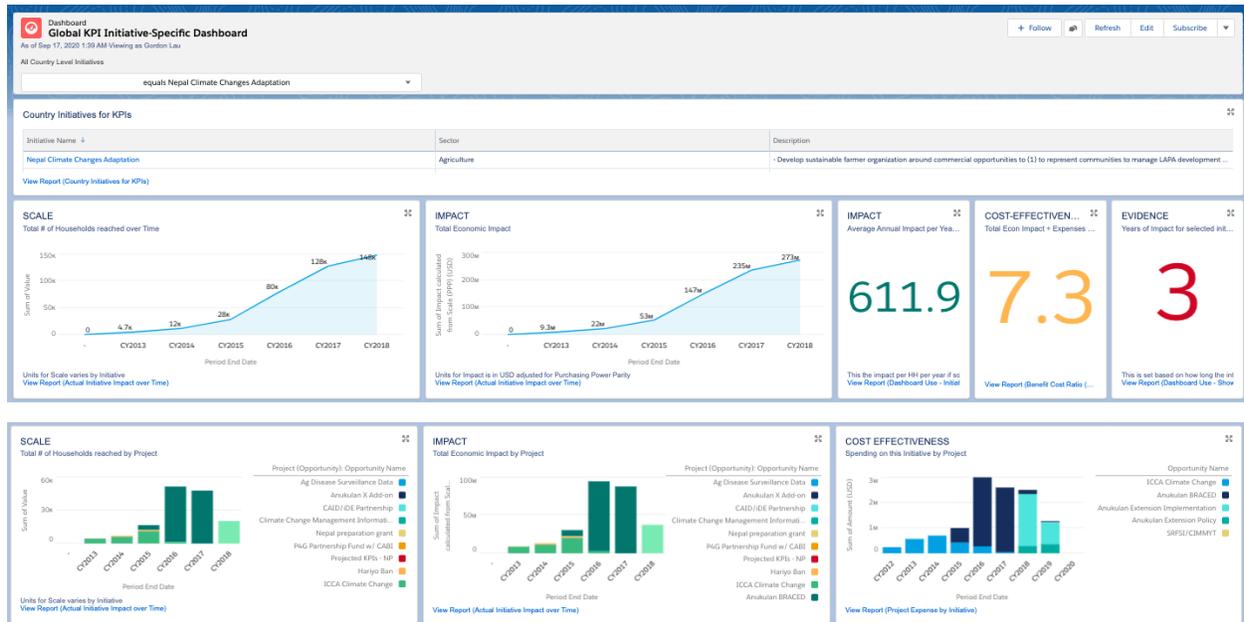


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Global KPI System - FAQs



Here lies the most important and common questions related to iDE’s Global Key Performance Indicators (KPI) system, and how to interpret it’s content.

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Questions:

How do we calculate scale?

The number of households impacted is the sum total of households that have acquired a technology, inputs and/or services through program-connected agricultural enterprises plus the sum total of households that have purchased an improved latrine through program-connected sanitation enterprises. In many cases, program-connected sales and services are captured by our cloud-based management information system. In other cases, sales are recorded in a paper-pencil sales registry and manually added to a program-level database, which is then synced to iDE's Global KPI database. The number of individuals impacted is estimated by multiplying the number of households impacted by the [average household size](#) for that context. We strive to reduce [double-counting](#) of households and/or individuals wherever possible.

Examples:

- farming-households that have acquired a technology, inputs and/or services through program-connected agricultural enterprises, such as:
 - Inputs include seeds, fertilizers, feed, and other agricultural inputs purchased individually or as a package.
 - Services include one-to-one consultation by FBAs (Farm Business Advisors), agronomist training, and other iDE staff/entrepreneur interactions with farmer households that result in substantial impact on farming practices.
 - Technology includes water pumps, drip irrigation kits, plowing equipment, and other labor saving devices.
- households that have purchased an improved latrine through program-connected sanitation enterprises.
- households that have purchased a water filtration system
- households that have engaged with iDE programs offering nutrition, finance, handwashing, or other evidence based interventions separate from iDE's other agricultural and WASH programs.

How do we calculate average annual impact per household?

