

**Version 1 / November 2013**

This is the first official IRC brand guideline following rebranding by Fallon.

Dear colleagues,

Welcome to IRC's new brand guidelines. The following 97 vibrant and disruptive pages will guide you through the process of applying IRC's new identity in a consistent and therefore powerful manner across all forms of communications.

Why a new guide? Because over the past 18 months we have worked together to develop a powerful new brand for IRC, crystallising the profound change our organisation has undergone since becoming formally independent in 2007. This is highlighted by our manifesto on page 11 of this guide.

Over the last six months we have developed a new identity for IRC to support this brand. This identity builds off the key attributes of our brand - particularly our vision of being a driving force for positive disruption of the status quo in the water, sanitation and hygiene sector.

By applying this new identity in a consistent manner across all our work we will render it more forceful and thus more powerful. We will make our contribution to change more visible, and our brand more understandable to those with whom we work. I therefore hope that you find these guidelines both useful and inspiring in your work over the coming years.

**Patrick Moriarty**  
CEO, IRC

## BRAND POSITIONING

|                         |    |
|-------------------------|----|
| Brand personality ..... | 7  |
| Brand model .....       | 8  |
| Brand identity .....    | 9  |
| Brand manifesto .....   | 10 |

## IDENTITY ELEMENTS

|                                   |    |
|-----------------------------------|----|
| Stand alone logo.....             | 13 |
| Logo with strapline .....         | 14 |
| Country-specific lock-up .....    | 15 |
| 'Projects' lock-up .....          | 16 |
| 'Approaches' lock-up.....         | 17 |
| Logo usage .....                  | 18 |
| Logo and lock-up appearance ..... | 19 |
| Primary typeface .....            | 20 |
| Secondary typeface .....          | 21 |
| Colour palette .....              | 22 |
| Colour palette usage .....        | 23 |
| Line pattern .....                | 24 |
| Line pattern applications .....   | 26 |
| Line pattern – some rules .....   | 29 |
| Anchor bar.....                   | 30 |
| Label device .....                | 31 |
| Label device usage .....          | 32 |
| Documentary images .....          | 33 |
| Core brand images .....           | 35 |

## **BRAND IMPLEMENTATION**

|   |    |
|---|----|
| Stationary .....                            | 37 |
| Country-specific stationary .....           | 38 |
| Fast Facts example .....                    | 39 |
| Fast Facts document grid .....              | 40 |
| Briefing Note .....                         | 41 |
| Briefing Note document grid .....           | 42 |
| Working Paper example .....                 | 44 |
| Working Paper document grid.....            | 45 |
| Thematic Overview Paper example .....       | 47 |
| Thematic Overview Paper document grid ..... | 48 |
| Annual Report example .....                 | 53 |
| Annual Report document grid .....           | 54 |
| Report covers set example .....             | 60 |
| Document type sizes and conventions .....   | 61 |
| Power Point template example .....          | 62 |
| Display banners .....                       | 63 |

## **INFOGRAPHICS**

|                    |    |
|--------------------|----|
| World Map .....    | 65 |
| Pie charts .....   | 66 |
| Bar graphs .....   | 67 |
| Other graphs ..... | 68 |
| Tables .....       | 69 |

## **BRAND HIERARCHY**

|  |    |
|--|----|
| Brand hierarchy .....                                | 71 |
| Projects .....                                       | 73 |
| Branding existing projects .....                     | 74 |
| Country-specific branding of existing projects ..... | 76 |
| Branding future projects .....                       | 79 |
| Country-specific branding of future projects .....   | 80 |
| Approaches .....                                     | 82 |
| Branding existing approaches .....                   | 83 |
| Branding future approaches .....                     | 86 |

## **REFERENCING CONVENTIONS**

|  |    |
|--|----|
| Citing references in main body text .....            | 90 |
| Conventions for building a reference list .....      | 90 |
| Referencing conventions for specific materials ..... | 91 |

## **BRAND ASSETS**

|                        |    |
|------------------------|----|
| Available assets ..... | 97 |
|------------------------|----|

# Brand Positioning



IRC is at a pivotal point in its 45-year history. Building on its heritage as a knowledge broker, it has evolved into a dynamic, mission-led organisation. IRC has a clear role to play in the WASH sector and beyond: as an innovator, trusted partner and enabler of change.

IRC's refreshed brand identity reflects a strong brand personality:

- **Knowledgeable**
- **Inclusive**
- **Confident**
- **Dynamic**
- **Undaunted**
- **Innovative**
- **Ambitious**



The IRC brand identity brings the brand personality to life, combining elements which reflect the organisation's professionalism and thirst for change.

The new IRC logo is bold and undaunted, but remains approachable.

The dynamic use of colour, imagery and graphic patterns create a sense of positive disruption and energy, reflecting the innovative approach and life-changing benefits of IRC's work.

This is all underpinned by a rigorous structure that provides a strong and recognisable framework for a range of different applications.

Our manifesto is a one-page document that, in the absence of everything else, clearly defines our mission and values in a compelling and ownable way.

It should be used as a rallying call; for our staff and for our partners, for everyone who can help us to achieve the ambitions set out within it.

It lays out the parameters within which IRC operates and sets out the values and principles which drive us as an organisation.

Our manifesto can be used wherever it adds most value: as the basis of our 'elevator pitch', on the walls of our offices, within our publications or on our website.



At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration.

We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

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

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

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

# Identity elements



## IRC standalone logo

13

This is the IRC master logo in its simplest form and the one that will be used most frequently.

The image shows the IRC standalone logo, which consists of the letters "IRC" in a bold, red, sans-serif font. The letters are thick and blocky, with a slight shadow effect. The "I" is a simple vertical bar. The "R" has a thick vertical stem and a curved shoulder. The "C" is a thick, rounded shape with a small gap at the bottom. The entire logo is centered horizontally on the page.

## IRC logo with strapline

14

Where appropriate the logo should be accompanied by the strapline. This can sit next to the logo or at the bottom of a layout.

If the strapline sits next to the logo, it appears in blue. When the strapline is detached, it appears in red, to visually link this back to the IRC logo

### Use this lock-up when:

- Supplying logo to third parties
- Having the strapline separate from the logo may be an issue (small format, poor visibility, etc.)

The image shows the letters 'IRC' in a large, bold, red sans-serif font. The letters are closely spaced and have a thick stroke weight.

**Supporting water sanitation  
and hygiene services for life**

## IRC country-specific lock-ups

15

IRC has three regional offices which require a country-specific lock-up.

Should you need to create new country-specific lock-up you can use the master logo country-specific lock-up template file.

The IRC logo is rendered in a bold, red, sans-serif typeface. The letters are thick and blocky, with a slight gap between the 'I' and 'R', and between the 'R' and 'C'.

Burkina Faso

The IRC logo is rendered in a bold, red, sans-serif typeface. The letters are thick and blocky, with a slight gap between the 'I' and 'R', and between the 'R' and 'C'.

Ghana

The IRC logo is rendered in a bold, red, sans-serif typeface. The letters are thick and blocky, with a slight gap between the 'I' and 'R', and between the 'R' and 'C'.

Uganda

## IRC 'projects' lock-up

16

For existing projects, always use the **in association with** lock-up.

More detailed guidance about how to brand new or existing IRC projects is outlined in the brand hierarchy section on p.70

in association with  
**IRC**

Print minimum size  
**14mm by 12mm**

in association with  
**IRC**

Screen minimum size  
**85px by 75px**

in association with  
**IRC**

## IRC 'approaches' lock-up

17

For existing approaches, always use the **powered by** lock-up.

More detailed guidance about how to brand new or existing IRC approaches is outlined in the brand hierarchy section on p.70



Print minimum size  
**14mm by 12mm**



Screen minimum size  
**85px by 75px**



## IRC logo usage

18

Please do not use the logo below the minimum sizes indicated. For clarity and legibility purposes, make sure the exclusion zone is also respected.



Print minimum size  
**14mm by 9.5mm**



Screen minimum size  
**85px by 57px**



Exclusion zone  
**50% of the logo height**

## IRC logo and lock-up appearance

19

All IRC logos and lock-ups should appear in colour or reversed out of an image (i.e. in white). Both options have been implemented in the templates.

Where full colour printed reproduction is not possible please use black version of logos and lock-ups.



**VAG Rounded \*** is a classic rounded sans serif typeface which complements the new IRC logo. It is clean, modern and has an approachable feel. For all these reasons its use within the identity is extensive, however given the lengthy documentations produced by IRC a secondary typeface (also available in italic) has been chosen for body text.

**It is used for:**

- Headers and other titles
- Opening pages
- Intro paragraphs
- Content pages
- Pull quotes
- Listing of acronyms
- Captions
- Footnotes
- Contact details
- Strapline

**Can be used:**

- In light and bold weight only
- All in UPPERCASE at small sizes

VAG ROUNDED LIGHT

01234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

VAG ROUNDED BOLD

01234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

\*Please make sure a suitable licence is purchased for the usage of this font. An Open Type format should be used so to avoid/reduce formatting issues between different platforms and programmes.

**Lora** is a well-balanced contemporary serif with roots in calligraphy. It is a text typeface with moderate contrast well suited for body text. Technically Lora is optimised for screen appearance, and works equally well in print. Lora is a Google free font available for desktop and web at <http://www.google.com/fonts>

**It is used for:**

- Body copy
- References

**Can be used:**

- In regular, italic and bold

Lora Regular (also available in *italic*)

01234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

Lora Bold

01234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

## IRC colour palette

22

The primary colours are red and blue. The secondary colours – orange, yellow and tint of blue and red – supplement the primaries to help build the IRC brand world e.g. patterns, charts and graphs.

Blue is the recommended colour for text.

Red can be used to highlight.

**PMS** 3155  
**CMKY** 100, 0, 24, 38  
**RGB** 0, 126, 151  
**HEX** 007E97

**PMS** 185  
**CMKY** 0, 91, 76, 0  
**RGB** 230, 39, 51  
**HEX** E62733

**PMS** 7409  
**CMKY** 0, 30, 95, 0  
**RGB** 250, 180, 0  
**HEX** FAB400

**PMS** 396  
**CMKY** 11, 0, 94, 0  
**RGB** 240, 229, 27  
**HEX** F0E51B

**PMS** 20% 3155  
**CMKY** 20, 0, 5, 8  
**RGB** 202, 225, 232  
**HEX** CAE1E8

**PMS** 20% 185  
**CMKY** 0, 18, 15, 0  
**RGB** 252, 222, 213  
**HEX** FCDED5

Each IRC colour has its own specific use. The guide below gives some examples of where to use each one.

- Text
- Anchor bar
- Strapline lock-up
- Background tint
- Highlight countries in IRC World Map
- Within info graphics
- Within lines pattern

- Logo
- Highlight text
- Strapline
- Within info graphics
- Within lines pattern

- Within info graphics
- Within lines pattern

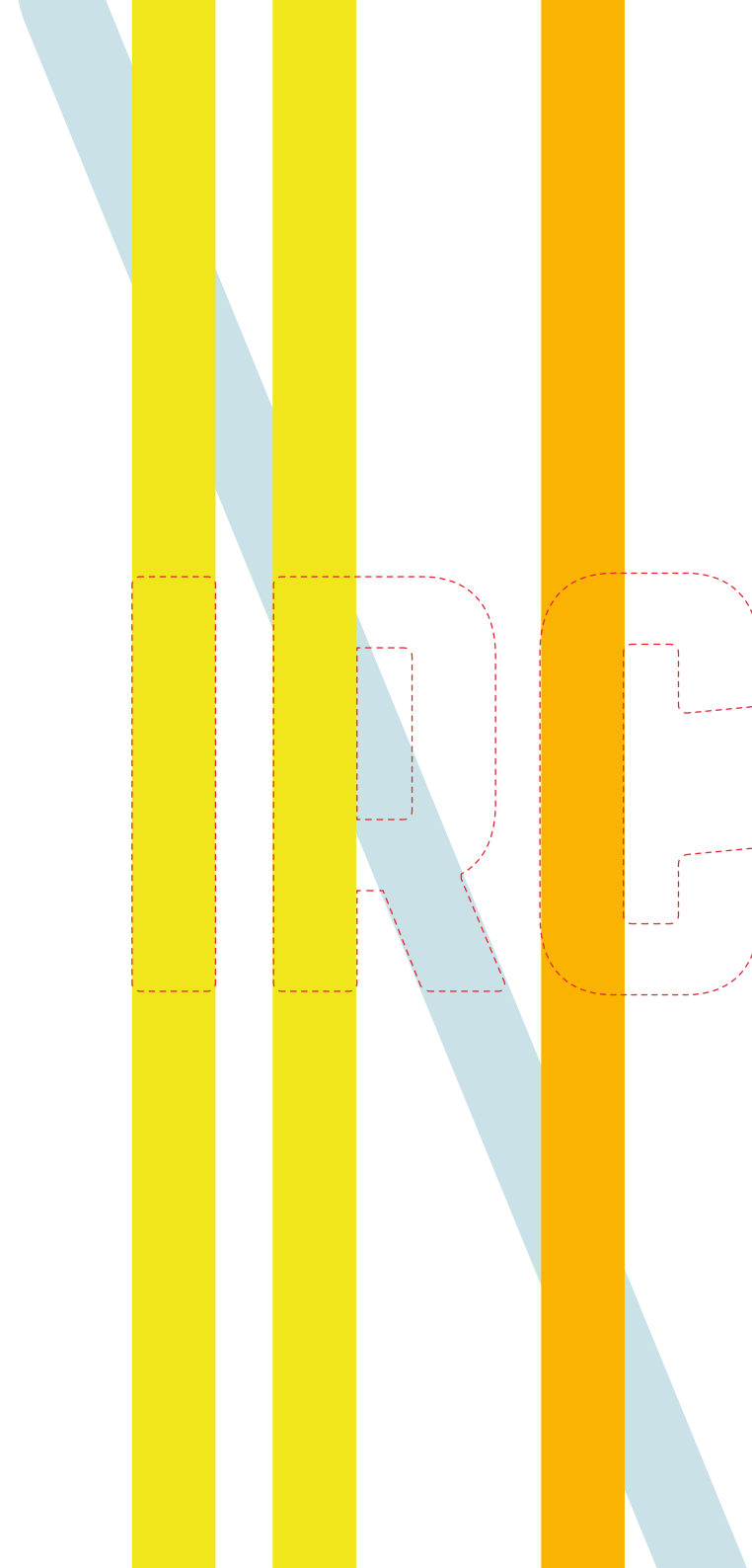
- IRC World Map
- Within info graphics
- Within lines pattern

- Briefing Note label
- Background tint
- Within info graphics
- Within lines pattern

- Fast Fact label
- Background tint
- Tables background
- Within info graphics

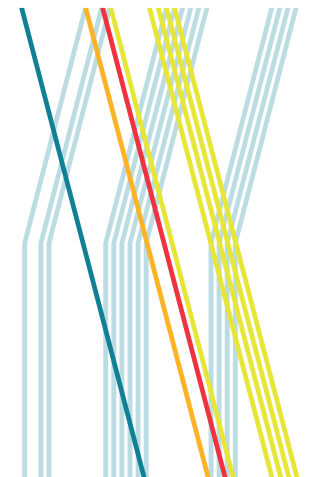
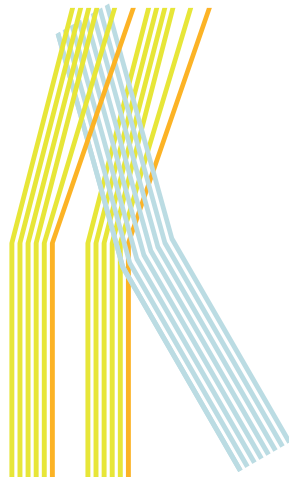
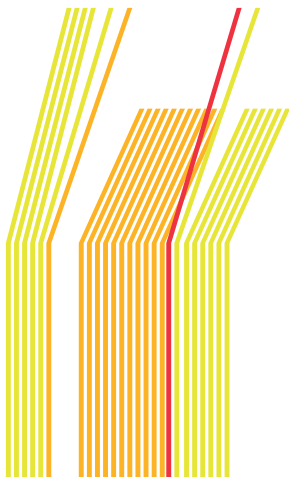
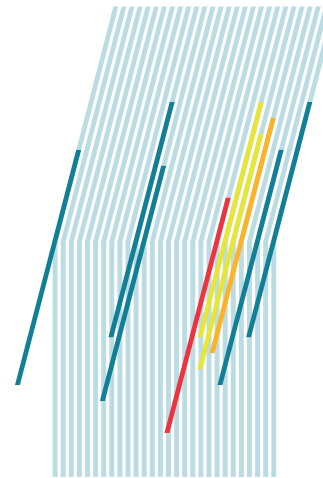
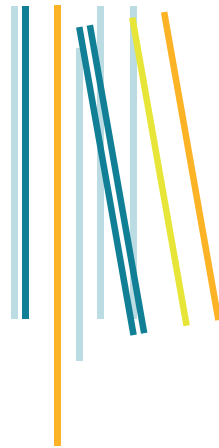
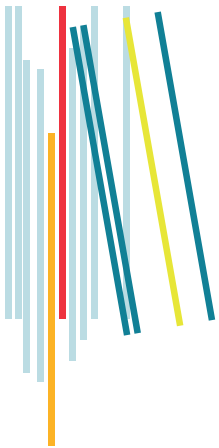
## IRC line patterns

The line patterns are an essential part of the IRC visual identity. They symbolise life and growth, and visually inject colour and disruption across the IRC collateral, helping the brand stand out from other organisations in the WASH sector.



## IRC lines pattern

A vector file has been created which contains eight variations on the lines motif. Any of these patterns can be used in IRC designs, provided some simple rules are followed (see p.29).



There are three possible applications of the patterns within the current suite of documents. You can always refer to the document templates provided when creating new versions. See p.97 for a complete list of assets.

## SIDE BAR

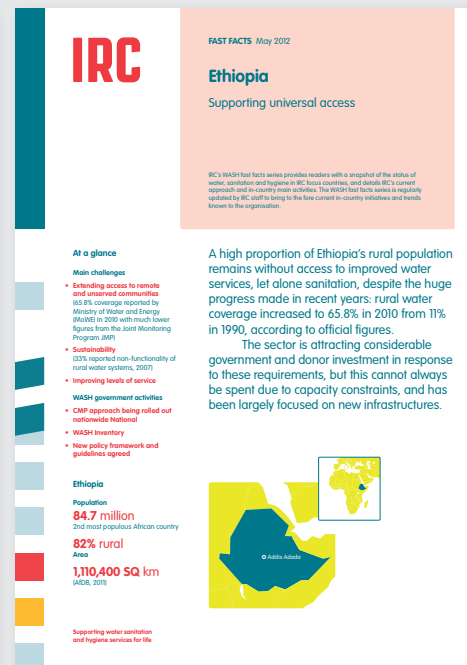
Where space is an issue, the lines are only visible within the side bar on the left hand side of a document. This applies to the letterhead, Fast Facts and Briefing Notes.

### Note:

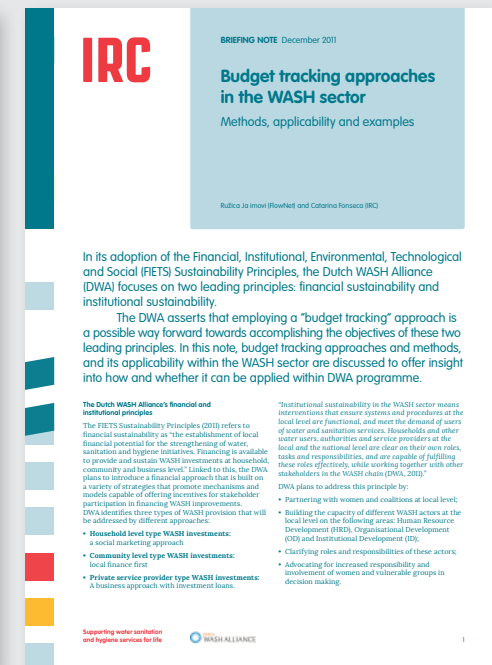
The proportions of the sidebar should never be altered.



Letterhead



Fast Facts



Briefing Note

## IRC line patterns – applications

27

There are three possible applications of the patterns within the current suite of documents. You can always refer to the document templates provided when creating new versions. See p.97 for a complete list of assets.

