

# IRC

Annual Report 2013

Supporting water sanitation  
and hygiene services for life

#### **Prepared by**

Sally Atwater and IRC's annual reporting team

#### **Design and layout**

Pitch Black Graphic Design, The Hague / Berlin

#### **Printing**

Oro Grafisch Project Management, Koekange

#### **Photos**

© **Cover** (Petterik Wiggers/ Panos Pictures); **P.10** (Ben Curtis / AP Photo ); **PP.13** and **21** (Peter McIntyre); **P.15** (Ermias Woldeamlak); **P.17** (Peter DiCampo); **P.19** (Ton Schouten)

#### **© 2014 IRC**

Permission is hereby granted for sharing and adaptation of this material, in whole or in part, for non-commercial use, educational, scientific or development-related purposes, provided that the appropriate and full citation is given. This publication is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Netherlands License. View terms of license here: <https://creativecommons.org/licenses/by-nc-sa/3.0/nl/deed.en>

#### **Published by IRC**

Bezuidenhoutseweg 2 / 2594 AV The Hague  
The Netherlands  
T: +31 70 3044000 / [www.ircwash.org](http://www.ircwash.org)

# Contents

**4 Progress and change**

**5 Chairperson's message**

**6 At a glance: IRC's work in 2013**

**8 CEO's message**

**11 IRC's approach to catalysing systemic change**

Goal 1. Sector adoption of a service delivery approach

Goal 2. Sector adoption of a learning and adaptive approach

Goal 3. Improved aid effectiveness

Goal 4. Improved inter-sectoral dialogue and planning alignment

**22 In support of IRC's goals**

Governance, staff and partners

Finances

## Progress and change

Too often, the systems set up to provide everyone with safe and reliable access to water, sanitation and hygiene services fail on a massive scale. Too many times, WASH systems have been offered to governments and communities as one-off gifts, with little attention paid to ensuring the lasting provision of services.

**IRC challenges the emphasis on inputs (funding) and outputs (taps and toilets)**

**IRC focuses on the sustainability of water and sanitation services**

**IRC believes in making water and sanitation a given, not a gift**

**IRC uses knowledge to catalyse systemic change**

IRC has helped to disrupt the sector's old assumption that more access to water and sanitation means more funding for more infrastructure. WASH actors are beginning to track service levels, not just count coverage. WASH donors are looking at the lifetime costs of maintaining infrastructure.

IRC believes that to achieve universal coverage and sustainability, business as usual approaches in the water, sanitation and hygiene sector have to change. That change has to be systemic, and it must start with a shared vision of services that meet people's needs, are sustainable and equitable, and are well managed and governed. IRC is catalysing that change, as expressed in the four goals of its current business plan.

**Goal 1. Sector adoption of a service delivery approach**

**Goal 2. Sector adoption of a learning and adaptive approach**

**Goal 3. Improved aid effectiveness**

**Goal 4. Improved inter-sectoral dialogue and planning alignment**

## Chairperson's message

2013 was a productive year that saw the adoption of IRC's core concepts and approaches accelerate. We have made huge progress in transforming IRC from a knowledge broker into a think-and-do tank. We have reimagined the IRC that is needed by the sector, the future that we want for IRC and the IRC that we can be. That process has brought us to IRC's new brand identity as a knowledgeable, dynamic and innovative partner.

This year marked the end of Nico Terra's successful four years as IRC's Chief Executive Officer, under which IRC grew larger and stronger, and the beginning of new leadership, under Patrick Moriarty. Patrick's history with IRC began in 2000 and encompasses interdisciplinary work, knowledge development and leadership. His experience in working in IRC's focus country offices is invaluable.

To ensure that IRC continues to be an influential voice in the world community of WASH, we strengthened our international character by appointing to the Supervisory Board two members from outside The Netherlands. Piers Cross, from South Africa, is the former global manager of the Water and Sanitation Program of the World Bank; he currently advises international agencies. He brings to IRC 30 years of experience in the WASH sector and has worked in more than 40 countries. And Robert Bos, from Switzerland, is the former coordinator of the World Health Organization's Water, Sanitation and Health programme. He is a public health, water and environment consultant based in Geneva.

In 2013 IRC continued to invest in its future, with full support from the Supervisory Board. This reflects our strong conviction and confidence that IRC is effecting lasting change in the sector. The investment in our future is accompanied by a renewed commitment to IRC's original scope – to focus efforts on a few countries, places where we can build a lasting local position, and then let those nations lead change in their region in the world. That strategy is ambitious, but IRC proved again in 2013 that it works.



**Hans van Dord**  
Chairperson, IRC Supervisory Board

# At a glance: IRC's work in 2013

## Inputs

- 11 programmes: one global, three regional, and seven country
- 4 country offices
- 65 active programmes / projects
- 105 member work force
- Over 100 partners in development
- 30 funders
- € 10.6 million spent

## Selected outputs & activities

- 238 research outputs
  - 9 new / modified service delivery approach-related concepts and / or tools
  - 3 tailor-made service delivery approach (SDA) frameworks and tools
  - Beta version of IRC's first app on costing introduced: WASHCost calculator
- 85 IRC-published research outputs
- 85 papers presented during the IRC symposium
- 6 journal articles in peer reviewed journals: International Journal of Environmental Research and Public Health, Water Alternatives, FAO Irrigation and Drainage, Water Policy
- Routledge-published book: Sustainable Water and Sanitation Services: The Life-Cycle Cost Approach to Planning and Management
- 48 training sessions worldwide
- 362 digital & print communications
  - 15 IRC-managed websites
  - Some 20 articles and press releases produced for a Dutch audience
  - 80 interviews compiled during the WaterCouch event
  - 7 web-based collaborative initiatives on information and knowledge management
  - 6 feature films on a life-cycle costs approach
  - 153 items published on IRC's homepage
  - Over 50 blogs published
  - 23 E-source issues in three languages
  - 8 E-updates