We estimate iDE's impact using evidence that tells us the average net change in annual household income for households participating in our programmatic work. Pieces of evidence come in many forms, from our own data collection efforts and impact evaluations to referencing secondary pieces of research that cover our own programs or are those that are similar to our programmatic work. From these pieces of evidence, we identify the average net change in annual household income as a result of participation in iDE's program. In many cases we have more than one piece of evidence that tells us the impact of a similar type of programmatic intervention in a country, also known as an [initiative](#). We want to use all of these pieces of evidence to help inform our overall impact estimate, but we know that all evidence is not created equal. A planning figure from a project proposal is not the same as an annual income estimate from a randomized controlled trial. To aggregate evidence

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together under each initiative we score evidence based on the quality or method used in that evidence (such as a pre-post comparison vs a randomized controlled trial) and then we calculate the weighted average of all of the evidence pieces using their respective quality score.

We know that there are many more impacts in our projects than *just* change in net annual income, such as change in agriculture production, change in household dietary diversity, increase in latrine use and access, change in women's empowerment, etc. We measure these types of impact at the project level depending on the theory of change and results framework for that project. However, **when we talk about impact at the global level for our KPIs, we are always referring to the average net household annual income in USD purchasing power parity adjusted.** Purchasing power parity (PPP) conversion factor is a method of currency conversion that controls for price level differences between countries, thereby allowing volume comparisons of gross domestic product (GDP) and/or its expenditure components. In short, PPP allows us to better understand the buying power that our impact is creating in terms of US dollars in the places where we work. For example, say we found an annual impact of 690 Ghana Cedi. If we were to convert an impact estimate to USD using the foreign exchange rate from local currency in Ghana the average annual impact estimate may be only \$120. However, the \$120 value of the increase in 690 Cedi is if households were living and consuming in the United States. Given relatively lower prices in rural northern Ghana, that 690 Cedi could actually buy the equivalent of \$800 worth of goods. That conversion from 690 Cedi to \$800 is the purchasing power parity conversion, and that is the rate we use in estimating our annual impact (purely a fictional example). iDE uses the [PPP conversion factor for household final consumption expenditure](#) from World Bank data. Depending on the currency in which an impact evaluation is reported in, we either use the local currency, or use foreign exchange rates to convert back to local currency values at the time of evaluation, and then use a PPP conversion factor to get our final impact estimate in USD PPP adjusted. All of the conversions between local currencies and USD, as well as the PPP conversion factor are automatically performed in the custom-built [Global KPI application](#) in Salesforce.

Most often when iDE is conducting its own impact evaluations it is for our agricultural work. To estimate impact in agricultural programs, we measure the average annual net household increase in income achieved by households that have acquired a technology, inputs and/or services by calculating the change in household income that can be attributed to our interventions. This involves administering a production and marketing questionnaire to a representative sample of households, collecting baseline and follow-up data on production and income. We measure attributable impact by comparing baseline and follow-up income data from a random sample of adopters of clients with a random sample of non-clients followed over the same time period. When the context, and available resources allow for it, we will use randomization or quasi-experimental approaches to control for the differences between households that adopt, or invest in, an iDE technology, inputs or services and those households that do not. This allows us to more closely model the counterfactual (what would have happened to adopter households if they had not adopted iDE technology). Using the data from the production and marketing questionnaire and a range of household and geographic data (collected from the surveys and from our management information system) we model the factors influencing impact, with a particular focus on gender-related dynamics, market and environmental variables.

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This gives us a much more nuanced understanding of the factors affecting program success and the ability to predict which areas and populations are most amenable to iDE's approach.

To measure the impact in our sanitation programs, we rely on secondary evidence sources from the World Bank's [Water and Sanitation Program Economics of Sanitation Initiative](#) to estimate the average annual net household savings achieved by households that have purchased an improved latrine. This initiative has completed detailed analysis of economic impacts in various regions, detailing cost savings, improved productivity and monetized health impact, as well as reductions in diarrheal disease, due to improved sanitation.

How do we calculate the Social Return on Investment (SROI)?

