

A group of young children, likely in a school setting, are shown in a close-up shot. They are wearing yellow school uniforms and are making peace signs with their hands. The children are smiling and looking towards the camera. The background is slightly blurred, showing more children in the same uniforms. The overall mood is positive and hopeful.

IRC

IRC International Programme Strategy: 2017-2021

Building WASH systems to deliver
the Sustainable Development Goals

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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This document presents IRC International Programme medium-term strategic framework and theory of change for the years 2017 to 2021.

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Abbreviations

CSO	Civil Society Organisation
DGIS	Directorate-General for International Cooperation of the Netherlands
IWRM	Integrated Water Resources Management
SDG	Sustainable Development Goal
SDG 6	Sustainable Development Goal 6: Clean Water and Sanitation for All
TOC	Theory of Change
WASH	Water, Sanitation and Hygiene

1 Introduction

This programme strategy has been prepared by IRC International Programme in consultation with key partners to guide the delivery of IRC programming globally from 2017-2021. It sets out IRC International Programme's goals in relation to the IRC overall mission and goals contributing to the SDGs. The IRC Strategic Framework and theory of change 2017-2030 is primarily dedicated to achieving SDG 6, and within this is focused on Targets 6.1, 6.2, and 6.3.

To reach the ambition of SDG 6, the institutional, political, regulatory and financial systems will need to change considerably in the next 5 years in many low- and middle-income countries, which have stagnated in their provision of WASH services, despite massive increases in investments in the sector.

Our global agenda carries on from our original mandate: sharing our knowledge and experience of WASH on the one hand and advocating our core messages on the other. We do this by drawing on our own and partners' experiences in our focus countries and districts (and beyond). We aim to feed the growing global demand for quality information about what works and, just as importantly, what doesn't.

Our global activities help us to increase our impact, as well as establish our reputation and draw in financing for this global work. Both feed into each other because we're able to provide credible inputs (we did it, we have the data), thus influencing the larger funders of WASH.

BOX 1 THE INDICATORS FOR SDG 6

SDG 6 Clean water and sanitation

6.1 Water

For a **safely managed** drinking water service, people must use an improved source meeting three criteria:

- it should be accessible on premises,
- water should be available when needed, and
- the water supplied should be free from contamination.

If the improved source does not meet any one of these criteria but a round trip to collect water takes 30 minutes or less, then it will be classified as a **basic** drinking water service. If water collection from an improved source exceeds 30 minutes it will be categorised as a **limited** service. The JMP also differentiates populations using **unimproved** sources such as unprotected wells or springs, and populations drinking surface water collected directly from a river, dam, lake, stream or irrigation canal.

SDG 6.2.1 Sanitation

For **safely managed** sanitation services, people should use improved sanitation facilities, which are not shared with other households, and the excreta produced should either be:

- treated and disposed in situ,
- stored temporarily and then emptied and transported to treatment off-site, or
- transported through a sewer with wastewater and then treated off-site.

If the excreta from **improved** sanitation facilities are not safely managed, then people using those facilities will be classed as having a **basic** sanitation service. People using improved facilities, which are shared with other households, will be classified as having a **limited** service.

SDG 6.2.2 Hygiene

The presence of a handwashing facility with soap and water on premises has been identified as the priority indicator for global monitoring of hygiene. Households that have a handwashing facility with soap and water available on premises will meet the criteria for a **basic** hygiene facility. Households that have a facility but lack water or soap will be classified as having a **limited** facility, and distinguished from households that have **no facility** at all. In some cultures, ash, soil, sand or other materials are used as handwashing agents, but these are less effective than soap and are therefore counted as limited handwashing facilities.

Source: WHO/ UNICEF Joint Monitoring Programme

The strategic focus of the International Programme described in this document has been developed based on:

- A background analysis of the major emerging trends in the WASH sector and, more broadly, in international development in 2016¹.
- With the International Programme team, two rounds of meetings and written feedback between September–November 2017.
- Discussions also took place with the IRC Country Directors in the spring of 2017 during the synergy week in The Hague and then in the autumn of 2017 in Chapel Hill to ensure complementarity of activities towards achieving the IRC strategy for 2030.

1.1 THE CHALLENGE

There are three key challenges that inform the next five years of the International Programme:

- There has been a lack of substantial progress towards SDG 6 and a need for a systems strengthening approach to the sector - that focus both on WASH and Integrated Water Resources Management (IWRM)
- There has been no progress in the financing models (and role of public finance) for achieving SDG 6
- There is a lack of voice, evidence and materials for global and regional civil society networks to support their members influencing national governments and other stakeholders in adopting adequate approaches to achieve SDG 6

The challenge posed by the SDGs is clear: to serve the immediate needs of the unserved and at the same time build the national and local systems necessary to maintain and steadily improve services over time, and ensure long-term sustainability. A shift is needed from piecemeal project-based initiatives to a comprehensive long-term approach that supports permanent service delivery and strengthens local systems. Fragmented initiatives need to be harmonised under unified, government-led plans and the building blocks for sustainable service delivery put into place at all levels. Efforts need to be redoubled to enable subnational (e.g. district and municipal) authorities to fulfil their decentralised mandates regarding planning, financing, managing and supporting service delivery.

