

# IRC

Strategic plan  
2021-2025

Burkina Faso



Supporting water sanitation  
and hygiene services for life

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

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

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

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

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# 1. Introduction

IRC had a long-term strategic framework, 2017- 2030, and the first five years of the strategy came to an end in 2021; the strategic framework has been replaced by the Destination (D) 30 strategic framework (2022- 2030) that was prepared jointly with Water For people. The first five years of the D30 strategic framework encompasses 2022- 2025, and it is a means of translating the strategic framework into action. The IRC Burkina country programme is part of the long-term D30 strategy and the five-year medium-term strategic cycle. This medium-term strategy document is structured as an introduction highlighting the D30 strategic framework followed by country context (social, political, economic, and environmental aspects that influence WASH), emerging trends in the WASH sector, country vision, targets and the strategies and the required inputs to realise the targets and the vision.

IRC's Theory of Change outlines that by strengthening WASH systems at different levels (local through national to global) with different actors (communities, government, private organisations, and development partners), we can bring strong WASH systems which in turn ensures WASH services that last for ever.

## 1.1 The WASH challenge in Burkina Faso

To reach the ambition of achieving the WASH SDGs committed to at the global level since 2015, IRC expects **the government of Burkina Faso to put in place good enough systems for WASH governance by 2021**. So far, at national level there has been good political commitment to WASH from the head of state and the first lady. The Ministry of WASH designed a national plan for sector strengthening in 2016 but the implementation has been lacking the needed political push. The constant deterioration of the security situation has been hampering the ambitions for systems strengthening. Two-thirds of the country is currently considered a red zone prone to terrorist attacks. Additionally, public financing for WASH has been largely insufficient compared to expectations. Public funds and external aid have been increasingly allocated to addressing the security challenges and related emergency and humanitarian issues.

Luckily, we made good progresses so far in preparing and implementing the SDG WASH master plan in our partner district Banfora. We have succeeded in strengthening leadership and collective action at district level which has enabled us to obtain 16 million USD in investment, largely mobilised by the national water utility ONEA. Unfortunately, the security situation has also deteriorated in the Banfora area since 2019. In the coming years, this situation could potentially lead to a deterioration of the institutional stability which is a prerequisite for strengthening governance systems at district level, but also for deploying massive public investments in WASH facilities as well as the safe operation of services.

### 1.2 Emerging trends and key changes 2017-2021

At national level, access to basic water decreased by 6.14 points in rural areas while it increased by 0.14 points in urban areas. If this trend continues, the country will not achieve the SDGs for drinking water in 2030. For sanitation, open defecation decreased by 8.31 points in rural areas, access to basic sanitation increased by 2.37 points in rural areas but it decreased by 2.48 points in urban areas. If this trend continues, the country will not meet the SDGs for sanitation in 2030.

In our partner district Banfora, access to safely managed water services increased by 31% and access to safely managed sanitation increased by 3%.

Since 2021, we started a new partnership with Tenkodogo, our second district for achieving the WASH SDGs as part of our growth strategy. Additionally, lessons learned from the limited success of the Ministry of Water and Sanitation’s experience with WASH systems strengthening have led us to reorienting our strategy at central level by stimulating a stronger positioning of ONEA in the delivery of WASH SDGs beyond urban areas. For sanitation, there is a crucial need to transform the system to make the sector more effective by including both more effective service delivery models and sustainable financing solutions. Unfortunately, even in urban areas, ONEA is not managing to treat and recycle faecal sludge. We have already developed a concept note for a system transformation for both urban and rural sanitation and now the challenge is to identify opportunities for getting this in the agenda of high-level political authorities.