The ratio of money spent by iDE relative to the aggregate increased income generated (or saved for our WASH portfolio) by participating households calculated with a three-year rolling average of our impact and scale indicators for each package in each country-program. Specifically, the calculation is:

$$SROI_{(i)} = NPV \frac{\text{Total Economic Impacts}_{(i)}}{\text{Total Expenses}_{(i)}}$$

Where:

- (i) any [project, initiative, sector, country program](#) or everything in the global portfolio.
- Estimated using a rolling three year average because program expenses can be quite volatile.
- $NPV \text{ Total Economic Impacts}_{(i)} = \text{Scale}_{(i)} \times \text{Average Annual Impact}_{(i)} \times \# \text{ of Years of Impact}_{(i)}$
- $\# \text{ of Years of Impact}_{(i)} = 3 \text{ years for agricultural projects; } 5 \text{ years for sanitation projects; } 4 \text{ years for clean water}$
- $\text{Average Annual Impact}_{(i)} = \text{This is the weighted average of annual impacts obtained from relevant evidence sources where the weights are based on the quality of the evidence source. The average economic impacts have been standardized to PPP-adjusted USD.}$
- $\text{Total Expenses}_{(i)} = \text{total expenses from our audited financial system including headquarters billable support to the project and indirect costs.}$

In addition to using the Social Return on Investment for our Global KPIs, some of our programs have used a slightly different method to SROI over time. Information on this method and examples of its use can be in this [paper](#). How do we use our Global KPIs?

Up to this point, the primary uses of the Global KPIs are::

- International Board - Global KPIs are consolidated and presented in the [Global KPI scorecard](#) two times a year in preparation for the International Board meetings. This provided the executive team, as well as other senior management, the opportunity to examine iDE's performance against these KPIs and to articulate iDE's growth, successes, challenges and opportunities to the board in a succinct way. The International Board will then use the Global KPIs to examine iDE's portfolio. They are primarily used to inform conversations among board members and with senior staff.
- External Communications - after the consolidation and dissemination of the Global KPI scorecard to the International Board, the Global E&A team will update the [ideglobal.org](#)

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website with the most up to date KPIs. These are then shared prominently throughout iDE's website at the [global](#)-, [sector](#)- and [country](#)-levels.

Moving forward, iDE's executive team will incorporate Global KPIs into more of their regular meetings to inform country-level support, to better understand how different initiatives are performing, assess what parts of iDE are inline with our Hedgehog. Additionally, more effort will be put into equipping HQ teams and country office staff with easy access to the Global KPIs so that they can be more easily included in [fund development efforts](#), operations support, etc.

Where do we store all of our Global KPIs?

All evidence, indicators and values associated with the Global KPI system since 2011 are stored in a custom-built database on Salesforce. The information is hosted securely on the cloud, accessible anywhere in the world, without the need of any specialized software. Here are some key advantages of managing the Global KPI application on Salesforce:

- As the single source of truth, you are always looking at the best, most up-to-date version;
- Access is easily controlled, and only E&A staff can add or change the data;
- Many important calculations are done automatically by the system; and,
- The reporting and dashboard features of salesforce are very strong and easy to use.

What kind of projections or forecasts can we do with the Global KPIs?

While there are many different uses for the Global KPIs, the most common use cases that we find are related to unrestricted donations and getting rough estimates for what impacts an unrestricted donation can contribute to. It is important to specify that for this use case, the Global KPIs are not to be used for projecting the attributable impacts of an unrestricted donation, but they do help to understand the contribution that they are making to iDE's impact - as measured by the KPIs. An example of this would be the [2020 ThankYou partnership proposal](#) and the Geiss Partnership Milestones agreement.

Another common projection that the Global KPIs can inform are related to the effectiveness of a country program, based on the amount of funding that is in the portfolio for that country program. Since the impacts are estimated using evidence that is published periodically, and the Social Return on Investment analysis is calculated using a three-year rolling average, they do allow one to estimate what the country program, or the sector-portfolio or the global organization will accomplish in the future. An example of this is included in the "[Our Journey Towards 20 Million More](#)" article that was shared at the 2018 SLAM meetings in London.

What about double counting, do we account for it and/or how do we prevent it?

To properly answer this question, we have to think of two main scenarios:

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- Within an initiative or project - In cases where a household member acquires more than one technology, inputs and/or services, every attempt is made to prevent double counting of such households, so that figures reported are unique client households. An example would be a farming household within a multi-faceted FBA program where the FBA is selling inputs to the farmer in one month and connecting that same farming family to an output market in a later month, this household would be counted once.
- Across initiatives or projects - we do not have the abilities to prevent double counting across initiatives. This is largely due to the limitations in unique household identifiers and the systems requirements for tracking products, services and interventions for specific households across multiple project teams each with their own custom-built M&E system and/or MIS. For instance, if a household in Cambodia purchases a latrine through the Sanitation Marketing Initiative in one month and then proceeds to receive training and increased market connectivity for watermelon production through the Cambodian Agricultural Development Facility Initiative in a later month, in this example the client/household would be counted twice.

