



New Focus, Revitalised Efforts

Water and sanitation are fundamental human rights—
not a charity for the poor

Annual Report 2012

IRC International Water and Sanitation Centre



OUR VISION - THE WORLD WE WANT TO SEE

We want every person in the world to enjoy their human rights to safe water, sanitation and hygiene, now and forever.

OUR MISSION - HOW WE ACHIEVE OUR VISION

We work with people in the poorest communities in the world, with local and national governments, and with non-governmental organisations (NGOs), to help them develop WASH services that last not for years, but forever. We identify the barriers to making this happen and tackle them. We help people to make the change from short-term project interventions to long-term services that will transform their lives and their futures.

For questions or further clarification on IRC's Annual Report 2012, contact our Communications Department by sending an email to general@irc.nl, with the subject line: Enquiry on IRC Annual Report 2012.

Visit the IRC website to access the electronic version of this report: <http://www.reporting.irc.nl/page/79724>

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Chairperson's Message



We started IRC International Water and Sanitation Centre's (IRC) new business plan period, 2012–2016, on a positive note. In January 2012, we were greeted by an announcement by the then Dutch International Cooperation Minister, Ben Knapen, of the Ministry's approval of a € 10 million programmatic subsidy to IRC for the next five years. Amidst budgetary constraints and ongoing cost-cutting measures in current government spending, this was an extraordinary achievement and testament to the Ministry's continued confidence in IRC's work.

The formal announcement of the Dutch Ministry's grant to IRC was followed by the inauguration of IRC's country office in Ghana a month later, which I had the pleasure of attending. The opening of our country office in Ghana was followed by the establishment of a second country office in Ouagadougou, Burkina Faso, in the second half of the year.

During the year, IRC formalised partnerships with organisations and networks such as Akvo (The Netherlands), UNICEF (Mozambique), Vergnet Hydro SAS (France), the University of North Carolina (USA) and the National Institute of Administrative Research (NIAR, India). In November, WHO designated IRC as a WHO Collaborating Centre for Sustainable Water, Sanitation and Hygiene Services in Developing Countries; this marked a renewal of a successful

Director's Message



At IRC, we believe that turning on a tap should not be a surprise or cause for celebration; that water, sanitation and hygiene services are fundamental utilities that can be taken for granted. It is our ambitious mission to change the way the water, sanitation and hygiene (WASH) sector is operating by driving a shift from the creation of new facilities, towards the provision of services that last.

Innovation, collaboration, joint learning, fact-finding and above all system-wide change are necessary to achieve our goals of sustainability at scale. Our business plan for 2012–2016 therefore calls for us to work more intensively and on a more permanent basis in a reduced number of focus countries—Burkina Faso, Ethiopia, Ghana, Honduras, India, Mozambique and Uganda—so that we can become a more effective actor, tackling the challenges of delivering sustainable services directly with our partners, and achieving lasting benefits.

In 2012, the first year of our new business plan, we took significant steps towards realising our ambitions and vision. To stimulate the transition towards a service delivery

culture, we focused on mapping, monitoring and promoting changes in WASH service delivery in policy and practice, and on anchoring our approaches to WASH development in national planning frameworks so that our efforts would be tailored to each country.

We established and furthered our partnerships with other organisations and networks—WHO, Sanitation and Water for All and the Millennium Water Alliance among others—to achieve synergies in changing the WASH paradigm and leveraging funding.

In 2012 we opened branch offices in Ghana and Burkina Faso in addition to our existing office in Uganda. The composition of our staff also became more international as we continued recruiting locally for core positions in our focus countries. We also identified associates in Ethiopia, Honduras, and the United States to increase IRC's influence. IRC's Supervisory Board is also internationalising and now seats Piers Cross (formerly of the World Bank and WSP).

Our shift in focus—from knowledge and information clearinghouse to a mission-driven action organisation—prompted us to review our internal workings and systems. In 2012, for example, we began a revitalisation of our communications programme. And, appropriate for an

past relationship that goes back several decades. In December, IRC was invited to join the Millennium Water Alliance (MWA).

This year, 2012, marks my last year as Chair of the Supervisory Board of IRC. I want to take this opportunity to note several significant ways in which the Supervisory Board and IRC as a whole have progressed over these years.

In the eight years that I had the privilege to be Chair of the Board, I have seen IRC develop into a more professional and internationally oriented organisation. Growing pains were part of that process, but in the last years the internal relations and the interaction between the Supervisory Board and staff have improved

considerably. I sincerely hope that this process will be continued in the future.

In this, my last, Chairperson's message I would like to thank the members of the Supervisory Board for their continued contribution to IRC's vision and strategy. I also want to take this opportunity to thank all the staff for their relentless dedication in contributing towards achieving universal water, sanitation and hygiene services that last.

Lodewijk de Waal
Chairperson (2005-2012)
IRC Supervisory Board

organisation that promotes adaptive learning, we conducted an internal review of our own monitoring-reporting-learning cycle, which resulted in the development of a new outcomes-focused monitoring framework.

With regards to IRC's finances, our 2012-2016 business plan and scope of work require a total budget of € 51 million to maintain our level of influence in focus countries and in international fora. Of this total, approximately 57% has been confirmed. The other 43% will be acquired by means of responding to tenders, proactive proposal development and strategic acquisition and fundraising.

During 2012-2016 the Dutch government supports IRC through a renewed five-year programmatic funding of € 10.4 million. In 2012, the programme subsidy from the Dutch government accounted for 28% of our total revenues. IRC remains indebted to the Dutch government for its continued support for our core activities and programmes, and we are grateful to the Ministries of Infrastructure and Environment and Foreign Affairs for their ongoing confidence in our work. This support has allowed us to innovate across many themes, influence the WASH agenda globally, provide knowledge and information to the sector, and implement programmes that have regional benefits, particularly in terms of local governance and strengthening learning in the sector.

We also thank our partners, whose help is essential as we strive to make progress in the sector. Partnerships with national governments, local authorities, international agencies, local NGOs, sector networks and various development agencies are fundamental to our work and are highly valued by IRC.

I would also like to thank IRC staff for their ongoing commitment and efforts in delivering work that produced so many valuable results in 2012.

This Annual Report describes our 2012 work and provides details on IRC's staffing, organisation, and finances. It follows the guidelines of the [INGO Accountability Charter](#)—a clear expression of our commitment to transparency and accountability. We hope it will be of use to all stakeholders in the sector, and we welcome any type of feedback that will help us further strengthen IRC's monitoring, learning and information-sharing processes.

Nico Terra
Director

Introduction

For decades, progress in the water, sanitation and hygiene (WASH) sector has been measured primarily in terms of new infrastructure—pumps, pipes, taps and toilets. Sustainability of water and sanitation, if addressed at all, meant the sustainability of this infrastructure, rather than of the services it was intended to provide. This focus has led to poor services, broken facilities and wasted investment. Water and sanitation must be viewed as a service, access to which are basic human rights. Infrastructure is a critical component but only one part; the pumps and pipes, taps and toilets need to be managed and maintained over time and eventually replaced—a far more complex and challenging task than their initial construction. True sustainability means continuity of service.

IRC International Water and Sanitation Centre (IRC) believes that the WASH sector—a large network of individuals, organisations and institutions—must change the way it perceives its mandate, from emphasising capital investment and installation of new infrastructure to addressing the real challenge: how the hardware is maintained, managed and governed to deliver services.

A knowledge-focused NGO, IRC works with a worldwide network of partner organisations. It does not provide WASH services; instead, it works with those who do, helping them directly be more effective in delivering services to all citizens and overcoming the challenges that lead to wasted investments. IRC works with WASH practitioners in focus countries through participatory action research that



JANUARY

IRC receives a € 10 million grant from the Dutch government for its five-year programme (2012–2016).

FEBRUARY

IRC opens an office in Accra, Ghana.



2012 Highlights

APRIL

IRC participates in SWA's biannual high-level meeting hosted by UNICEF at the World Bank in Washington, D.C., which brought together ministerial delegations from over 40 developing countries alongside major donors.

JUNE

IRC participates in the reference group of the IOB (*Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie*) that reviewed the Dutch Ministry's development cooperation policy on drinking water and sanitation.

JANUARY

IRC co-organises the London Sustainable WASH learning event with Aguaconsult, Water for People, WaterAid and Global Water Challenge, hosted by Arup.

MARCH

IRC participates in Al Jazeera's panel discussion on the 2012 update report of the WHO/UNICEF Joint Monitoring Programme.



identifies problems, fills gaps and develops robust models for sustainable and equitable service delivery. The lessons from these activities are documented and shared with a wide audience. IRC uses this understanding to advocate at national and international levels for improved policy and practice. Because of this mix of activities, IRC sometimes refers to itself as a “think-do tank”.

IRC was founded in 1968 and initially served as a reference centre for the WASH sector, documenting change and good practices and strengthening developing countries’ capacities through knowledge management. Recognising that many countries would not meet the water and sanitation targets contained in the Millennium Development Goals by 2015, IRC has become an active, engaged player, committed to tackling the systemic problems that compromise service delivery. This shift in IRC’s work is necessary to achieve faster, more significant progress.

Following a process of reflection that included an external review of its strategic direction, IRC adopted four primary goals for 2012–2016¹:

- adoption by the WASH sector of a service delivery approach;
- adoption by the WASH sector of a learning and adaptive approach;
- improved aid effectiveness; and
- improved inter-sectoral dialogue and planning alignment.

This Annual Report² describes how IRC translated its vision into action in 2012 and also fulfils the reporting requirements of the [INGO Accountability Charter](#).

1 For more information, see IRC’s vision, mission, goals and values at: <http://www.irc.nl/page/73324>

2 This Annual Report is a product of an organisation-wide monitoring and learning process implemented by IRC. The contents of this report have been reviewed by colleagues in senior management, the management team and members of the IRC Supervisory Board.



NOVEMBER

IRC is designated as WHO Collaborating Centre for Sustainable Water, Sanitation and Hygiene Services in Developing Countries.



DECEMBER

IRC signs a MoU with India’s premier Civil Services Training and Research Institute.



SEPTEMBER

IRC opens an office in Ouagadougou, Burkina Faso.

