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Monitoring Report 2015

Final

As submitted by IRC to the Directorate-General for International
Cooperation of The Netherlands Ministry of Foreign Affairs

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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Content is based on the monitoring and learning reports submitted by all staff from IRC offices in The Hague, Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda.

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Introduction

2015 was the penultimate year of IRC's 2012-2016 business plan period, and of the funding agreement to DGIS of which this report forms a key deliverable. It was a year of transition for both IRC and the global water sanitation and hygiene (WASH) sector. The start of the year was dominated by reduction in staff in the Netherlands, followed by a process of restructuring that lasted for the year.

As the world prepared to adopt the Sustainable Development Goals (SDGs) (and the WASH sector Goal 6: Water and Sanitation for everyone), IRC launched a series of important initiatives that built on the experiences of the previous years and responded to the need for fundamental change to achieve the target of universal and sustainable access to WASH services by 2030.

Delivering positive change in sector performance necessitates a system-wide and holistic approach that tackles all dimensions of the WASH sector. This calls for a reform agenda that is, based on a sound understanding of the political economy, including at least three levels of decision making: city or district, national and global. The Agenda for Change, launched at the start of 2015 initially by IRC, WaterAid, Water For People and Aguaconsult explicitly addresses the need for strong national systems to deliver Sustainable Development Goal 6.

The Agenda for Change builds on the achievement and learning of the Goals that IRC set itself for the period 2012-2016, namely:

1. Sector adoption of a service delivery approach
2. Sector adoption of a learning and adaptive approach
3. Improved aid effectiveness
4. Improved inter-sectoral dialogue and planning alignment

During 2015, as already observed at the end of 2014, we saw continued evidence that the primary goal of creating a paradigm shift in the rural water sector: from hardware to service delivery had been largely achieved. Not least in the strong commitment to service delivery by the Sanitation and Water for All (SWA) partnership, but also by national government in the IRC focus countries and beyond. This is no small achievement and we are proud of the role that we have played in this – along with many others. Without this change in understanding, that what we are aiming for is sustainable services and not just new hardware, we believe that the strong focus on national system building incorporated in SDG 6 would not have been achieved.

At the same time we, both globally and in our focus countries, saw that while critical, this is only a first step. That it is insufficient to systematically create measurable improvement in the quality of services delivered. We believe that without strong government leadership and increased access to (public) finance, improved capacity and awareness interventions alone were not sufficient to drive an improvement in services delivery.

Based on this learning, 2015 saw the start of an ongoing pivot in IRC's approach: continuing to champion and consolidate gains made in the service delivery approach (including extending the approach to sanitation) while, starting to advocate strongly for increased government leadership generally, and for more public finance for WASH.

To support this, IRC initiated partnerships; one with Water & Sanitation for the Urban Poor (WSUP) and Trémolet Consulting, under the Public Finance for WASH initiative, and another to

support the need for strong civil society to hold government to account for its leadership, we developed the Watershed (formerly) WASH-IT! in Partnership with Simavi, Wetlands International, Akvo and DGIS. Watershed has started operations in 2016.

This report presents the outputs of IRC's monitoring for 2015. It is structured into five main sections including this introduction. The subsequent sections are:

1. Achievements in 2015 – our impact and main outcomes
2. Activities and outputs – what we did and produced
3. Inputs – the human and financial resources we used to achieve results
4. Highlights and challenges – per-programme – what went well and where challenges remain
5. Prospects for 2016 and beyond – positioning beyond the end of the current business plan

1 Achievements in in 2015

The infographic on page 9 presents in a summative overview of IRC's results chain for 2015: from inputs in terms of money, people and programmes through to the activities undertaken, outputs delivered, the outcomes achieved and finally the impact in terms of number of users of water, sanitation and hygiene services that were reached.

In the preceding sections we explore further what these figures mean in terms of IRC achievements, challenges and lessons learned. As an organisation that operates primarily in the areas of knowledge, policy and capacity building, it is difficult to measure the direct impact of our interventions on WASH service users.

At the heart of this approach, is the fact that: IRC finds its niche in creating and disseminating knowledge that spurs local, district, national, regional and international action and change; while at the same time convening broad based stakeholder networks around this knowledge, with the aim achieving sector change through collective impact.

To monitor our contribution to the change, it is important to understand not only what we do and influence most directly (our activities, outputs and outcomes), but also what the partners we work with and whom we seek to influence also do. This is what we attempt to capture in the impact section of our monitoring.

The data presented in this report is based on IRC's annual monitoring cycle, facilitated by an online repository and dashboard system. IRC staff report their activities using a mixture of hard and soft indicators. Following the Mid-Term Review of the IRC Business Plan 2012–2016, IRC re-evaluated its monitoring framework indicators based on the recommendations of the review, and this report is also based on an updated set of indicators with targets adopted for 2015.

In the subsequent sections of the report, the different elements of the organisation's Results Chain are presented in more detail, along with the means we use to monitor achievements.

IRC at a glance in 2015

Inputs	Activities and products	Outcomes	Impact		
<p>7 programmes: 6 country programmes and 1 international programme</p> <p>4 country offices</p> <p>55 active programmes and projects</p> <p>84 staff</p> <p>15 associates</p> <p>5 interns</p> <p>100+ partners in development</p> <p>42 funders</p> <p>353 IRC Consult advisory days</p> <p>€ 7.8 million invested</p>	<p>138 IRC-published research outputs</p> <p>22,374 resources on IRC website</p> <p>4 IRC events in the Netherlands</p> <p>35+ presentations and papers presented by IRC at international events</p> <p>1 journal article</p> <p>1 IRC book</p>	<p>70 capacity building sessions worldwide co-organised by IRC</p> <p>170 news items published on IRC website</p> <p>119 blogs by IRC staff</p> <p>10 E-Source issues</p>	<p>42 stakeholders in WASH are using the service delivery approach terminology</p> <p>55 stakeholders in WASH are actively promoting the service delivery approach</p> <p>35 WASH stakeholders are actively funding the service delivery approach</p> <p>21 references to IRC 's work by the global media</p>	<p>1,872 water professionals trained world wide</p> <p>44 working groups and learning platforms supported</p> <p>3,200 participants at IRC (co-) organised events</p> <p>400,000+ interactions on IRC-managed websites</p> <p>750,000 page views</p> <p>27,000+ followers on social media</p>	<p>2,250,000 people reached directly by IRC in focus locations</p> <p>6,000,000 people reached indirectly by IRC partners using IRC approaches, methods and tools</p> <p>40,000,000 people reached indirectly through our partnership with BRAC in Bangladesh</p>

Locations

6 focus countries

Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda

23 additional countries

Bangladesh, Benin, Bolivia, Bhutan, Cambodia, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Indonesia, Kenya, Lesotho, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Sierra Leone, South Sudan, Tanzania, Timor Leste, and Zimbabwe

4 country offices

Burkina Faso, Ethiopia, Ghana and Uganda

1.2 Impact – people reached directly and indirectly

In 2015 IRC started to extend the measurement of impact to all focus countries, and broaden assessment of impact with self-assessments of more qualitative indicators along our results chain. An overview of the scores from this exercise is provided in Annex 1: IRC Impact and goal scores 2015. Table 1 below shows the number of people reached directly and indirectly by IRC's programmes and those of our partners (the definitions used for impact measurement in 2015 are shown in the box below).

Table 1 Impact: people reached by IRC and partners, 2014 and 2015¹

Country	2014		2015	
	Number of people directly reached	Number of people indirectly reached	Number of people directly reached	Number of people indirectly reached
Burkina Faso	332,515	2,658,129	577,086	1,100,672
Ghana	0	4,200,857	15,200	not available
Ethiopia	160,000	0	0	395,570
Uganda	863,750	36,000	884,732	635,000
India	0	0	0	0
Honduras	0	419,294	0	419,294
Global ²	6,572,618	n.a.	797,393	3,471,000 ³
TOTAL	7,928,883	7,314,280	2,274,411	6,021,536

IRC has continued to reflect on how best its impact can be measured (as an organisation that does not directly deliver services) and this led to an update of the definitions of the indicators. Figures for 2014 and 2015 are therefore not directly comparable, and it is also important to note that the country programmes measure the indicators differently which requires further interpretation and estimation. It is foreseen that with the new organisational Theory of Change for 2017 and beyond, indicators and methods of measurement will be further refined.

Starting in 2016, as part of IRC's Agenda for Change initiative, we intend to identify focus districts in our focus countries. These are districts with whom we intend to partner until 2030 and/or the achievement of Goal 6. The implication of this new way of working is that we will be able to measure impact more directly. In preparation for this approach, IRC and its partners are already working in focus districts, and we have also started to measure service delivery indicators on how the system of delivering services is evolving on the ground. These indicators include: functionality of water systems; user satisfaction; and, budgets for the different WASH subsectors. These scores will gain significance when measured at regular intervals over time, helping us to understand the trends in the system.

1 In 2015, IRC updated the definitions for measuring the number of people reached indirectly. Presented figures therefore cannot be compared one on one.

2 At the beginning of 2015, IRC reorganised its programmes in 6 focus-country programmes and one international programme (represented in table under "International and Innovation programme")

3 Not included in this table are the 40 million people reached by our partner BRAC in Bangladesh with their WAH programme

The definitions for *people reached* used for the 2015 monitoring are:

People directly reached: population of focus districts/communes/municipalities in which IRC is actively engaged and who are likely to benefit from improved services through the actions of us or our government, private sector or NGO partners.

People indirectly reached: outreach to population of districts/communes/municipalities in which IRC is not directly engaged, but in which partners with whom IRC works directly (government, NGOs, private sector), in the country, are engaged and are using IRC based approaches to bring improved services.

1.3 Outcomes – achievement of IRC’s programmatic Goals

Next to these quantitative impact indicators, in 2015 IRC refined the way in which we measured and assessed our outcome indicators. The main outcomes of IRC’s business plan are the four goals for sector change set out below.

1. Sector adoption of a service delivery approach
2. Sector adoption of a learning and adaptive approach
3. Improved aid effectiveness
4. Improved inter-sectoral dialogue and planning alignment

As mentioned in the 2014 monitoring report, it has become increasingly clear that Goals two, three and four are largely supportive of Goal one that provides IRC’s overarching goal.

The new system for monitoring achievement of these goals is based on the use of the Qualitative Information System (QIS) methodology, developed by IRC. QIS works on the basis of ladders of short statements about outcomes (mini-scenarios) ranging from zero to maximum impact. Each of these is allocated a score of between 0 and 100, typically in steps of 25 and with 50 defined as being a “benchmark” level.

Ideally the methodology is used in a participatory manner and is assessed by sector stakeholders. For this first year of testing, in most cases the IRC country directors scored the indicators by self-assessment. For the scores see Annex 1: IRC Impact and goal scores 2015.

QIS scores for each goal are reported in the following sections, as well as examples of programme level outcomes and of the scenarios attached to the different QIS indicators and scores.

1.3.1 Goal 1: sector adoption of a service delivery approach

With Goal 1, IRC aims to change the sector’s focus from provision of infrastructure to its effective use and management so that services last. IRC equips local governments and service providers with knowledge and tools to sustain the delivery of water and sanitation services. By conducting action research and influencing policy and decision makers, IRC improves reliability and sustainability.

The QIS scores for the indicator “*Service Delivery Approach (SDA) building blocks mainstreamed by government and development partners*”, under Goal 1 for the focus countries range between 50 and 75 out of 100. These scores mean that in the countries, at least five to eight SDA principles

are prominent in national discourse, while between two and four SDA building blocks are integrated in policies and put in practice.

These figures confirm the overall impression that Goal 1 of IRC's 2012–2016 business plan has been largely achieved on the level of adoption of the service delivery approach into sector discourse and increasingly into policy, while action implication in activities continues to catch-up.

In Burkina Faso, IRC has provided a strong contribution to preparing the national sector for the SDGs. Important lessons from implementing the millennium development goals (MDGs) and structural changes are needed to achieve SDGs have been identified and agreed. SDA is now fully adopted in the national WASH policy and all sector programmes. [\[link\]](#). In Ethiopia steady progress is being made with the self-supply approach, which is a crucial strategy for reaching everyone with sustainable services: [\[link\]](#).

The International and Innovation programme scored Goal 1 at 50. The scenario for this score is defined as:

- At least two development partners use commitment to SDA as a requirement for funding and one International WASH NGO carries out programmes that have at least eight building blocks of the SDA approach.
- At least one out of ten IRC focus countries has a fully operationalised hub, covering both the sanitation and hygiene and water sectors.
- At least three examples of a partner that adapts the IRC approach in a non-focus country.

Annex 2: Service Delivery Approach uptake provides an overview of the uptake of SDA terminology by governments and donors, examples of funding the approach and active promotion of the approach, while Annex 3: Government policy and planning documents with a service delivery component provides some examples of government documents that make a direct reference to the SDA approach

1.3.2 Goal 2: Sector adoption of a learning and adaptive approach

With Goal 2 IRC expresses that a learning and adaptive approach is essential because the external environment including the climate, economies, demographics, and people's needs and expectations are constantly changing. Making services sustainable means identifying business, technological and financial models that work in the context of a country or region, and the sector must continually adapt and innovate, or risk failure.

Country programmes have monitored Goal 2 using the QIS indicator “*Degree of country hub led multi-sector platform and learning alliance activities contributing to review and adaptation of policies and practices of the sector*”. Scores varied between 35 (India) and 75 (Burkina Faso and Uganda).

The scenario for a score of 75 is:

- Multi-stakeholder platforms (MSP) exist at one level (national, regional and/or district, as appropriate), and are sustainably funded by members contributions.
- MSP meetings happen with defined frequency for sharing, reviewing and adapting service delivery models.

- Recommendations from MSPs and Learning Alliances (LA) are used for the review of policies and practices on an ad hoc basis.
- A country hub is sustained but with funding from a few or only one stakeholders.

While that for a score of 25 is:

- a multi-stakeholder platform exist at the national level, but is funded only on an ad hoc basis.

An example of how a multi stakeholder platform can contribute to sector improvements comes from Uganda. IRC Uganda continued to play a lead role in the Menstrual Hygiene Management (MHM) coalition that is advocating MHM services for girls in school, since 2012. During 2015 the coalition reviewed the national School Health policy and made proposals that were incorporated in the policy review process. The proposals were based on findings from the MHM study conducted by IRC and SNV in 2012. As a result of the process the Ministry of Education and Sports issued a directive to all Head teachers to provide separate sanitary facilities for girls in schools for management of menstrual hygiene. The coalition influenced 26 CSOs, 5 Ministries and the Uganda WASH Parliamentary Forum to sign the MHM charter committing to promote rights of girls and women during their menstrual cycle ([link](#)).

At the international level the QIS indicator adopted is “*The sector is able to learn, innovate and adapt in the face of change*”. The International and Innovation programme scored the sector for this indicator with 75. The description of the scenario that belongs to this score is:

- At least two international WASH events (held within the last two years) and an international WASH event convened by IRC (held within the last two years) are mobilising sector stakeholders around an ‘Agenda for Change’ relevant topic
- At least ten organisations have applied or used IRC methods and tools (over the past two years) in their WASH programmes
- At least two IRC flagship peer reviewed publications on a ‘agenda for change’ relevant topic have been published during the last two years
- Tools and e-learning materials of IRC are accessed by at least 600 sector professionals/year
- The number of visitors to IRC website is increasing with more than 5 percent/year
- IRC has no globally accessible datasets

A good example is the UNICEF Sanitation Monitoring Toolkit ([link](#)) developed by IRC. This website provides sanitation and hygiene sector professionals with access to current approaches to sanitation monitoring, including guidance on how to use various monitoring instruments and links to the latest tools and resources.

Annex 4: sector platforms for aligning policies and practices provides the overview of sector platforms that support the alignment of policies and practices in the sector.

1.3.3 Goal 3: Improved aid effectiveness

Truly effective aid delivers more benefits with less waste. When aid is channelled through a country’s sector budget and harmonised with national plans, with the government taking the lead, institutions can operate and maintain water and sanitation services into the future. To achieve Goal 3, IRC lobbies stakeholders to embrace the principles of aid effectiveness and supports governments’ efforts to provide strong, clear leadership.

QIS scores for Goal 3 in IRC's focus countries vary between 50 (India) and 75 (Burkina Faso, India). The indicator used is "Degree of alignment of planning, finances and policies by development partners to government priorities and government led systems".

A score of 75 relates to a scenario in which:

- National systems, guidelines and platforms for harmonisation and alignment exist and are supported by development partners.
- Though interventions are being harmonised, implementation remains partly fragmented.
- Although there is a system to channel funds via the sector budget and/or joint programme funding and while some development partners use this system and follow national and local government priorities, others still earmark their funding to their own specific targets.
- The leadership of national government and systems exists but remains relatively weak.
- Monitoring systems are in place but not all stakeholders are actively supporting their updating and usage.

In Ghana, in August 2015, IRC in collaboration with UNICEF and the Ministry of Water Resources organised a one day forum for WASH sector stakeholders to disseminate the Ghana Sustainability Compact. During the dissemination forum, stakeholders called for development of an action plan to operationalise the commitments made in the document and a participatory process to deepen understanding and ownership. IRC supported UNICEF and the Ministry to develop a draft action plan through stakeholder consultation and validation processes (read about experiences with sustainability instruments: [link](#)).

IRC's International and Innovation programme measured progress on aid effectiveness using the indicator "the Government leads on sector change and service delivery – all others support". The programme scored this indicator at 50, which stands for the scenario:

- One major sector (thematic) initiative undertaken/ongoing by IRC that actively promotes a leading government role in the sector over the past two years, which have significant uptake by the international WASH sector stakeholders.
- At least one IRC partnership undertaken/ongoing that pro-actively contribute to the promotion of aid effectiveness.

As a member of the Country Processes Tasks Team (CPTT), IRC directly contributed to the strategic direction of the SWA partnership by inclusion of its central concepts within the SWA's four "Effective Behaviours". The results of the three cases studies on Aid Effectiveness carried out by IRC (Burkina Faso, Ghana (in draft) and Honduras ([link](#)) directly contributed to the conceptual thinking on the Effective Behaviours. IRC's work is referenced in the SWA behaviours papers ([link](#)), each of them elaborated with substantive inputs from IRC.

Annex 5: status and examples on aid effectiveness provides an overview on what has been reported by IRC on Aid Effectiveness in 2015.

1.3.4 Goal 4: improved inter-sectoral dialogue and planning alignment

With Goal 4, IRC promotes learning and dialogue about the contextual issues of water resource management, climate change; WASH away from home and multiple-use systems for economic development – all of which are paramount for achieving the SDGs. The desired result is integration of WASH planning and budgeting with energy, health, education and other sectors.

As in previous years, all IRC programmes registered less activity towards this goal than in the other three goals. This reflects the continuing narrow focus of much of the WASH sector, which is frustratingly difficult to break out from. The adoption of the broad WASH sector Goal 6 however allows for a much wider focus on areas of water resources, water use efficiency and waste-water management, as well as the inclusion within the SDGs of many goals that directly or indirectly implicate the WASH. This trend will hopefully provide impetus to break out of the narrow sector confines and address the contextual issues in the countries.

The indicator used by the country programmes is: “*degree to which the WASH sector is coordinating its policies, practices and budgets to maximise efficiency and effectiveness in improving livelihoods*”. The country programmes Ethiopia, India and Uganda score between 0 and 25, where the 25 scenario is defined as:

- No sector initiative (research; advocacy) to understand, raise awareness and/or disseminate the understanding on the relation between WASH services and livelihoods.
- At least one in-country partnership developed and maintained with other sectors.

The International and Innovation programme, which is using the indicator “*the sector takes as its starting point the effective use of WASH services to improve livelihoods*” scores a more positive 50 with the scenario:

- At least one IRC initiative (research; advocacy) is undertaken/ongoing over the past two years to raise global awareness on relation between WASH services and livelihoods.
- At least one IRC partnership with the sectors is developed and maintained over the past two years.

The thematic area “WASH away from the home” has started to gain some traction and is becoming more important for IRC. Two key events (World Water Week in Stockholm and a side session at the 2015 Water and Health Conference organised by the Water Institute at the University of North Carolina [link](#)) helped to launch our work in this area bringing key partners such as WHO, UNICEF, Emory University and others around the table. Both these events focused on identifying key monitoring indicators needed to track progress in access to WASH in institutions such as health care facilities, work places and prisons. This has helped to set the grounds for the development of our WASH away from home toolkit that will be a key output for 2016.

At the same time the Multiple Use water Services (MUS) Group continued to be a useful platform for sharing innovative work that puts WASH in the wider context of improved livelihoods, mainly with audiences of technical staff. The webinar series organised by the Rural Water Supply Network (RWSN) ([link](#)) consisting of some 40 webinars (across three languages), have attracted between 40 and 70 attendants each, mainly coming from the practitioners community. These have served for example to share some of IRC's work on investigating successful community-managed rural water supply programmes and approaches across India (Community Water Plus), and its work on innovative approaches in planning for multiple uses of water and sustainable financing as part of the Kenya Arid Lands Disaster Risk Reduction WASH project.

