://www.ircwash.org/blog/more-effort-needed-fill-gap-capacity-effectively-roll-out-wash-me-mis
27	Mythbusters: full cost recovery through tariffs	http://www.ircwash.org/blog/mythbusters-full-cost-recovery-through-tariffs
28	New ownership models for water and sanitation services	http://www.ircwash.org/blog/new-ownership-models
29	Parte II: ¿Por qué no ha sido sostenible la institucionalidad municipal en agua y saneamiento en Honduras?	http://es.ircwash.org/blog/parte-ii-%C2%BFpor-qu%C3%A9-no-ha-sido-sostenible-la-institucionalidad-municipal-en-agua-y-saneamiento-en
30	Past performance is no guarantee of future results	http://www.ircwash.org/blog/past-performance-no-guarantee-future-results
31	Pathways to change: empowering citizens	http://www.ircwash.org/blog/pathways-change-empowering-citizens
32	Planning for Self-supply acceleration at woreda level in Ethiopia:	http://www.ircwash.org/blog/planning-self-supply-acceleration-woreda-level-ethiopia-

	Blog title	Link
	what are the issues to address?	what-are-issues-address
33	Plotting urban shit volumes and practices: put your money where your shit is	http://www.ircwash.org/blog/plotting-urban-shit-volumes-and-practices-put-your-money-where-your-shit
34	Progress in going from Abidjan to Abidjan	http://www.ircwash.org/blog/progress-going-abidjan-abidjan
35	Promoting Self-supply: the challenges of implementation at the district level	http://www.ircwash.org/blog/promoting-self-supply-challenges-implementation-district-level
36	Reaching universal coverage	http://www.ircwash.org/blog/reaching-universal-coverage
37	Realising the SDGs through sanctions, rewards and learning from experiences	http://www.ircwash.org/blog/realising-sdgs-through-sanctions-rewards-and-learning-experiences
38	Rural sanitation innovation in India: what next?	http://www.ircwash.org/news/rural-sanitation-innovation-india-what-next
39	Sanitation - A right but also our civic duty	http://www.ircwash.org/blog/sanitation-%E2%80%93-right-also-our-civic-duty-what-would-happen-if-we-outlawed-and-started-punish-open
40	Scaling up safe water: what can we learn from local businesses?	http://www.ircwash.org/blog/scaling-safe-water-ã€"-what-can-we-learn-local-businesses
41	Stopping corruption requires strong systems and moral conviction	http://www.ircwash.org/blog/water-integrity
42	Sustainability: the way forward	http://www.ircwash.org/blog/sustainability-way-forward
43	Talking finance at Stockholm: a long way to go for practical and useful approaches	http://www.ircwash.org/blog/talking-finance-stockholm-long-way-go-practical-and-useful-approaches
44	The chain is only as strong as its weakest link	http://www.ircwash.org/blog/chain-only-strong-its-weakest-link
45	The data revolution into practice	http://www.ircwash.org/blog/data-revolution-practice
46	Thinking beyond the finish line: sustainable sanitation services for all	http://www.ircwash.org/blog/thinking-beyond-finish-line-sustainable-sanitation-services-all
47	This economist has no reason to be optimistic on World Water Day	http://www.ircwash.org/blog/economist-has-no-reason-be-optimistic-world-water-day