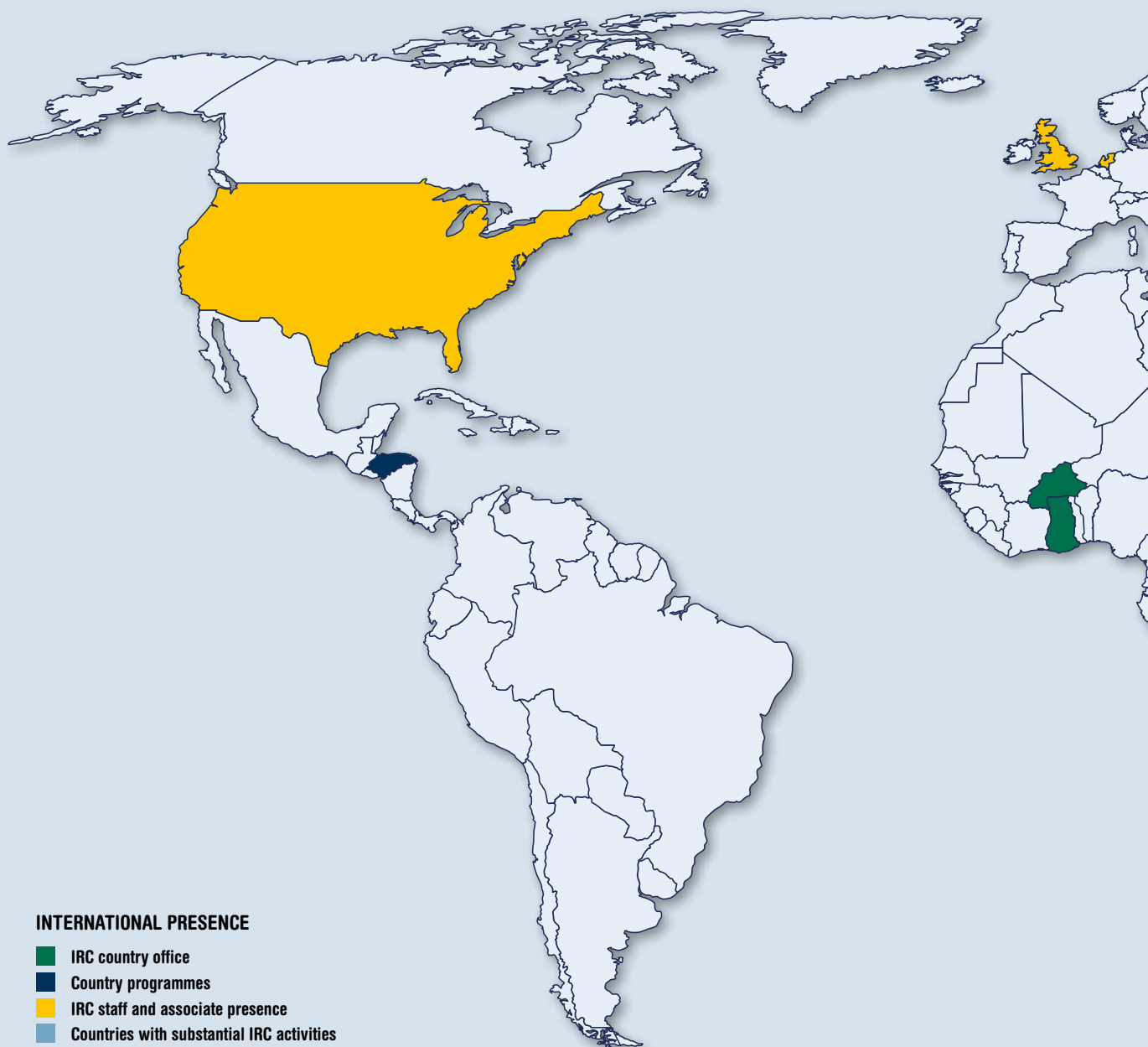


DECEMBER

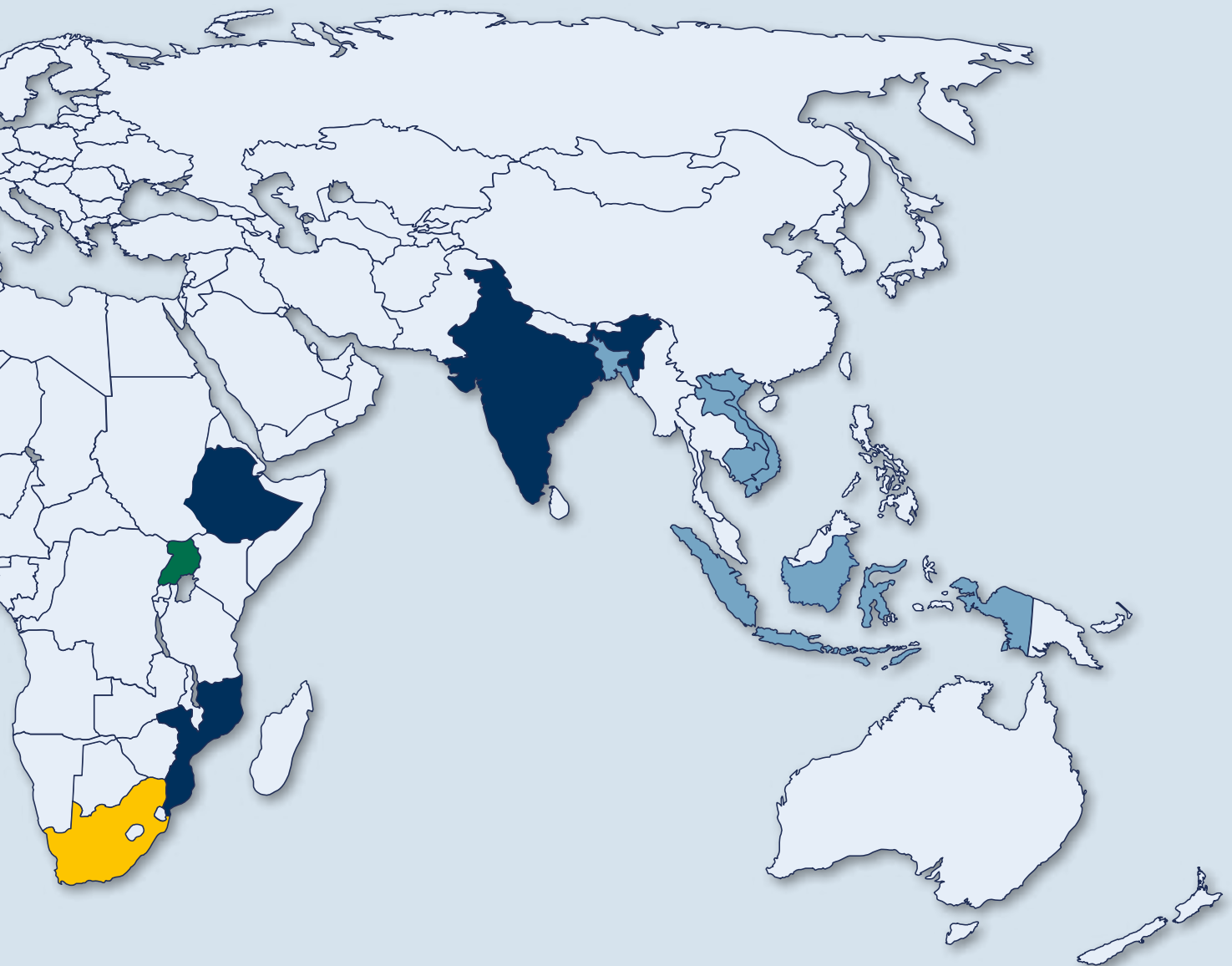
IRC joins the Millennium Water Alliance and is the first European organisation to become a member of the consortium.

IRC Around The World

3 COUNTRY OFFICES



7 COUNTRY PROGRAMMES



“IRC is one of the organisations playing an important role in developing the new Dutch policy for drinking water and sanitation.”

**Ben Knapen, Dutch International Cooperation Minister
Delft, 9 January 2012**



1 Adoption of a Service Delivery Approach

Goal: *The adoption by the WASH sector of a service delivery approach*

Desired outcome: *By 2016, the dominant paradigm in use at the international level will be based on the delivery of services rather than the construction of infrastructure. Targets for water and sanitation will be expressed in terms of sustainable and equitable service delivery and will identify the levels of service to be provided. By 2025, commitments to universal coverage will include clearly defined service levels.*

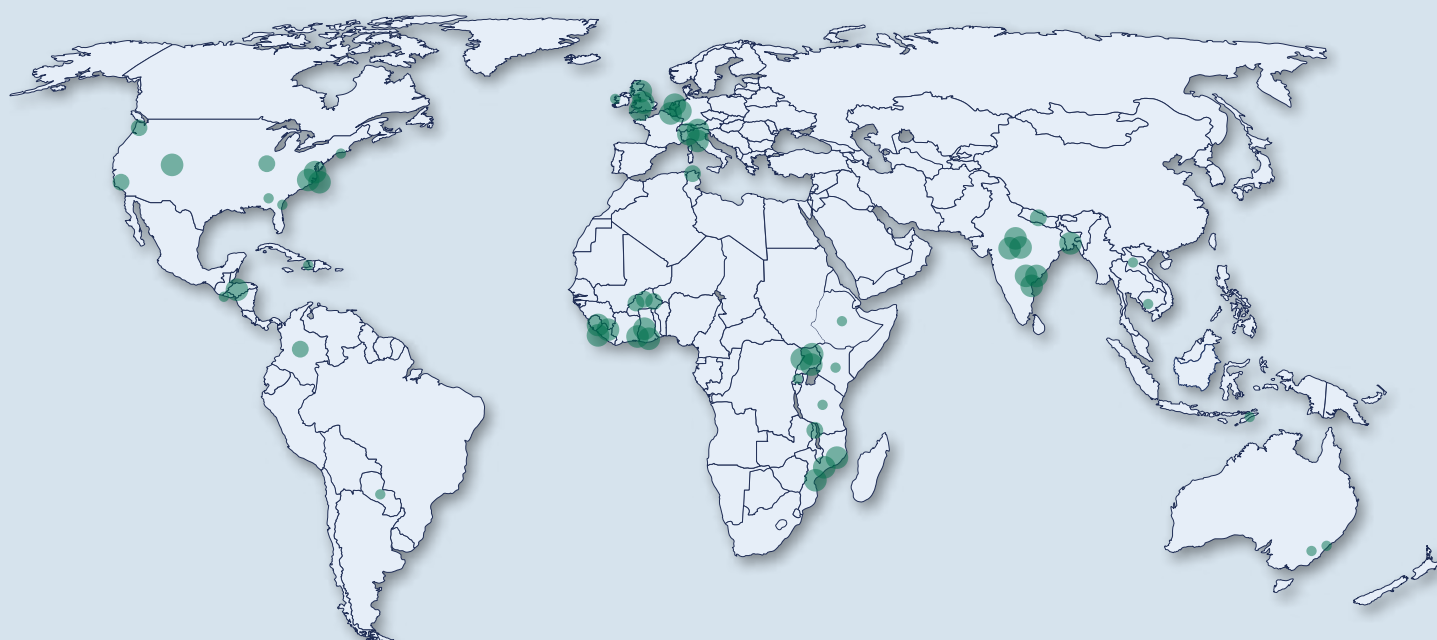
In 2012, Sustainable Services at Scale ([Triple-S](#)), an IRC initiative, underwent a [mid-term assessment](#) followed by a planning process that identified 14 innovations (ranging from the use of mobile phone technology for monitoring through new models for post-construction support to the harmonisation of sector policy and guidelines) for testing in Ghana and Uganda. Taken together, the application of these innovations promises to transform how rural water services are delivered. 2012 saw promising signs that the desired shift in sector attention from infrastructure to service delivery is under way:

