

# IRC

Annual report 2018

Supporting water sanitation  
and hygiene services for life



**IRC Annual Report 2018**

This Annual Report highlights some of our achievements in 2018. For more detailed information about our progress and finances, please read our 2018 Monitoring Report and our 2018 Annual Accounts.

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## Message from the CEO and chair

2018 was the second year of our refreshed strategy, which focuses on the United Nation's Sustainable Development Goal 6 – access to safe water and sanitation available for everyone, for good by 2030. It was also our 50<sup>th</sup> birthday, making it a fitting year to celebrate a transformed organisation and mission.

The particular highlight of 2018 was the development and launch of master plans for universal water, sanitation and hygiene (WASH) service provision by two of our partner districts in **Burkina Faso** and **Ghana** (with more to follow in 2019). Each plan represents the first time that local authorities have committed to the aim of achieving universal access by 2030. They are the result of a process of strong political leadership and collective action by a broad coalition in each district. The plans, processes and partnerships aligned behind this work represent the end of a critical first step in our Theory of Change. They are the end of the beginning. They also highlight the challenges to come, not least mobilising the necessary finance to meet their ambitious goals and scaling up this systems approach to other districts.

**Our strategy** and **Theory of Change** are ambitious: for ourselves and for the WASH sector in the districts and countries where we work. They revolve around us acting as a hub for WASH systems strengthening and change, triggering and supporting initiatives by others leading to effective, collective action. This work is hard to do and it's equally hard to make it clear and visible. In a world that seeks simple, clear and compelling narratives, the reality of WASH system strengthening in developing countries consistently confounds easy storytelling. To help with this, we're developing an innovative monitoring framework to make the outcomes of WASH systems strengthening more visible and measurable. A public-facing reporting system will go live in 2019.

Our financial situation was stable in 2018, with a turnover of slightly more than € 11 million. This was supported by an important new four-year grant from the Conrad N. Hilton Foundation that directly supports our district-level change hub work. In total, we received funding from 32 donors and 49 clients this year, and we gratefully acknowledge their generous support.

During this year our staff number grew to 75 people, with 43 of these based in our focus countries. We also worked with more than 20 associates, in line with our vision of a flexible and decentralised workforce. The international makeup of our Supervisory Board remained unchanged with six members, two Netherlands-based and four external.

**Patrick Moriarty,**

Chief Executive Officer, IRC

**Robert Bos,**

Chair, IRC Supervisory Board

# IRC at a glance

## WHO'S INVOLVED?

**6** focus country programmes and **1** international programme  
**9** partner districts and **15** Para Todos Por Siempre (PTPS) partner municipalities  
**8** offices including **6** in focus countries  
**89** active programmes and projects  
**31** staff in the Netherlands **43** country staff  
**20+** associates **16** interns  
**421** IRC Consult advisory days over **14** assignments in **10** countries  
**€ 11** million invested from **32** donors and with **49** clients

## WHAT DID WE PRODUCE?

**4** Theories of Change developed for our district partnerships  
**4** district WASH master plans supported  
**93** capacity-building events worldwide co-organised by IRC  
**25** working groups and learning platforms supported in our focus countries  
**76** resources of which **38** research outputs and **5** co-published books  
**12** WASH Talk podcasts **11** Amplify newsletters and **44** videos  
**126** news items and **93** blogs published on our website

## HOW MANY PEOPLE DID WE REACH?

**2,187,157** people in the partner districts we work with directly  
**2,480** people attending capacity-building events worldwide co-organised by IRC  
**38,020** unique downloads from our website  
**18,257** returning visitors to our website  
**22,037** social media engagements  
**333** Google Scholar citations  
**14** references to our work by global media

## Locations

### 6 focus countries

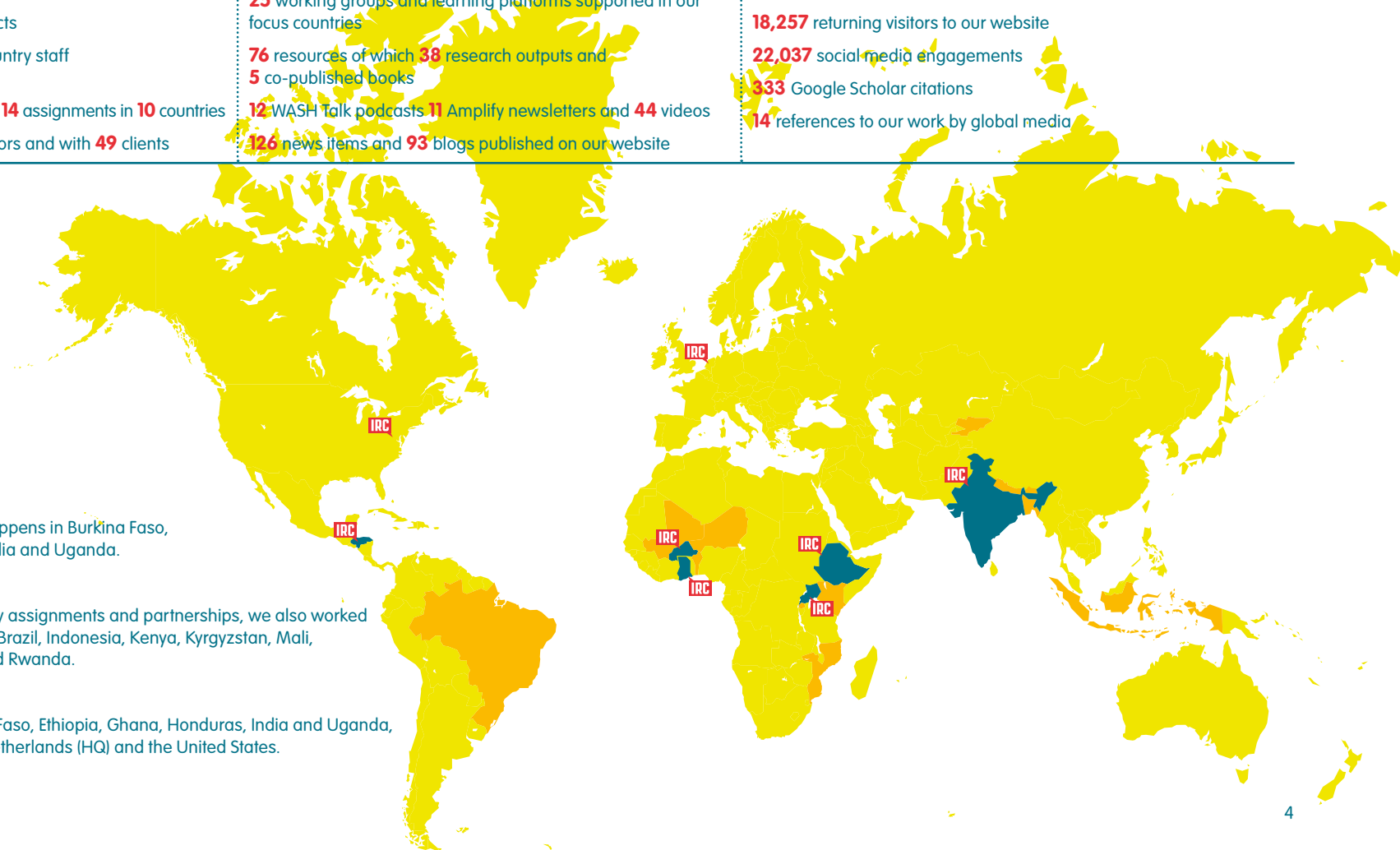
The largest part of our work happens in Burkina Faso, Ethiopia, Ghana, Honduras, India and Uganda.

