



Annual report 2019

Supporting water sanitation
and hygiene services for life

IRC Annual Report 2019

This Annual Report highlights some of our achievements in 2019. For more detailed information about our progress and finances, please read our 2019 Monitoring Report and our 2019 Annual Accounts.

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Cover photo: Dououssou Sourabie, maintenance worker and proud member of the WASH system at the ONEA treatment facility in Banfora district, Burkina Faso

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Message from the CEO and Chair

The results of the third year of **our strategy** to ensure access to safe water and sanitation for everyone, for good by 2030, convinced us that we are on the right track.

Long-term partnerships with districts in focus countries are central to our work. We are committed to working with our district partners to ensure sustainable water, sanitation and hygiene (WASH) services for all by 2030.

In 2019 we implemented two WASH master plans in **Burkina Faso** and **Ghana**. We also supported the development of four more: one in **Uganda**, and three in Ethiopia. These master plans are proof of the commitment of our district partners, particularly their local governments. Our role is that of a change hub. We bring people together, unite them around a common vision, and enable learning and adaptation – supporting government leadership throughout. This brings about change to strengthen local and national WASH systems.

The All systems go! WASH systems symposium in March gave us a chance to celebrate our 50th birthday, and to promote our WASH systems approaches. Another highlight was the development of the WASH Systems Academy: our online platform for building capacity in WASH systems strengthening.

In 2020 we will look at how to increase national-level political commitment; how to attract sufficient finance for our partner districts and the WASH sector in our focus countries; and how to scale and replicate our district-level successes. The answers to these questions will form the basis of our new five-year planning framework.

We had a turnover of close to € 12M in 2019, and received funding from 27 donors and 49 clients. We remain grateful, as always, for the continuous collaboration and support of those who share our mission.

At the time of writing, May 2020, the world is convulsed by COVID-19. Our offices are all locked down and our staff are supporting our partners in responding to it. Investments made in our communications infrastructure have enabled us to function effectively during lockdown. COVID-19 is highlighting the vital roles safe water and hygiene play in the fight against the pandemic. Access to safe water and sanitation in the household is not just a basic human right, but an enabler of social distancing. In fact, **a health response is truly a WASH response**. During and after the crisis, we will redouble our efforts to drive home this message to decision makers. WASH must be seen—and invested in—as a crucial foundation of a country's public health infrastructure, and the poor should not have to rely on unsafe WASH services.

Patrick Moriarty,
Chief Executive Officer, IRC

Robert Bos,
Chair, Supervisory Board, IRC

IRC at a glance

WHO DID WE WORK WITH, AND AT WHAT SCALE?

6 focus country programmes and **1** international programme
9 partner districts and **15** Para Todos Por Siempre (PTPS) partner municipalities
8 offices including **6** in focus countries
89 active programmes and projects
47 country staff **36** staff in the Netherlands
1 staff in the United States **4** hosted staff **20+** associates and **6** interns
633 IRC Consult advisory days over **21** assignments in **20** countries
€11.8M invested from **27** donors and **49** clients

WHAT DID WE PRODUCE?

14 district WASH master plans supported*
1 All systems go! WASH systems symposium
77 other capacity-building events worldwide co-organised by IRC
83 working groups and learning platforms supported in our focus countries
1 WASH Systems Academy online learning platform launched with **2** courses and **4** training sessions facilitated
120 advocacy initiatives of civil-society organisations supported
353 resources of which **106** research outputs, **1** IRC booklet and **4** journal articles published on our website
462 articles of which **103** news items and **103** blogs published on our website
19 newsletters and **89** videos

HOW MANY PEOPLE DID WE REACH?

2.78M people in the partner districts we work with directly
400+ people attending the All systems go! WASH systems symposium
10k people including **400+** civil-society and community-based organisations attending other capacity-building events worldwide co-organised by IRC
814 participants in WASH Systems Academy courses
37.7k unique downloads from our website
18.7k returning visitors to our website
46.9k social media engagements
322 Google Scholar citations
14 references to our work by global media
30 policies adopted for sustainable and inclusive development

Locations

6 focus countries

The largest part of our work happens in Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda.

25 additional countries

Through numerous consultancy assignments and partnerships, we also worked in Bangladesh, Benin, Brazil, Central African Republic, Colombia, Georgia, Guinea, Haiti, Indonesia, Kenya, Laos, Malawi, Mali, Mozambique, Myanmar, the Netherlands, Niger, Papua New Guinea, the Philippines, Tanzania, Senegal, Rwanda, the United States, Zambia and Zimbabwe.

8 IRC offices around the world

We have IRC offices in Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda, and additional offices in the Netherlands (HQ) and the United States.



*About master plans

Master plans are owned by our local government partners and guide our district work. Each one contains a statement of a shared vision and political commitment. They describe the current provision, highlight the gaps, and outline how to fill those gaps to achieve the vision of everyone being served with water and sanitation by 2030.

2019 highlights

THE ALL SYSTEMS GO! WASH SYSTEMS SYMPOSIUM

I am a believer and I am convinced, that the targets are achievable if we do the proper road mapping and engage all stakeholders who are involved in this delivery.