- The Government of Ghana committed to adopting a service delivery approach in its [commitment statement](#), shared during the high-level meeting of the Sanitation and Water for All global partnership. Operational documents and guidelines now make a service delivery approach more visible.
- The Government of Burkina Faso invited IRC to lead the working group on rural water service performance in the 2013 sector review. Key elements of IRC research work are scheduled to be integrated in the national guidelines.
- The WHO/ UNICEF working groups formulating post-2015 WASH targets and indicators use the language of sustainability as promoted by Triple-S; IRC staff was actively involved in this process.
- AusAID adopted service delivery as a framework of action for its support to the rural water, sanitation and hygiene sector in Timor Leste for 2012-2020, thus emphasising maintenance, services, service delivery and learning. The new [AusAID strategy paper on WASH](#) includes 'creating sustainable services' as one of its three major pillars.
- The Dutch Government developed a sustainability clause for its WASH programming, supported by IRC.
- In Ghana, IRC's partnership with the Community Water and Sanitation Agency resulted in efforts to review and improve policies and practice at the national and district levels. Indicators were developed on the functionality of facilities, service levels, performance of water service providers, and performance of support functions and service authority functions.
- [Ten districts in the Northern region of Ghana](#) received funding from UNICEF and SNV to extend IRC's research work, using the above set of indicators.
- In Uganda, IRC's Triple-S supported the [Mobile Phones for Improved Water Access \(M4W\)](#) initiative-a collaborative endeavour with the Makerere University and SNV Uganda, which tested a cost-effective method for monitoring service delivery.

In its final full programmatic year, IRC's WASHCost created a well-received on-line training course to help practitioners determine the life-cycle costs of providing basic water and sanitation services, from initial construction and routine maintenance to the capital expenses of eventual replacement. The life-cycle costs approach (with [cost benchmarks](#)) is being adopted by a growing number of organisations in their projects and programmes:

- More than 70 development partners, governments, private sector organisations and universities have incorporated a life-cycle costs approach in budgeting and planning for WASH.
- The governments of Sierra Leone, Uganda, and Honduras, as well as NGOs (BRAC in Bangladesh, WaterAid, Water for People), are tracking life-cycle costs and value for money.
- In Honduras, an IRC-organised seminar on the application of the life-cycle costs approach has led to a formal agreement with the Government to collaborate on improving the efficiency and effectiveness of sector investments.
- In Mozambique, [IRC partnered with UNICEF and ProWater Consultores](#) to support embedding a service delivery approach into the country's rural water and sanitation programme.
- The Bill & Melinda Gates Foundation provided funding for IRC to develop the [WASHCost Calculator](#), an application that will help users conduct quick financial sustainability checks and give them access to a database of water and sanitation costs.

USE OF SERVICE DELIVERY AND LIFE-CYCLE COSTS APPROACHES*



*The size of the circles indicates the degree of uptake of the service delivery and life-cycle costs approaches, based on four criteria: use of the terminology and references made to the approaches, structural change in internal and organisational practice supportive of the approaches, active funding for the approaches, and application of life-cycle costing in programme implementation.

Uptake and use of service delivery concepts by other actors are helping IRC achieve its vision. This happens through a range of channels with different levels of formality. Examples in 2012 include:

- World Bank India contracted IRC and Aguaconsult to develop the US\$ 500 million sanitation component of a World Bank loan to India's four poorest states: Bihar, Assam, Uttar Pradesh and Jharkhand.
- In Ghana, a major new sustainability intervention (EIB/ AfDB Sanitation and Water for Small Towns and Rural Areas) grew out of the research findings of IRC's Triple-S and WASHCost programmes.
- In Bangladesh, IRC is supporting BRAC, the world's largest NGO, on its BRAC WASH II programme to develop a [holistic monitoring and information management package](#) for programme implementation. IRC is also coordinating applied [research on sanitation](#).
- During 2012, IRC participated in UN-led working groups formulating post-2015 targets and indicators for the global monitoring of water and sanitation and contributed to recommendations for the inclusion of a sustainability target, with indicators relating to affordability, accountability, and financial and environmental sustainability.

IRC MEASURES WASH DELIVERY BASED ON THE FOLLOWING SERVICE PARAMETERS/ CRITERIA³:

Water:	quantity, quality, accessibility and reliability of supply
Sanitation:	accessibility, use, reliability and environmental protection
Hygiene:	faecal containment and latrine use, handwashing with soap or substitute and drinking water source and management

Over the past five years, IRC and its partners have tested at scale more than 1,000 indicators to measure sustainability⁴. Of these, four criteria for water, four for sanitation and three for hygiene behavioural change have been selected as the basis for IRC's continued monitoring and advocacy work. When integrated into existing monitoring systems, these indicators are a cost-effective way to monitor service delivered.

Finally, to establish a baseline for tracking the uptake of its transformative concepts, IRC is using Qualitative Document Analysis (QDA)⁵ to map uptake in the policy of international organisations and governments in focus countries. In 2012, [QDA findings](#) showed that asset management and financing for life-cycle costs continue to fare poorly in WASH planning frameworks, validating the need for IRC to continue its work on promoting a life-cycle costs approach.

QDA RESULTS IN 2012: POLICY VS PRACTICE



³ For more information, read: <http://www.washcost.info/page/753> (water); <http://www.washcost.info/page/902> (sanitation); and <http://www.washcost.info/page/2909> (hygiene).

⁴ For more information, see: *Applying a life-cycle costs approach to water: costs and service levels in rural and small town areas in Andhra Pradesh (India), Burkina Faso, Ghana and Mozambique* at: <http://www.washcost.info/page/2665>

⁵ For more information, see: <http://www.waterservicesthatlast.org/index.php/Resources/Qualitative-document-analysis>

2 Sector Adoption of Learning and Adaptation

Goal: The adoption by the sector of a strong learning and adaptive approach to service delivery

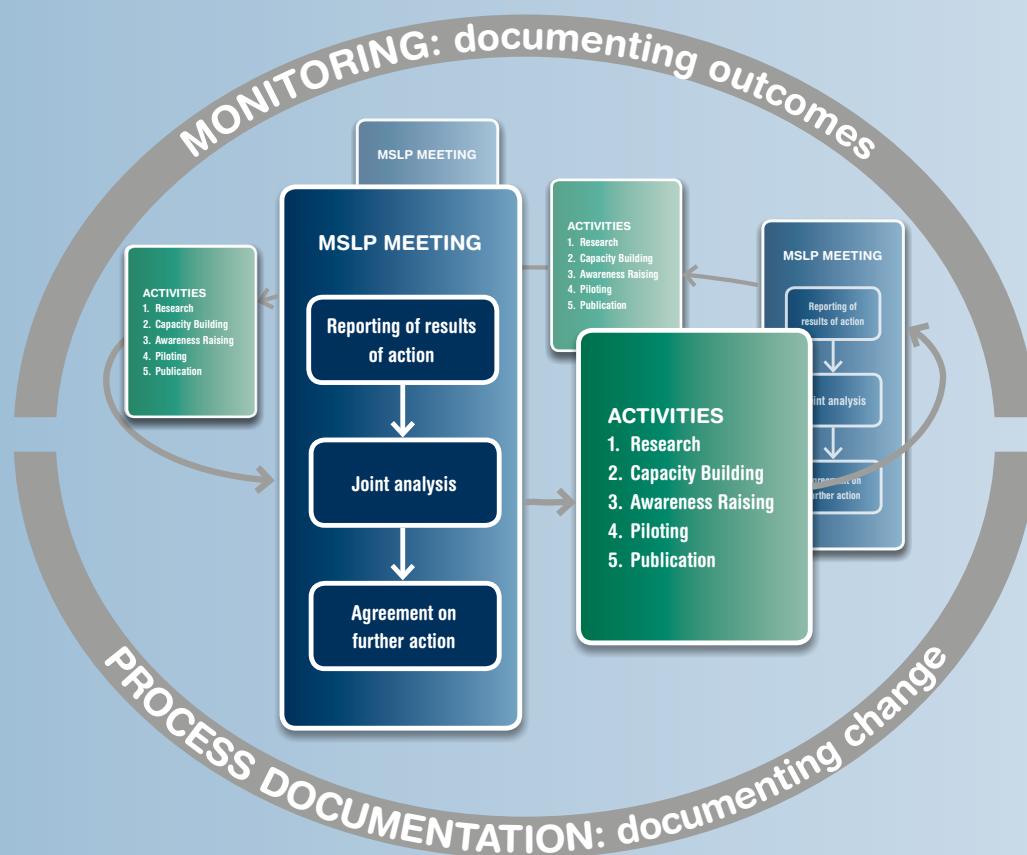
Desired outcome: By 2016, learning and adaptive management will be widely accepted as core elements of good practice in service provision.

An iterative process of absorbing knowledge, skills and experience, documenting and joint analysis that involves a wide range of stakeholders is the foundation of a learning and adaptive sector. The hallmarks of such a sector are leadership, collaboration, government buy-in, documentation and sharing. By establishing and supporting existing learning platforms, IRC improves overall sector performance and ensures that its own initiatives are timely, relevant, effective and above all scalable⁶.