	Blog title	Link
48	Toilets and bathtubs: basic sanitation facilities?	http://www.ircwash.org/blog/toilets-and-bathtubs-basic-sanitation-facilities
49	Top blog: the importance of communication "amplifiers"	http://www.ircwash.org/blog/top-blog
50	Tracking WASH budgets: experiences from Bangladesh	http://www.ircwash.org/blog/tracking-wash-budgets-experiences-bangladesh
51	Transferring WASH mandates to the lower levels: developing soft skills without hard cash	http://www.ircwash.org/blog/transferring-wash-mandates-lower-levels-developing-soft-skills-without-hard-cash
52	Understanding how shit flows in a resettlement colony in Delhi	http://www.ircwash.org/blog/understanding-how-shit-flows-resettlement-colony-delhi
53	Urban sanitation maturing at Stockholm Water Week	http://www.ircwash.org/blog/urban-sanitation-new-kid-block
54	Want to engage with wetland communities? Start with sanitation!	http://www.ircwash.org/blog/want-engage-wetland-communities-start-sanitation
55	What supports the growth and sustainability of social enterprises?	http://www.ircwash.org/blog/what-supports-growth-and-sustainability-social-enterprises
56	Working together to finance improved WASH services in Uganda	http://www.ircwash.org/blog/collectively-working-towards-financing-and-delivering-improved-wash-services-uganda
57	Working towards establishing an IRC India office	http://www.ircwash.org/blog/working-towards-establishing-irc-india-office

*Guest blog.

Source: IRC Communications.

Annex 10: IRC's digital presence

Table 29 IRC's digital presence in 2016

	IRC-managed websites	No. of visits					No. of downloads					No. new visitors					No. returning visitors				
		2016	2015	2014	2013	2012	2016	2015	2014	2013	2012	2016	2015	2014	2013	2012	2016	2015	2014	2013	2012
1	IRC corporate	215,345	159,264	230,030	371,909	301,029	37,158	12,697	8,011	21,330	14,647	163,270	111,350	170,872	282,481	219,093	52,075	47,914	59,158	89,428	81,936
2	Triple-S	8,281	9,038	13,815	15,041	15,139	-	126	336	2,957	2,905	6,662	6,865	8,014	8,199	7,657	1,619	2,173	5,801	6,842	7,482

#	IRC-managed websites	No. of visits					No. of downloads					No. new visitors					No. returning visitors				
3	Community Managed Projects Ethiopia programme	-	8,952	6,540	3,789	1,300	-	510	276	2,066	938	-	6,652	-	2,896	815	-	2,300	-	893	485
4	MUS thematic group	2086	2,800	3,080	3,637	4,828	-	-	-	772	1,384	1,484	1,497	-	2,463	3,605	602	1,303	-	1,174	1,223
5	WASH in Schools	12,710	12,631	7,358	7,417	9,393	-	155	71	5,012	4,922	10,303	10,223	-	5,427	6,522	2,407	2,408	-	1,990	2,871
6	Resource centre network Ghana	6,353	5,479	4,515	3,695	4,004	-	-	62	233	371	5,056	4,499	-	2,915	3,102	1,297	980	-	780	902
7	PF4WASH	3,953	-	-	-	-	1,353	-	-	-	-	2,894	-	-	-	-	1,059	-	-	-	-
8	Watershed	999	-	-	-	-	33	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9	WASHCost calculator	828	988	-	-	-	-	-	-	-	-	611	724	-	-	-	217	264	-	-	-
	Total	250,555	199,152	265,338	405,488	335,693	38,544	13,488	8,756	32,370	25,167	190,280	141,810	178,886	304,381	240,794	59,276	57,342	54,959	101,107	94,899

Source: IRC Communications.