## Outcomes

- 31 requests for IRC's consultancy service worldwide
- 18 additional countries where IRC worked in
- 31 working groups and learning platforms
- 64 WASH stakeholders now using SDA terminology around the world
- 27 WASH stakeholders now applying SDA tools and concepts in their programmes / projects
- 49 WASH stakeholders actively funding service delivery approaches
- 35 new projects added in IRC's portfolio of initiatives
- Nearly a million interactions on IRC-managed websites
- 11 000 followers in social media

## Impact

- Elements of a service delivery approach adopted in 16 policy / planning documents for national and district-level implementation in several countries and at global level
- 34 million people reached through work by IRC and its partners
- 2 000 water professionals trained worldwide

**Our focus countries**  
Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique and Uganda

**Other countries we work in**  
Bangladesh, Democratic Republic of the Congo, Haiti, Indonesia, Kenya, Liberia, Sierra Leone, Bhutan, Bolivia, Guatemala, Malawi, Nepal, Nicaragua, Rwanda, South Sudan, Tanzania, The Netherlands and Zambia

**Where we are located**  
Burkina Faso, Ghana, Uganda and The Netherlands

**Where we are seeing a difference**  
Eight countries adopting / implementing elements of a service delivery approach in policy: Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique, Uganda, Indonesia ... and two at global level: African Ministers' Council on Water (AMCOW) and WHO/ UNICEF Joint Monitoring Programme (JMP) for Water Supply and Sanitation

## CEO's message

IRC believes in the right of every human being to have a water and sanitation service that is clean, accessible, affordable, convenient and, above all, trustworthy. We do not provide new services directly. Many organisations already do that well – and we work with them. Our niche is making sure that investments in water and sanitation hardware actually provide the intended services.

Service levels are too often low because of systemic failures in the WASH sector, both globally and in countries. Incentives are misaligned, and the enabling environment needed to turn new hardware into reliable service is weak. Building the handpump or latrine is the easy bit. Everything that comes after that – operation, maintenance, repair, rehabilitation, treatment – is exponentially more difficult and requires not a one-time burst of activity but continual attention, day in and day out, indefinitely.

I believe that, if we are to achieve our vision of universal coverage and sustainability (Everyone Forever), business as usual approaches in the sector have to change. Our work is based on catalysing systemic change, together with like-minded individuals, organisations and governments. In 2013 we saw steady and exciting signs of progress. In particular, IRC's language of service delivery became more widely used, especially in the water sector. Sanitation, however, remains a challenge; like water, it needs to be thought of as a service.

Language is not everything, of course. But the fact that people are talking about delivering services and seeking to measure performance in terms of service delivery points to real change. The following pages detail the welcome new emphasis on service delivery, as well as our progress in other areas.

As part of our transition from a respected knowledge centre to an engaged and effective think-and-do tank, we sought in 2013 to clarify and quantify the benefits of our actions.

For example, with Arup, we developed a dashboard for our Triple-S (Sustainable Services at Scale) initiative that shows – at a glance – our inputs, outputs, outcomes and impacts. We're adopting this approach for our other projects and programmes, too. This is a huge challenge for an organisation that does much of its work 'upstream' from direct beneficiaries. In this and future annual reports and monitoring reports, expect to see more metrics.

Following an intensive process, late 2013 saw the launch of a new brand that better articulates our role as a think-and-do tank, using knowledge to catalyse change that benefits people. We're using this new brand, and the clarity it provides about our role and value, to reach out to new partners and funders. The year 2013 saw the continuation of old alliances and the start of new relationships with funders, part of a strategy of diversifying our funding base. IRC's long relationship with the Dutch government – we started 45 years ago as a unit in the Ministry of Environment – is changing as policy shifts to an aid-and-trade agenda. I remain confident, however, that we will continue to work closely with DGIS (Directorate-General for International Cooperation) as part of an enlarged group of funders that share our vision of a radically transformed sector.

Our financials in 2013 reflect that we're in a period of transition. We've made big investments in brand, communications and staff. We have also made provisions for settling a long-outstanding VAT issue. The consequence has been

a loss, as opposed to IRC's usual positive year-end results. No organisation likes to show a loss, but in this case we have drawn from our reserves to bring about much-needed change – essential work in putting our house in order.

Our staff numbers have reduced and we're committed to further reductions in The Netherlands whilst stabilising or growing our country offices and programmes. This conforms with our intention to continue to decentralise and internationalise our programmes, with a medium-term vision of an IRC 'confederation' of largely independent country programmes, united by a shared commitment to catalyse change.

It was a privilege for me to be selected by IRC's Supervisory Board to lead IRC, a job I took over in September from Nico Terra. In the 14 years that I've worked with IRC, I've lived through and contributed to many of the changes that make today's IRC very different from the one I joined. With our clearer-than-ever understanding of what we stand for and what we have to offer, I'm hugely excited to have the opportunity to lead IRC in putting our bold and ambitious plans into action. Given the turbulent economic times in which we live, I'm under no illusions that this will be easy. But with our entrepreneurial and professional staff, our clear new brand, our growing country programmes, emerging evidence of our ability to effect change and, above all, the sector's acknowledgement (which we helped catalyse) of the need to focus on services, I am convinced that we will meet the challenge.

Let me close by thanking all the funders and partners with whom we worked in 2013: the governments of our focus countries; Water For People and Water & Sanitation for the Urban Poor, with whom we are developing a shared vision of how to achieve Everyone Forever;

BRAC, which had chosen us as a knowledge partner for the biggest programme we've ever been involved in; all the universities, consultancies and NGOs with which we work; and the many generous funders that support our work. Thank you for believing in us, and thank you for believing that change is necessary and – more importantly – possible.