Hon. Cecilia Abena Dapaah, Minister of Sanitation and Water Resources, Ghana

Bringing people together and having them talk in a way that they don't normally talk is incredibly valuable.

Guy Hutton, UNICEF

The All systems go! WASH systems symposium took place in March 2019 in The Hague. It proved that we are growing a fantastic community using systems thinking and approaches to build the strong water, sanitation and hygiene (WASH) systems we need to achieve the Sustainable Development Goals (SDGs).

More than 400 people, from 165 organisations and 50 countries attended. The event featured skills-building workshops, interactive sessions, keynote speakers, and gameshows. Sessions were conducted in English, French and Spanish. The [background note](#), proceedings ([part I](#); [part II](#)) and videos allow people to catch up with the highlights or relive the event.

The event marked 50 years since IRC was founded. It was the first event of its kind dedicated explicitly to using systems approaches in the WASH sector, and provided a timely opportunity to review the state of progress towards achieving the ambitious SDGs. The event was also designed to support participants to become systems leaders who can push for strong and resilient local and national WASH systems and services.

The event shifted the discussion from 'why should we be using systems approaches' to a more proactive analysis and concrete actions for using them. There was also an



Ikenna Azuike, All systems go! moderator and Vida Duti, IRC Ghana Country Director presenting at our WASH systems symposium.

emerging consensus about the need for a strategy to reach beyond typical WASH actors and engage more meaningfully with national political leaders and global finance systems to achieve systemic improvement in WASH services.

The symposium taught us, above all, that we need to become champions for WASH systems as public systems. Government engagement is needed at multiple levels. High level (national) political commitments are critical but also engagement with local level technocrats and public servants who have authority for and knowledge of WASH service provision on the ground. NGOs and external actors need to embrace a better understanding of how government bodies function so we can engage appropriately at different levels.

THE WASH SYSTEM AND ITS BUILDING BLOCKS IN ACTION

We look at the whole WASH system through the lens of nine building blocks. These blocks are featured in our new online learning platform, the [WASH Systems Academy](#). It makes learning about building capacity in WASH systems strengthening fun and available to all.



Some other highlights

CAMPAIGNING TO BRING SYSTEMS WORK TO SCALE

Our campaigning efforts were taken to the next level with the Expose the System campaign launched in May. It promoted our core mission of using a systems approach to achieve the human right to safe water and sanitation services for everyone. It created interest and encouraged conversations about systems between those at the most senior level of decision making in and beyond the WASH sector. The campaign, which was run on our website and social media channels, attracted the interest of 294k people.

VIDA DUTI AWARDED FOR HER WORK FOR THE PEOPLE OF GHANA

In July, IRC Ghana's Vida Duti was awarded the OPEC Fund for International Development's Annual Award for Development for her dedication to delivering safe, reliable and affordable WASH services to the people of Ghana, especially in Asutifi North district. The award highlights the achievements of organisations and individuals in poverty reduction and sustainable development.

WASH SYSTEMS ACADEMY

As systems approaches become more mainstream, there is demand for better tools and more learning opportunities. In 2019, with support from the Conrad N. Hilton Foundation and the Ministry of Foreign Affairs of the Netherlands, Directorate-General of International Cooperation, we created the WASH Systems Academy. This is an online learning platform that gives professionals around the world the knowledge and tools they need to apply a systems strengthening approach. The Academy has two courses so far: one on the basics of systems approaches and one on the building blocks of the WASH system. Since their launch, 814 people have completed the courses, and their views are clearly expressed in these testimonies:

"Very informative and instructive, if everybody can apply the content in this course, reaching the SDGs won't be a problem."

Mohammed Abdulkafi Al-Asbahi, Yemen

"Our sector has been floundering without authoritative direction, allowing the many new and dynamic actors in the sector to 'make it up as they go along'. No longer. This basic course is the most authoritative set of useful information the sector has produced since the 1984 publication of 'Sanitation and Disease'. This is nothing less than a monumental achievement!"

Christopher McGahey, Managing Director, Hillaria International

More courses will be added in 2020 as we grow and populate this platform which offers us an exciting opportunity to scale our work.

Snapshots from our focus countries

On the next pages we highlight stories from our six focus countries. How we supported the implementation of master plans in our partner districts, initiated radio shows about district-wide WASH services and supported hygiene practices in health care facilities. These stories show how we're achieving systems change around the globe.

The following definitions apply to all country infographics on pages 9-15:

1. Purchasing power parity (PPP) is a popular metric used by macroeconomic analysts to compare economic productivity and standards of living between countries. The numbers shared are 2018 World Bank data in international dollars.
2. Water coverage percentages refer to combined totals of basic (improved source within 30 minutes round trip collection time) and safely managed (drinking water from an improved water source which is located on premises, available when needed and free from faecal and priority chemical contamination) services.
3. Sanitation coverage percentages refer to the totals of services that are basic (use of improved facilities which are not shared with other households) and safely managed (use of improved facilities which are not shared with other households and where excreta are safely disposed on-site or transported and treated off-site).