Annex 11: IRC-published research outputs

Table 30 IRC-published research outputs in 2016

	Blog title	Link
1	Community management of rural water supply systems: Policy Brief	http://www.ircwash.org/resources/community-management-rural-water-supply-systems-policy-brief
2	Community management of rural water supply systems: Research Brief	http://www.ircwash.org/resources/community-management-rural-water-supply-systems-research-brief
3	Finance Brief 11: The Dutch Water Bank: A useful model for developing countries?	http://www.publicfinanceforwash.com/resources/dutch-water-bank-useful-model-developing-countries
4	Finance Brief 9: Government investment in sanitation: 2016 state of play	http://www.publicfinanceforwash.com/resources/government-investment-in-sanitation-2016-state-of-play
5	IRC trends analysis, 2016-2025	http://www.ircwash.org/resources/irc-trends-analysis-2016
6	24x7 Water Supply in Punjab	http://www.ircwash.org/resources/24x7-water-supply-punjab
7	Community involvement in a multi-village scheme in Amravati district, Maharashtra	http://www.ircwash.org/resources/community-involvement-multi-village-scheme-amravati-district-maharashtra
8	Community managed water supplies in rural Jaipur: Swajaldhara scheme 15 years on in Rajasthan	http://www.ircwash.org/resources/community-managed-water-supplies-rural-jaipur-swajaldhara-scheme-15-years-rajasthan
9	Community-managed handpumps in Patharpratima, West Bengal	http://www.ircwash.org/resources/community-managed-handpumps-patharpratima-west-bengal
10	Decentralisation paving a way for efficient service delivery in Kerala	http://www.ircwash.org/resources/decentralisation-paving-way-efficient-service-delivery-kerala
11	Empowered Community-Secured Water Supply in Dhar, Madhya Pradesh	http://www.ircwash.org/resources/empowered-community-â€"-secured-water-supply-dhar-madhya-pradesh
12	Gram Vikas support to community-managed rural water supplies, Odisha	http://www.ircwash.org/resources/gram-vikas-support-community-managed-rural-water-supplies-odisha

	Blog title	Link
13	Gravity based, community-managed rural water supply in South Sikkim district	http://www.ircwash.org/resources/community-water-plus-india-gravity-based-water-supply-sikkim
14	Gravity-based piped water supply in Meghalaya	http://www.ircwash.org/resources/gravity-based-piped-water-supply-meghalaya
15	Gravity-based water supply system in Sikkim	http://www.ircwash.org/resources/gravity-based-water-supply-system-sikkim
16	Gravity-fed water supply in Mandi district, Himachal Pradesh	http://www.ircwash.org/resources/community-water-plus-india-limited-ongoing-support-himachal-pradesh
17	Himmotthan Water Supply and Sanitation initiative, Uttarakhand Himalayas	http://www.ircwash.org/resources/community-water-plus-india-himmotthan-water-supply-and-sanitation-initiative-uttarakhand
18	Jal Nirmal & beyond, Karnataka	http://www.ircwash.org/resources/jal-nirmal-beyond-karnataka
19	Jalanidhi programme for professional service delivery in Nenmeni Panchayath, Wayanad District, Kerala	http://www.ircwash.org/resources/community-water-plus-india-nenmeni-sudha-jala-vitharana-society-nsjvs-kerala
20	Nenmeni Sudha Jala Vitharana: professional community-managed water supply in Kerala	http://www.ircwash.org/resources/nenmeni-sudha-jala-vitharana-professional-communitymanaged-water-supply-kerala
21	Rural water supply in Kathirampatti Village Panchayat, Tamil Nadu	http://www.ircwash.org/resources/rural-water-supply-kathirampatti-village-panchayat-tamil-nadu
22	Supporting community-managed water supply in Morappur, West Bengal	http://www.ircwash.org/resources/supporting-community-managed-water-supply-morappur-west-bengal
23	Tamil Nadu Rural Water Supply programme in Kathirampatti Village Panchayat	http://www.ircwash.org/resources/community-water-plus-india-kathirampatti-village-panchayat-tamil-nadu-rural-water-supply
24	The case of the Department of Water & Sanitation Development, Jharkhand	http://www.ircwash.org/resources/case-department-water-sanitation-development-jharkhand
25	The Himmotthan Water Supply and Sanitation initiative, Uttarakhand	http://www.ircwash.org/resources/himmotthan-water-supply-and-sanitation-initiative-uttarakhand
26	The plus of additional professionally treated drinking water,	http://www.ircwash.org/resources/community-water-plus-india-plus-additional-

