

IRC

Annual report 2020



Supporting water sanitation
and hygiene services for life

IRC Annual Report 2020

This Annual Report highlights some of our achievements in 2020. For more detailed information about our progress and finances, please read our [2020 Monitoring Report](#) and our [2020 Financial Report](#).

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The following definitions apply to all infographics and narratives shared in this report:

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 2019 World Bank data in international dollars (\$) represented as: [GDP per capita, PPP \(constant 2017 international \\$\) | Data \(worldbank.org\)](#)

2. MEASURING PROGRESS IS COMPLICATED.

Throughout this report we use the WHO/UNICEF Joint Monitoring Programme (JMP) for Water Supply, Sanitation, and Hygiene (WASH) definitions to assess the quality of services that people are receiving and to set targets for the future. We share progress towards the 2030 vision for WASH services at national and district levels (pages 6-16) but for detailed reflection on these please see our [2020 Monitoring Report](#).

The JMP identifies a 'service ladder' of five service levels for water and sanitation: no service (surface water or open defecation); unimproved; limited; basic; and, safely managed. Each level up from the bottom represents a significant improvement in the safety and security of the supply. A similar ladder exists for hygiene, and WASH in health care facilities and schools.

Like the JMP, we use a combination of household surveys, infrastructure, water quality, and administrative data to estimate the proportion of the population being served at each level. We also consider other criteria including technology type, protection from contaminants, distance from home and availability. Reported changes in service levels since the 2017 baseline are based on geographies in which two data points are available between 2017-2020.

The JMP definitions do not always match perfectly to national norms and standards. In particular, there is disagreement about what constitutes 'safe' services. Despite this, we believe it makes sense to use JMP wherever possible. For more information on the JMP methodology, go to <https://washdata.org/monitoring/methods>.

Message from the CEO and Chair

In 2020, despite the COVID-19 pandemic, we saw exciting achievements in the fourth year of our 2017-30 Strategic Framework.

We saw significant progress in our partner districts. At least 137,000 people now have enhanced access to services in six of our partner districts, while 171 schools and 55 health care facilities have upgraded water, sanitation and hygiene (WASH) services. The combined population of our partner districts is now 2.78 million people. In all of these districts, we saw strong political commitment and local government leadership.

This progress became visible when we launched our new, innovative public facing dashboard. It allows us to see how our work is progressing across each of our programmes, and measures the strength of the whole WASH system and the services it delivers in our partner districts.

At the national level, we saw the growing importance of public utilities in the provision of safe water to all – not just urban dwellers – in Burkina Faso, Ghana and Uganda. In India, through the Jal Jeevan Mission, we saw what is possible when national government truly gets behind WASH.

Two initiatives developed significantly during the year. Our District Master Planning Facility means we are currently engaged in master plan development in 19 districts. While the WASH Systems Academy saw more than 2,000 people around the world register for our growing menu of online courses.

We announced our strategic partnership with US-based NGO, Water For People. Together we work in 15 countries across Latin America, Africa and Asia, including a shared presence in Honduras, India and Uganda. In 2020 we developed an exciting new Strategic Framework – ‘Destination 2030’ (D30). Under this, we are jointly committed to increasing our impact, ensuring that at least 20 million people in our partner districts see their services improve.

As a result of COVID-19 WASH was in the spotlight as never before. It was seen as a critical public health intervention in the face of the pandemic, something that helped us to forge new and important relationships with colleagues in the health sector. Despite sometimes being confined to their homes, our teams around the world continued to work and to support our partners in the fight against the virus.

Our efforts to convince the Dutch Ministry of Foreign Affairs of the value of extending its support for our Watershed strategic partnership failed. This was disappointing, nevertheless, the first phase of Watershed has been a very successful and valuable learning experience. In 2021, we will continue more than ever to advocate for NGOs, governments and funders to re-prioritise resources to ensure that civil society organisations are strengthened in their work: supporting people to have a say in decisions that affect them.

Patrick Moriarty,
Chief Executive Officer, IRC

Robert Bos,
Chair, Supervisory Board, IRC

IRC at a glance

WHO'S INVOLVED AND WHAT DID WE INVEST?

8 focus country programmes **1** global programme

15 partner districts, and **16** Para Todos Por Siempre (PTPS) partner municipalities

10 offices around the world

110 active programmes and projects

132 staff in our flexible workforce: **34** in the Netherlands **59** in focus countries **1** in the United States **8** hosted **27** associates and **3** interns

980 IRC Consult advisory days over **52** assignments in at least **16** countries

10,445 days of staff expertise

€10.7M invested from **37** donors and **65** clients

WHAT DID WE DO AND WHAT DID WE PRODUCE?

19 district WASH master plans supported

141 capacity-building events worldwide co-organised

82 working groups and learning platforms supported in our focus countries

2 new WASH Systems Academy courses launched

216 advocacy activities supporting initiatives of civil society organisations

115 resources of which **85** research outputs, **7** journal articles published on our website

289 articles of which **172** news items and **70** blogs published on our website

19 newsletters and **31** videos

HOW MANY PEOPLE DID WE REACH?

2.78M people in our partner districts

137K people who stepped up the water ladder; **108K** people who received a higher level of sanitation service

916 people including **136** civil-society and community-based organisations attending knowledge sharing and capacity-building events