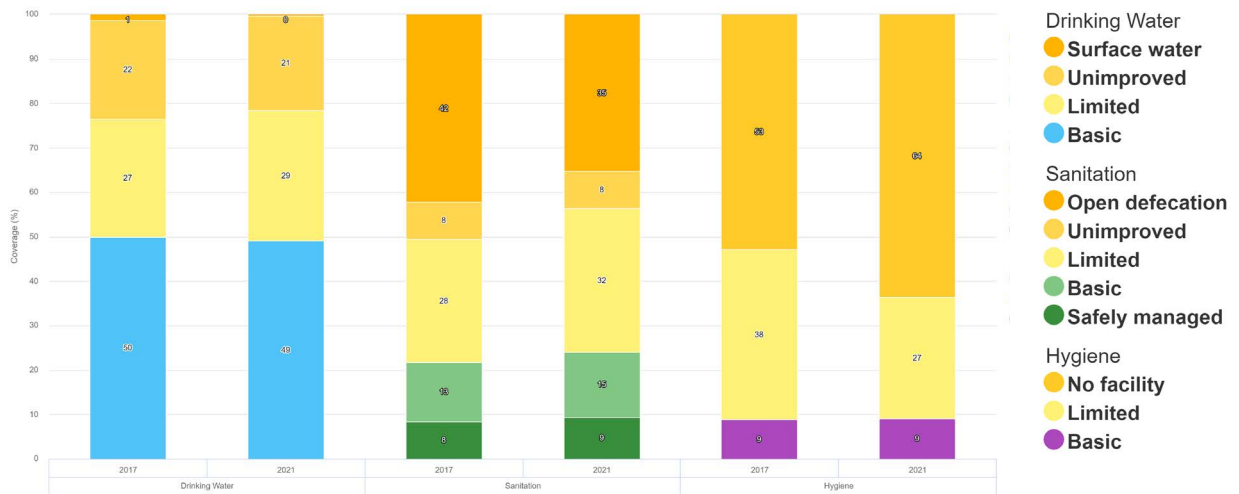


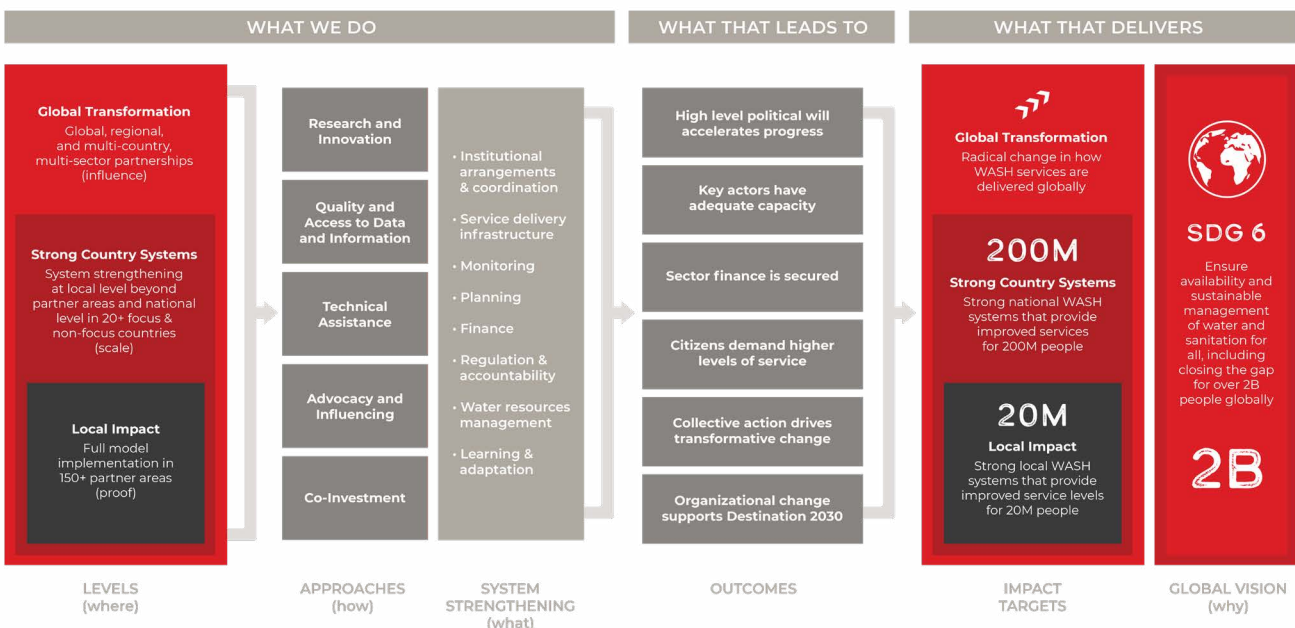
Figure 1: JMP Burkina Faso household WASH service levels for 2017 and 2021