### 12 additional countries

Through numerous consultancy assignments and partnerships, we also worked in Bangladesh, Benin, Bhutan, Brazil, Indonesia, Kenya, Kyrgyzstan, Mali, Mozambique, Nepal, Niger and Rwanda.

### 8 offices around the world

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



## 2018 - 2030: 12 years to achieve Sustainable Development Goal 6

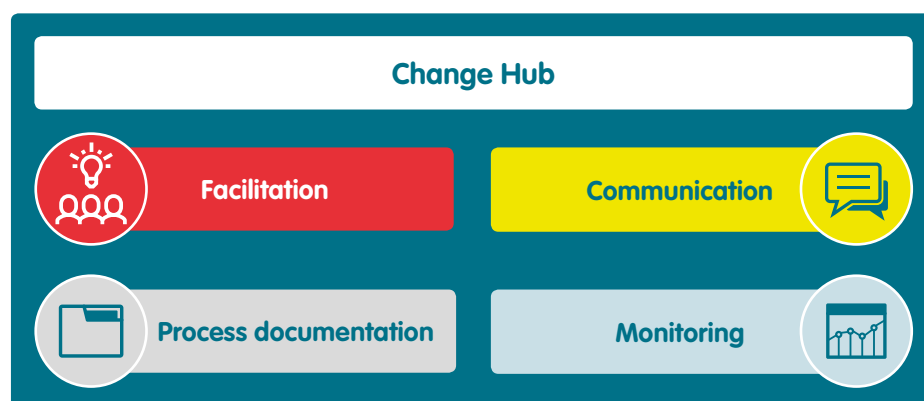
Our SDG6 strategy identifies our partner districts as the central focus of our efforts for the next decade, as we drive towards 100% access to WASH services.

2017 saw us establish partnerships in selected partner districts in our focus countries. 2018 saw us working out the Theories of Change of these partnerships, which resulted in jointly developed district master plans. Our partner districts in Burkina Faso and Ghana saw the launch of these master plans in 2018, while Kabarole district in Uganda will be launching its plan in early 2019.

The important part of the master plans is the political vision contained in them. The plans are formulated at district level and are committed to achieving 100% WASH coverage by 2030. They are the result of a political and social process. Developed by a multi-partner team, and led by government, both political and technocratic, they bring together the private sector, civil society, civil servants, political leaders and traditional leaders. We have dedicated ourselves to supporting and implementing these plans in the next few years through our role as a hub for change.