**Patrick Moriarty**  
Chief Executive Officer, IRC



## IRC's approach to catalysing systemic change

IRC does not deliver new hardware; many others do that and do it well. IRC works with them, and with NGOs, communities, governments and businesses, to make sure that the hardware is managed effectively to deliver services – and to ensure that these services are maintained over time.

To achieve the goal of universal access to services that last, IRC seeks to catalyse systemic change in its focus countries. IRC works to improve the provision of services in those countries and to provide proof of concept that others can adopt in other countries. IRC also engages internationally, advocating for change.

Over the past few years, IRC has demonstrated its ability to understand and interact with the WASH sector as a whole. Effecting change means not only focusing on policy, finance or technology but also addressing the underlying failures and challenges of how these different elements work together to provide results. Systemic failure can be remedied only by systemic action.

A review of 2013 shows that by looking at the sector as a single, interlinked system, IRC can achieve sustainable results.

This annual report summarises IRC's activities and outcomes for 2013; the second year of IRC's 2012–2016 business plan. That plan set four specific goals: sector adoption of a service delivery approach, sector adoption of a learning and adaptive approach, improved aid effectiveness, and improved inter-sectoral dialogue and planning alignment.

The report draws from IRC's 2013 Monitoring Report (available at [www.ircwash.org/resources/irc-monitoring-report-2013](http://www.ircwash.org/resources/irc-monitoring-report-2013)), which discusses progress toward each goal in greater detail and presents more information on IRC's country, regional, and international programmes.

# Goal 1. Sector adoption of a service delivery approach

**IRC's issue is how many people have access to service of acceptable quality.**

IRC is changing the sector's focus from provision of infrastructure to its effective use and management so that services last. IRC equips local governments and service providers with knowledge and tools to sustain the delivery of water and sanitation services. By conducting action research and influencing policy and decision makers, IRC improves reliability and sustainability.

2013 saw exciting progress towards this goal. Most importantly, the language of service delivery and service costing was increasingly adopted in focus countries and in the global arena. The sustainability clause used by DGIS, which IRC has strongly supported, is a game changer, causing fierce debate but also showing a way forward. Without monitoring there can be no service delivery: one can't manage what one can't measure, and service delivery is all about management. IRC's monitoring symposium in Addis Ababa in April was, therefore, a highlight of the year, bringing together more than 420 people and putting service monitoring high on the global agenda.

The year also saw the uptake of key service delivery and life-cycle costing concepts in the international agenda, particularly in the work of the post-MDG

working group of WHO/ UNICEF's Joint Monitoring Programme. IRC joined with Water For People and Water & Sanitation for the Urban Poor, two leading and like-minded sector champions, in a commitment to achieving Everyone Forever – an ambitious approach to the business of WASH service delivery.

In the global dialogue to improve WASH monitoring, influential bodies like the Organisation for Economic Co-operation and Development and the World Health Organization found WASHCost data helpful in their own work. Improvements in the questionnaire of the WHO/ UNICEF Global Analysis and Assessment of Sanitation and Drinking-Water and the development of Trackfin – the initiative to track WASH sector financing – have both drawn from WASHCost<sup>1</sup>.

## 2013 results from WASHCost

**IRC's 2008–2012 WASHCost project researched the actual lifetime costs of delivering water and sanitation services and introduced the life-cycle costs approach into decision makers' planning processes. In 2013, the concepts of WASHCost gained ground:**

- One year after the programme ended, requests for targeted trainings continued strong, with 800 participants trained in Haiti, Kenya, Sierra Leone, Ethiopia and Bangladesh. Many more took the online course.
- Demand justified a translation of the training package into French and Spanish.
- The United Nations asked IRC to test the life-cycle costs approach in selected refugee camps, for possible replication.
- BRAC in Bangladesh asked IRC to adapt the methodology to measure progress and value for money in school programmes.
- The methodology was adapted for university curricula in the University Eduardo Mondlane in Mozambique and used as course material in Johns Hopkins University in the United States.
- In Addis Ababa, at the IRC symposium, IRC launched the beta version of the WASHCost calculator app. This easy-to-use tool compares life-cycle costs of WASH services and becomes 'smarter' as more people contribute data.

<sup>1</sup> Access WASHCost's End-of-Project Evaluation Report here: [www.ircwash.org/resources/washcost-end-project-evaluation](http://www.ircwash.org/resources/washcost-end-project-evaluation).



## Additional highlights from 2013

**Operation and maintenance.** In Uganda, IRC supported the government in setting up handpump mechanics associations in 111 districts and one city. Servicing handpumps was once considered an informal job. Now association members can enter into contracts with local governments to improve the operation and maintenance of facilities. They earn income; communities gain more reliable services.

**Life-cycle costing.** In Bangladesh, IRC introduced BRAC to the benefits of applying a life-cycle costs approach as one way to achieve higher sanitation coverage. In Uganda, the application of IRC's life-cycle costs approach prompted the Kabarole District Water Office to reconsider its planning and use of a water and sanitation grant.

**Monitoring and planning at scale.** In Bhutan and Nepal, IRC helped the Sustainable Sanitation and Hygiene for All (SSH4A) programme revise performance monitoring indicators for adoption by local governments. In Uganda, IRC's monitoring system, based on simple mobile phone technology, was

used to update district monitoring information on functionality and access. Across seven countries in Southeast and South Asia, performance monitoring that uses qualitative information systems has now been implemented. Based on project results in Indonesia, the National Planning Bureau and the Ministry of Health have adopted Environmental Health Risk Assessment as a planning and monitoring tool.

**Management for change.** In Ghana, action research by IRC's Triple-S (Sustainable Services at Scale) programme prompted the creation of 147 water and sanitation management committees. Broken water systems were repaired by district governments, benefitting about 50,000 water users. The non-functionality rate of water facilities fell by 9% in the Akatsi district and 4% in Sunyani West; services became more reliable.