There are also limited capacities for global and regional CSOs to support their constituencies to influence national governments and public and private funders to ensure adequate WASH investments; for universal and sustainable WASH service delivery; and for dedicated strategies to overcome increasing inequalities in access to WASH within countries.

Reaching SDG 6 is going to cost a lot. Most of the cost and financing discussions in the sector focus on the construction of infrastructure and promoting the private sector and creating markets and demand for infrastructure. These discussions are important, but they are still about construction costs. The major financial discussions we need to have in the sector revolve around the need for major, irregular

maintenance and replacement of old infrastructure and even more important the costs of the people that ensure that services are provided and regulation is enforced.

Different financing mechanisms are currently in place in the water and sanitation sector to address the yearly billion-dollar cost tag that is required to reach SDG 6 by 2030 (Box 2). However, there is not a clear understanding about what they are, how they work, and most importantly if they are accessible to the lowest income countries.

BOX 2: THE COSTS OF REACHING SDG 6

- Reaching SDG 6 requires an estimate of USD 114 billion of annual capital investments - three times what is currently spent (Hutton and Varughese, 2016)
- ODA (grants and loans) in 2014 reached USD 18 billion and was lower for middle-income countries (Winpenny et al., 2016)
- (Capital) maintenance of existing services is about 1.5 times the amount needed for capital investments (Hutton and Varughese, 2016)
- An absolute minimum of USD 1 per person per year is the amount spent on strengthening the enabling environment for rural WASH service delivery (Smits et al., 2011)

¹ Rognerund, I., et al., 2016. IRC trends analysis, 2016-2025. The Hague, IRC. Available at: <http://www.ircwash.org/resources/irc-trends-analysis-2016>

1.2 EMERGING TRENDS

While the latest metrics from the World Bank and UNICEF (2017) make it clear that there is enough capital available to finance the current financial gap in the water and sanitation sector, accessing private domestic and international finance is one of the largest constraints for lower-income countries.

There is also a historical lack of transparency and accountability on funds invested in the sector. From 75 respondents to the WHO GLAAS report 2017, only eight countries reported implementing consistently sector development investment plans: Guinea, Botswana, Cote d'Ivoire, India, Panama, South Africa, Uzbekistan and Venezuela. Only four countries cited are using multi-year budget or expenditure frameworks, and indicated that these plans were “*agreed and consistently followed*”. It will be difficult to change expenditure allocations at national level without data and worse, without showing progress. Therefore, it is no surprise that finance ministers are reluctant to invest in the sector.

Official country statistic websites, online databases (Government Spending Watch, WASHwatch and World Bank Open Budgets Portal), and latest reports from main multilateral and non-profit organisations have been checked and water finance experts also consulted about the amount of public capital available in lower income countries to attract private finance to WASH projects. However, there is a lack of information about the total amount of public investments in WASH that are used as guarantees or as a match for private finance.

One of the main reasons for the limited WASH data is that most of the lowest income countries lack the needed accountability instruments to provide accurate national assessments about financing mechanisms in the water and sanitation sector, especially for those applying public funds (GLAAS, 2017; World Bank and UNICEF, 2017). Furthermore, the responsibilities for planning, delivery, maintenance and evaluation of water supply and sanitation services correspond to different public sectors and occur at different administration levels which also contribute to reducing the cohesion and efficiency of the public sector (GLAAS, 2017).

Based on the compiled estimates and case studies, blended finance mechanisms are still limited for lower-income countries, which count with high financial risk, limited regulations and low governance decentralisation that make them mostly rely on the allocation of aid flows to their WASH and IWRM sectors.

Financing is only part of broader systems strengthening that includes technology development, private suppliers and providers, policy reform, institutional and regulation strengthening, and improved monitoring and evaluation. Measures in these areas will increase the efficiency of services and raise their demand, provide cost savings and stimulate the market (Hutton and Varughese, 2016). These aspects are largely covered under what has been termed “means of implementation” in SDG 17, but they will require further definition of what components are prioritised to reach SDG 6 by 2030.

1.3 2012-2016 BUSINESS PLAN: LESSONS LEARNED

During our previous business plan (2012-16), we sought to tackle the systemic challenges. We focused on the need to understand the services that need to be delivered over time. Key among these lessons are:

- Providing WASH services requires strong national and local systems (building blocks) to be in place.
- Political leadership and public finance are linked, and both are essential to providing universal access to WASH services. A key lesson learned is the need to engage with the politicians, beyond the technocrats.
- Civil society has a voice and a role in holding governments accountable and we ought to engage with CSOs for increasing the impact of advocacy efforts.

The last five years have also thrown up a major challenge. While there has been increased adoption of a service delivery approach, this hasn't led to increases in funding for service delivery. We believe that this is because we've focused on advocacy and influencing the people within the sector, who have largely adopted the approach. We now need to ensure greater political commitment and leadership, backed with the investment of public (and other) finance. Without it, progress will remain slow. As a result, our new strategic framework has a much larger role for direct advocacy work outside the sector itself, as well as helping people to demand greater commitment to WASH.

In the previous five years, we have worked extensively on tools and methodologies to identify the costs of providing services. However, we still don't know what financing options are really available to reach the

finance gap. We do know that the more sophisticated financing mechanisms such as bond financing, project financing and commercial financing require governance systems, high efficiency of utilities, proper regulation and developed financial markets – a lot of criteria that many countries don't have now. We also know that ALL these finance mechanisms require some form of match from public finance to reduce the risk for private investors and make the sector attractive enough.