In 2012, IRC led or participated in the following actions to promote a learning and adaptive sector:

- In Uganda, IRC helped establish multi-stakeholder learning platforms, institutionalising an iterative process of learning at district and decentralised levels.
- IRC led the formation of Ghana's Sanitation Knowledge Management Initiative consortium, at the request of

MULTI-STAKEHOLDER LEARNING PLATFORMS AND ACTION RESEARCH PROCESS IN UGANDA



⁶ For more information, see: *WASH sector learning-continuous improvement for services that last* at <http://www.irc.nl/page/75135>

Ghana's Environmental Health Directorate of the Ministry of Local Government and Rural Development. UNICEF has expressed interest in funding aspects of this work, which will expand IRC Ghana's scope of work into sanitation.

- In the Sahel region of Burkina Faso, IRC established learning alliances (called water communal advisory boards, WCA), which help strengthen their capacity to monitor local compliance with national regulation by eight communities.
- In Ghana, IRC continued its long-term support to the [Ghanaian Resource Centre Network](#) and its National Learning Alliance Platform. Regional learning alliance platforms were also initiated in the Volta and Northern regions.
- With the support of the [Humanitarian Innovation Fund](#), IRC's Knowledge Point project created a [website prototype](#) to facilitate an open, collaborative and multi-organisation enquiry service on WASH.
- IRC helped the UNESCO-IHE set up the [FIPAG Academy for Professional Development Water and Sanitation Consortium](#)—a capacity strengthening project on the implementation of investment programmes in urban and peri-urban water and sanitation service.

Results are evident in the following developments:

- Uganda's Ministry of Water and Environment has embraced the concept of sector learning and is active in several IRC-supported learning initiatives.
- In Mozambique, IRC's case studies on Dutch-funded projects and documentation of lessons learnt in the

implementation of the [One Million Initiative](#) (OMI) informed the development of the National Directorate of Water's National Rural Water Supply and Sanitation Programme implementation plan.

- IRC research is expected to provide insight into initiatives in Mozambique funded by the Japan International Cooperation Agency and the Millennium Challenge Cooperation.
- IRC-supported research on current levels of service delivery and system failure was instrumental in the adoption of a service delivery approach by the Government of Ghana.
- The Dutch WASH Alliance (DWA)—comprising Simavi, Akvo, AMREF Flying Doctors, ICCO, RAIN and WASTE—asked IRC to help intensify learning, cooperation and coordination across its member organisations' WASH programmes in developing countries. This collaboration resulted in the development of a [sustainability framework](#) for the alliance.

Another IRC initiative is the [WASH Information Consortium](#), intended to forge collaboration among WASH information and resource centres. In September 2012 a first meeting was organised to explore the potential of such a consortium. Participating organisations now include SuSanA, the Water Channel, the India Water Portal, Akvo, WASTE, Resource Centre Network–Nepal, NETWAS Uganda and the USAID WASHplus project.

Training sector professionals on effective approaches has emerged as an important endeavour for IRC, and demand for IRC's expertise has made training a cornerstone of the current business plan.



In addition to IRC's regular face-to-face training activities, the organisation acquired its own modular object-oriented dynamic learning environment, or [Moodle](#), and tested it in 2012 by offering the [Costing Sustainable Services Training Package](#) online. During the year, a webinar presentation on a life-cycle costs approach—the foundation of IRC's Costing

Sustainable Services Training—was also organised. Overall, all training activities on a life-cycle costs approach reached approximately 1,350 individuals, spanning 61 countries worldwide. Of the top 15 countries with the most registered participants—excluding the Netherlands where IRC is based—11 countries are non-IRC focus countries.


TOP 15 COUNTRY REGISTRANTS TO IRC'S COSTING SUSTAINABLE SERVICES TRAINING



Other face-to-face training activities continued in 2012 as part of IRC's activities:

- Senior government officials and technical personnel from India came to the Netherlands for [week-long trainings](#) on WASH service delivery, with support from UNICEF and the Government of India. IRC's programme introduced service delivery models, with a focus on post-construction maintenance and good practices.
- Four young professionals involved in WASH Resource Centre Networks received a month-long introduction to WASH concepts in the IRC office in the Netherlands, followed by a nine-month placement in a partner organisation in a different country. This class joins 2011's four graduates of IRC's [Southern Youth Zone programme](#), a three-year initiative (2010–2012) to strengthen the skill set and knowledge base of young professionals. One participant was hired by IRC.
- Eighteen senior water service professionals from Timor Leste, Ghana, Uganda, India, Burkina Faso, Belgium and the Netherlands convened for a [training workshop](#) on the concepts of a service delivery and roles and functions of service authorities.

Finally, during 2012, IRC organised webinars on [multiple-use services](#), [sector learning](#) and [post-construction support in Colombia](#). With CARE USA, IRC co-organised three [e-debates](#) contributing to the advocacy for the inclusion of school children access to WASH services in the post-2015 global monitoring of water and sanitation. The results of the e-debates were submitted as [input](#) for consideration in the discussion rounds of the post-2015 working groups.



3 Aid Effectiveness

Goal: Improved aid effectiveness

Desired outcome: By 2016, major donors will be largely committed to harmonise and align the financing of service delivery with country-defined frameworks for country-specific service delivery models. Non-traditional and non-state actors (including international NGOs) will also align their actions to be guided by nationally agreed frameworks. Programme management will be results driven and stakeholders will be accountable to one another.

SANITATION AND WATER FOR ALL 2012 HIGH LEVEL MEETING

The 2012 SWA HLM increased funding commitments from governments, provided public recognition to countries that have demonstrated requisite political will, promoted accountability for prior ministerial commitments, shaped sector dialogue, enhanced donor coordination, and raised global awareness in water and sanitation issues. Statements of Commitments presented during the HLM laid out two-year commitments to improving drinking water sources for 60 million people, and providing access to sanitation for 80 million people worldwide, by 2014.

The SWA Secretariat has been tasked to report and monitor in-country implementation of commitments on an annual basis.

For more information, see:

<http://www.sanitationandwaterforall.org/highlevelmeeting2012.html>

IRC continues to support aid effectiveness both nationally, in its focus countries, and globally, through its membership in such organisations as Sanitation and Water for All (SWA). IRC has helped strengthen national sector planning processes by supporting countries in the development of national policies and guidelines, and by participating in national platforms and sector working groups. In Honduras, [Uganda](#) and [Ghana](#), IRC supported the development of sector documents to provide an agreed basis for alignment in the sector.

IRC is a member of the Sanitation and Water for All partnership, and is an elected member of the Steering Committee that leads SWA's Research and Learning constituency.



MILLENNIUM WATER
ALLIANCE

IRC JOINS THE MILLENNIUM WATER ALLIANCE

WASHINGTON, DC, December 4, 2012 – The Millennium Water Alliance (MWA), the consortium of US-based organizations that implement water, sanitation and hygiene education programs throughout the developing world, today welcomes the prestigious IRC International Water and Sanitation Centre as an affiliate member of MWA.

“This is exciting for us because IRC is so highly respected around the world for its leadership in research and analysis of the growing water and sanitation sector,” said MWA Executive Director Rafael Callejas.

“The international development community recognizes IRC’s leadership in knowledge management, an area of enormous importance to MWA and its members. Our new formal association with IRC will build on the valuable working relationship we have had for years.”

Source: <http://mwawater.org/2012/12/mwa-welcomes-new-member/>

- IRC provided input in the development of the [National Planning for Results Initiative \(NPRI\)](#)—a joint and coordinated effort of SWA partners that addresses bottlenecks and supports in the development of effective national WASH sector frameworks, which includes a strong platform for national planning and monitoring.
- Through its country programmes, IRC actively supported in-country SWA High Level Meeting (HLM) preparatory processes by providing input in the development of national commitment statements such as the [Ghana HLM statement](#), which includes a strong commitment by the Government to achieving WASH services that last.

Other examples of progress in the area of aid effectiveness in 2012 include the following:

- IRC started talks with Water for People and Water and Sanitation for the Urban Poor on aligning work to provide universal access to sustainable WASH services, under the provisional title Everyone Forever (the name of an existing Water for People initiative).
- IRC developed a collective action approach, engaging governments, implementers and funders in aligning their programmes and interventions. IRC is demonstrating this approach through existing programmes in all its focus countries in Africa and in Honduras.
- IRC began expanding its influence in the United States and Canada, through networking and advocacy activities on the service delivery and life-cycle costs approaches to development agencies and NGOs; and outreach activities to private companies and venture philanthropists.
- IRC signed a MoU with the Millennium Water Alliance to leverage its networks and influence amongst USA-based development partners. Within the MWA, IRC plays an enabling role for a coordinated and harmonised way of working in partner countries.

An important part of aid effectiveness is managing for results, which in turn requires monitoring to evaluate progress and identify cost-effective interventions—issues strongly supported by IRC and consonant with its first two strategic goals. In 2012, IRC supported national monitoring systems in the following ways:

- IRC helped Uganda’s Ministry of Water and Environment review and update its district implementation manual, intended to help professionalise the country’s rural WASH sector.
- IRC was commissioned by the Inter-American Development Bank to support the development of national monitoring systems in El Salvador, Honduras and Paraguay. In 2012, IRC produced general guidelines on the institutional arrangements for monitoring, and working with country stakeholders, co-developed monitoring systems for rural water and sanitation in each country (see article, in [Spanish](#)).

4 Inter-Sectoral Dialogue and Alignment

Goal: Improved inter-sectoral dialogue and planning alignment

Desired outcome: By 2016, the departments, agencies and private sector organisations that play a central role in sustaining WASH service delivery in rural and urban areas (e.g., local government, energy, health and education) will better integrate their efforts and align their plans and budgets. This will become increasingly important in areas experiencing rapid urbanisation and increasing water scarcity.