### MINIMAL LINES

Where legibility is an issue lines are used in a small amount over images and underneath text. This applies to Annual Report covers and insides spreads, Thematic Overview Papers and Working Papers, roll banners and manifestos.

#### Note:

The position and size of the patterns can be altered following the principles outlined on p.29.



Annual Report front cover



Annual Report inside spread

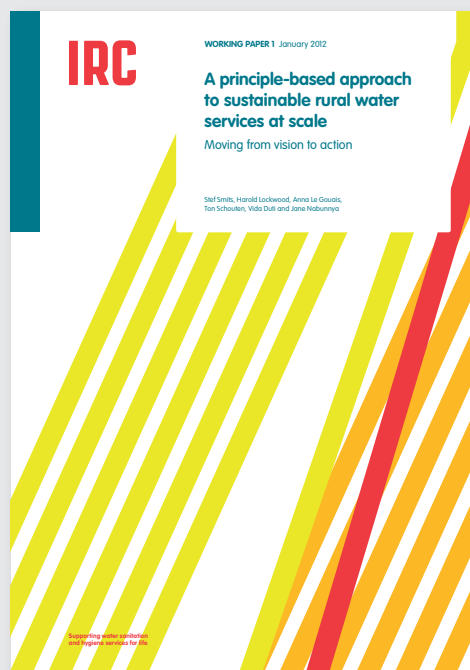
There are three possible applications of the patterns within the current suite of documents. You can always refer to the document templates provided when creating new versions. See p.97 for a complete list of assets.

### EXTENSIVE USAGE

Where imagery is not used, the patterns can be applied more extensively (providing text is always kept legible). This applies for Working Papers (front and back cover), Thematic Overview Papers and Annual Reports (back cover only).

#### Note:

The position and size of the patterns can be altered following the principles outlined on p.29.



Working Paper front cover



Working Paper back cover



Thematic Overview Paper back cover

The line patterns have been designed to be used in a number of different variations across all IRC materials. Here are a few rules to ensure successful usage.

- **How many lines do I need?**

Firstly check the document you are working on to establish what kind of usage will be required (see p.26-28)

- **How big should the lines be?**

Lines should be no less than twice the width of the "I" in the IRC logo used in your layout, and no bigger than four times the width.

Remember: lines which are too small or too big can be distracting or overpowering.

- **How do I place the lines over images?**

Work with the image you are using to establish the frequency, colour and position of the lines. Avoid covering faces and important part/features of the image, but at the same time don't be afraid of creating disruption, this is why we use the lines in the first place.

**Important:** lines over images need to be set at 95% opacity so that they take on the appearance of being printed over the image and don't completely conceal the subject.

- **How much can I change the line patterns?**

The line patterns cannot be altered in colour or arrangement. However, you can rotate, flip, scale and crop within the provided templates, providing their extremities are never shown. Lines should always bleed off the page.

- **How often should I use the lines?**

As a rule of thumb, the lines should appear at least once within each document.

Use the lines sparingly in longer documents to ensure they are effective.

This blue bar visually anchors the IRC logo in the top left corner. It always appears in blue or reversed out of an image in white.



Address line 1  
Address line 2  
Address line 3  
Address line 4  
Address line 5

Date:  
Reference:  
Subject:  
Disposal:

**Visiting address**  
Bezuidenhoutseweg 2  
2594 AV The Hague  
The Netherlands

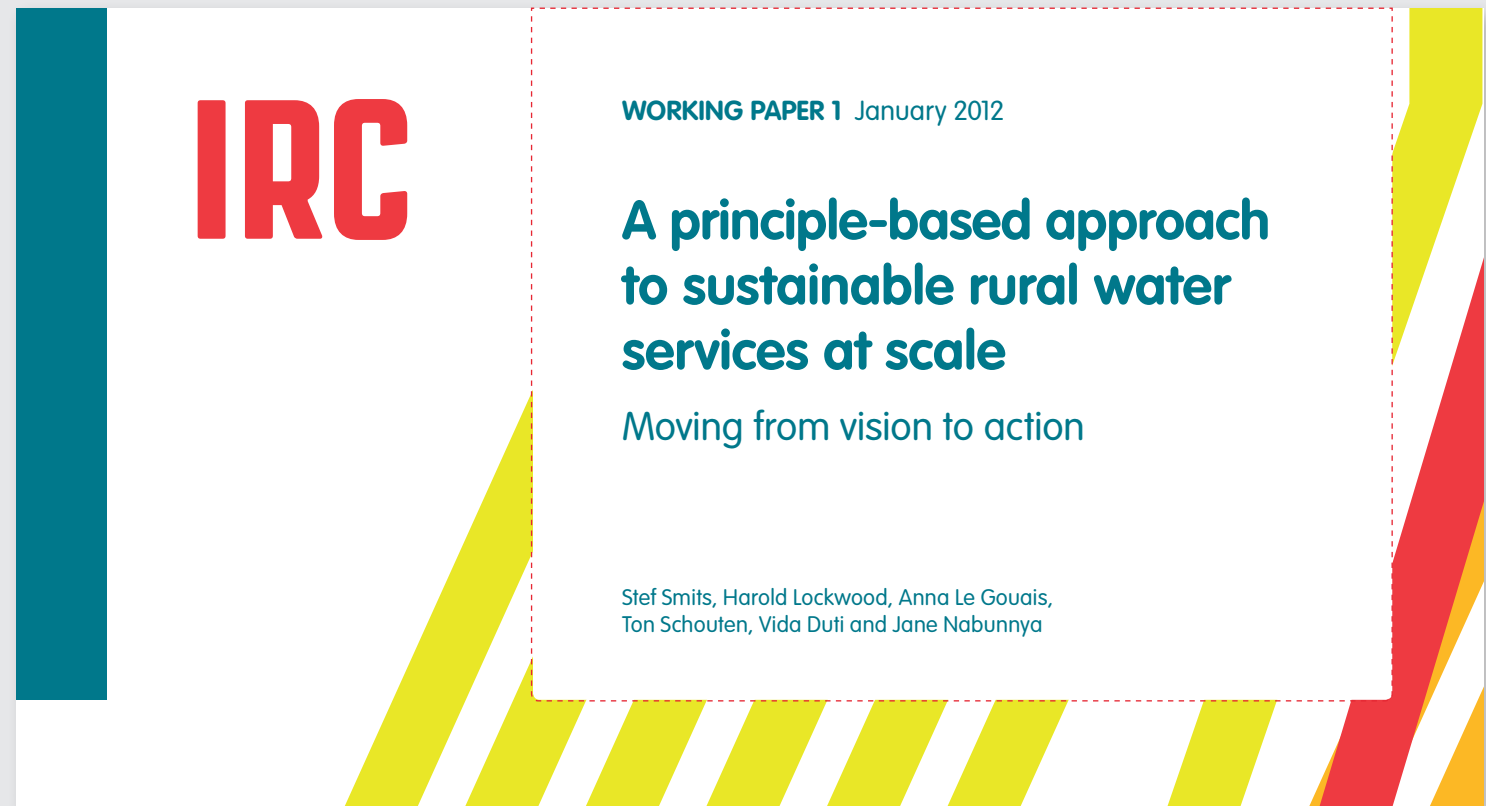
**Posting address**  
P.O. BOX 82327  
2508 EH The Hague  
The Netherlands

T +31 70 3044000  
F +31 70 3044044  
info@ircwash.org  
www.ircwash.org

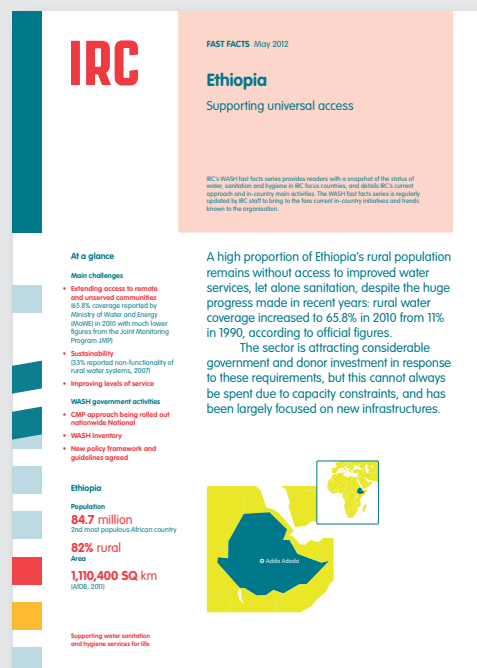
The label device is used across all IRC report covers. It functions as a clear and consistent placeholder for titles, authors and dates.

**It contains:**

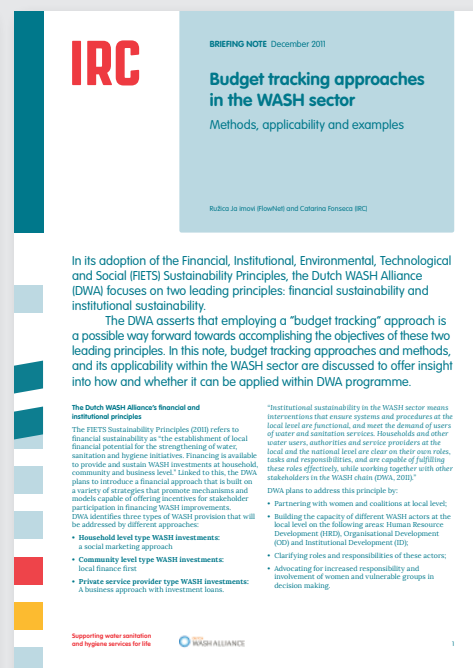
- Name of publication and date of issue
- Publication title
- Publication sub-title
- Publication authors' names



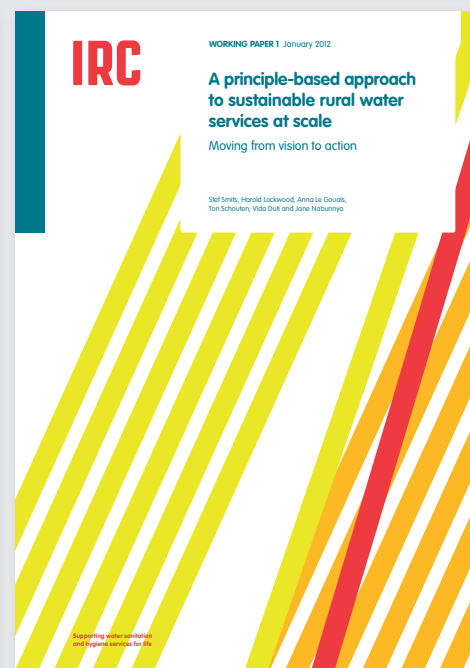
Label colours have been assigned to the report templates to complement each design. Where labels appear in white over a pattern or an image, make sure the shape of the label is still readable.



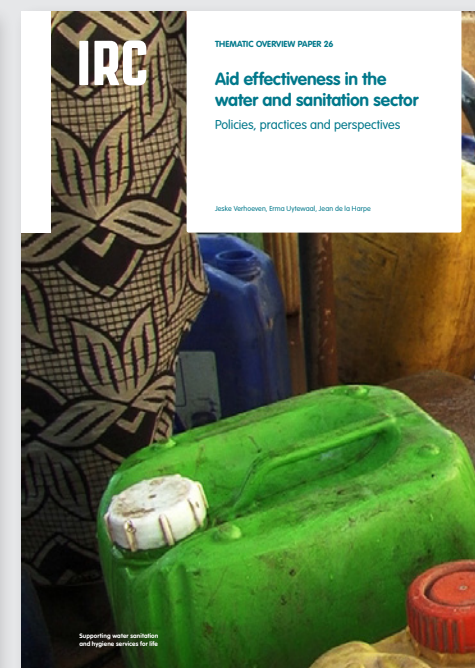
**Pink label**  
Fast Fact documents only



**Blue label**  
Briefing Note documents only



**White label**  
Working Papers



**White label**  
Thematic Overview Papers

A vast number of images document IRC programmes across the world. These are accessible via the IRC flickr account and can be used across all IRC publications and Power Point presentations.

When choosing an image for report covers, please ensure that it is good quality, high enough resolution and well colour balanced. It should be dark enough and simple enough for the IRC logo and label to be legible.

When using images within reports, you must also ensure a good level of quality. Images can help to break up heavily text-based documents, but a smaller number of high quality images are much more effective than lots of average ones.



**On report covers:**

- Full bleed images only
- Best possible quality
- Simple and dark enough for reversing out logo and label device in white

**Within reports:**

- Good quality
- Bleeding off one side where possible
- Contained within a round cornered picture box (1mm corner radius)

**In Power Point presentations:**

- Full bleed images as divider/section pages
- Good quality
- Bleeding off one side where possible
- Contained within a round cornered picture box (1mm corner radius)



For more important material, such as manifestos, corporate banners and annual reports, some professional images have been acquired from respected stock libraries to help convey IRC's mission and long term life benefits.

If IRC is to embrace larger audiences and been seen as a leader within its sector, it is important that it keeps investing in high-quality imagery and continues to build a strong library. These should include a range of subjects and nationalities, should appear rich in colour and have enough clear space to place text and logos.

The core brand images should only be used full bleed, as shown on manifesto, banners and annual report cover. See assets list on p.97



# Brand implementation



The following examples have been provided as working templates in InDesign CS6 and Microsoft Word (letterhead only).



The following examples have been provided as working templates in InDesign CS6 and Microsoft Word (letterhead only).



The following example has been provided as a working template in InDesign CS6 and Microsoft Word.

## FAST FACTS May 2012

### Ethiopia

#### Supporting universal access

IRC's WASH fast facts series provides readers with a snapshot of the status of water, sanitation and hygiene in IRC focus countries, and details IRC's current approach and in-country main activities. The WASH fast facts series is regularly updated by IRC staff to bring to the fore current in-country initiatives and trends known to the organisation.

#### At a glance

##### Main challenges

- Extending access to remote and unserved communities (65.8% coverage reported by Ministry of Water and Energy (MoWE) in 2010 with much lower figures from the Joint Monitoring Program JMP)
- Sustainability (33% reported non-functionality of rural water systems, 2007)
- Improving levels of service

##### WASH government activities

- CMP approach being rolled out nationwide National
- WASH Inventory
- New policy framework and guidelines agreed

#### Ethiopia

Population  
**84.7 million**  
2nd most populous African country

Area  
**82% rural**  
**1,110,400 SQ km**  
(AfDB, 2011)

Supporting water sanitation and hygiene services for life

#### Country Team and Expertise

**Matthewworth**  
Ethiopia Country Programme Director

**laassen**  
Ethiopia Country Programme Coordinator  
Specialist (IRC Associate in Addis Ababa)

**ke Adank**  
Senior Officer  
Water supply with interest in multiple use services

**un Visscher**  
Director of Research  
Processes and Mediator (IRC Associate)

#### Further Information

- Read our Ethiopia WASH blog at [www.irc.nl/ethiopia](http://www.irc.nl/ethiopia)
- Towards the Ethiopian goal of universal access to rural water: understanding the potential contribution of self supply. Available at: [www.rippleethiopia.org/documents/info/20110915-working-paper-23](http://www.rippleethiopia.org/documents/info/20110915-working-paper-23)
- Lessons for rural water supply: assessing progress towards sustainable service delivery. Ethiopia country study for the Triple-S programme. Available at: [www.waterservicesthatlast.org/Countries/Ethiopia-overview](http://www.waterservicesthatlast.org/Countries/Ethiopia-overview)
- Reports of learning seminars on WASH sector monitoring and the National WASH inventory [www.rippleethiopia.org/documents/info/20101222-monitoring-wash-in-ethiopia](http://www.rippleethiopia.org/documents/info/20101222-monitoring-wash-in-ethiopia). Available at: [www.rippleethiopia.org/documents/info/20110608-workshop-report-may-2011](http://www.rippleethiopia.org/documents/info/20110608-workshop-report-may-2011)

The aid effectiveness information package was prepared by IRC's Erna Uylewaal, Jeske Verhoeven and Carmen da Silva-Wells, with contributions from Jean de la Harpe. It has been reviewed by Clare Battle of WaterAid and Ceridwen Johnson of the Sanitation and Water for All Secretariat. For more information on this package and IRC's work on aid effectiveness, contact Erna Uylewaal at [uylewaal@irc.nl](mailto:uylewaal@irc.nl) or Jeske Verhoeven at [verhoeven@irc.nl](mailto:verhoeven@irc.nl)

**Front page at glance:**


- IRC logo, top left
- Anchor bar
- Line pattern along side bar
- Pink label
- Narrow summary column
- Wide intro column
- Image box, bottom right
- Strapline, bottom left
- VAG Rounded only

**Back page at a glance:**

- Line pattern along side bar
- Two columns grid
- Main document set in Lora
- Footer and URL set in VAG Rounded
- Creative Commons copyright license logo, bottom right