Most low- and middle-income countries have two possible approaches to finance water and sanitation:

- To redistribute funds from other sectors. This is essential. Governments have to increase budget allocation to WASH from existing budgets.
- To increase local and national tax revenue. Such taxation must be equitable: not simply increasing the tax burden on low-income citizens.

Both approaches require that there are realistic plans at national and district level to achieve the 2030 SDG targets and that funds are spent efficiently, ensuring that more money goes into the enabling environment (the people and the institutions) and not only into construction of infrastructure.

Supporting water sanitation
and hygiene services for life

9:30 am



2 Strategic framework

IRC's Strategic Framework and theory of change for 2017-2030 presents a set of overarching long-term priority objectives and actions primarily dedicated to achieving SDG 6 and particularly Targets 6.1, 6.2 and 6.3.

IRC's International Programme will advocate at global level for the WASH systems strengthening agenda as a required approach to reach SDG 6 leaving no one behind. **Strong partnerships** with global actors will be created to push forward the agenda (especially through Agenda for Change and Sanitation and Water for All).

An important focus in the coming years will be on the identification of **financing models** for SDG 6. These models will draw on our track record on advocating for increased public finance, and seek to understand how this can leverage more general investment from multiple sources.

The Programme will also advocate in global and regional platforms to consider Civil Society Organisations (CSOs) as important pillars in the governance process, holding governments accountable for reaching SDG 6.

2.1 OUR ROLE AND THEORY OF CHANGE

IRC's theory of change has a vision of strong national systems at district and national level that deliver and maintain universal access to water, sanitation and hygiene, as well as address other water-related targets

of SDG 6. It is based on the key assumption that strong national systems are underpinned by strong national leadership – both political and financial. We believe that decentralised administrative units provide the right scale at which to model behaviour, test approaches and identify solutions to drive the route to universal access. For this reason, IRC will work with partner districts to map water and sanitation infrastructure assets, monitor services and systems, develop realistic budgets and bankable plans – and subsequently help to identify financing for those plans.

However, success at district level is not in itself enough for sustainability or to spark a national movement to achieve universal access. It must connect strongly with national level activities, to build strong partnerships and create the building blocks that will enable districts to achieve their goals.

Sustainable Development Goal 6 is about ensuring availability and sustainable management of water and sanitation for all by 2030. Collaborative efforts and new thinking, approaches, and methods are needed alongside strong local and national governmental institutions and leadership. There is a need to test new, realistic, and promising solutions and approaches to build credible and actionable evidence on how SDG 6 can be achieved. IRC has identified opportunities at local and national level to begin building this evidence.

This theory of change encapsulates IRC's role, and the actions that it intends to take, at district, national and global level to support the achievement of its vision through several broadly expressed outcomes. It is based on the idea that IRC, through these actions, can provide a hub or backbone for collective action by strong district and national partnerships, and catalyse



FIGURE 1 CHANGE LOGIC OF IRC'S THEORY OF CHANGE

and support sustained action leading to universal access. IRC will leverage partnerships and networks at the national and district level to improve the means of WASH delivery. IRC's hub role at the national and district level will involve convening actors, stimulating experimentation, codifying and sharing knowledge.

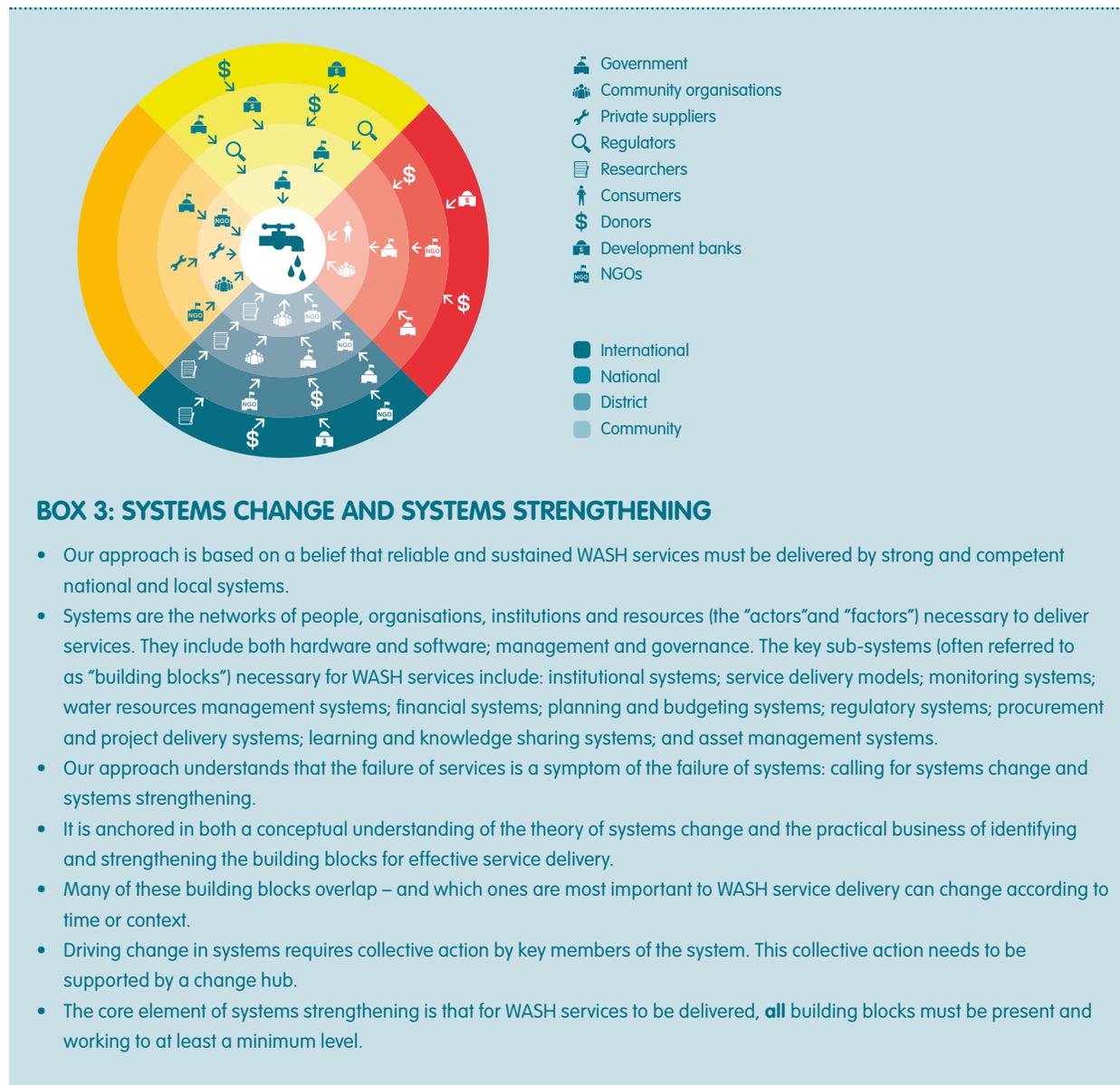
Figure 1 summarises the IRC theory of change, while Annex 1 presents the detailed logical steps that the theory of change follows.