WASH services that improve people's health and livelihoods must support access to water for both domestic use and productive activities. This demands coordination between traditional WASH and other sectors, such as health and agriculture. In its 2012 work on multiple-use services (MUS)—the use of domestic water supplies for small-scale productive purposes, such as home gardens and livestock—IRC actively pursued inter-sectoral collaboration and dialogue, as evidenced by the following activities:

- IRC continued to host the secretariat of the [MUS Group](#) and co-organised a well-attended [MUS Group meeting in the United States](#). Strengthening IRC's communication and advocacy activities was identified as a strategy to share the growing body of evidence on the benefits of MUS.
 - The Rockefeller Foundation has provided funding for IRC's MUS communication and advocacy activities for 2013, and the 17 organisations that form the MUS core group have pledged financial and human resources to the network's activities.
 - IRC contributed [five country studies](#)—on Ethiopia, Ghana, India, Nepal, and Tanzania—in the MUS network's scoping studies, which explore the opportunities and barriers in scaling up MUS.
 - IRC co-authored [Guidelines for planning and providing multiple-use water services](#), a practitioner's manual for implementing a MUS approach. It includes a guide to tools for supporting the provision of multiple-use water services in various contexts.
 - IRC's programme in Ethiopia emphasised MUS through MUSTRAIN, a pilot project focused on using sand rivers for domestic livestock and small-scale irrigation through integrated approaches that meet multiple water needs.
- In 2012, IRC also explored how the health, agriculture, and education sectors, both public and private, could help support sustainable WASH services for all.
- IRC conducted a [case study in Bengaluru, India](#), on an informal sanitation service provided by small private companies and found it viable: the system safely handled urban sanitation without a sewage plant and pipes. The published study was featured in India's [New Agriculturist website](#).
 - Under the Dutch government's public-private subsidy arrangement, IRC was successful in mobilising the support of traditional non-WASH actors as partners—Rabobank, CISCO, the Hilton Foundation and SkyFox—for its SMARTerWASH project in Ghana, an initiative that will begin next year.

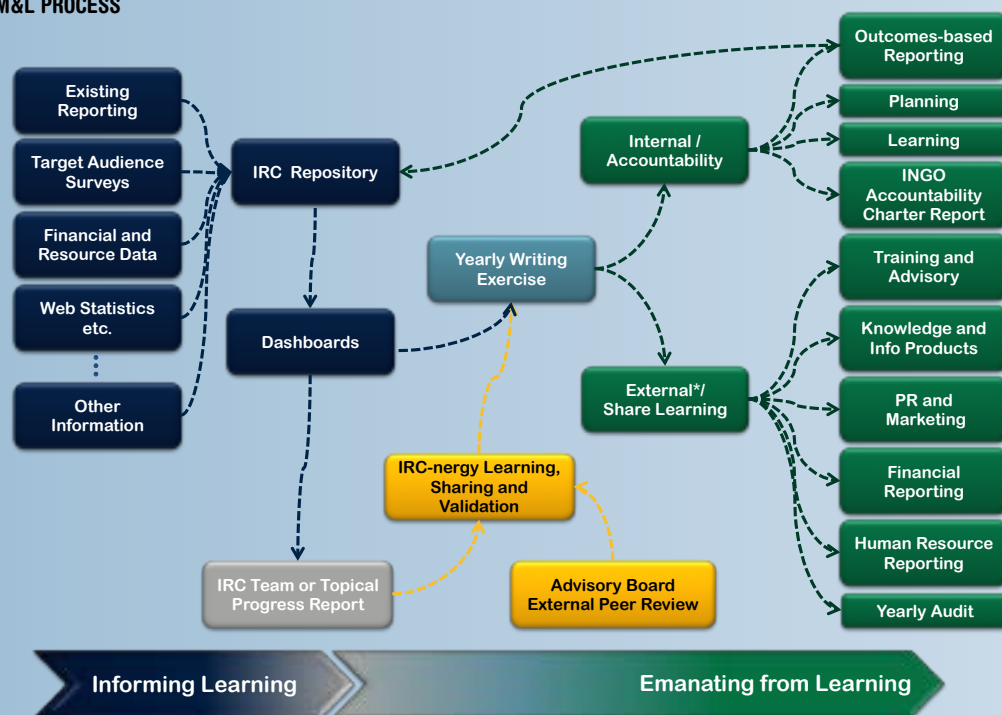
Supporting the Mission

The following sections of this annual report provide details on how IRC's internal processes and organisation work to support its mission and vision.

MONITORING AND LEARNING

In 2012 IRC's monitoring and learning team focused on creating a flexible yet rigorous monitoring and learning environment to help staff track progress in meeting IRC goals.

IRC'S OVERALL M&L PROCESS



* External accountability refers to donor requirements, legal requirements, transparency towards partners and the general public

Using the principle of subsidiarity, the team proposed a better integration of programmatic activities and the creation of an IRC-wide platform for sharing of outputs, outcomes and experiences, at the same time compiling data for both internal and external reporting purposes. Subsidiarity, as it applies to monitoring and learning, has two aspects: a) monitoring is adapted to the context in which it is used and implemented by individuals who learn from and act on information; and b) monitoring is an on-going activity to improve practice rather than something done only to fulfil reporting and accountability obligations.

To promote monitoring and learning, in 2012 IRC introduced several structural changes. First was the drafting of an

IRC-wide results-based chain, which situates each IRC programme in relation to the organisation's overall strategic goals. Staff will continue to streamline future programmatic outputs and outcomes, ensuring that IRC makes clear contributions to the sector. Second, IRC reshaped its tri-annual IRC'nergy week platforms, in ways that better contribute to internal sharing and learning processes. And third, IRC began using a web-based tool to provide real-time monitoring and reporting. Lessons learnt from staff's preliminary engagement with this online tool are expected to inform technical modifications for next year. This annual report is the first to draw on this new tool, which will be finalised during 2013.



A COMPARISON OF IRC'S M&L PROCESS, 2011 AND 2012

	2011	2012
Monitoring and reporting practices	Monitoring framework developed for 2012–2016 business plan	Monitoring framework aligned with results-based chain framework
IRC'nergy	Platform developed for programme and planning team meeting Sporadic cross-learning intended primarily for management updates	Platform revised for learning and sharing plus programme and planning team meeting
Monitoring and reporting tool	Excel-based, year-end reporting system, based on manual data gathering and entering by few staff members	Real-time, <u>online reporting based on continual data inputs from all staff, with better accuracy</u> , encouraging collective responsibility

COMMUNICATIONS

In 2012, IRC started a thorough renewal of its communications strategy, with the following goals:

- to contribute more effectively to the delivery of its mission;
- to expand the reach of IRC initiatives and achieve results at a faster rate, working within the limits of the organisation's resources; and
- to ensure that despite the diversity in its programmes and contexts, the values and principles of IRC remain constant and clearly expressed.

IRC established a communications task force to steer the direction of its communications work and determine branding and overall image. In 2012, IRC identified the critical areas where change was needed most: revitalising the organisation's digital presence, re-defining IRC's image and brand, and streamlining its communication products.

The effects of the new communications strategy will become more apparent in the coming years, with a substantially renewed and updated brand and digital presence. In 2012, steady progress was made in preparing IRC for the forthcoming change:

- IRC's family of websites and blogs were moved to an external server to boost efficiency and stability in digital services.

- An external agency reviewed IRC's digital services and made practical recommendations for implementation in 2013.
- Staff's interaction with social media platforms (e.g., institutional and personal blogs, Facebook, Twitter, LinkedIn and Slideshare) was encouraged.
- The Director's blog and Management Team bulletins now keep all staff apprised of developments in management, partnerships, and advocacy.
- An advertising agency was commissioned to support IRC's brand renewal in 2013.

The increasingly international character of IRC led to changes in internal communications:

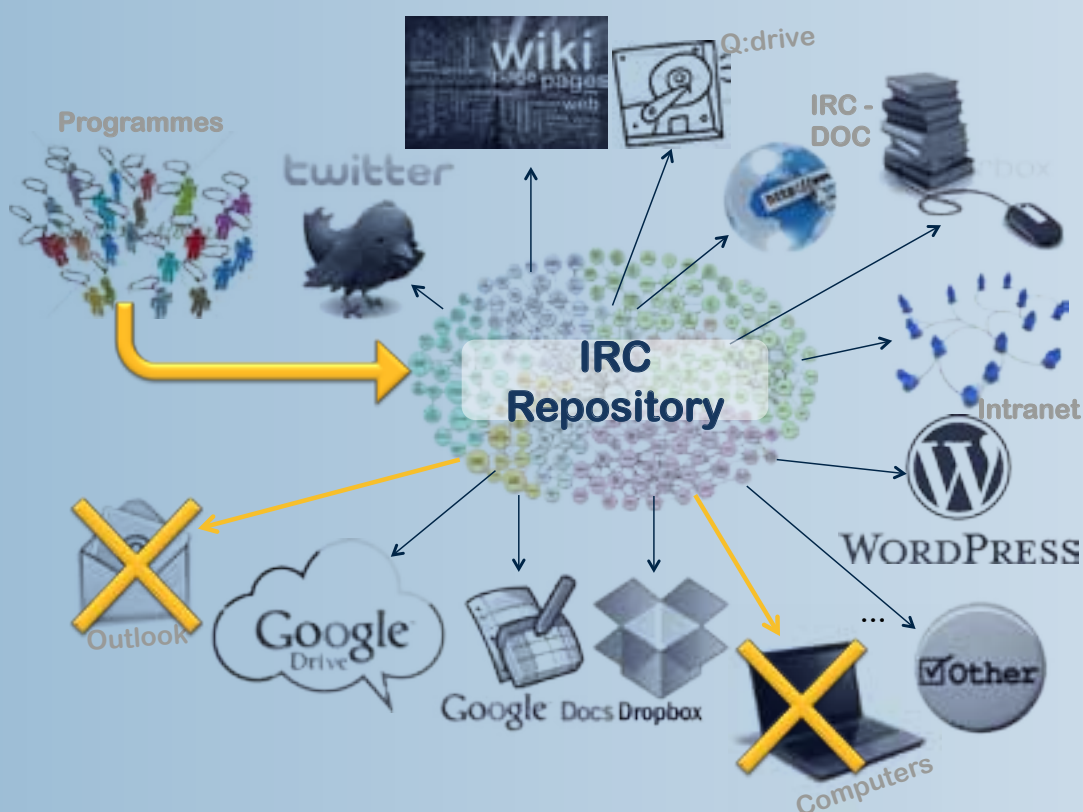
- Google Apps for email, calendar, and document exchange has improved all-staff (worldwide) access to IRC materials.
- Adoption of the GoToMeeting conference system permits video conferencing for colleagues and external partners.
- Across all IRC offices, large video screens installed in meeting rooms now facilitate use of the new conference system.

IRC's core family of websites (IRC.nl, Triple-S and WASHCost) and electronic newsletters continued to serve as organisational platforms for sharing information and lessons learnt in the sector. In 2012, IRC's research papers, case studies, and other documents were made accessible in IRC's [WASH library](#).