2.4K participants in WASH Systems Academy courses

14.6K unique downloads from our website

8K returning visitors to our website

14K social media engagements and **491K** social media video views

362 Google Scholar citations

14 references to our work by global media

66 policies adopted for sustainable and inclusive development

Locations

● 8 focus countries

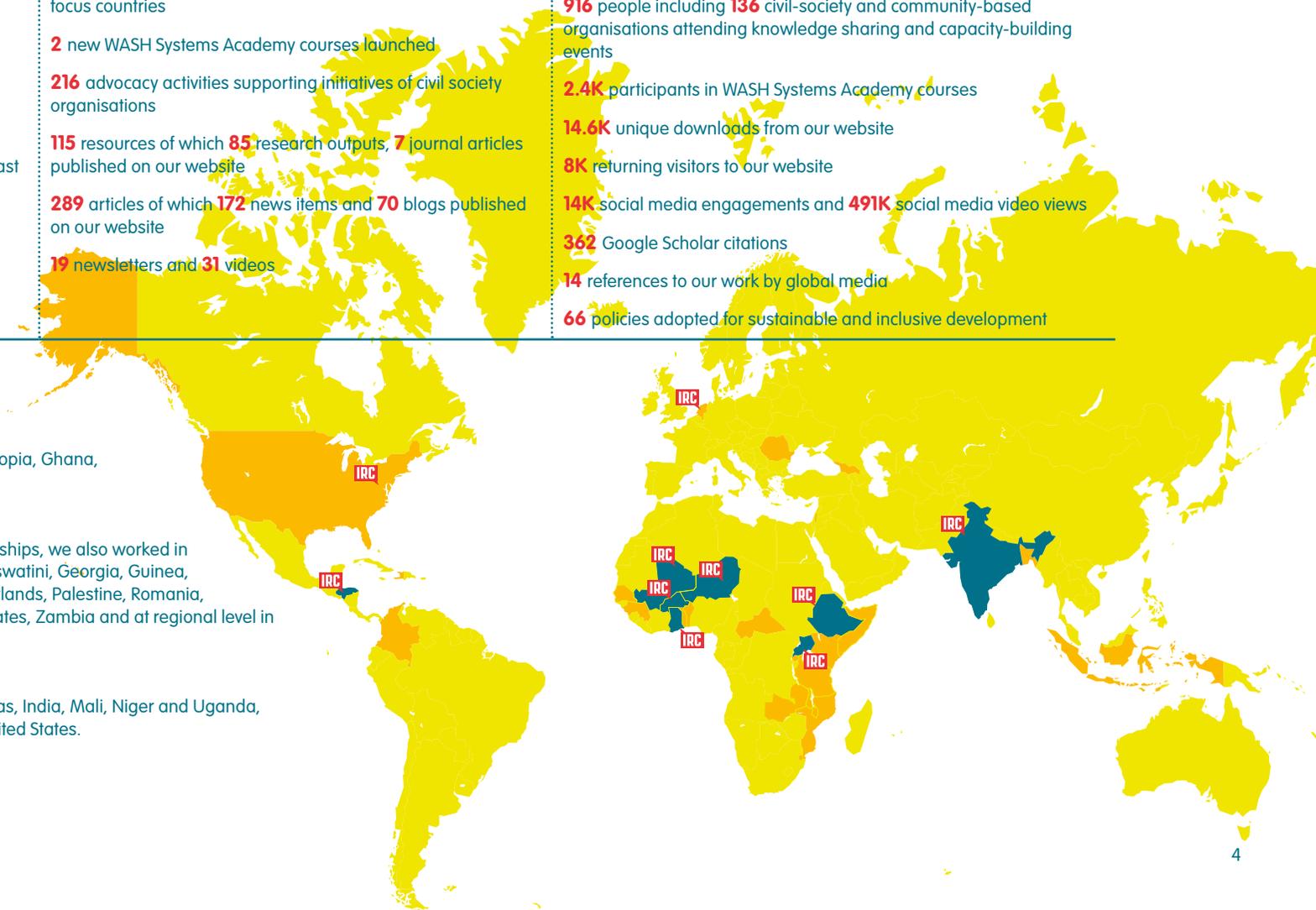
The largest part of our work happens in Burkina Faso, Ethiopia, Ghana, Honduras, India, Mali, Niger and Uganda.

● 22 additional countries

Through numerous consultancy assignments and partnerships, we also worked in Bangladesh, Benin, Central African Republic, Colombia, Eswatini, Georgia, Guinea, Haiti, Indonesia, Kenya, Malawi, Mozambique, the Netherlands, Palestine, Romania, Rwanda, Senegal, Somalia, Tanzania, Togo, the United States, Zambia and at regional level in Latin America.

IRC 10 offices around the world

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



How we work

This illustration of a WASH system in action shows people working together to meet the needs of today while planning for the future.

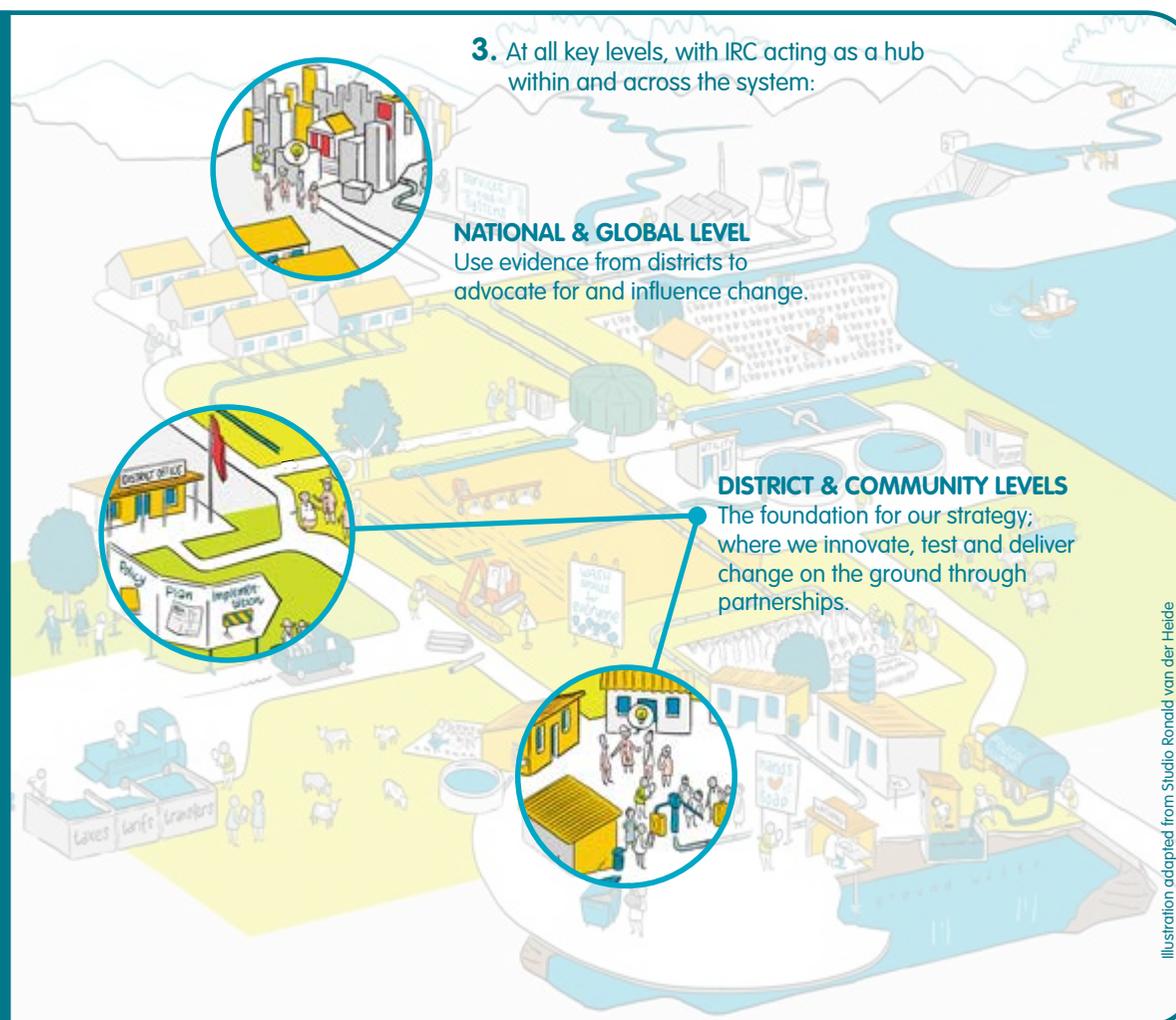
Change takes place in all parts of the system

1. Within nine critical building blocks:



2. Across the following actors:

- Government
- Community organisations
- Private suppliers
- Donors
- Development banks
- NGOs
- Regulators
- Researchers
- Consumers



IRC looks at the WASH system as a whole, through the lens of nine critical building blocks : institutions, policy and legislation, planning, finance, regulation and accountability, monitoring, infrastructure, water resources management and learning and adaptation. A WASH system is strongest when all these **building blocks** are in place and working effectively together at all levels.

Our flagship tool for visionary and technical planning are district **master plans**. These 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.

We act as a **hub** or 'backbone' within and across the WASH system and help local leaders to lead and coordinate partners. A hub facilitates relationships, provides expertise and monitoring, helps share learning and ensures continuous communication among partners.