|  |  |
|--|--|
|  <p><b>FAST FACTS</b> May 2012</p> <p><b>Ethiopia</b></p> <p>Supporting universal access</p> <p>IRC's WASH fast facts series provides readers with a snapshot of the status of water, sanitation and hygiene in IRC focus countries, and details IRC's current approach and in-country main activities. The WASH fast facts series is regularly updated by IRC staff to bring to the fore current in-country initiatives and trends known to the programme.</p>   | <p>A high proportion of Ethiopia's rural population remains without access to improved water services, let alone sanitation, despite the huge progress made in recent years: rural water coverage increased to 65.8% in 2010 from 11% in 1990, according to official figures.</p> <p>The sector is attracting considerable government and donor investment in response to these requirements, but this cannot always be spent due to capacity constraints, and has been largely focused on new infrastructures.</p>    |
| <p><b>At a glance</b></p> <p><b>Main challenges</b></p> <ul style="list-style-type: none"> <li>• <b>Extending access to remote and unserved communities</b><br/>65.8% coverage reported by Ministry of Water and Energy (MoWE) in 2010 with much lower figures from the Joint Monitoring Program (JMP)</li> <li>• <b>Sustainability</b><br/>33% reported non-functionality of rural water systems, 2007</li> <li>• <b>Improving levels of service</b></li> </ul> <p><b>WASH government activities</b></p> <ul style="list-style-type: none"> <li>• <b>CMP approach being rolled out nationwide National</b></li> <li>• <b>WASH Inventory</b></li> <li>• <b>New policy framework and guidelines agreed</b></li> </ul> <p><b>Ethiopia</b></p> <p><b>Population</b><br/><b>84.7 million</b><br/>2nd most populous African country</p> <p><b>82% rural</b></p> <p><b>Area</b><br/><b>1,110,400 SQ km</b><br/>(AIDB, 2011)</p> <p>Supporting water sanitation and hygiene services for life</p>   | <p><b>IRC in Ethiopia</b></p> <p>IRC has a long track record of supporting WASH sector development in Ethiopia, and was a founder of the Research Inspired Policy and Practice Learning in Ethiopia (RIPPLE) programme. With Ethiopia having been elevated to a focus country by IRC in its new strategy (2012-16), developing a full country programme is a high priority for the organisation. IRC supports the Government of Ethiopia and development partners in implementing the country's 'One WASH' vision for achieving the targets of universal access to water and sanitation, and facilitating effective and coordinated sector efforts in the country.</p> <p><b>Highlights of activities of IRC and partner organisations</b><br/><b>RIPPLE</b> (<a href="http://www.rippleethiopia.org">www.rippleethiopia.org</a>)</p> <p>Research Inspired Policy and Practice Learning in Ethiopia (RIPPLE) was initially a five-year (2006-2011) research programme consortium funded by the UK's Department for International Development (DFID) and led by the Overseas Development Institute, aiming to advance evidence-based learning on water supply and sanitation. IRC was a core partner of RIPPLE, managing and supporting specific research areas (such as sustainability, equity, multiple use water services, sector monitoring and self supply), as well as supporting communications, monitoring and learning activities.</p> <p><b>IRC'S COUNTRY TEAM AND EXPERTISE</b></p> <p><b>John Butterworth</b><br/>Ethiopia Country Programme Director</p> <p><b>Inge Klaassen</b><br/>Ethiopia Country Programme Coordinator<br/>M&amp;E specialist (IRC Associate in Addis Ababa)</p> <p><b>Marieke Adank</b><br/>Programme Officer<br/>Rural water supply with interest in multiple use water services</p> <p><b>Jan Teun Visscher</b><br/>Facilitator of Research Change Processes and Mediator (IRC Associate)</p> <p>International Water and Sanitation Centre and the Country Processes Task Team of the sanitation and Water for All partnership (ISWA) produced this information package to help WASH professionals understand what aid effectiveness (AE) entails. This information package helps the sector apply AE and ISWA principles in their daily work, integrating these in WASH policies and practices.</p> <p><a href="http://www.icrwash.org">www.icrwash.org</a></p> |
| <p><b>CoWASH</b> (<a href="http://www.cmpethiopia.org">www.cmpethiopia.org</a>)</p> <p>Community-led Accelerated WASH in Ethiopia (CoWASH) is a sector support programme (2011-2014) hosted by the Ministry of Water and Energy. CoWASH is implemented by Ramboll consultants with the technical support of IRC, and is funded by the Government of Finland. It aims to scale up the Community Development Fund (CDF) approach in financing and delivering rural water supplies.</p> <p><b>GloWS</b></p> <p>Guided Learning on Water and Sanitation (GloWS) is an interactive training approach that combines face-to-face, distance and on-the-job training, supported by tailored training materials based on recent research findings. Pilots have been led by Meta Meta with SNV, and scaling up of the approach is underway.</p> <p><b>MUSRAIN</b></p> <p>Multiple Use Services through Rainwater Harvesting (MUSRAIN) is a pilot project funded by the Dutch Partners for Water programme (2011-2013), working with the RAIN Foundation, RIPPLE and the Hararghe Catholic Secretariat (HCS). It focuses on the exploitation of sand rivers for domestic, livestock and small-scale irrigation through integrated approaches that focus on multiple water needs.</p> <p><b>FURTHER INFORMATIONS</b></p> <ul style="list-style-type: none"> <li>• Read our Ethiopia WASH blog at <a href="http://www.irc.nl/ethiopia">www.irc.nl/ethiopia</a></li> <li>• Towards the Ethiopian goal of universal access to rural water: understanding the potential contribution of self supply. Available at: <a href="http://www.rippleethiopia.org/documents/info/2010915-working-paper-23">www.rippleethiopia.org/documents/info/2010915-working-paper-23</a></li> <li>• Lessons for rural water supply: assessing progress towards sustainable service delivery. Ethiopia country study for the Triple-S programme. Available at: <a href="http://www.waterservicesethiopia.org/Countries/Ethiopia-overview">www.waterservicesethiopia.org/Countries/Ethiopia-overview</a></li> <li>• Reports of learning seminars on WASH sector monitoring and the National WASH inventory <a href="http://www.rippleethiopia.org/documents/info/20101222-monitoring-wash-in-ethiopia">www.rippleethiopia.org/documents/info/20101222-monitoring-wash-in-ethiopia</a>. Available at: <a href="http://www.rippleethiopia.org/documents/info/20110608-workshop-report-may-2011">www.rippleethiopia.org/documents/info/20110608-workshop-report-may-2011</a></li> </ul> <p>The aid effectiveness information package was prepared by IRC's Erna Uytendaele, Jeske Verhoeven and Carmen da Silva-Wells, with contributions from Jean de la Harpe. It has been reviewed by Clare Battle of WaterAid and Ceridwen Johnson of the Sanitation and Water for All Secretariat. For more information on this package and IRC's work on aid effectiveness, contact Erna Uytendaele at <a href="mailto:uytendaele@irc.nl">uytendaele@irc.nl</a> or Jeske Verhoeven at <a href="mailto:verhoeven@irc.nl">verhoeven@irc.nl</a></p>  |  |

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BRIEFING NOTE December 2011

## Budget tracking approaches in the WASH sector

Methods, applicability and examples

Ružica Jajmovi (FlowNet) and Catarina Fonseca (IRC)

In its adoption of the Financial, Institutional, Environmental, Technological and Social (FIETS) Sustainability Principles, the Dutch WASH Alliance (DWA) focuses on two leading principles: financial sustainability and institutional sustainability.

The DWA asserts that employing a “budget tracking” approach is a possible way forward towards accomplishing the objectives of these two leading principles. In this note, budget tracking approaches and methods, and its applicability within the WASH sector are discussed to offer insight into how and whether it can be applied within DWA programme.

**The Dutch WASH Alliance's financial and institutional principles**

The FIETS Sustainability Principles (2011) refers to financial sustainability as “the establishment of local financial potential for the strengthening of water, sanitation and hygiene initiatives. Financing is available to provide and sustain WASH investments at household, community and business level.” Linked to this, the DWA plans to introduce a financial approach that is built on a variety of strategies that promote mechanisms and models capable of offering incentives for stakeholder participation in financing WASH improvements. DWA identifies three types of WASH provision that will be addressed by different approaches:


- **Household level type WASH investments:**  
a social marketing approach
- **Community level type WASH investments:**  
local finance first
- **Private service provider type WASH investments:**  
A business approach with investment loans.

*“Institutional sustainability in the WASH sector means interventions that ensure systems and procedures at the local level are functional, and meet the demand of users of water and sanitation services. Households and other water users, authorities and service providers at the local and the national level are clear on their own roles, tasks and responsibilities, and are capable of fulfilling these roles effectively, while working together with other stakeholders in the WASH chain (DWA, 2011).”*

DWA plans to address this principle by:

- Partnering with women and coalitions at local level;
- Building the capacity of different WASH actors at the local level on the following areas: Human Resource Development (HRD), Organisational Development (OD) and Institutional Development (ID);
- Clarifying roles and responsibilities of these actors;
- Advocating for increased responsibility and involvement of women and vulnerable groups in decision making.

Supporting water sanitation and hygiene services for life



At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration.

We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

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

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

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

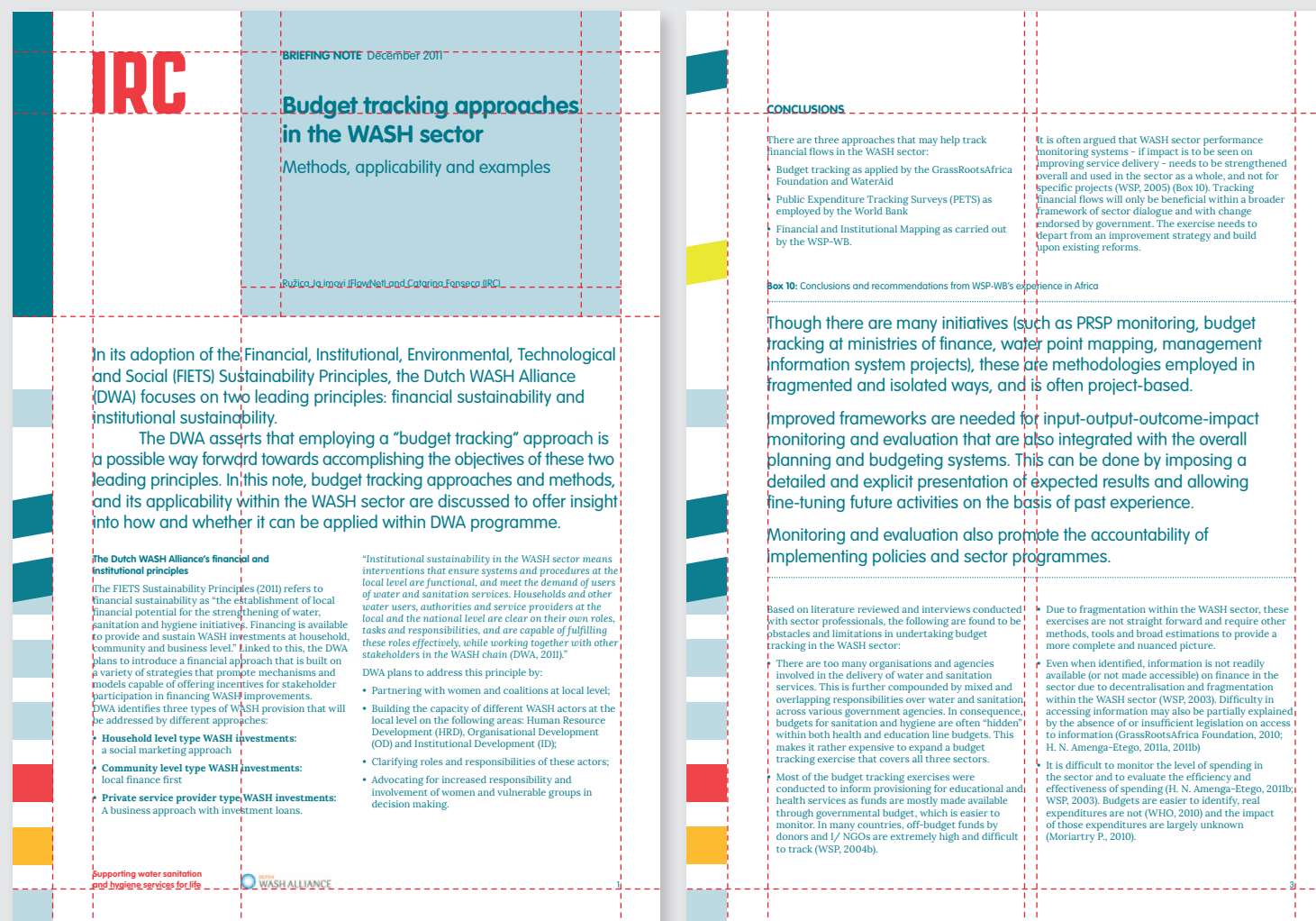
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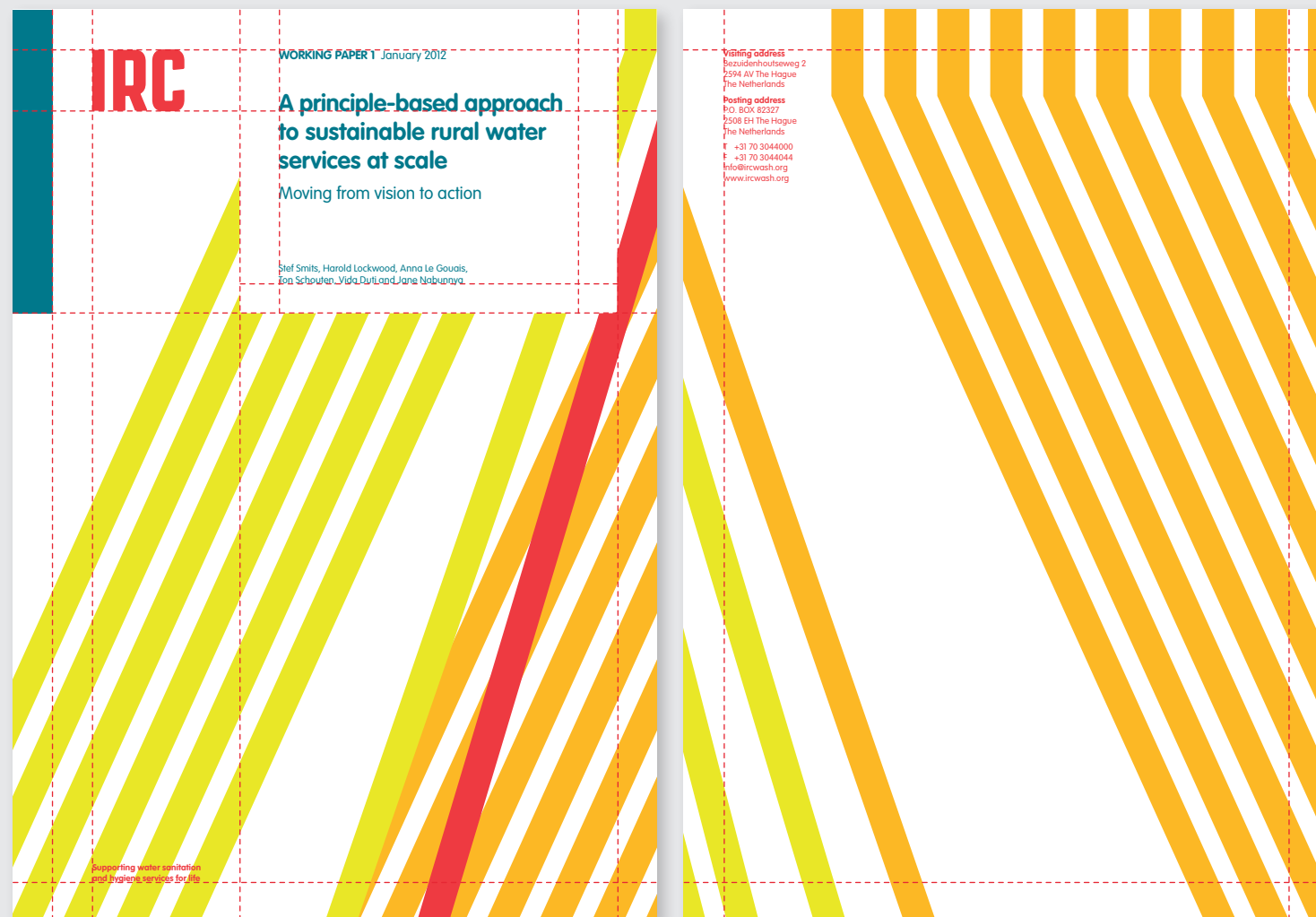


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WORKING PAPER 5 November 2011

Institutional arrangements for direct and indirect support

3.1 Arrangements for direct support

The institutional arrangements for support depend, in the first place, on the relationship between the service authority and service provider (see Table 2).

|                |   | Arrangements for direct support (support agent)  | Implications for direct support costs  |
|----------------|---|--|--|
| Fully internal | Service provision function fulfilled by service authority.  | Does not apply.  | Costs of 'support' are internalised into the operational expenditure. Hence, usually no clearly identifiable ExpDS.                |
| Mixed          | Service provision function spread between service autho and even third parties, such as a dedicated line agency or private mechanics. | Support activities entail both operation and (capital) maintenance work and direct support. Both of which can be internal or external (table 3). | Blurred boundaries between ExpDS, OpEx and CapManEx, and activities may not be attributable to a given cost categories.            |
| Fully external | Service provision function fulfilled fully by CBO.  | Range of support options as in Table 3.  | Relatively clearly identifiable support costs.   |
|                | Service provision function fulfilled by private utility.  | Probably no or very little support needed. Only the monitoring and control function lies with the service authority.                             | Costs of 'support' are internalised into the operational expenditure of the private utility. Hence, no clearly identifiable ExpDS. |

Table 2: Relationship between service provision arrangement and direct support

If the service provision arrangement is fully internal, i.e. the service is provided by a municipal department or municipal utility company, there is no clear direct support mechanism and, probably, no need for it. However, in such cases, only indirect support may be needed, for example when a utility hires an external consultant. These costs are normally included in the operational expenditure of the utility and may be passed on to the client.

The other extreme is when the service provision is fully externalised, i.e. the authority has fully delegated the service provision to an independent service provider, which can be a private utility or operator, a mixed company or a CBO.

Whether support is needed depends on whether the service authority considers that the service provider has all the capacity and expertise to fulfil its duties. In a case where a service authority contracts a private operator, it can be assumed that the private operator does have such capacities and, as in the case of a public utility, includes the costs of this capacity in its operational expenditure.

At most, some direct support functions may be needed in relation to monitoring and regulation.

When the service provision is fully delegated to a CBO, such capacity cannot be assumed to be with the service authority, and that is when direct support is most needed. Therefore, most cases where direct support is provided relate to support for CBOs, with a few examples of support for local private operators.

Various institutional arrangements may be put in place for the role of what we call the support agent, i.e. the entity providing direct support. These are presented in Table 3. Again, these can be divided into internal arrangements, where the service authority provides the support, or into external ones, where the support agent is delegated to another entity or where another agency manages the support. In these cases, support activities, and their costs, might be most clearly identifiable.

WORKING PAPER 5 November 2011

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In some cases, there is a grey area in the roles of the service authority and service provider functions, particularly with respect to maintenance tasks. This is the case, for example, with two- or three-tiered maintenance systems around hand pumps, as practiced, for example, in Zimbabwe. A CBO is responsible for the minor maintenance of hand pumps, while mechanics that form the second tier undertake more complex repairs and maintenance. (The districts, through the deconcentrated offices of BDF (District Development Fund), are responsible for the third tier carrying out major maintenance tasks. In addition, the district may support the CBO in other tasks such as retraining its members. The district then fulfils both the functions of a service provider (for its maintenance tasks) and support agent (for its retraining tasks), as well as being the service authority. These cases represent a mix of both internal and external arrangements for both the maintenance and support functions, and the boundaries between these activities (and their costs) are blurred.

Various ways of classifying support arrangements can be found in literature (Edwards et al. 1993 and Lockwood 2002). This current paper presents the various arrangements based upon the specific agency responsible for providing support (see Table 3). Note that this is a list based on a wide review of literature but does not aim to be exhaustive. For each of the modalities, there may be more examples from other countries.

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Mr Samanthak, Director, Organisation

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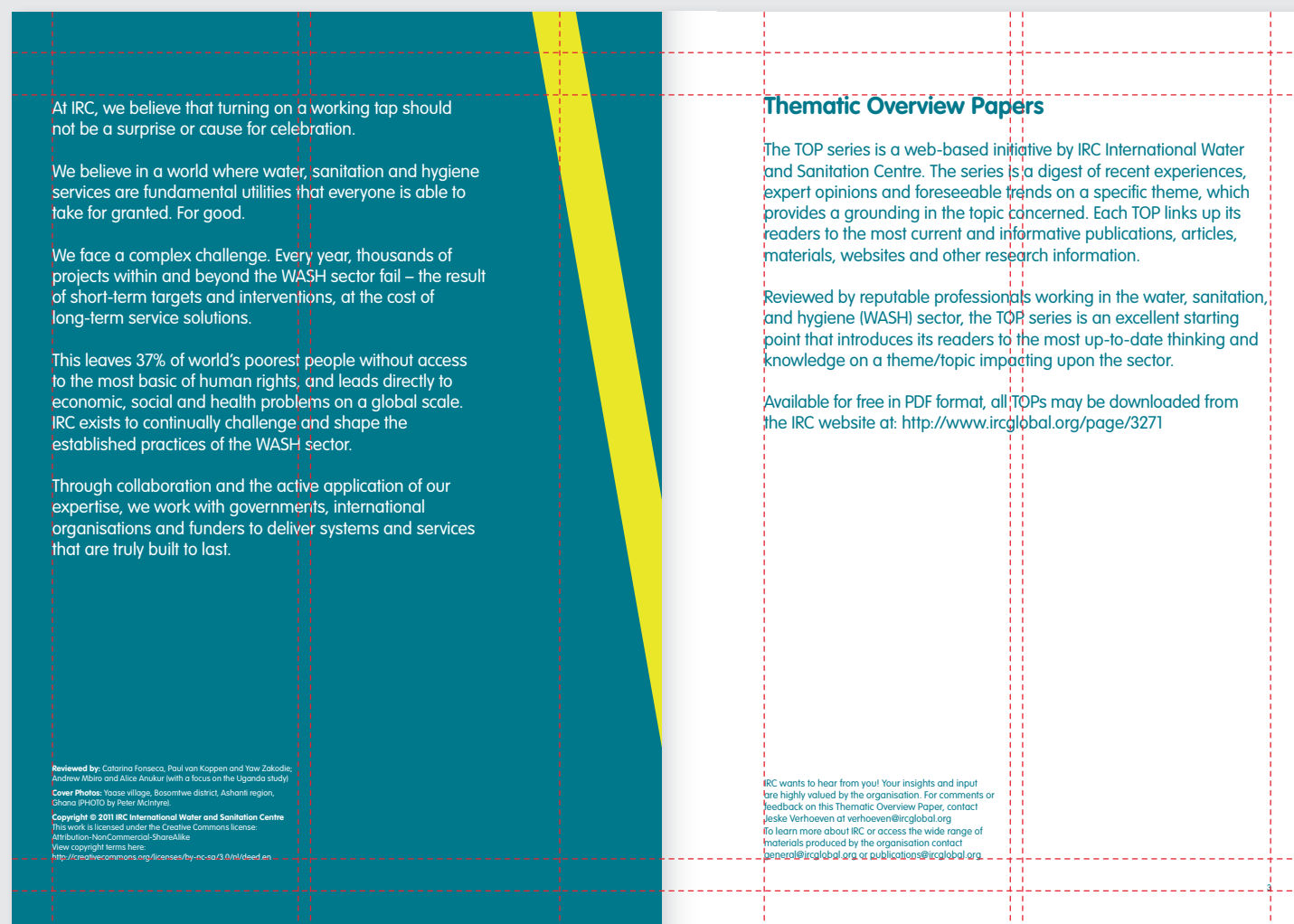


