

IRC

Annual report 2015

Supporting water sanitation
and hygiene services for life



IRC Annual Report 2015

This annual report is intended to give a flavour of our achievements in 2015. For more detailed information about our progress and finances, please read our 2015 Monitoring Report and our 2015 Annual Accounts which are available on our website.

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Chairperson and CEO's message

2015 was a year of transition for IRC as it was for the wider Water, Sanitation and Hygiene (WASH) sector. With the agreement of Sustainable Development Goal 6 (SDG 6) “Ensure availability and sustainable management of water and sanitation for all” – we finally have the concrete and globally agreed end point for which we have advocated.

In 2008 IRC set itself the bold goal of catalysing a shift in sector thinking: from delivering hardware to delivering services that last. And we think that by 2015 we've largely achieved that goal. Whether it's in the explicit language around service delivery in the Sanitation and Water for All partnership, the commitments of government partners in-country, or the growing use of sustainability clauses in grant agreements – the language of WASH has changed, and practice is following.

Which is why we will be adapting and updating our goals in 2016 – building on the successes of the last years and embracing the challenge of the SDGs. Moving beyond service sustainability and unambiguously targeting universality. And it's why we committed to three major new initiatives in 2015: Agenda for Change, Public Finance for WASH, and Watershed empowering citizens.

Achieving SDG 6 calls, above all, for three things: leadership, finance and strong national systems. Agenda for Change is our commitment to continue and strengthen our work supporting the development of strong national systems led by governments; Watershed will build the advocacy capacity of civil society – a crucial element of strong national systems; and Public Finance for WASH will stimulate the search for the financial mechanisms that can underpin those systems.

So, as we enter the final year of our current business plan, we celebrate the achievement of its primary goal, whilst preparing ourselves for a new set of challenges. In doing so we thank all of our partners and funders without whom none of this would be possible.

Hans van Dord, Chairperson, IRC Supervisory Board

Patrick Moriarty, Chief Executive Officer, IRC



'I'm convinced about the leadership of government in delivering essential public services. And water is one of them.'

Ton Schouten

Amsterdam, 2 June 1955 - Delft, 22 May 2016



Mission accomplished: the service delivery approach is now mainstream

In our current business plan (2012-16), we set ourselves a bold goal. We said that by 2016, the international water, sanitation and hygiene (WASH) sector would adopt a service delivery approach.

We wanted everyone to move away from short-term fixes: to go beyond simply installing new pumps and pipes, to creating water, sanitation and hygiene services that last.

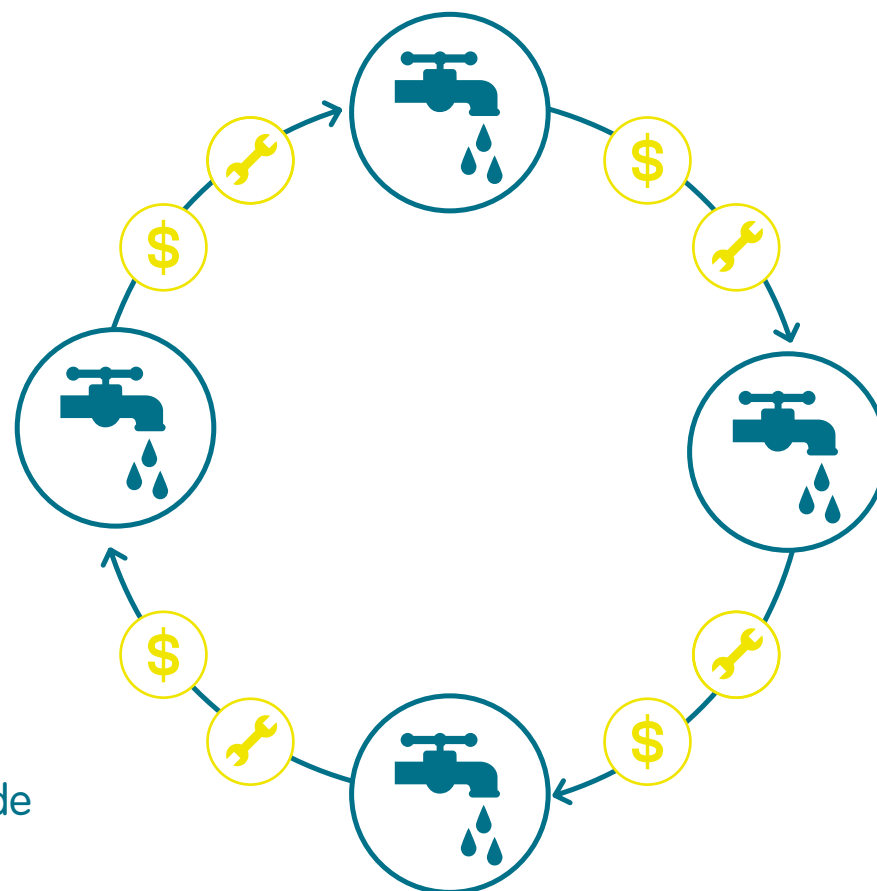
We wanted people to understand that long-term sustainable access to water and sanitation is about running and delivering **a service**.