Costs included/excluded from Social Return on Investment (SROI)?

The costs included in the Social Return on Investment calculation (SROI) are all direct project billable expenses, for projects that are associated with a country program [Initiative](#). These are defined as the expenses that are charged to a specific project in iDE's financial system. These costs include, but are not limited to, billable staff time for in-country and headquarters staff, supplies and equipment purchased under the project, project activities costs, and overhead expenses for the country office and headquarters that are able to be directly billed.

Costs excluded from the Social Return on Investment calculation are (1) expenditures against unrestricted donations, (2) indirect general expenses that are not related to specific projects (including headquarters staff costs that are not billable to projects), and (3) project expenses that are under the below set of Initiatives that do not contribute to Scale (for New Clients).

- “Research & Experimentation”
- “No Initiatives Apply”
 - Generally Consultancies and/or design work
- “Global Supply Resource-smart Productivity”

How about household size - How is it determined and what is the “global figure”?

Several methodological approaches were considered to determine country level averages. First, consideration was the United Nations Database on Household Size and Composition. However, the sources and data did not align with the context in which iDE works. Given that iDE is working with

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poor, rural communities, the UN Household sizes which were a country level average of both urban and rural populations and all socio-economic levels were not representative of our populations.

[iDE's approach is to average household size](#) estimates from recent, rigorous data collections that have been completed in each country of current operation. We believe our data best represents the clients and target communities where we work and commit to only using data that the Evidence and Analytics team has either reviewed or conducted ourselves. In the instance where we do not have a recent data collection that gives us a reliable average household estimate, we use the household size for rural households from the most recent Demographic Health Survey completed in that country. In order to create an iDE average household size across all of our work, we use a weighted average of taking each of the country level estimates and weighting it with their respective scale figures using their progress towards 20 Million More (from 2016 to August 2020 at time of last calculation.) That way our Global Household Size estimate is reflective of the relative distribution of our work. That figure is 5.5 members per household when estimated at the global level as of August 2020.

How do we calculate Total Economic Impact?

In short, Total Economic Impact is the total economic impact generated across all of the households/individuals that we sell a product or service to over a period of time. Total economic impact is an indicator that is not officially one of our three Global KPIs, but it is calculated using the scale and average annual impact KPIs and is the numerator in the formula for SROI. Additionally, It is frequently cited in communications products or used to model the larger effects of iDE's market systems work. We use net present value (NPV), which collapses the economic gains of a product or service over time into a single value, but we do not apply a discount rate to future gains for two primary reasons: 1) there is little consensus on what a reasonable discount rate would be for the products/services that iDE delivers in the contexts that we work; 2) there is some debate about whose discount rate to use based on the consumer of the information.

To calculate Total Economic Impact we use the following formula:

$$Total\ Economic\ Impacts_{(i)} = Scale_{(i)} \times Average\ Annual\ Impact_{(i)} \times \#\ of\ Years\ of\ Impact_{(i)}$$

The number of years of impact is based on the average lifespan of a product (in the case of Sanitation and Clean Water) and the attributable differences in income gains over time for our agricultural initiatives. The number of years used for the different initiatives are:

- Sanitation initiatives use a 5 year estimate
- Agriculture initiatives use a 3 year estimate
- Cambodia's Clean Water Initiative uses a 2 year estimate

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How do I find the most up to date KPIs for all of iDE? Agriculture portfolio? Zambia only?

The Global KPI system is built on salesforce and there are a number of dashboards and reports that you can use to explore our Global KPIs. These are evolving as the different use-cases evolve, but the primary sources for Global KPIs are:

- [Global level \(Scale,Impact,B:C\) - requires salesforce login](#)
 - Clearly display iDE's overall reach and effectiveness. Regularly used in proposals and with donors
- [Country level \(Scale,Impact,B:C\) - requires salesforce login](#)
 - Allows for updating donors on the effectiveness of a specific country program
 - Also allows for review of Sector level data
- [Initiative level \(Scale,Impact,B:C\) - requires salesforce login](#)
 - Enables an Initiative's effectiveness to be put on display (ramp up adoption of the concept)
- [Project level \(Scale,Impact,B:C\) - requires salesforce login](#)
 - Displays the granularity of the system, and allows for Users to highlight key projects

Projects, Initiatives, Sectors and Country programs? Oh my! How do they all fit together?