## 2. Destination 2030

Destination 2030 describes our intended impact, our outcomes along the way, and the types of activities that will deliver these. Destination 2030 has set goals to reach an additional 20 million people with improved services in focus countries where IRC and Water For People work, and to reach 200 million people globally by influencing governments, business leaders, and civil society organisations (CSOs) to strengthen systems. The theory of change in Figure 2 shows how we strive for impact at local, national, and global levels. These three levels are interlinked and mutually supportive.

They are rooted in a foundation of understanding, strengthening, and changing water and sanitation systems. Success in one will underpin success in all. IRC Burkina will contribute through strengthening service delivery at the national and district levels in Burkina Faso. The success from the Burkina programme will be shared through the Africa Regional programme, internal and external learning events to influence service approaches in other African countries such as Ethiopia, Ghana, Malawi, Rwanda, and Uganda where the two organisations work.

### THEORY OF CHANGE



### 2.1 What the Destination 2030 Strategy means for our programme

The D30 framework provides the IRC programme in Burkina an opportunity to contribute to a bigger ambition at regional and global levels by combining IRC and WFP’s efforts. It also provides a shared results framework for consolidating achievements at district and country levels. That said, D30 didn’t induce any change in the ambitions and intervention approach

of the country programme at district or at national level. The main drivers for the adjustments of our ambitions and approaches are the country specific constraints such as the security situation, and conflicting priorities in the high-level political agenda.

## 2.2 2025 and 2030 Vision for the country

Successful completion of the D30 ambitions means:

- By 2030, achieving WASH service level targets committed by national authorities in the government-led national programmes for WASH.
- By 2025, achieving WASH service level targets committed by national authorities in the government-led national investment plans for WASH.
- For completing these service level ambitions, the country authorities should achieve the following system improvements:
- By 2025, a clear policy and operating model is developed and tested within ONEA for supporting safely managed service delivery in rural areas.
- By 2025, the Ministry of Finance mobilises and provides adequate and sufficient funding to the national investment plans for WASH.
- By 2025, the Ministry of WASH and their emergency partners (donors and iNGOs) internalise the Humanitarian, Development and Peace Nexus in their WASH programmes.



**Photo:** Training on governance for water supply for the representatives of the national and regional water department, local authorities and water point managers led by IRC, Eau vive and ONEA in Ouagadougou, May 2022.



### 2.2.1 Local impact

**Banfora** is a district in south-western Burkina Faso, with a population of 164,832 in 2020 (INSD - National Bureau of Statistics) making it the sixth most populous city in Burkina Faso. It is the capital of Comoé province. The city lies 85 kilometres (53 mi) south-west of Bobo-Dioulasso. The economy has grown around the sugar cane industry. The city is also an important market town and there are hotels which support a small tourism industry linked to the Cascades de Karfiguéla.

The district has in total 42 health care centres (34 public and 8 private) in 2020. It also has 75 schools (58 public and 17 private).

The partnership with Banfora started in 2016 with the design of the WASH SDG master plan.

We managed to strengthen district leadership and collective action which helped in achieving 16 million USD investment largely mobilised by the national water utility ONEA. As a result, access to safely managed water services increased by 31% and access to safely managed sanitation increased by 3%.

Unfortunately, the security situation has also been deteriorating in the area of Banfora since 2019. In the coming years, this situation could potentially lead to a deterioration of the institutional stability which is a prerequisite for strengthening governance systems at district level, but also for deploying massive public investments in WASH facilities as well as the safe operation of services.

Despite this challenging context, we remain committed to supporting the district until the situation becomes too unsafe for our interventions.