And we wanted to help the sector understand what this really means: services that are managed and financed properly; regular monitoring, maintenance and repair; and a different way of working, in policy and practice.

FIVE YEARS ON, OUR GOAL IS LARGELY ACHIEVED

More and more people in all areas of the WASH sector think and act and speak using a service delivery approach. It's a new way of working: and together, we're making it happen.

We need to work better together and provide continuous investment and maintenance, not only to deliver a service in the first place, but also to sustain it long-term.



IRC at a glance in 2015

Inputs	Activities and products		Outcomes	Impact	
7 programmes: 6 country programmes and 1 international programme 4 country offices 55 active programmes and projects 84 staff 15 associates 5 interns 100+ partners in development 42 funders 353 IRC Consult advisory days € 7.8 million invested	138 IRC-published research outputs 22,374 resources on IRC website 4 IRC events in the Netherlands 35+ presentations and papers presented by IRC at international events 1 journal article 1 IRC book	70 capacity building sessions worldwide co-organised by IRC 170 news items published on IRC website 119 blogs by IRC staff 10 E-Source issues	42 stakeholders in WASH are using the service delivery approach terminology 55 stakeholders in WASH are actively promoting the service delivery approach 35 WASH stakeholders are actively funding the service delivery approach 21 references to IRC 's work by the global media	1,872 water professionals trained world wide 44 working groups and learning platforms supported 3,200 participants at IRC (co-)organised events 400,000+ interactions on IRC-managed websites 750,000 page views 27,000+ followers on social media	2,250,000 people reached directly by IRC in focus locations 6,000,000 people reached indirectly by IRC partners using IRC approaches, methods and tools 40,000,000 people reached indirectly through our partnership with BRAC in Bangladesh

Locations

6 focus countries

Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda

23 additional countries

Bangladesh, Benin, Bolivia, Bhutan, Cambodia, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Indonesia, Kenya, Lesotho, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Sierra Leone, South Sudan, Tanzania, Timor Leste, and Zimbabwe

4 country offices

Burkina Faso, Ethiopia, Ghana and Uganda

Next steps: it takes a system

The WASH sector has truly moved towards a service delivery approach. But this doesn't mean that people can now rely on water and sanitation services every day and forever.

There's still the challenge of bringing services to people who don't have them now: water to 660 million people, and sanitation to 2.4 billion people. And we need to prepare for the future: adapting to a growing population, and meeting the UN's Sustainable Development Goal 6 of reaching **everyone by 2030**.

This demands even greater change. Change that sees national governments taking leadership, supported by NGOs, donors, and the private sector. And change that sees properly worked out national plans backed by realistic budgets.

It needs a system where everyone works together, at every level of the sector—from national, to district, to community.