IRC will monitor outcome level change within partner districts and at national level to measure progress and to ensure that results in IRC partner districts contribute to a broader national movement for universal access.

2.2 GLOBAL LEVEL: SYSTEMS STRENGTHENING AND FINANCING FOR SDG 6

IRC International Programme's focus in the next five years will be to advocate at global level for systems change and building strong national systems as a required approach to reach SDG 6. Our global activities help us to increase our impact, as well as establish our reputation and draw in financing for this global work. Both feed into each other because we're able to provide credible inputs (we did it, we have the data), thus influencing the larger funders of WASH. We will do this by:

- Using evidence from our focus countries and districts for advocacy.
- Combining lessons learned from our focus countries and districts to gain new insights into building systems.
- Bringing global innovations to our focus countries and districts.



The ultimate vision of where we want to be in 2021 is to ensure that 1) the systems strengthening approach is being implemented by the key agencies and governments in the sector and is part of the development discourse for the sector; 2) the building blocks are being implemented; and 3) there is a public online reporting tool that shows the impact of the approach at national and district level – and that expands to districts beyond the IRC country offices.

We want several countries to develop, implement and monitor multi-annual sector financing strategies with more money disbursed for direct support and the enabling environment; i.e. people and institutions required to deliver WASH services/ SDG 6, more domestic resource mobilisation in the countries and districts where IRC works and more efficiency in public administration.

Strong partnerships with global actors will be created to push forward the approach as well as developing a considerable body of work on adequate financing models for SDG 6. The Programme will also advocate in global and regional platforms for CSOs to be considered an important pillar in the governance process, holding governments accountable for reaching SDG 6. We want to see an increase in the confidence of CSOs in the sector to talk about finance and increase the partnerships with CSOs that work on budget transparency (but don't know much about the water sector).

The International Programme will document the rationale and tools to implement the systems strengthening roadmap. It will train IRC staff across all programmes and other organisations to use and

implement the tools. It will measure and document the evidence of the impact of the systems strengthening approach in countries and at international level using a public reporting tool.

We want all IRC programme staff to be able to train others in the implementation of the building blocks, tools and more specifically to be able to support the development of master plans and budgets, implement asset management plans, support the increase of the tax base at local level and be savvy in discussing finance mechanisms to fill the gaps.

3 Main partnerships

Agenda for Change

This is the movement we co-founded with WaterAid, Water For People, Osprey Foundation and Aguaconsult, and we will continue to support and aim to grow the movement under the new strategy. IRC will provide support to the global hub through the secretariat and coordination of the movement. The International Programme will actively participate in the working groups focused on technical assistance, monitoring and learning, advocacy and external communications. IRC will contribute knowledge products, case studies and other demonstrations of our systems change work at the district, national and global levels. Special attention will be paid to assessing partnerships and collaboration as core elements to national and global hub activities.

Sanitation and Water for All

Sanitation and Water for All is a global partnership of governments, donors, civil society and multilateral organisations, particularly concerned with those countries off-track on achieving the Millennium Development Goals. The partnership aims to address critical barriers including insufficient political prioritisation, weak sector capacity to develop and implement effective plans and strategies, and uncoordinated and inadequate investments.