UNICEF and IRC train 35 deputies and parliamentary assistants in gender and the human rights-based approach to WASH.

IRC BURKINA FASO AT A GLANCE

9 staff

12 projects

8 donors

€ 550k European Union / European Commission

€ 517k Danida

€ 268k Conrad N. Hilton Foundation

€ 256k Other

Gross Domestic Product per capita in PPP: **\$ 1,860**

Population of Banfora district: **154k**

Water coverage: **69%**

Sanitation coverage: **28%**

Numbers based on 2017 data collected for the Banfora district WASH master plan

Partner district
Banfora

Burkina Faso

Human rights at the centre of decision making

"As President of REPHA, I thank the partners for organising this training. The learnings will be useful in our daily work and will benefit the population. Hopefully other parliamentarians can also follow in our footsteps and take this training."

Honourable Halidou Sanfo, President of Réseau des Parlementaires pour l'Eau, l'Hygiène et l'Assainissement (REPHA)

During 2019, mainly thanks to great political leadership, Banfora district secured more than three-quarters of the finance needed to implement its master plan. This was despite reduced national funding for WASH due to the deteriorating security situation in the country. We're continuing to work with our district partners to support the Mayor of Banfora, Aboubakar Hema, to get this up to 100%.

The Mayor received the prize for 'Best local administrator' at the Pan-African Development Awards ceremony. He dedicated his award to IRC, acknowledging our role in helping local government to serve the entire population of the district with safe and sustainable WASH by 2030.

We also worked with UNICEF to train national government representatives in gender empowerment, and taking a human rights-based approach to WASH. The training will help put people at the centre of national government's policy, legislative and monitoring work. It also inspired the Ministry of Water and Sanitation to review its monitoring against human rights principles.

Despite the fragile national context, we are making progress. In our advocacy work we continue to emphasise the importance of not neglecting those who live in safe areas but don't have access to proper services. We will continue to share the successes of our work in Banfora district at the national level so that our systems-based approach can act as an example to be replicated.

Ethiopia

Getting traction with collective action

"We are giving attention to water because of the learning alliance. It is helping the government and community gain more information."

Yohanis Melti, Head of South Ari Woreda Water Office

Collective action can take different forms, but it is inherently about working together. We're happy to see our partnerships with other NGOs and with government at woreda, zonal, regional, national levels and across countries growing stronger every day.

As members of the Millennium Water Alliance (MWA) we are working in Dera, Farta and North Mecha districts. Through the USAID Sustainable WASH Systems Learning Partnership we are working in Mile and South Ari districts.

In 2019, in our role as a change hub, we worked with these districts to develop their master plans, to mobilise the finances for implementing them, and to strengthen their monitoring and scheme management systems. We also supported their participation at international events, such as the All systems go! WASH systems symposium.

The learning alliances we set up are gaining traction and support from local government and partner organisations. The agendas and the content of the meetings are being co-created by alliance members, showing the first signs of co-ownership of the platform.

In 2020, we aim to strengthen partnerships with fewer districts to focus our attention on achieving SDG 6 by 2030. We will continue to support other areas through partnerships, networks and consultancy projects.



Ato Yimer Habte, Deputy Bureau Head for Water, Irrigation and Energy Development, Amhara National Regional State (ANRS) speaking at the All systems go! WASH systems symposium in the company of IRC Ghana Country Director, Vida Duti, and Asutifi North District Chief Executive, Anthony Mensah.

IRC ETHIOPIA AT A GLANCE

14 IRC staff

15 projects

8 donors

€ 615k USAID

€ 307k UNICEF

€ 170k Conrad N. Hilton Foundation

€ 254k Other

Gross Domestic Product in PPP: \$ 2,103

Population of partner districts: 1.4m

Access to basic water in partner district: 31% Dera, 21% Farta, 27% Mile, 42% North Mecha, 20% South Ari



Based on 2017 data for South Ari and Mile (USAID Sustainable WASH Systems Learning Partnership baseline) and 2018 data for Dera, Farta and North Mecha (Millennium Water Alliance baseline assessment).



Helena Acquah, Head of the Physical Planning Department and Barima Dankwa Osiakwan, traditional council leader at a District Level Learning Alliance Platform meeting on gender empowerment at the Asutifi North District Assembly, Ghana.

IRC GHANA AT A GLANCE

11 staff, 1 hosted staff

17 projects

7 donors

€400k Directorate-General for International Cooperation (DGIS)

€384k Conrad N. Hilton Foundation

€135k Bill and Melinda Gates Foundation

€111k Other

Gross Domestic Product in PPP: \$ 5,194

Population of Asutifi North district: 66k*

**Projection for 2019*

Water coverage in Asutifi North district: 72%, with safely managed services growing from over 3k people in 2017 to over 7k people in 2019.

Sanitation coverage in partner district: 14%

Numbers based on service level monitoring conducted in 2019 supported by the Conrad N. Hilton Foundation and data collection for the REACH Empowerment in WASH Index project.