Annex 6: overview of cross-sectoral approaches and platforms provides an overview of IRC's involvement in cross-sectoral activities and platforms.

2 Activities and outputs

IRC's 2012–2016 business plan foresees the restructuring of the organisation as a dynamic, modern think-and-do tank that combines high levels of commitment and well-developed social values with professionalism and flexibility. In the business plan special focus is given to the following three areas of activity to achieve our Goals.

- Knowledge management and communication;
- Innovation and action research in countries and regions; and
- Market-based, demand-responsive assignments from governments, international agencies and other organisations.

Progress on each of these is reported below.

2.1 Knowledge management and communication

Steps to strengthen IRC's communications and advocacy work began in 2013. In 2014 communications became a central part of IRC's work with a new website launched and staff capacity built to communicate with existing and new audiences. The new website gathers all materials in one place (blogs, news, research outputs).

2.1.1 Communication and communication products

Effective communication is a basic prerequisite for the attainment of organisational goals. No organisation, no group can exist without communication. IRC is no exception. Over the last two years, IRC undertook a major improvement programme to strengthen its communications and advocacy work—to better position the organisation for delivering knowledge and innovation in water management, governance and financing. In the process, IRC rebranded, launched its new website and built staff capacity to communicate with different audiences. Since then, communications has become a crucial part of IRC's work.

In 2015, IRC continued with alignment of communications, information and knowledge management work with country and global change objectives as evident in various outputs. This, while ensuring that the IRC brand is adding value to its overall messaging and outsiders' perception of the organisation.

One of the lessons from working on IRC's goals is the importance of communicating solutions. This led not only to an increase in IRC's engagement with the media both globally and nationally, but it also has resulted in invitations to participate in key discussions; citations of IRC's work; and, quotes from IRC experts. More in general this 'solution' approach has led to a series of successes for IRC as a result of its communication efforts:

- We strengthened our engagement and partnerships at both national and international levels by supporting other on-going policy engagements and advocacy initiatives on water, sanitation and hygiene where IRC did bring added value to the dialogue. Efforts range from events and activities collaborated on, such as the four IRC events in The Hague, at international level, IRC successfully (co)organising 27 international events and 10 thematic group meetings reaching 5,500 sector professionals; to the development of information sharing mechanisms such as the Public Finance for WASH initiative – with its strong focus on sector advocacy.

- In 2015, IRC published more than 119 blogs (Annex 8: Blogs titles and links in 2015), 14 press releases, and also made 20 appearances in the media. 10 issues of E-Source were produced reaching approximately 2000 sector professionals.
- IRC's digital presence reached 198,164 page views, while IRC in social media had 27,032 followers, suggesting that IRC continued to be a trusted and reliable source of information and innovation.
- The book "From infrastructure to services: trends in monitoring sustainable water, sanitation and hygiene services " (<http://developmentbookshop.com/from-infrastructure-to-services-19715>) was published.

Our Global Communication achievements are presented in Annex 11: IRC Global Communications in 2015, while details about the use of IRC's website can be found in Annex 9: IRC's web content management, 2015.

As part of its efforts to professionalise and institutionalise communications, IRC instituted an Editorial board that is responsible for the oversight, corporate direction setting, forward planning, communications management and decision making; developed corporate and strategic communication, and assured quality control of communication outputs across the organisation including country programmes.

In 2016/17, IRC will continue innovating its communications agenda as it is clear that it would be useful to have a clear restatement of IRC's audience, mission and priorities aligned to the annual plan and new programmes, partnerships and priorities – notably the drive to seek growth in investment and fundraising activity.

2.1.2 Tools development

Due to demand identified in 2014, especially during the Triple-S end of project evaluation, a new section of IRC's website dedicated to presenting tools associated with IRC's "whole-system" approach to delivering WASH services began to be created in 2015 and will be launched in 2016. This will provide tools related to areas of IRC leadership such as monitoring, costing, asset management and strategic planning. It will also provide guidance on IRC's broad approach for driving sector change through alignment and collective impact that supports and strengthens national systems. In addition to this work, a number of specific tools were developed during 2015 including:

- Sustainability Index on-line course developed together with the Wash Alliance International (WAI) to assist WAI partners to design their projects and activities leading to full sustainable services and behaviour [[link](#)].
- Financing the SDGs an animated video on water financing facilities ([link](#)) was produced for DGIS to share the concept.
- A rapid assessment tool for urban faecal sludge management ([link](#)) was developed and is being tested.
- A set of tools was developed for costing water services in refugee camps together with UNHCR ([link](#)).
- A conceptualisation of IRC's approach to driving sector change was developed ([link](#)).

In terms of strengthening monitoring systems, IRC's monitoring dashboard (the central repository for IRC outputs and outcomes) was refined and updated to complete the indicators and add targets for each indicator. The IRC's learning and monitoring cycles are now guided by a revised framework and a results chain (available on the [website](#)), which maps out the theory of

change for each programme. This monitoring tool provides an example for other sector actors seeking to locate their work within the broad system needed to deliver WASH services.

2.2 Innovation and action research in countries and globally

In 2015 IRC ran seven programmes: a global programme (International and Innovation programme), and six country programmes (Burkina Faso, Ethiopia, Ghana, Honduras, India, and Uganda). Activities carried out in non-focus countries, including the assignments of IRC Consult are treated as part of the International and Innovation programme.

IRC's largest project, Sustainable Services at Scale (Triple-S), ended formally in April 2015, but is being extended to December 2016 under a cost-neutral extension. At the end of 2014, IRC had met or exceeded its primary goal of creating a paradigm shift in the rural water sector: from hardware to service delivery.

At the same time this was found to be insufficient to systematically create measurable improvement in the quality of services delivered. Essentially, without strong government leadership and increased access to (public) finance, improved capacity and awareness are not in themselves sufficient to drive delivery of improved services.

For the focus countries the focus therefore shifted more from advocacy and awareness towards making the service delivery approach work with tools and action research. Based on this understanding, IRC's International and Innovation programme decided to focus on three main themes: (1) Public financing of WASH services; (2) Monitoring across the system of WASH service delivery; and, (3) Urban sanitation, in particular faecal sludge management.

All 138 research outputs can be found in Annex 10: IRC-published research outputs in 2015.

3 Inputs

This section provides a brief overview of the inputs that IRC brought to bear on achieving its Goals in 2015.

Table 2 presents 2014 and 2015 expenses by IRC's programmes. Overall expenses clearly reflect the decentralisation process with a stronger focus on the country programmes. In 2014 the International and Innovation programme (global + regional) accounted for 67% of the total, while in 2015 this was less than 50%. The overall reduction in expenses in 2015 was mainly due to the winding down of the Triple-S project in 2014. This also explains the significant reduction in expenses by the Uganda country programme, while the Burkina Faso country programme expenses increase was caused by large sanitation implementation programmes and the increase in Ethiopia financing by the large monitoring support programmes.

Table 2 Expenses IRC programmes, 2014 and 2015 (in euros)

Programme	Expenses (EUR) 2014	Expenses (EUR) ⁴ 2015
Country programmes	3,400,000	4,120,000
Burkina Faso	750,000	1,320,000
Ethiopia	340,000	760,000
Ghana	1,290,000	1,370,000
Honduras	50,000	80,000
India	150,000	130,000
Uganda	820,000	460,000
Regional programmes	2,088,199	
Africa	590,000	
Latin America	70,000	
South Asia	1,430,000	
International and Innovation programme	4,800,000	3,660,000⁵
TOTAL	10,290,000	7,780,000

During 2015, 37 new projects were acquired by IRC and its partners, making for a total of 71 active projects in 2015 (see Annex 12: Active projects in 2015 for the full list).

3.1 Staff and offices

To prepare IRC to fulfil its mission and vision in a changing aid landscape, the 2012–2016 business plan called for decentralisation: IRC would maintain a core staff in The Hague but increasingly deploy staff in the countries and regions that are the focus of our activities.

After the staff downsizing in late 2014, IRC continued in 2015 to reconfigure the staffing structure, de-emphasise headquarters office and strengthened country offices. This has resulted in some 33 full-time-equivalent staff (a reduction of approximately 30%) based out of the Netherlands which is also reflected in the decrease of expenses by our International and Innovation programme.

Table 3 Provides the overview of IRC staff in 2015.

⁴ Figures of 2015 are rounded on 10,000's

⁵This figure includes the expenses for the Netherlands € 690,000

Table 3 IRC staff count in 2015

Total staff IRC count	
Headcount 30-06-2015 in NL	50
Headcount 31-12-2015 in NL	35
Interns throughout the year	5
Associates	15
Via job agencies	2
Freelance/ZZP	2
Country offices	39
Ghana	10
Burkina	12
Uganda	7
Ethiopia	5
India (not an official registered office yet)	2

4 Highlights and challenges

This section draws on the monitoring data collected by IRC in 2015 and reported in the previous sections and annexes to draw out some of the most important highlights and challenges of IRC's programming in 2015. These are presented below for each of IRC's main programmes.

In 2015 IRC continued to work in six focus countries: Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda. With the closure of the Triple-S project in 2014, IRC's permanent presence in Mozambique could no longer be sustained: work there continued on a demand basis under the International Programme.

4.1 International programme

Uptake by Governments, INGOs and donors of tools and approaches in all five geographic areas of the world has been higher than expected or planned. Tools and approaches for monitoring, sanitation and costing are the most in demand. An estimated 43,5 million people have been reached indirectly through the use of IRC's tools or approaches in non-focus countries – most notably through IRC's partnership with BRAC in Bangladesh. The international programme of IRC achieved 800,000 unique direct interactions with sector professionals in 2015.

At international level and supporting country processes and aid effectiveness, the Sanitation and Water for All (SWA) partnership's new strategy (2015 to 2020)? is formulated around the concepts of country leadership, national sector strengthening processes and collaborative behaviours, an absolute highlight of IRC's international influence on activities in development cooperation. Without wishing or trying to attribute this exciting new strategy to IRC's work, we are happy to have contributed to it. What is more, the official adoption of the strategy by SWA will not only be instrumental in promoting these core concepts in the international WASH

agenda but above all commits all SWA members (more than 100 including national governments, donors, development banks, INGOs, CSOs etc.) to act on and to be held accountable.

2015 also saw the start of two key sector initiatives: Agenda for Change ([link](#)) and Public Finance for WASH ([link](#)) initiatives. Both will be crucial for realising IRC's vision of strong national systems able to deliver Goal 6 by 2030 – systems in which governments provide leadership and in which sufficient finance is provided.

While IRC continues to be successful with aligning partners for the joint achievement of the SDGs, we have been less successful in working with new partners outside the WASH sector, making cross-sectoral linkages in order to increase the livelihood and health impacts. As mentioned in the previous section, we intend to use the opportunity of the adoption of the broad and integrated SDGs to continue advocacy around this point. The successful negotiation of the IRC led Watershed empowering citizen's programme [[link](#)] during 2015 provides a strong basis for advocacy in the area of broad water issues (water resource management and WASH) in 2016.

4.2 Burkina Faso

In 2015 IRC provided a strong contribution to preparing the sector for the SDGs. Weaknesses identified while implementing the MDGs, challenges related to SDGs and structural changes needed to achieve them were identified and agreed upon with partners, especially government.

In one focus commune in Burkina, IRC and its local government partner achieved an increase in functionality of water services from 18% in 2013 to 96% in 2015. At the same time, the Service Delivery Approach is now fully adopted in the national WASH policy and a clause on the human right to water and sanitation has been included in the constitution. The newly elected president has made a strong commitment to improve WASH services during his mandate ([link](#)).

A key challenge is that the achievements on the ground still remain too dependent on IRC support. Sustainability will require a major capacity building effort. IRC is expected to provide (and help providing) solutions at both political and strategic levels (financing models, institutional arrangements models, capacity development strategies, etc.) and operational level (service delivery models, asset management models at communal level, tariff setting and local strategies for covering vulnerable populations etc.).

4.3 Ethiopia

Ethiopia was judged to have met the MDG water target and made moderate progress on sanitation in 2015. IRC does not directly contribute to new infrastructure delivery but strongly supports sector monitoring helping to develop the numbers that make assessments and learning possible, and helping the government and sector institutions to develop improved policy and practice.

IRC successfully delivered on the second phase of our major monitoring and evaluation (M&E) assignment to UNICEF (a one million dollar research and impact evaluation project), and the challenging inception/design phase of our technical and managerial support to national the WASH M&E programme. This is our first project working directly for government, as well as being our largest project to date.

A key challenge for IRC in Ethiopia is to increase the uptake of the **self-supply approach** by development partners. In addition, the government needs to become comfortable with playing the role of an enabler, allowing the market for self-supply to develop, removing obstacles that prevent the local private sector to operate, facilitating access to loans for households to raise demand, while holding back on non-scalable subsidies that don't provide sustainable solutions ([link](#)).

4.4 Ghana

IRC's approach of pursuing innovations in sustainable service delivery while leveraging partnerships and investment to achieve higher outcomes is yielding results. As part of IRC's support to developing a robust national monitoring system, the scaling-up of data collection on water services from 65 to 131 districts has been achieved. Stakeholders in IRC supporting the learning alliance platforms are showing more commitments to collective learning, innovating and adapting to changes in order to achieve the shared vision (average participation increased from 54 per learning session in 2014 to 65 in 2015).

The gradual withdrawal of Development Partners (DP) grants and concessional loans for funding sector activities following Ghana's attainment of lower middle income status (without any alternative reliable funding) is having consequences for meeting sector targets and commitments. For example the capacities for using data to plan and budget have been deployed to officials in the IRC focus districts, but the challenge of inadequate funding is proving a major blockage to converting the plans to investment actions. In this context strong coalitions, with actors such as the Conrad N. Hilton Foundation and the Community Water and Sanitation Agency (CWSA) are important to continue progress towards the SDGs ([link](#)).

4.5 Honduras

With its high coverage, it is not a surprise that Honduras is well on its way to adopting a service delivery approach. That said, challenges remain in developing self-supply service delivery models (to reach the last mile) and in using data from the sub-regional SIASAR monitoring system for planning. There have also been challenges related to the "Everyone Forever" (Para Todos Por Siempre) initiative in which IRC in partnership with both government and other NGOs is seeking to provide universal access in some 40 municipalities. These challenges relate primarily to identifying sources of stable medium-term finance – which has hampered working more effectively at municipal level.

IRC contributes to the Everyone Forever initiative by providing insight into life-cycle costs, improving the monitoring of service delivery and strengthening the capacity of service authorities. For example, IRC has been promoting the use of SIASAR (the regional monitoring tool developed by WSP) in the "Everyone Forever" municipalities ([link](#)).

4.6 India

In 2015 IRC focused on building partnerships with key organizations both in the urban and rural areas such as the National Institute of Urban Affairs, Tata Institute for Social Sciences and Centre for Urban and Regional Excellence to collaborate in developing and testing tools to support strengthening capacities of stakeholders.

With the 2019 Open Defecation Free deadline approaching in three years, all stakeholder are increasing the efforts to meet this sanitation target, impacting more than half the population of the country. On request of the Prime Minister's Office, IRC worked on hygiene and sanitation standards for large religious events with millions of participants.

Another key activity has been to disseminate the findings of the Community Water Plus project that researched twenty cases in rural India. The Ministry of Drinking Water and Sanitation was interested in post construction interventions and supported the dissemination events by ensuring representation from the state governments.

Strategic discussions with Water For People have led to the decision that IRC will launch State knowledge hubs in Bihar, West Bengal and Odisha, complementing Water For People's service delivery work with IRC's focus on knowledge and capacity. Each hub will assist the national and state government in providing sustainable water and sanitation services for everyone. ([link](#)).

4.7 Uganda

2015 saw strong progress towards planning for full coverage of water and sanitation services. The Agenda for Change Coalition: IRC, Water Aid and Water For People are at the forefront of advocating for planning for universal access to WASH services and have developed tools to support the development of District WASH Investment Plans. The Ministry of Water and Environment embraced District WASH Investment Planning and acknowledges the need to strengthen capacity at district level.

The sector is scaling-up the adaptation of the decentralised model for management of rural water services that was initially piloted by IRC through the use of sub-country water boards.

An important step has been the creation of a new Infrastructure, Operations and Maintenance division in the Ministry that oversees rural water services, which will become the key government counterpart for the Agenda for Change Coalition ([link](#)).

In partnership with the Water Supply and Sanitation Collaborative Council (WSSCC) IRC Uganda started supporting the National Sanitation Working Group to improve collaboration, participation and coordination of stakeholders in promoting sanitation and hygiene at national and district levels. The main purpose is to increase the adoption and scaling up of sanitation and hygiene innovations and best of practices.

5 Prospects for 2016 and beyond

Although both sustainability and the Service Delivery Approach (SDA) are now clearly on the map, the “how-to” of delivering them still needs to be better proven and articulated. This, together with consolidating IRC’s approach to whole-system strengthening and change will be the focus for our work in 2016.

IRC’s niche at country level is a combination of: a good research agenda and capacity - able to translate concepts into action on the ground; a balanced and appreciated position between NGO, government and other actors; an international network of professionals on call; a set of core competences across critical areas such as monitoring, costing, finance and sector governance. This is complemented by strength at the international level characterized by a broad range of skills in knowledge management and (policy) advocacy: synthesizing, extracting, comparing and documenting evidence.

2016 is the final year of IRC’s current Business Plan and current subsidy agreement with DGIS. Over the last few years IRC has gone through a process of profound change that included the decision to open offices in some of its focus countries (2012), a full rebranding exercise (2013), a significant costs reduction in its office in the Netherlands (2014) and an ongoing restructuring of its internal organisation.

As of the end of 2016 IRC has an international programme run from the Hague, six ongoing country programmes, and country offices in Burkina Faso, Ethiopia, Ghana and Uganda; offices will be added in India and Honduras in the course of 2016. The IRC Consult pilot (run for two years as a joint venture with Aguaconsult) was judged a success and will be integrated in the new IRC management structure in 2016. IRC Consult will be an important mechanism for responding to demand for IRC’s expertise globally. With this new management structure (Annex 16: IRC management structure) the change process of IRC has been completed.

2016 will focus on finalising and consolidating these changes. Country offices will become more and more self-reliant business units; the monitoring and learning system of IRC will be connected to the website and directly communicate results to the public. Work will continue on the focus themes of the International and Innovation programme: faecal sludge management; sector monitoring, (in particular the use of data to improve services); and, sustainable financing of water and sanitation services, in particular the role and need of public financing.

2016 is also the start of a major new strategic partnership with the Dutch Ministry of Foreign Affairs on strengthening the capacity of citizens and civil society organisations to advocate and lobby for sustainable WASH services – the IRC-led “Watershed - empowering citizens” partnership.

The total budget (at time of writing) for 2016 is € 11,390,000, compared to the € 7,830,000 budget for 2015. This budget includes a € 1,000,000 top-up to the remaining € 830,000 of the original DGIS subsidy to the 2012-16 Business Plan and € 930,000 of exchange rate gains in a budget neutral extension to the Bill and Melinda Gates Foundation funded Triple-S programme.

IRC enters 2016, the final year of its current business plan with a largely restructured and transformed business model, a healthy financial outlook for the year and a steadily broadening donor base. That said, with the winding down of funding from the Gates Foundation (a cost-neutral based extension will end in 2016), the ending of DGIS programmatic funding to the current business plan (2011-2016) and continued turbulence in the global economy - fundraising for 2017 and beyond remains a central challenge requiring continued attention throughout 2016.

With the ending of two major programmes (DGIS and BMGF funded) IRC's liquidity position has also changed and is becoming more vulnerable. The liquidity forecast indicates a net cash outflow of €0.9 million for the period from May 2016 till May 2017, necessitating a further strengthening of project risk assessments and steering towards less pre-financing of projects by IRC. Following its downsize in 2014/15 IRC's strategic reserves are €0.7 million and considered low, though measures have been taken to prevent a further reduction of the reserves and to ensure a better recovery of IRC's indirect costs.

With this in mind, and given the centrality of well aligned programmatic funding to IRC's business model, three different scenarios for future development have been created by IRC's management to guide thinking over the coming months.

1) IRC as a mission-driven "Think and Do Tank", assuming identification of an additional € 2-3 million (>20% of total turnover) of well aligned programmatic funding per year. This will provide IRC the opportunity to drive the Agenda for Change both internationally and in focus countries, while establishing solid learning platforms;

2) IRC as a mission-driven "Do Tank", assuming some € 1 million additional programmatic core funding per year. The Agenda for Change can be pursued in-country, but not internationally due to lack of funding. This scenario will have limited learning opportunities;

3) IRC as a market-driven "consultancy", assuming no significant levels of programmatic core funding. IRC will mainly conduct research work, and carry out assignments and small projects.