Eyes on the prize: aiming for 2030



Still image of Dr Kodjo Mensah-Abrampah, Director-General of the National Development Planning Commission in Ghana, from the movie 'ANAM Ghana initiative is working'

“NDPC will take this up, use it at the front of our community interaction, our interaction with the district, our interaction with development partners and bring to them how we can collectively deal with the issue of WASH.” - **Dr. Kodjo Mensah-Abrampah**, Director-General, National Development Planning Commission (NDPC), Ghana reflecting on progress in Asutifi North district.

PEOPLE, SYSTEMS AND CHANGE

Since 2017, through collective action with our partners, we have accelerated access to safe WASH in our partner districts. As a hub for collective action we help local leaders to coordinate partners around achieving a shared 2030 vision. We facilitate relationships, provide expertise and monitoring, help share learning and ensure continuous communication among partners.

Our evidence shows that aligning people around a long-term master plan helps drive profound WASH systems change. Local government partners increased their WASH budgets in 2020 and new partners and funders are joining to help fill the gaps. Service monitoring rounds in partner districts in Burkina Faso, Ethiopia, Ghana and Uganda have shown that at least 30,000 people now have a safely managed water supply and at least 100,000 people a basic household supply since our collective engagement started. What is more, 171 schools and 55 health care facilities now have better WASH services than before.

With growing proof of concept, we're sharing the lessons of district-level change. National government planning agencies in Ghana and Uganda have expressed an interest in adopting master planning as a way to bring people together around a shared vision and goals. In Burkina Faso the national public water utility, ONEA, has become a supporter of master plans too, and is contributing to their development in five new districts.

There are no easy answers or shortcuts to systems strengthening and improving service delivery. It takes time to make change happen, but there are ways of accelerating progress and we are starting to see that SDG 6 is within reach. Systems strengthening through collective action can get us there.



A synthesis document and a series of country briefs show how together, organisations supported by the Conrad N. Hilton Foundation and their partners are strengthening the systems needed to deliver safe water, sanitation and hygiene services to all households, health care facilities and schools within our 11 partner districts in Burkina Faso, Ethiopia, Ghana, Mali, Niger and Uganda by 2030 and forever. [Learn more >](#)



IRC's 2020 global campaign emphasising how WASH systems are critical to any health response to the pandemic. [More here >](#)

“By the time we had the first case of COVID-19 in the country ... all facilities within the district had alcohol-based hand sanitisers and also behaviours around hand hygiene had greatly improved.” – **Tusabe Fred**, Medical Laboratory Technologist – IDI, Uganda.

With so many problems in the world it can be hard to know where to start. Yet we all know life starts with water and if we get the basics right, a healthy, educated and flourishing society will always follow. Our solution is simple. Create sustainable services, locally owned and tailored to local circumstances. We call this a systems approach. [Learn more >](#)

COVID-19: A HEALTH RESPONSE IS A WASH RESPONSE

COVID-19 posed unprecedented challenges for our organisation and for WASH. For us, it led to reduced income as the ability to travel and meet with current and potential donors was sharply constrained. For the sector, understandable but un-costed promises of ‘free water’ by governments put utilities and businesses under strain.

But our continued shift towards decentralisation and our focus on systems strengthening for resilient services helped quick and effective adaptation. Strong partnerships and platforms established at all levels, and the dedication of our staff in supporting those most affected by the pandemic, helped us rise to the challenges.

The wider partnerships created in our partner districts helped local governments and partners to respond effectively to COVID-19, replanning available resources to focus on spreading health messages, providing emergency support and strengthening the skills of health facility staff.



We were part of national level task forces and helped develop government response plans.

The emphasis on preventing the transmission of the virus gave hygiene unparalleled prominence. Handwashing with soap is key to controlling COVID-19 and many other respiratory diseases. Indeed, the pandemic reminded us that a health response is truly a WASH response. Through our influencing activities, our campaigns, our conferences and webinars in 2020, we emphasised how, now, more than ever, we need to ensure strong WASH systems that transform lives and how we must all pull together to make this happen.

Our communications infrastructure and collaborative platforms helped us to continue most of our work virtually as learning alliances moved to online environments. We jointly organised a series of webinars in India with WaterAid, UNICEF, Aga Khan Foundation and WHO, for Global Handwashing Day, which attracted 13,000 participants.

We also noticed reduced barriers to communications, with our WASH colleagues all over the globe taking the stage on district, national and global platforms.

The challenge in 2021 will be to build on the energy and prominence that WASH gained due to COVID-19, and to use this to build forward with better quality and more sustainability. We cannot do this alone, and will seek to form new alliances with experts in health, climate, environment, economic development and social activism.

This is a photograph of one area where we work: Asutifi North district, Ghana. The next few pages are dedicated to stories from all of our focus countries: about collective action with our partners; about our work on WASH in health care facilities; about our work on professionalising WASH services with utilities and much more. These highlights show how our Theory of Change is guiding activities and is achieving systemic change around the globe.



Snapshots from our focus countries



Ibrahim Sidibe alias Pizaroro, in his role as campaign ambassador, engaging with children and motivating good handwashing behaviours in Ougadoudou's Ketura Wendenda School.

IRC BURKINA FASO AT A GLANCE

- 15 staff - 13 projects - 8 donors**
- € 1,341 total invested**
- € 460 European Union / European Commission (EU/EC)**
- € 325 Department for International Development (DFID)**
- € 231 Conrad N. Hilton Foundation**
- € 325 other donors**

Amounts in thousands of euros

Gross Domestic Product per capita in PPP: \$ 2,274.7

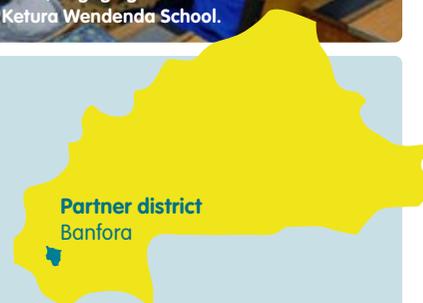
Human Development Index: rank 182, score 0.452

Renewable water resource per capita (Source: FAO aquastat): 703m³ (2013-17)

WASH service levels

Percentage of population with at least basic services in Burkina Faso (JMP 2017):

- **Water: 48%**
- **Sanitation: 19%**
- **Hygiene: 12%**



Population of Banfora district: **154K**

Progress toward the 2030 vision of Banfora district*



* Baseline and vision data are based on the Commune de Banfora: municipal strategic plan for public water and sanitation services 2018 - 2030. <https://www.ircwash.org/resources/water-sanitation-and-hygiene-strategic-master-plan-banfora-burkina-faso> - and a finance gap analysis conducted by IRC.

Burkina Faso Catalysing change from the local level

“Since the arrival of IRC, the water and sanitation sector has been continuously improving. We therefore thank IRC and all our partners for their work.” – **Siaka Soulama**, First Deputy Mayor of Banfora district.

Despite security challenges and COVID-19, Banfora district progressed well with the implementation of its master plan.

Its COVID-19 response plan was developed under the leadership of the Mayor’s office, and brought together partners – Catholic Relief Services, Espace Culturel Gambidi (a local NGO) and IRC - in a united effort to align activities and mobilise funding to prepare for the pandemic.