**Tailored service delivery models.** In Ethiopia, IRC and partners promoted household-led investment in water supplies – “Self-supply” – to complement other WASH initiatives. This alternative service delivery model was recognised by the Ministry of

Water, Irrigation and Energy, and an implementation and technical manual went into production. The acceleration of Self-supply is expected to reach about seven million people – a critically needed expansion because the population is likely to double in the next two decades.

**Decision support.** In Ghana, Uganda, Burkina Faso, Tanzania and Nicaragua, national governments adopted the WASHTech decision support tools and process, developed by a consortium that was coordinated by IRC. The Technology Applicability Framework helps sector workers assess the potential of a technology (e.g., a rope pump) to meet people's needs and be scaled up, and the Technology Introduction Process guides the introduction and rollout of promising new technologies.

**Formal education.** In Mozambique, costing of water and sanitation services became a module in the bachelor of science degree in rural engineering. IRC prepared an adaptation of its life-cycle costs training package, which was piloted at the University of Eduardo Mondlane in March 2013 and then adopted into the curriculum.

**Training.** In Southeast and South Asia and in Latin America, tailored training helped convey IRC concepts and methodologies. In India, training for 70 high-level policymakers has the potential to reach 80,000 employees of the government, state departments and water boards. In El Salvador, IRC trained Millennium Water Alliance partners, and three NGOs (Catholic Relief Services, CARE and the World Food Program) that adopted the life-cycle costing concept. In Ghana, 316 government officials – from national, regional and district levels – and other sector practitioners were trained in the service delivery approach and the application of its tools. In Bangladesh, IRC trained 80 field staff on the use of qualitative information systems.

## 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.
- IRC's 2013 research showed that without substantial levels of public finance, delivering decent-quality WASH services to the poorest will not be possible. IRC's life-cycle costing work indicated 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 IRC 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, IRC will conduct further research to validate that finding whilst actively lobbying WASH organisations to re-examine the assumptions underlying their approaches.

## Goal 2. Sector adoption of a learning and adaptive approach

**IRC promotes learning, adoption and ownership of innovation for all stakeholders.**

A learning and adaptive approach is essential because climate, economies, demographics, and people's needs and expectations are constantly changing. Making services sustainable means identifying business, technological and financial models that work in the context of a country or region. The sector must continually adapt and innovate, or risk failure.

Learning can sometimes sound abstract and passive; for IRC it is neither. IRC's approach to learning is active and focused: it is about learning how to solve challenges, learning how to do things differently, learning what is required to adapt in the face of challenges. A learning approach begins with generating knowledge and innovation. Despite the huge amount of innovation that is occurring, however, learning is often ad hoc, taking place at a micro scale and invisible to governments and others who could take it up and replicate it at scale. That's why support

for learning alliances is at the heart of IRC's learning agenda. Learning alliances bring together not just the innovators and experimenters but also the policy makers and financiers, so that the path from learning to action at scale is shortened.

Building active learning alliances takes time and effort. IRC's commitment to learning alliances over the past six years in the Ghana programme has started to pay off. In 2013, more organisations became involved and began supporting learning



activities. The resource centre network expanded from 13 to 17 core members, from 20 to 31 organisations, and from three to eight regions; co-funding more than tripled, to € 15,300.

The highlight of IRC's learning work in 2013 was its monitoring symposium in Addis Ababa. This biennial symposium, held outside The Netherlands for the first time, attracted some 420 participants. It was hosted by the Government of Ethiopia, co-organised by several IRC sector partners. The symposium was used by the African Ministers' Council on Water (AMCOW) as a platform to bring together monitoring experts from many African governments. High-quality presentations addressed monitoring indicators, monitoring systems for governments and projects, and the latest high-tech tools as well as priorities for future monitoring, to strengthen local governments' monitoring systems.

## Additional highlights from 2013

**Stakeholder support for learning forums.** In East Indonesia, IRC worked with five national NGOs to support capacity building in a programme expected to benefit some 1.2 million people in nine districts. In Uganda, sector-wide learning processes gained traction. A regional learning forum in Rwenzori was funded by district local governments. And, with the country's Ministry of Water and Environment, a national-level learning and coordination model and toolkit were developed.

**Transfer of ideas to non-focus countries.** The Government of Sierra Leone recognised the need for a framework for learning in the water sector and sent a delegation to Ghana to study its active resource centre network and learning alliances. In

several countries in Africa, IRC supported Sanitation and Water for All's country processes, which established reflection and learning platforms to support national sector capacities in post-conflict and fragile states.

**Strategic consultations.** In Burkina Faso, national, regional and commune-level actors developed service indicators and monitoring frameworks at five IRC workshops with stakeholders. Two municipalities revised their planning and budgeting activities accordingly, and the national government and municipalities have committed to adopting the monitoring concepts and methodologies.

**Most donors bring money. That is important. But what we like about IRC is that they help us with the 'coco' – the brain. IRC shares its ideas and methodologies.**