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|  |    |
|--|----|
| <b>Content</b>   |    |
| ABBREVIATIONS .....  | 5  |
| THEMATIC OVERVIEW PAPERS (TOPS) .....  | 7  |
| 1. INTRODUCTION .....  | 8  |
| 2. POLICY: THE AID EFFECTIVENESS FRAMEWORK .....   | 10 |
| 2.1 What is aid effectiveness? .....   | 10 |
| 2.2 The main drivers for aid effectiveness .....   | 11 |
| 2.2.1 High transaction costs for recipient countries .....                                       | 11 |
| 2.2.2 Lack of donor coordination .....   | 12 |
| 2.2.3 No country ownership .....   | 12 |
| 2.2.4 Little accountability .....  | 12 |
| 2.3 The aid effectiveness framework: from the MDGs to Seoul .....                                | 13 |
| 2.3.1 2000: Millennium Development Goals .....   | 13 |
| 2.3.2 2002: Monterrey Consensus .....  | 14 |
| 2.3.3 2003: Rome Declaration on Harmonisation .....  | 14 |
| 2.3.4 2005: Paris Declaration on Aid Effectiveness .....   | 14 |
| 2.3.5 2007: Code of Conduct on Division of Labour .....  | 15 |
| 2.3.6 2008: Accra Agenda for Action .....  | 15 |
| 2.4 Declarations on aid effectiveness in the WASH sector in Africa .....                         | 16 |
| 2.4.1 2008: eThekweni Declaration on Sanitation .....  | 16 |
| 2.4.2 2008: Sharm el Sheikh Commitment on Water and Sanitation .....                             | 17 |
| 2.5 Main mechanisms to deliver aid .....   | 17 |
| 2.5.1 Project based approach .....   | 17 |
| 2.5.2 Programme based approach .....   | 18 |
| 2.5.3 Budget support .....   | 20 |
| 2.5.4 Technical assistance .....   | 21 |
| 2.5.5 Silent partnerships .....  | 21 |
| 2.5.6 Global or vertical funds .....   | 21 |
| 3. PRACTICE: AID EFFECTIVENESS IN THE WATER AND SANITATION SECTOR .....                          | 23 |
| 3.1 Global coverage of basic sanitation and drinking water .....                                 | 23 |
| 3.1.1 Performance of the water and sanitation sector in making effective use of aid .....        | 25 |
| 3.1.2 Lack of political priority for water and sanitation .....                                  | 25 |
| 3.1.3 Lack of information on financial flows is hampering efficient targeting of resources ..... | 27 |
| 3.1.4 Aid flows are still unpredictable .....  | 27 |
| 3.1.5 Harmonisation is difficult to put into practice .....                                      | 27 |
| 3.1.6 Alignment is lagging behind as clear country policies and systems are often missing .....  | 28 |
| 3.2 Obstacles to increasing the effectiveness of aid .....                                       | 28 |
| 3.2.1 Implementation of sector policies is a challenge .....                                     | 29 |
| 3.2.2 Country sector planning and monitoring is weak .....                                       | 29 |
| 3.2.3 Lack of reliable information .....   | 29 |
| 3.3 On-going initiatives to improve aid effectiveness .....                                      | 30 |
| 3.3.1 Global initiatives to improve aid effectiveness .....                                      | 30 |
| 3.3.2 Regional initiatives to improve aid effectiveness .....                                    | 34 |
| 3.3.3 Country initiatives to improve aid effectiveness .....                                     | 37 |
| 4. PERSPECTIVES: THE WAY FORWARD TO INCREASE AID EFFECTIVENESS .....                             | 46 |
| 4.1 Possible way forward to strengthen aid effectiveness .....                                   | 46 |
| 4.2 From aid effectiveness to development effectiveness .....                                    | 50 |
| 5. CONCLUSION .....  | 51 |
| References .....   | 53 |
| Resources .....  | 60 |
| Relevant literature .....  | 60 |
| Relevant websites .....  | 81 |
| FIGURES  |    |
| Figure 1 Main principles and terminology related to aid effectiveness .....                      | 10 |
| Figure 2 From the Millennium Declaration to Seoul .....  | 13 |
| Figure 3 Essential components of a SWAp .....  | 20 |
| Figure 4 Use of improved sanitation facilities .....   | 24 |
| Figure 5 Use global coverage levels (1990 and 2008) .....  | 24 |
| Figure 6 Trends in targeting of WASH Aid commitments .....                                       | 26 |
| BOXES  |    |
| Box 1 Poverty Reduction Strategy Papers .....  | 18 |
| Box 2 Sector Wide Approach .....   | 19 |

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## THEMATIC OVERVIEW PAPER 26

**2. Policy: the aid effectiveness framework**

In the last decade aid effectiveness has become a central part of the international development agenda and dialogue. Since early 2000, donors and recipients of aid have made a concerted effort to develop a common policy framework on aid effectiveness. This chapter explains what aid effectiveness is, where it has come from and how it has evolved within the international development agenda. It also addresses the main modalities for delivering aid.

**2.1 What is aid effectiveness?**

Aid effectiveness is the effectiveness of development aid in achieving economic, social and environmental development. It aims to improve the quality of aid and its impact on development. Stimulating the effectiveness of aid is based on five operational principles. These principles are mutually reinforcing (OECD, 2006).

**Ownership:** Partner countries exercise effective leadership over their development policies, strategies and programmes and coordinate development actions.

**Alignment:** Donors base their overall support on partner countries' national development strategies, institutions and procedures.

**Harmonisation:** Donor actions are coordinated, their procedures are simplified and they share information to avoid duplication.

**Managing for results:** Managing resources and improving decision making for results.

**Mutual accountability:** Donors and partners are accountable for development results. These five operational principles are most commonly depicted in the form of a pyramid (see figure 1). The pyramid reflects the way the different principles relate to each other.

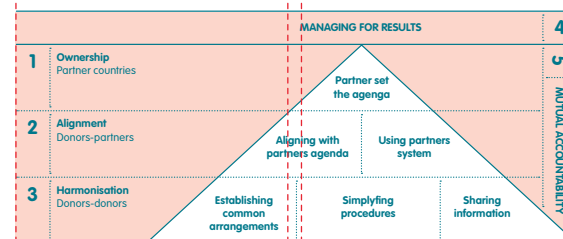


Figure 1: Main principles and terminology related to aid effectiveness (Source: OECD, 2006)

## THEMATIC OVERVIEW PAPER 26

Within the aid effectiveness paradigm, recipient countries take ownership and leadership by setting the development agenda and defining the necessary policies, strategies and programmes. Country ownership is the overarching purpose of aid effectiveness that harmonisation and alignment must support. To achieve this, countries need to ensure that the necessary policies, strategies, programmes and public financial management systems are in place so that aid can be aligned to them. In this way country governments lead the development process and direct resources to achieve results.

Development partners align their aid to the partner country development agenda as well as to its financial, procurement, performance monitoring and other systems. In this way aid funding supports the national policy priorities defined by the country government. In order to ensure effective use of funds, it is important that countries take decisions based on evidence and quality information. To achieve aid effectiveness donors come together to harmonise their efforts so that common arrangements are established, procedures are simplified, information is shared and duplication is avoided. Ultimately, both donors and partners are accountable for development results through mutual accountability.

**2.2 The main drivers for aid effectiveness.**

The main driver for the emergence of the aid effectiveness agenda was the realisation among donors and developing countries that the way aid was being managed was unsuccessful in reducing poverty and creating development. From the mid 1990s it became apparent that promoting sustainable development was not only about the amount of aid provided, but also about how aid is provided, used and contributes to results. This led to the emergence of the aid effectiveness paradigm.

**2.2.1 High transaction costs for recipient countries**

One of the reasons for the ineffectiveness of aid in achieving development is the many different requirements and approaches of donors which result in huge transaction costs for developing countries. From the 1970s to mid 1990s, the predominant financing modality in development was the project-based approach. Each donor had their own requirements and procedures with which recipient countries had to comply. Projects ran in parallel to the country's own policies and institutions. Managing these different donor procedures brought high costs for developing countries and undermined domestic (institutional) capacity development, especially in the poorest and most aid-dependent countries. Meeting multiple donor requirements deployed a significant proportion of their

administrative capacity, impaired ownership over development plans and weakened public financial management skills. Another main lesson of the last decade has been that even when donor-initiated stand-alone projects are well implemented, they often do not result in sustainable development. In most cases in the WASH sector, once a project has been implemented, the project capacity disappears without leaving sufficient local capacity for institutional arrangements to provide a service, leading to service break down.

**2.2.2 Lack of donor coordination**

At the same time, development aid has also suffered from a lack of coordination of donor activities. This has led to duplication of effort and resources being wasted, making aid inefficient. Certain countries, areas and sectors (aid orphans) have received little or no funding, and have been left behind. Other countries and sectors (aid darlings) have been struggling to effectively handle large amounts of aid and a multiplicity of donors working within the same sector.

**2.2.3 No country ownership**

During the 1990s donor policies and objectives dominated the development agenda. Examples of this lack of country ownership were the Structural Adjustment Programmes (SAPs) of the World Bank (WB) and the International Monetary Fund (IMF) that many developing countries were implementing. The SAPs had been introduced in the late 1950s as a condition for receiving new loans or obtaining lower interest rates on existing loans. The plans contained reforms to be implemented by recipient countries to bring about economic growth and reduce poverty. However, in most cases they failed to do so. The fact that the SAP reforms were externally imposed and countries lacked ownership over their own development is seen as one of the most important reasons for this failure.

**2.2.4 Little accountability**

From the 1990s onwards, citizens in donor countries started to question the results of aid, asking for evidence of its outcome and impact, and demanding greater accountability. The lack of accountability from both donors and recipient countries created demand for aid to be more effective and results-based, since there was little evidence of concrete results and impact of development assistance. In recent years, public and political support for development assistance has been falling. The global financial crisis and economic recession that started in 2008 has increased pressure to improve aid effectiveness and deliver results.

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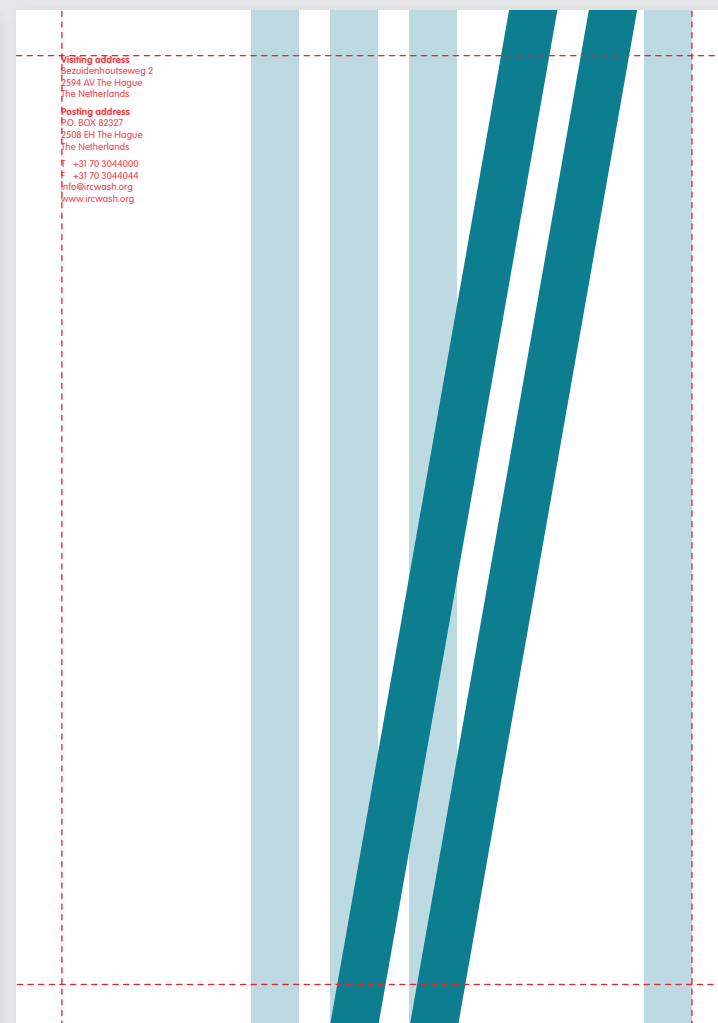
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|---|--|
| At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration.   | <b>Contents</b>  |
| We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.   | 3 Acronyms<br>4 Chairperson's Message<br>5 Director's Message<br>7 Executive Summary<br>9 Regional Programmes<br>11 Global Programme<br>12 Thematic Innovation Programme<br>14 WASHCost<br>15 Sustainable Services at Scale (Triple-S)<br>17 Organisational Development and IRC Staff<br>19 Finance  |
| We face a complex challenge. Every year, thousands of projects within and beyond the WASH sector fail – the result of short-term targets and interventions, at the cost of long-term service solutions.   | <b>Figures</b>   |
| This leaves 37% of world's poorest people without access to the most basic of human rights, and leads directly to economic, social and health problems on a global scale. IRC exists to continually challenge and shape the established practices of the WASH sector. | 17 Figure 1: Employee Nationality<br>18 Figure 2: Number of Employees in Salary Scale<br>18 Figure 3: Gender Balance (end of 2011)<br>18 Figure 4: Age<br>20 Figure 5: IRC Income 2007 – 2011 (000's of Euros)<br>20 Figure 6: Income by Donor (%) 20<br>21 Figure 7: IRC Expenditure 2007 – 2011 (000's of Euro)<br>21 Figure 8: Expenditure across Focus Countries (%)<br>22 Figure 9: Expenditure across Themes (%) |
| Through collaboration and the active application of our expertise, we work with governments, international organisations and funders to deliver systems and services that are truly built to last.  |  |

**Left hand side page:**

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- VAG Rounded only

**Right hand side page:**

- Coloured background
- Minimal line pattern usage
- VAG Rounded header
- VAG Rounded intro paragraph

|                 |   |
|-----------------|---|
| <b>AusAid</b>   | Australian Government Overseas Program  |
| <b>AWIS</b>     | Annotated Water Integrity Scan  |
| <b>CapManEx</b> | Capital Maintenance Expenditure   |
| <b>CERI</b>     | Community Emergency Response Initiative (Nigeria)   |
| <b>CHAI</b>     | Corruption, Honesty, Accountability and Integrity (IRC thematic focus)  |
| <b>CWSA</b>     | Community Water and Sanitation Agency (Shina)   |
| <b>DGIS</b>     | Netherlands Ministry of Foreign Affairs – Directorate General for International Cooperation of the Netherlands      |
| <b>DIMES</b>    | District Monitoring and Evaluation System   |
| <b>FLOW</b>     | Field Level Operations Watch  |
| <b>Isi</b>      | Government of India   |
| <b>HIF</b>      | Humanitarian Innovation Fund  |
| <b>HR</b>       | Human Resources   |
| <b>IADB</b>     | Inter-American Development Bank   |
| <b>IWMI</b>     | International Water Management Institute  |
| <b>JWP</b>      | Joint Water Programme (SNV and IRC collaborative programme in Uganda)   |
| <b>LCOA</b>     | life-cycle costs approach   |
| <b>LOGWASH</b>  | Local Government Water, Sanitation and Hygiene Services (IRC project)   |
| <b>MDGs</b>     | Millennium Development Goals  |
| <b>MoU</b>      | Memorandum of Understanding   |
| <b>NEWSAN</b>   | Society for Water and Sanitation (Nigeria)  |
| <b>NGOs</b>     | non-governmental organisations  |
| <b>PRONASAR</b> | National Water and Sanitation Programme (Programa Nacional de Abastecimento de Água e Saneamento Rural, Mozambique) |
| <b>QIS</b>      | Qualitative Information System  |
| <b>SHAW</b>     | Sanitation, Hygiene and Water project (IRC-SUMAV joint project in Indonesia)  |
| <b>SIAS</b>     | Social Impact Assessment Survey   |
| <b>SNV</b>      | Netherlands Development Organisation  |
| <b>SWA</b>      | (Stichting Nederlandse Vrijwilligers, Netherlands)  |
| <b>SWITCH</b>   | Sanitation and Water for All  |
| <b>TOP</b>      | Sustainable Water Management Improves 'Tomorrow's Cities' Health (consortium project with IRC participation)        |
| <b>Triple-S</b> | Thematic Overview Paper (IRC publication)   |
| <b>UCLGA</b>    | Sustainable Services at Scale (IRC project)   |
| <b>UNICEF</b>   | United Cities and Local Governments of Africa   |
| <b>UNICEF</b>   | United Nations Children's Fund  |
| <b>USAID</b>    | United States Agency for International Development  |
| <b>USDP</b>     | Urban Sanitation Development Project (Indonesia)  |
| <b>WASHTech</b> | Urban Sanitation Development Project (Indonesia)  |
| <b>WA-WASH</b>  | Water, Sanitation and Hygiene Technologies (consortium research project coordinated by IRC)                         |
| <b>WIN</b>      | West Africa Water Supply, Sanitation and Hygiene Initiatives (IRC project)  |
| <b>WSSC</b>     | Water Integrity Network   |
| <b>WSUP</b>     | Water Supply and Sanitation Collaborative Council   |
| <b>WSUP</b>     | Water and Sanitation for the Urban Poor   |

**Chairperson's Message**

During 2011, IRC staff once again demonstrated their commitment to ensuring that marginalised communities gain access to water, sanitation, and hygiene services that last. Ranking fourth on Philanthropedia's 2011 list of top non-profits in the water, sanitation, and hygiene sector indicates IRC's outstanding competence in facilitating positive changes and helping to realise development goals.

The end of 2011 marked the conclusion of the previous five-year business plan period. The year provided opportunities for IRC to reflect on their past successes, and also plan for new ways to grow as a top-notch learning and knowledge centre. Embarking into a new business plan period for 2012-2016 gives IRC a fresh opportunity to strategise how to help deliver sustainable services to the poor. The Supervisory Board remains confident in and fully supports IRC's future strategies for improving the water, sanitation, and hygiene sector in rural and urban areas.

IRC's work remains possible through donor funding and investments from the Dutch government. IRC and the Supervisory Board greatly appreciate the Dutch government's continued support—thanks to it, IRC can remain a strategic player in the global water, sanitation, and hygiene sector.

All members of the Supervisory Board also extend their sincerest gratitude to all IRC staff for their dedicated efforts. On behalf of the Supervisory Board, I wish the entire IRC staff continued success in leading innovative approaches for addressing sustainability challenges facing water, sanitation, and hygiene services worldwide.

Lodewijk de Waal  
Chairperson – IRC Supervisory Board

**Left hand side page:**

- Minimal line pattern usage
- Two column text grid
- World map background
- VAG Rounded header
- VAG Rounded intro paragraph

**Right hand side page:**

- Minimal line pattern usage
- Two column text grid
- Lora only



**Left hand side page:**

- Coloured background
- Two column text grid
- VAG Rounded intro paragraph
- Lora body copy

**Right hand side page:**

- Picture box, bleeding off on the right hand side
- Two column text grid
- Lora only



**Left hand side page:**

- Coloured background
- Two column text grid
- VAG Rounded header
- VAG Rounded intro paragraph
- Lora body copy
- Infographic table

**Right hand side page:**

- Coloured background
- Two column text grid
- Infographic charts and table
- Mixture of VAG Rounded and Lora

## ANNUAL REPORT 2014

**Finance**

For IRC's Five-Year Business Plan 2007-2011, Dutch government funding guaranteed a five-year core programme subsidy totalling 12.7 million (12.5 million was allocated to core activities and programmes and 0.2 million for the execution of advisory assignments). Since 2008, the Dutch government's investment in our work was leveraged by external funding, a significant percentage of which was generated from the Bill & Melinda Gates Foundation.