All scenarios assume that IRC is able to further improve its business model (including a revised package of labour conditions that maintain overall tariffs while allowing for cost-recovery of multi-annual costs and for IRC employees in the Netherlands to make more billable days), keep core funding partners and successfully attract new donors.

Whether from DGIS or other donors, predictable flows of funding that are flexible and well aligned with our vision and mission are essential for IRC to function effectively. Identifying such funding to replace the 2011-16 programme subsidy from DGIS is essential for IRC to continue its work as a think and do tank capable of driving sector change. In May 2016, approximately 53% of the 2017 target (of € 12 million) has been identified; a figure that while positive is some 20% below target. Despite a number of promising opportunities this has prompted IRC's management to adopt the second scenario as the basis for planning. This will permit us, while continuing to focus primarily on the development to of a new post 2016 strategy and the funding to achieve it, to be in position to take remedial action later in 2016 if fundraising prospects have not improved.

Annexes

Annex 1: IRC Impact and goal scores 2015

Program me	Populati on reached directly	Population reached indirectly	Number of professionals reached	Functionality of water systems	User Satisfac tion	Rural drinki ng water budge t	Urban drinking water budget	Post construction urban drinking water budget	Rural sanitatio n budget	Urban sanitatio n budget	SDA Building Blocks mainstrea med - Countries	Learni ng Sector - Countries	Aid effective ness – countries	Liveliho ods Impact - countries	SDA - Internati onal Program me	Learning Sector - Internati onal Program me	Aid effective ness - Internati onal Program me	Liveliho ods Impact - Internati onal Program me
Internati onal	797393	43471000	27718												50	75	50	50
Burkina Faso	577086	1100672	820		18,6%	NA	NA	NA	NA	NA	50	75	75	75				
Ethiopia		395570	102								50	50	75	0				
Ghana	15200			74%	40%							60%	50%					
Honduras		419294	40	100	n/d	5.3 US\$/r ural inhab (2012). Based on actual donor funds and estimate of govt funds	4.0 US/urba n person/ year (2012). based on actual donor funds and estimate of govt funds	n/a as we don't focus on urban. in rural areas, it is between 1-2 US\$/person /year depending on municipality	3.9 US\$/rura l person/ year (2012). based on actual doors funds and estimate govt funds	2.5 US\$/urb an person/ year (2012) based on actual donor funds and estimate govt funds	65	50	50	50				
India			100									35	70	20				
Uganda	884732	635000	647	78%	74%	0.9	8.3	n/a	80	n/a	75	75	75	25				
Total for 2015	2274411	46021536	29427	252	132	6.2	12.3	0	83.9	2.5	240	345	395	170	50	75	50	50

Annex 2: Service Delivery Approach uptake

Goal 1 indicators	Trends and status in 2015	Trend analysis and remarks
Annual increase among bilaterals/ IFIs using SDA terminology in 2015	<p>18 bilaterals/ IFIs ACHIEVED</p> <p>African Development Bank BMGF Conrad N. Hilton Foundation DFID DGIS DGIS - Sustainable Water Fund EU EU country delegation European Commission European Commission- FP7 Fontes Foundation GIZ IDB The World Bank The World Bank Water and Sanitation Program - Burkina Faso The World Bank Water and Sanitation Program- South Asia USAID- Uganda Sanitation Program VNG International</p> <p>In 2014: 13 bilaterals/ IFIs using SDA terminology - ACHIEVED In 2013: 5 bilaterals/ IFIs using SDA terminology - ACHIEVED IN 2012: 2 bilaterals/ IFIs using SDA terminology ACHIEVED</p>	<p>8 new bilaterals / IFIs were reported to use SDA in 2015: DGIS DGIS -Sustainable Water Fund EU country delegation European Commission – FP7 The World Bank Water and Sanitation Program - Burkina Faso The World Bank Water and Sanitation Program- South Asia USAID- Uganda Sanitation Program VNG International</p> <p>10 bilaterals / IFIs that were reported last year continue using SDA terminology in 2015.</p>
Annual increase among I/NGOs using SDA terminology	<p>24 I/NGOs in total, out of which 9 new reported using SDA terminology in 2015 ACHIEVED</p> <p>AMCOW BRAC Concern WorldWide Uganda DWA- Dutch WASH Alliance Helvetas Improve International/ engineering for change Millennium Water Alliance (MWA) MWA-Kenya NETWAS Uganda Plan International RWSN SNV Netherlands Development Organisation SNV-Kenya SWA Uganda Water and Sanitation NGO Network WASH Advocates Water Aid Water for People Water For People – India WaterAid Burkina WaterAid Ghana WaterAid UK Welthungerhilfe Wetlands</p> <p>In 2014: 33 I/NGO in total, out of which 17 new reported in 2014, using SDA terminology - ACHIEVED In 2013: 18 I/NGOS using SDA terminology - ACHIEVED IN 2012: 2 I/NGOs using SDA terminology ACHIEVED</p>	<p>9 new I/NGOs reported using SDA in 2015: AMCOW MWA-Kenya Plan International SNV-Kenya SWA Uganda Water and Sanitation NGO Network WASH Advocates WaterAid Ghana WaterAid UK</p> <p>15 out of 33 I/NGO reported last year still use SDA terminology in 2015.</p>
Annual increase among organisations actively funding SDA approaches	<p>35 organisation, out of which 17 reported this year</p> <p>ADB AFD AMCOW Austria Development Agency BMGF Community Water and Sanitation Agency Concern WorldWide Uganda Conrad N. Hilton Foundation Danish cooperation DFID DGIS DGIS -Sustainable Water Fund Eau Vive EU Fontes Foundation GIZ Government of India Government of Karnataka, India Government of</p>	<p>17 new organisations reported using SDA in 2015: ADB AFD AMCOW Community Water and Sanitation Agency Concern WorldWide Uganda Conrad N. Hilton Foundation Danish cooperation </p>

Goal 1 indicators	Trends and status in 2015	Trend analysis and remarks
	<p>Kerala, India JICA Millennium Water Alliance NETWAS Uganda Osprey Foundation Oxfam SNV Netherlands Development Organisation Swedish cooperation The Ministry of Water (Burkina Faso) The World Bank UNHCR UNICEF UNICEF Ethiopia USAID Water for People WaterAid WaterAid Bangladesh</p> <p>In 2014: 38 organisations in total, out of which 25 reported this year - ACHIEVED In 2013: 20 organisations actively funding SDA - ACHIEVED In 2012: 2 organisations actively funding SDA ACHIEVED</p>	<p>DGIS -Sustainable Water Fund Eau Vive JICA Osprey Foundation Oxfam Swedish cooperation The Ministry of Water (Burkina Faso) The World Bank UNICEF Ethiopia WaterAid Bangladesh</p> <p>18 out of 38 organisations reported in 2014, continue to fund actively SDA approaches over 2015</p>
<p>Annual increase among organisation actively promoting SDA approaches</p>	<p>55 organisation actively promoting SDA approaches in 2015 African Development Bank AfricaSan AMCOW - N'gor Declaration Appropriate Technology Centre for Water and Sanitation BMGF Commune of Aribinda, BF Commune of Gorgadji, BF DGAEUE DGIS DGRE DWA- Dutch WASH Alliance EU EU country delegation European Commission European Commission- FP7 Fasohydro FIU / BF GIZ Government of Ghana Government of India Helvetas IDB Improve International/ engineering for change LVIA Millennium Water Alliance (MWA) Ministry of Drinking Water and Sanitation, Government of India Ministry of Water and Environment, Uganda Ministry of Water Resources Works and Housing -Ghana Ministry of Water Tanzania MWA-Kenya New Venture Fund Plan International Planning Commission, Government of India Regional WASH directorate-Sahel region, BF RWSN SNV-Kenya SWA The World Bank The World Bank Water and Sanitation Program - Burkina Faso The World Bank Water and Sanitation Program- South Asia Uganda Water and Sanitation NGO Network UN UN Human rights Council UNHCR UNICEF USAID- Uganda Sanitation Program VNG International WASH Advocates Water Aid Water For People - India WaterAid Burkina WaterAid Ghana WaterAid UK Welthungerhilfe West and Central African Regional Office (WCARO) – UNICEF</p>	<p>Baseline</p>

Goal 1 indicators	Trends and status in 2015	Trend analysis and remarks
Country-specific elements of SDA agreed in a min of 2 countries/ sub-national regions	<p>9 countries and 4 regions reported this year ACHIEVED Burkina Faso Ethiopia Ghana Honduras Bangladesh Tanzania Kenya Indonesia Uganda Central America (SIASAR) Latin America and the Caribbean AMCOW Asia</p> <p>In 2014: Country-specific elements of SDA agreed in a total of 8 countries and 2 regions - ACHIEVED In 2013: Country-specific elements of SDA agreed in a total of 8 countries - ACHIEVED IN 2012: Country-specific elements of SDA agreed in a minimum of one country – achieved</p>	<p>3 new country and 2 new regions reported in 2015: Bangladesh Tanzania Kenya Latin America and the Caribbean AMCOW</p>
Number of projects with SDA elements	<p>69 projects world-wide</p> <p>In 2014: 47 projects world wide</p>	<p>For the full list see Annex 13: Reported projects with SDA components worldwide in 2015</p>

Reported projects with SDA component worldwide, 2015

No	Organisation	(IRC) Project name	Use of SDA terminology	Promotion of SDA approaches	Source of information
1	IDB	Baseline for the SDGs in Latin America	Actual use	Actively promote	Proposal to the project (E15.33)
2	UNHCR	UNHCR costing study	Actual use	promote and funding	Internal reporting systems of UNHCR
3	Ministry of Water Tanzania	Value for Money Tanzania	Actual use	Actively promote	TOR for the work being done
4	AMCOW - N'gor Declaration	The Ngor Declaration on Sanitation and Hygiene Adopted by the African Ministers responsible for sanitation and hygiene on 27 May 2015 at AfricaSan4	Actual use	Actively promote	http://www.ircwash.org/sites/default/files/ngor_declaration_on_sanitation_and_hygiene_launched_at_africasan4_0.pdf
5	West and Central African Regional Office (WCARO) - UNICEF	Formulation and Implementation of a Knowledge Management and Learning Strategy for WASH in West and Central Africa Countries	Actual use	Actively promote	http://www.ircwash.org/resources/unicef-%E2%80%93irc-partnership-%E2%80%98knowledge-management-and-sector-learning-west-and-central
6	SNV-Kenya	10 counties strategic water and urban sanitation planning	Actual use	Actively promote	http://www.ircwash.org/blog/planning-equitable-and-sustainable-water-and-urban-sanitation-services-ten-counties-kenya-%E2%80%93
7	VNG International	Local Government Capacity Programme 2012-2016 (LGCP 2012-2016)	Actual use	Actively promote	http://www.ircwash.org/news/south-sudan-developing-youngest-country-world
8	MWA-Kenya	Kenya Arid Lands Disaster Risk Reduction (KALDRR) WASH program	Actual use	Actively promote	http://www.ircwash.org/news/preparing-droughts-how-pastoralists-kenya-can-have-water-all-year-long
9	Tanzanian Ministry of Water	WASHTech; FP7; SKAT	Actual use	Actively promote	http://www.ircwash.org/news/tanzania-takes-action-make-water-and-sanitation-services-sustainable
10	USAID	Triple-S, IIIP	Actual use	Actively promote	http://irgltd.adobeconnect.com/p71i3oz9ali/
11	AfricaSan	IIIP	Planned use	Actively promote	http://www.wsscc.org/resources/resource-news-archive/africasan-2015-ngor-declaration-sanitation-and-hygiene?rck=d412c7a8dab6b0e8697edfdb7779c472
12	USAID- Uganda Sanitation Program	Triple-S; IIIP	Actual use	Actively promote	https://drive.google.com/drive/folders/0Bws7mVQ7lHefkh5NmhnMVlxXlVnTnU3dG53RWlIOEVlVGHfTzJQdWJDRnRGX1dfYlBHX3c
13	Improve International/	WASHTech (TAF); Triple-S; WASHCost (service ladders)	Actual use	Actively promote	https://www.engineeringforchange.org/news/2015/07/01/how_to_improve_the_adoption_of_innovative

No	Organisation	(IRC) Project name	Use of SDA terminology	Promotion of SDA approaches	Source of information
	engineering for change				_technology_in_developing_countries.html
14	Welthungerhilfe	Triple-S; WASHCost	Actual use	Actively promote	http://www.germantoilet.org/en/home/news.html https://dgroups.org/rwsn/mapping_rwsn
15	RWSN	IIIP; Triple-S	Actual use	Actively promote	https://dgroups.org/RWSN/sustainable_services_rwsn
16	DWA- Dutch WASH Alliance	IIIP; Triple-S	Actual use	Actively promote	http://www.washalliance.nl/fiets-strategy/ see Sustainability Monitoring Framework on http://www.washalliance.nl/learn-more/downloads ; https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ7IIHeEVfMm1OeXpKM3d2S0NwZ21YVDN1blFGOGpR/edit
17	Millennium Water Alliance (MWA)	IIIP; Triple-S	Actual use	Actively promote	http://mwawater.org/advocacy/get-involved https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ7IIHeUDhuOEJRYUNVMWZTY0RnM2o3QmxSbERYTy13/edit
18	RWSN	IIIP; Triple-S; MUS	Actual use	Actively promote	http://rural-water-supply.net/en/rwsn-strategy https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ7IIHeMURHSnRDcHhXaTladW1OR091R2VfM0dXVnRz/edit
19	European Commission-FP7	IIIP; WASHTech	Actual use	Actively promote	http://bookshop.europa.eu/en/ex-post-evaluation-of-fp7-cooperation-programme-theme-environment-including-climate-change--pbKI0614224/?CatalogCategoryID=r2AKABstX7kAAAEjppEY4e5L
20	African Development Bank	IIIP	Actual use	Actively promote	http://www.afdb.org/en/about-us/structure/complexes/sector-operations/water-sanitation-department-owas https://drive.google.com/a/ircwash.org/?tab=mo#olders/0Bws7mVQ7IIHeWnFKOGQzYnU4TWc
21	DGIS	LCCA	Actual use	Actively promote	n.a.- see Julia Boulenouar
22	Plan International	LCCA	Actual use	Actively promote	no link

No	Organisation	(IRC) Project name	Use of SDA terminology	Promotion of SDA approaches	Source of information
23	SWA	SDA	Planned use	Actively promote	http://sanitationandwaterforall.org/priority-areas/political-prioritization/2014-hlm
24	UN Human rights Council	Triple-S	Actual use	Actively promote	http://www.ohchr.org/EN/HRBodies/HRC/RegularSessions/Session24/Documents/A-HRC-24-44_en.pdf
25	USAID	SDA-LCCA	Planned use	Actively promote	internal document
26	Wateraid UK	Triple-S/ WASHCost	Actual use	Actively promote	no link found
27	UNHCR	WASH Cost/ LCCA	Actual use	Actively promote	http://www.ircwash.org/news/unhcr-pilots-lcca-refugee-camp
28	SWA	SDA-LCCA	Actual use	Actively promote	http://sanitationandwaterforall.org/priority-areas/political-prioritization/2014-hlm
29	Millennium Water Alliance (MWA)	LCCA	Actual use	Actively promote	http://www.washadvocates.org/wp-content/uploads/2014/06/Resolution-Workshop-Report-FINAL.pdf
30	WASH Advocates	LCCA	Planned use	Actively promote	http://www.washadvocates.org/sustainability/sustainability-webinar-series/
31	BMGF	SDA	Actual use	Actively promote	http://sanitationandwaterforall.org/priority-areas/political-prioritization/2014-hlm/statements-and-evidence
32	Commune of Gorgadji	WA-WASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar
33	Commune of Aribinda	WA-WASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar
34	Regional WASH directorate- Sahel region	WA-WASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar
35	Helvetas	SaniEst	Actual use	Actively promote	Project documents
36	LVIA	BKF CP	Actual use	Actively promote	Joint study report + blogs
37	GIZ	WAWASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
38	DGRE	WAWASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
39	DGAEUE	SaniEst	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
40	WaterAid Burkina	BKF CP	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
41	EU country delegation	WAWASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
42	The World Bank Water and Sanitation Program -	WAWASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar.

No	Organisation	(IRC) Project name	Use of SDA terminology	Promotion of SDA approaches	Source of information
	Burkina Faso				
43	FIU / BF	WAWASH	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
44	Fasohydro	WAWASH	Actual use	Actively promote	Minutes of meetings, workshops.
45	UNICEF Ethiopia	TWASH+	Actual use	promote and funding	IRC report on sustainability checks
46	WaterAid Ghana	District Wide Approach	Actual use	Actively promote	https://drive.google.com/drive/folders/0Bws7mVQ7lHefkFRa2xnTVdyX04waGZEUIE3Y2diTDhoTmw1Z3lHYjA1dWF6S0xyOVRIWGs
47	Community Water and Sanitation Agency	SMARTerWASH	Actual use	promote and funding	http://www.cwsagh.com/cwsa_subcat_linkdetails.cfm?corpnews_catid=6&corpnews_scetid=22&corpnews_scetlinkid=35
48	Government of Ghana	2014 SWA HLM Commitments	Actual use	Actively promote	http://sanitationandwaterforall.org/report_card/ghana
49	Government of Ghana	Revision of CWSA Corporate Plan	Actual use	Actively promote	CWSA Corporate Plan 2013-2017
50	Conrad N. Hilton Foundation	Triple S Phase II	Actual use	promote and funding	http://www.ghananewsagency.org/economics/conrad-foundation-supports-ghana-to-expand-water-services-73123
51	Ministry of Water Resources Works and Housing - Ghana	Triple S	Actual use	Actively promote	http://www.cwsagh.org/cwsa_subcat_select.cfm?corpnews_catid=6&corpnews_scetid=23
52	USAID	RFA for USAID W4H project in Ghana	Planned use	promote and funding	http://www.grants.gov/web/grants/view-opportunity.html?oppId=263308
53	Water Aid	Reaching Everyone, Everywhere	Actual use	Actively promote	http://wateraidindia.in/wp-content/uploads/2016/02/WaterAid-India_Strategy-Public.pdf
54	Government of Kerala (GoK 2003)	Modernization of Government Programmes	Actual use	promote and funding	http://www.old.kerala.gov.in/archive/421.pdf
55	Government of India	UN Resolution on Sustainable Service Delivery - signatory September 2011	Actual use	Actively promote	http://indiasanitationportal.org/1299
56	Government of Karnataka, India	Karnataka Urban Water Sector Improvement Project - sustainable services in Urban local bodies	Actual use	promote and funding	http://www.worldbank.org/projects/P082510/karnataka-urban-water-sector-improvement-project?lang=en
57	Government of	National Rural Drinking Water Programme	Actual use	promote and funding	http://www.mdws.gov.in/

No	Organisation	(IRC) Project name	Use of SDA terminology	Promotion of SDA approaches	Source of information
	India				
58	Ministry of Drinking Water and Sanitation, Government of India	National Rural Drinking Water Programme	Actual use	Actively promote	http://mdws.gov.in/sites/upload_files/ddws/files/pdf/StrategicPlan_2011_22_Water.pdf
59	Planning Commission, Government of India	12th Year Plan – Steering Committee on Water Resources and Sanitation	Actual use	Actively promote	http://planningcommission.gov.in/aboutus/committee/strgrp12/str_sani.pdf
60	The World Bank Water and Sanitation Program- South Asia	Scaling up Rural Sanitation	Actual use	Actively promote	http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-does-it-take-to-scale-up-rural-sanitation.pdf
61	Water For People - India	Everyone Forever	Actual use	Actively promote	http://tap.waterforpeople.org/usercontent/site_6/s4/1000043313/133/Everyone%20Forever%20Sheohar%20India_Final1.pdf
62	Concern WorldWide Uganda	WASHCost	Actual use	promote and funding	LCCA Training Report, Training Proposal
63	Appropriate Technology Centre for Water and Sanitation	Triple-S	Actual use	Actively promote	http://www.atc.washuganda.net
64	Water for People	WASHCost, Triple-S, ATWHATCOST	Actual use	promote and funding	www.waterforpeople.org
65	Ministry of Water and Environment	Triple-S, WASHCost, WASHTech	Actual use	Actively promote	www.mwe.go.ug
66	Uganda Water and Sanitation NGO Network	Triple-S	Actual use	Actively promote	www.uwasnet.org
67	Fontes Foundation	WASHCost	Actual use	promote and funding	http://www.fontes.no/
68	SNV Netherlands	Triple-S	Actual use	promote and funding	http://www.snvworld.org/en/countries/uganda

No	Organisation	(IRC) Project name	Use of SDA terminology	Promotion of SDA approaches	Source of information
	Development Organisation				
69	NETWAS Uganda	Triple-S	Actual use	promote and funding	http://www.netwasuganda.org/

Annex 3: Government policy and planning documents with a service delivery component

Country	Organisation	Title ⁶	Type
Burkina Faso	Ministère de L'Agriculture, des Ressources Hydrauliques, de L'Assainissement et de la Sécurité Alimentaire (MARHASA)	Formulation du programme gouvernance du secteur eau et assainissement Rapport Diagnostic	Assessment sector report
		Programme Gouvernance du secteur Eau et Assainissement du Burkina Faso 2016-2030	Programme document
		Elaboration du Programme national Post 2015 (2016-2030) de l'assainissement des Eaux Usées et Excréta PN- AEUE 2016-2030	Programme document
		National programme document for water 2016-2030	Programme document
Uganda	Ministry of Water and Environment	Guiding framework for engaging HPMA's	Guidelines
	Ministry of Education and Sports	Directive to provide separate sanitary facilities for girls in schools for management of menstrual hygiene	Directive
Netherlands	DGIS	Strategy of Minister Ploumen to reach 50 m people with sanitation and 30m people with water	Strategy
Tanzania	Government of Tanzania	Rural Water Development Programme 2012-2015	Programme document

⁶ Titles with no hyperlinks indicate that a digital copy of the policy and planning documents have either yet to be uploaded by their respective owners, are in production, or are only available as a hard copy.