### OUR CHANGE HUB ROLE

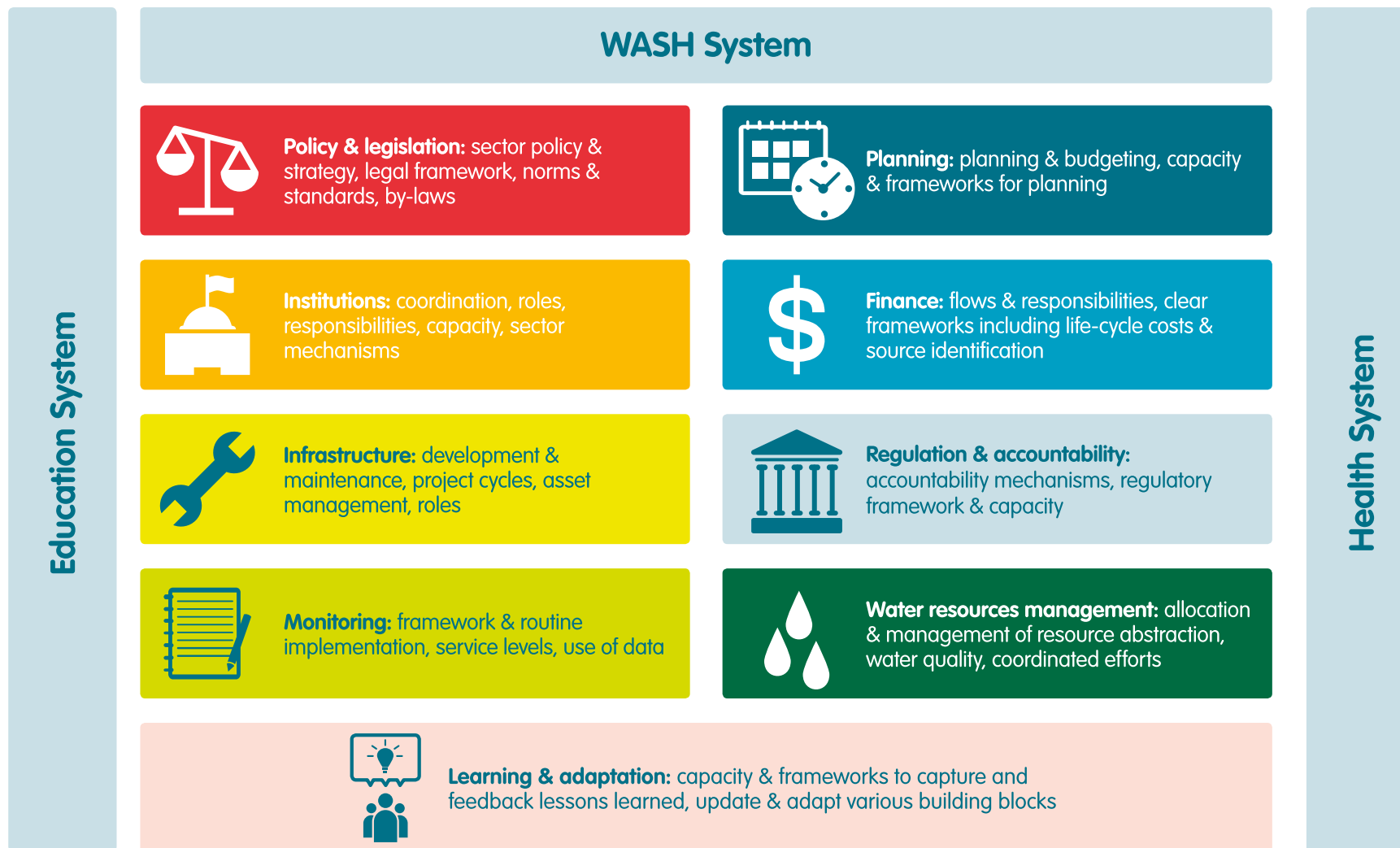
The type of support we give is often referred to as a 'hub role' - it drives and facilitates change, and is a role that may be invisible to outsiders.



*“The hub role at the district level - is about being able to pull the different actors together, about ensuring all partners have a well-defined role, co-ordinating the processes in a manner which makes sense. We provide support for our partners who don't have presence in the district. We create avenues for learning. We document what is working and what is not, so that successes can be taken and replicated.”*

**Benjamin Agbemor**, IRC Ghana, supporting the Asutifi North district to reach full WASH coverage by 2030.

## Political Economy



**Figure 1:** Context of a WASH system within the broader political economy. WASH systems overlap and interact with education and health systems.

## Some of the highlights

### 50 YEARS OF IRC

*“IRC should carry on and not lose its DNA of being a space for ideas and dialogue, or its ability to speak truth to power. IRC has gone through an incredible transition over the last 50 years, and where it is today in terms of pushing the agenda in the WASH sector globally and within countries is very admirable and unique.”*

**Harold Lockwood**, Directeur, Aguaconsult

In 2018 we celebrated 50 years of working with our partners to tackle the WASH challenge worldwide. We built towards a big celebration in March 2019: the ‘All systems go!’ WASH systems symposium.

Our birthday has been a good reason to highlight our work, and make some noise about the things that we think are important, particularly systems strengthening.

We’ve changed a lot since we were established in December 1968 by the Dutch Government and the World Health Organization. We were a hub for information dissemination, a ‘knowledge broker’. We were the focal point of a worldwide network of collaborating institutions who were active in water supply research and development.

During the 1980s and 90s our work became more focused on finding solutions that work through action research. We started to test and adapt innovative approaches to tackle complex problems. This work has taught us the value of taking a systems approach – involving everyone from the people on the ground, to the people who hold the purse strings. That’s why now, we champion and enable the vital change from short-term interventions to building resilient local and national WASH systems.

Today, we’re working with governments, NGOs, entrepreneurs and people around the world. Together we find and implement long-term solutions to make access to safe water and sanitation available for everyone, for good.



### REDUCING SYSTEMS COMPLEXITY TO A MANAGEABLE LEVEL

*“The resources that are available [through IRC] are hugely important ... the fact that we have moved to actually understand the system, starting to have a way of describing and strengthening it, is what IRC has played a core role in, in the last 10 years.”*

**Nick Burn**, Chief of Scale and Strategy, Water For People

When WASH systems are strong and resilient they deliver services that meet people’s needs. When they are weak, services are poor, unreliable or fail altogether. We look at the WASH system as a whole, but through the lens of nine critical ‘building blocks’ [see Figure 1 on page 6]. In 2018 we firmed up our building block thinking and published a **paper** that is intended to reduce systems complexity to a manageable level. This enables and supports action while avoiding oversimplifying reality or losing sight of the broader WASH system – the so-called ‘political economy’. The building blocks are at the heart of our systems for monitoring the strength of the WASH systems we work with.



Kabarole district, Uganda

## Snapshots from our focus countries

Each of our focus countries have stories to tell. From supporting the development of master plans in our partner districts to running in the heat to raise awareness and motivate action for improved sanitation. The next few pages take you on a journey through some of these highlights.