If the service provision arrangement is fully internal, i.e. the service is provided by a municipal department or municipal utility company, there is no clear direct support mechanism and, probably, no need for it. However, in such cases, only indirect support may be needed, for example when a utility hires an external consultant. These costs are normally included in the operational expenditure of the utility and may be passed on to the client.

The other extreme is when the service provision is fully externalised, i.e. the authority has fully delegated the service provision to an independent service provider, which can be a private utility or operator, a mixed company or a CBO.

Whether support is needed depends on whether the service authority considers that the service provider has all the capacity and expertise to fulfil its duties. In a case where a service authority contracts a private operator, it can be assumed that the private operator does have such capacities and, as in the

case of a public utility, includes the costs of this capacity in its operational expenditure. At most, some direct support functions may be needed in relation to monitoring and regulation.

When the service provision is fully delegated to a CBO, such capacity cannot be assumed to be with the service authority, and that is when direct support is most needed. Therefore, most cases where direct support is provided relate to support for CBOs, with a few examples of support for local private operators. Various institutional arrangements may be put in place for the role of what we call the support agent, i.e. the entity providing direct support. These are presented in Table 3. Again, these can be divided into internal arrangements, where the service authority provides the support, or into external ones, where the support agent is delegated to another entity or where another agency manages the support. In these cases, support activities, and their costs, might be most clearly identifiable.

|                            | 2007         | 2008         | 2009         | 2010         | 2010         |
|----------------------------|--------------|--------------|--------------|--------------|--------------|
| DGIS/I&M funding           | 2.314        | 2.590        | 2.456        | 2.611        | 2.544        |
| External Income            | 1.613        | 1.885        | 2.327        | 2.662        | 2.797        |
| Third party derived income | 748          | 1.692        | 2.964        | 4.642        | 4.402        |
| <b>Total</b>               | <b>4.675</b> | <b>6.167</b> | <b>7.747</b> | <b>9.915</b> | <b>9.743</b> |

## ANNUAL REPORT 2014



Figure 5: IRC Income 2007-2011 (000's of Euros)

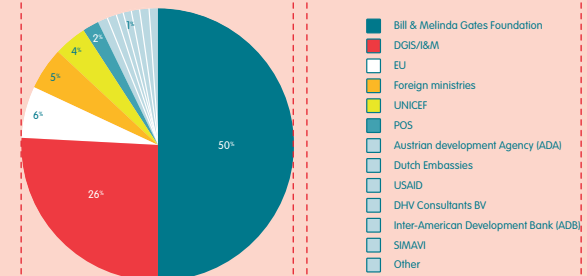


Figure 6: Income by Donor (%)

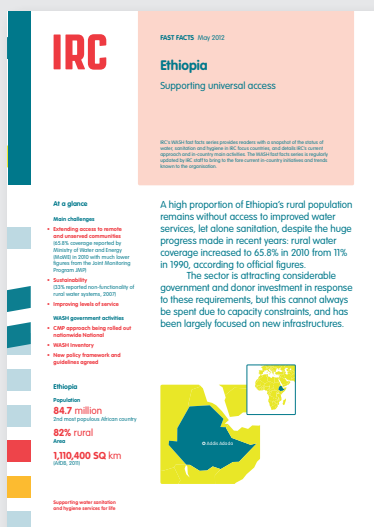
**Expenditure**

The remaining balance of € 2.5 million from the Dutch government's overall five-year plan funding for

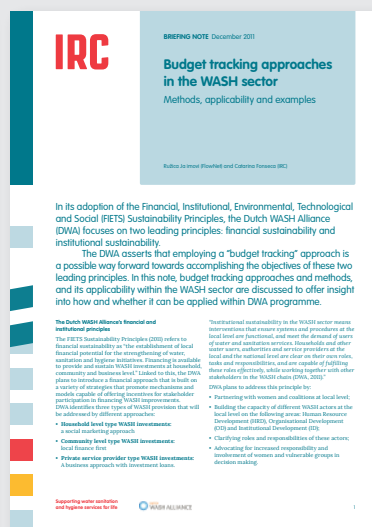
the duration of 2008-2011 was spent fully in line with the framework of our Annual Plan 2011.

|                                   | 2007         | 2008         | 2009         | 2010         | 2010         |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Personnel                         | 2.562        | 3.286        | 3.852        | 4.285        | 4.667        |
| Third party expenses              | 1.190        | 2.206        | 3.465        | 5.269        | 4.678        |
| General & administrative expenses | 892          | 624          | 423          | 354          | 394          |
| <b>Total</b>                      | <b>4.644</b> | <b>6.116</b> | <b>7.740</b> | <b>9.908</b> | <b>9.739</b> |

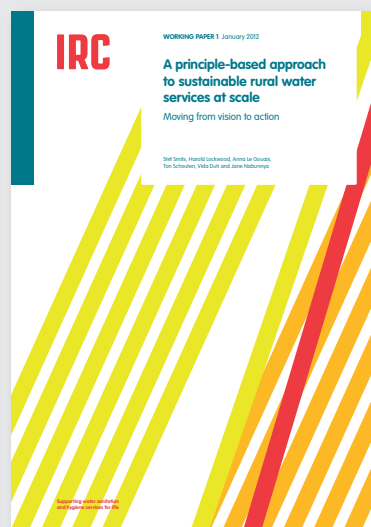
These report cover examples illustrate how all of the IRC branding elements work as a coherent system which also allows for a great degree of variation and flexibility.



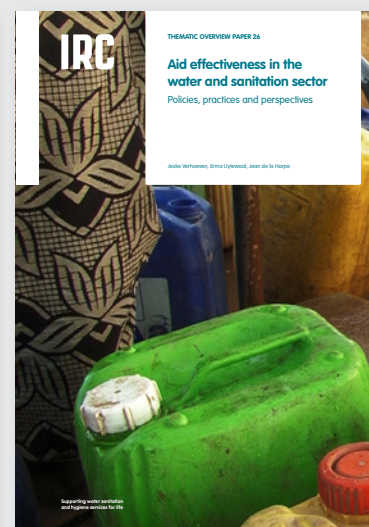
Fast Facts



Briefing Note



Working Paper



Thematic Overview Paper



Annual Report

Where possible type sizes should be kept consistent.

### **22pt VAG Rounded** Used for main titles

#### **16pt VAG Rounded**

Used for sub-titles, content listing, intro paragraphs, pull quotes

#### **11pt VAG Rounded**

Used for document title and date on report front covers.

#### **9pt VAG Rounded**

Used for: listing of acronyms, captions, footnotes, all infographics data, contact details, strapline and URL

#### **9pt Lora**

Used for all body copy, including references.

Leave a full return between paragraphs to improve legibility.

Additional paragraphs within intro sections should be indented rather than returned.

This helps the overall legibility of this section without sacrificing too much space.

A half return can be used to separate sentences within pull out sections.

Leading is always set to auto and tracking to optical for VAG Rounded and Lora, regardless of type sizes.

## IRC Power Point presentation – example

62

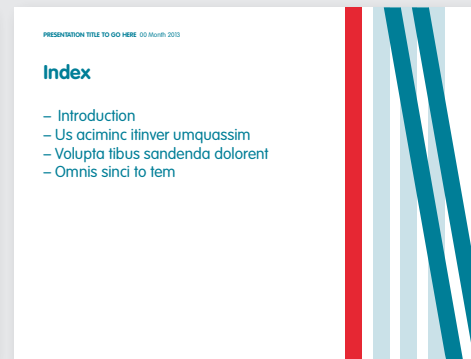
Your presentation should only use the IRC colour palette. Aim for clean and simple layouts with type aligned to the left of the page and plenty of negative space. It's better to add extra pages than to try to fit everything into one slide. Use colour backgrounds and full bleed images for pace and variation.

If you are creating infographics in Power Point, you might not be able to achieve exactly the same results as those produced in InDesign. It is important however that you follow the same principles when executing them.

The example below has been provide as a working template in Power Point.



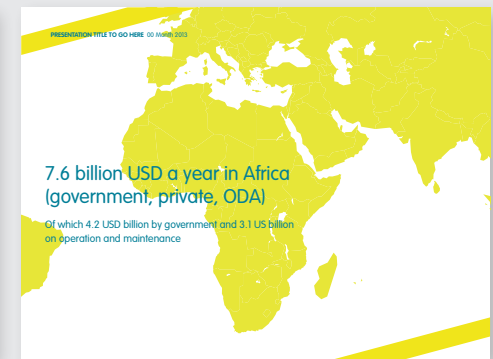
Cover slide



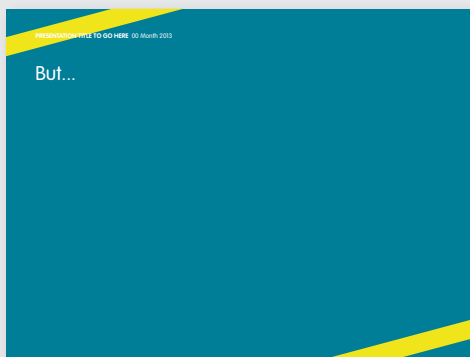
Index slide



Fact slide with full bleed image



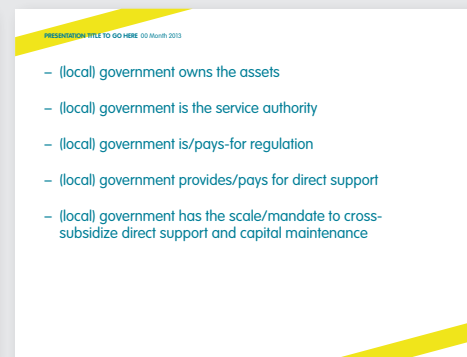
Fact slide with infographic



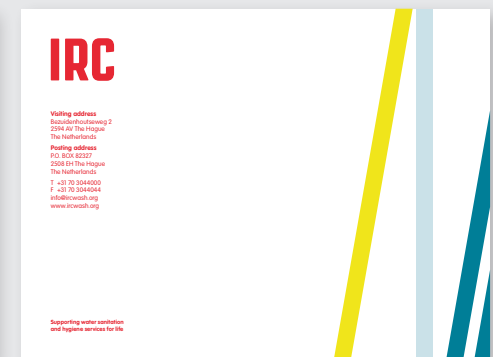
Divider coloured background slide



Illustrative slide (2 or more images)



Bullets point slide

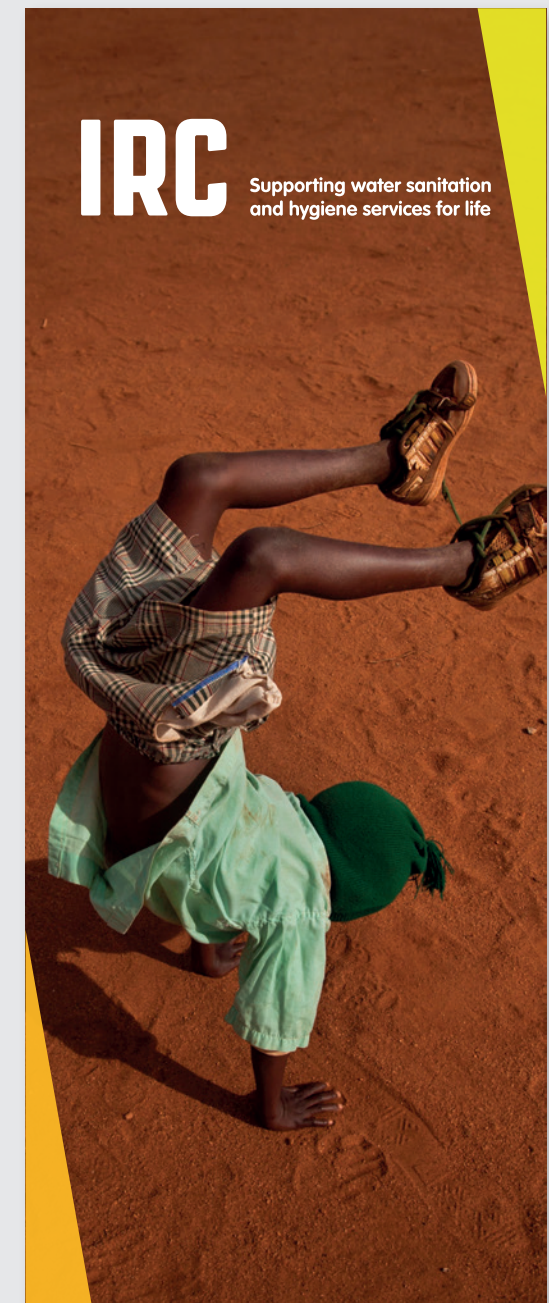


End slide

## IRC display banners

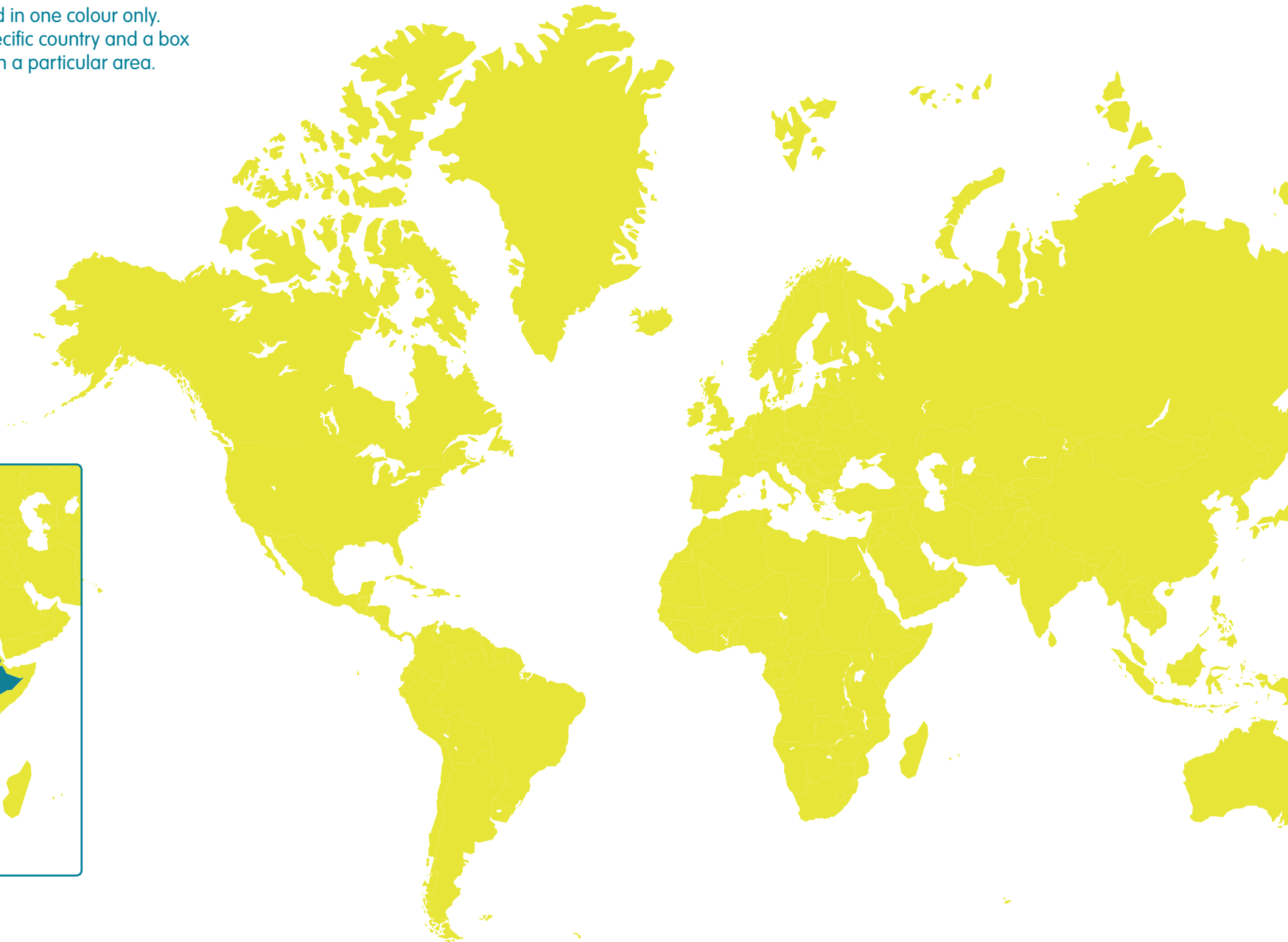
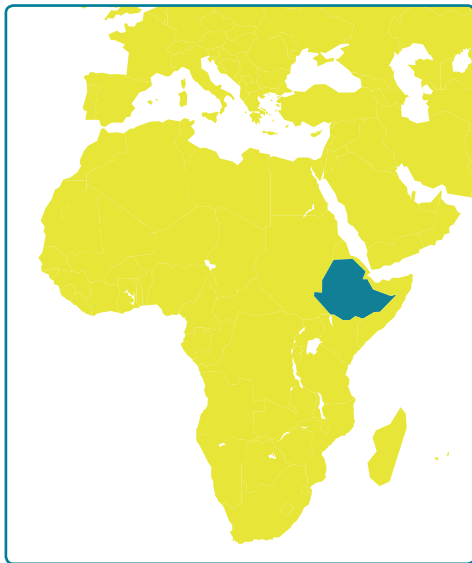
Two separate banner styles have been created. One graphic version, which is more easily adaptable for specific events, and one photographic.

The following examples have been provided as working templates in InDesign CS6.





The vector map supplied is used in one colour only.  
Use solid blue to highlight a specific country and a box  
with a 1pt blue stroke to focus on a particular area.



## IRC pie charts

66

For the majority of graphs, blue should be used for the largest section, red to highlight a key area, and orange, yellow, light blue and pink for the remaining sections.

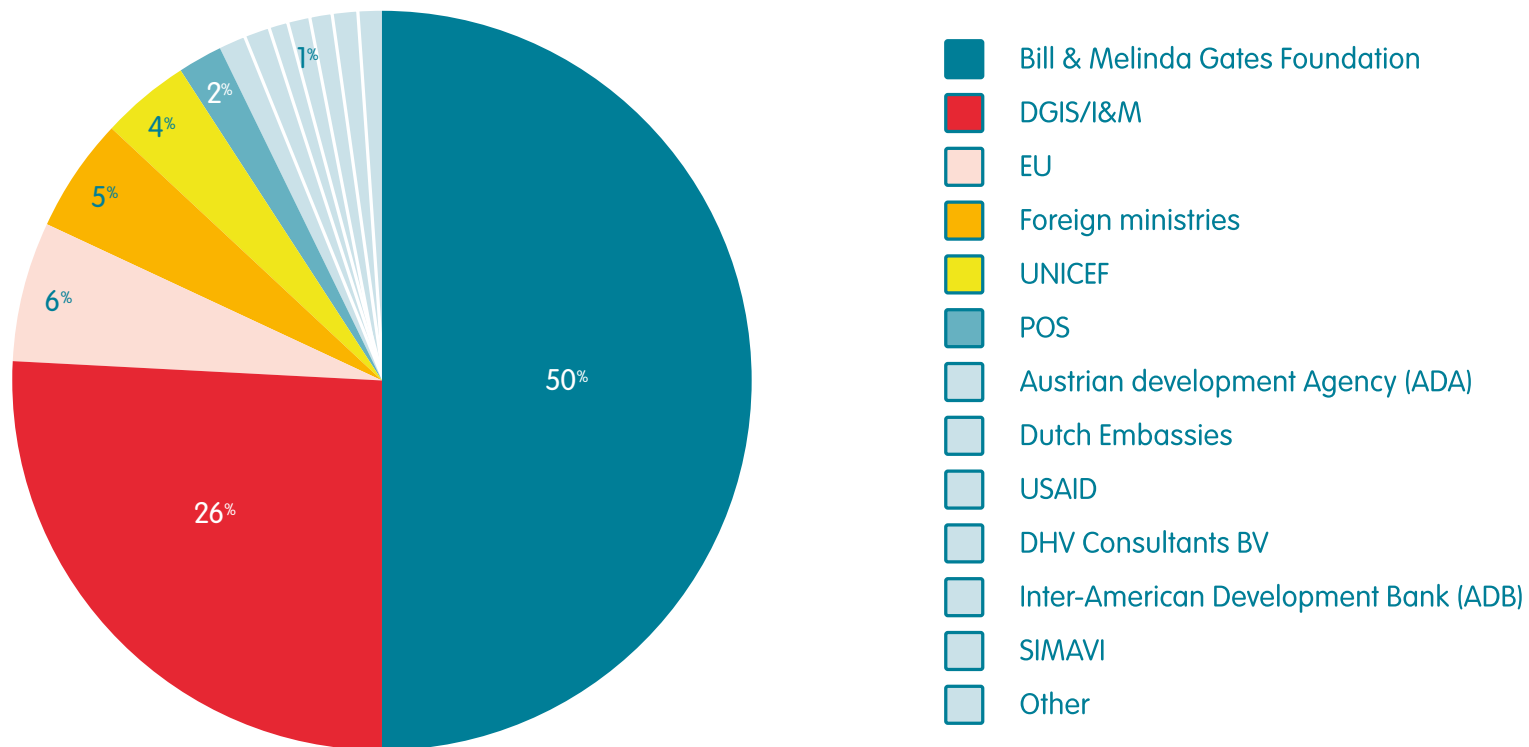
However, use the palette intelligently and adjust the colour coding to best suit your data. For example, colour choice can also be based on textual relevance (i.e positive for blue, negative for red) and if using blue or red as the dominant colours makes the graph too heavy or difficult to read, choose lighter colours.

