IRC

30 June 2014

Monitoring Report 2013

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

Prepared by Ruzica Jacimovic and Anjani Abella on behalf of IRC, with input from Patrick Moriarty and support from Tettje van Daalen. Content is based on the monitoring and learning reports submitted by all staff from IRC offices in The Hague, Burkina Faso, Ghana and Uganda. This report was proofread by Vera van der Grift and laid out by Cristina Martinez. For questions or clarifications, contact IRC here: www.ircwash.org/contact-us

IRC's Monitoring Report 2013 is an internal document that is made available for information, transparency and accountability. It was prepared by IRC for its own use, and in fulfilment of the funding requirements of the Directorate-General for International Cooperation (DGIS) of The Netherlands Ministry of Foreign Affairs.

IRC
Bezuidenhoutseweg 2
2594 AV The Hague
The Netherlands

T: +31 70 3044000
www.ircwash.org

Contents

1 BACKGROUND AND OVERVIEW 6

2 INPUTS 8

3 OVERALL PROGRESS AND IMPACT 10

4 PROGRESS GOAL 1. SECTOR ADOPTION OF A SERVICE DELIVERY APPROACH 12

Activity and output highlights 12

Signs of progress and change 14

2013 indicators and targets, Goal 1 16

Lessons learnt and challenges for 2014 18

5 PROGRESS GOAL 2. SECTOR ADOPTION OF A LEARNING AND ADAPTIVE APPROACH 20

Activity and output highlights 20

Signs of progress and change 21

2013 indicators and targets, Goal 2 23

Lessons learnt and challenges for 2014 24

6 PROGRESS GOAL 3. IMPROVED AID EFFECTIVENESS 26

Activity and output highlights 26

Signs of progress and change 27

2013 indicators and targets, Goal 3 28

Lessons learnt and challenges for 2014 30

7 PROGRESS GOAL 4. IMPROVED INTER-SECTORAL DIALOGUE AND PLANNING ALIGNMENT 32

Activity and output highlights 32

Signs of progress and change 32

2013 indicators and targets, Goal 4 33

Lessons learnt and challenges for 2014 34

ANNEXES 36

Annex 1 Active projects, 2013 36

Annex 2 IRC's M&L framework 38

Annex 3 Face-to-face and online training activities, 2013 40

Annex 4 IRC-published research outputs in 2013 42

Annex 5 Requests for IRC's consultancy services, 2013 44

Annex 6 IRC's web content management, 2013 46

Annex 7 Blog titles and links, 2013 47

Annex 8 Sector learning platform and networks initiated and or led by IRC, 2013 51

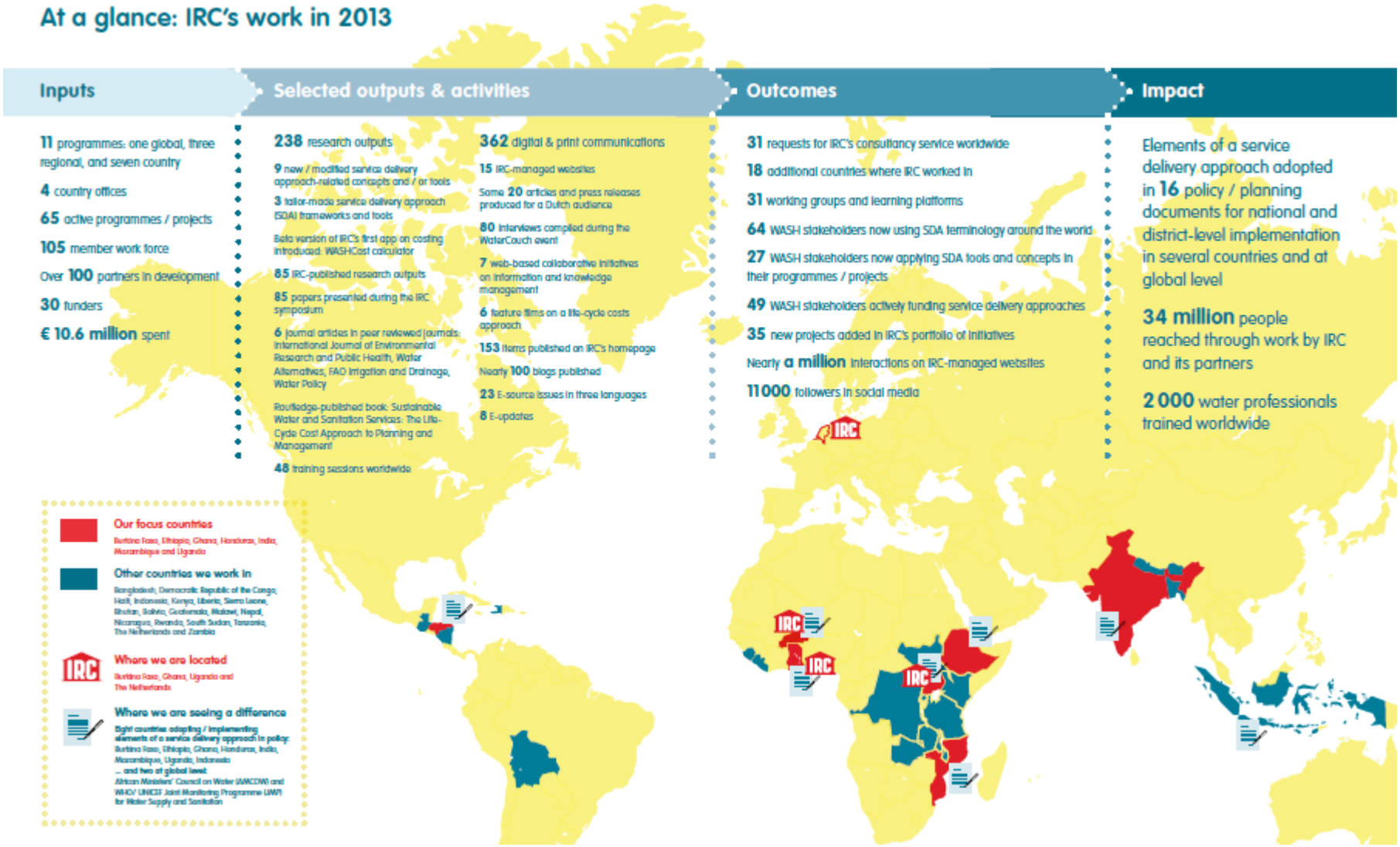
Figures

Figure 1 Results chain, Goal 1 19
Figure 2 Results chain, Goal 2 25
Figure 3 Results chain, Goal 3 31
Figure 4 Results chain, Goal 4 35

Tables

Table 1 Expenditure per IRC programme and funding in Euro, 2013 8
Table 2 Impact overview of IRC's work with partners, 2013 11
Table 3 Government policy and planning documents with a service delivery component, by country 13
Table 4 Status report and examples, Goal 1 16
Table 5 Learning alliances in Ghana, 2010-2013 22
Table 6 Status report and examples, Goal 2 23
Table 7 Status report and examples, Goal 3 28
Table 8 Status report and examples, Goal 4 33

At a glance: IRC's work in 2013



Source: IRC Annual Report 2013, pp. 6-7.

1 Background and overview

Introduction

There is no question that the water, sanitation and hygiene (WASH) sector had been successful in expanding coverage through the installation of infrastructure worldwide. But, the provision of infrastructure is merely a first step in tackling the crisis of lack of access to basic WASH services affecting the world's poorest people and communities. The reality today is that infrastructure failure is widespread and sub-standard service delivery more so – threatening the very gains that the WASH sector had achieved.

IRC believes that current sector emphasis on hardware (taps and toilets) to the un-served is insufficient to delivering "... water sanitation and hygiene services for life".[1] To achieve our vision of universal access to sustainable WASH services (Everyone Forever) by 2030,[2] IRC has, with its partners committed itself to driving a sector-wide paradigm shift: from delivering hardware alone to using hardware as the first step in delivering services that last.

To achieve our vision of universal access to services that last, IRC focuses on four specific goals in its current business plan (2012-2016):

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

We work to achieve these goals in a total of 11 programmes. A global programme and three regional programmes in Asia, Latin America and Africa focused on lobbying, advocacy and knowledge sharing activities. And seven country programmes (our focus countries): Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique and Uganda – all focused on driving change towards the adoption of a service delivery paradigm and innovation around the delivery of WASH services.

Our theory of change

The theory of change that informs our work is based on the assumption that achieving universal access to services that last requires continuous innovation and support to local partners (national and local government, NGOs and the private sector), over an extended period of time: at least ten years. We work in our focus countries to demonstrate this theory of change and to provide proof of concept of our approach to driving sector change. Our regional and international work is focused primarily on lobbying and advocating for the adoption of the lessons learnt in our focus countries – and the spread of lessons learnt to other countries.

Our work in focus countries spans all levels from active experimentation on new approaches in communities and districts through documentation and sharing of lessons learnt, to supporting

[1] IRC's logo strapline found in the bottom of all IRC published and co-published materials.

[2] IRC's 2012-2016 business plan initially had 2025 as its target for achieving universal access. Recently we extended our end target to 2030 to align with sector agreements over the proposed design of post-MDG goals. We see the sector's adoption of a concrete goal as a highly important and positive step – and one to which we had contributed, through our lobbying efforts.

governments in policy reform. At the international level we are active in lobbying for changes in policy that give rise to better practice oriented around service delivery. The one thing that IRC does not do, directly, is provide WASH services.

Monitoring progress for change

To be effective, IRC relies on our approaches and ideas being picked up and supported by others. It is therefore extremely difficult to attribute change directly to ourselves. Indeed, it can be counterproductive to the change we are driving – as it alienates key partners in the change process.

Contribution vs. attribution

At the same time, it is relatively easy to on the one hand, to track desired change, and on the other, show where our actions have made contributions to this change. IRC's monitoring framework is, therefore, designed to monitor progress across our entire programmatic flow, linking this to IRC's theory of change – making it possible for us to show hard quantitative data on our inputs, activities and outputs, whilst also tracking desired change in key outcomes.

For the first time, this year's monitoring report also attempts to quantify, in broad terms, the number of people who are directly affected by programmes in which IRC is involved with implementing partners (NGOs, local governments) as a proxy measure for impact.

Broadly speaking we can attribute inputs and outputs to IRC, while only claiming that we are making a contribution in achieving outcomes and impact. We believe that by clearly mapping steps in our theory of change and showing their linkages to each other, and to our goals, we can demonstrate a clear causal link between inputs and impact. We show our progress in 2013 at the highest level of aggregation (across our whole programme) in the infographic *At a glance: IRC's work in 2013* (p. 5).

Flexibility and adaptability

As our work takes place in an environment that is constantly changing and that is affected by factors that are neither predictable nor within our (or the sector's) control, we must learn to adapt and depart from rigid and prescriptive pre-designed programmatic logics and frameworks.

While our end goals are clear and have been defined in terms of outcomes to which we will make a significant contribution, we realise that there are multiple path ways over the coming years to achieving these. Our monitoring framework is designed to help us monitor (and report against our work) and learn from these to adapt our strategies as demanded by changed contexts in our programmes in country, regions, and at the global level.

To guide this process of continuous learning and adaptation, desirable 'signs of progress' and 'signs of change' have been identified for each of our main goals and are used to identify whether we are on track within the broader process of change.

Structure of the report

This report describes our work and progress in 2013, supported by a 105-strong staff team, over 100 implementing partners and 30 funders. Information had been culled from IRC's monitoring and learning Dashboard tool, and reviewed/ analysed against IRC's results chain and performance monitoring indicators.

Our work and achievements for this year are presented in seven parts.

Part 1 Background and overview (this chapter).

Part 2 Discusses IRC's inputs in 2013 and briefly outlines the level of effort related to each of our programmes.

Part 3 Provides a snapshot of the overall progress and impact our work with partners has achieved in 2013.

Parts 4-7 Outline our progress (outputs, outcomes and impact) against each of our four main goals

2 Inputs

In 2013 IRC ran 11 programmes: a global programme (International Influencing and Innovation), three regional programmes (Africa, South Asia and Latin America) and seven country programmes (Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique and Uganda). Of our seven focus countries, three are implemented by national IRC offices staffed by local professionals: Burkina Faso, Ghana and Uganda. These three countries also received the highest funding in 2013. Opportunities, issues and partnerships that go beyond our focus countries are managed by IRC's regional or global programmes.

Within IRC, the selection of focus countries and office host countries depends primarily on our estimate of whether the conditions exist to effectively drive change. Criteria involved in this choice include commitment of government; number/ influence of partners and networks; and, availability of finances. In line with our theory of change, we aim to be present in our focus countries for at least ten years. Total expenditure (input) by programme is presented below. Of the € 10,590,000 spent for IRC's programmes and operations, DGIS funding covered a total of € 3,785,690 of our total spending.[3]

Table 1 Expenditure per IRC programme and funding in Euro, 2013

Programme		Total
Country programmes		**4,180,593**
Burkina Faso		655,852
Ethiopia		441,574
Ghana		1,289,258
Honduras/ Latin America		167,064
India		210,321
Mozambique		284,364

[3] IRC's financial system currently only partially supports attribution of resource investment to countries. As a result, these figures are indicative. The financial system will be updated in 2014 to allow for a more precise allocation of resources to countries.

Programme		Total
Uganda		1,132,160
Regional programmes		**1,874,244**
Africa		519,202
Latin America/ Honduras		17,556
South Asia		1,337,486
Global programme		**4,535,163**
International Influencing and Innovation		4,535,163
TOTAL		**10,590,000**

During the year, 35 new projects were initiated by IRC with partners, with a total value of € 6,425,629. The number of new projects acquired in 2013 brought IRC's total to 65 (annex 1).

Investment in communications and knowledge sharing

During 2013 IRC began to renew its communications, advocacy and policy influencing work – to better position the organisation in delivering and advocating for universal access to services that last. As part of a major effort significant steps have been taken to put communications at the centre of IRC's work, starting with the translation of its mission into an IRC manifesto and the review of IRC's web presence[4] and engagement in the sector. As a result, IRC started to rebuild its website (due for release in 2014), and build staff capacity to communicate with different audience types.