- <sup>1</sup> Purchasing power parity (PPP) is a popular metric used by macroeconomic analysts to compare economic productivity and standards of living between countries.
- <sup>2</sup> Water coverage percentages refer to services that are at least basic = improved source within 30 minutes round trip collection time.
- <sup>3</sup> Sanitation coverage percentages refer to services that are at least basic = use of improved facilities which are not shared with other households. These definitions applies to all country infographics.





Banfora district's 'Run for the Toilet', supporting the Fasotoilettes campaign.

## IRC BURKINA FASO AT A GLANCE

**10** IRC staff

**14** active projects

**7** donors

€ 652 Conrad N. Hilton Foundation

€ 524 Danida

€ 140 EU/EC

€ 286 Other

*Amounts in thousands of euros*

**Gross Domestic Product in PPP<sup>1</sup>: US\$ 1,703**

**Population of partner district: 153,574**

**Water coverage in partner district<sup>2</sup>: 69%**

**Sanitation coverage in partner district<sup>3</sup>: 28%**

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

Partner district  
Banfora



## Burkina Faso

### Political commitment: essential for systems change

*“Our vision is clear. By 2030, dynamic communal governance will have made Banfora a reference in terms of access to sustainable drinking water and sanitation services everywhere, for everyone and at any time.”*

**Aboubakar Hema**, Mayor of Banfora

We launched the **master plan** with our partner district, Banfora, in June. It sets out the strategic steps needed to achieve access to safe and sustainable WASH services for all people in Banfora. The commitment of local government to this goal is remarkable. The Mayor is leading the plan's implementation with support from IRC and key partners working in the district.

We've also noticed increased political commitment at national level. In November, members of Parliament invited our country director, Juste Nansi, to speak about what it will take to achieve SDG6 in Burkina Faso. Before this, there was little awareness in Parliament about the complexity of WASH challenges.

“The dignity of the Burkinabè should be built by Burkinabè themselves.” This is the main message of Fasotoilettes, a systems-changing activity we designed and continue to support. It is co-ordinated by the Ministry of Water and championed by the First Lady of Burkina Faso, Ms. Sika Kabore. The aim is to motivate people who have sufficient means to help install a sanitation facility for a relative or a friend who lacks one. The IRC Netherlands organised the 'Run for the Toilet' in March raised 4,000 euros for Fasotoilettes. The funds supported an awareness-raising event in Banfora. With temperatures at 35°C – 200 people 'ran for the toilet'. In the end, nearly 500 people agreed to build a facility for a family member. By December 2018, 2,000 citizens had committed to pay for 11,000 latrines in Burkina Faso.



## Ethiopia

### Building partnerships at district level for SDG6

“My main responsibility is training and supervising Water Users Associations to manage water points properly and to make sure that maintenance issues are solved on time.”

**Netsanet Fetene**, expert for community participation in water supply scheme management, Water, Mine & Energy Office, South Ari Woreda

This year we created new, and built stronger, partnerships in five woredas (districts).

In Mile and South Ari we established learning alliances at zone and district levels, conducted action research, and worked on monitoring and rural water supply maintenance.

We also supported two ambitious initiatives to strengthen systems in other areas of the country:

- We worked closely with Splash, an international NGO, to strengthen models for WASH in schools and to roll these out at scale.
- We are a member of the Millennium Water Alliance (MWA), a coalition of NGOs. In Ethiopia, we're working together to strengthen systems to provide safe, affordable, and reliable rural water services in three woredas: Dera, Farta and North Mecha. Our activities brought people together, provided technical support in water supply systems strengthening, and applied IRC monitoring and network analysis tools.

We aim to learn from each other and track and assess our impact in districts. One highlight was a joint event of our Ethiopia and Uganda teams under the USAID Sustainable WASH Systems Learning Partnership. We came together in Fort Portal, Kabarole, the partner district of IRC Uganda, to reflect on our work in districts and the successes and challenges of working with learning alliances.



#### IRC ETHIOPIA AT A GLANCE

**12** IRC staff and associate consultants

**17** active projects

**8** donors

€ 506 USAID

€ 246 UNICEF

€ 186 Conrad N. Hilton Foundation

€ 231 Other

*Amounts in thousands of euros*

**Gross Domestic Product in PPP<sup>1</sup>: US\$ 1,730**

**Population of partner districts: 1,392,871**

**Water coverage in partner district<sup>2</sup>: 31% Dera, 21% Farta, 16% Mile, 42% North Mecha, 13% South Ari**

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





Nana Anim Dankwa Samanhene, Chief of Kenyasi no. 1 is a WASH advocate, actively involved in the WASH master planning and implementation in Asutifi North District.

## IRC GHANA AT A GLANCE

**12** IRC staff

**19** active projects

**7** donors

€ 692 Conrad N. Hilton Foundation  
 € 405 DGIS  
 € 63 Bill and Melinda Gates Foundation  
 € 112 Other

*Amounts in thousands of euros*

**Gross Domestic Product in PPP<sup>1</sup>: US\$ 4,227**

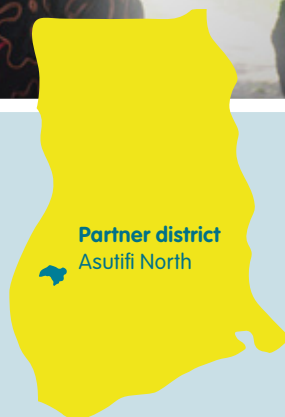
**Population of partner district: 64,262\***

*\*Projection for 2018*

**Water coverage in partner district<sup>2</sup>: 50%**

**Sanitation coverage in partner district<sup>3</sup>: 16%**

*Numbers based on 2017 data collected for the Asutifi North district WASH master plan*



## Ghana

### Collective voices and action for SDG6

*“As a government, our mandate is to help provide good water facilities. Not only good water facilities but also sustainable ones.”*

**Anthony Mensah**, District Chief Executive, Asutifi North District Assembly

In March 2018, we launched the first WASH **master plan** of its kind in Asutifi North District during a colourful launch ceremony.