	Blog title	Link
	Telangana & Andhra Pradesh	professionally-treated-drinking-water-telangana
27	Tribal communities managing the water supply: a success story from Meghalaya	http://www.ircwash.org/resources/community-water-plus-india-gravity-based-piped-water-supply-meghalaya
28	Users becoming managers of water supply in Gandhinagar district, Gujarat	http://www.ircwash.org/resources/users-becoming-managers-water-supply-gandhinagar-district-gujarat
29	Users becoming managers of water supply in Kutch district, Gujarat	http://www.ircwash.org/resources/users-becoming-managers-water-supply-kutch-district-gujarat
30	Who pays what? Communicating financial data of rural water supply in India	http://www.ircwash.org/resources/who-pays-what-communicating-financial-data-rural-water-supply-india
31	BRAC water, sanitation and hygiene: nine years of scale and innovation in Bangladesh: programme report 2006-2015	http://www.ircwash.org/resources/water-sanitation-and-hygiene-nine-years-scale-and-innovation-bangladesh-programme-report
32	Sustainable Sanitation and Hygiene for All in Bhutan and Nepal: progress brief 2014-2015	http://www.ircwash.org/resources/progress-brief-sustainable-sanitation-and-hygiene-all-bhutan-and-nepal
33	Monitoring the N'Gor declaration: building on lessons from eThekwini	http://www.ircwash.org/resources/monitoring-ngor-declaration-building-lessons-ethekwini
34	WASH I Report on QIS data analysis: Findings from the second round 2014	http://www.ircwash.org/resources/wash-i-report-qis-data-analysis-findings-second-round-2014
35	WASH II Report on QIS data analysis: Findings from the first round 2012-2013	http://www.ircwash.org/resources/wash-ii-report-qis-data-analysis-findings-first-round-2012-2013-0
36	WASH II report on QIS data analysis: Findings from the second round 2014	http://www.ircwash.org/resources/report-qis-data-analysis-wash-ii-findings-second-round-2014
37	WASH III Report on QIS data analysis: Findings from the first round 2014	http://www.ircwash.org/resources/wash-iii-report-qis-data-analysis-findings-first-round-2014
38	Sanitation Innovation Accelerator 2016: enabling rural sanitation,	http://www.ircwash.org/resources/sanitation-innovation-accelerator-2016-enabling-rural-

	Blog title	Link
	understanding the business perspective	sanitation-understanding-business
39	Sanitation market research in rural Cambodia: rapid assessment of supply and demand in three rural districts	http://www.ircwash.org/resources/sanitation-market-research-rural-cambodia
40	Solid waste management in Jijiga, Somali Region: baseline survey factsheet	http://www.ircwash.org/resources/solid-waste-management-jijiga-somali-region-baseline-survey-factsheet
41	Town Audit Statement, Wukro	http://www.ircwash.org/resources/town-audit-statement-wukro
42	Thinking Beyond the Finish Line: Sustainable Sanitation Services for All	http://www.ircwash.org/resources/thinking-beyond-finish-line-sustainable-sanitation-services-all
43	Self-supply in seven woredas : report of a baseline survey for Millennium Water Alliance Self-supply Acceleration pilots	http://www.ircwash.org/resources/self-supply-seven-woredas
44	Who pays what? Communicating financial data of rural water supply in India	http://www.ircwash.org/resources/who-pays-what-communicating-financial-data-rural-water-supply-india

Source: IRC Communications.

Annex 12: IRC Global Communications in 2016[32]

In 2016, IRC produced and published:

- 5 events in the Netherlands.
- 10 key international events.
- 4 other international events.
- 3 thematic group meetings.
- 153 news items and articles.
- 8 issues of E-Source.
- 5 press releases.
- 57 blogs in 4 languages (Dutch, English, French and Spanish).
- 44 research outputs (briefing notes, working papers, research reports).
- 25 tools documented.
- 3 webinars.
- 2 e-learning courses.
- 14 references to IRC in global media[33].
- 2 journal articles, namely:

  Hutchings, P., Franceys, R., Mekala, S., Smits, S. and James, A.J., 2016. Revisiting the history, concepts and typologies of community management for rural drinking water supply in India. In: International Journal of Water Resources Development: 33 (1): 152-169.