For complex charts where more than six colours are needed you can use tints of the primary colours.

Values appear in VAG Rounded (used in white on primary colours, blue on secondary colours). VAG Rounded should be used for all infographic typography, including captions.

The legend should be horizontally centred to the chart.

Coloured squares within the graph legend have a 1pt blue stroke.



For the majority of graphs, blue should be used for the largest section, red to highlight a key area, and orange, yellow, light blue and pink for the remaining sections.

However, use the palette intelligently and adjust the colour coding to best suit your data. For example, colour choice can also be based on textual relevance (i.e positive for blue, negative for red) and if using blue or red as the dominant colours makes the graph too heavy or difficult to read, choose lighter colours.

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The legend should be horizontally centred to the chart.

Continuous and dashed lines (4 and 4) within any infographic are set with a 1pt stroke. Coloured squares within the graph legend have a 1pt blue stroke.

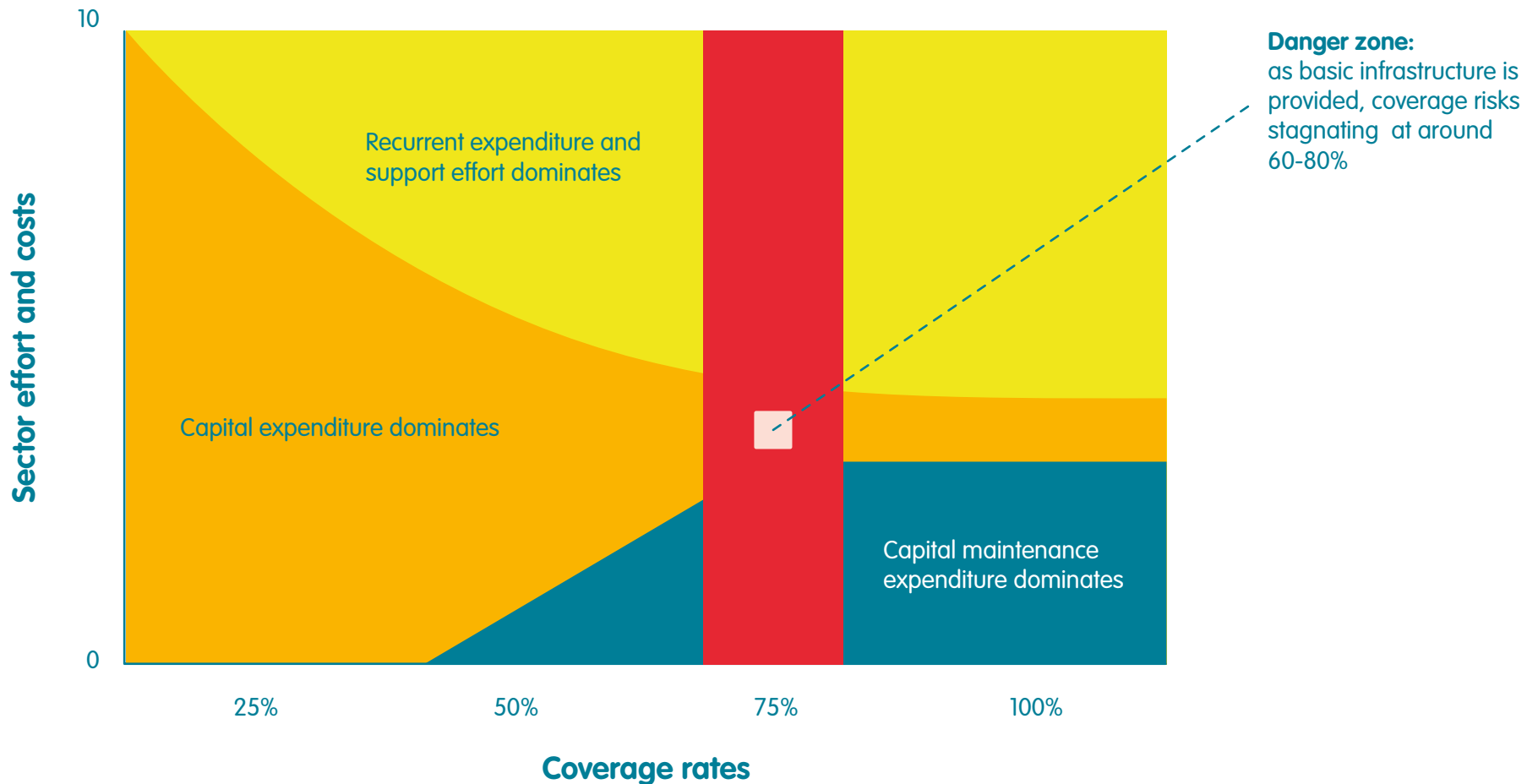


For the majority of graphs, blue should be used for the largest section, red to highlight a key area, and orange, yellow, light blue and pink for the remaining sections.

However, use the palette intelligently and adjust the colour coding to best suit your data. For example, colour choice can also be based on textual relevance (i.e. positive for blue, negative for red) and if using blue or red as the dominant colours makes the graph too heavy or difficult to read, choose lighter colours.

Values appear in VAG Rounded (used in white on primary colours, blue on secondary colours). VAG Rounded should be used for all infographic typography, including captions.

Continuous and dashed lines (4 and 4) within any infographic are set with a 1pt stroke.



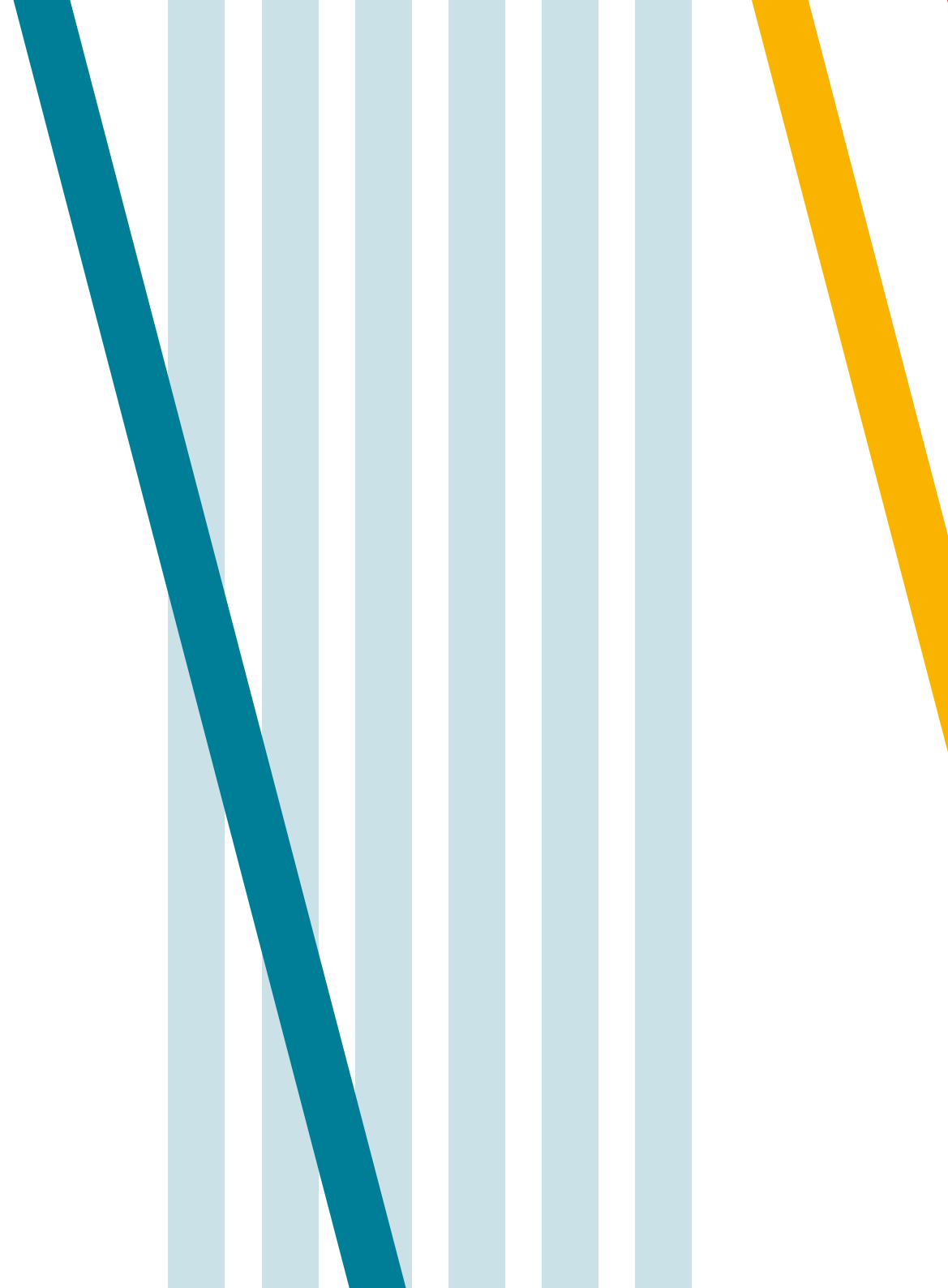
Tables are always set on a pink background.

Text and table captions appear in VAG Rounded.

Continuous and dotted lines (use the Japanese Dots setting) are set as a 1pt stroke.

|                       |   | Arrangements for direct support (support agent)  | Implications for direct support costs  |
|-----------------------|---|--|--|
| <b>Fully internal</b> | Service provision function fulfilled by service authority.  | Does not apply.  | Costs of 'support' are internalised into the operational expenditure. Hence, usually no clearly identifiable ExpDS.                |
| <b>Mixed</b>          | Service provision function spread between service autho and even third parties, such as a dedicated line agency or private mechanics. | Support activities entail both operation and (capital) maintenance work and direct support. Both of which can be internal or external (table 3). | Blurred boundaries between ExpDS, OpEx and CapManEx, and activities may not be attributable to a given cost categories.            |
| <b>Fully external</b> | Service provision function fulfilled fully by CBO.  | Range of support options as in Table 3.  | Relatively clearly identifiable support costs.   |
|                       | Service provision function fulfilled by private utility.  | Probably no or very little support needed. Only the monitoring and control function lies with the service authority.                             | Costs of 'support' are internalised into the operational expenditure of the private utility. Hence, no clearly identifiable ExpDS. |

# Brand hierarchy

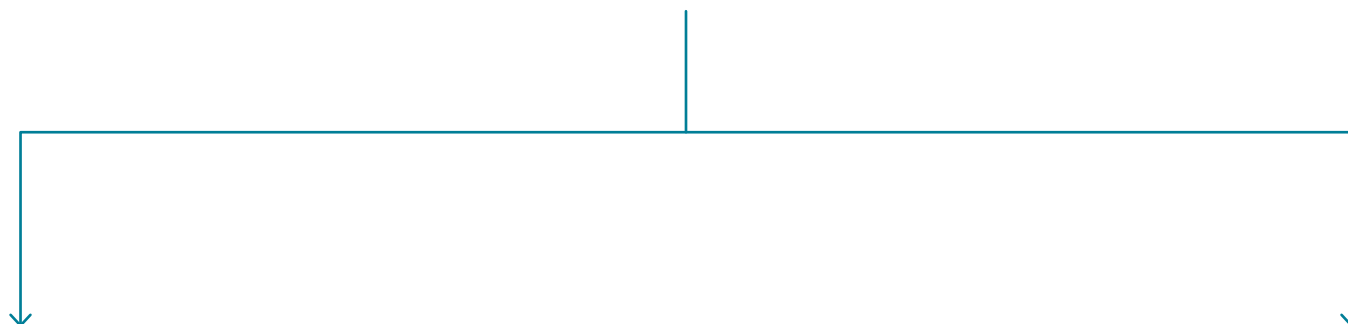


IRC's work is global, both in term of scope and delivery. To meet its goals, IRC works in partneship with a large number of organisations across the world, on multiple projects.

IRC also has a small number of IRC offices across the world who may need to oparate under their own country's name, for example IRC Ghana.

To ensure that the IRC brand is recognised across all of these activities, we have devised a simple brand hierarchy; splitting all of IRC's activities into either **'projects'** or **'approaches'** to ensure consistency across all materials.

# IRC



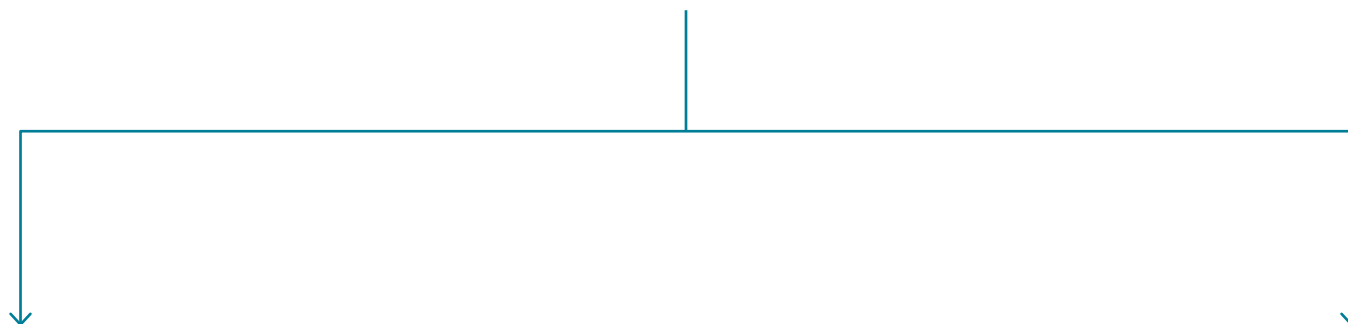
## PROJECTS

Where IRC is involved in  
'on the ground' delivery  
e.g. Triple-S

## APPROACHES

Where IRC 'thinking' leads to  
new products or tools  
e.g. WASHcost

# IRC



## PROJECTS

Where IRC is involved in  
'on the ground' delivery  
e.g. Triple-S

## APPROACHES

Where IRC 'thinking' leads to  
new products or tools  
e.g. WASHcost

## Branding existing projects

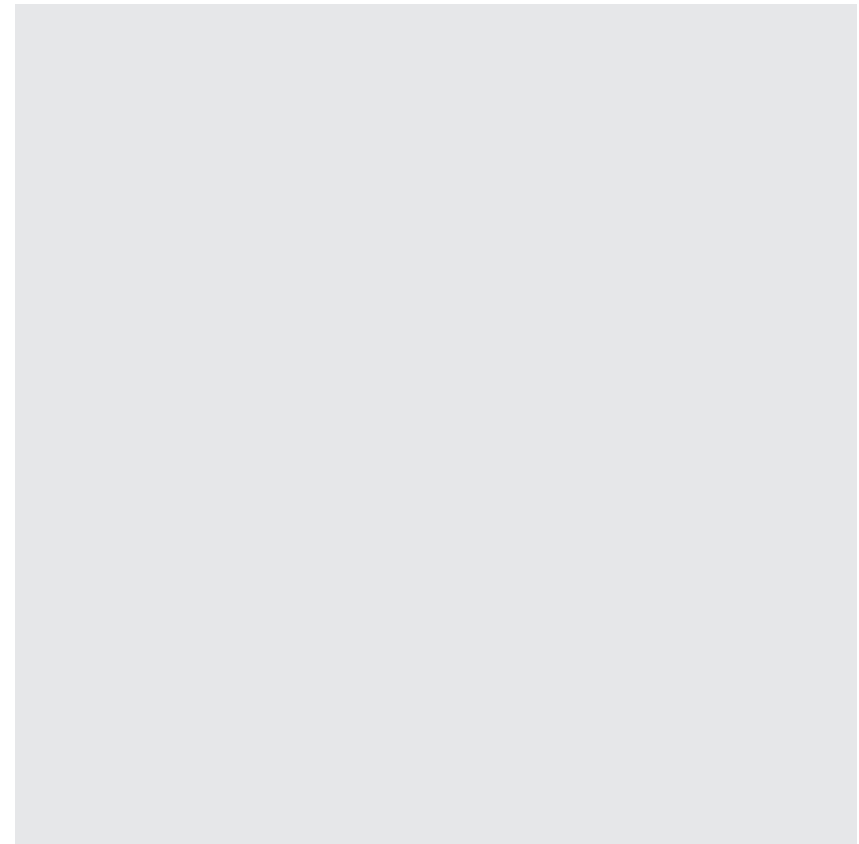
### Where IRC is not the project 'owner' \*:

The 'in association with IRC' logo should sit at the bottom right of a report cover, as an endorsement of the project.

\* by which we mean instances where IRC's involvement in a project is that of a partner/collaborator and NOT as project head (e.g., consortium projects).

# PROJECT LOGO

Project title to go here



## Branding existing projects

### Where IRC is the project 'owner'\*:

- Do not use the 'in association with IRC' logo
- Insert project logo/typeface as a header in the relevant cover template

\* by which we mean instances where IRC has editorial control over project documentation.

75

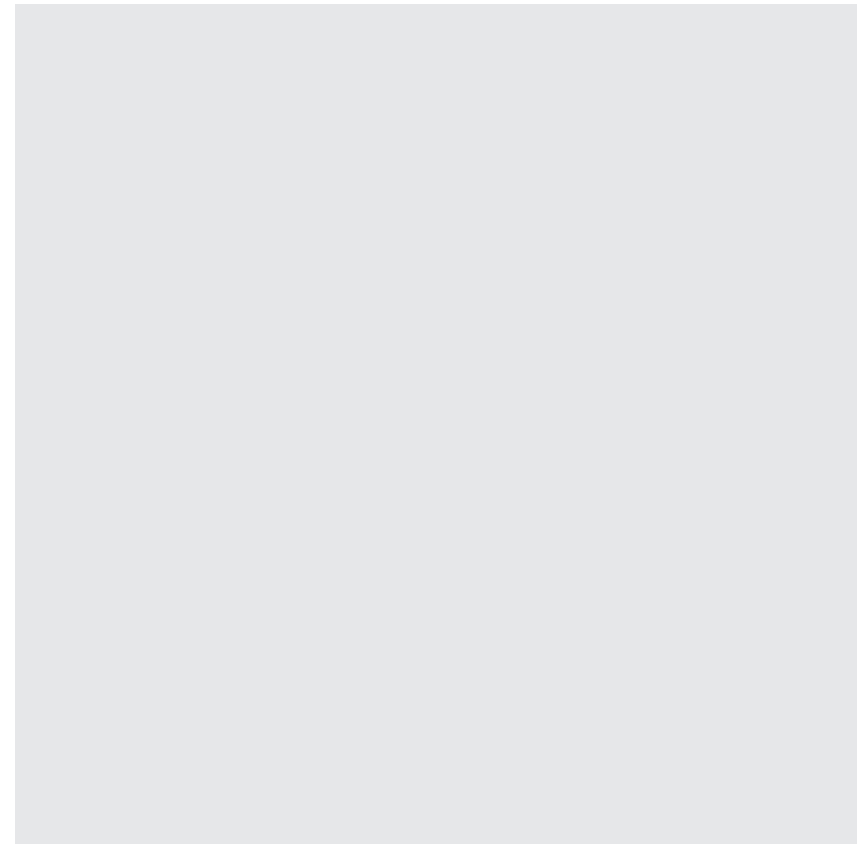


### Where country-specific IRC is not the project 'owner':

The 'in association with IRC' logo should sit at the bottom right of a report cover, as an endorsement of the project.