Our vision is to provide safe and sustainable WASH services to the entire population of the district by 2030. We’re basing the whole process – from planning to implementation – on multi-stakeholder consultations. With government taking the lead, and with funding from the Conrad N. Hilton Foundation, we’re bringing together traditional leaders, market women, the private sector and NGOs like World Vision International, Safe Water Network, Netcentric Campaigns, Centers for Disease Control, and Aquaya Institute. Most of us are based in the district, in a hub office in Kenyasi and we’re all working towards the same goal.

We’re now implementing the plan, and tracking its impact on the lives of people in the district using a jointly-developed monitoring, evaluation and learning framework.

Asutifi North District for SDG6 (Ahonidie Mpontuo) demonstrates how collaborative efforts, shared measurements, mutually reinforcing activities and continuous communication can advance a shared vision at the local level to achieve SDG6.



## Honduras

### Strong systems leave no one behind

*“We need to change the point of view of national and municipal authorities that costs are the main factor when prioritising where to invest. The main factor should be meeting the SDGs and ensuring that everyone has access to water and sanitation services, and stopping the exclusion of those who have been excluded for many years.”*

**Pedro Ortiz**, co-ordinator of the executive secretary CONASA (Consejo Nacional de Agua y Saneamiento; National Water and Sanitation Council)

Pedro Ortiz's comment refers to the efforts to address the water and sanitation needs of people living in what are called 'dispersed rural areas'. These are small and remote settlements that have so far fallen off the radar when planning for reaching people with WASH services in Honduras. Providing services in these settlements is a challenge, but also a must if the country is to reach universal coverage.

The results of a pilot study we conducted with Water For People, showed that there are models to serve these areas in an effective way. Plus, the cost of service provision in these areas is not significantly higher than in larger and more concentrated rural villages.

Based on these findings we helped formulate policy guidelines on roles, responsibilities and approaches for service provision in such areas. These guidelines are currently awaiting formal approval by CONASA. Once approved, they will act as guidelines to provide services for people who up to now have remained largely excluded and unattended.



Pedro Ortiz, co-ordinator of the executive secretary CONASA, visiting a rural dispersed community.

#### IRC HONDURAS AT A GLANCE

**1** IRC staff

**5** active projects

**4** donors

€ 81 Osprey Foundation

€ 59 DGIS

€ 32 Inter-American Development Bank

*Amounts in thousands of euros*

**Gross Domestic Product in PPP<sup>1</sup>: US\$ 4,542**

**Para Todos Por Siempre (PTPS) partner municipalities:** Candelaria, Camasca, Chinda, Colomoncagua, Dolores, El Negrito, Erandique, Gualcinse, Jesús de Otoro, Marcala, Piraera, San Antonia de Cortés, San Andrés, San Matias, Trojes

**Population of partner municipalities:**

**284,750**

**Water coverage in partner municipalities<sup>2</sup>:**

ranging from **44%** to **94%**

**Sanitation coverage in partner**

**municipalities<sup>3</sup>:** ranging from **46%** to **94%**

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



Community members in Samastipur district in Bihar identifying WASH needs for proper planning.

## IRC INDIA AT A GLANCE

**2** IRC staff and **3** associate consultants

**3** active projects

**2** donors

€ 403 DGIS; € 24 USAID

*Amounts in thousands of euros*

**Gross Domestic Product in PPP<sup>1</sup>: US\$ 4,138**

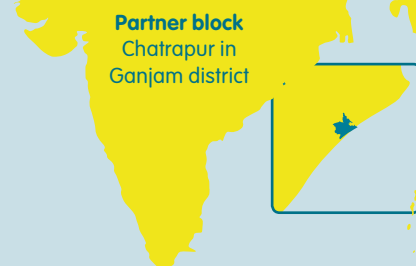
**Population of partner block: 94,683**

**Water coverage in partner block<sup>2</sup>:**

**Urban: 91%**

**Rural: 80%**

*Data comes from the Department of Housing and Urban Development, Government of Odisha and the Ministry of Drinking Water and Sanitation.*



**Partner block**  
Chatrapur in  
Ganjam district

**Sanitation coverage in partner block<sup>3</sup>:**

**Urban: 100%**

**Rural: 100%**

*Data comes from the Ministry of Drinking Water and Sanitation. Urban Chatrapur was declared open defecation free in September 2018.*



## India

### Addressing the unavoidable building block: finance

*“While it has taken time for us to understand the requirements for using finance commission funds, the devolution of resources has helped our communities. Going ahead we will make better use of this.”*

**Hemendra Pandit**, Gram Panchayat (local government) representative from Bhagwanpur Kamla, Bihar

Hemendra Pandit is referring to how budget tracking has helped the rural local government to better understand the distribution and use of untied, centrally allocated funds. Knowing how to use funds for sustainable WASH services enables local governments to make better use of the budget available to them.

A national think tank, the Centre for Budget and Governance Accountability (CBGA), has been a key partner in our work on public finance in the country. We're focusing our activities in Ganjam district, Chatrapur block. Concentrating on one smaller geographical area has helped us understand how general WASH challenges are linked to issues such as using existing budgets and related policies.

We've regularly shared our learning and findings to help other civil society organisations (CSOs) understand what sources and which people are important to consult when working on budgets for WASH services. We also gave training sessions on life-cycle cost analysis (LCCA) to help other CSOs go beyond focusing on capital investment to working towards ongoing services. WaterAid is now applying our budget-related work in two other districts in Odisha and Bihar states. We will see more replication and scaling up of this work in 2019.