Training

IRC's training services during the year focused on enhancing staff training and facilitation capacities, content mastery, support to acquisition of training assignments by IRC staff and country programmes and the delivery of high quality training services for external clients. Through IRC's training services, knowledge and skills were transferred to more than 2,000 sector professionals.

Monitoring and learning

IRC's monitoring dashboard (central repository for IRC outputs and outcomes) was further refined, with a clearer and more deliberate monitoring and learning process. Learning and reporting cycles are now more firmly built into IRC's annual planning; IRC's learning and monitoring cycles are guided by an IRC M&L framework (annex 2) and a Results Chain (also available for download here), which maps out the theory of change for each programme. The results chains are updated each year as part of our annual planning cycle.

[4] Internal report prepared by a UK-based consultancy group Unthinkables is available upon request.

3 Overall progress and impact

IRC's programmes and projects rest on an assumption that a systemic change is needed in the WASH sector to deliver water and sanitation to "Everyone Forever"[5]. IRC believes that such a change is possible when the paradigm guiding the WASH sector shifts from its current focus on hardware delivery to a service delivery approach (SDA). A service delivery approach is assumed to provide a lasting and clearly specified service to people who are ultimately the centre of development initiatives. It emphasises that the 'benefits' and impact of development initiatives should not be charitable 'gifts' but rather, 'givens' on which people can rely.

IRC's approach is based on a realistic and flexible theory of change that posits and accepts that large-scale change takes time and effort. In this context, we saw especially promising signs of progress and change under our first goal – the adoption by the sector of a service delivery approach. Here, the language of service delivery (and related to this, of life-cycle costing) has been adopted wholesale across the sector – internationally, and in our focus countries. While we do not attribute all or even most of this change to IRC, we are very confident in claiming to have made an important contribution towards realising this discursive shift. Moreover, we are seeing the next step in realising change: the move from adoption in language to implementation in practice. We find this both in our focus countries and beyond. Policy and practice is starting to reflect the need to provide services, whether this is through widespread interest in and adoption of advanced monitoring technologies or in investments made by government (and others) in post-construction – all of which are elements of service delivery.

Progress under other goals has also been positive. Learning and adaptation are seen as increasingly important in our focus countries, with strong growth in membership of learning platforms in Ghana and Uganda. Similarly, a number of countries are seeing increased efforts by governments to take a stronger role in sector leadership: through their membership in Sanitation and Water for All, and through the development of Sector Wide Approaches. At the same time, both sector learning and aid effectiveness face real challenges: the former of lack of investment; the latter of a shifting global aid agenda towards trade that if not addressed risks returning to the days of tied aid.

As in 2012, the goal where we have seen the least progress is on inter-sectoral dialogue, where with the exception of successes in self-supply, multiple uses of water and sanitation in schools, we struggle to break through entrenched sector boundaries.

For the first time, in 2013, we have sought to directly quantify the outreach of our work, and can now state that work by IRC and its partners reached approximately **34 million people** (Table 2 for country breakdown) with some aspect of improved water, sanitation and/ or hygiene services. In 2014 we hope to include direct measures of the quality of service being provided to at least some of the people we had reached.

Worldwide, at least **64** organisations now use the language of service delivery, while **27** have absorbed service delivery in their internal practices and **49** are now actively funding the approach.

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

Table 2 Impact overview of IRC's work with partners, 2013[6]

Region, country	No. of people reached	No. of organisations employing a service delivery approach in…		
		Language	Internal practices	Funding requirements
Africa				
Ghana	50,316	12	4	15
Ethiopia		10	1	5
Burkina Faso	19,000	7	6	6
Mozambique		3	0	0
Uganda	834,200	3	2	1
Kenya		3	2	3
Democratic Republic of Congo		1	0	1
Liberia		1	1	1
Sierra Leone		1	0	1
Latin America				
Honduras		7	7	7
Haiti		1	0	1
Asia				
India		4	1	4
Indonesia	287,000	1	1	1
Bangladesh (water)	1,920,000	2	2	2
Bangladesh (sanitation)	30,700,000			
Global		8	0	1
TOTAL	**33,810,516**	**64**	**27**	**49**

The following chapters give more detail on the activities that IRC undertook and the progress that was made against our four major goals in 2013. Each takes the same format, presenting: (1) highlighted activities and outputs; (2) signs of progress and change in relation to achieving the goals; (3) a table presenting the status of our work vis-à-vis key indicators; (4) a short narrative presenting the main lessons we learnt this year, for action in 2014; and (5) a graphic showing our results chain per goal and per country.

[6] Figures presented on this table are the cumulative total of organisations and people reached by the work of IRC and its partners since 2012.

4 Progress Goal 1. Sector adoption of a service delivery approach

IRC is promoting a change in sector paradigm: from delivering hardware to delivering services that last.

2013 continued to see good progress globally and in our focus countries against this goal. IRC has contributed to a sector-wide shift in the language used in talking about WASH. Service delivery language is increasingly becoming the norm and is encapsulated in the WASH sector submission to the post-2015 sustainable development goals. The year saw promising signs of progress in a number of our focus countries – moving from talk to action – notably in the form of updated sector policies that address service delivery explicitly. And also, in the broad interest expressed by various stakeholders in service delivering monitoring and life-cycle costing.

Signs of progress[7]

Shift in discourse from access to water to access to service delivery in official publications and documents of government and international organisations

Increased demand for information products regarding the implementation of service delivery models offered by IRC

Increased demand from governments and funding agencies for IRC support in development and implementation of a service delivery approach

Country-specific service delivery approaches are agreed by sector stakeholders and officially documented

Signs of change

Access figures are expressed in relation to service provision rather than access to hardware in IRC's target countries using service delivery ladders for water and sanitation (or similar)

In-country capacity to monitor trends over time in service delivery levels

Activity and output highlights

The concept of service delivery is rapidly gaining ground with elements of a service delivery approach now informing at least 16 policy/ planning documents (with a service delivery component) for implementation at national and district-levels, and at regional/ global levels – all developed and finalised with input from IRC (Table 3 on next page).

For change to be effective and long-lasting, we emphasise the need to tackle the web of interconnected systems and structures in the areas we work in. Meaning, our work and those of our partners does not end with the development of approaches and policies. An important element of our work is to strengthen internal capacity to safeguard the gains that we achieve collectively.

- Through a five-part series of workshops, for example, we assisted technicians in the Burkina Faso communes of Arbinda and Gorgadji in their design and testing of communal monitoring frameworks; service providers in the communes were trained on data collection and tools to facilitate analysis; and Communal Water Advisory Boards (community stewards) were established to provide advice to water authorities and support service providers.
- In Ghana, 316 government staff at national, regional and district levels were trained on various elements of a service delivery approach as part of the rural water sector's effort to acquaint government staff with various sector operational documents.

[7] The text in the left hand margin sets out indicative signs of progress and change that we expect to see according to our programme logic. Those in the right hand column report what we have actually seen in 2013.

Table 3 Government policy and planning documents with a service delivery component, by country

Country	Organisation	Title[8]	Type
Honduras	Consejo Nacional de Agua Potable y Saneamiento	National WASH policy: Politica nacional del sector agua potable y saneamiento: resumida	National policy
		Institutional Framework for Service Delivery Monitoring using SIASAR: Institucionalidad del Sistema de Información de Agua y Saneaemiento Rural (SIASAR) en Honduras	Monitoring framework
Ghana	Community Water and Sanitation Agency	National Community Water and Sanitation Strategy	National strategy (in production)
		Project Implementation Manual	Project manual
		District Operational Manual	Operational manual
		Revised Corporate Plan (2013–2017)	Planning document (in production)
	Ministry of Local Government and Rural Development (MLGRD)	Revised Ghana sector-wide compact (read news item)	Planning document (in production)
Burkina Faso	Arbinda and Gorgadji communes	Communal Monitoring Framework (read news item)	Monitoring framework (communal framework to provide lessons for National Water and Sanitation Programme (PNAEPA) 2014 review process
Mozambique	Government of Mozambique	Rural Water and Sanitation Programme (PRONASAR)	Programme document
Ethiopia	Ministry of Water, Irrigation and Energy	Self-supply Package Policy and Guidelines	Policy guideline (in production)
Uganda	Public procurement and disposal of assets authority	Guidelines Authorising Local Governments to Work with Hand Pump Mechanics Associations (read briefing note and business model)	Policy guideline
India	National Planning Commission	Twelfth Five-Year Plan (2012-2017)	Planning document
	Government of India	National Rural Drinking Water Guidelines	Programme document
Indonesia	Government of Indonesia	Environmental Health Risk Assessment Monitoring and Planning Tool (read report)	Planning tool
Regional	African Ministers Council on Water	Executive Committee Recommendation for Monitoring Post-2015 Progress in Water, Sanitation and Hygiene	Recommendation
Global	Joint Monitoring Platform Working Group	Monitoring the Progress in the Water, Sanitation and Hygiene Sector Post-2015	Monitoring framework

[8] Titles with no hyperlinks indicate that a digital copy of the policy and planning documents have either yet to be uploaded by their respective owners, are in production, or are only available as a hard copy.

Beyond working with policy makers at national, district and global level, our strategy to enlarge partnerships and cascade (and encourage the replication of) the benefits of a service delivery approach saw us engaging with other organisations and academia. During 2013, we entered into an informal alliance with USA and UK based NGOs Water For People and Water and Sanitation for the Urban Poor respectively to support achievement of Everyone Forever – an approach to addressing universal coverage with services that last that describes both the desired end state, and an approach to achieving it.

With support from the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC), we are influencing the next generation of sector professionals through the following:

- Development of a Bachelor of Science educational curriculum on Rural Water Services and Sanitation for the Eduardo Mondlane University; and
- Curriculum development and facilitation of a NUFFIC-funded programme in Ghana awarded to IRC and Maastricht University, in partnership with the University of Cape Coast.

A total of 48 face-to-face and online training activities were organised in 2013 (annex 3), 44 of which centred on sharing concepts related to a service delivery approach, and various methodologies and tools that promote sustained monitoring practice and access to a reliable and safe supply of WASH services. Similarly, of the 85 research outputs published by IRC's various programmes and projects (annex 4), 59 delved, either in whole or in part, into the subject of a service delivery approach.

Finally, and a high point in 2013, IRC co-hosted a major symposium on monitoring (reported in goal 2) at which 85 papers were presented and discussed on the following topics: monitoring finance, government-led and country-wide monitoring, project monitoring, information and communication technologies (ICTs) for monitoring, monitoring sanitation and hygiene and building coherence in global-regional-national monitoring.

Signs of progress and change

As in 2012 we had made significant headway under this goal in 2013. For IRC, we place great emphasis on the co-development of service delivery approaches that are based on broad-based consultations to ensure that country/ location specificities and realities guide policy design and implementation frameworks. First developed by IRC in the early 2000s as a participatory management tool, for example, qualitative information system (QIS) has since grown and been adapted in country and project contexts as a monitoring system. Today, the QIS-inspired monitoring system has been brought to scale across seven countries in Asia – Bangladesh, Bhutan, Cambodia, Laos, Nepal, Vietnam and Indonesia – through IRC's support in large-scale projects managed by INGOs BRAC (BRAC WASH), SNV (Sustainable Sanitation and Hygiene for All, SSH4A) and Simavi (Sanitation, Hygiene and Water Programme for East Indonesia, SHAW).

During the year, we also saw several of our staff's articles published in peer-reviewed journals, and a book on life-cycle costing in India.

- ARTICLES: (1) Domestic Water Service Delivery Indicators and Frameworks for Monitoring, Evaluation, Policy and Planning: A Review (in International Journal of Environmental Research and Public Health, vol. 10, issue 10) | (2) Trends in Rural Water Supply: Towards a Service Delivery Approach; (3) The Impact of Support to Community-Based Rural Water Service Providers: Evidence from Colombia; and (4) Self-supply as a Complementary Water

Services Delivery Model in Ethiopia (in Water Alternatives Special issue, vol. 6, issue 3) | (5) Multiple Uses of Water Services in Large Irrigation Systems: Auditing and Planning Modernization, The MASSMUS Approach (in FAO Irrigation and Drainage Paper 67) | (6) How Effective and the New WASH Security Guidelines for India? An Empirical Case Study of Andhra Pradesh (in Water Policy, vol. 15, issue 4)

- BOOK: Sustainable Water and Sanitation Services: The Life-Cycle Cost Approach to Planning and Management (Earthscan Studies in Water Resource Management)

Thirty-one requests for our consultancy services were received in 2013 (annex 5), half of which were related to interest a service delivery approach. Of the 15 SDA-related requests we received, four originated from alliances/ networks; four from development partners and funding agencies; three from government; and four from INGOs.

Towards the development of a vibrant WASH sector across our focus countries, the following changes were progressively realised by IRC and its partners:

- Triple-S pilot districts in Ghana have started initiating remedial measures to address the problems that cause systems failure. Broken down water facilities have been rehabilitated, restoring water services for over 50,000 water users. These measures have contributed to a decrease in non-functionality of water facilities by 9% and 4% in the Akatsi (North and South) and Sunyani West districts in response to baseline studies produced by IRC Ghana.[9]
- In Uganda, the policy guideline enacted by the Public Procurement and Disposal of Assets Authority provided a legal framework for the activities of the Hand Pump Mechanics Association (HPMA)[10] – tasked to support in the operations and management of facilities in districts. Recognition of the activities of the HPMA is expected to expand income generation activities at community level.
- In India, a budget provision for capital maintenance and replacement had been incorporated in the country's National Rural Drinking Water Programme Guidelines, and a life-cycle costs approach is now part of sector investment strategy in the Twelfth Five-Year Plan of the National Planning Commission.
- IRC's technical inputs and facilitation of stakeholder processes for the development of a new WASH policy in Honduras and a monitoring system (SIASAR) came to fruition in 2013 through their formal adoption nationwide.
- In Ethiopia, the implementation guidelines for a Community Managed Project approach and Self-supply[11] approach that IRC provided input to, has been translated to a Self-supply implementation programme for the regions of SNNPR (Southern Nations, Nationalities, and People's Region) and Oromia. Implementation of the approach is expected to benefit one million people in SNNPR, and 6.3 million people in Oromia.