Annex 4: sector platforms for aligning policies and practices

Goal 2 indicators	Trends and status in 2015	Trend analysis and remarks
Number of IRC's focus countries with dedicated sector platforms	<p>Burkina Faso Ghana Uganda Honduras Ethiopia India</p> <p>In 2014: Burkina Faso Ghana Uganda Mozambique In 2013: ALL IRC focus countries in the Africa region with sector platforms: ACHIEVED In 2012: 1/3 of IRC's focus countries with dedicated sector platforms ACHIEVED</p>	<p>ALL IRC focus countries have learning sector platforms in which IRC actively participate.</p>
Number of other countries, in which IRC work, with dedicated sector platforms	<p>Benin Democratic Republic of Congo</p> <p>In 2014: 3 countries: Sierra Leone Honduras India 2013 Baseline: 2 other countries</p>	
Number of global / regional sector platforms and networks, in which IRC is involved	<p>17 regional/global platforms reported ACHIEVED</p> <p>SuSanA Financing for Development End Water Poverty SustainableWASH.org UNC Water and Health Conference RWSN WSSCC AfricaSan Africa Water Week World Water Week AMCOW Everyone Forever MUS SWA JMP MWA SISAR</p> <p>In 2014: 12 global/regional sector platforms and networks 2013 Baseline: 5 global/regional sector platforms and networks</p>	<p>5 new regional / global platforms were reported in 2015: End Water Poverty Financing for Development SuSanA SustainableWASH.org UNC Water and Health Conference</p> <p>In 2015, IRC remains actively involved in all 12 platforms reported last year.</p>

Annex 5: status and examples on aid effectiveness

Goal 3 indicators	Trends and status in 2015	Trend analysis and remarks
<p>By 2016 all IRC focus-countries aid effectiveness agenda are in line with global aid effectiveness initiatives</p>	<p>4 countries have SWAp for WASH: Uganda Ethiopia Burkina Faso India 1 country has harmonisation framework for WASH: Ghana 1 country is developing its harmonised framework: Honduras</p> <p>In 2014 (baseline) 4 countries have SWAp for WASH and 1 country has harmonisation framework for WASH</p>	<p>It is reported in 2015 that WASH harmonisation framework is being developed in Honduras.</p>
<p>Annual increase in number of requests from WASH sector stakeholders for IRC inputs/work on aid effectiveness</p>	<p>2 global initiatives: Public Finance for WASH initiative and Agenda for Change Burkina Faso Government: Aid effectiveness incorporated into 2 national WASH programme documents Government of Honduras is taking further steps with donors to define the agenda for follow up (based on Aid Effectiveness study)</p> <p>In 2014 (baseline): 4 requests</p>	<ul style="list-style-type: none"> • Public Finance for WASH initiative • Agenda for Change • Assessment of sector effectiveness as part of the design of national programme for sector governance 2016-2030 (Burkina Faso) • Design of national programme for sector governance 2016-2030 (Burkina Faso) • Aid effectiveness in the water, sanitation and hygiene sector of Honduras

Annex 6: overview of cross-sectoral approaches and platforms

Goal 4 indicators	Trends and status in 2015	Trend analysis and remarks
<p>Number of organisations who's policy clearly reflect (elements of) a cross-sectoral approach to WASH service delivery</p>	<p>12 organisations: Bangladesh (1): BRAC Burkina Faso (1): Ministry of Water Ethiopia (1): Millennium Water Alliance Ethiopia Ghana (1): RCN Ghana Honduras (2): Fondo Hondureno de Inversión Social Water For People Honduras India (1): Ministry of Drinking Water and Sanitation Global (5) the World Bank Asian Development Bank DFID UNICEF Water for People</p> <p>In 2014 (baseline): 10 organisations: Burkina Faso (1), Ethiopia (1), Honduras (2), India (1), Global (5)</p>	<p>2 new organisations reported in 2015: RCN Ghana and BRAC</p>
<p>Number of national platforms for intersectoral planning, dialogue and coordination, in which IRC participate</p>	<p>3 national platforms for intersectoral planning, dialogue and coordination Burkina Faso (2): Sector Annual Review; National WASH Forum India (1): Integrated Water Resource Management and water security pilots</p> <p>In 2014 (baseline): Burkina Faso (2), India (1)</p>	<p>Same number of national platforms for inter-sectoral planning, dialogue and coordination is reported as in 2014.</p> <p>Full list of organisations and platforms is enclosed in the overview table</p>

List of organisations who's policy clearly reflect (elements of) a cross sectoral approach to WASH service delivery and national platforms for inter-sectoral planning, dialogue and coordination in which IRC have participated in 2015

Country	Name of organisation / authority / platform	Support to adoption of livelihoods based approach	MUS	WASH in schools	Local IWRM/water security	Health
Bangladesh	BRAC	Yes	na	No	na	yes
Burkina Faso	Ministry of water / sector annual review	No	No	Yes	Yes	Yes
	Ministry of water National Wash forum (3 yearly)	Yes	Yes	Yes	Yes	Yes
Ethiopia	Millennium Water Alliance Ethiopia Programme	To some extent	Yes	Yes	No	Yes
Ghana	Resource Centre Network-Ghana – National Level Learning Alliance Platform (NLLAP) 42	-	-	Yes	-	-
Honduras	Fondo Hondureño de Inversión Social (FHIS)	Yes	Yes	No	No	
	Water For People Honduras	No	No	Yes	To some extent	
India	TARU Leading Edge	To some extent	Yes	To some extent	Yes	Yes
	Government of India and State Governments and Donors	Yes	Yes	Yes	Yes	Yes
	Ministry of Drinking Water and Sanitation (GoI)	Yes	Yes	Yes	Yes	Yes
	UNICEF	Yes	Yes	Yes	Yes	Yes
	Water For People	Yes	Yes	To some extent	Yes	To some extent

Annex 7: Training, webinars, thematic groups, events and E-discussions 2015

No	Event	Country	No of participants	Goal	Type
	Face to face and on-line training				
1	M4D –District Level Training Workshop for Data Collection Teams- Kpando Municipal Assembly and Kadjeibi District Assembly; Ghana; 15-16 January 2015	Ghana	12	Goal 1	Face to face
2	M4D –Data Cleaning Workshop for Baseline Data collection and Management -Kpando Municipal Assembly and Kadjeibi District Assembly; Ghana; 23-26 March 2015	Ghana	6	Goal 1	Face to face
3	Service Delivery Approach (SDA), Life-cycle Costing Approach (LCCA), Asset management and SMS training workshop for Sanitation and Knowledge Management Initiative (SKMI) Districts in the Volta Region; Hotel Stevens, Ho, Ghana; 17-20 August 2015	Ghana	16	Goal 1	Face to face
4	Costing Sustainable Services Online Course. Available through http://moodle.ircwash.org/	Global	244	Goal 1	Online
5	Training for Fonds Duurzaam Water partners; part of the second round of the Sustainable Water Fund and RVO on the use of the RVO sustainability check and compact; The Hague, The Netherlands. 9 April 2015	Global	20	Goal 1	Face to face
6	Municipal Management of Public Water Supply Services training) (Gouvernance des services AEPA au niveau communal - Formation CEMEAU).13-18 April; 20-25 April 2015; 4-8 May 2015. Burkina Faso	Burkina Faso	70	Goal 1	Face to face
7	National learning retreat on Self-supply implementation. RC, the Millennium Water Alliance- Ethiopia Program (MWA-EP) and the Ministry of Water Irrigation and Energy (MoWIE). Butajira, Ethiopia. 7-9 September 2015	Ethiopia	18	Goal 2	Face to face
8	Life-cycle Cost Approach (LCCA) training for ten Metropolitan Municipal and District Assemblies (MMDAs) and four Conrad N. Hilton Foundation grantees. Ghana.	Ghana	120	Goal 1	Face to face
9	National and regional training on rural water sector documents for Community Water and Sanitation Agency (CWSA) regional staff in 10 regions. Ghana.	Ghana	539	Goal 2	Face to face
10	Training on monitoring rural water services for 20 districts' local governments	Uganda	260	Goal 1	Face to face
11	Ministry of Water and Environment (MWE) in partnership with IRC Uganda and SNV conducted training three sessions for 25 district local government on the Sub County Water Supply and Sanitation Board (SWSSB) model, and Monitoring Rural Water services.	Uganda	260	Goal 1	Face to face
12	In partnership with SNV, 4 Sub County Water Supply and Sanitation Boards (SWSSBs) in Lira district were trained.	Uganda	40	Goal 1	Face to face
13	Policy Dialogue with Parliamentarians on operation and maintenance of rural water services	Uganda	50	Goal 1	Face to face
14	CSO session of emerging issues on maintenance of rural water services, organised as part of UWASNET CSO Forum. 30 September-1 October 2015	Uganda	100	Goal 1	Face to face
15	Training for journalists on coverage of water, sanitation and hygiene (WASH) issues	Uganda	20	Goal 2	Face to face
16	Life-Cycle Cost Approach (LCCA) training for Concern Worldwide staff and District Water Office in Pader and Agago District	Uganda	17	Goal 1	Face to face
17	Development of Business Model for Hand Pump Mechanic Associations (HPMAs) for maintenance of rural water services	Uganda	40	Goal 1	Face to face

No	Event	Country	No of participants	Goal	Type
18	Training on Communication, Learning and Advocacy for Water Supply and Sanitation Collaborative Council (WSSCC) Anglophone Country coordinators, Media and Uganda Sanitation Fund Technical Advisers	Uganda	30	Goal 2	Face to face
	Total training		1,862		
	Webinars				
1	Rural Water Supply Network (RWSN) webinar: Water for Pastoralists and Livestock (RWSN); 8 December 2015	Global	40	Goal 4	Webinar
2	Rural Water Supply Network (RWSN) webinar: Desde el desarrollo de infraestructura hacia la creación de mecanismos de apoyo a sistemas de agua potable en zonas rurales. (Spanish); 6 October 2015	Global	40	Goal 1	Webinar
3	Rural Water Supply Network (RWSN) webinar: From building infrastructure to creating support mechanisms for rural water supplies. 6th October 2015 (English)	Global	70	Goal 1	Webinar
4	Rural Water Supply Network (RWSN) webinar: Testing the waters - potentials and pitfalls of using ICTs in the water and sanitation sector monitoring for rural water supply. 8 September 2015.	Global	110	Goal 1	Webinar
5	Rural Water Supply Network (RWSN) webinar: Does the use of ICT-reporting improve rural water supply sustainability? (French); 27 October 2015	Global	50	Goal 1	Webinar
6	Rural Water Supply Network (RWSN) webinar: Does the use of ICT-reporting improve rural water supply sustainability? Cases from Uganda and Timor-Leste; 27 October 2015	Global	75	Goal 1	Webinar
	Total webinars		385		
	Thematic group				
1	Rural Water Supply Network (RWSN) Sustainable Services Thematic Group	Global	600	Goal 1	Thematic group
2	Multiple Use Water Services - MUSgroup meeting. The Hague, The Netherlands. 30-31 March 2015.	Global	20	Goal 1	Thematic group
3	Presentation 'Civil society feedback on the sanitation goal in the SDGs' at the 20 th SuSanA meeting in World Water Week in Stockholm. 22 August 2015.	Global	60	Goal 1	Thematic group
4	IRC member of the WASH in Schools task group and WASH in Health Care Facilities (HCF) task group	Global	500	Goal 1	Thematic group
5	Third Sanitation and Water for All (SWA) partnership meeting 2015. The Hague, The Netherlands. 3-4 November 2015.	Global	120	Goal 1	Thematic group
6	Round Table Discussion on Urban Sanitation in line with Urban Led Community Total Sanitation (ULCTS). IRC in collaboration with WASTE and PLAN NL. The Hague, The Netherlands. 1 July 2015.	Global	50	Goal 1	Thematic group
7	Side event on WASH away from home during the 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA; 26-30 October 2015	Global	50	Goal 1	Thematic group
8	Workshop on advocacy organised by WASH Advocates and IRC during the 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA. 29 October 2015.	Global	50	Goal 1	Thematic group

No	Event	Country	No of participants	Goal	Type
9	Rural Water Supply Network (RWSN) Mapping and Monitoring dgroup	Global	830	Goal 1	Thematic group
10	Sustainable Sanitation and Hygiene for All (SSH4A) Asia regional learning event "Behaviour Change Communication for Sanitation and Hygiene", Kichu Resort, Paro, Bhutan. 9 - 12 March 2015	Global	44	Goal 1	Thematic group
Total thematic groups			2,324		
Events					
1	4 times an IRC event, with 40 participants each	Global	160	Goal 1	Event
2	Presentation on financing water services and RWSN at National workshop on improving small-scale water supply and sanitation for better health	Global	40	Goal 1	Event
3	First regional meeting on Innovative Financing for Water, Sanitation and Hygiene in West & Central Africa. UNICEF in collaboration with African Development Bank, European Investment Bank, ECOWAS, ECCAS, African UNION, ECOBANK, DGIS, and IRC. Dakar, Senegal. 15-17 December 2015.	Global	100	Goal 1	Event
4	Water Security 2015 Conference. University of Oxford. 9-11 December 2015.	Global	60	Goal 1	Event
5	Session on WASH in Disabilities during the Amsterdam International Water Week 2015. Amsterdam, The Netherlands. 3 November 2015.	Global	1,000	Goal 1	Event
6	Side event 'A sustainable approach to scaling up safe water' at the World Water Week in Stockholm. 27 August 2015.	Global	50	Goal 1	Event
7	Third International Conference on Financing for Development (FfD) in Addis Ababa, Ethiopia. 13-16 July 2015.	Global	150	Goal 1	Event
8	IRC seminar: The human factor in WASH change processes: drivers for change among staff of WASH sector organisations. The Hague, The Netherlands. 18 June 2015.	Global	50	Goal 1	Event
9	Fourth AfricaSan. Dakar, Senegal. 25-27 May 2015.	Global	100	Goal 1	Event
10	Public Finance for WASH (PF4WASH) event in Africa San, Senegal, Dakar. 25-27 May 2015	Global	80	Goal 1	Event
11	Public Finance for WASH (PF4WASH) event at World Water Week in Stockholm. 22-28 August 2015.	Global	100	Goal 1	Event
12	Public Finance for WASH (PF4WASH) event at the Water and Health Conference 2015, at the Water Institute at the University of North Carolina, Chapel Hill, USA; 26-30 October 2015	Global	80	Goal 1	Event
13	BRAC WASH Programme dissemination workshop. Dhaka, Bangladesh. 14 January 2015	Global	122	Goal 1	Event
14	Menstrual Hygiene Management and the Sustainable Development Goals: A Call to Action; Scheveningen, The Hague. 19 June 2015 DGIS	Global	100	Goal 1	Event
15	Final BRAC WASH Learning from WASH experiences in Bangladesh workshop; BRAC Centre, Dhaka, Bangladesh; 26-27 April, 2015 April 2015	Global	120	Goal 1	Event
16	Event at the Conference WASH and ICT: Leveraging the Data Stream; Washington, USA; 14-15 May 2015	Global	35	Goal 1	Event
17	Side event at the 3rd International Faecal Sludge Management (FSM) Conference; Hanoi, Vietnam; 18-21 January 2015 side event	Global	40	Goal 1	Event

No	Event	Country	No of participants	Goal	Type
18	My Water, My Business; Self-supply / WaSH Products and Services Fair and Matchmaking event, Addis Abeba, Ethiopia; 19 March 2015	Global	60	Goal 1	Event
19	Learning (and Practice) Alliances: Lessons from grassroots action-research. Convened by CARE and IRC. 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA. 26 October 2015.	Global	70	Goal 1	Event
20	Keep the water flowing" on post-construction support for rural water service providers. Convened by Improve International and IRC. 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA. 27 October 2015.	Global	80	Goal 1	Event
21	Achieving the SDGs: what we need to do in the next five years, location: Windflower, convened by IRC, WaterAid, Water for People and Osprey Foundation. At the 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA. 28 October 2015.,	Global	80	Goal 1	Event
22	The Future of WASH Advocacy: Where we came from and where are we going, location. Convened by WASH Advocates and IRC. 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA. 28 October 2015.	Global	70	Goal 1	Event
23	Beyond 'business as usual': Changing behaviors to build sector systems that last. Convened by Sanitation and Water for All - Country Processes Tasks Team and co-organised with IRC. 2015 Water and Health Conference at the Water Institute at the University of North Carolina, Chapel Hill, USA. 29 October 2015.	Global	50	Goal 1	Event
24	Financing universal WASH coverage under the Sustainable Development Goals. A session with the Department for International Development, UK; Ministry of Foreign Affairs, The Netherlands; The World Bank Group; United Nations Children's Fund and World Health Organization. World Water Week Stockholm. 27 August 2015.	Global	150	Goal 1	Event
25	Pieces of the Puzzle: Achieving Sustainable Rural Sanitation at Scale (whole system approach) A session with Plan International; Sustainable Sanitation Alliance; Water For People. World Water Week Stockholm. 27 August 2015.	Global	30	Goal 1	Event
26	WASH in Schools: Monitoring WASH in health clinics and schools in Tanzania. A workshop on "Implementing the SDGs in the Post-2015 Development Agenda". An IRC-Simavi session with GWP, SIWI and UN-Water. World Water Week Stockholm. 23 August 2015.	Global	50	Goal 1	Event
27	Changing behaviors to build systems that last: SWA's evolving strategy. A session with Sanitation and Water for All (SWA); The World Bank Group; United States Agency for International Development and WaterAid. World Water Week Stockholm. 26 August 2015.	Global	150	Goal 1	Event
	Total Events		3,177		
	E-discussion				
1	Two week mini E-discussion on Resolution: : addressing problems identified during post-project Monitoring. March 2015.	Global	200	Goal 1	e-discussion
2	RWSN E-discussion: Local government and rural water services that last: the way forward! 27 April – 22 May 2015.	Global	600	Goal 1	e-discussion
3	SuSana Thematic Discussion 5 - Sustainable urban sanitation - moving forward. Theme II. E-Discussion: Lack of leadership for change around sanitation. 20-23 October 2015.	Global	15	Goal 1	e-discussion

No	Event	Country	No of participants	Goal	Type
4	SuSanA Thematic Discussion 5 - Sustainable urban sanitation - moving forward: E-Discussion. Theme I: Lack of attention to the whole sanitation chain online discussion on SuSanA forum. 13-19 October 2015.	Global	13	Goal 1	e-discussion
5	SuSanA Thematic Discussion 5 - Sustainable urban sanitation - moving forward (IRC. October 2015) (Page views = 3,598)	Global	3,598	Goal 1	e-discussion
6	SuSanA Thematic discussion 2 on Urban Sanitation Finance - From Macro to Micro Level (IRC, WSUP, SNV in June/July 2015) (Page Views = 17,127)	Global	17,127	Goal 1	e-discussion
	Total E-discussions		21,553		
	TOTAL		29,301		