By 2025, the strategic objectives are as follows:

- Maintaining or renewing political commitment to the mayor and District Assembly to achieve the WASH SDGs.
- Ensuring that district authorities and staff master their planning process, their monitoring system for assessing service levels and asset management.
- Ensuring that service providers fulfil their contracts and are accountable to local authorities and their clients/users.
- Ensuring that the investment plan 2021-2025 is completed and a new investment plan is developed for 2026-2030.
- Reaching at least 44% safely managed drinking water and 30% having a basic service.
- Reaching at least 69% safely managed sanitation and 31% having a basic service.

To achieve these strategic objectives, the following building blocks should be improved:

- Increase the score of the policy and legislation building block from 2.7 to 4.0 by improving the contracting framework for service providers on promoting safely managed services.
- Increase the score of the institution and coordination building block from 3.5 to 4.0 by improving the capacity of district staff in asset management.
- Increase the score of the planning building block from 4.7 to 4.8 by improving the capacity of district authorities on designing the investment plan for phase 2026-2030.
- Increase the score of the finance building block from 2.8 to 3.5 by improving the predictability of financial flows and increasing the coverage of budgets in plans.
- Increase the score of the infrastructure development building block from 3.3 to 4.5 by improving the predictability of investments by stakeholders.
- Increase the score of the infrastructure management building block from 3.2 to 4.5 by improving the performance of service providers toward safely managed services.
- Increase the score of the monitoring building block from 3.1 to 4.5 by ensuring the municipality owned asset monitoring and service level monitoring systems are fully operational. Increase the score of the regulation and accountability building block from 2.5 to 4.0 by improving the effectiveness of citizens' and users' engagement with service providers and service authorities.
- Increase the score of the water resource management building block through continued engagement of IWRM professionals in WASH governance.
- Increase the score of the learning and adaptation building block through continued knowledge sharing among professionals.



**Photo:** Students in Tenkodogo demonstrate the various stages of handwashing for the “clean hands, good health” campaign.

**Tenkodogo** is the capital city of Boulgou Province and the Centre-East Region of Burkina Faso with a population of 187 587 in 2020 (INSD - National Bureau of Statistics).

The city is located in the south-east region of the country, 185 km from Ouagadougou. The villages surrounding Tenkodogo are primarily focused on animal husbandry. The main market takes place every 3 days.

The district has in total 23 health care centres (17 public and 6 private) in 2020. It also has 135 schools (118 public and 17 private).

The partnership with Tenkodogo started in late 2020 with the design of the WASH SDG master plan.

The assessment is still underway and will help in establishing the baseline for service levels as well as the building blocks scores. These will be used to define specific 2025 targets for service levels, political and financial commitment, capacity of local actors to plan, provide and regulate services, as well as the performance of specific building blocks.

**Table 1:** Overview of focus districts

District Name	Start Year of partnership/ commitment	Total Population	Number of HCF in district (clarify public/ private/both)	Number of schools in district (clarify public/ private/both)	Major city/ town within this district, its population
Banfora	2016	164 832 (2020)	42 (34 public and 8 private) in 2013 incl. urban centre.	75 (58 public and 17 private) in 2013 incl. urban centre.	Banfora
Tenkodogo	2021	187 587 (2020)	23 (17 public and 6 private) in 2017 incl. urban centre.	135 (118 public and 17 private) in 2017 incl. urban centre.	Tenkodogo
<b>Total Population of partner districts</b>		<b>352 419 (2020)</b>			

Data source for population: INSD (National Bureau of Statistics)

### 2.2.2 National impact

Key pathways identified for replication and scaling in the country include:

- Replication ‘districts’: where proven solutions for district systems strengthening are taken from Banfora and Tenkodogo, as well as from other IRC or WFP countries, to other districts in Burkina by ONEA, other NGOs, and other donors through contractual technical assistance provided by IRC. IRC offers technical support through consultancies or grants to interested parties. Proven solutions expected to be replicated in non-focus districts by 2025 are the master planning tools (with a target of 16 districts representing 2.5 million people), annual planning and budgeting, municipality-led coordination, monitoring and reporting tools and joint sector review methodology (with a target of 100 districts representing 4.6 million people).
- Strengthening national systems led by ONEA by upscaling the solutions for resilient district WASH systems demonstrated in our focus districts. Institutionalisation enables programmatic replication of these solutions in ONEA’s focus areas with or without technical support from IRC. It includes updating national policies, regulations, guidance, etc. Proven solutions expected to be institutionalised by ONEA by 2025 are the master planning tools and municipality-led coordination, monitoring and reporting tools. With this upscaling mechanism, ONEA can potentially replicate these solutions in their 45 focus districts representing 7 million people.

