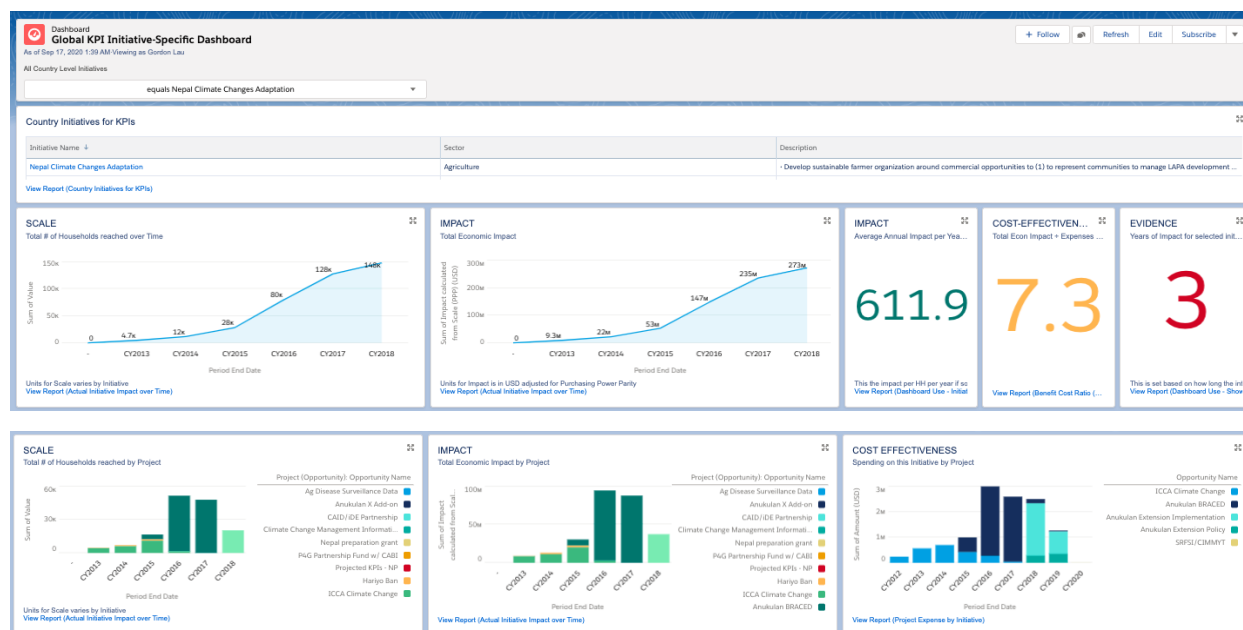


Modified: 2021.03.01

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.

Table of Questions:

How do we calculate scale?	3
How do we calculate average annual impact per household?	3
How do we calculate the Social Return on Investment (SROI)?	4
How do we use our Global KPIs?	5
Where do we store all of our Global KPIs?	5
What kind of projections or forecasts can I do with the Global KPIs?	6
What about double counting, do we account for it and/or how do we prevent it?	6
Costs included/excluded from Social Return on Investment (SROI)?	7
How about household size - How is it determined and what is the "global figure"?	7
How do we calculate Total Economic Impact?	7
How do I find the most up to date KPIs for all of iDE? Agriculture portfolio? Zambia only?	8
Projects, Initiatives, Sectors and Country programs? Oh my! How do they all fit together?	9
What does the Global KPI Scorecard that is prepared for the international board look like?	10

Modified: 2021.03.01

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

Modified: 2021.03.01

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-build [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.

Modified: 2021.03.01

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](#)

Modified: 2021.03.01

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:

Modified: 2021.03.01

- 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

Modified: 2021.03.01

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

Modified: 2021.03.01

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

Modified: 2021.03.01

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:

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

Modified: 2021.03.01

AGRICULTURE IMPACT

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

WASH IMPACT

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