---

[9] It is too early to confirm the trajectory of improvement in water services and to attribute these improvements solely to the Triple-S intervention. However, the emerging trend is very encouraging and will be tracked to fully establish its correlation with the adoption of the Service Delivery Approach (SDA) by the pilot districts in the ensuing years.

[10] Read feature story on the HPMA here: http://www.waterservicesthatlast.org/countries/uganda_triple_s_initiative/news_events/hand_pump_mechanics_get_organised_to_keep_water_flowing

[11] Learn more about Self-supply and a Self-supply acceleration programme here: http://www.ircwash.org/search-site?search_api_views_fulltext=Self-supply&x=0&y=0

At global level, access figures are now being expressed in relation to service provision rather than access to hardware. These are found in AMCOW's outcome document, presented during the AMCOW Executive Committee's consultative meeting (ministers level) in Tunis (March 2013), and leaflets and factsheets containing post-2015 targets and indicators which IRC helped design as a co-lead of the Water Working Group of the Joint Monitoring Programme (JMP) of the World Health Organization.

In the End-of-Project Evaluation report of IRC's WASHCost project, the team of external evaluators (Cross, Frade, James and Tremolet, 2013, p. 34) wrote:

> *The Organisation for Economic Co-operation and Development and the World Health Organisation... both report that they found WASHCost data very helpful in their own work. Improvements in the WHO/ UNICEF's Global Analysis and Assessment of Sanitation and Drinking-Water questionnaire have drawn from WASHCost concepts. WASHCost has also been associated with the development of Trackfin, the initiative to track WASH sector financing.*

2013 indicators and targets, Goal 1

** Towards the end of 2012, IRC started tracking the different types of organisations actively funding, using, and adopting elements of a service delivery approach in their work. IRC staff members maintain an internal spreadsheet, which is regularly updated to monitor progress in SDA adopters. The numbers reported below are derived from that list, which is available upon request. [12]

Table 4 Status report and examples, Goal 1

Goal 1 indicators	Status in 2013	Examples and/ or remarks
3 bilaterals/ IFIs using SDA terminology in 2013	**5 bilaterals/ IFIs ACHIEVED** Inter-American Development Bank (IDB) | European Investment Bank | U.S. Agency for International Development (USAID) | World Bank (WB) | World Health Organization | Water and Sanitation Programme of the World Bank in India IN 2012: 2 bilaterals/ IFIs using SDA terminology ACHIEVED EIB/ AfDB Sanitation and Water for Small Towns and Rural Areas – SAWISTRA | Australia Aid framework of action for support to rural WASH sector in Timor Leste 2012-20120	In Latin America, the recently published Inter-American Development Bank's (IDB) publication: Institutionalizing Monitoring of Rural Water Services in Latin America: Lessons from El Salvador, Honduras and Paraguay reflects the international finance institution's adoption of elements of a service delivery approach. In a tender document for Guatemala, the concepts of a service delivery approach and a life-cycle costs approached were included by the IDB as a required methodology for application. In collaboration with Rotary International, USAID launched its own WASH Sustainability index tool. The tool focuses on four areas (institutional, management, financial and technical) considered crucial for designing long-term sustainability of WASH interventions. Global findings and lessons learnt from pilot case studies are available as a downloadable publication.

[12] Items marked in orange – on the Status in 2013 column – report on indicators and progress in Year 2012. IRC's Monitoring Request 2012 is available at request.

Goal 1 indicators	Status in 2013	Examples and/ or remarks
3 I/NGOs using SDA terminology	**18 I/NGOS ACHIEVED** Akvopedia | Aqua for All | CARE Kenya | Charity Water | Catholic Relief Service Kenya | Catholic Relief Service America | Concern Worldwide | Deutsche Welthungerhilfe | EWB Canada | Food for the Hungry Kenya | Improve International | Millennium Water Alliance | Splash (formerly A Child's Right) | SNV | WaterAid Australia | Water For People in India | WaterAid Malawi | World Vision Kenya IN 2012: 2 I/NGOs using SDA terminology ACHIEVED IRC-BRAC Bangladesh collaboration in BRACH WASH II programme | Development of service delivery indicators in Ghana and Uganda	Katherine Cunliffe, Regional Technical Advisor for Water, Sanitation & Hygiene of CRS East Africa Regional Office was quoted to have said that "LCCA has been a big hit with country programmes." She mentioned that she is keen to see "all WASH programmes using the life-cycle costs approach as part of every initiative and wanted to use part of this meeting to help individuals learn more…" In this video, Water For People "presents the perceptions of stakeholders involved in the effort of achieving full coverage forever in the municipality of Chinda, Honduras." In India, an approach to reach Everyone Forever was tested and adopted in several blocks in West Bengal. A report was prepared by IRC to assess how Water For People and the government has fared in meeting their goals to achieve full coverage of sanitation and water supply in Sagar and neighbouring block, Patharpratima. Reflections on the study are also shared in a blog.
3 organisations actively funding SDA approaches	**20 organisations ACHIEVED** Agence Française de Développement | Australia Aid | Charity Water | DGIS | European Investment Bank | Fontes Foundation | Hilton Foundation | Inter-American Development Bank (IDB) | Millennium Water Alliance | Rotary International | Splash (formerly A Child's Right) | USAID | WaterAid UK | WaterAid Australia | Water for Good | World Bank | World Vision Kenya | CARE Kenya | CRS Kenya | Food for the Hungry Kenya | UNHCR IN 2012: 2 organisations actively funding SDA ACHIEVED CWSA Ghana's adoption of a service delivery approach | Water For People's Everyone Forever	From Australia Aid, IRC and partners received funding for an action research project in India to identify factors that lead to the success and failure of community management: a common model for rural water supply delivery. Members of the India Community Water Plus project include IRC, Administrative Staff College of India, Centre of Excellence for Change in Chennai and the Malawaya National Institute of Technology. The project is coordinated by Cranfield University.
3 organisations with internal practices that support SDA	**27 organisations ACHIEVED** Agence Française de Développement | Australia Aid | BRAC | CARE Kenya | Charity Water | Concern Worldwide | Catholic Relief Service East Africa | Food for the Hungry Kenya | Millennium Water Alliance | WaterAid Australia | WaterAid UK | Deutsche Welthungerhilfe | World Vision Kenya | Water for Good | UNHCR | UNICEF Mozambique | UNICEF Ghana | U.S. Agency for International Development | European Investment Bank | Water for People | WaterAid Australia |	On SNV's website, the INGO stresses "service delivery solutions tailored to the needs and preferences of different consumer segments" as its approach for inclusive development. IRC has multiple collaborative activities with the organisation. An outcome monitoring system based on the Quantitative Information System (QIS) methodology is supporting short monitoring and learning cycles and provides timely inputs in the BRAC WASH programme. The monitoring and learning system has received positive feedback and is providing evidence and

Goal 1 indicators	Status in 2013	Examples and/ or remarks
	WaterAid UK | World Health Organization | European Investment Bank | Inter-American Development Bank | World Bank | Millennium Water Alliance Splash (formerly A Child's Right) NOT TRACKED IN 2012 (no baseline for this indicator)	lessons of great value to the sector. BRAC's adoption of QIS is explained in a video. produced by the organisation. On the same year, IRC's application of a life-cycle costs approach on sanitation and hygiene activities undertaken in Bagherpara Upazila in Bangladesh was published.
Country-specific elements of SDA agreed in a min of 2 countries/ sub-national regions	**Country-specific elements of SDA agreed in a total of 8 countries** **ACHIEVED** Burkina Faso | Ethiopia | Ghana | Honduras | India | Indonesia | Mozambique | Uganda IN 2012: Country-specific elements of SDA agreed in a minimum of one country – Ghana	The Hand Pump Mechanics Association (HPMA) in Uganda has now been scaled up in 111 districts and 1 city. What was once considered an 'informal job' is now afforded the formal recognition it deserves. On 13 October, the Government of Ethiopia launched its sector-wide approach under the umbrella of the One WASH National Programme, which includes Self-supply and a Self-supply acceleration programme component in line with IRC's approach and research findings.
Web visits	423,268 (353,809 IN 2012)	19.6% increase
Downloads	38,020 (30,145 IN 2012)	26.1% increase
New visitors	316,017 (250,577 IN 2012)	26.1% increase
Returning visitors	107,251 (103,232 IN 2012)	3.9% increase

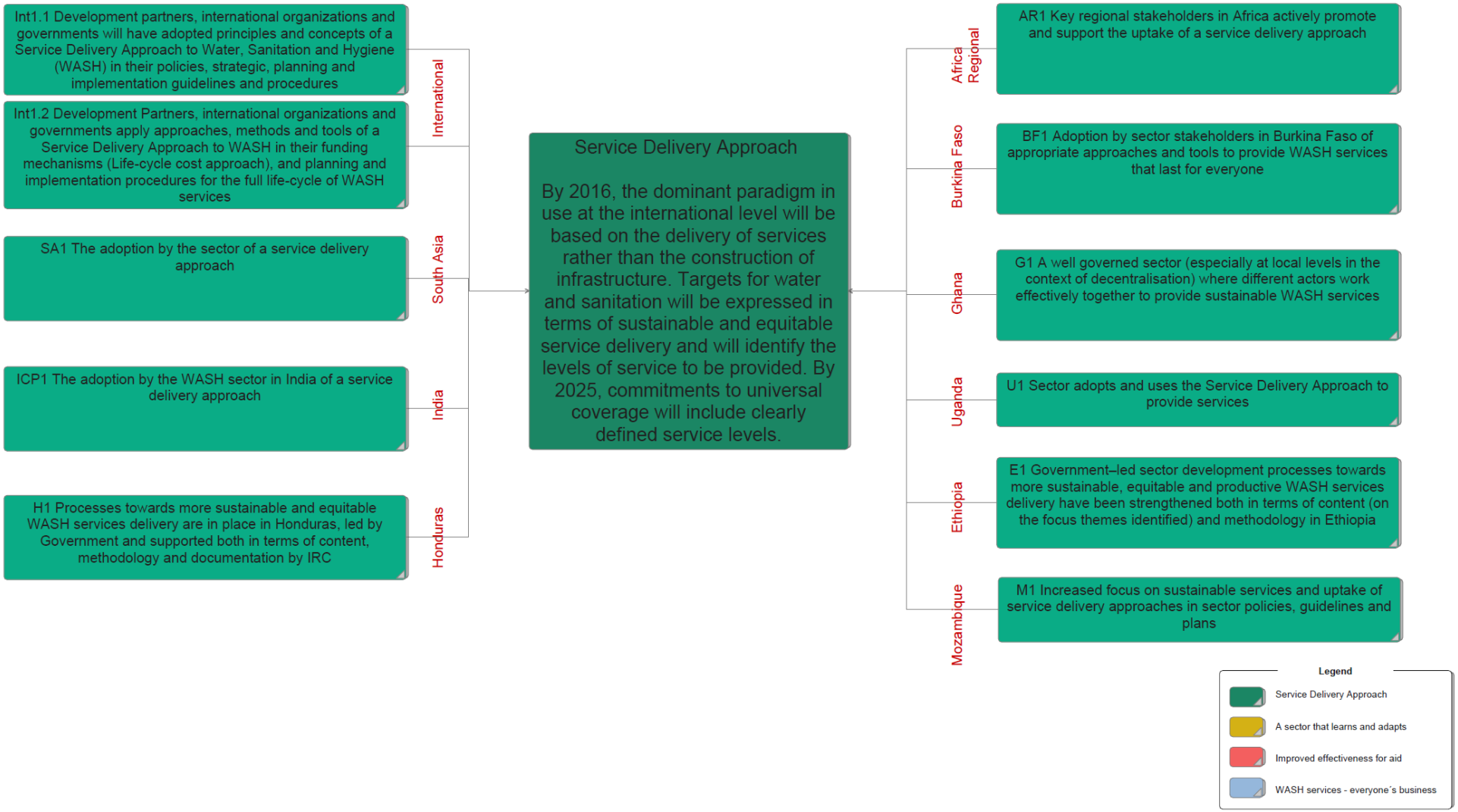
Lessons learnt and challenges for 2014

The sector began embracing the idea that costs must be linked with service levels, but whether that will lead to more sustainable services and different budget allocations remains to be seen.

Our research showed that without substantial levels of public finance, delivering decent-quality WASH services to the poorest will not be possible. Our work on life-cycle costing found that WASH needs continuous financing, indefinitely – not just one-off capital investment. Specifically, consistent support for communities from local governments and the private sector is essential. In 2014 we will redouble efforts to lobby for more public finance for WASH and explore financing mechanisms.

IRC's research in 2013 also turned up a counterintuitive finding: that in rural areas, piped water might not only provide better service than communal handpumps, but also be cheaper and more sustainable in the long run (people are willing to pay more for it because the service delivered is closer and more convenient). In 2014, we will conduct further research to validate that finding whilst actively lobbying WASH organisations to re-examine the assumptions underlying their approaches.

Figure 1 Results chain, Goal 1



5 Progress Goal 2. Sector adoption of a learning and adaptive approach

IRC promotes learning and adaptation as the key to achieving sustainable services.

2013 saw encouraging progress in several focus countries on driving the learning and adaptation agenda, notably Ghana and Uganda. At the global level, IRC continued its regular work of "bridging the knowledge gap" through its information sharing and knowledge management activities, taking concerted action and steps to make its presence in digital and sector learning platforms more visible and engaged. Nevertheless, the sector as a whole continues to dedicate insufficient time and resources to building learning and adaptation into its activities.

Signs of progress

Dedicated sector platforms, or formal networks in place facilitating (inter-) sectoral dialogue and planning, in particular between governmental and non-governmental bodies

Active and regular documentation of experiences and exchange of sector information between various stakeholders

Sector stakeholders in focus countries allocate explicit resources to learning (documentation, sharing, etc.)