**They help us to think things through and do things differently and better in the sector.**

**Luis Romero,**  
CONASA (National Committee for Water and Sanitation),  
Honduras

## 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.

## Goal 3. Improved aid effectiveness

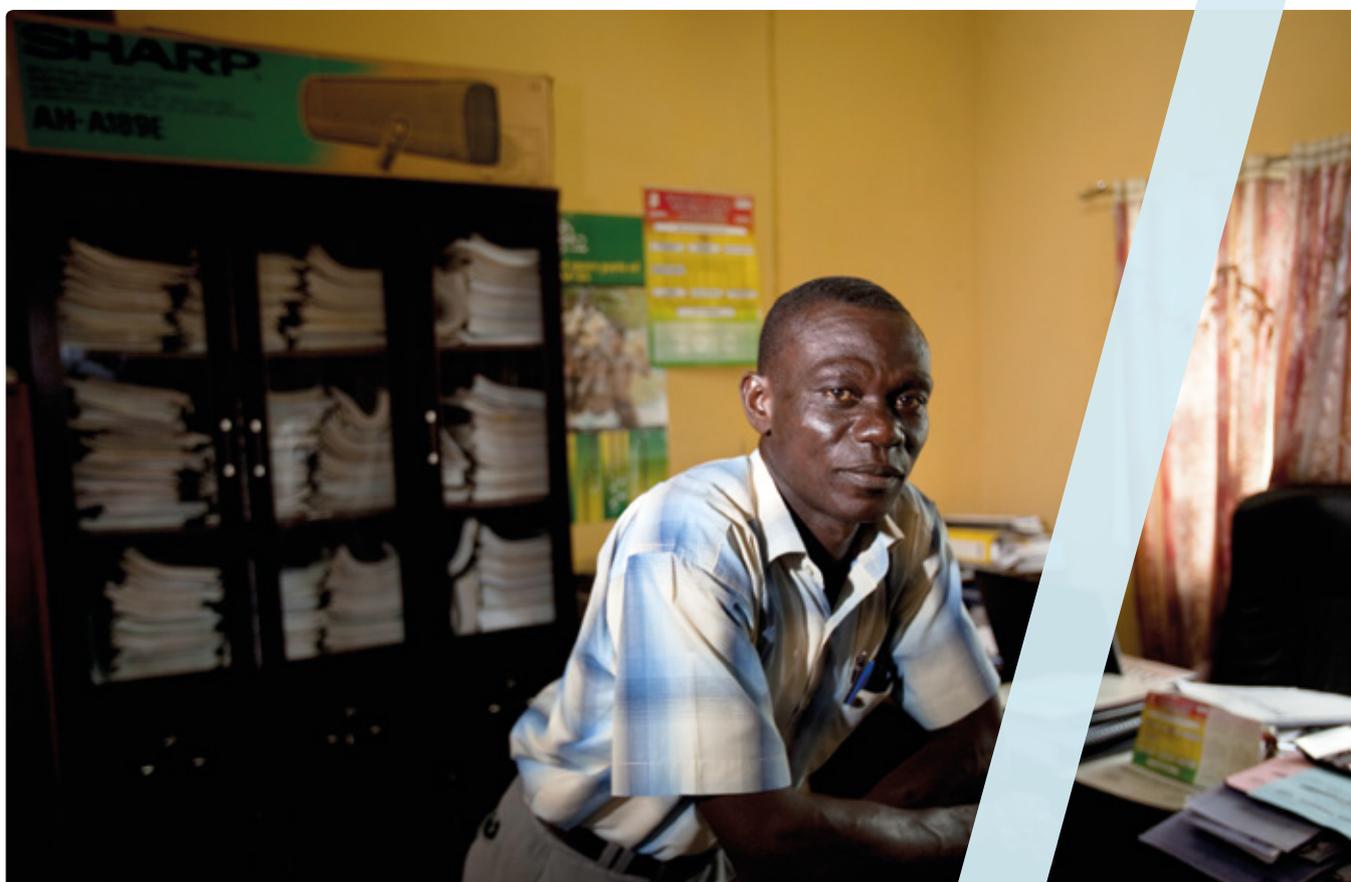
### IRC works with donors to use funding as a catalyst for lasting change.

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

**Coordinated interventions.** In South Sudan and Tanzania, IRC was asked to help implement sector-wide approach processes. In Ghana, IRC helped the Community Water and Sanitation Agency – responsible for facilitating and regulating the delivery of water and sanitation to rural areas and small towns – update its sector operational policy documents, which guide government agencies, NGOs, suppliers and community management teams in coordinating their interventions. These materials inform the work of all WASH stakeholders across 216 metropolitan, municipal and district assemblies.

**Alignment of programmes.** In Honduras, IRC provided input for a new WASH policy that articulates the government's framework for sustainable service delivery and aid effectiveness. Seven international NGOs agreed to align their programmes and operations with aid effectiveness principles under the banner Everyone Forever.

**Aid effectiveness uptake and visibility.** Globally, IRC helped make aid effectiveness a central theme in the Sanitation and Water for All partnership, whose members include 46 governments. In preparation for the SWA High Level Meeting in 2014, IRC has urged



that each government develop a single, national sector policy, plan, budget and monitoring system. As a member of the Country Processes Task Team of Sanitation and Water for All, IRC prepared concept notes and an information package on aid effectiveness.

**Sustainability check.** A sustainability clause, introduced in 2006 in DGIS contracts and reconfirmed in 2012, requires funding recipients to plan for the long term and ensure that their interventions provide adequate and safe service for at least ten years. In 2013, IRC reviewed the sustainability check used by independent auditors to determine whether project implementers were in compliance; one recommendation was to turn over the auditing function to government-led monitoring systems to strengthen a country's WASH sector.

**IRC is a global frontrunner in innovative approaches and tools for increasing sustainability...**

**Without IRC and in particular the results of its WASHCost and Triple-S projects sustainability wouldn't have become the top priority of the global WASH agenda it is today and under the new WASH development agenda aiming for sustained 'universal access' post-2015.**

Dick van Ginhoven, DGIS

## 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 heavily 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. The political economy of the aid 'business' is often intrinsically hostile to aid effectiveness. On the other hand, IRC's work has shown that supporting a country's institutions makes it possible for the government to provide stronger leadership; donors then start to align. 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.

## Goal 4. Improved inter-sectoral dialogue and planning alignment

### IRC understands that the WASH sector does not exist in a vacuum.

IRC promotes learning and dialogue about the contextual issues of water resource management, climate change, WASH in schools and multiple-use systems for economic development – all of which are paramount in the post-MDG discussions. The desired result is integration of WASH planning and budgeting with energy, health, education and other sectors.