## Uganda

### Strengthening the S in WASH: sanitation

*“The hand pump mechanic has been coming monthly to check on how the system is moving. Especially when we need general or minor servicing.”*

**Miriam Ankunda**, caretaker, Karambi sub-county, Kabarole district

In 2018, we've helped the Hand Pump Mechanics Association (HPMA) in our partner district, Kabarole, to start providing faecal sludge management services. We have been supporting the HPMA along its journey to becoming a viable business unit since 2012. This work falls under strengthening institutions, a WASH-system building block. We've helped it with capacity building and most recently, acquiring a pit-emptying kit. In 2018 HPMA's scope broadened from working on water services to maintaining sanitation facilities. The Association is now active in safely collecting, transporting and disposing of faecal sludge, leading to better sanitation services in the urban areas of Kabarole district.

Another related highlight is working with the Kijura Town Council Executive on a household sanitation promotion campaign. Previously IRC and HEWASA conducted a water quality status survey in Kabarole District. The survey found that 80% of sampled water sources were contaminated with E-coli, and Kijura Town Council was one of the most affected areas. One of the main causes was the lack of standard sanitation facilities in many households. Some of those households belonged to leaders on the Town Council Executive. When the findings were presented to the Town Council Executive, they resolved to undertake a sanitation promotion campaign, starting with the households of political leaders, who would then provide a good example to their constituents. The situation has since improved greatly, and a follow-up study showed an improvement in water quality.



Kabarole district hand pump mechanics disposing waste safely.

#### IRC UGANDA AT A GLANCE

**10** IRC staff and associate consultants

**16** active projects

**10** donors

€ 665 Directorate-General for International Cooperation

€ 276 Conrad N. Hilton Foundation

€ 84 USAID

€ 90 Other

*Amounts in thousands of euros*

**Gross Domestic Product in PPP<sup>1</sup>: US\$ 1,698**

**Population of partner district: 250,632**

**Water coverage in partner district<sup>2</sup>: 58%**

**Sanitation coverage in partner district<sup>3</sup>: 30%**

*Numbers based on data collected for the Kabarole district WASH master plan.*



Partner district  
Kabarole

## Highlights from our international programme



If we had to choose three words to describe our WASH system strengthening highlights in 2018, they would be finance, accountability and partnerships.

### FINANCE

In 2017, with Water.org, we formulated recommendations for the sector in our [Financing WASH position paper](#)<sup>4</sup>. It was an important milestone for us to see these included in a 2018 report to United Nations High Level Political Forum: [the SDG6 Synthesis Report 2018 on Water and Sanitation](#).

We addressed three areas: the lack of finance for strengthening systems; the untapped potential of micro- and blended-finance; and the unfairness of the allocation of finances in the sector. In the paper, we also advocate for multi-annual sector financing plans, which leave no one behind.

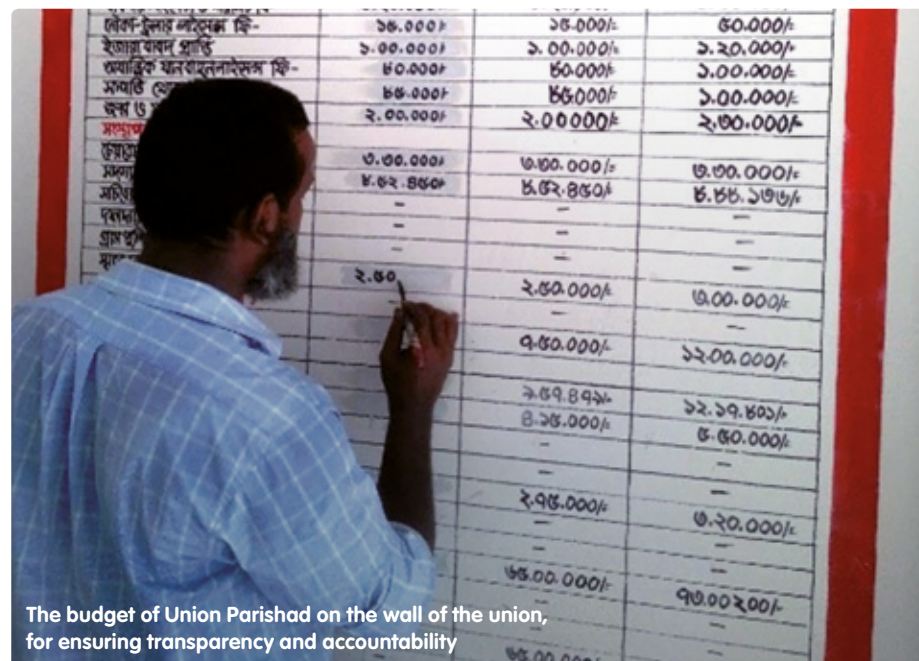
*“It is both unrealistic and fundamentally unjust to expect the poor to pay the full costs for water and sanitation services.”*

**Catarina Fonseca**, Head of International Programme, IRC

### ACCOUNTABILITY

The Watershed programme is a five-year programme in its third year of implementation. It's delivered by a consortium of IRC, Simavi, Wetlands International, Akvo, and the Dutch Ministry of Foreign Affairs and local partners in seven countries. Here are some of our 2018 highlights:

<sup>4</sup> Fonseca, C. & Pories, L., 2017. See <https://www.ircwash.org/resources/financing-wash-how-increase-funds-sector-while-reducing-inequalities-position-paper>



The budget of Union Parishad on the wall of the union, for ensuring transparency and accountability

### Bangladesh

75 community members, including marginalised groups and women, were able for the first time to voice their demands to government officials during a budget-tracking meeting. The chairman of Bhola Sadar Upazila agreed to look at the WASH budget. This led to an increase in the Union Parishad public WASH budget of 14% in Veduria Union and 40% in Dania Union and also included community demands.