- **Project** - A project is a specific grant that has a discrete contract associated with it - in Salesforce speak, a project would be considered an 'Opportunity.' This is also the unit where we most closely track spending on the finance side. Each project is assigned to a 'primary initiative' and some projects that span multiple initiatives are linked to a 'secondary initiative.'
 - The project may be delivering an entire set of tactics, or the project may be delivering just a small number, or even a single, tactic.
- **Initiative** - an initiative can most easily be described as a comprehensive theory of change, or a collection of interventions/tactics combined to achieve theoretical impact or outcomes. The initiative is the level that we organize our [impact evidence](#) by to allow multiple pieces of evidence to come together to inform us of our effectiveness.
 - An initiative could be made up of multiple projects each delivering the same set of tactics (*Example: W4W, DIB, SMSU2, SMSU3 projects are all pooled together to deliver the Sanitation Marketing Scale Up Initiative in Cambodia*).
 - An initiative could be made up of multiple projects that have different tactics, but combine to form a single theory of change (*Example: SHARED, SHARED2, EARTH, WIN, FIRE all pooled together to deliver the Scaling Up FBAs Initiative in Zambia*).
 - An initiative could be made up of one single project that includes all of the relevant tactics according to the initiative's theory of change (*Example: CSISA-MI is a single project that makes up the Ag Mechanization Initiative in Bangladesh*).
- **Sector** - the current sectors that we have consistently communicated and stratified our global portfolio by are: Agriculture and WASH. Moving forward, we have considered additional

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sectors, including: Climate Adaptation and Resilience, Gender, Food Security, Nutrition and Access to Finance. At this point in time, however, each of these additional areas of focus can be folded into Agriculture or WASH.

- **Country Programs** - this is the collection of projects and initiatives that a country office is responsible for implementing. Some of our country programs work in both Agriculture and WASH (Cambodia, Ghana, Ethiopia, Nepal, Vietnam and Bangladesh) and some of our country programs only work in Agriculture (Honduras, Mozambique, Zambia, Nicaragua).

If you would like to see the list of iDE’s projects, which initiative they are a part of, which sector they are assigned to and which Country Program is implementing them, please go to this [Salesforce Report](#).

What does the Global KPI Scorecard that is shared with the international board of directors look like?

The Global KPIs are updated, reviewed and collated in advance of each of iDE’s international board meetings, which occur 2-4 times a year. The KPIs are presented in a scorecard format within the board books in the style shown below:

COUNTRY	HISTORIC 5-YR TOTAL (2011-2015)	TARGET/ ACTUAL	20 MILLION MORE TARGETS & ACTUALS								ANNUAL TARGET VS. ACTUAL	PROGRESS TOWARDS 20 MILLION	ANNUAL IMPACT (\$PPP)	BENEFIT:COST
			2016	2017	2018	2019	2020	2021	2022					
ALL IDE	1,191,469	ACTUAL	493,301	430,963	591,900	239,049	173,480					1,928,693	\$265	13.4
		TARGET	349,373	524,060	543,723	316,479	249,280	161,303	124,145			2,268,363	\$200	14.0
AFRICA	126,910	ACTUAL	34,530	82,271	81,787	49,965	16,201					264,754	\$415	6.6
		TARGET	79,933	119,900	129,557	43,181	78,312	24,187	10,161			485,231	\$450	8.9
Burkina Faso	4,658	ACTUAL	2,260	3,790	17							6,067	\$330	0.5
		TARGET	10,500	15,750	5,482	0	0	0	0			31,732	\$200	3.2
Ethiopia	60,343	ACTUAL	14,232	9,283	11,106	15,431	4,835					54,887	\$266	3.3
		TARGET	28,333	42,500	43,667	23,600	14,697	5,552	3,752			162,101	\$400	7.6
Ghana	13,234	ACTUAL	1,101	2,613	3,828	3,468	1,424					12,434	\$60	0.3
		TARGET	6,400	9,600	5,150	5,440	3,581	1,044	1,044			32,259	\$125	1.8
Mozambique	3,123	ACTUAL	11,218	13,527	10,499	16,698	6,021					57,963	\$544	5.3
		TARGET	20,000	30,000	32,500	5,430	32,631	5,255	225			126,041	\$450	2.1
Zambia	45,552	ACTUAL	5,719	53,058	56,337	14,368	3,921					133,403	\$461	25.4
		TARGET	14,700	22,050	42,758	8,711	27,403	12,336	5,140			133,098	\$550	18.5
LATIN AMERICA	14,530	ACTUAL	3,430	5,211	6,226	1,712	3,002					19,581	\$239	2.8
		TARGET	2,600	3,900	34,818	8,370	7,535	2,660	262			60,145	\$200	2.0
Honduras	9,422	ACTUAL	3,162	4,767	6,050	1,500	2,666					18,145	\$235	2.6
		TARGET	2,100	3,150	31,818	8,300	7,400	2,500	0			55,268	\$75	1.7
Nicaragua	3,599	ACTUAL	268	444	176	212	336					1,436	\$306	13.6
		TARGET	500	750	3,000	70	135	160	262			4,877	\$350	3.3
ASIA	1,050,029	ACTUAL	455,341	343,481	503,887	187,372	154,277					1,644,358	\$239	19.4
		TARGET	266,840	400,260	379,348	264,928	163,433	134,456	113,722			1,722,987	\$175	17.1
Bangladesh	294,181	ACTUAL	200,286	125,714	376,820	120,741	77,896					901,457	\$243	34.9
		TARGET	80,000	120,000	102,000	187,233	74,010	30,573	11,000			604,816	\$175	12.0
Cambodia	479,848	ACTUAL	103,482	79,560	63,573	61,052	71,107					378,774	\$186	6.8
		TARGET	88,300	132,450	70,338	55,885	83,372	93,723	97,922			621,990	\$175	12.0
Nepal	137,661	ACTUAL	140,355	119,462	28,416	3,890	4,210					296,333	\$614	14.4
		TARGET	83,540	125,310	149,010	20,420	4,741	9,510	4,500			397,031	\$215	12.2
Vietnam	83,184	ACTUAL	11,218	18,745	35,078	1,689	1,064					67,794	\$84	17.2
		TARGET	15,000	22,500	58,000	1,390	1,310	650	300			99,150	\$112	12.0

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AGRICULTURE IMPACT

COUNTRY	HISTORIC 5-YR TOTAL (2011-2015)	TARGET/ACTUAL	20 MILLION MORE TARGETS & ACTUALS								ANNUAL TARGET VS. ACTUAL	PROGRESS TOWARDS 20 MILLION	ANNUAL IMPACT (\$PPP)	BENEFIT-COST
			2016	2017	2018	2019	2020	2021	2022					
ALL IDE	663,550	ACTUAL	202,529	236,448	329,553	123,785	60,086					952,401	\$370	12.3
		TARGET	173,683	260,525	348,290	204,797	151,622	48,942	27,629			1,215,488	\$300	13.0
AFRICA	124,446	ACTUAL	27,491	80,491	75,211	39,607	11,809				234,609	\$478	8.3	
		TARGET	58,783	88,175	109,457	28,389	70,481	21,343	9,117			385,745		
Burkina Faso	4,658	ACTUAL	1,034	3,571	17	0	0				4,622	\$330	0.5	
		TARGET	5,500	8,250	5,482	0	0	0	0			19,232		
Ethiopia	57,879	ACTUAL	8,484	8,175	6,197	8,541	1,867				33,264	\$468	3.1	
		TARGET	18,333	27,500	25,667	14,248	10,447	3,752	3,752			103,699		
Ghana	13,234	ACTUAL	1,036	2,160	2,161	0	0				5,357	\$116	0.0	
		TARGET	250	375	3,050	0	0	0	0			3,675		
Mozambique	3,123	ACTUAL	11,218	13,527	10,499	16,698	6,021				57,963	\$544	5.3	
		TARGET	20,000	30,000	32,500	5,430	32,631	5,255	225			126,041		
Zambia	45,552	ACTUAL	5,719	53,058	56,337	14,368	3,921				133,403	\$461	25.4	
		TARGET	14,700	22,050	42,758	8,711	27,403	12,336	5,140			133,098		
LATIN AMERICA	14,530	ACTUAL	3,430	5,211	6,226	1,712	3,002				19,581	\$239	2.8	
		TARGET	2,600	3,900	34,818	8,370	7,535	2,660	262			60,145		
Honduras	9,422	ACTUAL	3,162	4,767	6,050	1,500	2,666				18,145	\$235	2.6	
		TARGET	2,100	3,150	31,818	8,300	7,400	2,500	0			55,268		
Nicaragua	3,559	ACTUAL	268	444	176	212	336				1,436	\$306	13.6	
		TARGET	500	750	3,000	70	135	160	262			4,877		
ASIA	524,574	ACTUAL	171,608	150,746	248,116	82,466	45,275				698,211	\$338	17.6	
		TARGET	112,300	168,450	204,015	168,038	73,606	24,939	18,250			769,598		
Bangladesh	242,649	ACTUAL	49,430	53,491	213,709	74,910	35,958				427,498	\$274	26.4	
		TARGET	40,000	60,000	47,000	143,233	65,555	12,628	11,000			379,416		
Cambodia	30,561	ACTUAL	4,258	2,414	5,991	1,977	4,043				18,683	\$1,189	6.7	
		TARGET	13,300	19,950	1,495	2,995	2,000	2,751	2,750			45,241		
Nepal	119,164	ACTUAL	117,879	94,841	28,416	3,890	4,210				249,236	\$614	14.7	
		TARGET	50,000	75,000	146,520	20,420	4,741	9,510	4,500			310,691		
Vietnam	77,045	ACTUAL	41	0	0	1,689	1,064				2,794	\$454	6.9	
		TARGET	9,000	13,500	9,000	1,390	1,310	50	0			34,250		