  Marieke Adank, John Butterworth, Sam Godfrey, Michael Abera. 2016. Looking beyond headline indicators: water and sanitation services in small towns in Ethiopia. washdev2016034; DOI: 10.2166/washdev.2016.034. Available at: http://washdev.iwaponline.com/content/early/2016/08/18/washdev.2016.034

Annex 13: Active projects in 2016

Table 31 Active projects in 2016 with donor, country and start date

	Title	Donor	Financiers	Country	Start date
1	Nuffic Niche 194 Capacity Building UCC	NUFFIC	MUNDO	Ghana	1-1-2014
2	UNHCR study Costs for water in refugee context Phase II	UNHCR		Non country specific	1-3-2015
3	UNHCR study Costs for water in refugee context Phase III	UNHCR		Non country specific	1-1-2016
4	Agenda for Change Uganda	Water For People		Uganda	1-7-2016
5	Conducting a study on operations & maintenance of WASH infrastructure	Water For People		India	8-7-2016
6	Antenna Safe Water II	Swiss Development Agency (SDC)		Multiple countries	1-3-2015
7	IWSP Research	DFID	Oxford University	Non country specific	1-1-2015
8	REACH Partnership Funding Catalyst grant	DFID	Oxford University	Non country specific	1-6-2015
9	Drinking water quality guidelines	World Health Organization		Non country specific	16-7-2015
10	Service levels rural areas Latin America and Carribbean	Inter-American Development Bank (IDB)		Non country specific	1-12-2015
11	DGIS advisory	DGIS		Multiple countries	1-1-2012
12	Para Todos Por Siempre (PTPS) Honduras	Water For People		Honduras	1-6-2016
13	Agenda for Change Honduras	Osprey Foundation		Honduras	1-5-2016
14	Watershed empowering citizens	DGIS		Multiple countries	1-1-2016
15	Modelos de Intervención para la Zona Rural Dispersa (rural intervention models)	Inter-American Development Bank (IDB)	Water For People	Honduras	1-11-2016
16	Direct Cost Grant	CRS (Catholic Relief Services)		Honduras	6-9-2016
17	Training modules for Sustainability Monitoring Framework	Dutch WASH Alliance	Simavi	Kenya	1-10-2014

	Title	Donor	Financiers	Country	Start date
18	Support to West and Central Africa Regional Office (WCARO) programme: Knowledge Management and Sector Learning in West and Central African countries	UNICEF		Non country specific	15-6-2015
19	Action Research for Learning (AR4L)	Dutch WASH Alliance	Simavi	Multiple countries	1-3-2013
20	Monitoring the ONEWASHplus programme Ethiopia	UNICEF		Ethiopia	1-6-2014
21	Millennium Water Alliance Programme Ethiopia	Conrdad N. Hilton Foundation	Millennium Water Alliance	Ethiopia	1-7-2014
22	Monitoring and Evaluation Plan for Sustainable Water Services, Harar Ethiopia	Netherlands Enterprise Agence (RVO)	Vitens Evides International	Ethiopia	1-9-2014
23	Monitoring S2TAB Ethiopia	Netherlands Enterprise Agence (RVO)	Vitens Evides International	Ethiopia	1-2-2015
24	One WaSH National Programme Monitoring and Evaluation support	DFID	Coffey International	Ethiopia	8-3-2015
25	One WaSH National Programme Monitoring and Evaluation support - implementation	DFID	Coffey International	Ethiopia	16-11-2015
26	Lowland WASH	USAID	AECOM	Ethiopia	1-5-2016
27	WaterAid PEA of Sanitation in WASH	WaterAid		Ethiopia	13-7-2016
28	One WaSH National Programme Monitoring and Evaluation support - implementation	DFID	Coffey International	Ethiopia	1-8-2016
29	IRC Country Directors participation at the Water and Health Conference at the Water Institute of the University of North Carolina	Signe Hanson		Non country specific	1-1-2016
30	Organisational support grant	Osprey Foundation		Non country specific	1-7-2014
31	SMARTerWASH mobile monitoring for rural water and	Netherlands Enterprise Agency (RVO)		Ghana	1-4-2013