### The Netherlands

The Dutch Ministry of Foreign Affairs was lagging behind on its aim of reaching 30 million people with improved sanitation by 2030. As a result, the 'Manifesto on Sanitation', which was signed by 13 NGOs, was presented to the Dutch Parliament. It served to create goodwill for a resolution which called for better planning and budgeting, and the resolution was approved by Parliament in December. Sigrid Kaag, Minister for Foreign Trade and Development Cooperation, promised to deliver a plan for achieving the sanitation goals and a clear budget estimate in 2019.

### International

The Global review of national accountability mechanisms for SDG6<sup>5</sup> was led by civil society organisations (CSOs) in 25 countries under the umbrella of End Water Poverty, the Watershed Consortium, Coalition Eau and the Water Supply and Sanitation Collaborative Council, and supported by Sanitation and Water for All. The study identified the value of using accountability mechanisms, and highlighted the gaps and challenges. The results of the study strengthen the ability of CSOs to hold their governments accountable, advocate for improved accountability mechanisms and increase their involvement in decision-making and follow-up actions.

## PARTNERSHIPS

We engaged in several networks and formalised partnerships. Staff members chaired and co-chaired steering committees and working groups advocating the systems strengthening approach and accountability to those being left behind.

Through **Agenda For Change (A4C)** we are working on applying systems approaches worldwide. The **2018 successes** of A4C partners include moving towards a province-wide plan to achieve SDG6 in Mambere Kadei, Central African Republic, and applying the district-wide approach in six districts in Rwanda.

<sup>5</sup> Lande van den, L. & Fonseca, C., 2018. See <https://www.ircwash.org/resources/global-review-national-accountability-mechanisms-sdg6>



# Governance and staffing

## IRC'S SUPERVISORY BOARD

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

## INCOME STATEMENT 2014 - 2018 (AMOUNTS IN THOUSANDS OF EUROS)

Income	2014	2015	2016	2017	2018
Core programme funding	2,469	2,599	2,632	1,402	1,281
Other project funding	7,823	5,186	6,625	10,590	9,804
<b>Total income</b>	<b>10,292</b>	<b>7,784</b>	<b>9,258</b>	<b>11,992</b>	<b>11,085</b>
<b>Expenses</b>					
Personnel costs	4,409	2,931	3,400	3,341	3,590
Other project related costs	5,429	4,623	5,014	8,153	6,911
General and administrative expenses	279	279	593	360	402
Subtotal expenses	10,295	7,832	9,007	11,854	10,903
Operating result	-3	-48	251	137	182
Financial expenditures	822	-49	-48	79	69
<b>Annual result</b>	<b>-825</b>	<b>1</b>	<b>298</b>	<b>58</b>	<b>112</b>

## STAFFING

Most of our full-time staff are based in the countries where we work. This is critical to delivering our organisational mission of strengthening local and national country processes and systems.

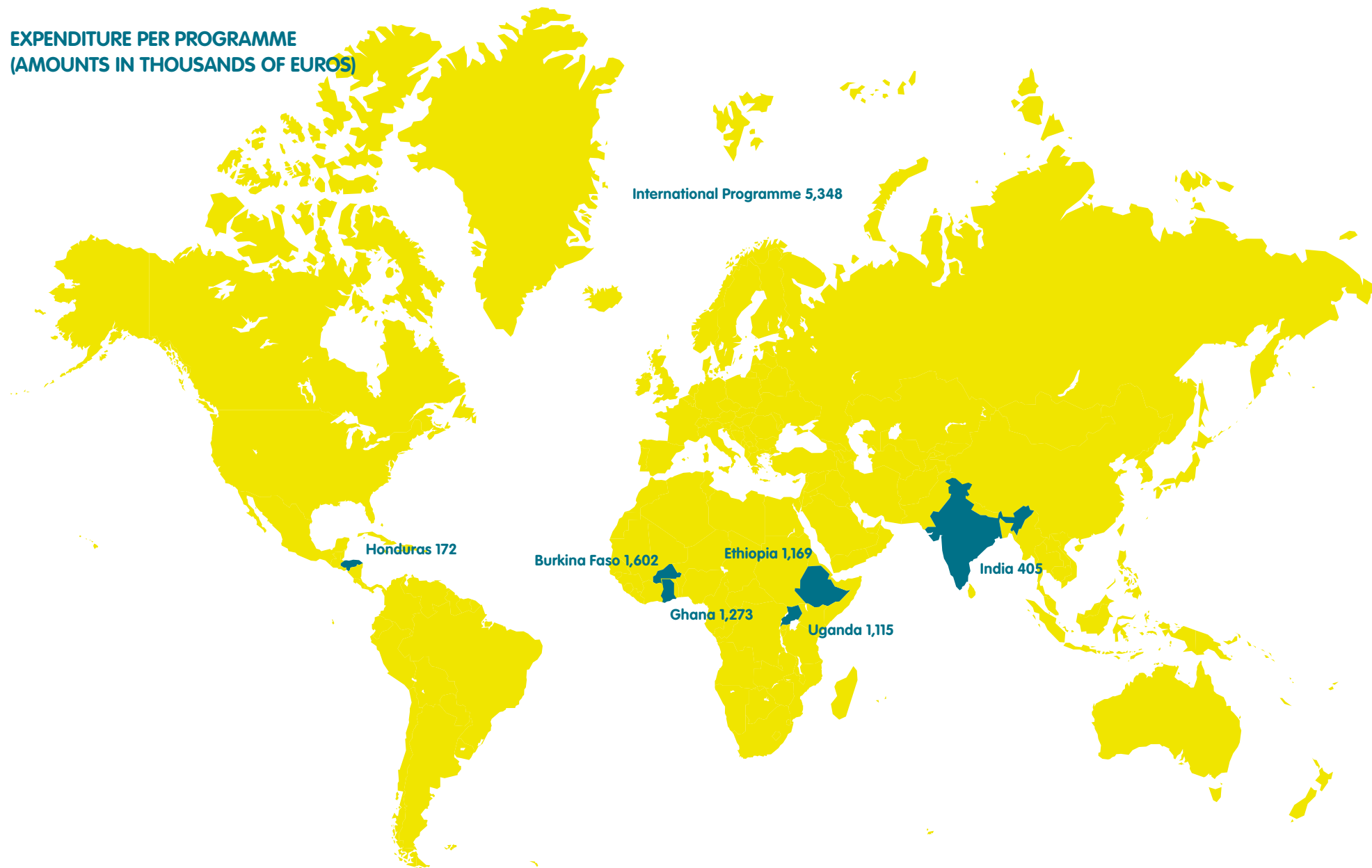
By the end of 2018, 43 staff were working in our country offices: 10 in Burkina Faso, 12 in Ghana, 8 in Ethiopia, 10 in Uganda, 2 in India and 1 in Honduras. Additionally, 31 staff were working in The Netherlands and 1 in the US.