**Table 2:** Replication districts and scaling

Number of Districts or other admin area	Aspect of our approach to be replicated	Year the replication started/will start: e.g. Current, by 2025, by 2030	Population Reach of the replication work (end population)	Partner (s)
16 districts	WASH SDG Master plan	2020 by 2025	2,500,000	ONEA
100 districts	Annual planning and reporting Asset monitoring	2020 by 2025	4,600,000	Ministry of Water and Sanitation

## 3. Organisational change and business development

### 3.1 Changing ourselves

To deliver the D30 vision and more specifically the intermediate outcomes by 2025, IRC Burkina needs to increase its organisational capacity and its societal legitimacy. As has become clear from the strategic assessment of current capacities, the country team lacks senior experts (systems strengthening) and senior managers (acquisition, funding, contract management and financial control) for dealing with the increased complexity, the increased level of accountability and the increased ambition of effectiveness and efficiency. The country office also needs to improve financial and administration procedures, systems and tools. Increasing organisational capacity of IRC Burkina's business unit is also necessary to become a self-contained unit operating within the IRC network. Increasing societal legitimacy is critical to improving the governance and management culture by promoting aid decolonisation, justice, equity and diversity.

The Burkina office of IRC intends to spearhead this deep governance transformation in IRC. From 2023, a group of Burkina Faso citizens will create a national NGO legally registered and headquartered in Ouagadougou, Burkina Faso. This new entity will take over the ownership of the physical and intangible assets from IRC Burkina. A networking agreement will be signed between IRC (a foundation or stichting in the Netherlands) and this new organisation. This new legal entity will become a full and legitimate member of the national governance system in Burkina committed to influencing country system transformations from the inside.

### 3.2 Our investments

The estimated costs for delivering the strategic plan by 2025 is 5.2 million Euros and broken down as follows:

- Technical support and strategic influencing at national level: 350,000 Euros
- Technical support to long-term partner districts: 1,850,000 Euros
- Market-based technical support services: 3,000,000 Euros

These investments by year are:

- 2022: 1,600,000 Euros
- 2023: 1,200,000 Euros
- 2024: 1,200,000 Euros
- 2025: 1,200,000 Euros

At the beginning of this strategic plan, 1,500,000 Euros (29% of the total budget) had already been contracted from donors. For 1,500,000 Euros (29%) highly potential funders have been identified and 2,200,000 Euros (42%) is yet to be covered by funding.

Our approaches to addressing the funding gap entails:

- Permanent "Acquisition"
  - Strategic communication targeting potential donors
  - Networking with potential donors
  - Considering direct and indirect donors
- Follow-up highly potential donors pencilled for specific outputs
  - Management of relationship
  - Submission of proposals
- Identify and chase new funding opportunities
  - Applications to calls for proposals / tenders
  - Building relationships with new donors and submitting proposals
- Design and implement specific annual plans for fundraising with clear share of roles between IRC NL and the country office and including quantified inputs and outputs.



**Photo:** Closure of the second phase of the "Clean hands, good health" campaign in Tenkodogo in November 2023.

## 4. Implementation of this plan

The strategic plan will be implemented through the following processes and tools:

- Annual planning defining specific annual targets and related activities as well as inputs needed (staff and out-of-pocket).
- Annual reporting providing information on both the achievement of outputs planned and the progress in the implementation of targets set for 2025. This report also gives the opportunity to review and adjust the strategic plan targets to the evolving context for taking advantage of any relevant opportunity while adjusting the ambition to any unpredicted constraints.
- End of cycle evaluation in 2026 providing an overview of the achievement of the intermediate outcomes defined for 2025, as well as a strategic analysis of the evolution of the political economy. This report will provide key guidance for the strategic plan 2026-2030.