Thirteen million euros were committed for financing the first phase of achieving Banfora’s vision. This means that 90% of the capital required for 2018-2020 was committed. The funding for the first phase - which mainly

came from the Ministry of WASH and the national utility, ONEA – helped reach an estimated 55,000 additional people with basic or safely managed water services in Banfora.

The district is already serving as an example for others. The European Union is supporting us to together with ONEA to adopt elements of the Banfora approach in 93 additional communes, and to develop full master plans in five of these.

These successes have created momentum, but local leaders and partners understand that as we approach 2030, the mobilisation of additional resources for the master plan must receive priority attention. As the finance figure shows, only 66% of the total capital required to achieve Banfora’s 2030 vision has been committed so far.

We will therefore, continue playing our part in supporting local and national level systems change.

2020 was election year in Burkina Faso and we put significant effort into ensuring that WASH featured in all political campaigns. The winner – M. Kaboré – was the candidate who presented the strongest political commitment to WASH.

Financing the vision in Banfora¹

US\$ 15.5m
Capital required
for water
(2018-2020)



US\$ 21.1m
Total capital required
for water until 2030

1. The capital expenditure data is based on Banfora’s master plan - Commune de Banfora : municipal strategic plan for public water and sanitation services 2018 - 2030. <https://www.ircwash.org/resources/water-sanitation-and-hygiene-strategic-master-plan-banfora-burkina-faso> - and a finance gap analysis conducted by IRC.



IRC Ethiopia and Uganda colleagues share experiences during a learning meeting in January, 2020, in Ethiopia.

IRC ETHIOPIA AT A GLANCE

- 14 staff - 17 projects - 10 donors**
- € 1,254 total invested**
- € 815 USAID**
- € 142 Conrad N. Hilton Foundation**
- € 98 Directorate-General for International Cooperation (DGIS)**
- € 199 other donors**

Amounts in thousands of euros

Gross Domestic Product per capita in PPP: \$ 2,221

Human Development Index: rank 173, score 0.485

Renewable water resource per capita (Source: FAO aquastat): 1 147m³ (2013-17)

WASH service levels

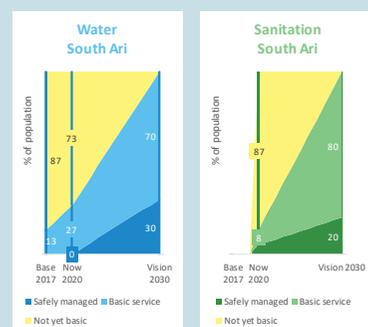
Percentage of population with at least basic services in Ethiopia (JMP 2017):

- **Water: 41%**
- **Sanitation: 7%**
- **Hygiene: 8%**



Population of Farta, Dera, North Mecha, Negele Arsi, South Ari, Mille and Shashamane Zuriam districts: 1,7M people

Progress towards the 2030 vision of South Ari district*



Ethiopia

Doubling down on local WASH systems strengthening

“Previously, no partner has shown us a WASH roadmap for where the woreda is currently and where we are heading to or need to go. This plan is a foundation for the future as we have been focusing on hardware.” - **Kedir**, Negelle Arsi Woreda Health Office Head commenting on the master plan.

In 2020, we worked closely with seven districts (woredas) in Ethiopia with an estimated total population of 1,735,000 people.

All the districts now have a learning alliance platform to help build and share knowledge among WASH actors. We also supported these districts with their master plans to help improve WASH services and sustainability.

From 2021 onwards, we will double our commitment to supporting long-term change at local level. We will focus on WASH systems strengthening in Negelle Arsi and South Ari as our partner districts, while continuing our support of specific WASH systems building blocks in our other partner districts and at the national level.

In order to cope with COVID-19 challenges in 2020, we made use of virtual alternatives to face-to-face meetings. With the USAID

Transform WASH project we created chat groups using the Telegram messaging app. This meant that regional and national sanitation marketing discussions could continue. We provided monthly internet data packages for each of the 200 members, and the groups are still actively engaged in discussing all things sanitation marketing.

We also participated in and supported different national WASH platforms. We joined COVID-19 response task force meetings held online, hosted by the Ministry of Water, Irrigation and Energy, and contributed to its WASH strategy and preparedness and response plan. As a contribution to emergency efforts, we directly supplied soap to quarantine centres in Addis Ababa and other regional towns. And we also supported an initiative on strengthening water supply system management; and joined a national WASH financing working group. The meetings were held in-person and online.

* Baseline and vision data are based on the district's WASH master plan.



Boys washing hands in Kenya, Asutifi North district, Ghana © IRC, 2020.

IRC GHANA AT A GLANCE

15 staff, 1 hosted staff

17 projects

8 donors

€ 915 total invested

€ 391 Conrad N. Hilton Foundation

€ 335 Directorate-General for International Cooperation (DGIS)

€ 189 other donors

Amounts in thousands of euros

**Gross Domestic Product per capita in PPP:
\$ 5,413**

**Human Development Index: rank 138,
score 0.611**

**Renewable water resource per capita
(Source: FAO aquastat): 1 930m³ (2013-17)**

WASH service levels

Percentage of population with at least basic services in Ghana (JMP 2017):

- **Water: 81%**
- **Sanitation: 18%**
- **Hygiene: 41%**



**Population of Asutifi North district: 68K
(Projection for 2020)**

Progress towards the 2030 vision of Asutifi North district*:



* Baseline and vision data are based on the Water sanitation and hygiene (WASH) masterplan: Asutifi North District, Ghana. www.ircwash.org/resources/water-sanitation-and-hygiene-wash-masterplan-asutifi-north-district-ghana. Data on the current status is based on the ANAM initiative's joint monitoring platform at www.anamwash.com/anam-wash-console

Ghana

On track to achieve the 2030 vision

“The good people of Asutifi North District have embraced this programme and are wholeheartedly committed to its full implementation and sustainability to improve the quality of life for all people in the district.” – **Honorable Anthony Mensah**, District Chief Executive of Asutifi North District Assembly

Despite COVID-19, we made steady progress in strengthening WASH systems at the district and national levels.

The district was able to respond quickly to COVID-19 challenges and bring in new partners and funding to support response activities especially in health care facilities.

We continued to play our hub role at the district level for the Asutifi North Ahonidie Mpontuo (ANAM) initiative and supported the implementation of the master plan.

A WASH help desk – set up in 2019 – has quickly become a space for citizens to raise issues about

services. By October 2020, 204 complaints had been received and 150 had been resolved.

We are well on track to achieve the water related targets of our 2030 vision. We are also confident that Asutifi is on track to achieving basic water for all in 2022. We will continue working with our partners to ensure that we implement solutions that reach the very last person in the district – the vulnerable, and people living in dispersed settlements and hamlets. We will also make sure that Asutifi North's vision is financed. Currently, 67% of the capital required for water up to 2021 has been committed, and there is a 79% gap in the total capital required to achieve the 2030 vision.

At the national level we supported the review of the national water policy, a study tour for Community Water and Sanitation Agency (CWSA) to Uganda (on rural utilities), and collaborated with the National Development Planning Commission to document inspiring WASH initiatives in three districts in Ghana, including our own work in Asutifi North district. This has inspired the development of a WASH toolkit which will guide the planning and piloting of the district master planning process in selected districts all over Ghana.