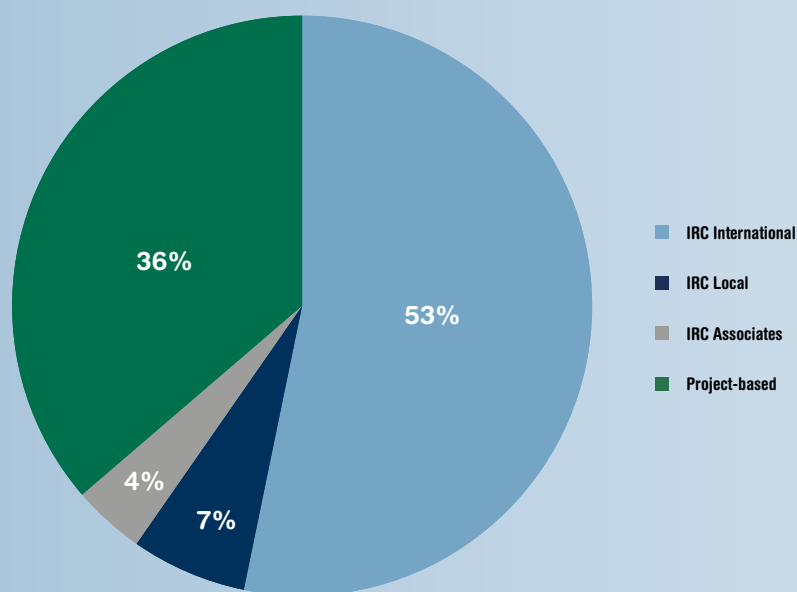
A COMPARISON OF IRC COMMUNICATION PLATFORMS, 2011 AND 2012

	2011	2012
Communications platform to facilitate decentralised operations	Office-based MS Exchange system and local hard disk	Cloud-based communications system: Google Apps for mail, calendar and document exchange
	Skype and CISCO telephone conference system (audio only)	GoToMeeting conference system (with support for easy video and screen sharing)
Use of social media platforms	3,369 visits to IRC-managed websites via social referrals	13,886 visits to IRC-managed websites via social referrals
Blogging by staff members	10 staff members posted in IRC-managed blogs 398,969 total page views to 21 IRC-managed blogs	14 staff members posted in IRC-managed blogs 545,665 total page views to 22 IRC-managed blogs
Initiative-based advocacy campaign	None	WASHCost campaign website
Newsletters	E-source (digitalised): 5 E-Source Nouvelles and E-Sources Noticias: 10 E-updates (English only): 10 E-Source subscribers: 8,984	E-Source (digitalised): 5 E-Source Nouvelles and E-Sources Noticias: 10 E-updates (English only): 10 E-Source subscribers: 9,298
IRC WASH library	No. of materials uploaded: 883 Total No. of page views: 68,014	No. of materials uploaded: 956 Total No. of page views: 70,000

KNOWLEDGE MANAGEMENT AND INFORMATION FLOWS IN IRC



IRC'S GROWING STAFF BASE



HUMAN RESOURCES

Because of the wider scope of IRC's operations, staff has increased in recent years. As of 31 December 2012, IRC directly employed 66 international staff members, 8 local staff members and 5 associates. Indirectly, another 45 staff members were working on IRC's programmes via hosting arrangements with local partners in focus countries. This represents progress on both internationalising and making more flexible IRC's total staff pool.

In 2012, IRC appointed Ms Vida Duti and Mr Juste Nansi as country directors for its Ghana and Burkina Faso offices, respectively. Both have a long history of involvement in IRC's work (through Triple-S, WASHCost and WA-WASH (in Burkina Faso) projects) and have made significant contributions in facilitating collaboration with WASH stakeholders.

The appointment of country directors was followed by recruitment for research, communications and administrative positions in both countries. These in-country positions (excluding project-based staff hired through hosting arrangements) and the appointment of associates tipped IRC's core staff representation in favour of non-Dutch nationalities: 54% of IRC employees in 2012 were non-Dutch (compared with 38% in 2011); giving further impetus to IRC's rapid internationalisation process.

All IRC core staff members underwent performance assessments in 2012 with appraisals by two colleagues;

performance was also evaluated against staff personal commitment statements. The Management Team considered recommendations for advancement and promoted six staff during this year.

In 2012, IRC's Human Resources Department revised the organisation's human resources manual in the following ways:

- aligned with the 2012–2016 business plan;
- compiled all labour conditions into one document;
- updated working conditions, in accordance with current labour relations laws;
- facilitated staff flexibility to accommodate IRC's increasingly international character;
- motivated staff to perform and seek professional development; and
- set in place human resources conditions supportive of a work-life balance.

Procedures for travelling staff and local hiring policies are currently being developed with support from the Works Council and country directors, respectively.

GOVERNANCE AND REMUNERATION

IRC's overall governance structure and the mechanisms by which internal stakeholders make recommendations (through the Works Council and the trust person on the Supervisory Board) remained unchanged in 2012; no changes were made in the Statutes of the Foundation or in the by-laws of the Board of Directors and the Supervisory Board⁷.

Shifts in the composition of IRC's Supervisory Board occurred in 2012. Mr den Haas resigned from the Board in 2011 and was replaced by Mr Piers Cross, whose membership was strongly favoured by both leaders and staff members of IRC. In consultation with staff, Ms Regien van der Sijp was requested to serve as the trust person. Other members of the Supervisory Board are Mr Lodewijk de Waal (Chairperson), Mr Hans van Dord and Dr Gerhard van den Top⁸.

Several changes in the Works Council also took place in 2012. Ms Jeske Verhoeven took over the role of Secretary upon the completion of Mr Harry Oosterveen's term; in 2012, Dr John Butterworth served as the Chair. Other members of the Works Council are Ms Alana Potter (Vice Chair), Ms Daniela Peis and Ms Marion Giese.

There were no changes in the composition of IRC's Management Team. Led by Mr Nico Terra (Director), the management team consists of Dr Patrick Moriarty, Ms Erma Uytewaal and Mr Joep Verhagen.

The Supervisory Board had five regular meetings in 2012. The Director and the Works Council met four times. Members of the Works Council with a representative from the Supervisory Board met once.

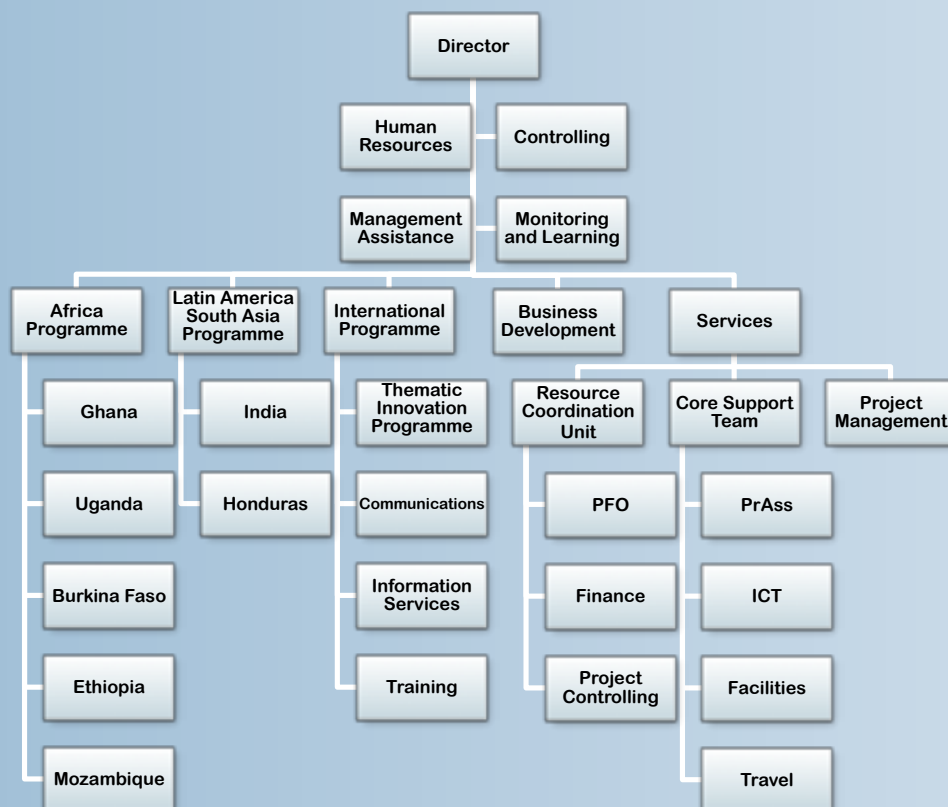
Gender distribution in IRC's governance teams averaged 60% female and 40% male; average age in IRC's governance bodies in 2012 was 40 plus, with representation from the following countries: Ireland, Italy, South Africa, The Netherlands and United Kingdom.

Each Board member received a (pro rata) remuneration of € 1,600 in 2012; the Chairperson received € 4,000. For additional management support rendered, one Board member received remuneration of € 4,000. In 2012, the Board members received a total remuneration of € 20,780. The remuneration of IRC's Director totalled € 109,097 in 2012. In addition, IRC's Director also received a pension contribution of € 18,695.

7 For more information, refer to pages 13-14 of IRC's INGO Accountability Charter Report in 2011, See: <http://www.ingoaccountabilitycharter.org/wpcms/wp-content/uploads/IRC-INGO-Accountability-Charter-report-2011-def.pdf>

8 For more information on IRC's Supervisory Board, see: <http://www.irc.nl/page/38420>

IRC'S ORGANIGRAM





FINANCE⁹

At the start of the year, IRC secured Dutch government funding for its five-year core programme, totalling € 10.4 million (€ 9.6 million for core activities and programmes, and € 0.75 million for the execution of advisory assignments for DGIS). The Dutch government's investment in IRC's work was supplemented by external funding, of which a significant percentage came from the Bill & Melinda Gates Foundation (Gates Foundation).

Income

Similar to 2011, total revenue and funding streams saw no significant changes, reflecting stability in IRC's overall finances. Total revenue for 2012 amounted to € 10.1 million. Dutch government (Directoraat-generaal Internationale Samenwerking, DGIS) support for core operations accounted for 28% of IRC's total revenue. Additional DGIS funds were awarded for the BRAC WASH II programme—an initiative co-funded with the Department for International Development of the United Kingdom and the Gates Foundation.