# Annex 1: Summary of the strategic plan 2022-2025

BY 2025, REACH GOOD ENOUGH WASH SYSTEMS IN OUR PARTNER DISTRICTS BANFORA AND TENKODOGO AND AT CENTRAL LEVEL IN BURKINA FASO

Strategic pillars	Sub-pillars	Baseline in 2021	Desired situation in 2025	IRC interventions
<b>1. Leadership of national political authorities</b>	Political commitment	Head of state's commitment " Zero water chores and a healthy living environment for all " not met in period 2016-2020 but maintained for 2021-2025	Commitment kept (significant reduction in water chore and significant improvement in sanitation) and renewed for 2026-2030	Strategic influencing of HoS (2021 - 2025) Strategic influencing of candidates to presidential elections 2025
	Political leadership	Lack of vision to reform / strengthen systems to meet the political commitment	HoS vision defined and respected for reforms and strengthening of systems	Strategic influencing of HoS (2021-2025)
	Financial leadership	Lack of strategic vision for financing since 2016 Limited focus of traditional donors on investment needs and sustainability issues	Strategic 3T / LCC financing plan for SDG6 developed and respected	Strategic influencing Min of Finance & Min of WASH + Technical Assistance
<b>2. Capacities of national technical authorities (service authorities)</b>	Investment and asset management skills	Medium (predominance of handpumps while non-compliant with national programmes; low quality of new infrastructures)	National 2030 programmes' prescriptions are respected; Procedures guaranteeing quality of the works	Strategic influence of ONEA on the management of all rural WASH investments in small towns operated by ONEA
	Capacities for the control of service providers	Null (no system)	Systems in place	Technical assistance for the monitoring of small water schemes operated by ONEA and private service providers
	Capacities for service level monitoring	Medium (adoption of JMP service levels but without taking into account continuity of service, water quality and affordability; no use of service levels for planning or for accountability at the level of politicians)	Use of JMP service levels taking into account service continuity, water quality and affordability; use of service levels for planning and for political accountability.	Technical assistance for the monitoring of small water schemes operated by ONEA and private service providers
	Capacities for integrating emergency and development strategies, plans and interventions	Low (limited ownership and coordination of emergency interventions, limited financing, no reporting by central government and local authorities in crisis areas)	Government-led systems in place for adequate planning, budgeting, coordination and reporting on both development and emergency interventions in WASH.	Technical assistance and knowledge management targeting the Ministry of Water and Sanitation and humanitarian WASH cluster
<b>3. Capacities of national service providers</b>	Capacities for professional O&M of rural WASH services	# of professional providers: insufficient compared to national investment ambitions Skills of existing operators: Satisfactory for water schemes ; Low for handpumps and sanitation	# of professional service providers consistent with investment programmes (growth of asset)	Strategic influencing of ONEA / CEMEAU for designing and implementing an action plan



Strategic pillars	Sub-pillars	Baseline in 2021	Desired situation in 2025	IRC interventions
<b>4. Leadership of the political authorities of partner municipalities D30</b>	Banfora	Good enough	Leadership of the Mayor maintained from 2021 to 2025 and renewed for 2026-2030	Strategic influencing of the Mayor and City Council
	Tenkodogo	Weak	Leadership of the Mayor improved and maintained from 2021 to 2025 and renewed for 2026-2030	Strategic influencing of the Mayor and City Council
<b>5. Capacities of technical authorities in partner municipalities D30</b>	Banfora	Plan investments: Good Finance investments: Good Execute investments: Low Manage assets: Low Monitor providers: Medium Monitor service levels: Low	Plan investments: Good Finance investments: Good Execute investments: Medium Manage assets: Medium Monitor providers: Medium Monitor service levels: Medium	Technical assistance and capacity building of the municipal technical staff
	Tenkodogo	Plan investments: Low Finance investments: Low Execute investments: Low Manage assets: Low Monitor providers: Low Monitor service levels: Low	Plan investments: Good Finance investments: Good Execute investments: Medium Manage assets: Medium Monitor providers: Medium Monitor service levels: Medium	Technical assistance and capacity building of the municipal technical staff
<b>6. Capacities of service providers in partner municipalities 2030</b>	Banfora	# of professional providers: Low Skills: Handpumps = Low Rural water schemes = Medium Sanitation = Low	# of professional providers: Medium Skills: Handpumps = Low Rural water schemes = Good Sanitation = Medium	Capacity building of service providers
	Tenkodogo	# of professional providers: Low Skills: Handpumps = Low Rural water schemes = Low Sanitation = Low	# of professional providers: Medium Skills: Handpumps = Low Rural water schemes = Good Sanitation = Medium	Capacity building of service providers