# PROJECT LOGO

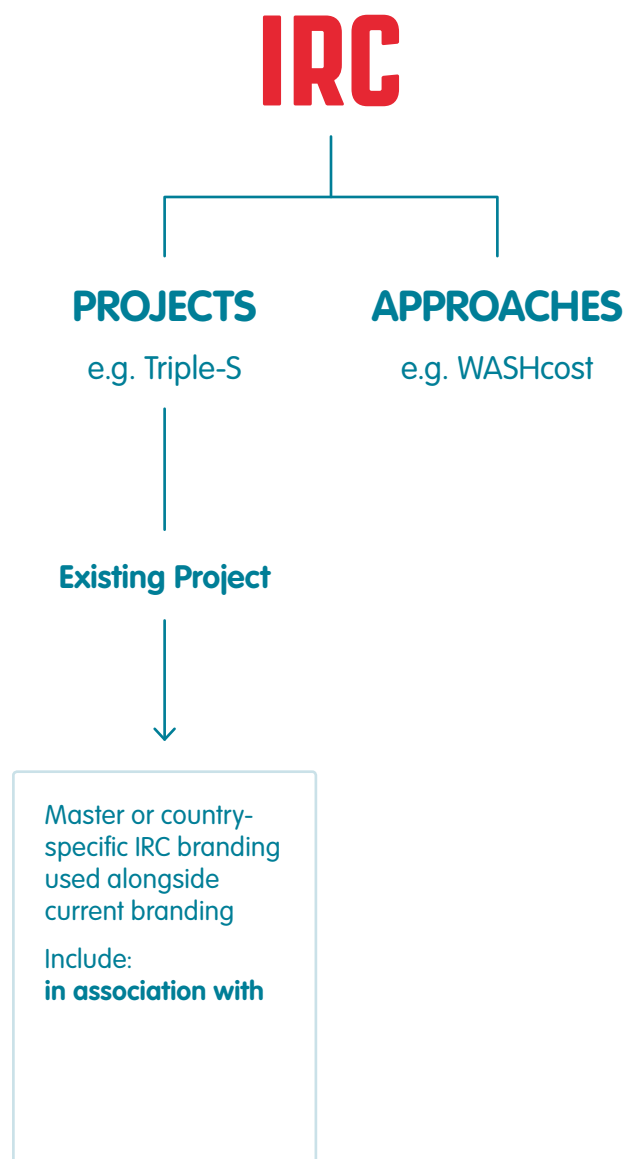
Project title to go here



### Where country-specific IRC is the project 'owner':

- Do not use the 'in association with' IRC logo
- Insert project logo/typeface as a header in the relevant cover template





## Branding of future projects

### Where IRC is the project 'owner':

- Projects have simple, clear titles, not names or separate brand identities
- Projects are brought under the IRC parent brand through use of a consistent typeface

### Where IRC is not the project 'owner':

We follow the same guidelines as 'existing projects' (IRC logo with 'in association with' line)



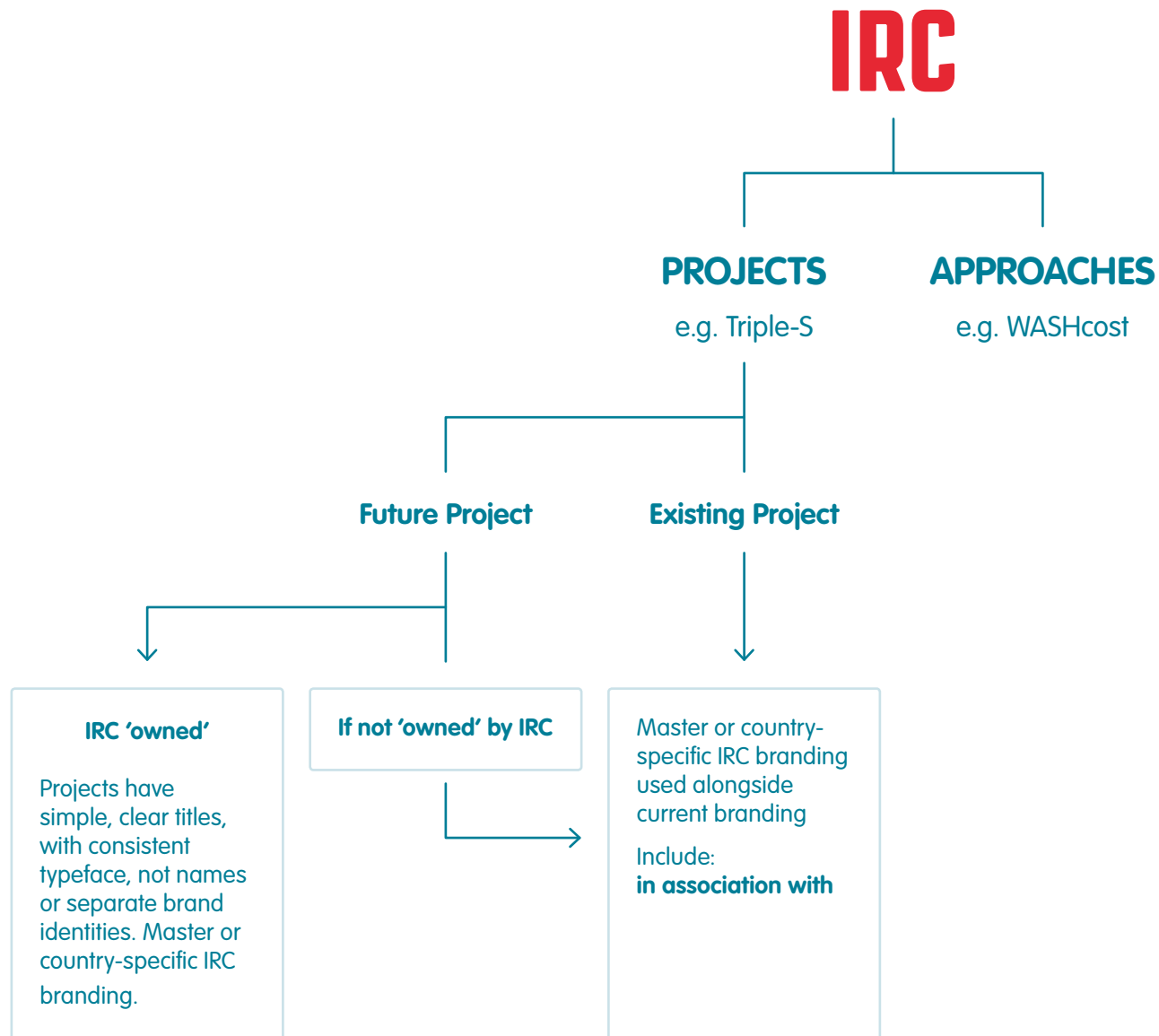
### Where country-specific IRC is the project 'owner':

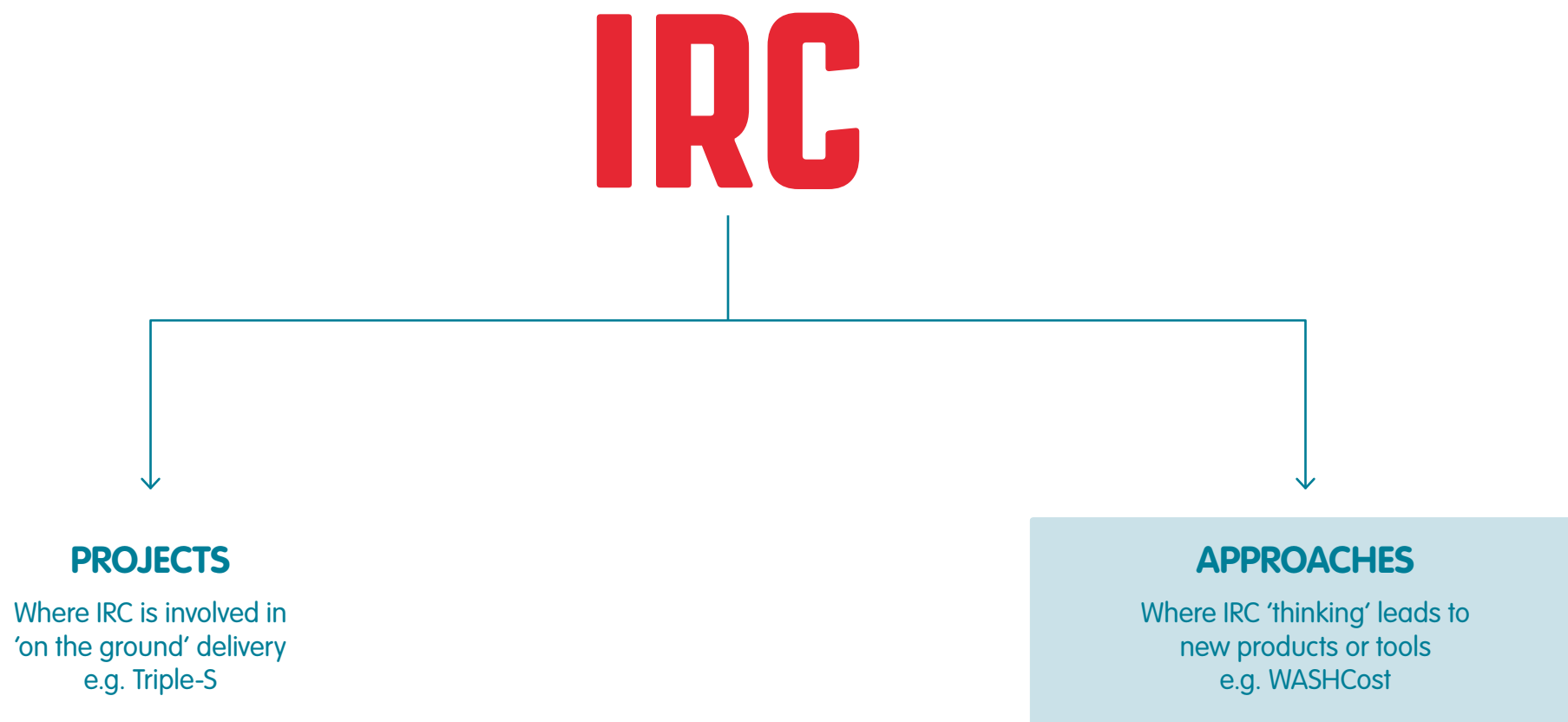
- Projects have simple, clear titles, not names or separate brand identities
- Projects are brought under the IRC parent brand through use of a consistent typeface

### Where country-specific IRC is not the project 'owner':

We follow the same guidelines as 'existing projects' (IRC logo with 'in association with' line)







## Branding existing approaches

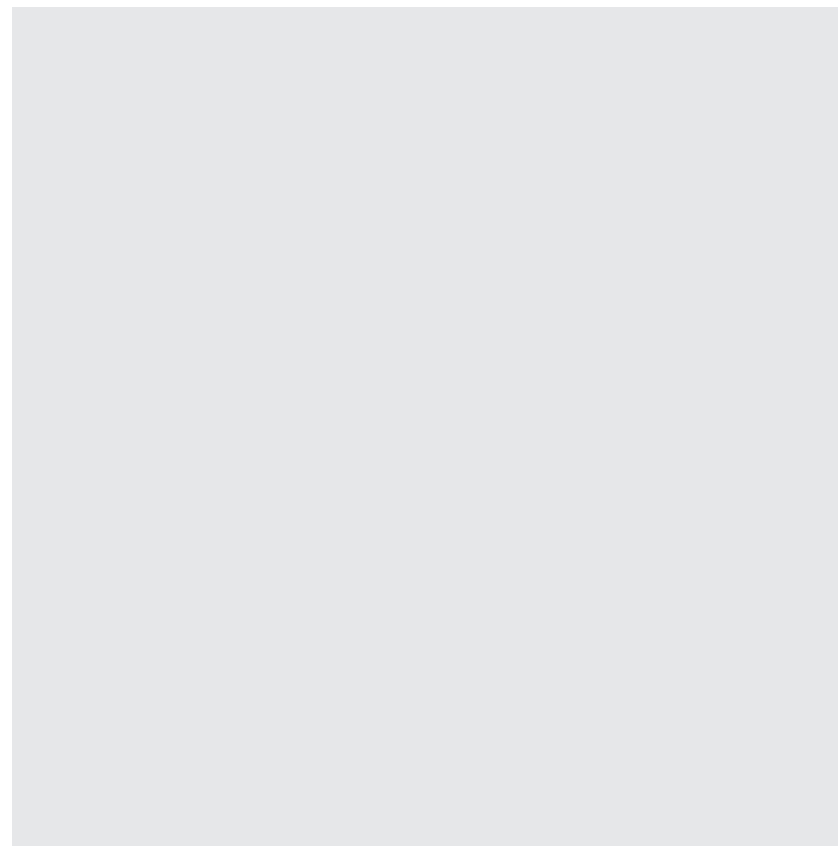
For approaches that already have their own identity, please use the 'powered by IRC' logo.

### Where IRC is not the approach 'owner':

The 'powered by IRC' logo, should sit at the bottom right of a report cover, as an endorsement of the project.

**WC WASHCost**

Approach Title to go here



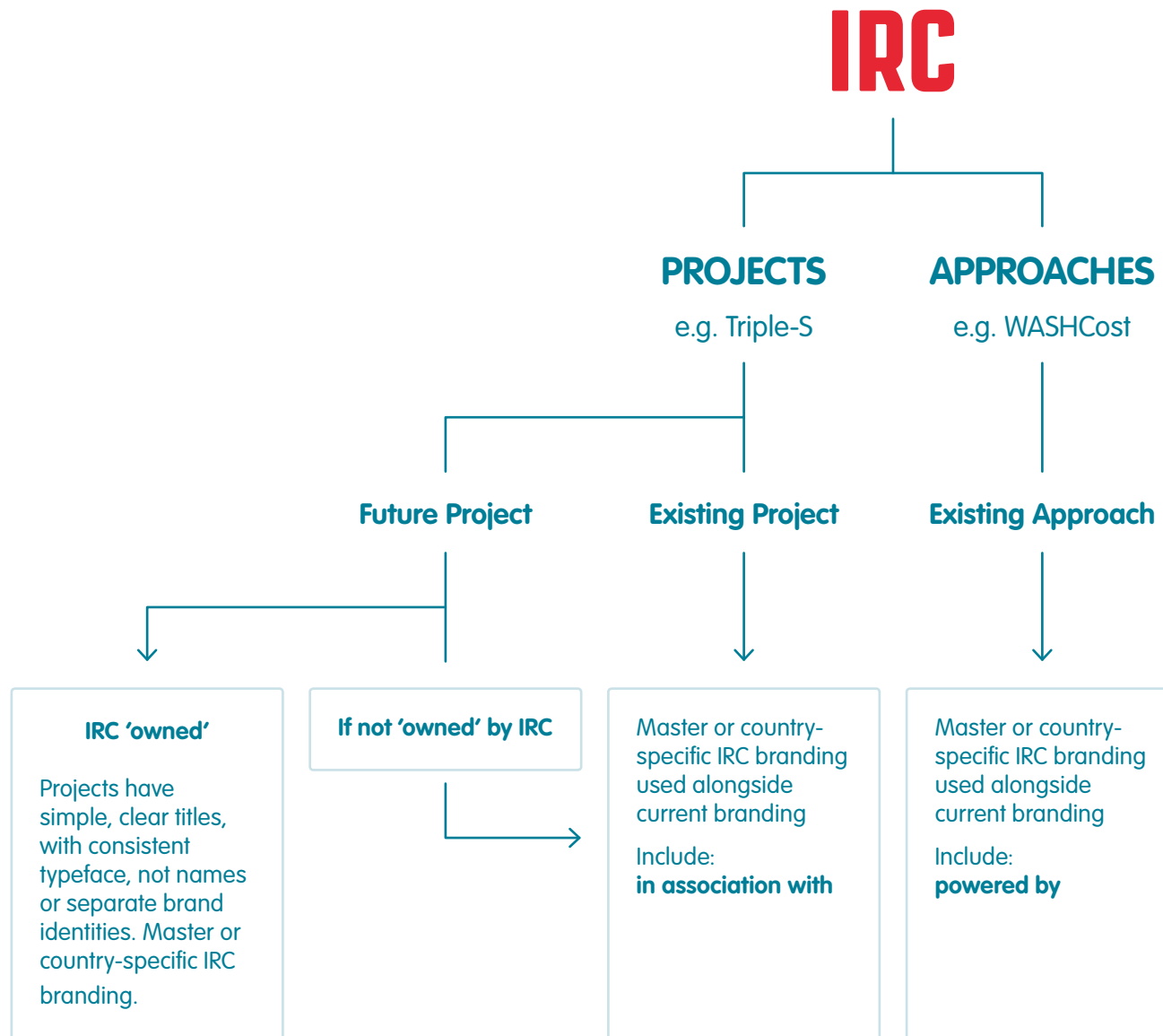
## Branding existing approaches

### Where IRC is the project 'owner':

- Do not use the 'powered by IRC' logo
- Insert approach logo/typeface as a header in the relevant cover template

84





## Branding future approaches

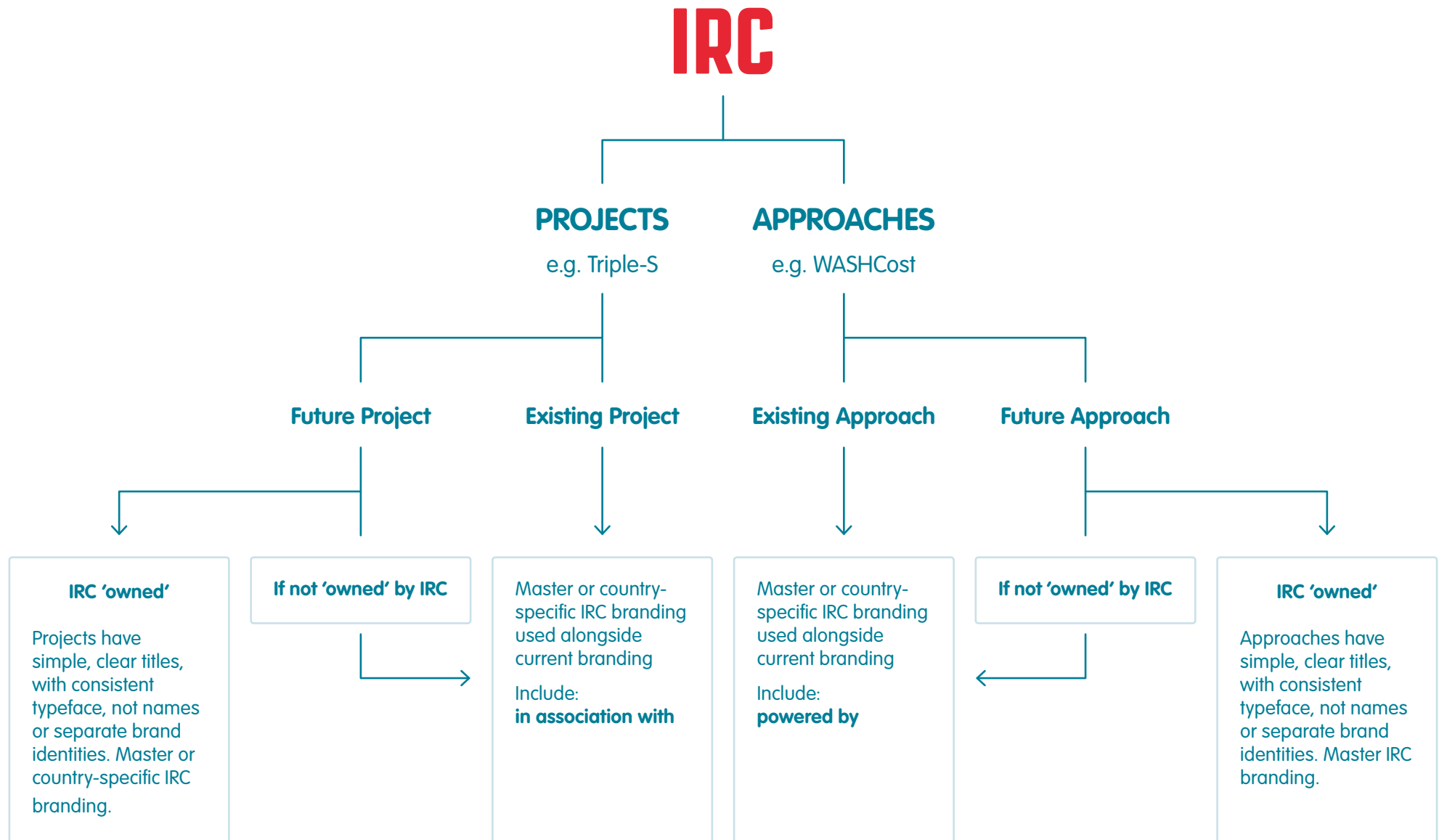
### Where IRC is the project 'owner':

- Approaches have simple, clear titles, not names or separate brand identities
- Approaches are brought under the IRC parent brand through use of a consistent typeface

### Where IRC is not the approach 'owner':

We follow the same guidelines as 'existing approaches'. The 'powered by IRC' logo should sit at the bottom right of a report cover, as an endorsement of the approach.