**Expert advice.** In troubled areas of the world, the United Nations High Commissioner for Refugees sought IRC's help in costing water systems for refugee and settlement areas. The application of a life-cycle costs approach to improving service could ultimately benefit millions of people displaced by man-made and natural causes.

**Integrated planning.** In Kenya, IRC piloted the use of local, participatory water planning to match water resources with water demand in arid lands; where competition for scarce water creates the potential

for armed conflict. The integrated planning then informs strategies for recharging, retaining and reusing shallow groundwater to create stronger water buffers for bridging droughts and adapting to climate change. Local stakeholders are thus identifying their own solutions for managing drought and securing livelihoods.

**Platform leadership.** IRC hosted and led the Multiple Use water Services (MUS) Group, which studies demand for all water uses in rural areas and helps governments and development partners address



needs. The MUS Group (members include the UN Food and Agriculture Organization and the International Water Management Institute) developed a new website, fact sheet and brochure.

**Bridging sectors.** In Ghana, IRC organised an inter-sector, multi-disciplinary learning platform. In Ethiopia, IRC helped bring together the water and agriculture sectors, at both regional and national levels, to discuss potential synergies between household irrigation and Self-supply.

**WASH in schools.** In Uganda, findings of the study on menstrual hygiene management in schools were disseminated at a national workshop that involved the ministries of education, health and water.

Stakeholders called on the Ministry of Education to include menstrual hygiene management in primary school curricula and address the issue in its performance reports, monitoring and evaluations. In Bangladesh, IRC was commissioned by BRAC to apply the life-cycle costs approach in a case study looking at households and schools.

**Research.** In Ethiopia, as a partner in the MUSRAIN project, IRC explored opportunities for multiple-use water services to develop approaches that better support water and food security – two critical and interrelated issues. IRC participated in partnership development, project management, demonstrations, research, training and dissemination.

## Increasing water supply

In Ethiopia, MUSRAIN, a project supported by IRC and the Partners for Water Programme, researched two approaches to harvesting water for multiple-use water supply:

- Sand dams and sub-surface dams for communal multiple-use schemes. In the most arid parts of Ethiopia, such schemes are one of the few alternatives for water development. Implementation and uptake proved challenging, but the lessons learnt will inform further research and development of these technologies.
- Accelerated Self-supply from groundwater. By leveraging another source of finance – household investments – Self-supply can fill gaps and complement communal water supplies. This approach is feasible, given alignment of government policy with budgets for scaling up implementation. Planning and technical guidelines for Self-supply were tested in training courses and then used to develop a Self-supply manual. Two regions in Ethiopia launched implementation programmes, expected to serve seven million people.

## 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.



## In support of IRC's goals

Influencing WASH policy development at international and national levels requires that IRC communicate innovation in transparent and accessible ways, build a network of partners supportive of change processes and strengthen sector capacity. Now that the sector's focus is turning from infrastructure to service delivery, IRC must transform itself to reflect this change.

In 2013 IRC developed a new brand and a manifesto – a statement that articulates the organisation's renewed mission and identifies IRC as a leading agent of change within the sector (see back cover).

With 130 partners, some 20,000 subscribers to the organisation's news service and nearly a million engagements on its website and social media platforms in 2013, IRC continues to be a trusted and reliable source of innovation. Guided by members of the Supervisory Board, IRC's international staff is turning its many products, programmes and services into a more coherent resource on sector knowledge, analysis and capacity development.

**Our work isn't about quick photo opportunities. Replacing short-term projects with services that last is challenging and often unseen work. But it is the only way...**

**The only way that people will survive and thrive: empowered by services not charity.**

IRC brochure, December 2013

# Governance, staff and partners

IRC is governed by a Supervisory Board and a CEO



**Hans van Dord**  
(Chairperson)



**Gerhard van den Top**  
(Member)



**Robert Bos**  
(Member)



**Regien van der Sijp**  
(Member)

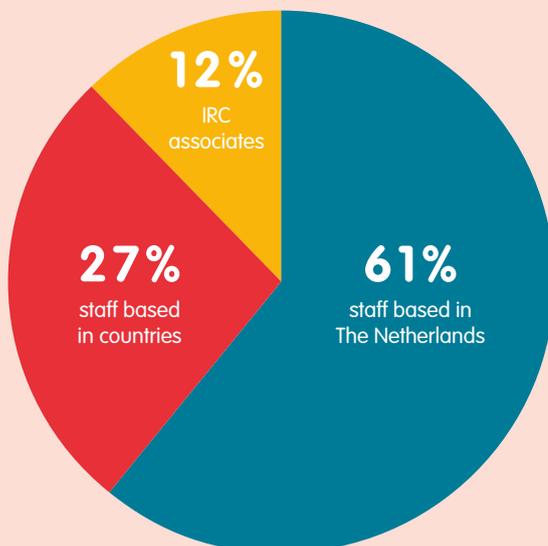


**Piers Cross**  
(Member)



**Patrick Moriarty**  
(CEO)

The year ended with 105 staff, 15% lower than in 2012



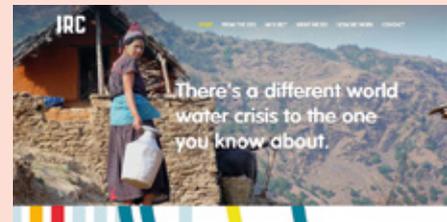
The human resources management team was revamped, and IRC invested € 190,000 in staff development

Topics: individual coaching needs; working in teams; project management; managing professionals; live radio storytelling and presentation