Strategic pillars	Sub-pillars	Baseline in 2021	Desired situation in 2025	IRC interventions
<b>7. Capacities of technical authorities and service providers in replication municipalities</b>	Market-driven technical assistance	101 Municipalities seeking basic capacities (annual planning and reporting and monitoring of providers) 93 EU + 8 UNICEF ;	100 municipalities that reached basic capacity (annual planning and reporting and monitoring of providers)	Structuring of the IRC market-driven TA offer
		5 Municipalities seeking SDG6 master plans; 3 Regions seeking SDG6 investment plans (EU)	16 Municipalities using their SDG6 master plans and 3 Regions using their SDG6 investment plans	Marketing of IRC TA services Delivery of TA in contracted areas
<b>8. IRC's organisational capacity and legitimacy</b>	Staff capacities	Management Staff : 1 Manager WASH Experts: 1 Senior, 1 Pro and 2 Officers Admin / Fin / Log Staff: 3 Officers Associates: 7 Pro and 1 Officer Reliable subcontracting partners : 0	Management Staff: 2 Managers WASH Experts: 2 Seniors, 2 Pro Admin / Fin / Log Staff: 3 Pro Associates: 2 Seniors, 5 Pro Reliable subcontracting partners: 1	Recruitment / Replacement of departures Capacities / Skills development
	Robustness of management systems	Admin managemen : Medium (weaknesses in the management of assets, stocks, purchasing efficiency) Financial management: Medium (weaknesses in internal control of compliance, budget allocations and cash flow forecasts and advances) Planning: Medium (limited to year N + 1) Project management: Good (monitoring of productivity)	Admin management: Robust (management of assets and stocks, purchasing efficiency) Financial management: Robust (no critical failures observed from audits) Planning: Good (visibility by year N + 3) Project management: Good	Internal learning based on performance targets External support (tools and training)
	Legitimacy and legality of the organisation's status in relation to its interventions	Foreign NGO with a vision for Burkina Faso and influencing national public governance systems.	Burkinabè owned NGO with a vision for their country and transforming national public governance systems as full and legitimate member.	Creation of a Burkina owned NGO built with the assets of the Dutch NGO Cancellation of the Dutch NGO's operating license in Burkina Establishment of a cooperation protocol with the Dutch NGO within the framework of a federation