Financing the vision in Asutifi North district²

US\$ 305k
Capital required for water
(2019-2021)



2. Costing and financing sustainable WASH services in Asutifi North District. <https://www.ircwash.org/resources/costing-and-financing-sustainable-wash-services-asutifi-north-district>



Early 2020 PTPS meeting about monitoring results from 2019.

IRC HONDURAS AT A GLANCE

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

5 projects

4 donors

€ 107 total invested

€ 70 Directorate-General of International Cooperation (DGIS)

€ 37 other donors

Amounts in thousands of euros

Gross Domestic Product per capita in PPP:
\$ 5,728

Human Development Index: rank 132,
score 0.634

Renewable water resource per capita
(Source: FAO aquastat): **9 775m³** (2013-17)

WASH service levels

Percentage of population with at least basic services in Honduras (JMP 2017):

- **Water: 95%**
- **Sanitation: 81%**
- **Hygiene: 84%**



Population of PTPS municipalities: **285K**

Drinking water service levels in PTPS municipalities: ranging from **37% to 91%**

Sanitation service levels in PTPS municipalities : ranging from **46% to 94%**

Honduras From municipalities to mancomunidades

“I think that implementing the joint model with COMAS (Municipal Commission for Water and Sanitation) and USCL (Local Supervision and Control Unit) can be a good strategy, especially since most of the municipalities belong to an association (mancomunidad), and in other sectors there have been better results with inter-municipal commissions.” - **Eli Anibal Morales**, Director of MAMCEPAZ (an association of municipalities of Center of La Paz in Honduras)

We work in Honduras through the Para Todos, Por Siempre (PTPS) – Everyone, Forever – movement, which brings together government entities, NGOs and associated municipalities, under the vision of achieving universal access and sustainable WASH services.

In 2020, we started scaling up the ‘Everyone, Forever’ approach from municipal to mancomunidad (association of municipalities) level. We established new partnerships with mancomunidades in La Paz, together with Water For People. Support for other municipalities and partners associated with PTPS was limited due to COVID-19 travel restrictions. This was partially overcome by providing a series of learning webinars to members, but it meant that little progress was made against municipal-level outcomes.

National level influencing focused on articulating an agenda for sector reform and getting political support for that. There is now

a member of parliament who is taking up WASH issues in congress and we supported the government in becoming more engaged in Sanitation and Water for All. All this means that the partnerships PTPS is engaged with have strengthened further and put us in a stronger position for influencing.

The year was characterised by the provision of support activities, which were required as a result of widespread emergencies:

- PTPS contributed to the WASH emergency roundtable and developing a COVID-19 response from the WASH sector;
- the PTPS secretariat supported the coordination of the mapping process to assess the damage to water supply systems caused by hurricanes Eta and Iota. In many regions the damage was major, and in the most affected municipalities, actual coverage rates dropped significantly.

* 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.



Multi-stakeholder district dissemination workshop on budget tracking in Samastipur, Bihar.

IRC INDIA AT A GLANCE

- 2** staff
- 4** projects
- 3** donors
- € 312** total invested
- € 282** Directorate-General of International Cooperation (DGIS)
- € 30** other donors

Amounts in thousands of euros

Gross Domestic Product per capita in PPP:
\$ 6,700

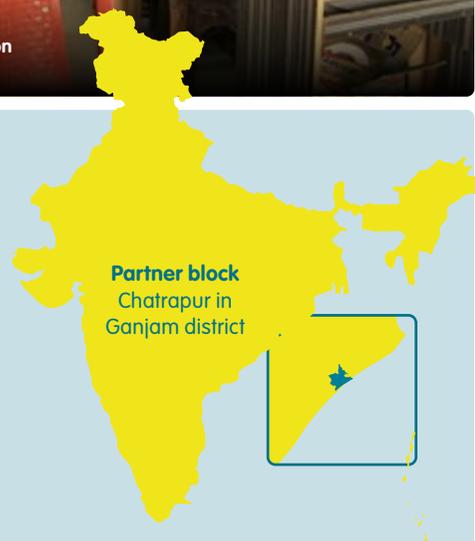
Human Development Index: **rank 131,**
score 0.645

Renewable water resource per capita
(Source: FAO aquastat): **1 427m³** (2013-17)

WASH service levels

Percentage of households with at least basic services in India (JMP, 2017):

- **Water: 93%**
- **Sanitation: 60%**
- **Hygiene: 60%**



Partner block
Chatrapur in
Ganjam district

Population of Ganjam district: **3.5M**
(Census 2011)

Population of partner block: **95K**

Drinking water service levels in Ganjam district: **99% with at least basic services**

Data comes from the Ministry of Jal Shakti, Government of India

Sanitation service levels in Ganjam district: **100% with at least basic services**

Data comes from the SBM dashboard, Ministry of Jal Shakti, Government of India

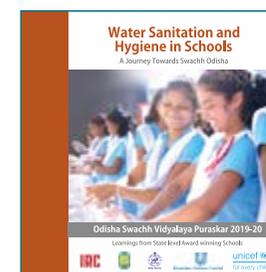
India Advocating for systems change

“Finance is one of the basic building blocks of the WASH system. Adequate and effective utilisation of public finances for sustainable WASH services at all the three tiers of the government is vital.” - **Trisha Agarwala**, Senior Research Consultant, Centre for Budget and Governance Accountability.

In 2020, our key focus areas were finance - particularly budget tracking - and strengthening the capacities of WASH institutions.

We started 2020 with two district-level workshops in Ganjam (Odisha) and Samastipur (Bihar) to determine the issues that affect budgetary flows for WASH in villages. These were then highlighted in a national-level webinar where the participants agreed that: (i) there is a need to strengthen the Gram Panchayats (village local governments); (ii) that greater technical support on the ground is key; and (iii) that more integrated thinking to address systemic issues is needed.

We worked closely with UNICEF and the Odisha state water utility to create a communications strategy, and provided support in implementing the Jal Jeev Mission, a visionary government initiative to provide safe drinking water (from an on-premises tap) to every household in urban localities by 2024.

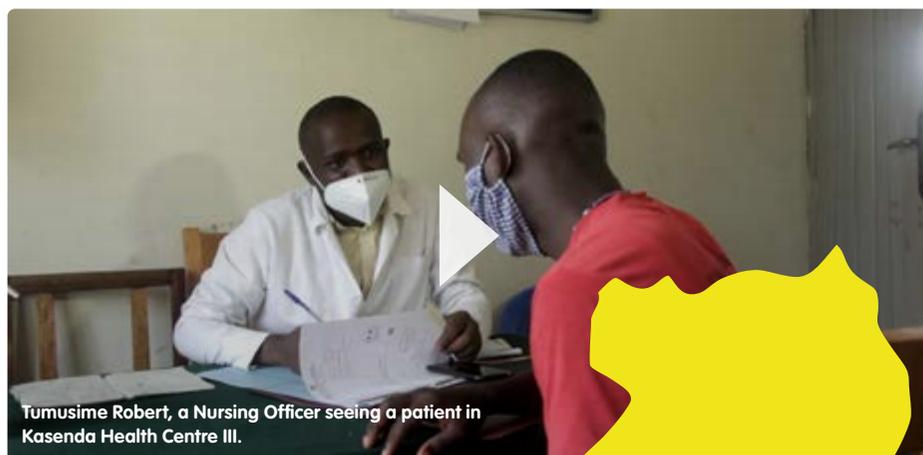


We also worked with UNICEF to create a **booklet with best practices** from 15 award-winning schools³. The case studies showed how WASH in schools:

(i) retains school attendance; and (ii) increases school enrolment. They also showed how children can positively influence the WASH behaviour of the wider community.