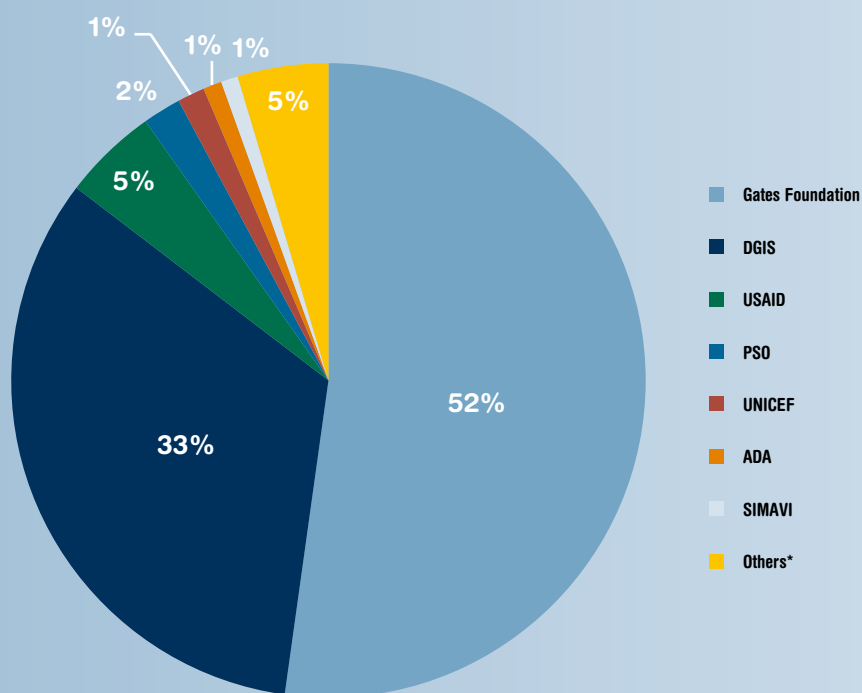
2012 was the fourth implementation year of projects funded by the Gates Foundation; WASHCost and Triple-S accounted for 52% of total revenue in 2012. The remaining 15% was derived from other project-based funding sources: the U.S. Agency for International Development for the WA-WASH project, PSO (Vereniging voor Personele Samenwerking met Ontwikkelingslanden) for sector learning projects, UNICEF for capacity-building projects, the Austrian Development Agency for projects related to learning in sanitation, SIMAVI for sanitation and hygiene-related initiatives, the Dutch Embassy in Ethiopia for technical support on water supply in Ethiopia, the Inter-American Development Bank for projects in Latin America on sustainable service delivery, the Rockefeller Foundation for projects related to multiple-use water systems, and Direcção Nacional de Águas for IRC's anti-corruption project in Mozambique. IRC ended 2012 with a positive balance of € 13,132, which was added to IRC's reserves.

⁹ IRC's annual accounts for 2012 were audited by Price Waterhouse Coopers.

IRC INCOME, 2008-2012 (IN MILLIONS OF EUROS)

	2008	2009	2010	2011	2012
DGIS and I&M funding	2.590	2.456	2.611	2.544	2.839
External income	1.885	2.327	2.662	2.797	3.022
Third party-derived income ¹⁰	1.692	2.964	4.642	4.402	4.215
Total	6.167	7.747	9.915	9.743	10.077

IRC DONORS, 2012 (IN PERCENTAGE)



Expenditure

In 2012, growth in IRC staff and country offices led to a 5% increase in personnel costs¹¹. Expanding the international scope of the organisation necessitated a 20% increase in spending on general and administrative expenses. IRC also invested in systems and structures to facilitate

decentralised work (e.g., a cloud-based system for email and document sharing). Nevertheless, spending of the first tranche of DGIS funding for IRC's five-year business plan remained in line with the framework of the Annual Plan 2012.

¹⁰ Income disbursed by IRC (as project owner) to partner implementing organisations.

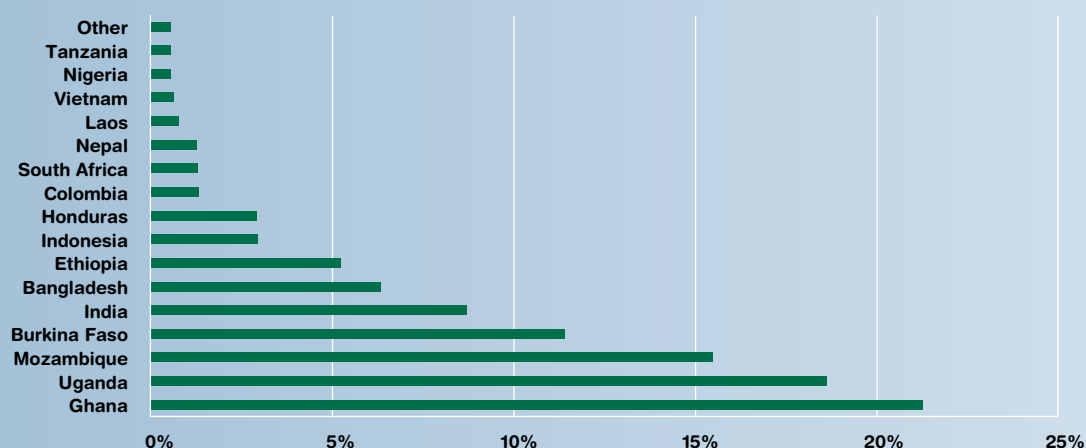
¹¹ Personnel costs cover all staff-related expenses for IRC staff with Dutch-based contracts (including some staff members in other countries) and colleagues who joined IRC in 2012 on short-term contracts.

IRC EXPENDITURE, 2008-2012 (IN MILLIONS OF EUROS)¹²

	2008	2009	2010	2011	2012
Personnel	3.286	3.852	4.285	4.667	4.880
Third-party expenses	2.206	3.465	5.269	4.678	4.712
General and administrative expenses	624	423	354	394	471
Total	6.116	7.740	9.908	9.739	10.064

Africa remained the largest recipient of IRC support in 2012, with more than € 5.1 million spent on activities across the continent. Ghana, Uganda, Mozambique and Burkina Faso received the largest proportions of IRC project support. Expenditure on activities that cut across all countries, such as knowledge management and advocacy, reached approximately € 3.5 million. The remaining approximately € 1.4 million was directed towards activities in South Asia and Latin America.

IRC EXPENDITURE IN COUNTRIES (IN PERCENTAGE)



¹² Approximately 70% of total expenditure was spent in specific countries.



IRC PARTNERS IN DEVELOPMENT

Implementing Partners

Aguaconsult Ltd	Ministry of Water Resources Works and Housing (MWRWH), Ghana
Akvo	Ministry of Local Government and Rural Development (MLGRD), Ghana
Anti-Corruption Coalition Uganda (ACCU)	Multiple Use water Services Group (MUS)
Aqua4All	NETWAS Uganda
Atkins	Network for Water and Sanitation (NETWAS)
Bali Fokus Foundation	Overseas Development Institute (ODI)
BRAC	PLAN - Promoting child rights to end child poverty
Centre for Economic and Social Studies (CESS)	Promoción del Desarrollo Sostenible (IPES)
Community Water and Sanitation Agency (CWSA)	ProWater Consultores Lda
CONIWAS (Coalition of NGOs in Water and Sanitation)	PT. Mitra Lingkungan Dutaconsult (MLD)
Consejo Nacional de Agua Potable y Saneamiento (CONASA)	RAIN Foundation
Delft University of Technology	Rand Water, South Africa
Direcção Nacional de Águas (DNA)	Red de Agua y Saneamiento de Honduras (RASHON)
Direction Générale des Ressources en Eau	Research-inspired Policy and Practice Learning in Ethiopia and the Nile Region (RiPPLE)
Direction Générale de l'assainissement, des eaux usées et des excréta Ministère de l'Agriculture, de l'Hydraulique et des Ressources halieutiques	Resource Centre Network (RCN), Ghana
Dwikarsa Envacotama PT	Royal Haskoning DHV
Eau Vive	Rural Water Supply Network (RWSN)
eMJee Development Consult	SIMAVI
Florida International University (FIU)	SNV
Fondo Hondureño de Inversión Social (FHIS)	Stockholm Environment Institute (SEI)
Gender and Water Alliance (GWA)	Swiss Centre for Development Cooperation in Technology and Management (SKAT)
Government of Burkina Faso	The Cranfield University
Hattery	The Dutch WASH Alliance (DWA)
Hydrophil IC	The International Fund for Agricultural Development (IFAD)
INGO Accountability Charter	The Rockefeller Foundation
Institute of Development Studies (IDS)	Training, Research and Networking for Development (TREND)
Institute of Water and Sanitation Development (IWSD)	UNESCO-IHE Institute for Water Education
International Council for Local Environmental Initiatives (ICLEI)	UNICEF
International Development Enterprises (IDE)	Universidade Eduardo Mondlane Mozambique (UEM)
International University in Geneva	Wageningen University (WUR)
International Water Management Institute (IWMI)	Water and Sanitation for Africa (WSA)
IR Pragmatix	Water Institute, University of North Carolina
Kwame Nkurumah University of Science and Technology, Ghana	Water Integrity Network (WIN)
Livelihoods and Nature Resource Management Institute (LNRMI)	WaterAid
Millennium Water Alliance (MWA)	Watershed Support Services and Activities Network (WASSAN), India
Ministry of Water and Energy, Ethiopia	

FUNDING PARTNERS

Bill & Melinda Gates Foundation (Gates Foundation)	€ 5.412 million
Directoraat-generaal Internationale Samenwerking (DGIS)	€ 3.322 million
U.S. Agency for International Development (USAID)	€ 0.501 million
Personele Samenwerking in Ontwikkelingslanden (PSO)	€ 0.202 million
United Nations Children's Fund (UNICEF)	€ 0.145 million

The following development partners (in alphabetical order) also provided support:

Agentschap NL	NUFFIC (Netherlands Organisation for International Cooperation in Higher Education)
Australian Government Overseas Aid Program (AUSAID)	Rockefeller Foundation
Austrian Development Agency (ADA)	Royal Haskoning DHV
Department for International Development (DFID)	Simavi
Direcção Nacional de Águas (DNA)	Save the Children
Dutch Embassy in Ethiopia	SNV Netherlands Development Organisation
European Foundation Centre (EFC)	UNESCO-IHE Institute for Water Education
FINNIDA (Finnish International Development Agency)	United Cities and Local Governments of Africa (UCGLA)
GTZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)	Water Integrity Network (WIN)
Humanitarian Innovation Fund (HIF)	World Bank
Inter-American Development Bank (IADB)	World Health Organization (WHO)
Network for Water and Sanitation (NETWAS)	World Vision International

LIST OF NEW MOUS AND HOSTING AGREEMENTS SIGNED BY IRC IN 2012

Partners	Type	Place for implementation	Description	Location
AkVO	MoU	IRC country programmes	Open source and mobile technology cooperation for improved monitoring and evaluation	http://www.source.irc.nl/page/71769
National Institute of Administrative Research (NIAR)	MoU	India	Capacity development, action research and knowledge management	http://www.irc.nl/page/76132
Prowater Consultores	HA	Mozambique	Hosting agreement	Contract only
UNICEF Mozambique	MoU	Mozambique	Research and knowledge management	http://www.irc.nl/page/72376
University of North Carolina (UNC)	MoU	USA	Research and training (UNC researchers working with life-cycle costs approach data sets)	http://www.irc.nl/page/75520
Vergnet Hydro SAS	MoU	Rural areas in Africa	Capacity development, action research and knowledge management	http://www.irc.nl/page/72584

* Memorandum of Understanding (MoU); Hosting Agreements (HA)

GRI Content Index or Short Answers

As a member of the INGO Accountability Charter, IRC reports against a Global Reporting Initiative (GRI) approved reporting standard to demonstrate its commitment to transparency and accountability.