Ghana

Changing lives through collective action

"I am very impressed with how intensive community sensitisation and engagement through the ANAM WASH radio programme has empowered communities to know that water is their right."

Suglo Ibrahim, Monitoring and Evaluation Officer, World Vision Ghana

Achieving SDG 6 in Asutifi North district remains at the heart of our work in Ghana. As a change hub we're working with local partners and providing capacity support to district government.

We're delighted to see increased government leadership and lives changing for the better in the district. District expenditure on WASH doubled during the year, and access to safely managed services in urban communities also doubled. But a strong focus on reaching sanitation targets is still lacking so in 2020 we aim to mobilise funds for that.

Communities are also getting increasingly involved in the district's WASH journey. During 2019 we helped set up a customer service facility, the **ANAM WASH website** which provides monthly hub updates, and a monthly radio programme which is used for public education and discussions with communities.

We are still organising District Level Learning Alliance Platform meetings where local government, traditional authorities, NGOs and many more people come together to discuss WASH.

We're involved with the Sanitation Challenge for Ghana project, which was launched to encourage local politicians to prioritise and invest in sanitation. Metropolitan, Municipal, and District Assemblies (MMDAs) were challenged to design and implement liquid waste management strategies to transform the livelihoods of urban centres. The best two entries were announced at a ceremony in Accra in July 2019.

We realise the importance of continuing to build and share all this work more widely. We're starting to look at scaling our success in the district, integrating the approach into national level platforms and sharing what we're learning at the global level.

Honduras

Strengthening the WASH sector needs everyone, forever

Our work in Honduras is channelled through the Para Todos, Por Siempre (PTPS) – Everyone, Forever – movement which we support by providing strategic direction, monitoring and project management support as well as liaison with and advocacy towards national government.

We're noticing a rise in political attention to WASH. This is in part driven by activities undertaken by PTPS but is mostly related to the scarcity of water for the capital city, Tegucigalpa, and the broader water resources situation in the country – drought in some departments, and a new general Water Law. Finally, there have been institutional changes in the sector, that provide the opportunity for stronger leadership.

A significant milestone was the establishment of a commission for sector reform after awareness raising and advocacy by PTPS. As part of this advocacy we brought together 40 mayors from across the country, who jointly made a call for greater attention for WASH in the national agenda. Martín Rivera, the PTPS coordinator, has a seat on this commission. Together with various government agencies, they are identifying and implementing an agenda for further sector strengthening.

This also shows the role of PTPS in the sector. It is now effectively the main multi-stakeholder platform for WASH. As Omar del Cid of CONASA (the National Water and Sanitation Council) said during the annual monitoring meeting of PTPS: 'These developments in the sector would certainly not have happened without PTPS'.

But in order to move forward, the sector needs evidence and well-thought through action plans. So, in 2019, we started documenting our eight years of experiences and lessons learned while working on achieving safe and sustainable WASH services for everyone in Honduras, forever.



Mayors receive a certificate of recognition for their participation in the Forum with Mayors.

IRC HONDURAS AT A GLANCE

1 IRC staff, **1** staff hosted under PTPS

4 projects

3 donors

€71k DGIS

€44k Osprey Foundation

€15k Water for People

Gross Domestic Product in PPP: **\$ 5,672**

Total population of 15 PTPS-associated municipalities: **285k**

Water coverage in PTPS-associated municipalities: ranging from **37%** to **91%**



Sanitation coverage in PTPS-associated municipalities: ranging from **46%** to **94%**

Numbers come from 2013 data and are interpreted against JMP definitions: INE, 2013. Censo de Población y Vivienda 2013. Instituto Nacional de Estadística: Tegucigalpa, Honduras.



SHG Federation workers of Kanamana Gram Panchayat, Ganjam district in Odisha working on record keeping of their activities. From left to right: Dia Behera, Hemlata Reddy, Sanjukta Shetty, Monasha Pradhan, Usharani Behara and U. Padma Reddy.

IRC INDIA AT A GLANCE

2 IRC staff

3 projects

2 donors

€ 329k DGIS

€ 27k Water.org

**Gross Domestic Product in PPP
in Odisha: \$ 6,538**

Population of Ganjam district: 3.5m
(Census 2011)

Population of partner block: 95k

Water coverage in Ganjam district: 99%
Data comes from the Department of Housing and Urban Development, Government of Odisha and the Ministry of Drinking Water and Sanitation.

Sanitation coverage in Ganjam district: 100%
Data comes from the Ministry of Drinking Water and Sanitation.

Partner block
Chatrapur in
Ganjam district

India

Bringing people together for better planning and budgeting

"The knowledge on local level planning and budgets has improved my capacity to engage better with the community. I can now suggest solutions for challenges that can be addressed with better planning at the local government level."

Suresh Parida, Project Manager (Watershed), Gram-Utthan

Working with strong partners we managed to engage with stakeholders at all levels: national, state, district, block and local (Gram Panchayat).

The importance of building sector capacity has been recognised by the government so this is one of the areas we worked on most. We also worked on finance.