As a response to the COVID-19 pandemic we were invited to be part of national-level working groups and collaborated with UNICEF, WaterAid and the Aga Khan Foundation on drafting the national hygiene roadmap, and the operations and maintenance manual for community sanitation complexes.

3. In 2019, the State Government of Odisha showed its commitment towards WASH in schools by launching the Odisha Swachh Vidyalaya Puraskar (OSVP) or Odisha Clean School Award. More here [WASH in schools: learning from winners :: IRC \(ircwash.org\)](https://www.ircwash.org)



Tumusime Robert, a Nursing Officer seeing a patient in Kasenda Health Centre III.

IRC UGANDA AT A GLANCE

11 staff - 13 projects - 7 donors

€ 1,064 total invested

€ 553 Directorate-General for International Cooperation (DGIS)

€ 220 Conrad N. Hilton Foundation

€ 134 USAID

€ 157 other donors

Amounts in thousands of euros

Gross Domestic Product per capita in PPP: \$ 2,187

Human Development Index: rank 159, score 0.544

Renewable water resource per capita (Source: FAO aquastat): 1 460m³ (2013-17)

WASH service levels

Percentage of population with at least basic services in Uganda (JMP 2017):

- **Water: 49%**
- **Sanitation: 18%**
- **Hygiene: 21%**

Partner districts
Kabarole and
Bunyangabu

Population of Kabarole district: 325K

Population of Bunyangabu district: 195K

Progress towards the 2030 vision of Kabarole district*:



* Baseline and vision data are based on the Kabarole District WASH master plan 2018-2030. <https://www.ircwash.org/resources/kabarole-district-wash-master-plan-2018-2030>

Uganda

Safe water for households and health care facilities

“The essence of the health care facility is to save lives; it must be unheard of that people got ill from infections that could be easily avoided by a clean environment and safe water in the very spaces where they went to seek health care.” – Cecilia Birungi, District Health Inspector, Kabarole.

In 2020, we worked with the Mid-Western Umbrella for Water and Sanitation – a public utility – to chlorinate and protect the Kasenda Water Scheme and with the National Water and Sewerage Corporation (Fortportal Area) and Kabarole District Local Government (DLG) to extend piped water to more villages in Kabende Sub-County.

Between 2017 and 2019, the estimated number of people with a safely managed household connection in our partner district – Kabarole – rose from 16,000 to 41,000.

We helped Kabarole DLG conduct household sanitation improvement campaigns in 43 villages, and we bought and distributed 60 drinking water stations to 30 government Health Care Facilities (HCFs). Together with the local Hand Pump Mechanics Association, we renovated the toilets in 12 HCFs and constructed one new one.

We supported the Kabarole District COVID-19 Response Task Team to conduct infection prevention and control training for health care workers and cleaning staff in 54 HCFs. And we worked with the District Health Officer,

Infectious Diseases Institute (IDI) and Baylor College of Medicine and Children’s Foundation Uganda to buy and distribute Personal Protective Equipment (PPE) to 50 HCFs.

Our collaborative work with CDC and IDI to produce and distribute alcohol-based hand sanitiser to all government HCFs and institutions in Kabarole substantially reduced the chances of health care workers transmitting COVID-19 and other diseases.

And in Bunyangabu district, we helped develop a comprehensive WASH Roadmap for achieving SDG 6 which will be finalised in 2021.

At the national level, we supported the Ministry of Water and Environment (MWE) in finalising and disseminating the National Operation & Maintenance Framework and Operational Manuals. We worked with the Ministry of Health to test the Sanitation and Health Fund, and with the Ministry of Education and Sports (Gender Unit) to develop the National Menstrual Health and Hygiene (MHH) Strategy and its monitoring framework, and to revise the National MHH Manuals and Guidelines.

Our work in new focus countries

HIGHLIGHTS FROM MALI

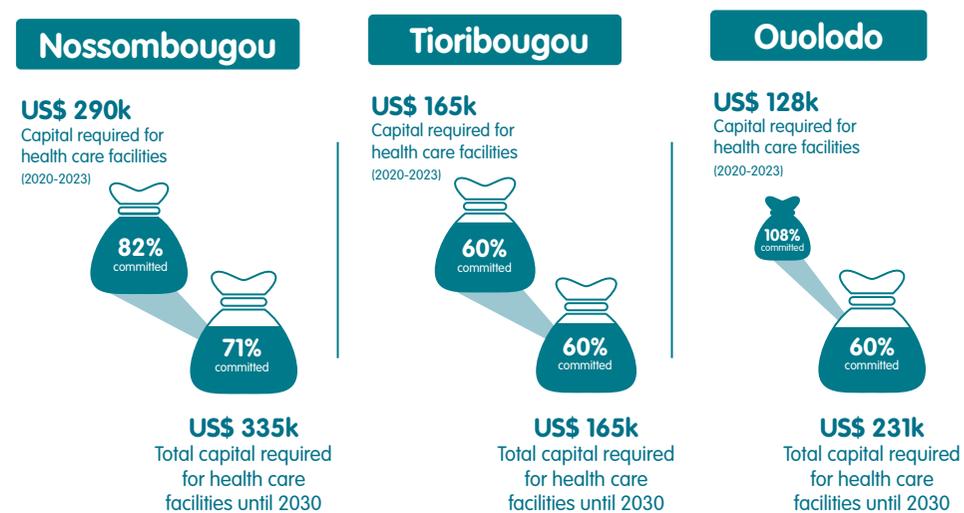
We work with our partner World Vision to support the mayors of Nossombougou, Ouolodo, and Tioribougou districts to improve access to basic water services in health care facilities and schools. These are the entry points to wider systems strengthening.

We have also secured commitment and funding for the capital needed to work towards achieving the water vision of the master plans.

Thirty-four schools and six health centres across the three districts now have basic water services, and 20 of these schools also have basic sanitation and facilities for handwashing with soap.

Political buy-in for the partnership's work is clearly visible. As a result of trainings we facilitated, local WASH structures have improved. The districts have established a water and sanitation service (SMEA) which gives the communes a focal point for WASH issues, and the regular monitoring of progress.

Total capital required and committed for the 2030 vision⁴

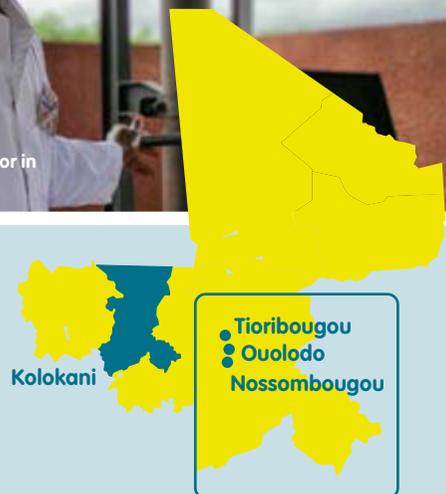


Koké Lamine Traoré, health centre technical director in Nossombougou commune, Mali.