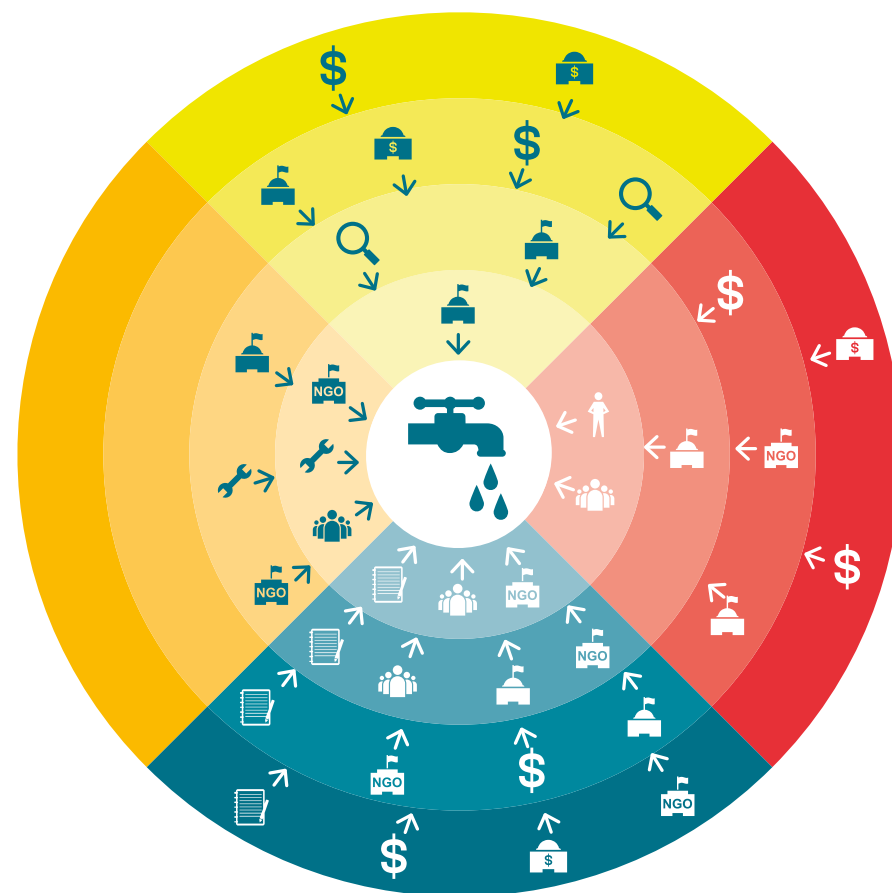
...and an agenda for change

In 2015, together with WaterAid, Water For People, Aguaconsult and Osprey Foundation, we launched 'Agenda for Change'—a vision of a different way of working.

It's a vision where we achieve the UN's sustainable development goals once and for all; where processes and systems in each country are strengthened at national, district and local levels; and where we move beyond aid and dependency as a result of strong government leadership so that services really are 'forever' and for 'everyone'.

We're starting by making **long-term commitments to the districts** in the countries in which we work, to make sure that the people who live there get better services.

We'll continue to link sector players at all levels, providing robust evidence of what's happening and what works and using evidence to drive better policy.



To deliver a service takes many different functions, performed by many different people, at different levels, working together.



Some highlights and challenges we faced in 2015

BURKINA FASO

SERVICE DELIVERY NOW FULLY ADOPTED IN THE CONSTITUTION

‘Servicing of hand pumps has improved greatly. The detailed systems for regular supervision of the mechanics enable me to know what’s happening each month: types of breakdowns, the pumps that are affected and repair costs. Because of this, the average length of a borehole breakdown fell from six days in 2013 to two days in 2015.’

Sambo Segbo, Local technician, Gorgadji commune, Burkina Faso

In the Gorgadji commune in Burkina Faso, we’ve been actively working alongside a local government partner. And in the two years since 2013, the percentage of working water systems has increased from 18% to 96%.

In 2015 the service delivery approach has been fully adopted in the country’s national WASH policy. The human right to water and sanitation has been included in its constitution and the newly elected president has made a commitment to improve WASH services in the country during his time in office.

This is great news for Sambo and others living in Burkina Faso, but there’s still a lot of work to do. Our biggest challenge is that the achievements on the ground are still too dependent on our support. We need to keep providing solutions at political, strategic and operational levels to build the country’s capacity to sustain these improvements independently.

GHANA

IMPROVED DATA COLLECTION AND PLANNING MUST LEAD TO ACTION

‘Most striking about IRC is that they see government as central to solving the WASH challenge. We believe this is hugely significant for change on a national level. Without taking away our responsibilities as Government of Ghana IRC gives us technical support and contributes to improving the systems of our local governments, in particular those for monitoring and planning. We cooperate in a trustful and productive partnership.’

Clement Bugase, CEO Community Water and Sanitation Agency (CWSA), Ghana

We helped the Government of Ghana develop a robust national monitoring system which led to an increase in the number of districts collecting data on water services from 65 to 131. This work was made possible through collaborative funding from DGIS (Government of the Netherlands, Directorate-General for International Cooperation), the World Bank and UNICEF.

The data has been used by officials in our focus districts to plan and budget for improvements, but a lack of funding is preventing these plans from being actioned. The gradual withdrawal of grants and loans because Ghana has attained lower middle income status is having an effect on the whole WASH sector.

We are therefore grateful to be part of a strong coalition, which includes the Conrad N. Hilton Foundation and the Government of Ghana’s Community Water and Sanitation Agency (CWSA), which is looking for ways to overcome these obstacles and ensure continued progress towards the Sustainable Development Goals.