Conrad N. Hilton Foundation

The Conrad N. Hilton Foundation and IRC share a belief in strengthening in-country institutions and capacities of service providers and government

authorities at all levels, (local, district and national). IRC will focus on building the capacity of local authorities and partners to develop strategic plans and master plans for their sectorial development and improve the impact and sustainability of the WASH infrastructure. The capacity building component will use the Triple-S approach by focusing on building the capacity of local authorities and its partners to deliver and maintain water services effectively and efficiently.

Ministry of Foreign Affairs of the Netherlands

The Ministry of Foreign Affairs of the Netherlands (MFA) is a key donor and influencer in the sector. The MFA's Directorate for Inclusive Green Growth is now applying the sustainability clause (developed with the help of IRC) to all its centrally managed programmes. In 2017, the WASH strategy was finalised and sent to Parliament. However, there is a pending discussion to create awareness of the WASH strategy and to obtain the MFA commitment to WASH in development cooperation policy. We need Members of Parliament to become more engaged and more effective in holding the Dutch government accountable for investments and progress made in achieving the goals defined in the WASH strategy.

Watershed

A consortium with Wetlands International, Akvo and Simavi focusing on the capacity building of CSOs in six countries, the Netherlands and international level to hold governments accountable for reaching SDG 6.

4 Monitoring, evaluation and learning

The IRC monitoring and learning group facilitates the systematic reporting of progress of outputs and outcomes of the different IRC programmes towards IRC's theory of change 2017-2030. The group is responsible for facilitating the process and development of tools for the development of IRC's annual and monitoring report and International Aid Transparency Initiative implementation as required by Directorate-General for International Cooperation of the Netherlands (DGIS) and other funding agencies.

The monitoring, evaluation and learning within the International Programme include:

- Support to IRC programmes in implementing the Monitoring Framework and the Public Reporting Tool twice a year
- Support to the MFA funded programmes with implementing International Aid Transparency Initiative compliant reporting and data for annual reports
- Support to the communications team with collection and reporting per programme and projects, with a focus on stories of change
- Facilitate review and learning processes, including the analysis of qualitative and quantitative information gathered in dashboards.

The baseline and progress reports from the International Programme will be validated yearly by an external consultant who will be interviewing key stakeholders. The findings will be discussed at the International Programme team meetings to inform the plans for the following year.



5 Our organisation

To deliver the International Programme we need a team of multi-disciplinary and highly flexible staff, each able to cover two to three expert topics or alternatively be able to manage large programmes, and ideally with two/three relevant working languages: 14 full-time staff (2-3 project officers, 2-3 programme officers, and 8-10 senior programme officers). The International Programme will ideally be supported by a minimum of four interns on an annual basis.

We will need to seek partnerships with larger and more influential organisations as well as engagement with the political space. We will also need to have more sophisticated social media and communication strategies – and collaborate with expert agencies in this area. Finally, we need technical support for developing the online training platform.

6 Our business model

The preferred objectives of the International Programme are to acquire multi-year, multi-country, multi-million programmes, as untargeted as possible that allow us to deliver on the goals and intermediate outcomes. Ideally, the programmes include work in the IRC countries.

Additionally, 20% of staff time can and should be used for project and advisory work. This is an important element of the International Programme where we can experiment and develop specific tools and knowledge to be used in the larger programmes.

The larger programmes and their contribution to the outcomes include, for the next 3-5 years the following programmes:

- DGIS Watershed – contributing to outcome 1 and 3. Capacity building of CSOs in 6 countries, the Netherlands and international level to hold governments accountable for reaching SDG 6.
- USAID Broad Agency Announcement Sustainable WASH Systems – contributing to outcome 1 and 2. Developing robust local systems capable of sustaining WASH service delivery. It will have a strong emphasis on partnerships and learning for catalytic change in the water and sanitation sector. Two countries.
- UNICEF 9 country M&E costing – contributing to outcome 1 and 2. Supporting the development and costing of country monitoring systems.

- DGIS Programmatic Funding – contributing mainly to outcome 2. Development of innovative knowledge products, outreach and influencing strategies.
- SDG Consortium – contributing to outcome 2 and 3. Supporting the development of knowledge products and training materials.