Countries demand IRC's support in promoting and institutionalising a better learning environment in the sector

Signs of change

Learning is a prioritised area in sector policies and strategies

Countries implement a structured process to adjust policies, strategies and approaches based on context-specific generated knowledge through learning and adaptive processes

Activity and output highlights

Under this goal, we supported sector learning platforms and helped organise, present content, document and disseminate findings during meetings. Other channels that we used to promote learning in the sector included IRC's symposium, organised around the theme of monitoring in Addis Ababa, Ethiopia; our own website; and, our involvement in collaborative web-based initiatives that facilitate information sharing and wide dissemination. During the year, we also sought to strengthen our partnership with the media and Dutch-based lobby and advocacy organisations.

The IRC symposium on monitoring hosted and supported by the Government of Ethiopia with several IRC partners gathered 420 people and received a total of 85 papers and presentations. The symposium was by far the largest we had ever organised, and was the first to have ever taken place outside The Netherlands.

Engagement with IRC's digital presence reached nearly a million: 423,268 through the websites that IRC hosts (annex 6), and 426,700 in various social media platforms. Of the 15 websites managed by IRC, we saw a 19.6% increase in web visits; a 26.1% increase in downloads; 26.1% increase in new visitors; and a 3.9% increase in returning visitors, suggesting that IRC continues to be a trusted and reliable source of information and innovation.

To prepare for next year's rollout of our new brand identity: IRC as an active and engaged agent of change – we sought to find ways of expanding our presence in digital platforms. The year 2013 saw an increase in blog content published – nearly 100 (annex 7). To expand the

reach of our research work and analysis, three new free and open source knowledge portals were launched by Akvo and IRC in 2013: the AKVOPEDIA finance portal (life-cycle costing), Akvopedia Sustainability Portal (sustainability framework, including the Dutch WASH Alliance's FIETS approach) and the IRC Sanitation Pack within the Sanitation portal (sanitation technologies for application at household-village levels). To host and promote IRC's increasingly large country-based datasets online, the first databases on costs and service levels from the WASHCost research was also made available on the DANS website. Finally, the beta version of the WASHCost Share (formerly WASHCost Calculator) was launched in 2013, bringing the total of IRC's web-based collaborative and innovative initiatives to seven (including Knowledge Point and WASH Information Consortium). A total of 23 E-Source editions in different languages (English, French and Spanish) and eight E-updates were produced. A total of 153 items were published on IRC's homepage and six feature films on a life-cycle costs approach produced by IRC.

Activities that demonstrate an increased effort by IRC to make our work more visible in The Netherlands include the following:

- During World Water Day, IRC collaborated with Akvo and the Directorate-General for International Cooperation of The Netherlands Ministry of Foreign Affairs in an activity called WaterCouch, which generated 80 interviews. WaterCouch provided participants with a platform to get their "voices heard" within the venue, and to benefit sector stakeholders who were unable to attend the event.
- Radio Netherlands Training Centre and IRC co-facilitated a multi-media journalism course on WASH for an international group of journalists and communicators from Bangladesh, Nigeria, Ethiopia, Zambia, Sri Lanka, The Netherlands and Suriname.

Of the 85 research outputs reported by IRC in 2013, a total of 10 were produced under this goal (annex 4).

Signs of progress and change

Today, all IRC focus countries in the Africa region are now home to dedicated country-level learning platforms that convene regularly for sector dialogue and planning (annex 8).

The IRC symposium in Addis Ababa was hailed a success by many attendees and presented evidence on country demand for IRC's support in promoting and institutionalising a learning environment as illustrated by the following:

- The symposium was used by the Africa Ministers' Council on Water (symposium co-organisers) as a forum to bring together monitoring experts from African governments.
- The symposium concluded with, among others, a request from Francophone African countries to organise a follow-up symposium, in the French language, slated for 2014.

The sector's engagement in a structured process to adjust policies, strategies and approaches, based on content-specific generated knowledge, is a prerequisite for sector learning and adaptation. The WASHTech initiative helped to develop such a process for the adoption (or rejection) of new technologies. The process is facilitated by strategic consultations, participatory design and validation processes as described by the Technology Applicability Framework (TAF) and Technology Introduction Process (TIP). The national governments of Ghana, Uganda and to a large extent, Burkina Faso, including several development partners working in these countries, have adopted the TAF and TIP. The success of WASHTech's work has also reached Tanzania and Nicaragua, resulting in the application of TAF outside WASHTech

project areas. The tools and lessons arising from the project are available in an online resource base hosted by the Rural Water Supply Network.

We are also seeing progress in country preparations for the Sanitation and Water for All (SWA) initiative' High Level Meeting, which now stresses the need for learning and broad-based sector dialogues in the review and update of country commitments. For example, the importance of creating learning platforms was added to the briefs of members of the Country Processes Task Team (CPTT).

In Ghana and Uganda, we are especially encouraged by the increase of sector stakeholder resource allocation to a learning and adaptive approach. Sustained financing of such learning activities, in part, facilitates dialogue on innovation and the examination of embedded practices to ensure that they continue to be relevant in today's context.

- In 2013, funding for learning alliances by Ghana-based organisations more than tripled from € 4,200 to € 15,300 (Table 5).
- Also in Ghana, UNICEF financed the Resource Centre Network platform under the Sanitation Knowledge Management Initiative (SKMI).
- In Uganda, a regional learning forum held in Rwenzori was funded by district local governments.

Table 5 Learning alliances in Ghana, 2010-2013

Variables	2010	2011	2012	2013
Core members	7 organisations (& 4 projects)	8 organisations (& 5 projects)	13 organisations	17 organisations
Participants (Average for the year)	41 (410 of 10 meetings)	47 (470 of 10 meetings)	43 (344 of 8 meetings)	56 (500 + of 9 meetings)
Website visits	0	5026	9508	8348
Organisations hosted (who shared) on the platform	16 organisations & projects (14 sharing for the first time) in 10 meetings	18 organisations & projects (10 sharing for the first time) in 10 meetings	20 organisations (3 first time) in 8 meetings	31 organisations (13 first time) in 9 meetings
Geographical scope	National	National + 3 Districts (TPP, Tripartite Partnership Project support)	National + 3 Districts (TPP support)	National +5 regions
Co-Funding	50% of Coordinator's Salary (including provision of office space and stationery) from the TPP Project	50% of Coordinator's Salary (+ provision of office space and stationery) from the TPP Project	€ 4,200	€ 15,300

Today, learning events are now an accepted and expected part of major sector events and programmes in Ghana, i.e., Ghana Water Forum and NGO annual conference.

In Uganda the second Northern Regional Learning Forum agreed that learning be embedded in district local government and district water officer planning. IRC Uganda is currently supporting district governments in mapping the contours of how to do this; with a first version being tested in Lira and Kabarole. Also in Kabarole where a life-cycle costs approach was implemented, and

findings were discussed with national and district stakeholders, the Kabarole District Water Office has reconsidered its way of planning and use of its District Water and Sanitation Grant.

2013 indicators and targets, Goal 2

** Under goal 2, we also report on sector platforms established outside of our focus countries in 2013, to demonstrate that while the sector as a whole has yet to allocate and sustain dedicated funding for learning and reflection activities, sector interest to engage in learning platforms remain strong.

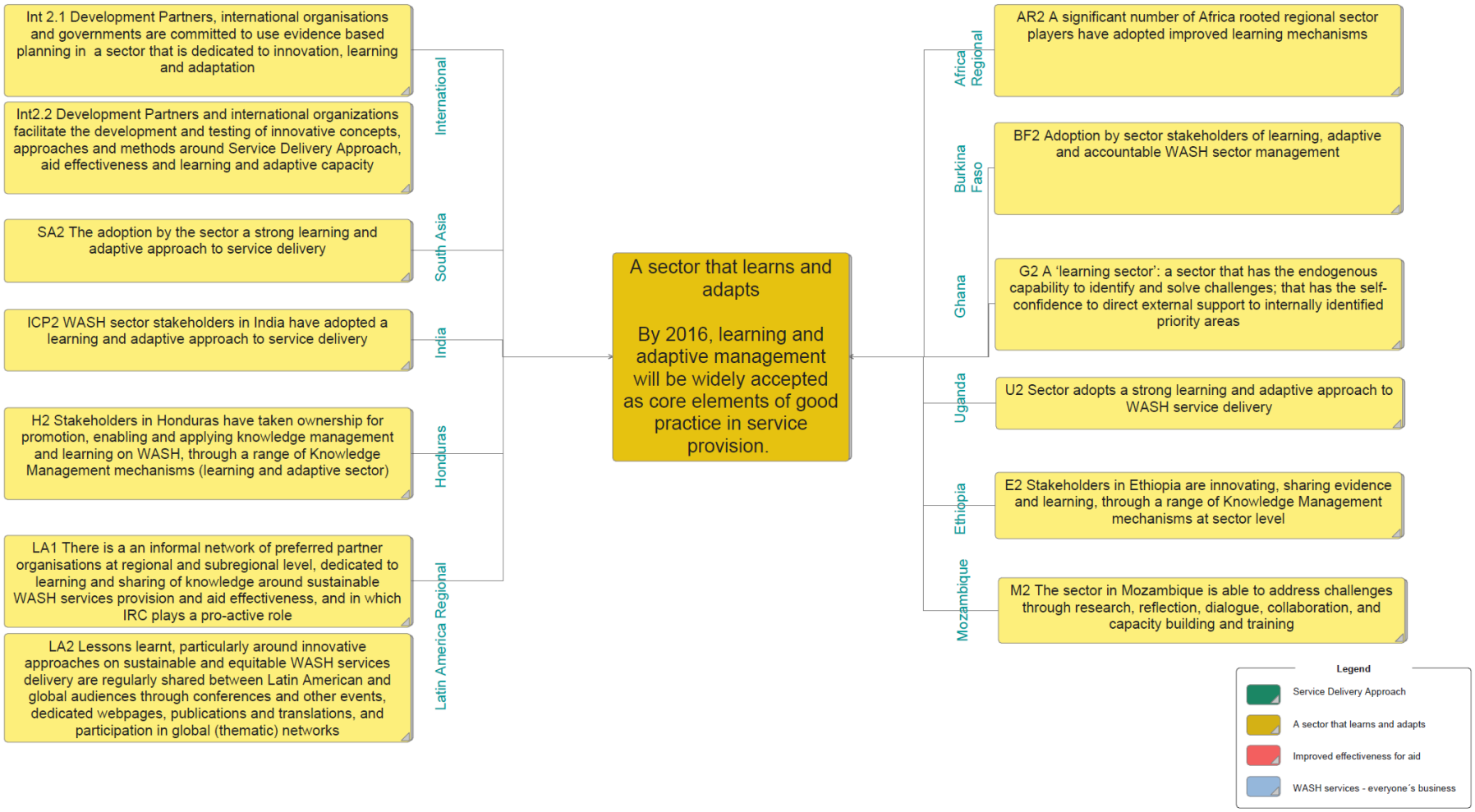
Table 6 Status report and examples, Goal 2

Goal 2 indicators	Status in 2013	Examples and/ or remarks
½ of IRC's focus countries (country programmes) with dedicated sector platforms	**ALL IRC focus countries in the Africa region with sector platforms ACHIEVED** Burkina Faso | Ethiopia | Ghana | Mozambique IN 2012: 1/3 of IRC's focus countries with dedicated sector platforms ACHIEVED Burkina Faso | Ethiopia | Ghana | Uganda	In Ghana, three NEW regional learning platforms were created in the Northern, Volta and Brong Ahafo regions, co-founded and hosted by local government. RCN Ghana was associated with the Government's decision to embark on nation-wide dissemination of two national strategy documents, namely the National Strategy for Community Participation in Management of Urban WASH Services; and Behaviour Change Communication (BCC) Strategy for the Urban Sub-Sector. In Uganda, the draft learning and coordination model is now being tested in the Lira and Kabarole districts. Insight on the model may be drawn from this power point presentation.
OTHER COUNTRIES W/ dedicated sector platforms **(Added indicator for 2013)**	Sierra Leone | South Sudan NOT AN INDICATOR FOR 2012	IRC reactivated its engagement with Sierra Leone with the setup of the WASHCost Sierra Leone project. This project was closely followed by the formation of sector learning working group and an exchange visit to Ghana's Resource Centre Network. A clear outcome of these activities resulted in government's request for IRC to develop the country's WASH learning framework.
GLOBAL/ REGIONAL sector platforms **(Added indicator for 2013)**	AMCOW | AfricaSan | Everyone Forever | MUS | SWA NOT AN INDICATOR FOR 2012	IRC is a member of the Country Processes Task Team (CPTT), a body that "strengthens off-track countries national planning processes and service delivery pathways". Within the current membership, IRC is the only organisation classified as a Research and Learning organisation. IRC is co-lead of the Water Working Group of the Joint Monitoring Programme (JMP) of the World Health Organization – a group tasked to propose and design post-2015 MDG indicators for water. In Latin America, a hub to oversee knowledge management activities of MWA's Everyone Forever has been set up and is now managed by a full-time coordinator.

Lessons learnt and challenges for 2014

Despite continued support for learning, especially about innovations in rural water service delivery, learning and reflection remain undervalued in the sector as a whole. Learning is often assumed to be essentially passive, involving workshops and courses, rather than understood as an active, ongoing, iterative practice that allows people to do things better and contribute to change. IRC will continue to champion the learning agenda, in part by clarifying what is involved, what it costs and what evidence exists that it works. A task for 2014 is documenting and sharing IRC's experience in facilitating and institutionalising multi-stakeholder learning. Lessons from IRC's support of resource centre networks have been published, but further internal reflection on the strengthening of knowledge hubs and resource centres is warranted.

Figure 2 Results chain, Goal 2



6 Progress Goal 3. Improved aid effectiveness

IRC works with donors to use funding as a catalyst for lasting change.

Progress in 2013 on aid effectiveness was reasonable. The impacts of the financial crisis and the rise of an aid-and-trade agenda in a number of donor countries traditionally supportive of sector-wide approaches threaten the gains made by the sector over the last years. At the same time, the Sanitation and Water for All partnership is starting to show real promise, as well as IRC-supported country processes in Ghana, Uganda, and Ethiopia.