HONDURAS

WELL ON ITS WAY TO ADOPTING A SERVICE DELIVERY APPROACH

'The Para Todos Por Siempre (PTPS) movement is a network of 14 organisations, including two governmental agencies and 12 non-governmental organisations. The movement is about working together as a collective; to coordinate the actions of all stakeholders in Honduras, working on water and sanitation at local, municipal and national levels; to reach a joint commitment, and ensure involvement and responsibility for obtaining effective services for all and forever. PTPS is thinking and working in an innovative way on systemic processes of change; on the transformation of how the sector thinks, behaves, and acts – to achieve universal access to sustainable water and sanitation services that are of quality.'

Martin Rivera, Co-ordinator, Para Todos Por Siempre Alliance, Honduras

Martin acts like a spider in the Honduran WASH web. Part of his job for the Para Todos Por Siempre Alliance is to weave connections, making sure that everyone works together.

As a result, lessons learned in the municipalities are turned into manuals and guidelines which are formally adopted and used by local government. For example, the experiences of people using the regional SIASAR monitoring system are brought to the national team and they use this to improve protocols. They then help other municipalities to apply these protocols—spreading the learning and improving practice.

Honduras is indeed a star performer, but some challenges remain.

We need to see more municipalities collecting better data for planning. Martin has promoted the benefits of using SIASAR by showing people how it helps in making their WASH plans.

We also need to be clear where funding for WASH services will come from, and how it is best used to cover the initial investment and ongoing maintenance costs. We are supporting Martin and others with tools to help them work out costs, as well as funding routes.

UGANDA

EMBEDDING THE AGENDA FOR CHANGE

'Women are the ones most concerned with water issues at household level. They fetch water and they do the chores which require water. Women are particularly affected when sources break down owing to poor operation and maintenance. In most cases women are the ones who pay the operation and maintenance fees. Men don't pay user fees because they feel that women are the household water users. Women suffer when there is a shortage of water. They walk the distances and carry the load. So we need to maintain functionality of sources at community level to save women.'

Susan Aloba, Hand pump mechanic to Adekwokok sub-county and treasurer to the Lira District Hand Pump Mechanics Association

Susan Aloba is not only a hand pump mechanic: she's also the treasurer and the only female member of the Lira District Hand Pump Mechanics Association (HPMA).

The Association brings together 32 hand pump mechanics so that they can work with the district government and water user committees to plan and budget for the operation, maintenance and improvement of local WASH services.

Over the years we've put a lot of effort into strengthening these associations, as well as the Sub-county Water Supply and Sanitation Boards (SWSSBs), to help them promote change.

The work has paid off. In 2015 the 'Agenda for Change' coalition (see page 6) created tools to help people like Susan and her colleagues in the sector to develop District WASH Investment Plans.

The government—through its Ministry of Water and Environment—has embraced these plans and acknowledged the need to strengthen capacity in the districts. As a result, it's created an Operations and Maintenance division to oversee rural water services and take forward the 'Agenda for Change'.

INDIA

BUILDING PARTNERSHIPS FOR IMPACT

'We are extremely delighted to have partnered with IRC in the 'Sanitation Innovation Accelerator' which looks at supporting inclusive and sustainable solutions in the Indian rural sanitation ecosystem. IRC's vast international sectorial experience brings the technical rigour to the programme and perfectly complements our business innovation expertise. We truly value this trusted relationship and look forward to working together on various programmes to drive innovation in this sector.'

Vipul Kumar, Global Director Clients, Ennovent - innovations for sustainability

The Indian government has a target to make India 'Open Defecation Free' by 2019. All stakeholders are increasing their efforts to meet this target, which will have an impact on more than half the population.

In 2015 we wanted to support and develop initiatives which would involve a large range of stakeholders. So we built partnerships with TARU Leading Edge, Ennovent, the National Institute of Urban Affairs, the Tata Institute for Social Sciences, and the Centre for Urban and Regional Excellence, and as a result ...

- we carried out a sanitation assessment of one of the large religious events with TARU Leading Edge, and provided recommendations for future events.
- we developed the Sanitation Innovation Accelerator with TARU Leading Edge and Ennovent. This will identify, support and provide mentoring for sustainable sanitation innovations in rural India.
- we're launching knowledge hubs at state level in Bihar, West Bengal and Odisha, following strategic discussions with Water For People. Each hub will help the national and state governments to provide sustainable water and sanitation services for everyone.
- state government officials are now more aware of what works and what doesn't in community-managed water supply systems in rural India. The Community Water Plus project investigated these systems and then arranged regional and national workshops for state government officials, promoted by The Ministry of Drinking Water and Sanitation.