IRC MALI AT A GLANCE

- 6 projects
- 3 consultants
- 3 donors
- € 358 total invested

Amounts in thousands of euros



Progress towards the 2030 vision for WASH in health care facilities*

In Nossombougou, **60%** of the 5 health care facilities meet the JMP basic service levels for water

In Ouolodo, **50%** of the 2 health care facilities meet the JMP basic service levels for water

In Tioribougou, **67%** of the 3 health care facilities meet the JMP basic service levels for water

100%



all health care facilities across the 3 districts

2030 VISION

Gross Domestic Product in PPP: **\$ 2,322**
Human Development Index: **rank 184, score 0.434**

Renewable water resource per capita (Source: FAO aquastat): **6 482m³** (2013-17)

WASH service levels
Percentage of population with at least basic services in Mali (JMP 2017):

- Water: **78%**
- Sanitation: **39%**
- Hygiene: **52%**

* Data based on institutional service level assessments - Diagnostic de la situation de l'approvisionnement en eau potable et de l'assainissement dans les écoles et les centres de santé - conducted by IRC in 2019.

4. Funding gap and investment needs for drinking water supply and sanitation in schools and health care facilities by 2030 (2020)



Doctor Rahana Moussa washing her hands in Makalondi district.

IRC NIGER AT A GLANCE

- 6** projects
- 2** consultants
- 5** donors
- € 135** total invested

Amounts in thousands of euros



Progress towards the 2030 vision for WASH in health care facilities*

In Makalondi,
19% of the 16 health care facilities meet the JMP basic service levels for water

In Torodi,
29% of the 27 health care facilities meet the JMP basic service levels for water



Gross Domestic Product in PPP: **\$ 1,225**

Human Development Index: **rank 189, score 0.394**

Renewable water resource per capita
(Source: FAO aquastat): **1 576m³** (2013-17)

WASH service levels
Percentage of population with at least basic services in Niger (JMP 2017):

- **Water: 50%**
- **Sanitation: 14%**

* Data based on the districts' WASH master plans and institutional service level assessments - Diagnostic de la situation de l'approvisionnement en eau potable et de l'assainissement dans les écoles et les centres de santé - conducted by IRC in 2020

HIGHLIGHTS FROM NIGER

“One of the major positive points related to this collaboration is the development of our communal strategic plan for water and sanitation. This master plan has allowed us to know our current situation and what needs to be done in order to reach SDG 6 by 2030 at the commune level. IRC brings us the expertise in the WASH field that we really need. For example, our commune is now able to perform seven of the eleven powers or tasks transferred by the state to the communes.” - **Moumouni Hassan**, general secretary of the local government of Torodi.⁵

While political buy-in and collaboration in Makalondi and Torodi districts are supporting the increased alignment of strategies, plans and actions, the fragility of the context in Niger poses great challenges. The country suffers from climate and humanitarian disasters, including an insurgency which has led to instability and increased violence in the region. In 2020, 94 of the 250 schools in the two districts were closed due to security issues. But we were able to measure WASH progress in the 156 schools still open to students, and 27 had basic water access and 20 had basic sanitation services.

We are also making progress in understanding and strengthening local and national systems. For example, stories and comprehensive data collected in the districts triggered joint advocacy and national level interest. We have also helped the districts conduct finance

studies to better understand the costs and gaps related to their 2030 vision. In 2021, we will continue to support the districts with identifying reliable sources of finance for direct support and systems strengthening.

Total capital required and committed for the 2030 vision⁶

Makalondi

US\$ 430k
Capital required for health care facilities (2020-2023)



US\$ 1.2m
Total capital required for health care facilities until 2030

Torodi

US\$ 461k
Capital required for health care facilities (2020-2023)



US\$ 1.3m
Total capital required for health care facilities until 2030

5. Competencies include the implementation of WASH policies and strategies at commune level, managing WASH services, applying legislative and regulatory texts, implementing WASH awareness-raising, communication, education programmes, collecting and sharing data with the Ministry of Water and Sanitation and more.

6. Funding gap and investment needs for drinking water supply and sanitation in schools and health care facilities by 2030 (2020).

Global highlights

In 2020, our global teams found new ways to provide support to our country programmes and provide assistance to change our programming. Responding to the COVID-19 pandemic meant adapting our activities and learning, with more emphasis on hand hygiene and health care facilities. We had a role in organising or presenting at more than 30 events, such as World Water Week at Home, and the Sanitation and Water for All webinar on inequalities in WASH service levels.

WASH DATA AND SYSTEMS AT SCALE

A growing number of people are committed to strengthening national systems to achieve the 2030 agenda. Our global teams are dedicated to taking what we are learning from our focus countries, district-level work and wider international activities and amplifying this to influence global institutions, governments and decision makers. Our aim is to ensure that investments and strategies in the WASH sector are more effective in delivering WASH systems. In 2020, we contributed to this through:



Our partnerships - We actively contributed to and held board or other leadership positions in a diverse set of partnerships, networks and global platforms including Agenda for Change, Millennium Water Alliance, Netherlands Water Partnership NGO Platform, Rural Water Supply Network, Sanitation and Water for All (SWA), UN Water and Water Integrity Network.

Our consultancy work - In 2020 we worked on 37 assignments in 26 countries. One of the highlights was renewing our engagement with the Netherlands WASH SDG Consortium, where we support the Consortium with district level capacity building, monitoring and knowledge management and sustainability checks in Bangladesh, Ethiopia, Nepal and Uganda.

The WASH Systems Academy - We continued our work to expand our capacity building capabilities through the WASH Systems Academy which had 2,370 registered users by the end of 2020, with five free courses available and 524 certificates awarded.

Our District Master Planning Facility - In mid-2021, a facility and resource-base will be launched to provide an on-demand mechanism to support districts to plan and raise finance. This has been developed based on our experience with master planning in partner districts, lessons learned in the Agenda for Change partnership, and study of national planning mechanisms.

We also launched our new WASH data dashboard which measures the strength of whole WASH systems and the services they deliver in our partner districts. Detailed data on the impacts of our programmes is now regularly updated at <https://www.ircwash.org/data-behind-our-work>.



Still from the campaign. [Watch more >](#)

#VOICESFORWATER

A 2021 global campaign (<https://voicesforwater.watershed.nl/en/>) calls on NGOs, governments, and funders to re-prioritise resources to support civil society organisations (CSOs) as drivers of change and as a means of accelerating progress on national water and sanitation goals and SDG 6. Using videos and stories by people such as Mercy who work on the ground and experience the difficulties that exist, the campaign demands the right to water and sanitation for all, and we hope to reach two million people through social media.

Water is a human right and yet it is too often denied to many. After five years of the Watershed programme the people involved have a story to tell and advice to share. They've found and raised their voices, by learning how things work, and what their rights are. The world needs more people like them to take that first step and speak up. Have a look at the #VoicesForWater campaign [here](#) and get a glimpse of these conversations. Each person shares their journey, success and how they have achieved it. And they call upon others to join them: “they did it, and so can you”.