Signs of progress

Sector stakeholders demonstrate a better insight into the conditions and resources required for sustainable service delivery and the resources available

Countries invest in and demand IRC support in strengthening capacities for nationally-led planning processes

Countries invest in and demand IRC support in establishing mechanisms for better transparency and more accountability in the sector

Signs of change

The national environment (national policies, strategies, institutional framework capacities, budget) is conducive for effective implementation of a service delivery approach

Approaches between government and non-government actors on policy and implementation are harmonised

Resource allocation processes are transparent and stakeholders hold each other accountable for progress in implementation of national policies, strategies and programme / plan

Activity and output highlights

Our global work on aid effectiveness centred on activities related to the Sanitation and Water for All (SWA) process and Everyone Forever. At the request of the SWA partnership, IRC produced an aid effectiveness information package to get SWA members acquainted with the principles of and global debate on aid effectiveness and harmonisation. During the year, we also participated in the country-level review meetings of the Governments of Ghana and Uganda, at their request – to help prepare country participation and reporting for next year's SWA High Level Meeting in Washington D.C. Also, in follow up to IRC's assistance in translating the Ghana 2012 SWA commitment into action, we were requested by the Ministry of Local Government and Rural Development of Ghana to prepare the sustainability section of the revised Ghana SWA compact.

With IRC, several INGOs have started to align programme implementation in Honduras under the banner of Everyone Forever. Sector investment share of all INGOs is estimated at 25% of all WASH sector investment in the country – a significant amount that has great potential to influence genuine changes in the country.

In 2013, working with Aguaconsult, we also reviewed the sustainability check used by independent auditors in the evaluation of DGIS funded programmes and projects, and recommended for auditing functions to be turned over to government-led monitoring systems to strengthen country ownership. Evaluation report on the first review of the DGIS sustainability check instrument has been key to the further implementation of the sustainability tool. It was tested on major UNICEF, UN-Habitat, Aqua4All, WSSCC and the Friesian Water Boards programmes and projects in Zambia, Rwanda, Malawi and Mozambique.

Some country-specific activities that took place under this goal are presented below.

- In Mozambique, we helped develop an anti-corruption strategy and action plan, submitting these to the National Directorate of Water (*Direcção Nacional de Águas*, DNA) for consideration. Parallel to this, we also co-convened an anti-corruption best practices exchange with the HELVETAS Swiss Intercooperation, WaterLex, and the Water Integrity Network, where we also discussed risks in water sector planning and budgeting. During the year, IRC also started preparing its article contribution to the U4 anti-corruption resource centre on the case of mainstreaming anti-corruption initiatives in Mozambique (forthcoming).
- IRC supported and facilitated eight sub-country dialogues for the Water Supply and Sanitation Boards on the issue of transparency and accountability. With participants, we tackled the following issues: roles and responsibilities of various WASH sector actors, the importance of collecting water user fees and how to ensure that fees are properly collected and accounted for.

Signs of progress and change

Along with the partnership's promotion of the use of IRC's aid effectiveness information package, the Country Processes Task Teams of the Sanitation And Water for All partnership strengthened calls for members to implement a *one sector policy, one sector plan, one budget and one monitoring system* planning process (led by country governments). During the SWA meeting in November 2013, a dedicated session on aid effectiveness (AE) was organised to discuss AE principles and examples of how these were being put in practice by some SWA member countries. All these activities within the partnership suggest that progress is being made at the global level.

Similar to the above, the alignment of programmes in Honduras under Everyone Forever has resulted in the following intermediate outcomes: (1) an articulated set of overarching principles and plans that set common technical and financial standards that align with the Government of Honduras; and (2) a decision by the INGOs involved to apply the SIASAR monitoring system that IRC helped design.

Beyond government bodies, development partners in Ghana have equally shown interest in partnering with IRC and its work. For example, IRC is a member of the development partner core group mandated to work with the Government of Ghana to develop the mechanism for a sector wide approach (SWAp). UNICEF invited IRC to partner in its SWA accelerated initiative, sub-contracting implementation of the sustainability measures component of the project to IRC.

- In Ethiopia and with partners, the sector made a breakthrough in advancing the aid effectiveness agenda. On 13 October, the Government of Ethiopia launched its sector-wide approach under the umbrella of the One WASH National Programme, which includes Self-supply and a Self-supply acceleration programme component in line with IRC's approach and research findings.
- In Ghana, sector stakeholders are starting to demonstrate a better insight into the conditions and resources required for sustainable service delivery, with support from IRC and its partners. IRC's support to the Community Water and Sanitation Agency's (CWSA) update of sector operational documents not only embedded a service delivery approach in the distribution and management of water services in rural areas and small towns , but also

ensured that: (1) roles and responsibilities of various sector stakeholders in the delivery chain are clear; (2) accountability and reporting lines are established; (3) community participation in decision making and assessment is put into policy; and (4) funding lines and financing are articulated. Once the operational documents for rural water supply management (to which IRC contributed) are rolled out in the country, a system will be set in place for international and non-governmental organisations to align project implementation (and development) under the National Community Water and Sanitation Programme, facilitated by the CWSA.

2013 indicators and targets, Goal 3

** Requests for information and consultancy services on costing and elements of aid effectiveness were difficult to track and quantify due to the lack of a systematic approach within the organisation. Owing to this, we used a mix of metrics to show progress under this goal: number of registered participants in our online training courses and face-to-face training activities, number of downloads, and requests for IRC's consultancy services. For the next year, these indicators will be revisited and will possibly be replaced by more appropriate indicators.

Table 7 Status report and examples, Goal 3

Goal 3 indicators	Status in 2013	Examples and/ or remarks
Additional 30 requests for information and knowledge products on realistic costing approach to WASH services delivery	**ACHIEVED** 557 distance learners registered to IRC's Costing Sustainable Services online training courses (annex 3) 7 consultancy requests from: IDB | NUFFIC | PRONASAR | CRS Honduras | WfP Bolivia | UNHCR (annex 5) 9 face-to-face training sessions on realistic cost approaches to WASH services delivery (annex 3) IN 2012: Min of 50 requests for info on costing approaches ACHIEVED but with no supporting metrics owing to the absence of a centralised system to track such requests. Requests were coursed through different platforms and staff. 22 requests were listed.	Face-to-face training sessions on realistic costing approaches to WASH services delivery reached some 319 individuals Some examples of consultancy requests: • Through a technical assistance assignment funded by the Netherlands Organisation for International Cooperation in Higher Education, IRC was asked to develop components of the water and sanitation module of the Bachelor of Science degree in rural engineering at the University of Eduardo Mondlane, Mozambique. Elements of the LCCA training package were incorporated into the module, introduced to the University in March 2013, which then became a part of the curriculum. • IDB is reflecting on the concepts of SDA and LCCA in their work, specifically in its tender document for Guatemala, which explicitly requested the use of the methodology IRC developed last year for service delivery monitoring. • At the UNHCR's request, IRC is applying a life-cycle costs approach and is adapting this in emergency contexts in a refugee camp and a post-conflict settlement (to be determined and project to start in 2014). Entry point used by UNHCR in the study is found in this vacancy.

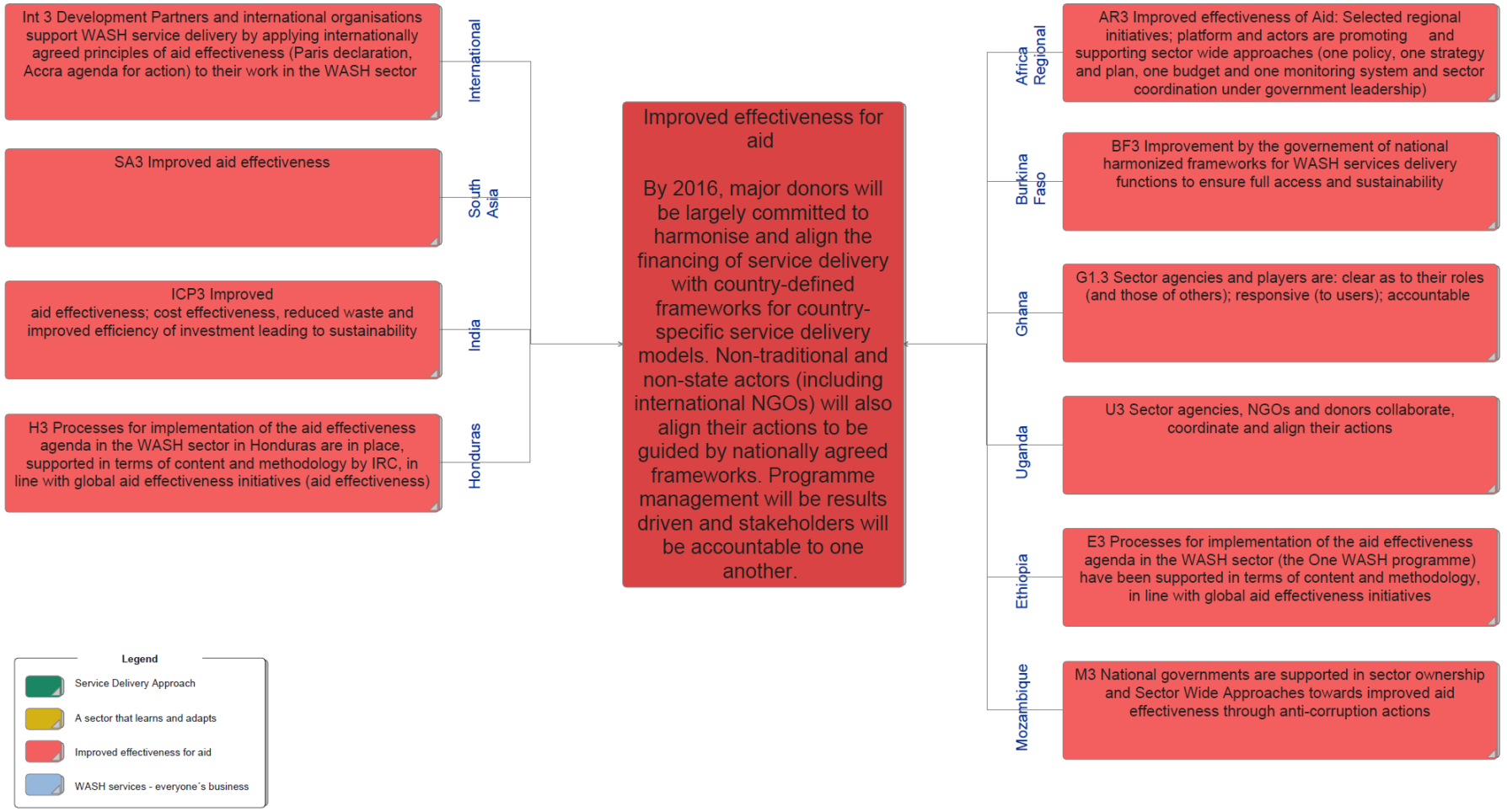
Goal 3 indicators	Status in 2013	Examples and/ or remarks
Additional 30 requests for information and knowledge products on aid effectiveness in the ~~WASH~~ sector	**ACHIEVED** IRC's Information Package on Aid Effectiveness was downloaded 224 times from the IRC web 5 face-to-face training activities on elements of aid effectiveness were organised: water integrity, local governance and sustainability frameworks (annex 3) 10 requests from UWASNET | NETWAS | DGIS| Government of Tanzania | Government of South Sudan / Ministry of Local Government and Rural Development in Ghana | Ministry of Water Resources, Works and Housing in Ghana | UNICEF |New Vision | NTV (annex 5) IN 2012: Min of 20 requests for info on aid transparency PARTIALLY ACHIEVED with no supporting metrics. Reported narrative focused on SWA request for IRC to produce an info package on aid effectiveness.	At the request of SWA last year, IRC published an Information Package on Aid Effectiveness. The information package was distributed among SWA members and 13 partners in the SWA Country Processes Task Team. Aid effectiveness as a topic of interest was discussed during the 2nd Partnership Meeting in Geneva. 111 individuals were trained in on the elements of aid effectiveness in face-to-face training activities: water integrity, local governance and sustainability frameworks Some examples of consultancy requests: • Improving aid effectiveness in Honduras led to better monitoring performance in the sector. Seven INGOs have decided to align their programming in support of Everyone Forever. • In follow up to IRC's assistance in translating the Ghana 2012 SWA commitment into action, IRC was requested by the Ministry of Local Government and Rural Development (MLGRD) of Ghana to prepare the sustainability section of the revised Ghana SWA compact. Continued engagement of IRC with the Government has made the organisation a trustworthy and reliable resource to the country. As CWSA's Chief Clement Bugase said in his opening remarks during a Triple-S Ghana project reflection meeting in Accra: "The winding down of Triple-S activities will be the starting point of mainstreaming all the ideas, processes, techniques and technologies we would have developed through the learning process of the project into CWSA's way of doing things as far as providing sustainable water and water related sanitation services is concerned."
Direct engagement in at least 1 additional country policy process	**Direct engagement in 8 countries ACHIEVED** Honduras | Indonesia | Mozambique | Burkina Faso | Ethiopia | Ghana | Uganda | India (Table 3) IN 2012: Direct engagement in at least 6 country processes at various levels ACHIEVED in the following: Burkina Faso, Ghana, Uganda, Ethiopia, India	The formal adoption of the new WASH policy articulates a new framework for sustainable service delivery and aid effectiveness in Honduras. Government of Indonesia's adoption of the Environmental Health Risk Assessment in sanitation planning in cities (Information only available in Indonesian). The life-cycle costs approach is now part of the Rural Sector Wide Approach (PRONASAR) training activities in Mozambique and has been included in the 2013 PRONASAR Project Implementing Plan (PIA 2013).

Lessons learnt and challenges for 2014

Despite widespread formal acceptance of the principles in the Paris declaration on aid effectiveness, true aid effectiveness, particularly in aid-dependent countries, remains elusive. Compared with sectors like health and education, WASH is typically not a priority for national governments. That, combined with donors' shift towards an aid-and-trade approach and international NGOs' tendencies to set agendas different from those of the countries where they work, leads to fragmentation and lack of effectiveness. In many ways, the political economy of the aid 'business' is simply intrinsically hostile to aid effectiveness.