7 Financing and fundraising strategy

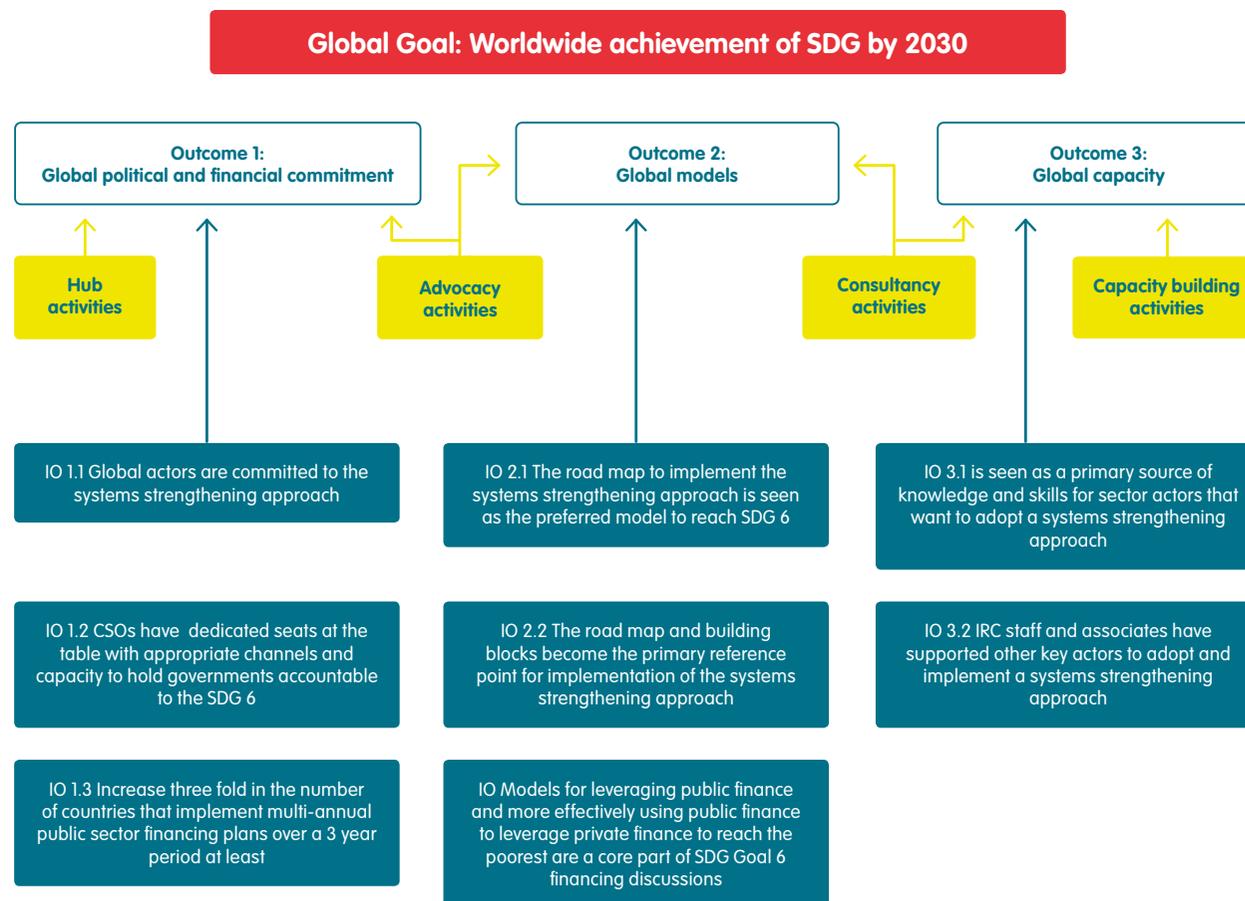
The International Programme will fundraise for the following four areas:

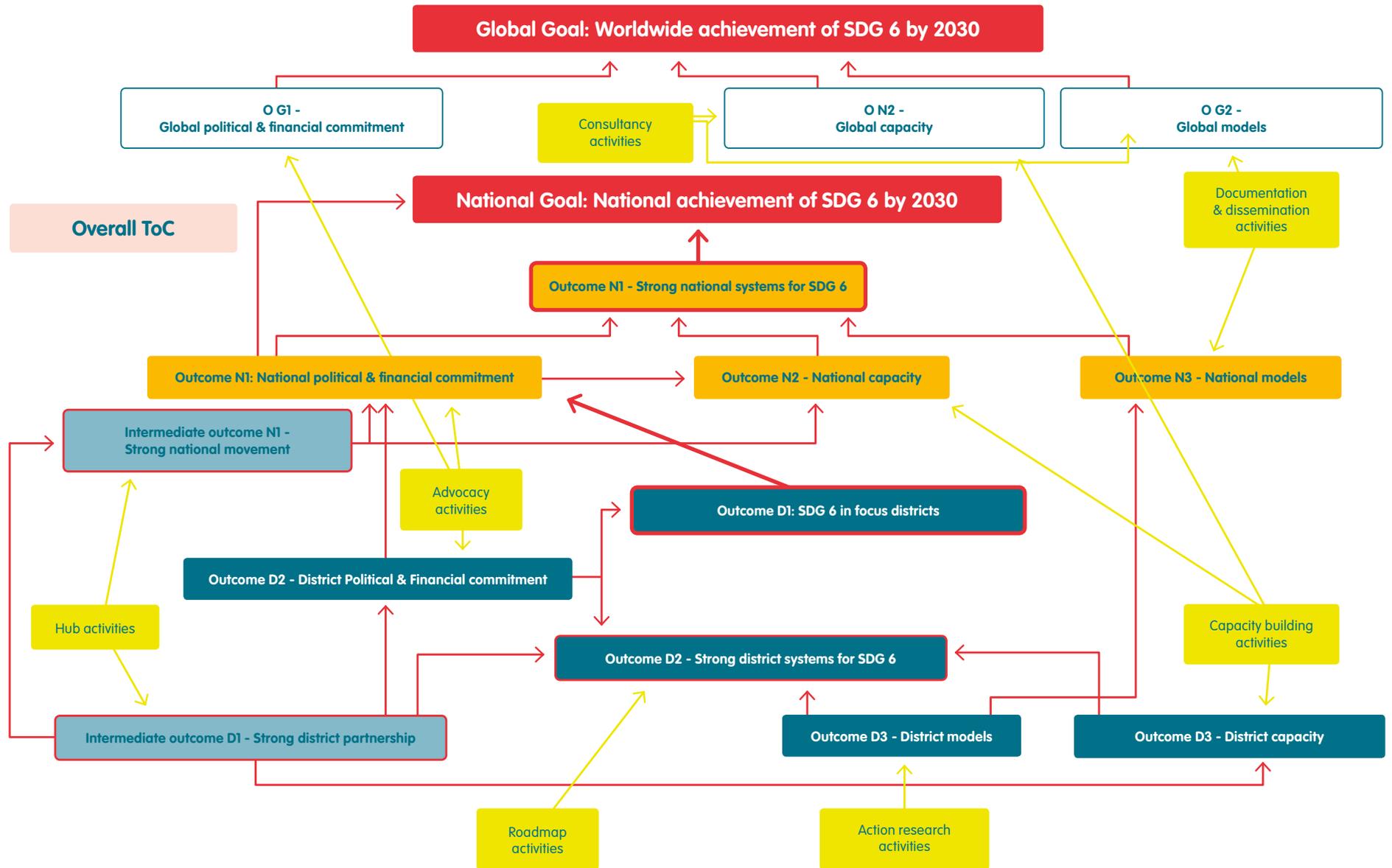
- **The Agenda for Change hub beyond the secretariat.** We need staff time for developing further the content of the work and pursue the international advocacy strategies. 100,000 Euro per year.
- **Experimenting with large-scale finance development funds for the hard to finance areas of the sector.** Unless we provide an alternative to the impact financing and commercial finance of the World Bank and impact investors, our push for public finance will remain limited. 100,000 Euro per year.
- **Turning the systems strengthening “package”: the approaches, the tools into an online and face-to-face training programme to be used by all programme staff and to train others.** 200,000 Euro (incl. staff time) for the first two years.
- **Developing a top-notch programme and content for the Systems Strengthening Seminar.** Maybe for 2019, 200,000 Euro (incl. staff time).