	Strategy and Profile Disclosures	Section or <i>short answer</i>	Location
1.1	STRATEGY AND ANALYSIS		
	Statement from the most senior decision-maker of the organisation	Director's Message	p. 4-5
	ORGANISATIONAL PROFILE		
2.1	Name of the organisation	IRC International Water and Sanitation Centre	
2.2	Primary activities	Introduction	p. 6-7
2.3	Operational structure of the organisation	For 2012, there were no changes in the operational structure of IRC. For more information, refer to IRC's Accountability Charter Report 2012, at http://www.ingoaccountabilitycharter.org/wp-content/uploads/IRC-INGO-Accountability-Charter-report-2011-def.pdf	
2.4	Location of organisation's headquarters	The Hague, The Netherlands	
2.5	Number of countries where the organisation operates	IRC Around the World	p. 8-9
2.6	Nature of ownership and legal form	IRC is registered as a Foundation ('Stichting'), which follows the oversight model of governance consisting of a Supervisory Board and a Director.	
2.7	Target audience and affected stakeholders	IRC directly works with WASH development partners and implementers to achieve equitable and sustainable service delivery for the poor and marginalised. IRC Partners in Development	pp. 27-28
2.8	Scale of the reporting organisation	IRC Around the World Map Human Resources diagram	pp. 8-9 p. 22
2.9	Significant changes during the reporting period regarding size, structure or ownership	Changes include streamlined country focus, increased staff presence in countries (Ghana and Mozambique), and an enlarged IRC staff base. Director's Message Human Resources	 p. 4-5 pp. 22
2.10	Awards received in the reporting period	None	NA
3.1	REPORT PROFILE		
	Reporting period	1 January – 31 December 2012	
	Date of most recent previous report	June 2012	
3.2	Reporting cycle	Yearly	
3.3	Contact point for questions regarding the report of its contents	Communications Department (general@irc.nl)	
3.4	REPORT SCOPE AND BOUNDARY		
	Process for defining report contents	Introduction	p. 7, footnote 2
	State any specific limitations on the scope and or boundary of the report	Strong emphasis on outcomes of IRC country programmes (less on project activities). Financial report is limited to the value directly awarded to and/ or managed by IRC, and does not reflect entire funding for multi-country/ multi-organisation initiatives).	
3.10	Explanation of the effect of re-statements of information	Not applicable	
3.11	Significant changes from previous reporting periods	Not applicable	
3.12	GRI CONTENT INDEX		
	Table identifying location of standard disclosures	GRI Content Index or Short Answers	pp. 29-30

Strategy and Profile Disclosures	Section or <i>short answer</i>	Location
GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
Governance structure of the organisation	<i>For 2012, there were no changes in the governance, commitments and engagement of IRC. For more information, refer to IRC's Accountability Charter Report 2012, at http://www.ingoaccountabilitycharter.org/wp-content/uploads/IRC-INGO-Accountability-Charter-report-2011-def.pdf</i>	
Indicate whether the Chair of the highest governance body is also an executive officer (describe the division of responsibility)		
For organisations that have a unitary board structure, state the number of members		
Mechanisms for internal stakeholders to provide recommendations to the highest governance body		
STAKEHOLDER ENGAGEMENT		
List of stakeholder groups engaged by the organisation	IRC Partners in Development	pp. 27-28
Basis for identification and selection of stakeholders with whom to engage	<i>IRC works with existing and new development partners that share IRC's vision and mission. To achieve progress at scale (and at a faster rate), partnerships are not limited to the WASH sector.</i>	
GRI PERFORMANCE INDICATORS		
1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes	<i>It is the norm within IRC to involve stakeholders at all levels of programme conceptualisation, implementation and evaluation. Stakeholder involvement is necessary to ensure the relevance of IRC's programmes and initiatives, as well as to strengthen the capacity of partners in developing countries to carry on with the work after the formal completion of a programme. See Content Sections of this Annual Report.</i>	
2 Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies	<i>See IRC website</i>	http://www.irc.nl/page/76324
3 System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting changes to programmes and how are they communicated	Monitoring and Learning Communications	pp. 19-20 pp. 20-21
4 Measures to integrate gender and diversity into programme design, implementations and the monitoring, evaluation and learning cycle	<i>As founding member of the Gender and Water Alliance, IRC has a long history of integrating a gender analysis in its work. The issue of gender is considered to be mainstreamed in IRC's work. Within IRC's programme, the South Asia programme has most prominently positioned a gender analysis in its work. Some examples include: the inclusion of gender-specific indicators in project monitoring and IRC's active engagement in the AusAid-supported project Sustainable Sanitation and Hygiene for all (SSH4A).</i> <i>There exists no organisation-wide monitoring and implementation of a gender analysis (and other diversity indicators) within IRC's monitoring, evaluation and learning cycle (apart from those already built-in in project design and funding arrangements). Such a structured approach will be reviewed by IRC's M&L team in the coming years.</i>	
5 Processes to formulate, communicate, implement and change advocacy position and public awareness campaigns. Identify how the organisation ensures consistency, fairness and accuracy.	<i>The renewal of IRC's communications strategy seeks to set in place a better, more structured approach to communicating IRC's work and organisational position. This will gain more momentum next year. Initial progress is reported in this Annual Report.</i> Communications	pp. 20-21
6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organisation is not duplicating efforts?	<i>Duplication of efforts is avoided through IRC's engagement and partnership with a wide range of stakeholders (e.g., learning alliances, hosting arrangements, MoUs); conducting baseline studies in all IRC research programmes/ projects; and the day-to-day monitoring of trends in the WASH sector as part of IRC's web-based news service and WASH library.</i>	
7 Resource allocation	Finance (income and expenditure diagrams)	pp. 25-26
8 Source of funding by category and five largest donors and monetary value of their contribution	IRC Partners in Development: Funding Partners	p. 28
9 Procedures for local hiring	<i>Procedures for local hiring are currently being developed by IRC's Human Resources Department.</i>	

	Strategy and Profile Disclosures	Section or short answer	Location
EN16	10 Total direct and indirect greenhouse gas emissions by weight (as a minimum report on indirect greenhouse gas emissions related to buying gas, electricity or steam)	<i>IRC publications have been digitalised; the printing and physical distribution of IRC's publications is now kept to a minimum and is solely based on demand or need. Many meetings are now organised via GoToMeeting to eliminate unnecessary travel by IRC staff. The amount of international travel by staff is expected to decline further as IRC's physical presence grows in developing countries. Finally, because of the availability of good infrastructure and bike paths in the Netherlands, the majority of IRC staff travel to and from work by bike or using public mass transportation. Travel using private car is a rare occurrence and is not the preferred mode of transportation.</i>	
EN18	11 Initiatives to reduce greenhouse gas emissions and reductions achieved		
LA1	12 Total workforce, including volunteers by type, contract and region	<i>IRC does not work with volunteers. IRC is supported by a wide range of contracted individuals, in addition to its staff base and associates. This includes individuals contracted on a project-basis and / or for short-term consultancy work.</i>	
LA10	13 Average hours of training per year per employee by employee category	<p><i>Internal training and staff development, through the IRC'nergy Weeks, take place three times a year. IRC'nergy Weeks are resource intensive activities, which gather IRC staff from around the world for week-long internal trainings and information sharing. One full day is allocated for internal staff training. On average, each staff receives 24 hours of training per year.</i></p> <p><i>New staff in IRC also receive a week's introductory training on IRC's programmes and systems.</i></p> <p><i>Finally, a more structured HR-led staff training is under development, and will be implemented for all staff in 2013.</i></p>	
LA12	14 Percentage of employees receiving regular performance and career development reviews	<p><i>All IRC staff receive annual performance appraisals.</i></p> <p>Human Resources</p>	p. 22
LA13	15 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group members, and other indicators of diversity	Governance and Remuneration	p. 23
SO1	16 Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities including entering, operating and exiting	<i>IRC is a knowledge-based organisation, and does not directly provide infrastructure support, nor implement the actual delivery of WASH services. Through its country offices and in partnership with other implementing organisations, IRC conducts action research, and contributes to improved governance, partnerships, monitoring work and communications. Effectiveness of IRC's work is primarily measured by stakeholder-adoption of IRC-promoted approaches in discourse and practice. Continuous interaction and engagement with partners ensure IRC's modification of its approaches (or development of new ones).</i>	
SO3	17 Percentage of employees trained in organisation's anti-corruption policies and procedures	<i>IRC is currently developing an anti-corruption policy training module for its staff members. This is set to be finalised in 2013.</i>	
PR6	18 Programmes for adherence to laws, standards and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion and sponsorship	<i>IRC is certified by Dutch law to conduct fundraising activities—solicited or unsolicited—exclusively for charitable work. IRC is primarily supported by traditional sources of NGO funding (e.g., overseas development assistance, charitable foundations, etc.). Tapping non-traditional sources that will entail marketing communications in the form of advertisements and sponsorships have not been done yet but will possibly be explored in the future.</i>	



IRC International Water and Sanitation Centre

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