On the other hand, IRC's work has shown that supporting a country institution makes it possible for the government to provide stronger leadership and donors and other actors do then start to align. Nevertheless, the work is slow and requires constant effort. Despite a slow start, the Sanitation and Water for All initiative is becoming an effective platform to promote an aid effectiveness agenda at the international level, primarily in Africa. IRC will continue to support this partnership in 2014.

Figure 3 Results chain, Goal 3



7 Progress Goal 4. Improved inter-sectoral dialogue and planning alignment

IRC understands that access to WASH, as a means to improve people's lives, requires coordinated action between sectors.

Progress in 2013 continued to be slow in this goal. Inter-sectoral dialogue remains the least developed of IRC's four goals, reflecting the deep-seated challenges related to breaking out of the WASH silo. That said, in 2013 we saw some progress in a number of areas particularly around self-supply in Ethiopia and the work of the Multiple-Use Services group. Pockets of success were also found in our work in schools and in new partnerships established.

Signs of progress

National governments invest in development of the various building blocks of a sector wide approach

Request for IRC support to improve sectoral dialogue

Signs of change

Development of sector plan and budget is integrated in national planning and budgeting systems

Sector plan and budget result from sector-wide consultation and coordination processes

Institutional plans of various stakeholders (government departments, local governments, private sector, donors and NGOs) are aligned with national WASH programmes / plans

Activity and output highlights

A key activity for IRC under this goal was the successful conclusion of the MUStRAIN project's follow-up activities in Ethiopia. From this demonstration project, two approaches to water harvesting for multiple use water supply was developed: Self-supply acceleration at the household level, and Sand and Sub-surface dams for communal schemes in more arid areas.

In Kenya, we piloted the use of local, participatory water planning to match water resources with water demand in arid lands under the USAID-funded Millennium Water Alliance's KALDRR-WASH program.

In Uganda, findings of the study on Menstrual Hygiene Management (MHM) in primary schools were disseminated in a national workshop that gathered representatives from the Ministries of Education, Health and Water. Stakeholders called on the Ministry of Education to include menstrual hygiene management in the national primary school curriculum, and in the education sector performance report and monitoring and evaluation systems of primary schools.

Finally, in 2013 and as Secretariat of the Multiple Use Water Services (MUS) group, we coordinated the development of the group's new website and produced a factsheet and brochure on the work of MUS.

Signs of progress and change

During the presentation of BRAC-IRC's first study on household sanitation costs in the BRAC WASH 2013 annual review workshop, a decision was made to invest on a case study on the life-cycle costs of WASH in schools. This is particularly interesting as it demonstrates BRAC's

commitment to achieve higher sanitation coverage by widening the scope of behavioural change beyond household and community. IRC was commissioned by BRAC for the case study in schools, providing us with the opportunity to adapt our life-cycle costs approach to benefit the youth and educational sectors.

Similarly, towards the end of the year, we were approached by the UN Refugee Agency (UNHCR) to support the UN body to cost handpumps. The number of refugees worldwide was reported to be on a 14-year high by the UNHCR. The successful conclusion of our project with UNHCR is hoped to benefit displaced populations and refugee migrations, and potentially expand into the development of context-specific approaches that consider the various factors that contribute to poor WASH conditions.

2013 indicators and targets, Goal 4

** The examples for Goal 4 show that our activities in 2013 have the possibility of creating a ripple effect within IRC, enlarging the scope of our work to tackle the inter-sectoral issues of human rights, refugee rights, food security, gender equity and others.

Table 8 Status report and examples, Goal 4

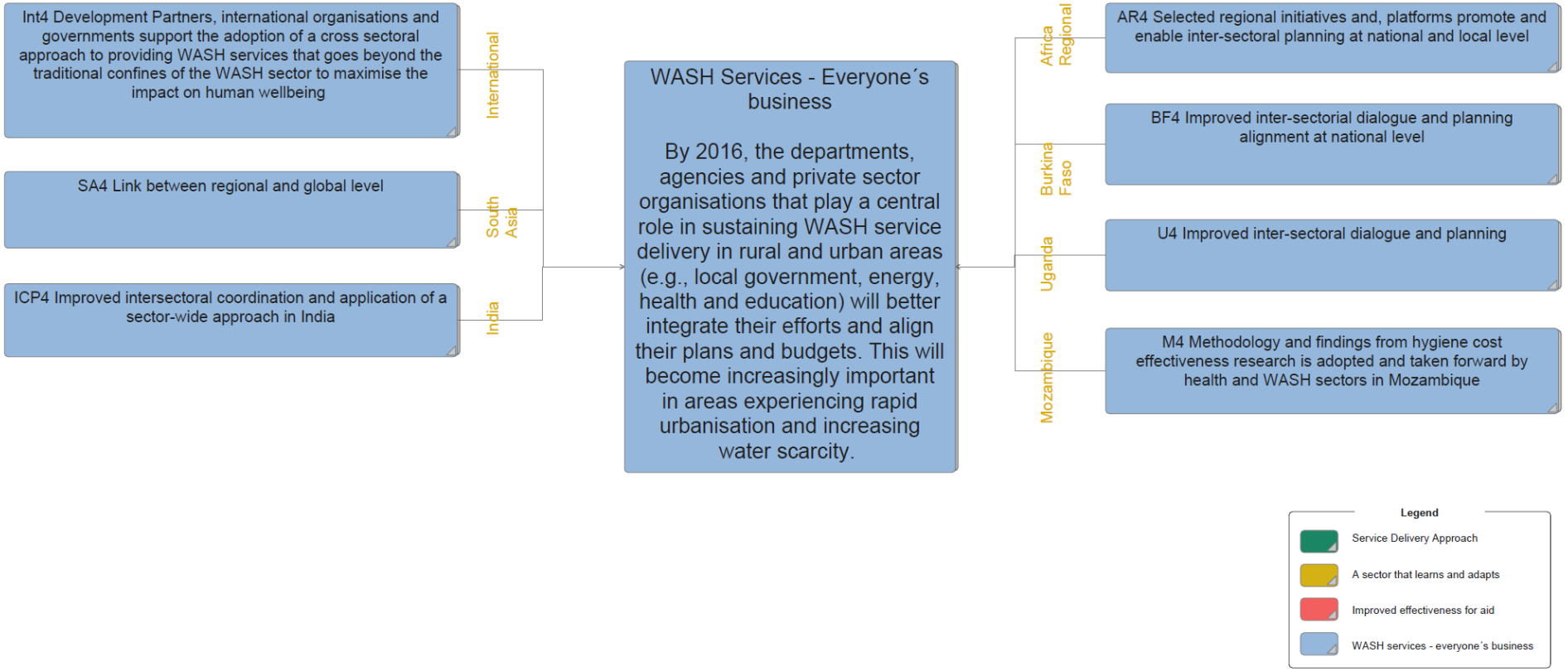
Goal 4 indicators	Status in 2013	Examples and/ or remarks
Planning is an agenda item of 1/3 of inter-sectoral platforms in which IRC is involved, and is composed of actors from a range of national sectors	**ACHIEVED** IRC is involved in 18 platforms across six countries, which have non-WASH sector representation: Burkina Faso | Ethiopia | Ghana | Mozambique | Sierra Leone | Uganda (annex 8) IN 2012: 1/3 of inter-sectoral platforms comprise actors from a range of national sectors PARTIALLY ACHIEVED but no metrics	Findings of the study on Menstrual Hygiene Management (MHM) in primary schools were disseminated at a national workshop that involved the Ministries of Education, Health and Water in Uganda. In Ethiopia, IRC has been instrumental in bringing together the water and agricultural sectors, at both regional and national levels, to discuss potential synergy and overlap between household irrigation and Self-supply. Through KnowledgePoint – a web-based Q&A forum for shared knowledge in humanitarian development – IRC collaborates with organisations like Engineer Aid, Practical Action and RedR and others, responding to questions specific to IRC's scope of work.
IRC leads at least 1 inter-sector multi-disciplinary platform	**ACHIEVED** In addition to MUS and SWA, in 2013 IRC led an inter-sector multi-disciplinary platform in Ghana IRC participated in the AMCOW taskforce for monitoring IN 2012: IRC participates in at least 1 sector platform ACHIEVED SWA and MUS group	IRC continues to host the Secretariat of the MUS Group, a body with participation of non-WASH sector entities such as the Food and Agriculture Organization, the U.S. Agency for International Development, Overseas Development Institute, and the International Fund for Agricultural Development. During 2013, IRC coordinated the development of the group's new website and produced a factsheet and brochure on the work of MUS. Co-founder and active participant to the Sanitation and Water for All partnership, IRC uses the SWA platform to dialogue and debate with representatives from Ministries of Water and Energy, Health, Finance, and other Development Partners and Civil Society Organisations.

Lessons learnt and challenges for 2014

That this goal was not a priority for IRC's decentralised country programmes in 2013 says much about the difficulties of breaking through sectoral boundaries. However, IRC will continue to push forward on this goal in 2014, particularly through continued support for WASH in schools and multiple-use water services. The increasing international attention to the water-food-energy nexus provides a promising international framework.

Another opportunity for furthering this goal is presented in IRC's involvement in planning the 2014 High Level Meeting of Sanitation and Water for All, which will bring together representatives from ministries of water, health and finance, plus development partners and civil society organisations.

Figure 4 Results chain, Goal 4



Annexes

Annex 1 Active projects, 2013

No	Project name	Start date
1	Deployment Integrated Water and Sanitation MIS Niger	10-12-2013
2	Support for Development Sanitation Monitoring Toolkit	3-12-2013
3	Procleanse filtration field study Ghana	1-12-2013
4	CMP implementation manual development Ethiopia	27-11-2013
5	Sustainable Assessment Rural WASH Project in Mozambique	20-11-2013
6	Support to Stichting Radio Nederland Wereldomroep	5-11-2013
7	Monitoring small water schemes in Congo	4-11-2013
8	Life Cycle Cost Approach (LCCA) training in Honduras	1-11-2013
9	Training of Trainers (Tot) on Water Integrity Dushanbe - Tajikistan	27-10-2013
10	Life Cycle Cost Approach (LCCA) training in Haiti	8-10-2013
11	Development Operation and Maintenance of systems, Cost Recovery and Community Management of Rural Water Supply	23-9-2013
12	Rural WASH Supply Chain Analysis in Ethiopia	15-9-2013
13	WASH facility – Sector Learning in Sierra Leone	10-9-2013
14	Training – Strengthening Supervisory and Monitoring skills for WASH Result realization at Community level	19-8-2013
15	Case Study – Sector Assessment on the Integration of anticorruption tools and approaches in the Water Sector	15-8-2013
16	Climate screening report in Ethiopia	2-7-2013
17	Research on Community Management of Rural Water Supply in India	30-5-2013
18	Consulting Services to the MWA-EP TCCAF Program in Ethiopia	27-5-2013
19	Inception phase – Sustainable Sanitation and Hygiene for all (SSH4A) in Nepal and Bhutan	1-5-2013
20	5th Delft Water Sector Capacity Development Symposium	1-5-2013
21	Life Cycle Cost Approach (LCCA) training in Kenya	1-5-2013
22	SWAP workshop in Zimbabwe	23-4-2013
23	Document practices of the PATA programme of relevance for the Rural Water Supply Sector in Tanzania	15-4-2013
24	WIN Risk and Opportunity Mapping Study in Zambia	1-4-2013
25	SMARTerWASH – Mobile monitoring for rural water and sanitation services that last	1-4-2013
26	CAPWASH II	21-3-2013
27	Arid Lands Disaster Risk Reduction-WASH Program in Kenya	13-3-2013
28	Action Research for Learning (AR4L)	1-3-2013
29	Assistance for the Finalization and Enablement of the National Water Resourdes2 (NWRS2) Phase1	12-2-2013
30	World Water Day – Social Media Couch	1-2-2013
31	Setup of the FIPAG Academy for Professional Development in Water and Sanitation in Mozambique	14-1-2013
32	NUFFIC FIPAG professional development Mozambique – NL	14-1-2013

33	Disability and its Impact on Safe Hygiene and Sanitation in Malawi and Bangladesh	1-1-2013
34	AKVOPEDIA	1-1-2013
35	WASH Facility – Contribution to the Attainment National WASH policy of Sierra Leone proposal	1-1-2013
36	Development of the National Self Supply Acceleration program and the activities of the Self Supply Working Group in Ethiopia	15-12-2012
37	Support in Sustainable Sanitation projects in Colombia	4-12-2012
38	Introduction of WASH curricula at the UEM in Mozambique	1-12-2012
39	Technical assistance to WIN on Financial topics	26-11-2012
40	Girl-centred Sanitation and Improved Menstrual Hygiene in Uganda	15-11-2012
41	WASHCost Calculator	13-11-2012
42	Development of a Sanitation Program and Results Based Framework for the National Rural Water and Sanitation Program in India's Lagging States	12-11-2012
43	Sanitation Knowledge Management Initiative (SKMI) Ghana	26-9-2012
44	Knowledge Point II	1-9-2012
45	INE Knowledge Week – Sustainability of Water and Sanitation services	13-8-2012
46	GLAAS Evaluation Meeting	12-8-2012
47	Support to Care – WASH in Schools Website	1-7-2012
48	Support to MUS Group	1-5-2012
49	Training – Building Capacity for Indian Government Officials and Government States on Sustainable Service Delivery in Water & Sanitation	1-4-2012
50	Support to IDB on Service Delivery Indicators	10-12-2011
51	Development of the DNA's Anti-Corruption Strategy in Mozambique	1-11-2011
52	WA-WASH – West Africa water supply, sanitation and hygiene project	1-11-2011
53	BRAC-WASH II Programme – Ensuring sustainable access to sanitation, water and hygiene in hard-to-reach areas and for underserved people in Bangladesh	1-9-2011
54	WASH Alliance Sustainability Instrument	1-9-2011
55	Knowledge Point	1-8-2011
56	MUStRAIN Ethiopia	1-4-2011
57	Linking & Learning for the WASH Alliance	1-3-2011
58	WASHTech – Water, Sanitation and Hygiene Technologies	1-1-2011
59	Capacity Building for IWRM South Africa – SA part	1-1-2011
60	Sanitation &Hygiene for All	1-8-2010
61	SHAW – Sanitation, Hygiene and Water in Eastern Indonesia	6-5-2010
62	Technical Assistance to the Government of Indonesia for the Urban Sanitation Development Programme (USDP)	1-2-2010
63	CLTS – Empowering self-help sanitation of communities and schools in Africa	7-12-2009
64	TRIPLE-S – Sustainable Services at Scale	1-11-2008
65	WASHCOST	1-1-2008

Annex 2 IRC's M&L framework

Shifting towards an outcome based monitoring framework

IRC's previous business plan which ended in 2011 had a laborious activity based monitoring protocol which provided the right detailed information for the accountability towards the donors, but was less helpful in improving the day-to-day workings of IRC and its programmes. For the 2012-2016 business plan IRC started to radically rethink the way it reports and the purpose for its reporting. In the monitoring framework for 2012-2016 accountability towards donors is still central. However the large effort and resources that goes into such monitoring and reporting should be linked to progress in achieving the IRC goals and should contribute to a continuous learning process which improves IRC's activities.