## Annex 2: Summary of the financing plan

	BUDGET (EUROS)				
	2022	2023	2024	2025	TOTAL
<b>MAIN INTERVENTIONS</b>					
NATIONAL HUB	118 910	118 910	42 686	73 176	<b>353 682</b>
FOCUS DISTRICT HUB	457 347	457 347	457 347	457 347	<b>1 829 388</b>
MARKET BASED TA SERVICES	1 070 192	658 580	650 957	666 202	<b>3 045 931</b>
<b>TOTAL</b>	<b>1 646 449</b>	<b>1 234 837</b>	<b>1 150 990</b>	<b>1 196 725</b>	<b>5 229 001</b>
<b>CONTRACTED</b>					
NATIONAL HUB	42 686	19 818	19 818	–	<b>82 322</b>
FOCUS DISTRICT HUB	228 674	228 674	–	–	<b>457 347</b>
MARKET BASED TA SERVICES	917 743	3 049	3 049	–	<b>923 841</b>
<b>TOTAL</b>	<b>1 189 102</b>	<b>251 541</b>	<b>22 867</b>	<b>–</b>	<b>1 463 511</b>
<b>PIPELINE / LEADS</b>					
NATIONAL HUB	–	–	–	–	<b>–</b>
FOCUS DISTRICT HUB	228 674	228 674	228 674	228 674	<b>914 694</b>
MARKET BASED TA SERVICES	152 449	152 449	152 449	152 449	<b>609 796</b>
<b>TOTAL</b>	<b>381 123</b>	<b>381 123</b>	<b>381 123</b>	<b>381 123</b>	<b>1 524 490</b>
<b>GAP</b>					
NATIONAL HUB	76 225	99 092	22 867	73 176	<b>271 359</b>
FOCUS DISTRICT HUB	–	–	228 674	228 674	<b>457 347</b>
MARKET BASED TA SERVICES	–	503 082	495 459	513 753	<b>1 512 294</b>
<b>TOTAL</b>	<b>76 225</b>	<b>602 174</b>	<b>747 000</b>	<b>815 602</b>	<b>2 241 001</b>

## Annex 3: Key partners for implementation of the plan

Partner	Type of entity	Relationship with your organisation	Collaborator's role in this strategic plan	Resources brought by the partner to the strategic plan
<b>Mayor's Office Banfora</b>	Local Government	Sub-grantee	Political leadership on the implementation of the interventions in Banfora	Authority Network Staff
<b>Mayor's Office Tenkodogo</b>	Local Government	Sub-grantee	Political leadership on the implementation of the interventions in Tenkodogo	Authority Network Staff
<b>ONEA (national water utility)</b>	Government	Collaborator	Technical leadership on service delivery plans and activities Carrying out master planning exercises in 16 Communes	Authority Network Staff Funding
<b>DREA (regional representative of the ministry of WASH)</b>	Government	Collaborator	Technical leadership on service delivery frameworks and WASH investment plans	Authority Network Staff Funding
<b>CRS</b>	Non-profit	Collaborator	Technical support to WASH in health care facilities, rural communities, and schools in Banfora.	Staff Funding
<b>Espace Culturel Gambidi (ECG)</b>	Non profit	Collaborator	Promoting adoption of healthy WASH behaviors and expanding access to safe and inclusive WASH in health care facilities in Banfora	Staff
<b>Ministry of Health</b>	Government	Collaborator	Developing and implementing the national roadmap and costed action plan for WASH in health care facilities	Authority Network Staff
<b>One Drop Foundation</b>	Foundation	Funder	Local partner support	Funding to ECG

Partner	Type of entity	Relationship with your organisation	Collaborator's role in this strategic plan	Resources brought by the partner to the strategic plan
<b>US Centers for Disease Control and Prevention (CDC)</b>	US Government	Technical assistance provider	Continued monitoring of Catholic Relief Services (CRS) programme implementation	Technical assistance to CRS
<b>Charity:water</b>	Funder	Partner funder	Continued monitoring and funding of CRS in Banfora	Funding to CRS
<b>Danida</b>	Funder	Partner funder	Continued monitoring and funding in Banfora	Funding to ONEA
<b>KfW</b>	Funder	Partner funder	Continued monitoring and funding in Banfora	Funding to ONEA
<b>Ministry of National Education</b>	Government	Collaborator	Upscaling demonstrated solutions for WASH in schools.	Authority Network Staff
<b>EU Commission Delegation</b>	Funder	Partner funder	Financing the replication of demonstrated district solutions in 100 new districts.	Funding to IRC and government
<b>World Health Organization (national level)</b>	Non-profit	Collaborator	Technical leadership and facilitating national processes related to WASH in HCF, JMP, GLAAS and TrackFin	Authority Network Funding
<b>UNICEF</b>	Non-profit	Collaborator	Technical leadership and facilitating national processes related to sector strengthening at national level and in UNICEF's focus districts	Authority Network Funding

**Visiting address**

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