	Title	Donor	Financiers	Country	Start date
	sanitation				
32	Strengthening local government capacity. to deliver water services	Conrad N. Hilton Foundation		Ghana	1-7-2014
33	Sustainable WASH Systems	USAID	University of Colorado Boulder (UCB)	Multiple countries	27-9-2016
33	Fondo de Investimento e Património do Abastecimento de Água (FIPAG) professional development Mozambique	NUFFIC		Mozambique	14-1-2013
34	Innovation and Impact Fund - Sanitation	Australian Aid		Zimbabwe	1-4-2015
35	New Civil Society WASH Fund: Sustainable Sanitation & Hygiene for All (SSH4A) Nepal and Bhutan	Australian Aid	SNV	Multiple countries	1-5-2014
36	SEHATI: Accelerating access to sanitation and hygiene facilities in Indonesia	DGIS (Dutch Embassy)	Simavi	Indonesia	1-2-2016
37	Sanitation Challenge for Ghana	DFID	IMC Worldwide	Ghana	1-9-2015
38	Sanitation Challenge for Ghana- Impact ideas –	DFID	IMC Worldwide	Ghana	17-11-2015
39	BRAVE 2 Ghana	Natural Environment Research Council (NERC)	University of Reading	Ghana	1-6-2015
40	Partnerships in Practice Ltd (PiP) support for research on city sanitation planning	WaterAid UK		Ghana	1-3-2016
41	PiP Support for research on city sanitation planning	Partnerships in Practice Ltd		Ghana	1-3-2016
42	Sanitation Challenge for Ghana Stage 2	DFID	IMC Worldwide	Ghana	1-7-2016
43	Government of Ghana Sanitation and Knowledge Management Initiative (SKMI) Ghana	UNICEF		Ghana	26-9-2013
44	WASH in Schools website update	Simavi		Netherlands	1-8-2016

	Title	Donor	Financiers	Country	Start date
45	Sanitation Service Delivery Burkina Faso.	European Union		Burkina Faso	29-4-2014
46	One Drop Cooperation Burkina Faso	One Drop Foundation	Oxfam Quebec	Burkina Faso	1-3-2015
47	BRAVE 2 Burkina Faso	Natural Environment Research Council (NERC	University of Reading	Burkina Faso	1-6-2015
48	TrackFin Burkina Faso phase 1	World Health Organization		Burkina Faso	1-4-2016
49	COWI Consultancy Niger	Danida	COWI	Niger	4-4-2016
50	Action Research Togo and Burkina Faso	PLAN UK	Hydroconseil	Burkina Faso	14-4-2016
51	Support National WSSCC coordinator Uganda	Water Supply and Sanitation Collaborative Council, IEH1		Uganda	15-12-2014
52	ACRA CCS WASH Advocacy challenge fund	ACRA - Associazione di Cooperazione Rurale		Uganda	1-5-2015
53	UNOPS Strategic Engagement Plan 2015-2017	United Nations Office for Project Services (UNOPS)		Uganda	1-6-2015
54	Institutional study ATC for WASH Uganda	Ministry of Water and Environment of Uganda		Uganda	16-11-2015
55	The Waterloo Foundation grant for IRC Uganda	The Waterloo Foundation		Uganda	1-11-2015
56	TrackFin Uganda	World Health Organization		Uganda	16-3-2016
57	Making all Voices Count (MAVC) Research updating mechanisms district monitoring systems	WaterAid UK	Institute of Development Studies (IDS)	Non country specific	1-6-2014
58	DFAT I&I Fund WaterAid Smart phone life-cycle monitoring Timor-Leste	Australian Aid		Multiple countries	1-3-2015
59	Akvo management fee UNICEF 9 Countries Project	DGIS	Akvo	Multiple countries	1-4-2016