This outcome based monitoring framework is a substantial departure from the previous one and is a key part of the necessary support framework for IRC's growing ambition to accelerate, extend and scale-up our activities over the 2012-2016 period. Two large scale programmes WASHCost and Triple-S have been particularly instrumental in increasing IRC's experiences with the present monitoring and learning approach. In both programmes we obtained ample experience with various innovative techniques and methods for monitoring and learning at scale towards outcomes. This new framework is based on these experiences and developed in consultation with staff of DGIS; especially with input from Dick van Ginhoven (DME) and Rita Tesselaar (IOB).

In IRC's view, monitoring is, and should be, inextricably linked to learning. Learning is understood as the continuous process of assessing (evidence-based) progress with the final objective to improve, by doing things differently and better. For IRC this implies measuring progress in achieving our vision, mission and goals – as set out in the BP – while maintaining a sustainable financial base. As such, IRC's learning is embedded in a continuous organisation-wide monitoring process rather than a project-oriented evaluation process.

In acknowledgement of the fact that the development sector is under increasing scrutiny from governments, funders and the public to demonstrate the results of sector spending investments, the outcome-based monitoring approach seeks to respond to this demand for evidence that a real difference is being achieved. Outcomes are understood as the changes, benefits, learning or other effects that happen as a result of our programme activities. Outcome-based monitoring requires that IRC's four strategic goals and its resulting outcomes are made specific to each context IRC is working in. While the outcome-based monitoring approach is based on the assumption that many of the outcomes can be anticipated, it also allows for unanticipated changes, positive or negative, resulting from IRC's work. The IRC result chain articulates the expected outcomes, intermediate outcomes and influencing activities programmes that can ultimately be expected to achieve the four IRC strategic goals.

IRC aims to impact on the WASH sector worldwide by sharing the experiences in its overall work and in particular within its focus countries. At the same time, not all changes IRC would like to achieve can be attributed to IRC only. IRC strives to be as transparent and honest as possible in its exchange about what we do, how we do it and how much in terms of resources it takes to achieve our desired goals. It is IRC's ambition to give ownership to national and local actors of the change happening through IRC mediation. In that light, IRC has to be careful how it attributes these changes to itself for the purpose of accountability towards donors.

Monitoring and learning, using a combination of methods and tools, takes place primarily at the level of programmes. All IRC programmes identify outcomes-based indicators which are monitored for signs of progress and change over the timeframe of the business plan, with adaptations made on an annual basis, where needed.

Operationalising the shift towards outcome based monitoring & reporting

To transform IRC's way of working and start working towards an outcome-based operation, monitoring and reporting, a new method and supporting system needed to be developed. This transformation entails a shift from reporting on what has been done to what has been achieved. This shift is quite radical and that as IRC we have sought advice from IOB of DGIS. It was agreed that a result chain approach as the central part of this system was not only an appropriate way forward but actually IOB's preferred approach.

Over 2012 an overall result-chain was drafted to guide the different programmes within IRC, including IRC's decentralised offices, each of which developed programmatic (region and country specific) result chains, all linked to the overarching goals (aggregated results chains for each goal are presented in the following sections).

Working this way required a significant shift in thinking internally, a shift that is still ongoing with IRC. Over 2012 different approaches and prototypes of possible working platforms were built to support IRC's work and provide a clear proof of concept. The proof of concept demonstrated that it is possible to link resources that go into IRC's work with results achieved. But also that to do this IRC wide some significant changes in the way IRC work are required.

Source: IRC Monitoring Report 2012 submitted to DGIS
August 2013

Annex 3 Face-to-face and online training activities, 2013

** Indicates that training activity included lessons on realistic costing in module and/ or programme.
‡ Indicates that training activity included lessons on aid transparency in module and/ or programme.

No	Title	No of participants	Goal	Type
1	One-day learning & sharing workshop on WASH service delivery and life-cycle costs approach	20	Goal 1 **	Planned face-to-face
2	One-hour crash course on WASHCost and Triple-S	25	Goal 1 **	On demand face-to-face
3	Analysing BRAC WASH I & WASH II / QIS data in EPI-INFO: statistical training	8	Goal 1	Planned face-to-face
4	Action research and development: action research methodology in three countries	30	Goal 1	On demand face-to-face
5	Costing sustainable services: life-cycle cost approach workshop	91	Goal 1 **	On demand face-to-face
6	International training programme: high-level capacity building programme for officials of the Government of India and State Governments on sustainable service delivery in water and sanitation	20	Goal 1	On demand face-to-face
7	Introduction to the Dutch WASH Alliance's sustainability monitoring framework and sustainability index	34	Goal 1 ‡	Planned face-to-face
8	Moving towards a service delivery approach: introducing the concepts of service delivery, life-cycle costs approach and tracking progress: where are we now and where are we headed?	55	Goal 1 **	On demand face-to-face
9	Orientation on cost effectiveness of hygiene promotion and design of service levels	14	Goal 1 **	Planned face-to-face
10	Pérennité des services d'eau en milieu rural: évaluation du coût à long terme des systèmes d'approvisionnement	30	Goal 1 **	On demand face-to-face
11	Refresher training on sustainability monitoring framework and sustainability index	16	Goal 1 ‡	On demand face-to-face
12	Research-based learning and community-based monitoring on community empowerment on WASH	22	Goal 1	On demand face-to-face
13	Supply and demand study: orientation, design study and analysing data	15	Goal 1	Planned face-to-face
14	Training on community involvement in O&M and cost sharing	12	Goal 1 **	On demand face-to-face
15	Training on data collection: service delivery indicators using mobile phones	12	Goal 1	On demand face-to-face
16	WASH services delivery	21	Goal 1	On demand face-to-face
17	What is happening in the water and sanitation sector?	30	Goal 1	On demand face-to-face
18	Workshop Mission 1 Research-based learning and community-based monitoring on community empowerment (including training on action-research methodology and design of outcome-based monitoring tools)	14	Goal 1	On demand face-to-face
19	Workshop sensemaking on the results of testing the sustainability monitoring framework	6	Goal 1 ‡	On demand face-to-face
20	CAPWASH - develop and deliver modular training on WASH governance	25	Goal 1 ‡	On demand face-to-face
21-25	Costing sustainable services online course series: total of five (April/ June/ August/ October/ December)	557	Goal 1 **	Planned online

No	Title	No of participants	Goal	Type
26	Effective M&E household water treatment and safe storage	23	Goal 1	On demand face-to-face
27	From water infrastructure to water services that last	5	Goal 1	Planned face-to-face
28	Pre-launch: WASH technologies for sustainable services	12	Goal 1	Planned face-to-face
29	Seminar on monitoring WASH beyond the household	10	Goal 1	On demand face-to-face
30	Servicios sostenibles de agua y saneamiento y sus costos de ciclo de vida	25	Goal 1 **	On demand face-to-face
31	Workshop on WASH services & life-cycle costs approach in Addis Ababa	47	Goal 1 **	Planned face-to-face
32	A generic approach to WASH monitoring in Latin America	15	Goal 1	Webinar
33	Investing in effective technologies with the technology applicability framework	25	Goal 1	Webinar
34-43	Webinar series: professionalizing rural and small-town water supply management: six webinars in English (September/ two each in October and November/ December) and four in French (two each in October and November)	750	Goal 1	Webinars
44	WASHTech: introducing and scaling up sustainable water and sanitation technologies	55	Goal 1	Webinar
45	Water integrity	30	Goal 3 ‡	On demand face-to-face
46	Menstrual management SNV/ IRC	50	Goal 4	On demand face-to-face
47	WASH in schools planning /training workshop	45	Goal 4	On demand face-to-face
48	Self-supply as a water service	27	Goal 4	Webinar
	TOTAL NUMBER OF PARTICIPANTS	**2176**		

Annex 4 IRC-published research outputs in 2013

No	Title	Publication type	Goal	Programme	Project (if available)
1	Cooperation for access to water, sanitation and hygiene for all, now and forever	Fact sheet	Goal 1	Burkina Faso	
2-24	Les niveaux de service d'eau à Balgabouga, commune de Tankougounadié (23 papers in total) in communes of Tankougounadié, Titabé, Mansilla, Markoye, Seytenga, Arbinda, Dori and Gorgadji	Information sheet PACKAGE	Goal 1	Burkina Faso	WA-WASH
25	Le coût de l'approvisionnement en eau par PMH au Sahel	Research paper	Goal 1	Burkina Faso	WA-WASH
26	Household expenditure on water services: financial and economic expenditures of rural and peri-urban households across socio-economic classes and seasons in Burkina Faso	Working paper	Goal 1	Burkina Faso	WASHCost
27	Assessment of hygiene interventions: cost-effectiveness study applied to Burkina Faso	Working paper	Goal 1	Burkina Faso	WASHCost
28	Évaluation des interventions d'hygiène: Etude coûts/efficacité appliquée au Burkina Faso	Working paper	Goal 1	Burkina Faso	WASHCost
29	Matching water services with water needs	Briefing note	Goal 1	Global	MUS
30	Capacity support to local governments	Briefing note	Goal 1	Global	Triple-S
31	Regulation in rural areas	Briefing note	Goal 1	Global	Triple-S
32	Fixing the sector, not just the pump: a systematic intervention in Malawi's WASH sector	Case study	Goal 1	Global	Triple-S
33	Cooperation for access to water, sanitation and hygiene for all, now and forever	Fact sheet	Goal 1	Global	
34	Full-chain sanitation services that last: non-sewered sanitation services (framework paper / French translation)	Fact sheet	Goal 1	Global	
35	Full-chain sanitation services that last: non-sewered sanitation services (framework paper / English)	Fact sheet	Goal 1	Global	
36	WC-IS5: Hygiene promotion: How effective is it? How much does it cost?	Information sheet	Goal 1	Global	WASHCost
37	WC-IS4: Learn to plan, budget and monitor for sustainable water, sanitation and hygiene services	Information sheet	Goal 1	Global	WASHCost
38	WASHCost end-of-project evaluation: main report	Report	Goal 1	Global	WASHCost
39	Using ICT for monitoring	Summary Report	Goal 1	Global	Triple-S
40	Small town water services: trends, challenges and models (TOP 27)	Thematic overview paper	Goal 1	Global	
41	Seeking systemic change in Malawi's WASH sector	Think piece	Goal 1	Global	Triple-S
42	Through the danger zone: rates for change in the expansion of W & S coverage	Think piece	Goal 1	Global	Triple-S
43	Triple-S Working Paper 6: Mapping sustainability assessment tools to support sustainable water and sanitation service delivery	Working paper	Goal 1	Global	Triple-S
44	Using ICT for monitoring: rural water services, from data to action	Working paper	Goal 1	Global	Triple-S
45	WC-WP8: Applying a life-cycle costs approach to water - costs and services in rural and small town areas in Andhra Pradesh (India), Burkina Faso, Ghana and Mozambique	Working paper	Goal 1	Global	WASHCost
46	WC-WP9: Financing capital maintenance of rural water supply systems: current practices and	Working paper	Goal 1	Global	WASHCost (and Triple-

No	Title	Publication type	Goal	Programme	Project (if available)
	future options				S)
47	Islands of success: towards water, sanitation and hygiene services for everyone, forever in Patharpratima and Sagar blocks, West Bengal, India	Working paper	Goal 1	India	Triple-S
48	WC-WP10: Using GIS and SWAT analysis to assess water scarcity and WASH services levels in rural Andhra Pradesh	Working paper	Goal 1	India	WASHCost
49	Briefing Note 1a Life-cycle costs approach - translation Spanish	Briefing note	Goal 1	Latin America/ Honduras	
50	Costs and behavioural outcomes of hygiene promotion components in an integrated WASH capacity building project in Mozambique	Briefing note	Goal 1	Mozambique	WASHCost Mozambique
51	Community-led total sanitation case study	Working paper	Goal 1	Mozambique	Triple-S and Mozambique
52	District-wide community participation and training-PEC zonal case study	Working paper	Goal 1	Mozambique	Triple-S and Mozambique
53	Islands of success: addressing sustainability in West Bengal, India	Case study	Goal 1	South Asia/ India	Triple-S
54	Life-cycle costs approach for sustainable service delivery: application to WASH in the Indian context	Conference paper	Goal 1	South Asia/ India	Triple-S
55	Water security and governance in India: key to sustainable WASH services at scale, forever	Conference paper	Goal 1	South Asia/ India	Triple-S
56	Transformation of public service management: a journey in organisational change	Conference paper	Goal 1	South Asia/ India	Triple-S
57	Critical gaps in operationalising NRDWP guidelines and policy initiatives	Fact sheet	Goal 1	South Asia/ India	Triple-S
58	Sustaining drinking water services at scale: everyone forever	Fact sheet	Goal 1	South Asia/ India	Triple-S
59	Training of trainers on SHAW performance monitoring	Report / module	Goal 1	South Asia/ India	SHAW
60-69	Stories of change (2009-2012): WASH resource centres and their networks catalyse a shift towards a learning and adaptive sector (only available in hard copies; total of 9 papers)	Fact sheet PACKAGE	Goal 2	Global	
70	Resource centre networks: contributing to a learning and adaptive WASH sector	Report	Goal 2	Global	
71-80	Aid effectiveness information package (total of 10 papers)	Fact sheet PACKAGE	Goal 3	Global	
81	Disasters and rural drinking water: some reflections	Conference paper	Goal 4	South Asia/ India	Triple-S
82	Greywater reuse interventions: keyhole and vertical gardens	Case study	Goal 4	Ethiopia	MUStRAIN
83	Moving up the Self-supply technology ladder: mechanised pumping	Case study	Goal 4	Ethiopia	MUStRAIN
84	Self-supply family wells for multiple use water services	Case study	Goal 4	Ethiopia	MUStRAIN
85	Faecal sludge reuse interventions: the Arborloo and Fossa Alterna	Case study	Goal 4	Ethiopia	MUStRAIN