At the national level, we worked with sector partners to respond to consultations on guidelines for the 15th Finance Commission and the new piped water programme – the Jal Jeevan Mission – of the Central Government. We also worked with the Centre for Budget and Governance Accountability and WaterAid on budget tracking.

At the state level, we worked with UNICEF in urban areas to provide technical support to the Department of Urban Development of the Government of Odisha. In rural areas we worked on rural water policy consultations and assessing capacity building initiatives.

At the district level, we've been training CSOs in local planning and budget tracking for WASH. People like Suresh Parida, who has been working with communities for years, and women self-help group (SHG) members have benefited from such workshops.

At the Watershed* annual partner meeting the women SHG members expressed the need for greater involvement in local planning and expenditure. The elected representative agreed that there was a need to address the information asymmetry, but stressed that it was the equal responsibility of all community members. Bringing people together to come up with solutions is what we are most pleased to see happening.

* Read more about Watershed on page 17

Uganda

A vision needs a roadmap

"Provision of WASH services takes more than just effective management of natural resources. We need the right infrastructure, robust institutions, implementable laws, effective planning, financing and monitoring and learning."

Hon. Richard Rwabuhinga, Chairman LCV Kabarole district at the WASH master plan launch

Achieving universal access to WASH by 2030 is central to Uganda's Vision 2040 – transforming it into an upper middle-income country. Our team's vision is to strengthen WASH systems to provide sustainable services for all. One event which brought us closer to realising this vision was the launch of the Kabarole district WASH master plan in February 2019.

We've already seen an improvement in services as more people have access to at least basic level drinking water. But, an asset inventory and survey revealed that most community management structures were inactive. This information is helping district stakeholders to improve this model.

We worked with the US Centers for Disease Control to gather data and provide hand washing facilities and alcohol-based sanitisers to 40 health care facilities. This work helped the district in its response to the challenges raised by the Covid-19 pandemic in 2020.

These efforts inspired the neighbouring district, Bunyangabu. Thanks to sub-county chiefs and town clerks, broken water infrastructure is being repaired. We're also supporting this district with developing a roadmap towards achieving SDG 6.

At national level, we worked with the Ministry of Water and Environment. Together, we organised a seminar on operation and maintenance (O&M) and a learning visit to Kabarole. These contributed towards the development of the new National O&M Framework.

We collaborated with WHO and WSSCC to support the development of the draft Sanitation Policy Assessment Tool and finalisation of a Sanitation Policy Case Study. With support from WSSCC, we continued to work with the Menstrual Health Coalition to promote Menstrual Health Management.



Kabarole District Chairman, Richard Rwabuhinga (L) handed over a copy of the Kabarole district WASH master plan to the Minister of Water and Environment, Hon. Sam Cheptoris.

IRC UGANDA AT A GLANCE

9 IRC staff

10 projects

6 donors

€ 702k DGIS

€ 253k Hilton Foundation

€ 144k USAID

€ 96k Other

Gross Domestic Product in PPP: \$ 1,794

Population of Kabarole district: 325k

Water coverage in Kabarole district: 45% (2019)

Sanitation coverage in rural areas of Kabarole district: 63%

Numbers based on service level data collected for

Partner districts
Kabarole and
Bunyangabu

the district WASH master plan in 2017 and updated WASH asset and service level analysis conducted in 2019.

Population of Bunyangabu district: 171k
No comprehensive baseline analysis has been conducted yet for Bunyangabu district by IRC and partners.

Our work in new focus countries

In addition to our focus countries, we also work in other countries with our partners and our social consulting arm, IRC Consult.

In Bangladesh, Benin, Mali and Niger we have been working on projects for years. We've explored the possibility of establishing a more permanent presence in these countries. This is not done lightly. Deciding that a country is a focus country means we make a long-term commitment.

In 2019 we selected Mali and Niger and we have committed ourselves for the next five years, with the aim of close collaboration until 2030 if the security situation allows. We are exploring the possibility of doing the same in Benin and Bangladesh.

Our New Focus Countries Programme supports this process and also manages our more established but smaller country programmes in Honduras and India. Their stories have been shared on pages 12-13.

SYSTEMS STRENGTHENING IN SCHOOLS AND HEALTH CARE FACILITIES IN MALI AND NIGER

The highlights of our work in Mali and Niger include working with World Vision in a total of five districts in the two countries. Both countries are fragile, so we are looking at new ways to strengthen WASH systems. As an entry point for achieving SDG 6, our focus is on improving services in schools and health care facilities in the countries.

We have supported districts to develop baseline assessments and strategic plans to realise the vision. Findings in Niger show that most health care facilities have no soap available at their hand washing facilities. Often, there are no hand washing facilities at all. In Torodi district, less than half of the health centres had toilets on the premises or nearby.

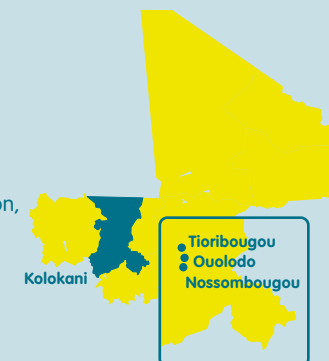
We are also working on strengthening the organisational, technical and administrative capacity of municipalities to be able to effectively and sustainably address these challenges.