Annex 8: Blogs titles and links in 2015

119 blogs (100 English; 8 French; 6 Spanish; 5 Dutch); including 14 guest blogs

Blogs in English		
1	Governments must lead in tackling inequality	http://www.ircwash.org/blog/governments-must-take-lead-tackling-inequality
2	Getting better at predicting global access to water and sanitation	http://www.ircwash.org/blog/getting-better-predicting-global-access-water-and-sanitation
3	India launches national monitoring of toilet use	http://www.ircwash.org/blog/india-launches-national-monitoring-toilet-use
4	The different world water crisis	http://www.ircwash.org/blog/different-world-water-crisis
5	Will innovation lead to change? Darwin gives some pointers	http://www.ircwash.org/blog/will-innovation-lead-change-darwin-gives-some-pointers
6	The SDGs for water and sanitation: big promises, big challenges	http://www.ircwash.org/blog/sdg-water-and-sanitation-big-promises-big-challenges
7	Where is Ethiopia going with Self-supply Acceleration?	http://www.ircwash.org/blog/where-ethiopia-going-self-supply-acceleration
8	Getting better at predicting global access to water and sanitation	http://www.ircwash.org/blog/getting-better-predicting-global-access-water-and-sanitation
9	Broken pots, not broken pipes	http://www.ircwash.org/blog/broken-pots-not-broken-pipes
10	Do we learn enough and does learning lead to improved sector performance?	http://www.ircwash.org/blog/do-we-learn-enough-and-does-learning-lead-improved-sector-performance
11	Creating demand for toilets does not mean everyone can pay for them: affordability and the s-word	http://www.ircwash.org/blog/creating-demand-toilets-does-not-mean-everyone-can-pay-them-affordability-and-s-word
12	A blockbuster movie on water infrastructure? This is what the trailer would look like...	http://www.ircwash.org/blog/blockbuster-movie-water-infrastructure-what-trailer-would-look
13	There is no way around it: we have to talk about taxation	http://www.ircwash.org/blog/there-no-way-around-it-we-have-talk-about-taxation
14	Become a WASH trend watcher!	http://www.ircwash.org/blog/become-wash-trendwatcher
15	Fostering whole system change - a review of theory and approaches from the complexity sciences	http://www.ircwash.org/blog/fostering-whole-system-change-%E2%80%93-reviewing-theory-and-approaches-complexity-sciences
16	That is why we are not moving	http://www.ircwash.org/blog/%E2%80%98-why-we-are-not-moving
17	A Sustainable Development Goal to strengthen national sector monitoring systems	http://www.ircwash.org/blog/sustainable-development-goal-strengthen-national-sector-monitoring-systems
18	Finding Solutions to Make India Open Defecation Free	http://www.ircwash.org/blog/findings-solutions-make-india-open-defecation-free
19	Water Sanitation and Hygiene (WASH) service delivery - how change happens*	http://www.ircwash.org/blog/WASH-service-delivery-how-change-happens

20	When access to improved water points does not lead to use: Understanding consumption patterns in Burkina Faso*	http://www.ircwash.org/blog/when-access-improved-water-points-does-not-lead-use-understanding-consumption-patterns-burkina-faso
21	Faecal sludge management is booming but not yet at scale	http://www.ircwash.org/blog/faecal-sludge-management-booming-not-yet-scale
22	USAID's hat tip to the Dutch on sustainability	http://www.ircwash.org/blog/usaids-hat-tip-dutch-sustainability
23	Real movement, with more work needed: end of project evaluation of Triple-S	http://www.ircwash.org/blog/real-movement-more-work-needed-end-project-evaluation-triple-s
24	Sub-county water boards still require support to function effectively	http://www.ircwash.org/blog/sub-county-water-boards-still-require-support-function-effectively
25	Menstrual Hygiene Management: harnessing the power of the media	http://www.ircwash.org/blog/mhm-harnessing-power-media
26	Menstruation Matters in Bangladeshi schools	http://www.ircwash.org/blog/brac-supports-schools-menstrual-hygiene-facilities
27	Bridging the financing gap with smart tax	http://www.ircwash.org/blog/bridging-financing-gap-smart-tax
28	25 years of global sanitation and water monitoring	http://www.ircwash.org/blog/25-years-global-sanitation-and-water-monitoring
29	South Sudan: Development in the youngest country in the world	http://www.ircwash.org/news/south-sudan-developing-youngest-country-world
30	Planning for WASH in Arid lands in Kenya: the numbers are scary but might still help	http://www.ircwash.org/blog/planning-wash-arid-lands-kenya-numbers-are-scary-might-still-help
31	Planning for equitable and sustainable water and urban sanitation services in ten counties in Kenya - a start	http://www.ircwash.org/blog/planning-equitable-and-sustainable-water-and-urban-sanitation-services-ten-counties-kenya-%E2%80%93-a-start
32	Why is doing the obvious often not so obvious?	http://www.ircwash.org/blog/why-doing-obvious-often-not-so-obvious
33	Making a plan to make a plan	http://www.ircwash.org/blog/making-plan-requires-plan
34	The costs of water and sanitation in schools: Bangladesh	http://www.ircwash.org/blog/costs-water-and-sanitation-schools-bangladesh
35	Financing universal access: the role of Water Financing Facilities	http://www.ircwash.org/blog/financing-universal-access-role-water-financing-facilities
36	Understanding water services in India, house by house*	http://www.ircwash.org/blog/understanding-water-services-house-house
37	The 100 Rupee bank account	http://www.ircwash.org/blog/100-rupee-bank-account
38	Bottom's up; country monitoring as the bedrock	http://www.ircwash.org/blog/bottom%E2%80%99s-country-monitoring-bedrock
39	The future of water and sanitation: a common Dutch vision	http://www.ircwash.org/blog/common-dutch-vision-future-water-and-sanitation
40	The Dutch urge 'World Bank take a lead in driving change'	http://www.ircwash.org/blog/dutch-urge-%E2%80%98world-bank-take-leading-role-driving-change%E2%80%99
41	Joining forces; The Netherlands and the World Bank	http://www.ircwash.org/blog/joining-forces-netherlands-and-world-bank

42	More public funds for water and sanitation; 'What would move the Finance Ministers hearts?'	http://www.ircwash.org/blog/more-public-funds-needed-water-and-sanitation-%E2%80%98what-would-move-finance-ministers-hearts%E2%80%99
43	Big expectations, building on doubtful assumptions	http://www.ircwash.org/blog/big-expectations-building-doubtful-assumptions
44	Water and Sanitation Financing: Some thoughts from the Financing For Development Conference in Addis Ababa	http://www.ircwash.org/blog/water-and-sanitation-financing-some-thoughts-financing-development-conference-addis-ababa
45	Following the database trail in Tigray	http://www.ircwash.org/blog/following-database-trail-tigray
46	A day in the life of...a community facilitator	http://www.ircwash.org/blog/day-life-of%E2%80%A6a-community-facilitator
47	Local political leaders: go for quality and systems that last	http://www.ircwash.org/blog/local-political-leaders-%E2%80%9Cgo-quality-and-systems-last%E2%80%9D
48	Is insurance for rural water supplies a good idea?	http://www.ircwash.org/blog/insurance-rural-water-supplies-good-idea-revisited
49	The danger of software 'slippage'*	http://www.ircwash.org/blog/danger-software-%E2%80%98slippage%E2%80%99
50	Stakeholder networks supporting service delivery improvements: preliminary findings from Ghana*	http://www.ircwash.org/blog/stakeholder-networks-supporting-service-delivery-improvements-preliminary-findings-ghana
51	How to know you're getting value for money*	http://www.ircwash.org/blog/how-know-you%E2%80%99re-getting-value-money
52	A clean place to go at work	http://www.ircwash.org/blog/clean-place-go-work
53	Diamonds and cocktails for better urban sanitation	http://www.ircwash.org/blog/diamonds-and-cocktails-better-urban-sanitation
54	Innovative approaches to WASH in emergency situations	http://www.ircwash.org/blog/innovative-approaches-wash-emergency-situations
55	Learning in Butajira: a capital of Self-supply	http://www.ircwash.org/blog/learning-butajira-capital-self-supply
56	Can group-based Self-supply deliver what we want?	http://www.ircwash.org/blog/can-group-based-self-supply-deliver-what-we-want
57	On pilots and going to scale	http://www.ircwash.org/blog/pilots-and-going-scale
58	Key ingredients for successful advocacy - do they really exist?*	http://www.ircwash.org/blog/key-ingredients-successful-advocacy-%E2%80%93-do-they-really-exist
59	Upgrading water supply in primary health facilities*	http://www.ircwash.org/blog/upgrading-water-supply-primary-health-facilities
60	Water, sanitation and hygiene are crucial in prison settings*	http://www.ircwash.org/blog/water-sanitation-and-hygiene-are-crucial-prison-settings
61	Great programmes need great organisations behind them	http://www.ircwash.org/blog/great-programmes-need-great-organisations-behind-them
62	Can success be scaled?	http://www.ircwash.org/blog/can-success-be-scaled
63	Changing mind sets for city-wide sanitation	http://www.ircwash.org/blog/changing-mind-sets-city-wide-sanitation

64	Paying the piper: 3 things donors can do to drive real change ⁷	http://www.ircwash.org/blog/paying-piper-3-things-donors-can-do-drive-real-change
65	2016 ... the year of the Global Goals	http://www.ircwash.org/blog/2016-year-global-goals
66	15 years to make history, 5 years to make change	http://www.ircwash.org/blog/15-years-make-history-5-years-make-change
67	But what is it that you actually do?	http://www.ircwash.org/blog/but-what-is-it-that-you-actually-do
68	A day in the life of... a Jalabandhu	http://www.ircwash.org/blog/day-life-jalabandhu
69	Yes, hygiene and school enrolment are directly proportional*	http://www.ircwash.org/blog/yes-hygiene-and-school-enrolment-are-directly-proportional
70	The water ideals of Jo Smet ⁸	http://www.ircwash.org/blog/water-ideals-jo-smet
71	When the presence of latrines isn't enough*	http://www.ircwash.org/blog/when-presence-latrines-isn%E2%80%99t-enough
72	Let's face the sanitation chain challenges together	http://www.ircwash.org/blog/let%E2%80%99s-face-sanitation-chain-challenges-together
73	Vision and leadership taking place around menstrual hygiene management in Uganda	http://www.ircwash.org/blog/vision-and-leadership-taking-place-around-menstrual-hygiene-management-uganda
74	Reducing breakdowns of hand pumps in Burkina Faso is mainly... a technical issue	http://www.ircwash.org/blog/reducing-breakdowns-hand-pumps-burkina-faso-mainly%E2%80%A6-technical-issue
75	Professionalising maintenance of boreholes with hand pumps in Burkina Faso: exploring new approaches	http://www.ircwash.org/blog/professionalising-maintenance-boreholes-hand-pumps-burkina-faso-exploring-new-approaches
76	The journey of the of the Pan-Africa programme	http://www.ircwash.org/blog/journey-pan-africa-programme
77	Moving up the focus around menstrual hygiene in Uganda	http://www.ircwash.org/blog/moving-focus-around-menstrual-hygiene-uganda
78	Researching the human right to sanitation in Burkina Faso*	http://www.ircwash.org/blog/researching-human-right-sanitation-burkina-faso
79	From eThekweni to Ngor: where does sector change begin? ⁹	http://www.ircwash.org/blog/ethekwini-ngor-%E2%80%93-where-does-sector-change-begin
80	Testing the waters: ICT reporting for water supply services ¹⁰	http://www.ircwash.org/blog/testing-waters-ict-reporting-water-supply-services
81	Community engagement ensures sustainability water access in rural villages in Uttarakhand	http://www.ircwash.org/blog/scoping-visit-community-water-plus-project
82	Reality check for the life-cycle cost approach in the context of refugee camps	http://www.ircwash.org/blog/reality-check-life-cycle-cost-approach-context-refugee-camps
83	The real danger zone: can fragile states reach the	http://www.ircwash.org/blog/real-danger-zone-can-fragile-states-reach-water-and-sanitation-sdgs

7 This blog also appeared in the Huffington Post http://www.huffingtonpost.com/patrick-moriarty/paying-the-piper-3-things-donors-can-do-to-drive-real-change_b_8303668.html

8 This article was originally published in Dutch in One World <http://www.oneworld.nl/water/drinkwater-hygiene/de-wateridealen-jo-smet>

9 Co-authored by Mark Radin

10 This blog was originally posted on <http://www.makingallvoicescount.org/blog/testing-the-waters-ict-reporting-for-water-supply-services/>

	water and sanitation SDGs?	
84	Paying the piper: why the things that donors are prepared to fund in WASH need to change	http://www.ircwash.org/blog/paying-piper-why-things-donors-are-prepared-fund-wash-need-change
85	The need for uninterrupted water supply	http://www.ircwash.org/blog/need-uninterrupted-water-supply
86	How do we reach sustainable urban sanitation?	http://www.ircwash.org/blog/how-do-we-reach-sustainable-urban-sanitation
87	The King's watery speech	http://www.ircwash.org/blog/kings-watery-speech
88	Higher levels of service are needed to reduce death and disease	http://www.ircwash.org/blog/higher-levels-of-service
89	Twice as long and twice as expensive	http://www.ircwash.org/blog/twice-long-and-twice-expensive
90	Handwashing groupies	http://www.ircwash.org/blog/handwashing-groupies
91	Beating the drum for institutional WASH	http://www.ircwash.org/blog/beating-drum-institutional-wash
92	A stone in the water or a change of the tide	http://www.ircwash.org/blog/stone-water-or-change-of-the-tide
93	PF4WASH at the 2015 UNC Water and Health Conference ¹¹	http://www.ircwash.org/blog/pf4wash-2015-unc-water-and-health-conference
94	Sanitation Challenge for Ghana: a competition for clean cities	http://www.ircwash.org/blog/sanitation-ghana-competition-clean-cities
95	Lessons learnt on providing sustainable services in Burkina Faso	http://www.ircwash.org/blog/lessons-learnt-providing-sustainable-services-burkina-faso
96	Making irrigation work for livelihood diversification	http://www.ircwash.org/blog/making-irrigation-work-livelihood-diversification
97	Health care facilities need adequate water, sanitation and hygiene	http://www.ircwash.org/blog/note-field-health-care-facilities-need-adequate-wash
98	Discussing 'WASH away from the home' at UNC	http://www.ircwash.org/blog/wash-away-home%E2%80%9D-being-brought-light-unc-session
99	Urban sanitation: a quest for the silver bullet	http://www.ircwash.org/blog/urban-sanitation-quest-silver-bullet
100	Calculating shit volumes can be a messy business	http://www.ircwash.org/blog/calculating-shit-volumes-can-be-messy-business
Dutch blogs		
1	Een dag in het leven van ... een Jalabandhu in India	http://nl.ircwash.org/blog/een-dag-het-leven-van-%E2%80%A6-een-jalabandhu-india
2	Belasting voor water! ¹²	http://nl.ircwash.org/blog/belasting-voor-water-0
3	Niet voor een dubbeltje op de eerste rang	http://nl.ircwash.org/blog/niet-voor-een-dubbeltje-op-de-eerste-rang
4	Beleid op afstand vereist controle dichtbij	http://nl.ircwash.org/blog/beleid-op-afstand-vereist-controle-dichtbij
5	Taverne en Smaling, of Ploumen: wie heeft gelijk? Een waterbalans ¹³	http://nl.ircwash.org/blog/taverne-en-smaling-ploumen-wie-heeft-gelijk-een-waterbalans

¹¹ This blog was originally posted on the Public Finance for WASH website by Guy Norman.

¹² This blog was originally posted in the Vice Versa online <http://www.viceversaonline.nl/2015/06/belasting-voor-water/>

Spanish blogs		
1	La paz del agua	http://es.ircwash.org/blog/la-paz-del-agua
2	¿Qué tan preparado es Honduras para los Objetivos de Desarrollo Sostenible?	http://es.ircwash.org/blog/%C2%BFqu%C3%A9-tan-preparado-es-honduras-para-los-objetivos-de-desarrollo-sostenible
3	Viajando con el Manual de Uso SIASAR	http://es.ircwash.org/blog/el-viaje-del-manual-de-uso-del-siasar
4	Honduras - país de cinco estrellas, y cuatro en agua y saneamiento	http://es.ircwash.org/blog/honduras-%E2%80%93-pa%C3%ADs-de-cinco-estrellas-y-cuatro-en-agua-y-saneamiento
5	El Gran Combo del Municipio	http://es.ircwash.org/blog/el-gran-combo-del-municipio
6	Celebrando más de 10,000 datos en SIASAR	http://es.ircwash.org/blog/celebrando-m%C3%A1s-de-10000-datos-en-siasar
French blogs		
1	La professionnalisation de l'exploitation et de la maintenance des PMH au Burkina Faso: pistes de réflexion	http://fr.ircwash.org/blog/la-prestation-de-service-en-garantie-totale-une-solution-%C3%A0-explorer-pour-la-gestion-p%C3%A9renne-des
2	Réduire les pannes des pompes à motricité humaine au Burkina Faso ; une problématique avant tout... technique	http://fr.ircwash.org/blog/r%C3%A9duire-les-pannes-des-pompes-%C3%A0-motricit%C3%A9-humaine-au-burkina-faso-une-probl%C3%A9matique-avant-tout
3	Et si on impliquait davantage les coutumiers et les religieux dans la promotion de l'assainissement ?	http://fr.ircwash.org/blog/et-si-impliquait-davantage-les-coutumiers-et-les-religieux-dans-la-promotion-de-l-0
4	Que faire quand l'accès à l'eau potable ne garantit pas son usage par les ménages?*	http://fr.ircwash.org/blog/que-faire-quand-lacces-leau-potable-ne-garantit-pas-son-usage-par-les-menages
5	Quand la présence de latrine ne suffit pas*	http://fr.ircwash.org/blog/quand-la-pr%C3%A9sence-de-latrine-ne-suffit-pas
6	L'impact de la dissolution des conseils municipaux sur la mise en œuvre des projets d'AEPA au Burkina Faso	http://fr.ircwash.org/blog/l%27impact-de-la-dissolution-des-conseils-municipaux-sur-la-mise-en-%C5%93uvre-des-projets-d%27aepa-au
7	La fourniture de services pérennes d'eau potable : quelques leçons tirées de l'expérience d'IRC au Burkina Faso	http://fr.ircwash.org/blog/la-fourniture-de-services-p%C3%A9rennes-d%27eau-potable-quelques-le%C3%A7ons-tir%C3%A9s-de-l%27exp%C3%A9rience-d%27irc
8	Mettre en place des services d'assainissement communaux : l'importance d'avoir des institutions fortes	http://fr.ircwash.org/blog/mettre-en-place-des-services-d%27assainissement-communaux-l%27importance-d%27avoir-des-institutions

* Guest blog

13 This blog was originally published in Vice Versa <http://www.viceversaonline.nl/2015/12/taverne-en-smaling-of-ploumen-wie-heeft-gelijk-een-waterbalans/>

Annex 9: IRC's web content management, 2015

No	IRC-managed websites	No. of visits				No. of downloads				No. new visitors				No. returning visitors			
		2015	2014	2013	2012	2015	2014	2013	2012	2015	2014	2013	2012	2015	2014	2013	2012
1	IRC corporate	159,264	230,030	371,909	301,029	12,697	8,011	21,330	14,647	111,350	170,872	282,481	219,093	47,914	59,158	89,428	81,936
2	Triple-S	9,038	13,815	15,041	15,139	126	336	2,957	2,905	6,865	8,014	8,199	7,657	2,173	5,801	6,842	7,482
3	Community Managed Projects Ethiopia programme	8,952	6,540	3,789	1,300	510	276	2,066	938	6,652	-	2,896	815	2,300	-	893	485
4	MUS thematic group	2,800	3,080	3,637	4,828		-	772	1,384	1,497	-	2,463	3,605	1,303	-	1,174	1,223
5	WASH in Schools	12,631	7,358	7,417	9,393	155	71	5,012	4,922	10,223	-	5,427	6,522	2,408	-	1,990	2,871
6	Resource centre network Ghana	5,479	4,515	3,695	4,004		62	233	371	4,499	-	2,915	3,102	980	-	780	902
	TOTAL	198,164	265,338	423,268	353,809	13,488	8,756	38,020	30,145	141,086	178,886	316,017	250,577	57,078	86,452	107,251	103,232

Annex 10: IRC-published research outputs in 2015

No	Title	Link	Programme	Theme
1	Achieving systemic change in faecal sludge management	http://www.ircwash.org/resources/achieving-systemic-change-faecal-sludge-management	Global	Sanitation, Urban
2	From Infrastructure to Services. Trends in monitoring sustainable water, sanitation and hygiene services	http://www.ircwash.org/resources/infrastructure-services-trends-monitoring-sustainable-water-sanitation-and-hygiene	Global	ICT for monitoring, Sector Monitoring (national and international)
3	Reimagining rural water services: the future agenda. An introduction to ten building blocks to support sustainable service delivery	http://www.ircwash.org/resources/reimagining-rural-water-services-future-agenda	Global	Service Delivery Approach
4	Qualitative document analysis : review of international WASH policy	http://www.ircwash.org/resources/qualitative-analysis-document-review-international-wash-policy	Global	Service Delivery Approach
5	Qualitative document analysis : findings from Ugandan WASH policy review	http://www.ircwash.org/resources/qualitative-document-analysis-findings-ugandan-wash-policy-review	Uganda	Service Delivery Approach
6	Qualitative document analysis : findings from Ghana WASH sector review	http://www.ircwash.org/resources/qualitative-document-analysis-findings-ghana-wash-sector	Ghana	Service Delivery Approach
7	Assessment of Performance of Sub county Water Supply and Sanitation Boards	http://www.ircwash.org/resources/progress-report-roll-out-sub-county-water-supply-and-sanitation-boards-lira	Uganda	Service Delivery Approach
8	Self-supply business catalogue	http://www.ircwash.org/resources/self-supply-business-catalogue	Ethiopia	Self Supply, Support to service providers
9	SWIBANGLA : managing salt water intrusion impacts in coastal groundwater systems of Bangladesh : final report	http://www.ircwash.org/resources/swibangla-managing-salt-water-intrusion-impacts-coastal-groundwater-systems-bangladesh	Bangladesh	Integrated Water Resource Management
10	Achieving sanitation with equity at scale : lessons from BRAC Water, Sanitation and Hygiene (WASH) programme in Bangladesh	http://www.ircwash.org/resources/achieving-sanitation-equity-scale	Bangladesh	Gender and Equity