Therefore, besides the funds already secured, we need to fundraise for about half a million more per year than what is currently at our disposal.

Annex 1: Theory of change

The ultimate vision of where we want to be in 2021 is to ensure that the systems strengthening approach is being implemented by the key agencies in the sector and governments and is part of the development discourse for the sector (the political commitment). We want several countries to develop, implement and monitor multi-annual sector financing strategies with more money disbursed for direct support and the enabling environment; i.e. people and institutions required to deliver WASH services/ SDG 6 (the financial commitment). We want the building blocks to be implemented and that there is a public online reporting tool that shows the impact of the approach at national and district level (the models). We want all IRC programme staff to be able to train others in the implementation of the building blocks and we want to see an increase in the confidence of CSOs in the sector to talk about finance and hold governments accountable for reaching SDG 6 (the capacity).







Speakers



VOICE FOR CHANGE

Sharon Roose is a WASH Advisor in SNV and leads the WASH component within the multi-country Voice for Change Partnership (V4CP) advocacy programme.



FAIR GREEN AND GLOBAL ALLIANTIE (FGG)/ GLOBAL ALLIANCE FOR GREEN AND GENDER ACTION (GAGGA)

Giacomo Galli is a Policy Advisor at Both ENDS



Annex 2: Intermediate outcomes, activities and resources for programmes

The International Programme aims to achieve eight intermediate outcomes by 2021, all interlinked with the three Global Outcomes of IRC:

IRC outcome G1: Highest executive levels of national government (including Ministers of Finance), and development partners demonstrate high and sustained political and financial commitment to WASH systems strengthening for SDG 6.

Intermediate outcome 1.1: Global actors are committed to the systems strengthening approach. IRC manages a global hub to support the Agenda for Change, Sanitation and Water for All and other partnerships. IRC's role is to ensure that systems strengthening stays at the centre of these partnerships in terms of their work plans and messaging. This will be achieved through a strong partnership of NGOs and philanthropists committed to the Agenda for Change, engagement with the UN-Water expert group on SDG 6 and close collaboration with the Ministry of Foreign Affairs of the Netherlands.

Intermediate outcome 1.2: CSOs have dedicated seats at the table with appropriate channels and capacity to hold governments accountable for reaching SDG 6. IRC will continue to work with End Water Poverty (EWP), the African Civil Society Network for Water and Sanitation (ANEWS), Coalition Eau (CE) in West Africa

and with Freshwater Action Network for South Asia (FANSA) in strengthening their evidence base to effectively advocate at the regional and global levels.

The emphasis will be on:

- 1) Ensuring accountability mechanisms are set in place for SDG 6 including WASH and IWRM.
- 2) Influencing policy for adequate WASH investments that promote universal and sustainable service delivery with a special focus on the poor.

Intermediate outcome 1.3: Increase three-fold in the number of countries that implement multi-annual public sector financing plans over a 3-year period at least (at national or district level). With the organisations and networks mentioned above, plus Water.org and Dutch finance innovators, we will need to develop effective advocacy strategies to create awareness that adequate multi annual financial plans are essential to achieve SDG 6 and document and disseminate effective alternatives to financing the gaps to achieve SDG 6; i.e. rural WASH, the most excluded, not creditworthy small town utilities.

IRC outcome G2: A range of fit-for-purpose models for sustained, universal sanitation services and promotion of appropriate hygiene behaviours are well documented and are being adapted appropriately for replication in different contexts.