MALI AT A GLANCE

2 consultants, 2 projects,

2 donors

€282k DGIS and €121k Conrad N. Hilton Foundation. In addition, in December the Swedish Postcode Foundation allocated €250k to continue and expand the work on health care facilities in Mali and Niger.



Gross Domestic Product in PPP: \$ 2,317

WASH status in the districts*

	Nossombougou	Ouolodo	Tioribougou
Population	31k	16k	19k
No. of schools	28	9	9
School water coverage	64%	33%	56%
School sanitation coverage	57%	89%	78%
School hygiene coverage	4%	0	33%
No. of HCFs	4	3	3
HCF water coverage	25%	33%	67%

NIGER AT A GLANCE

2 consultants, 3 projects,

2 donors

€105k Conrad. N. Hilton Foundation and €10k UNICEF

Gross Domestic Product in PPP: \$ 1,063



WASH status in the districts*

	Makalondi	Torodi
Population	92k	138k
No. of schools	90	160
School water coverage	17%	16%
School sanitation coverage	10%	5%
School hygiene coverage	2%	5%
No. of HCFs	14	29
HCF water coverage	29%	45%
HCF sanitation coverage	36%	28%
HCF hygiene coverage	21%	24%

*All coverage data are showing institutions that have basic services. These estimates are based on a first diagnostic analysis in 2019.

Highlights from our international programme

WORKING WITH PARTNERS IN COLLECTIVE ACTION

We support the monitoring and analysis of collective action across programmes and partnerships, and communicate the results. For example, the second paper in our 'Building strong WASH systems for the SDGs' series discusses using learning alliances for systems change at scale*.

In 2019, we co-facilitated sessions at international forums. At the UNC Water and Health conference our systems strengthening session with the Millennium Water Alliance and the Conrad N. Hilton Foundation was attended by 100 people.

Our WASH debates series continues to bring professionals together. We talked about the role of civil society in achieving SDG 6 and about sustainable WASH services delivery and water resources management in fragile states.



Andrea Jones and Chris Dunston from the Conrad N. Hilton Foundation, Pim van der Male from the Dutch Ministry of Foreign Affairs, Patrick Moriarty, IRC CEO and Jeske Verhoeven, creator of the WASH Systems Academy, at Stockholm World Water Week.

We also work on influencing the WASH sector to adopt more systems-based approaches. One way is through Sanitation and Water for All (SWA), a global partnership wanting universal access to clean water and adequate sanitation. In 2019, SWA convened a Sector Ministers' Meeting in Costa Rica. The aim of the meeting was to increase the awareness and understanding of leaving no one behind in WASH.

Another global platform we're involved in is Agenda for Change where members are committed to collective action and driving systems change. In 2019, this platform has grown stronger with a new Global Coordinator and five new members.

BUILDING CAPACITIES FOR WASH SYSTEMS STRENGTHENING

One of our highlights in educating people about WASH systems was the All systems go! WASH systems symposium. Another jewel is the WASH Systems Academy. Read more about these highlights on page 5.

GETTING MORE FINANCE INTO THE WASH SECTOR

Together with Water.org and the World Bank we wrote a paper about the 10 foundational issues required to attract finance, while leaving no-one behind**. This paper inspired the SWA High-Level Political Dialogue Group to develop and use a handbook on sector finance for the SWA High Level Finance Ministers meeting in 2020.

From 2020, our team will have a new name - Global Hub - to further emphasise our change facilitator role in the sector.

* Darteh, B., Moriarty, P. & Huston, A. (2019) See <https://www.ircwash.org/resources/how-use-learning-alliances-achieve-systems-change-scale>

** Pories, L., Fonseca, C. & Delmon, V. (2019) See <https://www.ircwash.org/resources/mobilising-finance-wash-getting-foundations-right>

Highlights from the Watershed programme

Watershed is a strategic partnership between the Dutch Ministry of Foreign Affairs, IRC, Simavi, Akvo and Wetlands International. It aims to strengthen the capacity of civil society organisations (CSOs) for lobbying and advocacy in Bangladesh, Ghana, India, Kenya, Mali and Uganda.

CREATING CIVIC SPACE

In 2019, Watershed strengthened the ability of CSOs and governments to set up formal accountability mechanisms (creating the space), and supported CSOs to have an effective voice while discussing with a broad group of allies (having an effective voice). CSOs are working with local governments on monitoring, planning and budgeting WASH services. Training sessions were held for more than 4,000 people from more than 400 CSOs and community-based organisations.



Women gathering for a capacity-building and planning workshop in Bangladesh.

CHANGING POLICIES AND ATTITUDES FOR IMPROVED SERVICE DELIVERY

In all the countries, there have been concrete changes in the form of laws, policies and/or norms that were implemented to achieve sustainable WASH for all.