No	Title	Link	Programme	Theme
11	VeSV - Value at the end of the Sanitation Value Chain : final report	http://www.ircwash.org/resources/vesv-value-end-sanitation-value-chain-final-report	Bangladesh	Sanitation
12	Bangladeshi arsenic- and salt-mitigation sourcebook and decision-support tool : final report	http://www.ircwash.org/resources/bangladeshi-arsenic-and-salt-mitigation-sourcebook-and-decision-support-tool-final-report	Bangladesh	WASH technologies, Water
13	Astra - decision support tool for drinking water in saline and arsenic areas	http://www.ircwash.org/resources/astra	Bangladesh	Water
14	Hygiene promotion : the backbone of BRAC WASH : embedding long-term change in communities	http://www.ircwash.org/resources/hygiene-promotion-backbone-brac-wash	Bangladesh	Hygiene
15	Financially sustainable processing of fecal sludge : feasibility study	http://www.ircwash.org/resources/financially-sustainable-processing-fecal-sludge	Bangladesh	Sanitation
16	School WASH programmes in Bangladesh : how much does it cost? : applying the life-cycle costs approach in selected upazilas	http://www.ircwash.org/resources/school-wash-programmes-bangladesh-how-much-does-it-cost-applying-life-cycle-costs-approach	Bangladesh	Finance, Life-cycle Cost Approach, WASH in schools
17	Working Paper: Costs of water and sanitation intervention models in Honduras (Spanish)	http://es.ircwash.org/resources/costos-de-inversi%C3%B3n-en-proyectos-de-agua-y-saneamiento-rural-an%C3%A1lisis-de-diversos-modelos	Honduras	Finance, Life-cycle Cost Approach
18	UNICEF Sanitation Monitoring Toolkit	http://www.sanitationmonitoringtoolkit.com/	East Africa, Global, Africa	Hygiene, ICT for monitoring, Sanitation, Sector Monitoring (national and international)
19	Conjunto de herramientas de costeo: para llegar a servicios de agua, para todos, por siempre	http://es.ircwash.org/resources/conjunto-de-herramientas-de-costeo-para-llegar-servicios-de-agua-para-todos-por-siempre	Global	Finance, Life-cycle Cost Approach
20	Report of SHAW Programme Coordinators meetings held in Yogyakarta Indonesia December_2014	http://www.ircwash.org/resources/reports-shaw-programme-coordinators-meetings	Indonesia	Sanitation, Sector learning, Knowledge and

No	Title	Link	Programme	Theme
				information management
21	Rapid assessment of sanitation demand and supply in rural Bangladesh : recommendations for strengthening the supply chain for rural sanitation	http://www.ircwash.org/resources/rapid-assessment-sanitation-demand-and-supply-rural-bangladesh	Bangladesh	Sanitation
22	Domestic public finance for WASH: what, why, how?	http://www.ircwash.org/resources/domestic-public-finance-wash-what-why-how	Global	Finance
23	DRM and WASH in the Financing for Development agenda	http://www.publicfinanceforwash.com/resources/drm-and-wash-financing-development-agenda	Global	Finance
24	Costs, equity and affordability of sanitation in Bangladesh for low income rural households : applying the life-cycle costs approach to the Bagherpara Upazila	http://www.ircwash.org/resources/costs-equity-and-affordability-sanitation-bangladesh-low-income-rural-households	Bangladesh	Finance, Life-cycle Cost Approach, Sanitation
25	School WASH programmes in Bangladesh : how much does it cost? : applying the life-cycle costs approach in selected upazilas	http://www.ircwash.org/resources/school-wash-programmes-bangladesh-how-much-does-it-cost-applying-life-cycle-costs-approach	Bangladesh	Finance, Life-cycle Cost Approach, WASH in schools
26	Experiences with sustainability instruments : clauses, checks and compacts for ensuring WASH Services	http://www.ircwash.org/resources/experiences-sustainability-instruments	Global	Sector Monitoring (national and international), Aid effectiveness
27	Sector learning and adaptive management	http://www.ircwash.org/resources/sector-learning-and-adaptive-management	Ghana, Uganda	Learning Alliance, Sector learning
28	Private Sector Landscape for WASH in Ethiopia: Bottlenecks and opportunities	http://www.ircwash.org/resources/private-sector-landscape-wash-ethiopia-bottlenecks-and-opportunities	Ethiopia	-
29	The start of a shared learning journey: A South-South water and sanitation services partnership between Brazil and Ethiopia	http://www.ircwash.org/resources/start-shared-learning-journey-south-south-water-and-sanitation-services-partnership	Ethiopia	Sector learning
30	Diagnostic Review Report: Technical and Managerial	http://www.ircwash.org/resources/diagnostic-review-	Ethiopia	Sector Monitoring (national

No	Title	Link	Programme	Theme
	Support for Strengthening the Monitoring and Evaluation (M&E) system of the One WaSH National Programme (OWNP)	report-technical-and-managerial-support-strengthening-monitoring-and		and international)
31	Facilitating change in a complex environment: delivering rural water services in Ghana	http://www.ircwash.org/resources/facilitating-change-complex-environment-delivering-rural-water-services-ghana-0	Ghana	Sector learning, Service Delivery Approach
32	The effects and costs of support to community-managed handpumps in Patharpratima, West Bengal	http://www.ircwash.org/resources/effects-and-costs-support-community-managed-handpumps-patharpratima-west-bengal	India	Finance
33	Assessing the "Plus" of successful community-managed water supply programs in India	http://www.ircwash.org/resources/assessing-\"plus\"-successful-community-managed-water-supply-programs-india	India	Finance, Life-cycle Cost Approach, Support to service providers
34	Presentations and proceedings of the MUS Group meeting in March 2015	http://www.ircwash.org/resources/report-mus-group-meeting-30-31-march-2015	Global	Multiple Use Services
35	Intégrer le droit à l'assainissement à l'approche des droits humains au Burkina Faso	http://fr.ircwash.org/resources/int%C3%A9grer-le-droit-%C3%A0-l%E2%80%99assainissement-%C3%A0-l%E2%80%99approche-des-droits-humains-au-burkina-faso	Burkina Faso	Sanitation, Transparency and Accountability
36	Promouvoir l'approche fondée sur les droits humains dans le secteur Eau et Assainissement au Burkina Faso	http://fr.ircwash.org/resources/promouvoir-l%E2%80%99approche-fond%C3%A9e-sur-les-droits-humains-dans-le-secteur-eau-et-assainissement	Burkina Faso	Transparency and Accountability
37	Service monitoring in Ghana : a synthesis of three years of service monitoring in three districts	http://www.ircwash.org/resources/service-monitoring-ghana-synthesis-three-years-service-monitoring-three-districts	Ghana	ICT for monitoring, Sector Monitoring (national and international), Monitoring
38	Infrastructure asset management for rural water supply	http://www.ircwash.org/resources/infrastructure-asset-management-rural-water-supply	Global	Asset management

No	Title	Link	Programme	Theme
39	Sector learning and adaptive management	http://www.ircwash.org/resources/sector-learning-and-adaptive-management	Global	Sector learning
40	Contribution au guide méthodologique du PCD AEPA 2016-2030	http://fr.ircwash.org/resources/contribution-au-guide-m%C3%A9thodologique-du-pcd-aeпа-2016-2030	Burkina Faso	Support to service providers
41	Servicios de Usos Múltiples del Agua en MAMCEPAZ: Sistematización de la experiencia piloto de implementación del MUS en Honduras	http://es.ircwash.org/resources/servicios-de-usos-m%C3%BAltiples-del-agua-en-mamcepez	Honduras	Multiple Use Services
42	Metodología para la estimación del costo per cápita en MAPAS	http://es.ircwash.org/resources/metodolog%C3%ADa-para-la-estimaci%C3%B3n-del-coste-c%C3%A1pita-en-mapas	Honduras	Life-cycle Cost Approach, Sector Monitoring (national and international)
43	TAF-Technology Applicability Framework - Questionnaire for Mobile Desludgers	http://www.ircwash.org/resources/technology-applicability-framework-taf-questions-mobile-desludging-units	Zimbabwe, Africa	Sanitation, Urban, WASH technologies
44	Report: IRC Annual Report	http://www.ircwash.org/reports/annual-report-2014-english	Global	Service Delivery Approach
45	Principles paper: an agenda for change: achieving universal access to water, sanitation and hygiene (WASH) by 2030	http://www.ircwash.org/resources/agenda-change-achieving-universal-access-water-sanitation-and-hygiene-wash-2030-principles	Global	Service Delivery Approach
46	Water sector harmonisation and alignment study : assessment of sector partnerships in Ghana	http://www.ircwash.org/resources/water-sector-harmonisation-and-alignment-study-assessment-sector-partnerships-ghana	Ghana	Aid effectiveness
47	Understanding the resource implications of the "plus" in community management of rural water supply systems in India: concepts and research methodology.	http://www.ircwash.org/resources/understanding-resource-implications-%E2%80%99plus%E2%80%98-community-management-rural-water-supply-systems	India	Finance, Life-cycle Cost Approach
48	UNICEF - IRC partnership 'Knowledge Management and Sector Learning in West and Central African	http://www.ircwash.org/resources/unicef---irc-partnership-'knowledge-management-and-sector-	Burkina Faso, Africa	Sector learning, Knowledge and

No	Title	Link	Programme	Theme
	Countries'	learning-west-and-central		information management
49	Retour sur quatre années de partenariat communal, régional et national au Burkina Faso	http://fr.ircwash.org/resources/retour-sur-quatre-ann%C3%A9es-de-partenariat-communal-r%C3%A9gional-et-national-au-burkina-faso	Burkina Faso	Service Delivery Approach
50	L'appui d'IRC pour une meilleure planification communale : défis, résultats et pérennisation dans le Sahel	http://fr.ircwash.org/resources/l%E2%80%99appui-d%E2%80%99irc-pour-une-meilleure-planification-communale-d%C3%A9fis-r%C3%A9sultats-et-p%C3%A9rennisation	Burkina Faso	Service Delivery Approach
51	Partenariat UNICEF - IRC pour la gestion des connaissances et l'apprentissage sectoriel dans les pays d'Afrique de l'Ouest et du centre	http://fr.ircwash.org/resources/partenariat-unicef-%E2%80%93-irc-pour-la-gestion-des-connaissances-et-l%E2%80%99apprentissage-sectoriel	Benin, Burkina Faso, Central African Republic, Congo, The Democratic Republic Of The, Cote D'Ivoire, Mali, Mauritania, Niger, Nigeria, Sierra Leone, Central Africa, Anglophone West Africa	Knowledge and information management
52	Water, sanitation and hygiene in Abomsa, Oromia: baseline survey factsheet	http://www.ircwash.org/resources/wash-abomsa-oromia	Ethiopia	Sector Monitoring (national and international), Small towns
53	Water, sanitation and hygiene in Adishihu, Tigray: baseline survey factsheet	http://www.ircwash.org/resources/water-sanitation-and-hygiene-adishihu-tigray	Ethiopia	Sector Monitoring (national and international), Small towns
54	Water, sanitation and hygiene in Gode, Somali: baseline survey factsheet	http://www.ircwash.org/resources/wash-gode-somali	Ethiopia	Sector Monitoring (national and international), Small towns
55	Water, sanitation and hygiene in Kebridehar, Somali: baseline survey factsheet	http://www.ircwash.org/resources/wash-kebridehar-somali	Ethiopia	Sector Monitoring (national and international), Small towns

No	Title	Link	Programme	Theme
56	Financing urban sanitation: public finance at national level	http://www.ircwash.org/resources/financing-urban-sanitation-public-finance-national-level	Global	Finance, Sanitation
57	Enhancing benefits from water, sanitation and hygiene interventions : summary report	http://www.ircwash.org/resources/enhancing-benefits-water-sanitation-and-hygiene-interventions	Ethiopia	Multiple Use Services
58	Enhancing benefits from water, sanitation and hygiene interventions : case study from Kalu, northern Ethiopia	http://www.ircwash.org/resources/enhancing-benefits-water-sanitation-and-hygiene-interventions-case-study-kalu-northern	Ethiopia	Multiple Use Services
59	Water service levels and user satisfaction in Kabarole District	http://www.ircwash.org/resources/water-service-levels-and-user-satisfaction-kabarole-district	Uganda	Sector Monitoring (national and international)
60	Tracking district budgeting and expenditure on rural water services in Uganda : analysis report	http://www.ircwash.org/resources/tracking-district-budgeting-and-expenditure-rural-water-services-uganda-analysis-report	Uganda	
61	Service Delivery Indicators for Strengthening Local Monitoring of Rural Water Service Delivery in Uganda	http://www.ircwash.org/resources/service-delivery-indicators-strengthening-local-monitoring-rural-water-service-delivery	Uganda	Sector Monitoring (national and international)
62	Understanding resource implications of the "plus" in community management of rural water supply systems in India : the case of PHED, Chhattisgarh	http://www.ircwash.org/resources/understanding-resource-implications-%E2%80%9Cplus%E2%80%9D-community-management-rural-water-supply-systems-1	India	Finance, Local support
63	Understanding resource implications of the "plus" in community management of rural water supply systems in India : the case of DWSD in Jharkand	http://www.ircwash.org/resources/understanding-resource-implications-%E2%80%9Cplus%E2%80%9D-community-management-rural-water-supply-systems	India	Finance, Local support
64	Support to community-managed rural water supply by the Water and Sanitation Management Organization in Kutch District, Gujarat	http://www.ircwash.org/resources/support-community-managed-rural-water-supply-water-and-sanitation-management-organization	India	Finance, Life-cycle Cost Approach, Local support
65	Users becoming managers of water supply; an initiative of Water and Sanitation Management	http://www.ircwash.org/resources/users-becoming-managers-water-supply-initiative-water-and-sanitation-	India	Finance, Life-cycle Cost Approach, Local support

No	Title	Link	Programme	Theme
	Organization, Gandhinagar District, Gujarat	management		
66	Supporting community-managed water supply in Morappur, Tamil Nadu	http://www.ircwash.org/resources/supporting-community-managed-water-supply-morappur-tamil-nadu	India	Finance, Local support
67	Testing the waters: A qualitative comparative analysis of the factors affecting success in rendering water services sustainable based on ICT reporting	http://www.ircwash.org/resources/testing-waters-qualitative-comparative-analysis-factors-affecting-success-rendering-water	Bolivia, India, Kenya, Tanzania, United Republic Of, Timor-Leste, Uganda	ICT for monitoring, Sector Monitoring (national and international), Monitoring
68	Sustainable Sanitation and Hygiene for All : Asia regional learning event Behaviour Change Communication for Sanitation and Hygiene : 9-12th March 2015, Kichu Resort, Paro, Bhutan	http://www.ircwash.org/resources/sustainable-sanitation-and-hygiene-all-asia-regional-learning-event-%E2%80%9Cbehaviour-change	South Asia	Hygiene, Sector learning, Changing behaviour
69	Whole system change: capturing the change process in the Ghana rural water sub-sector	http://www.ircwash.org/resources/whole-system-change-capturing-change-process-ghana-rural-water-sub-sector	Ghana	Service Delivery Approach, IRC's approach
70	Costing water services in refugee camps : Camp Bambasi, Ethiopia, and Camp Kounoungou, Chad	http://www.ircwash.org/resources/costing-water-services-refugee-camps-camp-bambasi-ethiopia-and-camp-kounoungou-chad	Chad, Ethiopia, Africa	Finance
71	Enhancing benefits from water, sanitation and hygiene interventions: Case study from Kamba, Southern Ethiopia	http://www.ircwash.org/resources/enhancing-benefits-water-sanitation-and-hygiene-interventions-case-study-kamba-southern	Ethiopia	Multiple Use Services
72	Facilitating change in a complex environment: delivering rural water services in Ghana	http://www.ircwash.org/resources/facilitating-change-complex-environment-delivering-rural-water-services-ghana	Ghana	Service Delivery Approach
73	WASH and disabilities in Bangladesh	http://www.ircwash.org/resources/poster-wash-and-disabilities-bangladesh	Bangladesh	Sanitation
74	About WASH IT!	http://www.ircwash.org/sites/default/files/about_wash_it	Bangladesh, Ghana, India,	-

No	Title	Link	Programme	Theme
		.pdf	Kenya, Mali, Uganda, Global	
75	Private sector role is critical to meeting WASH targets	http://www.ircwash.org/resources/private-sector-role-critical-meeting-wash-targets	Ethiopia	-
76	Hygiene promotion in Bhutan : does it work and at what cost?	http://www.ircwash.org/resources/hygiene-promotion-bhutan-does-it-work-and-what-cost	Bhutan	Hygiene, Life-cycle Cost Approach
77	IRC slide deck: IRC : the goal, the challenge, our solution	http://www.ircwash.org/resources/irc-goal-challenge-our-solution	Global	Service Delivery Approach
78	Water, sanitation and hygiene in Maksegnit, Amhara: baseline survey factsheet	http://www.ircwash.org/resources/water-sanitation-and-hygiene-maksegnit-amhara	Ethiopia	Sector Monitoring (national and international), Small towns
79	Water, sanitation and hygiene in Sheno, Oromia: baseline survey factsheet	http://www.ircwash.org/resources/water-sanitation-and-hygiene-sheno-oromia	Ethiopia	Sector Monitoring (national and international), Small towns
80	Water, sanitation and hygiene in Welenchiti, Oromia: baseline survey factsheet	http://www.ircwash.org/resources/water-sanitation-and-hygiene-welenchiti-oromia	Ethiopia	Sector Monitoring (national and international), Small towns
81	Water, sanitation and hygiene in Wukro, Tigray: baseline survey factsheet	http://www.ircwash.org/resources/water-sanitation-and-hygiene-wukro-tigray	Ethiopia	Sector Monitoring (national and international), Small towns
82	Info sheet: Ghana : local NGOs promote toilets and hygiene for better health	http://www.ircwash.org/resources/ghana-local-ngos-promote-toilets-and-hygiene-better-health	Ghana	Sanitation
83	Info sheet: Rising above the waters : better hygiene and sanitation in Bangladesh	http://www.ircwash.org/resources/rising-above-waters-better-hygiene-and-sanitation-bangladesh	Bangladesh	Hygiene
84	Info sheet: Uganda : engaging communities to keep safe water flowing	http://www.ircwash.org/resources/uganda-engaging-communities-keep-safe-water-flowing	Uganda	Support to service providers

No	Title	Link	Programme	Theme
85	Info sheet: Northern Ethiopia : showers power the route to good health	http://www.ircwash.org/resources/northern-ethiopia-showers-power-route-good-health	Ethiopia	Hygiene, Sanitation
86	IRC Annual report 2015 (French)	http://fr.ircwash.org/sites/default/files/irc_rapport_annuel_2014.pdf	Francophone West Africa, Global	Service Delivery Approach
87	¿Cuanto cuesta la inversión en agua y saneamiento rural en Honduras?	http://es.ircwash.org/resources/%C2%BFcu%C3%A1nto-cuesta-la-inversi%C3%B3n-en-agua-y-saneamiento-rural-en-honduras	Honduras	Finance, Life-cycle Cost Approach
88	Town Audit Statement, Welenchiti, Oromia	http://www.ircwash.org/resources/town-audit-statement-welenchiti-oromia	Ethiopia	Sanitation, Monitoring
89	Town Audit Statement, Sheno, Oromia	http://www.ircwash.org/resources/town-audit-statement-sheno-oromia	Ethiopia	Sanitation, Monitoring
90	Town Audit Statement, Maksegnit, Amhara	http://www.ircwash.org/resources/town-audit-statement-maksegnit-amhara	Ethiopia	Sanitation, Monitoring
91	Town Audit Statement, Kebridehar, Somali	http://www.ircwash.org/resources/town-audit-statement-kebridehar-somali	Ethiopia	Sanitation, Monitoring
92	Town Audit Statement, Adishihu, Tigray	http://www.ircwash.org/resources/town-audit-statement-adishihu-tigray	Ethiopia	Sanitation, Monitoring
93	Town Audit Statement, Abomsa, Oromia	http://www.ircwash.org/resources/town-audit-statement-abomsa-oromia	Ethiopia	Sanitation, Monitoring
94	Urban sanitation lessons : piloting innovative sanitation master plans in small towns	http://www.ircwash.org/resources/urban-sanitation-lessons-piloting-innovative-sanitation-master-plans-small-towns	Ethiopia, South Africa	Sanitation, Small towns
95	Measuring factors that predict if WASH services are sustainable	http://www.ircwash.org/resources/measuring-factors-predict-if-wash-services-are-sustainable	Ethiopia	Small towns, Monitoring
96	ONEWASH Plus sustainability checks : first annual	http://www.ircwash.org/resources/onewash-plus	Ethiopia	Small towns, Monitoring