*“There is no reason why people should be excluded from clean and safe water, sanitation and hygiene” -
Mercy Amokwandoh, Hope for Future Generations Ghana.*

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

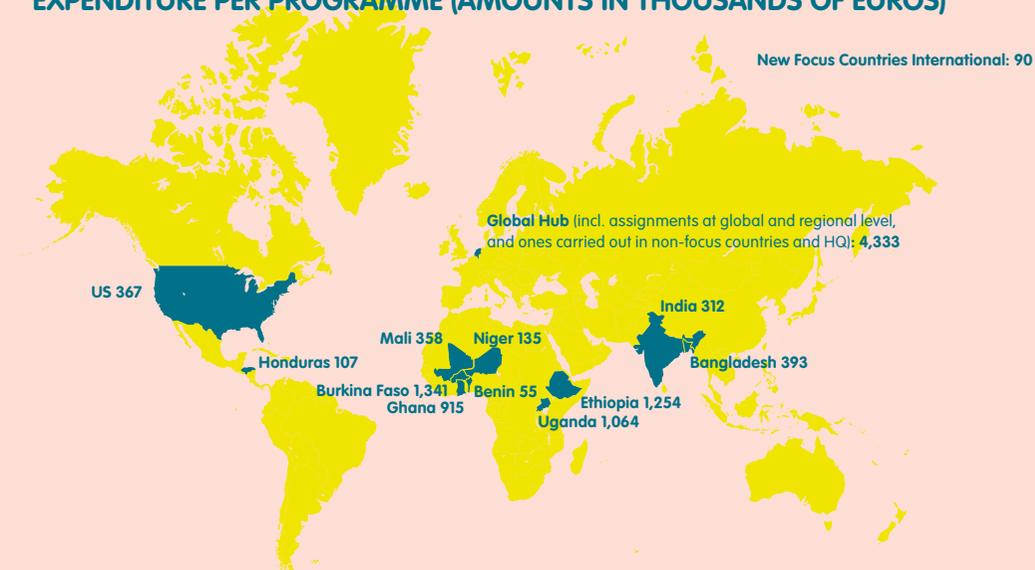
INCOME STATEMENT 2016 - 2020 (AMOUNTS IN THOUSANDS OF EUROS)

Income	2016	2017	2018	2019	2020
Programmatic Funding DGIS	2,632	1,402	1,281	1,474	1,611
Other project funding	6,625	10,590	9,804	10,376	9,112
Total income*	9,257	11,992	11,085	11,850	10,723
Expenses					
Personnel expenses	3,400	3,341	3,590	4,067	4,240
Direct project expenses	5,014	8,153	6,911	7,275	5,981
General admin expenses	593	360	402	455	215
Total expenses	9,007	11,854	10,903	11,797	10,436
Operating result	251	137	182	52	289
Financial expenditures	-48	79	69	-45	200
Annual result*	289	58	113	97	89

* 1,000 rounded

“Last year we worked on developing an advocacy strategy for improving WASH services in health centres in Niger. Being able to support this process through our work with IRC makes me feel proud and enabled to drive change in the country.” –
Ousmane Boukari, Country Coordinator, IRC Niger.

EXPENDITURE PER PROGRAMME (AMOUNTS IN THOUSANDS OF EUROS)



STAFFING

In 2020, the total number of staff in our flexible workforce reached 132 people. Ninety-four (from 84 in 2019) were on staff contracts, 27 were associate members, eight were hosted, and we had three interns.

Fifty-nine of our contracted staff 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.

Of the 59 staff members working in our focus countries: 15 were in Burkina Faso, 14 in Ethiopia, 15 in Ghana, 1 in Honduras, 2 in India, 1 in Bangladesh and 11 in Uganda. Additionally, the Netherlands office had 35 employees.

We also hosted the Agenda for Change Secretariat (two staff), the PTPS Coordinator in Honduras and the Resource Centre Network coordinator in Ghana and the four staff members for SWA. Our global associate programme gives us access to a wide network of top international experts and our internship positions help people gain valuable international and multidisciplinary experience.

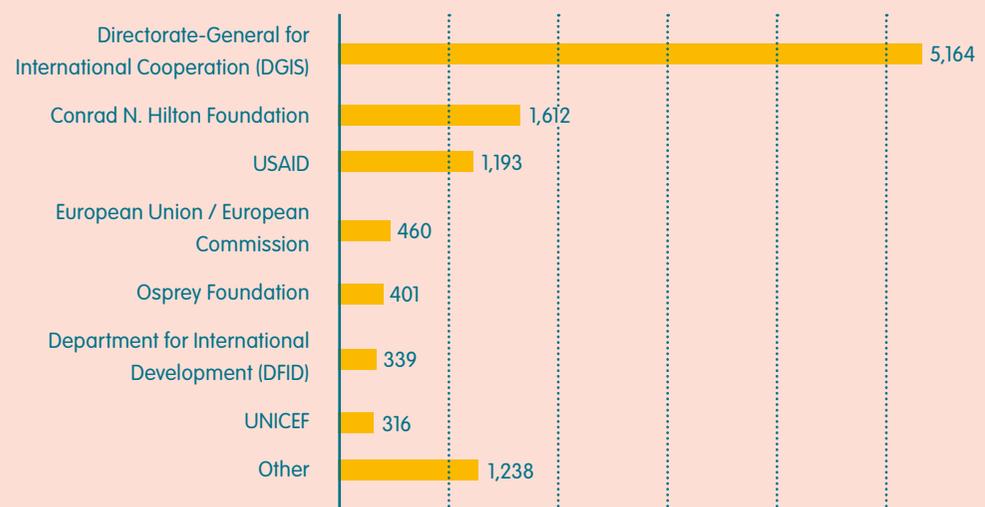
Supporting our work

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.

“We are ramping up our collaboration with IRC over the coming years as more of our efforts focus on strengthening the WASH enabling environment to deliver results for children, and we see IRC among the leaders in this field.”

UNICEF WASH Section, Programme Division, New York

OUR DONORS (AMOUNTS IN THOUSANDS OF EUROS)



We thank the following donors and clients – including those who support our consultancy work – for joining and supporting us in our WASH journey:

Agence Française de Développement (AFD) / Aguaconsult Ltd / Akvo / Aquaya Institute / Association Africaine de l'Eau (AfWA) / 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) / DT Global / Dutch Research Council (NWO) / Eau Vive / EAWAG Swiss Federal Institute of Aquatic Science and Technology / European Union / European Commission / Finnish International Development Agency (FINNIDA) / Gatsby Africa / Global Water 2020 / GSMA Mobile for Development Foundation Inc. / IKEA Foundation / IMC Worldwide / Institute for Water Education Delft (IHE) / Inter-American Development Bank (IDB) / International Cooperation Agency of the Association of Netherlands Municipalities (VNG International) / 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 / Nuffic / Office National de l'Eau et de l'Assainissement (ONEA) / OneDrop Foundation / Osprey Foundation / Oxford Committee for Famine Relief (Oxfam) / Oxford Policy Management (OPM) / Oxford University / People in Need / PNE Benin / Population Services International (PSI) / Pure Water Nature / Ramboll / Simavi / Sanitation and Water for All (SWA) / Splash / Stockholm Environment Institute (SEI) / Svenska Postkodstiftelsen / TetraTech / The Church of Jesus Christ of Latter-Day Saints (LDS) / Unilever / United Nations Children's Fund (UNICEF) / United Nations Office for Project Services (UNOPS) / United States Agency for International Development (USAID) / University of Colorado Boulder (UCB) / University of Reading / University of Wageningen / Vitens Evides International (VEI) / Viva Con Agua / WASHNote / Waterloo Foundation / 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.