ETHIOPIA

MONITORING AND EVALUATING TO LEARN AND IMPROVE

'The Ethiopian Government has also co-ordinated with IRC (a Dutch NGO) in developing a single monitoring and evaluation system with common indicators, which can be applied nationwide at a local level.'

UK Houses of Parliament, POSTnote 521, 2016, p.4

Ethiopia met the Millennium Development Goal 7.C target of halving the proportion of people without access to drinking water and made moderate progress on sanitation by 2015. We're not directly contributing to new infrastructure delivery, but we strongly support the monitoring activities which gather information to improve policy and practice of government and sector bodies.

We successfully completed the second phase of our monitoring and evaluation (M&E) work for UNICEF (which focused on small towns), and the first phase of our technical and managerial support to the national WASH M&E programme. This was our first project working directly in a government ministry and our work on an integrated M&E system was highly valued by the Ministry of Water, Irrigation and Electricity.

We now need to increase the number of development partners using the self-supply approach (households developing or improving water supplies at their own cost). The government can help by making loans accessible to households to raise demand, and holding back subsidies which don't lead to sustainable solutions.

Governance and staffing

IRC'S SUPERVISORY BOARD

Hans van Dord (Chairperson)

Henk den Boer

Robert Bos

Piers Cross

Meera Mehta

Regien van der Sijp

Gerhard van den Top

STAFFING

Our staffing structure reflects our vision of strengthening country processes and systems at national and local level. A large proportion of our full-time employed staff are now based in the countries where we work. By the end of December 2015 there were 39 people working in our country offices (12 in Burkina Faso; 10 in Ghana; 7 in Uganda; 5 in Ethiopia; 2 in India) and 35 people working in The Netherlands.

In 2015 we expanded our global associate programme to 15 associates, giving us access to a wide network of top international experts.

We were also able to offer internship positions to five people who gained valuable international and multi-disciplinary experience; and we worked with four people on a freelance/agency basis.

Supporting our work

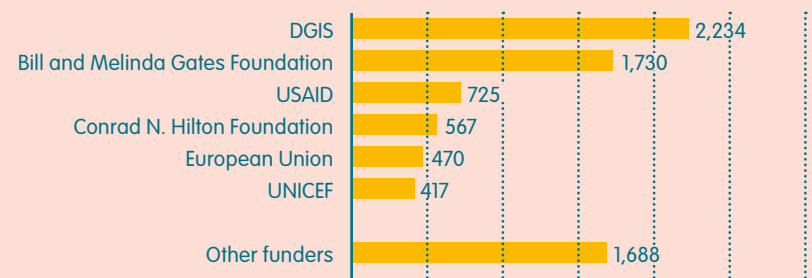
We achieved our primary goal as a result of the great work and confidence of our partners and funders. We look forward to working with them to achieve our vision of robust systems which will support water, sanitation and hygiene services that are 'forever' and for 'everyone'.

INCOME STATEMENT, 2012-2015 (AMOUNTS IN THOUSANDS OF EUROS)

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

Donors, 2015

TOP FUNDERS (AMOUNTS IN THOUSANDS OF EUROS)



OTHER FUNDERS

ACRA (Associazione di Cooperazione Rurale) / Australian Aid / Concern Worldwide / Catholic Relief Services (CRS) / CTB (Cooperation Technique Belge) / Department for International Development (DFID) / Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) / FINNIDA / GETF (Global Environment & Technology Foundation) / Helvetas / IMC Worldwide / Inter-American Development Bank (IDB) / Making all voices count (MAVC) / Ministry of Water and Environment of Uganda / Natural Environment Research Council (NERC) / Netherlands Embassy in Jakarta, Indonesia / Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) / Osprey Foundation / Oxfam Quebec / Oxford University / PSI / Signe Hanson / Simavi / SNV / Swiss Development Cooperation / United Nations High Commissioner for Refugees (UNHCR) / United Nations Office for Project Services (UNOPS) / Vitens Evides International / VNG International / WASH United / Water For People / WaterAid / World Health Organization (WHO) / Worldbank / The Waterloo Foundation / Water Supply and Sanitation Collaborative Council (WSSCC)

Expenditure

EXPENDITURE PER PROGRAMME (AMOUNTS IN THOUSANDS OF EUROS)



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

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

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

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