No	Title	Link	Programme	Theme
	report (2015)	sustainability-checks		
97	My water, my business : monitoring Self-supply in rural Ethiopia	http://www.ircwash.org/resources/poster-my-water-my-business-monitoring-self-supply-rural-ethiopia	Ethiopia	Self Supply
98	Rural and small towns water services: Brong Ahafo Region	http://www.ircwash.org/resources/rural-and-small-towns-water-services-brong-ahafo-region	Ghana	Sector Monitoring (national and international)
99	Rural and small towns water services: Central Region	http://www.ircwash.org/resources/rural-and-small-towns-water-services-central-region	Ghana	Sector Monitoring (national and international)
100	Rural and small towns water services: Northern Region	http://www.ircwash.org/resources/rural-and-small-towns-water-services-northern-region	Ghana	Sector Monitoring (national and international)
101	Rural and small towns water services: Upper East Region	http://www.ircwash.org/resources/rural-and-small-towns-water-services-upper-east-region	Ghana	Monitoring
102	Rural and small towns water services: Western Region	http://www.ircwash.org/resources/rural-and-small-towns-water-services-western-region	Ghana	Monitoring
103	Rural and small towns water services: Upper West Region	http://www.ircwash.org/resources/rural-and-small-towns-water-services-upper-west-region	Ghana	Monitoring
104	User satisfaction with handpump water services : a synthesis of findings from 3 districts (Akatsi South, East Gonja and Sunyani West Districts)	http://www.ircwash.org/resources/user-satisfaction-handpump-water-services-synthesis-findings-3-districts-akatsi-south-east	Ghana	Monitoring
105	Aid effectiveness in the water, sanitation and hygiene sector of Honduras	http://www.ircwash.org/resources/aid-effectiveness-water-sanitation-and-hygiene-sector-honduras	Honduras, Latin America	Aid effectiveness, Country leadership
106	Community-managed water supplies in rural Jaipur: the Swajaldhara scheme 15 years on	http://www.ircwash.org/resources/community-managed-water-supplies-rural-jaipur-swajaldhara-scheme-15-years	India	Finance, Local support
107	24x7 water supply in Punjab: international funding for local action	http://www.ircwash.org/resources/24x7-water-supply-punjab-international-funding-local-action	India	Finance, Local support
108	Empowered community : secured safe water supply in	http://www.ircwash.org/resources/empowered-	India	Finance, Local support

No	Title	Link	Programme	Theme
	parts of Dhar District, Madhya Pradesh	community-%E2%80%93secured-safe-water-supply-parts-dhar-district-madhya-pradesh		
109	Jal Nirmal and beyond : supporting the community management of rural water supply in Belagavi district, Karnataka	http://www.ircwash.org/resources/jal-nirmal-and-beyond-supporting-community-management-rural-water-supply-belagavi-district	India	Finance, Local support
110	Understanding resource implications of the "plus" in community management of rural water supply systems in India : the case of Gram Vikas in Odisha	http://www.ircwash.org/resources/understanding-resource-implications-%E2%80%9Cplus%E2%80%9D-community-management-rural-water-supply-syste-0	India	Finance, Local support
111	Making a case for increased O&M funding in Uganda	http://www.ircwash.org/resources/operation-and-maintenance-water-facilities-uganda-case-increased-funding	Uganda	Other
112	RWSN publication - A Decade of Water Point Mapping	http://www.ircwash.org/resources/decade-water-point-mapping	Malawi	ICT for monitoring, Sector Monitoring (national and international), Monitoring
113	RWSN publication - District Monitoring	http://www.ircwash.org/resources/district-monitoring	Bolivia, Ethiopia, Ghana	ICT for monitoring, Monitoring
114	RWSN publication - National Monitoring	http://www.ircwash.org/resources/national-monitoring	Afghanistan, Honduras, Nicaragua, Timor-Leste	ICT for monitoring, Sector Monitoring (national and international), Monitoring
115	RWSN publication - Failure and the Future	http://www.ircwash.org/resources/failure-and-future	Kenya, Mozambique, Tanzania, United Republic Of	ICT for monitoring, Sector Monitoring (national and international), Monitoring
116	FIPAG (Water Supply Assets and Investment Fund in Mozambique) Gender Strategy: From Policy to Practice (draft)	http://www.ircwash.org/resources/fipag-gender-strategy-policy-practice	Mozambique	Gender and Equity
117	How to reach men : the missing link in hygiene	http://www.ircwash.org/resources/how-reach-men-	Bangladesh	Gender and Equity,

No	Title	Link	Programme	Theme
	promotion	%E2%80%93missing-link-hygiene-promotion		Hygiene, Changing behaviour
118	BRAC WASH : learning from WASH experiences in Bangladesh : BRAC Centre, Dhaka, Bangladesh, 26-27 April, 2015	http://www.ircwash.org/resources/brac-wash-learning-wash-experiences-bangladesh-brac-centre-dhaka-bangladesh-26-27-april	Bangladesh	Hygiene, Sanitation, Monitoring
119	From building infrastructure to creating support mechanisms for rural water supplies (RWSN)	http://www.ircwash.org/resources/building-infrastructure-creating-support-mechanisms-rural-water-supplies	India, Timor Leste	Support to service providers, IRC's approach, Local support
120	Desde el desarrollo de infraestructura hacia la creación de mecanismos de apoyo a sistemas de agua potable en zonas rurales (RWSN)	http://es.ircwash.org/resources/desde-el-desarrollo-de-infraestructura-hacia-la-creaci%C3%B3n-de-mecanismos-de-apoyo-sistemas	Bolivia, Nicaragua	Support to service providers, IRC's approach, Local support
121	My water, my business : monitoring Self-supply in rural Ethiopia	http://www.ircwash.org/resources/poster-my-water-my-business-monitoring-self-supply-rural-ethiopia	Ethiopia	Self Supply
122	Costs and services of water in humanitarian context: results of a study conducted in two refugee camps	http://www.ircwash.org/sites/default/files/irc_costs_and_services_of_water_in_humanitarian_context.pdf	Global	Finance, Life-cycle Cost Approach
123	Effective behaviours for development effectiveness papers	http://sanitationandwaterforall.org/about/the-four-swa-collaborative-behaviours/	Global	Aid effectiveness
124	Sanitation Challenge for Ghana	http://www.sanitationchallenge4ghana.org/sites/about/resources.php	Ghana	Sanitation
125	Self supply : the case for leveraging greater household investment in water supply	http://www.ircwash.org/resources/self-supply-triple-s-briefing-note	Global	Water security
126	Capacity support to local government	http://www.ircwash.org/resources/capacity-support-local-government	Global	Local support
127	Professionalising community-based management for rural water services	http://www.ircwash.org/resources/professionalising-community-based-management-rural-water-services-building-blocks	Global	Local support

No	Title	Link	Programme	Theme
128	Service delivery indicators and monitoring to improve sustainability of rural water supplies : building blocks for sustainability	http://www.ircwash.org/resources/service-delivery-indicators-and-monitoring-improve-sustainability-rural-water-supplies	Global	IRC's approach; monitoring
129	Making aid effective at the local level	http://www.ircwash.org/resources/making-aid-effective-local-level	Global	Country leadership
130	Public-private partnerships for rural water services	http://www.ircwash.org/resources/public-private-partnerships-rural-water-services-0	Global	Local support, finance
131	Direct support post construction to rural water service providers	http://www.ircwash.org/resources/direct-support-post-construction-rural-water-service-providers	Global	Local support, monitoring
132	Regulation in rural areas	http://www.ircwash.org/resources/regulation-rural-areas	Global	Local support, finance
133	Key websites and resources on institutional WASH	http://www.ircwash.org/resources/case-studies-institutional-wash	Global	
134	The Sustainable Development Goals for water and sanitation; what is new? What is different?	http://www.ircwash.org/resources/sustainable-development-goal's-water-and-sanitation-what-new-what-different	Global	
135	A whole system approach to change: a review of concepts, theory and approaches for tackling 'wicked' problems in achieving sustainable rural water services	http://www.ircwash.org/resources/whole-system-approach-change-review-concepts-theory-and-approaches-tackling-%E2%80%98wicked%E2%80%99	Global	IRC's approach
136	Self-supply business catalogue	http://www.ircwash.org/resources/self-supply-business-catalogue	Ethiopia	Water security
137	Integrating the human right to sanitation in Burkina Faso : improving women's access to sanitation in Burkina Faso's rural areas	http://www.ircwash.org/resources/integrating-human-right-sanitation-burkina-faso-improving-women%E2%80%99s-access-sanitation	Burkina Faso	Sanitation
138	Self-supply as a formal service delivery model for rural	http://www.ircwash.org/resources/self-supply-formal-	Ethiopia	Water security

No	Title	Link	Programme	Theme
	water in Ethiopia : ambition, approaches, challenges and opportunities	service-delivery-model-rural-water-ethiopia-ambition-approaches		

Annex 11: IRC Global Communications in 2015

In 2015, IRC produced and published:

- 4 events in the Netherlands
- 27 international events
- 10 thematic group meetings
- 165 news items and articles
- 9 press releases
- 119 blogs in 4 languages
- 138 resources published (briefing notes, working papers, research reports)
- One flagship book From Infrastructure to Services (<http://www.ircwash.org/resources/infrastructure-services-trends-monitoring-sustainable-water-sanitation-and-hygiene>) that presents a state of the art of strengthening monitoring water supply and sanitation in developing countries. Chapters and editing by IRC.
- 6 webinars
- 6 e-discussions
- One e-learning course
- 20 references to IRC in global media:

Date	Media name	Article name	Web link
17/01/2015	One World	De wateridealen van Jo Smet	http://www.oneworld.nl/water/drinkwater-hygiene/de-wateridealen-jo-smet
04/02/2015	The Guardian	Financing for a sustainable future: business as usual won't work (The Guardian)	http://www.theguardian.com/wsscc-partner-zone/2015/feb/04/financing-for-a-sustainable-future-business-as-usual-wont-work
12/02/2015	Graphic online Ghana	Government invests 17 million in borehole project	http://graphic.com.gh/news/general-news/38540-govt-invests-gh-17-million-in-borehole-project.html
13/02/2015	The Ghanaian Times	Government provides 20,000 boreholes	http://www.ghanaiantimes.com.gh/govt-provides-20000-boreholes/
24/02/2015	Ghana News Agency	Minister lauds IRC over development projects	http://www.ghananewsagency.org/social/minister-lauds-irc-over-development-projects--85658
10/03/2015	Kuensel Online	Behavioural change key to tackling diarrhoea	http://www.kuenselonline.com/behavioural-change-key-to-tackling-diarrhoea/#.VQG--uEkrW
13/05/2015	The Guardian	Beyond aid: how do we fund the sustainable development goals?	http://www.theguardian.com/global-development-professionals-network/2015/may/13/beyond-aid-how-do-we-fund-the-sustainable-development-goals
02/06/2015	Vice Versa online	Belasting voor water!	http://www.viceversaonline.nl/2015/06/belasting-voor-

Date	Media name	Article name	Web link
			water/
17/06/2015	Dutch Water Sector News	Smart tax can bridge financial gap to meet universal access to water and sanitation	http://www.dutchwatersector.com/news-events/news/14586-smart-tax-can-bridge-financial-gap-to-meet-universal-access-to-water-and-sanitation.html
01/07/2015	The Guardian	We only have five years to achieve clean water and safe toilets for all	http://www.theguardian.com/global-development-professionals-network/2015/jul/01/we-only-have-five-years-to-achieve-clean-water-and-safe-toilets-for-all
28/08/2015	Dutch Water Sector News	Stockholm World Water Week: Use water banks to unleash investors money into the WASH-sector	http://www.dutchwatersector.com/news-events/news/15161-stockholm-world-water-week-use-water-banks-to-unleash-investors-money-into-the-wash-sector.html
28/08/2015	Dutch Water Sector News	Stockholm World Water Week: IRC and AMCOW join forces to strengthen WASH in Africa	http://www.dutchwatersector.com/news-events/news/15141-stockholm-world-water-week-irc-and-amcow-join-forces-to-strengthen-wash-in.html
17/09/2015	Skoll Foundation Archives: debates and series	How toilets are, and aren't, like telephones	http://archive.skoll.org/2015/09/17/how-toilets-are-and-arent-like-telephones/
07/10/2015	Daily Graphic / Graphic Online	SMARTerWASH project enhances rural water provision	http://www.graphic.com.gh/news/general-news/50819-smarterwash-project-enhances-rural-water-provision.html
03/11/2015	Washfund.org	Paying the Piper: 3 Things Donors Can Do to Drive Real Change	http://washfund.org/Blog/paying-the-piper-3-things-donors-can-do-to-drive-real-change
19/11/2015	Dutch Water Sector	Happy World Toilet Day! This business concerns us all	http://www.dutchwatersector.com/news-events/news/16285-happy-world-toilet-day-this-business-concerns-us-all.html
19/11/2015	Samsam	Schone wc's? Serieuze shit!	http://www.samsam.net/schone-wc-serieuze-shit/
20/11/2015	The Huffington Post	Sanitation Challenge for Ghana's Cities	http://www.huffingtonpost.com/patrick-moriarty/happy-world-toilet-day_b_8592684.html
03/12/2015	Huffington Post	Strengthening National Systems:	http://www.huffingtonpost.com/patrick-moriarty/strengthening-national-systems-essential-for-

Date	Media name	Article name	Web link
		Essential for Services and Resilience	services-and-resilience_b_8708106.html
08/12/2015	Vice Versa online	Taverne en Smaling, of Ploumen: wie heeft gelijk? Een waterbalans	http://www.viceversaonline.nl/2015/12/taverne-en-smaling-of-ploumen-wie-heeft-gelijk-een-waterbalans/

Annex 12: Active projects in 2015

	Title	Donor	Country	Start date
1	SHAW East Indonesia	Netherlands Embassy in Jakarta, Indonesia	Indonesia	6-5-2010
2	IWRM South Africa	Netherlands Organisation for International Cooperation in Higher Education (NUFFIC)	South Africa	1-1-2011
3	BRAC-WASH II Programme (mother project): Ensuring sustainable access to sanitation, water and hygiene in hard-to-reach areas and for underserved people in Bangladesh	DGIS	Bangladesh	1-9-2011
4	BRAC WASH II Programme (BMGF): Ensuring sustainable access to sanitation, water and hygiene in hard-to-reach areas and for underserved people in Bangladesh	Bill and Melinda Gates Foundation	Bangladesh	23-8-2012
5	WA-WASH	USAID	Multiple countries	1-11-2011
6	NUFFIC - Fundo de Investimento e Patrimônio do Abastecimento de Água (FIPAG) professional development Mozambique	Netherlands Organisation for International Cooperation in Higher Education (NUFFIC)	Mozambique	14-1-2013
7	DGIS advisory	DGIS	Multiple countries	1-1-2012
8	IADB-Give to Colombia_Support to Colombia	Inter-American Development Bank (IDB)	Colombia	4-12-2012
9	Dutch WASH Alliance Action Research for Learning (AR4L)	Simavi	Multiple countries	1-3-2013
10	DGIS PPP - SMARTerWASH: Mobile monitoring for rural water and sanitation services that last	DGIS	Ghana	1-4-2013
11	ADRAS - Research Project Disability WASH Malawi and Bangladesh	Australian Aid	Multiple countries	30-5-2013
12	ADRAS – Community Water Plus project: research community management of rural water supply India	Australian Aid	India	30-5-2013
13	UNICEF-Government of Ghana Sanitation and Knowledge Management Initiative (SKMI) Ghana	UNICEF	Ghana	26-9-2012
14	GEFT Proclease filtration field study Ghana	GEFT	Ghana	1-12-2013
15	Nuffic Niche 194 Capacity Building UCC Ghana	Netherlands Organisation for International Cooperation in Higher Education (NUFFIC)	Ghana	1-1-2014

	Title	Donor	Country	Start date
16	UNHCR Study Costs for Water in refugee context	UNHCR	Non country specific	15-4-2014
17	Conrad N. Hilton Foundation - Strengthening Local government Capacity to effectively manage and deliver Water Services	Conrad N. Hilton Foundation	Ghana	1-7-2014
18	EU Sanitation Service Delivery Burkina Faso	European Union	Burkina Faso	29-4-2014
19	USAID SaniEast Burkina Faso	USAID	Burkina Faso	10-10-2014
20	Australian Aid New Civil Society WASH Fund: Nepal and Bhutan	Australian Aid	Multiple countries	1-5-2014
21	UNICEF - Monitoring the ONEWASH PLUS Programme Ethiopia	UNICEF	Ethiopia	1-6-2014
22	MAVC - Research updating mechanisms district monitoring systems	Making all Voices Count (MAVC)	Non country specific	1-6-2014
23	Conrad N. Hilton Foundation – Millennium Water Alliance Programme Ethiopia	Conrad N. Hilton Foundation	Ethiopia	1-7-2014
24	Vitens Monitoring & Evaluation Plan for Sustainable Water Services, Harar Ethiopia	Vitens Evides International	Ethiopia	1-9-2014
25	WB water tariff policy and PPP strategy Burkina Faso	World Bank	Burkina Faso	1-8-2014
26	WSSCC Support National Coordinator Uganda	Water Supply and Sanitation Collaborative Council, IEHI	Uganda	15-12-2014
27	Dutch WASH Alliance Training modules for Sustainability Monitoring Framework	Simavi	Kenya	1-10-2014
28	EU COWI governance Burkina Faso	European Union	Burkina Faso	19-1-2015
29	Vitens - Monitoring S2TAB Ethiopia	Vitens-Evides International	Ethiopia	1-2-2015
30	DFAT I&I Fund WaterAid Smart phone lifecycle monitoring Timor-Leste	Australian Aid / DGIS	Multiple countries	1-3-2015
31	DFID - National WASH Monitoring & Evaluation with Coffey Ethiopia	Department for International Development (DFID)	Ethiopia	8-3-2015
32	SDC - Antenna Safe Water II	Swiss Agency for Development and Cooperation (SDC)	Multiple countries	1-3-2015
33	GIZ - Capacity Development for the Urban Water and Sanitation sector Uganda	GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit	Uganda	1-12-2014
34	DFID IWSP Research	Department for International Development (DFID)	Non country specific	1-1-2015
35	Oxford university - REACH Partnership Funding Catalyst grant	Oxford University	Non country specific	1-6-2015

	Title	Donor	Country	Start date
36	CMP Re-design of CMP Ethiopia site	FINNIDA	Ethiopia	23-3-2015
37	Dutch WASH Alliance - Documentation of Learnings Community Empowerment	Simavi	Non country specific	15-3-2015
38	UNHCR Phase II	United Nations High Commissioner for Refugees (UNHCR)	Non country specific	1-3-2015
39	CWW - Train Concern and Pader and Agago District Water Offic	Concern Worldwide	Uganda	17-5-2015
40	ACRA CCS WASH Advocacy challenge fund	ACRA - Associazione di Cooperazione Rurale	Uganda	1-5-2015
41	CTB Projet de renforcement des capacités Burkina	CTB Coopération Technique Belge	Burkina Faso	1-6-2015
42	SNV National Hand Washing Campaign Uganda	SNV	Uganda	1-1-2015
43	UNOPS Strategic Engagement Plan (SEP) 2015-2017	United Nations Office for Project Services (UNOPS)	Uganda	1-6-2015
44	UNICEF - Support to West and Central Africa (WCARO) programme: Knowledge Management and Sector Learning in West and Central African Countries	UNICEF	Non country specific	15-6-2015
45	DAFT Innovation and Impact Fund - Sanitation	Australian Aid	Zimbabwe	1-4-2015
46	Helvetas water study Burkina Faso	Helvetas	Burkina Faso	21-4-2015
47	WHO guidelines drinking water quality	World Health Organization	Non country specific	16-7-2015
48	UNOPS NC Workshop 2015 Uganda	United Nations Office for Project Services (UNOPS)	Uganda	10-9-2015
49	WASH United - Sanitation Assessment at the Nashik Kumbh Mela – India	WASH United	India	1-8-2015
50	IMC Worldwide Limited / Ideas to Impact– Sanitation Challenge for Ghana	IMC Worldwide	Ghana	1-9-2015
51	One Drop Cooperation Burkina Faso	Oxfam Quebec	Burkina Faso	1-3-2015
52	Ministry of Water and Environment of Uganda - Institutional study of the Appropriate Technology Centre (ATC) for WASH in Uganda	Ministry of Water and Environment of Uganda	Uganda	16-11-2015
53	IDB - service levels rural areas LAC	Inter-american Development Bank (IDB)	Non country specific	1-12-2015
54	DGIS - Ghana WASH programme 70-participant workshop	DGIS	Ghana	18-11-2015
55	WHO TrackFin Ghana	World Health Organization	Ghana	7-12-2015