OUR ADVOCACY WORK IS THRIVING

The Wottazela radio campaign in Fort Portal, Kabarole district in Uganda was run in collaboration with HEWASA, Simavi, IRC and Radio Jubilee. The campaign raised awareness and collected feedback about governance and the management of WASH services and water resources. It engaged 1,000 citizens, transforming them from passive listeners to active participants by facilitating an informed and interactive debate. It provided a platform for everyone to have their opinions captured and debated.

SOME OF OUR OTHER FAVOURITE MOMENTS

In Kenya, the Nalepo Water Resources Users Association, successfully secured resources from the Water Resources Authority to work on conservation activities drawn from their water sub-catchment management plans.

In Mali, together with WaterAid, our team supported field visits, capacity building exercises with parliamentarians and negotiations with the Vice President of the Energy-Water Commission and the President of the Water-Sanitation network (both part of the National Assembly). The aim was to lobby for sound faecal sludge management in Bamako district, and the action plan included a plea to fence off the site and to commit budget to a much-needed wastewater treatment plant.

In the Netherlands, a joint agenda with the Netherlands Water Partnership NGO beleidsgroep (policy group) united 20 water NGOs. The aim is to create a collective voice in lobbying for targeted Dutch development investment in sustainable and inclusive WASH services and improved water resources management. The group influenced the Dutch Government's New International Water Ambition.

Governance and staffing

IRC'S SUPERVISORY BOARD

Robert Bos (Chair) – Henk den Boer (Vice-chair and treasurer) – Louis Boorstin – Clarissa Brocklehurst – Meera Mehta – Emiel Wegelin

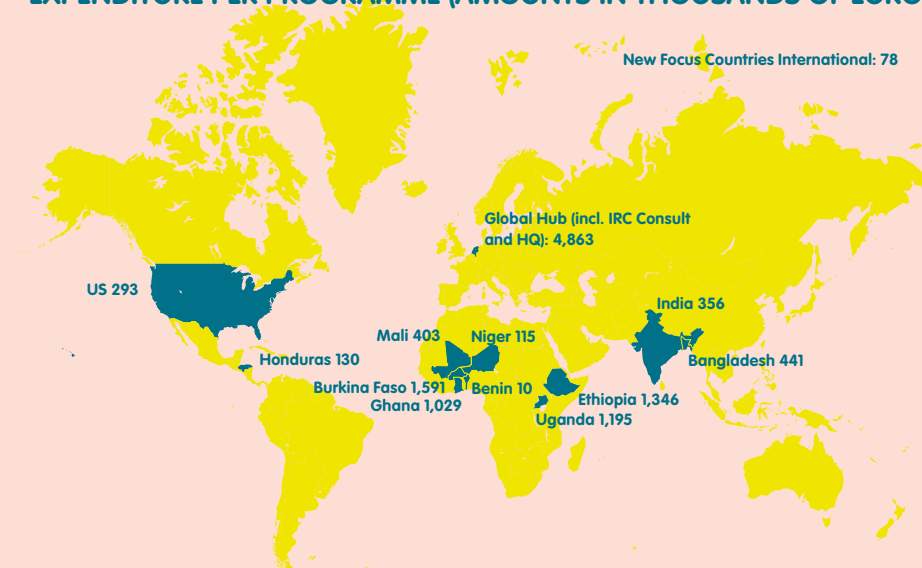
INCOME STATEMENT 2015 - 2019 (AMOUNTS IN THOUSANDS OF EUROS)

Income	2015	2016	2017	2018	2019
Core programme funding	2,599	2,632	1,402	1,281	1,474
Other project funding	5,186	6,625	10,590	9,804	10,376
Total income	7,784	9,258	11,992	11,085	11,850
Expenses					
Personnel costs	2,931	3,400	3,341	3,590	4,067
Other project related costs	4,623	5,014	8,153	6,911	6,560
General and administrative expenses	279	593	360	402	455
Subtotal expenses	7,832	9,007	11,854	10,903	11,797
Operating result	-48	251	137	182	52
Financial expenditures	-49	-48	79	69	-45
Annual result	1	298	58	112	97

"Today I have been working exactly two years at IRC! I could not be happier to be part of this journey in providing lasting WASH systems in developing countries with my amazing colleagues. While everyone is working from their homes, I am seeing so much warmth, resilience and perseverance to tackle the Corona crisis and support those that need it the most. Thank you for your hard work, kindness and continuous learning!"

Evita Rozenberg, Project Officer on LinkedIn, March 2020

EXPENDITURE PER PROGRAMME (AMOUNTS IN THOUSANDS OF EUROS)



STAFFING

During 2019, the total number of staff employed by IRC increased from 75 to 84. Most of these are based in the countries where we work. This is critical to delivering our organisational mission of strengthening local and national country processes and systems.

By the end of 2019, 47 staff were working in our country offices: 9 in Burkina Faso, 11 in Ghana, 14 in Ethiopia, 9 in Uganda, 2 in India, 1 in Bangladesh and 1 in Honduras. Additionally, the Netherlands office had 36 staff and 1 based in the United States.