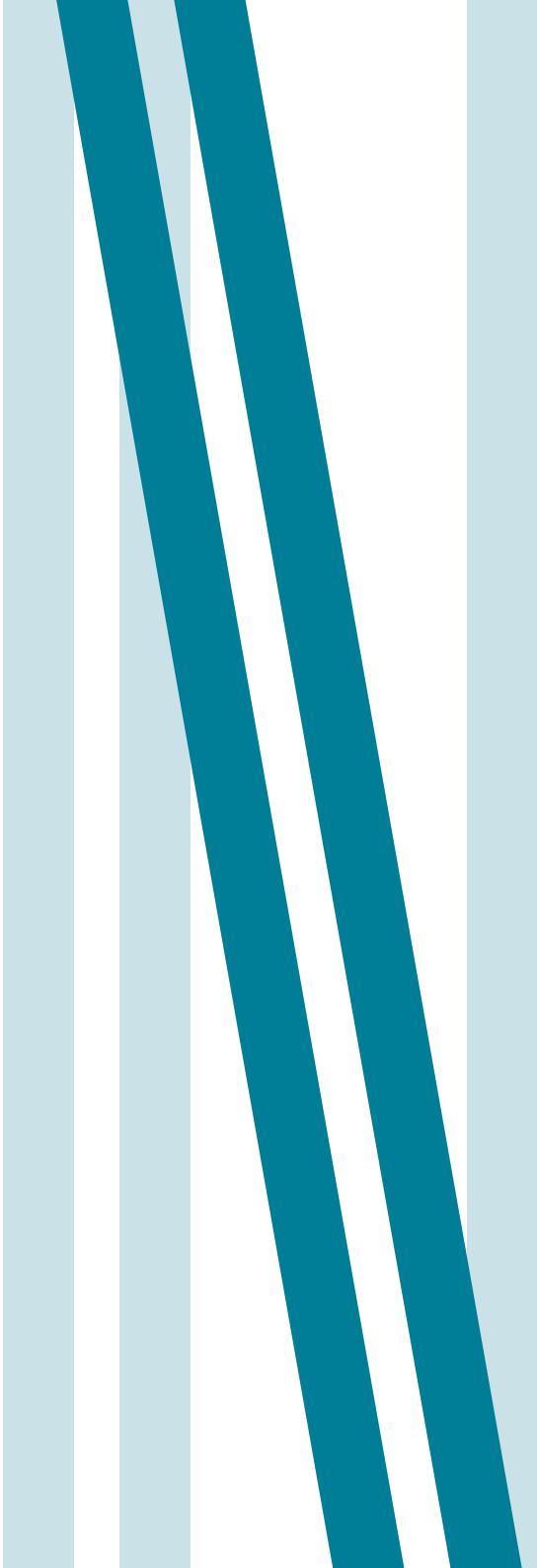






# Referencing Conventions

As an author for IRC, it is your responsibility to ensure that other people's work is referenced correctly.



|   |           |
|---|-----------|
| <b>1. Citing references in main body text</b>                               | <b>90</b> |
| <b>2. Conventions for building a reference list</b>                         | <b>90</b> |
| <b>3. Referencing conventions for specific materials</b>                    | <b>92</b> |
| 3.1 Book (in print)   | 92        |
| 3.2 Book, available on the web (e-book)                                     | 92        |
| 3.3 Material that is part of a series (in print)                            | 92        |
| 3.4 Material that is part of a series, available on the web (pdf)           | 92        |
| 3.5 Chapter in an edited book (In print)                                    | 93        |
| 3.6 Chapter in an edited book, available on the web (e-book)                | 93        |
| 3.7 Article or essay contribution in a journal (in print)                   | 93        |
| 3.8 Article or essay contribution in a journal, available on the web (pdf)  | 93        |
| 3.9 Article or essay presented in a conference (in print)                   | 94        |
| 3.10 Article or essay presented in a conference, available on the web (pdf) | 94        |
| 3.11 A power point presentation in a conference, available on the web (ppt) | 94        |
| 3.12 An online database   | 94        |
| 3.13 Web articles and features  | 95        |
| 3.14 A blog   | 95        |
| 3.15 An unpublished work / in press   | 95        |
| 3.16 Abstract only, available on the web                                    | 95        |

## 1. Citing references in main body text

- More than four authors: use 'et al.,'  
Potter, A., et al., 2011
- When citing a ministry, corporation or organisation, use only the abbreviation.  
(WB, 2008)
- For phrases or sentences **borrowed verbatim**, always use quotation marks, and indicate page number of original work.  
(IRC, 2011, p.15) or IRC (2011, p.15)
- For paraphrased sentences (**own words**), use:  
(IRC, 2011) or IRC (2011)  
(Sen and Nussbaum, 2009) or Sen and Nussbaum (2009)
- A diagram (table, figure, or photo), whether borrowed in whole or in parts (adapted) should always be referenced. Reference should always end with a full stop (.).  
**Borrowed:** Source: IRC, 2011.  
**Adapted:** Source: Own elaboration (2011), adapted from IRC (2011).

## 2. Conventions for building a reference list

IRC works with a reference list and **not a bibliography list**. Only references cited in the main body of your text should appear in the reference list. **You should not list materials mentioned in footnotes** in your final reference list.

### Names of authors

- Between one to three authors: place a coma (,) between the names and "and" between the last two. Never use an ampersand (&).  
Smith, A., Smith, B. and Smith C., 2005.
- Four authors, and more (cited in text as 'et al'), spell out all names of authors in your reference list  
Potter, A., van de Reep, M., Burr, P., Dubé, A. and Krukkert, I., 2011.
- If the author is a ministry, corporation, or organisation, etc.: first use the abbreviation, if available (or country for ministries), followed by the full name.  
WB – World Bank, 2008.  
Tanzania – Prime Minister's Office, 2008.

### Putting your references in order

The reference list should be ordered alphabetically (based on author's last name).

- For multiple publications by the same author, list materials in chronological order (beginning from the earliest material to the latest).

Giese, 2005.

Giese, 2007.

- For materials by the same author, published on the same year, differentiate by ending year of publication with a letter. In citing author's work in-text, make sure that the same differentiation is applied (Blok, 2005a; Blok, 2005b).

Blok, 2005a.

Blok, 2005b.

- For materials with more than four authors, spell out all author names in reference list.

### Adding web links and access dates

- Always add the **direct web link** (meaning when your readers click on the web link, it takes them **directly** to the material that you referred to).

- For **access dates**, use the UK format (**day month year**)

#### ! What must be italicised in your reference list?

Generally, you should italicise all titles of materials. However, there are exceptions, including:

- **Journal entries:** The name of the journal is italicised and not the title of the essay/article. Only the journal titles are italicised and not the volume number.

*International Journal of Business and Management*

- **Chapter in an edited book:** Instead of the chapter contribution, italicise the title of the edited book (see page Section 3.5 for example).

- **Conference papers:** The full title of the conference is italicised and not the title of the presentation.

*IRC Symposium Pumps, Pipes and Promises: Costs, Finances and Accountability for Sustainable WASH Services World Water Forum 2011*

### 3. Referencing conventions for specific materials

#### 3.1 Book (in print)

Last name, Initials., Year. *Complete title*. City: Publisher.

Schouten, T. and Moriarty, P., 2003. *Community water, community management: from system to service in rural areas*. London: ITDG Publishing.

UNDP-United Nations Development Programme, 2003. *Human development report*. NY: Oxford University Press.

#### 3.2 Book, available on the web (e-book)

Last name, Initials., Year. *Complete title*. [e-book] City: Publisher. Available at: <direct web link> [Access date].

Lockwood, H. and S. Smits., 2011. *Supporting rural water supply; moving towards a service delivery approach*. [e-book] London: Practical Action and The Hague: IRC International Water and Sanitation Centre. Available at: <<http://www.source.irc.nl/page/67155>> [Accessed 22 November 2011].

#### 3.3 Material that is part of a series (in print)

Author's last name, Author's Initial., Year. *Title of paper*. (Title of Series) City: Publisher.

Fonseca, C. et al., 2011. *Life-cycle costs approach: costing sustainable services*. (WASHCost Briefing Note 1a) The Hague: IRC International Water and Sanitation Centre.

! A Thematic Overview Paper or Working Paper is part of an IRC series.

#### 3.4 Material that is part of a series, available on the web (pdf)

Author's last name, Author's Initial., Year. *Title of paper*. (Title of Series) [pdf] City: Publisher. Available at: <direct web link> [Access date].

Fonseca, C. et al., 2011. *Life-cycle costs approach: costing sustainable services*. (WASHCost Briefing Note 1a) [pdf] The Hague: IRC International Water and Sanitation Centre. Available at: <<http://www.washcost.info/bn1a>> [Accessed 18 November 2011].

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<sup>1</sup> Item marked in red indicate how referencing a web-based material differs from printed materials.

### 3.5 Chapter in an edited book (In print)

Author's last name, Author's Initial., Year. Title of contribution. In: Editor's last name, Editor's Initials., ed., Year of publication. Title of book. City: Publisher.

Ahsan, T., Ryan, P. and Islam, S., 2008. Functionality and sustainability of community latrines. In: Wicken, J., et al., eds., 2008. *Beyond construction: Use by all, A collection of case studies from sanitation and hygiene promotion practitioners in South Asia*. Delft: IRC International Water and Sanitation Centre, London: WaterAid and Dhaka: BRAC.

### 3.6 Chapter in an edited book, available on the web ( e-book)

Author's last name, Author's Initial., Year. Title of contribution. In: Editor's last name, Editor's Initial., ed., Year of publication. Title of book. [e-book] City: Publisher. Available at: <direct web link> [Access date].

Ahsan, T., Ryan, P. and Islam, S., 2008. Functionality and sustainability of community latrines. In: Wicken, J., et al., eds., 2008. *Beyond construction: Use by all, A collection of case studies from sanitation and hygiene promotion practitioners in South Asia*. [e-book] Delft: IRC International Water and Sanitation Centre, London: WaterAid and Dhaka: BRAC. Available at: <<http://www.irc.nl/page/43966>> [Accessed 10 November 2011].

### 3.7 Article or essay contribution in a journal (in print)

Author's last name, Author's Initial., Year. Title of contribution, Title of journal, Vol No (Issue No), pp.

Borghi, J., Guinness, L., Ouedraogo, J. and Curtis, V., 2002. Is hygiene promotion cost-effective?, A case study in Burkina Faso, *Tropical Medicine and International Health*, 7(11), pp. 960–69.

Murray, J. and Rosenberg, R., 2006. Community-managed loan funds: which ones work?, *Small Enterprise Development*, 17 (3), pp. 13–27.

### 3.8 Article or essay contribution in a journal, available on the web (pdf)

Author's last name, Author's Initial., Year. Title of contribution, Title of journal, Vol No (Issue No), pp. Available at: <direct web link> [Access date].

Borghi, J., Guinness, L., Ouedraogo, J. and Curtis, V., 2002. Is hygiene promotion cost-effective?, A case study in Burkina Faso, *Tropical Medicine and International Health*, 7(11), pp. 960–69. Available at: <<http://onlinelibrary.wiley.com/doi/10.1046/j.1365-3156.2002.00954.x/full>> [Accessed 10 November 2011].

### 3.9 Article or essay presented in a conference (in print)

Author's last name, Author's Initial., Year. Title of contribution.  
In: Organisation's name, *Title of conference*. City, Country Day  
Month Year of conference. City: Publisher.

Gibson, J., 2010. Operation and maintenance costs of rural water supply schemes in South Africa. In: IRC International Water and Sanitation Centre, *Pumps, Pipes and Promises – Costs, Finances and Accountability for Sustainable WASH Services*. The Hague, The Netherlands 16-18 November 2010. The Hague: IRC International Water and Sanitation Centre.

### 3.10 Article or essay presented in a conference, available on the web (pdf)

Author's last name, Author's Initial., Year. Title of contribution.  
In: Organisation's name, *Title of conference*. City, Country Day  
Month Year of conference. [pdf] City: Publisher. Available at:  
<direct web link> [Access date].

Gibson, J., 2010. Operation and maintenance costs of rural water supply schemes in South Africa. In: IRC International Water and Sanitation Centre, *Pumps, Pipes and Promises – Costs, Finances and Accountability for sustainable WASH Services*. The Hague, The Netherlands 16-18 November 2010. [pdf] The Hague: IRC International Water and Sanitation Centre. Available at: <http://www.irc.nl/page/55846> [Accessed 23 November 2011].

### 3.11 A power point presentation in a conference, available on the web (ppt)

Author's last name, Author's Initial., Year. Title of contribution.  
In: Organisation's name, *Title of conference*. City, Country  
Day Month Year of conference. [ppt] City: Publisher. Available  
at:<hyperlink> [Date last accessed].

Fuentealba, R., 2011. Sostenibilidad en sistemas de agua potable rural en Chile. [ppt] In: Inter-American Development Bank, *Semana Sectorial del Agua del Banco Interamericano de Desarrollo*. Santiago de Chile, Chile. Available at: <<http://bidcomunidades.iadb.org/pg/file/read/120657/reinaldofuentealba>> [Accessed 23 November 2011].

### 3.12 An online database

Organisation, Year. *Title of database*. [online database] Available  
at: <direct web link> [Access date].

IMF – International Monetary Fund. 2010. *World economic outlook database*. [online database] Available at: <http://www.imf.org/external/pubs/ft/weo/2011/02/weodata/weoselgr.aspx> [Accessed 23 November 2011].

### 3.13 Web articles and features

Author's last name, Author's Initial., Year. *Title of page*. [online] City: Publisher. Available at: <direct weblink> [Access date].

Butterworth, J., 2013. *Can the human right to water and sanitation help us to address the sustainability crisis? (Part 1)*. [online] The Hague: IRC International Water and Sanitation Centre. Available at: <<http://www.source.irc.nl/page/77549>> [Accessed 18 March 2013].

Name of organisation., Year. *Title of page*. [online]. Available at: <direct weblink> [Access date].

IRC International Water and Sanitation Centre, 2012. *WASHTech: improving investments in technologies*. [online]. Available at: <<http://www.irc.nl/page/72370>> [Accessed 18 March 2013].

### 3.14 A blog

Author's last name, Author's Initial., Year. Title of blog entry. *Title of blog* [blog] Blog posting date. Available at: <direct web link> [Access date].

Baker, R., 2012. Watertracker: Structured Data, Integrated Response. Ushahidi [blog] 25 June 2012. Available at: <<http://blog.ushahidi.com/index.php/2012/06/25/watertracker/>> [Accessed 26 September 2012].

### 3.15 An unpublished work / in press

Author's last name, Author's Initial., Year. **(unpublished/ in press)** *Title*. City: Publisher.

Rashid, H.U. and Ryan, P., 2007. (unpublished) *Sludge emptying, transport, treatment: can vacu-tug solve the downstream sanitation problems of Dhaka?*. Dhaka: DSK-Dushtha Shasthya Kendra, London: WaterAid and The Hague: IRC International Water and Sanitation Centre.

### 3.16 Abstract only, available on the web

Author's last name, Author's Initial., Year. *Title*. [type of publication] City: Publisher. **Abstract only**. Available through the **name of website** at: <direct weblink> [Access date].

OECD–Organisation for Economic Co-operation and Development, 2009. *Managing water for all: an OECD perspective on pricing and financing key messages for policy-makers*. [e-book] Paris: OECD. Abstract only. Available through the OECD website at: <<http://www.oecd.org/env/biodiversitywaterandnaturalresourcemanagement/managingwaterforallanoecdperspectiveonpricingandfinancing.htm>> [Accessed 29 August 2012]

# Brand assets

**LOGOS****CMYK**

IRC\_marterlogos\_CMYK\_aw.eps  
IRC\_marterlogo\_withstrapline\_CMYK.eps  
IRC\_marterlogo\_BurkinaFaso\_CMYK.eps  
IRC\_marterlogo\_Ghana\_CMYK\_aw.eps  
IRC\_marterlogo\_Uganda\_CMYK.eps  
IRC\_masterlogo\_CountryName\_CMYK.ai  
IRC\_marterlogo\_IAW\_CMYK\_aw.eps  
IRC\_marterlogo\_PB\_CMYK.eps

**RGB**

IRC\_marterlogos\_RGB\_aw.eps  
IRC\_marterlogo\_withstrapline\_RGB.eps  
IRC\_marterlogo\_BurkinaFaso\_RGB.eps  
IRC\_marterlogo\_Ghana\_RGB\_aw.eps  
IRC\_marterlogo\_Uganda\_RGB.eps  
IRC\_masterlogo\_CountryName\_RGB.ai  
IRC\_marterlogo\_IAW\_RGB\_aw.eps  
IRC\_marterlogo\_PB\_RGB.eps

**GRAPHICS****CMYK**

IRC\_line patterns\_CMYK.ai  
IRC\_line patterns\_CMYK.eps  
IRC\_worldmap\_yellow\_CMYK.eps  
IRC\_worldmap\_Ethiopia\_CMYK.eps

**RGB**

IRC\_line patterns\_RGB.ai  
IRC\_line patterns\_RGB.eps  
IRC\_worldmap\_yellow\_RGB.eps  
IRC\_worldmap\_Ethiopia\_RGB.eps

**STOCK IMAGES****CMYK**

IRC\_Kenya\_boyjumping\_CMYK300.jpg  
IRC\_Kerala\_teapickers\_CMYK300.jpg  
IRC\_Mali\_Education\_CMYK300.jpg

**RGB**

IRC\_Kenya\_boyjumping\_RGB300.jpg  
IRC\_Kerala\_teapickers\_RGB300.jpg  
IRC\_Mali\_Education\_RGB300.jpg

**TEMPLATES****InDesign CS6**

IRC\_A3\_manifesto\_CMYK\_aw.indd  
IRC\_A4\_AR\_CMYK\_TEMP\_aw.indd  
IRC\_A4\_BN\_CMYK\_TEMP\_aw.indd  
IRC\_A4\_FF\_CMYK\_TEMP\_aw.indd  
IRC\_A4\_TOP\_CMYK\_TEMP\_aw.indd  
IRC\_A4\_WP\_CMYK\_TEMP\_aw.indd  
IRC\_banner\_80x200cm\_CMYK\_TEMP\_aw.indd  
IRC\_letterhead\_main\_CMYK\_TEMP\_aw.indd  
IRC\_letterhead\_Ghana\_CMYK\_TEMP\_aw.indd  
IRC\_busscards\_country\_CMYK\_TEMP\_aw.indd  
IRC\_busscards\_main\_CMYK\_TEMP\_aw.indd  
IRC\_labels\_139x99.1\_CMKY\_TEMP\_aw.indd

**Microsoft Word**

IRC\_A4\_FF\_TEMP.dotx  
IRC\_LH\_main\_TEMP.dotx  
IRC\_LH\_Ghana\_TEMP.dotx

**Microsoft Power Point**

IRC\_PP\_TEMP.pptx