	Title	Donor	Country	Start date
56	University of Reading BRAVE 2 - Ghana	Natural Environment Research Council (NERC)	Ghana	1-6-2015
57	DFID/Coffey – One WASH National Programme (OWNP) implementation Ethiopia	Department for International Development (DFID)	Ethiopia	16-11-2015
58	University of Reading - BRAVE 2 - Burkina faso	Natural Environment Research Council (NERC)	Burkina Faso	1-6-2015
59	Behaviour Change Initiative under the IAMWARM Project	World Bank	India	23-6-2014
60	County WASH Strategic Plan Development 10 Counties in Kenya	Department for International Development (DFID)	Kenya	26-6-2014
61	WFP LCCA Bolivia	Water For People	Bolivia	15-9-2014
62	DFID - verification of baseline data for the PBR Scheme Tanzania	Department for International Development (DFID)	Tanzania	1-1-2014
63	DHV ORIO technical assistance	DGIS	Bolivia	10-10-2014
64	COWASH Ethiopia	FINNIDA	Ethiopia	1-10-2014
65	WaterAid America Scoping Study	WaterAid	Non country specific	1-1-2015
66	VNG Pilot project on management and cost recovery in rural water	VNG International	South-Sudan	1-2-2015
67	WB Fecal Sludge Management: Diagnostics for Service Delivery	World Bank	Ethiopia	1-3-2015
68	DFID Tanzania III	Department for International Development (DFID)	Tanzania	20-7-2015
69	DGIS DHV Haskoning - Urban Sanitation Development Program II (USDPII) Indonesia	DGIS	Indonesia	1-8-2015
70	CRS Training Lesotho	CRS (Catholic Relief Services)	Lesotho	1-10-2015
71	PSI SSDP Knowledge Management Burkina Faso	PSI	Burkina Faso	7-9-2015

Annex 13: Reported projects with SDA components worldwide in 2015

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
1	Government of Kerala, India (GoK 2003)	Modernization of Government Programmes	Government of Kerala, Asian Development Bank (ADB)	Actual use	Promote and funding	http://www.old.kerala.gov.in/archive/421.pdf
2	Government of India (GoI)	UN Resolution on Sustainable Service Delivery - signatory September 2011	Government of India	Actual use	Actively promote	http://indiasanitationportal.org/1299
3	Government of Karnataka, India	Karnataka Urban Water Sector Improvement Project - sustainable services in Urban local bodies	Government of Karnataka - World Bank	Actual use	Promote and funding	http://www.worldbank.org/projects/P082510/karnataka-urban-water-sector-improvement-project?lang=en
4	Government of India	National Rural Drinking Water Programme	Government of India	Actual use	Promote and funding	http://www.mdws.gov.in/
5	Appropriate Technology Centre for Water and Sanitation, Uganda	Triple-S	Bill and Melinda Gates Foundation	Actual use	Actively promote	http://www.atc.washuganda.net
6	Water For People Bolivia	Construyendo un ecosistema de negocios de agua y saneamiento	Inter-American Development Bank	Actual use	Actively promote	http://es.ircwash.org/news/los-costos-de-llegar-a-agua-y-saneamiento-para-todos-por-siempre
7	Empresa Pública Social de Agua y Saneamiento (EPSAS) de La Paz, Bolivia	ORIO-DHV Plan de acción social	ORIO	Planned use	Actively promote	http://es.ircwash.org/news/irc-desarrolla-un-plan-de-acci%C3%B3n-social-para-prestaci%C3%B3n-de-servicios-de-agua-en-zonas-peri
8	BRAC, Bangladesh	BRAC WASH programme	DGIS, Bill and Melinda Gates Foundation, Australian	Actual use	Actively promote	Project document and most if not all of the 2014 outputs

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
			Government Department of Foreign Affairs and Trade (DFAT), DFID			
9	Simavi	SHAW programme for East Indonesia	DGIS	Actual use	Actively promote	Project document and most if not all of the 2014 outputs
10	SNV	SSH4A	DFAT	Actual use	Actively promote	Project document and 2014 outputs
11	DWA- Dutch WASH Alliance	IRC's International and Innovation Programme; Triple-S	WaterAid, IRC, Wetlands etc.	Actual use	Actively promote	http://www.washalliance.nl/fiets-strategy see Sustainability Monitoring Framework on http://www.washalliance.nl/learn-more/downloads https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ71IHeEVfMm1OeXpKM3d2S0NwZ21YVDN1bIFGOgPR/edit
12	MWA- Millennium Water Alliance	IRC's International and Innovation Programme; Triple-S	Various	Actual use	Actively promote	http://mwawater.org/advocacy/get-involved ; https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ71IHeUDhuOEJRYUNVMWZTY0RnM2o3QmxSbERYTy13/edit
13	Rural Water Supply Network (RWSN)	IRC's International and Innovation Programme; Triple-S; MUS	Various	Actual use	Actively promote	http://rural-water-supply.net/en/rwsn-strategy https://docs.google.com/a/ircwash.org/file/d/0Bws7mVQ71IHeMURHSnRDcHhXaTladW1OR091R2VfM0dxVnRz/edit
14	European Commission- FP7	IRC's International and Innovation Programme; WASHTech	European Commission	Actual use	Actively promote	http://bookshop.europa.eu/en/ex-post-evaluation-of-fp7-cooperation-programme-theme-environment-including-climate-change--pbKl0614224/?CatalogCategoryID=r2AKABstX7kAAAEjppEY4e5L
15	African Development Bank (AfDB)	IRC's International and Innovation Programme	AfDB	Actual use	Actively promote	http://www.afdb.org/en/about-us/structure/complexes/sector-operations/water-

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
						sanitation-department-owas https://drive.google.com/a/ircwash.org/?tab=mo#folders/0Bws7mVQ7IIHeWnFKOGQzYnU4TWc
16	AMCOW and partners	IRC's International and Innovation Programme, Africa Regional	DGIS	Actual use	Actively promote	http://www.ircwash.org/news/africasan-4-date-confirmed-assuming-the-term "full chain sanitation services" counts!
17	Ministry of Drinking Water and Sanitation, Government of India	National Rural Drinking Water Programme	Government of India	Actual use	Actively promote	http://mdws.gov.in/sites/upload_files/ddws/files/pdf/StrategicPlan_2011_22_Water.pdf
18	Planning Commission, Government of India	12th Year Plan – Steering Committee on Water Resources and Sanitation	Government of India	Actual use	Actively promote	http://planningcommission.gov.in/aboutus/committee/strgrp12/str_sani.pdf
19	Water and Sanitation Program- South Asia; The World Bank	Scaling up Rural Sanitation	World Bank	Actual use	Actively promote	http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-does-it-take-to-scale-up-rural-sanitation.pdf
20	Water For People – India	Everyone Forever	Water For People, One Drop	Actual use	Actively promote	http://tap.waterforpeople.org/usercontent/site_6/s4/1000043313/133/Everyone%20Forever%20Sheohar%20India_Final_1.pdf
21	Commune of Gorgadji, Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar
22	Commune of Arbinda, Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar
23	Regional WASH directorate-Sahel region	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar
24	Helvetas	SaniEst	European Union	Actual use	Actively promote	Project documents

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
25	LVIA	BKF CP	DGIS	Actual use	Actively promote	Joint study report + blogs
26	GIZ	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
27	Direction Générale des Ressources en Eau (DGRE), Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
28	DGAEUE	SaniEst	European Union	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
29	WaterAid Burkina Faso	BKF CP	DGIS	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
30	EU country delegation	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
31	World Bank WSP / Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
32	FIU / Burkina Faso	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops, seminar.
33	Fasohydro	WA-WASH	USAID	Actual use	Actively promote	Minutes of meetings, workshops.
34	Water for People	WASHCost, Triple-S, ATWHATCOST	BMGF	Actual use	Promote and funding	www.waterforpeople.org
35	Ministry of Water and Environment, Uganda	Triple-S, WASHCost, WASHTech	Bill and Melinda Gates Foundation	Actual use	Actively promote	www.mwe.go.ug
36	Uganda Water and Sanitation NGO Network (UWASNET)	Triple-S	Bill and Melinda Gates Foundation	Actual use	Actively promote	www.uwasnet.org
37	Fontes Foundation	WASHCost	Bill and Melinda Gates Foundation	Actual use	Promote and funding	http://www.fontes.no/

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
38	SNV Netherlands Development Organisation, Uganda	Triple-S	Bill and Melinda Gates Foundation	Actual use	Promote and funding	http://www.snvworld.org/en/countries/uganda
39	NETWAS Uganda	Triple-S	Bill and Melinda Gates Foundation	Actual use	Promote and funding	http://www.netwasuganda.org/
40	Community Water and Sanitation Agency, Ghana	SMARTerWASH	DGIS	Actual use	Promote and funding	http://www.cwsagh.org/cwsa_subcat_linkdetails.cfm?corpnews_catid=6&corpnews_scetid=22&corpnews_scatlinkid=35
41	Government of Ghana	2014 Sanitation and Water for All High Level Meeting Commitments	UNICEF; Government of Ghana	Actual use	Actively promote	http://sanitationandwaterforall.org/report_card/ghana
42	Government of Ghana	Revision of Community Water and Sanitation Agency Corporate Plan	Government of Ghana; Triple-S	Actual use	Actively promote	CWSA Corporate Plan 2013-2017
43	Conrad N. Hilton Foundation	Triple- S Phase II	Conrad N. Hilton Foundation	Actual use	Promote and funding	http://www.ghananewsagency.org/economics/conrad-foundation-supports-ghana-to-expand-water-services-73123
44	Ministry of Water Resources Works and Housing, Ghana	Triple- S	Bill and Melinda Gates Foundation	Actual use	Actively promote	http://www.cwsagh.org/cwsa_subcat_select.cfm?corpnews_catid=6&corpnews_scetid=23
45	USAID	RFA for USAID W4H project in Ghana	USAID	Planned use	Promote and funding	http://www.grants.gov/web/grants/view-opportunity.html?oppld=263308
46	Water For People Bolivia	Construyendo el Ecosistema de Negocios de Agua y Saneamiento en Cochabamba, Bolivia	Inter-American Development Bank	Planned use	Actively promote	http://www.iadb.org/es/proyectos/project-information-page.1303.html?id=BO-M1058

No	Organisation	Project name	Funder	Use of SDA terminology	Promotion of SDA approaches	Source of information
47	AMCOW	Africa Water Week and AfricaSan	GIZ, Bill and Melinda Gates Foundation, etc.	Actual use	Actively promote	http://www.africawaterweek.com/5th/docs/outcomes/Sub_themes/Sub%20theme%201%20AWW5%20Session%20Summaries%20ENGLISH.pdf

Annex 14: Requests for IRC's cooperation in 2015

Organisation	Type	Goal	Country	Request for
Ministère de l'Eau, des Aménagements Hydrauliques et de l'Assainissement (MEAHA)	Government	Goal 1	Burkina Faso	Support in setting up a monitoring dashboard for sanitation
National directorate of sanitation	Government	Goal 3	Burkina Faso	Support in defining specific targets for hygiene and sanitation by 2030 based on JMP guidelines
Ministry of Water Resources, Works and Housing	Government	Goal 3	Ghana	Conducting a study on sector harmonisation and alignment
SNV	INGO	Goal 1	Mozambique	Sustainability assessment of SNV programme and sustainability advocacy in the country
Ministry of Water and Environment	Government	Goal 1	Uganda	Unit cost analysis study to incorporate lifecycle costing in the planning for operation and maintenance of water supply facilities
Sustainable Water Fund (Fonds Duurzaam Water)	Public-Private Partnership facility	Goal 3	Netherlands	Introduction of the sustainability check and compacts in the FDW guidelines
Netherlands Water Partnership (NWP) and DGIS	Bi-lateral donor	Goal 3	Netherlands	Organising (national and international events) on the aid and trade agenda
WaterAid	INGO	Goal 1	Bolivia	A scoping study of asset management and peri-urban water supply Bolivia
SANAA-BID programme	Government	Goal 1	Honduras	Carrying out LCC Analysis of SANAA-BID programme
Everyone Forever partners	NGOs	Goal 2	Honduras	Methodologies for costing the reaching of Everyone Forever
Sistema de información sobre agua y saneamiento rural (SIASAR)	Regional platform	Goal 1	Central America	Becoming a full partner of the regional monitoring system
Jharkhand State, India	Government	Goal 1	India	Setting on Everyone, Forever Hub with state stakeholders
Punjab State, India	Government	Goal 2	India	Post-construction support for sustainability of community schemes

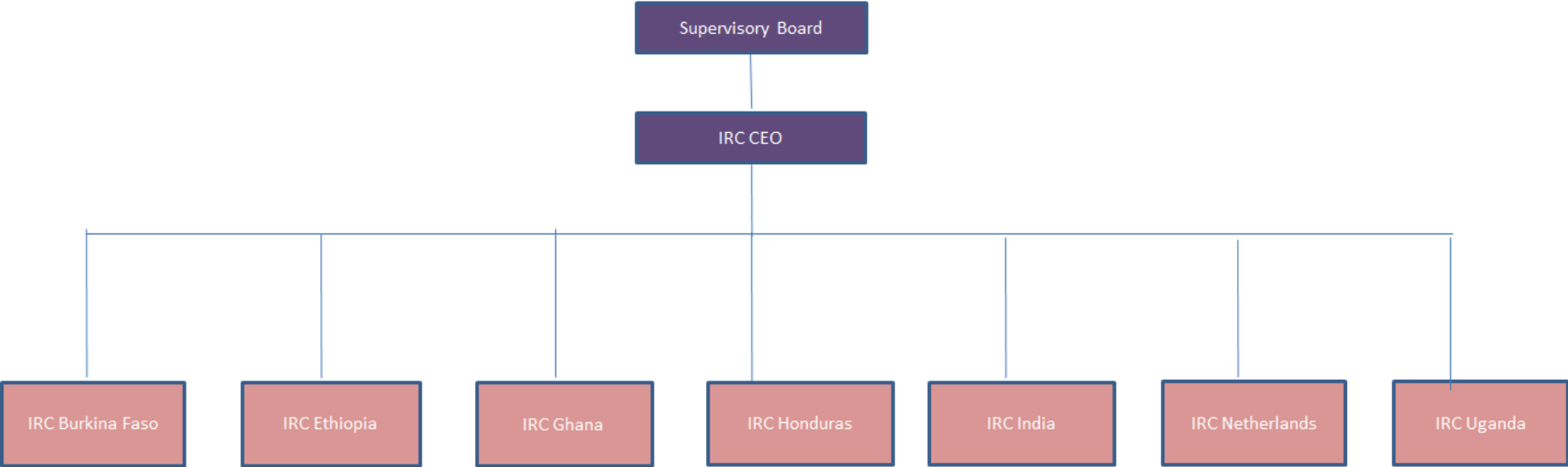
Annex 15: Goal 4 organisations and platforms

List of organisations who's policy clearly reflect (elements of) a cross sectoral approach to WASH service delivery and national platforms for intersectoral planning, dialogue and coordination in which IRC have participated in 2014.

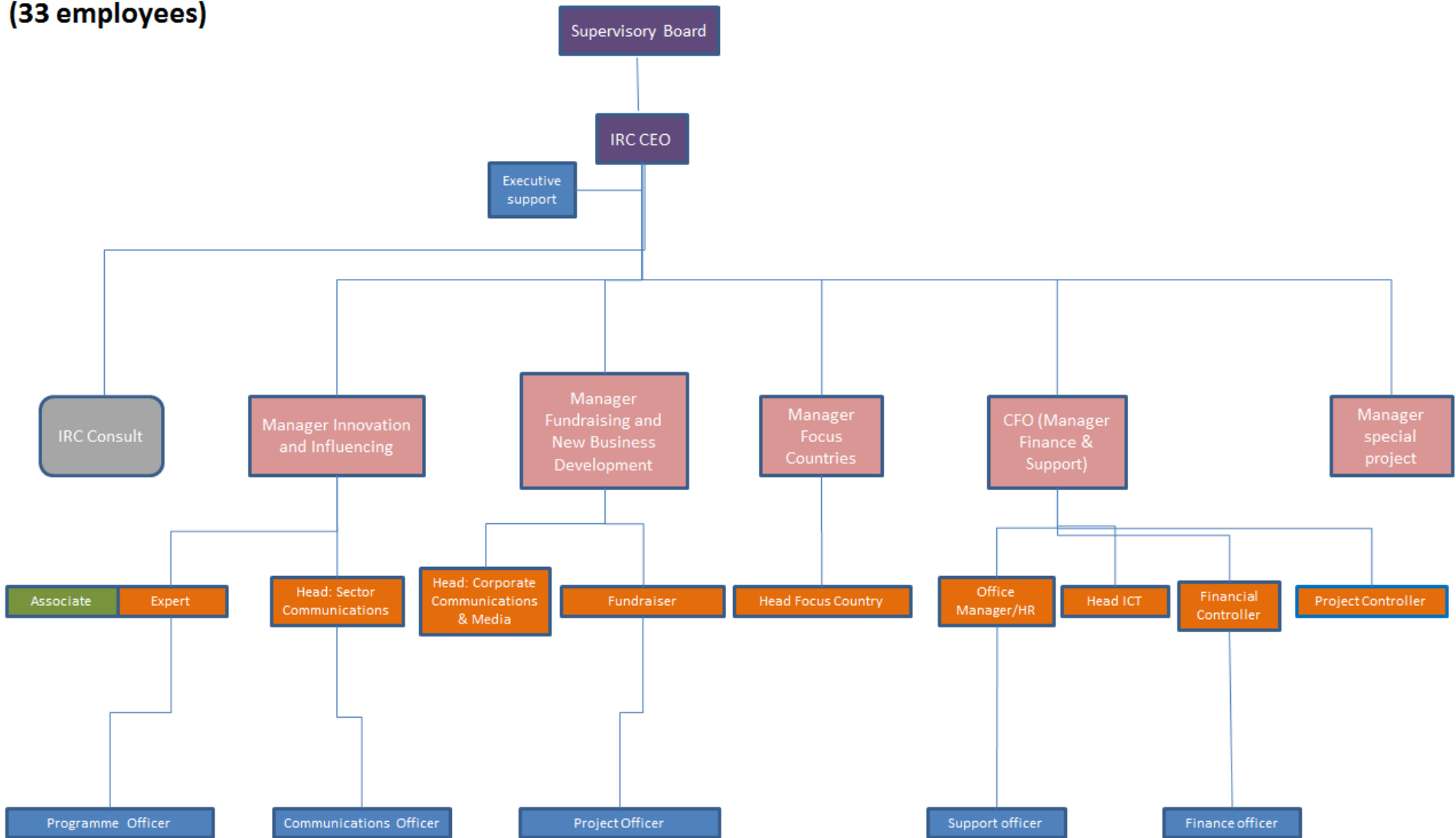
Programme	Name of organisation / authority / platform	Support to adoption of livelihoods based approach (multidisciplinary beyond WASH sector)	Multiple use services	WASH in schools	Local IWRM/water security	Health
Burkina Faso	Ministry of water / Sector annual review	No	No	Yes	Yes	Yes
	Ministry of water / National WASH forum	Yes	Yes	Yes	Yes	Yes
Ethiopia	Millennium Water Alliance - Ethiopia Programme	To some extent	Yes	Yes	No	Yes
Honduras	Fondo Hondureño de Inversión Social (FHIS)	Yes	Yes	No	No	-
	Water For People Honduras	No	No	Yes	To some extent	-
India	Government of India, State Governments	Yes	Yes	Yes	Yes	Yes
	Ministry of Drinking Water and Sanitation (GoI)	Yes	Yes	Yes	Yes	Yes
International and Innovation	UNICEF	Yes	Yes	Yes	Yes	Yes
	The World Bank	Yes	Yes	Yes	Yes	Yes
	Asian Development Bank (ADB)	Yes	Yes	Yes	Yes	Yes
	Department for International Development (DFID)	Yes	Yes	Yes	Yes	Yes
	Water For People	Yes	Yes	Yes	Yes	Yes

Annex 16: IRC management structure

IRC



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