During 2019, IRC also hosted the Agenda for Change Secretariat (2 staff), the PTPS Coordinator in Honduras and the Resource Centre Network coordinator in Ghana.

Our global associate programme counted more than 20 associate members, giving us access to a wide network of top international experts.

We also offered 6 internship positions to people who gained valuable international and multidisciplinary experience.

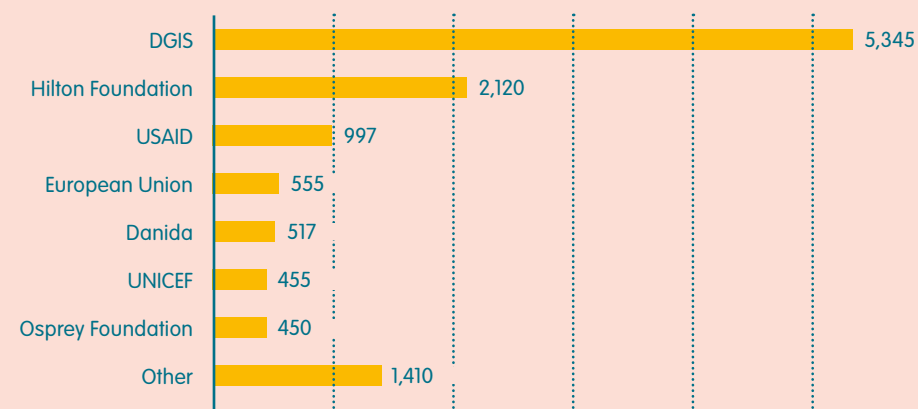
Supporting our work

By working effectively together through collective action, we can drive systems change and build resilient local and national WASH systems that will achieve universal access for all by 2030. We are grateful to our partners and funders for helping us to move forward and for supporting us in our role as a hub for systems change.

"If you want people to get sustainable services, the only way to do that is to make sure that the systems where they live—the operations, maintenance, funding, regulations and governance—are all functioning effectively. I don't know any other way to get it done."

Louis Boorstin, Managing Director, Osprey Foundation, in a 2019 [article](#) about funding systems approaches on Inside Philanthropy

OUR DONORS (AMOUNTS IN THOUSANDS OF EUROS)



We thank the following donors and clients for joining and supporting us in our WASH journey:

African Development Bank (AfDB) / Akvo / Aquaya Institute / Bill and Melinda Gates Foundation / BRAC / Community Water & Sanitation Agency (CWSA) / Conrad N. Hilton Foundation / Conservation International / COWI / Cranfield University / Danish International Development Agency (Danida) / Department for International Development (DFID) / Directorate-General for International Cooperation (DGIS) / Eau Vive / EAWAG Swiss Federal Institute of Aquatic Science and Technology / European Union / European Commission / Finnish International Development Agency (Finida) / Global Water 2020 / IMC Worldwide / KfW Development Bank / LVIA Solidarity and International Cooperation / MACS Energy & Water / Millennium Water Alliance (MWA) / Natural Environment Research Council (NERC) / Netcentric Campaigns / Netherlands Enterprise Agency (RVO) / Netherlands Water Partnership (NWP) / New Venture Fund / NIRAS Indvelop / Office National de l'Eau et de l'Assainissement (ONEA) / Osprey Foundation / Oxford Committee for Famine Relief (Oxfam) / Oxford Policy Management (OPM) / Oxford University / People in Need / Population Services International (PSI) / Ramboll / Simavi / Speak Up Africa / Splash / Stockholm Environment Institute (SEI) / Swedish International Development Cooperation Agency / TetraTech / United Nations International Children's Emergency Fund (UNICEF) / United Nations Office for Project Services (UNOPS) / United States Agency for International Development (USAID) / University of Colorado Boulder / University of Reading / University of Wageningen / Water for People / Water.org / Water Supply and Sanitation Collaborative Council (WSSCC) / Welthungerhilfe / Woord & Daad / World Bank World Health Organization (WHO) / World Vision

We have a once in a lifetime opportunity to make access to safe water and sanitation available for everyone, for good. The UN has set a target to achieve this by 2030 – known as ‘Sustainable Development Goal 6’ (SDG 6).

Resilient systems: the only way

We know that the only way to achieve this goal is through resilient local and national water, sanitation and hygiene (WASH) systems that transform lives. We know how to build and strengthen these systems – but we need to do it now.

It will take everyone, in all parts of the system, changing the way they think and work.

Everyone, together

Each part of a country’s WASH system must work effectively: from people using pumps, to monitoring tools, to finance systems. This can only be achieved if everyone in the system knows and plays their part.

Achieving universal access calls for collective action by a broad movement of government, civil society, private sector service providers, financiers, academia and others.

Our unique position

As a change hub, we’re in a unique position to unite people to drive and champion change from the ground up. We need to convince district, country and global decision makers of what it’ll take to achieve SDG 6.

Now is the time

We need to act now. We’re halfway through but not halfway there. We need everyone to commit to massive-scale change – and as you’re reading this, that also means you.