Funds raised for new projects tripled in 2013

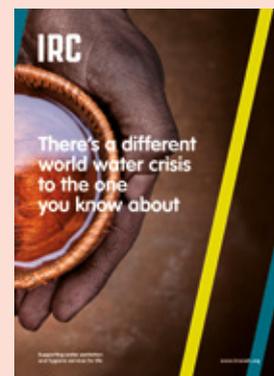
35 new projects, with a total of € 6.4 million, compared with € 2.3 million in 2012

IRC began to overhaul its website and released a micro-site to introduce its renewed mission



IRC launched its new brochure, in three languages

English, Dutch and French



## Implementing partners in 2013

- A** Acacia Water / African Ministers Council on Water (AMCOW) / Aguaconsult Ltd / Akvo / Africa Medical and Research Foundation (AMREF) Ethiopia / Africa Medical and Research Foundation (AMREF) The Netherlands / Appropriate Technology Centre for Water and Sanitation (ATC) / Aqua4All
- B** BRAC / Building Partnerships for Development (BPD)
- C** CARE / Centre for Economic and Social Studies (CESS) / Centre of Excellence for Change (CEC) / Cinara (Instituto de Investigación y Desarrollo en Abastecimiento de Agua, Saneamiento Ambiental y Conservación del Recurso Hídrico) / Coffey International Development Ltd / Community Water and Sanitation Agency (CWSA) / Consejo Nacional de Agua Potable y Saneamiento (CONASA) / Cranfield University / Catholic Relief Services (CRS)
- D** Delft University of Technology / Direcção Nacional de Águas (DNA) / Direction Générale des Ressources en Eau du Burkina Faso / Direction Générale de l'Assainissement des Eaux Usées et Excreta du Burkina Faso / Directorate-General for International Cooperation (DGIS) of The Netherlands' Ministry of Foreign Affairs / Dutch WASH Alliance (DWA)
- E** Eau Vive / Economic Community Of West African States (ECOWAS)
- F** Florida International University (FIU) / Fondo Hondureño de Inversión Social (FHIS) / Food for the Hungry / Fundo de Investimento e Patrimônio do Abastecimento de Água (FIPAG)
- G** Global Environment & Technology Foundation (GETF) / Gender and Water Alliance (GWA) / Deutsche Gesellschaft für International Zusammenarbeit (GIZ) Water and Sanitation Programme / Global Water Partnership (GWP)
- H** Hararghe Catholic Secretariat (HCS) / Helvetas
- I** Institute of Development Studies (IDS) / Inter-American Development Bank (IDB) / International Water Association (IWA) / International Water Management Institute (IWMI)
- K** Kwame Nkrumah University of Science and Technology
- L** Lefaso.net / Livelihoods and Natural Resources Management Institute (LNRMI) / London School of Hygiene & Tropical Medicine (LSHTM)
- M** Makerere University College of Computing and Information Sciences / Millennium Water Alliance (MWA) / Ministère de l'Eau, des Aménagements Hydrauliques et de l'Assainissement du Burkina Faso / Ministry of Water / Irrigation and Energy, Ministry of Water and Environment / Multiple Use water Services Group (MUS) / Mundo University
- N** National Institute of Administrative Research-Lal Bahadur Shastri National Academy of Administration (NIAR-LBSNAA) / Netherlands Water Partnership (NWP) / NETWAS Uganda
- O** Overseas Development Institute (ODI)
- P** Partners for Water / PLAN International / PLAN Nederland / PLAN Uganda / Promoción del Desarrollo Sostenible (IPES) / ProWater Consultores Lda / Programme Solidarité Eau (pS-Eau) / Public Services International (PSI)
- Q** Quest consult
- R** RAIN Foundation / Red de Agua y Saneamiento de Honduras (RAS-HON) / Research-inspired Policy and Practice Learning in Ethiopia and the Nile Region (RiPPLE) / RMSI / Rockefeller Foundation / Royal HaskoningDHV / Rural Water Supply Network (RWSN)
- S** Sanitation and Water for All (SWA) / SeeSaw / Simavi / Skyfox / SNV / Stockholm Environment Institute (SEI) / Stockholm International Water Institute (SIWI) / Swiss Resource Centre and Consultancies for Development (SKAT)
- T** Tanzania Integrated Water Sanitation and Hygiene Program (iWASH) / Training, Research and Networking for Development (TREND)
- U** Uganda Water and Sanitation NGO Network (UWASNET) / UNESCO-IHE Institute for Water Education / United Nations Children's Fund (UNICEF) / Universidade Eduardo Mondlane Mozambique (UEM) Escola Superior de Desenvolvimento Rural (ESUDER)
- V** Vitens-Evides International / VNG International
- W** Wageningen University (WUR) / WASH Information Consortium / WASH-Net Sierra Leone / Water and Sanitation for the Urban Poor (WSUP) / Water For People / Water Institute, University of North Carolina / Water Integrity Network (WIN) / WaterAid / WaterAid Uganda (WAU) / Water.org East Africa / Watershed Support Services and Activities Network (WASSAN) / World Health Organization (WHO) / World Vision International / Water Supply and Sanitation Collaborative Council (WSSCC)