WASH IMPACT

COUNTRY	HISTORIC 5-YR TOTAL (2011-2015)	TARGET/ACTUAL	20 MILLION MORE TARGETS & ACTUALS								ANNUAL TARGET VS. ACTUAL	PROGRESS TOWARDS 20 MILLION	ANNUAL IMPACT (\$PPP)	BENEFIT-COST
			2016	2017	2018	2019	2020	2021	2022					
ALL IDE	527,919	ACTUAL	290,772	194,515	262,347	115,264	113,394					976,292	\$154	15.6
		TARGET	175,690	263,535	195,433	111,682	97,658	112,361	96,516			1,052,875	\$115	18.0
AFRICA	2,464	ACTUAL	7,039	1,780	6,576	10,358	4,392				30,145	\$40	\$0.7	
		TARGET	21,150	31,725	20,100	14,792	7,831	2,844	1,044			99,486		
Burkina Faso	0	ACTUAL	1,226	219	0	0	0				1,445	\$0	#Error!	
		TARGET	5,000	7,500	0	0	0	0	0			12,500		
Ethiopia	2,464	ACTUAL	5,748	1,108	4,909	6,890	2,968				21,623	\$39	7.7	
		TARGET	10,000	15,000	18,000	9,352	4,250	1,800	0			65,479		
Ghana	0	ACTUAL	65	453	1,667	3,468	1,424				7,077	\$42	0.2	
		TARGET	6,150	9,225	2,100	5,440	3,581	1,044	1,044			28,584		
ASIA	525,455	ACTUAL	283,733	192,735	255,771	104,906	109,002				946,147	\$159	22.0	
		TARGET	154,540	231,810	175,333	96,890	89,827	109,517	95,472			953,389		
Bangladesh	51,532	ACTUAL	150,856	72,223	163,111	45,831	41,938				473,959	\$203	52.7	
		TARGET	40,000	60,000	55,000	44,000	8,455	17,945				225,400		
Cambodia	449,287	ACTUAL	99,224	77,146	57,582	59,075	67,064				360,091	\$120	6.9	
		TARGET	75,000	112,500	68,843	52,890	81,372	90,972	95,172			576,749		
Nepal	18,497	ACTUAL	22,476	24,621	0	0	0				47,097	\$0	0.0	
		TARGET	33,540	50,310	2,490	0	0	0	0			86,340		
Vietnam	6,139	ACTUAL	11,177	18,745	35,078	0	0				65,000	\$55	39.7	
		TARGET	6,000	9,000	49,000	0	0	600	300			64,900		