	Title	Donor	Financiers	Country	Start date
60	DGIS - UNICEF 9 country national monitoring initiative	DGIS	UNICEF	Multiple countries	1-7-2016
61	Agenda for Change (A4C) Global	Osprey Foundation		Multiple countries	1-3-2016
62	Research Project Disability WASH Malawi and Bangladesh	Australian Aid		Multiple countries	30-5-2013
63	Research Community management of rural water supply	Australian Aid		India	30-5-2013
64	Verification of baseline data for the PBR scheme	DFID	Aguaconsult	Tanzania	1-1-2014
65	ORIO technical assistance	Netherlands Enterpise Agency (RVO)	Royal HaskoningDHV	Bolivia	10-10-2014
66	Tanzania III	DFID	Aguaconsult	Tanzania	20-7-2015
67	Urban Sanitation Development Program (USDP) II	DGIS	Royal HaskoningDHV	Indonesia	1-8-2015
68	N'gor monitoring and process design: - phase 1	Bill and Melinda Gates Foundation	African Ministers' Council on Water (AMCOW)	Non country specific	1-1-2016
69	Integrity Training Mozambique	Water Integrity Network (WIN)		Mozambique	7-3-2016
70	Building Block Review	World Bank		Non country specific	1-4-2016
71	WASH Alliance International (WAI) Sustainability Check	DGIS	Simavi	Multiple countries	1-5-2016
72	Institutional and Political Economy Analysis Mozambique	World Bank		Mozambique	1-6-2016
73	WASH Alliance International SLP Sustainability Monitoring Framework (SMF)	DGIS	Simavi	Netherlands	30-6-2016
74	Global Sanitation Fund WSSCC Grant	United Nations Office for Project Services (UNOPS)	Water and Sanitation Collaborative Council (WSSCC)	Netherlands	13-7-2016

	Title	Donor	Financiers	Country	Start date
75	GLAAS 2016	World Health Organization		Multiple countries	1-8-2016
76	WALIS Zambia	USAID	DAI	Zambia	3-11-2016
77	SNV ENUFF OCNA Laos	Swiss Agency for Development and Cooperation	SNV	Laos	1-12-2016
78	No cost extension – Triple-S	Bill and Melinda Gates Foundation		Multiple countries	01-01-2015
79	BRAC WASH II Programme: ensuring sustainable access to sanitation, water and hygiene in hard-to-reach areas and for underserved people in Bangladesh	Bill and Melinda Gates Foundation		Bangladesh	23-08-2012
80	Training Lesotho	Catholic Relief Services (CRS)		Lesotho	01-10-2015
81	Consulting services to the Millennium Water Alliance Ethiopia Programme TCCAF	Coca Cola Foundation		Ethiopia	27-05-2013
82	MWA water treatment household study	Conrad N. Hilton Foundation		Ethiopia	01-07-2014
83	Subsidy Agreement 2012-2016	DGIS		Multiple countries	01-01-2012
84	Local government capacity South Sudan	DGIS		South Sudan	
85	Ghana WASH programme – 70 participant workshop Ghana	DGIS		Ghana	18-11-2015
86	ProCleanse filtration study	Global Environment and Technology Foundation (GEFT)		Ghana	01-12-2013
87	Methodology support sanitation project	LVIA Solidarity and International Collaboration		Burkina Faso	10-06-2014
88	Inputs to Multimedia Journalism & Water Course	RNTC		Multiple countries	03-11-2014
89	WASH United - Sanitation Assessment at the Kumbh Mela	Taru Leading Edge		India	01-08-2015
90	O&M study	Taru Leading Edge	Water For People	India	

	Title	Donor	Financiers	Country	Start date
91	WA-WASH	USAID		Multiple countries	01-11-2011
92	SSDP Knowledge Management	USAID	PSI	Burkina Faso	07-09-2015
93	Trackfin Ghana	World Health Organization		Ghana	07-12-2015

Source: IRC Strategic Partnerships.