Our global associate programme counted more than 20 associates, giving us access to a wide network of top international experts. We also offered 16 internship positions to people who gained valuable international and multidisciplinary experience.

*"In India we've learned that it is not all about resources, it is about strengthening the capacities of the local governments, and for them to be able to plan efficiently."*

**Ruchika Shiva**, Country Co-ordinator for India country programme

**EXPENDITURE PER PROGRAMME  
(AMOUNTS IN THOUSANDS OF EUROS)**



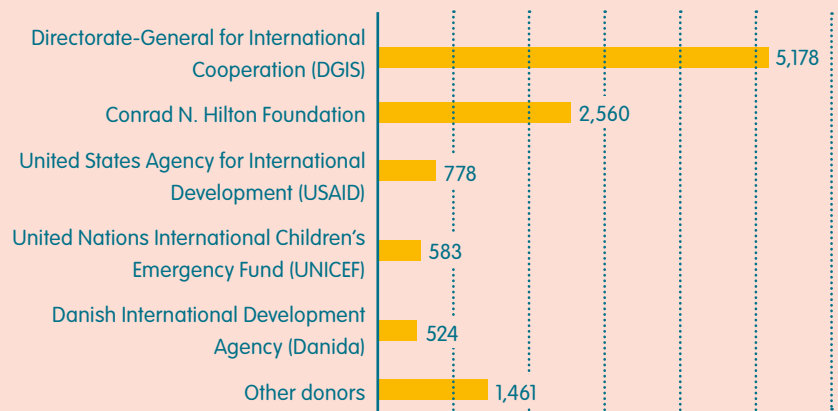
## Supporting our work

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

*To align grantees, partners, and stakeholders around a common goal requires expertise in diplomacy and coordination. One of the things about IRC that most impresses us at the Conrad N. Hilton Foundation is how well they work with both local governments and a range of development actors, which is not always given.”*

**Peter Laugharn**, President and CEO of the Conrad N. Hilton Foundation

### OUR DONORS (AMOUNTS IN THOUSANDS OF EUROS)



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

African Ministers' Council on Water (AMCOW) / AguaConsult Ltd. / Antenna Foundation / Aquaya Institute / Association des Jeunes pour le Développement Durable (AJDD) / Aqua for All / Bill & Melinda Gates Foundation / Catholic Relief Services (CRS) / Community Water & Sanitation Agency (CWSA) / Conrad N. Hilton Foundation / COWI / Cranfield University / Danish International Development Agency (Danida) / Department for International Development (DFID) / Department of Foreign Affairs and Trade (DFAT) / Directorate-General for International Cooperation (DGIS) / European Union (EU), European Commission (EC) / Fondazione ACRA CCS / Global Sanitation Fund (GSF) / Global Water 2020 / GoodPlanet Foundation / IHE Delft Institute for Water Education / IMC Worldwide / Inter-American Development Bank (IDB) / LVIA Solidarity and International Cooperation / Millennium Water Alliance (MWA) / Natural Environment Research Council (NERC) / Netcentric Campaigns / Netherlands Enterprise Agency (RVO) / Netherlands Water Partnership (NWP) / New Venture Fund / NIRAS Indvelop / Office National de l'Eau et de l'Assainissement (ONEA) / Osprey Foundation / Oxford Committee for Famine Relief (Oxfam) / Oxford Policy Management / Oxford University / Population Services International (PSI) / Simavi / SNV Netherlands Development Organisation / Stockholm Environment Institute (SEI) / Swedish International Development Cooperation Agency (SIDA) / Swiss Agency for Development and Cooperation (SDC) / Taru Leading Edge Ltd / United Nations International Children's Emergency Fund (UNICEF) / United Nations Office for Project Services (UNOPS) / United States Agency for International Development (USAID) / University of Colorado Boulder (UCB) / University of Reading / Association of Netherlands Municipalities International (VNG) / WaterAid / Water Financing Facility / Water For People / The Waterloo Foundation / Water Supply and Sanitation Collaborative Council (WSSCC) / World Bank / World Health Organization / World Vision

**We have a once in a lifetime opportunity to make access to safe water and sanitation available for everyone, for good. The UN has set a target to achieve this by 2030 – known as ‘Sustainable Development Goal 6’ (SDG6).**

**Resilient systems: the only way**

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

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

**Everyone, together**

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

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

**Our unique position**

As a change hub, we’re in a unique position to unite people to drive and champion change from the ground up. We need to convince district, country and global decision makers of what it’ll take to achieve SDG6.

**Now is the time**

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