Annex 5 Requests for IRC's consultancy services, 2013

Name	Type	Goal	Country	Request for
Millennium Water Alliance	Alliance / network	Goal 1	Kenya	Piloting methodology to improve water governance and management in arid lands
SIASAR	Alliance / network	Goal 1	Nicaragua	Institutional framework for monitoring and documentation of regional service monitoring programme pilot in Honduras
AfricaSan Taskforce	Alliance / network	Goal 1	Africa	Preparatory process to IV AfricaSan
DGIS	Development partner / funding agency	Goal 1	Zambia but in Rwanda, Malawi and Mozambique	Sustainability check
Inter-American Development Bank	Development partner / funding agency	Goal 1	Guatemala	Life-cycle costs approach
Inter-American Development Bank	Development partner / funding agency	Goal 1	Honduras	Life-cycle costs approach
Netherlands Organisation for International Cooperation in Higher Education (NUFFIC)	Development partner / funding agency	Goal 1	Mozambique	Inclusion of life-cycle cost analysis in curriculum at University of Eduardo Mondlane, Mozambique
African Ministers Council on Water Taskforce for Monitoring	Government	Goal 1	Country programmes, South Sudan	Service delivery monitoring
Government of Liberia	Government	Goal 1	Liberia	Support for monitoring rural WASH service delivery
Rural water and sanitation programme (PRONASAR)	Government	Goal 1	Mozambique	Inclusion of life-cycle costs approach in training activities
Catholic Relief Services	INGO	Goal 1	Honduras	Information and knowledge products on life-cycle costs and service delivery in Latin America
Frisian Urban Sanitation programme	INGO	Goal 1	Mozambique	Sustainability assessments and reviews of service delivery approach
SNV	INGO	Goal 1	East and Southern Africa	Partnership with IRC in large programme to enhance sustainability of services
Water for People Bolivia	INGO	Goal 1	Bolivia	Information and knowledge products on life-cycle costs and service delivery in Latin America
Millennium Water Alliance	Alliance / network	Goal 2	Ethiopia	Strengthening local WASH governance
NETWAS	Alliance / network	Goal 2	Ghana	Process documentation of various partner cases

Name	Type	Goal	Country	Request for
Government of Sierra Leone	Government	Goal 2	Sierra Leone	Support for implementation of sector learning policy
UWASNET	Alliance / network	Goal 3	Uganda	Knowledge products on aid transparency in WASH sector
NETWAS	Alliance / network	Goal 3	Uganda	Knowledge products on aid transparency in WASH sector
DGIS	Development partner / funding agency	Goal 3	Honduras	Study on aid effectiveness
Government of South Sudan	Government	Goal 3	South Sudan	Support for implementation of sector-wide approach processes
Government of Tanzania	Government	Goal 3	Tanzania	Support for implementation of sector-wide approach processes
Ministry of Local Government and Rural Development	Government	Goal 3	Ghana	Request to prepare sustainability section of Ghana revised SWA compact
Ministry of Water Resources, Works and Housing	Government	Goal 3	Ghana	Support for implementation of sector-wide approach processes
New Vision	Media	Goal 3	Uganda	Knowledge products on aid transparency in WASH sector
NTV	Media	Goal 3	Uganda	Knowledge products on aid transparency in the WASH sector
UNICEF	UN organisation	Goal 3	Ghana	Partnership with IRC for Sanitation and Water for All (SWA) accelerated initiative
Ministry of Water, Irrigation and Energy	Government	Goal 4	Ethiopia	Support for self-supply policy making
UN High Commissioner for Refugees	UN organisation	Goal 4	Global	Life-cycle costs approach in emergency contexts
Habitat International	INGO	NA	Global	Communication
Human rights conference	NGO	NA	Global	Communication

Annex 6 IRC's web content management, 2013

No	IRC-managed websites	No. of visits		No. of downloads		No. new visitors		No. of returning visitors	
		2013	2012	2013	2012	2013	2012	2013	2012
1	IRC corporate English	371,909	301,029	21,330	14,647	282,481	219,093	89,428	81,936
2	IRC corporate French								
3	IRC corporate Spanish								
4	WASHDoc	38,258	22,684						
5	E-Source	64,991	49,930						
6	Nouvelles	14,282	13,182						
7	Noticias	36,853	38,254						
8	WASHCost campaign	1,186	277	-	-	621	146	565	131
9	Triple-S	15,041	15,139	2,957	2,905	8,199	7,657	6,842	7,482
10	WASHCost	17,361	18,116	5,650	4,978	11,327	9,783	6,034	8,333
11	WASHCost calculator and blog	419	-	-	-	309	-	110	-
12	Community Managed Project (Ethiopia programme)	3,789	1,300	2,066	938	2,896	815	893	485
13	MUS thematic group	3,637	4,828	772	1,384	2,463	3,605	1,174	1,223
14	WASH in Schools	7,417	9,393	5,012	4,922	5,427	6,522	1,990	2,871
15	Ghana resource centre network	3,695	4,004	233	371	2,915	3,102	780	902
	TOTAL	**423,268**	**353,809**	**38,020**	**30,145**	**316,017**	**250,577**	**107,251**	**103,232**

Annex 7 Blog titles and links, 2013

No	Blog titles and web links
1	"Poo, Pee and be Happy" sculpture unveiled in Singapore for World Toilet Day
2	"We ate all the meat; there are only bones to chew on now"
3	A bit short of a miracle…
4	A field tool for sanitation marketing surveys in Bangladesh
5	A joint effort: scrutinising the collaborative efforts of Dutch, Ethiopian, WASH and other sector partners
6	A Swedish Smorgasbord of sustainability: compacts, checks and clauses
7	A visit to Gammarth, Tunisia, or what I learnt at the African Development Bank's retreat for rural water and sanitation
8	A visit with the Rope Pump Project team in Ethiopia
9	Acercando la evidencia en Agua y Saneamiento a la toma de decisiones
10	Asian Development Bank and Gates Foundation set up new sanitation trust fund
11	At the start of true scale in monitoring
12	Big business pledge for access to WASH @ workplace
13	Blog why must cheap toilets be so ugly?
14	Blog: Can the human right to water and sanitation help us address the sustainability crisis? (Part 2)
15	BRAC WASH offers to help half a million Indian imams promote hygiene
16	Building the WASH Ethiopia Movement
17	Can regulators answer the woes of water governance in India?
18	Can the human right to water and sanitation help us address the sustainability crisis? (Part 1)
19	Could sanitation marketing in Ethiopia link to self-supply?
20	Cricket legend Sachin Tendulkar UNICEF ambassador for hygiene & sanitation in South Asia
21	Crowdsourcing publishing initiative for a library toolkit
22	Dealing with postponed open defecation
23	Dear Matt Damon…
24	Design Contest on Public Urinal Systems for Emergency Situations
25	Drinking water in India: misery by choice?

No	Blog titles and web links
26	Error 503: Service not available
27	Ethiopia's SWaP launched
28	Everyone? Yes, everyone!
29	Examining highly-decentralised water supply provision in Ethiopia
30	Existence of TAF adds value to the WASH sector
31	Expert views on WASH monitoring
32	Flying the flag - but breaking the pump?
33	How joint sector monitoring aids capacity development
34	How mobile phones are trumping paper in monitoring
35	How much does it cost to build a traditional latrine?
36	Improving sector professional capacities in information management/sharing
37	India Community Water Plus project
38	India, Bihar: if you want to be elected, get a toilet first
39	India, Bihar: rape 'caused by lack of toilets'
40	India, New Delhi: garbage trucks to be fitted with GPS and radio devices
41	International Women's Day in Asia: celebrating women in sanitation
42	Is there a sustainable business case for sanitation?
43	Islands of Success
44	Kiribati's North Tarawa declared first open defecation free island in the Pacific
45	Latin American and Caribbean countries agree on joint sanitation monitoring
46	Looking back at the Stockholm World Water Week 2013
47	Making hygiene the central issue
48	Making sense of sanitation monitoring in Bangladesh
49	Matt Damon continues his global crusade for toilets
50	May #MENSTRAVAGANZA - WASH United's menstrual hygiene campaign
51	Monitoring access to rural water in Ethiopia
52	NETWAS Uganda to sensitize stakeholders on need to have sector specific Guidelines for Technology Introduction

No	Blog titles and web links
53	Only the Minister of Water and Environment can decommission a defunct water facility in Uganda: myth or reality?
54	Opening up library databases with linked data
55	Paris, s'éveille – waking up to the Paris Declaration
56	Plagiarism flushes sanitation paper
57	Planning for impact
58	Raised latrines survive floods in Bangladesh
59	Reflections from inside the beltway - what did the WASH Sustainability Forum achieve?
60	Reporting on Ethiopia's first Self-supply Acceleration training session
61	Research call for commercially viable processing of pit latrine contents
62	Sanergy from Nairobi wins first Sarphati Sanitation Award
63	Sanitation and nutrition
64	Sanitation as a business – the poor will have to wait
65	Sanitation for All – UN resolution on World Toilet Day – it's Official
66	Sanitation promotion history: US New Deal posters
67	Save Lives: Clean Your Hands - 5 May 2013
68	Sri Lanka: new partnership tackles faecal sludge management
69	Subverting bad policy for the better
70	Sustainability checks, clauses and compacts – USAID and DGIS lead the way
71	Sustainable total sanitation in Ethiopia
72	TAF to be tested on other technologies Rwenzori region
73	Targeting the excluded
74	Technologies that work… and keep on working
75	Temples to toilets: Global Interfaith WASH Alliance launched
76	The bathroom and kitchen of the future
77	The tricky business of what is considered "evidence" in WASH
78	Toilet takes up seat at the UN
79	Towards a better system than just trial and error

No	Blog titles and web links
80	Towards sustainable water services in La Paz, Bolivia
81	Tracking change and sharpening indicators
82	Transforming women's lives: WaterAid video for International Women's Day
83	Trash Dance - The Movie
84	Undoing inequity: water, sanitation and hygiene programmes that deliver for all
85	UNICEF launches groundbreaking cholera toolkit
86	Universal WASH services that last in our time
87	WASH beyond the household
88	WASH for Life grants for the HappyTap and six other innovations
89	Water and sanitation crusader killed in Karachi attack
90	WaterAid - Everyone, everywhere: A vision for water, sanitation and hygiene post-2015
91	WaterAid's Hygiene Framework
92	What can the WASHCost Calculator do for you?
93	What happens when the pit latrine is full?
94	What have the Romans and aid every done for anyone? Apart from clean water, sanitation and …
95	What is Good Enough? Defining a "Basic Service Level" for WASH in Schools
96	What's your role in building long-term sustainable WASH services in developing countries?
97	What's happening on Knowledge Point
98	Why is it that you are asking me all these questions?
99	Will a "cottage industry" approach make emergency WASH more sustainable?

Annex 8 Sector learning platform and networks initiated and or led by IRC, 2013

No	Country	Sector platform/ network	Type
1	Burkina Faso	Annual WASH review platform	National learning platform
2	Burkina Faso	Chambéry WASH forum	National learning platform
3	Ethiopia	FLOWS	Biannual learning platform
4	Ethiopia	Multi-stakeholder platform	National-level platform
5	Ethiopia	Joint technical review	National-level platform
6	Ethiopia	Water sector working group	National-level workgroup
7	Ethiopia	Self-supply working group	National-level workgroup
8	Ethiopia	Sanitation marketing working group	National-level workgroup
9	Ethiopia	Water and Sanitation forum	NGO platform
10	Ghana	National level learning alliance platform	National learning platform
11	Ghana	Northern region learning alliance platform	Regional learning platform
12	Ghana	Volta region learning alliance platform	Regional learning platform
13	Ghana	Brong Ahafo region learning alliance platform	Regional learning platform
14	Mozambique	Group for water and sanitation	National sector information-sharing platform
15	Sierra Leone	WASH sector learning	National learning platform
16	South Sudan	Sector coordination group	National-level workgroup
17	Uganda	National sanitation working group sub-committee on monitoring	National-level workgroup
18	Uganda	Northern regional learning forum	Regional learning platform
19	Uganda	Third Rwenzori regional learning forum	Regional learning platform
20	Uganda	National learning journey on self-supply	National-level workgroup
21	Uganda	National sanitation learning forum	National-level platform
22	Uganda	District learning and coordination model (Lira)	District-level platform
23	Uganda	District learning and coordination model (Kabarole)	District-level platform
24	Uganda	SWA-HLD taskforce	National-level taskforce
25	Regional/ Global	AfricaSan Taskforce	Workgroup
26	Regional/ Global	AMCOW taskforce for monitoring	Workgroup
27	Regional/ Global	WHO/ UNICEF Joint Monitoring Programme post-2015 working group	Workgroup
28	Regional/ Global	Multiple Use Systems (MUS)	Workgroup
29	Regional/ Global	SWA Country Processes Task Team	Workgroup
30	Regional/ Global	Knowledge Point (Q&A web platform)	Knowledge-sharing platform (web)
31	Regional/ Global	WASH information consortium (blog)	Knowledge-sharing platform (web)

Visiting address
Bezuidenhoutseweg 2
2594 AV The Hague
The Netherlands

Postal address
P.O. Box 82327
2508 EH The Hague
The Netherlands

T +31 70 3044000
info@ircwash.org
www.ircwash.org