Intermediate outcome 2.1: The roadmap to implement the systems strengthening approach is seen as the preferred model to reach SDG 6. This requires successful advocacy for national systems building, increased finance and appropriate financial models for the sector; successful advocacy for service delivery; government leadership; use of national systems; public finance; research and learning in the global WASH arena. We will also continue to develop the TOC of other organisations as a key influencing strategy.

Intermediate outcome 2.2: The roadmap and building blocks become the primary reference point / guide for the implementation of the systems strengthening approach. Firstly, this requires that the impact generated by the Agenda for Change and implementation of the systems strengthening approach are documented and publicly monitored (with the development of an online dashboard and public reporting tool). Secondly, it means we can consolidate lessons and evidence from the districts that are using the roadmap and specific building blocks of the systems strengthening approach. It requires effective global sharing of news, evidence, experience, tools and approaches. In 2019, we will bring together the latest knowledge, thinkers and innovators from within and outside the sector and organise a systems strengthening symposium.

Intermediate outcome 2.3: Models for leveraging public finance and more effectively using public finance to leverage private finance to reach the poorest are a core part of SDG 6 financing discussions. This will require the creation of a strong partnership of global organisations interested in developing and experimenting with appropriate financial models for the sector and bringing financial discussions in the sector to make it “mainstream”.

Outcome G3: The most influential development agencies have the capacity to strengthen national and local systems.

Intermediate outcome 3.1: IRC is seen as a primary source of knowledge and skills for sector actors that want to adopt a systems strengthening approach. The International Programme will focus on documenting the rationale (“why”) and tools (“how”) of implementing WASH systems strengthening.

Intermediate outcome 3.2: IRC staff and associates have supported other key actors to adopt and implement a systems strengthening approach. The International Programme will develop and deliver a training for IRC programme staff on the building blocks and all its tools. It will also train other organisations to use and implement the tools and develop an online platform for doing so.

KEY ACTIVITIES AND AREAS OF CONTENT FOCUS

The main activities of the international programme are:

- To provide a backbone support role (hub) to global partnerships and movements such as Agenda for Change
- To support the development and implementations of advocacy strategies at global and country level
- To support the documentation and knowledge sharing of systems strengthening approach at global and country level
- To develop and implement the monitoring system of IRC
- To develop and implement the tools, approaches and online training of IRC
- To provide capacity building to the sector

The main areas of content focus of the international programme are:

- Monitoring systems strengthening for water and sanitation
- Sector financing for water and sanitation
- WASH-IWRM linkages
- Roles of CSOs in holding governments accountable

Intermediate outcomes (2021)	Main Activities	Targets 2021
Global Goal: Global achievement of SDG 6		
Outcome G1 – Global Political and Financial commitment		
Intermediate Outcomes G1.1: Global actors are committed to the systems strengthening approach.	<ul style="list-style-type: none"> • Hosting the Secretariat to support the Agenda for Change partnership • Develop advocacy strategy for systems strengthening approach 	
Intermediate Outcome G1.2: CSOs have dedicated seats at the table with appropriate channels and capacity to hold governments accountable for reaching SDG 6.	<ul style="list-style-type: none"> • Strengthen partnership with End Water Poverty (EWP), and global and regional CSO networks • Develop advocacy strategies for CSOs role in the SDG 6 accountability process 	
Intermediate Outcome G1.3: Increase three-fold in the number of countries that implement multi-annual public sector financing plans over a 3-year period at least (at national or district level).	<ul style="list-style-type: none"> • Development of finance on line modules • Develop advocacy strategies for public finance 	
Outcome G2 – Global Models		
Intermediate Outcomes G2.1: The roadmap to implement the systems strengthening approach is seen as the preferred model to reach SDG 6 (mainly the WASH and IWRM targets).	<ul style="list-style-type: none"> • We are able to track districts that are using the roadmap and specific building blocks of the systems strengthening approach • Continue to develop the TOC of other organisations as an influencing strategy 	
Intermediate Outcome G2.2: The roadmap and building blocks become the primary reference point / guide for the implementation of the systems strengthening approach.	<ul style="list-style-type: none"> • Online dashboard and public reporting tool • Monitoring group of IRC develops and supports all programmes implementing the monitoring framework • Systems Strengthening Approach book • Consolidated lessons and evidence from the districts that are using the roadmap and specific building blocks of the systems strengthening approach • Global sharing of news, evidence, experience, tools and approaches 	
Intermediate Outcome G2.3: Models for leveraging public finance and more effectively using public finance to leverage private finance to reach the poorest are a core part of SDG Goal 6 financing discussions.	<ul style="list-style-type: none"> • Development of partnerships with key influencing stakeholders in the area of finance • Facilitation of thematic group of finance experts • Experimentation with financing mechanisms 	
Outcome G3 – Global Capacity		
Intermediate Outcomes G3.1: IRC is seen as a primary source of knowledge and skills for sector actors that want to adopt a systems strengthening approach.	<ul style="list-style-type: none"> • IRC approaches, tools and skills for strengthening systems are developed and accessible 	
Intermediate Outcome G3.2: IRC staff and associates have supported other key actors to adopt and implement a systems strengthening approach.	<ul style="list-style-type: none"> • The systems strengthening approach, the building blocks and the tools are made available in online training modules • Development of IRC training for programme staff on building blocks and all its tools 	

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