# Finances

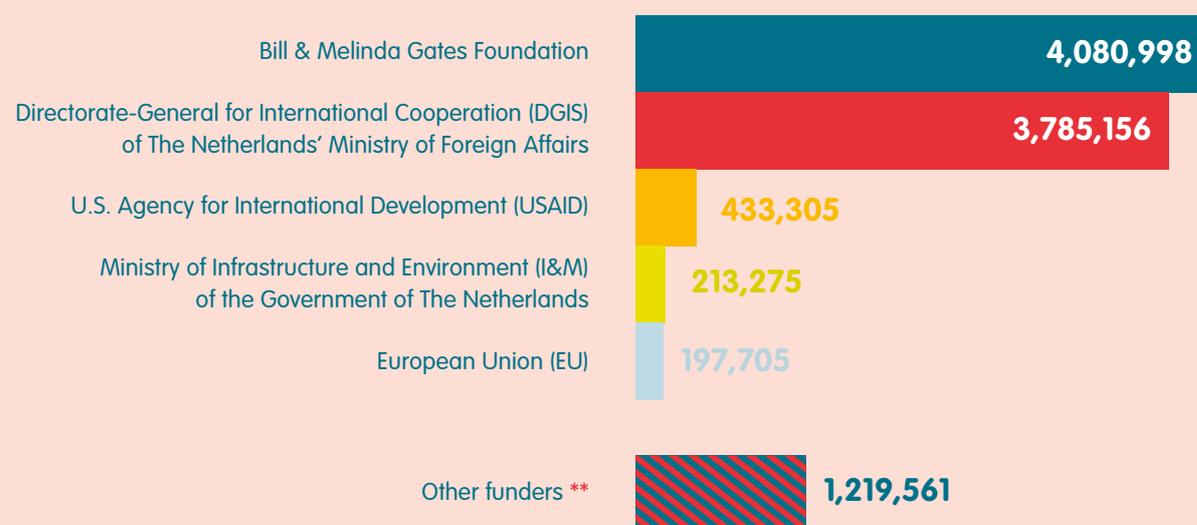
\* in millions of Euro

## Income 2009 – 2013

	2009	2010	2011	2012	2013
Directorate-General for International Cooperation (DGIS) of The Netherlands' Ministry of Foreign Affairs and Ministry of Infrastructure and Environment (I&M) of the Government of The Netherlands	2,456	2,611	2,544	2,839	2,915
Other sources	5,291	7,304	7,199	7,237	7,015
<b>Total</b>	<b>7,747</b>	<b>9,915</b>	<b>9,743</b>	<b>10,076</b>	<b>9,930</b>

## Income per donor, 2013

### Top funders



### Other funders \*\*

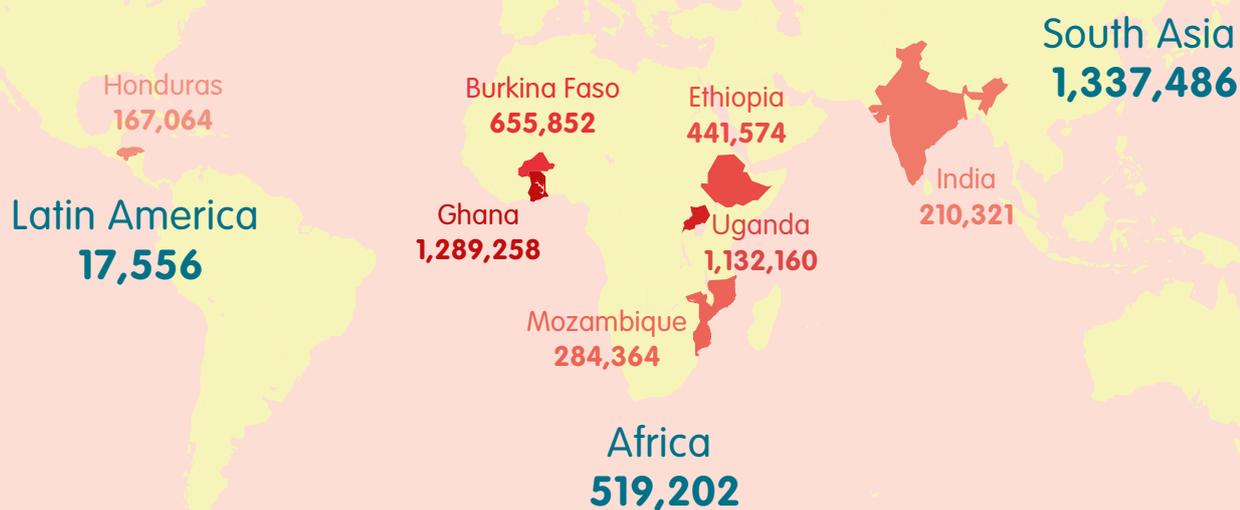
ATKINS / Australian Aid / Austrian Development Agency (ADA) / Catholic Relief Services (CRS) / Coca Cola Foundation / Department for International Development (DFID) / Department of Water Affairs / Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) / Direcção Nacional de Águas (DNA) / Dutch embassies / Helvetas / Humanitarian Innovation Fund (HIF) / Inter-American Development Bank (IADB) / Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) / Radio Netherlands Training Centre (RNTC) / Rockefeller Foundation / Royal HaskoningDHV / Simavi / SNV Netherlands Development Organisation / Stockholm International Water Institute (SIWI) / U4 Anti-Corruption Resource Centre / United Nations Children's Fund (UNICEF) / VNG International / Water Integrity Network (WIN) / World Bank

## Expenditures 2009–2013

	2009	2010	2011	2012	2013
Project and activity costs	7,317	9,554	9,354	9,592	10,235
General and administrative costs	423	354	394	471	355
<b>Total</b>	<b>7,740</b>	<b>9,908</b>	<b>9,739</b>	<b>10,063</b>	<b>10,590</b>

## Expenditure per IRC programme, 2013

**International Influencing  
and Innovation  
4,535,163**



Country programmes



Regional programmes



Global programme



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.

**Visiting address:**

Bezuidenhoutseweg 2  
2594 AV The Hague  
The Netherlands

**Posting address:**

P.O. BOX 82327  
2508 EH The Hague  
The Netherlands  
T +31 70 3044000

**Join us on Facebook:**

ircwash

**Follow us on Twitter:**

@ircwash

[www.ircwash.org](http://www.ircwash.org)



**FSC**

100%

From well-managed forests

Cert no. SCS-COC-00213

[www.fsc.org](http://www.fsc.org)

© 1996 Forest Stewardship Council